

AR-IIMB-P9



भारतीय प्रबंध संस्थान बैंगलूर  
INDIAN INSTITUTE OF MANAGEMENT  
BANGALORE

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चौंतीसवाँ  
वार्षिक प्रतिवेदन  
2008-2009  
Thirty-Fourth  
Annual Report  
2008-2009





**Thirty-Fourth Annual Report 2008 - 2009**  
**Indian Institute of Management Bangalore**



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## CHAIRMAN'S STATEMENT



Shri Mukesh D Ambani

**I** am delighted to report that the Indian Institute of Management Bangalore (IIMB) has made significant strides during the year 2008-09.

The roll-out of the Executive Post Graduate Programme in Management (EPGP) was a milestone in the history of IIMB. Intensive effort went into the course design and admissions process of this one-year full-time programme and the entire ground-work was completed in record time for the commencement of the programme in April 2009. EPGP is an important addition to the range of academic programmes offered by the Institute for mid-level executives. I am pleased to note that there was a good response to the call for applications and the target batch size was achieved in the very first year, testimony to the credentials of the Institute.

The Long Term Vision for IIM Bangalore was formally adopted on January 16, 2009, in continuation of the visioning exercise that was initiated in the previous year and which was strongly supported by the Board of Governors. During the fiscal 2008-09, several preparatory steps were taken by the IIMB administration towards implementation of the strategies articulated in the vision document, paving the way for the expansion and growth of the Institute.

The year 2008-09 was marked by turbulence on the economic front, a consequence of global events in the arena of banking and finance. Business and industry were impacted, requiring prudent use of resources. Student placements for the Post Graduate Programme in Management (PGP) took place over an extended period, but I am gratified to note that IIMB achieved one hundred per cent placement by

the close of the academic year, demonstrating the faith that is placed by recruiters in the excellent teaching offered by the Institute and the potential of our students.

IIMB received a major international recognition in November 2008. Eduniversal, a unit of French Consulting firm SMBG, ranked IIMB as the top B-school in South Asia/Central Asia/Middle East and among the top 27 B-schools worldwide. The selection endorsed IIMB's international reputation and influence, defined as "the capacity of a business school to make a student valuable – and thus to improve their employability – in domestic and international spheres." Notably, the Deans of the 1000 Best Business Schools from 153 countries elected IIM Bangalore among the Best Business Schools in the Central Asia zone.

During the year 2008-09, IIMB met its goals both in terms of strategy and implementation so as to move quickly with the times and make transformational changes that will enable the Institute to be more competitive in the future and be reckoned as a world-class institution. The students, faculty, administration and alumni all contributed to a memorable year, while continually looking at ways to innovate further. I take this opportunity to thank all our stakeholders and well-wishers for their support and guidance throughout the year.

A handwritten signature in black ink, appearing to read "Mukesh Ambani".

MUKESH D AMBANI  
CHAIRMAN

January 27, 2010



## DIRECTOR'S REPORT

Professor Pankaj Chandra

**I**t is with great pleasure that I present to you the highlights of our achievements in the academic year 2008-2009. The year has been an eventful one. It is my privilege to bring them to your attention.

### **Fellow Programme in Management (FPM)**

The Fellow Programme in Management (FPM) is a doctoral programme of the Institute, which is designed to prepare students for careers in teaching and research. Four students received the title of Fellow of the Indian Institute of Management Bangalore; two have been awarded fellowships instituted by EADS-SMI.

### **Post Graduate Programme in Management (PGP)**

The two-year Post Graduate Programme in Management (PGP) provides our students with conceptual and analytical skills, capabilities and perspectives that will enable them to reach global leadership positions.

The Institute's Student Exchange Programme now has 93 partner institutes from many countries across the world. Amongst these institutes are 10 new ones, and includes the Australian School of Business. This year, 68 students from the PGP course spent a term at partner schools, whilst 88 students from these schools spent a term here.

The Institute is strongly committed to the philosophy that no student will be denied an opportunity to pursue the Post-Graduate Programme in Management for want of financial resources. To this end, the Institute has provided financial assistance amounting to Rs. 1.91 crores to 78 students during the year 2008-09.

Besides the financial assistance provided by the Institute, several students won awards and merit and need-based scholarships. Two students received the Aditya Birla Scholarship Award, two obtained the OPJEMS scholarship and three students received the Uday Nayak Scholarship, T. Thomas Scholarship, and Envisions Scholarship respectively.

This year 251 students opted for campus placements. I am happy to inform you that despite the turmoil in the global business market, all our students found jobs of their choice with the best Indian and international firms. Many of these organizations recruited more than what they did at any other campus in India. In order to encourage alternative career choices, IIMB is the only institution to allow students to defer placement by two years. Seven students have taken advantage of this option, and this includes two who are looking to start ventures of their own.

### **Post Graduate Programme in Software Enterprise Management (PGSEM)**

The PGSEM course is a unique programme designed to meet the specific needs of software professionals working in the Indian software industry. Under the student exchange programme, 12 PGSEM students spent a term at partner universities. For the first time, 8 overseas students have registered for PGSEM courses. This year, a second distributed class room was established in Chennai.

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

The Post Graduate Programme in Public Policy & Management is a two-year programme designed to impart managerial training to managers of public

systems. Twenty-six students of the fifth batch of PGPPM graduated this year. From the coming year, the programme is being opened to participants from outside the government.

### **Executive Education**

In Executive Education, our emphasis has been on developing leadership skills of managers and enhancing their competencies in critical thinking, decision making and communications for the global business environment. This year, the Institute conducted 113 Executive Education Programmes comprising 36 Open Programmes (24 short and 12 long duration), 67 Customised Programmes, and 10 International Programmes. IIMB programs have attracted about 4000 managers from some of the best known multinational and domestic companies.

### **Research and Publications**

The focus of IIMB's research is on working on areas and topics that are meaningful to management practice in India and in the emerging markets. It has been our endeavour to increase the number of publications in top international journals. This year, 38 research speakers from IIMB and from Universities round the world gave seminars at the "Research Seminar" series that is conducted weekly.

### **Nadathur S. Raghavan Centre for Entrepreneurial Learning (NSRCEL)**

The NS Raghavan Centre for Entrepreneurial Learning has been at the forefront of supporting entrepreneurs on campus and in the country. Five incubatees Mango Technologies, Craft My Gift, Mapunity, Marketelligent and Wonder Grass have graduated this year after completing their tenure. Five new incubates 8K Miles, Amagi, Next gen, Crafitti and Radifinity joined the incubation program. NSRCEL had organized Start ups Saturdays, Bar camps, Mobile Monday and Cloud camps, where startups meet and discuss feasibility of the ideas.

NSRCEL was approved as a TIDE Centre (Technology Incubation and Development Entrepreneurs) by Department of Information Technology, Government of India, and was given a grant of Rs. 155 lakhs, out of the grant Rs. 125 lakhs is to be distributed as Seed Capital for startups

in the Information Technology are incubated at the Centre and Rs. 30 lakhs for upgrading of Incubation facilities at NSRCEL.

Entrepreneurship and Innovation Cell under NSRCEL held "The IIM Bangalore Entrepreneurial Summit – Eximus", on 22nd and 23rd August 2008 at IIMB Campus. It aims to promote the entrepreneurial mindset amongst the Indian youth. 72 bzz plans were reviewed and 7 top bzz plan were short listed during the event "Biz Plan competition – Covergenz".

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

The Center conducted six seminars/workshops during the academic year on issues ranging from traffic management, transport, the closure of the BIAL airport, to global health issues.

### **Faculty**

We have an illustrious faculty of 103 members, including 18 visiting faculty across various disciplines.

### **Graduating Batch**

419 students left the portals of the Institute after successfully completing their respective programmes.

### **Personnel & Administration**

Relations with staff and personnel continue to be cordial.

### **Operating results**

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

### **Acknowledgements**

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

*Pankaj Chandra*  
PROFESSOR PANKAJ CHANDRA  
DIRECTOR

January 29, 2010

## 1. IIMB Board of Governors

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### *Chairman*

**Mukesh D. Ambani**  
Chairman & MD  
Reliance Industries Ltd.  
Mumbai

**S N Agarwal**  
Chairman  
Bhoruka Power Corp Ltd  
Bangalore

**R.P. Agrawal**  
Secretary (HE)  
Ministry of HRD  
Dept. of Higher Education  
Govt. of India  
New Delhi

**K.L. Chugh**  
Chairman Emeritus  
ITC Ltd.  
New Delhi

**A.S.Srikanth, IAS**  
Principal Secretary  
Education Department  
Government of Karnataka  
Bangalore

**A.S. Kolaskar**  
Professor, Biotechnology  
& Bioinformatics  
University of Pune  
Pune

**Pankaj Chandra**  
Director  
IIMB

**N.Prabhu Dev**  
Vice-Chancellor  
Bangalore University  
Bangalore

**R.C. Purohit**  
President  
FKCCI  
Bangalore

**N.S. Ramaswamy**  
Director  
CARTMAN  
Bangalore

**Shri Ravi Parthasarathy**  
Chairman & MD  
IL & FS  
The IL & FS Financial Centre  
Mumbai

**Rupa Chanda**  
Professor  
IIMB

**Samar Singh, IAS(Retd.)**  
Former Secretary  
Govt. of India  
New Delhi

**Shri R A Savoor**  
Director  
Castrol India  
Mumbai

**M.R Srinivasa Murthy, IAS**  
Principal Secretary to Govt.  
Finance Department  
Govt. of Karnataka  
Bangalore

**Sudhakar Rao, IAS**  
Chief Secretary  
Govt. of Karnataka  
Bangalore

**Sunil K Alagh**  
Management Consultant  
Mumbai

**Trilochan Sastry**  
Professor  
IIMB

**N.C. Vasudevan, IAS**  
Director-General  
National Productivity Council  
New Delhi

**Prof. R.A.Yadav**  
Chairman  
All India Council for  
Technical Education  
New Delhi

(List as on March 31, 2009)

### **1.1 Changes**

Dr.H.T Rathod, Vice-Chancellor, Bangalore University became the ex-officio member on the Board with effect from August 18, 2008 in place of Prof.H.A.Ranganath.

On the conclusion of the two-year term of Prof.Trilochan Sastry, Faculty nominee on the Board, he was re-nominated on the Board for a further period of one year from October 28, 2008 to October 27, 2009.

On the conclusion of the two-year term of Prof.B Mahadevan, Faculty nominee on the Board, Prof.Rupa Chanda was nominated on the Board with effect from October 28, 2008.

The National Productivity Council (NPC) nominated Shri N C Vasudevan, Director General, NPC, on the Board with effect from December 3, 2008 in place of Shri Pradeep Singh.

Upon taking over as Vice Chancellor (Acting) of the Bangalore University, Dr.Pushpa D. Bhatt, Faculty, Bangalore University became an ex-officio member on the Board in place of Dr H.T.Rathod.

On his appointment as Vice-Chancellor, Bangalore University, Dr. N Prabhu Dev became an ex-officio member on the Board with effect from February 3, 2009.

On the conclusion of their five-year term on the Board during February 2009, Shri Abhay Jain, Shri Ravi Uppal, Ms.Kiran Mazumdar Shaw, Ms.Sarojini Muthanna, Dr.M.S.Subhas and Shri Lalmalsawma ceased to be members on the Board.

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

## 2. Fellow Programme in Management (FPM)

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

### 2.1 Admission – 2008

Thirty students enrolled in the programme. Area-wise details are given below:

|  |   |   |
|--|---|---|
| Corporate Strategy & Policy                | - | 6 |
| Economics & Social Sciences                | - | 3 |
| Finance & Control                          | - | 6 |
| Marketing                                  | - | 3 |
| Organizational Behaviour & HRM             | - | 3 |
| Production & Operations Management         | - | 2 |
| Public Policy                              | - | 1 |
| Public Systems                             | - | 2 |
| Quantitative Methods & Information Systems | - | 4 |

25 students joined first year and 5 students joined directly to second year.

**2.2 Advertisement for FPM 2009 batch:** IIMB has brought out FPM admission advertisement for 2009 batch. Application forms are being received. RAT and Interviews are scheduled to be held during April 8-9, 2009.

**2.3 Comprehensive Examination:** Ten students have cleared the comprehensive examination viva.

**2.4 Research Workshop:** Research Workshop for the academic year 2008-09 has been scheduled from August 2008 to March 2009.

**2.5 Director's Merit Award:** Ms. Tapsi Narang of 2007 batch has been awarded Director's Merit Award for the Best Academic Performance in the first year course work. Mr. KS Manikandan of 2006 batch has been awarded the Director's Merit Award for the overall Best Academic Performance in the first and second year course work.

**2.6 EADS – SMI Scholarship:** Mr. Debabrata Ghosh has been awarded the EADS – SMI Fellowship for the year 2008-09.

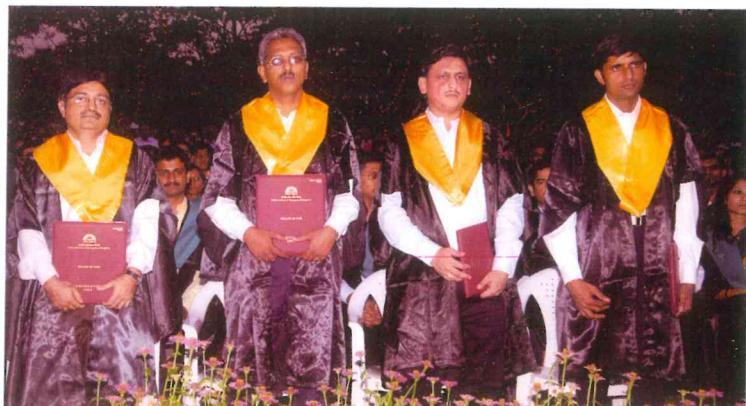
**2.7 SCM Centre Doctoral Fellowship:** Mr. Saroj Kumar Pani has been awarded the SCM Doctoral Fellowship for the year 2008-09.

**2.8 DAC Constitution:** Five students have constituted Dissertation Advisory Committee (DAC).

**2.9 Thesis Proposal Presentations:** Two students made presentations of their thesis proposals. Details are appended in **Statement 2**.

**2.10 Award of Fellow Title:** Four FPM students awarded the title "Fellow of Indian Institute of Management Bangalore" at the 34th Annual Convocation on April 2, 2009. Details are in **Statement 3**.

**2.11 Papers Published in Journals & Papers presented in Seminars/Conferences:** Details are available in **Statement 4**.



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

The two-year Post Graduate Programme in Management, the flagship programme of the Institute, equips students with knowledge, skills, attitudes and values to occupy responsible positions in business and industry.

#### 3.1 Curriculum 2008-10

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

During 2008 – 2009, 53 electives courses were offered. These included 7 new courses on topics included Stochastic Models for Business and Management; Decision Making; Markets, Trading and Risk Management; Business Process Improvement; International Business Communication; Corporate Entrepreneurship & Venturing; and Internet Marketing. In addition, 125 study projects covering contemporary concerns were offered.

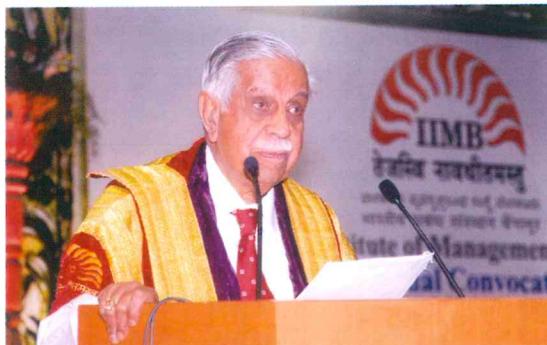
The list of new electives is appended in Statement 5.

#### 3.2 Outstanding Contribution Award and Best Case Award

The Entrepreneurship & Innovation Cell and Mr. Rajakishore Behera received Prof. N.S. Ramaswamy Class of 2008 Outstanding Contribution Award on the eve of the Convocation Day on April 1, 2009. On the same occasion, Prof. K.R.S. Murthy Class of 2008 Best Case Award was received by a team consists of Indranil Guha; Neha Verma; Parv Bansal and Reema Mahajan for their Case: BIAL: A Dream Come True or a Dream Gone Sour?. They were guided by Prof. Anand K Sharma.

#### 3.3 Diploma

At the 34<sup>th</sup> Annual Convocation held on April 2, 2009, 252 graduates received the Post Graduate Diploma in Management from Shri Mukesh D. Ambani, Chairman, Board of Governors, IIMB. Justice M.N. Venkatachaliah, Former Chief Justice of India and Chairman of National Human Rights Commission, was the Chief Guest and delivered the Convocation Address. Shri Shyam Patwari received the Gold Medal for 1st Rank and Shri Aswin V received the 2nd Rank. IIMB Gold Medal for the Best All Round Performance was received by Shri Shaveen Garg. With this batch, the number of graduates that have the Post Graduate Diploma in Management have gone up to 5000.



Convocation Address  
by Justice M. N. Venkatachaliah

#### 3.4 PGP 2008-10 batch

For the PGP 2008-2010 batch, 271 students have enrolled.

*Other Details:*

|                                      | 2007-09 | 2008-10 |
|--------------------------------------|---------|---------|
| SC/ST students                       | 57      | 60      |
| Girls                                | 52      | 49      |
| Students with Work Experience        | 185     | 204     |
| Students with Engineering Background | 221     | 242     |

#### 3.5 Preparatory Programme:

A Preparatory Programme in Quantitative Methods and Communication Skills were held during June 2-22, 2008 for the incoming batch. 68 students (50 PGP and 18 FPM) attended this programme.

#### 3.6 Inauguration:

The programme was inaugurated on June 23, 2008, with an Orientation Module during June 24-30, 2008.



PGP Placements - Class of 2009

### **3.7 Common Admission Test (CAT)**

The Common Admission Test for the PGP batch 2008-2010 was held on November 16, 2008 at 23 centres across the country. IIMB conducted CAT in Bangalore, Hyderabad and Pune.

A total of 60,614 candidates opted for the Test (controlled by IIM Bangalore, out of which 54,337 took the Test).

1433 candidates have been called for interviews which were held during February 16 – March 6, 2009.

86 applications have been received from overseas candidates.

