



भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

सैंतीसवाँ वार्षिक प्रतिवेदन
2011 - 2012
Thirty-Seventh
Annual Report 2011 - 2012





Indian Institute of Management Bangalore
Thirty-Seventh Annual Report 2011-2012

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Chairman's Message



Shri Mukesh D Ambani

The Indian Institute of Management Bangalore that started as a management school to provide management talent to the public sector, is today a globally recognised centre of management research and education. Being conscious of and sensitive to the changes in the socio-economic environment, the Institute has renewed itself periodically to ensure it remains relevant as well as at the cutting edge of its domain.

In the last year, the Institute moved forward to further consolidate its leadership position. IIMB now has some of the best faculty across all disciplines in India. Not only has this energised the research process, it has resulted in a significant increase in the number of papers accepted for publication, cases added to our portfolio and number of graduating doctoral students. In addition, the Institute hosted and conducted a number of conferences and seminars that were well attended and received by the international community.

Continuing its traditions to serve the public sector, the Institute completed significant research and educational programmes in the area of public policy during the year, covering areas as diverse as asset ownership by women and healthcare, training for political leadership, to name a few. Equally heartening to note is the work being done in other sectors, including entrepreneurship, corporate governance, supply chain management and financial markets, all of which were showcased through conferences, seminars and other related activities. Incidentally, the Institute organised very different academic events in the areas of spirituality in management and protection of intellectual property in the performing arts area, thereby demonstrating its commitment to provide a holistic approach to management and its practice.

Pursuing its vision to be globally recognised, IIMB entered into research partnerships with the University of Exeter and the Singapore Management University, both of which create new opportunities for IIMB faculty to broaden their collaborative horizons.

Defying the slowdown in Indian and global economies, the Institute witnessed increased student enrolment in our programmes. In addition to our regular programmes, demand for both open as well as custom executive education programmes continued to grow in the period under review.

The Institute continued to gear up for growth through investment in infrastructure and facilities for the short as well as medium term. The construction of new class room complex commenced this year. Being ecologically friendly is a key objective of the Institute and is a driving factor in all infrastructure and operational matters.

I am pleased to report the progress made by IIMB in the last twelve months. I offer my thanks to the entire IIMB community, alumni, all our stakeholders, and well-wishers for their efforts and support to make 2011-12 a memorable year for the Institute.


MUKESH D AMBANI
Chairman

October 29, 2012



Director's Report

Professor Pankaj Chandra

In 2011-12, the Institute experienced significant progress on multiple fronts. I am pleased to present the highlights of the activities and achievements of the Institute during this period.

Awards & Recognitions

For the fourth consecutive year, IIMB has been nominated the best school in the region by Eduniversal, and retained its 'Five Palmes' status as a 'Universal Business School with Major Influence'. The Institute was also ranked the Best School in India in a survey conducted by Business Today magazine. IIMB also received the Best Placement Cell award at the India Today Education Summit & Awards 2012.

Institute Functions

The 38th Foundation Day Lecture was delivered by Dr. K VijayRaghavan, Director, National Centre for Biological Sciences, Bangalore, on October 28, 2011. On the occasion, IIMB presented three alumni with the Distinguished Alumni Award, and presented Long Service awards to those completing 20 years of service.

Dr. D Subbarao, Governor, Reserve Bank of India was the Chief Guest at the 37th Annual Convocation and delivered the Convocation Address on March 30, 2012.

Research & Publications

IIMB's research output grew with several papers published in top journals. The Institute forged a partnership with the Richard Ivey School of Business, University of Western Ontario, to co-brand and distribute IIMB-authored cases globally. IIMB was also the first Indian business school to partner with Harvard Business Publishing for distributing its cases globally. A delegation from the University of Exeter visited IIM Bangalore to take forward the collaborative partnership between the two institutions. In addition, Singapore Management University (SMU) and IIM Bangalore entered into a MoU to strengthen our partnership through joint publications, collaborative research projects, joint organisation of research seminars and workshops, and faculty exchange.

Between November 2011 and February 2012, a series of international and all-India conferences were held in domains such as biotech policy, finance, managing the new economy, enabling access for persons with disabilities, and public policy.

Faculty

IIMB continues to attract the best available faculty. 2011-2012 saw close to 150 professors, 100 full-time and 50 visiting or adjunct faculty, teach at the Institute. IIMB faculty won

several awards and recognitions for their contributions to management education in India and abroad. Our faculty have also won international recognition for their papers, been conferred with honorary doctorates, and featured in books.

Doctoral Education & Programmes

The Ministry of HRD has offered funding support to strengthen the Fellow Programme in Management. During 2011-2012, 25 students registered for doctoral studies and 13 FPM students were awarded the title of Fellow of Indian Institute of Management Bangalore.

IIMB's post-graduate programmes continue to be a source of pride. 382 students enrolled for the Post Graduate Programme in Management (PGP), the flagship programme, and 371 received the Post Graduate Diploma in Management; 96 students of the Post Graduate Programme in Software Enterprise Management received their diplomas; 28 received the Diploma in Public Policy and Management and 62 students received the diploma in Executive Post Graduate Programme in Management. 116 Executive Education programmes were offered this year in the open and customised formats.

International Partnerships

At the end of the financial year, IIMB had 97 on-going partnerships with universities and business schools across the world, for student exchange and research collaboration. The number of outgoing and incoming exchange students for the year 2011-12 was 98 and 91 respectively.

IIMB continued its partnership with HEC School of Management, Paris, offering a joint programme for the third consecutive year, and also entered into a new engagement with the Samuel Curtis Johnson School of Management, Cornell University, to initiate opportunities to explore cross-cultural learning of business and management in India and the US.

Five new university tie-ups were executed during the year 2011-12 with Dublin City University; McDonough School of Business, Georgetown University; University of Exeter; Graduate School of Business, Seoul National University, Seoul; Queen's School of Business, Queen's University, Ontario.

IIMB Research Centres

IIMB Research Centres focus on the new and emerging areas of research and education. Presented below are the achievements of some IIMB Centres this year.

- The N S Raghavan Centre for Entrepreneurial Learning continued with its flagship entrepreneurship programmes, the Management Programme for Entrepreneurs and Family Businesses (MPEFB) and Management Programme for Women Entrepreneurs (MPWE). The MPWE is a subsidised programme; in addition, seventeen students were provided scholarships, so that maximum support is

extended by the Institute to women interested in pursuing entrepreneurial activities.

- The Centre for Public Policy (CPP) conducted an India Policy Workshop in association with the Parliament Research Service and a national workshop jointly with IT for Change, Department of Information Technology (Government of India). The Centre also conducted a dissemination workshop for the study *Karnataka Household Asset Survey (KHAS): Measuring the Gender Asset Gap* in both Kannada and English.
- The Centre for Supply Chain Management completed several faculty research and study projects during the year and conducted a number of seminars.
- Research material on Ethics & Responsible Business was made available on the Centre for Corporate Governance and Citizenship (CCGC) website www.teachcsr.com.
- The Centre for Software & IT Management held panel discussions on themes such as *Strategy to Usher in Next Phase of Growth in IT Industry and Cloud4U – Industry Trends*.

Campus and Infrastructure

Major construction was carried out in 2011-12 to expand capacity and upgrade infrastructure in terms of hostels, staff and faculty housing and computing and networking resources. The foundation stone for a sports complex was laid during the year. The Government of Karnataka has allotted 110 acres of land to IIMB for expansion purposes.

IIMB Alumni Association

IIMB nurtures and values its strong links with alumni through the IIMB Alumni Association

which now has 12 chapters. During its 25th year Reunion, the PGP Class of 1986 pledged a sum of INR One Crore to support IIMB's vision of nurturing academic leaders of tomorrow.

Student and Community Activities

IIMB students were actively engaged in connecting with the industry and society through various activities. For example, Prayaas, the social responsibility initiative by EPGP students, was conducted on October 18, 2011. The former President of India, His Excellency Dr. APJ Abdul Kalam inaugurated the event. This year, the scope of Prayaas was enhanced to include a prosthetic camp, and eye clinic and cleft-lip and facial deformation screening.

Financial Position and Operating Results

The financial results of IIMB continue to be satisfactory.

The Institute places on record its sincere thanks for the continuing support and encouragement from faculty, officers and staff, students, alumni, industry and all well-wishers, who contributed significantly towards the completion of another successful year.


PANKAJ CHANDRA
Director

October 29, 2012

1. IIMB Board of Governors

Chairman
Mukesh D. Ambani
Chairman & Managing Director
Reliance Industries Ltd., Mumbai

S N Agarwal
Chairman
Bhoruka Power Corporation Limited

Sunil K Alagh
Management Consultant

Subroto Bagchi
Vice Chairman
MindTree Limited

P Balam
Director
Indian Institute of Science

Pankaj Chandra
Director
Indian Institute of Management Bangalore

K L Chugh
Chairman Emeritus
ITC Ltd.

Vibha Puri Das, IAS
Secretary (HE)
Ministry of HRD, Govt. of India

N Prabhu Dev
Vice Chancellor
Bangalore University

S Gopalakrishnan
Co-Founder & Executive
Co-Chairman
Infosys Technologies Limited

Narendra Jadhav
Member, Planning Commission
Government of India

S S Mantha
Chairman
All India Council for Technical Education

Kiran Mazumdar Shaw
Chairman & Managing Director
Biocon India Limited

D Muralidhar
Former President
Federation of Karnataka Chamber
of Commerce & Industry

L V Nagarajan, IAS
Principal Secretary
Finance Department
Government of Karnataka

Rajendra S Pawar
Chairman & Co-Founder
NIIT Group

Ajay Prasad, IAS (Retired)
Former Secretary
Government of India

S V Ranganath, IAS
Chief Secretary
Government of Karnataka

Mangala Rai
Immediate Past President
National Academy of
Agricultural Sciences

Siddiah, IAS
Principal Secretary
Education Department
Government of Karnataka

R A Savoor
Company Director
Castrol India

Rajiv Vastupal
President
All-India Management Association

N C Vasudevan, IAS
Director-General
National Productivity Council

As on March 31, 2012
(Presented in Alphabetical Order of Last names)

Board Updates

The Ministry of HRD, Government of India, vide their letter F.No.3-16/2004-TS.V dated February 21, 2011 nominated Professor P Balaram, Director, Indian Institute of Science, Bangalore, to the Board under Rule 5 (2-5) of the MoA & Rules.

The five-year term of Professor N S Ramaswamy, nominee of the Central Government concluded on March 5, 2011.

The All India Management Association (AIMA) nominated Mr. Gautam Thapar, President AIMA to the Board effective April 22, 2011.

The Chairman, Board of Governors, IIMB co-opted Mr. K. L. Chugh to the Board for a period of five years from May 24, 2011, on the conclusion of his term as the AIMA nominee.

Ms. Latha Krishna Rao, Principal Secretary, Education Department, Government of Karnataka became ex-officio member on the Board, in place of Mr. M. Madangopal.

Mr. Siddiah, Principal Secretary, Education Department, Government of Karnataka became ex-officio member on the Board in place of Ms. Latha Krishna Rao.

The two-year terms of Mr. Subhash B Dhar, IIMB Society Member on the Board and Professor Rahul De', Faculty Nominee, concluded in October 2011.

Mr. Rajiv Vastupal, President, AIMA, became an ex-officio member with effect from February 2012 in place of Mr. Gautam Thapar.

The details of IIMB Society & Board of Governors meetings are appended in [Statement 1](#).

2. Programmes

The 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).

2.1 Fellow Programme in Management (FPM)

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

2.1.1 Academic Activities:

During the year 2011-12, 25 students enrolled in the FPM programme. The area-wise intake of the batch is given below:

Area	No. of Students
Corporate Strategy & Policy	2
Economics & Social Sciences	4
Finance & Control	2
Marketing	3
Organisational Behaviour & HRM	3
Production & Operations Management	3
Public Policy	3
Quantitative Methods & Information Systems	5

Twenty-one students cleared the Comprehensive Examination. A Dissertation Advisory Committee (DAC) was constituted with 17 students on board. Sixteen students made presentations of their thesis proposals. The details of the presentations made are appended in [Statement 2](#).

2.1.2 Significant Achievements

Ms. Niharika Garud won the 2010 Emerald /Indian Academy of Management (IAM) Research Fund Award for her project titled Development of Rural Healthcare Provisions in India: From the Perspective of Effectuation.

The paper, How Do Subsidiaries Confront Institutional Duality? Identity Claims at Hindustan Lever 1961-2009, by Anirvan Pant and Professor J Ramachandran won the IM Division Fundação Dom Cabral Best Paper in Strategy / IB Theory Award at the Academy of Management Annual Meeting in San Antonio, USA, August 12-16, 2011.

2.1.3 Award of Fellow of IIMB

Thirteen FPM students were awarded the title, "Fellow of Indian Institute of Management Bangalore," at the 37th Annual Convocation on March 30, 2012. The list of the students who received their titles is presented in [Statement 3](#).

2.1.4 Publications and Presentations

FPM students published numerous papers and articles in many national and international journals. FPM students also participated in a variety of conferences and seminars, where many of them made presentations. The details of such activities are listed in [Statement 4](#).

2.2 Post Graduate Programme in Management (PGP)

382 students were admitted to the incoming PGP Class of 2014. A snapshot of the class profile indicates that there were 84 SC/ST students, 79 women, 285 students with work experience, and 315 students with an engineering background.

During 2011-12, 72 elective courses were offered, including four new courses. A list of new electives is appended in [Statement 5](#). In addition, 346 Contemporary Concerns Studies (CCS projects) were also completed.

A Preparatory Programme for the incoming batch was held between May 30 and June 17, 2011. The Re-orientation

Programme for the PGP Class of 2012 was held during the period June 09 – 11, 2011.

2.2.1 Significant Achievements and Awards

Nineteen students of the PGP Class of 2012 were included in the Director's Merit List for their academic performance during the first year of their programme. Each student received a book grant of INR 3,000 and a Certificate of Merit. The students were: Anurag Oak, Ritesh Rolia, Swati Goyal, Shravan Chandra Sharma, Roshan Prabhakar, Jitesh Khanna, Umang Agarwal, Anish Nizamudeen, Rohit Prateek, Nikhil Mittal, Suman M, Shaivaprasad Raja, Saptarshi Mukherjee, Kshitij Saxena, Vishal D, Saurabh Harnathka, Arpit Nanda, Jefferson Kaduvinal Abraham and Deepak Maloo.

The CCS project titled Bilateral Relations & Opportunities for European Firms in the Indian Civil Aviation Industry by a team of four PGP students - Jithu Krishnan, Vivek Kumar Vasu, Chaitanya Kumar Pundru and Ramya Mohan, and carried out under the guidance of Professor A Damodaran - won the Best Project Award from HEC Paris under the IIMB-HIEP programme.

2.2.2 Award of PGDM

At the 37th Annual Convocation held on March 30, 2012, 371 graduates received the Post Graduate Diploma in Management from Mr. Mukesh D Ambani, Chairman, Board of Governors. Dr D Subbarao, Governor, Reserve Bank of

India was the Chief Guest and delivered the Convocation Address. Ritesh Ritolia received the Gold Medal for 1st Rank and Shravan Chandra Sharma and Anish Nazimudeen received the Gold Medals for 2nd Rank and Best All Round Performance respectively. With this batch, the number of graduates who have received the Post Graduate Diploma in Management has gone up to 5,984.

2.2.3 Financial Aid and Scholarships

IIMB extends financial aid to students in need of financial assistance. The objective of the Financial Aid Policy at IIMB

is to ensure that no student is deprived of an education at the Institute for financial reasons. This process is intended for those students who have a pressing need for assistance, and students whose annual household income is below INR 4,50,000 are eligible to apply. Other students with severe financial difficulties are also considered.

During the academic year 2011-12, a total of INR 3.23 Crore has been made available to 89 students as financial aid in terms of waiver of tuition fees and living assistance.

The breakup of beneficiaries is appended below:

Financial Aid 2011 – 2013

PGP 1			
Category	Applied	Sanctioned	Amount Sanctioned
SC	24	10	
ST	6	5	
PWD	6	3	
OBC	44	16	
General	28	8	
Total	108	42	INR 1,67,37,500
PGP 2			
SC	22	9	
ST	17	11	
PWD	4	3	
OBC	41	15	
General	20	9	
Total	104	47	INR 1,56,00,000
Grand Total	210	89	INR 3,23,37,500

Scholarships

1. Aditya Birla Scholarship

This merit based scholarship is given to both PGP 1 and PGP 2 students. The students who are granted the scholarship during the first year are eligible to apply for renewal of the scholarship in the second year provided they belong to top 25% of the batch in the first year. The scholarship amount is INR 1.75 Lakh per student.

The recipients of this scholarship were Amit Verma, Ayesha Jaggi, Aditya Navada, Anish Nazimudeen and Arijit Sarkar of PGP 2 (PGP Class of 2012) and Vivek N Darera, Noufal Mohamed B, Amitansu Kar, Amit Kumar of PGP 1 (PGP Class of 2013).

2. Uday Nayak Scholarship

This merit-cum-means scholarship is instituted in the memory of Uday Nayak, a PGP student, by his parents. The scholarship of INR 10,000 is given to a second year student, Khushboo Saraf, PGP Class of 2012 received the scholarship for the academic year 2011-12.

3. T Thomas Scholarship

This merit-cum-means scholarship of INR 1 Lakh is given by Hindustan Unilever Limited to one PGP 2 student. The selection is based on participation in co-curricular and extra-curricular activities, leadership, academic performance and holistic business thinking. Saurav Khurana is the T Thomas Scholar this year.



FPM Graduating Students

4. OPJEMS Scholarship

This merit based scholarship of INR 1.25 Lakh is given by the OP Jindal Group to one student of each academic year. The students who were awarded the scholarship for the academic year 2011-12 were Vivek N Darera PGP 1 Class of 2013, and Rohit Prateek PGP 2 Class of 2012.

5. Sir Ratan Tata Trust Scholarship

The Sir Ratan Tata Trust awards the scholarships to meritorious students under its Studies in India Programme. The scholarship covers part of the tuition fee with a ceiling of Rs. 50,000 per student. The recipients of this scholarship are Anurag Oak, Jitesh Khanna, Ritesh Ritolia, Swati Goyal and Shravan Chandra Sharma.

6. Citi Women Leader Award

The candidates for this merit scholarship that covers the second year tuition expenses are selected from the top 25% of the batch at the end of the first year. Based on nomination by the Institute, students are selected on the basis of their Statement of Purpose and subsequent interviews scheduled by Citi. Reema Mukerjee received this award for 2011-12.

7. Societe Generale Global Solution Centre India Scholarship

A means scholarship that covers tuition expenses in full, candidates are selected from the neediest financial aid applicants in the first year. Based on nomination by the Institute, students are selected on the basis of their need and subsequent interviews conducted by Societe Generale. The students who received the scholarship for the academic years 2011-13 are Amar Deep Singh and S Raghavendran.

8. Pepsi Co Scholarship

This scholarship is open to students who have work experience in the range of 0-15 months.

Noufal Mohamed Basheer and Mohana T Rajan received a scholarship of INR 1 Lakh each for the academic year 2011-13.

2.2.4 Placement

The Office of Career Development Services has three key seasons – Summer Placements for first year students usually held during November, Final Placements for the final year students of PGP and FPM usually held in March and Lateral Placements for PGP and EPGP students held between mid-December and mid-February.



PGSEM Class of 2012

Summer Internship: Summer placements interviews for first year PGP students were held in November 2011. A total of 123 companies visited the campus over five days and all 368 students received offers for summer internship projects; 10 students opted out.

Final Placement: 363 PGP students received offers of placement. 85 companies participated in the final placement and made 214 offers. 40 companies participated in the lateral placement process and made 121 offers of which 87 were accepted. Seven students opted for deferred placement to pursue alternate opportunities, including entrepreneurial ventures.

The total number of offers made including PPOs, LPOs and final offers was 437. Close to 22% of the offers came from the financial sector. Firms from the consulting sector accounted for 30% of the offers. Around 21% of the offers were made in sales & marketing. Around 14% from information technology, 4% of the offers came from the general management domain and 9% from other sectors.

Awards and Recognition: IIMB received the Best Placement Cell award at the India Today Education Summit & Awards 2012. IIMB was selected unanimously by the jury out of

six shortlisted institutes in the category.

The details of the placement processes may be viewed in [Statements 6 & 7](#).

2.3 Post Graduate Programme in Software Enterprise Management (PGSEM)

2.3.1 Award of Diplomas

96 students received the Diploma in Software Enterprise Management during the 37th Annual Convocation. Harsh Vitthal Badli and Sanjeev Kumar P S were awarded Gold Medals for securing 1st Rank and for Best All Round Performance respectively.

2.3.2 Open House

The PGSEM Open House was held on November 20, 2011, and was attended by over 295 students. A panel consisting of alumni and professors presented their thoughts on the PGSEM program. They also addressed participant queries relating to various aspects of the programme highlighting its unique features vis-à-vis others offered by the Institute.

2.3.3 Academics

A total of 54 elective courses were offered, of which 46 courses were run. To the extent feasible, the schedule of the PGSEM has been synchronised

with the PGP and other long duration programmes to allow for greater variety of joint offerings and to cater to the increased demand for elective courses.

During the year, 43 project presentations were made by the students. The alumni of PGSEM served as external examiners alongside faculty project guides.

2.3.4 PGSEM Students Activities & Achievements:

- **Corporate Czars** - Attended by more than 120 participants, the event witnessed case analysis by teams from IIMB, Intel, Pune University, IIM Shillong, Jamanalal Bajaj College of Management and others.
- **Next Big Wave** - Business proposal competition in the area of social networking.
- The hosting of the first-ever PGSEM Alumni Reunion, in December 2011- that of the PGSEM Class of 2011.
- Hosted students from the University of St. Galen during their visit to IIM Bangalore.
- Rakshmi Bhatia and Raghavendra K carried out a market study for the Future Group.
- PGSEM students developed two case studies under the

guidance of Professor D V R Seshadri; one in collaboration with L&T (Gokul T Nair and Siddharth Paradkar), and the other based on Algyug by Harsh Badli and Kaushik Selvaraj.

- Pehel - a cultural program for the incoming PGSEM batch was held in July 2011.
- A three-day orientation program for the incoming PGSEM 2011 Batch in May 2011.
- Aylwin Varghese, Joel Johnson and Sanjeev Kumar were winners of the Eximius Business Plan competition. Kavash Sharma won the finals of the Table tennis event at Sangram 2011, the annual inter-IIM Sports meet.
- Talks conducted for or by the PGSEM included:
- Product Management as a Career Option, an Interactive talk by PGSEM alumnus
- Launch of a new Talk series, titled "Leader Speak," hosting the best thought leaders in the industry
- Mr. Bhaskaran, Former Director, Healthcare, Philips Software Centre spoke on Open Innovation
- Mr. Sharad Sharma, former CEO of Yahoo India), spoke on Innovation & Entrepreneurship



PGPPM Graduating Students

2.4 Post Graduate Programme in Public Policy and Management (PGPPM)

The tenth batch of Post Graduate Programme in Public Policy and Management (PGPPM) commenced in June 2011. The current batch has a strength of 23 participants that includes 17 DoPT-sponsored and six open category participants. The participants' profile of this batch reveals that 40% have experience of 5-10 years, 30% have 11-15 years, 17% have 16-20 years, and 13% have work experience exceeding 20 years.

After two terms at IIMB, the government participants attended a module on Public Policy in International Comparative Perspective at the

Maxwell School of Citizenship and Public Affairs, Syracuse University, USA between October 03 and November 18, 2011.

2.4.1 Award of Diplomas

During the 37th Annual Convocation, 28 participants received the Diploma in Public Policy and Management. Ms. Neelima Rebecca Phillips was awarded the IIMB Gold Medal for the Best Academic Performance.

2.4.2 A Decennium Speaker Series was started to commemorate the tenth year of the programme. Apart from core and elective courses, several Public Policy Seminars/Guest Lectures were organised and attended by the participants during the academic year. Some of the seminars conducted were as listed below:

	Programme	Title	Date
1	PGPPM Decennium Speaker Series - Forum for Discussion on Issues of Public Relevance	'From Dawood to Kasab: Security Challenges from the Underworld and Terrorism - An Insider's Perspective' by Mr. D Sivanandhan IPS	January 23, 2012
2	Accenture R&D Lab at Bangalore	Workshop on 'Innovating for India'	March 02, 2012

2.4.3 PGPPM Policy Folio Series

The policy paper by Dr. Prateek Rathi, (PGPPM 2009-11) on Evaluation of Rashtriya Swasthya Bima Yojana (RSBY): A Case Study of Amravati District is the first in the series. This paper is based on his dissertation which was guided by Professors Gita Sen and Arnab Mukherji.

2.4.4 Volume II of the Compendium of Dissertation Abstracts of PGPPM 2006 to 2008 batches was released with support from the DoPT.

2.5 Executive Post Graduate Programme in Management

The third batch of the Executive Post Graduate Programme in Management (EPGP) was inaugurated on April 7, 2011. This one-year full-time residential programme has been specifically designed to groom mid and senior management talent for tomorrow's leadership roles. The curriculum comprises 50 courses spread across seven terms (3 Core and 4 Elective terms) and one term of international immersion.

The Third Batch of EPGP students comprises of 62 students, of who close to 70% have international experience. The average industry experience is 9.5 years, which includes an average of 3.8 years of international experience.

Post the inauguration of the EPGP batch by Ms. Sudha Murty, Chairperson, Infosys Foundation, the incoming class



EPGP Graduating Batch

participated in a novel two-day outbound learning programme. This workshop built camaraderie and team spirit amongst the cohort prior to entering the classroom.

The 3rd batch of EPGP students contributed to the building of the brand equity of the programme through a series of activities throughout the year. These included a cover story in Management Next. EPGP Students won many accolades including inter-college competitions (Ravi Awate, Nitin Sisodia, Abhishek Agrawal – Diamond Case Competition), Industry competitions (Himangshu Joshi - Product Development Competition at Bangalore), and National and International papers (Ashish Dongre and Alok Gangaramany – Clean Energy paper at the Ministry of Environment and Forest, Delhi).

The EPGP Seminar Series is one of the highlights of the programme, in which thought leaders from diverse fields share insights with students. This year, the series was raised to an unprecedented level in terms of the stature, quality and number of speakers invited. This year's speakers included Professor V Rajaraman, noted journalist Sunil Sethi, Pandit Birju Maharaj, Binayak Sen, Activist, R Gopalkrishnan of Tata Sons and others.

International immersion is at the core of the EPGP programme. It primarily involves an experiential study tour to an emerging economy to experience and understand the local business milieu and the socio-cultural aspects of that country. The third batch of EPGP visited South Africa. The study tour was organised by Wits Business School, South Africa. The students not only attended classes in a cross cultural environment but also became a part of the socio-economic underpinnings of the country by undertaking guided tours of various places of historic, economic, financial and strategic importance for the country. They met government officials, students, working class and tribal people, thus gaining a 360 degree insight into that country.

Prayaas, the social responsibility initiative which is completely organised by students has now become the lifeline of EPGP. It was conducted on October 18th 2011 at IIM Bangalore. The former President of India His Excellency Dr. APJ Abdul Kalam inaugurated the event.

This year, the scope and reach of Prayaas was increased manifold; it involved activities such as a camp in the presence of Padma Shri Mr. D R Mehta, the head of Jaipur Foot organisation – a pioneer in the area of low cost, high efficiency

prosthetic limbs preparation and fitment. About 100 patients availed this facility. An eye care camp under the tutelage of Vittala Eye hospital was held, and more than 100 patients were treated. Also held was a screening and examination of the cleft-lip and facial deformation by the Cape Craniofacial Foundation where the noted Dr. Richardson personally examined the patients and scheduled surgeries for them.

This was followed by a panel discussion on “Health Challenges faced by people at the base of the pyramid and how non medical professional can contribute in mitigating the same,” with participation by Subbakrishna Rao from Vittala International Institute of Ophthalmology, Dr. Richardson from Cape Craniofacial Foundation and Padma Shri Mr. D R Mehta. The panel discussion was moderated by Professor Trilochan Sastry.

2.5.1 Award of EPGP Diplomas

During the 37th Annual Convocation, 62 students received the Diploma in Executive Post Graduate Programme in Management. Vimal Chandra and Harish Balkrishna Shetty were awarded Gold Medals for securing 1st Rank and for Best All Round Performance, respectively.



Convocation Address by Dr. D. Subbarao

3. Executive Education

Executive Education is aimed at broadening the outlook and strengthening the skills of practising managers across the globe to prepare them for the changing roles in a changing world. Participants also obtain valuable insights from extensive interaction with their counterparts from other organisations on developments in management concepts and their applicability in the new global context.

The suite of Executive Education programmes offered by the Institute include:

- Open Programmes, which are anchored on faculty research and expertise across various disciplines of management and draw participants from different organisations. This category includes both short and long duration programmes.
- Customised Programmes offered by the Institute which are designed and customised to meet the specific needs of organizations.
- International Programmes which are offered to practising global managers. These programmes are offered in collaboration with top international B-schools and universities.

During the year 2011-12, 119 programmes were conducted. Of these, 40 were Open Programmes (31 short and 9 long duration), 62 Customised Programmes and 17 International programmes. Details are appended in [Statement 8](#).

4. Faculty

A significant trend is that IIMB has been able to attract young professionals to join the teaching force. During the year 2011-12, three young professionals came on board from prestigious institutes such as Wharton, IIM A and Carnegie Mellon. The Faculty Body continues to be the driving force behind the advances made by the Institute during 2011-12. The table below gives the break-up of the faculty:

IIMB Faculty Strength	As on 31.3.2012
Director	1
Distinguished Professor	1
Joint Professor	1
Professor	47
Assoc. Professor	29
Asst. Professor	17
Visiting/Adjunct Faculty	47
Total	143

The list of Faculty is appended in [Statement 9](#).

4.1 Sabbatical Leave and Extraordinary Leave

Professor Y L R Moorthy has been sanctioned sabbatical leave for a period of one academic year from June 1, 2011 to May 30, 2012.

Professor Janat Shah has been sanctioned Leave Without Pay for a period of five years, to take up the position of Director, IIM Udaipur from June 02, 2011.

Professor V Ravi Anshuman has been sanctioned Extra-ordinary

Leave (EOL) (Without Pay) for a period of six months from July 25, 2011 to January 20, 2012. He has since rejoined.

4.2 Retirements

During the year, these members of the faculty and research staff retired from the services of the Institute:

Professor Malathi Somaiah:
July 31, 2011

Professor Shyamal Roy:
August 31, 2011.

Professor Chiranjib Sen:
September 30, 2011.

Professor V Ranganathan:
January 31, 2012.

Professor P G Apte:
February 29, 2012.

Professor S Krishna:
February 29, 2012.

Mr. S Ramaswamy, Research Fellow:
January 31, 2012.

4.3 Rejoining Duty

The members of the faculty listed below rejoined duty after being on a sabbatical for the periods indicated:

Professor R Ravi Kumar: August, 2010 to July 2011.

Professor Janat Shah:
June 2010 to May 2011.

Professor MS Narasimhan:
June 2010 to May 2011.

Professor. S Chandrashekhara:
June 2010 to May 2011.

4.4 Faculty Achievements and Awards

The faculty received numerous awards and recognition for their valuable contributions to management education in the period under review:

- Professor Kanchan Mukherjee won The Society for Judgment and Decision Making's Hillel Einhorn New Investigator Award, the purpose of which is to encourage outstanding work by new researchers.
- Professor Pulak Ghosh won the Young Researcher Award for Year 2011 from the International Indian Statistical Association. The recognition was conferred at an awards ceremony held in Raleigh, NC, USA, during April 2011.
- The paper on How Do Subsidiaries Confront Institutional Duality? Identity Claims at Hindustan Lever 1961-2009 co-authored by Professor J Ramachandran and Anirvan Pant, won the IM Division Fundação Dom Cabral Best Paper in Strategy / IB Theory Award at the Academy of Management Annual Meeting in San Antonio, USA.
- The case study INDCOSERVE: Stirring up written by Professors B Mahadevan and Seema Gupta won the first prize in the ISB-Ivey Case Competition 2011.
- Professor Mathew Manimala is the recipient of the award of Best Professor in Human

Resources Management for 2011 presented by CMO Asia.

Also, Professor Mathew Manimala's paper (jointly with Sunita Panicker) titled Successful Turnarounds: the Role of Appropriate Entrepreneurial Strategies, was recently listed on SSRN's Top Ten download list for Entrepreneurship & Management e-Journal.

- Professor G Shainesh received the Best Professor in Marketing Award conferred by CMO Asia in July 2011.

He was also a finalist for the Best Article Award for a co-authored paper titled Drivers of Trust in Relational Service Exchange: Understanding the Importance of Cross-Cultural Differences published last year in the Journal of Service Research. The Award was presented at the 20th Annual Frontiers in Service Conference held at Columbus, Ohio, USA in July 2011.

