



Indian Institute of Management Ahmedabad

Two-Year

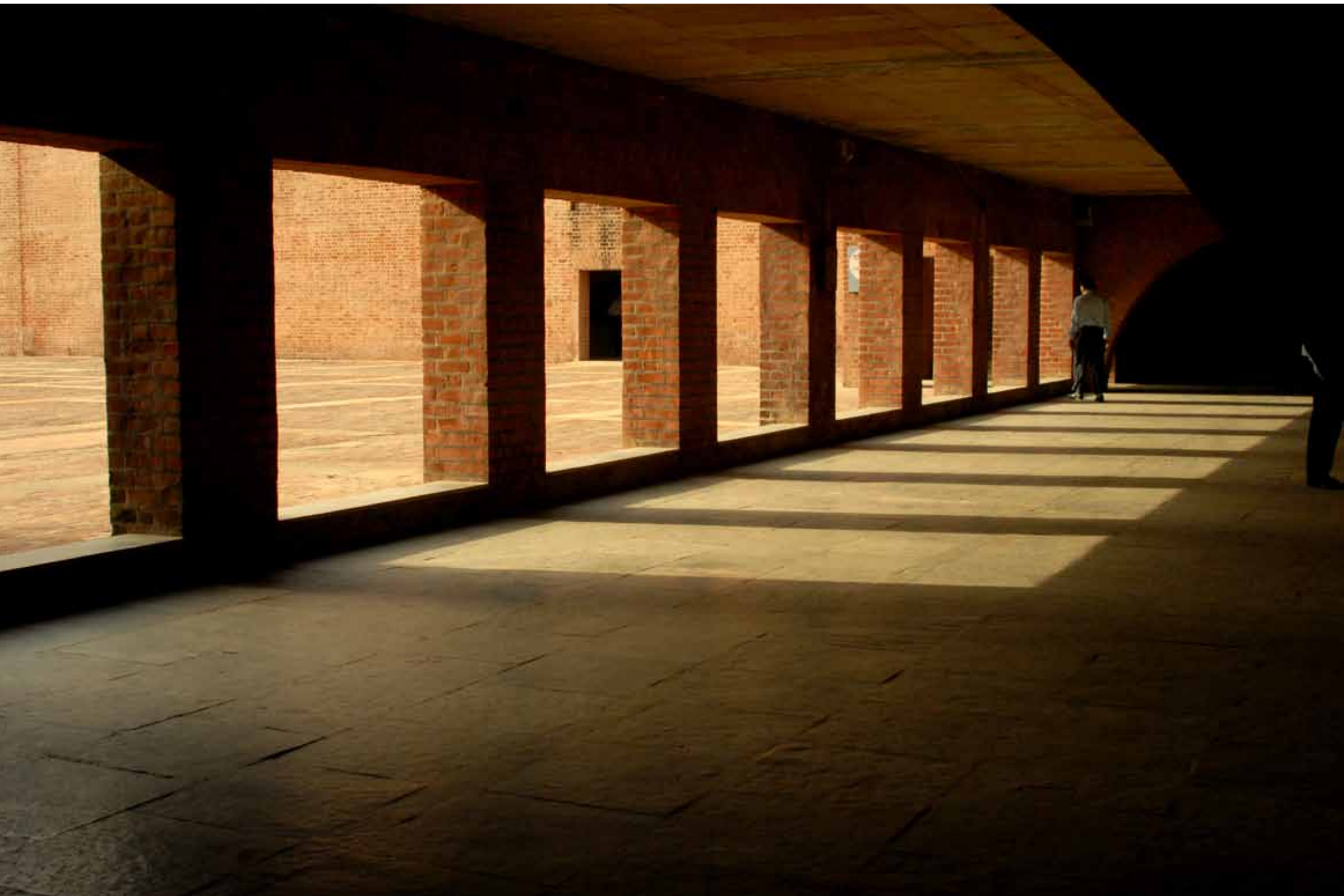
# Post-Graduate Programme in Management

2010



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“It is difficult to trace the evolution of this Institute, without reference to the people who have built it, brick by brick, over the years. From its inception, the Institute has progressed, with a sense of destiny, to a centre of excellence for management. Its rise is a tribute to the vision of the people who led it, and a proud example of hard work, clarity of vision and relentless pursuit of goals.”

— Dr. Vikram Sarabhai  
The Founder



## About the Institute

The Indian Institute of Management, Ahmedabad (IIMA), unquestionably the most respected management institute in Asia, is the result of a fruitful collaboration between the Government of India, the Government of Gujarat, and the Indian industry. The vision of eminent personalities such as Dr. Vikram Sarabhai, Ravi J. Matthai, and Kasturbhai Lalbhai, shaped the Institute's policies, practices, ethos, and culture significantly. During the initial years, when formal management education was almost non-existent in India, IIMA received the benefit of academic collaboration with the Harvard Business School. In many ways, this collaboration also shaped the pedagogical approaches and practitioner orientation of IIMA. Since 1961 – the year when the Institute was established, IIMA has been relentless in its pursuit of excellence in teaching, research, and consulting support to the industry. One of the key purposes of IIMA is to transform the best and the brightest of the country into management leaders, professionals, and entrepreneurs, who leave an indelible impact in all walks of life. The *Economist*, a leading journal, ranked IIMA number one in the world in terms of competi-

tiveness in admission, and ranked it among the top five in terms of faculty profile.

### Objectives

IIMA's mission is to catalyze the professionalization of Indian management. To this end, the Institute's strategy emphasizes the following specific objectives:

**Research.** This is an important activity at IIMA. Over the years, about 937 books and research monographs, 3522 scholarly papers and articles, 4504 cases of real-life management situation in India and abroad, and technical notes, have been published. These represent vast strides in the indigenization of professional management knowhow.

**Consulting.** At IIMA, consulting is treated as an academic activity. The insights gained from consultancy projects enrich teaching, training, and research. Every year, IIMA provides consultancy services to a large number of public and private sector organizations and international bodies like the World Bank and UN agencies.



## Message from the Director

Established in 1961, the Indian Institute of Management, Ahmedabad (IIMA) is recognized globally for excellence in management education. It has consistently been ranked as the number one management school in the country year after year by all ranking surveys. It has also been consistently ranked among the top business schools in the Asia Pacific region, and among the top 100 business schools in the world. IIMA is also the first and the only business school in the country to have been awarded EQUIS accreditation.

IIMA has influenced management practices within and outside India through creation and dissemination of knowledge that is relevant in the context of emerging dominance of Asian economies. The pre-eminent position the institute enjoy among management schools is due to continuous innovative changes effected in the programmes and activities of the Institute to keep them aligned to the emerging needs of the larger society.

The two-year Post-Graduate Programme in Management (PGP) is the flagship academic programme of the Institute. The fully residential programme provides transformational education to young men and women. The pedagogy used in the programme demands that the students learn to find solutions to issues raised through individual explorations that are discussed and debated in a collective setting. The focus is on learning the art of decision making, often with incomplete information, in complex situations. By the time they graduate, the students are fully prepared to take up the challenges faced by organizations in an increasingly complex, globalizing world.

Over the four and half decades, the graduates from the programme have made significant contributions to performances of a variety of organizations. PGP alumni have distinguished themselves as business leaders, as leading academics in management and as innovative entrepreneurs. Several alumni have earned recognition for making a difference to thousands of families from the under-privileged segments of society through social entrepreneurship. The continued demand for the PGP graduates from a variety of organizations is a tribute to the quality of education imparted by IIMA and the achievements of the PGP alumni.

  
Samir K Barua





## Message from the Dean

The Institute's two-year Post-Graduate Programme (PGP) in Management was launched in the year 1964, and today it has come a long way in making its mark in the global management education arena. With the distinction of being the toughest MBA level programme to get admission into, having received about 240, 000 applications for about 300 seats for the year 2009, IIMA's PGP has set standards of excellence right from the admission process.

The PGP faculty, about 90 (as on date), involved in designing the post graduate curriculum ensure that new elective courses, relevant to understand the current economic, political, social scenario are offered each year. The innovation in course development and teaching methodology is a unique contribution of the Faculty to help students acquire both traditional and contemporary knowledge in management, essential for thriving in a globalized market.

The programme provides ample opportunity to students to appreciate the multi-cultural diversity within and outside the Institute, through the International Exchange Programme with nearly 50 foreign partner B-schools and the national and international cultural fests organized each year.

The PGP placement records over the past few decades reveal the singular preference for PGP students among the industry, private and public organizations in India and abroad.

Since its launch the PGP has about 8000 alumni. The Institute enables students to be partners in its progress, as it continues to actively network and seek Alumni advise, to enhance the programme delivery.

While what is stated above comes across as some of the rare accomplishments of the programme, the attributes a PGP graduate takes from the Institute by way of future readiness includes his/her ability to deal with unstructured situation and the grooming to become practitioner of ethical management /business.

**B. H. Jajoo**

## Message from the Chairperson



The two-year Post Graduate Program in Management, popularly known as PGP, is the flagship program of IIM Ahmedabad. Consistently recognized as one of the leading MBA programs in the world, this is the most prestigious long-duration program of IIMA. Over the years, this program has produced a large number of industry captains, wealth creators, renowned entrepreneurs, top-rated management academicians and leaders spearheading social causes and working with the underprivileged and the needy. Footprints of the graduates of the Post Graduate Program not only span a wide range of business, industry and social sector, but also have made impact in the global arena. The program, through high-impact pedagogical methods, helps the participants to develop themselves into top-quality decision makers with analytical rigor, conceptual foundations and interpersonal and social skills, built on values of honesty, integrity and a sense of fairness. The participants learn to think through managerial issues and decisions in complex, less-structured situations in holistic and multi-disciplinary perspectives to generate and evaluate alternatives and arrive at innovative solutions. In-class discussions, group preparation and presentations, field research and project work prepare the participants to meet the challenges of the managerial profession. Different co-curricular and extra curricular activities organized by the participants themselves sharpen their organizing abilities, nurture their leadership qualities and polish their social skills. The PGP of IIMA helps participants to transform themselves into leaders of organizations and change agents of society.

**Abraham Koshy**



## IIMA: An Architectural Masterpiece

"He lies here somewhere." These are the words inscribed on the tomb of Louis Kahn, the great genius responsible for this great architectural work. While instilling a sense of awe and humility, the imposing red brick structures of the Institute, created by the master, inspire individuals to aspire for lofty ideals. The interplay of light and shade, the spacious corridors, the open spaces, the well laid out green lawns lined by red brick paths, created through the use of bold geometric shapes, arouse an urge for academic inquiry and search into the mystique of management. The multitude of arches supporting the structures depict that spirits can be set soaring to great heights through understanding that is based on freedom of thought.



"The Institute was constructed with a vision for the future and even today, after such a long period, remains a showcase of modern architecture with all the modern facilities."

