



भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

छत्तीसवाँ
वार्षिक प्रतिवेदन
2010-2011
Thirty-Sixth
Annual Report
2010-2011





Thirty-Sixth Annual Report 2010-2011
Indian Institute of Management Bangalore

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CHAIRMAN'S MESSAGE



Shri Mukesh D Ambani

The year 2010-11 has been an eventful one for the Institute, and I am pleased to note the progress that has been made by IIMB on all fronts. Most notable during the year has been the significant milestones achieved by the Institute in the area of extending its sphere of influence into the international academic milieu.

The EQUIS accreditation awarded to the Institute by the European Foundation for Management Development is a very significant milestone in our quest for global status. Institutions that are accredited by EQUIS must demonstrate not only high general quality in all dimensions of their activities, but also a high degree of internationalisation. That IIMB is one of just two Indian business schools to receive this accreditation makes this all the more significant.

In addition, IIMB was adjudged by a jury of over 1000 Deans of business schools to be amongst the top 25 business schools worldwide and was awarded the status of '5 Palmes', in the Eduniversal Worldwide Business Schools Ranking 2010, carried out by the French consulting firm SMBG. This is the third consecutive annual recognition of IIMB as the Number 1 Business School in India, and I am very pleased to observe the continuing and consistent performance of the Institute.

Simultaneously, the faculty has also made great progress in their efforts to be globally recognised, in terms of the number of collaborative projects and publications with faculty abroad, the number of papers published and presented, and awards and recognitions received, which have increased significantly during the last year. I am gratified to see that we have added to the faculty strength, and that many of our new professors have a strong orientation towards research.

The partnerships established by the Institute in the area of Case Development with Harvard Publishing

and the Richard Ivey School of Business are clear indicators of the quality of the research and teaching being carried out by the faculty being on par with the best across the globe.

The Student Exchange Programme also saw improvement with the number of incoming as well as outgoing student numbers increasing. We added partner schools during the year, thereby increasing the opportunity for a greater number of students to be exposed to internationalisation in form or the other during their stay at IIMB.

The collaborative partnership between IIMB and the Indian Institute of Science, Bangalore to formalize academic collaboration between the two Institutes is of strategic importance, as it adds a new dimension to research and academics. This tie-up will enhance our focus on science-driven entrepreneurship activities and provide a base for the integration of Technology and Management research leading to improved intellectual property and management of innovation.

I believe we have made significant progress during the year. While there is much to be done in our fulfillment of the Institute's Long-term Vision, I am confident that we are well on the way to creating a sound foundation for accelerated and sustained growth in the years to come.

I extend my thanks and best wishes to the entire IIMB community and all out stakeholders, alumni and other supporters for their continuing efforts in the last year, which has helped to make 2010-11 a memorable milestone.

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

Mukesh D Ambani

Chairman

November 01, 2011



Professor Pankaj Chandra

DIRECTOR'S REPORT

The year gone by has been both memorable and significant in many ways. I am proud and happy to present the achievements of Indian Institute of Management Bangalore (IIMB) in the financial year 2010-11.

- IIMB received EQUIS accreditation during the year, awarded by the European Foundation of Management Development. This is recognition of the Institute's standing amongst the best global management educational institutions. We are one of 126 Institutions worldwide to receive with this coveted accreditation.
- For the third consecutive year, IIMB was rated the Number 1 Management School in Central Asia in the Eduniversal Worldwide Business School Rankings 2010, carried out by the French consulting firm SMBG. The Institute was awarded '5 Palmes', the highest recognition under the evaluation, accorded to "Universal Business Schools with major international influence'. IIMB was ranked in the top 25 of the 100 best business schools. This recognition is particularly significant as this annual survey is conducted amongst the Deans of 1000 business schools.
- In line with the Institute's long term vision we saw significant progress in our efforts to transform into a research- based organisation, in terms of growth in scholarly publications as well as case studies and teaching aids.
- On the case front, we witnessed two significant milestones. We partnered with the Richard Ivey School of Business, University of Western

Ontario to co-brand and distribute IIMB-authored cases on a global basis. Equally significant, the Institute entered into an agreement with Harvard Business Publishing, under which the latter will distribute the IIMB collection of teaching cases. IIMB is the first B-School in India to partner with Harvard Publishing. With this, IIMB joins a select group of business schools such as Stanford Graduate School of Business, Kellogg Graduate School of Management and the Darden School of Business.

- During 2010-11, IIMB received commitments for the establishment of two Research Chairs. The Canara Bank Chair in Banking and Finance has a charter to conduct research in the areas of banking and finance. The Apeejay Surrendra Research Chair in Family Business and Entrepreneurship is focused on furthering the entrepreneurial ethos in the country.
- In September, 2010, IIMB and the Indian Institute of Science, Bangalore signed a strategic Memorandum of Understanding to formalize long-term academic collaboration between the two organisations. The primary objective of this MoU is to foster closer collaboration and new initiatives in Technology and Innovation Management. This tie-up will allow IIMB to focus on science-driven entrepreneurship activities.

Achievements and Awards

The Institute continues to attract and retain a vibrant and experienced group of faculty. Our Faculty

members have made significant contributions in the field of management education and research and have won laurels worldwide. IIMB has 98 professors and over 50 adjunct and visiting professors, probably the largest faculty body amongst business schools in the country.

During the year, we added eight new members to the teaching and research fraternity. Our professors continued to receive accolades and recognition for their work and contribution to industry as well as academia. Funding for faculty and doctoral studies has also increased manifold. The institute has set up a faculty fund to encourage international collaboration to address problems that have relevance to Indian conditions.

A few of the noteworthy achievements and awards are highlighted in the following paragraphs:

- Professor Shyamal Roy received the Best Teacher Award for 2010 given by the Association of Indian Management Schools.
- Professors Rishiksha T. Krishnan and Rupa Chanda were conferred the Dewang Mehta Business Award for the Best Teacher in Strategic Management and Economics respectively.
- Professor Avinash Mulky received the Award for the Best Professor Teaching Marketing as part of the STAR NEWS National B-School Awards.
- Professor Rahul De' won the Best Professor in Information Technology Management award at the Asia's Best B-School Awards held in Singapore in July 2010.
- Professor Trilochan Sastry was invited to join the Working Group on Governance in the National Advisory Council, headed by the UPA Chairperson, Smt. Sonia Gandhi.
- Professor Gita Sen chaired the third session of the United Nations Forum on Minority Issues in Geneva.
- The paper titled "Market Creation and Poverty Alleviation through Telecenters", co-authored by Professor Gopal Naik, Mr. Siddharth Joshi and Mr. K. P. Basavaraj received the Meritorious Paper Award at the 4th International Conference

on the Theory and Practice of Electronic Governance held in Beijing.

- Professor Ramadhar Singh, Distinguished Professor of IIMB was selected as one of the 50 most respected social psychologists in the world with a contribution in a book titled '50 Prominent Social Psychologists Describe their Most Unloved Work'. He is the only Indian selected for this academic honour.
- Professor J. Ramachandran was nominated Non-Executive Chairman and Independent Director of the Redington Group.
- Professor G Ramesh led a delegation to the Maxwell School of Syracuse University, New York that resulted in a joint three year contract between the Government of India and the Maxwell School of Syracuse University starting from June 11, 2010.
- Professor P D Jose conducted training for senior officers of the Indian Forest Service in the University of British Columbia, Faculty of Forestry, as part of a joint three-year contract between the Government of India and the University of British Columbia.
- Professor Pulak Ghosh's paper, co-authored with Sudhir Voleti (ISB, Hyderabad) and Paul Nelson (University of Rochester) "Estimation of Residual Equity in Hierarchical Branding Structures: A Nonparametric Approach on Aggregate Beer Category Data", was listed on Social Science Research Network's (SSRN) Top Ten download list for ERN: Nonparametric Methods (Topic).
- A book entitled 'Consumer Behaviour' co-authored by Professor S Ramesh Kumar, Leon Schiffman and Lezlie Kanuk in collaboration with Joseph Wisenblit (Pearson) was released at IIMB on June 18, 2010.
- Shri M Hamid Ansari, Honorable Vice President of India, released a Book entitled "Encircling the Seamless: India, Climate Change, and the Global Commons", authored by Professor A Damodaran, IIMB at a function held in New Delhi on July 21, 2010.

- Professor Rupa Chanda was nominated by WHO to be a Member of the International Roster of Health Experts.
- Professor Rupa Chanda authored a book entitled “Integrating Services in South Asia- Trade, Investment, and Mobility” which was published by Oxford University Press.

On behalf of IIMB Community, I heartily congratulate all my colleagues for their achievements and honours.

Fellow Programme in Management (FPM)

IIMB has established itself as a leader in doctoral education in management in India. During the current academic year 26 students registered for doctoral studies. With this the number of doctoral students at IIMB is 98. We have plans to increase capacity to 150 doctoral students. Thirteen FPM students were awarded the title Fellow of Indian Institute of Management Bangalore at the 36th Annual Convocation on March 31, 2011.

Post Graduate Programme in Management (PGP)

The PGP aims to equip students with the requisite knowledge, attitude, values and skill sets to assume responsible positions in industry and business. 345 students graduated at 36th Annual Convocation held on March 31, 2011.

IIMB remains committed to the philosophy that no student will be denied an opportunity to pursue the PGP for want of financial resources. The Institute provided financial assistance amounting to approximately Rs 2.25 crores to 61 students in 2010-11. In addition to the financial assistance provided by the Institute, 22 students won awards and merit cum need-based scholarships.

I am happy to inform you that our PGP students continue to be much sought after by recruiters, and that we were able to place all our outgoing students in the final placement season as well as the PGPI students in their summer placement session in spite of the increased class sizes.

In order to encourage alternative career choices, IIMB allows students to defer placements by two years. In 2010-11, eighteen students deferred placements to a following year to pursue alternate opportunities, including entrepreneurial ventures. We have also set

up a seed fund to support worthy entrepreneurial projects of our students. For students who opt to work in the not-for-profit sectors IIMB has developed a special programme wherein fees are refunded to such students over a period of three years on a pro-rata work basis.

Post Graduate Programme in Software Enterprise Management (PGSEM)

The PGSEM is a unique programme designed to meet the specific needs of professionals working in the Indian software and information technology industry in India. As part of its drive to foster excellence through partnerships, IIMB launched the PGSEM in 1998. The programme is run under the aegis of the Center for Software and Information Technology Management (CSITM) in conjunction with Infosys Technologies Ltd., Intel Technologies India Pvt. Ltd., Motorola India Electronics Pvt. Ltd., Oracle India Pvt. Ltd., Sasken Communication Technologies Ltd., Sun Microsystems India Pvt. Ltd. and Wipro Ltd.

75 students joined the PGSEM programme and 132 students of the tenth batch of PGSEM graduated this year.

Post Graduate Programme in Public Policy & Management (PGPPM)

The PGPPM is a two-year programme that imparts managerial training to policy makers and managers of public systems. The programme aims at strengthening the public policy and managerial skills of future leaders and senior managers from the civil services as well as professionals from social, infrastructure and private sectors. The PGPPM was flagged off in 2001 as part of the Centre for Public Policy (CPP), and is a joint initiative of IIMB, the UNDP and the DOPT, Government of India.

While the programme was initially open only to mid-career officers of the All India and Central Services, it was later extended to open candidates from private and non-government sectors such as infrastructure; telecom and communication; banking and healthcare; regulatory agencies, etc. The PGPPM recently added another dimension to the learning experience by opening admission to overseas participants, making it a global programme. The eighth batch of the PGPPM graduated this year.

Executive Post Graduate Programme in Management (EPGP)

Launched in 2009, the EPGP is an intensive one year program designed to enhance skills and capabilities essential for responsible positions at senior management levels. Designed for professionals with substantial work experience, the key attribute of this program is its focus on emerging economies. These emerging economies have enormous potential and business opportunities. Sustaining spectacular growth requires capable senior executives with diverse skills to handle numerous challenges, which is in short supply.

The second graduating batch of the EPGP comprised of 65 students, all of whom were successfully placed in senior management positions in industry. The class visited South Korea as part of their International Immersion requirement.

Executive Education

IIMB's Executive Education, which is one of our many touch points with industry, aims to broaden the outlook and strengthening the skills of practicing managers across the globe to prepare them for the changing roles changing world. Participants also obtain valuable insights from extensive interaction with their counterparts and their application in the new global context. Our emphasis has been on developing leadership skills of middle and senior managers and enhancing their competencies in critical thinking, decision making and leadership for the global business environment.

During the year 2010-11, the Executive Education activity at IIMB grew considerably on an all-round basis, be it the Open Programmes (both Short as well as Long-Duration programmes), Customised programmes, and International programmes.

IIM Bangalore contributed significantly to development of public systems capabilities by organizing a number of executive programmes for various government and non-profit organizations under the aegis of the Centre for Public Policy and other Centres. In addition, the NSRCEL conducted programmes for entrepreneurs and family businesses.

International Partnerships

Currently, IIMB has partnerships with universities and business schools across North and South America, Europe, Asia, Africa, and Australia. IIMB built significantly on its partnerships with Universities abroad, and the level of activity at the faculty as well as student levels was significantly higher than in previous years.

IIMB has a Student Exchange Programme with 97 partner institutes worldwide. In 2010-11, 95 international students from partner universities had their exchange term at IIMB; 86 IIMB students spent a term at one of our partner institutions.

As part of the HIEP programme, 36 students and a faculty advisor from HEC School of Management, Paris, France spent a week at IIMB and 20 students and a faculty advisor from IIMB spent a week at HEC Paris.

Four new partner Institutes have joined the exchange programme: these are Tsinghua University and Peking University from China, KAIST College of Business, South Korea and University of Geneva, Switzerland.

IIMB Centres of Excellence

To focus on new and emerging areas of research and education, Centres of Excellence have been established within the Institute. These multi-disciplinary 'virtual' centres draw on resources from their constituent stakeholders, such as industry, government, regulatory bodies, consumers, and interact with them to knowledge, develop skills, deliver projects and other inputs vital to the growth of these sectors.

I take this opportunity to highlight the achievements of some of the IIMB Centres of Excellence in the year under review.

N.S. Raghavan Centre for Entrepreneurial Learning (NSRCEL) is one of the leading entrepreneurship support centres in the country. Set up under a grant from Shri N S Raghavan in 2002, the Centre is involved in research, education and incubation activities. The Department of Information Technology, Govt. of India has sanctioned grants to the centre for the incubation of technology driven startups.

NSRCEL is focused on developing entrepreneurship programs at IIMB and encouraging similar programs at partnering institutions. Delegates from the Royal Bhutan Government as well as from Shanghai visited IIMB to study the incubation process at NSRCEL.

Centre for Public Policy

The Centre for Public Policy (CPP) was established to enhance policy making and management capacity in the public sphere with support from Government of India and the UNDP to conduct research in public policy, and thus function as a think tank on major issues, and to provide solutions to practical problems. It was also set up to conduct the PGPPM, as well as short duration training programmes for a mix of participants from the government, civil society and non-profit sectors.

In 2010-11, The Ministry of Housing and Urban Poverty Alleviation, Government of India approved and agreed to fund a research project focused on urban poverty alleviation. Under the grant, the CPP is also expected to contribute to the training of urban management professionals. In addition, a multi-year award of Rs. 7.5 crores was allotted to IIMB CPP for the nrw project “In the name: Measuring the Gender Asset-Gap”, part of a three-nation study in Ecuador, Ghana, and India

The CPP, in conjunction with the Maxwell School of Citizenship and Public Affairs, and the University of British Columbia, was awarded a three year contract to train the top management of the Indian Forest Service on policy-related issues.

Centre for Supply Chain Management

The Centre works on three broad areas of focused research; Supply Chain Risk Management, Sourcing & Supply Management and Responsive Supply Chains.

During 2010-11, the Centre grew both in terms of activities as well as corporate sponsorship revenues to reach break-even. Two faculty research projects supported by the Centre were completed and six new projects initiated, in addition to 15 sponsored projects. SCM Centre is participating in an NSF-IGERT project titled “Sustainable Electronics from a global perspective” initiated by Purdue & Tuskegee Universities.

Centre For Corporate Governance And Citizenship

The IIMB Centre for Corporate Governance and Citizenship (CCGC) was formed in 2003 to bring under a single umbrella all the research, teaching and policy support work in the area of Corporate Governance and Citizenship that the Institute faculty was engaged in.

Besides teaching courses in Corporate Governance and Social Responsibility at the MBA level, the Centre offers exclusive training programmes for Company Directors including banks and provides policy support in the field of corporate legislation and regulation. The Centre has been provisionally accredited as a Centre of Excellence by the National Foundation for Corporate Governance, a Trust sponsored by the Government of India, Ministry of Company Affairs, for promotion of improved Corporate Governance in India.

Campus & Infrastructure

During the year, the Institute continued to invest in maintaining and upgrading its infrastructure in terms of Hostels, Housing, the Library, Computing and networking resources and other essentials to ensure a high level of productivity and to create an environment that is more conducive to academic activity.

We have one of the best libraries in the country, both in terms of publications as well as technology. The library was significantly upgraded through the implementation of a new integrated library management system that complies with latest international standards and practices.

In the year under review, the student strength in our various long duration programmes exceeded 1200. Construction of 300 hostel rooms and 24 faculty houses were also completed during the period. We have embarked on an ambitious programme for expanding our capacity to meet our growth plans.

Alumni

I am proud to state that we have a close knit alumnus fraternity that supports the Institute in myriad ways, including participating in academic activity, mentoring students, taking part in social and cultural events and acting as IIMB Brand Ambassadors.

At present there are 12 chapters of the IIMB Alumni Association. During the year, several new initiatives were taken by the Alumni Association, such as launching a HDFC-IIMB co-branded MasterCard credit card for its members, arranging get-togethers, talks and interactions. In addition, the Alumni office continues to deliver Biannual Magazine and organize Reunions.

During 2010-11, the Institute recognised and honored three of its graduates, Dr K Radhakrishnan- PGP '76, Mr Ramanujam Sridhar- PGP '82 and Professor Aswath Damodaran- PGP '79 by conferring upon them the Distinguished Alumnus Award.

Financial position and operating results

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

The Faculty, Officers and staff, students, alumni, industry and all our well-wishers have helped IIMB to complete another successful year. The Institute places on record its sincere thanks for the effort and support extended to it by all its stakeholders.

Pankaj Chandra

Professor Pankaj Chandra

Director

Date : November 28, 2011

IIMB Board of Governors (As on March 31, 2011)

Chairman

Mukesh D Ambani

Chairman & MD
Reliance Industries Ltd.
Mumbai

S N Agarwal

Chairman
Bhoruka Power Corpn. Ltd.

Ajay Prasad

Former Secretary
Govt. of India

P Balaram

Director
Indian Institute of Science

K L Chugh

Chairman Emeritus
ITC Ltd.

Kiran Mazumdar Shaw

Chairperson & MD
Biocon India Ltd.

Kris Gopalakrishnan

CEO & MD
Infosys Technologies Ltd.

M Madangopal IAS

Principal Secretary
Education Department
Govt. of Karnataka

Mangala Rai

President
National Academy of
Agricultural Sciences

S S Mantha

Chairman (Acting)
All India Council for Technical
Education

D Muralidhar

Former President
Federation of Karnataka Chamber
of Commerce & Industry

L V Nagarajan IAS

Principal Secretary
Finance Department
Govt. of Karnataka

Narendra Jadhav

Member
Planning Commission
Government of India

Pankaj Chandra

Director
IIMB

N Prabhu Dev

Vice Chancellor
Bangalore University

Rahul De'

Professor
IIMB

Rajendra S Pawar

Chairman & Co-founder
NIIT Ltd.

S V Ranganath

Chief Secretary
Govt. of Karnataka

R A Savoor

Director,
Castrol India

Subhash B Dhar

Senior Vice President
Infosys Technologies Ltd.

Subroto Bagchi

Vice Chairman
Mind Tree Ltd.

Sunil K Alagh

Management
Consultant

N C Vasudevan IAS

Director-General
National Productivity Council

Vibha Puri Das IAS

Secretary (HE)
Ministry of HRD
Govt. of India

Updates

- The term of Shri Ravi Parthasarathy, co-opted member concluded on April 28, 2010.
- The Chairman, Board of Governors, re-nominated Shri Sunil K Alagh, co-opted member, for an additional term of five years with effect from May 02, 2010.
- The Ministry of HRD, Government of India, nominated Shri Ajay Prasad, Former Secretary, Ministry of Civil Aviation, Government of India, with effect from May 31, 2010, in place of Shri Samar Singh.
- The Ministry of HRD, Government of India, vide their letter dated August 12, 2010, nominated Shri Mukesh Ambani as Chairman of the IIMB Society and Board for a second term of five years with effect from September 27, 2010
- During August 2010, Shri M. Madangopal, Principal Secretary, Higher Education, Government of Karnataka, became an ex-officio member on the Board in place of Mr. A.S.Srikanth.
- The Ministry of HRD, Government of India, nominated Professor P Balaram, Director, Indian Institute of Science, Bangalore, with effect from March 06, 2011, on the conclusion of the 5-year term of Professor A.S.Kolaskar.
- The five-year term of Professor N.S.Ramaswamy, nominee of the Ministry of HRD, Government of India, concluded on March 05, 2011.

The details of IIMB Society & Board of Governors meetings are appended in **Statement 1**.

1. PROGRAMMES

Indian Institute of Management, Bangalore offers five long-term diploma-granting programmes-.the Fellow Programme in Management (FPM), the Post-Graduate Programme in Management (PGP), the Post-Graduate Programme in Software Enterprise Management (PGSEM), the Post-Graduate Programme in Public Policy and Management (PGPPM) and the Executive Post-Graduate Programme in Management (EPGP).

1.1 Fellow Programme in Management (FPM)

The IIMB Fellow Programme is a doctoral programme recognized as equivalent to Ph.D. by the Association of Indian Universities and the Government of India. Apart from the pedagogy of regular course assignment this course emphasizes on comprehensive project component which provides additional impetus for group interaction and peer learning.

1.1.1 Academic Activities :

The course curriculum consisted of major electives and new initiatives on contemporary problems relevant to Indian Industries. During the current year 26 students enrolled for the programme. The area wise intake of the batch is given below:

Area	No. of students
Corporate Strategy & Policy	1
Economics & Social Sciences	4
Finance & Control	2
Marketing	3
Organizational Behaviour & HRM	2
Production & Operations Management	6
Public Policy	2
Quantitative Methods & Information Systems	6

Twenty-four students cleared the Comprehensive Examination. Research Workshops for the academic year 2010-11 were conducted from July 15, 2010 to March 31, 2011. A Dissertation Advisory Committee (DAC) was constituted with eighteen students on the board. Twelve students made presentations of their thesis proposals. The details of these presentations are appended in **Statement 2**

1.1.2 Significant Achievements:

- Mr. Rajesh Chandwani of 2009 batch was awarded Director's Merit Award for the Best Academic Performance in the first year course work.
- Mr. Chintapalli Prashanth was selected for the EADS – SMI Fellowship for the year 2010-2011.
- Mr. Anish S. was selected for the SAP Labs — IIMB Doctoral Fellowship for the year 2010-2011.

1.1.3 Award of Fellow of IIMB:

Thirteen FPM students were awarded the title “Fellow of Indian Institute of Management Bangalore” at the 36th Annual Convocation on March 31, 2011. The comprehensive list of the awarded students is projected in **Statement 3**.



FPM Graduating Students

1.1.4 Publications and Presentations

Research and Publications form the main component of the Institute activity from the view of academics and funding. During the year the research outcomes and contributory papers / articles were published in many National and International Journals. Our students participated in various Conferences & Seminars and made presentations. Their published works and the papers presented in meets are listed in **Statement 4**.

1.2. Post Graduate Programme in Management (PGP)

The two-year Post Graduate in Management is the flagship programme of the Institute and aims to equip students with the requisite knowledge, attitude, values and skill sets to assume responsible positions in industry and business. The programme design is inspired by management practices. The PGP curriculum is reviewed every three years. IIMB has the distinction of offering the largest variety of elective courses in the second year of PGP.

1.2.1 Academic Activities

The PGP batch of 2010-2012 had 375 students on its rolls. The class consists of a heterogeneous group of students from varied background and different skill sets. An overview of the class is presented below:

Intake parameter	2009-11	2010-12
SC/ ST students	80	84
Women	49	79
Students with work experience	249	285
Students with Engineering background	277	315

During 2010-11, 69 elective courses were offered including seven new courses. In addition, 173 study projects of contemporary concerns were also completed. A list of the new electives is appended in **Statement 5**.

A Preparatory Programme for the incoming batch was held between May 31 and June 18, 2010. The PGP2 Re-orientation Programme was held during June 10-12, 2010.

1.2.2 Significant Achievements

The students of PGP 2009-2011 selected to the Director’s Merit List for their academic performance during the first year of the Programme were given a Book Grant of INR 3,000 and a Certificate of Merit. The list of these students is given in **Statement 6**.

1.2.3 Award of PGDM

At the 36th Annual Convocation held on March 31, 2011, 345 graduates received the Post Graduate Diploma in Management from Shri Mukesh D. Ambani, Chairman, Board of Governors, IIMB. Shri Kapil Sibal, Hon. Minister of Human Resource Development, and Hon. Minister, Communications and Information Technology, Government of India was the Chief Guest and delivered the Convocation Address. Shri S. Rohit, received the Gold Medal for 1st Rank and Shri Aniban Ghosh and Shri Nishant Kumar Jha received Gold Medals for 2nd Rank. Shri Swaminathan Lakshminarayan received the IIMB Gold Medal for the Best All Round Performance. With this batch, the number of graduates who have received the Post Graduate Diploma in Management has gone up to 5,613.



Convocation Address by Shri Kapil Sibal

1.2.4 Financial Aid & Scholarships

IIMB remains committed to the philosophy that no student be denied an opportunity to pursue PGP for want of financial resources. The Financial Aid Committee undertakes judicious processes to decide upon the number of awardees and the quantum of aid.

During the academic year 2010-11, a total of INR 225.08 Lakh was given to 61 students as financial aid in terms of waiver of tuition fees and living assistance.

In addition to financial assistance, the Institute awarded merit cum need-based scholarships to deserving students. Rigorous measures are followed in deciding upon the screening levels and selection of students for various scholarships. These scholarships not only encourage the students to give their best but also support them in terms of financial assistance. Many Institutions, Organizations, individuals and Communities come forward to institute these scholarships for the benefit of students. A comprehensive view of the award can be seen in the table below:

Name of the Scholarship	Programme	Number of Beneficiaries	Scholarship Amount
Aditya Birla Scholarship	PGP1	5	INR 1.75 Lakh
Aditya Birla Scholarship	PGP2	1	INR 1.75 Lakh
T Thomas Scholarship	PGP2	1	INR 1 Lakh
OPJEMS Scholarship	PGP1	1	INR 1.25 lakh
OPJEMS Scholarship	PGP2	1	INR 1.25 lakh
Rajesh Kaushik Memorial Scholarship	PGP2	1	INR 1.5 Lakh
Sir Ratan Tata Trust Scholarship	PGP2	5	INR 50,000
Citi Women Leader Award	PGP2	1	INR 5.75 Lakh
Societe Generale Global Solution Centre India Scholarship	PGP1 & 2	5	Complete financial support

1.2.5 PGP Placement

The Placement Calendar of IIM Bangalore has three key activities – Summer Placement for PGP 1 students, Final Placements for the PGP 2 & FPM as well as Lateral Placements for PGP 2.

A total of 117 companies visited the campus over 5 days and all 375 students of the PGP 1 were made offers for summer internship projects. Statement 8 shows the details of the placement.



PGP Placement - Class of 2011

During the final placement 333 PGP 2 and 7 FPM students received offers of employment. 105 companies participated in the final placement process and made 231 offers.

55 companies participated in the lateral placement process and made 147 offers.

19 students deferred placements to a following year to pursue alternate opportunities, including entrepreneurial ventures. The details of the placement processes may be viewed in **Statements 8 & 9**.

1.3 Post Graduate Programme in Software Enterprise Management (PGSEM)

The IIMB PGSEM is an executive programme that is designed to the specific needs of professionals working in the software and IT industry in India. The programme is conducted under the aegis of the Centre for Software and Information Technology Management (CSITM). The programme aims to transform professionals with strong technical knowledge to business leaders with equally strong management knowledge and a global perspective.