- Professor J Ramachandran has been invited to be the first Bain Fellow in India. He was also invited to join the Bain India Advisory Board.
- Professor V Ranganathan was appointed Member of the Telecom Regulatory Authority of India.
- Professor M Jayadev has been nominated member of the Board of Directors of BGSE Financials Limited, a subsidiary of the Bangalore Stock Exchange Ltd, which nomination has also been approved by SEBI.

- Devi Vijay's paper (co-authored with Professor Mukta Kulkarni) titled Frame Changes in Social Movements: A Case Study was nominated for the Carlo Masini Award by the Public and Non-profit Division of the Academy of Management. While they did not win the award, they did receive an invitation by the Editor of Public Management Review for an expedited review and publication in the journal.
- Professor A Damodaran has been appointed Member of the Expert Team set up by the United Nations Convention on Biological Diversity (CBD) based in Montreal, Canada. CBD is part of the United Nations Environment Programme (UNEP). The Expert Team will assess financial resources for the Washington DC based Global Environmental Facility (GEF).
The Government of India Planning Commission (Project Appraisal and Management Division) has constituted a Working Group of the Ministry of Law and Justice for the 12th Five-Year Plan. Professor Anil B Suraj has been selected to be a member of this Group.
- Professor MV Rajeev Gowda was recently appointed to the Central Board of the Reserve Bank of India.
- Professor V Nagadevara received the PMI India Distinguished Scholar Award during the award ceremony of PMI Research and Academic Conference 2011 held on December 09, 2012 at Pune.

5. Research and Publications

- Professor Gopal Naik has been appointed the Government Nominee Director on the Board of Agriculture Insurance Company of India Limited, New Delhi, for a period of three years.
- The paper titled A Bayesian Semi Parametric Quantile Regression Model With Application To Insurance Company Costs Data co-authored by Karthik Sriram, along with Professor Peng Shi and Professor Pulak Ghosh was adjudged one of the three best papers at the India Finance Conference 2011.
- Professor Gita Sen was conferred with an honorary doctorate by the University of Sussex, UK. The award of this degree is in recognition of her outstanding contribution to the areas of health, gender and development, and wider contributions to social justice and human rights. The award was presented to Professor Sen at the honorary degree convocation of the University of Sussex held on February 15, 2012 in New Delhi.
- Professor Ramadhar Singh, Distinguished Professor of Management at the Indian Institute of Management Bangalore has been featured in a book entitled Most Underappreciated: 50 Prominent Social Psychologists Describe Their Most Unloved Work.

IIMB generates knowledge through cutting-edge research in all functional areas of management. The knowledge generated by faculty at IIMB, has appeared in leading academic journals with high citation index and impact factor including journals listed in Financial Times 45, Business Week 20, UT Dallas etc. In 2011-12, there were 58 journal publications from faculty and research scholars of IIM Bangalore. Faculty is also involved in several national and international research projects. During April 2011-March 2012, there were about 70 research projects, of which 52 were externally funded and 18 were funded by the institute.

In July 2012, IIMB joined MRN (Management Research Network) Business School Research Paper series at SSRN (Social Science Research Network) which is dedicated towards active dissemination of scholarly research and encourages early distribution of research results through their specialized networks and e bulletin. With this we have joined an elite club of B-schools that publish their working papers through SSRN. IIMB scholars brought out 24 working papers during this period and they can be viewed at SSRN under the link. (http://papers.ssrn.com/sol3/JELJOUR_Results.cfm?form_name=journalbrowse&journal_id=2102955)

Several case studies are developed by faculty and students with a view to facilitate research teaching and training. Most of these cases are published and distributed through HBP and IVEY. Indian Institute of Management Bangalore (IIMB) and Harvard Business Publishing (HBP) signed a Distribution Agreement on April 05, 2011, the first of its kind between Harvard Business Publishing, a wholly owned subsidiary of Harvard University, and a B-School in India. As a consequence, Harvard Business Publishing will distribute a collection of teaching cases developed by the faculty of IIM Bangalore. Following this collaboration, IIMB joins a select group of business schools such as the Stanford Graduate School of Business, Kellogg Graduate School of Management, and the Darden School of Business that also distribute their cases through HBP. Till date, about 30 cases developed by IIMB faculty and scholars were distributed through Harvard Business Publishing (HPB) and about 09 co-branded cases developed by IIMB faculty were IIMB published by Richard Ivey School of Business.

During the academic year 2010-11, several Memoranda of Understanding (MoU) were signed by IIMB and other business schools to enhance collaborations and partnerships. On November 16, 2011 a delegation from Sauder School of Business, The University of British Columbia, Canada visited IIM Bangalore to discuss the collaboration

and signed a MoU to augment the research partnerships between the two institutes. The delegation included Prof. Daniel Muzyka, Dean of University of British Columbia, Prof Murali Chandrashekar, Associate Dean of Professional Graduate Programs and Prof Mahesh Nagarajan, Associate Professor, Operations and Logistics from Sauder School of Business.

On November 17, 2011, a high-level delegation from the University of Exeter visited IIM Bangalore to take forward the collaborative partnership between the two institutions. The University of Exeter delegation, led by Professor Sir Steve Smith, Vice-Chancellor & Chief Executive, Professor Armstrong, Deputy Vice-Chancellor and Professor Robin Mason, Dean of the University of Exeter Business School formalized an MoU with IIM Bangalore and reviewed the progress of ongoing research and education exchange in areas of mutual interest, which include Corporate Governance and Corporate Social Responsibility (CSR), Service Management; Entrepreneurship and Innovation, Sustainability, Economics and Health Care. As part of the wide-ranging partnership, IIMB and Exeter are working together in the areas of collaborative research, bilateral faculty and student mobility, mutual exchange of information and experiential learning, participation in publication, seminars, conferences, lectures and related activities. The visit of the University of Exeter team to IIM Bangalore culminated in a mutual agreement to explore

expansion of the collaboration in the areas of split doctoral studies, executive education and programme delivery & development

The visit of IVEY team on 24th February, 2012 to IIM Bangalore advanced the research partnership between IIM Bangalore and Richard IVEY School of Business at the University of Western Ontario, Canada. Dean Carol Stephenson, O.C and Prof Ariff Kachra, Assistant Professor of Strategy and Director of India Development met Director, Dean Academic and the Chairman of Research and Publications to discuss the research partnership between the two institutions. This meeting was a follow up of the Memorandum of Understanding (MoU) which was signed on 24th May 2010 between the two business schools to foster research collaborations.

On 28 May, 2012, Singapore Management University (SMU) and IIM Bangalore entered into a MoU to strengthen partnership between the two institutes. The collaboration was in line with SMU's strategic investment in developing Asian market insights and cross-border management capabilities. The MoU is likely to facilitate joint publications, collaborative research projects in areas of mutual interest, joint organization of research seminars and workshops, faculty exchange etc. The SMU delegation included Prof Rajendra K Srivastava, Provost and Deputy President (Academic Affairs), Singalore Management University.

Research and publication activities undertaken by IIMB community during the academic year 2011-12 between (April 2011 to March 2012) in various forms namely books, peer reviewed Journal publications, cases, working papers, conference presentations, research projects, etc can be found below:

Research Output 2011-12

Research Projects	70
Peer reviewed Journal Publications	62
Books	5
Chapters in Books	15
Working Paper	28
IIMB cases distributed though HBP	30
IIMB cases published by IVEY	09
Papers Presentations in Conferences	89
Newspapers/Magazines	66
Any other publications (monographs, reports, etc.)	23

The list of Research output is appended in [Statement 10](#). Also, the list of publications of the faculty is available in [Statement 11](#).

6. Consulting

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

During 2011-12, 18 projects were completed for agencies that include Forbes & Company Limited. Mumbai; BEML, Bangalore; NABARD, Mumbai; Royal Institute of Management, Bhutan; Nimbus India, Bangalore; Finacus Solutions Pvt. Ltd., Mumbai; Ministry of HRD, Department of School Education & Literacy, Government of India; Tirumala Tirupathi Devasthanam; The Knowledge Commission, Government of Karnataka; Jamsetji Tata Trust, Mumbai; Bharat Dynamics Ltd, Hyderabad; Hindustan Aeronautics Ltd., Bangalore; SAP India; National Institute of Oceanography, Goa; ESRC-ICSSR and KHDC, Bangalore.

During 2011-12, sixteen projects were initiated and are in progress. There are 10 ongoing projects which were carried over from previous years. Detailed list of projects is available in Statement 12.

7. IIMB Centres of Excellence

7.1 N S Raghavan Centre for Entrepreneurial Learning (NSRCEL)

Overview

Set up in early 2000 the Nadathur S Raghavan Centre for Entrepreneurial Learning (NSRCEL), is a world-class Centre of Excellence for seeding, nurturing and promoting entrepreneurship. The Centre facilitates business growth by combining academic research with practical experience.

Incubation

The following companies were offered and accepted incubation:

Greendzine – Green Vehicles for the closed distance transit

Actwitty – An interest-based social networking platform (virtual incubation model)

3 companies requested the NSRCEL Screening Committee for funding. Onus Payments, an NSRCEL incubatee, was approved funding in June 2011.

The companies that graduated during 2011-2012 are: RedForce Labs, Metaome Science Informatics, Wifinity Technologies, BrizzTV, Idea Device, Bookstalk and OnUs Payments.

Entrepreneurship Education

During the year, the two flagship entrepreneurship education programmes were conducted under the Executive Education Programmes umbrella, resulting in higher revenues whilst

maintaining participation levels:

Management Programme for Entrepreneurs and Family Businesses: The 5th batch of the 13-week MPEFB programme was conducted in distributed modules between June 2011 and April 2012. The programme had 43 participants. Professors Suresh Bhagavatula and R Srinivasan were the Programme Directors.

Management Programme for Women Entrepreneurs: This programme was conducted between April 14 and May 25, 2011. It had 33 participants. For the first time in the history of this course, 21 participants received scholarships. Professors Suresh Bhagavatula and Malathi Somaiah were the Programme Directors.

Research at NSRCEL

- Shameen Prashantham and K Kumar, Round Table: How Do New ventures in MNC Ecosystems Proactively Overcome Inter-firm Asymmetries? IIMB Management Review, Vol 23 No.3, September 2011.
- Vissa B and Bhagavatula S The Causes and Consequences of Churn in Entrepreneurs' Personal Networks, since published in Strategic Entrepreneurship Journal's special issue on Technology Entrepreneurship, Volume 6, Issue 3, September 2012

New Projects Initiated

Three new projects were initiated during the year:

- A case writing initiative based on the success of the MPEFB program has been initiated – Ms Preeti Ramanathan is providing research support to Professor Suresh Bhagavatula on this project.
- An entrepreneurs' database building initiative based on the student projects on entrepreneurs, students in training programs, entrepreneurs approaching NSRCEL for mentoring and incubation support has been initiated. This data base is expected to provide a sampling frame to address research questions relating to different aspects of entrepreneurial ventures by a large body of researchers. Prof. K. Kumar is leading this project with research assistance from Ms. Nitu Nathani.
- A data base of IPOs in India is being compiled to address research questions relating to exit mechanisms in new ventures as well as in building predictive models of growth of entrepreneurial ventures. Professor K Kumar leads this project with research support from Ms. Nitu Nathani.

NSRCEL Events

BRIC Conference

NSRCEL's faculty and office was actively engaged with the ICER-BRIC Conference that was organised in December 2011.

Next Big Idea (NBI)

NBI has become a regular event conducted by NSRCEL and is supported by the Department of Science and Technology (DST), Government of India and Intel. This is a business plan competition that provides a platform for young, energetic minds to take their entrepreneurial idea to realisation. Intel and DST have contributed INR 1 Crore each to support this programme.

The programme has the two-fold objective: capacity building in leading academic institutions towards getting innovative ideas; and converting these into real business through a structured B-Plan Competition.

GELS (Global Entrepreneurship Leadership Symposium)

This Symposium brought together various incubation managers, mentors and educators for a five-day workshop during November 07-12, 2012 at the Hass School of Business, University of California, Berkeley Campus. Guhesh Ramanathan – Mentor, NSRCEL, and Sachidananda B S – Manager, Operations, NSRCEL, participated in the event.

IGC (Intel Global Challenge)

The top 2 teams from the finals of the Next Big Idea 2011 were the qualifying entries to the Intel Global Challenge 2011. The competition attracted over 30 teams from across the world. The two teams that represented India were Polysol and Micromed.

7.2 Centre for Public Policy (CPP)

Significant Activities and Achievements:

- An India Policy Workshop was held in association with the Parliament Research Service, at IIMB during April 18-21, 2011.
- A National Workshop IT for Change was jointly organised by IT for Change,

Department of Information Technology (Govt. of India) and the Centre for Public Policy, IIMB, on Community Information and Service Centres: A New Village Institution for Governance and Democracy was held during May 30-31, 2011, at Monarch Luxor Hotel, Bangalore.

- A National Conference on Non-Financial Reporting and Risk Management for Financial Institutions in India in collaboration with Nextgen and Global Reporting Initiative was held on June 06, 2011 at Hotel Novotel, Mumbai.
- A Consultative Workshop on Healthcare Quality was organised on June 08, 2011, in collaboration with the Department of Health and Family Welfare Services, Government of Karnataka.
- National Innovation, Competitiveness and Inclusion - Impact of ICT was held during June 08-10, 2011, in collaboration with Microsoft.
- A dissemination workshop for the study "Karnataka

- Household Asset Survey (KHAS): Measuring the Gender Asset Gap” was held on Aug 01-02, 2011, in both Kannada as well as English languages
- A talk with a high-level team of 12 members from Novo Nordisk was held on September 09, 2011.
 - A seminar titled Towards Industrial Revival of West Bengal -- New Directions and Policies was held jointly by IIMB and IIMC in Kolkata on September 24-25, 2011.
 - A Consultative Workshop on Maternal Anaemia – the third in the series - under the Fostering Knowledge-Implementation Links Project of the IIMB Centre for Public Policy and the Department of Health and Family Welfare Services, Government of Karnataka, was held on September 29, 2011.
 - An interactive discussion on Governance of Mega Cities with Dr. K C Sivaramakrishnan, Centre for Policy Research, New Delhi, was held on October 20, 2011.
 - A Workshop on Urban Regulation: Economic and Legal Approaches was held at IIMB on December 05, 2011.
 - A panel discussion titled Multiple Meanings of Democracy: Citizen Voices from Across the World was conducted jointly with the Centre for Research in Social Science & Education, Jain University, The Hindu and Institute of Contemporary Studies on December 06, 2011.
 - A seminar by Dr. Jody Heyman of McGill University titled A Global Comparative Database of Public Policies: A Tool for Transparency, Accountability, Efficacy, and Opportunity was held on December 9, 2012.
 - The Sixth Annual Conference on Public Policy and Management (2011) on the theme Strengthening Institutions: Enhancing Governance was held from December 28 – 30, 2011.
 - A lecture by Rajendra Singh titled Water: Our Health and Economy; River: Our Culture and Civilisation was held on January 30, 2012
 - The Centre organised a Goal-setting workshop on February 03, 2012 at IIM B in collaboration with Total Environment Building Systems Private Limited.
 - A Seminar on Biotech in Bangalore: Past Experiences, Future Trajectories supported by the UK-India Education and Research Initiative (UKIERI) held on February 16, 2012 at IIMB.
 - The first event at Bangalore by the Youth Forum on Foreign Policy (YFFP) titled Cafe Conversation with Ambassador N Ravi: India’s Look East Policy and its effect on India-China Relations was organised at IIMB on February 18, 2012.
 - Mentor Induction and Training Programme under the HUPA project were held on February 19, 2012 at IIM- Bangalore. Part II of this project was held on February 26, 2012.
 - A Conference on Risk, Competitiveness and Sustainability supported by UKIERI and Infosys was held on February 27-28, 2012 at the Infosys Campus.
- ### 7.2.1 Centre for Urban Governance
- The Centre of Excellence in Urban Governance with the financial support from the Ministry of Urban Development, Government of India, has focused on three main activities from April 2011 to March 2012. They are :
- Research projects aimed at solving current problems of urban local bodies and working with the local bodies in using the research result to improve their performance. It was decided to focus on the three main areas for research projects. They are Institution, Information and Finance.
 - Training programmes aimed at building capacities of urban local bodies in management related aspects.
 - Establishment of a Knowledge Management Centre to assist researchers and practitioners to access information from findings of various research projects, as well as on best practices.

7.3 Centre for Supply Chain Management (SCM)

Academic Activity

Some of the activities that SCMC was engaged in during the period April 2011 – February 2012:

The ninth Advisory Council Meeting of the Centre was held on April 01, 2011

Research & Study Projects

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

- A Revenue Sharing Contract with Price Dependent Demand by Professor Siddharth Mahajan.
- A Quantity Flexibility Contract with Price Dependent Demand by Professor Siddharth Mahajan
- Empirical Study on Inventory Trends and Management Practices in Indian Manufacturing Industries by Professor Haritha Saranga

Corporate Partner Relations

- SCMC continued to receive excellent support from our Corporate Sponsors and their nominees on the Advisory Council.
- The Centre welcomed Mr. A K Bansal, Executive Director (Supply Chain Optimisation) to the Advisory Council of the Supply Chain Management Centre.
- Mr. A K Bansal and Mr. Sanjay Bhargava visited IIMB on October 10 and held

discussions with SCM Centre Faculty on initiating studies on two projects that were identified earlier as potential research areas.

- Mr. Subramanian Ramaswamy Manager, ISC, IBM India, joined the Advisory Council.
- Ms. Fran O'Sullivan, General Manager of Integrated Supply Chain, IBM, USA, delivered the IBM-IIMB Lecture on Reinventing the Corporation on November 30, 2011. Over 150 participants including industry executives, students and faculty from various MBA colleges in the city attended the lecture.
- IBM and SCMC have initiated Knowledge Sharing Workshops wherein two IIMB Faculty members presented their research work to IBM executives. Professor Arnab Basu gave a talk at IBM Bangalore on Optimal Strategic Investment under Dual Sourcing Competition.
- Three students of IIMB, Vinay Kumar Kalakbandi (a doctoral student), Tejas Kulkarni and Ashick Ali (PGP students) participated in a futuristic study 2020 Supply Chain, collaborating with other IBM partner universities globally; they were mentored by Mr. Mike Franzese of IBM, USA.

7.4 Centre for Enterprise Resource Planning (CERP)

The Centre for ERP facilitated discussions on Low Cost Banking Technology Initiative

in Emerging Markets with the government, industry and academia on technical innovations around financial inclusion and low cost banking.

The Centre held a meeting with representatives of the Government of India officials, the World Bank and industry bodies on the possibility of launching an open mobile platform to encourage the development of various mobile commerce initiatives in India with the view to increase the penetration of banking services in rural India.

The Centre also studied technology-enabled low cost banking initiatives at Maharashtra Apex Co Operative Bank, The Rural Banking arm of Andhra Bank, the micro finance initiatives of HSBC focused on mobile and smart card technology and State Bank of India's technology frame work for correspondent banking.

Studies on the open source technology developed by Mifos (owned by the Grameen Foundation, Bangladesh) for self-help groups (SHGs) and small micro-finance institutions and its deployment in India were carried out. The Centres assisted Mifos to consider specific developments and create a platform mobile enabled to address the needs of rural India. Discussions with Mr. Suresh Krishna, Managing Director, Grameen Financial Services Ltd, Bangalore, on the deployment of Mifos technology in India were conducted.

Industry - Academia interactions:

- Two-day workshops with the Central Board of Excise and Customs (CBEC) on the technology challenges around the roll out of CST in India. Mr. Mohan Joseph, Controller of Accounts, CBEC, attended the meeting with his team and Professor Krishna Sundar led the discussions.
- The Centre for ERP participated in a workshop organised by the Computer Society of India on the subject Technology Innovations in Risk Management. Professor Jayadev and John Santhosh made a joint presentation at this event.
- His Excellency William Nkurunziza, High Commissioner of Rwanda to India, visited the Centre for ERP and discussed the possibility of co-operation between the Centre and the Government of Rwanda in the areas of e-governance and education.
- Polaris, a leading financial services technology company, held discussions with the Centre for conducting research in the area of Performance Management in Banks and the Role of Technology.

7.5 Centre for Corporate Governance and Citizenship (CCGC)

Working papers/Research Areas

Research on Corporate Board Interlocks authored by Professors N Balasubramanian, Samir Barua, Rejie George and Suresh has been completed and forwarded to NFCG.

A Working Paper on The Status of Corporate Governance Research in India-An Exploratory Study was authored by Professors Padmini Srinivasan and Vasanthi Srinivasan.

A Report on Teaching, Training and Research on Business Ethics in South and South East Asia was authored by Professor Vasanthi Srinivasan.

A first of its kind Research Project, National Corporate Social Responsibility Compendium 2012, is being undertaken by IIMB-CCGC and the Centre for Responsible Business, New Delhi, in partnership with the Indian Institute of Corporate Affairs (IICA).

Research material on Ethics & Responsible Business was made available on the Centre website www.teachcsr.com. This website was developed in 2007 in collaboration with the British Council, the International Centre for CSR at the Nottingham University Business School and IIMB. This website was created with the objective of becoming a single stop for resources pertaining to ethics and CSR for teachers. TeachCSR is a

member of the CSR360 Global Partner Network.

In 2011, the website had over 400 users; funding has been obtained to upgrade the website and update the content with an attempt to enhance awareness and application of Governance and Responsibility Practices and Socially Acceptable Business Behaviour in India. The website has been redesigned for better security, easier administration, a new aesthetic look and feel and upgraded content with video streaming capabilities.

7.6 Centre for Software and IT Management

The Centre and the PGSEM jointly organised a participatory research workshop on May 28, 2011 titled Moving Up the Value Chain and Managing Non Linear Growth. The event included presentation of papers by practitioners and academicians on the subject of moving up the value chain and managing nonlinear growth, besides coffee table discussions and presentations by participants.

Mr. Som Mittal, President, NASSCOM, gave the key note for the valedictory function. Awards were given to the best five papers.

Continuing its efforts in keeping academia and industry collaboration on the current opportunities, challenges and solutions impacting the IT industry, CSITM held relevant panel discussions on themes such as Strategy to Usher in Next Phase of Growth in IT Industry and Cloud4U –

8. Internationalisation

Industry Trends. These events had industry leaders and top academicians present their views on the topics. The audience comprised of industry practitioners besides faculty members and students. Under the Leaders Speak series, many eminent Indian and international industry leaders addressed our students on multiple facets of managing business and industry trends.

We live in a globalised world. All the more reason for our students to be global citizens and get international exposure - the Office of International Affairs creates and nurtures collaborations with leading international universities. IIMB leverages these partnerships to promote research collaborations through exchange of faculty and doctoral students in addition to managing graduate student exchange.

Besides the existing arrangements with the University of Texas, Austin and ESCP Europe for mobility of faculty towards fostering research collaborations, faculty-level research partnerships are facilitated with internationally reputed business schools and universities such as S C Johnson Graduate School of Management, Cornell University and the Sauder School of Business, University of British Columbia. The new partnership with the University of Exeter is primarily for collaborative research and faculty mobility.

8.1 FPM Student exchange

One doctoral (FPM) student from IIMB received the German Academic Exchange Service (DAAD) scholarship to spend three months at the University of Cologne, starting September 2011.

8.2 PGP Student Exchange

In 2011-12, 91 international students from partner universities had their exchange term at IIMB; 98 IIMB students

had their exchange terms at various partner institutions. Incoming students numbered 1 in Term IV, 77 in Term V and 13 in Term VI. The outgoing students numbered 96 PGP students and 2 PGSEM students.

8.3 HEC and IIMB Exchange Programme (HIEP)

HIEP is an initiative to create an opportunity for cross-cultural learning of business and management in France and India in an environment that will nurture close relationships between the students of HEC School of Management (HEC Paris), France and IIMB. The central idea is to foster collaborative work through joint academic projects among the students of the two institutions. HIEP 2011 was the third consecutive edition of the HIEP programme. As part of it, 36 students and a faculty advisor from HEC Paris spent a week at IIMB from September 05, 2011 to September 11, 2011; the IIMB team of 36 students and a faculty advisor spent a week at HEC Paris from December 05, 2011 to December 11, 2011. The study tours included classroom sessions, industry visits and social-cultural events.

8.4 IIMB-Johnson Collaborative Student Project Program (IJ-CSPP)

An agreement of cooperation was signed with an existing partner school - The S C Johnson Graduate School of Management, Cornell University

9. Infrastructure

- for a new initiative named the IIMB-Johnson Collaborative Student Project Program (IJ-CSPP). The primary objective of this effort is to foster student mobility and international exposure through collaborative projects and reciprocal study tours.

As part of IJ-CSPP 2011, 15 students and a faculty advisor from IIMB spent a week at Cornell University from September 03 to September 09, 2011; a Cornell University team of seven students and a faculty advisor spent a week at IIMB from December 17 to December 23, 2011. The study tours included classroom sessions, industry visits and social-cultural events.

8.5 PGSEM Student Exchange

PGSEM students spent a term in colleges overseas during 2011-12. Ajith Balakumar visited Stockholm School of Economics in Stockholm, Sweden, while Nitin Mahesh Babu visited McGill University in Montreal, Canada.

8.6 Collaboration Arrangements

In addition to the IJ-CSPP Agreement of Cooperation with an existing partner school, MoUs were signed with five new partner schools during 2011-12, namely:

Canada: Queen's School of Business, Queen's University, Kingston, Ontario, and Sauder School of Business, The University of British Columbia, Vancouver

Ireland: The University of Dublin, Trinity College Dublin, Dublin

South Korea: Graduate School of Business, Seoul National University, Seoul

United Kingdom: University of Exeter, Exeter

Currently, IIMB has partnerships with universities/business schools across North and South America, Europe, Asia, Africa, and Australia. The list of partner institutions with which IIMB has a Memorandum of Understanding (as on March 31, 2012) is appended in [Statement 13](#).

For the EPGP, international immersion is a vital part of the programme. The third batch of EPGP visited South Africa for a study tour that was organised by Wits Business School. Students attended classes in a cross cultural environment and also undertook guided tours of various places of historic, economic, financial and strategic importance for the country. They met government officials, students, working class and tribal people to gain a comprehensive insight into that country.

The Government of Karnataka has allotted 110 acres of land to IIMB, on a 30-year lease, for future expansion. The land is located at Mahantalingapura, Jigani Hobli, Anekal Taluk, which is about 25 km from the Bannerghatta Road campus. Noteworthy in this regard are the efforts put in by Professor S Nayana Tara to secure the allotment. The institute also acknowledges with thanks the contribution of the Chief Secretary of Karnataka and IIMB Board Member, Mr. S V Ranganath, in seeing this effort through.

9.1 Construction Activities

Major construction and allied work carried out in 2011-12 include:

Rainwater harvesting: The Institute has taken the initiative to harvest rain water by constructing 28 recharge wells at catchment areas on the campus, each with a capacity of 16,000 litres. Rain water is harvested by collecting water from the roof top clusters of the Institute building, carried through pipes and led to filtration tanks and then stored in underground tanks and pumped back to the overhead tank for flushing purposes.

Use of Treated Water: ETP water supplied by M/s Strides Arcolabs is being used for horticulture purposes, thereby avoiding use of fresh water. The use of treated water has resulted in savings of approximately INR 1.5 Lakh per month.

Use of Biological Materials in Toilets: Biological blocks are being used in urinals to minimise water usage, thereby saving INR 1.8 Lakh per annum.

Bio Gas plant near the Staff Canteen: This plant utilises food waste generated by on-campus canteens. The manure generated is used for gardening purposes.

Solar Panels for the Students Mess: Large Parabolic reflectors have been installed on the roof top of hostel blocks. The solar energy captured by these reflectors is used to generate steam, which is used for cooking, thereby saving 25 kg of LPG per day.

MDC Dining Hall and Kitchen Renovation: This has been carried out while expanding the existing big dining hall to seat 200, and the smaller dining hall to seat 60.

With a view to expand academic capacity, the Institute embarked on the creation of a new class room complex, which is being built on the footprint of the erstwhile Computer Centre complex. The complex will allow for class sizes up to 100 in addition to other rooms and seminar halls. Thanks to the use of the existing footprint, the Institute has been able to expand without clearing any new land.

During the year, a plan for 300 additional hostel rooms has been worked out. Some of the rooms on the ground floor have been designed specifically for use by persons with disability.

24 housing units have been constructed with a provision to add 16 more in future.

9.2 Library

During the year, INR 165 Lakh were spent on subscriptions to 1927 electronic and 403 print journals, and INR 98 Lakh on 72 electronic databases, 11 of which are provided by INDEST consortium, and INR 26 Lakh was spent on acquisition of 2068 books. The entire collection of NSSO (National Sample Survey Organization) datasets was procured in CD-ROM format at a cost of INR 6.5 Lakhs.

The number of items available in the IIMB Library was as given in the Table that follows;

Document Description	Number
Books	162772
Bound Volume	35144
Working Papers	4942
Theses	988
Project Reports	11509
AV Resources	1289
Journals	2330
Electronic Books	884
News Papers	26
Micro Documents	18993

9.3 Computer Centre

The extension of IIMBNET to new faculty residences (both wired and wireless) was completed.

Another link under National Knowledge Network (NKN) was also established and currently is under the load testing phase. The high density, green, modern IIMB Data Centre currently hosts 70 virtual servers. Comprehensive and staged backup solutions have been implemented successfully.

During the year, a smart-card based Print Centre was established for students close to the hostel blocks. A Finance Lab was set up using ten desktops from existing spare computers. Applications implemented by the computer centre include the online Faculty Work Report, a recruitment system and a survey application.

Audio-Visual Facilities

All classrooms have been upgraded with lectern-based audio-visual control equipment for easy instructor use. A multi-point video conferencing facility with high definition video quality has been extended to the Office of Career Development Services. Similar infrastructure is being installed in the Board Room to replace the existing system.

General

A CCTV system has been implemented at the main gate, main reception as well as the MDC with a split-screen monitoring facility at the Security Control Room.

10. Students and Alumni Activities

9.4 Sarvam, IIMB Education Resource Planning (ERP)

During the year, the following functionality was added to the ERP system:

Academic Programme Administration: Grading components definition and student grading by faculty, student services and administrative interfaces to enable processing of student administration cycle independently by the user department

Admissions Processing: New online application with enhanced user interface for all long duration programmes – new administrative interfaces enable processing of the entire admission cycle independently by the user department

Finance: Accounts Payable, faculty payable, bank reconciliation and bank transfer advices

HR: Leave Accounting for Permanent staff, Recording & Reporting of 'On Official Duty (OOD)' hours and LTC requisition and approval

Executive Education: Online application processing including registration and fees payment for short duration programmes

Interface to Library Portal: single sign-on to library system's iPortal

Online and offline subscription management: for IIMB Management Review

10.1 Student Activities

10.1.1 Vista 2012

On September 30, Vista 2012, the flagship business fest of IIMB began with the inauguration ceremony presided over by Professor Pankaj Chandra. The event witnessed the participation of keynote speakers of the likes of Padma Bhushan Professor NS Ramaswamy, the founder of IIM Bangalore, and many other stalwarts of the industry.

A nerve-rattling battle of boardrooms was played out over the three days as students from across the country battled for supremacy in events that tested their prowess in Finance, Strategy, Marketing and Operations. Bzzwings, the B-plan competition with a seed fund opportunity of INR 1.5 Crore in prize money witnessed huge participation. Bizzare, the quizzing event sponsored by Nielson and conducted by ace quiz-master Barry O' Brien, challenged the best quizzers in the country.

Over 120 students participated in the 'Run for Change' that highlighted the commitment of the students to do their bit for society. The highlights of the business fest were the Vista Conclave and the CXO Conclave. Eminent personalities including Mr. Narain Karthikeyan, Ms. Nandita Das, Justice Santosh Hegde, and Mr. Mohandas Pai discussed pertinent socio-economic issues. The business fest culminated with the crowning of Altar Vista - the overall champion.

10.1.2 Share World Seminar 2011

ShARE organised its 7th World Seminar in Bangalore, from December 28 to 30, under the theme "Emerging Globally". Experts and participants shared ideas on pressing issues concerning Energy, Social business and Finance. During the seminar, subject matters like "Impact of globalisation on our society", "Will India and China have to struggle to keep their leading positions as emerging markets?" were addressed through workshops and lectures. There were more than 70 participants from 12 universities across five countries. Seven distinguished speakers shared their knowledge and five events and workshops were conducted for the participants. The seminar ended on Day 3 with the declaration of the overall winner campus team based on all the events conducted.

10.1.3 Mercadeo '11

This marketing fest, based on the theme Imagine...Initiate...Inspire... witnessed participation from many students from various Indian business schools. Inaugurating the event was G K Suresh, GM-Foods Division, ITC Limited, who spoke about several aspects of innovation in marketing.

The keynote address was followed by a panel discussion on 'How to predict success or failure in marketing', moderated by Professor Y L R Moorthi of IIMB. The events at 'Mercadeo' were inspired by real issues

faced by marketers and tested multiple facets of marketing. 'Marcumen', a live case study competition, tested the ability of participants to apply marketing concepts to practical situations.