"Every time a student walks past a really urgent, expressive piece of architecture that belongs to his college, it can help reassure him that he does have that mind, does have that soul".

— Louis Kahn  
Architect

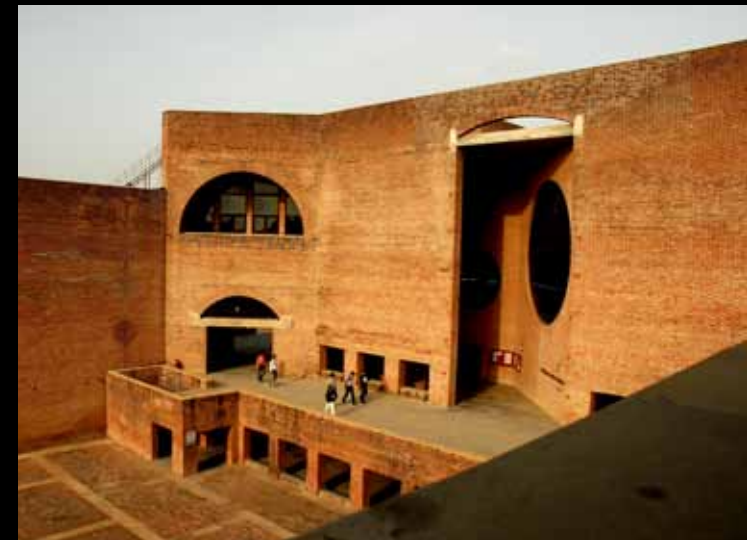
## The Campus

The IIMA campus attracts students and visitors alike. The stark and majestic buildings in brick have simple forms and bold openings, creating monumental spaces with minimal décor. Powerful beams of light and strong shadows create a dramatic and serene ambience that has inspired generations of students to achieve excellence while retaining humility. An atmosphere of community living prevails on the campus. The fervour with which every festival and social event is celebrated, is a reflection of the close bonding in the IIMA community. The 103 acre campus flanks two sides of a main road. The two sides are connected by an underpass, which houses a unique IIMA photo gallery.

## Heritage Campus

The old campus of about 64 acres includes an academic complex of six classrooms and five seminar rooms, an auditorium, a well-equipped library, a computer centre, faculty and administrative offices, 18 student dormitories, the Kasturbhai Lalbhai Management Development Centre for executive education, and faculty and staff residences.

The Louis Kahn plaza, named after IIMA's architect, lies between the Vikram Sarabhai Library, the classroom complex, and the faculty office complex. It is the focal point for a variety of activities, academic and non academic, ranging from debates and discussions on current economic, political, and social issues, to musical performances, staging of plays, impromptu skits, and other entertainment programmes.







## Ravi J Matthai Centre for Educational Innovation (RJMCEI)

As the name suggests, RJMCEI Auditorium is named after the founding Director of IIMA, Ravi Matthai. RJMCEI was set up in 1986 with the objective of conducting research and undertaking training activities to influence the management of education systems in India.

RJMCEI has a seating capacity of 400. It hosts all major seminars, industrial interactions, speaker talks, and corporate presentations. Also, RJMCEI is the epicentre of several cultural and business events during Confluence, Chaos, and Leverage. In addition, RJMCEI hosts several academic sessions, exercises, and movie screenings throughout the year.



## New Campus

The new campus of 39 acres includes seven dormitories, five classrooms, four seminar rooms, 120 residential units for married students, an administration block, and an International Management Development Centre with 160 rooms, two classrooms, two seminar rooms, and an auditorium. If the old campus has a heritage look and feel, the new campus brings a corporate touch to the Institute.

## Classrooms

Each classroom is an amphitheatre to facilitate case discussions and has a seating capacity of about hundred revolving seats. The fixed seating arrangements and swivel chairs arranged in a U-Shape with corresponding students' nametags, permit each person to interact effectively with every other person in the room. All classrooms are equipped with multimedia facilities, networked computers, wifi, air conditioning, and excellent acoustics.



## Sports Facilities

The 103 acre lush green IIMA campus houses several sports and fitness facilities for the students and faculty. Outdoor sports facilities include a cricket ground, a football field, tennis courts, a basket ball court, badminton courts, and a volleyball court. In addition, the campus also has numerous indoor sports and games facilities such as table tennis, pool, and foosball. Each dormitory has its own recreation arena consisting of carom, chess, darts, and cards. The campus also houses two fully equipped gymnasiums and health centres.

## Other Facilities

Three doctors are in attendance at the dispensary on the campus. A post office and a full-fledged State Bank of India branch with an ATM, function on the campus.





## Two-Year Post-Graduate Programme (PGP)

Only 0.1 per cent of the applicants make it to the Post-Graduate Programme of IIMA every year. Selected through the most rigorous admission procedure, the participants of IIMA's PGP go through a thoroughly challenging and enriching academic experience during their two years on campus. The PGP constantly strives to remain on the cutting edge of modern management education, instilling teamwork, a global focus, an ability to innovate, and above all, an unflinching stress on excellence in its students. The curriculum exposes the students to a number of real life situations and contemporary tools of analysis that have been perfected through the case method of pedagogy. The PGP class represents a rich gamut of socio-cultural and educational backgrounds, in addition to a healthy mix of fresh graduates and candidates with work experience.

The participants of IIMA's PGP display great clarity and focus when it comes to charting their career path, despite the fact that the average age of IIMA graduates is below that of graduates in foreign B-schools. They choose diverse career interests ranging from Finance, Marketing, Consulting, Technology, General Management, Policy Making, and even Non-Profit sectors. Recent years have also seen a surge in the entrepreneurial spirit with a growing number of graduates deciding to pursue their own dreams.

### Programme Objectives

The two-year full-time Post-Graduate Programme in Management (PGP), rated as the toughest MBA programme in the world to get admission into, is the flagship programme of IIMA. Its main objective is to develop young men and women into competent professional managers, capable of working in any sector of organized activity, developing leadership, and achieving excellence in performance while contributing to the welfare of the larger society. The programme specifically attempts to:

- equip students with the required conceptual and interpersonal skills and sense of social purpose for managerial decision-making,
- develop leadership capabilities for students to act as change agents and motivate the organizations they work in,
- nurture the desire to set standards for excellence in performance without compromising basic values based on integrity, honesty, and fairness.
- IIMA is known for the depth and rigour of the programme. The curriculum, reviewed and revised periodically, remains relevant and contemporary.

### IIMA's Academic Activities

IIMA's activities comprise teaching, management development, research, consulting, and publishing. Its major educational programmes are:

- Post-Graduate Programme in Management (PGP)
- Post-Graduate Programme in Agri-business Management (PGP-ABM)
- Post-Graduate Programme in Management for Executives (PGPX)
- Post-Graduate Programme in Public Management and Policy (PGP-PMP)
- Fellow Programme in Management—IIMA's doctoral programme in management (FPM)
- Faculty Development Programme—a professional development programme for faculty members of management schools (FDP)
- Management Development Programmes—continuing education programmes for middle, senior, and top level managers (MDP), and
- Armed Forces Programme in Business Management (AFP)

Programmes are accredited by EQUIS (European Quality Improvement System), one of the leading international accreditation bodies for international business schools, thus becoming the first and currently, the only Indian B-school to receive this honour.





## Curriculum Design

### Duration

The duration of the PGP is two academic years. Each academic year begins in June/July and ends in March/April, and has six slots. In addition, students are required to complete a summer assignment after completion of the first year and before commencement of the second year.

### Compulsory Courses

The core programme focuses on rigorous grounding in the rudiments of every discipline in management and the development of a common foundation of business knowledge and management theory. The core programme consists of 33 courses encompassing 25.50 credits. The first year is spread over six slots, each of which is of five to six weeks' duration. The compulsory courses, which are primarily offered in the first year of the programme, are designed to:

- provide basic conceptual and analytical knowledge required in different disciplines and functional areas for managerial effectiveness,
- provide understanding of the interdependencies among different functions so as to

develop an integrated perspective of organizations and their functioning, and

- create awareness and understanding of the environmental factors that influence the functioning of and decision making in organizations.

### Summer Assignment

Following the first year programme, students undertake summer training with leading corporates for a period of eight to nine weeks. The Summer Internship is a powerful source of practical managerial insights, validation of management concepts, and valuable market knowledge.

The objectives of the summer assignment include the following:  
to enhance the understanding of the knowledge acquired in the first year through its application in a practical setting, to obtain first hand experience of working in an organization thereby getting an insight into working of organizations, and to develop an appreciation for the inter-dependencies and inter-linkages among different functions.

### First Year Courses Slot-wise (Compulsory) 2009-10

#### Slot I

Managing Ethically  
Financial Reporting and Analysis  
Managerial Computing  
Probability and Statistics - I  
Microeconomics  
Individual Dynamics  
Written Analysis and Communication - I

#### Slot II

Financial Reporting and Analysis  
Managerial Computing  
Microeconomics  
Internet Technologies for Business  
Probability and Statistics - II  
Interpersonal and Group Processes  
Financial Markets  
Marketing - I  
Written Analysis and Communication - I

#### Slot III

Costing and Control System  
Probability and Statistics - III  
Macroeconomics  
Organizational Dynamics  
Legal Aspects of Business  
Financial Markets  
Marketing - I  
Operations Management - I  
Spoken Business Communication

#### Slot IV

Costing and Control System  
Decision Making - I  
Macroeconomics  
Leadership Skills  
Business Taxation  
Legal Aspects of Business  
Operations Management - I  
Socio-cultural Environment of Business

#### Slot V

Information System for Business  
Decision Making - II  
Economic Environment and Policy  
Business Research Methods  
Corporate Finance  
Marketing - II  
Operations Management-II  
Personnel Competence and Capability Building Systems  
Written Analysis and Communication - II  
Strategic Management

#### Slot VI

Information System for Business  
Economic Environment and Policy  
Strategic Management  
Corporate Finance  
Marketing - II  
Operations Management - II  
Personnel Competence and Capability Building Systems  
Written Analysis and Communication - II  
Business Research Methods  
Organizational Diagnosis

## Elective Courses

The elective courses which are offered in the second year of the programme allow students to choose a bouquet of courses that interest them and develop proficiency in the areas of their choice. The elective courses consist of (1) in-class sessions, often with project components, offered by different areas;(2) courses of independent study; (3)exchange programmes and (4) intensive field courses, totalling 17-20 credits over six slots, each of which is of five to six weeks' duration.

### Course Workload

A one-credit course requires from a student about 80 hours of work, including time spent in the classroom. A one-credit course typically consists of around 20 class sessions. Courses can also have credits less than or more than one, with appropriately adjusted workload and class sessions. In special circumstances, non-credit courses with workload implications may also be offered.

## Types of Courses

### Regular Course

This helps a student learn tools, techniques, skills, and concepts primarily through class discussions.

### Seminar Course

This provides for a specified number of class sessions and time for research to explore the frontiers of knowledge.