### **3.8 Student Exchange Programme**

**Overseas Students** - 105 students from other countries spent a term at the Institute, as under:

- 7 students in Term IV (June to September 2008)
- 81 students in Term V (September-November 2008)
- 17 students in Term VI (December 2008-February 2009)
- Students and Faculty from Graduate School of Business, Stanford University, visited IIMB during September 14-20 as part of Stanford - IIMB Link (SAIL) Programme, IIMB's team spent a week at Stanford during December 1-6, 2008.

#### **Outgoing Students**

- 64 PGP and 4 PGSEM students have spent the Term V at partner universities
- 2 students have participated in the Business Plan Workshop (BPW) Programme during September-December 2008 at HEC School of Management, Paris.

#### **Collaboration Agreements**

During 2008 – 2009, 10 MoUs were signed. They were:

##### **Australia**

- AGSM MBA Programs, Australian School of Business

##### **France**

- Institut D' Administration Des Entreprises De Paris, University of Paris Pantheon
- Groupe ESC Troyes

**Korea**

- Dongguk Business School, Dongguk University

**Singapore**

- National University of Singapore

**South Africa**

- University of the Witwatersrand

**The Netherlands**

- University of Amsterdam, Faculty of Economics and Business
- Nyenrode Business Universiteit
- Maastricht University

**USA**

- ITS School of Management, Yale University

Currently, IIMB has exchange partnerships with 93 partner universities/business schools all over the world. The list of partner universities is appended in **Statement 6**.

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

**3.10 Director's Merit List:** The students of PGP 2008-10 who were included in the Director's Merit List in terms of their academic performance during the first year of the Programme each were given a Book Grant of Rs.3,000 and a Certificate of Merit. For details refer **Statement 8**.

**3.11 Financial Aid****3.11.1 Need-based Financial Aid**

The Institute grants financial aid to needy students in both first year and second year. During the academic year 2008-09, a total amount of Rs. 1,91,27,000 has been disbursed to 78 students from the two years of the programme as below:

**PGP II Year (Batch 2006-08)**

A total amount of Rs.85,000 towards tuition fee waiver has been granted as financial aid for one slow track II year student.

**PGP II Year (Batch 2007-09)**

A total amount of Rs. 56,37,000 towards tuition fee and maintenance has been granted as financial aid for 27 (11 SC, 8 ST, 4 General and 4 Disabled).

**PGP I Year (Batch 2008-10)**

A total amount of Rs. 1,34,05,000 has been granted as financial aid for 50 students (12 SC, 9 ST, 25 General and 4 Disabled).

**3.11.2 Leadership and Excellence Awards****1. Aditya Birla Scholarship**

The award carries an amount of Rs.1.75 lakhs per student. Two students of PGP II and 4 students of PGP I have received this award.

**2. Uday Nayak Scholarship**

This need-based scholarship of Rs. 10,000 was awarded to one second year PGP student.

**3. T Thomas Scholarship**

A scholarship of Rs. 1 Lakh was awarded to one PGP second year student.

4. OP Jindal Engg. & Management Scholars' Scholarship

This merit based scholarship of Rs.1.25 lakhs was awarded to two students, one each of both PGP I & II.

5. Rajesh Kaushik Memorial Scholarship

This merit-cum-means scholarship has been instituted by the PGP 1992 batch in memory of Mr. Rajesh Kaushik, one of their batch mates. A scholarship of Rs.1.50 lakhs per year has been awarded to one student of PGP I.

6. Envisions Scholarship

This merit-cum-means scholarship of Rs.1 lakh has been awarded to one student of PGP II.

7. Community Service Award

This award instituted by Prof. Rishikesha T Krishnan is given to students who have contributed significantly to community initiatives during their stay at IIM-B. The award consists of a Plaque and a Certificate. This was awarded to one second year student.

8. Ocwen Financial Solutions Private Limited Scholarship (started in 2007-08)

Ocwen Scholarship for Competence in Academics and Research (OSCAR) is awarded to one student. The scholarship amount is Rs.1.80 lakhs. The award is based on a research paper submitted by the students. This was awarded to one second year student.

9. Cognizant Technology Solutions – B'izard Scholar (instituted during 2008-2009)

The B'izard scholarship is awarded to students of exceptional academic and leadership achievements and scholarly promise who are committed to serving their communities and for whom further study in Management would be particularly appropriate. The selection for this award is at the all India level. The scholarship amount is INR 3 lakhs for winner, 2 lakhs for first runner up and 1 lakh for second runner up.

One student of PGP I has been awarded the 2nd Runner Up and has received Rs.1 lakh for this honour.

### **3.12 Placement**

**3.12.1 Summer Placement:** The Summer Placement brochures were sent to 650 companies in India and overseas in October 2008. Follow up letters giving the gist of placements in 2008, along with brief profiles of the first and second year students have been sent to these companies during August 2008.

Summer placements started with Pre-placement Talks by companies during August 2008. About 150 companies made use of this opportunity. Interviews were held during November 11-15, 2008. 106 companies made 311 offers to all the 267 students. 83 offers were made for overseas postings.

**3.12.2 Lateral Placement:** Pre-placement talks for Lateral and Final Placements were held during December 2008. 46 pre-placement and 37 lateral offers have been received by the students.

**3.12.3 Final Placements:** Final Placements brochures were sent to 650 companies during July 2008. The campus recruitment commenced on February 27, 2009 with the Slot Zero companies and concluded on March 9, 2009.

The graduating batch of 2009 had 251 students for Final Placements (249 from PGP batch, 2 FPM students) 46 students accepted pre-placements offers, 2 opted out of placements, 7 students deferred placements. Thus, there were 196 students seeking placement.

288 offers were received from 107 companies for 242 students, of which, 24 offers were from 7 public sector companies and the remaining 264 offers were 100 private sector companies. There were 24 offers for postings outside India from 12 companies.

Among the 196 students participated on the campus recruitment, 17 accepted offers from public sector organisation and the remaining 179 accepted offers from private sector companies.

The highest number of offers was from Banking and Financial Sector wherein 66 students accepted jobs against 83 offers made. (In 2007-08 the lead sector was Consulting).

|                                       | Offers Made | Accepted |
|---------------------------------------|-------------|----------|
| Banking and Financial Services        | 83          | 66       |
| Consulting                            | 60          | 55       |
| Investment Banking and Private Equity | 25          | 21       |
| General Management                    | 52          | 44       |
| Sales and Marketing                   | 60          | 49       |
| Information Technology Services       | 8           | 7        |

The highest numbers of offers were as follows:

|                         | No. of Offers |
|-------------------------|---------------|
| Boston Consulting Group | 10            |
| Jaypee Capital          | 10            |
| IBM                     | 7             |
| Bosch                   | 7             |
| IOCL & TAS              | 6 each        |
| BAIN & UAE Exchange     | 5 each        |

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

### 3.13 Alumni

The IIMB Alumni Office has put together a formal structure of the alumni association organization that will be registered as a section 25 company with its Board of Governors and executive office. Mr. Rakesh Godhwani, PGSEM'04 has joined as the Head of the Alumni office in August 2008.

The alumni activities were:

- Anusmaran 2008 was hosted in collaboration with students on May 17, 2008 at Bangalore, Delhi, Mumbai, Hong Kong, Hyderabad, London, NY and Singapore.
- Reunions of the Class of PGP'98 were held during December 19-20, 2008 and PGP'83 were held during December 26-28, 2008.
- Launching the Alumni Website [www.iimbcaa.org](http://www.iimbcaa.org) and periodically updating it. Currently, there are about 3000 members and are putting more efforts to reach out and increase the database.
- Bringing out the first IIMB Alumni Magazine – this will be a biannual publication and will focus on bringing the IIMB community together. Copies will be sent to alumnus either through postal or wired softcopy mechanism.
- Creation of City chapters – The IIMB AA will create chapters worldwide – these city chapters will be the formal link of alumni at various places across the world to the alumni association headquartered out of IIMB. Kolkata, Dubai, Singapore and Mumbai have already launched the city chapters and Delhi, NY, Hyderabad, Chennai and London will be launching their city chapters very soon.
- Involvement of alumni in institute's programs like Final Placements, EPGP interviews, PGSEM interviews and projects, student mentoring sessions and competitions.
- Budget 2009-10 was created to institutionalize the alumni fee from every incoming student which also helps running the alumni office better. Further, with this and other usual sources of fund raising on an event based framework will mean that the alumni office will run on its own funds and not be dependant on the institute for its operations. However, the institute supports the alumni association and will provide additional support as and when necessary.

- IIMB Alumni Association Membership Card was issued to all the outgoing students at the Convocation.
- Alumni Networking Meetings: Panel Discussion on “Corporate Disclosure – A Historical, Empirical and Future Perspective” was organised on October 16, 2008. The panellists were, Mr. Mohandas Pai, Member of the Board and Director – Human Resources, Infosys Technologies Ltd; Mr. Shankar Jaganathan, Author: Corporate Disclosures; Professor R. Narayanaswamy, IIMB.

A Talk by Subroto Bagchi, Co-founder of MindTree Ltd was organized on March 28, 2009. Mr. Bagchi spoke about his book Go Kiss the World: Life Lessons for the Young Professionals.

#### **Plans**

- Incorporating EEP, IMPM, NSRCEL members as well and creating a single association
- Continue to update and maintain an accurate database of alumni
- Legally register the alumni association
- Start fund raising efforts with alumni

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

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#### **4.1 PGSEM 2008 batch**

As part of the Admissions process for 2008, alumni from PGSEM were invited to conduct interviews for prospective candidates. Around 50 alumni showed up and assisted with their industry-focused evaluation.

140 students were inducted into PGSEM Programme 2008, including 27 students joined in Chennai.

#### **4.2 Convocation 2009**

During the 34<sup>th</sup> Annual Convocation, 137 students received the Post Graduate Diploma in Software Enterprise Management. The IIMB Gold Medal for securing First Rank was awarded to Sri Hemant Minocha. The Medal for Best All Round Performance was awarded to Sri Veerendra R Mallasandra.

#### **4.3 Orientation Programme**

Two events, viz. a PGSEM Orientation Programme – a two day training for freshers, and “LCube” – a Leadership Workshop for seniors were conducted during the last week of May 2008.

#### **4.4 Panel Discussion**

On June 2, 2008, a panel discussion of eminent industry personnel was facilitated on campus. Several eminent personalities including Mr. Som Mittal of NASSCOM, and distinguished members from the PGSEM partners participated in this event.

#### **4.5 Pehel 2008**

“Pehel 2008” (a cultural Programme) was organized by the students during June 2008. There was an overwhelming participation by city students for the several events conducted during this Programme. As a part of this Programme, Prof. MV Rajeev Gowda conducted a ‘quiz’ with Karnataka Quiz Association.

#### **4.6 NASSCOM**

IIMB-NASSCOM conducted a panel discussion of eminent industry personnel on January 14, 2009. Several eminent personalities including Mr. Ganesh Sridhar of NASSCOM, and distinguished members from the PGSEM partners participated in this event.



PGSEM - Class of 2009

#### **4.7 Open House**

‘Open House’ was conducted on January 14, 2009. Around 150 new aspirants attended this event. Several of PGSEM alumni including Mr. Michael Singh, Vice President - Risk Management & Technology Operations of Outsource Partners International addressed the gathering and talked about the PGSEM Programme. The Chairperson PGSEM, addressed the prospective candidates and laid out his vision, which was well received by the new aspirants.

#### **4.8 Electives**

Out of the 4 quarters for the academic year 2008-09, the academic activities for the first three have been completed by the end of February 2009. Between the 2nd and the 3rd quarters, 29 electives have been offered (Q2:15 electives & Q3:14 electives) to the students.

#### **4.9 Convergenz**

The PGSEM student community continues on its mission to showcase its talents and potential to the public, by organizing a management festival called Convergenz for the second year in a row, on March 15, 2009. This programme is filled with activities such as a business plan contest, a case competition, a business quiz, a panel discussion etc.

#### **4.10 Admissions**

The PGSEM Admissions process for 2009 is currently in progress. The online portal at <http://pgsem.iimb.ernet.in> has successfully helped capture the various application details. In all, 664 students (496 through PGSEM Test, 93 through CAT and 75 through GMAT) evinced interest in the programme. On February 15, 2009, the PGSEM Test was conducted for those aspirants that chose to take this route. Out of 496 who registered to write the test, 446 showed up at the venue. Interviews for AY2009-2010 were held during the second week of March 2009.

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

#### **5.1 PGPPM 2008-2010**

The seventh batch of Post Graduate Programme in Public Policy and Management (PGPPM) commenced in June 2008. The current batch has a strength of 35 participants that includes seven lady participants. The service wise break-up of the batch is as follows:

| Sl.# | Service                | Numbers |
|------|------------------------|---------|
| 1.   | Indian Telecom Service | 7       |
| 2.   | Indian Police Service  | 4       |

| Sl.# | Service                                    | Numbers |
|------|--|---------|
| 3.   | Indian Revenue Service                     | 6       |
| 4.   | Indian Information Service                 | 1       |
| 5.   | Department of Atomic Energy                | 2       |
| 6.   | West Bengal Civil Service                  | 1       |
| 7.   | National Forensic Lab                      | 1       |
| 8.   | Indian Railway Stores Service of Engineers | 1       |
| 9.   | Indian Railway Accounts Service            | 2       |
| 10.  | Indian Railway Service of Engineers        | 1       |
| 11.  | Indian Forest Service                      | 1       |
| 12.  | Food Corporation of India                  | 1       |
| 13.  | Indian Defence Accounts Service            | 1       |
| 14.  | Reserve Bank of India                      | 1       |
| 15.  | Department of Handlooms and Textiles       | 1       |
| 16.  | Orissa Poverty Reduction Mission           | 1       |
| 17.  | Indian Railway Stores Service              | 1       |
| 18.  | Indian Economic Service                    | 2       |

The participants' profile of this batch reveals that 34.29% have experience of 7-10 years, 22.86% have 11-15 years, 28.57% have 16-20 years, 5.71% have 21-25 years, 8.57% have 26-30 years experience.

## 5.2 Orientation Programme

The Orientation Programme for the seventh batch was held during May 29-30, 2008. The formal inauguration was held on May 31, 2008. Mr. V. Madhu, former Managing Director, Bangalore Metro Rail Corporation Ltd. who delivered the Key Note address.

## 5.3 Module at Maxwell School, Syracuse University

After the first two terms at IIMB, the participants attended the module on Public Policy in International Comparative Perspective at Maxwell School, Syracuse University, USA during October 2, 2008 to November 20, 2008.

## 5.4 Police Medal for PGPPM Alumni:

Mr. A.S.N. Murthy, PGPPM Alumni has been awarded the Police Medal for meritorious service by the President of India on the occasion of Independence Day 2008.

## 5.5 Diploma

During the 34<sup>th</sup> Annual Convocation, 26 participants received the Diploma in Public Policy and Management. The IIMB Gold Medal for Best Academic Performance was awarded to Shri Alok Mishra.



PGPPM Graduating Students

**5.6 Public Policy Seminars:** The following Public Policy Seminars were held during the year:

| Sl.No. | Title of PPS   | Name of the Speaker   |
|--------|--|---|
| 1.     | New Initiatives in Transport Sector – the Case of BMTC         | Mr. Upendra Tripathy, Principal Secretary, Transport, Government of Karnataka         |
| 2.     | Challenges in Security Issues                                  | Shri Vijay Kumar, IPS, Additional Director General of Police (Law and Order), Chennai |
| 3.     | My Film My Craft   | Mr. Shyam Prasad Rajgopal, Film Director, Trivandrum, Kerala                          |
| 4.     | A Day in My Life   | Mr. Chandan Mitra, Editor, Pioneer and Member of Parliament                           |
| 5.     | Securities: New Challenges of Police, Bangalore                | Mr. Shankar Bidari, Commissioner  |
| 6.     | Competition in the Financial Sector: Challenges for Regulation | Dr. James Barth, Auburn University and Milken Institute, USA                          |

**5.7 Brain Storming Workshop:** Following the publication of the “PGPPM Dissertation Abstracts” in 2008 a series of brain storming workshops were set up to deliberate on the chosen dissertation topics in various sectors. The first brain storming workshop for the Indian Telecom Service Officers was held on January 16, 2008. Mr. Gopal Das, Director (HRD) BSNL Board, New Delhi chaired the session and Officers from BSNL including Chief General Manager (Karnataka) Mr. P. Raghavan, G.M. (Trg.) Mr. Neeraj Verma from BSNL HQ were also present in the workshop. PGPPM alumni Mr. R. K. Upadhyay, Mr. P. Vinod Chandran and Mr. Murali Krishna presented their dissertations.

**5.8 The Leaders Quest Team:** The Leaders Quest Team led by Mr Steve McCarthy, Director General, Ministry of Defense, United Kingdom and other team members include Mr. Norman Caven, Mr. Sam Daws, Mr. Garry Dryburgh, Mr. Shaun Gallagher, Mr. Richard Judge, Mr. Max Metcalfe, Mr. Caroline Selkirk, Mr. Mike visited IIMB on February 4, 2009 and interacted with PGPPM participants and alumni on Changing Aspirations of Indian Bureaucracy.

**5.9 PGPPM Entrance Test:** An entrance test for candidates from Public Sector Units, Department of Atomic Energy, NGOs and individuals was held on January 25, 2009 at Mumbai and Bangalore.

## 6. Executive Education

Given the increasing importance of Executive Education, the Institute organizes different types of programmes for practicing managers. They are: Open Programmes of short and long duration, both in general management as well as in functional areas of management; Customised Programmes for organizations who enter into long-term partnership with the Institute; and International Programmes.

During the year 2008–09, 113 programmes were conducted. Out of them, 36 were Open Programmes (24 short and 12 long duration), 67 Customized Programmes and 10 International Programmes.

Details are available at **Statement 11**.

### 6.1 Talk by Dr. APJ Abdul Kalam

The alumni of Executive Education in coordination with ELITE have organized a Talk by Dr. APJ Abdul Kalam, Former President of India on June 25, 2008. The theme of Dr. Kalam’s Address was on “Evolution of Creative Leader”.

## **6.2 Short Duration Programmes conducted by the Centre for Public Policy**

The Centre for Public Policy conducted short duration Programmes to IAS, IFS and officers of Karnataka Government. During 2008-09, 14 Programmes were conducted. Out of them, 3 were IAS Programmes, one Programme each for IFS and IPS, 9 Customised Programmes.