Events such as 'B-Bazaar' saw teams deploying creative ideas to earn maximum revenue at their stalls by simulating a marketplace environment. The event witnessed a total footfall of 3500+ and saw the participation of around 65 institutes.

10.1.4 Modus Operandi'12

Modus Operandi '12, dedicated to the promotion of the field of Operations, received wide acclaim from students, faculty and the industry alike. Professor Pankaj Chandra inaugurated the event in the august presence of eminent industrial experts in the field of operations.

The inaugural was followed by a panel discussion on a much debated topic on the industry front - Should India Become a Manufacturing Hub like China? The discussion involved expert comments on the changes in the Indian demographic profile, difference in the Indian and Chinese manufacturing sectors, the importance of a stable tax regime and infrastructural support and scale among e-commerce suppliers.

Project-o-Phile, the flagship on-field simulation game, was conducted to provide an experience of cost-effective project management. There was also a case study based on a tea plantation in the Aravalli hills written and judged by Professor

B Mahadevan. Magnus Opus, Stimulus and Inquest completed the list of other events conducted under Modus Operandi.

Teams from IIM Calcutta, IIM Indore, NITIE, IIFT, SIOM and others were actively involved in these events, which tested their knowledge in the Operations domain.

10.1.5 SpicMacay Yamini'12

IIMB celebrated the ninth edition of SpicMacay Yamini, a unique, dusk-to-dawn classical Indian music and dance festival which unfolded on January 25, 2012. The audience was treated to an audio and visual treat as the stage was adorned by some of the greatest artistes that this country has produced. The evening began with an enthralling Bharatnatyam performance by Padma Bhushan Alarmel Valli. Her graceful movements and majestic presence on the stage provided a wonderful opening to the evening and generated momentum that sustained through the night.

The next artiste was Padma Bhushan T N Seshagopalan. Seshagopalan began his rendition with "Entharo Mahanubhavulu" in Shri raga packed with crisp swaraprastharas. The other artiste who made the event memorable was flutist Shashank Subramanyam.

At the break of dawn, as the sun rose on a beautiful Republic Day morning, we came to the conclusion of an event which

has grown to be IIM Bangalore's cultural connect with the city, a metaphorical way of saying that even amidst all the corporate rush of modern India, one can still preserve the rich traditions and culture that our country has to offer.

10.1.6 Unmaad 2012 – Escaping ourselves, all over again!

What started with a promise to deliver Bangalore's most entertaining college cultural festival, Unmaad 2012 turned out to be truly memorable. The IIMB flagship cultural festival and its sheer diversity of events endows Unmaad with a unique feel that very few college fests can match.

The events included 'Nukkad Natak' highlighting the most relevant social issues. Also, the BBC JAM, hosted by Nicholas Parsons, which had a bunch of motor-mouths battling it out.

Unmaad was given a new twist by 'Fastest Feet in Rhythm' from California – with Jason and Pandit Chitresh Das coming up with a jugalbandi of tap-dancing and Kathak in a way that only they believed could be possible.

The curtains drew to a close with a dose of high-voltage fashion at Haute Couture.

The event was not just about the thrill of those three days. The tie-up with MAD foundation was meant to ensure that Unmaad went beyond spreading laughs only on campus.

10.2 Awards and Achievements of IIMB students

The students of IIMB have been involved in various national competitions, social initiatives, scholarships and the like, throughout the year. Of the many success stories that deserve mention, a few are presented here:

PGP students Mohit Arora, Varun Bahri and Avra Ray, conceptualised “Kora Kagaz”- a social business plan for paper reuse and recycling ecosystem, for which they went on to be winners/finalists in 20+ national B-Plan competitions. They also received multiple seed funding and incubation offers, including one from the CSIED.

Aditya Mukherjee, PGP2012 was the winner from India in the Future of Change global business competition with a grand prize of \$35,000.

Reema Mukherjee received the Citi Woman Leader Award 2011-12 for which the student nominees went through a rigorous testing process including interviews by Citi India’s senior management, a specially created assessment center designed and conducted by the leading consulting firm Accenture and a final round of personal interviews at Mumbai.

Suman Mondal secured the first position in the Link Supply Chain Case Contest by presenting his innovative ideas at Logistics & Supply Chain 2011. He was also the national winner of the 5 Samurai contest and was felicitated as Best Chief

Operating Officer in the flagship event of Samanvay at IIT Madras.

Ankit Khirwal, a PGP1 student, as the winner of TAS’ leadership competition ZEUS, in IIML’s management fest (Manfest), received prize money of INR 60,000 besides a TAS PPI.

With the help of volunteers from Australia as well as India, Sandeep Raj, a PGP student executed 10 social service camps for more than 500 people in slums and rural parts of Karnataka.

Devi Vijay, an FPM student, was conferred the “Pradip N. Khandwalla Award” at the IIM Bangalore Management Review pan-India Doctoral Conference 2011 for her paper titled Emergence of an Organizational Field: A Study of the Palliative Care Field in Kerala, India. She was also a finalist for the Carlo Masini Award for outstanding scholarship in the fields of public and non-profit management, Academy of Management Meeting 2011, San Antonio, Texas, for her paper titled Frame Changes in Social Movements: A Case Study.

Saurav Khurana, Dinesh Gadge and Nithin Dhwan were selected to be a part of 45 teams worldwide for Société Générale CSR competition called Citizen Act, and were amongst the two teams from India who went to Paris in January 2011.

Moinak Chatterjee, Saurabh Srivastava and Sneha John were National Finalists from among 30+ teams in the AI Gore

Sustainable Technology Venture Competition 2012 held at IIFT, Delhi.

Amitansu Kar, Vivek Darera, Amit Kumar and Noufal Mohamed Basheer, received the Aditya Birla scholarship, which is awarded annually to the top 12 students across all IIMs.

Jithu Krishnan won the HIEP Best Project Award as well as the KPMG Case Study Competition

Saurav Khurana was awarded the T-Thomas Scholarship (2012) by HUL, based on scholastic performance & extra-curricular participation, and the (\$7,500) Canadian Commonwealth Scholarship as an Exchange student at Concordia University, John Molson School of Business (Sept - Dec 2011).

Gunjan Kumar and Alok Kumar represented at the IIMC National level annual consulting event - Dominion’11 and secured first position in the event.

Kannan Chandran and Ponsamuel Mervin A were awarded INR 1 lakh as well as a Summer’s Placement offer from Avalon Consulting for winning the international event “The Finding Sun Tzu Challenge - Disruptive Innovation Business Plan” competition among 400 teams from all over the world.

PGP2 students Rajat Shuvra Pramanik, Bhaskar Das, Arit Kumar Mondal and Avra Ray were the All India Winners of “Nirvikriti - The Tourism Marketing Competition”

sponsored by the Chhattisgarh Tourism Board, hosted by SJMSOM, IIT Bombay during Avenues 2011.

Sangeeta Patel won the first prize in Productomania, an event at Insight 2011, the Marketing Research Fair at IIMA, where she pitched a branding & growth strategy roadmap for the career startup Letsintern.com.

Pranay Das and Sandeep Kumar Singh won the Wipro Earthian Award (\$6000) in the National competition on Sustainable Venture 2011, among 800 teams.

PGP2 students Mansi Barnwal, Aditya Mukherjee and Shivani Pal won the CNBC HUL 'Lessons in Marketing Excellence' competition participated in by top 15 B-schools in India. They also got INR 6 lakh as prize money and PPI from HUL form finalist jury which include eminent personalities like Nitin Paranjape (CEO, HUL) and Mr Dinesh Trivedi (Rail minister).

Aswinkumar K won the first prize in "Consumer is Boss", a marketing simulation game conducted by P&G, and also received the "Distinguished Map Maker" Award from Google for extraordinary contributions to Google Maps.

Prasanth Kumar Raju was as one of the 450 students selected from 40 Countries for the Harvard University Conference and Panel Discussions 2011 on the Green Dominance: Asia's Leadership in Renewable Energy Market held in Seoul.

10.3 IIMB Alumni Association

The last 12 months from April 2011 till March 2012 have been a breakthrough year of alumni affairs at IIMB. We have many firsts to report this year:

- The PGP Class of 1986 returned for their 25th year reunion and pledged a sum of INR 1.0 Crore to IIMB. They pledged support to IIMB's vision of creating leaders and entrepreneurs of tomorrow and have identified some areas where this amount will be utilised.
 - Tenvic, a company in sports management and founded by Anil Kumble, has engaged with the IIMB EEP programme, through the efforts of alumni working in that organisation and the IIMB alumni office, to create a first of its kind of leadership program through sports experiences. The two-day program is designed to take participants through a very engaging session by someone in sports, do a case based learning exercise on what can be learnt from sports in real life and the application thereof to solve corporate problems.
 - The last two editions of IIMB Alumni Magazine generated advertisement revenues for the first time – INR 1.70 Lakh in total. This is a major milestone for the alumni office. It is hoped that all the publications of the alumni office – magazine, newsletters and website – will be monetised and become profitable, thereby reducing the Institute's burden of running the IIMB Alumni Association.
- The IIMB HDFC credit card has secured its first 100 customers since its launch in April last year. The programme is trending well and HDFC will now focus on efforts to get the next 400 customers. The spending on the card by the alumni is quite healthy and the money accrued by this programme will be given to student scholarships.
 - Anusmaran 2011 was held in 11 cities worldwide. It continues to be the flagship event of alumni chapters and students.
 - The first ever official Pan IIM and Pan IIT event was jointly held by the alumni associations of IIMA, B and C and IIT Kharagpur at the office of iGATE Patni. Mr. Phaneesh Murthy ex- IIMA, Samir Kumar ex-IIMB, and Professor Rajeev Gowda spoke on mergers and acquisitions. More than 300 members attended the session.
 - The first IIMBAA council meeting was held on Foundation Day 2011, October 28, 2012. All Chapter Representatives, the Director, the Head IIMBAA, and senior alumni got together and undertook a mission to raise the first INR 10 Crore for IIMB in 2012. Already, a cumulative amount of approximately INR 2.5 Crore has been raised. The IIMB Office of

11. Personnel & Administration

Development will ensure that the money is received, acknowledged and used appropriately for the initiatives as committed to our donors. It was also resolved to conduct this meeting every year on the occasion of the Institute Foundation Day and that it would be treated as AGM of the IIMBAA.

As on March 31, 2012, there were 24 Officers and 185 administrative staff on rolls. The detailed status is given in Statements 14 & 15.

There were six new appointments, and 15 staff members retired on attaining superannuation.

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 14.09.2011 to 14.10.2011. Various competitions such as Story Writing, Handwriting, Poetry Recitation, The Picture Speaks, Hindi News Reading, Hindi Typing and Administrative Terminology/ Translation were organized. A Computer Programme on "IT and progressive use of Official Language-An Orientation Programme" was also conducted during the month for Officers, Sr. Executives, Executives, Associate Executives and Assistant Executives.

12. Financial Position

The financial position of the Institute showing the income, expenditure and savings for the year 2011-12 and comparative position for the previous two years are given below:

Particulars	Rs. in crores			
	Actual 2009-10	Actual 2010-11	Actual 2011-12	
NON- PLAN :				
1	Income:			
	Govt. Grants	0.00	0.00	0.00
	Own Revenue (excluding transfers)	100.48	141.89	173.87
	Total	100.48	141.89	173.87
2	Expenditure	63.88	72.82	92.06
3	Excess of Income over expenditure	36.60	69.07	81.81
	Less: (i) Corpus Interest	5.25	7.07	8.14
	(ii) Transfer to Terminal Benefits Reserve	25.26	18.88	18.32
	(iii) Transfer to General Reserve towards Capital Expenditure	1.98	4.57	0.00
	(iv) Add back of Depreciation Written off	0.06	0.003	0.00
	(v) Depreciation	5.31	6.15	5.63
	(vi) Vision Fund	0.00	5.00	1.26
	(vii) Infrastructure Development Fund	0.00	26.00	46.27
4	Net Savings transferred to Corpus Fund	(1.14)	1.40	2.19
PLAN:				
1	Receipts			
	Govt. Grants	19.28	0.00	0.00
2	Expenditure	20.99	43.47	6.44

Other finance-related details are appended in Statement of Accounts 2011-12.

Indian Institute of Management Bangalore

Statements

Statement 1

IIMB Society Meeting : 47th Meeting on March 30, 2012

Board Meetings

No. of Board meetings held during 2011-12 : 4

Meeting Nos. & Date :
136th meeting : July 7, 2011
137th meeting : October 28, 2011
138th meeting : January 13, 2012
139th meeting : March 30, 2012

Name of the Member	No. of meetings attended	Remarks
Agarwal S N	4	
Ajay Prasad	2 (137th & 138th)	Leave of absence for 136th and 139th
Balaram P	2 (138th & 139th)	Leave of absence for 136th and 137th
Chugh K L	3 (136th, 137th & 138th)	Leave of absence for 139th
Gautam Thapar	Nil	Leave of absence for 137th and 138th Not a member for 136th & 139th
Kiran Mazumdar Shaw	2 (137th & 139th)	Leave of absence for 136th & 138th
Kris Gopalakrishnan	1 (139th)	Leave of absence for 136th, 137th & 138th
Latha Krishna Rao	Nil	Leave of absence for 136th, 137th and 138th Not a member for 139th
Mangala Rai	4	
Mantha S S	1(137th)	Leave of absence for 136th, 138th and 139th
Mukesh D Ambani, Chairman	2(136th and 139th)	Leave of absence for 137th & 138th
Muralidhar D	4	
Nagarajan L V	Nil	Leave of absence
Narendra Jadhav	Nil	Leave of absence
Pankaj Chandra, Director	4	
Prabhu Dev N	Nil	Leave of absence
Rahul De'	4	136th as member and others as Spl.Invitee
Rajendra S Pawar	1 (139th)	Leave of absence for 136th, 137th and 138th
Rajiv Vastupal	1 (139th)	Not a member for others
Ranganath S V	Nil	Leave of absence
Savoor R A	3 (137th, 138th and 139th)	Leave of absence for 136th
Siddaiah	Nil	Leave of absence for 139th. Not a member for others
Subhash B Dhar	4	136th as member and the others as Spl.Invitee
Subroto Bagchi	2 (137th and 139th)	Leave of absence for 136th and 138th

Name of the Member	No. of meetings attended	Remarks
Sunil K Alagh	3 (136th, 137th and 138th)	Leave of absence for 139th
Vasudevan N C	Nil	Leave of absence
Vibha Puri Das	Nil	Leave of absence
Devanath Tirupati, Dean (Academic)	2 (138th & 139th)	Special Invitee. He was not the Dean for 136th and 137th
Raghunath S, Dean (Admn.)	4	As Special Invitee
Trilochan Sastry, Dean (Academic)	2(136th & 137th)	He was not the Dean for 138th and 139th

Finance Committee

No. of meetings held	:	4
No. & Date	:	41st Meeting – July 4, 2011 42nd Meeting – October 28, 2011 43rd Meeting - January 10, 2012 44th Meeting - March 22, 2012

Attendance		
Smt/Shri/Prof		
Agarwal S N, Chairman	4	
Ashok Thampy	3 - 41st, 42nd and 43rd.	Leave of absence for 44th.
Devanath Tirupati	2 - 43rd and 44th	Not a member for 41st and 42nd
Indu Shekhar Vasisst	1 (41st)	Leave of absence for others
Muralidhar D	4	
Raghunath S	3 (41st, 43rd and 44th)	Leave of absence for 42nd
Sujata M	3 (41st, 42nd and 44th)	Mrs. DB Veronica, AO Represented her for 43rd
Trilochan Sastry	Nil	Leave of absence for 41st & 42nd Not a member for 43rd and 44th

FPM Student Thesis Proposal Presentations

	Student	Dissertation Title	Date
1	Chinmay V Tumbe	Essays on Migrants' Remittances	19.04.2011
2	Prashanth Baliga	Understanding Choice Behaviour Through Response Time	21.04.2011
3	Ankur Arora	Robustness in Supply Chain Network Design	28.04.2011
4	Rajesh Kumar Chandwani	Factors for Scaling Up for Growth of Affordable Health Care Service Organisations	05.05.2011
5	Anish S	Essays on Regulatory Influence on Economic and Productive Efficiency of Firms: An Empirical Investigation of Indian Power Sector Reforms and Global Ecological Footprint	24.08.2010
6	Clare Kurian	Perceived Environment & Strategic HR Actions : An Exploratory Study of Indian Organisations	25.07.2011
7	Archisman Majumdar	Implications of Social Computing Technology for Technology usage and Team Interactions in Virtual Teams	09.08.2011
8	Niharika Garud	Exploring R&D Decision-Making Process & Innovative Outcomes using Effectuation & Bricolage	19.08.2011
9	Rimi Goswami	Domestic Water Demand & Consumption Patterns in Bangalore City : A Case Study	25.08.2011
10	Vidhula Venugopal	Women Entrepreneurs and their Growth Aspirations	12.09.2011
11	Rajat Sharma	Values and Consumption Behaviour: Exploring the link in Indian context	05.10.2011
12	Indu Rayadurgam	Urban Policies and City Governance: A Study on the Status and the Diffusion of Decentralization among the Urban Local Organizations through the Lens of Public Administration and Institutional Theory	11.10.2011
13	Deeparghya Mukherjee	Offshore Outsourcing- Micro and Macro Analyses of Determinants and Impacts	17.11.11
14	Avadhoot Jathar	Another look at Heterogeneity, Learning and Variety Seeking in Consumer Choice of Frequently Purchased Products	07.12.11
15	Saurabh Kaushik Pandya	Deploying and Developing Senior Managers in Rapid Employee Growth Organizations	14.12.11
16	Karthik Sriram	Bayesian Quantile Regression and its Application to Insurance Company Cost Efficiency Study	19.12.11

Award of Title of Fellow of IIMB in 2012

	Name	Thesis Title
1	Puneet Prakash Mathur	Analyzing Capacity Investment Decisions in Decentralized Supply Chains
2	Maresh M V	Supply Chain Disruption Risk Response Strategies: A Contingency Theoretic Framework
3	Jang Bahadur Singh	Evaluating Information and Communication Technology (ICT) Projects: A Development Perspective
4	K S Manikandan	Business Group Organization and Affiliate Firm Opportunities: The Role of Portfolio Structure, Organizational Structure, and Ownership Structure
5	Naveen S	Counterfeiting in Supply Chains: An Evaluation of Supply Chain Contracts
6	Ashwin A S	Influence of Corporate Governance on Technological Innovation: Evidence from Indian Pharmaceutical Industry
7	Debabrata Ghosh	Analysing The Impact Of Green Initiatives On Firms And Supply Chains Under Green Sensitive Consumer Demand
8	Devi Vijay	Collective Action Frame and Organizational Field Emergence in the Context of Palliative Care in Kerala, India
9	Nivedita Sinha	Performance of Indian Business Groups: Diversification and Tunneling effects
10	Murthy K N	Adaptations to Climate Change in Rural India: Evidence from Chitradurga District in Karnataka State
11	Srinivasan R Tatachari	Dynamics of Multiple Social Indentifications in Newcomers: Early-Socialization Experiences in an Indian Information Technology Services Organizations
12	Deepali Sharma	Evolution of an Organizational Field and its Institutions: Study of Mobile Telephony in India 1990-2010
13	Ramya T Venkateswaran	The Influence of National Culture on Transaction Cost: Evidence from Multinational Entry Mode

Statement 4

Papers Presented by FPM Students in Seminars/Conferences

Name of the Student	Co-author	Title of Paper	Conference	Venue & Date
Ravi Anand Rao		The State of the Academic Field of Information Systems in India	ITSM Conference	IIM, Kozhikode Dec 17-18, 2011
Gunnapudi Lakshmi		Role of AMIS in resolving information asymmetries in agricultural markets and Guidelines for Design of AMIS	CPR South 6 Conference	Bangkok, Thailand, Dec 09-10, 2011
Sneha Tapliyal		Nature, Economy & Society: Understanding the Linkages	Sixth Biennial Conference on Centre for Economic and Social Studies (CESS),	Hyderabad, Oct 20-22, 2011
Vinay Kumar Kalakabandi		Behavioral Impact of Workflow Policies on Productivity of Production Lines	15th Annual International Conference of the Society of Operations Management (SOM2011)	Kolkata, Dec 16-18, 2011
Deeparghya Mukherjee		Hidden Costs of Offshore Outsourcing: An analysis of Offshoring Decisions	11th Consortium of Students in Management Research, COSMAR 2011, IISc	Bangalore Oct 21, 2011
Deeparghya Mukherjee		Hidden Costs of Offshore Outsourcing: An analysis of Offshoring Decisions	Winter School 2011: Delhi School of Economics,	Delhi, Dec 10-13, 2011
Deeparghya Mukherjee		Hidden Costs of Offshore Outsourcing: An Analysis of Offshoring Decisions	7th Annual Conference on Economic Growth and Development, ISI	Delhi, Dec 15-17, 2011
Narahari HS		Economic Transition and the Value of Business Group Affiliation: Evidence from the Indian Market	IIMB Doctoral Conference	Bangalore, Nov 11, 2011
Narahari HS		Economic Transition and the Value of Business Group Affiliation: Evidence from the Indian Market	India Finance Conference 2011	Bangalore, Dec 2011
Narahari HS		Economic Transition and the Value of Business Group Affiliation: Evidence from the Indian Market	IIMA Doctoral Conference	Ahmedabad, Jan 12, 2012
K S Manikandan	J Ramachandran	Beyond Institutional Voids: The Organizational Advantage of Business Groups	2011 Annual Meeting of the Academy of Management	San Antonio, USA, Aug 12-16, 2011

Name of the Student	Co-author	Title of Paper	Conference	Venue & Date
J Ramachandran	K S Manikandan & Anirvan Pant	Leading the G-Form Organization: The Role of Group Headquarters in Indian Business Groups	2011 Annual meeting of the Academy of Management	San Antonio, USA, Aug 12-16, 2011
Devi Vijay	Mukta Kulkarni	Frame Changes in Social Movements: A Case Study	2011 Annual Meeting of the Academy of Management	San Antonio, USA, Aug 12-16, 2011
Mukta Kulkarni	Devi Vijay	The Influence of Pre Entry Knowledge on Self Definition of Incoming MBA Students	2011 Annual Meeting of the Academy of Management	San Antonio, USA, Aug 12-16, 2011
Devi Vijay		Emergence of an Organizational Field: A Study of the Palliative Care Field in Kerala, India	IIMB Management Review Doctoral Conference	Bangalore, Nov 2011
Karthik Sriram Best Paper Award	Peng Shi, Pulak Ghosh	A Bayesian Semiparametric Quantile Regression Model with Application to Insurance Company Costs Data	India Finance Conference 2011	Bangalore, Dec 2011
Avadhoot Jathar		Unobserved Heterogeneity in Learning Brand Quality: CCP Estimation Approach	11th Consortium of Students in Management Research, COSMAR 2011, IISc	Bangalore, Oct 21, 2011
Srivardhini K Jha		R&D as a Network of Centers of Excellence: A Sustainable model?	2011 Annual Meeting of the Academy of Management	San Antonio, USA, Aug 11, 2011
Sujay Kumar Mukhoti		Modelling Stock Market Jump Intensity Dynamics with Macroeconomic Surprises: A Robust Bayesian Approach	India Finance Conference 2011	Bangalore, Dec 2011
Shailen Kumar Dalbehera		External Social Capital of the Firm: A Review	Business Applications of Social Network Analysis 2011 IEEE International Workshop at IIIT Bangalore	Bangalore, Dec 12, 2011
Nivedita Sinha		Relational Contracts, Cash Flow Rights and Investments Efficiency in Business Groups	IIMB Management Review Doctoral Conference	Bangalore, Nov 11, 2011
Saurabh Kaushik Pandya		Organizational Learning and Performance – The Role of Experimentation and Experiential Learning Processes	Eastern Academy of Management (EAM-I) Conference held at IIM Bangalore	Bangalore, Jun 11, 2011
Saurabh Kaushik Pandya		The Upper Echelons (UE) Theory – A Critique of the Philosophical Foundations	Indian Academy of Management (IAM) Conference	Bangalore, Dec 11, 2011
Aruna Divya T	Srinivasa Prakhya & Swagato Chatterjee	Brand Credibility as a Measure of Brand Extensions	5th Great Lakes NASMEI International Conference of Marketing	Chennai, Dec 29-30, 2011
Swagato Chatterjee	Arpita Ghatak	Profitability of unorganised service sector: A Sustainable Marketing Approach	5th Great Lakes NASMEI International Conference of Marketing	Chennai, Dec 29-30, 2011

Name of the Student	Co-author	Title of Paper	Conference	Venue & Date
Sonali Hiremath	S Ramesh Kumar	Psychographics of Low Income Consumers in an Emerging Market	5th Great Lakes NASMEI International Conference of Marketing	Chennai, Dec 29-30, 2011
Ashwani Singh		A Dual Process Model of Impulse Purchase	5th Great Lakes NASMEI International Conference of Marketing	Chennai, Dec 29-30, 2011
Niharika Garud		Inclusive Rural Healthcare Sector in India: an Effectuation perspective	oikos UNDP Young Scholars Development Academy 2011	Bangalore, Aug 21-26, 2011
Anjana Dube		Who Has Financial Access – Evidence from India	oikos UNDP Young Scholars Development Academy 2011	Bangalore, Aug 21-26, 2011
Anjana Dube		Managing in a Global Economy XIV: Global Web of Knowledge	Eastern Academy of Management International Conference	Bangalore, Jun 26-30, 2011
Archisman Majumdar	S Krishna	Social Computing Implications for Technology Usage and Team Interactions in Virtual Teams	Collaboratecom 2011 held at the ccsocialcomp 2011 Workshop	Orlando, USA, Oct 15-18, 2011
Caren Rodrigues		The Effects of Boundary Spanning Work on Organizational Identity in High-Threat Contexts	Eastern Academy of Management International Conference	Bangalore, Jun 26-30, 2011
Anup Krishnamurthy		The Neglected Many: Consumers Who Intentionally Do Not Display Word-of-Mouth Behavior	China India Consumer Insights Conference by Yale School of Management, Yale University, USA & Fuqua School of Business, Duke University	New Delhi, Jul 29-30, 2011
Anup Krishnamurthy		The Effects of Boundary Spanning Work on Organizational Identity in High-Threat Contexts	Eastern Academy of Management International Conference	Bangalore, Jun 26-30, 2011
Ashwin AS		Ownership Structure and Technology Innovation: A Study of Indian Pharmaceutical Industry	Globelics Academy Workshop	Tampere, Finland, May 16-26, 2011
Pavan Soni		Innovation and Knowledge-based Development in South and East Asia from Competitive Perspective	Nagoya University	Nagoya, Japan, Dec 23, 2011
Pavan Soni		Innovation - Key to Enterprise Success in this Decade	Bangalore Chamber of Industry & Commerce	Bangalore, Sep 15, 2011
Venkatesh K	S Raghunath	Role of Procedural Fairness In International Strategic Alliances: Evidence from the Frontlines	Strategic Management Society Conference	Miami, USA, Nov 06 -09, 2011

Name of the Student	Co-author	Title of Paper	Conference	Venue & Date
Shounak Das		Effective Implementation of Panchayat Works: The Role of Political Parties- A Case-Study of West Bengal	15th Annual Conference of Indian Political Economy Association	Sirsa, Haryana, India, Oct 29-30, 2011
Vidhula Venugopal		Growth Aspirations of Women Entrepreneurs	ACERE-Diana 2012 Conference	Fremantle, Australia, Jan 31- Feb 03 2012
Tanushree Haldar		Formation of Labour Market Among Tribes: A Historical Account of Jharkhand Tribes	Adivasi Rights and Processes of Exclusion in India, University of Hyderabad	Hyderabad, Feb 15-16, 2012
Sonali Hiremath	S Ramesh Kumar	Psychographics of Low Income Consumers in an Emerging Market	5th Great Lakes NASMEI International Conference of Marketing	Chennai, Dec 29-30, 2011
Chinmay Vasudev Tumbe		Migration and Remittances in India, 1880-2010	Inaugural Conference on Migration and Development, Center for Development Studies, Trivandrum	Trivandrum, Mar 26, 2012
Chinmay Vasudev Tumbe		Migration, Remittances and Development in India, 1880-2010	Annual Economic History Society Conference, University of Oxford	Oxford, UK, Mar 30, 2012
Chinmay Vasudev Tumbe		Surat's Labour Migrants: Encountering Flexibility	Oxford University Sociology Conference on 'South Asia in Transition'	Oxford, UK, Nov 25-26, 2011

Papers Published in Journals/Books

Name of the student	Co-authored by	Title of the Paper	Name of the Journal/Book	Date/ Issue No.	Publishers
Siddharth Joshi	Gopal Naik	Fostering Inclusive Growth through E-Governance Embedded Rural Telecenters (EGERT) in India	Government Information Quarterly 29 (2012)	2010	Elsevier
Divya Upadhyay		Organizational Forgetting: Comparison with Atkinson- Shiffrin Human Memory Model	Asian Journal of Business Management Studies	2 (2) 2011	IDOSI Publications
Divya Upadhyay		Lighting A Lamp: Citizenship Behavior And Social Capital	Prabandhan: Indian Journal of Management	4(11) 2011	

Name of the student	Co-authored by	Title of the Paper	Name of the Journal/Book	Date/ Issue No.	Publishers
Divya Upadhyay		“Consideration in organizations: Analysis of Bonds from HR perspective	Abhigyan	Vol 29, No 3, Oct- Dec 2011	
Divya Upadhyay		Book Review:A Better Indian A Better World by N R Narayana Murthy	Vision	15 (3) 2011	Sage Publications
Chinmay Tumble		Remittances in India: Facts and Issues	Indian Journal of Labour Economics IIMB Working Paper Version featured in The Hindustan Times on 28 July, 2011; Featured among SSRN Top Ten Downloaded Papers in the category “Emerging Market Macroeconomics: Macroeconomic Issues & Challenges” and “Macroeconomics: Employment, Income & Informal Economy”	Vol. 54 (3), Jul-Sep, 2011	Indian Society of Labour Economics
Srivardhini K Jha	Rishiksha T Krishnan	Innovation Strategies in Emerging Markets: What can we learn from Indian Market Leaders	ASCI Journal of Management	Sep 2011	Administrative Staff College of India, Hyderabad
Sivakumar S		A Case Based Study of Shifting of Efficiency Frontier in Indian Services Industry	22nd Annual Production & Operations Management Society Conference, Reno, Nevada, USA	Apr 28 - May 02, 2011	
Devi Vijay	Vasanthi Srinivasan & Deepali Sharma	Theory & Research in Entrepreneurship Coaching: In The Face of Uncertainty	Effective Executive	Apr 2011	ICFAI Press
Devi Vijay	K. Kumar, Ramya Venkateshwaran, Deepali Sharma & Chinmay Tumble	Research on Business and Entrepreneurship History of India	Working Paper No. 329, IIMB Working Paper Series	2011	IIMB

Name of the student	Co-authored by	Title of the Paper	Name of the Journal/Book	Date/ Issue No.	Publishers
Devi Vijay	Mathew Manimala	Technology Business Incubators (TBIs): A Perspective for the Emerging Economies	Working Paper No. 358, IIMB Working Paper Series	2012	IIMB
Devi Vijay		Book Review : The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations by Ori Brafman and Rod A Beckstrom	South Asian Journal of Management	Apr-Jun 2011	Association of Management Development Institutions in South Asia
Deepika R Gupta	Ramkesh Gupta & D N S Kumar	India's Roadmap of Convergence to International Financial Reporting Standards (IFRS)	Indian Journal of Finance	Jan 2012	Associated Management Consultants (P) Ltd, New Delhi
Subhadip Mukherjee		An Econometric Analysis on Organized and Unorganized Retail Share	The Economic Research Guardian –	Vol.1(1) 2011, Sep 06, 2011	The Economic Research Guardian Weissberg SRL
Subhadip Mukherjee		Policies of Retail Sector of India and Other Selected Countries	UTMS Journal of Economics,	Vol. 2(2): 171–180, Dec 20, 2011	University of Tourism and Management Skopje, Macedonia

Statement 5

PGP New Electives

	Title	No. of Credits	Faculty
1	Marketing Management in the World of High Technology and Innovation	3	Prakash Bagri (Adjunct Faculty)
2	Financial Markets	3	Venky Panchapagesan (Adjunct Faculty)
3	Technology and Operations Strategy	3	Anshuman Tripathy
4	Political Economy of the G-20	3	Jens Christiansen (Adjunct Faculty)