### Projects

These are designed to suit individual student needs. There are four categories of Projects (1) Independent Project, (2) Project Course, (3) Course of Independent Study (CIS), and (4) Comprehensive Project.

*An Independent Project* provides an opportunity to apply the tools, techniques, skills and concepts, which a student may have already learnt, to the study of actual problems through field studies, computer based analysis, and library research.

*I have always enjoyed learning new things. And so, one of the reasons for my joining IIMA is it being famous for its academic rigour. I must say I have been more than satisfied in that aspect. The faculty is amazing – highly knowledgeable, reputed personalities in their academic areas, but extremely supportive and empathetic too. Also, as a student, you have access to a plethora of resources, whether it is the Vikram Sarabhai Library – one of the largest management libraries in the world, or the online databases. You are exposed to brilliant guest lecturers who have reached the pinnacle in their respective fields. Whether it is Dr. A.P.J. Abdul Kalam or Dalai Lama or Ela Bhat, there is so much to learn in every interaction. All in all, I believe these two years will be one of the most memorable years of my life.*

— Deepti Gunjkar (PGP II)

Students can do independent projects (IP) (non credit) for up to one per set of two slots. They can be undertaken only with the prior permission of the instructor(s) concerned. The project proposals, duly approved by the guide(s) should be submitted to the PGP Office before the start of slot IX and XI. The IPs would not be taken into account towards meeting the credit requirements in second year and their grades would not be accounted in GPA calculation.

*A Project Course* provides exciting learning opportunities to apply the tools, techniques, skills, and concepts which a student has already learnt, to work on live issues.

Project Courses would be considered as credit projects and the grades awarded for such a project course would be taken into account for GP calculations, provided they fulfill the conditions.

Students will not be permitted to undertake more than two project courses, one each in a set of two slots, during the second year programme.

*A Course of Independent Study (CIS)* allows exploration of a topic in depth in the student's field of concentration, or area of special interest. It makes possible the integration of several fields of study in searching for the solution of a single problem. It provides valuable experience in the research process: definition of the problem, search for relevant data, analysis of the data, and drawing conclusions and implications from the data. Thus, CIS offers an opportunity for individual initiative, judgement, and resourcefulness well beyond what is possible in the regular curriculum.

*A Comprehensive Project (CP)* provides an opportunity to learn in a real world context. This provides a vehicle for integration of learning across functions and disciplines. The project must be organization-based, not based entirely on secondary data or library work. It must be multifunctional and multidisciplinary in nature.





Second year students who do not register for a Course of Independent Study (CIS) are allowed to undertake a maximum of two one-unit project courses during the entire second year, not more than one per term. The IP/CIS can be done only after ensuring that the minimum specified credit requirements are met in the second year through courses. The IP/CIS grades will not be taken for the GPA calculation. However, the IP/CIS grades will appear in the grade sheet.

Students can do projects for up to 2.5 credits. These, however, can be undertaken only with the prior permission of the instructor(s) concerned.



The PGP programme has been a very fruitful learning experience for me. The case method of pedagogy has ensured practical learning and has helped me to think in a structured manner. The course structure is very well designed and adds a lot of value. During my summer internship I felt that the academic rigour and high standards set by the Institute helped me face the challenges of the corporate world better and provided me with a significant advantage over others. In addition, I have enjoyed working with other participants, who are arguably, the best brains in the country. Each of them is unique in his/her own way. A lot of what I have learnt at IIMA can be attributed to them.

— Himanshu Sharma (PGP II)

Second Year Courses (Electives)  
2009-10

Business Policy

Economics of Strategy  
International Business Dispute Resolution  
Leadership, Vision, Meaning and Reality  
Securities Regulation  
Mergers, Acquisitions, and Corporate Restructuring  
Corporate Tax Planning  
Business Intellectual Property  
International Business  
Knowledge Management  
Business, Government, and Law  
Strategies and the Future

Computer & Information System Group

Management of Software Projects and Enterprises  
Internet Marketing and Electronic Commerce  
Decision Support Systems  
Data Mining and Business Intelligence  
Technology Ventures  
Strategic Planning of Information Systems  
Digital Inclusion for Development  
ERP Systems: Tech, Planning and Implementation  
Enterprise Digital Infrastructure  
Knowledge Management

Centre for Management in Agriculture

Shodh Yatra  
CINE: Understanding Credibility, Innovation, Knowledge Network, and Entrepreneurship  
Agricultural and Rural Development Policies  
Seminar Course on Globalizing and Resurgent India through Innovative Transformation  
Strategic Management of Intellectual Property Rights

Communication

Business French  
Organizational Communication  
Persuasive Communication  
Business German  
Managerial Communication  
Business Chinese  
Effective Communication in Cyberspace  
Difficult Communication

Economics

International Trade and Investment  
Strategic Management of Intellectual Property Rights  
Game Theory and Applications  
Economics of Organization  
Labour Markets in Developing Countries

Finance and Accounting

Futures, Options, and Risk Management  
Effective Management of Financial Functions  
Computational Finance  
Modern Investment and Portfolio Management  
Management of Financial Institutions  
Stochastic Calculus in Finance  
Managing Insurance Business:  
Prospective, Analytics and Operations  
Fixed Income Securities – Credit  
Fixed Income Securities – Rating  
Seminar Course on Corporate Finance  
Corporate Financial Reporting & Earning Management  
Mergers, Acquisitions, and Corporate Restructuring  
Strategic Financial Management  
Venture Capital and Private Equity

Marketing

Pricing  
Consumer Based Business Strategies  
Advertising and Sales Promotion Management  
Seminar on Retail Management  
Internet Marketing and e-Commerce  
Strategic Marketing  
Seminar on Brand Management  
Consumer Behaviour  
Managing Customer Value Delivery  
Logistics Management  
Marketing Research and Information Systems  
International Marketing

Organizational Behaviour

Laboratory in Entrepreneurial Motivation  
Developing the Creative Self  
Explorations in Role and Identity  
Talent Management  
Developing Entrepreneurial Personality

Personnel and Industrial Relations

Managing Negotiations  
Managing Ethical Dilemmas

Production and Quantitative Methods

Advanced Methods of Data Analysis  
Modeling for Management Decision Making  
Statistical Methods in Data Analysis  
Logistics Management  
Analysis of Incomplete Multivariate Data  
Introduction to Bayesian Inference

Public System Group

Infrastructure Development and Financing  
Carbon Finance  
Hospital & Healthcare Management  
Social Entrepreneurship: Innovating Social Change  
Environ Management  
Legal and Regulatory Issues in Infrastructure  
Managing Telecom Enterprises  
Contemporary Film Industry:  
A Business Perspective  
Transport Infrastructure

Ravi J Matthai Centre for Educational Innovation

Enterprise, Innovations in Education

Outside Area Course

Bionics  
Entrepreneurship and New Venture Planning  
Good Governance and People Living in Poverty  
Media and Society: The Economics, Politics, Ethics, and Technologies of Mass Communications  
Philosophical Foundations of Management



Pedagogy

*The Case Method.* Wisdom cannot be taught. The cornerstone of the pedagogy used in the academic programmes is the case method of learning. Case discussions are supplemented with guest lectures, seminars, games, role plays, industrial visits, and group exercises. The case method is used to develop problem solving and decision making skills by facilitating the application of theoretical concepts to real-life situations. State-of-the-art computing facilities and access to a plethora of databases support the learning experience. Cases are reviewed every year to reflect current managerial practices and trends.

*Group Work.* Group work is a major component of most courses. The groups are formed in such a manner that students get to work with people from different educational, professional, and cultural backgrounds. Feedback from alumni has confirmed that the greater part of one's learning at the Institute happens in group activities that range from preparing for case presentations to working on live industry projects.





## Admission

The PGP is renowned as one of the toughest MBA programmes in the world to gain admission into. The selection process is rigorous and designed in a manner to ensure that only the very best succeed.

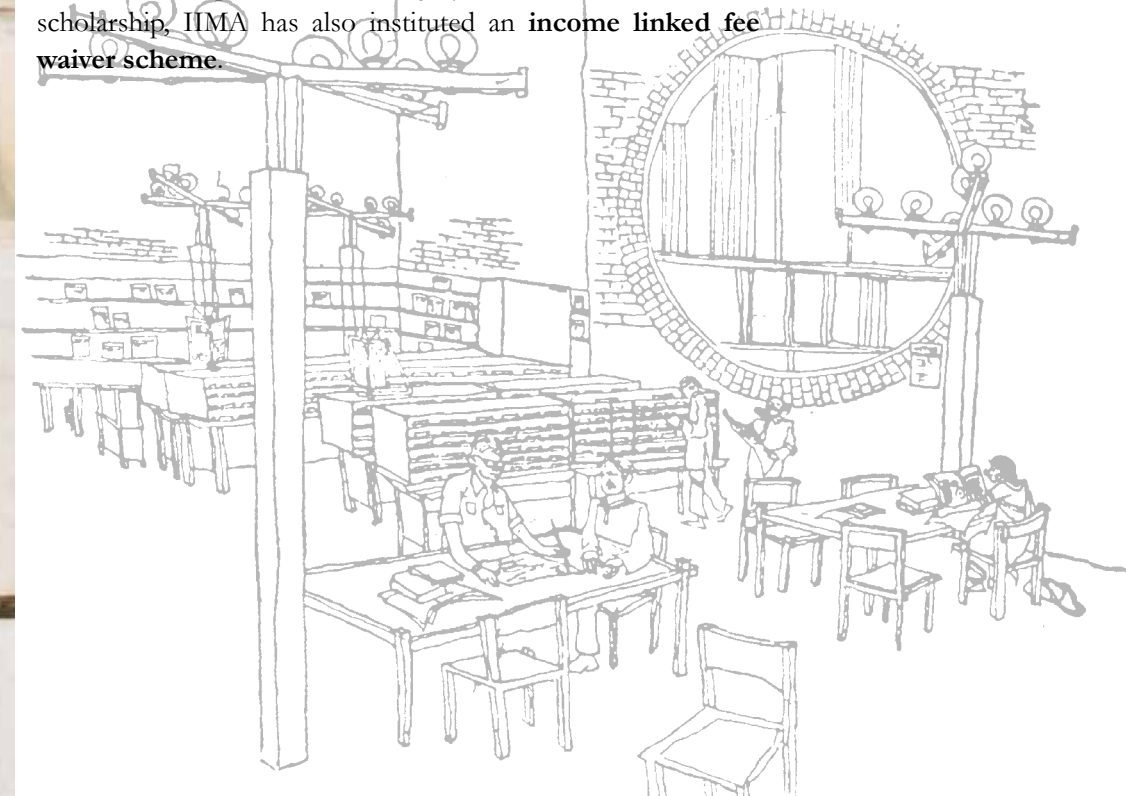
We are in a position to accommodate less than 0.1 per cent of the PGP applicants. This offers both a challenge and an opportunity to select candidates who have excellent analytical and communication skills as well as consistent high academic performance, and show high level of integrity and ethical conduct.