1.3.1 Academic Activities

The programme curriculum focuses not only on classroom study but also on project assignments. The modular design of the programme allows participants to tailor the sequence of course. The PGSEM is structured around ten broad themes. Each theme has core as well as elective courses. 75 students were inducted to the programme in the 2010 batch.

1.3.2 Award of Diplomas

132 students received the Diploma in Software Enterprise Management during the 36th Annual Convocation. Shri I. Ashok and Shri Naufal A. Kukkady were awarded Gold Medals for securing 1st Rank and for Best All Round Performance respectively.



PGSEM Class of 2011

1.3.3 Significant Achievements

- Top ten students received Director's Merit List certificates
- Google offered 3 projects for PGSEM Students to work on live business cases.
- On the same lines Yahoo India also offered live projects to PGSEM Students.

1.4. Post Graduate Programme in Public Policy and Management (PGPPM)

The Post Graduate Programme in Public Policy and Management (PGPPM) aims at strengthening the public policy and managerial skills of future leaders. The PGPPM was flagged off by Centre for Public Policy (CP) a joint venture of IIMB-UNDP-GOI, to develop an alternate think tank through excellence in Research, Education and Training. The programme focuses on deepening conceptual, technical and analytical abilities.

1.4.1 Academic Activities

The academic design of PGPPM allows students to engage in inter-disciplinary learning, shared learning, cross learning and self study. The current batch enrolled 30 students in the programme that includes both from the DoPT and the Open candidates.

Apart from the regular curriculum of core and elective courses the following Seminars and Guest Lectures were organized.

Sl. No.	Title of Seminars	Date
1.	Beyond the Macroeconomic Crisis – Towards Inclusive Growth and Sustainability	August 08-11, 2010
2.	Challenges of Rapid Urban Growth	July 14, 2010
3.	Interactive session with Times of India	February 02, 2011
4.	AIR show and the BSF Field Visit	February 12, 2011

1.4.2 Business Study Mission

After the first two terms at IIMB, participants attended the module on Public Policy in International Comparative Perspective at Maxwell School of Citizenship and Public Affairs, Syracuse University, USA between October 12, and November 27, 2010.

1.4.3 Award of Diplomas

During the 36th Annual Convocation, 23 participants received the Diploma in Public Policy and Management. Shri Sunil Kumar Jha was awarded IIMB Gold Medal for the Best Academic Performance.



PGPPM Graduating Students

1.5. Executive Post Graduate Programme in Management (EPGP)

The Executive Post Graduate Programme in Management (EPGP) is a one-year intensive programme designed to enhance skills essential for responsible positions at senior management levels. The interdisciplinary nature of the programme enriches experience both inside and outside classroom. The curriculum comprises 32 courses spread across seven terms and one term of international immersion. Students are mentored by who's who of the business world through live projects, seminars, lectures and personalized interactions.



EPGP Graduating Batch

1.5.1 Academic Activities

The incoming batch of EPGP consisted of 65 students chosen from a strong competitive pool with rich experience from India and International geographies.

1.5.2 Significant Achievements

Prayaas, a social responsibility initiative was conducted by the EPGP batch with a view to contribute to society. The idea was to enable livelihood sustenance for differently abled individuals, making a small start by facilitating limb fitting. Prayaas featured many events - The Jaipur Foot Camp, in association with the Bhagwan Mahaveer Viklang Sahayata Samiti, Jaipur (BMVSS) and a Blood Donation Camp, in partnership with Rashstroyothan.

1.5.3 International Immersion

International immersion is the core activity of EPGP programme. The students visit emerging economies to understand the local business milieu and socio-cultural aspects of the country. The class of 2011 visited KASIT Business School in Seoul, South Korea. They visited the manufacturing plants of LG, Doosan, GM Daewoo, SK Telecom and Daewoo Shipbuilding & Marine Engineering and interacted with senior executives of these companies.

2. International Affairs and Student Exchange

The Office of International Affairs at IIMB creates and nurtures collaborations with leading international universities to promote research collaborations through exchange of faculty and students. Arrangements were initiated with the University of Texas, Austin and ESCP Europe for mobility of faculty towards fostering research collaborations.

During 2010-11, memoranda were signed with four new partner Institutes have joined the exchange programme: these are Tsinghua University and Peking University from China, KAIST College of Business, South Korea and University of Geneva, Switzerland. Currently, IIMB has partnerships with universities/business schools across North and South America, Europe, Asia, Africa, and Australia. The list of the 97 IIMB Partner Institutions is given in **Statement 7**.

In order to provide a cross-cultural exposure and a global perspective to the students, IIMB has developed an extensive International Students Exchange Network. The Exchange Programme has become increasingly popular with students and nearly 40% of the batch gets a chance to spend a term at a Partner Institute.

2.1. FPM Student Exchange

One doctoral (PhD) student from the University of St. Gallen, Switzerland spent two months at IIMB in late 2010.

Two doctoral (PhD) students from the University of Cologne, Germany, were at IIMB from January to March, 2011. Two doctoral (FPM) students from IIMB received the German Academic Exchange Service (DAAD) scholarships to spend three months each at the University of Cologne. The first student was at the University of Cologne from January to March, 2011 and the second student is scheduled to go in September 2011.

Another FPM student took an internship for 8 weeks in the Service Science Factory of Maastricht University, Faculty of Business and Economics, the Netherlands in 2010.

2.2. PGP Student Exchange

In 2010-11, 95 international students from partner universities had their exchange term at IIMB; 86 IIMB students had their exchange terms at various partner institutions. Details are in the table below.

Incoming			Outgoing	
IV Term	V Term	VI Term	PGP	PGSEM
5	77	13	77	10

HEC and IIMB Exchange Program (HIEP)

As part of the HIEP programme, 36 students and a faculty advisor from HEC School of Management, Paris, France spent a week at IIMB from September 5, 2010 to September 11, 2010; the IIMB team of 20 students and a faculty advisor spent a week at HEC Paris from November 28, 2010 to December 4, 2010. Both modules included classroom sessions, industry visits and social-cultural events.

2.3. PGSEM Student Exchange

The following table gives us the list of IIMB students who visited various Business and Management Schools during the current academic year.

Name	College
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
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

3. EXECUTIVE EDUCATION

Organizations are striving to improve on their reaction time, the quality of products and services, and their costs in response to intense competitive pressure. Managing horizontally across all the organizational functions is demanding new skills.

IIMB responds to these requirements by preparing managers for the accelerating impact of technology on business and changes in the competitive environment. IIMB Executive Education is designed to broaden the outlook and strengthen the skills of practicing managers and to prepare them for their changing roles in a dynamic economic milieu. Participants obtain valuable insights on developments on management concepts and its applicability in the new global context from extensive interaction with their counterparts from other organizations.

Given the increasing importance of Executive Education, the Institute organizes different types of programmes for practicing managers.

The IIMB suite of executive education programmes include:

- Open Programmes, which are anchored on faculty research and expertise across various disciplines of management and draw participants from different organisations. This segment consists of both short as well as long duration programmes.
- Customized Programmes offered by the Institute are designed and specifically tailored to meet the specific needs of client organizations.
- International Programmes, which are offered in collaboration with top international B-schools and universities, are targeted at practicing managers looking to gain international exposure.

During the period 2010-11, 129 programmes were conducted. Of these, 36 were Open Programmes (28 short and 8 long duration), 81 Customized Programmes and 12 International Programmes.

Details of the executive education courses conducted are available in **Statement 10**.

4. IIMB CENTRES

In nearly four decades, IIMB has evolved as a hub for management education. IIMB Centres of Excellence provide a multi-disciplinary framework for research, industry-oriented projects and other academic work.

IIMB has created a number of centres of excellence, each focused on specific segments of current as well as future interest. These include the NS Raghavan Centre for Entrepreneurial Learning (NSRCEL), the Centre for Public Policy (CPP), the Centre for Software & Information Technology Management (CSITM), the Centre for Enterprise Resource Planning, the Centre for Corporate Governance and Citizenship (CCGC), the Centre for Urban Development and the Centre for Supply Chain Management (CSCM).

These centres continued to be active and completed significant amount of research and academic work during the year. Highlights of the activities and achievements of some of these centres is presented here.

4.1. N.S. Raghavan Centre for Entrepreneurial Learning (NSRCEL)

4.1.1 Overview

The Nadathur S. Raghavan Center for Entrepreneurial Learning was set up in March 2002 to synergise with IIMB's focus on entrepreneurial studies. The Centre facilitates business growth by combining academic research with practical experiences. The objective of the NSRCEL is to produce successful companies that will have the potential to create jobs, revitalize neighborhoods, commercialize new technologies, and strengthen economies.

Entrepreneurial energy is facilitated by the IIMB's academic community and industry interfaces thus channelizing the growth of small business ideas to implementation. The activities of NSRCEL are varied and encompass such areas as teaching, research, short-term programmes, seminars/panel discussions, entrepreneurship facilitation initiative and the most important of all the incubation facility for the entrepreneurs.

4.1.2 Incubation

The Centre not only trains and promotes entrepreneurship but also acts as an Incubator for start-up companies. The NSRCEL has a clearly defined Incubation process which helps entrepreneurs to realise their ideas. Global Internet Ventures (GIV), a US-based \$150 million fund, has provided NSRCEL with one-time grant for housing the incubator on land provided by IIM Bangalore on campus. The incubator, a state-of-the-art facility, helps entrepreneurs convert their business plan to a commercially viable product or service.

Some of the current start-ups at IIMB are Fleet Exchange, Idea One, Metaome Science Informatics Pvt. Ltd. , Red Force Labs, Brizz TV, Milaap and Onus. In 2010–11, Just books, Mesh Labs, Vyaya Labs and Fleetxchange graduated out of NSRCEL . Brizz TV, one of our incubatees, participated in the INTEL-DST organized Next Big Idea business plan competition and was one of the eight best teams selected for the finals.

4.1.3 Entrepreneurship Education

The Centre offers education programmes to entrepreneurs and small and medium enterprises (SMEs). These programmes are designed in the context of the present day economy as well as the Indian ethos.

- **Management Programme for Entrepreneurs & Family Businesses**

The primary objective of this programme is to enhance the quality of business management skills in entrepreneurial firms by providing a workable model. One of the unique aspects of this programme is the realistic assumption about the time constraints an entrepreneur faces and developing tools to help the entrepreneur not compromise on the learning process.

- **Management Programme for Women Entrepreneurs**

This program is specifically designed for women entrepreneurs and is focused on enabling them to identify viable business opportunities and develop a viable and sustainable plan for their proposed enterprise. It also covers topics related to working with and interacting with the Government departments and other related soft skills. The program is supplemented with visits to firms and interactions with entrepreneurs, angel investors, bankers and VCs.

4.1.4 Research at NSRCEL

NSRCEL undertakes research on entrepreneurship in the Indian context, as entrepreneurial challenges in emerging economies are quite different from those in developed ecosystems. After pioneering the well known Global Entrepreneurship Monitor (GEM) research in India, NSRCEL has since completed many research projects, some of which are listed below:

- Mutual Influence of Opportunity Identification and Cluster Rivalry Cases from Bangalore IT
- Antecedents of High Growth Ventures-Evidence from India
- Understanding the Process of Opportunity Realisation in Creative Industries
- “Innovations in the Petroleum Sector” supported by National Petroleum Management Programme. “Education and Training Needs of SMEs in Bangalore” supported by International Finance Corporation, Washington.
- Barriers and Facilitators of Entrepreneurship in Bangalore supported by the Wadhvani Foundation.
- EU Asia Link Project for developing an International Masters Programme in Entrepreneurship “EU Asia Link project for facilitating technology transfer among SMEs”.

NSRCEL is also actively involved in case writing in entrepreneurship.

4.1.5 Industry-Ecosystem interaction

NSRCEL brings together entrepreneurs, start ups, aspirants and people from various industries on to a common platform via the means of events the centre supports. Entrepreneurs, professionals, aspirant entrepreneurs, vendors, and end users are the main people who benefit from these events. The events held at the centre are an ideal platform for open discussions, presenting ideas or networking. Entrepreneurship promotional activities like *Startup Saturday*, *Mobile Monday* and *AppJam Bangalore* were organized.

During the year, the DIT Committee selected NSRCEL for disbursement of funding to the startups. A corpus of INR 200 crores has been earmarked for such funding.

Professor K Kumar, Chairperson, NSRCEL has been appointed as member of Technology Refinement & Marketing Program, Government of India.

4.1.6 International Exchange

Students from the University of Sydney, University of Exeter, Malaysian, Cornwell Students, and Pace University and National University of Singapore visited NSRCEL as a part of their academic curriculum.

Delegates from the Royal Bhutan Government visited NSRCEL for preliminary discussion with the NSRCEL team to understand the entrepreneurship programs conducted by IIMB with the objective of establishing similar programs in Bhutan. The NSRCEL team visited Bhutan for a study trip at the invitation of the Bhutan Government.

4.2. Centre for Public Policy (CPP)

The Centre for Public Policy (CPP) at the Indian Institute of Management Bangalore (IIMB) was created in 2000 through a strong partnership agreement between the Department of Personnel and Training (DoPT), Government of India (GoI), the United Nations Development Programme (UNDP) and IIMB.

4.2.1 CPP overview

The CPP aims to implement the Institute's mission of "excellence through partnerships" adopting a collaborative relationship in its research and teaching activities, with national and international institutions of excellence in the field of Public Policy.

The CPP has been designated as a Centre of Excellence by the Ministry of Urban Development and also by Ministry of Housing and Urban Poverty Alleviation. Its work in public policy is continuously being strengthened through strong collaborative networks and partnerships with other policy think tanks, policy professionals and practitioners around the world.

It also conducts various innovative and influential executive education and doctoral programmes. The CPP actively promotes faculty and student exchange programmes.

The CPP has been at the forefront of research, teaching and capacity building in public policy in India and continuously strives to generate practical policy solutions for emerging economies like ours. At a time when good governance and the role of the state is being reassessed globally, the CPP is committed to enhance the quality of Indian government officials, public managers and executives of public sector undertakings through its extensive training and educational initiatives.

4.2.2 Significant Activities & Achievements

The CPP engages continually with a variety of stakeholders and partners. They include Central and State-level government agencies, legislative bodies, national and international academic institutions and policy agencies, NGOs, private industry and individuals. Some of the programmes conducted by CPP are listed in **Statement 11**

• Ministry of Housing and Urban Poverty Alleviation, Government of India

CPP faculty put together a wide-ranging proposal for research projects focused on urban poverty alleviation which has been approved for funding by the Ministry, to the tune of about INR 1 Crore annually. Under this grant, CPP is also expected to contribute to the training of urban management professionals.

In the context of this unprecedented urban growth in India, the Centre for Public Policy (CPP) at IIM, Bangalore launched the Urban Governance Studies Group (UGSG) to undertake urban research studies. The group has been evolving very rapidly and has launched numerous research studies and seminars on urban governance. The focus of UGSG spans the entire gamut of urban development, policy and management with a clear focus on urbanization and urban policy, urban planning and development, financing of urban infrastructure, urban infrastructure and services, urban poverty, urban environment, urban transport, municipal finance and urban health. Through an interdisciplinary collaboration, the group seeks to enrich the understanding of issues that confront urban agglomerations today.

• In Her Name: Measuring the Gender Asset Gap

A new project "A Pilot Study to Collect Sex Disaggregated Data in Ecuador, Ghana, and India" (2009-2011) was taken up under the aegis of Dutch Government. The project has received a multi-year award of INR 7.5 Crores.

4.2.3. Research

The CPP also has exclusive research-oriented partnerships. Some of them are: the ADB Policy Networking Project on Trade and Industrial Policy, where CPP coordinated research by leading national institutions and experts; the Gender and Health Equity Project; the Karnataka Development

Report, and the Stanford Project on Law and Economy in India. Its action research projects involve collaborations with NGOs, citizen associations & self-help groups as well as local government agencies.

The CPP has a close interface with policy practitioners that informs and motivates research, keeping it relevant. Sustained consultative relationships have enabled the CPP to bridge disciplinary and professional segregation, build institutional trust and cooperation. The CPP has strong relationships with a few State Governments, notably Karnataka, and more recently Bihar. These links greatly facilitate work on development and local issues. Presently, the CPP is working with the Rural Development Department, Government of Bihar to develop exploratory alternative institutional models for delivering some of its programs such as the NREGS and the SGSY. Extending outreach, the CPP has also begun engaging political actors, with an orientation programme for new State Legislators.

The CPP convenes multiple interactive forums throughout the year for policy debate, where academics, business persons, NGOs and government officials participate. Some of these programs have gained a lot of momentum over the past few years and have become recognized international event sand is also concurrently promoting a national professional society for public policy.

The students and the faculty participated in number of Seminars and Conferences to present their ideas and research work. Many Occasional Papers and Monographs were published in reputed journals.

4.2.4 Partnerships

The CPP has had a productive and enduring partnership with the Government of Karnataka almost since its inception.

The Maxwell School, Syracuse University, and the DoPT, GoI, which helped transform Indian public policy education. Currently, CPP partners with major civil service academies dealing with the Indian Administrative Service, the Foreign Service and the Forest Service. It has links with the Police, Revenue and Railways Service Academies. The CPP, in conjunction with the Maxwell School of Citizenship and Public Affairs (Syracuse University, USA) and the University of British Columbia, was awarded a three-year contract to train the senior most echelons of the Indian Forest Service on policy-related issues.

The Urban Development Ministry has selected CPP as a Centre of Excellence in urban development. CPP has also established a new partnership with CELAP, China and is exploring ties with McGill University. Several funding organizations have been important stakeholders, supporting important multi-year research projects at CPP. These include the UNDP, Ford, Rockefeller and MacArthur Foundations, Sida, WHO, UNFPA and the ADB.

4.3. Centre for Supply Chain Management (SCM)

4.3.1 Overview

The Centre for Supply Chain Management is a strategic multidisciplinary Centre of Excellence within IIMB dedicated to carrying out specialized theoretical and applied research on Supply Chain Management and to promote closer and enduring industry-institute collaboration. The Centre brings together practitioners from leading organizations, researchers from renowned research institutes and IIMB's multi-disciplinary faculty to carry out specialized theoretical and applied research in supply chain management, and work towards becoming an internationally recognized centre in the field.

4.3.2 Academic Activity

- Some of the activities that SCMC was engaged in during the year were:
- The Eighth Advisory Council Meeting where Titan Industries was welcomed as a corporate sponsor. With Titan Industries rejoining the Centre the corporate sponsorship revenues improved adequately to reach breakeven level.
- Biennial Supply Chain Management Conference with the theme “Opportunities and Challenges in Service Supply Chains”, jointly organized by Supply Chain Management Centre and the EADS-SMI Endowed Chair for Sourcing and Supply Management, wherein 8 International participants from 7 countries (Australia, China, France, Iran, Pakistan, UK and USA) took part. Corporate Sponsors were well represented as Keynote Speakers (IBM) and in Panel Discussion (TVS Logistics, IBM and EADS).
- A 5-day Executive Development Programme on Sourcing and Supply Management was held at IIM Bangalore for practicing executives .
- SCM Centre has agreed to take part in a NSF-IGERT Project “Sustainable Electronics from a Global Perspective” initiated by Purdue & Tuskegee Universities.

4.3.3 Research & Study Projects

The following Faculty Research/Study Projects supported by the Centre were completed:

- “Application of Game Theory to SCM” by Professor Arnab Basu.
- “A Revenue Sharing Contract with Price Dependent Demand” by Professor Siddharth Mahajan.

Six new Faculty Research/Study Projects were conceived and supported by the Centre. Based on the Projects suggested by corporate sponsors, Student Projects were carried out during the fourth and fifth terms with IBM India, Quest Global, TVS Logistics Services, SAP Labs, BAE Systems, Featherlite, FIRELuxur Developers and SecureSpin.

4.3.4 Significant Achievements

SCMC has entered into a MOU with Dayalbagh Educational Institute (D.E.I.), Deemed University, to promote cooperation in Research in Supply Chain Management topics.

SCMC has renewed membership of the Supply Chain Council (SCOR), USA and the Council for Supply Chain Management Professionals (CSCMP), USA.

4.3.5 Corporate Partner Relations

The Centre has initiated Programmes to provide a structure for the growth and development of relationships with the practicing sectors. A limited number of leading corporate and non-corporate organizations, who share a common interest in leveraging supply chain management research into competitive advantage, are invited to become Corporate Sponsors of the Centre. Other forms of Industry-Institute partnerships are also being developed to meet specific requirements.

During the year representatives from SCM Partners such as Snowman Frozen Foods, WP Carey School of Business, USA, SAP Labs and BAE Systems, UK visited the centre to promote closer and enduring industry-institute collaboration.

New Initiatives were taken to widen the family of SCMS corporate partners by way of contacting Oracle Financial Services Solutions Pvt. Ltd., Infrasoft, Polaris, IBM, Grameen Foundation (Mifos), NABARD.

4.3.6 Publications

The results of academic research by the Faculty members and other associated researchers have been published as Co-branded 'IIMB – SCMC Working Papers'. In the year 2010, 3 nos. working papers were published. The Centre has brought two issues of the Newsletter SCMC Digest. The Newsletter has been well received by the SCM community.

4.4 Centre for Enterprise Resource Planning (CERP)

4.4.1 Overview:

The centre for ERP creates a common platform and brings together academia & industry thought leaders to carry out collaborative research work in the broad area of transforming business through enabling technologies. The main objectives of ERP are to –

- Conduct research in the area of e-Business (enterprise, electronic, efficient, economic - Business) for process efficiency in financial services, manufacturing and government.
- Provide a forum for interaction and dialogue on issues, challenges and solutions between the industry and academia.
- Create an industry-academia collaborative research platform.
- Develop industry benchmarks for deployment of electronic resources for improving business efficiency.

4.4.2 Activities

Some of the major activities of the Centre in 2010-11 were:

- Offered an Elective Course on ERP to PGP and PGSEM students. 62 students opted for the elective.
- Two PGP students completed their CCS in the ERP domain.
- Research: Professor D Krishna Sundar is presently working in the “Low Cost Banking Technology Solutions & Strategies” area.
- On behalf of ERP Centre, Professor D Krishna Sundar organized a one day workshop on ‘Low Cost Banking Technologies’ at the Hotel Leela Kempinsky, Mumbai on December 1, 2010.

Efforts were made to encourage companies such as Oracle Financial Services Solutions Pvt. Ltd., Infracore, Polaris, IBM, Grameen Foundation (Mifos) and NABARD and induct them as members of the Centre.

The Centre conducted a series of seminars on management, society and culture. The topics covered included entrepreneurship, e-governance, Indian culture, IP protection, mergers and acquisitions, mountaineering and Indian bureaucracy. These business leadership seminars were presented by distinguished senior managers from diverse business segments.

4.5 Centre for Corporate Governance and Citizenship (CCGC)

4.5.1 An overview

The IIMB Centre for Corporate Governance and Citizenship was formed in 2003 to bring under a single umbrella all the research, teaching and policy support work the Institute faculty have been

engaged in for the past several years in the area of Corporate Governance and Citizenship. Besides teaching courses in Corporate Governance and Social Responsibility at MBA level, the Centre offers exclusive training programmes for Company Directors including banks and provides policy support in the field of corporate legislation and regulation.

The primary objective of CCGC is to improve the understanding of systems of corporate governance in India and elsewhere through conceptual and empirical research. The Centre arguably has the distinction of pioneering academic training of directors of companies and other senior executives with substantial interface with their boards.

4.5.2 Activities

Centre for Corporate Governance and Citizenship courses have been offered to PGP, PGSEM and PGPPM students. In addition a two credit core course on Ethics of Public Decision Making has also been offered in the PGPPM.

Training programmes were conducted by the Centre pertaining to Ethics and Corporate Governance. The Centre has taken over the responsibility for conducting an ethics orientation for the PGP. In addition, a number of short modules for the EGMP and Armed Forces Training Programs were designed and implemented.

Globethics.net Foundation Switzerland and the IIMB Centre for Corporate Governance and Citizenship organized a three- day international Conference at the Infosys Leadership Training Centre at Mysore. The other companies that participated in the event were Tata Group, GMR Foundation, Infosys, BASF, Ministry of Finance, WIPRO and Professors from IIM Bangalore. About 100 participants attended the conference.

4.5.3 Significant achievements

An E-brochure of the Centre was created in the beginning of the year, which is also uploaded on the Centre's website.

Website www.teachcsr.com :This website was developed in 2007 in collaboration with British Council, International Centre for CSR at the Nottingham University Business School and IIMB. The website was created with the objective of becoming a single stop for resources pertaining to ethics and CSR for teachers.

The Centre has been provisionally accredited as a Centre of Excellence by the National Foundation for Corporate Governance, a Trust sponsored by the GoI, for the promotion of improved corporate governance in India.

4.5.4 Research and Publications

Some of the publications contributed by the CCGC during the year were:

- The Relation Between Firm-level Corporate Governance and Market Value : a Study of India by Professor N. Balasubramanian, Bernard S. Black and Vikramaditya Khanna, IIMB Working Paper.
- Research on "Corporate Board Interlocks" authored by Professors N. Balasubramanian, Samir Barua (IIM A), Rejie George and Suresh Bhagavatula is reaching its first stage of completion and is expected to be released in early April.

5. RESEARCH AND PUBLICATIONS

5.1 Publications

Apart from teaching, faculty members are involved in research work and undertake research projects that are sponsored by different agencies. The findings of these research projects are published in reputed journals of national and international importance. IIMB faculty are well recognized and are consulted for preparing 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.

During 2010 –11, eleven research projects and ten case writings were undertaken by the faculty and funded by the Institute. The list of these projects is appended in **Statements 12 & 13**. Overall, about 28 Working Papers were published by the faculty and other FPM Students in their respective domains of study. A list of working papers is given in **Statement 14**.

The IIMB community is actively engaged in publishing of scholarly papers, books, book chapters and articles.

Publications	2010-11
Papers in journals	66
Chapters in Books	15
Books	10
Articles in Newspapers/ Magazines	77
Conference Presentations	51
Other Publications	28

The details of IIMB publications are available in **Statement 15**.

5.2 IIMB Management Review

IIMB Management Review (IMR) is a quarterly journal brought out by the Institute Management. Addressing to management practitioners, researchers and academics, IMR aims to engage rigorously with practices, concepts and ideas in the field of management, with an emphasis on providing managerial insight in a format that is accessible to a wide audience. IMR is a peer-reviewed journal and follows the ‘double blind’ review process.

IMR is published and distributed by Elsevier on behalf of IIMB.

5.3 Tejas@iimb

tejas@iimb, a first-of-its-kind knowledge portal that captures the extensive and enriching interaction between the students and faculty at IIM Bangalore, is an effort to capture the knowledge generated and shared at IIMB through faculty-student interaction both inside and outside the classroom. The projects done as part of the coursework are an instance of knowledge generation where the students seek out the real world applications of the concepts taught by the faculty and in this process create new knowledge worth sharing with a wider community.

tejas@iimb is meant for both current as well as future decision makers - the corporate sector and the management student community across the world.

6. CONSULTING

Consultancy assignments are an important component of Institute's activities. IIMB faculty members devote a significant proportion of their time to consultancy projects from both the private as well as public sectors, government agencies and multi-lateral development organizations. Over the years, IIMB has built up an extensive body of knowledge in social sectors such as health and education and has worked with Indian government agencies both at the centre and the state levels, and has contributed to policy formation and developmental processes at the grassroots. Consulting not only adds to Institutes understanding of practical aspects of management, but also helps in improving management practices in business, industry and government.

Recent projects executed by IIMB faculty include work on organizational structure and staffing pattern for a large petro-chemical company; a marketing strategy for a software products company; a business leadership programme for a well-known group for industries; risk management for a financial services company and a comprehensive review of the scheme of Kendriya Vidyalaya Sangathan (KVS).

Several projects are taken up for international institutions such as the World Bank and UNDP. IIMB has a special focus on research and consulting related to emerging markets and economies; to this end, IIMB has partnered with:

- The MIT Sloan School of Management to design and conduct a program on Globalization, Technology and Management of Change.
- The Wharton School of the University of Pennsylvania to conduct a workshop on "Entrepreneurship and Globalization in India"
- The Tuck School at Dartmouth College, and
- The University of Buckingham to develop Action Learning Programmes for the Growth of SMEs.