Summer Placement 2012

Company	Offers Accepted	Company	Offers Accepted	Company	Offers Accepted
1 A T Kearney	4	28 Coca-Cola India	2	55 HDFC Bank	1
2 Abbott	6	29 Cognizant Bus. Consulting	2	56 Heinz	1
3 ABG	9	30 Colgate Palmolive	2	57 Helion Ventures	1
4 Accenture	5	31 Consultree.	1	58 HSBC	6
5 Aircel	4	32 Crisil	1	59 HUL	3
6 Altisource	7	33 DB London	1	60 ICICI Bank	2
7 Amazon	7	34 Deals & You	2	61 ICICI Pru	4
8 American Express	7	35 Deloitte USI	3	62 ICICI Securites	2
9 Asian Healthcare Fund	1	36 Dentsu	3	63 ICRA	1
10 Aventus	2	37 DTDC	1	64 IDG Ventures	2
11 Axis Bank	3	38 Duferco	1	65 IFCI	3
12 Atria	2	39 EADS Airbus	1	66 IFMR	2
13 Bain & Company	2	40 Edelweiss	2	67 Infoedge	2
14 Barclays Capital	3	41 eMart	1	68 InRev	1
15 BCCL (TOI)	2	42 Encore Capital	2	69 ITC	8
16 BCG	8	43 Enterprise Force	2	70 J & J Consumer	2
17 Bharti Airtel	2	44 FinShiksa	1	71 JSPL	1
18 BlackStone	2	45 FlipKart	3	72 KPMG	3
19 BofA – M&L	3	46 GEP	3	73 Kraft Foods (Cadbury)	2
20 Booz & Co	3	47 GMR	1	74 L'Oreal	4
21 Carin India	3	48 GreyCaps India	1	75 Mahindra & Mahindra	4
22 CEB	1	49 Goldman Sachs	7	76 Marico	2
23 ChrysCapital	2	50 Goldman Sachs – IBD	3	77 McKinsey & Co	8
24 Citi	4	51 GSK Consumer Health Care	2	78 Metis	1
25 Citibank	2	52 GSK Pharma	1	79 Microsoft	10
26 Cleartrip	1	53 Hay Group	1	80 Miebach Consulting	2
27 Clearwater Capital	1	54 HCCB	1	81 Milk or Water	2
				82 Mountain Trail Foods	1

Company	Offers Accepted	Company	Offers Accepted
83 Mphasis	1	115 Synergy Consulting	2
84 Morgan Stanley	6	116 TAS	4
85 Narayana Hrudayalaya	3	117 Tata Elxi	2
86 Nestle	2	118 Tata Motors	3
87 NetApp	3	119 UAE Exchange	4
88 Nokia	6	120 Unisys	1
89 Nomura	3	121 Wipro	5
90 o 3 Capital	2	122 Yahoo	3
91 P & G	8	123 Yatra.com	2
92 PepsiCo	4	122 Yourstory.in	2
93 Perfetti	1	Total	368
94 Philips	2		
95 Pragati India Fund	1		
96 Pragnya Advisors	2		
97 Qualcomm Ventures	1		
98 RBS	14		
99 Realization	3		
100 Reckitt Beckinser	1		
101 Rediffson	4		
102 Redseer	2		
103 Reliance Industries	5		
104 Rothschild	1		
105 SAP	7		
106 Schneider Electric	6		
107 Shasun	3		
108 SMC	1		
109 Srishti Software	3		
110 Standard Chartered	7		
111 Su-Kam	2		
112 Supermax	5		
113 SuperSeva	3		

Statement 7

Final Placement 2012: Consolidated List of Placement Offers (PGP)

	Company	PPOs		Lateral Offers		Final Offers		Total	
		A	B	C	D	E	F	A+C+E	B+D+F
		Made	Accepted	Made	Accepted	Made	Accepted	Made	Accepted
1	24/7Inc			1	1			1	1
2	3M					1	1	1	1
3	A T Kearney	5	5			4	4	9	9
4	ABG	1	1	4	4			5	5
5	Accelyst Solutions (Freecharge)					1	1	1	1
6	Accenture	3	2	5	5	4	4	12	11
7	Adani Group			2	0			2	0
8	Akamai			4	4			4	4
9	Allegro India					1	0	1	0
10	Amazon			5	4	2	2	7	6
11	American Express	2	0			5	5	7	5
12	Arthur D little					1*	1*	1*	1*
13	Avendus Capital					3	3	3	3
14	Avon Beauty Products			2	2			2	2
15	Axis Bank	1	1					1	1
16	Bain	3	3			3	3	6	6
17	Barclays Capital	1*	1*					1*	1*
18	BCCL (TOI)					3	3	3	3
19	BCG	7	7			5	5	12	12
20	Bharti Airtel					9	9	9	9
21	Biocon					2	2	2	2
22	Blackstone	1*	1*					1*	1*
23	BMGI - India			1	1			1	1
24	Booz	2	2					2	2
25	Capgemini			4	3			4	3
26	Capital One					2*	2*	2*	2*
27	Citibank	2	2					2	2
28	Cognizant			9	4	1	1	10	5
29	Comviva			2	1			2	1

	Company	PPOs		Lateral Offers		Final Offers		Total	
		A	B	C	D	E	F	A+C+E	B+D+F
		Made	Accepted	Made	Accepted	Made	Accepted	Made	Accepted
30	Development Bank of Singapore					1	1	1	1
31	Defurco					1*	1*	1*	1*
32	Deutsche Bank	1*	1*			1	1	2(1*)	2(1*)
33	Deutsche Bank CIB					6	6	6	6
34	Deloitte			14	12			14	12
35	Dev Factory			1*	1*			1*	1*
36	Diamond Consulting					1	1	1	1
37	Emami					1	1	1	1
38	Encore Capital	1	1					1	1
39	Energo					1	1	1	1
40	Ernst & Young	4	1					4	1
41	EXL Services			1	1	4	4	5	5
42	Financial Inclusion Network and Operations Ltd					1	1	1	1
43	Flipkart			1	1	5	5	6	6
44	Genpact					1	1	1	1
45	Global E-procure	3	3					3	3
46	Goldman Sachs	6	4*			1	0	7	4*
47	Hay Group	1	1					1	1
48	HCL Infosystems			2	1			2	1
49	HCL Technologies			1	0			1	0
50	HDFC					2	2	2	2
51	Heinz					1	1	1	1
52	Hinduja Group			2	1			2	1
53	HSBC					4	4	4	4
54	Hindware Sanitary India Limited					2	2	2	2
55	HT Media					1	1	1	1
56	HUL	1	1	1	1	2	2	4	4
57	Hyundai			1	1			1	1

	Company	PPOs		Lateral Offers		Final Offers		Total	
		A	B	C	D	E	F	A+C+E	B+D+F
		Made	Accepted	Made	Accepted	Made	Accepted	Made	Accepted
58	IBM					17	17	17	17
59	ICICI Bank					11	11	11	11
60	ICICI Prudential					1	1	1	1
61	IFMR	1	0					1	0
62	InfoEdge	2	2	1	1			3	3
63	Infosys Consulting			2	2			2	2
64	Ingersoll Rand			1	1			1	1
65	InRev					2	2	2	2
66	ITC	1	1			1	1	2	2
67	J & J					3	3	3	3
68	JSPL			1	0			1	0
69	J P Morgan	1	1					1	1
70	KPMG					4	4	4	4
71	Kraft Foods	1	0					1	0
72	L & T			3	2			3	2
73	Lodha Group					7	7	7	7
74	L'Oreal					2	2	2	2
75	Mahindra & Mahindra	2	1					2	1
76	Maruti Suzuki					1	1	1	1
77	McKinsey	5	5			3	3	8	8
78	Microsoft	1	0	4	4			5	4
79	Mindtree					4	4	4	4
80	Morgan Stanley	1	1					1	1
81	Mphasis					1	1	1	1
82	Nerolac Paints					2	2	2	2
83	Nokia			3	3	5	5	8	8
84	Nomura	1*	1*					1*	1*
85	Ocwen/ Altisource					3	1	3	1
86	O3 Capital					2	2	2	2
87	P&G	4	2			4	4	8	6
88	Payoda			10	7			10	7
89	Pepsi Co	1	0			2	2	3	2
90	Perfetti	1	0					1	0
91	Philips Electronics	1	1					1	1
92	Polaris					4	3	4	3

	Company	PPOs		Lateral Offers		Final Offers		Total	
		A	B	C	D	E	F	A+C+E	B+D+F
		Made	Accepted	Made	Accepted	Made	Accepted	Made	Accepted
93	Power Grid Corporation of India					2	2	2	2
94	PRTM			1	0			1	0
95	Punj Lyod			2	0			2	0
96	PwC			1	0			1	0
97	Raymonds					1	1	1	1
98	Robert Bosch			3	1			3	1
99	Royal Bank Scotland	5*	5*					5*	5*
100	Redseer Consulting	1	1					1	1
101	Reliance Industries	1	0			2	2	3	2
102	SBI Capital					1	1	1	1
103	Schneider Electric			1	0			1	0
104	Siemens Mgmt Consultants			2	2			2	2
105	Snapdeal			2	2			2	2
106	Societe Generale					2	2	2	2
107	Solutions Middle East					5*	3*	5*	3*
108	Standard Chartered	6	3(1*)					6	3(1*)
109	Star India			2	2			2	2
110	SuperMax					16	16(10*)	16	16(10*)
111	Synergy Consulting					1	1	1	1
112	Tally Solutions	5	3					5	3
113	Target			3	2			3	2
114	TAS	2	2			3	3	5	5
115	TCS			3	0	1	1	4	1
116	Tata Steel					2	2	2	2
117	Toyota Kirloskar					2	2	2	2
118	UAExchange	1	0					1	0
119	UBS - AG	1*	1*			1*	1*	2*	2*
120	Vertical Learning					2	2	2	2
121	Videocon			1	1			1	1
122	Virtusa			3	2			3	2

	Company	PPOs		Lateral Offers		Final Offers		Total	
		A	B	C	D	E	F	A+C+E	B+D+F
		Made	Accepted	Made	Accepted	Made	Accepted	Made	Accepted
123	Vodafone					3	3	3	3
124	Wipro Consulting	1	1	2	2			3	3
125	Wipro Finance	1	0					1	0
126	Wipro Consumer					2	2	2	2
127	Yahoo	1	1					1	1
128	Yes Bank			3	3	4	4	7	7
129	Zs Associates					2	2	2	2
130	Zynga Game Network India Ltd			4	2			4	2
Total	93	69	121	87	214	207	428	363	

Statement 8

Executive Education Programmes 2011 - 12

I - Open Programmes (Short Duration)

	Title	Faculty Coordinator/s	Dates	No. of Participants
1	Leadership Training for Software Professionals	Agrawal N M	20 - 22 Jun 2011	10
2	Decision Making for Managerial Effectiveness	Prasad L, Rajeev Gowda MV, Mukta Kulkarni & Bangari RS	20 - 23 Jun 2011	16
3	Business Analytics & Intelligence	Dinesh Kumar U	12 - 15 Jul 2011	13
4	High Impact Leadership	Prasad L, Vasanthi Srinivasan & Sourav Mukherji	18 - 20 Jul 2011	21
5	Human Capital Management – HR as a Business Partner	Anand Ram V & Ritu Tripathi	18 - 20 Jul 2011	11
6	Accelerating Sales Performance	Avinash G Mulky	25 – 27 Jul 2011	19
7	Six Sigma & Lean Six Sigma	Dinesh Kumar U	09 - 11 Aug 2011	1
8	Sourcing and Supply Chain Management	Devanath Tirupati & Jishnu Hazra	29 Aug - 01 Sep 2011	20
9	Strategic Customer Focus	Ramesh Kumar S	02 - 03 Sep 2011	12
10	Advanced Negotiation	Raghunath S	12 - 14 Sep 2011	12

	Title	Faculty Coordinator/s	Dates	No. of Participants
11	Marketing Communications for Customer Engagement	Seema Gupta	21 - 23 Sep 2011	15
12	Risk Management of Commercial Contracts	Krishnamurthy S	26 - 29 Sep 2011	13
13	Creating High Performance Organizations	Abhoy K Ojha	03 - 05 Oct 2011	13
14	Finance for Decision Making	Padmini Srinivasan	10 - 14 Oct 2011	39
15	Developing Leadership Pipeline	Agrawal N M	13 - 15 Oct 2011	7
16	Going Beyond Jugaad Building a Systematic Innovation Capability	Rishikesha T. Krishnan, Rajeev S & Vinay Dabholkar	17 - 19 Oct 2011	22
17	Strategic Analysis for Competitive Advantage	Ganesh N Prabhu & Jose P D	17 - 21 Oct 2011	19
18	Creativity, Reinvention & Self Enhancement for Practicing Managers	Ramnath Narayanswamy	07 - 09 Nov 2011	22
19	Advances in Business-to-Business Marketing (B2B Marketing)	D V R Seshadri	14 - 18 Nov 2011	12
20	Strategic Leadership Programme For IT Companies	Raghunath S	21 - 23 Nov 2011	16
21	Embedding Leadership Excellence	Ramnath Narayanswamy	28 – 30 Nov 2011	36
22	Faculty Development Programme in Operations Management	Murty LS, Devanath Tirupati, Janat Shah, Jishnu Hazra	26 - 30 Dec 2011	23
23	Marketing and Branding – A Three Pronged Approach	Ramesh Kumar S	06 - 07 Jan 2012	16
24	Creating Successful New Products	Ganesh N Prabhu & Rishikesha T Krishnan	16 - 18 Jan 2012	19
25	Managing People in Software Projects	Anand Ram V	23 - 25 Jan 2012	13
26	General Management Programme for Professionals of Media and Entertainment Companies	Raghunath S	30 Jan- 01 Feb 2012	5
27	Reinvention through Entrepreneurial / Intrapreneurial Leadership (REIL)	D V R Seshadri	30 Jan - 03 Feb 2012	13
28	Competitive Marketing Strategy	Nagasimha B Kanagal	06 - 08 Feb 2012	19
29	International Negotiation Skills	Alexandra Y Benz	09 - 11 Feb 2012	10
30	Outsourcing Management- Creating Value Through Collaboration	Raghunath S	20 - 22 Feb 2012	20
31	Competitive Intelligence	Ganesh N Prabhu	27 - 28 Feb 2012	16

II - Long Duration Programmes

	Title of the programmes	Dates	Course Directors	# Participants
1	Executive General Management Programme - 21	11 Apr 2011 - 17 Feb 2012	Sankarshan Basu, Nagadevara V	86
2	Management Programme for Women Entrepreneurs	14 Apr 2011 - 26 May 2011	Suresh Bhagavatula, Malathi Somaiah	33
3	Management Programme for Entrepreneurs & Family Business-5	6 Jun 2011 - 07 Apr 2012	R Srinivasan, Suresh Bhagavatula	43
4	Executive General Management Programme - 22	11 Jul 2011- 20 Apr 2012	Avinash G Mulky, Shubhabrata Das	80
5	Business Analytics and Intelligence - 2	25 Jul 2011 - 30 Jun 2012	U Dinesh Kumar, Rajluxmi V Murthy, Ishwar Murthy & Pulak Ghosh	55
6	Executive General Management Programme - 23	10 Oct 2011 - 11 Aug 2012	Rajendra K Bandi, Haritha Saranga	87
7	Executive General Management Programme - 24	2 Jan - 30 Nov 2012	Rajendra K Bandi, Shubhabrata Das	85
8	General Management Programme for IT Executives - 6	16 Jan - Nov 2012	S Krishna, S Raghunath	90
9	Advanced Management Programme - 6	23 Jan - 15 Dec 2012	P D Jose, G Shainesh, Padmini Srinivasan & Vasanthi Srinivasan	55

III - Customised Programmes

	Company Name	Programme Title	Program Date	Faculty coordinators	No of Participants
1	Yahoo Software Development	EGMP	Aug 08, 2011 - Jul 13, 2012	DVR Seshadri, L Prasad & Shankar Venkatagiri	25
2	Vestas Wind Technology India Private Limited	Leadership Development Programme	Apr 25-27, 2011	V Anand Ram	27
3	Bureau of Police Research & Development	Six Sigma Green Belt Training	Apr 18-20, 2011	Dinesh Kumar U	18
4	EGMP Consortium CIC batch 5	EGMP Consortium Batch - 5 - First Installment	Sep 20, 2011 - Aug 25, 2012		57
5	Bank of India	EDP for Top Executives	May 02 - 06 , 2011	Avinash G Mulky	23
6	ADP Private Ltd	India Leadership Development Program(ILDP)- Batch 2(Module- III, IV & V)	Apr 2011 - Oct 2011	D Krishna Sundar, Mathew J Manimala & R Srinivasan(CSP)	87
7	Kotak Mahindra Bank Limited	Kotak - Programme on investment Management	Jun 20-25, 2011 , Aug 01 -05 2011	Ashok Thampy	96
8	Ma Foi Management Consultants	Management Programme	April 04-08,2011	N M Agrawal	44

	Company Name	Programme Title	Program Date	Faculty coordinators	No of Participants
9	Ma Foi Management Consultants	Management Programme	Jul 04 - 06, 2011	N M Agrawal	43
10	United Spirits Ltd	Executive Development Programme	May 30 - Jun 09 , 2011	Ramesh S Kumar	21
11	EMC Data Storage Systems	Non Residential Programme	29-Jul-11	Vasanthi Srinivasan	23
12	Raymond Ltd	Operational Leaders Programme	May 02 - 07 , 2011	DVR Seshadri	39
13	Stock Holding Corporation of India Limited	Emerging Leaders Programme	Apr 18 - 22, 2011	V Anand Ram	36
14	Stock Holding Corporation of India Ltd	Emerging Leaders Programme for SHCIL	May 09 - 13, 2011	V Anand Ram	34
15	Stock Holding Corporation of India Ltd	Emerging Leaders Programme	Jun 20 - 24, 2011	V Anand Ram	34
16	Bharti AXA General Insurance	Accelerating Sales Performance - Bharti AXA General Insurance Co Ltd	May 17 - 20 ,2011	Avinash G Mulky	27
17	Bosch Limited(Batch 1 module 2)	General Management Programme Batch - I	May 16-20, 2011	Ramesh Kumar S, Abhoy K Ojha & Haritha Saranga	25
18	Bosch Limited(Batch 2 Module 1)	General Management Programme Batch - II	Jul 25-29, 2011	Ramesh Kumar S, Abhoy K Ojha & Haritha Saranga	25
19	Director of Income-tax(HRD),	Mid Career Training of IRS Officers of the Rank of Commissioner of Income-tax, India- Batch II	May 30 - Jun 17, 2011	V Nagadevara, Shyamal Roy & Sankarshan Basu	39
20	Schneider Electric India Pvt. Ltd	Programme on Entrepreneurship- Module I & II	Apr 05 - 09, 2011	Avinash Mulky & Suresh B	19
21	Syndicate Bank	Training Programmeme on Risk Management	May 16-20, 2011	M Jayadev	31
22	Dell India Pvt Ltd	Strategic Leadership for Growth for DELL MSAs	Apr 13-15, 2011	S Raghunath	34
23	Siemens Ltd PBM 19	Programme for Business Managers (PBM 19)	Apr 18 – May 20, 2011	R Srinivasan & Avinash Mulky	29
24	Hindustan Unilever Ltd	EGMP	May 30 - Jun 24,2011	Avinash Mulky	38
25	Punj Lloyd Ltd	Leadership Development Programme	Aug 22-27, 2011	DVR Seshadri	22
26	Punj Lloyd Ltd	Leadership Development Programme	Jun 12 -18 , 2011	D V R Seshadri	23
27	Toyota Dealer Institute India	Dealers Management Programme (Module I & II)	Jun 28 - 30 , 2011	D V R Seshadri	17

	Company Name	Programme Title	Program Date	Faculty coordinators	No of Participants
28	GMR Infrastructure Ltd	Leadership Development Programme (Module I to IV)	Aug 01-03, 2011	R Srinivasan(CSP)	19
29	NXP Semi Conductors India Pvt Ltd	High Impact Leadership Development Programme	May 25 -27 , 2011	DVR Seshadri	23
30	NXP Semi Conductors India Pvt Ltd	High Impact Leadership Development Programme	Jul 06-07 , 2011	DVR Seshadri	25
31	Titan	Innovation Challenge Programme	Aug 1-5, 2011	RT Krishnan	26
32	BALCO	Strategic / High Impact Leadership Training Programme	Aug 8-12, 2011	N M Agrawal	25
33	Tata Motors(Off Campus)	Programme on Supply Chain Strategy	Jul 25 -27 ,2011	Haritha Saranga & S Rajeev	29
34	BMR Advisors (off campus)	Management Development Programme for BMR Advisors (Off - campus)	Aug 25-26, 2011	DVR Seshadri	23
35	HAL Management Academy	Operational Excellence Programme (Batch 1)	Aug 01-05,2011	Dinesh Kumar U	28
36	HAL Management Academy	Operational Excellence Programme (Batch 2)	Sep 19-23, 2011	Dinesh Kumar U	22
37	Texport Syndicate	MDP	Aug 29-31, 2011	Mathew J Manimala	31
38	Mahindra & Mahindra	Owner's Management Programme for FES Dealers	Aug 18-20, 2011	Avinash G Mulky	31
39	Ericsson India Pvt Ltd	MDP Batch I	Sep 12-16, 2011	S Rajeev	35
40	HAL Management Academy	Operational Excellence Programme (Batch 3)	Oct 17-21, 2011	Dinesh Kumar U	27
41	Army Training Command Shimla	MDP on Logistics for ARTRAC	Sep 26- Oct 7, 2011	Dinesh Kumar U	25
42	Siemens Ltd	PBM 20	Aug 29-30 Sep 2011	R Srinivasan (CSP) & Avinash G Mulky	22
43	TAFE Ltd Batch I	Customised LDP	Sep 05 2011 - Jan18, 2012	R T Krishnan & DVR Seshadri	15
44	TAFE Ltd Batch II	Customised LDP	Dec 12 , 2011 - Mar 17, 2012	R T Krishnan & DVR Seshadri	15
45	Aviva Life Insurance Company India Ltd	MDP	Dec 19, 2011	Avinash G Mulky	56
46	The Royal Bank of Scotland	Programme on Financial Markets & Instruments	December 15 -16, 2011	Sankarshan Basu	20
47	Maruti Suzuki India Ltd	Customised Programme for Maruti Suzuki India Ltd. Dealers	Nov 17-19 ,2011	Avinash G Mulky	19

	Company Name	Programme Title	Program Date	Faculty coordinators	No of Participants
48	HAL Management Academy	Operational Excellence Programme (Batch 4)	Nov 14 – 18, 2011	Dinesh Kumar U	25
49	HAL Management Academy	Operational Excellence Programme (Batch 5)	Dec 12 - 16, 2011	Dinesh Kumar U	22
50	Pantaloon Retail India Ltd	MDP for Young Leaders of Future Group Module I	Nov 7 -11, 2011	Ganesh N Prabhu & Ashis Mishra	36
51	SAP Labs India Pvt Ltd	Wave 2 of the Programme	Nov 15-18, 2011	Seema Gupta & YLR Moorthi	32
52	ONGC Academy	Advanced Management Programme for ONGC I	Nov 20 – Dec 06, 2011	Abhoy K Ojha & V Anand Ram	25
53	Ericsson India Pvt Ltd	MDP for Ericsson Batch II	Nov 21-25, 2011	S Rajeev	34
54	Mahindra & Mahindra,	Powerol's OEM's Development Programme	Dec 12-14, 2011	R Srinivasan	15
55	Rashtriya Madhyamik Shiksha Abhiyan	RMSA Tamil Nadu- Head Masters Programme - Batch I	January 02 - 06, 2012	N M Agrawal	45
56	Rashtriya Madhyamik Shiksha Abhiyan	RMSA Tamil Nadu- Head Masters Programme - Batch II	Jan 30 – Feb 03, 2012	N M Agrawal	45
57	Ashok Leyland	Business Excellence Program for Senior Managers , Tier 1 – Module I	February 06-08, 2012	Avinash Mulky	20
58	Maruti Suzuki India Ltd	Dealer Owner Program	Feb 08-12, 2012	Avinash Mulky	16
59	Ashok Leyland	Managerial Excellence Program for Middle Managers , Tier 2 – Module I	February 13-17, 2012	Avinash Mulky	33
60	Director of Income-tax(HRD)	Mid Career Training of IRS Officers of the Rank of Commissioner of Income-tax, India- Batch III	Feb 13 – Mar 02, 2012	Shyamal Roy, V Nagadevara & Sankarshan Basu	38
61	EMC Data Storage Systems Pvt Ltd	MDP for EMC2 - EDGE Batch	Mar 20-22, 2012	Vasanthi Srinivasan	23
62	Leadership Development Programs at IIMB – Programme I (Module I)	Leadership Development Programme	Mar 19-23, 2012	Abhoy K ojha & Padmini Srinivasan	28

IV - International Programmes

	Company Name	Program Title	Program Dates	Faculty coordinators	No of Participants
1	Stockholm School of Economics	SSE EMBA Global Programme at IIMB	Apr 04-05, 2011	Vasanthi Srinivasan, Sourav Mukherjee & S Ramesh Kumar	26
2	HEC Montreal	HEC Montreal Study Tour in Bangalore	Jun 22, 2011	Abhoy K Ojha & MV Rajeev Gowda	16
3	EADS France	EADS Procurement Training Doing Business in India	May 09 - 13, 2011	Abhoy K Ojha & Rishiksha T Krishnan	19
4	CEPI Management	CEPI - Doing Business in India	June 27-28,2011	Shainesh G	13
5	HEC Paris	Doing Business in Hightech India	May 29 - Jun 03,2011	Shainesh G	26
6	GDW Foundation	AMPM	Aug 14-24, 2011	S Krishna	24
7	Melbourne Business School	Doing Business in India - Managing Outsourcing and Supply Chain	Sep 11-15, 2011	L Prasad	55
8	IESE Business School	Programme at IIMB		Mathew J Manimala	20
9	EADS France	EADS Procurement Training Doing Business in India	Oct 03-07, 2011	Abhoy K Ojha	21
10	University of Sydney	India Tour	October 10-15, 2011	K Kumar & Suresh Bhagavatula	13
11	EDF Corporate University for Management	The EDF Learning Expedition in India	Nov 18-25, 2011	V Ranganathan & MV Rajeev Gowda	25
12	Stern School of Business, New York University	Doing Business in India	Jan 2-13, 2012	DVR Seshadri & MV Rajeev Gowda	26
13	University of Gothenburg	Understanding India & Creative Leadership	Jan 12-16, 2012	Ramnath Narayanswamy	12
14	Georgetown University	Georgetown Visit to IIMB		R T Krishnan	41
15	IMPM - Cycle 16	IMPM – Cycle 16	Feb 05-15 , 2012	S Raghunath	19
	IMPM - Cycle 16	Lufthansa Impact Team for IMPM – Cycle 16	Feb 13-14, 2012		20
16	WHU	Full Time MBA for WHU university	Feb 20 - Mar 02, 2012	MV Rajeev Gowda	31
17	WHU	Doing Business in India WHU - Otto Beisheim School of Management - Part time MBA	Mar 12-16, 2012	MV Rajeev Gowda	30

V - Short Duration Programmes conducted by the Centre for Public Policy

	Name of the programme	Duration	Faculty	No. of Participants
1.	Phase V Mid-Career Program for IFS	Mar 27 – Apr 01, 2011	G Ramesh, PD Jose	60
2.	Phase V Mid-Career Program for IFS	May 23-28, 2011	G Ramesh, PD Jose	58
3.	Phase V Mid-Career Program for IFS	11-16 July 2011	G Ramesh, PD Jose	61
4.	Training Program on Project Management for Senior Officers of Urban Local Bodies in India	Aug 29- 30, 2011	G Ramesh	24
5.	Training Program on Project Finance Management for Senior Officers of Urban Local Bodies in India	Sep 12-16, 2011	V Nagadevara	24
6.	E-Governance and IT Management for IAS Officers	Jan 02-06, 2012	Shankar Venkatagiri	18
7.	Agriculture & Rural Devt.: Emerging Issues and Policy Response for IAS Officers	Feb 06-10, 2012	Gopal Naik	23
8.	Phase V Mid-Career Program for IFS	Mar 26 – 31, 2012	G Ramesh, PD Jose	60

Statement 9

Faculty List as on March 31, 2012

DIRECTOR		12	Gopal Naik
1	Pankaj Chandra	13	Ishwar Murthy
DISTINGUISHED PROFESSOR		14	Janat Shah
1	Ramadhar Singh	15	Jayant R Kale (with Jt. Appt.)
PROFESSOR		16	Jishnu Hazra
1	Abhoy K Ojha	17	Kumar K
2	Agrawal N M	18	Mahadevan B
3	Anand Ram V	19	Malay Bhattacharyya
4	Avinash G Mulky	20	Manohar Reddy C
5	Chandrashekar S	21	Mathew J Manimala
6	Damodaran A	22	Mithileshwar Jha
7	Deepak Kumar Sinha	23	Moorthi YLR
8	Devanath Tirupati	24	Murali Patibandla
9	Dinesh Kumar U	25	Murty L S
10	Ganesh N Prabhu	26	Nagadevara V
11	Gita Sen	27	Narasimhan M S

28	Narayanaswamy R
29	Nayana Tara S
30	Prasad L
31	Pulak Ghosh
32	Raghunath S
33	Rahul De'
34	Rajeev Gowda M V
35	Ramachandran J
36	Ramesh Kumar S
37	Ramnath Narayanswamy
38	Ravi Anshuman V
39	Ravi Kumar R
40	Rishiksha T Krishnan
41	Rupa Chanda
42	Shekar B
43	Shubhabrata Das
44	Srinivasan R
45	Trilochan Sastry
46	Vaidyanathan R
47	Vivek Moorthy
ASSOCIATE PROFESSOR	
1.	Amar Sapra
2.	Amit Gupta
3.	Anshuman Tripathi
4.	Arnab Basu
5.	Ashok Thampy
6.	Chetan Subramanian
7.	Haritha Saranga
8.	Jayadev M
9.	Jose P D
10.	Kanchan Mukherjee
11.	Krishna Sundar D
12.	Mukta Kulkarni
13.	Nagasimha B Kanagal
14.	Rajalaxmi Kamath
15.	Rajendra K Bandi
16.	Rajluxmi V Murthy
17.	Ramesh G
18.	Rejie George Pallathitta
19.	Sabarinathan G
20.	Sankarshan Basu
21.	Shainesh G

22.	Shashidhar Murthy
23.	Siddharth Mahajan
24.	Sourav Mukherji
25.	Srinivasan R
26.	Srinivas Prakhya
27.	Srinivasan Rangan
28.	Subhashish Gupta
29.	Vasanthi Srinivasan
ASSISTANT PROFESSOR	
1.	Anindya Sen
2.	Anubha Dhasmana
3.	Arnab Mukherji
4.	Ashis Mishra
5.	Chirantan Chatterjee
6.	Deepak Malghan
7.	Hema Swaminathan
8.	Manaswini Bhalla
9.	Padmini Srinivasan
10.	Patrali Chakrabarty
11.	Ramya Ranganathan
12.	Ritu Tripathi
13.	Seema Gupta
14.	Shankar Venkatagiri
15.	Soumyanetra Munshi
16.	Sreelata Jonnalagedda
17.	Suresh Bhagavatula
NAME OF VISITING/ADJUNCT FACULTY	
1	Achal Raghavan
2	Alexandra Benz
3	Amarnath Krishnaswamy
4	Anand Kasturi
5	Anil B Suraj
6	Anil K Sood
7	Anju Seth
8	Balasubramanian N
9	Bhattacharya V N
10	Bringi Dev
11	Jaya Krishnakumar
12	Jayant Iyer
13	Jens Christian Sen
14	Krishnamurthy S
15	Krishnan V

16	Mathew C J
17	Narayan P C
18	Navis
19	Paul Alapat
20	Prakash Bagri
21	Prasanna Chandra
22	Pratap Giri
23	Preeti Krishnan
24	Rahul Singh
25	Rajagopalan M S
26	Rajeev S
27	Rakesh Godhwani
28	Rakesh Gupta
29	Ramanayya T V
30	Ramesh Venkateshwaran
31	Ramya Neelamegham
32	Ravi N

33	Saras Sarasvathy
34	Seshadri D V R
35	Shankar
36	Shobha Narayan
37	Sridhar Varadharajan
38	Sriram K
39	Sudhir Chaddha
40	Sundar Venkatesh
41	Sunil Parameshwaran
42	Vandana Singhvi Patel
43	Vasudeva Murthy
44	Venkatesh G
45	Venky Panchapagesan
46	Vijay Kumar
47	Vijay Nair

Statement 10

Research Projects

Research Projects (Externally Funded)

	Name of the Faculty	Title of the Project	Sponsor	Status
1.	S Raghunath	What Underpins Sustained Growth of Indian IT Companies?	Motorola	Ongoing (Mar. 07 – Mar. 13)
2.	S Raghunath	Boundary Spanners and Client Vendor Relationships in IT Outsourcing: A Social Capital Perspective	CSITM	Ongoing (Jan. 12 – Dec. 12)
3.	Rishikesha T Krishnan	Role of Universities and Public Research Institutions as External Resources for Firms' Innovation: The Case of the Indian Automobile Industry	Economic Research Institute for ASEAN and East Asia through GRIPS, Japan	Ongoing (initiated Dec 10 – Mar 13)