The Institute selects its students through a comprehensive admission process that consists of the national level Common Admission Test (CAT), followed by personal interviews. Selection is based on various criteria such as test scores, academic performance, and work experience, and motivational level and academic potential as observed during the interview.

238765	Applications
834	Interviews
344	Offered for Admission
312	Accepted of Offer

## Financial Assistance/Scholarship

It is the endeavour of the Institute that no student be denied opportunity to pursue the post-graduate programme in Management at IIMA for want of adequate financial resources. Keeping this objective in mind, IIMA has instituted a need based scholarship scheme from its own resources to help economically weak PGP and PGP-ABM students. Under this scheme, many students are provided scholarships. The scholarship amount is decided on the basis of annual gross family income, parental asset ownership, number of dependants, etc. Application for these scholarships can be made in July. In addition to need based scholarship, IIMA has also instituted an **income linked fee waiver scheme**.





## BACKGROUND

Batch of 2009-11

Agriculture	0.32%
Engineering	91.61%
Commerce	3.87%
Arts	0.65%
Science	3.55%



Batch of 2008-10

Agriculture	0.34%
Engineering	92.93%
Commerce	2.69%
Arts	0.67%
Science	3.37%



## WORK EXPERIENCE

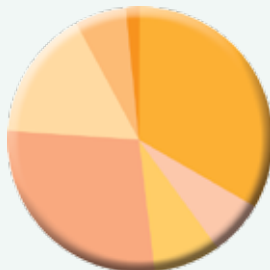
Batch 2009-11

Nil	42.58%
1-6 months	6.77%
7-12 months	7.42%
13-24 months	22.58%
25-36 months	11.94%
37-60 months	7.74%
>61 months	0.97%



Batch 2008-10

Nil	33.35%
1-6 months	6.73%
7-12 months	8.08%
13-24 months	27.95%
25-36 months	15.82%
37-60 months	6.73%
>61 months	1.34%



## AGE COMPOSITION

Batch of 2009-11

up to 20 years	2.26%
21-25 years	90.65%
26-30 years	6.77%
> 30 years	0.32%



Batch of 2008-10

up to 20 years	1.35%
21-25 years	88.22%
26-30 years	9.76%
> 30 years	0.67%



The Post-Graduate Programme at IIM Ahmedabad is a great opportunity to learn and practice management concepts. Its world renowned faculty and well refined and packaged course contents in line with industry requirements, are unique. Having the country's best brains, it provides a healthy competitive environment and peer learning that enormously uplifts the learning curve. The learning takes place through working on industry projects, group assignments, organizing, and participating in many national and international level events and guest lectures by industry experts. Regular sports activities, cultural events and other domain specific knowledge building sessions and activities provide overall personality development. In one line, this programme is "a factory dedicated to craft the best industry leaders by nurturing them in a global society".

— Amit Singh (PGP II)

## Academic Honours

Various criteria are specified for satisfactory completion of the programme. Cases of unsatisfactory performance are reviewed carefully by the appropriate faculty and faculty committees, taking into account a student's specific circumstances. On the basis of such consultations, a final decision is taken as to whether or not a student should be promoted to the second year or be allowed to graduate or continue in the programme.

The PGP Committee has instituted awards for scholastic merit and laid down conditions for awards.

### Scholastic Medals

"The Indian Institute of Management, Ahmedabad Medal for Scholastic Performance" is given to three students from the graduating class.

### Industrial Scholarships

Every year, industrial scholarships are awarded at the end of each academic year on the basis of academic performance at the Institute.

### Other Awards

**Shri S.K. Seth Memorial Award** is given to a student whose aggregate of exact total grade points obtained in various first year courses is the highest among all first year students.

The **S. Umapathy Prize** was instituted to recognize the academic excellence of students to

perpetuate the memory of S. Umapathy's association with the Institute. It is awarded to the student who tops the list of first year students.

The **Kollengode V. Srinivas Award** for the Best PGP Allrounder was instituted by the parents of Kollengode V. Srinivas, to recognize the all-round performance of outstanding students. The award is a token of their gratitude, and perpetuates the memories of Srinivas's association with the Institute. The award consists of a citation and a gold medal.

The awardee is chosen from among the top academic performers in the programme. The awardee should have shown outstanding performance in extracurricular activities also.

The **IIM Woman Allrounder Award** was instituted by IIMA to recognize the all-round performance of an outstanding PGP woman student.

The awardee is chosen by the PGP Executive Committee from among the top academic performers in the programme. The awardee should have shown outstanding performance in extracurricular activities also. Inputs are also sought from the students.

### Convocation

The Annual Convocation is held at the end of the academic year to confer the Post-Graduate Diploma in Management on successful students and to award scholastic medals.

### Industrial Scholarships Offered During 2008-09

PGP II	PGP I
Mphasis	Infosys
S.M. Shah	ICICI
Monsanto	SBI Mutual Fund
Jet Age Securities Pvt. Ltd.	S.M. Shah
Surrendra Paul	Jet Age Securities Pvt. Ltd.
Dun & Bradstreet	IIMA Silver Jubilee/ PGP 87 Batch/Faculty Memorial & AUDCO
IFCI Ltd.	IIMA Scholarships
IIMA Scholarships	



## Placement

### The Placement Process

In the rapidly changing business environment today, it has become critical for organizations to continuously change and evolve for success. The rich learning environment and the rigorous and comprehensive educational programme at IIMA empower the students to become leaders that can facilitate this change. It is for this reason that corporates—domestic and international—compete with each other to visit the campus for recruitment.

The unique placement process at IIMA strives for a best fit between the students and the companies and help both these stakeholders make informed choices. Year after year, IIMA has maintained an unbeaten placement record. The record Summer Placement in four days this year (2010) reaffirms this fact. The hundred per cent, high quality placements even in recession years, truly make the placement record at IIMA an extremely difficult one to break. What also sets apart this Institute is its ability to emerge stronger from downturns. The recent economic downturn has in fact allowed the Institute to reconnect with traditional recruitment partners as well as explore completely new sectors. It has also allowed the students to explore a diverse set of functions, roles and career paths.

IIMA has always taken the lead among Indian B-schools in helping students as well as recruiters get the best placements.

Placements at the Institute are handled by the Student Placement Committee under the supervision of the faculty, through a process that optimizes the interests of both the students and the companies. The student cell gets involved in the process right from corporate interactions throughout the year, to pre-placement talks, to coordinating activities during Placement Days. There are three main place-

### A talent-hunter's paradise

The placement cell at IIM Ahmedabad offers recruiters access to an unparalleled bouquet of talent and experience. Our students are handpicked by faculty members from amongst the top performers in CAT and GMAT. While their age, experience, and academic backgrounds may vary, one common characteristic is the zeal to excel in the chosen field of activity. The case based pedagogy at IIM Ahmedabad helps the students further develop their decision making skills. Many of our alumni have attained leadership positions in corporate as well as government, NGO and social service sectors.

— Professor Saral Mukherjee  
Chairperson, Placement





ment activities on campus – Summer Recruitments for the first year students, and Lateral and Final Recruitment for the second year students.

Summer Placements

Summer Internship is an important and integral part of the Post-Graduate Programme, where students intern with their chosen organization for 8-9 weeks after their first year. The internship programme helps students gain first-hand experience in a particular industry and provides them with ample opportunities to innovate, and challenge ideas and techniques imbibed in the first year. It also helps them in being more receptive to market needs, and in deciding their area of specialization in the second year.

The summer internship also has an academic component: student interns prepare a report on the summer assignment and present it to the organization. They are also required to share their learning with the Institute before they register for the second year. The requirement of making a formal presentation about the project to the company and to the Institute ensures that sufficient rigour and discipline are brought in to this exercise.

The Institute has enjoyed extensive corporate support for summer interns with the result that summer projects have been diverse, challenging, and intense learning experiences. Increasingly, a number of international companies have seen the value of this exercise and have collaborated with the Institute. Also, each company gets a chance to evaluate the interns over a long period in a real business situation and make pre-placement offers based on this



evaluation. A number of companies have used these internships as a key source for full-time hires.

Lateral Placements

Lateral placements happen over an extended period in the final term for students having substantial work experience with firms offering higher than entry-level positions.

Final Placements

Final placements happen during the last term. A formidable array of the best companies in India and the world visit the campus year after year searching for the best talent. Having reached key positions in top corporates worldwide and contributing at all levels in various global conglomerates, the Institute’s alumni form a sustainable competitive advantage for the organizations that recruit them. Over the years, the market for the Institute’s graduates has remained bullish, as freshly placed recruits continue to deliver on their promises. At the same time, the average work experience has been going up with every batch. This was reflected in the choice of diverse profiles that IIMA students opted for during the Final Placements last year.

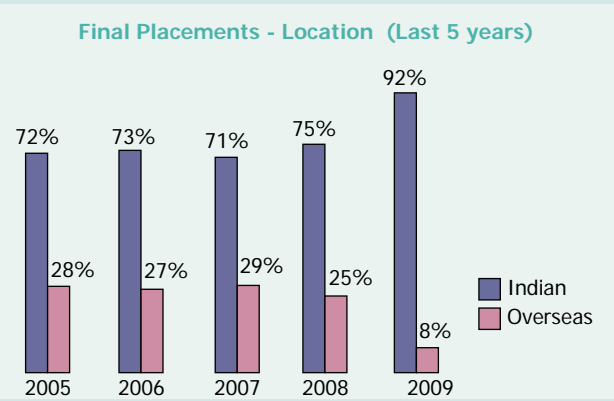
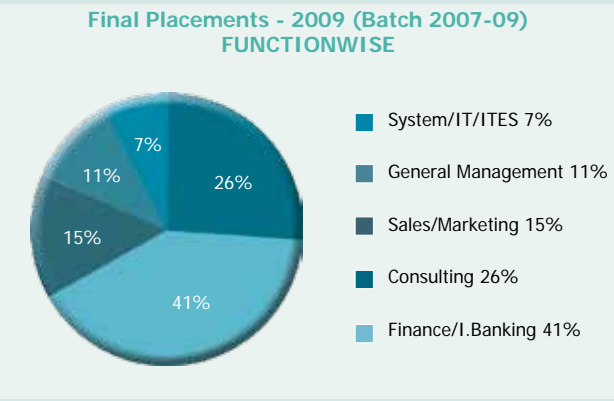
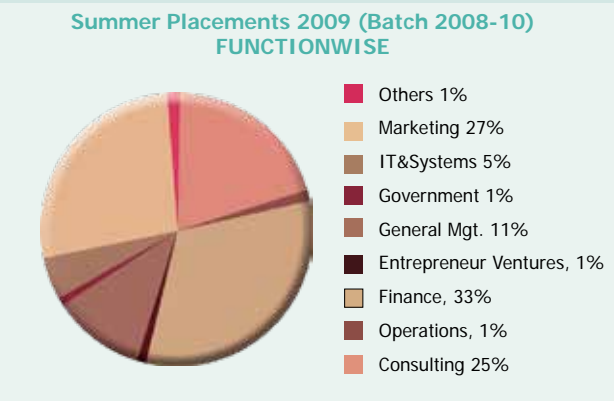
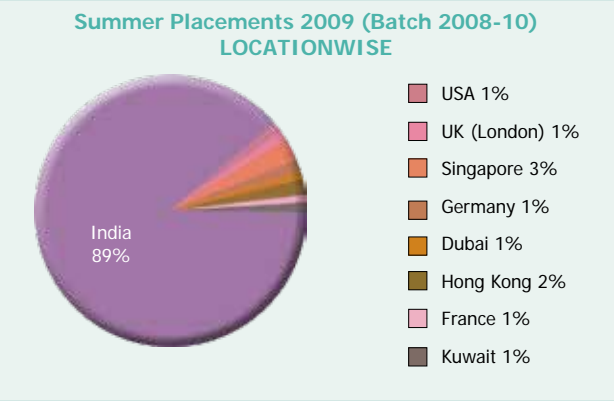
IIM Ahmedabad as an experience, is rigorous, challenging, and humbling! Still it is meant to be seized in the spirit of adventure and romanticism. IIMA pushes you to the wall, corners you, nudges you, and compels you to stand up and fight back. At the end of it, you will see a few incredible whiz kids who will have topped the toughest of the education courses; and a few others who will have made phenomenal career starts. However, you will also see over 350 winners who have lived through and come out really strong from the ‘Experience’. For me, the PGP programme at IIMA becomes special for it instills in me this romantic spirit of perseverance in anything that I do. No wonder, IIMA has come to represent, as part of its alumni (and ambassadors), a laudable milieu of people who have left deep imprints in eclectic and diverse fields.