During 2010-11 IIMB partnered with Karnataka Antibiotics & Pharmaceuticals Ltd., Bangalore; BEML, Bangalore; European Union-Erasmus Mundi; NDDDB, Anand; National Water Academy, Delhi; Government of India, Ministry of Water Resources, New Delhi; Institute of Developing Economics (IDE); Cisco Development Organization; Tirumala Tirupati Devasthanam (TTD) and completed nine projects. Eleven projects are in progress. 10 Newly initiated projects are growing into full-fledged research and proposals have been sent for another eleven projects. The list of the projects and their details are in **Statement 16**.

7. FACULTY

The faculty body distinguishes IIMB from the other business schools. Members of the faculty are drawn from amongst the leading business schools across the world and represent a judicious mix of academic, industrial, research and consulting expertise. The combined strengths and experience of the IIMB faculty contribute to the acknowledgement of the Institute as a leading centre for management education.

Faculty members at IIMB are conversant with a wide range of the most up-to-date teaching and learning resources in use in management education across the globe. Alongside the traditional

teaching methods, IIMB has a strong commitment to case-based and student-centered learning, where the emphasis is on the individual development of the learner throughout their time at the institute. The classroom approach used at IIMB is highly interactive and faculty members are constantly looking for new and effective ways to engage their students in the learning process.

At the end of 2010-11 faculty strength was 98 full time and 43 Adjunct/Visiting Professors. Many of the faculty have won awards and recognition for their contributions to management education. Our Faculty are members of reputed Boards, Society and Committees. They participate in Seminars, Conferences and other meets organized by other educational institutions, Universities, government departments and agencies in India and abroad, and have made significant contributions during these engagements.

The faculty list as on March 31, 2011 is appended in **Statement 17**

8. INFRASTRUCTURE

IIMB is situated on a sprawling 100-acre campus with a signature all-stone architecture and is an ideal environment for academic learning. IIMB has world-class infrastructure that facilitates excellence in teaching, research, consulting and other professional activities.

8.1 Library

The IIMB library is housed in a building of 55,000 square feet spread over four floors with more than 300 seats. It serves users on all days of the year except on three National Holidays. It has a comprehensive collection of literature predominantly related to management and allied subjects to meet the information needs of its users. Most of the library's activities are computerized using an integrated library software package.

The library has a total collection of approximately 2.20 Lakh documents (books, back volumes of journals, government publications, technical reports, conference proceedings, non-book materials etc.). The library has access to 72 e-resources and 254 e-books from Elsevier Science & Cambridge University press and subscribes to 720 print journals, 1200 e-journals, and 27 newspapers. Apart from this more than 35,000 full text journal titles are available in the databases subscribed to by the library. It also receives around 200 Newsletters and has 2,200 Annual Reports from public and private organizations. The non-book materials collection includes 4180 CDs, 700 CDs received with books, 420 Video Cassettes, 415 VCDs & DVDs and 235 Audio Cassettes.

8.2 Computer Centre

One component of world class infrastructure that IIMB enjoys is its well equipped Computer Centre. The Centre is continuously updated and the campus is well connected.

The highlights of the Computer Centre activities during the year 2010-11 are mentioned below:

- The extension of IIMBNET to New hostel (300seats) and 24 new faculty residences (both wired and wireless) completed in this financial year.
- Redundancy in the wired network backbone was established.
- A self-registration portal has been introduced to facilitate guests & participants to create accounts on their own. The facility is also being extended to all employees for their guest access.

- Usage of Wi-Fi hotspots are being assessed through existing tools for the trend and timely support
- The Institute Internet link has been upgraded to 100 Mbps. We have also retained one redundant link from STPI
- VPN facilities were extended to more users for off- campus usage.
- Redundant DNS hosted at ISP level, which smoothen the inbound connection
- www.iimb.ac.in was established with webmail access on this domain.
- A high density, green, modern datacenter is operational for the last 7 months without any downtime. Currently the datacenter hosts 54 virtual servers (including 10 for research computing & OPAC, DSPACE for library).
- During the year, all the Faculty blocks were provided with new network duplex printers as well as scanners to further bring down the consumable as well as maintenance costs. During this year the Institute also replaced inkjet printers with desktop laser printers in many locations in continuation of the drive to reduce printing cost.

The Computer Centre has plans to enable energy saving features and better performance in various co-hosted websites.

8.3 Educational Resource Planning (ERP) System for IIMB

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

The ERP system became operational in the following fields:

- For all academic programmes. Final Transcripts have been generated for PGP, PGSEM & EPGP students who graduated in March 2011.
- Student feedback system was implemented for PGSEM
- During the year the entire admissions cycle was implemented online and successfully completed for all the Long Duration programmes (LDPs), i.e., EPGP, PGP, PGSEM, FPM & PGPPM
- The Finance & Accounting system has been made operational.
- Most frequently used Leave Types have been implemented.

9. STUDENTS & ALUMNI ACTIVITIES

In parallel to academic life at IIMB runs the foot-stamping rhythm of student social life. Singularly active, each of the 35 student associations and clubs provide a forum for interaction amongst themselves and the world outside and caters to diverse interests of the student community. Some of the clubs and committees, are- the Students Affairs Council (SAC), the central decision making body for all student activities, the Forum for Industrial Interaction (FII), the Cultural Committee (CulCom), ICON – the Consulting Club, MARS – the Merchandising and Retailing Society, MASH

– abbreviated from Marketing Shrine, SIGMA -the computer systems club, the Entrepreneurship and Innovation Cell (ENI) – which fosters start-ups and Vikasana – for Social Service.

These groups and committees organize a number of events and ensure that IIMB has its fair share of fun. Some of the activities organized during the year are:

9.1 India Product Managers Conclave

India Product Managers Conclave provided a platform for discussion with Industry Leaders on “*Challenges and Opportunities - Product Management in Captive Setups*”. The interaction between students and Industry leaders from Adaptive Marketing, Yahoo, McAfee was helpful in understanding the challenges facing product management and product marketing.

9.2 Vista 2010

VISTA is the international business summit organized by students of IIM Bangalore., which saw participation from around 180 Colleges and 80 corporate entities, resulting in over 12,000 footfalls during the three days of the summit. With a budget of INR 1.35 Crore, this was the biggest business summit across country, with a total of 32 events spanning the entire managerial spectrum.

The flagship event of the fest called NUMERO UNO was essentially a search for the individual with the best CEO skills and instincts through a whole host of rounds and tests, with a prize money of a INR 1.2 Lakh . Similarly, there are other events such as CXO CONCLAVE and VISTA CONCLAVE, where eminent personalities and dignitaries were invited on - stage to discuss pertinent socio-economic issues. With ‘Scripting the Future’ as its theme, VISTA has provides a platform for students to learn, interact and acts as a bridge between industry and academia. The event has been appreciated by students, companies, academia and national media.

9.3 Sangram 2010

Sangram is the annual sports meet between IIM Bangalore and IIM Kozhikode, and has the distinction of being the first inter-IIM sports meet ever. Every year about 150 students from these colleges participate in this sports meet.. The event witnesses intense but friendly rivalry between both the colleges across almost 14 sports, such as Cricket, Football, Volleyball, Tennis, Basketball, and Badminton etc. IIM Bangalore was the winner of Sangram 2010-11.

9.4 Open House

The Open House Forum is a meeting of students, IIMB alumni and professors to exchange thoughts and ideas on the various academic programmes at IIMB. The forum also addressed the queries of participants regarding the various aspects of the programmes discussed, highlighting their unique features and scope in the business world.

9.5 Eximius 2010

Eximius, IIM Bangalore’s annual summit fires the spirit of entrepreneurship among university students across India. As one of India’s biggest entrepreneurship festivals, Eximius drew participation from over 150 business schools, well-known entrepreneurs, budding startups, and established players in academia and venture capital. The two-day summit included a flagship business plan competition, a number of student competitions that tested and honed entrepreneurial skills and knowledge, as well as discussions with eminent personalities from the entrepreneurial world. During the summit, IIM Bangalore and Eximius received extensive national media coverage, such as CNBC’s Young Turks programme and articles by the Times of India and the Business Standard.

9.6 **Shaurya 2010**

Over the years IIMB has nurtured one of the finest sportspersons across IIMs. Efforts to arrange a student-alumnus sports finally became a reality last year, giving birth to Shaurya. About 80 enthusiastic alumni participated and eventually lifted the trophy for the first edition of Shaurya. Apart from the sports, it also served as an effective platform for interaction between the students and alumni.

9.7 **Sangharsh 2011**

Sangharsh has evolved over the years from being a bi-lateral sports meet to become the first ever 4-way sports event with students from the IIMS at Ahmedabad, Bangalore, Kolkata and Lucknow participating last year. Close to 300 students from the 4 IIMs participated in the historic meet in January 2011 at IIM Lucknow. Owing to challenging weather conditions only six of the 14 IIMB teams could reach the meet and still captured a creditable 54 points.

9.8 **Unmaad 2011**

The biggest Indian B-School cultural festival draws participation from colleges & companies from across the country. From Street Play to Jam, Face painting to Professional Shows, Rock Competitions to Classical Dance, Unmaad 2011 covered the whole gamut of events. The highlights of Unmaad 2011 were:

- *India Inspired* – Talk Series featuring Rajat Sharma, Viren Rasquinha & Nisha Susan
- Musical performances by Indian Ocean, Thermal & A Quarter
- 36 competitions, 400+ Colleges from 50 cities, Footfall of over 30000, 1 million website hits

9.9 **IIMB Alumni Association**

The IIMB Alumni Association has the objective of fostering stronger ties between IIMB and its alumni. The alumni website is aimed at strengthening its network with other alumni. This website has an alumni directory wherein one can search his/ her fellow alumni based on the year of graduation or location or by name or company with which they are associated. Other facilities like career options, posting of information, bulletin board, etc., are also available. The association has chapters in Delhi, Mumbai, Kolkata, Hyderabad, Chennai, Hong Kong, Singapore, London, UAE and New York.

During 2010-11 The Alumni Association was buzzed with activities:

- The first election of all Indian chapters. The IIMB Alumni Association now has 12 chapters.
- A new course called Working in Africa was initiated.
- An alumni road show ‘ Innovation beyond Borders’ was held in 5 cities.
- HDFC and IIMB agreed to launch a cobranded MasterCard (credit card) for the IIMB community. This is the first of its kind of initiative driven by the alumni office.
- A live web seminar was organized to reach out to all alumni outside Bangalore and discuss the vision of IIMB. This interaction helped collect close to INR 30 Lakhs from alumni.

In addition, the IIMB Alumni office contributes towards:

- Biannual Magazine - IIMB Alumni Magazine Summer and winter 2010.
- Distribution of Alumni cards.

- Reunions for PGP 85, 90, 95 and 90. Besides, the first ever PGPPM reunion and EPGP reunion was also arranged.
- Anusmaran 2010 was held in all 12 chapters in May. Many faculty members participated in the celebrations outside Bangalore.

10. PERSONNEL & ADMINISTRATION

As on March 31, 2010, there were 26 Officers, 3 Research Fellows and 195 administrative staff on rolls. The detailed status is given in **Statements 18 & 19** .

There were three new appointments, and 5 Staff members retired on attaining superannuation. The term period of 5 staff members was extend for 1-2 years.

Official Language Implementation

Apart from taking effective steps to implement the Annual Programme of the Ministry of Home Affairs, Dept. of Official Language, IIMB organized several events during the year such as workshops, competitions, Hindi Month to promote the progressive use of Hindi. Hindi Month was celebrated at the Institute from 02.09.2010 to 30.09.2010. Various competitions such as Poetry Recitation, Story Writing, Memory Test, Hindi News Reading, Handwriting, Administrative Terminology/Translation and Hindi Typing were organised. An Official Language Conference on “Provisions, Rules and Implementation of Official Language” was also conducted during the month for Officers, Sr. Executives and Executives. The highlight of the year was IIMB winning the TOLIC Rajbhasha Award-First for the year 2010-2011.

11. FINANCIAL POSITION

The financial position of the Institute showing the income, expenditure and savings for the year 2010-11 and comparative position for the previous two years are given below:

Rs. in Crores

Particulars	Actual		Actual
	2008-09	2009-10	2010-11
NON- PLAN :			
1 Income:			
Govt. Grants	0.00	0.00	0.00
Own Revenue (excluding transfers)	87.38	100.48	142.31
Total	87.38	100.48	142.31
2 Expenditure	53.61	63.88	73.24
3 Excess of Income over Expenditure	33.77	36.60	69.07
Less:(i) Corpus Interest	3.83	5.25	7.07
(ii) Transfer to Terminal Benefits Reserve	20.15	25.26	18.88
(iii) Transfer to General Reserve towards Capital Expenditure		1.98	4.57
(iv) Transfer to Chairs (interest)	0.21	0.00	0.00
(v) Add back of Depreciation Written off	6.73	0.06	0.003
(vi) Depreciation	6.88	5.31	6.15
(vii) Vision Fund	7.00	0.00	5.00
(viii) Infrastructure Development Fund	0.00	0.00	26.00
4 Net Savings transferred to End. Fund	2.43	(1.14)	1.40
PLAN:			
1 Receipts			
Govt. Grants	0.00	10.67	19.28
			0.00
2 Expenditure	4.93	5.19	20.99**
			43.47**

** Met from General Reserve (Corpus Interest).

Other finance-related details are appended in **Statement of Accounts 2010-11**.

Indian Institute of Management Bangalore

Statements

Statement 1

IIMB Society Meeting

46th Meeting on March 31, 2011

BOARD MEETINGS

No. of Board Meetings held during 2010-11: 4

Meeting Nos. & Date:	132 nd meeting	-	September 7, 2010
	133 rd meeting	-	October 28, 2010
	134 th meeting	-	February 9, 2011
	135 th meeting	-	March 31, 2011

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

Name of the Member– Shri/Smt	No. of Meetings Attended	Remarks
Agarwal S N	4	Nil
Ajay Prasad	3 (132 nd , 134 th and 135 th)	Leave of absence for 133 rd
Balaram P	1 (135 th)	Not a member for 132 nd , 133 rd and 134 th
Chugh K L	4	Nil
Kiran Mazumdar Shaw	1 (134 th)	Leave of absence for 132 nd , 133 rd and 135 th
Kolaskar A S	2 (133 rd and 135 th)	Leave of absence for 132 nd and 134 th . Special Invitee for 135 th
Kris Gopalakrishnan	2 (133 rd and 135 th)	Leave of absence for 132 nd and 134 th
Madangopal M	Nil	Not a member for 132 nd . Leave of absence for 133 rd , 134 th and 135 th
Mangala Rai	2 (132 nd and 135 th)	Leave of absence for 133 rd and 134 th
Mantha S S	Nil	Leave of absence
Mukesh D Ambani,Chairman	3 (132 nd , 134 th and 135 th)	Leave of absence for 133 rd
Muralidhar S	3 (133 rd , 134 th and 135 th)	Leave of absence for 132 nd
Nagarajan L V	1 (132 nd)	Leave of absence for 133 rd , 134 th and 135 th

Name of the Member– Shri/Smt	No. of Meetings Attended	Remarks
Narendra Jadhav	Nil	Leave of absence
Pankaj Chandra, Director	4	Nil
Prabhu Dev N	1 (132 nd)	Leave of absence for 133 rd , 134 th and 135 th
Rahul De'	4	Nil
Rajendra S Pawar	1 (135 th) (via skype)	Leave of absence for 132 nd , 133 rd and 134 th
Ramaswamy N S	2 (132 nd & 134 th)	Leave of absence for 133 rd . Not a member for 135 th
Ranganath S V	1 (132 nd)	Leave of absence for 133 rd , 134 th and 135 th
Savor R A	2 (134 th and 135 th)	Leave of absence for 132 nd and 133 rd
Srikanth A S	Nil	Leave of absence for 132 nd , Not a member for 133 rd , 134 th and 135 th
Subhas B Dhar	3 (132 nd , 133 rd & 134 th)	Leave of absence for 135 th
Subroto Bagchi	2 (133 rd and 134 th)	Leave of absence for 132 nd and 135 th
Sunil K Alagh	2 (134 th and 135 th)	Leave of absence for 132 nd and 133 rd
Vasudevan N C	1 (133 rd)	Leave of absence for 132 nd , 134 th and 135 th
Vibha Puri Das	2 (134 th and 135 th)	Leave of absence for 132 nd and 133 rd . Represented by Mr. Ashok Thakur for 134 th and by Mr. Pravin Agarwal for 135 th meeting.
Mahadevan B Dean (Administration)	4	Special Invitee
Trilochan Sastry Dean (Academic)	4	Special Invitee

FINANCE COMMITTEE MEETINGS

No. of Finance Committee Meetings held during 2010-11 : 4

Meeting Nos. & Dates : 37th – July 1, 2010
38th - October 25, 2010
39th - February 2, 2011
40th - March 25, 2011

Name of the Member– Shri/Smt	No. of Meetings Attended	Remarks
Agarwal S N, Chairman	4	Nil
Ashok Thampy, Faculty & Member	3 (37 th , 38 th and 39 th)	Leave of absence for 40 th
Indu Shekhar Vasisst, CAO	4	Nil
Mahadevan B Dean (Administration)	4	Nil
Muralidhar D	2 (39 th and 40 th)	Not a member for 37 th and 38 th
Pankaj Chandra Director	4	Nil
Sujata M Head, Finance	4	Nil
Trilochan Sastry Dean (Academic)	2 (38 th and 40 th)	

Statement 2

Thesis Proposal Presentations by FPM Students

Sl.No.	Student	Dissertation Title	Date
1	Pralok Gupta	Regulatory Barriers on Factor Mobility in International Trade in Services: Measurement and Welfare Implications	12.4.2010
2	Srinivasan Tatachari	The Dynamics of Organisational and Group Identifications in Newcomers	6.7.2010
3	Ramya TV	The Influence of National Culture on Transaction Costs: Evidence from Multinational Entry Mode	7.7.2010
4	Nivedita Sinha	Diversified Business Groups and Efficient Allocation of Funds - An Empirical Examination	10.8.2010
5	Murthy KN	An Assessment of the Vulnerability, Coping and Adaptive Capacity of Rural Households to the Impacts of Climate Change in the Dry Zone of Southern India	24.8.2010
6	Narahari HS	A study of Business Groups in an Institutional Voids Setting	28.10.2010
7	Bipin Kumar Dixit	Three Essays on Emerging Market Corporate Acquisitions: A Case of Indian Capital Market	25.10.2010
8	Devi Vijay	Emergence and Diffusion of Collective Action Frames in Community Based Organisations: The Case of Palliative Care Societies in Kerala	4.11.2010
9	Tapsi Narang	CEO Compensation and Growth Strategies of Firms in a Concentrated Ownership Setting	18.11.2010
10	Deepali Sharma	Creation and Co-evolution of Institutions: Evidence from the Indian Mobile Telecommunications Industry	16.12.2010
11	Rajkumar Upadhyay	Essays on Competitive Dynamics in the Indian Cellular Industry	28.2.2011
12	Ashwin AS	Corporate Governance and Technology Innovation: A Study of Indian Pharmaceutical Industry	14.3.2011

Statement 3

Award of Title “Fellow of IIMB” 2011

Sl.No.	Name of the Student	Thesis Title
1	Srinivas Gunta	Managing the Flexibility – Stability Dialectic in Organizational Routines: Emergence and Evolution of Firm Capabilities in a Large Indian Software Services Enterprise
2	Shalu Kalra	Systematic Liquidity, Investor Sentiment and Market Behaviour
3	Suren Sista	The impact of Tacit Knowledge on Relationship Strength and Relationship Continuity in Business-to-Business Relationships between p-KIBS and their clients
4	Annapurna N	Evolution of Strategic Orientation of Microfinance Institutions: Case studies of Grameen Replicators in India and Bangladesh
5	Arun Kumar Tripathy	Implementation of Expansion Strategy - Impact of Industry and Firm Context
6	Padmaja Pushkar Palekar	Evolution of Human Resource Practices in Large Rapid Employee Growth Organisations
7	Samir K Kagalkar	Essays on Competition in the Indian Banking Industry
8	Ashutosh Kumar Sinha	Essays on Mergers and Acquisitions in Emerging Economy Context: Premia, Motives and Valuation Consequences
9	Shaleen Gopal	Environmental Discontinuity and Firm Diversification Behavior
10	Saroj Kumar Pani	The Effect of Economic & Social Embeddedness of Firms: Value Appropriation and Competitive Advantage
11	Vishwesh Darshan Mehta	Institutional Trading Strategies and Stock Returns
12	Chitra	Internationalisation, Governance and Firm Performance: An Analysis of Indian Firms
13	Pralok Gupta	Regulatory Barriers Affecting Factor Mobility in International Trade in Services: Measurement and Implications

Statement 4

Details of Papers Published by FPM Students in Journals & Books 2010-11

Name of the student	Co-authored by	Title of the Paper	Name of the Journal/Book	Date	Publishers	Remarks
Sneha	Ruchi Badola, Thapliyal Syed Ainul Hussain, Bidyut Kumar Mishra, Bidyarani Konthoujam and Parag Madhukar Dhakate	An assessment of ecosystem services of Corbett Tiger Reserve, India	The Environmentalist (Volume 30, Number 4, pp. 320-329)	August 24, 2010	Springer Link	
Pralok Gupta		Industry-Academia Collaboration for HR Development	Yojana	June 2010	Govt. of India	

Papers Presented in Seminars & Conferences by FPM Students

Name of the student	Co-authored by	Title of the Paper	Name of the Conference	Date	Remarks
Prashant Baliga	Prof. Srinivasa Prakhya	Decision making and Response time: non-compensatory decision making and consideration sets in conjoint analysis	Marketing Science 2010 (Informs)	June 25, 2010	
Devi Vijay	Mukta Kulkarni	Framing and Diffusion of the Palliative Care Movement in Kerala, India	Organization Studies Workshop on "Social Movements, Civil Societies, Corporations"	May 26 -28, 2010	
Devi Vijay		Community mobilization & palliative care movement in Kerala, India: A social movement perspective	Brown International Advanced Research Institutes, on Development and Inequality in the Global South	June 6 -19, 2010	
Devi Vijay	Deepali Sharma	Theory & Research in Entrepreneur Coaching	IMRC 2010, "Global Competitiveness through Human Resource Management	July 22-24, 2010	
Devi Vijay	Mukta Kulkarni	Emergence and Evolution of Frames of the Palliative Care Movement in Kerala	SMS Research Workshop in Strategic Entrepreneurship	10-12th December 2010	
Chinmay Tumble		Remittances in India: Facts and Issues	52nd Annual Conference of the Indian Society of Labour Economics, Dharwad	December 18-19, 2010	Conference President: Abhijit Sen, Member of Planning Commission

Name of the student	Co-authored by	Title of the Paper	Name of the Conference	Date	Remarks
Chinmay Tumble		Remittances in India: An Empirical Analysis	47th Annual Conference of The Indian Econometric Society, Indore	January 7-8, 2011	Conference President G.V. Reddy Former RBI Governor
Chinmay Tumble		New-New Trade Theory & the Great Recession: Evidence from Indian Firms	Second Research Conference on Empirical Issues in Trade and Finance, New Delhi	December 16-17, 2010	
Damini Gupta		Socially responsible Investing in India: Myth or Reality	Oikos PRI Young Scholars Academy 2011	January 23-28, 2011	Received best paper award
Smita Chattopadhyay		The hidden power of social networks in communities of practice	Academy of Management Conference	August 6- 10, 2010	
Anup Krishnamurthy	Prof. Pradip Sadarangani (IIMB), Prof. Piyush Kumar Sinha (IIMA), Liyan Zhang (Tianjin University of Finance and Economics)	Consumer Insights in Emerging Markets: An Application to the Information Technology Education Market	2010 China India Consumers Insights Conference	July 1, 2010	Conference organized by Yale School of Management and hosted by Tsinghua University, Beijing
Rajat Sharma	Rajesh Chandwani	Exploring consumer behavior along the PLC through the lens of diffusion of innovation	International Marketing Conference, MARCON, IIMC	December 27-29, 2010	
Rajat Sharma	Kiran Kumar	Exploring the measures defining online retail perceived service quality in India	International Marketing Conference, MARCON, IIMC	December 27-29, 2010	
Caren Rodrigues	Prof. Sourav Mukherji	Labournet: Balancing Social Value with Commercial Value	7th Annual Satter Conference on Social Entrepreneurs	November 6, 2010	Conference organized and hosted by the Stern School of Business, New York University
Pralok Gupta		Cross-Border Labour Mobility Restrictions: A Quantitative Approach to Understand Protectionism in IT and Nursing Services	6th PhD Presentation Meeting of the Royal Economic Society, City University, London	January 15-16, 2011	

Name of the student	Co-authored by	Title of the Paper	Name of the Conference	Date	Remarks
Pralok Gupta		Regulatory Policies affecting Labour Mobility from India to Selected Developed Country	Conference on Empirical Issues in International Trade & Finance, IIFT, New Delhi	December 16-17, 2010	
		Markets: Case Studies of Information Technology and Nursing Services			
		Investment Liberalization in Producer Services: Case Study of India			
Pralok Gupta		Measuring Regulatory Restrictiveness affecting Labour Mobility in Information Technology Services	COSMAR 10-Annual International Research Consortium, Indian Institute of Science, Bangalore	November 25-26, 2010	
Pralok Gupta		Regulatory Barriers affecting Cross-Border Labour Mobility in Information Technology and Nursing Services	Fifth Annual International Conference on Public Policy and Management, IIM Bangalore	August 8-11, 2010	
Saurabh K. Pandya		Top Management Team (TMT) Characteristics, Processes and Impact on Firm Performance	IIM-Ahmedabad , Doctoral Colloquium	January 3-4, 2011	
Debabrata Ghosh	Janat Shah	Analysis of an Apparel Supply Chain with Product Greening	SOM Annual Conference, NITIE	December 22-24, 2010	Awarded the Best Doctoral Student Paper
Debabrata Ghosh		Product Greening, Competition and Cooperation under Government Legislation	SCM Conference, IIMB	January 7-8, 2011	
Naveen Sundaresan		Role of Inequity Perception on Counterfeiting Strategy of Retailer	Supply Chain Management Conference, IIMB	January 7-8, 2011	
Naveen Sundaresan		Counterfeiting in Supply Chains: An Evaluation of Supply Chain Contracts	XIV Annual International Conference of Society of Operations Management, Nitie, Mumbai.	December 17-19, 2010	Won best paper award
Naveen Sundaresan		Counterfeiting in Supply Chains: An Evaluation of Supply Chain Contracts	IMR Doctoral Conference, IIMB	November 19-20, 2010	Selected for best paper award

Name of the student	Co-authored by	Title of the Paper	Name of the Conference	Date	Remarks
Naveen Sundaresan	Prof.Janat Shah	Design of Supply Chain Contracts for Counterfeit Channel	INFORMS 2010 annual meeting Austin, USA	November 7-10,2010	Accepted but could not attend
Naveen Sundaresan	Prof.Janat Shah	Behavioral Dynamics in Supply Chain Contract Design: An Analysis of Retailer Piracy	21st Annual POMS Conference, Vancouver, Canada.	May 7- 10, 2010	
Kalpana Gopalan		Fifth Annual International Public Policy Conference	Indian Institute of Management Bangalore	August 2010	2 papers
Kalpana Gopalan		Challenging Orthodoxies: Critical Governance Studies	Warwick Business School, University of Warwick	Dec 2010	
Kalpana Gopalan		Conference for Infrastructure, Sustainable Transportation, and Urban Planning (CiSTUP)	Indian Institute of Science, Bangalore	October 2010	2 papers One as Keynote Speaker
Kalpana Gopalan		SMS Paper Development Workshop	Indian Institute of Management Bangalore	Dec 2010	
Kalpana Gopalan		10th International Entrepreneurship Forum (10th IEF)	University of Essex (Venue: Bahrain)	Jan 2011	
Kalpana Gopalan		10th Annual Dalhousie University Student Research Symposium, Canada	School of Business Dalhousie University, Halifax, Nova Scotia,	Jan 2011	
Kalpana Gopalan		Thinkers & Writers Forum, 23rd Skoch Summit Financial Deepening	Mumbai, India	Jun 2010	
Kalpana Gopalan		4th IIMA Doctoral Colloquium,	IIMA	Jan 2011	
Kalpana Gopalan		International Conference of Globethics.net Foundation Switzerland, in partnership with the Centre for Corporate Governance and Citizenship	Indian Institute of Management, Infosys Campus Mysore	Apr 2010	
Kalpana Gopalan		Business Research Workshop	ISB, Hyderabad	Jun 2010	