	Name of the Faculty	Title of the Project	Sponsor	Status
4.	Rishikesh T Krishnan	The Public and Social Innovations that Changed India: Characteristics and Trajectories	T.V. Mohandas Pai	Ongoing (Initiated 2010 – Mar. 13)
5.	S Chandrashekar and Colleagues at NIAS	S & T Dimensions of National Security	DRDO	Ongoing (Initiated 2007 – 2013)
6.	S Chandrashekar, Rajaram Nagappa, Lalitha Sundaresan and N Ramani	Technology and Innovation in China – A Case Study of Single Crystal Super alloy Development for Aircraft turbine blade	DRDO and S&T	Completed (2010–2011)
7.	S Chandrashekar, N Ramani, Rajaram Nagappa, Raghunath Kamath, Lalitha Sundaresan and Admiral R Ganesh	China's Antiship Ballistic Missile – Game Changer in the Pacific Ocean	DRDO	Completed (2010–2012)
8.	S Chandrashekar, Lalitha Sundaresan and G Vijayalakshmi	Patterns in Terror Attacks in Urban and Semi-Urban India – An Empirical Investigation	DRDO	Ongoing (2010–Aug 2012)
9.	S Chandrashekar, N Ramani and Rajaram Nagappa	North Korea's Unha 3 Space Launch	DRDO	Ongoing (2011–Jun 2012) (final draft under preparation)
10.	Chirantan Chatterjee, Lee Branstetter and Matthew J Higgins	Killing the Golden Goose or just chasing it around the farmyard? : Rising Generic Entry and the Incentives for Early-Stage Pharmaceutical Innovation	NSF SCISIP Grant No. 1064122	Ongoing (Aug11–Dec 2012)
11.	Chirantan Chatterjee, Lee Branstetter and Matthew J Higgins	Regulation and welfare: Evidence from Paragraph-IV generic entry in the pharmaceutical industry	NSF SCISIP Grant No. 0830233	Completed (Jun10–Dec 2012)
12.	Chirantan Chatterjee and Romel Mostafa	The Origins of Asian Bioscience Entrepreneurship – Evidence from India	IIMB and IVEY India Research Fund	Ongoing (Initiated Dec 2011– Dec 2013)
13.	P D Jose and Mathew J Manimala	Indian Innovation Pioneer Challenge: An Assessment	Intel Corporation	Completed (2010–2011)
14.	Rejie George Pallathitta and Vasanthi Srinivasan	Women Directors on Corporate Boards in India	National Stock Exchange of India	Ongoing (Initiated Jun 2011– Mar 2012)
15.	Gopal Naik	Making Common Services Sustainable in Rural Areas	Supported by CPP as a part of commitment to GOK	Ongoing (Initiated in Aug 2009–Jun 2013)
16.	Gopal Naik	Service Level Benchmarking for Water Supply	Ministry of Urban Development as a part of COE	Ongoing (Apr 2010 – 20 Sept)

	Name of the Faculty	Title of the Project	Sponsor	Status
17.	Gopal Naik and Arnab Mukherjee	Street Food Vendors: Livelihood Enhancement	Government of India, Ministry of Housing and Urban Poverty Alleviation	Ongoing (Apr 2011 – Sept 2012)
18.	Rupa Chanda	Developing a Knowledge Base for Policy Making on India–EU Migration	European Commission, Brussels	Ongoing (Feb 2011 – Jan 2013)
19.	Rupa Chanda and Dr. Pralok Gupta	Strengthening regulatory frameworks and enhancing capacity in India's legal and accountancy services sectors: A roadmap for reforms	British High Commission, New Delhi	Ongoing (Nov 2011 – Jan 2013)
20.	Rupa Chanda	Deepening Cooperation in Services among the BRICS	Ministry of Commerce and IIFT, New Delhi	Completed (Sept 2011 – Jun 2012)
21.	Damodaran A and Anil B Suraj	Financial and Economic aspects of Solid Waste Management in India and its Relevance to Climate Change	GIZ, Germany	Ongoing (Dec 2011 – Mar 2013)
22.	Damodaran A	Financing for implementing the CBD in pursuance of Decision X/3 and S/44 of CoP-10	National Biodiversity Authority, GOI	Ongoing (Oct 2011 – Jun 2013)
23.	Damodaran A	Prosperity Fund India	Foreign and Commonwealth Office, Government of Great Britain	Ongoing (Aug 2011 –Sept 2013)
24.	Damodaran A	Evaluation Report on Schemes of the Spices Board of India	Spices Board of India (Ministry of Commerce and Industry, Government of India)	Completed (May 2011 –Sept 2011)
25.	Rajeev Gowda M V and CPP Faculty	Housing and Urban Poverty Alleviation	Union Ministry of Housing and Urban Poverty Alleviation	Ongoing (2010 – Dec 2012)
26.	Jayadev M and Ramesh G	University Finances: A Study of Karnataka State Universities	Karnataka Knowledge Commission	Completed (Feb 2011 – Sept 2011)
27.	V Ravi Anshuman and R Srinivasan	Sethusamudram Research Project	National Institute of Oceanography, Goa	Completed
28.	Srinivasan R, S Chandrasekhar, P D Jose, Ramesh G and V Ravi Anshuman	Cost-benefit analysis of alignments 4A and 6 of the Sethusamudram channel	National Institute of Oceanography, Goa	Completed
29.	Mithileshwar Jha and Nagadevara V	Scaling-up of Affordable Healthcare	SAP Labs India	Ongoing (September 2010 – September 2012)

	Name of the Faculty	Title of the Project	Sponsor	Status
30.	Sourav Mukherji and Kunal Basu (SAID Business School)	CSR Practices among Indian and UK Retailers	Oxford Centre Corporate Responsibility	Ongoing (2010 – June 2012)
31.	Sourav Mukherji	Villgrow Foundation project for case development	Villgrow Foundation	Ongoing (November 2011 – December 2012)
32.	Vasanthi Srinivasan	Multi Generations in the workforce	Society for HRM India	Ongoing (April 2011 – December 2012)
33.	Haritha Saranga	Strategic-level Decisions in Sourcing: Competitiveness of the Indian Auto Component Industry	EADS–SMI Chair	Ongoing (2009 – 2013)
34.	Pulak Ghosh	A Unified Joint Modeling of Multivariate Longitudinal Measurement and Time to Event Data using a Bay	Department of Science and Technology, GOI	Ongoing (February 2012 – January 2015)
35.	Pulak Ghosh	Bayesian approach to monetary transmission policy of India	Reserve Bank of India	Ongoing (January 2012 – January 2013)
36.	Rahul De'	ICT and the Environment Movement: Indian Context	IDRC	Ongoing (January 2011 – August 2012)
37.	Shubhabrata Das	Analysis of Player Auctions in IPL	DST, SCM, EADS-SMI, SAP	Initiated (2012 –2013/14)
38.	Hema Swaminathan	In Her Name: Measuring the Gender Asset Gap a Pilot Study to Collect Sex-Disaggregated Asset Data in Ecuador Ghana and India	MDG3 Fund Dutch Government	Ongoing (2012)
39.	Hema Swaminathan and Arnab Mukherji	Malnutrition in Slums	Ministry of Housing and Urban Poverty Alleviation, Government of India	Ongoing (2011 – 2013)
40.	Gita Sen	Gender and Health Equity Project	IDRC	Ongoing (2011–2014)
41.	Gita Sen	Fostering Knowledge and Implementation Links	Karnataka State Health System Reform and Development Project (World Bank funding)	Ongoing (2011–2013)
42.	Anil B Suraj	Legal and Institutional Perspective on Citizen Centric Urban Governance	Union Ministry of Urban Development	Ongoing (May 2009 – December 2012)
43.	Anil B Suraj and Damodaran A	Financial and Economic Aspects of Solid Waste Management in India	GIZ-ASEM	Completed (November 2011 – January 2012)

	Name of the Faculty	Title of the Project	Sponsor	Status
44.	Rajalaxmi Kamath	Ramanagaram Urban Livelihoods Project	CPP, Women and Child Welfare Department, Government of Karnataka	Completed (January 2011 – August 2012)
45.	G Ramesh	Case Study on School Intervention in Jayanagar	COE	Completed (April 2011 – September 2011)
46.	G Ramesh and V Sucharita	Change Management in Forest	IFS Phase V	Completed (April 2011 – March 2011)
47.	G Ramesh	State of City Finances	COE	Completed (April 2011 – December 2011)
48.	Deepak Malghan	Urban Water Metabolism	Ministry of Urban Development, Government of India	Ongoing (January 2011 – January 2013)
49.	Arnab Mukherji and Rajalaxmi Kamath	Dynamic Occupations in the Informal Sector	No Sponsors – Investigator Initiated	Initiated (January 2011 – December 2013)
50.	Arnab Mukherji and Arkadipta Ghosh	Air Pollution and its Effects on Health	No Sponsors – Investigator Initiated	Ongoing (December 2011 – December 2013)
51.	Arnab Mukherji	Evaluating a social health insurance scheme	World Bank	Initiated (June 2012 – July 2014)
52.	S Nayana Tara and N S Sanath Kumar	Evaluation of SRCs in Patna	Directorate of Adult Education, MHRD, New Delhi	Completed (February 2012 – April 2012)

Institute Funded Research Projects during 2011-12

	Name of the Faculty	Title of the Project
53	Anubha Dhasmana	Great Recession and the Economic Performance of Asian Countries
54	Chirantan Chatterjee, Kensuke Kubo, Vishwanath Pingali	Supplier Behavior and Product Quality in Indian Pharmaceutical Markets: Implications for Price
55	Chirantan Chatterjee	Entrepreneurship & Capability Development in Indian Bio-Pharmaceuticals: An Empirical Investigation behind the Formation of a R&D Intensive Emerging Economy Sector
56	G Sabarinathan	Exploratory Research into the Role of Angel Networks in Providing Early Stage Risk Capital in India
57	Manaswini Bhalla, Kalyan Chatterjee	A Model of Referrals: Pricing in Social Networks

	Name of the Faculty	Title of the Project
58	Manaswini Bhalla, Kalyan Chatterjee	Electoral Competition with Privately Informed Players
59	Murali Patibandla	Foreign Direct Investment in the Retail Sector: Few Issues
60	Padmini Srinivasan, R Srinivasan (CSP) & Dr. Ajit Nayak	Top Management and Board Interaction: A study through framing strategic process
61	Padmini Srinivasan	Lives, Networks and Experiences: A comparative study of foreign directors in Indian and Indian directors of foreign companies in India
62	Rupa Chanda	Exchange rates and export competitiveness in India
63	U Dinesh Kumar	Management of Performance-based Logistics Contracts for Defence Procurement

Case Writing Projects funded by IIMB during 2011-12

	Author	Title
64	Ramesh Kumar S	Exploring qualitative dimensions in the personal care category
65	Ramesh Kumar S	Himalaya Drug Co
66	Ramesh Kumar S	Premium Watch Industry
67	Seema Gupta & J Ramachandran	Volkswagen India: Entry Strategy
68	Seema Gupta	The Nielsen Company:Market Research for Pantene Shampoo
69	Sreelata Jonnalagedda & Patrali Chakrabarti	Subscription or Pay as You Go: A Pricing Question for Infrequent Service Usage
70	Srinivas Prakhya	Saffola

IIMB Case Studies distributed through Harvard Business Publishing

	Author	Title
1	Abhoy K Ojha	Bosch Group in India – Transition to a transnational organization
2	Abhoy K Ojha	ITC Ltd. towards a triple bottom-line performance
3	A Sachdeva, M Deep and R Srinivasan	Hindalco's acquisition of Novelis: The making of a giant
4	U Dinesh Kumar, A Manohar and G N Sripriya	Delivering doors in a window – Supply chain management at Hindustan Aeronautics Ltd.
5	James A Narus and DVR Seshadri	Infosys Technologies Ltd: Growing share of customer's business
6	James A Narus and DVR Seshadri	Value chain migration at Infosys
7	DVR Seshadri and K N Murthy	Kudremukh Iron Ore Company Ltd: The Sun sets on its mining operations
8	Janat Shah, Rahul Patil and Trilochan Sastry	Subhiksha: Managing store operations
9	Sourav Mukherji and P D Jose	Vaatsalya hospitals: Affordable healthcare in proximity
10	Haritha Saranga, Sulakshana, and Mario Gonsalves	Flow in a job shop – The story of Ace Designers
11	Padmini Srinivasan	Now you see it, Now you don't: The case of Jet Airways and its accounting policies
12	Sourav Mukherji and P D Jose	SELCO: Harnessing sunlight to create livelihood
13	D V R Seshadri	Bucking the Trend A Look at Zyme Solutions' Non-linear Business Model for IT Services from India
14	Janat Shah, L S Murty, Rakesh Kumar, Roshan Agarwal and Tuhin Chatterjee	INFOSYS BPO

	Author	Title
15	P D Jose, Kunal Bhagat, Monisha Nakra and S Archana	MOTHER EARTH Great Design, Great Values
16	Seema Gupta and Mahadevan B	INDCOSERVE: STIRRING UP
17	S Ramesh Kumar and Kasturi Baral	XYLYS: Exploring Consumer Perception about Premium Watches in the Indian Context
18	U Dinesh Kumar P Arun Pandian and S P Nachiappan	Supply Chain Optimization at Madurai Aavin Milk Dairy
19	Abhoy K Ojha	Kingfisher Airlines: Managing Multiple Stakeholders
20	S Mukherji, S Pavisetty and C Rodrigues	Labournet: Empowering Informal Sector Lborers
21	Rochna Poddar and Srinivas Prakhya	The Saffola Journey
22	Jayarama Holla, Rishiksha Krishnan and Srinivas Prakhya	Estimating Demand for a New Regional Transport Aircraft (A)
23	Jayarama Holla, Rishiksha Krishnan and Srinivas Prakhya	Estimating Demand for a New Regional Transport Aircraft (B)
24	Jayarama Holla, Rishiksha Krishnan and Srinivas Prakhya	Estimating Demand for a New Regional Transport Aircraft (C)
25	S Ramesh Kumar, Ande Teja and Syed Hussain	Exploring Category Benefits for Brand Building: Kaya and the Beauty Care Market
26	J Ramachandran and Seema Gupta	The Park Hotels: Designing Experience
27	J Ramachandran and Manikandan K S	ITC Limited: India First
28	Sreelata Jonnalagedda	Red Force Labs: Securing Online Transactions, at What Price?
29	U Dinesh Kumar and Kshitiz Ranjan	Pricing of Players in the Indian Premier League
30	Ken Peattie and Jose P D	One Water: A Refreshingly Different "Ethical" Product

IIMB Cobranded Cases with Richard Ivey School of Business

	Author	Title
1	S Ramesh Kumar and Radhika Vishvas	Shiny Provision Store: Retailing challenges in the Indian context
2	S Ramesh Kumar, Nitya Guruvayurappan and Madhuriya Banerjee	Ethnic consumers consulting
3	S Ramesh Kumar and Nitya Guruvayurappan	Super shampoo products and the Indian mass market
4	Prasad L, G Ramesh and G S Goutham	Organization, Founder, and clientele transformation at VGKK
5	Amit Gupta and Kshitij Saxena	Sumeru software solutions: creating a culture of serene dynamism
6	Nicole R.D. Haggerty, Shankar Venkatagiri, Ramasastry Chandrasekhar	Mercedes-Benz India
7	Nicole R.D. Haggerty, Shankar Venkatagiri, Ramasastry Chandrasekhar	Mudra Communications
8	S Ramesh Kumar and Nitya Guruvayurappan	Himalaya Herbal Toothpaste: Category and Brand Involvement in An Emerging Market
9	S Ramesh Kumar and Shomit Bagchi	WWW.Dhonuk.com-Marketing art in an emerging market.

Faculty Publications (2011 – 2012)

I - Papers in Journals

	Authors (in sequence as per journal)	Title of Paper	Name of Journal	Vol. No. Year of Publication Page Nos.	URL of website where refereeing process is described
1	N Balasubramanian	Corporate Ethics & Governance in an Inclusive Growth Framework	The Indian Journal of Industrial Relations - A Review of Economic and Social Development	Vol. 46, No. 4, April 2011 571 - 593	www.srcirhr.com
2	N Balasubramanian	Governance as Sustainability: From Maximisation to Optimisation of Shareholder Wealth	MDC Journal of Management	Vol. 4 Dec 2011 31-37	http://www.tandf.co.uk/journals/titles/14736489.asp
3	S Chandrashekar	India and the Peaceful Uses of Outer Space	India Review	10:4 2011 440-452	
4	Anitha Kurup, S Chandrashekar K. Muralidharan	Woman power in Corporate India in conversation with Kiran Mazumdar Shaw, Chairperson & MD, Biocon Ltd	IIMB Management Review	23 2011 223-233	http://www.iimb.ernet.in/publications/review
5	PC Jha, R Arora, U Dinesh Kumar	"A fuzzy approach for component selection amongst different versions of alternatives for a Fault Tolerant modular software system	American Journal of Operations Research	Vol.1, Issue 4, Dec 2011, pp. 249-258	http://www.scirp.org/journal/ajor
6	P Ostlin et al including Gita Sen	Priorities for research on equity and health: towards an equity-focused health research agenda	PLoS Medicine,	vol 8, issue 11 Nov 2011	

	Authors (in sequence as per journal)	Title of Paper	Name of Journal	Vol. No. Year of Publication Page Nos.	URL of website where refereeing process is described
7	Gita Sen	Universal health coverage in India: a long and winding road	Economic and Political Weekly	vol XLVII no 8 Feb 2012 45-52	
8	Jayant R Kale, Yee Cheng Loon	Product Market Power and Stock Market Liquidity	Journal of Financial Markets	Vol. 14 2011 376 – 410	http://www.journals.elsevier.com/journal-of-financial-markets/
9					
	Ping Hu, Jayant R Kale, Marco Pagani, Ajay Subramanian	Fund Flows, Performance, Managerial Career Concerns, and Risk-Taking	Management Science	Vol. 57 2011 628-646	http://www.informs.org/Pubs/ManSci
10	Shashank Garg, D Krishna Sundar, K Ravi Kumar;	“A Periodic Tabular Policy for Scheduling of a Single Stage Production-Inventory System”	Computers and Industrial Engineering	Vol.62, Issue 1, Feb 2012, pp. 21-28	http://www.journals.elsevier.com/computers-and-industrial-engineering/#description
11	M Punniyamoorthy, B Mahadevan, Nanda Kishore Shetty and Ganesan Lakshmi	A framework for assessment of brand loyalty scores for commodities	Journal of Targeting Measurement & Analysis for Marketing	19 (3/4) 2011 243 - 260	
12	Kanagal, Nagasimha Balakrishna	Assessment of aggregate interaction effect and aggregate persistence effect in market share analysis	Academy of Taiwan Business Management Review	7 2011 April 64-70	www.jtiba.com
13	Martinez-Alvarez, M. , Rupa Chanda, and R. Smith	Medical tourism: a review of the literature and analysis of a role for bi-lateral trade	Health Policy	103 2011	http://www.elsevier.com/wps/find/journaldescription.cws_home/505962/authorinstructions
14	Martinez-Alvarez, M., Rupa Chanda, and R. Smith	How is Telemedicine perceived? A qualitative study of perspectives from the UK and India	Globalization and Health	7:17, 2011 Open access journal doi:10.1186/1744-8603-7-17	http://www.globalizationandhealth.com/authors/instructions/review

	Authors (in sequence as per journal)	Title of Paper	Name of Journal	Vol. No. Year of Publication Page Nos.	URL of website where refereeing process is described
15	Martinez-Alvarez, M., Rupa Chanda, and R. Smith 2011,	The potential for bilateral agreements in medical tourism: A qualitative study of stakeholder perspectives from the UK and India	Globalization and Health	7:11, doi:10.1186/1744-8603-7-11, 2011 Open access journal	http://www.globalizationandhealth.com/authors/instructions/review
16	Gilbert, S. and Sreelata Jonnalagedda	Durable Products, Time Inconsistency and Lock-in	Management Science	57 2011 1655-1670	http://www.informs.org/Pubs/ManSci/Submission-Guidelines
17	Vivek Moorthy & Shrikant Kolhar	Rising Food Inflation & India's Monetary Policy	Indian Growth & Development Review	Vol 4 No. 1 2011 73-94	emeraldinsight.com
18	Anshuman Tripathy and Steven D. Eppinger	Organizing Global Product Development for Complex Engineered Systems	IEEE Transactions on Engineering Management	58(3) 2011 510-529	http://ieeexplore.ieee.org/xpl/RecentIssue.jsp?punumber=17
19	Rishiksha T Krishnan and Srivardhini K. Jha	Innovation in the Indian automotive industry: the role of academic and public research institutions	Asian Journal of Technology Innovation	Vol. 20, No. S1z Routledge 2012 67-84	
20	Park, Y. H., Park, C. H., Ghosh, Pulak	Modeling Member Behaviors in User-Generated Content Sites: A Semiparametric Bayesian Approach	Journal of the Royal Statistical Society: Series A	174, Part 4, 2011 PP 1051-1069	http://onlinelibrary.wiley.com/doi/10.1111/j.1467-985X.2011.00695.x/pdf
21	Tu, W., Ghosh, Pulak, and Katz, B	A stochastic model for assessing Chlamydia trachomatis transmission risk by using longitudinal observational data	Journal of the Royal Statistical Society: Series A	174, Part 4, 2011 PP 975-989	http://onlinelibrary.wiley.com/doi/10.1111/j.1467-985X.2011.00691.x/abstract
22	Ghosh, Pulak, Nathoo, F., Gonen, M., and Tiwari, R	Assessing noninferiority in a three-arm trial using the Bayesian Approach	Statistics in Medicine	Vol. 30(15) Jul 2011 PP 1795-1808	http://onlinelibrary.wiley.com/doi/10.1002/sim.4244/abstract

	Authors (in sequence as per journal)	Title of Paper	Name of Journal	Vol. No. Year of Publication Page Nos.	URL of website where refereeing process is described
23	Zhang, H., ghosh, k and Ghosh, Pulak	Sampling designs via a multivariate hypergeometric-Dirichlet process model for a multi-species assemblage with unknown heterogeneity	Computational Statistics and Data Analysis	Vol. 56 2012 PP 2562-2573	http://www.citeulike.org/article/10411877
24	Soumyanetra Munshi	On existence of pure strategy equilibrium with endogenous income	Social Choice and Welfare	Vol. 37 (1) 2011 PP 1-37	http://www.citeulike.org/article/7770739
25	V Ranganathan	Global Carbon Emissions, Approaches of India and China	European Journal of Management	Vol. 11(4) Dec 2011 PP 1-6	http://eu.vlex.com/vid/global-carbon-emissions-approaches-china-335454866
26	Padmini Srinivasan and Narasimhan M S	The Value Relevance of Consolidated Financial Statements in an Emerging Market: The Case of India	Asian Review of Accounting	Vol. 20 (1) 2012 PP 1-30	http://www.emeraldinsight.com/journals.htm?articleid=17020583&
27	Mukta Kulkarni	Contextual Factors and Help Seeking Behaviors of People With Disabilities	Human Resource Development Review	Vol. 11(1) August 2011 PP 77-96	http://hrd.sagepub.com/content/11/1/77.abstract
28	Mukta Kulkarni and Mark L. Lengnick-Hall	Socialization of People with Disabilities in the Workplace	Human Resource Management	Vol. 50(4) Jul-Aug 2011 PP 521-540	http://onlinelibrary.wiley.com/doi/10.1002/hrm.20436/abstract
29	Rejie George P and Rezaul Kabir	Heterogeneity in business groups and the corporate diversification–firm performance relationship	Journal of Business Research	Vol. 65 Mar 2012 PP 412-420	http://www.sciencedirect.com/science/article/pii/S0148296311002414
30	Rejie George P, Rezaul Kabir and Jing Qian	Investment–cash flow sensitivity and financing constraints: New evidence from Indian business group firms	Journal of Multinational Financial Management	Vol. 21 2011 PP 69-88	http://papers.ssrn.com/sol3/papers.cfm?abstract_id=683725

	Authors (in sequence as per journal)	Title of Paper	Name of Journal	Vol. No. Year of Publication Page Nos.	URL of website where refereeing process is described
31	R Srinivasan	The Cost of Risky Debt in Cooperatives	Journal of Cooperatives	Vol. 25 2011 PP 1-15	http://www.agecon.ksu.edu/accc/ncera210/JOC%20pdfs/V25/RiskyDebt.pdf
32	Malay Bhattacharyya and Siddarth Madhav R	A Comparison of VaR Estimation Procedures for Leptokurtic Equity Index Returns	Journal of Mathematical Finance	Vol. 2 Feb 2012 PP 13-30	http://www.scirp.org/journal/PaperInformation.aspx?paperID=17584
33	Vishnuprasad Nagadevara	Buyer Behavior in Online Retail Operations in Apparel Stores	Review of Business Research	Vol. 11(4) 2011 PP 106-111	http://www.freepatentsonline.com/article/Review-Business-Research/272616367.html
34	Lakshmi HariKumar and Vishnuprasad Nagadevara	Analytics: A Competitive Edge for a Retail Portal	Journal of Academy of Business and Economics	Vol. 12(1) 2012 PP 43-48	
35	Vishnuprasad Nagadevara	Project Success Factors and Inter-Sectoral Differences	Review of Business Research	Vol. 12(1) 2012 PP 115-120	
36	Amit Gupta and Ganesh N Prabhu	Governance of IIMs: A Critique of the Bhargava Committee Report	Economic & Political Weekly	Vol. 46(17) 2011 PP 16-20	http://www.epw.org.in/epw/uploads/articles/15973.pdf
37	Ganesh N Prabhu and Ashis Mishra	MULTI-BRAND RETAILING FAILURES IN INDIA	Retail Digest (Oxford)	2010 PP 58-61	http://www.thefreelibrary.com/Multi-brand+retailing+failures+in+India.-a0284976558
38	S. Ransbotham, Ishwar Murthy, S, Mitra and S. Narasimhan	Sequential Grid Computing: Models and Computational Experiments	INFORMS Journal of Computing	Vol. 23(2) 2011 PP 174-188	http://joc.journal.informs.org/content/23/2/174.abstract
39	Rishiksha T Krishnan, C Manohar Reddy, Vasanthi Srinivasan, and Manoj Jaiswal	The Leadership Journey at the Murugappa Group	Vikalpa	Vol. 36(4) Oct-Dec 2011 PP 104-110	http://www.vikalpa.com/pdf/articles/2011/Pages-from-Vikalpa36-4-77-131.pdf
40	Siddharth Mahajan and Venu Venugopal	Value of Information Sharing and Lead Time Reduction in a Supply Chain with Autocorrelated Demand	Technology Operation Management	Vol. 2(1) Jan-Jun 2011 PP 39-49	http://rd.springer.com/article/10.1007/s13727-012-0004-z

Authors (in sequence as per journal)	Title of Paper	Name of Journal	Vol. No. Year of Publication Page Nos.	URL of website where refereeing process is described
41 Seema Gupta	Enhancing the Role of Corporate Communications: A Practice-based Approach	Corporate Reputation Review	Vol. 14(2) 2011	http://connection.ebscohost.com/c/articles/62976690/enhancing-role-corporate-communications-practice-based-approach
42 J Ramachandran, Anirvan Pant, and Saroj Kumar Pani	Building the BoP Producer Ecosystem: The Evolving Engagement of Fabindia with Indian Handloom Artisans	Journal of Product Innovation Management	Vol. 29(1) 2012	http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1659794
43 Ravindra Singh Bangari and L Prasad	Leadership in Action: Courage, the Critical Leadership Differentiator	ASCI Journal of Management	Vol. 41(2) 2012	
44 Shubhabrata Das and M Kratz	Alarm system for insurance companies: A strategy for capital allocation	Insurance: Mathematics and Economics	Vol. 51 2012 PP 53-65	http://www.sciencedirect.com/science/article/pii/S016766871200025X
45 Gopal Naik, Siddharth Joshi and K.P. Basavaraj	Fostering inclusive growth through e-Governance Embedded Rural Telecenters (EGERT) in India	Government Information Quarterly	Vol. 29 Supplement 1 Jan 2012 PP S82-S89	http://www.sciencedirect.com/science/article/pii/S0740624X1100075X
46 Vasanthi Srinivasan	Business Ethics in the South and South East Asia	Journal of Business Ethics	Vol. 104 (1) 2012 PP 73-81	http://www.springerlink.com/content/f32ru65137451062/fulltext.pdf
47 Bidipta Das, Menaka Rao & Vasanthi Srinivasan	Bridging the Cross-Cultural Transformational Li (Distance Measure) at Huawei Technology India Private Limited	South Asian Journal of Management	Vol. 19(1) Jan-Mar 2012 PP 138-153	
48 Madhu Bala, Chalil G R B; and Amit Gupta	Emic and Etic: Different Lenses for Research in Culture: Unique Features of Culture in Indian Context	Management and Labour Studies	Vol. 37(1) 2012 PP 45-60	

	Authors (in sequence as per journal)	Title of Paper	Name of Journal	Vol. No. Year of Publication Page Nos.	URL of website where refereeing process is described
49	Debabrata and Janat Shah	A Comparative analysis of greening policies across supply chain structures	International Journal of Production Economics	Vol. 135(2) 2012 PP 568-583	
50	Daniel Kern, Roger Moser, Naveen Sundaresan and Evi Hartmann	Purchasing Competence – A Stakeholder – based Framework for CPOs	Journal of Business Logistics	Vol. 32(2) 2011 PP 34-45	
51	Keiko Kusaba, Roger Moser and Alexandre Medeiros Rodrigues	Sourcing from low-cost countries: A management competence framework	Journal of Supply Chain Management	Vol. 47(4) 2011 PP 73-93	
52	Martin Lockstrom, Joachim Schadel, Roger Moser and Norma Harrison	Domestic supplier integration in the chinese automotive industry: The Buyer's perspective	Journal of Supply Chain Management	Vol. 47 (4) 2011 PP 44-63	
53	Roger Moser, Daniel Kern, Sina Wohlfarth and Evi Hartmann	Supply network configuration benchmarking: framework development and application in the Indian Automotive Industry	Benchmarking: An International Journal	Vol. 18(6) 2011 PP 783-801	
54	Roger Moser, Thorsten Migge, Martin Lockstorem and Jessica Neumann	Exploring Chinese cultural standards through the lens of German Managers: A Case Study Approach	IIMB Management Review	Vol. 23(2) 2011 PP 102-109	
55	Sean R Downer, Kannan Sethuraman and Devanath Tirupati	Factors affecting outpatient non-attendance in an Australian children's hospital	The Medical Journal of Australia	Vol. 195(7): 383 2011	
56	Jayadev M and Rudra Narasimha Rao	Financial Resources of Micro Finance Sector: Securitisation Deals – Issues and Challenges	IIMB Management Review	Vol. 24 PP 28-39	
57	Rishiksha T Krishnan and Srivardhini K Jha	Innovation Strategies in emerging markets: what can we learn from Indian Market Leaders	ASCI Journal of Management	Vol. 41(1) PP 21-45	

	Authors (in sequence as per journal)	Title of Paper	Name of Journal	Vol. No. Year of Publication Page Nos.	URL of website where refereeing process is described
58	Sourav Mukherjee and Jose P D	IDE Nepal: Developing a smallholder Ecosystem	The Medical Journal of Australia	Vol. 195(7): 383	
59	Gopal Naik	Designing sustainable business model for e-governance embedded rural telecenters (EGERT)	IIMB Management Review	Vol. 23(2) 2011 PP 110-121	
60	Alok Pande and Sankarshan Basu	New insights into pricing of book built IPOs in India	International Research Journals of Applied Finance	Vol. 2(8) 2011 PP 900-915	
61	Eric Wood, Susanna Khavul, Liliana Perez Nordtvedt, Srinivas Prakhya, Raul Velarde Dabrowski and Congcong Zheng	Strategic commitment and timing of internationalization from emerging markets: evidence from China, India, Mexico and South Africa	Journal of Small Business Management	Vol. 49(2) 2011 PP 252-282	
62	Shashidhar Murthy	Market-implied risk-neutral probabilities actual	IIMB Management Review	Vol. 23 PP 140-150	

II - Chapters in Books

	Authors (in sequence as per contents of book)	Title of Paper/ chapter	Title of Book	Editors of Book	Page Nos. Year of Publication	Publisher & Place of publication	Any other comments
1	Singh, R., Simons, J. J. P., Self, W. T., Tetlock, P. E., Bell, P. A., Ong, P., & Kaur, S.	Cultural and Developmental Differences in Norm and Meta-norm Enforcement: Does Collective Blame Compensate for Individual Blame?	Psychological, Group, and Cultural Processes in Changing Societies: The Progress in Asian Social Psychology Series	In P. Singh, P. Bain, C. H. Leong, G. Misra, & Y. Ohtsubo (Eds.),	(Vol. 8, pp. 109-122). 2011	New Delhi: MacMillan	