Details are appended at **Statement 12.**

# **7. IIMB Centres**

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

Under the leadership of Professors K. Kumar and Suresh Bhagavatula, a proposal prepared by NSRCEL, the Department of Information Technology, Government of India has decided to provide financial support to the Institute under the “Technology Incubation and Development of Entrepreneurs (TIDE)” Scheme. The TIDE Centre which is located at NSRCEL will further strengthen IIMB’s efforts to promote and develop entrepreneurs.

### **7.1.1 Incubation**

During the year 2008-09, the following start-ups have graduated out of NSRCEL after completing their tenure.

- Mango Technologies
- Mapunity
- Craft My Gift

NSRCEL received of 35 proposals seeking incubation, 10 were short listed and evaluated by the Screening Committee, and the following start ups were approved for incubation at NSRCEL.

- Amagi Technologies
- Nextgen PMS
- Graffitti Consultancy
- Radifinity

### **7.1.2 Programmes**

The Management Programme for Women Entrepreneurs – 2008 was conducted during April 16-May 28, 2008 and there were 48 women participants.

### **7.1.3 Workshops**

The following two day workshops were conducted:

1. Business Development Skills for Entrepreneurs – September 29-30, 2008
2. Finance for Entrepreneurs – October 3-4, 2008
3. Marketing for Entrepreneurs – December 4-5, 2008
4. Venture Capital & Entrepreneurial Finance – December 12-13, 2008

### **7.1.4 EEC program with NEN**

NSRCEL in collaboration with NEN conducted workshops for teachers, “Training the Trainers”, from all over the country. The following modules were conducted during the report period:

- August 18 - 20, 2008 – NEN module “Outside the Box – Experiential Learning Method”, 90 teachers participated in the programme
- November 10 - 12, 2008 – IIMB module – “New Venture Creation – Developing a Business Plan”, 30 participants attended the programme
- January 6 - 8, 2009 NEN module – “Indepth Advance Case Making”, there were 98 participants in the programme.

### **7.1.5 International Program**

A program on “Growing in India: The Entrepreneurial Challenge” for University of Sydney (Masters Program) was organized by Professor K Kumar – 18 participants attended the programme which was held during January 25 – 31, 2009.

### **7.1.6 Management Programme for Entrepreneurs and Family Businesses (MPEFB-2)**

The valedictory function of the second batch of the Management Programme for Entrepreneurs & Family Businesses was held on March 7, 2009. The Programme was commenced on January 21, 2008.

Offered in collaboration with Universitas 21 Global, (U21G) Singapore, the one-year programme is designed to support the learning needs of entrepreneurs, those who are starting their business, as well as those who feel the need to streamline and upgrade their business by acquiring advanced management skills. 48 participants have awarded certificates.

### **7.1.7 MPEFB -3**

The third batch of Management Programme for Entrepreneurs and Family Businesses was scheduled from February 9, 2009. 85 nominations were received, of which 59 were selected.

### **7.1.8 Faculty Development**

Professor K Kumar attended the Entrepreneurship Educators Colloquium on Participant Centered Learning (EECPCL) at the Harvard Business School in July 2008.

### **7.1.9 Conference Presentations**

- A Paper on “New firm formation and employment growth in Bangalore’s IT sector: The role of local entrepreneurs and multinational firms” was presented by Professor K Kumar at the 3rd European Conference on Entrepreneurship and Innovation (ECEI 2008) at The University of Winchester, UK on September 15 – 16, 2008.
- Professors K Kumar and Suresh Bhagavatula and Federica Angeli, presented a paper on “The Influence of Cluster Rivalry on Opportunity Recognition: an Exploratory Study in Bangalore IT Cluster” at the SMS Special Conference in India “Emerging India: Strategic Innovation in a Flat World” held at Hyderabad, India, December 13 – 14, 2008.
- Professor Suresh Bhagavatula presented a paper on “exploratory study into informal networks at a workplace”, International Conference on Social Network Analysis, NISTADS, New Delhi, January 28 – 31, 2009.

### **7.1.10 Invited Lectures**

Professor K Kumar was invited by the following organization/Institutions to deliver talks/special lectures:

- Panellist on the Panel Discussion on “ Entrepreneurship Opportunities in India” at the IEEE Gold workshop on Entrepreneurship, Bangalore on August 30, 2008
- Valedictory address at Pinnacle 2008, National level Business plan contest at the Sri Krishna College of Engineering & Technology, Coimbatore on November 13, 2008
- Special lecture on “Challenges and Opportunities in Emerging India- Entrepreneurship” at the Ramaiah Institute of Management Studies, Bangalore on September 6, 2008
- Institute of Chartered Accountants of India (ICAI), Bangalore Chapter - Invited speaker at the Panel Discussion on “Economic Challenges Ahead – Dealing Peacefully” on the occasion of the Foundation Day of Karnataka State Chartered Accountants Association at their Annual Day on December 7, 2008
- CII- Southern region – SME Open House, on November 22, 2008 on the topic “Entrepreneurship, SME Development and Turnaround”.
- St. Joseph’s college – Invited speaker at the Technical session on the topic “Rethinking Entrepreneurship- The Road Ahead” - at the UGC sponsored National Economics Conference

on India at 61 : “Towards a New Development Paradigm” at the Post Graduate Department of Economics, St.Joseph’s College, Bangalore on January 24, 2009.

Professor Suresh Bhagavatula’s Invited lectures:

- Gave a talk on June 19, 2008 at the Bangalore Rotract Club on Entrepreneurship during their program, Jump Start to Business 2008.
- Was the Keynote speaker at a panel discussion on Business Networking organized by Business Gyan on January 22, 2009.

#### **7.1.11 Organization**

Mr. A. Suryanarayanan has joined NSRCEL as Chief Operating Officer from January 2009. Mr. Suryanarayanan is a serial entrepreneur. He conceived, created and operationalised pharmaceutical companies like Medybiz, Medi Assist and Lifeken. He is very keen working with entrepreneurs and bringing NSRCEL to the forefront.

#### **7.1.12 Other Entrepreneurship promotion activities**

During the year 2008-09, the following events were organized:

Bar camps

- In association with KickStart, Startup Saturday (SSday) was organized under NSRCEL. The idea is to provide a platform for entrepreneurs to network and learn from each other. Organized on the second Saturday of every month with a fixed structure of two talks and a demo, SSdays have had an attendance of between 50 – 70 people.
- All the five SS days in Bangalore have been hosted by NSRCEL. Encouraged by the success of this event, it is now being conducted in Mumbai and Hyderabad as well. About 300 people participated in a daylong event where academicians, VC and entrepreneurs spoke on various topic of interest to potential entrepreneurs.
- Bar Camp 6 on 6th April 2008 was held at IIMB Campus about 400 participants attended the programme
- Bar Camp 7 on 13th September, 2008 was held at IIMB campus, 500 participants attended the event.

Mobile Monday

- April edition of Mobile Monday Bangalore was held on 28th April 2008. A session on “How do we develop steady innovation for future mobile services” was taken by Mr. Ashish Thomas, Director of SingTel. There were 100 participants attended the event.

#### **7.1.13 Student Activities: Entrepreneurship and Innovation Cell**

The IIM Bangalore Entrepreneurial Summit - Eximius, was held during August 22-23, 2008 at IIMB Campus. It aims to promote the entrepreneurial mindset amongst the Indian youth.

During this event the following seminars and competitions were organized

**Seminars**

- Innovations in Technology
- Social Entrepreneurship
- Answering India’s energy questions

**Competitions**

- Transforming India – Innovation Challenge  
This event was based on idea generation and clarity on the stakeholders involved.
- Genesis – The Beginning of Innovation:  
The event was focused on Nurturing ideas at a nascent stage and tune them for success.

- See the Flaw – There's beauty in Detail:

The above event was focused to learn from the mistakes that other entrepreneurs have committed and incorporate that learning.

About 400 students from various colleges attended the programme.

#### **Talk**

A talk by Mr. Bob Compton of Memphis, a Tamil Nadu based private venture investor, entrepreneur and active philanthropist was arranged on December 29, 2008. 40 participants from PGP/PGSEM/MPEFB-2 and E&I Cell attended the talk.

#### **Seminar**

E & I Cell conducted a Seminar and Team building Initiative on Climate Clean Tech Enterprises on January 5, 2009.

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

#### **7.2.1 Workshops/Seminars and Conferences/Special Lectures**

- Seminar-cum-interaction with Dr. Kiran Bedi on 'Public Policy Issues' was held on May 10, 2008.
- Seminar on 'Measuring Pollution from Space: Using Remote Sensing Data to Answer Some Questions about Industrialization, Globalization and the Environment' by Professor David G. Campbell, was held on June 27, 2008.
- Third Annual International Conference on Public Policy and Management was organized during August 3- 6, 2008.

The four day event was inaugurated by His Excellency, Governor of Karnataka, Shri Rameshwar Thakur. Key note speakers were Dr Samuel Paul, Founder-Chairperson of Public Affairs Centre, Bangalore and Dr Pronab Sen, Secretary, Ministry of Statistics & Programme Implementation, Government of India.

The theme of the Conference was 'Public Private Partnerships and Urban Governance'. The conference was a stimulating forum for scholars, academicians, practitioners, industry representatives and other stakeholders. Over 160 papers were received from across the world, out of which 115 papers were accepted. Of these 100 papers were presented in 30 sessions over three days. Authors from 18 countries, students from different universities, members from industry and practitioners participated in the conference. The sub themes in various sessions were Urban Planning, Urban Finance, Governance and Civil Societies, PPP Infrastructure and PPP in sectors like Health, Water and Utilities. There were also separate special tracks on urban transport and health care with presentations made by practitioners. PPPs and Urban Governance have significant field implications. Participants at the Conference were able to engage in analytical discussions on different research topics and were exposed to new methodologies by their academic peers, scholars, policymakers, practitioners, government officials, business and civil society groups. The Centre for Public Policy intends to distribute the proceedings of the conference to a wider audience through publication of select papers.

- Seminar on 'Public Policy and Indian Telecom Industry' by Sri Ashok Desai was held on August 25, 2008.
- Seminar by Sri. Prakash Singh, Former Director General of Police, Assam, Uttar Pradesh and Border Security Force on 'State Response to the Naxal Problem' was held on August 27, 2008.
- Talk by Sri Rajeev Chandrasekhar, President of FICCI and Member of the Rajya Sabha on "Indian telecom regulatory environment", on September 4, 2008.
- The Indian Society of Agri-Business Management held its First Annual Conference on 'Emerging Trends in Agri-Business Management' during September 25-27, 2008 at the University of Agricultural Sciences, GKVK Campus, Bangalore in collaboration with the Centre for Public Policy, IIM Bangalore.

- Talk by Dr. Michel Morisset, Director of Research Group in Political Economy of Agriculture, Faculty of Agriculture and Food Sciences, Laval University, Québec, Canada on ‘Performance of Indian Food Processing Industry’ held on September 29, 2008.
- Seminar on ‘The Miracle of Democracy’ by Shri T.S Krishnamurthy, Former Chief Election Commissioner of India held on October 6, 2008.
- Workshop on ‘Application of the RTI Act to Public Private Partnerships’ was held on October 7, 2008.
- Seminar by Professor Dipankar Gupta, on ‘Caste, Reservations and More Reservations: The Spiralling Logic of Identity Politics’ on November 7, 2008.
- A talk by Professor Balaji Prabhakar, Department of Electrical Engineering and Computer Science, Stanford University on ‘An Incentive Mechanism to Decongest Traffic’ on November 21, 2008.
- A panel discussion focused on the DEMOS report on the Atlas of Ideas was organized by the Centre for Public Policy (CPP), IIMB and STEPS Centre, University of Sussex, under the UK-India Education Research Initiative on November 19, 2008.
- A talk by Professor Arkalgud Ramaprasad, on ‘Envisioning a World-Class University System for India’ on December 8, 2008.
- A talk by Professor Eben Mogle, on ‘Software as a Public Good’ on December 12, 2008.
- Orientation Programme for Members of Karnataka Legislature was held during December 13-15, 2008. The Programme was inaugurated by Dr. APJ Abdul Kalam, former President of India. This was attended by Shri. B.S. Yediyurappa, Chief Minister of Karnataka and other MLAs.
- A talk by Professor Stefan Dercon, on ‘Does migration increase living standards and subjective well-being?’ on December 23, 2008.
- A half day module on “Leadership and Motivation” for 30 IFS officers from IGNFA was held on January 19, 2009.
- A Seminar by Professor Jaya Krishnakumar on “Multidimensional Measures of Well-being and Deprivation: Operationalisation of the Capability Approach through Latent Variable Modelling with an Application to Bolivia” on January 27, 2009.
- A talk by Professor Daniel Drache on “The Decline of Trade Multilateralism and Doha Crisis: A Canadian Perspective” on February 17, 2009.
- A Seminar by Professor Tom Angotti, on “New Frontiers in Urban Planning: From Best Practices to Long-term Sustainability” on March 12, 2009.

#### 7.2.2 **Visitors**

1. Visit of high level 8 member delegation from KU Leuven University to IIM B on April 28, 2008.
2. Six member team from Bangor University, UK and International Business, Wales visited on June 23, 2008.
3. Two members from Indian Institute of Public Administration, New Delhi and about 15 students from Manipur Executive Leadership Academy, Pudong, visited IIMB on August 13, 2008. Professor Gopal Naik, Chairperson of CPP, presented the various activities of the Centre.
4. Professor Michael Braun, President, Georg-Simon-Ohm, Hochschule, Nurnberg; Professor Edgar Schicker, Best Berlin; and Dr Jurgen Porst, Senior Advisor, ASEM, Indo-German Environment Programme visited IIMB on September 15, 2008.
5. Dr. K. E. Seetharam, Director, Institute of Water Policy, Visiting Professor, and Lee Kuan Yew School of Public Policy, National University of Singapore visited IIMB on October 22, 2008.

6. Dr. Gordon Wilson, Director of Environment, Development and International Studies at the Open University, visited the CPP on January 19, 2009 to explore partnership on environment/sustainable development management.

### 7.2.3 Publication

The Occasional Papers published in the series were:

Tax Compliance in India - The Attitudes and Perceptions of Taxpayers and their influence on Tax Behavior - Sibichen Mathew - March 2008 (published in June 2008).

Firm strategies of the Indian pharmaceutical Industry post TRIPS and patent (amendment) act, 2005 - Rajnish Rai - October 2008.

Compulsory Licensing System: Is it an Efficient Instrument for Ensuring Access to Essential Drugs in Developing Countries? - Rajnish Rai - December 2008.

The Indian Macroeconomy: Theory and Policy - Mihir Rakshit - February 2009.

## 7.3 Centre for Insurance Research & Education (CIRE)

### 7.3.1 Papers in Seminars/ Conferences

- 1) Professor R. Vaidyanathan along with Mr. Muddu V. Lakshman presented a paper on "Impact of Institutional Investors on Volatility of Indian Capital Markets" at 12th Conference of the Asia Pacific Risk and Insurance Association [APRIA] held at University of New South Wales, Sydney, Australia during July 6-9, 2008.
- 2) Professor Sankarshan Basu presented a paper on "Using a Logarithmic goal programming methodology to develop an utility function" at 12th Conference of the Asia Pacific Risk and Insurance Association [APRIA] held at University of New South Wales, Sydney, Australia during July 6-9, 2008.
- 3) Professor R Vaidyanathan along with Ms. Madalasa Venkataram presented a paper on "The real options value of Reverse Mortgage decisions and its value in the Indian context" at 12th Conference of the Asia Pacific Risk and Insurance Association [APRIA] held at University of New South Wales, Sydney, Australia during July 6-9, 2008.
- 4) Professor Shubhabrata Das presented a paper on "On efficiency of a Bonus-Malus system" at 12th Conference of the Asia Pacific Risk and Insurance Association [APRIA] held at University of New South Wales, Sydney, Australia during July 6-9, 2008.

### 7.3.2 Course offered

Professor K. Sriram conducted a course on "Insurance and Pension Funds" for PGP/PGSEM students.

## 7.4 Centre for Corporate Governance & Citizenship (CCGC)

### 7.4.1 Training Programmes

The Centre has offered the following programmes:

#### **8th Corporate Governance Orientation Programme for Company Directors. September 22-24, 2008**

This flagship programme of the Centre was attended and well received by directors of leading banks and corporates in the private sector.

#### **5th Corporate Governance Leadership Programme for ONGC Executive Directors and Group General Managers, December 29-31, 2008**

The programme was well attended by 23 participants.

Closed or captive programmes appear to be more popular and we have just finalized a captive senior leadership programme in Corporate Governance with the Forward Markets Commission for 30 of their senior leaders.

#### **Teach CSR Exclusive Website for CSR faculty**

The UK – India CSR Teaching and Research project was jointly initiated by the British Council (BC), International Centre for Corporate Social Responsibility (ICCSR), Nottingham University and the Centre for Corporate Governance and Citizenship at IIMB. The objective of the project was to encourage and enhance the development of CSR curriculum and increase CSR research activity in India with the lead partners working alongside key Indian Business Schools.

The following work plan is proposed for the period 2008-09 and is under implementation:

1. Updating the website with materials and other resources: The website is now populated with relevant content. It serves as a key disseminator of knowledge. Useful to faculty with reading references. A web administrator has been identified and will be on board shortly. The updating is in progress an ongoing process
2. Roll out workshops in Corporate Social Responsibility in association with regional institutions
  - Already held in the North jointly with BCF in Delhi on August 11, 2008.
  - Second presentation made at Holy Cross College Trichinopoly on January 22, 2009.
  - Third one was held on February 20, 2009, jointly with Loyola Institute of Business Administration, Chennai.

#### **7.4.2 Research**

##### **1. Research Project**

This study titled “Delisting & Buyback of Shares: Governance Implications for Minority Shareholders”, seeks to identify recent Indian experience with special reference to the treatment of minority shareholders. Later it is proposed to extend the study to cover international best practice in terms of legislation and regulation and eventually recommend good governance measures for such situations in the country.

##### **2. Academic Internships**

The Centre provided academic internships to eight MBA students from Welingkar Institute of Management, Bangalore, who worked on its various ongoing research projects.