— Kartik Julka(PGP II)

This year, IIMA has decided to move away from a day-based system to a cohort-based system. The new system is designed with the stated objective of providing a better student-recruiter fit. The process, along with many other changes in the design, will run over weekends where a set of 15-20 firms would participate. Thus spread over 1 to 2 months, this new system would allow recruiters to evaluate students over a longer duration while giving them more time to delve into the various career options.

Encouraging Entrepreneurship

IIMA also encourages its students to take up Entrepreneurship as a career. This is reflected in the kind of electives offered in the second year as well as the help provided to budding entrepreneurs. There is an in-house incubation centre that hosts several startups. Currently, students are allowed two year entre leave to try out their ventures. Should it run into rough weather, they can come back and participate in the Institute placements.







## Student Exchange Programme

PGP students are provided with a number of opportunities at the Institute for developing a holistic vision. One such opportunity is through the Institute's Student Exchange Programme. The strong and self-sustaining exchange programme has been designed to help the Institute serve its purpose better and enhance academic standards. Student Exchange Programmes have been established with leading schools in Europe, North America, South America, and the Asia-Pacific region.

An international exchange programme facilitates flow of ideas between academic institutions. Joint activities provide each school with better understanding of the methods and programmes of the partnering school and enhance knowledge and skills of students and faculty members alike. Students participating in the programme seek to broaden their academic and cultural experiences. The experience contributes immensely to building of management perspective and poise. Visiting students add to the diversity of expertise at the Institute, and enhance the effectiveness of its pedagogy.

IIMA has been seeking to establish an increasing number of exchange programmes with institutions having excellent academic standards compatible with those of the Institute, and

which provide varied learning opportunities to exchange students.

Each year, the Institute selects around a quarter of the second year students to spend one academic term at premier management institutes around the world with which the Institute has forged partnerships. Similarly, students from the corresponding institutions spend an academic term at IIMA. IIMA has been able to increase the number of participating institutions from 4 to 50 since 1999. The number of outgoing students benefiting from the programme has risen from six to 94, and incoming students from 16 to 55 in the same period. The enthusiasm shown by institutions across the world has been tremendous and speaks volumes for the quality of programmes offered at the Institute.

The exchange programme has academic partners across continents, and corporate partners across the globe that have made it possible for students to participate in these programmes without any financial impediments. Apart from the scholarships instituted by IIMA, several students have received scholarships from participating schools, the French embassy, DAAD from Germany, and some corporate partners.

*Gaining admission into the post-graduate programme at IIM Ahmedabad was the culmination of a long cherished dream. I vividly remember the opening session of the induction programme, held in the imposing RJMCEI auditorium. As I glanced around, I saw 300 eager faces, reflecting in equal measure, hope, enthusiasm, and nervous anticipation. I could not help but feel a slight trepidation as I wondered what the next two years would be like.*

*One year down, as I look back, it is with gratitude and a quiet sense of accomplishment. They say that you become a one-and-a-half MBA in the first year itself, due to the gruelling schedule and intense workload. I have a different take — this generalist MBA shows you the value of efficiency and helps you test your limits to emerge stronger and better. Forged along the way are friendships that will last a lifetime, forming the bedrock for learnings that are unique, relevant, and practical. I have no hesitation in saying that only a few experiences in life can even begin to compare with the exhilarating rollercoaster that is the IIM Ahmedabad MBA.*

— Samrat Ashok Lal (PGP II)

## IIMA, a Member of PIM

PIM, Partnership in International Management, is a consortium of leading international business schools, founded in 1973. Each member institution represents the highest degree of excellence in the fields of business administration and management, demonstrates leadership in their geographic region, and delivers an MBA or a graduate-equivalent degree in management. PIM facilitates the development of international cooperation among members, fostering the development of joint programmes, students and faculty exchange, joint

research, and cooperation among faculty members and researchers.

Currently, PIM has grown to a network of 55 business schools worldwide. Over the years, several thousand students have gone on exchange within the PIM member institutions

As a member, IIMA shares the reputation for upholding the highest degree of academic excellence both regionally as well as globally, and values the organization's spirit of international cooperation among its students, faculty, and administrations.

## INSTITUTES FOR EXCHANGE PROGRAMME

### Asia

Asian Institute of Management, Makati City, Philippines  
Asian Institute of Technology, Pathumthani, Thailand  
China Europe International Business School, Shanghai, China  
Hong Kong University of Science & Technology, Hong Kong  
International University of Japan, Nigata, Japan  
KAIST Graduate School of Management, Seoul, Korea  
Nanyang Business School, Singapore  
NUS Business School (National University of Singapore), Singapore  
The Chinese University of Hong Kong, Hong Kong

### Africa

Gordon Institute of Business, Johannesburg, South Africa

### Australia

Australian Graduate School of Management, Sydney

### Europe

Copenhagen Business School, Frederiksberg, Denmark  
EDHEC, Lille & Nice, France  
ESADE, Barcelona, Spain  
ESCP-EAP, Paris, France  
ESC-Toulouse, Toulouse, France  
ESSEC, Cergy-Pontoise, France  
European Business School (EBS), Oestrich-Winkel, Germany  
HEC School of Management, Paris, France  
Helsinki School of Economics & Business Administration, Helsinki, Finland  
Instituto de Empresa, Madrid, Spain  
Jonkoping International Business School, Jonkoping, Sweden  
KOC University, Istanbul, Turkey  
Leipzig Graduate School of Management, Leipzig, Germany  
Manchester Business School, Manchester, UK  
Norwegian School of Economics and Business Admn, Bergen, Norway  
Pforzheim University of Applied Sciences, Pforzheim, Germany

Rotterdam School of Management, Rotterdam, The Netherlands  
Solvay Brussels School of Economics and Management, Brussels, Belgium  
Stockholm School of Economics, Stockholm, Sweden  
University of Bocconi, Milano, Italy  
University of Cologne, Koln, Germany  
University of Maastricht, Maastricht, The Netherlands  
University of Mannheim, Mannheim, Germany  
University of St. Gallen, St. Gallen, Switzerland  
Vienna University of Economics & Business Administration, Vienna, Austria  
WHU - Otto Beisheim School of Management, Vallendar, Germany

## North America

### USA

Stern School of Business, NYU, New York  
The Anderson School at UCLA, Los Angeles  
The Kenan Flagler Business School, UNC Chapel Hill, North Carolina  
University of Chicago Graduate School of Business, Chicago, Illinois  
University of Texas, Austin, Texas (McCombs School of Business)  
Washington University (John M. Olin School of Business), St. Louis  
Columbia Business School, New York  
Marshall Goldsmith School of Management, Alliant International University, San Diego  
Goizueta Business School, Emory University, Georgia

### Canada

McGill University, Montreal  
Sauder School Of Business, Vancouver  
Schulich School of Business, Toronto Ontario

### South America

University of Bogota (Universidad De Los Andes School of Mgt., Bogota, Colombia)



## Students' Activities

At IIM Ahmedabad, we firmly believe that education is a journey of exploring both the self and the world around, going beyond the confines of classrooms and curriculum. In order to promote the wholesome personal and academic development of its students, the Institute has setup a number of clubs and societies covering diverse interests, ranging from finance (Beta), marketing (Niche), Quant (Abacus) to literature (LSD), nature (*Prakriti*) and Prayaas. These clubs organize various events and workshops throughout the year, to ensure that the extra-curricular scene at IIMA is always dynamic and exciting. Apart from providing an avenue for students to showcase their immense talents, these clubs also encourage students to take the initiative in organizing events and set new standards of excellence. To paraphrase Abraham Lincoln, these are clubs “of the students, by the students, for the students”. A brief overview on the clubs is provided to give a glimpse of the activities that IIMAites pursue in spite of their hectic academic schedule.

### Events

#### T-Nite

The T-Nite is the biggest and most sought after event for the PGP first year. It is an inter-section cultural competition that brings the whole campus to one place. It needn't be mentioned that rivalry hits a peak as everyone shares just one aim for those four days: Win your section the T-Nite trophy! More than being just a platform for showcasing talent, T-Nite is a podium for intra-sectional bonding where every student has to perform a unique job. It consists of a plethora of events, like dance, skits, and music.

Ultimately, only one section emerges as the champion, but the bonding that results between students is the real prize, which is definitely the biggest asset of IIMA networking.

#### Insight

Insight is an innovative platform for students to design and conduct on-the-ground market research, and is IIMA's oldest fest. Since its inception in 1986, Insight has grown into a full-fledged marketing convention where companies and students come together to understand consumer behaviour.

Several leading firms award projects to students, including those on concept testing, buyer behaviour, price elasticity, and effectiveness of communication campaigns. Students design and conduct games to get in-depth responses from the audience and they make recommendations to the companies based on their findings.