	Authors (in sequence as per contents of book)	Title of Paper/ chapter	Title of Book	Editors of Book	Page Nos. Year of Publication	Publisher & Place of publication	Any other comments
2	N Balasubramanian	Glass Ceilings and Oak-Paneled Walls: Women on Corporate Boards	The Prime Directory 2011	Prithvi Haldea	2011	Prime Data Base, New Delhi	
3	B. Bewonder, S Chandrashekar, Santosh Kumar, Amitav Mallik, Y.S.Rajan	National Interest and Technology	In the National Interest - a Companion Volume	Santosh Kumar	Chapter 11 pp 148-156 2011	T.N.Ninan for Business Standard Books publishing imprint of Business Standard Limited	
4	Damodaran, A	Sustainability Ideas in Indian Culture	Sustainable Development – The Cultural Perspective Concepts-Aspects-Examples	Banse, Gerhard, Nelson, Gordon L, Parodi, Oliver	109-116 2011	Gesellschaft-Technik-Umwelt, Neue Folge, Germany	
5	Damodaran, A	Tsunami in India's Shorelands	Sustainable Development – The Cultural Perspective Concepts-Aspects-Examples	Banse, Gerhard, Nelson, Gordon L, Parodi, Oliver	321-325 2011	Gesellschaft-Technik-Umwelt, Neue Folge, Germany	
6	Krishna Sundar D and Shashank Garg	The Role of Mobile Computing & Communication Technologies in Mobile Governance	Handbook of Research on Enterprise Systems	Elliot Bendoly, Sanjay Kumar, Jose Esteves	pp.298-319 2011	SAGE Publications (New York, London, Singapore and New Delhi)	
7	Rupa Chanda	Services-Led Growth	Oxford Economics Companion to India	Kaushik Basu and A. Maertens	624-33 2011	Oxford University Press, New Delhi	On invitation by Kaushik Basu and book released by the Finance Minister
8	Rupa Chanda. and G Sasidaran (eds.)	Managing Migration in Asia: Role of Interstate Cooperation	Migration, Nation States, and International Cooperation	Randall Hansen, Jeanette, Money, and Jobst Koehler	170-210 2011	Routledge Press, London and New York	

	Authors (in sequence as per contents of book)	Title of Paper/ chapter	Title of Book	Editors of Book	Page Nos. Year of Publication	Publisher & Place of publication	Any other comments
9	Rajesh Aggarwal Sanjai Bhagat Srinivasan Rangan	Valuation of IPOs	The Oxford Handbook of Venture Capital	Douglas Cumming	Chapter 17 2012	Oxford University Press	Refereed Article, Previously Published in "Financial Management"
10	Shainesh G Zeeshan Sultan, and Jurgen Weigand	Globalization of Professional Services: Innovative Strategies, Successful Processes, Inspired Talent Management, and First-Hand Experiences	Market Entry and Expansion Strategies of Indian IT Firms into the European IT Outsourcing Industry	Ulrich Bäumer, Peter Kreutter and Wolfgang Messner (Eds.)	Chapter 3, pp. 23-32 2012	Springer: London	
11	Jose P D and Balasubramaniam N	Dow Chemical Company: Corporate Governance and Toxic Acquisitions	A Case Book on Corporate Governance	N Balasubramanian (Ed.)	2011	Tata McGraw-Hill, New Delhi, 2011	
12	Narayanswamy, Ramnath	Anna Requires Corporate Support: Antidote to Kali Yuga	Corruption and the Lok Pal Bill	M V Kamath and Gayathri Pagdi (Eds.)	PP 160-167 March 2012	Indus Source Books, Mumbai,	
13	Prabhu, Ganesh N and Venkateswaran, Ramya T	Taking Stock of Research Methods in Strategy-as-Practice	Leading Issues in Business Research Methods	Antony Bryant (Ed.)	PP 180-191 2011	Academic Publishing International Ltd, Reading, UK	
14	Raghunath S and Balasubramanian N	Orion Logistics Corporation: Director Dominance versus Independence in Boards	A Casebook on Corporate Governance and Stewardship	Balasubramanian (Ed.)	2011	McGraw-Hill Education, New Delhi	
15	Gita Sen and Piroska Ostlin	Gender inequity in health	In improving equity in Health by Addressing Social Determinants		2011	Geneva, WHO	

III - Books

	Authors (in sequence as per book)	Title of Book	Year of Publication	Publisher & Place of Publication	Is this an edited book?	Any other comments
1	N Balasubramanian	A Case Book on Corporate Governance and Stewardship	Aug 2011	Tata McGraw-Hill, New Delhi	No.	Companion volume to Corporate Governance and Stewardship: Emerging Role and Responsibilities of Corporate Boards and Directors, (2010), Tata McGraw Hill
2	R Narayanaswamy	Financial Accounting: A Managerial Perspective 4e	2011	PHI Learning, New Delhi	No.	
3	Rahul De'	MIS: Managing Information Systems in Business, Government and Society	2012	Wiley, India.	No	MIS textbook
4	Anand Ram V; P Nick Blanchard and James W Thacker	Effective Training, Systems, Strategies and Practices	2011	Pearson India		
5	S Ramesh Kumar	Case studies in Consumer Behaviour	2012	Pearson Education		

IV - Papers in Newspapers/Magazines

Sl. No.	Authors (in sequence as per newspaper/magazine)	Title of Article	Name of Newspaper/Magazine	Vol. No.	Date of Publication	Page Nos.
1	Damodaran, A	The Despair of the Ganges	Forbes India	3, Issue 11	Jun 03, 2011	122-125
2	Damodaran, A	Rebirth of Japan	Forbes India	3, Issue 9	May 04, 2011	30-31
3	B Mahadevan	Yajna: The cardinal principle of sustainability	Sadguru's Blessings	9(7)	Mar 2012	16 - 17
4	B Mahadevan	The value of mutual dependence	Sadguru's Blessings	9(6)	Feb 2012	16 - 17
5	B Mahadevan	Measuring progress in one's life	Sadguru's Blessings	9(5)	Jan 2012	16 - 17
6	B Mahadevan	Developing a right perspective of life	Sadguru's Blessings	9(4)	Dec 2011	14 - 15
7	B Mahadevan	Avoid being a victim of situations	Sadguru's Blessings	9(3)	Nov 2011	13 - 14
8	B Mahadevan	Breaking the connection between work and stress",	Sadguru's Blessings	9(2)	Oct 2011	16 - 17
9	B Mahadevan	Managing stress in our daily life	Sadguru's Blessings	9(1)	Sep 2011	23 - 24

Sl. No.	Authors (in sequence as per newspaper/magazine)	Title of Article	Name of Newspaper/Magazine	Vol. No.	Date of Publication	Page Nos.
10	B Mahadevan	SCM: Trends & Implications for SMEs	eCargolog		Jul 2011	24 – 25
11	S Venkatagiri	Building Bridges to Distance Education – a 3-part series	EDUTech		Feb-Apr 2012	Part I – 42-45 Part II - 38-43
12	Shankar Venkatagiri	The Learning Community	Edu Tech		Mar 2012	PP 38-43
13	Rishikesh T Krishnan	Advantage India: No PhD Factories Here	Edu Tech		Jun 2011	PP 14-15
14	Rishikesh T Krishnan	Don't Rely on Jugaad	Outlook Business		Jul 09, 2011	P 76
15	Rishikesh T Krishnan	The Social Responsibility of Academics	Edu Tech		Jul 2011	PP 14-15
16	Rishikesh T Krishnan	Looking Ahead for CIOs: The Innovation Challenge	The Red Book (CTO Forum)		Aug 2011	PP 72-76
17	Rishikesh T Krishnan	The Power of Vision	Edu Tech		Aug 2011	PP 14-15
18	Rishikesh T Krishnan	Wanted Sutradhars of Social Change	Edu Tech		Sep 2011	PP 10-12
19	Rishikesh T Krishnan and Sourav Mukherji	Growth through Innovation	The Smart Manager		Sep-Oct 2011	PP 31-35
20	Rishikesh T Krishnan	Building an Institution	Edu Tech		Oct 2011	PP 14-16
21	Rishikesh T Krishnan	Bright Spots in the Higher Ed Sky	Educ Tech		Nov 2011	PP 14-15
22	Rishikesh T Krishnan	Do we need an Indian Model of Higher Education?	Edu Tech		Dec 2011	PP 12-13
23	Rishikesh T Krishnan	No easy way	Outlook Business		Jan 21, 2012	PP 18-20
24	Rishikesh T Krishnan	IT Industry needs more innovation (interview with Prof. Rishikesh T Krishnan)	The Hindu Business Line		Feb 29, 2012	p11
25	Rishikesh T Krishnan	The Holy Grail of Indian Innovation	Outlook Business		Mar 17, 2012	PP 14-16
26	Ramesh Kumar S	Dispelling some branding myths	The Hindu Businessline		Apr 28, 2011	
27	Ramesh Kumar S	When old habits die hard	The Hindu Businessline		May 26, 2011	
28	Ramesh Kumar S and Anuradha Sridharan	Listening to consumers online and offline	The Hindu Businessline		Aug 04, 2011	
29	Ramesh Kumar S and Shekar B	Embedding Emotional appeals	The Hindu Businessline		Oct 20, 2011	
30	Ramesh Kumar S and A Madhuvanathi	The world of unmet needs	The Hindu Businessline		Jun 21, 2011	

Sl. No.	Authors (in sequence as per newspaper/ magazine)	Title of Article	Name of Newspaper/ Magazine	Vol. No.	Date of Publication	Page Nos.
31	Vivek Moorthy,	Tax Vehicle area instead of petrol	Financial Express		Nov 18, 2011	
32	Vivek Moorthy,	The Rudderless Bank of India	Financial Express		Mar 12, 2011	
33	Sourav Mukherji and Rishikesh T Krishnan	Growth through Innovation	The Smart Manager		Sep-Oct 2011	Vol. 10(5)
34	Sourav Mukherji	Inclusive Business Models: Touchung Lives, Creating Livelihoods	Offbeat		Oct-Dec 2011	Vol. 1(8)
35	Ramnath Narayanswamy	Engage Karma through Devotion	Deccan Herald		Nov 03, 2011	
36	Ramnath Narayanswamy	Pursue Spirituality for Self Realization	Deccan Herald		Nov 17, 2011	
37	Ramnath Narayanswamy	Divine Incarnation of Shakti: Amma	Deccan Herald		Dec 08, 2011	
38	Ramnath Narayanswamy	Understanding Made Snana	Deccan Herald		Jan 05, 2012	
39	Ramnath Narayanswamy	The Eternal Voice of Shirdi Sai	Deccan Herald		Jan 19, 2012	
40	Ramnath Narayanswamy	Made Snana: Result of a Tragic Misunderstanding	Deccan Herald		Jan 26, 2012	
41	Ramnath Narayanswamy	The Unique Nature of Lord Murugan	Deccan Herald		Feb 09, 2012	
42	Ramnath Narayanswamy	The Divine Touch of the Master	Deccan Herald		Mar 01, 2012	
43	Ramnath Narayanswamy	Kali Yuga is Karma Yuga	Deccan Herald		Mar 15, 2012	
44	Ramnath Narayanswamy	Innr Development	Deccan Herald		Mar 29, 2012	
45	Vasanthi Srinivasan	Theory and Research in Entrepreneurship Coaching	Effective Executive		Apr 2011	
46	Vaidyanathan R	The Main Issue is Indian Black Money in Swiss Banks	DNA		Apr 13, 2011	
47	Vaidyanathan R	Time Govt Stopped Foreign Funding of Civil Society Groups	DNA		May 20, 2011	
48	Vaidyanathan R	Binayak Sen: Convicted of Sedition, Advising the Plan Panel	DNA		May 20, 2011	
49	Vaidyanathan R	Baba, Here's a Dummy's Guide to Black Money & Tax Havens	FIRST POST		Jun 03, 2011	
50	Vaidyanathan R	Hands of the Treasures that Belong to Lord Vishnu	FIRST POST		Jul 04, 2011	
51	Vaidyanathan R	For God's Sake, Stop Digging up Temple Treasures'	Rediff News		Jul 05, 2011	

Sl. No.	Authors (in sequence as per newspaper/magazine)	Title of Article	Name of Newspaper/Magazine	Vol. No.	Date of Publication	Page Nos.
52	Vaidyanathan R	A Dummy's Guide to Tax Havens and Black Money	FIRST POST		Jul 16, 2011	
53	Vaidyanathan R	Why Anna's Middle Class has Disdain for Parliament	FIRST POST		Aug 23, 2011	
54	Vaidyanathan R	Why Anna will Achieve Little with New Bills and Laws	FIRST POST		Aug 31, 2011	
55	Vaidyanathan R	Time to Unmask and Name Tax Evaders	FREE PRESS Journal		Sep 01, 2011	
56	Vaidyanathan R	Who is Sheilding in HSBC, Liechtenstein Tax-haven Lists?	FIRST POST		Oct 01, 2011	
57	Vaidyanathan R	Why the Decline of the West is Best for Us – and Them	FIRST POST		Oct 11, 2011	
58	Vaidyanathan R	Retail Revolution to Pauperize Millions	Centre Right India		Nov 24, 2011	
59	Vaidyanathan R	Shame Them! Black Money held Abroad is not just a Tax Issue	FIRST POST		Dec 01, 2011	
60	Vaidyanathan R	Swalpa Adjust Madi	Centre Right India		Dec 06, 2011	
61	Vaidyanathan R	Returns do not mean just FDI and FII	Centre Right India		Dec 09, 2011	
62	Vaidyanathan R	Who Will Save us from Terminological Terrorism?	Centre Right India		Jan 04, 2012	
63	Vaidyanathan R	Who'll Save us from Terminological Terrorism?	FREE PRESS Journal		Jan 04, 2012	
64	Vaidyanathan R	India Should Leverage the Gold with the House Holds	Centre Right India		Jan 16, 2012	
65	Vaidyanathan R	Foreign Funding of NGOs Should Stop	FREE PRESS Journal		Feb 01, 2012	
66	Vaidyanathan R	Parties Should Bring Social Issues to the Front	FREE PRESS Journal		Mar 14, 2012	

V - Conference Papers

	Authors (in sequence as per journal)	Title of Paper	Name of Conference	Dates of Conference	Venue
1.	Ramamoorthy, N., Flood, P.C., Kulkarni, S.P., Gupta, Amit, Marchev, Jr., A., and Kondukova, P.	Organizational Justice Perceptions and Work-Related Outcomes: A Study of Indian and Bulgarian Employees	European Academy of Management, Tallinn, Estonia	Jun 01-04, 2011	Estonian Business School, Tallinn, Estonia

	Authors (in sequence as per journal)	Title of Paper	Name of Conference	Dates of Conference	Venue
2	N Balasubramanian	Corporate Governance and Responsible Business Management: An Approach to Appropriate Management Education	Management Education: The Road Ahead	22-23 July 2011	Indian Institute of Management Ahmedabad
3	N Balasubramanian	Teaching Corporate Governance and Ethics in Business Schools: Some Reflections on the Indian Experience	Rethinking the MBA – Business Education at a Crossroads: Workshop on Corporate Governance and Ethics in Management Education	Jan 06-07, 2012	GRG School of Management Studies, Coimbatore
4	Damodaran , A	India's Biodiversity Financing Assessment Exercise	Dialogue Seminar on Scaling up Biodiversity Finance	Mar 06-09, 2012	Quito, Ecuador
5	Damodaran , A	Climate Financing: Issues and relevance to SMEs	Climate Change Financing - Tamil Nadu Small and Tiny Industries Association and Friedrich Naumann Stiftung fur die Freiheit, TANSTIA-FNF Service Centre	Feb 20, 2012	Chennai, India
6	Damodaran , A	Resource Mobilization for Bio Diversity	Convention on Biological Diversity - Ministry of Environment and Forests Government of India	Feb 06, 2012	New Delhi, India
7	Damodaran , A	Creativity for Sustainability Initiative	Roundtable on Managing and Protecting Creative Content in Cinema, Performing Arts and Mass Media - Indian Institute of Management	Feb 01, 2012	Bangalore. India
8	Damodaran , A	Valedictory address	National seminar on Building Competitiveness in Globalised Era: Experience of Plantation Sector - Centre for Development Studies	Jan 23-24, 2012	Trivandrum, India
9	Damodaran , A	Study of Financial and Economic Aspects of Solid Waste Management in India and its Relevance to Climate Change	Workshop on Financial and Economic Aspects of Solid Waste Management in India and its Relevance to Climate Change - Indian Institute of Management, GIZ	19th January 2012	Bangalore, India
10	Damodaran , A	"Intellectual Property Right Issues in Technology Transfer and Cooperation", Enabling local renewable energy entrepreneurship - How can different stakeholders work together to promote business driven solutions for energy access	IRENA Practitioners Meeting - Indian Institute of Management	30 Nov 30 –Dec 01, 2011	Bangalore, India

	Authors (in sequence as per journal)	Title of Paper	Name of Conference	Dates of Conference	Venue
11	Damodaran , A	Economic Dimensions of Fund Design	Round Table on Critical Issues in Financing Low Carbon Pathways – Indian Institute of Management and British High Commission	Nov 19, 2011	New Delhi, India
12	Damodaran , A	Policy interventions required by Industry and R & D institutions	Clean Coal India Summit - CII	Nov 08 , 2011	New Delhi, India
13	Damodaran , A	Mobilization of Financial Resources	5th EU – India Environment Forum on Securing Biodiversity - Ministry of Environment and Forests and EU Commission	Sep 29, 2011	New Delhi, India
14	Damodaran , A	CCS Economics and Emerging trends in Regulatory, Financing and Institutional Issues	Workshop on Carbon Capture and Storage- Ministry of Power and NTPC Ltd	Sep 27, 2011	New Delhi, India
15	Damodaran , A	Grand Narratives, Local Minds and Natural Disasters: Community Responses to Tsunami	14th Congress of Logic, Methodology, and Philosophy of Science - Institute for Social Sciences and Humanities, Nancy University	Jul 21-22, 2011	Nancy, France
16	Damodaran , A	Shaping the Framework Conditions for Inclusive Climate Investment	14th International Business Forum on Investment Climate for Climate Investment - GIZ	Jun 05-07, 2011	Berlin, Germany
17	Damodaran , A	Did CDM facilitate Technology Transfer	Carbon Bazaar- Ministry of Environment and Forests and GIZ	May 12 -13, 2011	New Delhi, India
18	Damodaran , A	Win-Win Sustainability Strategies for Business: Shared Value Creation for Business and Community	Winning Strategies for Sustainable Development - All India Management Association	May 06, 2011	New Delhi, India
19	Damodaran , A	Economic Regime and Governance: India's experiences and challenges	Managing Global Governance, GIZ	Apr 19 – May 02, 2011	New Delhi, India
20	Damodaran , A	Relevance of Climate Change to Business	Carbon disclosure: Responding to Climate Change -Indian Institute of Management, Next Gen, CII	Apr 19, 2011	Bangalore. India.
21	Damodaran , A	What would it take for private investments to flow into CCS projects	International Roundtable of Carbon Capture and Storage Financing - Asian Development Bank and Carbon Sequestration Leadership Forum	Apr 07, 2011	Singapore

	Authors (in sequence as per journal)	Title of Paper	Name of Conference	Dates of Conference	Venue
22	Gita Sen	Towards Universal Health Coverage: Key Issues for Health Financing from the HLEG Report	National consultation on the Kerala Health Financing Strategy: Vision, Goals and Design, Health Systems Research India Initiative (HSRII) & Health Economics Association of India (HEAI)	Jan 05, 2012	Thiruvananthapuram
23	Gita Sen	Need for economics research in Access to Medicines Advocacy	OSF Public Health Program Seminar Series, Civil Society Strategy Meeting on the Future of Access to Medicines	Dec 13-15, 2011	Bangkok
24	John P Wentzel, Jeanette M Wentzel, D. Krishna Sundar & Sarma Yadavalli	Drivers of e-Commerce/E-Business Success: Constructs, Antecedents & Moderators in Adoption of Technology enabled Products & Services	41st International Conference on Computers & Industrial Engineering	Oct 23-25, 2011	Los Angeles
25	Nichola J Dewar, D. Krishna Sundar, Sarma Yadavalli	Social Networks, Banking Supply Chain And Financial Inclusion in South Africa: A Frame Work”	41st International Conference on Computers & Industrial Engineering	Oct 23-25, 2011	Los Angeles
26	D. Krishna Sundar and Shashank Garg	Optimal selection of Suppliers in a Supply Chain Network with Multiple Bidders for Each stage	POMS 2011	Apr 29 – May 02, 2011	Reno, Nevada
27	Kanagal, Nagasimha Balakrishna	Cross Section Pooling as against Time Series Pooling in market analysis	8th Global marketing dynamics conference organized by Yale University, Georgia State University and Marketing Science Institute	Jul 2011	Jaipur, India
28	Hatakka, M. and De, Rahul	Development, Capabilities and Technology - An Evaluative Framework	11th International Conference on Social Implications of Computers in Developing Countries, IFIP WG 9.4	May 22-25, 2011	Kathmandu, Nepal
29	Rupa Chanda	Employment and People Movement Impact of Services Trade Liberalization	Conference on Services Trade: New Approaches for the 21st Century	ADB-PECC, Hong Kong, Jun 02-03, 2011	Hong Kong
30	S Venkatagiri	Teach Project Management, pack an Agile punch.	24th IEEE-CS Conference on Software Engineering Education & Training	May 2011	Honolulu, US
31	Ashok Thampy	BIS capital standards and supply of bank loans: evidence from an emerging market	India Finance Conference	Dec 21-23, 2011	IIMB

	Authors (in sequence as per journal)	Title of Paper	Name of Conference	Dates of Conference	Venue
32	V. Ravi Anshuman, Vijay Marisetty, and Mart Subrahmanyam	Private Placements, Regulatory Restrictions and Firm Value: Theory and Evidence from the Indian Market	American Finance Association Meetings,	Jan 7-9, 2011	Denver
33	V. Ravi Anshuman, Vijay Marisetty, and Mart Subrahmanyam	Private Placements, Regulatory Restrictions and Firm Value: Theory and Evidence from the Indian Market	China International Conference in Finance	July 4-7, 2011	Wuhan, China
34	V. Ravi Anshuman, Vijay Marisetty, and Mart Subrahmanyam	Private Placements, Regulatory Restrictions and Firm Value: Theory and Evidence from the Indian Market	Asian Financial Association Annual Conference	July 10-13, 2011	Macao, China
35	V. Ravi Anshuman, Vijay Marisetty, and Mart Subrahmanyam	Private Placements, Regulatory Restrictions and Firm Value: Theory and Evidence from the Indian Market	Emerging Markets Finance Conference	December 20-21, 2011	Bombay
36	Arnab Mukherji and Sneha Thapliyal	Erosion of Commons: Understanding the role of inequality, rights, and access	6th Conference on Public Policy and Management	December 29, 2011	IIM Bangalore
37	Avinash Mulky	Impact of Commitment on Turnover Intentions: An Exploration among Pharmaceutical Salespersons in India	International Marketing Trends Conference	Jan 19-21, 2012	Italy
38	Chirantan Chatterjee	Intellectual Property and Entrepreneurship	USPTO Special Conference on Innovation	2011	Washington D.C.
39	Ganesh Prabhu	Publicly Held Microfinance Firms as a Form of Organized Crime in Emerging Economies	Presentation at the Cross Divisional Paper Session, Academy of Management Meeting	Aug 12-16, 2011	San Antonio, USA
40	Ganesh Prabhu	Forms of Capital and Managerial Bricolage in the Creation of Developing Country Multinationals	Presentation at the Discussion Paper Session, Academy of Management Meeting	Aug 12-16, 2011	San Antonio, USA
41	Ganesh Prabhu	Social Network Retailing	Presentation at the Asia Pacific Retailing Conference	Sep 14-15, 2011	Kuala Lumpur, Malaysia
42	Gita Sen	Intellectuals and intellect workers: the role of the educator in today's fierce world	Keynote Address at the VIII World Assembly of the International Council for Adult Education (ICAE)	Jun 16-19, 2011	Malmö, Sweden
43	Gita Sen	Social protection in Asia: which way forward?	Closing Plenary Speech at the 20th IAFFE Annual Conference on Feminist Economics	Jun 24-26, 2011	Hangzhou, China

	Authors (in sequence as per journal)	Title of Paper	Name of Conference	Dates of Conference	Venue
44	Gita Sen	Advancing SRHR in difficult times	Keynote Address at the South Asian Parliamentarians' Workshop on Engaging Parliamentarians in Developing Reproductive Health and Rights Platforms in the South Asia Region, IPPF – AFPPD	Sep 24-25, 2011	Phuket
45	Gita Sen	Future perspectives on SRHR in development cooperation	Opening Plenary at the EuroNGOs 2011 Conference	Oct 13, 2011	Warsaw
46	Gita Sen	Economic reforms and the health system agenda: intersecting challenges	Opening Plenary at the Conference on Knowledge – Evidence – Action: Striving Towards Better Health Outcomes, IHEPA, Institute of Economic Growth	Nov 18-19, 2011	Delhi
47	Gita Sen	The UN Devt Agenda Beyond 2015 / ICPD Beyond 2014 – the Global Context	Opening Plenary at the UNFPA Civil Society Stakeholder Group Consultations	Dec 09-12, 2011	Istanbul
48	Gita Sen	The Science, Art and Practice of Universal Coverage: insights from India	Sub-Plenary 5 organised by the World Bank, Conference on Health System Reform in Asia	Dec 09-12, 2011	University of Hong Kong
49	Gita Sen	CCTs for maternal health – towards a gendered analysis of India's JSY program	Sub-Plenary on Gender Impacts, Conference on Health System Reform in Asia	Dec 09-12, 2011	University of Hong Kong
50	Gita Sen	Targeted insurance versus universal health coverage: recent experiences with health insurance in India	Plenary Session 2: "Evaluation of Health System Reforms as a Response to Societal Transition in Asia	Dec 09-12, 2011	University of Hong Kong
51	Gita Sen	Gender-based sex selective abortion: key issues for action	International Conference on the Millennium Development Goals Related to Reproductive Health: Status, Challenges and Future Directions	Mar 18 - 21, 2012	Mumbai
52	Gopal Naik	Investment Potential in Agricultural Marketing Sector in Karnataka	Workshop on Potentials in Agri-Marketing and Warehousing in Karnataka,	May 18, 2011	Bangalore
53	Gopal Naik, Basavaraj, K. P., Hegde, V. R. and Paidi, V	Crop Area Mapping through ICT	Nationa Workshop on Land Records Management	Jan 23-24, 2012.	Hyderabad
54	Hema Swaminathan, Suchitra JY and Lahoti R	Property status and interspousal dynamics in decision-making in Karnataka	Allied Social Sciences Association Conference	Jan 06 –08, 2012	Chicago, USA

	Authors (in sequence as per journal)	Title of Paper	Name of Conference	Dates of Conference	Venue
55	Hema Swaminathan, Suchitra JY and Lahoti R	Individual Asset Holding Patterns: District-level Estimates from Karnataka	XXI Annual Conference on Contemporary Issues in Development Economics	Dec 19-21, 2011	Jadavpur University, Kolkata
56	Hema Swaminathan, Grown C, and Hillesland M	Property Rights and Household Income Diversification in Rural Malawi	Eastern Economic Association	Feb 25-27, 2011	New York City, USA
57	Jayadev M and Rashmi Singh	Systemic Risk in Indian Banking: A Preliminary Analysis	National Conference on Emerging Macro Environment, Regulatory Changes and Bank Competitiveness	March 03-04, 2012	National Institute of Bank Management (NIBM)
58	Jose P D	Global and Contextual Business Ethics	Changing Scenarios in the field of ethics/CSR / Governance – Challenges and Opportunities International Conference	Apr 25-27, 2011	
59	Jose P D	Sustainability Reporting by Indian Corporates	Seminar on Responsible Business Strategy, Indian Institute of Management	March 01, 2012	Bangalore
60	Jose P D	“Risk, Competitiveness and Sustainability	Competitive Advantage, Sustainability and Risk – conference	Feb 28-29, 2012	Bangalore
61	Kanchan Mukherjee	A dual system model of preferences under risk	Einhorn Award Lecture at the Society for Judgment and Decision Making conference	Nov 2011	Seattle, USA
62	Kanchan Mukherjee	A dual system model of preferences under risk	International Conference on Decision Making, Centre for Behavioral and Cognitive Sciences	Dec 2011	University of Allahabad
63	Kumar K	Training Women Entrepreneurs - NSRCEL's Experience in India	Workshop on “Developing Women as Entrepreneurs- Research Issues	Nov 30-Dec 01, 2011	Hanoi, Vietnam
64	Manaswini Bhalla	Dynamic Pricing under Social Learning	9th International Conference of Industrial Organisation	2011	Boston, MA
65	Mukta Kulkarni, Langford, C., Lengnick-Hall, M.,	How Do Social Networks Influence the Employment of People with Physical Disabilities?	Academy of Management Meeting	2011	San Antonio, Texas
66	Mukta Kulkarni and Vijay, D	Frame changes in social movements: A case study	Academy of Management Meeting	2011	San Antonio, Texas
67	Mukta Kulkarni and Vijay, D	The Influence of Pre Entry Knowledge on Self Definition of Incoming MBA Students	Academy of Management Meeting	2011	San Antonio, Texas

	Authors (in sequence as per journal)	Title of Paper	Name of Conference	Dates of Conference	Venue
68	Mukta Kulkarni, Lengnick-Hall, C., & Vijay, D	Human resource practices and knowledge flows in organizations: The role of citizenship behavior	Eastern Academy of Management: Managing in a Global Economy XIV	2011	Bangalore
69	N M Agrawal	Quality in Education	CII National Seminar	September 23, 2011	Taj Vivanta
70	N M Agrawal	Critique of a paper	IMR Conference	Nov 11, 2011	IIM Bangalore
71	Nagadevara V	Project Success Factors and Organizational Structure	Research and Academic Conference on Project Management, PMI India	Dec 09-10,2011	NICMAR, PUNE
72	Narayanaswamy R	Converging with IFRS: Implications for India	State-level Conference of the Federation of Commerce and Management Teachers in Karnataka	Feb 18, 2012	University of Mysore
73	Rahul De	FOSS in the New Economy	FOSSK4: Fourth International FOSS Conference	Dec 27-29, 2011	Kerala, Trivandrum
74	Rahul De, Gunupudi, L	Role of AMIS in Resolving Information Asymmetries in Agricultural Markets: Guidelines for AMIS Design	CPRsouth6 workshop on Communication Reform: from Research to Practice	Dec 9-10, 2011	Chulalongkorn University, Bangkok, Thailand
75	Ramachandran J, Manikandan, K.S & Pant, A	Leading the G-Form Organization: The Role of Group Headquarters in Indian Business Groups	Academy of Management Annual Meeting	Aug 12-16, 2011	San Antonio, USA
76	Ramachandran J and Pant A	How do subsidiaries confront institutional duality? Identity claims at Hindustan Lever 1961-2009	Academy of Management Annual Meeting	Aug 12-16, 2011	San Antonio, USA
77	Ramachandran J and Manikandan, K.S	Beyond Institutional Voids: The 'Organizational Advantage' of Business Groups	Academy of Management Annual Meeting	Aug 12-16, 2011	San Antonio, USA
78	Rejie Pallathitta and Ramya T	Cross-Cultural Interaction in Entry Mode Decisions as Cultural Friction: A Macro-Level Study	Academy of Management Conference	Aug 2011	San Antonio, USA
79	Rejie Pallathitta and Ramya T	The Contingent Effects of National Culture: A Study of Control Sought in Cross Border Transactions	Academy of Management Conference	Aug 2011	San Antonio, USA

	Authors (in sequence as per journal)	Title of Paper	Name of Conference	Dates of Conference	Venue
80	Rishikesh T Krishnan and Keshavamurthy, Srivardhini	R&D as a Network of Centers of Excellence: A Sustainable Model?	Paper presented at the Academy of Management Annual Meeting	Aug 2011	San Antonio, Texas
81	Ritu Tripathi, Chatterjee, M. and Baumann, N.,	'Interactions between self-regulation and the congruence of explicit and implicit motives: Effects on well-being in Germany and India	International Association for Cross-Cultural Psychology	Jun 30-Jul 3, 2011	Istanbul, Turkey
82	Sankarshan Basu	Risk Based Supervision and Interest Rate Guarantee for New Pension Schemes – The Indian Example	15th annual conference of the Asia Pacific Risk and Insurance Association	Aug 03, 2011	Tokyo
83	Shubhabrata Das	Two sample inference about mean, variance and proportion using imprecise data	4th International Conference of the ERCIM and 5th CSDA Computational and Financial Econometrics (CFE'11)	2011	London, UK
84	Srinivasan R	Suprajit Engineering Limited: Anatomy of a rapid growth enterprise	United States Association for Small Business and Entrepreneurship (USASBE)	Jan 12-15, 2012	New Orleans
85	Srinivasan Rangan, S. Das, P. Shroff and H. Zhang	Discussion of Detection of Channel Stuffing	Accounting Research Conference	2011	Indian School of Business
86	Srinivasan Rangan	Motives for and Effects of Inventory Writedowns in the Semiconductor Industry	India Finance Conference	2011	
87	Suresh Bhagavatula, Prashantham S and K Kumar	In Search of A Prince: A Start-Up's Quest for A Strong Tie With A Prominent Player	Strategic Management Society's 31st Annual Conference	Nov 07 - 10, 2011	Maimi, USA
88	Suresh Bhagavatula and Vissa, B	The causes of consequences of churn in Entrepreneurs' personal networks	Academy of Management's 71st Annual Conference	Aug 12-16, 2011	San Antonio, USA
89	Kumar K, Bhagavatula, Suresh and Prashantham, Shameen	In Search of a Prince: A Sart-up's Quest for a Strong Tie with a Prominent Player	Strategic Management Society Annual Conference	Nov 6-8, 2011	Miami

VI - Any other publications (monographs, web journals, working papers of other institutions, reports, etc.)