Statement 5

PGP New Electives

Sl. No.	Title	Credits	Faculty
1	Economics of Information	3	Manaswini Bhalla
2	Development Economics – Theory and Practice	3	Rajalaxmi Kamath/ Arnab Mukherji
3	Fixed Income Trading	3	Shonali Gupta
4	Personal Values, Goals and Career Options	3	Ramya Ranganathan
5	Inclusive Business Models	3	Gita Sen/ Sourav Mukherji
6	Project and Portfolio Management	3	Sudhir Chadda
7	Engaging with Africa	3	Hema Swaminathan

Statement 6

Director's Merit List- PGP

Sl.No.	Name of the student	Sl.No.	Name of the student
1.	Rohith S	12.	Chinmaya Kumar Sharma
2.	Umang Mittal	13.	Abhirup Ganguly
3.	Anirban Ghosh	14.	Brijendra Arya
4.	Prashanth B	15.	Anurag Sindhu
5.	Pulkit Jain	16.	Anshul Gupta
6.	Ankit Sinha	17.	Ankit Zatakia
7.	Nobal Preet Singh	18.	Umang Rustagi
8.	Nishant Kumar Ojha	19.	Tarun Kumar
9.	Vishnu Dutt	20.	Sadanand Subray Kamat
10.	Vikas Kumar	21.	Puneet Gupta
11.	Chandan kumar Behera		

Statement 7

IIMB Partner Universities

Australia

- 1 Australian School of Business
- 2 Melbourne Business School, Melbourne
- 3 Queensland University Of Technology, Brisbane
- 4 University of New South Wales, Sydney

Austria

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

Belgium

- 7 IAG, The Louvain School of Management, UCL, Louvain-la-Neuve
- 8 Katholieke Universiteit, Leuven
- 9 Solvay Business School, Brussels

Brazil

- 10 FGV-EAESP Escola de Administracao de Empresas, de Sao Paulo

Canada

- 11 Concordia University, Montreal, Quebec
- 12 McGill University, Montreal, Quebec
- 13 Richard Ivey School of Business, The University Of Western Ontario, London
- 14 Schulich School of Business, York University, Toronto
- 15 University of Alberta, Edmonton
- 16 University of Victoria, Victoria

Chile

- 17 Universidad Adolfo Ibáñez

China

- 18 Guanghai School of Management, Peking University
- 19 Tsinghua University, School of Economics & Management, Beijing

Denmark

- 20 Copenhagen Business School, Copenhagen

Finland

- 21 Aalto University School of Economics, Helsinki

France

- 22 Audencia Nantes Ecole de Management, Nantes Cedex

- 23 Bordeaux Business School, Talence-Cedex
- 24 EDHEC School of Management, Lille, France
- 25 EM Lyon, Ecully Cedex
- 26 ESC Bretagne Brest, Brest-Cedex
- 27 ESC Groupe Clermont Graduate School of Management, Clermont-Ferrand
- 28 ESCIP School of International Business, Longuense
- 29 ESCP-EAP European School of Management, Paris-Cedex
- 30 ESSEC Business School, Cergy Pontoise-Cedex
- 31 Euromed Marseille de Management, Marseille
- 32 Grenoble School of Management, Grenoble
- 33 Groupe ESC Troyes, Champagne School of Management, Troyes Cedex
- 34 HEC School of Management, Paris
- 35 IESEG School of Management, Lille
- 36 Institute de Administration des Entreprises de Paris
- 37 Montpellier Business School, Montpellier
- 38 Reims Management School, Reims-Cedex

Germany

- 39 European Business School, Oestrich-Winkel
- 40 HHL (Handelshochschule Leipzig), Leipzig,
- 41 Mannheim Business School, Mannheim
- 42 Technological University of Munich, Munich
- 43 University of Cologne, Cologne,
- 44 University of Erlangen-Nuremberg, Faculty of Economics & Business Administration, Nuremberg
- 45 University of Oldenburg, Oldenburg
- 46 WHU Koblenz, Otto Beisheim Grade School of Management, Vallendar
- 47 Zeppelin University, Friedrichshafen

Ireland

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

Israel

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

Italy

- 50 Universita Commerciale L. Bocconi, Bocconi
- 51 Scuola Superiore Sant'Anna, Pisa

Kuwait

52 College of Business Administration, Kuwait University, Kuwait

Mexico

53 Tecnológico de Monterrey, Mexico

Norway

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

Pakistan

55 Lahore University of Management Sciences, Lahore

Philippines

56 Asian Institute of Management, Manila

Poland

57 Warsaw School of Economics, Warsaw

Portugal

58 ISCTE Business School, Lisboa

Singapore

59 Nanyang Business School, Nanyang Technological University, Singapore

60 National University of Singapore, Singapore

South Africa

61 Wits Business School, Johannesburg

South Korea

62 Dongguk Business School, Seoul

63 KAIST College of Business, Seoul

64 Korea University Business School, Seoul

65 The School of Business, Yonsei University, Seoul

Spain

66 ESADE (Escuela Superior de Administracion y Direccion de Empresas), Barcelona

Sweden

67 JIBS (Jonkoping International Business School), Jonkoping

68 Stockholm School of Economics, Stockholm

69 The School of Business, Economics & Law at Goteborg University, Goteborg

Switzerland

70 University of St. Gallen, St. Gallen

71 University of Lausanne, Lausanne

72 University of Geneva, Geneva

Taiwan

73 College of Commerce, National Chengchi University, Taipei

Thailand

74 School of Management, Asian Institute of Technology (AIT), Pathumthani

The Netherlands

75 Rotterdam School of Management, Erasmus University, Rotterdam

76 University of Amsterdam, Faculty of Economics & Business, Amsterdam

77 Maastricht University, Maastricht

78 Nyenrode Business Univesiteit, Breukelen

UK

79 Cranfield University School of Management, Bedford

80 London Business School, London

81 University of Wales Institute, Cardiff

USA

82 Fogelman College of Business & Economics, University of Memphis, Memphis, Tennessee

83 Booth School of Business, The University of Chicago, Illinois

84 J. Mack Robinson College of Business, Georgia State University, Atlanta

85 Kenan-Flagler Business School, University of North Carolina at Chapel-Hill, North Carolina

86 Mays College & Graduate School of Business, Texas A&M University, Texas

87 Northeastern University, Boston

88 NYU Stern School of Business, New York.

89 Rady School of Management, University of California, San Diego

90 Robert H Smith School of Business, University of Maryland, Maryland

91 San Jose State University, San Jose

92 The Fuqua School of Business, Duke University, Durham, North Carolina

93 The Johnson School at Cornell University, Ithaca, NY

94 Thunderbird School of Global Management, Glendale, Arizona

95 UCLA Anderson School of Management, University of California, Los Angeles

96 McCombs School of Business, The University of Texas at Austin

97 Foster School of Business, University of Washington, Seattle, Washington

Statement 8

Summer Placement 2011

Sl.No.	Company	Offers Accepted	Sl.No.	Company	Offers Accepted
1.	3infotech	1	30.	Colgate Palmolive	2
2.	A T Kearney	5	31.	Credit Suisse	2
3.	ABG	7	32.	Deutsche Bank	2
4.	A & M	2	33.	Diageo	3
5.	Accenture	10	34.	Ernst & Young	6
6.	Acumen Fund	1	35.	Edelweiss	3
7.	Amex	6	36.	Emergent Ventures India	1
8.	Asian Paints	4	37.	Encore Capital	2
9.	Avendus	3	38.	Eplant Ventures	2
10.	Aviva	2	39.	Feedback Ventures	2
11.	Axis Bank	3	40.	Freudenberg	5
12.	Bain	3	41.	Dr. Reddys Lab	4
13.	Barclays Capital	4	42.	Genpact	3
14.	Boston Consulting Group	8	43.	Globale Procure	3
15.	Bharti	2	44.	Goldman Sachs	10
16.	Blackstone	1	45.	GSK Consumer	2
17.	Booz	3	46.	GSK Pharma	1
18.	Bank of America Merrill Lynch	5	47.	Hay Group	2
19.	Brigade Group	4	48.	Heinz India	3
20.	Britannia	4	49.	Hindustan Coke	2
21.	BSG	1	50.	HSBC	4
22.	Castrol India	2	51.	HSBC Global	1
23.	Caterpillar	11	52.	HT Media	9
24.	Cognizant	3	53.	HUL	2
25.	CHEP	2	54.	ICICI Bank	3
26.	Cinapolis	2	55.	ICICI Pru	1
27.	Citi Bank	3	56.	IDG Ventures	1
28.	Citi Global	3	57.	IFMR	1
29.	Clear Water	1	58.	Infoedge	3

Sl.No.	Company	Offers Accepted	Sl.No.	Company	Offers Accepted
59.	ITC	6	89.	Microsoft	6
60.	J&J Consumer	3	90.	Reckitt Benckiser	1
61.	J&J Medical	3	91.	Redseer Consulting	1
62.	Jacob Ballas Capital	1	92.	Reliance Industries	5
63.	Jindal Steel	1	93.	Reliance Power	3
64.	JP Morgan	3	94.	River Bridge Investment	1
65.	Kraft Cadbury	2	95.	Roths Child	2
66.	Macquaire	1	96.	Schneider Electric	1
67.	Marico	2	97.	Siemens IT Solutions	3
68.	Markets Simplified	1	98.	StanChart	7
69.	Mckinsey & Co	6	99.	StanChart Global	1
70.	Mahindra	4	100.	Starcom	3
71.	Microsoft	8	101.	Tally Solutions	8
72.	Miebach	2	102.	TAS	5
73.	Mindtree	2	103.	Tata Motors	2
74.	Morgan Stanley	6	104.	TCS	1
75.	NetApp India	3	105.	UAE Exchange	3
76.	NITCO	5	106.	UBS	5
77.	Nokia	2	107.	Wipro	6
78.	Nomura	6	108.	Wipro Consulting	2
79.	NTPC	1	109.	Wipro Consumer	1
80.	Ocwen Financial	3	110.	Yahoo!	4
81.	P & G	7	111.	Yardstick	1
82.	Pepsico India	2	112.	Zephyr Peacock	1
83.	Perfetti van Melle	5	113.	Biocon	2
84.	Philips	3	114.	Elara Capital	1
85.	Pragnya PE	2	115.	iGate	1
86.	Puma	1	116.	India First	1
87.	PwC	4	117.	Educomp	1
88.	RBS	12			

Statement 9

Final Placement 2011: Consolidated List of Placement 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					1	1	1	1
2	A T Kearney	3	2			6	6	9	8
3	ABG	3	1	4	3			7	4
4	Accenture			5	4	1	1	6	5
5	Adani			2	0			2	0
6	Aircel					2	2	2	2
7	Airtel	1	1			5	5	6	6
8	Agrotech	1	0					1	0
9	Alvarez & Marsal	2	1					2	1
10	Amazon					4	2	4	2
11	American Express	3	1			7	7	10	8
12	Anand Rathi	1	0					1	0
13	Arthur D little					3	1	3	1
14	Asian Paints					2	1	2	1
15	Aspiring Minds					2	1	2	1
16	Avendus Capital					6	4	6	4
17	Aviva					1	1	1	1
18	Axis Bank	1	1			6	4	7	5
19	Bain	5	5			2	2	7	7
20	Barclays Capital	1	1			1	1	2	2
21	BCG	1	1			6	6	7	7
22	Biocon					1	1	1	1
23	BMGI - India					3	1	3	1
24	BNP Paribas					2	2	2	2
25	BofA	1	1			1	1	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.
26	Booz	2	2			2	1	4	3
27	Brigade					1	1	1	1
28	Britannia	1	1					1	1
29	Capital One					1	1	1	1
30	ChrysCapital			2	2			2	2
31	Citibank					1	1	1	1
32	Citibank Global	2	2			2	2	4	4
33	Cognizant	2	2	10	2	1	1	13	5
34	Comviva					5	4	5	4
35	ConnectM	1	1					1	1
36	Deutsche Bank - GMC					2	2	2	2
37	Deloitte	1	1	16	9	4	4	21	14
38	Deutsche Bank - London		1	0					1 0
39	Diageo	1	0					1	0
40	DVB Bank			2	1			2	1
41	Edelweiss	1	0					1	0
42	Educational Initiatives					1	1	1	1
43	Energo					2	2	2	2
44	Ernst & Young			6	1			6	1
45	Essar	1	0					1	0
46	EXL Services					5	3	5	3
47	Freudenberg	1	0					1	0
48	Flipkart					5	4	5	4
49	Global E-procure	3	3					3	3
50	Goldman Sachs	5	5			2	2	7	7
51	Heidrick & Struggles			1	0			1	0
52	HCL Infosystems			2	1			2	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.
53	HCL Technologies			2	0			2	0
54	Hinduja Group			2	2			2	2
55	HMEL					1	1	1	1
56	Honeywell					1	1	1	1
57	HP Consulting			3	2			3	2
58	HSBC					1	1	1	1
59	HSBC Global Markets	1	1			1	1	2	2
60	HUL	1	0			4	4	5	4
61	IBM Tech	1	1					1	1
62	ICICI Bank					19	19	19	19
63	ICICI Prudential					5	5	5	5
64	IDG Ventures	1	1					1	1
65	IFCI					6	4	6	4
66	IFMR Trust	1	0					1	0
67	iGate					3	2	3	2
68	India Infoline					3	3	3	3
69	Indus Valley Partners			1	1			1	1
70	InfoEdge	2	1	1	1			3	2
71	Infosys Consulting			12	7			12	7
72	Infotech Enterprises			1	1			1	1
73	Ingersoll Rand					3	3	3	3
74	InRev					1	1	1	1
75	ITC					2	2	2	2
76	J P Morgan	1	1					1	1
77	JM Financial					2	2	2	2
78	JSPL			1	1			1	1
79	Kotak Wealth					2	2	2	2
80	KPMG					3	3	3	3

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.
81	Lodha Group					5	5	5	5
82	Magma Finance	1	0					1	0
83	Mahindra & Mahindra	2	1					2	1
84	Marico					1	1	1	1
85	McAfee			2	2			2	2
86	McKinsey	4	4			8	7	12	11
87	Microsoft IDC			1	1			1	1
88	Mindtree			6	0			6	0
89	Morgan Stanley	1	1			1	1	2	2
90	Mphasis			2	0			2	0
91	MTS			2	1			2	1
92	Myntra					5	3	5	3
93	Narayana Hrudalaya					4	3	4	3
94	NetApp			4	1			4	1
95	Nokia					2	2	2	2
96	Nokia Sourcing					1	1	1	1
97	Nomura	3	3					3	3
98	Ocwen	2	0					2	0
99	O3 Capital	1	1					1	1
100	Olam					5	5	5	5
101	Oliver Wyman					3	1	3	1
102	P&G	1	1			8	8	9	9
103	Pidilite Industries					1	1	1	1
104	PRTM					1	1	1	1
105	PwC			4	4	2	2	6	6
106	PXIL			1	0			1	0
107	Ramco Systems			5	1			5	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.
108	RBS	4	3					4	3
109	RIL	3	1			4	4	7	5
110	Rothschild	1	1					1	1
111	SBI Capital					3	2	3	2
112	Schneider Electric			3	3			3	3
113	SMC			1	1			1	1
114	Standard Chartered	2	2			2	2	4	4
115	Subros					2	2	2	2
116	Sun Edison			1	1			1	1
117	Tally Solutions					3	3	3	3
118	Target			1	1			1	1
119	TAS					1	1	1	1
120	Technopak			3	0			3	0
121	The Blackstone Group					1	1	1	1
122	Thoughtworks	1	0					1	0
123	TVS Logistics			1	1			1	1
124	UAE Exchange					2	1	2	1
125	UBS					3	3	3	3
126	Unisys			1	1	2	2	3	3
127	Videocon					3	3	3	3
128	Virtusa			6	3			6	3
129	Wipro Consulting	4	1	9	2			13	3
130	Yes Bank			9	6	5	5	14	11
131	ZS Associates			4	4			4	4
	Total	84	57	147	73	231	203	462	333

Statement 10

Executive Education Programmes 2010-11

I – Open Programmes (Short Duration Programmes)

Sl. No.	Title	Faculty Coordinator/s	Dates	Total Participants
1	High Impact Leadership	L Prasad, Vasanthi Srinivasan, Sourav Mukherji	21-23 June, 2010	27
2	Decision Making for Managerial Effectiveness	L Prasad, Mukta Kulkarni, RS Bangari	28-30 June, 2010	27
3	Human Capital Management	V Anand Ram, Ranjit Das	19-21 July, 2010	15
4	Leadership Training for Software Professionals	N M Agrawal	05-07 Aug, 2010	27
5	Creating and Growing Profit Pools in New Market Space	S Raghunath, Anand Tawli	16-18 Aug, 2010	34
6	Risk Management for Banks and Financial Institutions	Sankarshan Basu, M Jayadev	16-20 Aug, 2010	6
7	Six Sigma Green Belt Training	U Dinesh Kumar	23-25 Aug, 2010	15
8	Strategic Sourcing and Supply Chain Management	Jishnu Hazra, Devanath Tirupati	30 Aug - 3 Sept, 2010	24
9	Strategic Customer Focus	S Ramesh Kumar	03-04 Sept, 2010	18
10	Strategic Cost Management	M Jayadev, G Ramesh	06-08 Sept, 2010	12
11	Strategic Analysis for Competitive Advantage	Ganesh N Prabhu, P D Jose	06-10 Sept, 2010	22
12	Managing Risks and Contracts in Public Private Partnerships	S Krishnamurthy, Anil B Suraj	27-29 Sept, 2010	8
13	Managing Talent	N M Agrawal	01-02 Oct, 2010	16
14	Advanced Negotiation	S Raghunath	04-06 Oct, 2010	9
15	Management Consulting, Acquiring and Retaining Clients	S Raghunath, D Ashok	11- 13 Oct, 2010	8

Sl. No.	Title	Faculty Coordinator/s	Dates	Total Participants
16	Finance for Decision Making (For Non-Finance Mangers)	Padmini Srinivasan	18-22 Oct, 2010	45
17	Project Appraisal	V Ranganathan	15-17 Nov, 2010	15
18	Strategic Leadership Programme for IT Companies: Embedding Strategic Thinking	S Raghunath	22-24 Nov, 2010	21
19	Advances in Business-to-business Marketing (B2B Marketing)	D V R Seshadri	29 Nov-03 Dec, 2010	13
20	Risk Management of Commercial Contracts	S Krishnamurthy	13 - 16 Dec, 2010	20
21	Embedding Leadership Excellence	Ramnath Narayanswamy	20-22 Dec, 2010	26
22	Marketing and Branding – A Three - Pronged Approach	S Ramesh Kumar	07-08 Jan, 2011	17
23	Outsourcing Management: Creating Value through Collaboration	S Raghunath	10-12 Jan, 2011	13
24	Managing People in Software Projects	V Anand Ram	17-19 Jan, 2011	30
25	Reinvention through Entrepreneurial / Intrapreneurial Leadership (REIL)	D V R Seshadri	31 Jan - 4 Feb, 2011	15
26	Competitive Marketing Strategy	Nagasimha Balakrishna Kanagal	07-09 Feb, 2011	17
27	Creative Marketing	Y L R Moorthi	09-11 Feb, 2011	20
28	International Negotiating Skills	Alexandra Y Benz	10-12 Feb, 2011	40

II – Long Duration Programmes

Sl. No.	Title	Course Directors	Dates	No. of Participants
1	Executive General Management Programme -XVII	Sankarshan Basu & Rajeev Gowda M V	12 Apr. 10 to 25 Feb. 11	72
2	Executive General Management Programme –XVIII	Abhoy K Ojha & Subhabrata Das	5 Jul. 10 to 27 May 11	87
3	Executive General Management Programme –XIX	Abhoy K Ojha & Harita Saranga	27 Sept. 10 to 21 Oct. 11	86
4	Executive General Management Programme –XX	Raj K Bandi & Subhabrata Das	3 Jan. 11 to 18 Nov. 11	87
5	General Management Program for IT Executives- V	S. Raghunath & S Krishna	17 Jan 11 to 11 Nov. 11	90
6	Advanced Management Programme - V	M S Narasimhan	24 Jan 11 to 9 Dec. 11	60
7	Business Analytics and Intelligence - I	U Dinesh Kumar	6 Sep 2010 to 30 July 2011	51
8	Advanced Financial Risk Management - V	M S Narasimhan	12 Feb. 11 to Feb.12	28

III – Customised Programmes

Sl. No.	Organisation Name	Programme Title	Faculty Coordinator(s)	Duration	No. of Participants
1	General Motors Technical Centre India Pvt. Ltd.	Strategic Thinking and Management	Raghunath S	April 12-14, 2010	25
2	Lenovo India	Creating and Nurturing Managerial Excellence	Ramesh Kumar S	April 19-20, 2010	23
3	Central Electricity Regulatory Commission	Infrastructure Regulations & Reforms- SAFIR	Ranganthan V	April 26-30, 2010	37
4	Canara Bank	Executive Development Program	Prasad L / Jayadev M	April 19-21, 2010	22
5	Vijay Nirman Company Pvt. Ltd.	Executive Education Program	Agrawal N M	July 16-17, 2010	20
6	Mahindra & Mahindra Ltd.	Owner Management Programme	Avinash G Mulky	May 10–12, 2010	32
7	All India Agarbathi Manufacturers	Executive Education Program	Raghunath S / Suresh Bhagavatula	May 31– June 04, 2010	20
8	GMR Infrastructure Ltd.	Leadership Development Programme	Srinivasan R	April 07-09, 2010	24
9	Broadridge Financial Solutions (India) Pvt. Ltd.	Enterprise Growth and Organisational Design Issues	Mathew J Manimala	June 11-12, 2010	52

Sl. No.	Organisation Name	Programme Title	Faculty Coordinator(s)	Duration	No. of Participants
10	Applied Materials India Pvt Ltd	EGMP for Consortium of IT Companies – Batch IV	Rajendra K Bandi/ Padmini Srinivasan/ Avinash G Mulky	May 16, 2010 - June 16, 2010	54
11	Hindustan Unilever Ltd.	EGMP	Avinash G Mulky	May 24 – June 18, 2010	31
12	ADP Private Ltd.	India Leadership Development Program (ILDLP)- (Module – V)	Mathew J Manimala	June 14-18, 2010	23
13	Chambal Fertilisers and Chemicals Ltd,	Executive Development Program	C M Reddy	October 19-30, 2010	33
14	TNT India Pvt. Ltd.	Vivruti: Leadership Development Programme	Srinivasan R	June 21-23, 2010	20
15	Directorate General Resettlement	Certificate Programme in Business Management for Armed Force Officers	DVR Sheshadri/ Achal Raghavan	January 11, 2010 – June 25, 2010	27
16	Rane Holdings Ltd	Leadership Development Program	T V Ramanayya/ Nayana Tara S	August 29 – September 04, 2010	26
17	Central Public Works Department	General Management Development Programme	Ramanayya T V / Nayana Tara S	June 28-July 16, 2010	26
18	Power Grid Corporation of India Ltd.	Leadership Development Programme	Anand Ram V	July 05-09, 2010	24
19	Siemens Ltd.	Program for Business Managers	Srinivasan R / Avinash G Mulky	June 07 – July 09, 2010	28
20	Firstsource Solutions Ltd.	Business Leadership Program	Sankarshan Basu/ Raghunath S	July 20-24, 2010	25
21	Bank of India	Executive Development Programme	Avinash G Mulky	July 12-16, 2010	20
22	ONGC Academy	AMP International Module	Anand Ram V / Abhoy K Ojha	May 31 – June 16 2010	25
23	Mahindra & Mahindra Ltd.	Owner Management Programme	Avinash G Mulky	August 02-04, 2010	26
24	Alstom (Areva) Ltd.	7th Fast Track Business Management Program	Padmini Srinivasan / Seshadri DVR	July 19–30, 2010	23
25	TNT India Pvt.Ltd.	Vivruti: Leadership Development Programme	Srinivasan R	August 2-5, 2010	20
26	Hindustan Unilever Ltd.	EGMP – Batch II	Avinash G Mulky	July 12 – August 06, 2010	24

Sl. No.	Organisation Name	Programme Title	Faculty Coordinator(s)	Duration	No. of Participants
27	Power Grid Corporation of India Ltd.	Leadership Development Programme	Anand Ram V	August 9-13, 2010	24
28	Infosys BPO Ltd.	Programme on Operations Supply Chain Management	Murty L S	August 17-19, 2010	28
29	Mahindra & Mahindra Ltd.	Owner Management Programme	Avinash G Mulky	August 19-21, 2010	25
30	Wipro Technologies	General Management Program - Batch I	Ravi Anshuman V / Rajeev S / Rajeev Gowda	September 21 - 25, 2010	44
31	The Murugappa Group	Business Leadership Programme Reddy C M	Krishnan R T / Vasanthi Srinivasan	August 16 - Sept. 03, 2010	15
32	Infosys Technologies Ltd.	High Impact Leadership Programme	Vasanthi Srinivasan	September 27-29, 2010	21
33	KPS-Workforce Enablement Services (SAP Labs)	General Management Program	Moorthi YLR	September 07-10, 2010	25
34	Bharti AXA General Insurance Co. Ltd.	Accelerating Sales	Avinash G Mulky	September 06- 08, 2010	23
35	Oracle India Pvt. Ltd.	LDP for Senior Directors & Directors in Oracle India Module I	Jose P D / Prasad L	September 9-10, 2010	34
36	TNT India Pvt.Ltd.	Vivruti: Leadership Development Programme	Srinivasan R	September 21-23, 2010	20
37	ONGC Academy	Advanced Management Programme	Anandram V / Abhoy K Ojha	September 13-29, 2010	25
38	Wipro Technologies	General Management Program - Batch II	Ravi Anshuman V / Rajeev S / Rajeev Gowda	October 26-30, 2010	45
39	Navodaya Vidyalaya	Team Building & Conflict Management	Malathi Somaiah	September 13-17, 2010	22
40	Navodaya Vidyalaya	Team Building & Conflict Management	Malathi Somaiah	October 04-08, 2010	23
41	BMR Advisors Pvt. Ltd.	Customized training programs	Agrawal N M	October 21-23, 2010	21
42	Wipro Technologies	Business Management Program for Delivery Excellence - Batch III	Ravi Anshuman V / Rajeev S / Rajeev Gowda	November 16-20, 2010	48
43	Ministry of Communications & IT Department of Posts	Strategic Management Workshop	Vasanthi Srinivasan	October 25-29, 2010	24
44	Bharti AXA General Insurance Co. Ltd.	Accelerating Sales	Avinash G Mulky	October 26-29, 2010	25

Sl. No.	Organisation Name	Programme Title	Faculty Coordinator(s)	Duration	No. of Participants
45	Wipro Technologies	Business Management Program for Delivery Excellence (Wipro) - Batch IV	Ravi Anshuman V / S Rajeev / Rajeev Gowda M V	15-19 December, 2010	49
46	Wipro Technologies	Business Management Program for Delivery Excellence (Wipro) - Batch V	Ravi Anshuman V/ S Rajeev / Rajeev Gowda M V	December 14-18,2010	44
47	KPS-Workforce Enablement Services (SAP Labs)	General Management Program for SAP	Moorthi YLR	November 09-12,2010	17
48	Thermo Fisher Scientific India Pvt. Ltd.	GMP	L Prasad / K Kumar	November 22-27,2010	17
49	Kotak Mahindra Bank Ltd	Program on Investment Management	Ashok Thampy	December 13-18,2010	48
50	ADP Private Ltd.	India Leadership Development Program (ILDLP)- (Module – I)	Ramesh Kumar S/ Mathew J Manimala	November 22-26,2010	29
51	TAFE Ltd.	MDP	Murty L S	December 06-07,2010	21
52	Vestas Wind Technology India Pvt. Ltd.	Leadership Development Program	Anand Ram V	November 29 - December 03,2010	29
53	Firstsource Solutions Ltd.	Business Leadership Program	Raghunath S	December 06-10,2010	22
54	Wipro Technologies	Business Management Program for Delivery Excellence - Batch VI	Ravi Anshuman V / S Rajeev / Rajeev Gowda M V	January 18-22,2011	40
55	IBM India Pvt. Ltd.	Customized Programme on Enhancing Peerformance, Effectiveness and Growth of HR	Agrawal N M	December 15-17,2010	20
56	Infosys Technologies Ltd.	High Impact Leadership Programme	Vasanthi Srinivasan	December 20-22,2010	20
57	Danaher Videojet Technologies India Pvt. Ltd.	Management Development Programme	Raghunath S	January 10-14,2011	14
58	Geometric Ltd.	Customized Training Programme	Seshadri DVR / Arnab Basu	December 13-17,2010	41
59	Strategic Management Forum of India	SMF Foundation Course	Krishnan R T	December 27-31,2010	42
60	Aurobindo Pharma Ltd.	AMP	Prasad L / Rajeev S	January 06-08, 2011	23