### Major Centres of Research at IIMA

The Centre for Management in Agriculture, the Centre for Management of Health Services, Ravi J. Mathai Centre for Educational Innovation, Centre for Infrastructure Development, the Centre for Telecom Policy Studies, the Centre for Innovation, and Incubation and Entrepreneurship, the Computer and Information Systems Group, the Public Systems Group and Cneter for Retailing. IIMA publishes a quarterly journal, *Vikalpa*. The journal aims at publishing original and stimulating articles based on research, and consulting experiences on managerial and organizational issues. IIM Ahmedabad aims to professionalize some of the vital sectors of India's economy such as agriculture, education, health, transportation, population control, energy, and public administration.



#### Confluence

Confluence, IIMA's annual business school event, is the largest event of its kind in the Asia-Pacific region. Over 4000 students from more than 100 institutes participate in the events, and they get an opportunity to test out their ideas and skills at various competitions and workshops. It truly is an acid test of the students' intellect that brings out their best.



#### Chaos

Every January, IIMA comes alive with the arrival of Chaos, which is IIMA's annual inter-college cultural festival and one of the biggest of its kind in India. It is second only to Navratri in terms of size and popularity in Gujarat. Chaos has seen the likes of Pandit Hariprasad Chaurasia, Indian Ocean, Euphoria, Jal, Strings, Fuzon, and many others light up the stage at the famed Louis Kahn Plaza year after year. Beyond the ProNites, Chaos also features extremely popular competitions for budding amateur dancers, choreographers, rock bands, and fashion models from colleges all over the country; besides literary, debating, dramatics, music, fine arts, and personality based competitions.

#### Combos

Combos is one of the most exciting sports events that take place on campus. It is organized every year and involves participation from all the dormitories. All the dorms are divided into four teams that compete fiercely over the course of the event. Apart from team sports like Frisbee, Basketball, Cricket, Football, Volleyball, Girls Cricket, and Throw ball, it also includes crowd pulling events like the Tug-of-War and Relay. It is played with full competitive spirit and all the teams put in their best efforts to clinch the title.

Academic rigour forms the backbone of PGP culture in IIMA. This is one common value which permeates faculty, students, and alumni alike, joining them together as one strong, mutually cooperative community. While it certainly provides valuable knowledge and skills, the far more important value addition is to the character that builds with the habit of hard work. Discipline and timeliness are other virtues it brings along, making students more efficient, task oriented, and professional. The exhaustive curricula of the first year helps students learn basics of all the streams in the first year itself, thereby allowing students to breathe in the second year when they make an informed choice regarding their career, and intensify their knowledge by applying it to their chosen area of specialization. At macro level, IIMA exposes fresh and young students to intense business activity levels comparable to developed countries, creating world class managers so as to strengthen India Inc.

— Prashant Thakur (PGP II)





### Leverage

Leverage is the private equity and venture Capital club of IIM Ahmedabad that was formed in August 2008 as a students' initiative. In February 2008, Leverage organized the first edition of its Private Equity and Venture Capital Conference, which saw participation from over 400 students and renowned firms such as the Texas Pacific Group, Draper Fischer Jurveston, Citi Venture Capital, Nexus India Capital, and Apollo Investment Corporation. The conference presented an opportunity for students to gain insights into the world of Private Equity and Venture Capital, a world which the Director of IIMA, Professor Samir K Barua, called "the true source of patient capital" and one which will help businesses survive and thrive in the current economic scenario. The key highlight of the event was a Business Plan Showcase event where entrepreneurs from all over India presented their business plans to venture capitalists.

### Clubs

**Abacus**, the quant club, aims at generating interest in the mathematical field, and shows the relevance of Mathematics in business by highlighting its various applications.

**Beta**, the Finance Club, conducts a series of industry interactions to help the PGP1s gain a perspective on the various career choices that confront them. Beta also conducts remedial sessions and mock interviews to help the PGP1s prepare for their summer placements. *Money Manager*, the finance journal, is jointly published by the finance clubs of IIMA, IIMB, and IIMC, with contributions from all top B-schools in the country.

**Consult Club** serves as a hub of all consulting related activities on campus. It organizes various events like strategy games, B-plan contests, industry workshops, and alumni interaction sessions. It also publishes a periodic newsletter and magazine to meet the evolving needs of the IIMA student community. If it is an indus-

try report you need, the Consult Club repository is the first place you look.

**Dance** is the dance club of IIMA. Apart from organizing and performing at different events on and outside campus, it also conducts a series of workshops for budding dancers.

**FII (Forum for Industry Interaction)** provides consulting services to various organizations including large corporations, startups, and NGOs. Through this, it provides opportunities for students to apply learning to real-time problems.

**GeneSys**, the systems club, works to bring together the students and IT professionals from the best IT firms in the world. It aims at providing exposure to emerging trends in the IT industry, and disseminating information about the opportunities available and the challenges faced by managers in this all pervasive sector.

**IIMActs** is the dramatics special interest group (SIG). Its aim is to facilitate dramatics in every form. IIMActs has produced full length plays, street plays, and many other different formats in English as well as Hindi.

**Leverage** is the Private Equity and Venture Capital club. Leverage's mission is to provide students with opportunities to learn about the PE and VC industries and to interact with entrepreneurs.

**Music Club** is a student-interest-group responsible for playing music live at various events starting from Welcome Night, Western Acoustic Night, Chaos to Farewell Night. A variety of genres come together in its shows, not to mention the innumerable jam sessions that continue all through the night.

**Niche**, the marketing club, brings in a flutter of activities related to increasing knowledge and understanding of the field of marketing. From brand quizzes to marketing remedial sessions, Niche sets the groundwork for tomorrow's top marketing managers.



**Perspectives** is the photography club. Over the last few years, there has been an exponential growth in the number of photography lovers on campus and in the activities of Perspectives.

**Prakriti**, the nature club, promotes interest and knowledge about wildlife, forests, and the environment, besides providing opportunities to acquire values and skills needed to protect and improve the natural environment. It conducts a number of nature camps and tree plantation drives every year.

**Prayaas** is an IIMA students' initiative to provide education to children living in slums around IIMA and enable them to merge with the social mainstream. It was started in 2004 as part of a student project in an academic course and has been carried forward from there by all the subsequent batches.

**The Literary Symposium Desk** is a home to three self-sustaining literary ventures. The Quiz Club aims at popularizing the queried way of life on campus and hosts as well as facilitates participation in various quiz meets across the country. The Debating Society consists of some of the best public speakers on campus, and this year, aims at involving itself in a series of verbal jousts through the Internal Debating League. The Literary Team – a group of thinkers, poets, and writers, pull off amazingly insightful Lit events, be it Dumb Charades, JAM sessions or their Magnum Opus, the Yearbook.

**Media Cell.** The Media Cell handles all student-related media coverage at IIMA, which includes Media Relations and Publicity for all the four major events happening on campus annually, viz. Insight, Confluence, Chaos, and Amaethon and other student-led initiatives like Leverage, sports tournaments (Sangharsh), guest lectures, and club activities. In addition, the Media Cell also handles press releases for conferences, media relations, and student interviews.

It also manages the IIMA blog and YouTube channel and prepares the welcome kit for the incoming batch.  
(<http://insideiima.wordpress.com>)  
(<http://www.youtube.com/user/InsideIIMA>)



IIM Ahmedabad offers a broad spectrum of activities through its courses. Life here offers a plethora of opportunities in different fields. My experience at IIMA has thrown surprises at me at different stages. With an extremely supportive faculty and the seniors, life becomes comparatively easier. Apart from the regular academics, this Institute offers you experiences in varied fields ranging from Nature, Photography, Social Work Initiatives, etc. It actually brings a holistic approach in your understanding and thought process. I was left amazed at the exceptionally good facilities in dorms and the campus too. Overall, the Institute lives up to its reputation of holding high levels of academic excellence.

-Amit Tandon (PGP I)



## Alumni Centre Activities



The achievements and successes of IIMA alumni bear testimony to the high standards of management education at IIMA. The IIMA alumni are members of the IIMA Alumni Association and are a part of the IIMA community throughout their lives.

The IIMA Alumni Association was established in 1967 with a Central Committee, and chapters in important cities. It is a non-profit organization that promotes the objectives of the institution and maintains continuous association with the alumni.

Membership is open to all those who have participated in the Institute's various programmes, viz. Fellow Programme in Management (FPM), Post-Graduate Programme in Management (PGP), Post-Graduate Programme in Agri-business Management (PGP-ABM), Post-Graduate Programme for Executives (PGPX), Post-Graduate Programme in Public Management and Policy (PGP-PMP), Faculty Development Programme (FDP), 3-Tier Programme (3-TP), Small and Medium Enterprises Programme (SMEP), Management Development Programmes (MDPs), Armed Forces Programme (AFP), and Student Exchange Programme. IIMA has one of the largest alumni associations amongst management institutes in Asia with nearly 27,000 members all over the world.

The Institute has an Alumni Centre headed by a faculty member who is the chairperson, and five other faculty members as committee members. Other members of the committee include two second year students, one each from PGP and PGP-ABM, and a student each from PGPX and PGP-PMP.

The assistance of the alumni in preparation of case studies and research work of the faculty has been invaluable. Several alumni teach as visiting faculty at the Institute and other management institutions in India.



## ACTIVITIES

### Alumni Cell

The Alumni Interaction Cell is a student run body dedicated to facilitating greater interaction between students and the esteemed alumni of IIMA. The cell organizes several alumni interactions throughout the year to achieve this objective.

### Synchrony

The annual congruence of alumni and summer interns is one such interaction, which provides an opportunity for the budding young managers of IIMA to network with the established alumni base in the city of their internships. Spread across nine cities, from Delhi to New York, the event provides a platform for the summer interns to gain from the experiences of the alumni.

### Alumnus

*IIMA Alumnus* is the tri-annual publication of the alumni, for the alumni, and by the alumni. Featuring alumni related news, events, and activities, together with career and alumni related reports, and exclusive articles authored by industry professionals, the magazine serves as a continuing link between the alumni and the Institute.

### Chapters

Alumni chapters help to drive alumni activities in most cities. Today, there are about 18 chapters, both in India and around the world, that foster frequent interaction between alumni across batches and thereby help to keep the Institute's alumni strongly connected.

### The Alumni Reunion

Apart from the conferences and seminars that are regularly organized on campus, the highlight of alumni activities throughout the year, is the Silver Jubilee Reunion that is held towards the end of the year. The group comes with enthusiasm and excitement and winds the clock back by 25 years. This three-day event brings together IIMA alumni and their families from across the world, back onto the campus which they left 25 years ago. Not only does it provide a forum where friendships are renewed and memories relived, it also gives the alumni a feel of how campus life has changed over the years.

Such reunions recapture their spirit of youth as much as facilitate a review of their journey. In all these activities, the students, both first year and second year, provide active support and help make the alumni's visit to the campus a memorable event.

The programme here at IIMA is marvelous in every way imaginable. The system is designed so as to make you accustomed to probably one of the highest levels of stress you could imagine. The overall functioning of the course is excellent. Things are so meticulously planned out, and everything is so systematic that you are left in awe. The PGP programme also tries to ensure in the best possible way, an effective environment for peer learning, which forms a crucial part of the overall learning experience. As students, we have access to the best resources of the country along with the best platform to transform our lives into one of prominent existence. The facilities provided ensure that we have a learning and conducive environment.