	Authors (in sequence)	Title of Publication	Type of Publication	Any other comments
1	N Balasubramanian	Corporate Governance: An International Review, 2012, 20(1): 119–120	Book Review Robert A. G. Monks and Nell Minow, Corporate Governance (4th Edition), John Wiley & Sons Ltd, Chichester, England, 2008, ISBN 978-1-4051-7106-9	Monks and Minow are authorities in the field of corporate governance.; and Corporate Governance : An International Review is probably the most highly recognized journal in the area of corporate governance currently
2	S. Chandrashekar, V Adm (Retd.) R.N. Ganesh, C.R. Raghunath, Rajaram Nagappa, N. Ramani, Lalitha Sundaresan	CHINA'S ANTI-SHIP BALLISTIC MISSILE -GAME CHANGER IN THE PACIFIC OCEAN	Report - Monograph	Published by the International Security & Strategic Studies Programme (ISSSP) of the National Institute of Advanced Studies (NIAS) as NIAS Report: R5-11 November 2011, 46 pages
3	S. Chandrashekar, Rajaram Nagappa, N. Ramani, Lalitha Sundaresan	Technology & Innovation in China - A Case Study of Single Crystal Superalloy Development for Aircraft Turbine Blades	Monograph	International Strategic & Security Studies Programme (ISSSP) , NATIONAL INSTITUTE OF ADVANCED STUDIES June 2011 Report No. R4-11
4	Damodaran A , Suraj, Anil B, Tabassum, Tanaka	Technical Report on Financial and Economic Aspects of Solid Waste Management in India and its Relevance to Climate Change	Technical Report	Report submitted to GIZ-ASEM India , 30th December, 2011
5	Damodaran A	Technical Report on Climate Financing in India : Sources and Instruments for the Green Climate Fund, Carbon Markets, Technology Transfer and Implementation Strategies	Technical Report	Report submitted to Prosperity Fund India Programme "International Climate Finance : Green Climate Fund and National Implementation Strategy for India", November 30th, 2011
6	K Srinath Reddy et al including Gita Sen	Report of the High level Expert Group on Universal Health Coverage	Major commissioned report to the Planning Commission of India	Major policy document that is the subject of significant policy debates for the 12 th Plan and Beyond (http://planningcommission.nic.in/reports/genrep/rep_uhc0812.pdf); submitted October 2011
7	Gita Sen	Engendering social security and protection: the case of Asia	Friedrich Ebert Stiftung, International Policy Analysis Series	August 2011

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8	Kumar K and Shameen Prashantham	Round Table: How do new ventures in MNC ecosystems proactively overcome inter firm asymmetries	IIMB Management Review	Vol. 23(3), September, 2011
9	R Narayanaswam, Bin Srinidhi	The Economic Impact of Quarterly Reporting	Research report	Published by the ICAI-Accounting Research Foundation in 2011. It was refereed by the Foundation's referee and changes were made to the draft report.
10	Rupa Chanda	"Migration between South and Southeast Asia: overview of Trends and Issues",	Institute of South Asian Studies (ISAS) Working Paper No. 140, National University of Singapore, February 2, 2012 http://www.isas.nus.edu.sg/Attachments/PublisherAttachment/ISAS_Working_Paper_140_-_Migration_between_South_and_Southeast_Asia_-	Based on a 2010 conference paper presented at NUS
11	Rupa Chanda	Migration between South and Southeast Asia: Role of Interstate Cooperation	Institute of South Asian Studies (ISAS), Working Paper No. 141, National University of Singapore, February 2, 2012 http://www.isas.nus.edu.sg/Attachments/PublisherAttachment/ISAS_Working_Paper_141_-_Migration_between_South_and_Southeast_Asia_-_Part_2_03022012103337.pdf	Based on 2010 conference paper presented at NUS
12	Rupa Chanda	Prospects for a Services Agreement in South Asia: Trade, Investment, and Development Issues	UNDP, New York, 2011	Based on a commissioned project on South Asia and Services Integration
13	Rupa Chanda	Impact of Services Trade Liberalization on Employment and People Movement in South Asia	Discussion Paper No. 339, Asian Development Bank Institute, Tokyo, December 2011 http://www.adbi.org/working-paper/2011/12/30/4839.employment.impact.services.trade.south.asia/	Written for the ADBI, Tokyo and presented at ADBI-PECC conference on services trade at Hong Kong in June 2011
14	Rupa Chanda and Pralok Gupta (FPM student)	Service Sector Liberalization in India: Key Lessons and Challenges	Occasional Paper No. 88, Economic Diplomacy Programme, South African Institute of International Affairs, Johannesburg, South Africa, August 2011 http://www.saiaa.org.za/occasional-papers/service-sector-liberalisation-in-india-key-lessons-and-challenges.html	Based on a conference paper presented at SAIIA, Johannesburg in 2011

	Authors (in sequence)	Title of Publication	Type of Publication	Any other comments
15	Rupa Chanda	Mapping the Universe of Services Disciplines in Asian PTAs	Working Paper No 2011/33, NCCR Trade Regulation, World Trade Institute, Berne, May 2011 http://www.nccr-trade.org/publication/mapping-the-universe-of-services-disciplines-in-asian-ptas/	Written as part of a larger Swiss Foundation funded project involving researchers from around the world
16	D. Honhon, X. Pan and Sreelata Jonnalagedda	Honhon, D., X.A. Pan, S. Jonnalagedda. 2011b. Heuristics for the assortment planning problem under Ranking-based Consumer Choice Models.	Working paper. The University of Texas at Austin.	
17	Hui Chen, Sundarsh Ramnath, Srinivasan Rangan Steven Rock	Inventory Writedowns in the Semiconductor Industry	Working Paper	First Draft November 2011; Current Draft: March 2012
18	Ganesh Prabhu	Potential Exploitation of Vulnerable Poor by Publicly Held Microfinance Firms	Others	Network, Quarterly Publication of IRMA, July-September 2011, p. 14-15. https://www.irma.ac.in/pdf/network_issue/75.pdf
19	Hema Swaminathan	The Gender Asset Gap in Ecuador, Ghana and Karnataka	Others	The Gender Asset Gap Project, Policy Brief Series #1, Bangalore: Indian Institute of Management Bangalore. (with Carmen Diana Deere, Cheryl Doss, and Abena Oduro), 2011
20	Hema Swaminathan	KHAS: Measuring the Gender Asset Gap	Others	The Gender Asset Gap Project, Policy Brief Series #2, Bangalore: Indian Institute of Management Bangalore. (with Suchitra JY and Rahul Lahoti), 2011
21	Rishikesh T Krishnan	Silicon Valley to India: Build an Innovation Ecosystem and Good things will come	Others	Business Journal, September/October 2011. Available online at http://www.iveybusinessjournal.com/topics/innovation/silicon-valley-to-india-build-an-innovation-ecosystem-and-good-things-will-come
22	Rishikesh T Krishnan, Ujjual, Vandana, Patel, P., Krishnan, Keshavamurthy, Srivardhini, Hsiao, R.L., & F.Y. Zhao	Management and Organisation of Knowledge Creation in Emerging Markets: A Perspective from Subsidiaries of EU MNEs	Working Papers	SPRU Electronic Working Paper No. 192, May 2011

	Authors (in sequence)	Title of Publication	Type of Publication	Any other comments
23	Sourav Mukherji, Chandra G S N & N Ojha	Insuring the Base of the Pyramid	Others	IIMB Tejas, August 2011

VII Working Papers

	Authors Name	Title of the Working Paper	Month & Year
1	Uma Kausik and B Mahadevan	Strategic Sourcing: Trends and Emerging Issues for Research	Apr 2011
2	Ashis Mishra	Retail Productivity: Concept and Analysis for an Emerging Retail Sector	May 2011
3	Mathew J Manimala and Sunita Panicker	Successful Turnarounds: The Role of Appropriate Entrepreneurial Strategies	May 2011
4	Ananth Iyer, Peter Koudal, Haritha Saranga and Sridhar Seshadri	Indian Manufacturing - Strategic and Operational Decisions and Business Performance	Jun 2011
5	Ananth Iyer, Haritha Saranga and Sridhar Seshadri	Effect of QMS and TQM on Productivity before and after: Empirical Evidence from the Indian Auto Component Industry	Jun. 2011
6	Karthik Sriram, R V Ramamoorthi and Pulak Ghosh	Posterior Consistency of Bayesian Quantile Regression under a MIS-Specified Likelihood based on Asymmetric Laplace Density	Jun 2011
7	Siddharth Mahajan and Omkar D. Palsule-Desai	Value of Information in a Serial Supply Chain under a Nonstationary Demand Process	Jun 2011
8	N Balasubramanian, Samir K Baria, Suresh Bhagavatula and Rejie George	Coping With Corporate Cholesterol Board Interlocks and Their Impact on Corporate Governance The Indian Experience	Jun 2011
9	Avinash Mulky	An exploration of salesperson job satisfaction in India using P-E fit constructs	Jul 2011
10	Amit Gupta and Vasanthi Srinivasan	Sports Goods Foundation of India (SGFI): A Collective Response to CSR Issues	Jul 2011
11	Amit Gupta and Vasanthi Srinivasan	Suzlon Foundation: Engage, Empower, Sustain	Jul 2011
12	Amit Gupta and Vasanthi Srinivasan	When Principles pay: Tata Power Plant Mundra	Jul 2011
13	Amit Gupta and Vasanthi Srinivasan	Affirmative Action: The Tata Story1	Jul 2011
14	Sanjeev Swami and Janat Shah	Channel Coordination in Green Supply Chain Management: The Case of Package Size and Shelf-Space Allocation	Jul 2011
15	Sanjeev Swami and Janat Shah	Improving Quality of Development: erspectives from Operations Management	Jul 2011
16	Chiranjib Sen	A Framework for Analyzing Demand and Supply of Faculty and the Quality of Higher Education	Aug 2011
17	Ashis Mishra	Measuring Retail Productivity in Indian Context	Aug 2011
18	Gopal Naik, Basavarajppa K P and Siddharth Joshi	Financial Sustainability of E-Governance Embedded Rural Telecentres (EGERT) in India	Sep 2011

	Authors Name	Title of the Working Paper	Month & Year
19	Subhashish Gupta	Cellular Mobile in India: Competition and Policy	Sep 2011
20	Haritha Saranga and Judith Beine	Innovative Resources and Capabilities in Emerging Economies – their Impact on Firm Performance	Sep 2011
21	Karthik Sriram, Peng Shi and Pulak Ghosh	A Bayesian Semiparametric Quantile Regression Model for Longitudinal Data with Application to Insurance	Dec 2011
22	Shubhabrata Das	On Generalized Geometric Distributions: Application to Modeling Scores in Cricket and Improved Estimation of Batting Average in light of Notout Innings	Dec 2011
23	Arnab Mukherji, Satrajit Roychowdhury and Pulak Ghosh	Estimating Healthcare Demand for an Aging Population: A flexible and robust Bayesian Joint Model	Dec 2011
24	Mathew J Manimala and Devi Vijay	Technology Business Incubators (TBIs) A Perspective for the Emerging Economies	Jan 2012
25	Karthik Sriram, R.V. Ramamoorthi and Pulak Ghosh	Simultaneous Bayesian Quantile Regression using a Pseudo-Likelihood based on Asymmetric Laplace Density	Mar 2012
26	Chinmay Tumble (FPM Student)	EU-India Bilateral Remittances	Mar 2012
27	Puja Guha (FPM student)	Implications of EU Enlargement for India-EU Labour Mobility Competition, Challenges and Opportunities	Mar 2012
28	Padmini Srinivasan, Vasanthi Srinivasan and R V Anand	Status of Ethics, Corporate Governance, CSR and Environment Education in Business Schools in India: An Exploratory Study	Mar 2012

Statement 12

Consultancy Projects 2011-12

I - Projects Completed

	Project Title	Funding Agency	Faculty
1	Vision & Strategic Planning Process	Forbes & Co.Ltd.Mumbai	R Srinivasan (CSP)
2	Preparation of BEML Corporate Plan 2012-13 to 2016-17	BEML, Bangalore	V Ranganathan & Abhoy K Ojha
3	Implementation of Revival Packages for STCCS (Tamilnadu, Rajasthan & Maharashtra)	NABARD, Mumbai	Trilochan Sastry, Rajalaxmi Kamath & P C Narayan
4	Preparation of Human Resource Policies	Royal Institute of Management, Bhutan	V Nagadevara
5	Business Process Management	Nimbus India, Bangalore	D Krishna Sundar

	Project Title	Funding Agency	Faculty
6	Risk Management	Finacus Solutions Pvt. Ltd., Mumbai	Sankarshan Basu
7	Comprehensive Review of Kendriya Vidyalaya Sangathan	Ministry of HRD, Dept. of School Education & Literacy, Govt. of India	Malathi Somaiah
8	Proposal for advising Tirumala Tirupati Devasthanams (TTD) on Recruitment	Tirumala Tirupathi Devasthanam	LS Murty & Vasanthi Srinivasan
9	Finances of Universities: A Study of Karnataka	The Knowledge Commission, Government of Karnataka	M Jayadev & G Ramesh
10	Review of the Project 'Next generation Infrastructure Laboratory of the Centre for Science, Technology and Policy'	Jamsetji Tata Trust, Mumbai	Trilochan Sastry
11	Study of Performance Management System (PMS) and Performance Related (PRP) Schemes	Bharat Dynamics Ltd. Hyderabad	Abhoy K Ojha
12	Developing a Framework for Performance Based Logistics (PBL) for Hawk MK 132 Aircraft	Hindustan Aeronautics Ltd, Bangalore	U Dinesh Kumar, Pulak Ghosh & Devnath Tirupathi
13	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)(consulting research project)	SAP India	Mithileshwar Jha
14	Cost Benefit Analysis of the Sethusamudram Ship Channel (consulting research project)	National Institute of Oceanography, Goa	R Srinivasan & V Ravi Anshuman
15	Preparation of Question Papers and their evaluation for recruitment of Assistant Accounts Officers in TTD	Tirumala Tirupati Devasthanams	M.S Narasimhan
16	Human Resource Management Practices and Effectiveness in Indian Software Organisations - an initial study	ESRC-ICSSR	Vasanthi Srinivasan, Jossy Mathews (Middlesex University)
17	Updation on Techno-Economic Feasibility Study for Setting up a Railway Coach Factory at Palghat, Kerala by BEML	BEML, Bangalore	Sankarshan Basu & Shyamal Roy
18	Study on Restructuring and Identification of Surplus Staff	KHDC, Bangalore	Malathi Somaiah

II - Projects on-going

	Project Title	Funding Agency	Faculty	Remarks
1	Assistance ion Post-Bank Strategy Formulation	South African Post Office Ltd., Pretoria Central	D Krishna Sundar	Phase I- Completed Phase II started
2	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	Consulting Research Project

	Project Title	Funding Agency	Faculty	Remarks
3	Re-organisaton of Kerala Water Authority	Kerala Water Authority, Kerala	Abhoy K Ojha & A Damodaran	
4	Financial Re-engineering of Kerala Water Authority	Kerala Water Authority, Kerala	Shyamal Roy & 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	Powergrid Corporation of India Ltd., Bangalore	T V Ramanayya & V Nagadevara	
7	Designing and testing a Food Safety Model for Rural and Urban Areas of Karnataka	Food Safety Standards Authority of India, New Delhi	Gopal Naik	
8	Evolving Vision Document and Preparation of Enabling HR Policies for NIRD	NIRD, Hyderabad	R Ravi Kumar & V Nagadevara	
9	Study on Supply Chain & value Addition of Mushroom Processing Plant	National Horticulture Board, Gurgaon	D Krishna Sundar	
10	Environmental Financing Project		A Damodaran	

III Projects initiated

	Project Title	Funding Agency	Faculty
1	Independent Appraisal/Evaluation of LIC's Aam Admi Bima Yojana (AABY) & Janashree Bima Yojana (JBY) Schemes	Life Insurance Corporation of India	Sankarshan Basu, Pulak Ghosh & Trilochan Sastry
2	A Unified Joint Modeling of Multivariate Longitudinal Measurement and Time to Event Data using a Bayesian Approach	Science & Engg. Research Board (DST, Govt.of India)	Pulak Ghosh
3	Turnaround Strategic Study for Karnataka Seeds Corporation	Karnataka Seeds Corporation Ltd., Bangalore	V Nagadevara & Seema Gupta
4	Formulating a detailed Project Report (DPR) for proposed YASHADA Institute of Public Policy	Yashwant Rao Chavan Academy of Development Administration and CPP, Govt.of Karnataka	G Ramesh & Gopal Naik
5	Study on five-day week	Pay Commission, Govt.of Karnataka	G Ramesh
6	Strengthening Regulatory Frameworks and Enhancing Capacity in India's Legal and Accountancy Service Sectors: A Roadmap for Reforms (sponsored research)	British High Commission, New Delhi	Rupa Chanda
7	Deepening Cooperation in Services among BRICS Members	Centre for WTO Studies of IIFT, Ministry of Commerce, Govt.of India	Rupa Chanda
8	Appointment as Short-term Consultant	World Bank Project	Chirantan Chatterjee

	Project Title	Funding Agency	Faculty
9	Preparation of Report on `Biodiversity Financing for Implementing the CBD in pursuance of Decision X/3 and X/44 of CoP-10	National Biodiversity Authority	A Damodaran
10	Advisory Board Member-retainer	Strata (Just Books)	Suresh Bhagavatula
11	Evaluation of Plan Programmes	Commissioner, Employment & Training, Government of Karnataka	S. Nayana Tara
12	Preparation of a Project Report on Dredger	BEML Limited,Bangalore	Sankarshan Basu
13	GAVs HR Assignment	GAVS Technologies P.Ltd., Chennai	L Prasad, Vasanthi Srinivasan, R Srinivasan (CSP)
14	Design and Development of a Comprehensive Agriculture Marketing System for Karnataka	Agricultural Marketing Department, Government of Karnataka	Gopal Naik
15	International Climate Finance: Green Climate Fund (GCF) and the National Implementation Strategy for India - Prosperity Fund India Programme	Ministry of Environment and Forests and Ministry of Finance, Government of India	A Damodaran
16	Next Generation Technology for Global Software Development	IT University Copehagen and Copenhagen Business School, Denmark	S Krishna

Statement 13

IIMB Partner Universities

Australia		8	Solvay Brussels School of Economics and Management
1	Australian School of Business, University of New South Wales	Brazil	
2	Melbourne Business School	9	FGV-EAESP - Fundação Getulio Vargas Escola De Administração De Empresas De São Paulo
3	Queensland University Of Technology	Canada	
Austria		10	Concordia University
4	MCI Management Center Innsbruck	11	McGill University
5	WU Wirtschaftsuniversität Wien - Vienna University of Economics and Business	12	Queen's School of Business, Queen's University
Belgium		13	Richard Ivey School of Business, The University Of Western Ontario
6	Katholieke University Leuven		
7	Louvain School of Management		

14	Sauder School of Business, The University of British Columbia	46	University of Oldenburg
15	Schulich School of Business, York University	47	WHU - Otto Beisheim School of Management
16	University of Alberta	48	Zeppelin University
17	University of Victoria		Ireland
	Chile	49	The University of Dublin, Trinity College Dublin
18	Universidad Adolfo Ibáñez	50	UCD Michael Smurfit School of Business
	China		Israel
19	Guanghua School of Management, Peking University	51	Racanati Graduate School of Business Administration, Tel Aviv University
20	Tsinghua University, School of Economics & Management		Italy
	Denmark	52	Bocconi University
21	Copenhagen Business School	53	Scuola Superiore Sant'Anna, Pisa
	Finland		Kuwait
22	Aalto University School of Economics	54	College of Business Administration, Kuwait University
	France		Mexico
23	Audencia Nantes - School of Management	55	Technologico de Monterrey
24	BEM – Bordeaux Management School		Norway
25	EDHEC Business School	56	The Norwegian School of Economics and Business Administration (NHH)
26	EMLYON Business School		Pakistan
27	ESC Bretagne Brest	57	Lahore University of Management Sciences
28	ESCIP School of International Business		Philippines
29	ESCP Europe	58	Asian Institute of Management
30	ESSEC Business School		Poland
31	Euromed Management	59	Warsaw School of Economics
32	Grenoble Ecole de Management		Portugal
33	Groupe ESC Clermont Graduate School of Management	60	ISCTE-IUL
34	Groupe ESC Troyes, Champagne School of Management		Singapore
35	Groupe Sup de Co Montpellier	61	Nanyang Business School, Nanyang Technological University
36	HEC Paris	62	National University of Singapore
37	IAE de Paris (Sorbonne Graduate Business School)		South Africa
38	IESEG School of Management	63	Wits Business School
39	Reims Management School		South Korea
	Germany	64	Dongguk Business School, Dongguk University
40	EBS Business School	65	Graduate School of Business, Seoul National University
41	HHL - Leipzig Graduate School of Management	66	KAIST Business School
42	Technological University of Munich	67	Korea University Business School
43	University of Cologne	68	The School of Business, Yonsei University
44	University of Erlangen-Nuremberg		Spain
45	University of Mannheim / Mannheim Business School gGmbH	69	ESADE Business School

Sweden		USA	
70	Jönköping International Business School, Jönköping University	86	Booth School of Business, The University of Chicago
71	School of Business, Economics and Law, University of Gothenburg	87	Fogelman College of Business & Economics, The University of Memphis
72	Stockholm School of Economics	88	Foster School of Business, University of Washington
Switzerland		89	J. Mack Robinson College of Business, Georgia State University
73	HEC Lausanne, University of Lausanne	90	Kenan-Flagler Business School, University of North Carolina at Chapel-Hill
74	University of Geneva	91	Mays College & Graduate School of Business, Texas A&M University
75	University of St. Gallen	92	McCombs School of Business, The University of Texas at Austin
Taiwan		93	Northeastern University
76	College of Commerce, National Chengchi University	94	NYU Stern School of Business
Thailand		95	Rady School of Management, University of California, San Diego
77	School of Management, Asian Institute of Technology	96	Robert H Smith School of Business, University of Maryland
The Netherlands		97	Samuel Curtis Johnson Graduate School of Management, Cornell University
78	Maastricht University	98	San Jose State University
79	Nyenrode Business Univesiteit	99	The Fuqua School of Business, Duke University
80	Rotterdam School of Management, Erasmus University	100	Thunderbird School of Global Management
81	University of Amsterdam, Faculty of Economics & Business	101	UCLA Anderson School of Management
UK			
82	Cranfield University School of Management		
83	London Business School		
84	University of Exeter, Exeter		
85	University of Wales Institute, Cardiff		

Statement 14

List of Officers as on March 31, 2012

OFFICERS	
1	Shri Indu Shekhar CV Chief Administrative Officer
2	Ms. Sujata M Head-Finance
3	Ms. Gayathri Subramanian Manager - Finance & Accounts
4	Shri Ramesh AR Staff Officer to Director
5	Ms. Anuradha N Deputy Librarian
6	Ms. Veronica DB Administrative Officer(Accounts)

7	Shri Behari Subanna	Administrative Officer
8	Ms. Usha Menon	Administrative Officer
9	Shri Lakshminarayana Rao NG	Administrative Officer
10	Shri Venkatesha	Administrative Officer
11	Shri Udaya Kumar V	Administrative Officer
12	Shri Satyaprakash BS	Administrative Officer
13	Shri Mazhalai Bharathi K	Administrative Officer
14	Dr. Rama Patnaik	Librarian
15	Shri Thyagarajan Babu N	Administrative Officer
16	Shri Ramnanjappa KR	Administrative Officer
17	Shri Balaraj M	Administrative Officer
18	Shri Rajendra M	Administrative Officer
19	Ms. Geetha Raghunathan	Administrative Officer
20	Shri Dillip Kumar Mohapatra	Campus Computer Manager
21	Shri Vasudeva M	Manager(Electrical)
22	Ms. Komala Devi	Administrative Officer
23	Ms. Usha S	Assistant Librarian Gr-I
24	Shri Ramalingam M	Manager, OIA
CONSULTANT		
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	Consultant
7	Shri Manoj Chakravarty	Chief Operating Officer
8	Shri Rakesh Godhwani	Consultant
9	Ms. Sapna Agarwal	Consultant
10	Ms. Sudha A Rao	Consultant
11	Ms. Aparna Datta	Consultant
12	Shri Sampath Kumaran VT	Consultant
13	Ms. Kalyani Sriramiah	Consultant
14	Shri. Ramachandran V	HR Advisor
15	Shri. Muralibabu Balakrishnan	Hospitality Manager

Faculty & Personnel

Faculty			
Period	Cadre	Visiting/Adjunct Faculty	Total
As of March 31, 2011	98	43	141
Additions during 2011-2012 Professor on Joint Appointment	2	47	
	1	-	50
Deletions during 2011-2012	6	43	49
As of March 31, 2012	95	47	142
Officers and Research Fellows			
Period	Officers	Research Fellows	Total
As of March 31, 2011	26	3	29
Deletions during 2011-2012	2	1	3
As of March 31, 2012	24	2	26
Administrative Staff			
Period	Group B	Group C	Total
As of March 31, 2011	8	187	195
Additions during the year 2011-2012	-	6	6
Deletions on Retirement on Superannuation/ others	-	16	16
As of March 31, 2012	8	177	185

Indian Institute of Management Bangalore

Statement of Accounts
2011 - 2012

Indian Institute of Management Bangalore

Balance Sheet as at March 31, 2012

(Rs.in lakhs)

	Schedule	As at 31st March, 2012	As at 31st March, 2011
Sources of Funds			
CORPUS FUND AND LIABILITIES			
Corpus Fund & Other Funds	1	13,014.86	7,749.51
Earmarked / Endowment Funds & Unspent Balances			
- Ongoing Programmes and Projects	2	5,289.80	4,888.48
Reserves and Surplus	3	6,209.62	5,406.82
Government Grants (Plan) & Others	4	4,474.88	4,739.27
Terminal Benefits Liability	5	8,718.35	10,991.76
Current Liabilities and Provisions	6	1,894.62	1,693.36
Total		39,602.13	35,469.20
Application of Funds			
ASSETS AND INVESTMENTS			
Fixed Assets	7	7,161.06	7,168.97
Investments - Endowment/ Earmarked Funds	8	2,596.36	2,409.28
Investments - Other Funds	9	13,545.14	10,408.01
Investments - Terminal Benefits	10	7,172.24	9,247.24
Current Assets, Loans and Advances etc.,	11	9,127.33	6,235.70
Total		39,602.13	35,469.20
Significant Accounting Policies	24		
Notes on Accounts	25		

FOR INDIAN INSTITUTE OF MANAGEMENT BANGALORE

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

Sd/-
M.SUJATA
HEAD - FINANCE

Sd/-
S.RAGHUNATH
DEAN (ADMIN)

Sd/-
PANKAJ CHANDRA
DIRECTOR

Sd/-
RAVI PRASAD
PARTNER
M.No. 203414

Place : Bangalore
Dated : 23rd August, 2012

Indian Institute of Management Bangalore

Income and Expenditure Account

(Rs.in lakhs)

	Schedule	For the year ended	
		31st March, 2012	31st March, 2011
A. INCOME			
Income - Non - Plan			
Grants/Subsidies - Non-Plan Grants from Govt.	12	-	-
Income - Own Generation from			
Services	13	821.12	572.47
Executive Education & Fees	14	15,212.89	12,505.20
Investments	15	843.13	741.85
Institute Publications	16	30.42	27.29
Interest earned on other deposits and advances	17	357.52	225.05
Other Income	18	122.87	117.38
Total (A)		17,387.95	14,189.24
Expenditure - Non-Plan			
Establishment Expenses	19	2,849.58	2,574.53
Administrative Expenses	20	1,661.08	1,273.80
Programmes & Executive Education	21	4,063.04	3,008.59
Research and Development	22	186.37	106.90
		8,760.07	6,963.82
Expenditure - Others			
Consultancy and Professional Services		512.06	419.46
Faculty Development		41.66	35.95
Depreciation (Sch 25 note #5)		563.46	615.17
Total (B)		9,877.25	8,034.40
C. Prior Period Items		107.96	137.26
D. Balance being excess of Income over Expenditure (A - B + C)		7,618.66	6,292.10
Transfer to General Reserve (Corpus Interest)		814.34	707.47
Gross Surplus /(Deficit)		6,804.32	5,584.63
Add back of depreciation on assets written off		-	0.31
Surplus/(Deficit) before transfer (to)/from Terminal Benefits/General Reserve		6,804.32	5,584.94
Transfer (to)/from Terminal Benefits (Sch.5)		1,831.91	1,888.35
Transfer to General Reserve (Capital Expenditure)		-	456.95
Surplus /(Deficit)		4,972.41	3,239.64
Transfer to Vision Fund		126.00	500.00
Transfer to Infrastructure Development Fund		4,627.34	2,600.00
Balance being Surplus/(Deficit) carried to Corpus Fund		219.07	139.64
Total (B + D - C)		17,387.95	14,189.24
Significant Accounting Policies	24		
Notes on Accounts	25		

FOR INDIAN INSTITUTE OF MANAGEMENT BANGALORE

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

Sd/-
M.SUJATA
HEAD - FINANCE

Sd/-
S.RAGHUNATH
DEAN (ADMIN)

Sd/-
PANKAJ CHANDRA
DIRECTOR

Sd/-
RAVI PRASAD
PARTNER
M.No. 203414

Place : Bangalore
Dated : 23rd August, 2012

Indian Institute of Management Bangalore
Schedules forming part of Balance Sheet as at 31st March 2012

(Rs.in lakhs)

Schedule 1 - Corpus Fund & Other Funds	2011-12		2010-11	
Corpus Fund				
Balance as at the beginning of the year	3,538.84		3,399.20	
Add: Balance of Net Income/Deficit transferred from the Income & Expenditure A/c during the year	219.07		139.64	
	3,757.91	3,757.91	3,538.84	3,538.84
Matching Grants from Govt., on Savings		249.01		249.01
Matching Grants from Govt., on Donations		53.64		53.64
Society Membership		24.00		24.00
Others		21.61		21.61
Other Funds				
Vision Fund				
Opening balance	1,262.41		711.30	
Add: Transferred from I & E Account	126.00		500.00	
Add: Interest on vision fund	99.70	1,488.11	51.11	1,262.41
Infrastructure Development Fund				
Opening balance	2,600.00		-	
Add: Transferred from I & E Account	4,627.34		2,600.00	
Add: Interest on Infrastructure Development Fund	193.24	7,420.58	-	2,600.00
Balance as at the end of the year		13,014.86		7,749.51

Indian Institute of Management Bangalore

Schedules forming part of Balance Sheet as at 31st March 2012

(Rs.in lakhs)

Schedule 2 - Earmarked Endowment Funds	2011-12	2010-11
Opening Balance of the funds		
Endowment Grant from GOI, MHRD towards Res. Project EEM	23.00	
Add: Interest transferred	0.23	23.23
		23.00
Donations and Contributions		
- NS Raghavan Centre	870.00	
Add: Interest transferred	8.70	878.70
- Faculty Development	400.00	
Add: Interest transferred	4.00	404.00
- C. S.M.	365.00	
Add: Interest transferred	3.65	368.65
- Canara Bank Centre in Entrepreneurship	15.00	
Less: Transfer to Canara Bank chair in banking & finance	15.00	-
		15.00
Alumni		
- Siddharth Padam Scholarship	10.00	-
- Class room complex	31.41	29.91
- Class of 1986 & 2001	29.10	70.51
		-
		29.91
Total - Donations		1,745.09
		1,702.91
Chairs		
- Surendra Paul Memorial Chair	12.00	
Less : Transfer to Apeejay Surendra Memorial chair	12.00	-
		12.00
- Apeejay Surendra Memorial Chair	28.03	
Add: Interest transferred	0.28	28.31
- Unit Trust of India Chair	8.43	
Add: Interest transferred	0.08	8.51
- Wipro Chair	12.00	
Add: Interest transferred	0.12	12.12
- B. O. C. Chair	20.00	
Add: Interest transferred	0.20	20.20
- Reserve Bank of India Chair	100.00	
Add: Additions	150.00	
Add: Interest transferred	3.35	253.35
- Hewlett Packard Chair	48.90	
Add: Interest transferred	0.49	49.39
- Canara Bank Chair in Banking & finance	100.00	
Add - Transfer from Canara Bank Centre in Entrepreneurship	38.97	
Add: Interest transferred	1.40	140.37
		100.00
Others		22.21
CPP - Endowment Fund Govt. of Karnataka	400.00	
Add: Interest transferred	4.00	404.00
		400.00
Total - Chairs		938.46
		723.54
Total A		2,683.55
		2,426.45