Sl. No.	Organisation Name	Programme Title	Faculty Coordinator(s)	Duration	No. of Participants
61	Wipro Technologies	Business Management Program for Delivery Excellence (Wipro) - Batch VII	Malathi Somaiah / Ramya R	March 21-24, 2011	49
62	CBSE	Strategic Leadership Programme	Malathi Somaiah	January 03-07, 2011	17
63	FDP OM	EDP	Murty L S / Devanath Tirupati/	November 22 -26, 2011 Jishnu Hazra	18
64	Directorate General Resettlement	Certificate programme in Business Management	Rajendra K Bandi / Rajluxmi V Murthy	January 10 - July 24, 2011	40
65	TNT India Pvt. Ltd.	Vivruti: Leadership Development Programme	Srinivasan R	January 20 – 22, 2011	20
66	Vestas Wind chnology India Pvt Ltd	Leadership Development Programme	V Anand Ram	January 24-28, 2011	29
67	EMC Data Storage Systems Pvt. Ltd.	Management Development Program	Vasanthi Srinivasan	January 31 – February 02, 2011	29
68	ONGC Academy	Advanced Management Programme - III	V Anand Ram/ Abhoy K Ojha	January 20 – February 05, 2011	25
69	ONGC Academy	Advanced Management Programme - IV	V Anand Ram / Abhoy K Ojha	February 10-26, 2011	25
70	Capgemini	Programme on Strategic Analysis for Competitive Advantage	P D Jose / Ganesh Prabhu	February 23 & 24, 2011	20
71	Bosch Limited	General Management Programme Batch I	Abhoy Ojha/ Harita Saranga / S Ramesh Kumar	March to August 2011	25
72	Wipro Technologies	Business Management Program for Delivery Excellence - Batch VIII	Ravi Anshuman V / Rajeev S / Rajeev Gowda M V	February 22 - 26, 2011	49
73	Indian Air Force	Financial Management Programme	M Jayadev	March 14 -18, 2011	35
74	Bharti AXA General Insurance Co. Ltd.	Business Edge Program	Avinash G Mulky	March 15 – 18, 2011	23
75	EMC Software and Services(India) Private Ltd	Non Residential Programme	Vasanthi Srinivasan	March 16, 2011	25
76	Cables & Wires	Strategic Leadership Programme for IT Companies: Embedding Strategic Thinking	S Raghunath	March 17 -18, 2011	12

Sl. No.	Organisation Name	Programme Title	Faculty Coordinator(s)	Duration	No. of Participants
77	Bureau of Police Research & Development	Six Sigma Green Belt Training	Dinesh Kumar	March 16 -18, 2011	11
78	Director of Income-Tax(HRD),	Mid Career Training of IRS Officers of the Rank of Commissioner of Income-tax, India	V Nagadevara/ Shyamal Roy	March 28 – April 15, 2011	31
79	Capgemini Business Services	Programme on Strategic Analysis for Competitive Advantage	P D Jose / Ganesh Prabhu	March 16-17, 2011	20
80	UGC-ASC, University of Kerala	STAT – Faculty Development Programme	V Nagadevara	March 21-25, 2011	33
81	NHPC Corporate Office	Programme on Nurturing Excellence	Malathi Somaiah/ Ramya Ranganathan	March 21-24, 2011	27

IV – International Programmes

Sl. No.	Organisation Name	Programme Title	Faculty Coordinator(s)	Duration	No. of Participants
1	CEPI Management	CEPI – Doing Business in India	Shainesh G	June 28-29, 2010	24
2	University of Sydney	India Tour	Kumar K	October 18-22, 2010	14
3	GDW Foundation, Bangalore	Advanced Masters Program in Management of Globally Distributed Work	Krishna S	August 16-25, 2010	28
4	Melbourne Business School	Doing Business in India - Managing Outsourcing & the Supply Chain	Prasad L	September 13 – 15, 2010	45
5	IMPM	IMPM Cycle -15	Raghunath S	February 14 – 24, 2011	25
6	Toshiba Corporation	International Negotiation Skills for Toshiba	Alexandra Benz / Raghunath S	Nov 29 - Dec 01, 2010	20
7	Stern School of Business, New York University	Doing Business in India	Seshadri D V R / Rajeev Gowda	January 03-12, 2011	25
8	GU School of Executive Education AB	Doing Business in India	Ramanath Narayanswamy	January 13-18, 2011	19
9	WHU	Doing Business in India	Rajeev Gowda	February 12-24, 2011	23

Statement 11

Short Duration Programmes conducted by the Centre for Public Policy

Sl. No.	Programme Title	Dates	Faculty Coordinator/s	No. of Participants
1	Managing Change in Agricultural Sector	19-23 April, 2010	Gopal Naik	35
2	Managing Change in Agricultural Sector	3-7 May, 2010	Gopal Naik	35
3.	Project Management in Urban Infrastructure	May 3-5, 2010	S Jagadish	20
4.	Project Management in Urban Infrastructure	May 17-19, 2010	S Jagadish	20
5.	Training Program for Sr. Officers of Kerala Electricity Board	30 Aug-4 Sept., 2010	V Nagadevara	40
6.	Financial Management	September 13 – 15, 2010	Ramesh G	18
7.	Managing Change in Agricultural Sector	October 25 - 29, 2010	Gopal Naik	36
8.	Negotiating Strategies & Public Private Partnership	November 15-19, 2010	S Raghunath / Chiranjib Sen	20
9.	Managing Change in Agricultural Sector	November 22-26, 2010	Gopal Naik	34
10.	E-Governance: Opportunities & Challenges	December 6-10, 2010	Shankar Venkatagiri	12
11.	Agriculture & Rural Devt.: Emerging Issues and PP & Management	February 14-18, 2011	Gopal Naik	17

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Institute Funded Research Projects

Sl. No.	Title of the Project	Professor	Date of sanction
1	Analysis of Aerospace Supply Chain with Delivery Guarantees	U. Dinesh Kumar	19.4.10
2	Integrated Supply and Demand Management for Perishable Products	Amar Sapra	10.6.10
3	Exchange Rate Regime & Trade Competitiveness in India	Anubha Dhasmana & Rupa Chanda	19.07.10
4	An Economic Analysis of Student Politics in India	Soumyantetra Munshi	12.10.10
5	Building Alternative Models of Brand Inertia	Sreelata Jonnalagedda	30.10.10
6	Distributed Learning IIM Bangalore: An Evaluation	Shankar Venkatagiri	03.01.11
7	The Person Work Relationship how our work can be our Greatest Friend and our Greatest Enemy	Ramya Ranganathan	15.02.11
8	Sovereign Risk and Investing in Emerging Markets	Ravi Anshuman	18.02.11
9	Auctions of Players in IPL: An Analysis of Design, Valuations and Bids	Shubabrata Das	18.02.11
10	A Comparative Study of Best Practise in the Healthcare Sector in India and UK	Haritha Saranga	18.02.12
11	Impact of Economic Growth on District Level Health Outcomes in India	Arnab Mukherji	25.02.11

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Case Writing Projects

Sl. No.	Title of the Project	Name of the Faculty	Date of sanction
1	Proposal to Induct a researcher to write cases on Social Entrepreneurship	Trilochan Sastry	26.4.2010
2	Advanced Statistical Methods for Data Analysis	Pulak Ghosh	30.4.2010
3	Attitudes in Brand Development	S Ramesh Kumar	30.8.2010
4	Titan Case Study	Sreelata Jonnalagedda	12.11.2010
5	Indian Organizations	Amit Gupta	17.11.2010

Sl. No.	Title of the Project	Name of the Faculty	Date of sanction
6	IT Enabled Service Innovation in Indian Health Care Industry: From Digital Divide to Digitally Enabled Inclusion	G Shainesh & Shirish Srivasatva	01.11.10
7	Assessing the Community Response to Climate Change in Rural Karnataka	A Damodaran, AK Ojha, D Malghan & KN Murthy, FPM Student	23.12.2010
8	Cases on Management and Supply Chain Issues at Bhagwan Mahaveer Viklang Sahavata Samiti (BMVSS) - Jaipur Foot	U Dinesh Kumar	18.01.2011
9	Information Systems in the Indian Railways	Shankar Venkatagiri	31.01.2011
10	Global Supply Chains with Local Logistics - a Case Study of Ford India	Haritha Saranga	10.02.2011

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Working Papers

Sl. No.	Title	Faculty & other authors	Year
1	Stability Issues in Supply Chain Networks: Implications for Coordination Mechanisms	Omkar D.Palsule-Desai, Devanath Tirupati & Pankaj Chandra	2010
2	The Relation Between Firm-Level Corporate Governance and Market Value: A Study of India	N.Balasubramanian/ Bernard S.Black/ Vikramaditya Khanna	2010
3	Securities and Exchange Board of India and the Regulation of the Indian Securities Market	G Sabarinathan	2010
4	Firm Size Distribution Indian Medium, Small and Micro Enterprises	Manaswini Bhalla / Arnab Mukherji	2010
5	Threshold Effects of Foreign Reserve Holdings in Development Countries	Anubha Dhasnaba	2010
6	An Empirical Study on Tendencies Towards Word-of-Mouth Communication of Mobile Phone Users	S Ramesh Kumar, U Dinesh Kumar, Anuradha Sridharan & Lakshmi Narasimham	2010
7	System Dynamics Integrative Modeling in the Diffusion Dynamics of Indian Telecom Sector	Sanjay Bhushan, Janat Shah	2010

Sl. No.	Title	Faculty & other authors	Year
8	Markets, Institutions, and the Quality of Agricultural Products: Cotton Quality in India	Gopal Naik, MacDonald, Rip Landes	2010
9	Public Value Creation Through Private Partnership: Lessons From Public Service Delivery in Karnataka, India	Gopal Naik, Nageena Sultana, Prasanna Rashmi K. K	2010
10	16. Spatial Clusters in Organic Farming - A Case Study of Pulses Cultivation in Karnataka	Gopal Naik, Vishnuprasad Nagadevara	2010
11	Making E-Governance Centers Financially Sustainable in Rural India: A Conceptual Design for Action Research	Gopal Naik, K P Basavaraj, Siddharath Joshi	2010
12	Market Creation and Poverty Alleviation Through Tele Centers	Gopal Naik, Siddharath Joshi, K P Basavaraj	2010
13	The Structure of Content in Multiplex Ties: Exploring the Advantages for Entrepreneurs in Rural India	Suresh Bhagavatula, Tom Elfring	2010
14	Some Reflections on Tourism and Tourism Policy in India	Suresh Bhagavatula, Robert Jan Baken	2010
15	The Working of Entrepreneurs in a Competitive Low Technology Industry: The Case of Master Weavers in Handloom Industry	Suresh Bhagavatula	2010
16	On Devising Various Alarm Systems for Insurance Companies	Shubhabrata Das, Marie Kratz	2010
17	Attributes of Companies Making IPOs in India – Some Observations	G Sabarinathan	2010
18	Women Power in Corporate India Women Directorships on India Corporate Boards 1995 - 2007 Trends	S Chandrashekar & K Muralidharan	2010
19	Rising Food Prices and India's Monetary Policy	Vivek Moorthy & Shrikant Kolhar	2011
20	Country Risk Analysis in Emerging Markets: The Indian Example	Sankarshan Basu, D Deepthi, Jyothsni Reddy	2011

Sl. No.	Title	Faculty & other authors	Year
21	Market-Wide Herding and the Impact of Institutional Investors in the Indian Capital Market	Sankarshan Basu, Lakshman MV R Vaidyanathan	2011
22	Talent Acquisition and Retention in Social Enterprises: Innovations in HR Strategies	Abhishek Bhati, Mathew J Manimala	2011
23	Research on Business and Entrepreneurship History of India – Reflections on the State of the Art and Future Directions (full transcript)	K Kumar, Ramya T Venkateswaran, Devi Vijay, Deepali Sharma, Srivardhini K and Chinmay Tumbe	2011
24	Research on Business and Entrepreneurship History of India – Reflections on the State of the Art and Future Directions (abridged)	K Kumar, Ramya T Venkateswaran, Devi Vijay, Deepali Sharma, Srivardhini K & Chinmay Tumbe	2011
25	Remittances in India: Facts & Issues	Chinmay Tumbe	2011
26	MFIs and Informal Businesses of Women	Rajalaxmi Kamath, & Smita Ramanathan	2011
27	Charaka Women’s Multipurpose Cooperative Society	Rajalaxmi Kamath & Smita Ramanathan	2011
28	Status of Corporate Governance Research on India: An Exploratory Study	Padmini Srinivasan & Vasanthi Srinivasan	2011

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Faculty Publications during 2010-11

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	Ramachandran J & Mukherji, Sourav	Creating a Successful Cultural Product: Interview with Raju Hirani	IIMB Management Review,	22(4)	2010	165-172
2	Ashok Thampy	Financing of SME firms in India: Interview with Ranjana Kumar, Former CMD, Indian Bank; Vigilance Commissioner, Central Vigilance Commission	IIMB Management Review	22	2010	93-101
3	Singh, R, Kaur, S, Junid, Z B, & Self W T	Reacting to Headline News: Specifying the Circumstances Leading to Causal Explanations Versus Implicational Concerns.	International Journal of Psychology	46	2011	63-70
4	Singh R, & Lin, X	The Severity Effect on the Compensation and Imprisonment Recommendations: Deterrence as a Mediator in Singapore	Asian Journal of Social Psychology	14	2011	36-49
5	Singh, R, & Simons J J P	Attitudes and Attraction: Optimism and Weight as Explanations for the Similarity -Dissimilarity Asymmetry	Social and Personality Psychology Compass	4	2010	1206-1219
6	TetlockE, Self, W T, & Singh, R	The Punitiveness Paradox: When is External Pressure Exculpatory- and When a Signal Just to Spread Blame?	Journal of Experimental Social Psychology	46	2010	388-395

Sl. No.	Authors (in sequence as per Journal)	Title of Paper	Name of Journal	Vol. No.	Year of Publication	Page Nos.
7	Gita Sen	Beyond a Segmented Economics of Work	The Indian Journal of Labour Economics	53	2010	43-59
8	Gita Sen	Family Planning and SRHR: the Past as Prologue?	Studies in Family Planning	41	2010	143-146
9	H Adhia, H R Nagendra & B Mahadevan	Impact of Adoption of Yoga Way of Life on the Emotional Intelligence of Managers	IIMB Management Review	22	2010	32 -41
10	H Adhia, H R Nagendra & B Mahadevan	Impact of Adoption of Yoga Way of Life on the Reduction of Job Burnout of Managers	Vikalpa	35 (2)	2010	21 - 33
11	H Adhia, H R Nagendra & B Mahadevan	Impact of Yoga Way of Life on Organizational Performance	International Journal of Yoga	3 (2)	2010	55 - 66
12	Manaswini Bhalla	Social Learning Among Financial Analysts	Journal of Behavioral Finance	2011		
13	Manaswini Bhalla	Endogenous Order and Information Aggregation	Research in Economics	65(4)	2011	319-331
14	Kulkarni, M, Lengnick-Hall, L & Valk, R	Employee Perceptions of Repatriation in an Emerging Economy: The Indian Experience	Human Resource Management	49	2010	529-546
15	Kulkarni, M & Valk, R	Don't Ask, Don't Tell: Two Views on Human Resource Practices for People with Disabilities	IIMB Management Review	22	2010	137-146
16	Rudra Sensarma & M Jayadev	Efficiency Scale Economies and Valuation Effects: Evidence from Bank Mergers in India	International Journal of Financial Services Management	4(4)	2010	311-337

Sl. No.	Authors (in sequence as per Journal)	Title of Paper	Name of Journal	Vol. No.	Year of Publication	Page Nos.
17	Rishiksha T. Krishnan & Swarna Kumar Vallabhaneni	"Catch-Up in Technology-Driven Services: The Case of the Indian Software Services Industry"	Seoul Journal of Economics	23	2010	263-281
18	Rupa Chanda	Constraints to FDI in Hospital Services in India	Journal of International Commerce, Economics and Policy, World Scientific Publishers	1(1)	2010	121-143
19	Rupa Chanda	India-EU Relations in Health Services: Prospects and Challenges	Globalization and Health	7(1)	2011	online
20	Ramya T. Venkateswaran & Ganesh N Prabhu	Taking Stock of Research Methods in Strategy-as-Practice"	Electronic Journal of Business Research Methods	8(2)	2010	156-162
21	Anand Bansal & V Nagadevara	Understanding Expectations, Perceptions and Satisfaction Levels of Customers of Military Engineer Services in India	International Journal of Information Systems in the Service Sector	2(3)	2010	53-73
22	Murthy, V Nagadevara & Rahul De'	Predictive Models in Cybercrime Investigation: An Application of Data Mining Techniques	International Journal of Information Systems in the Service Sector	2(3)	2010	1-12
23	V. Nagadevara & T V Ramanayya	Inter-temporal Shifts in Efficiency in a Road Transport Organization	Journal of Academy of Business and Economics	10(1)	2010	139-144
24	V Nagadevara	Hybrid Models and Error Weighting for Predicting Customer Churn in Telecom Industry	Review of Business Research	10(1)	2010	83-87

Sl. No.	Authors (in sequence as per Journal)	Title of Paper	Name of Journal	Vol. No.	Year of Publication	Page Nos.
25	V Nagadevara	Default Prediction Models in Micro Finance-Case Study of Karnataka (India)	Journal of Academy of Business and Economics	10(3)	2010	135-139
26	T V Ramanayya & V Nagadevara	Are the Turnaround Strategies Efficiency Neutral? Case of a Public Road Transport Organization in India	Review of Business Research	10(4)	2010	106-111
27	Soumyanetra Munshi	Partisan Competition and Women's Suffrage in the United States	Historical Social Research/ Historische Sozialforschung	35	2010	351 - 388
28	Soumyanetra Munshi	Enfranchisement from a Political Perspective	Constitutional Political Economy	22	2011	21 - 57
29	Rajalaxmi Kamath, Arnab Mukherji & Smita Ramanathan	Ramnagaram Financial Diaries: Cash Patterns and Repayments of Microfinance Borrowers	Enterprise Development and Microfinance	21(2)	2010	101-117
30	Rajalaxmi Kamath, Arnab Mukherji & Maria Sandstrom	Accessing Institutional Finance: A Demand Side Story for Rural India	Economic and Political Weekly	45(37)	2010	56-62
31	George R, Kabir R & Qian J	Investment -Cash Flow Sensitivity and Financing Constraints: New Evidence from Indian Business Groups	Journal of Multinational Financial Management	21	2011	69-88
32	Nagasimha B Kanagal	Issues in Internal Analysis for Competitive Marketing Strategy	Academy of Taiwan Business Management Review	6(3)	2010	35-42
33	Niranjan Narasimhan, Kumar Bhaskar & Srinivas Prakhya	Existential Beliefs and Values	Journal of Business Ethics	96	2010	369-382

Sl. No.	Authors (in sequence as per Journal)	Title of Paper	Name of Journal	Vol. No.	Year of Publication	Page Nos.
34	Valk R, & Srinivasan V	Work Family Balance of Indian women Software Professionals: A Qualitative Study	IIMB Management Review	22(1)	2011	39-50
35	H S Pannu, U D Kumar and Jamal A Farooque	Efficiency and Productivity analysis of Indian Pharmaceutical Industry using Data Envelopment Analysis	International Journal of Operational Research	10(1)	2011	121-136
36	Jan H Schumann, Florian v Wangenheim, Anne Stringfellow, Zhilin Yang, Vera Blazevic, Sandra Praxmarer, G. Shainesh, Marcin Komor, Randall M Shannon, & Fernando R Jiménez	Cross-Cultural Differences in the Effect of Received Word of Mouth Referral in Relational Service Exchange	Journal of International Marketing	18(3)	2010	62-80
37	Jan H. Schumann, Florian v. Wangenhei, Anne Stringfellow, Zhi Lin Yang, Sandra Praxmarer, Fernando R Jiménez, Vera Blazevic, Randall M Shannon, Shainesh G, & Marcin Komor,	Drivers of Trust in Relational Service Exchange: Understanding the Importance of Cross-Cultural Differences	Journal of Service Research	13(4)	2010	453-468
38	Saranga, H	Optimal Deployment of Parallel Teams in New Product Development	International Journal of Operational Research	10(2)	2011	137-158

Sl. No.	Authors (in sequence as per Journal)	Title of Paper	Name of Journal	Vol. No.	Year of Publication	Page Nos.
39	Saranga, H & Moser, R., A	Performance Evaluation of Purchasing and Supply Management Using Value Chain DEA Approach.	European Journal of Operational Research	207	2010	197-205
40	U D Kumar, A B Roy, H Saranga & K Singhal	Analysis of Hedge Fund Strategies Using Slack-Based DEA Models.	Journal of Operational Research Society	61	2010	1746-1760.
41	Saranga, H & Banker, R	Productivity and Technical Changes in the Indian Pharmaceutical Industry.	Journal of Operational Research Society	61	2010	1777-1788
42	PC Jha, Ritu Arora, PK Kapur & U Dinesh Kumar	Optimal Component Selection of COTS Based Software System Under Recovery Block Scheme Incorporating Execution Time	International Journal of System Assurance Engineering and Management	1:7-83	2010	77-83
43	PC Jha, PK Kapur, Shivani Bali & U Dinesh Kumar	Optimal Component Selection of COTS Based Software System Under Consensus Recovery Block Scheme Incorporating Execution Time	International Journal of Reliability, Quality & Safety Engineering	17(3)	2010	1-14
44	Deepak Malghan	On the Relationship Between Scale, Allocation and Distribution	Ecological Economics	69	2010	2261-2270
45	Deepak Malghan	A Dimensionally Consistent Aggregation Framework for Biophysical Metrics	Ecological Economics	70	2011	900-909
46	S Ramesh Kumar	Adapting IMC to Emerging Markets: Indian Context	Journal of Integrated Marketing Communication		2009	38-42

Sl. No.	Authors (in sequence as per Journal)	Title of Paper	Name of Journal	Vol. No.	Year of Publication	Page Nos.
47	Ashok Thampy & Umesh Kumar Shukla	Analysis of Competition and Market Power in the Wholesale Electricity Market in India	Energy Policy	39	2011	2699-2710
48	R Srinivasan	CavinKare Private Limited (A): The Entrepreneurial Innovation	Asian Journal of Management Cases	8(1)	2011	29-40
49	R Srinivasan	CavinKare Private Limited (B): Vision and Strategy	Asian Journal of Management Cases	8(1)	2011	41-60
50	Dipankar Bandyopadhyay, Victor H Lachos, Carlos A Abanto-Valle & Pulak Ghosh	Linear Mixed Models for Skew-Normal/Independent Bivariate Responses With an Application to Periodontal Disease	Statistics in Medicine	29	2010	2643-2655
51	V H Lachos, F V Labra, H Bolfarine & Pulak Ghosh	Multivariate Measurement Error Models Based on Scale Mixtures of the Skew-Normal Distribution	Statistics	44(6)	Dec 2010	541-556
52	Pulak Ghosh, Kaushik Ghosh & Ram C Tiwari	Joint Modelling of Longitudinal Data and Informative Dropout Time in the Presence of Multiple Change Points	Statistics in Medicine	30	2011	611-626
53	Pulak Ghosh, Kaushik Ghosh & Ram C Tiwari	Bayesian Approach to Cancer-Trend Analysis Using Age-Stratified Poisson Regression Models	Statistics in Medicine	30	2011	127-139
54	Pulak Ghosh & Timothy Hanson	A Semiparametric Bayesian Approach to Multivariate Longitudinal Data	Australian & New Zealand Journal of Statistics	52(3)	2010	275-288

Sl. No.	Authors (in sequence as per Journal)	Title of Paper	Name of Journal	Vol. No.	Year of Publication	Page Nos.
55	Pulak Ghosh, Paramjit Gill, Saman Muthukumarana & Tim Swartz	A Semiparametric Bayesian Approach to Network Modelling using Dirichlet Process Prior Distributions	Australian & New Zealand Journal of Statistics	52(3)	2010	289-302
56	Pulak Ghosh & Ravindra Khattree	A Bayesian Approach To Evaluation of Individual And Population Bioequivalence	Journal of Statistics and applications	4(1)	2010	81-93
57	Rahul Patil, Balram Avittathur & Janat Shah	Supply Chain Strategies Based on Recourse Model for Very Short Life Cycle Products	International Journal of Production Economics	128	2010	3-10
58	Constantin A V, Ranga Ramasesh & Devanath Tirupati	Modelling Process Switching Decisions Under Product Life Cycle Uncertainty	International Journal of Production Economics	126	2010	236-246
59	Amar Sapra, Van-Anh Truong & Rachel Q Zhang	How Much Demand Should Be Fulfilled?	Operations Research	58(3)	May-June 2010	719-733
60	Naresh Khatria; Alok Bavejab; Narendra M Agrawal & Gordon D Brown	HR and IT Capabilities and Complementarities in Knowledge-Intensive	The International Journal of Human Resource Management	21(15)	2010	2889-2909
61	Suresh Bhagavatula, Tom Elfringd, Aad van Tilburg & Gerhard G Van de Bun	How Social and Human Capital Influence Opportunity Recognition and Resource Mobilization in India's Handloom Industry	Journal of Business Venturing	25(3)	2010	245-260
62	Sabarinathan G	Attributes of Companies Making IPOs in India - Some Observations	South Asian Journal of Management	18 (1)	2010	83-108

Sl. No.	Authors (in sequence as per Journal)	Title of Paper	Name of Journal	Vol. No.	Year of Publication	Page Nos.
63	Eric Wood, Susanna Khavul, Liliana Perez-Nordtvedt, Srinivas Prakhya, Rahul Velarde Dabrowski, Congcong Zheng	Strategic Commitment and Timing of Internationalization from Emerging Markets: Evidence from China, India, Mexico, and South Africa	Journal of Small Business Management	49(2)	2011	252-282
64	Avinash G Mulky	Marketing to the Bottom of the Pyramid and Subsistence Markets -A Research Agenda	Acta Universatitit Agricolturae Et Silviculturae Mendelianae Brunesis	59(2)	2011	9-14
65	Sabarinathan G	SEBI's Regulation of the Indian Securities Market: A Critical Review of the Major Developments	Vikalpa	35 (4)	2010	13-26
66	G Ramesh	Mainstreaming an Unorganized Industry: The Case of Suguna Poultry	Vikalpa	35(2)	2010	35-47

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.
1	Ramachandran, J & Pant, A	The Liabilities of Origin: An Emerging Economy Perspective on the Costs of Doing Business Abroad.	Advances in International Management: The Past, Present and Future of International Business and Management (Volume 23)	Devinney, TM, Pedersen, T & L Tihanyi	231-265
2	Singh, R	Information Integration as a Basic Cognitive Process	Handbook of psychology in India	G Mishra, University of Delhi	73-98
3	Singh, R	Imputing Values to Missing Information in Social Judgment	Most underappreciated: 50 prominent social psychologists talk about hidden gems	R M Arkin,	159-164