#### **7.4.3 Gandhi, Governance and the Corporation: IIMB Colloquium on October 2, 2008**

The Centre for Corporate Governance and Citizenship at the Indian Institute of Management Bangalore, together with the Indian Institute of Advanced Study, Shimla, hosted a one day colloquium titled ‘Gandhi, Governance and the Corporation’ on October 2, 2008. The colloquium addressed to corporate directors, CXOs, top management, scholars and business researchers and students. Eminent speakers included scholars as well as corporate leaders – Professors Dwijendra Tripathi, Pratap Bhanu Mehta, Peter deSouza, Director IIAS, Shimla, Tridip Suhrud, DAIICT Ahmedabad, Shubhashis Gangopadhyay – Advisor to the Union Finance Minister, Errol D’ Souza, IIM Ahmadabad, R. Gopalakrishnan, Director Tata Sons, Narendra Pani, National Institute of Advanced Studies and Institute faculties : Professors Pankaj Chandra, Director, IIMB, N Balasubramanian, Chairman, Centre for Corporate Governance and Citizenship, Professor Chiranjib Sen. A total of 110 participants from corporates, students from management institutes and local colleges attended the programme.

The Colloquium was well received and it is proposed to build further on this programme with a series of dialogues among academia and Corporate India, document the learnings and to hold such colloquiums as a regular feature.

#### **7.4.4 Visitors/ Visiting faculty**

- 10 students from the UK who were in India under their Prime Minister’s Fellowship programme and hosted by Shell in Bangalore visited the Centre on to meet with Centre Chair, Professor Balasubramanian to hear about the work of the CCGC, as part of their interest in CSR.

- CCGC had the following 3 visiting faculty during the year:
  - a) Dr. Darryl Reed-Associate Professor of Social Sciences-York University, Toronto Canada.
  - b) Dr. Ananya Mukherjee Reed-Associate Professor, Department of Political Science-York University, Toronto, Canada and Director, International Secretariat of Human Development.
  - c) Dr David Kimber- From Victoria, Australia.

## **7.5      Centre for Supply Chain Management (SCM)**

The Activities of the Centre include Advisory Council Meetings; Research & Study Projects; Education & Training; Communications; Conferences; Assistance to Industries; Corporate Partner Relations and Organizational Activities.

### **7.5.1    Corporate Sponsorship Programme**

Out of the 8 founding Corporate Sponsors, only six active members are participating in the Activities of the Centre. Infosys and Tata Motors did not participate in the year's activities owing to internal reorganizations and change of responsibilities. Another Corporate Sponsor SAP Labs has intimated they would not be able to continue in 2009 owing to stringent economic conditions, but would rejoin after situation improves. The Centre has approached a few other leading Corporates to take up corporate sponsorship but they are yet to take decisions.

### **7.5.2    Advisory Council Meetings**

During the year, two Advisory Council Meetings, the Fifth and sixth were held on August 26, 2008 and February 24, 2009.

It was agreed upon that SCMC will continue the activities started in the last Year.

The Focus for next year is to enhance the activity levels with:

- Greater emphasis on the three Focused Research Themes
- Increased involvement of the Corporate Sponsors
- Increased involvement of the Faculty
- Increased collaboration with other Centres / Institutes.

A Peer Group Meeting was held on February 24, 2009 for Corporate Sponsors and a few other Corporates to discuss and exchange views on “The Impact of Current Economic Meltdown on Supply Chains”.

### **7.5.3    Research & Study Projects**

- i. The Centre works on three broad areas of focused research in Supply Chain Risk Management, Sourcing and Supply Management & Responsive Supply Chains and also supports the research interests of the Faculty:
- ii. The following Faculty Research/Study Projects are being supported by the Centre:
  - “Application of Game Theory to SCM” by Professor Arnab Basu
  - “Case Writing in Supply Chain Management” by Professor Trilochan Sastry
  - “Empirical Study on Inventory trends and Management practices in the Indian Manufacturing Industries” by Professor Haritha Saranga
  - “Optimal Mechanism Design for Supply Chain Networks” by Professor Arnab Basu.
  - “A Revenue Sharing Contract with Price Dependent Demand” by Professor Siddharth Mahajan.
- iii. The Centre invited two researchers as visiting faculty/researcher to the Centre to carry out research projects in Supply Chain Management Topics:
  - Professor Sanjeev Swami, Professor and Head, Department of Management, Faculty of Social Sciences, D.E.I. (Deemed University), Dayalbagh, Agra worked on Green Supply Chains.

- Mr. Jitesh Thakkar from A.D. Patel Institute of Technology, New Vallabh Vidyanagar, Gujarat worked on Supply Chain Performance Measurement.
- iv. Professor Janat Shah visited and held discussions with the Global Supply Chain Management Initiative (GSCMI), Krannert School of Management, Purdue University and presented a technical paper “A Stochastic Programming with Recourse Model for Supply Chain and Marketing Planning of Short Life Cycle Products”.
- v. Mr. M.G .Subramanian presented a paper “Innovations in Fresh Vegetables Supply Chain: Risk Reduction as Driver of Innovations” and Professor Janat Shah was invited to participate as a Member of Panel Discussion at the First Annual Conference of the Indian Society of Agri-Business Management on “Emerging trends in Agri-Business Management” held during September 25-27, 2008 at University of Agricultural Sciences, Bangalore.
- vi. Based on the Projects suggested by Corporate Sponsors, the following CCS (student) Projects were carried out during the first and second terms:

| <b>Sponsor Company</b> | <b>Title of the Student Project</b>   | <b>Researchers</b>                 | <b>Faculty Guide</b> |
|------------------------|---|------------------------------------|----------------------|
| BPCL                   | Fuel Value Chain Management in Petroleum Industry BPCL – Student Project  | Siddharth Pathak & Nishant Khurana | Janat Shah           |
| IBM                    | Vendor Management   | Bhupendra Singh & Deepak Jorwal    | Jishnu Hazra         |
| SAP                    | Performance Measurement of Supply Chains – Student Project  | Arun Bagavathi & Gauri Gupta       | Janat Shah           |
| Titan Industries       | Assortment Planning of World of Titan Sales Outlets – Student Project   | Vineet Thodge & Aveek Nandi        | Janat Shah           |
| TVS Logistics          | Process Improvements for reduction in Working Capital and Improving Customer Satisfaction – Student Project               | Prashanth Jadhav & Narender Kumar  | Janat Shah           |
| TVS Logistics          | Emerging Trends in Auto Industry on Outsourcing Logistics and the Imperatives for 3PL Service Providers – Student Project | Rajat Agarwal & Sudhakar KV        | Janat Shah           |

#### **7.5.4 Other Research Projects:**

| <b>Sponsor Company</b> | <b>Title</b>   | <b>Researchers</b>          | <b>Faculty Guide</b> |
|------------------------|--|-----------------------------|----------------------|
| BPCL                   | Optimization of Crude Mix                                | Jyotiska Bhattacharjee      | Janat Shah           |
| Titan                  | Assortment Planning of World of Titan Sales Outlets      | Pralok Gupta                | Janat Shah           |
| SCMC                   | Survey of Horticulture Supply Chains                     | MG Subramanian & Uma Kausik | Janat Shah           |
| SCMC                   | Classification of Integrated Logistics Service Providers | Anitha Chandran             | Janat Shah           |
| SCMC                   | Optimum Configuration of Global Manufacturing Networks   | Nikhil Thete                | Janat Shah           |

#### **7.5.5 Education & Training**

- An Executive Education Programme for practicing executives on Supply Chain Management

was held at IIM, Bangalore during September 8-10, 2008. The Programme was attended by 35 participants of whom 11 were nominated by Corporate Sponsors.

- A 4-day Focus Group Workshop on Supply Risk Management was conducted jointly by SCM Centre and SMI, Germany. The Workshops were spread over 5 months. 9 participants from 5 leading corporates participated in the Workshop.

#### **7.5.6 Communications**

- The Centre has brought out two new colorful brochures.
- The Centre's Web site has been in operation for over a year now and has been updated recently.
- The Centre sent mailers to over 100 leading organizations inviting them to participate in the Supply Chain Management Conference IMR 2008.

#### **7.5.7 IMR Conference**

Biennial Supply Chain Management Conference IMR 2008 with the theme "Global Supply Chain Management: Role of Emerging Economies" was held on December 22-24, 2008 at IIM Bangalore. The Conference was jointly organized by SCMC, EADS – SMI Chair for Sourcing and Supply Management and IIMB Management Review. A total of 43 papers were presented in the 3 concurrent sessions and 85 persons participated. 122 abstracts were submitted; after a review process 85 were invited to submit papers of which 46 were accepted for presentation at the Conference.

SCMC Corporate Sponsors took active part in the Conference. BPCL was the Platinum Sponsor with Mr. Ashok Sinha, Chairman & Managing Director of BPCL being the Key Note Speaker. Mr. Ashok Sinha, CMD of BPCL and Mr. R. Dinesh, Director of TVS Logistics Services was members of the Conference Advisory Committee. Technical papers were presented by BPCL, John Deere India, SAP Labs, Tata Motors and TVS Logistics Services. Mr. BK Datta, Mr. Suprakash Mukherjee, Members of the Advisory Council, presented technical papers in the Conference.

SCMC hosted up to two delegates from each of the Corporate Sponsors.

#### **7.5.8 CSCMP Annual Conference, Denver, USA**

Professor Janat Shah and Dr. DN Suresh attended the Annual Conference of Council of Supply Chain Management Professionals (CSCMP) during October 4-8, 2008 at Denver, USA. Professor Janat Shah made a presentation in the Session "Supply Chain and India". Professor Janat Shah and Dr. DN Suresh participate in the Focus Group Sessions on 'Enhancing Research in SCM' and 'Global Membership of CSCMP' respectively.

#### **7.5.9 Other Activities**

- SCMC has completed a Status Report of Indian Logistics Industry for Council of Supply Chain Management Professionals (CSCMP) of USA titled "CSCMP Global Perspectives Report on India".
- SCM Center, IIM Bangalore and GSCMI (Global Supply Chain Management Initiative) at Krannert School of Management, Purdue University are having discussions on joint projects.
- The Centre hosted a half day Workshop on "NEX-GEMS" – an International Research Project on Next Generation Manufacturing Supply Chains and Digital Economy Research Collaboration (NEX-GEMS) involving 4 academic partners each in UK and India. 21 participants from Industry and 5 from academic institutes participated in the workshop which generated considerable interest and enthusiasm among the participants.

#### 7.5.10 Visitors to SCM Centre

| From   | Name                                  | Designation                               | Purpose             | Month    |
|--|---------------------------------------|---|---------------------|----------|
| Accelore Solutions                             | Akram Syed                            | President & CEO                           | CSCMP               | May '08  |
| IIT Kanpur                                     | Sanjeev Swami                         | Professor                                 | Visiting Professor  | July '08 |
| A.D. Patel Inst. of Technology, Gujarat        | Jitesh Thakkar                        | Asst. Professor                           | Visiting Researcher | June '08 |
| IIT Mumbai                                     | Atanu Ghosh                           | Professor                                 | Nex Gems Workshop   | July '08 |
| IIT Mumbai                                     | Gajendra Kumar Adil                   | Professor                                 | Nex Gems Workshop   | July '08 |
| IIT Kanpur                                     | Manoj Tiwari                          | Professor                                 | Nex Gems Workshop   | July '08 |
| University of Nottingham                       | Ram Ramnath                           | Professor                                 | Nex Gems Workshop   | July '08 |
|  | Kulwant Pawar                         | Professor                                 | Nex Gems Workshop   | July '08 |
|  | Nabil NZ Gindy                        | Professor                                 | Nex Gems Workshop   | July '08 |
| University of Hull                             | Chandra Lalwani                       | Professor                                 | Nex Gems Workshop   | July '08 |
| University of Loughborough                     | Samir S Dani                          | Professor                                 | Nex Gems Workshop   | July '08 |
| Brunel University                              | Kai Cheng                             | Professor                                 | Nex Gems Workshop   | July '08 |
| Team Work Analytics                            | P. Balasubramanian                    | Founder & CEO                             | Collaboration       | Nov '08  |
| Marico   | Sachin Bhatnagar                      | Head, Supply Chain                        | Collaboration       | Dec '08  |
| Ushasri Venkat                                 |                                       |   | Collaboration       | Jan '09  |
| University of Hull<br>University of Nottingham | Chandra Lalwani<br>Kulwant Pawar      | Professor<br>Professor                    | Joint Projects      | Feb '09  |
| EADS<br>Marico                                 | Matthias Gramolla<br>Sachin Bhatnagar | VP Sourcing Strategy<br>Head Supply Chain | Guest Lecture       | Feb '09  |

## 8. Research

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

### 8.1 Institute Funded Research Projects

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

### **8.2 Case Writing Projects**

Faculty undertook five Case Writing projects, which are appended in **Statement 14**.

### **8.3 Working Papers**

The 17 Working Papers published by the faculty and other FPM students during the year 2008 – 09 covered a range of topics. For details refer **Statement 15**.

## **9. Information Sharing**

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During the year 2008 – 09, the faculty brought out the following publications. The Institute also published a journal, IIMB Management Review for practising managers.

|    |  |    |
|----|--|----|
| 1. | Papers in Journals   | 59 |
| 2. | Chapter in Books   | 21 |
| 3. | Books  | 6  |
| 4. | Articles in Newspapers/Magazines   | 70 |
| 5. | Conference Presentations   | 85 |
| 6. | Cases  | 25 |
| 7. | Any other publications (monographs, web journals, working papers of other institutions, reports, etc.) | 19 |

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

## **10. Consultancy**

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

### **10.1 Projects Completed**

During the year 2008 – 2009, 17 projects were completed for the agencies that include Suzlon Energy Limited, Pune; Kudremukh Iron Ore Co. Ltd., Bangalore; BSNL, New Delhi; Min. of Power, New Delhi, EID Parry (I) Ltd., Chennai; Aban Loyd Chiles Offshore Ltd., Chennai; Stride Software Pvt. Ltd., Bangalore; Oriental Bank of Commerce, New Delhi; Manipal Education, Bangalore; TTD, Tirupati; IMS Learning Research, Mumbai; Income Tax Department, Bangalore; Competition Commission of India, New Delhi; Consultancy Development Centre, New Delhi; The Murugappa Group, Chennai; Petroleum and Natural Gas Regulatory Board, New Delhi, among others.

### **10.2 Projects Initiated**

12 projects were initiated and are in progress.

### **10.3 Projects Ongoing**

There are 16 projects in progress, carried over from the previous years.

### **10.4 Proposals Sent**

Eighteen proposals were sent to organizations.

Details are in **Statement 17**.

## 11. Faculty

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The faculty strength was 103 including 12 full-time and 6 part-time professors. (Details on Statement 18).

### 11.1 Dean (Administration)

Professor Mahadevan B, Professor, Production and Operations Management assumed charge as Dean (Administration) on April 21, 2008.

### 11.2 Dean (Academic)

Professor Trilochan Sastry S, Professor, Quantitative Methods and Information Systems assumed charge as Dean (Academic) on November 12, 2008. Professor Shyamal Roy relinquished the position of Dean (Academic) on the same day.

### 11.3 IIM Bangalore ranked # 1 B-School in India, among 27 best B-Schools in the world

Indian Institute of Management Bangalore (IIMB) has been recognized as the # 1 Business School in India, and among the list of 27 global Business Schools identified by Eduniversal, a unit of the French consulting firm SMBG.

The Award, presented at the Eduniversal World Convention at La Sorbonne, Paris, on November 4, 2008, recognizes the 3 best institutions within each of the 9 Eduniversal geographical zones: Africa, Middle East, Eastern Europe, Western Europe, Latin America, Northern America, Central Asia, Far Eastern Asia and Oceania.

Notably, the Deans of the 1000 Best Business Schools from 153 countries have elected IIMB among the Best Business Schools in the Central Asia zone, with a recommendation rate of 398 per thousand, followed by IIM-A (379) and IIM-C (321), classified under “internationally known”.

The process of the Eduniversal Official Selection involved a global mapping system meeting the criteria of universality and the international reputation of each academic institution. The aim of the Official Selection was not necessarily to include the 1,000 best schools, but the most important 1,000 schools based on a method of quotas, offering business schools the opportunity to measure their performance, evolution and durability both in their zone of influence and internationally.

First of all, the selection was made by the Eduniversal International Scientific Committee constituted by:

- 9 experts, each recognized both in their academic zone of influence and internationally
- 1 representative of the Academic Council of the United Nations System (ACUNS)
- 2 executive members of the consulting firm SMBG

All countries in the world were concerned by this selection: the number of schools per country was weighted by quantitative and qualitative criteria. The first step led to a selection of 1000 Institutions taken out from more than 10 000 Business Schools in the World.

The second step was the classification by Palms, ranked from 1 to 5, awarded on two essential criteria:

- Evaluation of the International Dimension of the schools: their level of state recognition, their international accreditations (AACSB, EQUIS, AMBA...), their presence in most renowned rankings (Financial Times, Shanghai Jiao Tong, Wall Street Journal...), their memberships in international academic associations (EFMD, EMBA, CLADEA, AAPBS...)...
- The Deans' vote: each Dean from the universities and schools on the list of 1000 had to vote to recommend the other academic institutions.

Eduniversal's ambition is to promote students' mobility all over the world and give better visibility to the best Business Schools from more than 153 countries, and also to encourage all educational actors to share their experience and collaborate in a better way.

#### **11.4 The International Conference on Educational Leadership**

The International Conference on Educational Leadership (ICEL) was held during January 5-7, 2009 at IIMB.

Honourable Minister of Medical Education, Science and Technology, Government of Karnataka, Shri Ramachandra Gowda inaugurated the Conference.

Dr H Sudarshan, Chairman of Karuna Trust, the Chief Guest at the inaugural event, delivered the keynote address on the theme of “Education for Social Development”, supported by an insightful presentation. Drawing on his own experience in working at the grassroots in the Biligiri Hills of Karnataka, Dr Sudarshan emphasized equity issues, sustainable development and the need for good governance in educational leadership.

Professor Nayana Tara S and Professor L Prasad were the conveners of this conference, which saw 34 papers being presented, along with 12 poster session presentations and 100 participants. The outcomes has been compiled as a policy document and submitted to the Union Government as inputs towards policy formulation in the education sector.

#### **11.5 Professor Trilochan Sastry, Member, Bretton Woods Committee**

Professor Trilochan Sastry has been invited to be a member of the prestigious Bretton Woods Committee. The committee's members are leaders from every region of the world and every walk of life. Among their 600+ members are 'former heads of state, many cabinet ministers, top executives of leading companies, and heads of Universities and other civil society organizations.' It is a non profit organization that acts in the advisory role to the Bretton Woods Institutions - the World Bank, IMF, WTO and other such multilateral Institutions. The committee is currently chaired by three former Presidents of USA. The Committee because of the prestige of its member has been able to influence world events significantly.