### Some Notable Alumni of IIMA

**Dr. C. K. Prahalad (PGP 1966), Management Guru**

A management consultant and author, most celebrated for his bestseller 'Fortune at the Bottom of the Pyramid', C. K. Prahalad is one of the recipients of Pravasi Bharatiya Sammaan award and Padma Bhushan in 2009.

**Kiran Karnik (PGP 1968), Former President, NASSCOM**

Mr. Karnik continues to work closely with the industry, members, and the Indian central and state governments to formulate policies and strategies for the advancement of the IT software and Services sector, locally as well as internationally.

**KV Kamath (PGP 1971), Ex MD & CEO, ICICI Bank**

Known for his fast thinking process, Mr. Kamath has revolutionized the banking sector by his innovative ideas of Universal Banking and intelligent management of manpower.

**Jerry Rao (PGP 1973), Mphasis**

A career Citibanker, Jaitirth (Jerry) Rao was bitten by the entrepreneurial bug in his late 40s. He built up a large and profitable company (Mphasis), but recently sold out to EDS because business is about passion as well as knowing when to let go.

**Mallika Sarabhai (PGP '74), Danseuse**

Mallika Sarabhai is many people at the same time and they all vie for brilliance. She co-directs the Darpana Academy of Performing Arts, Ahmedabad; is a noted film-maker, a familiar TV anchor, an editor, a publisher, and an activist. She is also the CEO of a TV channel and one of the leading exponents of Bharata Natyam and Kuchipudi.

**M S Banga (PGP 1977), President, Foods, Home & Personal Care, Unilever**

Vindi Banga, as he is popularly known in the higher echelons of Unilever, is the youngest Chairman in Lever history, and, as company observers point out, the first professional with an MBA qualification from an Indian business school to head it.

**Ashank Desai (PGP 1979), Mastek**

In the early 1980s, much before IT was a buzzword, Ashank Desai set up Mastek along with a couple of friends. Mastek was the first company to focus on India as a market and is today, one of the top 15 IT companies in the country.

**K Raghavendra Rao (PGP 1979), Orchid Pharma**

Raghavendra Rao built a 300 million dollar pharma company in a short span of 13 years. The son of a working class railways employee, he now dreams of making Orchid India's first \$ 1 billion pharma company.

**Harsha Bhogle (PGP 1985), Celebrated Sports Commentator**

This veteran sports expert-cum-commentator needs no introduction. Soon after graduating from IIMA, Harsha gave up his advertising career for his dream; to be a cricket commentator, and the rest as they say, is history.

**Sanjeev Bikhchandani (PGP 1989), naukri.com**

Sanjeev is India's most successful internet entrepreneur. For close to a decade, he struggled on the sidelines but never gave up on his Big Idea. In 2006, naukri.com became the first dotcom to IPO on an Indian stock exchange.

**Deep Kalra (PGP 1992), makemytrip.com**

Deep went into business the way every entrepreneur dreams it will happen: a venture capitalist offered him \$ 2 million to start up. But with the dotcom bust he had to invest his life savings and buy back his own company. makemytrip.com is today India's leading travel portal.

— Sitaram Agarwal (PGP I)



## Vikram Sarabhai Library

The Vikram Sarabhai Library, named after the Institute's founder, Dr. Vikram Sarabhai, occupies a vantage position between the classroom complex and the administrative complex. The library has, over the years, built a robust collection of over 1,64,904 books on management and allied disciplines and 42,970 back volumes of periodicals. The collection of books, periodicals, databases, etc. is one of the best in the country. The library has about 500 current subscriptions to journals and newspapers. Its collection also includes over 2,128 working papers of IIMA faculty and other institutions, about 239 dissertations of the Fellow Programme graduates of IIMA, and many other resources like 1,645 students' project reports, 1,485 CDs, and 128 videos.



The library has a collection of about 60 online databases that include:

ABI / Inform Complete  
ACM DIGITAL LIBRARY  
AIR (All India Reporter)–High Court  
AIR — Criminal Law  
AIR — Supreme Court  
AIR — Privy Council  
BLACKWELL SYNERGY  
Bloomberg  
CAPITALINE  
CERC INSIGHT  
CMIE — Alpha  
CMIE — Business Beacon  
CMIE — Capex  
CMIE — EIS  
CMIE — First Source  
CMIE — IAS  
CMIE — IECO  
CMIE — India Harvest  
CMIE — India Trades  
CMIE — M & A  
CMIE — Prowess  
CMIE — SAS  
CRISINFAC  
DSI Data Service  
EBSCO Academic Search Elite  
EBSCO Business Source Premier

EBSCO Psycarticles  
Econlit (Abstracts)  
EIU (Market Indicators & Forecast)  
Elsevier — Business, Management and Accounting  
Elsevier — Decision Sciences  
Elsevier — Economics, Econometrics and Finance  
Elsevier Back Files — Agriculture and Biological Sciences  
Elsevier Back Files — Pharmacology, Toxicology and Pharmaceutics  
Elsevier Back Files Social Sciences  
Emerald Management Extra  
Euromonitor (GMID)  
FT.Com  
IEEE Electronic Library Online  
IGI Full-Text  
Invest India  
INDIASTATS  
INDLAW  
Infraline — Coal Sector  
Infraline — Oil & Gas Sector  
Infraline — Power Sector  
Infraline — Telecom Sector  
ISI Emerging Markets – India  
J-Gate

JSTOR  
Kluwer (Springer Link)  
MAG INDIA  
NASSCOM  
Papers Invited  
Project Muse  
Sage  
Taylor and Francis  
Westlaw  
Wiley Interscience  
World Bank

### Library Services

- Abstracting
- Circulation
- Current Awareness
- Database Search Service
- Document Delivery
- Documentation and Information Services
- Indexing and Bibliography
- Industrial Information
- Inter Library Loan
- Networking and Resource sharing
- Reprographic Services
- Reference Services
- News Archives

## Computing Facilities

A state-of-the-art computer network with more than 2000 nodes connects the members of the Institute community with each other. The network has a fibre optics backbone with one or more fibre segments reaching every building on the campus.

There are more than 90 high end manageable network switches which handle the internal data traffic. Every workplace on the campus, including student rooms in dormitories, faculty offices, classrooms, the management development centre, the computer lab, the FPM lab, and administrative offices, has network connectivity. Using long range Ethernet technology, faculty/staff residences have also been provided network connectivity to the Institute's intranet. With the increasing notebook population on campus, the Institute has put a wireless layer (wi-fi) on top of this highly dense network with high level of username password based authentication. Apart from a Firewall for higher security purpose, there is a storage server with VPN based access and username password based authentication for accessing data outside the campus.

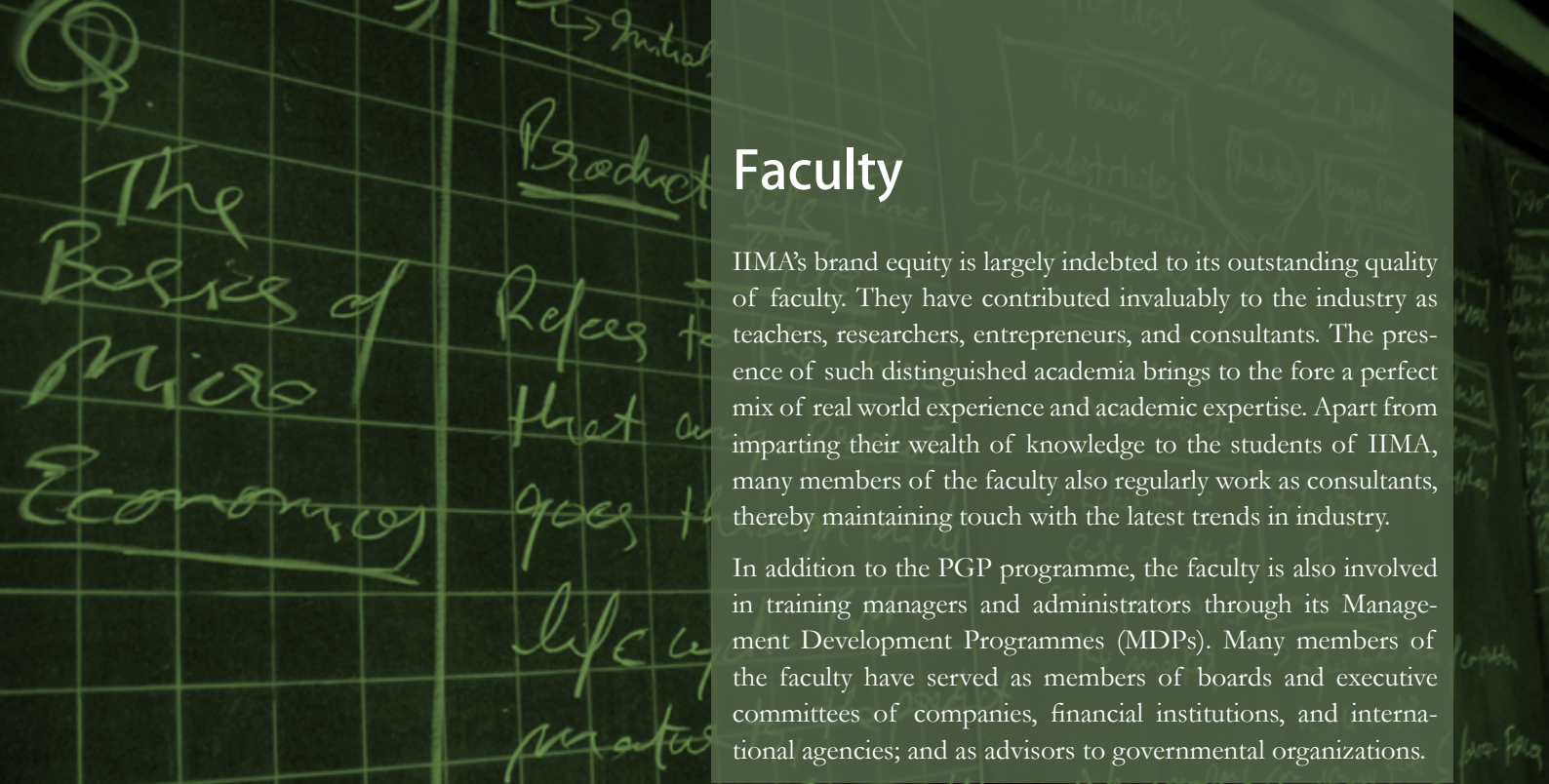
A large server farm with more than 30 high speed servers runs on a wide variety of platforms to suit all kinds of requirements, and supports the entire network. Many servers on this network make use of Linux and open source software for providing the necessary services. For every workgroup (faculty, students, staff, MDC participants, etc.), there is a set of dedicated servers which provides a core layer of services like internet access, and file/print services. The e-mail facility is managed through Google, to which the Institute is a web based email client, and which has a built-in chat facility, Google docs, Google apps, Google sites, etc. The main web server (<http://www.iimahd.ernet.in>) is the front end of information on IIMA. Another web server (<http://stdwww.iimahd.ernet.in>) provides facilities for students to host their own home pages. Every student dormitory has a high speed shared network printer equipped with web based print billing software. There is a wide variety of software packages available to the students and

faculty for their academic and research work. These packages include several language processors, statistical, math programming, simulation, project management, CASE, and ERP packages.