Sl. No.	Authors (in sequence as per contents of book)	Title of Paper/ Chapter	Title of Book	Editors of Book	Page Nos.
4	Singh, R	Religious Majority -Minority and Gender Differences in Models of Crossed Categorization Effects: Some Evidence for Social Development	Dialogues for development	J Pandey , T N Sinha & A K Singh	230-251
5	Gita Sen & Pirooska Ostlin	Gender Based Inequities in Global Public Health	The Routledge International Handbook on Global Public Health	Richard Parker & Marni Sommer	
6	Ramnath Narayanswamy	What Creative Capital can India Contribute to Europe	A Way Beyond Creative Industries	Robert Punkenhoffer	40-41
7	Ramnath Narayanswamy	Some Reflections on the Interface between Management, Spirituality and Design Thinking	New Perspectives on Design Management	Jane Woodilla	189-213
8	Ramnath Narayanswamy	Spiritual Capital, Gandhi and Inter -Faith Harmony	Socially Engaged Religions	John Clammer	
9	Kulkarni, M, & Osicki, M	Recruiting a Global Workforce	Going Global: Practical Applications and Recommendations for HR and OD Professionals in the Global Workplace	Kyle Lundby & Jeffrey Jolton	113-142
10	T V Ramanayya & V Nagadevara	Planning of Bus Rapid Transit Systems for Improving Urban Mobility	Public Private Partnerships	Ramesh, G, Vishnuprasad Nagadevara, Gopal Naik & Anil Suraj	204-225
11	V Nagadevara & T V Ramanayya	Reshaping Urban Transport Services through Voice of Commuters	Urban Infrastructure and Governance	Ramesh, G, Vishnuprasad Nagadevara, Gopal Naik & Anil Suraj	161-175

Sl. No.	Authors (in sequence as per contents of book)	Title of Paper/ Chapter	Title of Book	Editors of Book	Page Nos.
12	Gopal Naik & V Nagadevara	Spatial Clusters in Organic Farming- A Case Study of Pulses Cultivation in Karnataka	Business Clusters - Partnering for Strategic Advantage	C Jayachandran, Micheal Thorpe, Ram Subraminiam & Vishnuprasad Nagadevara	342-361
13	Padmini Srinivasan	Tax Implications Of International Activities	International Financial Management	Prakash G Apte	
14	Arnab Mukherji & Anjan Mukherji	Do Public Funds Increase Days of Instruction in Primary Schools?	Public Economics, Theory and Policy, Essays in honor of Amaresh Bagchi	M Govinda Rao & M Rakshit	228-258
15	Vasanthi Srinivasan	India: CSR and Ethics in MSME's in India	Ethics in small and Medium Sized Enterprises: A Global Commentary	Spence L J & Painter Morland M	

III – Books

Sl. No.	Authors (in sequence as per book)	Title of Book	Publisher & Place of Publication
1	Leon Schiffman, Leslie Kanuk & S Ramesh kumar	Consumer Behavior	Pearson Education New Delhi
2	Gita Sen & Pirooska Ostlin	Gender Equity in Health: the Shifting Frontiers of Evidence and Action	Routledge, New York
3	B Mahadevan	Operations Management: Theory & Practice	Pearson Education, New Delhi
4	Ramnath Narayanswamy	The Global Mission of Sadguru Sri Sharavana Baba,	Books for Change, Bangalore
5	A Damodaran	Encircling the Seamless: India, Climate Change and Global Commons	Oxford University Press, Delhi
6	Rupa Chanda	Services Integration in South Asia: Trade, Investment and Mobility	Oxford University Press, New Delhi
7	Ramesh, G, Vishnuprasad Nagadevara, Gopal Naik & Anil Suraj	Urban Infrastructure and Governance	Routledge India

Sl. No.	Authors (in sequence as per book)	Title of Book	Publisher & Place of Publication
8	Ramesh, G, Vishnuprasad Nagadevara, Gopal Naik & Anil Suraj	Public Private Partnerships	Routledge India
9	C Jayachandran, Micheal Thorpe, Ram Subraminiam & Vishnuprasad Nagadevara	Business Clusters - Partnering for Strategic Advantage	Routledge India
10	Raghunath Subramanyam	Global Outsourcing and Off shoring - Managing core outsourcing to address fast market growth	Cambridge University Press

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	Krishnan, RT & Ramachandran, J.	One-year MBAs, the Way To Go	The Economic Times		25 Oct, 2010
2	S Ramesh Kumar	Challenges of Marketing Unknown	The Economic Times		30 April 2010
3	S Ramesh Kumar & B Shekar	Much meaning in metaphor	The Hindu Business Line		June 3, 2010
4	S Ramesh Kumar	Addressing Consumer Mindscape	The Economic Times		18 June 2010
5	S Ramesh Kumar	Retailing Rituals	The Economic Times		25, June 2010
6	S Ramesh Kumar	Unveiling Serious Face of Facebook	The Economic Times		23 July 2010
7	S Ramesh Kumar & S Swaminathan	Brand Personality and Marketing Communication	The Hindu Business Line		August 19, 2010
8	S Ramesh Kumar	Looking at the Value of Perception	The Economic Times		20 August, 2010
9	S Swaminathan & S Ramesh Kumar	Loyalty in an Emerging Market	The Hindu Business Line		September 9, 2010
10	S Ramesh Kumar	Now, Sensory Branding's the New Buzzword	The Economic Times		17 September 2010

Sl. No.	Authors (in sequence per Newspaper/ Magazine)	Title of Article	Name of Newspaper/ Magazine	Vol. No. & Page Nos.	Date of Publication
11	S Ramesh Kumar & S Swaminathan	Diffusing channels of self-service	The Hindu Business Line		Sep 30, 2010
12	S Swaminathan & S Ramesh Kumar	How portable is the Mobile Consumer?	The Hindu Business Line		November 11, 2010
13	S Ramesh Kumar & S Swaminathan	Addressing Eternal Youth	The Hindu Business Line		Dec 9, 2010
14	S Ramesh Kumar	When Stereotypes are Welcome	The Hindu Business Line		Jan 6, 2011
15	S Ramesh Kumar	Classic Concepts and Their Connect with Consumers	The Hindu Business Line		Feb 24, 2011
16	Ramnath Narayanswamy	Meaning of Ardhanareeshwara	The Deccan Herald, Bangalore		May 6, 2010.
17	Ramnath Narayanswamy	Self Awakening is Liberation	The Deccan Herald, Bangalore		May 20, 2010.
18	Ramnath Narayanswamy	Ancestral Worship is Essential	The Deccan Herald, Bangalore		June 3, 2010.
19	Ramnath Narayanswamy	Negotiate Six Stages	The Deccan Herald, Bangalore		June 17, 2010.
20	Ramnath Narayanswamy	The Message of the Gita	The Deccan Herald, Bangalore		July 1, 2010.
21	Ramnath Narayanswamy	Prayer Must Accompany Duty	The Deccan Herald, Bangalore		July 15, 2010.
22	Ramnath Narayanswamy	Make all Activities into Offerings	The Deccan Herald, Bangalore		August 5, 2010.
23	Ramnath Narayanswamy	Truth Seeker	The Deccan Herald, Bangalore		September 8, 2010.
24	Ramnath Narayanswamy	Unquenchable Greed	The Deccan Herald, Bangalore		September 23, 2010.
25	Ramnath Narayanswamy	Saguna and Nirguna Worship	The Deccan Herald, Bangalore		October 7, 2010.
26	Ramnath Narayanswamy	Who is Sri Sakthi Amma?	The Deccan Herald, Bangalore		December 16, 2010.
27	Ramnath Narayanswamy	The Splendor of Narayani	The Deccan Herald, Bangalore		December 30, 2010.
28	Ramnath Narayanswamy	The Essence of Guru Tattvam	The Deccan Herald, Bangalore		January 13, 2011.

Sl. No.	Authors (in sequence per Newspaper/ Magazine)	Title of Article	Name of Newspaper/ Magazine	Vol. No. & Page Nos.	Date of Publication
29	Ramnath Narayanswamy	The Nature of Wordly Existence	The Deccan Herald, Bangalore		January 27, 2011.
30	Ramnath Narayanswamy	Desire only God	The Deccan Herald, Bangalore		February 10, 2011.
31	Ramnath Narayanswamy	Alexander Receiving Hindu Wisdom	The Deccan Herald, Bangalore.		February 17, 2011.
32	R Vaidyanathan	Hussain and Khushboo	DNA Money	03	April 12, 2010
33	R Vaidyanathan	AJPC on tax havens	DNA Money	04	April 26, 2010
34	R Vaidyanathan	Getting Asia Right Means Getting India Right	DNA Money	03	April 27, 2010
35	R Vaidyanathan	Abrahamic Civil Wars	DNA Money	05	May 11, 2010
36	R Vaidyanathan	More than 20 million Illegals to be Made Legal Citizens by Subterfuge	The New Indian Express	02	May 17, 2010
37	R.Vaidyanathan	Caste as Social Capital	DNA Money	03	May 24, 2010
38	R Vaidyanathan	Enemies of the Republic	DNA Money	04	June 8, 2010
39	R Vaidyanathan	Media's low Credibility	DNA Money	04	June 21, 2010
40	R Vaidyanathan	Dealing with Pak Taliban	DNA Money	02	July 20, 2010
41	R Vaidyanathan	Our Kiranas Deserve Better,Including a Ministry of Their Own	DNA Money	03	Aug 03, 2010
42	R Vaidyanathan	Why Economy is Growing Despite Jholawalas and Wall Streets	DNA Money	03	Aug 17, 2010
43	R Vaidyanathan	Kashmir Valley Problems are not Economic in Nature At All	DNA Money	03	Aug 31, 2010
44	R Vaidyanathan	Retrieve Indian money stashed abroad	Yentha.com	01	Sep 01, 2010
45	R Vaidyanathan	Estimate Indian Black Money at \$1.4 Trillion	Newshotram.com	01	Sep 01, 2010
46	R Vaidyanathan	Tale of Retail	Vijayavani	02	Sep 08, 2010

Sl. No.	Authors (in sequence per Newspaper/ Magazine)	Title of Article	Name of Newspaper/ Magazine	Vol. No. & Page Nos.	Date of Publication
47	R Vaidyanathan	Learning to Deal with Confused and Declining Empires	DNA Money	03	Sep 14, 2010
48	R Vaidyanathan	The art of Killing micro financial institutions	DNA Money	02	Sep 28, 2010
49	R Vaidyanathan	Hasten Slowly in Opening Up the Banking sector	DNA Money	02	Oct 12, 2010
50	R Vaidyanathan	Disgraced "Eminent Historians" Should be made Accountable	The New Indian Express	05	Oct 24, 2010
51	R Vaidyanathan	Mr Obama do you have real business to talk with us	DNA Money	02	Oct 26, 2010
52	R Vaidyanathan	So many lobbies in Delhi but none to bat for India	DNA Money	02	Nov 8, 2010
53	R Vaidyanathan	Scam tainted money may be moving the markets	DNA Money	02	Nov 23, 2010
54	R Vaidyanathan	It is Time Pakistan got slammed for harbouring Terrorists	DNA Money	03	Dec 2, 2010
55	R Vaidyanathan	How to Reduce "bribe taxation" by the use of technology	DNA Money	04	Dec 7, 2010
56	R Vaidyanathan	The India growth story is propelled by black money	DNA Money	03	Dec 21, 2010
57	R Vaidyanathan	Why is Government reluctant to retrieve funds stashed abroad?	DNA Money	02	Jan 03, 2011
58	R Vaidyanathan	Dynasty politics is about protecting ill - gotten wealth	DNA Money	03	Jan 20, 2011
59	R Vaidyanathan	Time to shake down the Swiss banks	DNA Money	05	Jan 23, 2011

Sl. No.	Authors (in sequence per Newspaper/ Magazine)	Title of Article	Name of Newspaper/ Magazine	Vol. No. & Page Nos.	Date of Publication
60	Rishikesh TKrishnan	Rewriting the Lexicon of Strategy	The Hindustan Times		April 18, 2010
61	Rishikesh TKrishnan	Supporting Students with Disability	Edu Tech	32-33	April 2010
62	Rishikesh TKrishnan	What Indian B-Schools Need to Learn	Edu Tech	28-29	May 2010
63	Rishikesh TKrishnan	Distance Education: Shot in Arm for India's GER	Edu Tech	28-29	June 2010
64	Rishikesh TKrishnan	Need for A Vibrant Liberal Arts Culture	Edu Tech	46-47	July 2010
65	Rishikesh TKrishnan	India's Challenge: Moving from Jugaad to Systematic Innovation	The Smart Manager	25-29	July-August, 2010
66	Rishikesh TKrishnan	Measuring Faculty Performance	Edu Tech	40-41	August 2010
67	Rishikesh TKrishnan	Governance in Disarray	The Hindu Business Line		October 8, 2010
68	Rishikesh TKrishnan & J. Ramachandran	One Year MBAs, the way to go	The Economic Times		October 25, 2010
69	Rishikesh TKrishnan	Bringing Reality into the Biz Classroom	Edu Tech	46-47	October 2010
70	Rishikesh TKrishnan	Design Thinking in Higher Education	Edu Tech	20-21	November 2010
71	Rishikesh T Krishnan	IIMs: Celebrations & Soul Searching	Edu Tech	15-16	December 2010
72	Charles Dhanaraj & Rishikesh T Krishnan	Beyond Jugaad	Business Standard		February 7, 2011
73	Rupa Chanda	Take-away from the Ohio outsourcing ban"	East Asia Forum and YaleGlobal,		October 8, 2010
74	Rupa Chanda	Is remanufacturing a threat or an opportunity?	Economic Times, Face-Off	12	August 25, 2010
75	Vasanthi Srinivasan	In competence we trust: making sense of competence	National HRD network journal	3(4) 63-65	October 2010

Sl. No.	Authors (in sequence per Newspaper/ Magazine)	Title of Article	Name of Newspaper/ Magazine	Vol. No. & Page Nos.	Date of Publication
76	Palekar P & Srinivasan V	Changes in HR practices in large rapid growth firms in the Indian software services industry	National HRD Network Journal	3 (3) 1-7	July 2010
77	Srinivasan V & Murthy P V R	Reflective practice	National HRD network journal	3 (3) 67-71	July 2010

V - Conference Presentations

Sl. No.	Authors (in sequence as per journal)	Title of Paper	Name of Conference	Dates of Conference	Venue
1	Ramachandran, J & Manikandan, KS	Opening the Black Box: Growth of Business Groups	Academy of Management Annual Meeting	August 6-10, 2010	Montreal, Canada
2	Gopal, Shaleen; Rejie George, P; & Ramachandran, J	Ownership Structure, Context, and Firm Diversification: An Analysis of Emerging Economy Firms	Academy of Management Annual Meeting,.	August 6-10, 2010	Montreal, Canada
3	Gita Sen	Addressing Critical Health Sector Challenges in China and India: Convergence or Divergence?	China-India-US Symposium on Development and Governance	January 22-23, 2011	Indian Institute of Management Bangalore
4	Gita Sen	Health Inequalities in India Before and After Economic Reforms: Evidence from the National Sample Survey	International Research Seminar on Understanding Health Inequalities in India & Brazil: Measurement, Evidence & Policy	January 11, 2011	Institute for Social & Economic Change, Bangalore
5	Gita Sen	Incentives and Disincentives in the Family Welfare Programme: Old Wine in Old Bottles?	Roundtable on Contemporary Challenges and Opportunities	January 12, 2011	New Delhi
6	Gita Sen	Half Full or Half Empty: Population Changes and Human Rights in Today's Asia	Asian Population Conference	November 19, 2010	New Delhi

Sl. No.	Authors (in sequence as per journal)	Title of Paper	Name of Conference	Dates of Conference	Venue
7	Gita Sen	Structures of Poverty and Health Inequality - the Koppal Experience	Third National Bioethics Conference	November 18, 2010	New Delhi
8	Gita Sen	Sustainability, Human Development and Growth: a Gendered Look	Global Gender Forum, COP 10, UN Convention on Biodiversity	October 21, 2010	Nagoya
9	Gita Sen	From Bio-Power to Rights: The Transformation of the Population and Development Agenda	XVII National Conference on Population Studies 2010	September 20-23, 2010	Brazil
10	Gita Sen	Maternal Health and Development: Getting off the Roller Coaster	Global Maternal Health Conference 2010	August 30, 2010	New Delhi
11	Gita Sen	Maternal Health - an Issue of Social Justice, Gender Equity and Human Rights	Public Dialogue on the Report of the Mission to India of the UN Special Rapporteur on the Right to Health	August 13, 2010	New Delhi
12	J Hazra and B Mahadevan	Sourcing Strategies in the Presence of Low Cost Suppliers in a Supply Base	INFORMS 2010 Conference	Nov 7-11, 2011	Austin, USA
13	Manaswini Bhalla	Dynamic Pricing Under Social Learning and Strategic Consumers,	Ninth Annual International Industrial Organization Conference	April 8th-10th, 2011	Boston, MA, USA
14	Vijay D & Kulkarni M	Community Mobilization and Palliative care: A Social Movement Perspective	Organization Studies Summer Workshop on Social Movements, Civil Societies and Corporations	May 26-28, 2010	Margaux, France
15	Vijay D, & Kulkarni M	Emergence and Evolution of Frames of the Palliative Care Movement in Kerala	Strategic Management Society Workshop on Emerging India	December 10-12, 2010	Bangalore

Sl. No.	Authors (in sequence as per journal)	Title of Paper	Name of Conference	Dates of Conference	Venue
16	SVenkatagiri	Teach Project Management, Pack an Agile Punch	24th IEEE-CS Conference on Software Engineering Education & Training	22nd May - 24th May 2011	Hawaii, US
17	R Vaidyanathan	Indian Financial Markets: Convergence And Integration	World Risk and Insurance Economics Congress	July 25-29, 2010	Singapore
18	Mulky, Avinash G	Marketing to the Bottom of the Pyramid and Subsistence Markets-A Research Agenda	International Conference-Enterprise and Competitive Environment	March 10-11, 2011	Mendel University, Brno, Czech Republic
19	Damodaran A	Carbon Dioxide Capture and Storage Demonstration in Developing Countries - Analysis of Key Policy Issues & Barriers	International Conference on Carbon Capture and Storage CSLF - World Bank and Asian Development Bank	October 5-7, 2010,	Warsaw, Poland
20	Damodaran A	Sustainability Ideas in Indian Culture: Little Traditions and Post Modern Adaptations	Seventh Workshop of the Forum on Sustainable Technological Development in a Globalising World, Sustainability 2010: The Cultural Dimension	June 09-12, 2010,	Berlin, Germany.
21	Damodaran A	Environmental Financing for Ecosystem Services Management - Is Transferable Development Rights a Way Out	International Workshop on Ecosystem Services, by Global Land Project, Sapporo Chapter, Hokkaido, held at UNU_IAS,	February 25-26, 2010,	Yokohama, Japan.
22	Jayadev M, Arun S & Bharat Shankaran	Market Efficiency and Analyst Recommendations: Evidence from Indian Stock market	International Finance Corporation	January 10-12, 2011	IIM Kolkata

Sl. No.	Authors (in sequence as per journal)	Title of Paper	Name of Conference	Dates of Conference	Venue
23	Rishiksha T Krishnan	Innovation in the Indian Automotive Industry: Role of Academic & Public Research Institutions	How to Enhance Innovation Capability through Tapping into Local Universities and Public Research Institutes as the External Resources	January 26-27, 2011	Graduate Institute of Policy Studies, Tokyo, Japan
24	Rupa Chanda	Integrating Services in South Asia: Trade, Investment and Mobility,	Conference on Empirical Issues in International Trade and Finance	December 16-17, 2010	Indian Institute of Foreign Trade, New Delhi
25	Rupa Chanda	Migration Management in South and Southeast Asia: Role of Interstate Cooperation	Trade Policies in South and Southeast Asia: Encouraging Regionalism	October 20, 2010	ISAS, National University of Singapore,
26	Rupa Chanda	India-EU Relations in Health Services: Prospects and Challenges	Symposium on Health Systems, Health Economics and Globalization	July 2-3, 2010	London School of Economics, London
27	Ramya T Venkateswaran & Ganesh N Prabhu	Taking Stock of Research Methods in Strategy-as-Practice	European Conference on Research Methods in Business and Management	June 24-25, 2010	Madrid, Spain
28	V Nagadevara	Organizational Factors and Innovation - Analysis of Different Types of Organizations	Third Research Symposium of the SGBED	June 17-19, 2010	EADA Business School, Barcelona, Spain
29	Rakesh Erazuth Mohandas & V Nagadevara	Knowledge Extraction from Call Center Data: Application of Text Mining	Seventh International Conference on Knowledge Management	October 22-23, 2010	Pittsburg, Pennsylvania, USA
30	R Premanand Thangarajan & V Nagadevara	Monetizing User Generated Content in Emerging Interactive Media	Eighth AIMS International Conference on Management	Jan 1-4, 2011	Indian Institute of Management, Ahmedabad
31	Soumyanetra Munshi	Analyzing Conflict Within a Contested Land: the Case of Kashmir	Sixth Annual Conference on Economic Growth and Development	December 16-18, 2010	Indian Statistical Institute, New Delhi 110016

Sl. No.	Authors (in sequence as per journal)	Title of Paper	Name of Conference	Dates of Conference	Venue
32	Soumyanetra Munshi	Enfranchisement from a Political Perspective	Hotelling Seminar, École normale supérieure (ENS), Cachan	February 8, 2011	ENS Cachan
33	Soumyanetra Munshi	Enfranchisement from a Political Perspective	Seminar, Title?	March 4, 2011	IISc
34	Krishanu Rakshit, Arnab Mukherji, & Srinivas Prakhya	Uncertain Consumption and Quantity Surcharges in Consumer Non-Durables: An Analytical Model	32nd INFORMS Marketing Science Conference	June 17-19 2010	Cologne, Germany
35	Haritha Saranga, Arnab Mukherji, & Janat Shah	Inventory Trends and Their Determinants in the Indian Auto Industry	Joint Conference of The fourth International Conference on Operations and Supply Chain	25 July - 31 July 2010	Asia Pacific Decision Sciences Institute, Hong Kong, China
36	Arkadipta Ghosh & Arnab Mukherji	Relative Effects of Indoor versus Outdoor Air Pollution	Fifth Conference on Public Policy and Management	8 -11 August, 2010	IIM Bangalore
37	Arkadipta Ghosh & Arnab Mukherji	Air Pollution and Child Health in Urban India	Sixth Annual Conference on Economic Development and Growth,	December 16-18, 2010	Indian Statistical Institute, New Delhi
38	Arnab Mukherji, Divya Rajaraman & Hema Swaminathan	Economic Development and Malnutrition in India	47th Annual Conference of the Indian Econometric Society	January 6-8, 2011	School of Future Studies and Planning, Devi Ahilya University, Indore
39	Singla C & George R	Ownership Structure, Board Structure and Internationalization: A multi-Theoretic Perspective	Academy of Management Conference	August 6-10, 2010	Montreal, Canada
40	Singla C, Veliyath R & George R	Internationalization, Family Business and Corporate Governance: An Emerging Market Perspective	Academy of Management Conference	August 6-10, 2010	Montreal, Canada

Sl. No.	Authors (in sequence as per journal)	Title of Paper	Name of Conference	Dates of Conference	Venue
41	Gopal S, George R & Ramachandran J.	Ownership Structure, Context and Firm Diversifications: An Analysis of Emerging Economy Firms	Academy of Management Conference	August 6-10, 2010	Montreal, Canada
42	Venkateswaran, RT & George R	Explaining Home Country Effects on Entry Mode: A Nuanced Account From a Transaction Cost Perspective	Strategic Management Society Research Workshop	December 10-12, 2010	IIM Bangalore
43	Venkateswaran RT & George R	Unraveling Cultural Distance Afresh: Fundamental Host Country Effects on the Entry Mmode of Indian Firms	Strategic Management Society Research Workshop	December 10-12, 2010	IIM Bangalore
44	Singla C and George R	Internationalization and Performance: An analysis of Indian Firms	Strategic Management Society Research Workshop	December 10-12, 2010	IIM Bangalore
45	Nagasimha B Kanagal	Assessment of Aggregate Interaction Effect and Persistence Effect in Market Share Analysis	First Analytics Conference of Kotler-Srinivasan Center of Research in Marketing	July 30-31, 2010	Great Lakes Institute of Management Chennai
46	Srinivasan V & Reimara Valk	Early career Transitions of Women Professionals	AOM PDW in the GDO section	August 3-5, 2010	Montreal
47	Srinivasan V	Teaching Business Ethics in India	Academy of Management, PDW in Social Issues in Management Section	August 3-5, 2010	Montreal
48	Suchitra J Y & Hema Swaminathan	Asset Acquisition Among Matrilineal and Patrilineal Communities: A Case Study of Coastal Karnataka	International Association for Feminist Economics	July 22?24, 2010	Buenos Aires, Argentina
49	Hema Swaminathan, Caren Grown, & Marya Hillesland	Property Rights and Household Income Diversification in Rural Malawi	International Association for Feminist Economics	July 22?24, 2010	Buenos Aires, Argentina

Sl. No.	Authors (in sequence as per journal)	Title of Paper	Name of Conference	Dates of Conference	Venue
50	Hema Swaminathan, Caren Grown, & Marya Hillesland	Property Rights and Household Income Diversification in Rural Malawi	Eastern Economic Association	Feb 25- 27, 2011	
51	Hema Swaminathan, Rahul Lahoti & Suchitra J Y	Gender AssetGap: Suchitra J Y Urban Karnataka	National Seminar on Urban Poverty and Social Exclusion	Feb 11-12, 2011	Christ University Bangalore

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

Sl. No.	Authors (in sequence)	Title of Publications	Any other comments
1.	Ramachandran, J & Gupta, Seema	Park Hotels: Designing Experiences	Under review with a journal
2.	Gupta, Seema & Ramachandran, J	Park Hotels: Designing Communications	Under review with a journal
3.	Gupta, Seema & Mahadevan, B	INDCOSERVE: Stirring Up	
4.	Gupta, Seema	Bosch: Building a Brand	
5.	Gupta, Seema	Coke & Pepsi: Crafting Advertising	
6.	Gupta, Seema	Fighting the Advertising Battle	Under review with a journal
7.	Gupta, Seema	Interdependence Bbetween Business Strategy and Experience Marketing	Under review with a journal
8.	Gupta, S, Moutusi, M& Pandey, S	Sponsor, Ambusher or other	Under review with a journal
9	Ramachandran, J & Manikandan, KS	ITC Limited: India First	
10	Ramachandran, J & Gupta, Seema	The Park Hotels: Designing Experience	
11	Ramesh Kumar SDinesh kumar, Anuradha Sridharan & Lakshmi Nanarasimham	An Empirical study on the Tendencies Towards Word of Mouth Communication of Mobile Telephone Users	
12	S Ramesh Kumar & Radhika Viswas,	Shiny Provision Stores: Challenges in the Indian Retailing context	Ivey Case

Sl. No.	Authors (in sequence)	Title of Publications	Any other comments
13	S Ramesh Kumar & Nitya Guruvayurappan	Super Shampoo and the Indian mass Market	Ivey Case
14	S Ramesh Kumar, Nitya Guruvayurappan & Madhurjya Banerjee	Ethnic Consumer Consulting	Ivey Case
15	Vandana Ujjual, Parimal Patel, Rishiksha T Krishnan, Srivardhini Keshavamurthy, RueyLin Hsiao & Frank Yan Zhao	Management and Organisation of Global R&D by EU MNEs:-A Subsidiary Perspective from Emerging Markets	
16	Rupa Chanda,	Prospects for a Services Agreement in South Asia: Trade, Investment, and Development Issues	
17	Rupa Chanda	Migration Management between South and Southeast Asia: Role of Interstate Cooperation	
18	Soumyanetra Munshi	Of Acorns and Anganwadis	
19	Soumyanetra Munshi	The Plough or the Pen?	
20	Manaswini Bhalla & Arnab Mukherji	Firm Size Distribution of Indian Medium, Small and Micro Enterprises	
21	Arnab Mukherji & Hiranya Mukhopadhyay	Evaluating the Public Research Management Program using Synthetic Control Method: Case Study of the First PRMP	
22	Hema Swaminathan & Arnab Mukherji	Does Living In A Slum Increase The Risk Of Malnutrition?	
23	U Dinesh Kumar, Arun Manohar & G N Sripriya	Delivering doors in a Window – Supply Chain Management at HAL	Accepted for publication at HBP
24	R Vaidyanathan	Foreign University Bill-Gifting India to the West The second Time	Eternal India, April 2010p.13
25	R Vaidyanathan	Three Major Conflicts and India's Strategy, Eternal India	Eternal India, Sept, 2010
26	R Vaidyanathan	Indian Financial Markets -Need for Integration (Prime Data Base – Annual Issue), Eternal India	Oct, 2010, p.07
27	R Vaidyanathan	Gallows for the Retailer, Eternal India	Jan, 2011, p.07
28	R Vaidyanathan	Offshore Tax Havens - Under Spotlight, The Analyst	Feb, 2011, p.03