#### **11.6 Grant from Dutch Government**

Professor Hema Swaminathan, Centre for Public Policy, IIMB has received a grant of 1 million Euros from the Dutch Government's MDG3 Fund for the research project, "In Her Name: Measuring the Gender Asset Gap. A Pilot Study to Collect Sex-Disaggregated Asset Data in Ecuador, Ghana, and India."

#### **11.7 Distinguished Publication in Business Communication**

Professor Catherine Nickerson has received a "Distinguished Publication in Business Communication" from The Association for Business Communication (ABC) for her book titled "Business Discourse" co-authored with Francesca Bardi-Chiappini and Brigitte Planken, and published by Palgrave Macmillan. The award was presented by the President of ABC, Professor Leena Louhiala-Salminen, at the 73rd Annual Convention of ABC at Lake Tahoe, Nevada, USA in October 2008. ABC is committed to developing excellence in business communication scholarship, research, education and practice.

#### **11.8 Awards & Achievements**

Professor Gita Sen has been conferred with the honorary degree of Doctor by The Open University of UK. This honour is in recognition of Professor Gita Sen's academic and scholarly distinction and public services.

Professor B. Shekar was conferred with Deccan Herald's Best Teacher in Management Award (South) at a function held on August 10, 2008 at Le Meridian, Bangalore. IIMB was conferred with Deccan Herald's Best B-School Award (South) at the same function.

The paper on 'Radical Change Accidentally: The Emergence and Amplification of Small Change' co-authored by Professor Mukta Kulkarni has won the Academy of Management Journal (AMJ) Best Paper Award for 2007. The Academy of Management, NY presents this award annually to members and others in recognition of outstanding contributions, professional accomplishments and distinguished service.

The case on Hidesign: Designing an International Brand co-authored by Professor J. Ramachandran with Ms. Shubha Patvardhan, Research Associate has won the Association of Indian Management Schools (AIMS) Best Case Award. The Award was presented on August 29, 2008 at the AIMS Annual Convention held at Welingkar Institute of Management Development & Research, Mumbai.

Professors Mukta Kulkarni and her co-authors won the Best Paper award for their paper titled "Radically Change Accidentally: The Emergency and Amplification of Small Change." at the last Academy of Management Conference.

#### **11.9 Extra –Ordinary Leave**

Professor Srinivas Prakhya, Assistant Professor, Marketing Area, has been sanctioned the EOL from August 15, 2008 to February 15, 2009.

#### **11.10 Rejoining Duty**

Professor S Raghunath, Professor, Corporate Strategy & Policy Area has reported for duty on May 1, 2008 after availing EOL from April 1-30, 2008.

Professor Shubhabrata Das, Professor, QMIS Area has reported for duty on May 16, 2008 after availing Sabbatical Leave from January 1, 2008 to May 15, 2008.

Professor Sabarinathan G, Visiting Faculty, Finance & Control Area, has reported for duty on September 21, 2008. Was on EOL from September 24, 2007 to September 20, 2008.

#### **11.11 Extension of service**

The term of appointment of Professor Suneeta Krishnan, Visiting Faculty is extended for a period of one year w.e.f. May 2, 2008.

The term of appointment of Professor Thirunarayana P.N, Visiting Faculty is extended for a period of one year w.e.f. April 30, 2008.

The term of appointment of Professor Tripti Singh, Visiting Faculty is extended for a period of one year w.e.f. May 11, 2008.

The term of appointment of Professor Vaidyanathan Ayyar RV, Visiting Faculty is extended for a period of one year w.e.f. June 18, 2008.

The term of appointment of Professor Rajeev S, Visiting Faculty is extended for a period of one year w.e.f. June 23, 2008.

The term of appointment of Professor Suresh Bhagavatula, Visiting Faculty is extended for a period of one year w.e.f. July 8, 2008.

The term of appointment of Professor Krishnamurthy, Visiting Faculty(Part-time) is extended for a period of two years w.e.f. July 11, 2008.

The term of appointment of Professor Balasubramanian, Visiting Faculty(Part-time) is extended for a period of two years w.e.f. July 28, 2008.

The term of appointment of Professor Vandana Singhvi Patel, Visiting Faculty is extended for a period of one year w.e.f. September 30, 2008.

The term of appointment of Professor Amarnath Krishnaswamy, Visiting Faculty is extended for a period of one year w.e.f. October 31, 2008.

#### **11.12 Sabbatical Leave**

Professor R Srinivasan, Professor Finance & Control area has been sanctioned Sabbatical leave for a period of one year from June 1, 2008 to May 31, 2009.

## 11.13 Engagements

### 11.13.1 Membership on Boards & Committees

#### **Professor K Kumar, Professor**

NSRCEL

- Appointed as a Member of the Program Steering Committee (PSC) of Technology Refinement and Marketing Program (TREMAP) of TIFAC, Government of India since December 2008.

#### **Professor S. Nayana Tara, Professor**

Public Systems Area

- Appointed as a member of the Karnataka Knowledge Commission set up by the Government of Karnataka. The objectives of the Commission include building excellence in the educational system and enhancing the role of the Government as an “effective service provider” to the citizens.

#### **Professor J Ramachandran, Professor**

Corporate Strategy & Policy Area

- Appointed as an Additional Director on the Board of the Company of Infotech Enterprises Limited with effect from October 23, 2008.

#### **Professor R. Vaidyanathan, Professor**

Finance & Control Area

- Appointed by the Pension Fund Regulatory & Development Authority as a trustee to the New Pension System (NPS) Trust. The objective of the Trust is to safeguard the interest of the investors under the New Pension System, and to monitor the custodians of the Fund.
- Invited as Independent Director and non-executive Chairman on the Board by Conglome Technoconstructions Private Limited, Hyderabad on October 18, 2008.
- Appointed as a member of Technical Committee on Business Intelligence by SEBI to oversee all the markets.

### 11.13.2 Visits – Domestic

#### **Professor Gopal Naik, Professor**

Economics & Social Sciences Area

- Attended training programme conducted by the Department of Personnel and Training of Ministry of Personnel, Public Grievances and Pension of Government of India at Lal Bahadur Shastri National Academy of Administration, Mussoorie during April 21 – June 13, 2008.

#### **Professor Ganesh N Prabhu, Professor**

Corporate Strategy & Policy Area

- Session Chair at the IEEE Conference on Management of Innovation and Technology, Bangkok, September 21-24, 2008.
- “Business Opportunities in Enhancing User Experience Design” Invited Plenary Talk at the Usable Software and Innovative Design (USID) Foundation Conference, Bangalore, September 4-6, 2008.
- Invited Panellist on “Customer Focus” at Strategic Leadership Meeting of Honeywell Technology Solutions, August 25, 2008.
- “Marketing of Innovations in Semi-Urban Markets” Invited Talk at the National Conference on Emerging Trends in Marketing, Noida, August 21-22, 2008.
- Attended a faculty panel at the Faculty Development Consortium of the India Special Conference of the Strategic Management Society, Indian School of Business Hyderabad during December 12, 2008.

**Professor Janat Shah, Professor**  
Production & Operations Management Area

- Presented a Paper titled “Understanding the Strategic Role of Six Sigma Projects in Global Supply Chains” in the Annual Conference of the Society of Operations Management, held at IIT Kanpur during December 19-21, 2008.

**Professor U Dinesh Kumar, Professor**  
Quantitative Methods and Information Systems Area

- Presented a Paper titled “Sequential decision making using bandit process models” at the 14th annual Convention of ORSI, S.V University, Tirupati, 2008.

**Professor Nagadevara V, Professor**  
Quantitative Methods and Information Systems Area

- Presented Paper titled “Demystifying Spiritually at Work” in the AIMS International Conference at NOIDA during December 28-31, 2008.

**Professor Ramanayya TV, Professor**  
Public Systems Area

- Presented Paper titled “Strategies for Revitalizing the Civil Engineering Profession” in the AIMS International Conference at NOIDA during December 28 – 31, 2008.

**Professor Suresh Bhagavatula, Visiting Faculty**  
NSRCEL Area

- Attended International Conference on Social Network Analysis and Applications – SNA 2009 at National Institute of Science Technology Development Studies (NISTADS), New Delhi during January 28 – 31, 2009.

**Professor Shainesh G, Associate Professor**  
Marketing Area

- Presented Paper titled “Effects of Customer Trust on Purchase Intentions: Examining Customer-Brand Relationship” at NASMEI-GLIM International Marketing Conference, Chennai during December 22 – 23, 2008.

### 11.13.3 Visits Abroad

**Professor Abhoy K Ojha, Professor**  
OB & HRM Area

- Attended Profession Development Workshop at Anaheim, California, USA during August 8 -13, 2008.

**Professor Agrawal NM, Professor**  
Organizational Behavior & Human Resource Management Area

- Attended Seminar at St.Gallan University, Switzerland during February 6, 2009.

**Professor Arnab Mukherji, Assistant Professor**  
Center for Public Policy Area

- Participating in a Conference on “Young Lives International Conference: Breaking the Cycle of Poverty” held at the Oxford University, UK during March 25 - 27, 2009.

**Professor Ashok Thampy, Associate Professor**  
Finance & Control Area

- Attended meetings and executive education seminar at the School of Business and Law, Goteborg University, Sweden during May 2008.
- Visited Bangkok for a discussion and preparation of a course on International Business Policy for Post Graduate Programme in Management during September 21 – 27, 2008.

**Professor Ganesh N Prabhu, Professor**

Corporate Strategy and Policy Area

- Participated in the Second Asian Invitational Conference on Family Business held at ISB during February 6 -8, 2009.

**Professor Gopal Naik, Professor**

Economics & Social Sciences Area

- Visited China DaLian Market as a part of the study on Modern Open-source intermediaries in Agriculture Markets in India conducted by the International Food Policy Research Institute at Washington D.C. during May 26 – 30, 2008.
- Visited USA to do research study on Economics of Cotton Quality, sponsored by USDA for two weeks during April 1– 14, 2008.
- Attended the presentation, the Symposium Clusters in organic farming – A case study of Karnataka, organized by The Society for Global Business and Economic Development held at Dubai during January 12 -14 , 2009.

**Professor Haritha Saranga, Assistant Professor**

Production & Operations Management Area

- Attended the International Motor Vehicle Program (IMVP) Research Group Meeting at the University of Tokyo on March 5, 2009.

**Professor Ishwar Murthy, Professor**

Quantitative Methods and Information Systems Area

- Presented a paper titled “A Dual Ascent Procedure for the Design of Virtual Private Networks”, for the National INORMS Conference at Washington DC, USA during October 12 -15, 2008.

**Professor Janat Shah, Professor**

Production & Operations Management Area

- Visited Hong Kong on the invitation of NUS during June 9 - 12, 2008 & China during June 10, 2008.

**Professor Jishnu Hazra, Professor**

Production & Operations Management Area

- Attended Conference at San Diego, US during May 9 -12, 2008.

**Professor Jose PD, Professor**

Corporate Strategy & Policy Area

- Attended meeting about lecturing in Masters Programme, Executive education, strategy workshop and Meeting about guest professorship at the Department of School of Executive Education, School of Business, Economics and Law, Goteborg University during April 4 – 14, 2008.
- Attended workshop/training program on “Corporate Strategy” at Dhaka Bangladesh during August 29 – 30, 2008.

**Professor S Krishna, Professor**

Quantitative Methods & Information System Area

- Visited London School of Economics, London for a period of one month in connection with the DelPHE project entitled “IT for improving public health systems in rural Karnataka, India” to develop action research program being undertaken with support from British Council during April 8 – May 17, 2008.
- Visited University of California, Los Angeles for a period of 12 days during May 28 – June 9, 2008 & Washington stay for six days upto June 15 , 2008 in connection with the fourth module of the AMPM Program which is being held in UCLA.

**Professor Krishna Sundar D, Professor**  
Production and Operations Management Area

- Visited Kuala Lumpur during September and December 2008 for a discussion and preparation of a course on International Business Policy.

**Professor Kumar K, Professor**  
Corporate & Strategy Policy Area

- Attended 3rd European Conference on Entrepreneurship and Innovation at the University of Winchester, UK during September 15 – 16, 2008.

**Professor Nagadevara V, Professor**  
Quantitative Methods and Information Systems Area

- Attended the Second Research Symposium at Dubai during January 12 – 14, 2009.

**Professor Nagasimha B Kanagal, Associate Professor**  
Marketing Area

- Presented paper titled “Issues in Marketing Strategy Implementation” at the 8th International Marketing Trends Congress organized by the ESCP-EAP, Paris during January 16 -17, 2009.

**Professor Padmini Srinivasan, Assistant Professor**  
Finance & Control Area

- Visited Kuala Lumpur for a discussion and preparation of a course on International Business Policy during September 26 – 30, 2008.

**Professor Pradip H Sadarangani, Assistant Professor**  
Marketing Area

Attended International Teachers Programme Edition 2008-2009 at SDA Bocconi School of Management Milan, Italy during January 7 -13 , 2009.

**Professor S Raghunath, Professor,**  
Corporate Strategy & Policy Area

- Presented paper on “Factors Determining The Success of Alliances For Innovation” at 68th Annual Conference of the Academy of Management at Anaheim, California during August 8 -13, 2008

**Professor Rahul De', Professor**  
Quantitative Methods & Information System Area

- Presented paper titled “Control, De-politicization and the e-State” at EGOV 2008 at Hawaii on May 31, 2008.
- Presented the paper at EGOV 2008 at Turin, Italy during August 31 - September 6, 2008.

**Professor Rajendra K Bandi, Associate Professor**  
Quantitative Methods & Human Resources Management Area

- Visited Hanoi School of Business (Vietnam National University) to deliver lectures to their eMBA students and staff during June 14 - 23, 2008.

**Professor Rajluxmi V Murthy, Associate Professor**  
Quantitative Methods & Human Resources Management Area

- Presented a paper titled “ Evaluating the impact of government policies and regulations on M-Commerce in India: a system dynamics modeling approach” at 2008 IFORS Conference in Sandton, South Africa during July 13 - 18, 2008

**Professor Rejie George P, Assistant Professor**  
Corporate Strategy and Policy Area

- Attended Academy of Management Conference held at Anaheim, California, USA during August 8 -13, 2008.

**Professor J Ramachandran, Professor,  
Corporate Strategy & Policy Area**

- Visited Wawasan Open University, Penang, Malaysia to anchor the Leadership Training Programme during September 28 -30, 2008.

**Professor Ramnath Naryanswamy, Professor  
Economic & Social Sciences Area**

- Attended the Corporate meeting held at Netherlands during September 2009.

**Professor Ranganathan V, Professor  
Economics & Social Science Area**

- Attended the Conference at Lund University during September, 2008.
- Attended the IABE Conference at Las Vegas during October 19 – 22, 2008.
- Presented paper titled Climate Change and Options for India” at IABE – Las Vegas during October 19 – 22, 2008.

**Professor V Ravi Anshuman, Professor  
Finance & Control Area**

- Visited University of Aarhus (Denmark), during August 2-23, 2008.

**Professor Rupa Chanda, Professor  
Economics & Social Sciences Area**

- Attended Trade & Human Development Unit (THDU) with the UNDP Geneva during May 13 – May 15, 2008.
- Attended seminar titled “Mode 4 of the GATS – Taking Stock and Moving Forward” held at the World Trade Organization, Geneva during September 22-23, 2008.
- Attended seminar titled “Service Business in India” at the department of Business Administration, University of St. Gallen, Switzerland during September 20 –October 5, 2008.
- Participating in a Conference on “Broadening Economic Integration in South Asia : Incorporating Service Liberalization” held at the Colombo, Sri Lanka during March 30 - 31, 2009.
- Presented paper titled “Services Sector reform in India:Update and Challenges” at Conference held at the Australian National University, Canberra during November 17-18, 2008.

**Professor Sankarshan Basu, Associate Professor  
Finance & Control Area**

- Attended APAD-2008 Conference at Korea during June 26 - 28, 2008.
- Attended 12th Asia Pacific Risk and Insurance Association Conference at Sydney during July 6 - 9, 2008.

**Professor Seema Gupta, Assistant Professor  
Marketing Area**

- Presented a paper titled “Corporate Communications: A Practice Oriented approach” at 12th International Conference on Reputation, Brand, Identity & Competitiveness at Beijing, China during May 29 – June 1 , 2008.

**Professor Shubhabrata Das, Professor  
Quantitative Methods and Information Systems Area**

- Attended 12th Asia Pacific Risk and Insurance Association annual conference held at Sydney during July 6 -9, 2008.

**Professor Shyamal Roy, Professor**  
Economics & Social Sciences Area

- Visited Bangkok for a discussion and preparation of a course on International Business Policy for Post Graduate Programme in Management during September 21 – 27, 2008.

**Professor Trilochan Sastry, Professor**  
Quantitative Methods and Information Systems Area

- Attended the European Union for the Young Global Leader Roundtable Conference at Brussels during July 15 -16, 2008.

**Professor Tripti Singh, Visiting Faculty**  
Organizational Behaviour & Human Resource Management Area

- Presented a paper titled “Infosys Technologies Limited: The Global Talent Program” in Eastern Academy of Management Conference held at Washington D.C during May 14 – 17, 2008.
- Attended second meeting of the Consortium in Paris organized by the PARIS-DAUPHINE University, France during June 12 – 13, 2008.

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

- Attended International Society of Business Economics and Ethics Conference at South Africa during July 15 -18, 2008.

## 12. Library

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The Library is situated in a building having 55,000 square feet carpet area spread across four floors with more than 300 seating capacity. It serves users on all days of the year except on three National Holidays. It has a comprehensive collection of literature that is predominantly related to management and allied subjects. Most of the Library's activities are computerized using “LIBSYS”, an integrated library management software package.

IIMB encourages the usage of its Library for professional purposes. Individuals and organizations may use the Library regularly after making a payment that may include a deposit. The Library brings out several publications for reference purposes. Some of the major services rendered by the Library are reference, reprography, bibliographic reference, document delivery, Data Search Facilities, resource sharing with other libraries. It also networks with libraries of leading institutions toward data supply, reference, and indexing and bibliographic services.