Every student and faculty member has a high end networked personal computer or laptop at his or her disposal. The Institute's network is linked to the internet via a set of dedicated leased lines enabling round-the-clock internet connectivity on the campus. All the Internet Service Providers (ISPs) from whom the Institute has procured internet bandwidth, have installed fibre optics links from the campus to their hub. This ensures very high quality of data bandwidth of 34 MBPS with a possibility of being increased to 100 MBPS. It is technologically equipped to be upgraded as and when the need for more bandwidth arises. In addition, we also have a dedicated line of 2 MBPS. Many of the classrooms are also equipped for ISDN based video conferencing capability. A special room is also available in the computer centre where on-line computer based training can be imparted. The Institute, is now in a state of transition and boasts of being the first academic institute in India to have its own payment gateway. Moreover, it is in the process of evolving into a state of centralized IT architecture. In addition to this, a knowledge centre is being planned to be created for the Institute, hosting all its case studies and research outputs online.







## Faculty

IIMA's brand equity is largely indebted to its outstanding quality of faculty. They have contributed invaluable to the industry as teachers, researchers, entrepreneurs, and consultants. The presence of such distinguished academia brings to the fore a perfect mix of real world experience and academic expertise. Apart from imparting their wealth of knowledge to the students of IIMA, many members of the faculty also regularly work as consultants, thereby maintaining touch with the latest trends in industry.

In addition to the PGP programme, the faculty is also involved in training managers and administrators through its Management Development Programmes (MDPs). Many members of the faculty have served as members of boards and executive committees of companies, financial institutions, and international agencies; and as advisors to governmental organizations.

### Business Policy

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Ph.D. (Manchester)

Meenakshi Sharma  
Ph.D. (Queensland)

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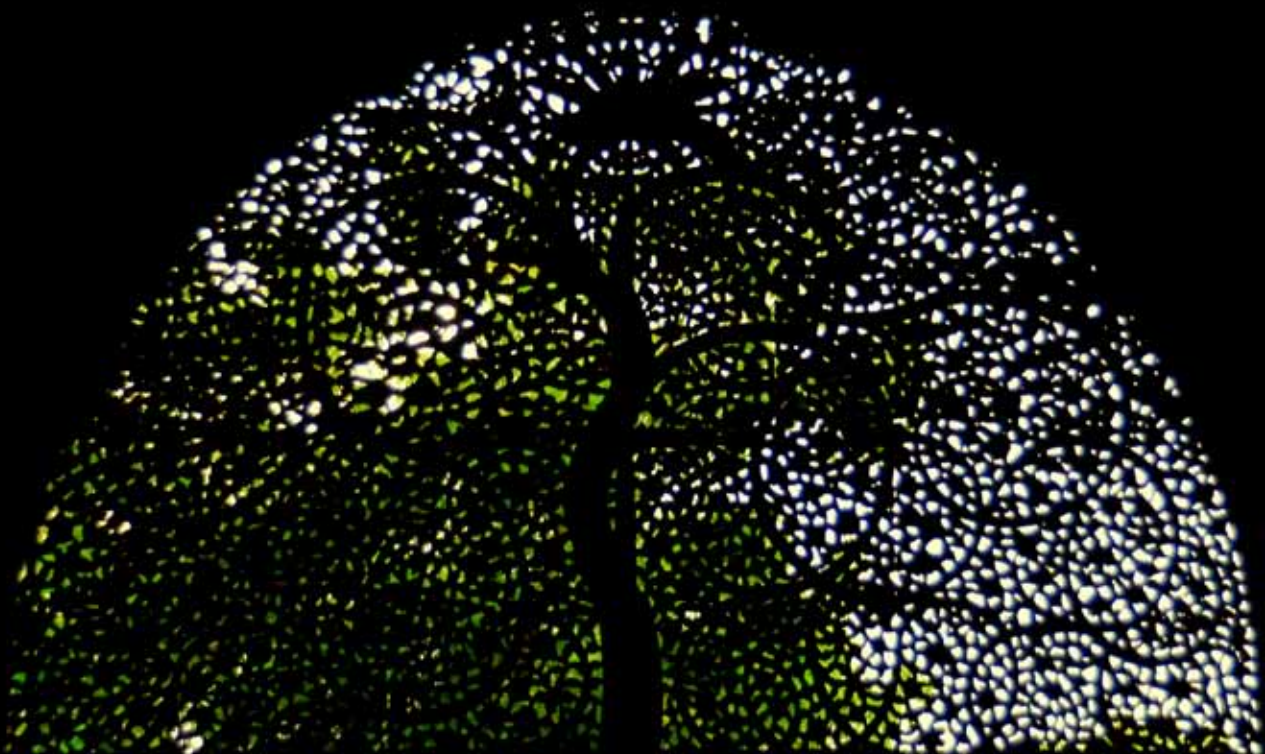
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# About Ahmedabad

Among the old mosques in the heart of the city, time appears to stand still, leaving behind a silent whisper of the past. When the morning sun touches the city of Ahmedabad and lightens up the scene for the daily urban symphony, the Adhan is called out by the muezzin in the mosque, soon to be followed by the sound of three-wheelers, the roar of the automobiles, and the high-pitched sound of metal shutters of the stores, being opened. It is the time when the city catches onto the rhythm of a new day.

According to an ancient legend, Sultan Ahmed Shah, while camping on the banks of the River Sabarmati, saw a hare chasing a dog. Ahmed Shah was so impressed by the soil of this land that produced such spirit; he decided to build his new capital on the river bank in 1411. He christened it Ahmedabad after his name. Set in an open and spacious plane to the East of Sabarmati, Ahmedabad has a rich culture, beautiful architecture, and a flourishing economy.

Ahmedabad was the cradle of the non-violent movement for India’s independence. Mahatma Gandhi established two ashrams, the Kochrab Ashram near Paldi and the Satyagraha Ashram (now Sabarmati Ashram) on the banks of the Sabarmati, to lead the freedom struggle from this city. He embarked on the famous Dandi Salt March from Sabarmati Ashram in 1930, and organized many peaceful protests in the city during the Quit India movement in 1942. There was something about this soil. In 1947, a docile nation, invigorated by a simple man clad in dhoti with just two weapons, truth and non-violence, won a long-staged battle against the mighty British Empire.

Any visitors to Ahmedabad will be struck by the vibrancy of this city of around 5.5 million people. It was once known as “Manchester” for its commercial and enterprising spirit, most notably with the textile industry.

Since independence, the city has been scarred by spurts of communal violence, the earthquake in 2001, and an incidence of terrorist attack. But life has never come to a stop in Ahmedabad. People have rebuilt buildings and rebuilt their dreams.

Ahmedabad and its folks have inherited their desire to live a good life through generations. The ever increasing activities in commerce, communication, and construction bear testimony to this fact. The city has witnessed the establishment of scientific and service industries, the expansion of information technology sector, and significant improvements in transportation and communications. With a number of world class institutes in engineering and management, the city has become a landmark for education.

In addition to IIMA, the city boasts of a number of exceptional academic and research institutes: National Institute of Design (NID), Mudra Institute of Communications (MICA), Entrepreneurship Development Institute (EDI), Ahmedabad Textile Industry’s Research Association (ATIRA), Indian Space Research Organization (ISRO), National Institute of Fashion Technology (NIFT), Physical Research Laboratory (PRL), and several other nationally recognized academic institutes. Ahmedabad has nurtured the best and the biggest Management Association in India – Ahmedabad Management Association (AMA).

One feature of the city which draws much attention, is its architecture. The ancient havelis and original galleried houses still found in the old city on the one hand, to the striking, bold, modern architecture of IIMA; School of Planning and Architecture; AMA; and a number of other impressive modern utilitarian buildings. The city is also home to a number of unusual and world-renowned museums: the Calico Museum of Textiles, the Kite Museum, and the Utensil Museum.

Ahmedabad is a city of celebrations. Navratri is the festival of the famous folk dance ‘Garba’ and runs for nine days. On the day of Uttarayan, everybody in the city flies kites and continues in the night by sending up lamps (Tukkal) attached to kites in the sky.

Once characterized by dusty roads and bungalows, the city is changing rapidly with an increasing population and a construction boom. A rising centre of education, information technology, and scientific industries, Ahmedabad remains the cultural and commercial heart of Gujarat and much of western India.

## PGP Executive Committee (2009-11)

Prof. Abraham Koshy	Chairperson, PGP
Prof. A K Laha	Warden
Prof. Anurag Agarwal	Chairperson, PGP-PMP
Prof. Arvind Sahay	Chairperson, Alumni
Prof. Diptesh Ghosh	Chairperson, PGP Admission Committee
Prof. Premilla D’Cruz	Independent Member
Prof. Prem Pangotra	Independent Member
Prof. P W Khokle	Chairperson, PGP-ABM
Prof. Rajanish Dass	Chairperson, Computer Services Committee
Prof. Saral Mukherjee	Chairperson, Placement Committee
Prof. Shailesh Gandhi	Chairperson, PGPX
Prof. Venkata V Rao	Chairperson, FPM
Mr. Shwetank Bhatnagar (2009-10)	General Secretary, Students’ Activities Council
Mr. Abhinav Jain (2001-11)	General Secretary, Students’ Activities Council

## Students’ Activity Council (SAC) Members (2009-11)

	2009-10	2010-11
General Secretary	Shwetank Bhatnagar	Abhinav Jain
Recruitment Secretary	Himanshu Nema	Movin Jain
Academic Secretary	Amit Mittal	Arpit Jaiswal
Media Secretary	Dr. Rohan Desai	Glen Dsilva
Cultural and Social Affairs Secretary	Sandeep Jamatia	Utsav Kheria
Sports Secretary	Amit Bagheria	Vishnu Thurpati
IT Secretary	Soumendu Ganguly	Akshay Kataria
Mess Secretary	T R Kishore Reddy	C V Sree Charan
Event Secretary, Chaos	Chitranshu Mathur	Rishabh Jaiswal
Event Secretary, Confluence	S N S S Praveen	Chaitanya Shravanth
Event Secretary, Insight	Gourav Bhattacharya	Pranshu Gupta
Event Secretary, FII	Thahir N M	Pankaj Singh

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