Indian Institute of Management Bangalore
Schedules forming part of Balance Sheet as at 31st March 2012

(Rs.in lakhs)

Schedule 2 - (Contd.) Unspent Balance on On-going Programmes and Projects						
	Balance as on 1.04.11	Credited during the year		Debited during the year		Balance as on 31.03.12
		Interest Allocation	Others	Capital Expenditure	Others	
Sponsored Research	127.61	1.38	218.64		208.82	138.81
F C R A Projects	214.64		268.84		395.01	88.47
Consultancy	119.56		440.80		345.13	215.23
Centres - NSR CEL	697.38	61.97	93.74		167.93	685.16
Centre for IRE	24.21					24.21
CS & IT	190.54	21.90	1.44		8.34	205.54
EADS-SMI	209.92		0.84		55.11	155.65
Centre for Capital Market	24.56		31.42		29.74	26.24
Centre for Corp. Govern.	34.03		43.56		35.40	42.19
Micro Finance Group Project	9.39		1.06			10.45
Office of Disability Services	2.39		13.92		14.07	2.24
Canara Bank Centre in Entr.	23.97				23.97	-
Centre for Public Policy	736.65	24.00	896.47	5.76	715.95	935.41
Centre for SCM	21.92		4.00		7.53	18.39
Chairs- Railway	0.54					0.54
Chairs- Surendra Paul	16.03				16.03	-
Chairs- Apeejay Surendra Paul	-	0.72				0.72
Chairs- Unit Trust of India	1.03	0.51				1.54
Chairs- Wipro	17.52	0.72				18.24
Chairs- B.O.C	30.87	1.20				32.07
Chairs- R.B.I.	(5.07)	16.75			17.47	(5.79)
Chairs- Hewlett Packard	0.87	2.93			1.88	1.92
Chairs- I.P.R.	(38.53)		82.97		43.73	0.71
Canara Bank Chair in Banking & Finance	2.00	6.00				8.00
Siddharth Padam Scholarship	-	0.31				0.31
Total B	2,462.03	138.39	2,097.70	5.76	2,086.11	2,606.25
Total A + B	4,888.48					5,289.80

Schedule 3 - Reserves and Surplus		2011-12		2010-11	
General Reserve : (Corpus Interest)					
Opening Balance as per last Account		-		-	
Addition during the year		814.34		707.47	
Transferred from I/E for shortfall in capital expenditure		-		456.95	
		814.34		1,164.42	
Less : Deductions during the year					
Capital Exp. in excess of Plan Grants		-	814.34	1,164.42	-
Special Reserves					
Faculty Development Interest Reserve - OB		147.14		159.09	
Add : Interest for the year		24.00		24.00	
		171.14		183.09	
Less: Transferred to Income & Expenditure A/c		41.66	129.48	35.95	147.14
Capital Reserves - Fixed Assets			5,218.97		5,218.97
Faculty Contributory Fund			46.83		40.71
Total			6,209.62		5,406.82

Indian Institute of Management Bangalore

Schedules forming part of Balance Sheet as at 31st March 2012

(Rs.in lakhs)

Schedule 4 - Government Grants - Plan (MHRD) & Others	2011-12		2010-11	
Government Grants - Plan (MHRD)				
Grants from MHRD				
Opening Balance	927.21		1,012.15	
Add : Depreciation of earlier years written back	-		-	
Add : Towards Deletion of Assets of earlier years	-		-	
	927.21		1,012.15	
Less : Towards Depreciation	84.94	842.27	84.94	927.21
Grants from GoK-land		37.95		37.95
Grants from GoK-plan		-		-
Total A		880.22		965.16
Grants - Others				
Department of Personnel and Training- Govt. of India				
Opening Balance	547.49		585.40	
Less : Depreciation on Fixed Assets	32.76	514.73	37.91	547.49
OBC Grants				
Opening balance	3,071.74		3,089.98	
Grants received	-		-	
Add: Interest earned	-		8.02	
Less : Depreciation on Fixed Assets	107.24	2,964.50	26.26	3,071.74
G I V Grant				
Opening Balance	74.97		78.54	
Less : Depreciation on Fixed Assets	3.57	71.40	3.57	74.97
NSRCEL DIT				
Opening balance	29.04		32.40	
Add: Additions	2.50		-	
Add: Interest	0.45		1.64	
Less: Utilisation of grant fund during the year	25.98	6.01	5.00	29.04
NSRCEL DST				
Opening balance	50.87		-	
Add: Additions	-		50.00	
Add: Interest	2.15		0.87	
Less: Utilisation of grant fund during the year	15.00	38.02	-	50.87
Total B		3,594.66		3,774.11
Total A + B		4,474.88		4,739.27

Schedule 5 - Terminal Benefits Fund	2011-12		2010-11	
Opening Balance	10,991.76		9,198.40	
Less: Expenses on employees' retirement and terminal benefits	951.62		693.78	
Less : Purchase of annuity	3,830.29		-	
Add: Interest	676.59		598.79	
Add: Transferred from I & E A/c	1,831.91	8,718.35	1,888.35	10,991.76
TOTAL		8,718.35		10,991.76

Schedule 6 - Current Liabilities and Provisions	2011-12		2010-11	
Earnest Money Deposit		17.72		30.59
Security Deposit		122.94		206.04
Caution Money		154.46		135.67
Library Deposit Refundable		74.74		72.06
Suppliers		4.98		18.29
Accrued Liabilities		442.54		468.23
Taxes		122.81		177.33
Prog. Fees Received in Advance		840.22		431.30
Alumni		38.31		30.92
Others		75.90		122.93
Total		1,894.62		1,693.36

Schedule 7 - Fixed Assets - (Depreciation as per rates given in Companies Act 1956)

SL. NO.	NAME OF THE ASSET	GROSS BLOCK			DEPRECIATION			NET BLOCK					
		As At 01.04.2011	ADDITIONS	DELETIONS	As At 31.03.2012	RATE	As At 01.04.2011	Opening Balance	For the Year 2011-12	Deletions during the year 2011-12	Total As At 31.03.2012	WDV As At 31.03.2012	WDV As At 31.03.2011
1	FREEHOLD LAND	37.95	-	-	37.95		-	-	-	-	37.95	37.95	
2	LEASEHOLD LAND	-	5.00	5.00	5.00		-	-	-	-	5.00	5.00	
	Assets acquired out of MHRD Grants:												
3	BUILDING & CAMPUS DEVELOPMENT	2,437.89			2,437.89	3.34%	1,590.73	81.43	0.96	1,672.15	765.74	847.16	
4	HOSTEL	75.00			75.00	3.34%	12.53	2.51	-	15.03	59.97	62.48	
5	MANAGEMENT DEVELOPMENT CENTRE												
	- COST OF BUILDINGS	30.36	-	-	30.36	3.34%	12.80	1.01	-	13.81	16.54	17.56	
	Total assets acquired out of MHRD Grants	2,543.25			2,543.25		1,616.05	84.94	-	1,700.99	842.25	927.20	
	Assets from Own Funds:												
6	BUILDING & CAMPUS DEVELOPMENT	330.01	54.35		384.36	3.34%	19.11	11.02	0.96	31.09	353.27	310.90	
7	HOSTEL	542.89			542.89	3.34%	91.22	18.13	-	109.35	433.54	451.68	
8	MANAGEMENT DEVELOPMENT CENTRE												
	- COST OF BUILDINGS	699.92	156.02		855.94	3.34%	284.75	23.38	4.17	312.29	543.65	415.18	
	- EQUIPMENTS	39.40	8.08		47.48	4.75%	11.42	1.87	0.18	13.47	34.00	27.98	
	- FURNITURES	37.03	12.04		49.07	9.50%	27.70	3.52	0.33	31.55	17.52	9.32	
9	FURNITURE, FIXTURES & FITTINGS	920.46	77.70		998.16	9.50%	607.82	87.44	4.84	700.11	298.05	312.64	
10	LIBRARY BOOKS & FILMS	2,118.00	132.63	0.20	2,250.43	100.00%	2,118.00		132.63	0.20	2,250.43	-	
11	VEHICLES	51.47	-		51.47	9.50%	51.47	-	-	51.47	-	-	
12	EQUIPMENTS	888.05	66.73		954.78	4.75%	324.61	42.18	5.38	372.17	582.60	563.43	
13	COMPUTERS SYSTEMS	1,043.06	58.00		1,101.05	16.21%	860.17	169.08	1.95	1,031.20	69.85	182.88	
14	SOFTWARE	303.39	17.42		320.81	16.21%	182.93	49.18	1.91	234.02	86.80	120.47	
15	Assets from OBC Funds:												
	FACULTY RESIDENCE	1,467.38	11.01		1,478.39	3.34%	12.22	49.01	0.37	61.60	1,416.79	1,455.16	
	HOSTEL	1,687.18	45.14		1,732.33	3.34%	14.05	56.35	1.51	71.91	1,660.41	1,673.13	
16	Project Assets												
	MIN OF HRD	3.56			3.56	9.50%	3.56	-	-	3.56	-	-	
	UNDP	0.79			0.79	4.75%	0.79	-	-	0.79	-	-	
	LIB BOOKS	2.41			2.41	100.00%	2.41	-	-	2.41	-	-	
	TEACHING AIDS & EQUIPMENT	2.42			2.42	4.75%	2.35	0.08	-	2.43	-	0.08	
	FURNITURE & FITTINGS	2.16			2.16	9.50%	1.53	0.21	-	1.74	0.42	0.63	
	OTHERS - COMPUTERS	32.26			32.26	16.21%	10.27	5.23	-	15.50	16.76	21.98	
17	CPP Assets												
	LIBRARY BOOKS	38.11			38.11	100.00%	38.11	-	-	38.11	-	-	
	BUILDINGS	719.97			719.97	3.34%	200.13	24.05	-	224.18	495.79	519.84	
	PCs/PRINTERS/OTHERS	63.76			63.76	16.21%	63.76	-	-	63.76	-	-	
	EQUIPMENTS/ELECTRONICS	4.60			4.60	4.75%	0.36	0.22	-	0.58	4.02	4.23	
	FURNITURE	89.47			89.47	9.50%	74.22	8.50	-	82.72	6.74	15.24	
18	GIV BUILDINGS	106.84			106.84	3.34%	29.81	3.57	-	33.38	73.46	77.02	
	TOTAL	13,775.78	644.12	0.20	14,419.69		6,648.84	637.96	154.23	7,440.83	6,978.87	7,126.94	
19	WORK IN PROGRESS	42.04			42.04						182.19	42.04	
20	GRAND TOTAL	13,817.82			13,817.82		7,161.06				7,168.98		

Indian Institute of Management Bangalore
Schedules forming part of Balance Sheet as at 31st March 2012

(Rs.in lakhs)

Schedule 8 - Investments - Endowment/Earmarked Fund	2011-12		2010-11	
Approved Securities and Bonds	1,496.44		1,496.00	
Fixed Deposits	1,099.92	2,596.36	913.28	2,409.28
Total	2,596.36		2,409.28	

Schedule 9 - Investments - Other Funds	2011-12		2010-11	
Infrastructure Development Fund (IDF)				
Approved Securities and Bonds	-			
Fixed Deposits	2,600.00	2,600.00	-	-
Vision Fund				
Approved Securities and Bonds	-		-	
Fixed Deposits	1,275.78	1,275.78	700.00	700.00
Other Funds				
Approved Securities and Bonds	2,998.10		2,998.10	
Fixed Deposits	6,671.26	9,669.36	6,709.91	9,708.01
Total	13,545.14		10,408.01	

Schedule 10 - Investments - Terminal Benefits	2011-12		2010-11	
Approved Securities and Bonds	2,446.23		2,446.23	
Fixed Deposits	4,726.01	7,172.24	6,801.01	9,247.24
Total	7,172.24		9,247.24	

Indian Institute of Management Bangalore
Schedules forming part of Balance Sheet as at 31st March 2012

(Rs.in lakhs)

Schedule 11 - Current Assets, Loans & Advances	2011-12		2010-11	
CURRENT ASSETS :				
Deposits with outside Agencies / Authorities :				
Bangalore Telephones	2.33		2.33	
K. E. B.	28.39		24.71	
Others	53.36	84.08	53.48	80.52
Cash Balance on hand (including cheques / drafts and imprest)				
- Cash - on - hand	1.58		13.10	
- Imprest Balance (including balance of stamps in the Franking Machine)	2.59		1.65	
Bank Balances with Scheduled Banks :				
Bank Balances	1,760.03		656.65	
E E F C Account	5.09		4.46	
F C R A	429.50		592.99	
Public Policy Bank Accounts	4.73		4.55	
Term Deposits	3,600.00	5,803.52	2,901.99	4,175.39
Interest Accrued But Not Due				
On Investment from Earmarked/Endowment Fund	151.45		103.38	
On Investment - Others	111.89		118.52	
On Deposits - Others	744.65		508.31	
On Vision fund	86.33		51.11	
On IDF	193.24		-	
On terminal benefit funds	461.92	1,749.48	503.45	1,284.77
Closing Stores and Consumables		24.35		15.89
Total (A)		7,661.43		5,556.57
LOANS AND ADVANCES :				
Staff Loans:				
- House Building Advance	-		0.95	
- Vehicle Advance	1.99		3.45	
- Computer Advance	2.04		5.00	
- Festival Advance	0.99	5.02	0.75	10.15
Advances:				
- Miscellaneous Advance	27.92		12.11	
- Advance to Foreign Journals	138.62		-	
- Advance to Suppliers	18.71	185.25	28.02	40.13
Mobilisation Advance	97.34		3.26	
Material Advance	30.39	127.73	-	3.26
Cenvat Credit	45.84		7.98	
Prepaid Expenses	27.28		8.67	
Advances - Admissions	2.25		0.94	
Advances - Others	26.37	101.74	18.63	36.22
Sundry Receivables:				
- Programme fee	35.04		93.57	
- Income Tax Recoverable	320.37		128.28	
- Others	690.75	1,046.16	367.52	589.37
Total (B)		1,465.90		679.13
Total (A+B)		9,127.33		6,235.70

Indian Institute of Management Bangalore

Schedules forming part of Income & Expenditure A/c for the year ended 31st March 2012

(Rs.in lakhs)

A. INCOME

I - Income - Non-Plan

Schedule 12 - Grants / Subsidies	2011-12	2010-11
Grants from Government (Non-Plan)		
Regular Grants		
Total	-	-

II - Income - Own Generation

Schedule 13 - Income from Services	2011-12	2010-11
Consultancy, Professional Services & Sponsored Research	768.84	567.59
Seminars & Conferences	52.28	4.88
Total	821.12	572.47

Schedule 14 - Executive Education & Fees	2011-12	2010-11
Post Graduate and Fellow Programmes		
- P G P Fees	4,891.01	4,447.47
Less: Towards financial aid to PGP Students	313.53	230.41
- P G P Miscellaneous Receipts	41.85	52.55
Total A	4,619.33	4,269.61
Centralised Services		
- C A T and Admissions	242.13	353.13
- Career Development	290.92	166.03
Total B	533.05	519.16
Executive Development Programmes		
- Open Programmes	3,463.06	2,488.87
- Customised Programmes	3,693.10	2,786.59
- International Programmes	659.53	263.98
Total C	7,815.69	5,539.44
Post Graduate Programme in Public Policy & Management	284.64	230.38
Total D	284.64	230.38
Post Graduate Programmes in Software Enterprise Management	676.81	707.94
Total E	676.81	707.94
Executive Post Graduate Programme	1,283.37	1,238.67
Total F	1,283.37	1,238.67
Total (A+B+C+D+E+F)	15,212.89	12,505.20

Indian Institute of Management Bangalore

Schedules forming part of Income & Expenditure A/c for the year ended 31st March 2012

(Rs.in lakhs)

Schedule 15 - Income from Investments	2011-12	2010-11
Interest on Other Fund Investments	814.34	707.47
Interest on Earmarked Endowment Investments	211.04	177.35
Less: Transferred to -		
Centre for Software Management	25.55	21.90
NSR CEL	64.90	52.20
Faculty Development	28.00	24.00
Others	63.80	44.87
	182.25	142.97
	28.79	34.38
Total	843.13	741.85

Schedule 16 - Income from Publications	2011-12	2010-11
Institute Publications - Management Review	30.42	27.29
Total	30.42	27.29

Schedule 17 - Interest Earned	2011-12	2010-11
Interest on Bank Deposits	352.13	207.69
Interest on HBA / VA and other advances	4.43	2.24
Interest on mobilisation advance	0.96	15.12
Total	357.52	225.05

Schedule 18 - Other Income	2011-12	2010-11
Transfers from Reserves		
Faculty Development Reserve	41.66	35.95
Total A	41.66	35.95
Miscellaneous Income		
Library Receipts	7.52	10.11
Licence Fee - Employees	11.43	10.61
Licence Fee - Others	5.72	9.17
Sale of Assets / Stores	9.64	3.55
Others	45.30	46.84
Medical subscription-pensioners	1.60	1.15
Total B	81.21	81.43
Total A + B	122.87	117.38

Indian Institute of Management Bangalore

Schedules forming part of Income & Expenditure A/c for the year ended 31st March 2012

(Rs.in lakhs)

B. EXPENDITURE

I. Expenditure - Non Plan

Schedule 19 - Establishment Expenses	2011-12	2010-11
- Salaries and Benefits	2,663.52	2,449.64
- Contribution to Provident Fund / DCPS	52.14	29.87
- Staff Welfare Expenses	133.92	95.02
	2,849.58	2,574.53

Schedule 20 - Administrative Expenses	2011-12	2010-11
- Electricity and DG Set	179.81	171.73
- Water Charges	116.73	100.89
- Repairs and Maintenance - General	783.93	511.83
- Vehicles Repairs and Maintenance	9.72	11.00
- Postage, Telephone and Communication	82.31	85.34
- Printing and Stationery	12.45	6.53
- Stores & Consumables	98.94	83.28
- Travelling and Conveyance	32.15	36.47
- Training	4.22	8.55
- Internal Auditors Remuneration	8.54	4.80
- Statutory Auditors Remuneration	4.00	1.50
- Professional Charges	9.28	14.48
- Advertisement and Publicity	39.71	23.60
- Security Services	93.41	87.44
- BBMP Taxes	29.84	25.46
- Other Contingencies	140.28	97.80
- Rent	15.76	3.10
Total	1,661.08	1,273.80

Indian Institute of Management Bangalore

Schedules forming part of Income & Expenditure A/c for the year ended 31st March 2012

(Rs.in lakhs)

II. Expenditure - Non Plan

Schedule 21 - Programmes & Executive Education	2011-12	2010-11
Post Graduate and Fellow Programmes		
- P G P Expenses	280.09	206.50
- Fellowship	343.89	311.84
Total A	623.98	518.34
Centralised Services		
- C A T and Admissions	92.10	53.49
- Career Development	31.10	32.39
Total B	123.20	85.88
Executive Development Programmes		
- Open Programmes	650.25	328.61
- Customised Programmes	1,554.12	1,095.60
- E D P - General	299.23	282.85
- International Programmes	295.82	115.66
Total C	2,799.42	1,822.72
Post Graduate Programme in Public Policy & Management	125.65	117.41
Total D	125.65	117.41
Post Graduate Programmes in Software Enterprise Management	80.41	113.88
Total E	80.41	113.88
Executive Post Graduate Programme	310.38	350.36
Total F	310.38	350.36
Total (A+B+C+D+E+F)	4,063.04	3,008.59

Schedule 22 - Research & Development	2011-12	2010-11
Research and Development	181.55	98.21
Periodicals	4.82	8.69
	186.37	106.90

Indian Institute of Management Bangalore Provident Fund

Balance Sheet as at 31st March 2012

(Rs.in lakhs)

Schedule - 23	31.03.2012			31.03.2011		
Sources of Funds :	GPF	CPF	DCPS	GPF	CPF	DCPS
Opening Balance	1,619.55	15.04	0.84	1,406.46	11.51	0.84
Additions during the year :						
Subscriptions	237.36	19.05		238.88	2.22	
Contributions	-	2.02			0.66	
Refund of Loans	16.14	-		23.22	-	
Int. on Subscribers' A/c	124.62	1.33		117.10	0.65	
Transfer from GPF	-	1.56				
Others	-					
(A)	1,997.67	39.00	0.84	1,785.66	15.04	0.84
Less:						
Final Settlements	279.63	-	0.45	64.03	-	-
Withdrawals	148.41	-	-	89.39	-	-
Advances	16.79	-	-	12.69	-	-
Transfer to CPF	1.56		-	-		-
Others	-	-		-	-	-
(B)	446.39	-	0.45	166.11	-	-
(A-B)	1,551.28	39.00	0.39	1,619.55	15.04	0.84
Grand Total (GPF+CPF+DCPS)			1,590.67			1,635.43
Surplus A/c Op. Balance	127.86			111.22		
Additions for the year	5.52			16.64		
			133.38			127.86
Other Liabilities			3.24			25.96
Total			1,727.29			1,789.25
Application of Funds						
Investments			1,581.23			1,663.83
Receivables	Interest		29.80			35.54
	Others		25.27			26.80
Cash and Bank Balances			90.99			63.08
Total			1,727.29			1,789.25

FOR INDIAN INSTITUTE OF MANAGEMENT BANGALORE

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

Sd/-
M.SUJATA
HEAD - FINANCE

Sd/-
S.RAGHUNATH
DEAN (ADMIN)

Sd/-
PANKAJ CHANDRA
DIRECTOR

Sd/-
RAVI PRASAD
PARTNER
M.No. 203414

Place : Bangalore
Dated : 23rd August, 2012

Indian Institute of Management Bangalore Provident Fund

Income & Expenditure Account for the year ended 31st March 2012

(Rs.in lakhs)

	31.03.2012	31.03.2011
INCOME		
Income from Investments		
Received	106.40	104.99
Accrued	29.80	29.41
Total Income (A)	136.20	134.40
EXPENDITURE		
Interest on Fund Balances		
G. P. F	124.62	117.10
C. P. F :		
On Employees Subscriptions	0.79	0.35
On Employers Contribution	0.54	0.30
D.C.P.S :		
Refund of 6th CPC arrears	2.13	-
		-
Sale of Investments	2.60	-
General Expenses		0.01
Total Expenditure (B)	130.68	117.76
Surplus for the year (A-B)	5.52	16.64
Surplus carried to Balance Sheet	5.52	16.64
(A-B)		
Total	136.20	134.40

FOR INDIAN INSTITUTE OF MANAGEMENT BANGALORE

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

Sd/-
M.SUJATA
HEAD - FINANCE

Sd/-
S.RAGHUNATH
DEAN (ADMIN)

Sd/-
PANKAJ CHANDRA
DIRECTOR

Sd/-
RAVI PRASAD
PARTNER
M.No. 203414

Place : Bangalore
Dated : 23rd August, 2012

Schedule 24 - Significant Accounting Policies

1. The financial statements are prepared on the basis of historical cost convention, unless otherwise stated and on the accrual method of accounting except in the case of grants from Government, which are accounted on receipt/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. However, with respect to buildings depreciation is provided at a higher rate of 3.34%. Depreciation on fixed assets acquired out of own funds and project funds for the current year is Rs 563.46 lakhs as against Rs.615.17 lakhs for 2010-11.

Library books, journals, databases are depreciated at 100%.

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 25 - Notes on Accounts

1. The net savings / deficit as shown in the income and expenditure account is transferred to corpus/ endowment fund.
2. With effect from financial year 2011-12 the institute has changed its policy on treatment of foreign journals & databases. All journals & databases are capitalised to the extent of the value of such journals or databases that are received on or before 31st March of the year. The value of such databases and journals to be received during the subsequent financial year is treated as advance in the books of the institute. Prior to financial year 2011-12 all foreign journals and databases were capitalised in the year of payment and depreciated. To that extent depreciation figures are not comparable with that of the earlier year.
3. With effect from financial year 2011-12 the institute has changed its policy on treatment of capital reserve. Accordingly, the institute will not transfer any further amount to capital reserve on account of purchase of fixed assets out of own fund.
4. The institute's provident fund is recognized under Sec 8(2) of Provident Fund Act, 1925.
5. The institute has not received any grants from the government during the last financial year. The amounts reflected in schedule 4 represent grants received in earlier years against which depreciation on the assets acquired out of such grant is charged.
6. Starting from the financial year 2011-12 the institute has decided to transfer 1% of the interest earned on earmarked funds to the endowment. This is reflected in Sch.2 of the balance sheet.
7. The Government of Karnataka has allotted 110 acres of land to the institute on a thirty year lease vide G.O No.Rd/538/L.G.B/2010 dated 11th May,2011. The institute has paid Rs.5 lakhs towards lease charges for 2011-12.

8. 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.

9. 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,11	1,616.05	4 & 7
	For 2011-12	84.94	
Income & Expenditure	Depreciation up to March,11	4,579.20	I & E & 7
	For 2011-12	563.46	

10. 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 31.03.2012.

11. Contingent Liability

Contingent liability towards disputed service tax and income tax as on 31st March,2012 is as under -

Income Tax

Sl.No.	Assessment Year	Amount (Rs.in lakhs)
1	2003-04	319.95
2	2004-05	261.65

Service Tax

Sl. No.	Particulars	Assessment Year	Amount (Rs.in lakhs)
1	Manpower Recruitment & Supply Agency Services	May, 2006 – September, 2009	92.37
		October, 2009 – September, 2010	10.18
		October, 2010 – September, 2011	24.23
2	Commercial Coaching & Training Centre	2004-05 to 2008-09	1,397.94
		2009-10	342.09
		2010-11	286.46
3	Management Consultancy services	February,2006- March,2008	11.52

12. The prior period items represent excess of prior period income over prior period expenses.
13. Corresponding figures for the previous year have been regrouped / rearranged wherever necessary to confirm to current year's presentation.
14. Amounts have been rounded off to rupee in lakhs.
15. Schedules are annexed to and form an integral part of the balance sheet as on 31st March, 2012 and the income and expenditure account for the year ended on that date.

Signatures to Schedules 1-22, 24 & 25.

FOR INDIAN INSTITUTE OF MANAGEMENT BANGALORE

Sd/-
M.SUJATA
HEAD - FINANCE

Sd/-
S.RAGHUNATH
DEAN (ADMIN)

Sd/-
PANKAJ CHANDRA
DIRECTOR

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

Sd/-
RAVI PRASAD
PARTNER
M.No. 203414

Place : Bangalore
Dated : 23rd August, 2012

Indian Institute of Management Bangalore

Receipts and Payments for the year ended 31st March 2012

(Rs.in lakhs)

RECEIPTS	31-03-2012	
I. Opening Balance		
Cash in hand	13.10	
Imprest Balance	1.65	
Bank Balances :		
In deposit accounts	2,902.00	
Savings accounts	1,258.65	4,175.40
II. Grants Received		
<i>From Government of India</i>		
Plan-OBC	-	
Non-Plan	-	
Society Membership	-	
Centres	106.08	
Chairs	150.00	256.08
III. Income on Investments		972.41
IV. Interest received		
On Bank Deposits, Loans and Advances		92.40
V. Other Income		
<i>Own Generation - Programmes and Courses</i>		
PGP & FPM	6,383.09	
PGSEM	553.81	
P G P P M	216.60	
EPGP	1,981.37	
Consultancy and Prof'l Activity	569.08	
Research & Publications	23.10	
FCRA projects	211.24	
Executive Education Programmes	5,415.46	
Centres	881.92	
Chairs	-	
Seminars & Conferences	49.99	
Misc Income	29.58	16,315.24
VI. Deposits /Loans and Advances		13,163.16
VII. Any other receipts		
Donations	10.68	
Investments encashed	6,094.44	6,105.12
		41,079.81

Indian Institute of Management Bangalore

Receipts and Payments for the year ended 31st March 2012

(Rs.in lakhs)

PAYMENTS		31-03-2012
I. Expenses		
Establishment Expenses	4,453.68	
Administrative Expenses	681.90	
Faculty Development	28.49	5,164.07
II. Investments and deposits made		6,548.44
III. Expenditure on Fixed Assets &		
<i>Capital Work-in-progress</i>		
Purchase of Fixed Assets	565.14	
Expenditure on Capital Work-in-progress	4.36	569.50
IV. Refund of Deposits/Loans & Advances		19,336.45
V. Other Payments		
<i>Programmes and Courses</i>		
PGP & FPM	724.19	
PGSEM	26.73	
P G P P M	102.89	
EPGP	112.04	
Consultancy and Profl Activity	245.33	
Research & Publications	70.16	
FCRA	291.19	
Executive Education Programmes	1,404.75	
Centres	602.34	
Chairs	2.16	
Seminars & Conferences	27.38	
Other expenses	48.68	3,657.84
VI. Closing Balances		
Cash in hand	1.58	
Imprest Balance	2.59	
Bank Balances :		
In deposit accounts	3,600.00	
Savings accounts	2,199.34	5,803.51
		41,079.81

FOR INDIAN INSTITUTE OF MANAGEMENT BANGALORE

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

Sd/-
M.SUJATA
HEAD - FINANCE

Sd/-
S.RAGHUNATH
DEAN (ADMIN)

Sd/-
PANKAJ CHANDRA
DIRECTOR

Sd/-
RAVI PRASAD
PARTNER
M.No. 203414

Place : Bangalore
Dated : 23rd August, 2012

Indian Institute of Management Bangalore Provident Fund

Receipts and Payments Account for the year ended 31st March 2012

(Rs.in lakhs)

RECEIPTS	31-03-2012	
Opening Balance		63.08
Subscriptions - GPF	218.66	
Subscriptions - CPF	18.38	
Subscriptions - DCPS	-	237.04
Employers' Contribution CPF	0.96	
Employers' Contribution DCPS	-	0.96
Loan recoveries - GPF	15.55	
Loan recoveries - CPF	-	15.55
Investment matured	80.00	
Interest received	113.80	
Others	56.87	250.67
Total Receipts		567.30
PAYMENTS		
Loans to Subscribers - GPF	17.58	
Loans to Subscribers - CPF	-	17.58
Withdrawals - GPF	148.41	
Withdrawals - CPF	-	148.41
Final Settlement - GPF	214.30	
Final Settlement - CPF	-	214.30
Investments / Deposits		
Others		96.02
Closing Balance		90.99
Total Payments		567.30

FOR INDIAN INSTITUTE OF MANAGEMENT BANGALORE

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

Sd/-
M.SUJATA
HEAD - FINANCE

Sd/-
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DEAN (ADMIN)

Sd/-
PANKAJ CHANDRA
DIRECTOR

Sd/-
RAVI PRASAD
PARTNER
M.No. 203414

Place : Bangalore
Dated : 23rd August, 2012

SEPARATE AUDIT REPORT OF THE COMPTROLLER AND AUDITOR GENERAL OF INDIA ON THE ACCOUNTS OF THE INDIAN INSTITUTE OF MANAGEMENT, BANGALORE FOR THE YEAR ENDED 31 MARCH 2012

We have audited the attached Balance Sheet of the Indian Institute of Management, Bangalore as at 31 March 2012, Income & Expenditure Account and 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 2014-2015. 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 test basis, evidences supporting the amounts and disclosures 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, Income & Expenditure Account and 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. REVISION OF ACCOUNTS

The Institute revised the accounts at the instance of audit. The revised accounts were submitted on 27.08.2012. The effect of revision was that the Assets & Liabilities decreased by ₹ 2192.72 lakh, Excess of Income over Expenditure increased by ₹ 47.89 lakh and the Receipts and Payments for the year increased by ₹ 0.54 lakh.

B. GRANTS-IN-AID

The Institute did not receive any Grants-in-aid during the current year.

C. 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, Income & Expenditure Account and 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 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 as it relates to the Balance Sheets, of the state of affairs of the Indian Institute of Management, Bangalore as at 31 March 2012; and
- b. In so far as it relates to Income & Expenditure Account of surplus for the year ended on that date.

For and on behalf of the C&AG of India


**PRINCIPAL DIRECTOR OF AUDIT (CENTRAL)
BANGALORE**

**Place: Bangalore
Date: 25 October, 2012**

ANNEXURE

1. Adequacy of Internal Audit System

The scope of Internal Audit may be enhanced in respect of sanction of Incentive and Honorarium to faculty and non faculty members.

2. Adequacy of Internal Control

Following weaknesses were observed in Internal Control:

- a) Confirmation of balances of debtors and creditors has not been obtained.
- b) The outstanding balances or advances are not adjusted regularly.
- c) Travel advances are not being shown separately in the accounts 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.


**PRINCIPAL DIRECTOR OF AUDIT (CENTRAL)
BANGALORE**



भारतीय प्रबंध संस्थान बेंगलूर
बन्नरघट्टा रोड, बेंगलूर 560 076

INDIAN INSTITUTE OF MANAGEMENT BANGALORE
BANNERGHATTA ROAD, BANGALORE 560 076