The Library has a collection of 2.20 lakh documents (books, journal back issues, government publications, technical reports, conference proceedings, non-book materials, etc.). The Library has access to 57 e-resources and 254 e-books from Elsevier Science and Cambridge University Press, and subscribes to 720 print journals, 1200 e-journals, and 27 newspapers. Apart from these more than 35,000 full text journal titles are also available in the databases subscribed by the Library. It also receives around 200 Newsletters and 2200 Annual Reports from public and private organizations. The non-book material collection includes 4180 CDs, 700 CDs received along with books, 420 Video Cassettes, 415 VCDs & DVDs and 235 Audio Cassettes.

## 13. Computer Centre

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### 13.1 Current Activities

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

- The extension of IIMBNET to Residential area (both wired and wireless) and the Wi-Fi support for faculty & admin blocks which started in the fag end of 2007-08 is completed in this financial year. With this our dream of making IIMB campus as a Wi-Fi corridor is almost completed. (Cost: Rs.122 lakhs)

Along with this the Director's residence also networked (both Wired & Wireless). (Cost: Rs.1.75 lakhs)

- The final phase of Wi-Fi of MDC block, Amphi Theatre area & open areas around all classrooms, library and hostel blocks will be taken up shortly and we are in touch with Cisco directly for the pricing. (Cost: Rs.65 lakhs)
- In the current year, the Internet link is revised for a further period of 3 years with price revision option once in every 6-months. We also retained the same bandwidths from Airtel (8MBPS), STPI (6MBPS) and increased the Pacific Internet link from 12MBPS shared to 12MBPS (morning) / 24MBPS (night) dedicated link which is being used by student community. (Cost: Rs.45 lakhs)

Along with this, orders also have been placed for Bandwidth Manager for consolidation, load balancing & effective utilization of Internet links. Once this is in place, it can be consolidated and used in any unutilized bandwidth (which is happening now in the absence of proper tool) and pump in more bandwidth to different segments based on the needs. (Cost: \$24,995 or roughly Rs.12 lakhs).

- During the year, the old Inkjet printers in faculty rooms were replaced with new Desktop Laser printers to bring down the consumable cost and also the maintenance cost on the old printers. (Cost: Rs.3.64 lakhs)
- The printer requirement for Administration is separately processed after planning of network printers in few sections to bring down the number of hardware resources, economy & reduction in maintenance cost. The orders are already placed with the vendors for required number of network and Desktop laser printers. Along with this orders also placed for one number color network laser printer for computer center to be used by users over the net. (Cost: Rs. 9.64 lakhs)

Network printers (3 numbers) are procured and installed in Director's block. (Cost: Rs. 2 lakhs)

- UPS for network printers are procured and installed in Hostel & faculty blocks as the users were complaining of losing print in the midst of a power failure.(Cost: Rs.2.78 lakhs)
- New Desktop computers (20 numbers) are procured for the use of Academic Interns. (Cost: Rs.6.24 lakhs)
- Orders also placed for 5 laptops for new faculty members in the permanent cadre who are going to join in the course of this year. (Cost: Rs.4.40 lakhs)
- During the year, orders are already placed for replacing existing old projectors in all classrooms with new ones with higher brightness and with Wi-Fi connectivity. (Cost: Rs.17.76 lakhs)
- AMC for servers/printer/network resources/UPS are renewed during the year. (Cost: Rs. 20 lakhs)
- The licenses for certain software like Arena, STATA, Turnitin, Visible Analyst, WinRats, SAS, iThink, Microsoft Campus License & Oracle are renewed / upgraded in the current year. The new package UCINET is procured during the year for use by faculty members. (Cost: Rs.13.28 lakhs)
- Facilities Management Services rendered by Wipro has expired a year back and the process is on to tie up with a new service provider for managing our IT resources. The VMWARE

Server upgradation which is planned in the current financial year could not be taken up as it is linked with the FMS and the same will be attended to once the new F.M contract is in place in the next financial year.

### **13.2 Plans for future**

As the present Computer center setup is very old, outdated and does not gel with the modern day to day setup, the process is on to identify and set up a separate data center in line with modern and latest industry standards.

The Computer Centre IT infrastructure is not secured and open to external attacks like Hacking, Spyware and spam. Cisco has come forward and offered a total and comprehensive security solution and the process is on for implementation of the same.

## **14. Student Activities**

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### **14.1 Vista 2008**

Vista, the annual Business Summit, which was organised at IIMB during October 10-12, 2008, has traditionally been the forum where academia and the corporate world united seamlessly, creating management festivals in the country. The theme of Vista this year was one of the most talked about 'Emerging Economies. Emerging Realities'. The theme explores the beginnings of the 'Emerging Economies', their ascension to global prominence and amidst a crisis of epic proportions that threatens to derail the global juggernaut, their struggle to keep their exalted positions alive in the midst of a worldwide upheaval.

### **14.2 Students' Council Elections**

The Students' Council Elections for the Academic year 2009-2010 were held on February 16, 2009. Mr. Deepu Chandran P K was elected as the President of the Students' Affairs Council (SAC).

### **14.3 Unmaad**

The Student Council organized a 3-day cultural festival Unmaad during January 30 - February 1, 2009. Unmaad featured 'B-School of Rock', an event which saw some very talented semi-pro rock bands battle it out, for being the audience and judges' favourite. The Movie making workshop brought the stars of the movie 3 Idiots, then being shot at IIMB campus, face to face with students from colleges across the country. R. Madhavan, Sharman Joshi and Boman Irani fielded questions from the audience on topics like an actor' life, economics of movie making, right education to enter the entertainment business and personal experiences of the stars. There were performances like Rangoli competition, face painting, street plays and western solo music competitions, apart from "Mr. And Miss Unmaad" contest.

## **15. Personnel & Administration**

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As on March 31, 2009, there were 18 Officers, 4 Research Fellows and 203 administrative staff. For details refer Statements 19 & 20).

### **15.1 Appointments**

Ms. Rama Patnaik has been appointed as Librarian on a cadre, w.e.f. November 05, 2008.

Dr. Deepa C Prabhu, has been appointed as Medical Officer for a period of two years w.e.f December 15, 2008 under the IIMB (Contract Appointment) Rules, 1993.

Mr. Anupam Saxena, has been appointed as Senior Research Associate for a period of one year w.e.f January 1, 2009 under the IIMB (Contract Appointment) Rules, 1993.

Ms. Ruchitra Neog, has been appointed as Consultant – Business Development for a period of one year w.e.f January 27, 2009 under the IIMB (Contract Appointment) Rules, 1993.

Ms. Sudha A Rao, has been appointed as Manager (Career Services) for a period of two years w.e.f January 5, 2009 under the IIMB (Contract Appointment) Rules, 1993.

Mr. Manoj Chakravarti has been appointed as Chief Operations Officer in the Centre for Corporate Governance and Citizenship for a period of one year w.e.f August 1, 2008 under the IIMB (Contract Appointment) Rules, 1993.

Mr. Rakesh Godhwani has been appointed as Consultant to function as Head, Alumni Affairs w.e.f August 1, 2008 under the IIMB (Contract appointment) Rules, 1993.

Mr. Viswanath has been appointed as Project Manager for a period of one year w.e.f October 1, 2008 under the IIMB (Contract appointment) Rules, 1993

Mr. VT Sampath Kumaran has been appointed as Consultant – ERP software at IIMB for a period of one year w.e.f June 23, 2008 under the IIMB (Contract appointment) Rules, 1993.

Mr. Vinod B R has been appointed as Manager (Civil) for a period of three years w.e.f February 2, 2009 under the IIMB (Contract appointment) Rules, 1993.

## **15.2 Expiry of Contract/Resign**

Ms. Veronica M A Devos, who was appointed as Academic Intern in the Institute ESS on February 1, 2006 under the IIMB (Contract Appointment) Rules, 1993 was relieved from the services of the Institute upon expiry of the contract on January 31, 2009.

Mr. Moutushi Das (Hati), who was appointed as Academic Intern in the Institute ESS on August 17, 2005 under the IIMB (Contract Appointment) Rules, 1993 was relieved from the services of the Institute upon expiry of her contract on August 16, 2008.

Mr. Anurag Dugar, who was appointed as Academic Intern in the Institute Marketing on June 2, 2008 under the IIMB (Contract Appointment) Rules, 1993 was relieved from the services of the Institute upon his resignation on December 31, 2008.

Mr. Ninganagouda M Patil, who was appointed as Academic Intern in the Institute ESS on June 2, 2008 under the IIMB (Contract Appointment) Rules, 1993 was relieved from the services of the Institute upon his resignation on September 28, 2008.

Mr. Narahari HS, who was appointed as Academic Intern in the Institute FPM area on October 1, 2008 under the IIMB (Contract Appointment) Rules, 1993 was relieved from the services of the Institute upon his resignation on June 11, 2008.

Mr. Rahul Menon, who was appointed as Academic Intern in the Institute ESS area on June 2, 2008 under the IIMB (Contract Appointment) Rules, 1993 was relieved from the services of the Institute upon his resignation on July 28, 2008.

Ms. Arshinder Kaur, who was appointed as Sr. Research Associate, EADS-SMI Chair for Sourcing and Supply Management in the Institute on October 31st, 2007 under the IIMB (Contract Appointment) Rules, 1993 was relieved from the services of the Institute upon her resignation on July 15, 2008.

Ms. Zoya Afreen, who was appointed as Associate (Branding & Communications) in the Institute on May 26, 2008 under the IIMB (Contract Appointment) Rules, 1993 was relieved from the services of the Institute upon her resignation on December 22, 2008.

## **15.3 Retirement/Superannuation**

Ms. Subhadra Devakumari, Deputy Librarian, retired from the services of the Institute on October 31, 2008 upon attaining the age of superannuation.

#### **15.4 Celebrations**

As in the previous years, the Institute celebrated Independence Day, Republic Day, Dr. Ambedkar's Jayanthi and Kannada Rajyotsava.

#### **15.5 Foundation Day**

The 35th Foundation Day of the Institute was celebrated on October 31, 2008. Dr. Devi Prasad Shetty, Chairman, Narayana Hrudayalaya, Bangalore delivered the Foundation Day Lecture on "Innovations in Health Care Delivery".

#### **15.6 Hindi Promotion Programmes**

Hindi Month was celebrated at the Institute from September 1, 2008 to September 30, 2008. Competitions, including Essay Writing, Handwriting, Poetry Recitation, Hindi Typing, Administrative Terminology/Translation, Quiz put the Hindi skills of the staff to the test. An Official Language Conference on "Communication and Official Language Implementation" and "Leadership Effective Administration" was also conducted for Officers and Superintendents. During the year 2008-09, four Workshops were conducted.

#### **15.7 Economy Measures**

During the year 2008-09, the Institute has initiated various cost-control/ cost saving measures. Some of them were:

- (a) The existing Avaya Global Telephone Exchange is being upgraded with BSNL's Ericsson Model. With BSNL's new Plan and tariff, a cost saving of 22.57% (Rs.5.17 lakhs) per annum will be achieved.
- (b) The existing 2 nos.20 HP Pumps and 2 Nos.10 HP Pumps for underground sump and overhead tank are being replaced by 10HP and 7 HP energy efficient GRUNDFOS pumps. By this, the net energy saving would be 57% (Rs.3.47 lakhs) per annum.
- (c) Reduction on payment to BWSSB towards water supply charges. Savings have been achieved by measures such as:
  - Provision of biological Blocks in Gents' toilet;
  - Obtaining treated water from Strides Arcolab for Horticulture Purpose
  - Arrangement with Apollo Hospitals for supply of treated water

The total saving being achieved by the above measures would be about 21.52% (Rs.16.33 lakhs) per annum.

Energy Audit by ELPROM is in progress. Water, Safety and Fire Audit by Green Technologies is being done. Modification of Street Lights has been taken up with Metal Halide and LED lamps.

Shredded paper, e-waste and newspapers are being donated to Samarthanam Trust, an NGO, which will be using the proceeds of these for social causes.

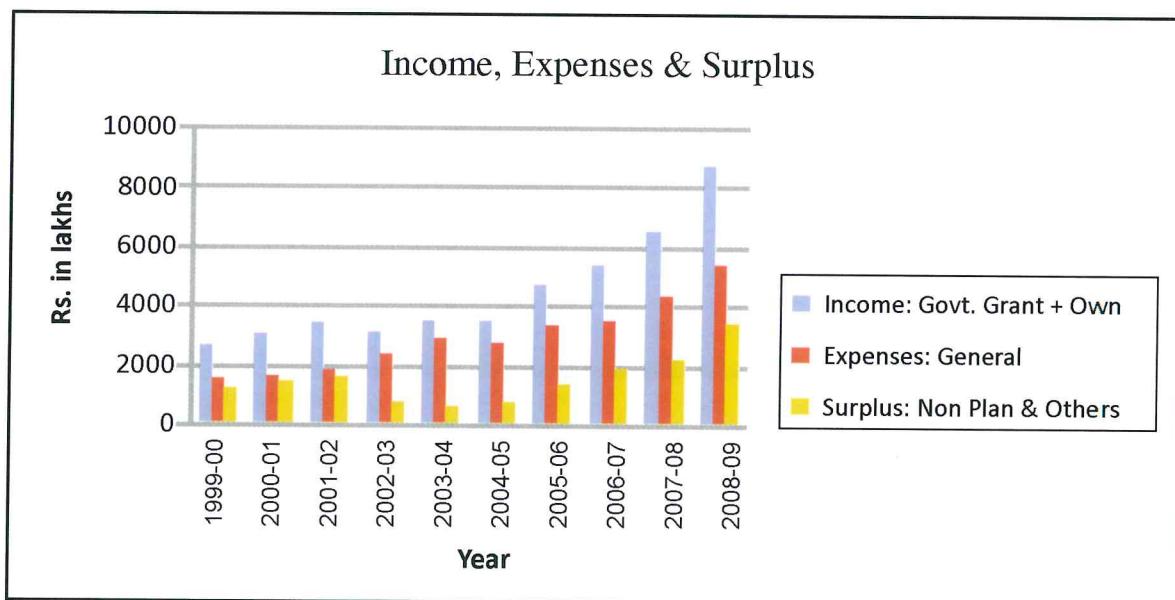
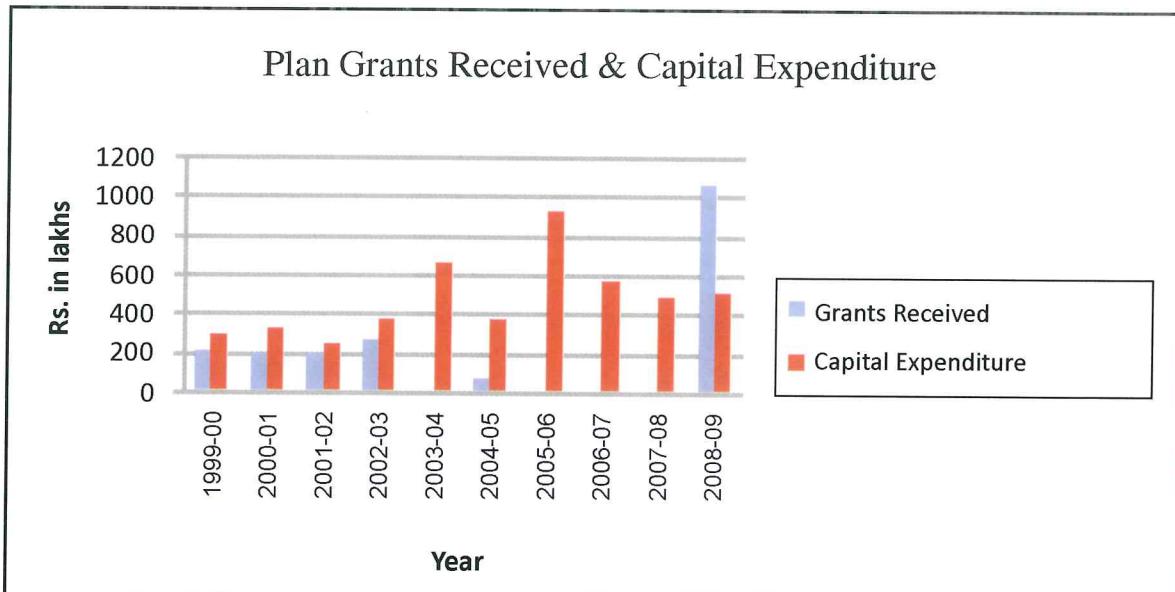
## 16. Financial Position

The financial position of the Institute showing the income, expenditure and savings for the year 2008-09 and comparative position for the previous two years are given below:

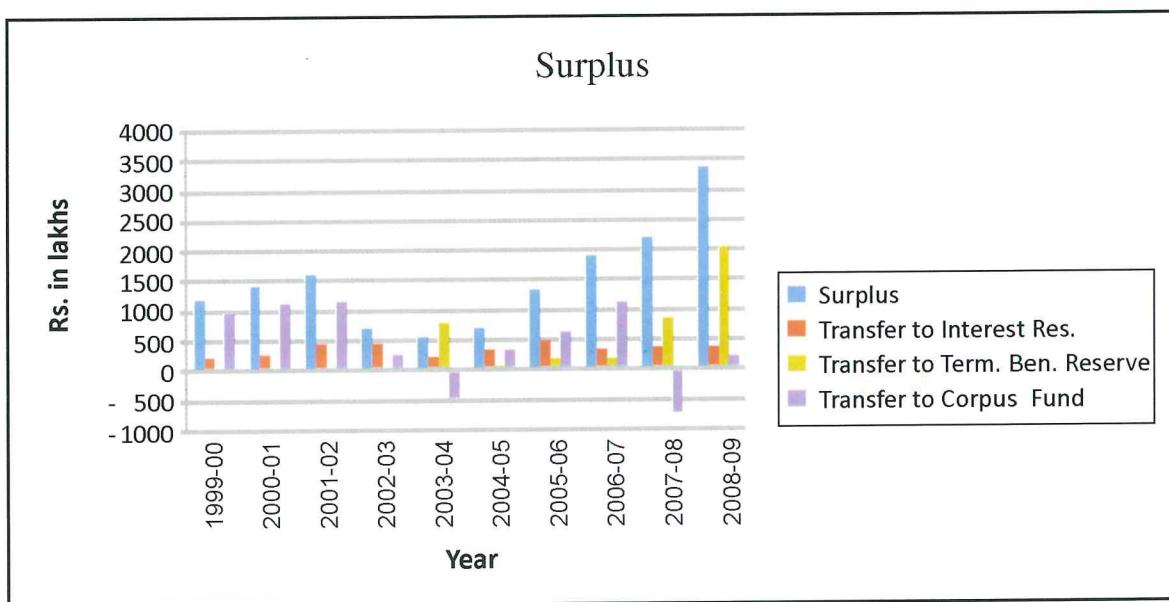
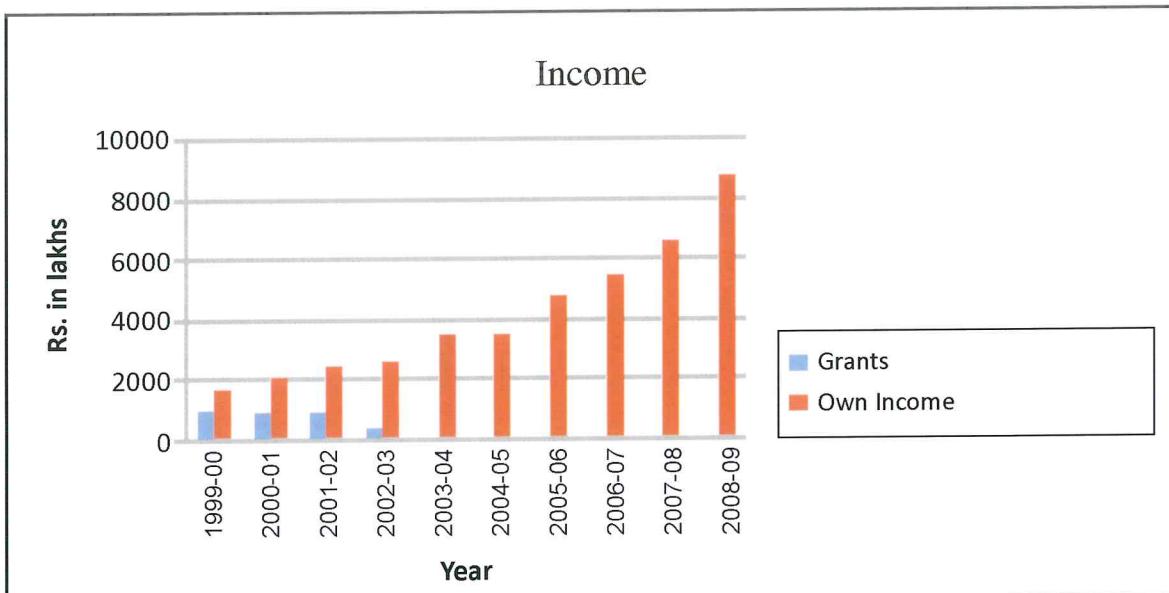
| Particulars   | Rs. in crores |              |              |
|---|---------------|--------------|--------------|
|   | Actual        | Actual       | Actual       |
|   | 2006-07       | 2007-08      | 2008-09      |
| <b>NON- PLAN :</b>  |               |              |              |
| 1 Income:   |               |              |              |
| Govt. Grants  | 0.00          | 0.00         | 0.00         |
| Own Revenue (excluding transfers)                             | 54.18         | 65.26        | 87.38        |
| <b>Total</b>  | <b>54.18</b>  | <b>65.26</b> | <b>87.38</b> |
| 2 Expenditure   | 35.13         | 43.22        | 53.61        |
| 3 Excess of Income over expenditure                           | 19.05         | 22.04        | 33.77        |
| Less: (i) Corpus Interest                                     | 3.33          | 3.81         | 3.84         |
| (ii) Transfer to Terminal Benefits Reserve                    | 2.04          | 8.78         | 20.15        |
| (iii) Transfer to General Reserve towards Capital Expenditure | 2.46          | 1.12         | 0.00         |
| (iv) Transfer to chairs (interest)                            |               | 73.76        | 0.21         |
| (v) Add back of Depreciation On assets written off            |               |              | 6.74         |
| (vi) Depreciation   |               | 14.60        | 6.88         |
| (vii) Vision Fund   |               |              | 7.00         |
| 4 Net Savings transferred to End. Fund                        | 11.22         | (7.02)       | 2.43         |
| <b>PLAN:</b>  |               |              |              |
| 1 Receipts  |               |              |              |
| Govt. Grants  | 0.00          | 0.00         | 10.67        |
| 2 Expenditure   | 5.71*         | 4.93         | 5.19         |

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

**Graphs showing details of Income, Expenditure and Surplus for the period from 1999-00 to 2008-2009**



**Graphs showing details of Income, Expenditure and Surplus for the period from 1999-00 to 2008-2009**



## **Indian Institute of Management Bangalore**

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### **Statements**

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### Statement 1

IIMB Society Meetings

42nd meeting: 31 October 2008

43rd meeting: 2 April 2009

All Board members are IIMB Society Members too. In addition, there are 8 donor members.

13 members of the Board of Governors (given below) who attended the 125th Board meeting on 31 October 2008 attended the 42nd Society meeting and 14 members (given below) who attended the 127th Board meeting attended the 43rd Society meeting.

### BOARD MEETINGS

No.of Board Meetings held during 2008-09 -

4 meetings

Meeting Nos. & Date:

124th meeting - 18 August 2008

125th meeting - 31 October 2008

126th meeting - 16 January 2009

127th meeting - 2nd April 2009

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

| Name of the Member | No.of meetings           | Remarks  |
|--------------------|--------------------------|--|
| Mr./Ms.            | Attended                 |  |
| Abhay Jain         | Nil                      | Leave of absence   |
| S.N.Agarwal        | 4                        |  |
| R.P.Agrawal        | 1(124th)                 | Represented by Shri Ashok Thakur, Addl. Secretary, MHRD. Leave of absence for 125th, 126th and 127th |
| K.L.Chugh          | 3 (125th ,126th &127th ) | Leave of absence for 124th   |
| Kiran M.Shaw       | 1 (126th )               | Leave of absence for 124th and 125th. Not a member for 127th   |
| P.S.Jayaramu       | 1 (126th)                | Represented the VC, Bangalore University   |
| A.S.Kolaskar       | 3 (124th,125st & 127th ) | Leave of absence for 126th   |
| Lalmalsawma        | 2 (124th & 126th )       | Leave of absence for 125th . Not a Member for 127th  |
| B Mahadevan        | 4                        | 124th & 125th as a member. 126th & 127th as Special Invitee  |
| Pradeep Singh      | Nil                      | Leave of absence for 124th. Not a member for 125th, 126th and 127th                                  |
| R C Purohit        | 3 (124th,126th & 127th)  | Leave of absence for 125th   |
| N S Ramaswamy      | 4                        |  |
| Ranganath H.A.     | Nil                      | Leave of absence for 124th. Not a member for 125th, 126th and 127th                                  |
| Rathod H T         | 1 (125th)                | Not a member for 124th, 126th and 127th  |
| Ravi Parthasarathy | 1 (124th)                | Leave of absence for 125th, 126th and 127th  |
| Ravi Uppal         | Nil                      | Leave of absence   |
| Rupa Chanda        | 3(125th,126th & 127th)   | Not a member for 124th   |
| Samar Singh        | 1 (124th)                | Leave of absence for 125th, 126th & 127th  |
| Sarojini Muthanna  | 4                        |  |
| Savoor R.A.        | 3 (124th,125th & 127)    | Leave of absence for 126th   |
| U.S.Singh          | 1 (125th)                | Not a member for 124th, 126th and 127th  |

|                               |                           |   |
|-------------------------------|---------------------------|---|
| M.R.Sreenivasamurthy          | Nil                       | Leave of absence  |
| A.S.Srikanth                  | Nil                       | Leave of absence for 127th. Not a Member for 124th, 125th and 126th |
| M.S.Subhas                    | 2 (124th & 126th)         | Leave of absence for 125th. Not a member for 127th                  |
| Sudhakar Rao                  | Nil                       | Leave of absence  |
| Sunil K Alagh                 | 3 (125th, 126th & 127th ) | Leave of absence for 124th  |
| C.S.Suranjana                 | Nil                       | Leave of absence for 124th, 125th and 126th. Not a member for 127th |
| Trilochan Sastry              | 4                         |   |
| N.C.Vasudevan                 | 1 (127th)                 | Not a member for 124th, 125th and 126th                             |
| R.A.Yadav                     | 1(124th)                  | Leave of absence for 125th, 126th and 127th                         |
| Pankaj Chandra<br>(Director)  | 4                         |   |
| Mukesh D Ambani<br>(Chairman) | 3(124th, 126th & 127th)   | Leave of absence for 125th  |

#### Special Invitees

|                              |                    |
|------------------------------|--------------------|
| Shyamal Roy, Dean (Academic) | 2 (124th & 125th ) |
| Malay Bhattacharyya          | 1 (124th)          |
| Sourav Mukherji              | 1 (125th)          |

#### Finance Committee

|                          |                        |
|--------------------------|------------------------|
| No. of Meetings held : 3 | 30th – 24 June 2008    |
|                          | 31st - 23 October 2008 |
|                          | 32nd - 30th March 2009 |

#### Members Attended

|                              |                 |                       |
|------------------------------|-----------------|-----------------------|
| Prof./S/Shri                 |                 |                       |
| S.N.Agarwal                  | 3               |                       |
| V Nagadevara                 | 1 (32nd )       |                       |
| Pankaj Chandra<br>(Director) | 3               |                       |
| Ketoki Basu                  | 3               |                       |
| B Mahadevan                  | 3               |                       |
| R Narayanaswamy              | 3               |                       |
| Ravi Mathur                  | Nil             | Leave of absence      |
| S.K.Ray                      | Nil             | Leave of absence      |
| Shyamal Roy                  | 2 (30th & 31st) | Not a member for 32nd |

#### Spl.Invitee:

|                               |     |  |
|-------------------------------|-----|--|
| C.V. Indu Shekar Vassist, CAO | 3   |  |
| Trilochan Sastry              | Nil | Leave of absence for 32nd.<br>Not a member for 30th & 31st |

### Statement 2

#### **Thesis Proposal Presentation by FPM Students**

| Name of the Student | Thesis Title   | Date of Presentation |
|---------------------|--|----------------------|
| Alok Pande          | Book Built Initial Public Offerings in India: Determinants of Pricing, Disclosure of Issue Proceeds and Impact of Regulation on Retail Investors | April 3, 2008        |
| Krishanu Rakshit    | An Analytical Model for Pricing Line-Extensions for Consumer Non-Durables  | August 11, 2008      |

### Statement 3

#### **Award of Title “Fellow of IIMB 2009”**

| Sl. No. | Student          | Dissertation Title   |
|---------|------------------|--|
| 1       | Rohtas Kumar     | Determinants of Onsite Offshore – Outsourced Software Projects   |
| 2       | Prarthan B Desai | Maintaining and Enhancing Internal Legitimacy of the Alternate Organizational Identity in Dual-identity Organizations  |
| 3       | Thomas Joseph    | Alliances for Innovation: The Impact of Firm and Alliance Characteristics on Learning Skills and Competencies from Partner(s) in the Indian Biotechnology Industry |
| 4       | Alok Pande       | Book Built Initial Offerings in India: Determinants of Pricing, Subscription Patterns of Investors and Impact of Regulation  |

### Statement 4

#### **I - Papers Published in Journals by FPM Students**

| Name of the Student  | Co-authored by   | Title of the Paper  | Name of the Journal  | Date            |
|----------------------|--|---|--|-----------------|
| Lakshman Vijay Muddu | Prof R Vaidyanathan  | ‘Impact of Institutional Investors on the Market-A Survey   | Indian Journal of Capital Market. The Journal is a Quarterly Journal of the Bombay Stock Exchange. | April-June 2008 |
| N Annapurna          |  | An interview conducted titled Microfinance: Is the Double Bottom Line attainable? In conversation with David S. Gibbons | IIMB Management Review, Vol.20, No.3   | September 2008  |
| Srinivas Gunta       | Author: Paula Jarzabkowski, London: Sage Publications, 2005: pp. 216 | Published book review of the book titled Strategy as Practice: An activity-based approach                               | IIMB Management Review, 20(2): 242-244   |                 |

| Name of the Student | Co-authored by | Title of the Paper   | Name of the Journal | Date         |
|---------------------|----------------|--|---------------------|--------------|
| Saroj Kumar Pani    |                | Enhancing Business Sustainability and Gaining Competitive Advantage through CSR Initiatives: A Process Model for Corporations' | Vishleshak, 2(2)    | January 2008 |

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

| Name of the Student  | Co-authored by      | Title of the Paper  | Name of the Conference  | Date          | Remarks                            |
|----------------------|---------------------|---|---|---------------|------------------------------------|
| Saroj Kumar Pani     |                     | Firm performance in socio-economic networks: Understanding network dynamics with Nodal Power'                       | Academy of Management (AoM) Annual Conference, Anaheim, CA, USA         | August 2008   |                                    |
|                      |                     | Organizational Social Capital: A Theoretical and Mathematical Treatment   | Strategic Management Forum (SMF) Annual Conference, IIT Kanpur, India   | May 2008      | Awarded - Cummins Best Paper Award |
|                      |                     | From Corporate Social Responsibility to Competitive Advantage: A Process Model Exploring the Strategic Edge of CSR' | Third CORE conference, NBS, UK  | June 2008     |                                    |
|                      | Co-authored paper   | Ability to Compete: Creating Fortune for the Bottom of the Pyramid  | Strategic Management Society (SMS) special conference at ISB, Hyderabad | December 2008 |                                    |
| Lakshman Vijay Muddu | Prof R Vaidyanathan | Impact of Institutional Investors on Volatility of Indian Capital Markets   | 12th Annual APRIA Conference  | July 6-9 2008 |                                    |

| Name of the Student | Co-authored by  | Title of the Paper   | Name of the Conference   | Date              | Remarks  |
|---------------------|---|--|--|-------------------|--|
| Alok Pande          | Dr. Arif Khurshed of Manchester Business School   | Clarity and Disclosure in the Capital Raising Process  | Conference Proceedings, World Council of Corporate Governance, London    | September 2008    |  |
| Srinivas Gunta      | Chaired by Prof. Maurizio Zollo   | Attended V Fondazione IRI Summer School on Managing Organizational Learning & Change                             | SIAF, Volterra, Italy  | 6-11 July 2008    |  |
|                     |   | Attended BPS Dissertation Consortium   | Academy of Management  | August 9, 2008    |  |
|                     | Prof. J Ramachandran & Mr. Anirvan Pant   | Research In Emerging Economies: Reading Small Type In Dim Light In A Speeding Train?                             | 2008 Annual meeting of the Academy of Management, Anaheim, CA, USA       | August 7-13, 2008 |  |
| Alok Pande          | Coauthored with Dr. Arif Khurshed of Manchester Business School(UK) and Prof. Ajai .K. Singh of Case Western Reserve University, Cleveland(USA) | Geography is not history – The influence of location on the westward journey of Indian multinational enterprises | India Special Conference (Hyderabad) of the Strategic Management Society | December 2008     | This paper was adjudged the runner-up for the best paper award at the conference |
|                     |   | Subscription Patterns, offer Prices and Underpricing of IPOs : Evidence from India                               | First Conference of Securities markets organized by NISM/SEBI in Mumbai  | December 2008     |  |

| Name of the Student | Co-authored by                       | Title of the Paper   | Name of the Conference  | Date                 | Remarks                                 |
|---------------------|--------------------------------------|--|---|----------------------|---|
| Prarthan B Desai    | Co-authored with Prof. Abhoy K. Ojha | Organizational forms in the global service context: A composite cost perspective             | Asia Academy of Management Meeting, Taipei, Taiwan                    | December 14-16, 2008 |   |
|                     |                                      | Firm Performance in Socio-economic Networks: Understanding Network Dynamics with Nodal Power | Academy of Management (AoM) Annual Conference, Aneham, CA, USA        | August 2008          |   |
|                     |                                      | Organizational Social Capital: A Theoretical and Mathematical Treatment                      | Strategic Management Forum (SMF) Annual Conference, IIT Kanpur, India | May 2008             | was awarded "Cummins Best Paper Award". |

### Statement 5

#### PGP New Electives

| Sl. No. | Title   | Credits | Faculty               |
|---------|---|---------|-----------------------|
| 1       | Stochastic Models for Business and Management | 3       | U. Dinesh Kumar       |
| 2       | Decision Making                               | 3       | Mukta Kulkarni        |
| 3       | Markets, Trading and Risk Management          | 3       | Sanjay Mansabdar (GF) |
| 4       | Business Process Improvement                  | 3       | Haritha Saranga       |
| 5       | International Business Communication          | 3       | Catherine Nickerson   |
| 6       | Corporate Entrepreneurship & Venturing        | 3       | K. Kumar              |
| 7       | Internet Marketing                            | 3       | Moutusi Maity         |