Statement 16

Consultancy Projects April 2010 - February 2011

I – Projects Completed

Sl. No.	Project Title	Funding Agency	Faculty (Professors)
1	Viable Strategies to Make Pharma CPSES self-Reliant by 2020	Karnataka Antibiotics & Pharmaceuticals Ltd., Bangalore	G Shainesh & Sourav Mukherjee
2	Techno Economic Feasibility Study for Setting up a Railway Coach Factory at Palghat, Kerala, by BEML	BEML, Bangalore	Sankarshan Basu & Shyamal Roy
3	European Union - Erasmus Mundi ENDEAVOUR Project	European Union- Erasmus Mundi	Mathew J Manimala
4	In-depth Study on the Status of Dairy Co-operatives	NDDDB, Anand	R Srinivasan (Finance) & M S Sriram
5	Study to Assess Performance of National Water Academy during 10th Plan	National Water Academy, Delhi	V Ranganathan
6	Evaluation Study of Central Soil & Maintenance Research Stations (CSMRs)	Government of India, Ministry of Water Resources, New Delhi	V Ranganathan, TV Ramanayya & V Nagadevara
7	India's Industrial Capability Formation in Comparison to China: Automobile & IT Industries	Institute of Developing Economics (IDE)	Haritha Saranga
8	Organisation Strategy for Cisco Dev. Orgn.	Cisco Development Organization	V Anand Ram S Raghunath
9	Proposal for Advising Tirumala Tirupati Devasthanams (TTD) on Recruitment	TTD	L S Murty & Vasanthi Srinivasan

II - Projects Initiated

Sl. No.	Project Title	Funding Agency	Faculty (Professors)
1	Cost Benefit Analysis of the Sethusamudram Ship Channel	National Institute of Oceanography, Goa	R Srinivasan & Ravi Anshuman
2	Vision & Strategic Planning Process	Forbes & Co. Ltd., Mumbai	R Srinivasan (CSP)
3	Preparation of BEML Corporate Plan 2012-13-2016-17	BEML, Bangalore & Abhoy K Ojha	V Ranganathan

Sl. No.	Project Title	Funding Agency	Faculty (Professors)
4	Developing a Knowledge Base for Policy Makers on India-EU Migration	European University Institute in Florence, Masstricht University and Indian Council for Overseas Employment	Rupa Chanda
5	Developing a Framework for Performance Based Logistics (PBL) for Hawk MK 132 Aircraft	Hindustan Aeronautics Ltd, Bangalore	Dinesh Kumar, Pulak Ghosh & Devnath Tirupathi
6	Implementation of Revival Packages for STCCS (Tamil Nadu, Rajasthan & Maharashtra)	NABARD, Mumbai	Trilochan Sastry, Rajalaxmi Kamath & P C Narayan
7	Re-organization of Kerala Water Authority	Kerala Water Authority, Kerala	Abhoy K Ojha & A Damodaran
8	Financial Re-engineering of Kerala Water Authority	Kerala Water Authority, Kerala	Shyamal Roy & Sankarshan Basu
9	Preparation of Human Resource Policies	Royal Institute of Management, Bhutan	V Nagadevara
10	SAP Research and Innovative Award India : Stage 2 Evaluation Result "From Project to Programmes: A Study of Innovations in Health Care for the Masses and Exploring Possibilities for their Replication/ Expansion using Information & Communication Technology (ICT)	SAP India	Mithileshwar Jha
11	Updation on Techno Economic Feasibility study for setting up a Railway Coach Factory at Palghat, Kerala	BEML, Bangalore	Sankarshan Basu & Shyamal Roy

III – Projects Ongoing

Sl. No.	Project Title	Funding Agency	Faculty (Professors)
1	Assistance ion Post-Bank Strategy Formulation	South African Post Office Ltd., Pretoria Central	D Krishna Sundar
2	Business Process Management	Nimbus India, Bangalore	D Krishna Sundar
3	Study on Supply Chain & Value Addition of Mushroom Processing Plant	National Horticulture Board, Gurgaon	D Krishna Sundar

Sl. No.	Project Title	Funding Agency	Faculty (Professors)
4	Risk Management	Finacus Solutions Pvt. Ltd., Mumbai	Sankarshan Basu
5	Weapon System Acquisition and Management through Performance Based Logistics	FIET MCEME, Secunderabad	U Dinesh Kumar
6	Socio-economic Survey and Development of Rehabilitation Acton Plan for their 6 sub-stations - Phase II	Power grid Corporation of India Ltd., Bangalore	T V Ramanayya & V Nagadevara
7	Study of Performance Management System (PMS) and Performance Related (PRP) Schemes	Bharat Dynamics Ltd., Hyderabad	Abhoy K Ojha
8	Designing and tTsting a Food Safety Model for Rural and Urban Areas of Karnataka	Food Safety Standards Authority of India, New Delhi	Gopal Naik
9	Evolving Vision Document and Preparation of Enabling HR Policies	NIRD, Hyderabad	R Ravi Kumar & V Nagadevara
10	Comprehensive Review of Kendriya Vidyalaya Sangathan	Ministry of HRD, Dept. of School Education & Literacy, Govt. of India	Malathi Somaiah

IV – Proposals sent

Sl. No.	Project Title	Funding Agency	Faculty (Professors)
1	A Study on Investment, Cost of Service and Quality of Service Patterns in Mobile Services	Telecom regulatory Authority of India (TRAI)	G Shainesh, Pulak Ghosh, Jishnu Hazra, Abhoy K Ojha, G Ramesh & Subhashish Gupta
2	Finances of Universities: A Study of Karnataka	The Knowledge Commission, Government of Karnataka	M Jayadev & G Ramesh
3	Socio-Economic Survey and Social Assessment and Management Plan for the Proposed 765 KV Sub-Station at Madhugiri, Tumkur	Powergrid Corporation of India Ltd., Bangalore	V Nagadevara

Sl. No.	Project Title	Funding Agency	Faculty (Professors)
4	Mechanisms for improving the Synergy between DRDIO, BPSUs and OFS; and Strategies for Addressing HR Related Issues Post -Restructuring of DRDO	DRDO, New Delhi	B Mahadevan & Sourav Mukherji
5	Competency Mapping and Design and Conduct of Assessment Centres for UST Global at Trivandrum	UST Global Limited, Trivandrum	N.M.Agrawal
6	Design and Development of a Comprehensive Agricultural Marketing System for Karnataka	Agricultural Marketing Department, Government of Karnataka	Gopal Naik
7	Audit of HR alignment	SKF, Pune	Abhoy K Ojha, Sapna Poti & NM Agrawal
8	Expert Body for Advising the Fare Fixation Committee of BMRC	Bangalore Metro Rail Corporation	G Shainesh
9	Study on Structure, Organisational Dynamics, Professional Support and Process Improvements under MGNREGA	National Institute of Rural Development, Hyderabad	Trilochan Sastry, M Jayadev & V Ranganathan
10	Scrutinizing the General Revision Proposals filed by Major Port Trusts and Private Terminals	Tariff Authority of Major Ports, Mumbai	V Ranganathan
11	Proposal for advising Tirumala Tirupati Devasthanams (TTD) on Recruitment	TTD	L S Murty & Vasanthi Srinivasan

Statement 17

Faculty List as on March 31, 2011

DIRECTOR

Pankaj Chandra

DISTINGUISHED PROFESSOR

Ramadhar Singh

PROFESSOR

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

ASSOCIATE PROFESSOR

1. Amit Gupta	14. Ramesh G
2. Amar Sapra	15. Sabarinathan G
3. Ashok Thampy	16. Sankarshan Basu
4. Chetan Subramanian	17. Siddharth Mahajan
5. Haritha Saranga	18. Shainesh G
6. Jayadev M	19. Shashidhar Murthy
7. Jose P. D.	20. Srinivas Prakhya
8. Krishna Sundar D	21. Srinivasan Rangan
9. Kanchan Mukherjee	22. Subhashish Gupta
10. Nagasimha B Kanagal	23. Srinivasan R
11. Pulak Ghosh	24. Sourav Mukherji
12. Rajendra K Bandi	25. Vasanthi Srinivasan
13. Rajluxmi V Murthy	

ASSISTANT PROFESSOR

1. Arnab Basu	11. Rajalakshmi Kamath
2. Arnab Mukherji	12. Rejie George Pallathitta
3. Anubha Dhasmana	13. Ritu Tripathi
4. Anindya Sen	14. Seema Gupta
5. Ashis Mishra	15. Shankar Venkatagiri
6. Deepak Malghan	16. Soumyanetra Munshi
7. Hema Swaminathan	17. Sreelata Jonnalagedda
8. Manaswini Bhalla	18. Suresh Bhagavatula
9. Mukta Kulkarni	19. Patrali Chakarabarty
10. Padmini Srinivasan	20. Ramya Ranganathan

VISITING/ADJUNCT FACULTY

1 Amarnath Krishnaswamy	17 Srikantiah Sachidanand B
2 Anil B Suraj	18 Shonali Gupta
3 Anil Sood	19 Suren Sista
4 AshaSen	20 Vandana Singhvi Patel
5 Balasubramanian N	21 Venkateshwarulu
6 Bringi Dev	22 Vijaya Kumar K
7 Hema Krishnamurthy	23 AchalRaghavan
8 Jayanthi Iyer	24 Alexandra Y Benz
9 Krishnamurthy S	25 Anand Kasturi
10 Narayan PC	26 Bhattacharya VN
11 Paul Alapat	27 PratagGiri
12 Rajagopalan MS	28 Rajeev S
13 Ramya Neelamegham	29 Ramesh Venkateswaran
14 Roser Moser	30 Sridhar Varadarajan
15 Seshadhri DVR	31 VenkateshG
16 Sudhir Chadda	32 Vijay Nair

33.	Seenu Srinivasan	39.	Anirvan Pant
34.	Jaya Krishna Kumar	40.	Peter Guenther
35.	AnujuSeth	41.	Prasanna Chandra
36.	Abhinanda Sarkar	42.	Shoba Narayan
37.	Nath NCB	43.	Sundar Venkatesh
38.	Saras Saraswathy		

Statement 18

List of Officers as on March 31, 2011

OFFICERS

1.	Chief Administrative Officer	Shri Indu Shekhar Vassist CV
2.	Head-Finance	Smt.Sujata M
3.	Manager - Finance & Accounts	Smt. Gayathri Subramanian
4.	Medical Officer	Dr. Deepa C Prabhu
5.	Sr. A.O & Staff Officer to Director	Shri Ramesh AR
6.	Deputy Librarian	Smt. Anuradha N
7.	Administrative Officer(Accounts)	Smt. Veronica DB
8.	Administrative Officer	Shri Behari Subanna
9.	Administrative Officer	Shri Nagaraj GK
10.	Administrative Officer	Smt. Usha Menon
11.	Administrative Officer	Shri Lakshminarayana Rao NG
12.	Administrative Officer	Shri Venkatesha
13.	Administrative Officer	Shri Udaya Kumar V
14.	Administrative Officer	Shri Sathyaprakash BS
15.	Administrative Officer	Shri Mazhalai Bharathi K
16.	Librarian	Dr. Rama Patnaik
17.	Administrative Officer	Shri Thyagarajan Babu N
18.	Administrative Officer	Shri Ramnanjappa KR
19.	Administrative Officer	Shri Balaraj M
20.	Administrative Officer	Shri Rajendra M

21.	Administrative Officer	Smt.Geetha Raghunathan
22.	Campus Computer Manager	Shri Dillip Kumar Mohapatra
23.	Manager(Electrical)	Shri Vasudeva M
24.	Administrative Officer	Smt. Komala Devi
25.	Assistant Librarian Gr-I	Smt. Usha S
26.	Manager, OIA	Shri Ramalingam M

Research Fellows

1	Ramaswamy S	Research Fellow
2	Sanath Kumar NS	Research Fellow
3	Basavarajappa KP	Research Fellow

Consultants

1	Shri Anil SJ	Chief Manager, Infrastructure
2	Shri K Shiva Kumar	Consultant
3	Shri Vinod BR	Manager(Civil)
4	Shri Vishwanath MS	Project Manager
5	Shri Alex G Manapparthu	Chief Programme Officer
6	Shri Bringi Dev	Head - Communication
7	Shri Rakesh Godhwani	Consultant
8	Smt. Sapna Agrawal	Consultant
9	Smt. Sudha Raju	Consultant
10	Smt. Aparna Datta	Consultant
11	Shri Sampath Kumaran VT	Consultant
12	Smt. Kalyani Anantharamaiah	Consultant

Statement 19

Faculty & Personnel

Faculty

Period	Cadre	Visiting/Adjunct Faculty	Total
As of March 31, 2010	91	16	107
Additions during 2010-2011	09	37	47
Distinguished Professor	1		
Deletions during 2010-2011	3	10	13
As of March 31, 2011	99	43	141

Officers and Research Fellows

Period	Officers	Research Fellows	Total
As of March 31, 2010	27	4	31
Additions during 2010-2011	1		3
Promotion as AOs	2		
Deletions during 2010-2011	4	1	5
As of March 31, 2011	26	3	29

Administration Staff

Period	Group B	Group C	Total
As of March 31, 2010	10	189	199
Additions during the year 2010-2011	1	5	6
Deletion on Promotion as AO's	2		2
Deletions on Retirement on Superannuation	1	7	8
As of March 31, 2011	8	187	195

Indian Institute of Management Bangalore

**Statement of Accounts
2010-2011**

Indian Institute of Management Bangalore
Balance Sheet as at 31st March 2011

(Rs.in lakhs)

Sources of Funds	Schedule	As at 31 st March, 2011	As at 31 st March, 2010
CORPUS FUND AND LIABILITIES			
<i>Corpus Fund</i>	1	3,887.10	3,747.46
<i>Earmarked / Endowment Funds & Unspent Balances - Ongoing Programmes and Projects</i>	2	4,858.57	4,414.89
<i>Reserves and Surplus</i>	3	5,406.82	4,196.47
<i>Government Grants (Plan) + Others</i>	4	8,601.68	5,547.72
<i>Terminal Benefits Liability</i>	5	10,991.76	9,198.40
<i>Current Liabilities and Provisions</i>	6	1,723.27	916.35
		35,469.20	28,021.29
<i>Provident Fund</i>	24	1,789.25	1,562.55
Total		37,258.45	29,583.84
Application of Funds			
ASSETS AND INVESTMENTS			
<i>Fixed Assets</i>	7	7,168.97	4,917.35
<i>Investments - From Endowment/ Earmarked Funds</i>	8	2,409.28	2,301.00
<i>Investments - OBC & Other Funds</i>	9	10,408.01	9,646.83
<i>Investments - Terminal Benefits</i>	10	9,247.24	7,098.19
<i>Current Assets, Loans and Advances etc.,</i>	11	6,235.70	4,057.92
		35,469.20	28,021.29
<i>Provident Fund</i>	24	1,789.25	1,562.55
Total		37,258.45	29,583.84
<i>Significant Accounting Policies</i>	25		
<i>Notes on Accounts</i>	26		

FOR INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

AS PER OUR REPORT OF EVEN DATE ANNEXED
FOR MSSV & CO
CHARTERED ACCOUNTANTS, FRN - 001987S

Place : Bangalore
Dated : 5th September, 2011

Sd/-
(M.SUJATA)
HEAD - FINANCE

Sd/-
(S.RAGHUNATH)
DEAN (ADMIN)

Sd/-
(PANKAJ CHANDRA)
DIRECTOR

Sd/-
(RAVI PRASAD)
PARTNER
M.No. 203414

Indian Institute of Management Bangalore
Income and Expenditure account for the Year ended 31st March 2011

(Rs.in lakhs)

	Schedule	31 st March, 2011	31 st March, 2010
A. INCOME			
Income - Non - Plan			
Grants / Subsidies - Non-Plan Grants from Govt.	12	-	-
Income - Own Generation			
Income from Services	13	572.47	452.04
Fees / Subscriptions	14	12,546.81	8,552.52
Income from Investments	15	741.85	562.10
Income from Institute Publications	16	27.29	20.79
Interest earned on other deposits and advances	17	225.05	379.68
Other Income	18	117.38	81.26
Total (A)		14,230.85	10,048.39
B. Expenditure - Non-Plan			
Establishment Expenses	19	2,574.53	2,887.29
Other Administrative Expenses	20	1,273.80	1,162.18
Expenditure on PGP & Other Programmes	21	2,932.79	1,888.14
Research and Development	22	106.90	45.48
		6,888.02	5,983.09
Expenditure - Others			
Consultancy and Professional Services		419.46	323.50
Faculty Development		35.95	35.55
PGPPM and UNDP Project	23	117.41	61.94
Total (B)		7,460.84	6,404.08
C. Prior Period Items			
		137.26	15.64
D. Balance being excess of Income over Expenditure (A - B + C)			
		6,907.27	3,659.95
Transfer to General Reserve (Corpus Interest)		707.47	524.75
Gross Surplus /(Deficit)		6,199.80	3,135.20
Add back of depreciation on assets written off		0.31	6.23
Surplus/(Deficit) before transfer (to)/from Terminal Benefits/General Reserve		6,200.11	3,141.43
Transfer (to)/from Terminal Benefits (Sch.5)		1,888.35	2,526.20
Transfer to General Reserve (Capital Expenditure)		456.95	198.07
Surplus /(Deficit) before depreciation		3,854.81	417.16
Depreciation (Sch 25 note #4)		615.17	530.92
Transfer to Vision Fund		500.00	-
Transfer to Infrastructure Development Fund		2,600.00	-
Balance being Surplus/(Deficit) carried to Corpus Fund		139.64	(113.76)
Total (B + D)		14,230.85	10,048.39
Significant Accounting Policies	25		
Notes on Accounts	26		

FOR INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

AS PER OUR REPORT OF EVEN DATE ANNEXED
FOR MSSV & CO
CHARTERED ACCOUNTANTS, FRN - 001987S

Place : Bangalore
Dated : 5th September, 2011

Sd/-
(M.SUJATA)
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Sd/-
(PANKAJ CHANDRA)
DIRECTOR

Sd/-
(RAVI PRASAD)
PARTNER
M.No. 203414

Indian Institute of Management Bangalore
Schedules forming part of Balance Sheet as at 31st March 2011

(Rs.in lakhs)

	2010-11		2009-10	
Schedule 1 - Corpus Fund				
<i>Balance as at the beginning of the year</i>	3,399.20		3,512.96	
<i>Add : Balance of Net Income/Deficit transferred from the Income & Expenditure A/c during the year</i>	139.64		(113.76)	
	3,538.84	3,538.84	3,399.20	3,399.20
<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		24.00
<i>Others</i>		21.61		21.61
<i>Balance as at the end of the year</i>		3,887.10		3,747.46

	2010-11		2009-10	
Schedule 2 - Earmarked / Endowment Funds				
<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	
- Reserve Bank of India Chair	100.00		100.00	
- Hewlett Packard Chair	48.90		48.90	
- Canara Bank Chair in Banking & finance				
<i>Opening balance</i>	0.00			
<i>Add: Receipt during the year</i>	100.00	301.33	-	201.33
<i>Others</i>		22.21		22.21
<i>CPP - Endowment Fund Govt. of Karnataka</i>		400.00		400.00
Total A		2,396.54		2,296.54

Indian Institute of Management Bangalore
Schedules forming part of Balance Sheet as at 31st March 2011

(Rs.in lakhs)

Schedule 2 - (Contd.) Unspent Balance on On-going Programmes and Projects						
	Balance as on 1.04.10	Credited during the year		Debited during the year		Balance as on 31.03.11
		Interest Allocation	Others	Capital Expenditure	Others	
<i>Sponsored Research</i>	137.02	1.38	106.05		116.84	127.61
<i>F C R A Projects</i>	27.08		659.10		471.54	214.64
<i>Consultancy</i>	344.50		583.94		808.88	119.56
<i>Centres - NSR CEL</i>	583.85	52.20	417.93	26.80	329.80	697.38
<i>Centre for IRE</i>	24.22				0.01	24.21
<i>CS & IT</i>	170.78	21.90	0.18		2.32	190.54
<i>EADS-SMI</i>	88.46		175.65		54.19	209.92
<i>Centre for Capital Market</i>	23.59					23.59
<i>Centre for Corp. Govern.</i>	33.47		17.94		17.38	34.03
<i>Micro Finance Group Project</i>	12.74		0.40		3.75	9.39
<i>Office of Disability Services</i>	3.33				0.94	2.39
<i>Canara Bank Centre in Entr.</i>	23.07	0.90				23.97
<i>Centre for Public Policy</i>	548.63	24.00	1,594.58		1,430.56	736.65
<i>Centre for SCM</i>	25.51		6.05		8.67	22.89
<i>Chairs- Railway</i>	0.54					0.54
<i>Chairs- Surendra Paul</i>	15.31	0.72				16.03
<i>Chairs- Unit Trust of India</i>	0.52	0.51				1.03
<i>Chairs- Wipro</i>	16.8	0.72				17.52
<i>Chairs- B.O.C</i>	29.67	1.20				30.87
<i>Chairs- R.B.I.</i>	1.07	8.00			14.14	(5.07)
<i>Chairs- Hewlett Packard</i>	7.98	2.93	0.23		10.27	0.87
<i>Chairs- I.P.R.</i>	0.21		0.10		38.84	(38.53)
<i>Canara Bank Chair in Banking & Finance</i>	-	2.00				2.00
Total B	2,118.35	116.46	3,562.15	26.80	3,308.13	2,462.03
Total A + B	4,414.89					4,858.57

Schedule 3 - Reserves and Surplus

	2010-11		2009-10	
General Reserve : (Corpus Interest)				
<i>Opening Balance as per last Account</i>	-		79.20	
<i>Addition during the year</i>	707.47		524.75	
<i>Transferred from I/E for shortfall in capital expenditure</i>	456.95		198.07	
	1,164.42		802.02	
<i>Less : Deductions during the year</i>				
<i>Capital Exp. in excess of Plan Grants</i>	1,164.42	-	802.02	-
Special Reserves				
<i>Faculty Development Interest Reserve - OB</i>	159.09		170.64	
<i>Add : Interest for the year</i>	24.00		24.00	
	183.09		194.64	
<i>Less: Transferred to Income & Expenditure A/c</i>	35.95	147.14	35.55	159.09
<i>Capital Reserves - Fixed Assets</i>		5,218.97		4,035.15
<i>Faculty Contribution Fund</i>		40.71		2.23
Total		5,406.82		4,196.47

Indian Institute of Management Bangalore
Schedules forming part of Balance Sheet as at 31st March 2011

(Rs.in lakhs)

Schedule 4

	2010-11		2009-10	
Government Grants - Plan (MHRD) and Others				
<i>Grants from MHRD</i>				
<i>Opening Balance</i>	1,012.15		1,097.09	
<i>Add : Depreciation of earlier years written back</i>	-		-	
<i>Add : Towards Deletion of Assets of earlier years</i>	-		-	
	1,012.15		1,097.09	
<i>Less : Towards Depreciation</i>	84.94	927.21	84.94	1,012.15
<i>Grants from GoK-land</i>		37.95		37.95
<i>Grants from GoK-plan</i>		-		-
Total A		965.16		1,050.10
Grants - Others				
Department of Personnel and Training- Govt. of India				
<i>Opening Balance</i>	585.40		618.18	
<i>Add : Transferred from Interest Reserve</i>	-		-	
	585.40		618.18	
<i>Less : Transfer to General Reserve</i>	-		-	
<i>Less : Depreciation on Fixed Assets</i>	37.91	547.49	32.78	585.40
<i>Public Policy - E- Networking (UNDP Grants)</i>	-		41.96	
<i>Less : Transferred to I & E Account</i>		-	41.96	-
OBC Grants				
<i>Opening balance</i>	3,089.98		1,090.78	
<i>Grants received</i>	-		1,928.00	
<i>Add: Interest earned</i>	8.02		71.20	
<i>Less: Depreciation on Fixed Assets</i>	26.26	3,071.74	-	3,089.98
Vision Fund				
<i>Opening balance</i>	711.30		700.00	
<i>Add:Transferred from I & E Account</i>	500.00		-	
<i>Add: Interest on vision fund</i>	51.11	1,262.41	11.30	711.30
Infrastructure Development Fund				
<i>Opening balance</i>	-		-	
<i>Add:Transferred from I & E Account</i>	2,600.00	2,600.00	-	-
G I V Grants				
<i>Opening Balance</i>	78.54		82.11	
<i>Less : Depreciation on Fixed Assets</i>	3.57	74.97	3.57	78.54
NSRCEL DIT				
<i>Opening balance</i>	32.40		40.00	
<i>Add: Interest</i>	1.64		2.40	
<i>Less: Utilisation of grant fund during the year</i>	5.00	29.04	10.00	32.40
NSRCEL DST				
<i>Grant Received</i>	50.00		-	
<i>Add: Interest</i>	0.87		-	
<i>Less: Utilisation of grant fund during the year</i>	-	50.87	-	
Total B		7,636.52		4,497.62
Total A + B		8,601.68		5,547.72

Indian Institute of Management Bangalore
Schedules forming part of Balance Sheet as at 31st March 2011

(Rs.in lakhs)

Schedule 5 - Terminal Benefits Fund

	2010-11		2009-10	
<i>Opening Balance</i>	9,198.40		6,713.06	
<i>Less: Expenses on employees' retirement and terminal benefits</i>	693.78		466.01	
<i>Add: Interest</i>	598.79		425.15	
<i>Add: Transferred from I & E A/c</i>	1,888.35	10,991.76	2,526.20	9,198.40
TOTAL		10,991.76		9,198.40

Schedule 6 - Current Liabilities and Provisions

	2010-11		2009-10	
<i>Earnest Money Deposit</i>		30.59		35.71
<i>Security Deposit</i>		206.04		100.07
<i>Caution Money</i>		135.67		120.80
<i>Library Deposit Refundable</i>		72.06		69.31
<i>Suppliers</i>		18.29		6.49
<i>Accrued Liabilities</i>		645.56		309.85
<i>Prog. Fees Received in Advance</i>		431.30		219.71
<i>Alumni</i>		30.92		8.28
<i>Alumni - Class room complex</i>		29.91		-
<i>Others</i>		122.93		46.13
TOTAL		1,723.27		916.35

Indian Institute of Management Bangalore
Schedules forming part of Balance Sheet as at 31st March 2011

(Rs. in lakhs)

Sl. No	Name of the Asset	Gross Block					Depreciation					Net Block	
		As At 01.04.2010	Additions	Deletions	As At 31.03.2011	Rate	As At 01.04.2010	On Opening Balance	For the Year 2010-11	Deletions During The Year 2010-11	Total As at 31.03.2011	WDV As at 31.03.2011	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%	1,509.30	81.43	-		1590.73	847.16	928.59
3	HOSTEL	75.00			75.00	3.34%	10.02	2.51	-		12.53	62.48	64.98
4	MANAGEMENT DEVELOPMENT CENTRE - COST OF BUILDINGS	30.36		-	30.36	3.34%	11.78	1.01	-		12.80	17.56	18.57
	Total assets acquired out of MHRD Grants	2,543.25			2,543.25		1,531.11	84.94	-		1616.05	927.20	1,012.14
	Assets from Own Funds:												
5	BUILDING & CAMPUS DEVELOPMENT	153.70	176.31		330.01	3.34%	10.19	5.13	3.79		19.11	310.90	143.50
6	HOSTEL	542.47	0.43		542.89	3.34%	73.09	18.12	0.01		91.22	451.68	469.38
7	MANAGEMENT DEVELOPMENT CENTRE - COST OF BUILDINGS	694.31	5.61		699.92	3.34%	261.36	23.19	0.20		284.75	415.18	432.96
	- EQUIPMENTS	20.36	19.04		39.40	4.75%	9.49	0.97	0.96		11.42	27.98	10.86
	- FURNITURES	37.03	-		37.03	9.50%	24.19	3.52	-		27.70	9.32	12.84
8	FURNITURE, FIXTURES & FITTINGS	698.17	222.29		920.46	9.50%	516.77	66.33	24.73		607.82	312.64	181.40
9	LIBRARY BOOKS & FILMS	1,894.77	223.23		2,118.00	100.00%	1,894.77		223.23		2118.00	-	-
10	VEHICLES	51.47			51.47	9.50%	51.47	-	-		51.47	-	-
11	EQUIPMENTS	621.62	277.21	(10.79)	888.05	4.75%	286.72	29.53	8.45	(0.08)	324.61	563.43	334.90
12	COMPUTERS SYSTEMS	851.11	192.53	(0.58)	1,043.06	16.21%	703.81	137.96	18.63	(0.23)	860.17	182.88	147.30
13	SOFTWARE	255.63	47.76		303.39	16.21%	132.49	41.44	9.00		182.93	120.47	123.14

Indian Institute of Management Bangalore
Schedules forming part of Balance Sheet as at 31st March 2011

(Rs.in lakhs)

Sl. No	Name of the Asset	Gross Block					Depreciation					Net Block	
		As At 01.04.2010	Additions	Deletions	As At 31.03.2011	Rate	As At 01.04.2010	On Opening Balance	For the Year 2010-11	Deletions During The Year 2010-11	Total As at 31.03.2011	WDV As at 31.03.2011	WDV As at 31.03.2010
	ASSETS FROM OBC FUNDS:												
14	FACULTY RESIDENCE		1,467.38		1,467.38	3.34%			12.22		12.22	1,455.16	-
15	HOSTEL		1,687.18		1,687.18	3.34%			14.05		14.05	1,673.13	-
	PROJECT ASSETS												
16	MIN OF HRD	3.56			3.56	9.50%	3.56				3.56	-	-
17	UNDP	0.79			0.79	4.75%	0.79				0.79	-	-
18	LIB BOOKS	2.41			2.41	100.00%	2.41				2.41	-	-
19	TEACHING AIDS & Equipment	2.03	0.40		2.42	4.75%	2.03		0.32		2.35	0.08	-
20	Furniture & fittings		2.16		2.16	9.50%		-	1.53		1.53	0.63	
21	OTHERS - COMPUTERS	8.01	24.24		32.26	16.21%	5.31	1.30	3.66		10.27	21.98	2.71
	CPP ASSETS												
22	LIBRARY BOOKS	38.11			38.11	100.00%	38.11	-			38.11	-	-
23	BUILDINGS	719.97			719.97	3.34%	176.09	24.05			200.13	519.84	543.88
24	PCs/PRINTERS/OTHERS	63.76			63.76	16.21%	58.62	5.13			63.76	-	5.13
25	EQUIPMENTS/ELECTRONICS	4.60			4.60	4.75%	0.14	0.22			0.36	4.23	4.45
26	FURNITURE	88.28	1.19		89.47	9.50%	65.71	8.39	0.13		74.22	15.24	22.56
27	GIV BUILDINGS	106.84			106.84	3.34%	26.25	3.57			29.81	77.02	80.59
	TOTAL	9,440.18	4,346.97	(11.37)	13,775.78		5,874.47	453.78	320.90	(0.31)	6648.84	7,126.94	3,565.70
28	WORK IN PROGRESS	1,351.64										42.04	1,351.64
29	GRAND TOTAL	10,791.82										7,168.97	4,917.35

Indian Institute of Management Bangalore
Schedules forming part of Balance Sheet as at 31st March 2011

(Rs.in lakhs)

Schedule 8 - Investments -Endowment/ Earmarked Fund

	2010-11		2009-10	
<i>Approved Securities and Bonds</i>		1,496.00		1,496.00
<i>Fixed Deposits</i>		913.28		805.00
Total		2,409.28		2,301.00

Schedule 9 - Investments - OBC & Other Funds

	2010-11		2009-10	
OBC Funds				
<i>Approved Securities and Bonds</i>				
<i>Fixed Deposits</i>	-	-	1,400.00	1,400.00
Vision Fund				
<i>Approved Securities and Bonds</i>				
<i>Fixed Deposits</i>	700.00	700.00	700.00	700.00
Other Funds				
<i>Approved Securities and Bonds</i>	2,998.10		2,396.83	
<i>Fixed Deposits</i>	6,709.91	9,708.01	5,150.00	7,546.83
Total		10,408.01		9,646.83

Schedule 10 - Investments - Terminal Benefits

	2010-11		2009-10	
<i>Approved Securities and Bonds</i>	2,446.23		2,446.23	
<i>Fixed Deposits</i>	6,801.01	9,247.24	4,651.96	7,098.19
Total		9,247.24		7,098.19

Indian Institute of Management Bangalore
Schedules forming part of Balance Sheet as at 31st March 2011

(Rs.in lakhs)

Schedule 11 - Current Assets, Loans & Advances				
	2010-11		2009-10	
CURRENT ASSETS :				
<i>Deposits with outside Agencies / Authorities :</i>				
<i>Bangalore Telephones</i>	2.33		3.22	
<i>K. E. B.</i>	24.71		21.66	
<i>Others</i>	53.48	80.52	52.56	77.44
<i>Cash Balance on hand</i> (including cheques / drafts and imprest)				
- <i>Cash - on - hand</i>	13.10		2.23	
- <i>Imprest Balance (including balance of stamps in the Franking Machine)</i>	1.65		0.97	
<i>Bank Balances with Scheduled Banks :</i>				
<i>Bank Balances</i>	656.65		1,180.45	
<i>E E F C Account</i>	4.46		4.37	
<i>F C R A</i>	592.99		122.39	
<i>Public Policy Bank Accounts</i>	4.55		4.30	
<i>Term Deposits</i>	2,901.99	4,175.39	1,509.54	2,824.25
<i>Interest Accrued But Not Due</i>				
<i>On Investment from Earmarked/Endowment Fund</i>	103.38		44.85	
<i>On Investment - Others</i>	118.52		110.60	
<i>On Deposits - Others</i>	559.42		8.60	
<i>On terminal benefit funds</i>	503.45	1,284.77	127.24	291.29
Total (A)		5,540.68		3,192.98
LOANS AND ADVANCES :				
<i>Loans:</i>				
<i>Staff:</i>				
- <i>House Building Advance</i>	0.95		3.33	
- <i>Vehicle Advance</i>	3.45		5.81	
- <i>Computer Advance</i>	5.00		8.21	
- <i>Festival Advance</i>	0.75	10.15	1.02	18.37
<i>Advances:</i>				
- <i>Miscellaneous Advance</i>	12.11		13.98	
- <i>Advance to Suppliers</i>	28.02	40.13	29.30	43.28
<i>Mobilisation Advance</i>		3.26		167.48
<i>Cenvat Credit</i>	7.98		72.70	
<i>Prepaid Expenses</i>	8.67		13.28	
<i>Advances - Admissions</i>	0.94		1.07	
<i>Advances - Others</i>	18.63	36.22	22.13	109.18
<i>Sundry Receivables:</i>				
- <i>Programme fee</i>	93.57		39.33	
- <i>Income Tax Recoverable</i>	128.28		34.82	
- <i>Others</i>	367.52	589.37	440.02	514.17
<i>Closing Stores and Consumables</i>		15.89		12.46
Total (B)		695.02		864.94
Total (A+B)		6,235.70		4,057.92

Indian Institute of Management Bangalore

Schedules forming part of Income & Expenditure A/c for the Year ended 31st March 2011

A. INCOME

I - Income - Non-Plan

(Rs.in lakhs)

Schedule 12 - Grants / Subsidies

	2010-11		2009-10	
Grants from Government (Non-Plan)				
Regular Grants				
Total		-		

II - Income - Own Generation

Schedule 13 - Income from Services

	2010-11		2009-10	
Consultancy, Professional Services & Sponsored Research		567.59		444.20
Seminars & Conferences		4.88		7.84
Total		572.47		452.04

Schedule 14 - Fees and Subscriptions

	2010-11		2009-10	
Post Graduate and Fellow Programmes				
- P G P Tuition Fees	4,447.47		3,226.26	
Less: Towards Freshship to PGP Students	230.41	4,217.06	438.45	2,787.81
- P G P Miscellaneous Receipts		52.55		40.35
Total A		4,269.61		2,828.16
Centralised Services				
- CAT and Admissions		353.13		8.85
- Career Development		166.03		137.80
Total B		519.16		146.65
Executive Development Programmes				
- Executive Education Programmes		2,488.87		1,617.53
- Organisation Based Programmes		2,786.59		1,343.27
- E D P - General		41.61		109.23
- International Programmes		263.98		251.21
Total C		5,581.05		3,321.24
Post Graduate Programme in Public Policy Management				
- PGPPM Tuition Fees		230.38		122.78
- PGPPM Miscellaneous Receipts		-		1.73
- Tfd., from CPP UNDP Grants		-		41.96
Total D		230.38		166.47
Post Graduate Programme in Software Enterprise Management		707.94		726.75
Total E		707.94		726.75
Executive Post Graduate Programme		1,238.67		1,363.25
Total F		1,238.67		1,363.25
Total (A+B+C+D+E+F)		12,546.81		8,552.52

Indian Institute of Management Bangalore

Schedules forming part of Income & Expenditure A/c for the Year ended 31st March 2011

(Rs.in lakhs)

Schedule 15 - Income from Investments

	2010-11		2009-10	
<i>Interest on Other Fund Investments</i>		707.47		524.75
<i>Interest on Endowment/Earmarked Investments</i>	177.35		183.93	
<i>Less: Transferred to -</i>				
<i>Centre for Software Management</i>	21.90		21.90	
<i>NSR CEL</i>	52.20		52.20	
<i>Faculty Development</i>	24.00		24.00	
<i>Others</i>	44.87		48.48	
	142.97	34.38	146.58	37.35
Total		741.85		562.10

Schedule 16 - Income from Publications

	2010-11		2009-10	
<i>Institute Publications - Management Review</i>		27.29		20.79
Total		27.29		20.79

Schedule 17 - Interest Earned

	2010-11		2009-10	
<i>Interest on Bank Deposits / Accounts</i>		207.69		352.64
<i>Interest on HBA / VA and other advances</i>		2.24		4.35
<i>Interest on mobilisation advance</i>		15.12		22.69
Total		225.05		379.68

Schedule 18 - Other Income

	2010-11		2009-10	
Transfers from Reserves				
<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>		35.95		35.55
Total A		35.95		35.55
Miscellaneous Income				
<i>Library Receipts</i>		10.11		8.81
<i>Licence Fee - Employees</i>		10.61		10.95
<i>Licence Fee - Others</i>		9.17		6.36
<i>Sale of Assets / Stores</i>		3.55		1.05
<i>Others</i>		46.84		17.14
<i>Medical subscription-pensioners</i>		1.15		1.40
Total B		81.43		45.71
Total A + B		117.38		81.26

Indian Institute of Management Bangalore

Schedules forming part of Income & Expenditure A/c for the Year ended 31st March 2011

B. EXPENDITURE

I. Expenditure - Non Plan

(Rs.in lakhs)

Schedule 19 - Establishment Expenses

	2010-11		2009-10	
- Salaries and Benefits		2,449.64		1,922.88
- Contribution to Provident Fund		29.87		23.50
- Staff Welfare Expenses		95.02		118.35
- 6-CPC Arrears		-		822.56
		2,574.53		2,887.29

Schedule 20 - Other Administrative Expenses

	2010-11		2009-10	
- Electricity and DG Set		171.73		179.13
- Water Charges		100.89		80.06
- Repairs and Maintenance - General		541.12		492.18
- Vehicles Repairs and Maintenance		11.00		3.75
- Postage, Telephone and Communication		56.05		57.32
- Printing and Stationery		6.53		6.54
- Stores & Consumables		83.28		52.03
- Travelling and Conveyance		36.47		31.54
- Deputation & Training		8.55		1.45
- Internal Auditors Remuneration		4.80		3.22
- Statutory Auditors Remuneration		1.50		-
- Professional Charges		14.48		12.70
- Advertisement and Publicity		23.60		16.96
- Security Services		87.44		56.02
- BBMP Taxes		25.46		112.20
- Other Contingencies		97.80		55.61
- Rent		3.10		1.47
Total		1,273.80		1,162.18

Indian Institute of Management Bangalore

Schedules forming part of Income & Expenditure A/c for the Year ended 31st March 2011

II. Expenditure - Others

(Rs.in lakhs)

Schedule 21 - PGP & Other Programmes

	2010-11		2009-10	
<i>Post Graduate and Fellow Programmes</i>				
- P G P Expenses		206.50		309.32
- Fellowship		311.84		206.66
Total A		518.34		515.98
<i>Centralised Services</i>				
- C A T and Admissions		53.49		42.09
- Career Development		32.39		26.53
Total B		85.88		68.62
<i>Executive Development Programmes</i>				
- Executive Education Programmes		328.61		367.86
- Organisation Based Programmes		1,095.60		332.40
- E D P - General		324.46		81.52
- International Programmes		115.66		60.89
Total C		1,864.33		842.67
<i>Post Graduate Programme in Software Enterprise Management</i>		113.88		134.33
Total D		113.88		134.33
<i>Executive Post Graduate Programme</i>		350.36		326.54
Total E		350.36		326.54
Total (A+B+C+D+E)		2,932.79		1,888.14

Schedule 22 - Research & Development

	2010-11		2009-10	
<i>Research and Development</i>		98.21		40.66
<i>Periodicals</i>		8.69		4.82
		106.90		45.48

Schedule 23 - PGPPM and UNDP Projects

	2010-11		2009-10	
<i>PGPPM Expenses</i>		117.41		19.99
<i>UNDP -e - Networking</i>		-		41.95
		117.41		61.94

Indian Institute of Management Bangalore Provident Fund
Balance Sheet as at 31st March 2011

(Rs.in lakhs)

Schedule - 24

<i>Sources of Funds :</i>	31.03.2011			31.03.2010		
	GPF	CPF	DCPS	GPF	CPF	DCPS
Opening Balance	1,406.46	11.51	0.84	762.58	266.16	51.98
<i>Additions during the year :</i>						
<i>Subscriptions</i>	238.88	2.22		502.42	2.81	7.81
<i>Contributions</i>		0.66		-	0.63	7.81
<i>Refund of Loans</i>	23.22	-		22.58	-	-
<i>Int. on Subscribers' A/c</i>	117.10	0.65		105.84	0.36	-
<i>Transfer from CPF</i>				173.06	-	-
<i>Others</i>				0.02	-	-
(A)	1,785.66	15.04	0.84	1,566.50	269.96	67.60
<i>Less:</i>						
<i>Final Settlements</i>	64.03	-	-	55.38		-
<i>Withdrawals</i>	89.39	-	-	70.52	-	-
<i>Advances</i>	12.69	-	-	34.14	-	-
<i>Transfer to GPF</i>	-			-	258.45	-
<i>Others</i>	-	-		-	-	66.76
(B)	166.11	-	-	160.04	258.45	66.76
(A-B)	1,619.55	15.04	0.84	1,406.46	11.51	0.84
Grand Total (GPF+CPF+DCPS)			1,635.43			1,418.81
<i>Surplus A/c Op. Balance</i>	111.22			123.81		
<i>Additions for the year</i>	16.64			(12.59)		
<i>Other Liabilities</i>			127.86			111.22
			25.96			32.52
Total			1,789.25			1,562.55
Application of Funds						
<i>Investments</i>			1,663.83			1,337.71
<i>Receivables</i>			35.54			24.78
<i>Interest</i>						
<i>Others</i>			26.80			24.93
<i>Cash and Bank Balances</i>			63.08			175.13
Total			1,789.25			1,562.55

FOR INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

AS PER OUR REPORT OF EVEN DATE ANNEXED
FOR MSSV & CO
CHARTERED ACCOUNTANTS, FRN - 001987S

Place : Bangalore
Dated : 5th September, 2011

Sd/-
(M.SUJATA)
HEAD - FINANCE

Sd/-
(S.RAGHUNATH)
DEAN (ADMIN)

Sd/-
(PANKAJ CHANDRA)
DIRECTOR

Sd/-
(RAVI PRASAD)
PARTNER
M.No. 203414

Indian Institute of Management Bangalore Provident Fund
Income & Expenditure Account for the Year ended 31st March 2011

(Rs.in lakhs)

	31.03.2011		31.03.2010	
INCOME				
Income from Investments				
<i>Received</i>		104.99		72.70
<i>Accrued</i>		29.41		21.14
Total Income (A)		134.40		93.84
EXPENDITURE				
Interest on Fund Balances				
<i>G. P. F</i>		117.10		105.84
<i>C. P. F :</i>				
<i>On Employees Subscriptions</i>		0.35		0.18
<i>On Employers Contribution</i>		0.30		0.19
<i>D.C.P.S :</i>				
<i>On Employees Subscriptions</i>		-		0.11
<i>On Employers Contribution</i>		-		0.10
<i>Sale of Investments</i>				
<i>General Expenses</i>		0.01		0.01
Total Expenditure (B)		117.76		106.43
Surplus for the year (A-B)		16.64		(12.59)
<i>Surplus carried to Balance Sheet (A -B)</i>		16.64		(12.59)
Total		134.40		93.84

FOR INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

AS PER OUR REPORT OF EVEN DATE ANNEXED
FOR MSSV & CO
CHARTERED ACCOUNTANTS, FRN - 001987S

Place : Bangalore
Dated : 5th September, 2011

Sd/-
(M.SUJATA)
HEAD - FINANCE

Sd/-
(S.RAGHUNATH)
DEAN (ADMIN)

Sd/-
(PANKAJ CHANDRA)
DIRECTOR

Sd/-
(RAVI PRASAD)
PARTNER
M.No. 203414

Indian Institute of Management Bangalore
Schedules forming part of the Accounts for the period ended 31st March 2011

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 and towards subscription to foreign journals and periodicals, which are accounted on receipt/payment basis.
2. **Stores & Consumables**
Closing stock of stores and consumables are valued at cost and disclosed under current assets.
3. **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 fund.
4. **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 are Rs.615.17 lakhs as against Rs.530.92 lakhs for 2009-10. Library books, journals, databases are depreciated at 100%. Subscription to foreign journals are depreciated at 100% in the year of payment of subscription.
5. **Revenue recognition**
Fee & Income on investments are recognized on accrual basis. Income from Programs, Consultancy, Research Projects and other activities is recognized on actual completion of work.
6. **Foreign currency transactions**
Transactions denominated in foreign currency are accounted at the exchange rate prevailing at the date of transaction.
7. **Government Grants**
Government grants of the nature of contribution towards capital cost of setting up projects are treated as capital reserve.
8. **Investments**
All the investments are stated at cost of acquisition.
9. **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 01.01.2004 are covered by the Defined Contribution Pension Scheme.
10. **Contingent Liabilities**
Provision is made for all known liabilities. Contingent liabilities, if any, are disclosed in the accounts by way of a Note.

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. The institute's provident fund is recognized under Sec 8(2) of Provident Fund Act, 1925.
4. Income earned by centers - NSRCEL & CPP from executive education programs have been grouped under Schedule 14 – Fees & subscription. Till the financial year 2009-10 these amounts were reflected in Schedule 2 – Unspent balances on on-going programs and projects. To the extent of regrouping the income & expenses of executive education programs are not comparable.
5. The debit balance under MHRD chair (Schedule 2- Unspent balances on on-going programs and projects) represents amount receivable from MHRD. An amount of Rs.21.33 lakhs is receivable from MHRD for the financial years 2008-09 & 2009-10 and an amount of Rs.17.51 lakhs is receivable for 2010-11 towards expenses incurred on the chair.

As funds have not been received from MHRD since 2009-10 the Institute has provisionally incurred the expenditure on the Chair.

6. Current Assets, Loans and advances

In the opinion of the Management, the current assets, loans and advances have a value on realization in the ordinary course of business, equal at least to the aggregate amount shown in the balance sheet. The balances in current assets, loans and advances are subject to confirmation.

7. 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,10	1531.11	4 & 7
	For 2010-11	84.94	
Income & Expenditure	Depreciation up to March, 10	3964.34	I & E & 7
	For 2010-11	614.86	

8. Taxation

The income of the institute is exempt under Sec 10(23c) (iiiab) of the Income Tax Act, 1961. Income Tax recoverable relates to tax 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 31.03.2011.

9. Contingent Liability

Contingent liability towards disputed service tax and income tax as on 31st March,2011 is as under:

Income Tax :

- Assessment year 2003-04 - Rs.319 lakhs
- Assessment year 2004-05 - Rs.261 lakhs

Service Tax:

Manpower recruitment and supply agency services

- May, 2006 - September, 2009 - Rs.92.37 lakhs
- October, 2009 – September, 2010 - Rs.10.18 lakhs

Commercial Training and Coaching centre (CTCC)

- Financial year 2004-05 -2008-09 - Rs.1,398 lakhs
- Financial year 2009-10 - Rs. 342 lakhs

10. The prior period items represent excess of prior period income over prior period expenses. Prior period income mainly consists of consultancy income of Rs.166.03 lakhs of earlier years now recognized. Prior period expenses mainly consist of expenses towards faculty research fund amounting to Rs.38.38 lakhs.
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 31st March, 2011 and the income and expenditure account for the year ended on that date.

Signature to Schedules 1 to 23, 25 & 26

FOR INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

AS PER OUR REPORT OF EVEN DATE ANNEXED
FOR MSSV & CO
CHARTERED ACCOUNTANTS, FRN - 001987S

Place : Bangalore
Dated : 5th September, 2011

Sd/-
(M.SUJATA)
HEAD - FINANCE

Sd/-
(S.RAGHUNATH)
DEAN (ADMIN)

Sd/-
(PANKAJ CHANDRA)
DIRECTOR

Sd/-
(RAVI PRASAD)
PARTNER
M.No. 203414

Indian Institute of Management Bangalore
Receipts and Payments for the Year ended 31st March 2011

(Rs.in lakhs)

RECEIPTS	31.03.2011	
I. Opening Balance		
<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
II. Grants Received		
<i>From Government of India</i>		
<i>Plan-OBC</i>	-	
<i>Non-Plan</i>	-	
<i>Society Membership</i>	-	
<i>Centres</i>	-	
<i>Chairs</i>	-	-
III. Income on Investments		538.90
IV. Interest received		
<i>On Bank Deposits, Loans and Advances</i>		86.11
V. Other Income		
<i>Own Generation - Programmes and Courses</i>		
<i>PGP & FPM</i>	2,022.54	
<i>PGSEM</i>	224.37	
<i>P G P P M</i>	110.09	
<i>E-PGP</i>	1,122.59	
<i>Consultancy and Profl Activity</i>	657.80	
<i>Research & Publications</i>	123.30	
<i>FCRA projects</i>	759.07	
<i>Executive Education Programmes</i>	4,337.17	
<i>Centres</i>	1,723.53	
<i>Chairs</i>	100.33	
<i>Seminars & Conferences</i>	4.67	
<i>Misc Income</i>	52.05	11,237.51
VI. Deposits /Loans and Advances		7,349.43
VII. Any other receipts		
<i>Donations</i>	-	-
<i>Investments encashed</i>		6,134.64
		28,170.84

Indian Institute of Management Bangalore
Receipts and Payments for the Year ended 31st March 2011

(Rs.in lakhs)

PAYMENTS	31.03.2011	
I. Expenses		
<i>Establishment Expenses</i>	3,568.49	
<i>Administrative Expenses</i>	1,493.34	
<i>Faculty Development</i>	346.54	5,408.37
II. Investments and deposits made		9,019.40
III. Expenditure on Fixed Assets & Capital Work-in-progress		
<i>Purchase of Fixed Assets</i>	2,636.30	
<i>Expenditure on Capital Work-in-progress</i>	179.65	2,815.95
IV. Refund of Deposits/Loans & Advances		3,314.32
V. Other Payments		
<i>Programmes and Courses</i>		
<i>PGP & FPM</i>	613.47	
<i>PGSEM</i>	65.29	
<i>P G P P M</i>	124.02	
<i>E-PGP</i>	267.92	
<i>Consultancy and Profl Activity</i>	249.42	
<i>Research & Publications</i>	165.08	
<i>FCRA</i>	371.96	
<i>Executive Education Programmes</i>	664.23	
<i>Centres</i>	906.27	
<i>Chairs</i>	1.78	
<i>Seminars & Conferences</i>	7.97	3,437.41
VI. Closing Balances		
<i>Cash in hand</i>	13.10	
<i>Imprest Balance</i>	1.65	
<i>Bank Balances :</i>		
<i>In deposit accounts</i>	2,901.99	
<i>Savings accounts</i>	1,258.65	4,175.39
		28,170.84

FOR INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

AS PER OUR REPORT OF EVEN DATE ANNEXED
FOR MSSV & CO
CHARTERED ACCOUNTANTS, FRN - 001987S

Place : Bangalore
Dated : 5th September, 2011

Sd/-
(M.SUJATA)
HEAD - FINANCE

Sd/-
(S.RAGHUNATH)
DEAN (ADMIN)

Sd/-
(PANKAJ CHANDRA)
DIRECTOR

Sd/-
(RAVI PRASAD)
PARTNER
M.No. 203414

Indian Institute of Management Bangalore Provident Fund
Receipts and Payments for the Year ended 31st March 2011

(Rs.in lakhs)

RECEIPTS	31.03.2011	
Opening Balance		175.13
Subscriptions - GPF	220.56	
Subscriptions - CPF	1.76	
Subscriptions - DCPS	-	222.32
Employers' Contribution CPF	1.04	
Employers' Contribution DCPS	-	1.04
Loan recoveries - GPF	22.43	
Loan recoveries - CPF	-	22.43
Investment matured		50.00
Interest received		104.99
Others		44.68
Total Receipts		620.59
PAYMENTS		
Loans to Subscribers - GPF	12.76	
Loans to Subscribers - CPF	-	12.76
Withdrawals - GPF	89.39	
Withdrawals - CPF	-	89.39
Final Settlement - GPF	65.07	
Final Settlement - CPF	-	65.07
Investments / Deposits		376.13
Others		14.16
Closing Balance		63.08
Total Payments		620.59

FOR INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

AS PER OUR REPORT OF EVEN DATE ANNEXED
FOR MSSV & CO
CHARTERED ACCOUNTANTS, FRN - 0019875

Place : Bangalore
Dated : 5th September, 2011

Sd/-
(M.SUJATA)
HEAD - FINANCE

Sd/-
(S.RAGHUNATH)
DEAN (ADMIN)

Sd/-
(PANKAJ CHANDRA)
DIRECTOR

Sd/-
(RAVI PRASAD)
PARTNER
M.No. 203414

**AUDIT REPORT OF THE COMPTROLLER AND AUDITOR
GENERAL OF INDIA ON THE ACCOUNTS OF
INDIAN INSTITUTE OF MANAGEMENT, BANGALORE
FOR THE YEAR ENDED 31 MARCH 2011**

We have audited the attached Balance Sheet of Indian Institute of Management, Bangalore -as at 31 March 2011 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 2014-15. 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 . Grants-in-aid

The Institute did not receive any grants in aid during the year. Out of the balance of previous year's OBC grants in aid of ₹ 15.69 crore, the Institute utilized the entire sum of ₹ 15.69 crore.

B. Management letter:

Deficiencies which have not 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 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 2011; and
 - b. In so far as it relates to Income & Expenditure Account of the surplus for the year ended on that date.

For and on behalf of the C&AG of India



PRINCIPAL ACCOUNTANT GENERAL(C&CA)
KARNATAKA

Place: Bangalore
Date : 24 October, 2011

ANNEXURE to Audit Report

1. Adequacy of Internal Audit

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

For and on behalf of the C&AG of India



PRINCIPAL ACCOUNTANT GENERAL(C&CA)
KARNATAKA

Place: Bangalore
Date : 24 October, 2011



भारतीय प्रबंध संस्थान बेंगलूर
बन्नरघट्टा रोड, बेंगलूर 560 076 भारत

INDIAN INSTITUTE OF MANAGEMENT BANGALORE
Bannerghatta Road, Bangalore 560 076. India