### Statement 6

#### IIMB Partner Universities

##### Asia

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

**Australia**

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

**Austria**

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

**Belgium**

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

**Canada**

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

**Chile**

- 26 Universidad Adolfo Ibáñez

**Denmark**

- 27 Copenhagen Business School, Copenhagen

**Finland**

- 28 Helsinki School of Economics, Helsinki

**France**

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

**Germany**

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

**Ireland**

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

|                        |  |
|------------------------|--|
| <b>Israel</b>          |  |
| 56                     | Racanati Graduate School of Business Administration, Tel Aviv University, Tel Aviv         |
| <b>Italy</b>           |  |
| 57                     | Universita Commerciale L. Bocconi, Bocconi,  |
| 58                     | Scuola Superiore Sant'Anna, Pisa   |
| <b>Norway</b>          |  |
| 59                     | The Norwegian School of Economics and Business Administration (NHH), Bergen                |
| <b>Poland</b>          |  |
| 60                     | Warsaw School of Economics, Warsaw   |
| <b>Spain</b>           |  |
| 61                     | ESADE (Escuela Superior de Administracion y Direccion de Empresas), Barcelona              |
| <b>Sweden</b>          |  |
| 62                     | JIBS (Jonkoping International Business School), Jonkoping                                  |
| 63                     | Stockholm School of Economics, Stockholm   |
| 64                     | The School of Business, Economics & Law at Goteborg University, Goteborg                   |
| <b>Switzerland</b>     |  |
| 65                     | University of St. Gallen, St. Gallen   |
| 66                     | University of Lausanne, Lausanne   |
| <b>The Netherlands</b> |  |
| 67                     | Rotterdam School of Management, EUR, Rotterdam   |
| 68                     | University of Amsterdam, Faculty of Economics & Business                                   |
| 69                     | Maastricht University  |
| 70                     | Nyenrode Business Univesiteit, Breukelen   |
| <b>UK</b>              |  |
| 71                     | Cranfield University School of Management, Bedford   |
| 72                     | London Business School, London   |
| 73                     | University of Wales Institute, Cardiff   |
| <b>USA</b>             |  |
| 74                     | Fogelman College of Business & Economics, University of Memphis, Memphis, Tennessee        |
| 75                     | Graduate School of Business, Stanford University   |
| 76                     | Graduate School of Business, University of Chicago, Illinois                               |
| 77                     | J. Mack Robinson College of Business, Georgia State University, Atlanta                    |
| 78                     | Kenan-Flagler Business School, University of North Carolina at Chapel-Hill, North Carolina |
| 79                     | Mays College & Graduate School of Business, Texas A&M University, Texas                    |
| 80                     | Northeastern University, Boston  |
| 81                     | NYU Stern School of Business, New York.  |
| 82                     | Rady School of Management, University of California, San Diego                             |
| 83                     | Robert H Smith School of Business, University of Maryland, Maryland                        |
| 84                     | San Jose State University, San Jose  |
| 85                     | The Fuqua School of Business, Duke University, Durham, North Carolina                      |
| 86                     | The Johnson School at Cornell University, Ithaca, NY                                       |
| 87                     | Thunderbird School of Global Management, Glendale  |
| 88                     | UCLA Anderson School of Management, University of California, Los Angeles                  |
| 89                     | University of Washington, Seattle, Washington  |
| 90                     | Yale School of Management, Connecticut   |
| <b>Mexico</b>          |  |
| 91                     | Technologico de Monterrey, Mexico  |
| <b>Portugal</b>        |  |
| 92                     | ISCTE Business School, Lisboa  |
| <b>Kuwait</b>          |  |
| 93                     | College of Business Administration, Kuwait University, Kuwait                              |

### Statement 7

#### Book Grant for PGP Students

| Sl. No.  | Name of the Student        | Section |
|----------|----------------------------|---------|
| Term I   |                            |         |
| 1.       | Neha Varma                 | A       |
| 2.       | Neha Prabhakar Nayak       | B       |
| 3.       | Ankit Agarwal              | C       |
| 4.       | Jiten Umesh Poojara        | D       |
| Term II  |                            |         |
| 1.       | Shubham Satyarth           | A       |
| 2.       | Tapsi Narang               | B       |
| 3.       | Archish Gopal<br>Tajpuriya | B       |
| 4.       | Aswin V                    | C       |
| 5.       | Sanjay Kumar               | D       |
| Term III |                            |         |
| 1.       | Ravi Sonthalia             | A       |
| 2.       | Shyam Patwari              | B       |
| 3.       | Mayur Kapur                | C       |
| 4.       | Sanjay Kumar               | D       |

### Statement 8

#### Director's Merit List

|     |                         |
|-----|-------------------------|
| 1.  | Tapsi Narang            |
| 2.  | Shyam Patwari           |
| 3.  | Archish Gopal Tajpuriya |
| 4.  | Shaveen Garg            |
| 5.  | Aswin V                 |
| 6.  | Shubham Satyarth        |
| 7.  | Sanjay Kumar            |
| 8.  | Siddharth VIJ           |
| 9.  | Anshul Gupta            |
| 10. | Vasuta Agarwal          |
| 11. | Sidharth Gupta          |
| 12. | Kumar Saurabh           |
| 13. | Arjun R Kannan          |
| 14. | Mayur Kapur             |

### Statement 9

#### Summer Placement – 2009

|     | Company                 | No. of Students |
|-----|-------------------------|-----------------|
| 1.  | Aditya Birla Group      | 06              |
| 2.  | Active Cubes            | 01              |
| 3.  | Al-Ghanim               | 01*             |
| 4.  | Alvarez and Marshal     | 01*             |
| 5.  | American Express        | 03              |
| 6.  | Artha Money             | 03              |
| 7.  | Arthur De Little        | 03*             |
| 8.  | Asian Paints            | 03              |
| 9.  | A.T. Kearney            | 03 (1*+2)       |
| 10. | AT & T                  | 02              |
| 11. | Bain & Co               | 04*             |
| 12. | Bank of America         | 01              |
| 13. | Bank of Muscat          | 05 (2*+3)       |
| 14. | Barclays                | 05 (4*+1)       |
| 15. | BCG                     | 04 (1*+3)       |
| 16. | Biocon                  | 03              |
| 17. | Booz & Co.              | 02              |
| 18. | BNP-Global              | 02              |
| 19. | Britania                | 02 (1*+1)       |
| 20. | Cadbury                 | 01              |
| 21. | Career Launcher         | 02              |
| 22. | Chep                    | 01              |
| 23. | ChrysCap                | 01              |
| 24. | Citi-India              | 04              |
| 25. | Citi-Global             | 03*             |
| 26. | Cognizant               | 04              |
| 27. | Colgate Palmolive       | 01              |
| 28. | ConnectM (IDGP)         | 01              |
| 29. | Cypress                 | 02              |
| 30. | Dabur                   | 01*             |
| 31. | Deloitte                | 03              |
| 32. | Deutsche Bank           | 03*             |
| 33. | Diageo                  | 02              |
| 34. | Emergent Ventures India | 01              |
| 35. | FinIQ Consulting        | 03*             |
| 36. | Freudenberg             | 04*             |
| 37. | Futures First           | 04              |
| 38. | Goldman Sachs           | 07 (4*+3)       |
| 39. | GE Commercial Finance   | 01              |
| 40. | Greater Pacific Capital | 01              |
| 41. | Hindustan Unilever      | 03              |

|     | Company                            | No. of Students |
|-----|------------------------------------|-----------------|
| 42. | Hindustan Unilever-IT              | 01              |
| 43. | HSBC-Global                        | 07 (5*+2)       |
| 44. | HSBC-India                         | 03              |
| 45. | HT – Media                         | 02              |
| 46. | IBM                                | 04              |
| 47. | ICICI Bank                         | 04 (2*+2)       |
| 48. | IDG-VC                             | 02              |
| 49. | iGate                              | 02              |
| 50. | Imacs                              | 03              |
| 51. | iMarketing Advantage               | 01              |
| 52. | ITC                                | 02              |
| 53. | J & J Consumer                     | 03              |
| 54. | John Deere                         | 02*             |
| 55. | JP Morgan-Global                   | 3 (1*+2)        |
| 56. | KPMG                               | 02              |
| 57. | Korn/Ferry                         | 01              |
| 58. | Macquarie                          | 04*             |
| 59. | Mahindra                           | 04              |
| 60. | Marico                             | 02              |
| 61. | Math Quotient                      | 01              |
| 62. | McKinsey                           | 05 (1*+4)       |
| 63. | Microsoft                          | 05              |
| 64. | Miebach                            | 02              |
| 65. | Minds Work Consultancy             | 02              |
| 66. | Merrill Lynch                      | 06 (4*+2)       |
| 67. | Morgan Stanley                     | 03              |
| 68. | Morgan Stanley Advantage Services  | 02              |
| 69. | Morgan Stanley Infrastructure Fund | 02              |
| 70. | Mynta                              | 01              |
| 71. | MS-AGS                             | 02              |
| 72. | New World Consultancy              | 01              |
| 73. | Noble                              | 01              |
| 74. | Ocwen                              | 03 (2*+1)       |
| 75. | OWS                                | 02              |
| 76. | P&G                                | 03 (1*+2)       |
| 77. | Perfint (IDGP)                     | 01              |
| 78. | PUMA                               | 02              |
| 79. | PWC                                | 05              |
| 80. | Result                             | 01*             |

| Company                     | No. of Students |
|-----------------------------|-----------------|
| 81. Rothschild              | 02 (1*+1)       |
| 82. RBS                     | 04 (2*+2)       |
| 83. RPG                     | 04              |
| 84. SEBI                    | 02              |
| 85. Spire                   | 01              |
| 86. Standard Chartered Bank | 04              |
| 87. TAS                     | 04              |
| 88. Technopak Consultancy   | 01              |
| 89. Temasek                 | 01*             |
| 90. Trilogy                 | 02*             |
| 91. UAE Exchange            | 18*             |

| Company                     | No. of Students |
|-----------------------------|-----------------|
| 92. VedaCorp                | 01              |
| 93. Vibrant Technologies    | 01              |
| 94. Wipro                   | 05              |
| 95. Wipro Corporate Finance | 01              |
| 96. Wipro Technologies      | 02              |
| 97. Yahoo                   | 05              |
| 98. Zephyr Peacock          | 01              |
| 99. Zinnov Consultancy      | 02              |
| <b>Total</b>                | <b>267</b>      |

\* Overseas Postings

### Statement 10

#### Permanent Placements 2009: Consolidated List of Offers

| SI<br>No. | Company                           | PPOs      |             | Lateral Offers |             | Final Offers |             | Total         |                 |
|-----------|-----------------------------------|-----------|-------------|----------------|-------------|--------------|-------------|---------------|-----------------|
|           |                                   | A<br>Made | B<br>Acptd. | C<br>Made      | D<br>Acptd. | E<br>Made    | F<br>Acptd. | A+C+E<br>Made | B+D+F<br>Acptd. |
|           |                                   |           |             |                |             |              |             |               |                 |
| 1         | ABG                               |           |             | 2              | 2           |              |             | 2             | 2               |
| 2         | ACC                               |           |             | 2              | 2           |              |             | 2             | 2               |
| 3         | Accenture                         |           |             |                |             | 1            | 1           | 1             | 1               |
| 4         | ADL                               | 1*        | 1*          |                |             |              |             | 1*            | 1*              |
| 5         | ADPS Software Solutions Pvt. Ltd. |           |             |                |             | 1            | 1           | 1             | 1               |
| 6         | Allegro Advisors                  |           |             |                |             | 2            | 2           | 2             | 2               |
| 7         | American Express                  | 1         | -           | 1              | 1           | 1            | -           | 3             | 1               |
| 8         | Arvin Meritor                     |           |             |                |             | 1            | 1           | 1             | 1               |
| 9         | Astrazeneca                       |           |             |                |             | 2            | 2           | 2             | 2               |
| 10        | AT Kearney                        | 2         | 2           |                |             | 1            | 1           | 3             | 3               |
| 11        | Automotive Axles Ltd.             |           |             |                |             | 1            | 1           | 1             | 1               |
| 12        | Aviva                             |           |             |                |             | 3            | 3           | 3             | 3               |
| 13        | Axis Bank                         |           |             |                |             | 3            | 3           | 3             | 3               |
| 14        | Bain                              | 4         | 3           |                |             | 2            | 2           | 6             | 5               |
| 15        | Barclays Capital                  | 3(1*)     | 3(1*)       |                |             |              |             | 3(1*)         | 3(1*)           |
| 16        | Baring Private Equity Partners    |           |             | 1              | -           |              |             | 1             | -               |
| 17        | BCG                               | 6(1*)     | 6(1*)       |                |             | 4            | 4           | 10(1*)        | 10(1*)          |
| 18        | Booz                              |           |             |                |             | 1            | 1           | 1             | 1               |
| 19        | Bosch                             |           |             |                |             | 6            | 6           | 6             | 6               |
| 20        | BPCL                              |           |             |                |             | 3            | 2           | 3             | 2               |

| SI<br>No. | Company                       | PPOs |        | Lateral Offers |        | Final Offers |        | Total |        |
|-----------|-------------------------------|------|--------|----------------|--------|--------------|--------|-------|--------|
|           |                               | A    | B      | C              | D      | E            | F      | A+C+E | B+D+F  |
|           |                               | Made | Acptd. | Made           | Acptd. | Made         | Acptd. | Made  | Acptd. |
| 21        | Britannia                     |      |        | 1              | -      | 1            | 1      | 2     | 1      |
| 22        | Career Launcher               |      |        |                |        | 3            | 3      | 3     | 3      |
| 23        | Castrol                       |      |        |                |        | 1            | 1      | 1     | 1      |
| 24        | ChrysCapital                  | 1    | 1      |                |        |              |        | 1     | 1      |
| 25        | Citi Group                    | 2    | 2      |                |        | 2            | 2      | 4     | 4      |
| 26        | Cognizant                     | 1    | 1      | 5              | 5      |              |        | 6     | 6      |
| 27        | Deloitte                      |      |        | 4              | 4      |              |        | 4     | 4      |
| 28        | Deutsche Bank                 | 3*   | 3*     |                |        |              |        | 3*    | 3*     |
| 29        | Diamond                       |      |        |                |        | 1            | 1      | 1     | 1      |
| 30        | Directi                       |      |        | 1              | -      | 2            | 2      | 3     | 2      |
| 31        | Ecologix                      |      |        |                |        | 1            | 1      | 1     | 1      |
| 32        | Enzen                         |      |        | 2              | 2      | 2(1*)        | 2(1*)  | 4(1*) | 4(1*)  |
| 33        | Essar                         |      |        |                |        | 1            | 1      | 1     | 1      |
| 34        | Emergent<br>Ventures          |      |        | 2              | 1      |              |        | 2     | 1      |
| 35        | FinIQ                         |      |        | 2              | 2      | 2            | 2      | 4     | 4      |
| 36        | Franchise India<br>Pvt. Ltd.  |      |        |                |        | 2            | 1      | 2     | 1      |
| 37        | Freudenberg                   | 1    | 1      |                |        |              |        | 1     | 1      |
| 38        | Futures First                 |      |        |                |        | 5            | 4      | 5     | 4      |
| 39        | GAIL                          |      |        |                |        | 3            | 2      | 3     | 2      |
| 40        | General Optics<br>(Asia) Ltd. |      |        |                |        | 2            | 1      | 2     | 1      |
| 41        | Greater Pacific<br>Capital    | 2    | 2      |                |        |              |        | 2     | 2      |
| 42        | Hay Group                     | 1    | 1      |                |        |              |        | 1     | 1      |
| 43        | Hinduja                       |      |        | 1              | 1      |              |        | 1     | 1      |
| 44        | HPCL                          |      |        |                |        | 5            | 1      | 5     | 1      |
| 45        | HSBC                          | 2*   | 2*     |                |        | 2            | 2      | 4(2*) | 4(2*)  |
| 46        | HT Media                      |      |        |                |        | 3            | 3      | 3     | 3      |
| 47        | HUL                           | 2    | 2      |                |        | 1            | 1      | 3     | 3      |
| 48        | Hunter Douglas                |      |        |                |        | 2            | 2      | 2     | 2      |
| 49        | IBM                           |      |        | 1              | 1      | 6            | 6      | 7     | 7      |
| 50        | ICICI Bank                    |      |        |                |        | 2            | 2      | 2     | 2      |
| 51        | ICICI Prudential              |      |        |                |        | 1            | 1      | 1     | 1      |
| 52        | ICRA                          |      |        | 2              | 2      |              |        | 2     | 2      |
| 53        | IFMR Trust                    |      |        |                |        | 2            | 2      | 2     | 2      |
| 54        | Illumine                      |      |        | 1              | -      | 2            | 2      | 3     | 2      |
| 55        | Infosys                       |      |        | 3              | 3      |              |        | 3     | 3      |
| 56        | Infosys BPO                   |      |        |                |        | 2            | 2      | 2     | 2      |
| 57        | Insta Health                  |      |        |                |        | 1            | 1      | 1     | 1      |
| 58        | IOCL                          |      |        |                |        | 6            | 6      | 6     | 6      |

| SI<br>No. | Company                      | PPOs      |              | Lateral Offers |              | Final Offers |              | Total         |                  |
|-----------|------------------------------|-----------|--------------|----------------|--------------|--------------|--------------|---------------|------------------|
|           |                              | A<br>Made | B<br>Accptd. | C<br>Made      | D<br>Accptd. | E<br>Made    | F<br>Accptd. | A+C+E<br>Made | B+D+F<br>Accptd. |
|           |                              |           |              |                |              |              |              |               |                  |
| 59        | iRunway                      |           |              | 2              | 2            |              |              | 2             | 2                |
| 60        | ITC                          |           |              |                |              | 3            | 3            | 3             | 3                |
| 61        | J&J                          |           |              |                |              | 2            | 2            | 2             | 2                |
| 62        | Jaypee Capital               |           |              | 7              | 3            | 10           | 7            | 17            | 10               |
| 63        | Jindal Steel Works           |           |              |                |              | 6            | 4            | 6             | 4                |
| 64        | JP Morgan                    | 2*        | -            |                |              |              |              | 2*            | -                |
| 65        | JRG Securities               |           |              |                |              | 2            | 2            | 2             | 2                |
| 66        | Lodha Group                  |           |              | 2              | 2            |              |              | 2             | 2                |
| 67        | Loreal                       |           |              |                |              | 3            | 3            | 3             | 3                |
| 68        | Macquarie                    | 1*        | 1*           |                |              |              |              | 1*            | 1*               |
| 69        | Mango<br>Technologies        |           |              |                |              | 1            | 1            | 1             | 1                |
| 70        | Marico                       |           |              |                |              | 1            | 1            | 1             | 1                |
| 71        | McKinsey                     | 3         | 3            |                |              | 1            | 1            | 4             | 4                |
| 72        | Meritor                      |           |              |                |              | 1            | 1            | 1             | 1                |
| 73        | Merrill Lynch                | 2*        | 1*           |                |              |              |              | 2*            | 1*               |
| 74        | Morgan Stanley               | 3*        | 3*           |                |              |              |              | 3*            | 3*               |
| 75        | MSPL                         |           |              |                |              | 2            | 2            | 2             | 2                |
| 76        | Nerolac Paints               |           |              |                |              | 3            | 1            | 3             | 1                |
| 77        | Ocwen                        | 1         | 1            |                |              | 1            | 1            | 2             | 2                |
| 78        | Oriental Bank of<br>Commerce |           |              |                |              | 3            | 2            | 3             | 2                |
| 79        | Outdu Media                  |           |              | 1              | -            |              |              | 1             | -                |
| 80        | OWS                          |           |              |                |              | 2            | 2            | 2             | 2                |
| 81        | P&G                          | 1         | 1            |                |              | 3            | 3            | 4             | 4                |
| 82        | Philips                      |           |              |                |              | 2            | 2            | 2             | 2                |
| 83        | Pricewaterhouse<br>Coopers   |           |              |                |              | 2            | 2            | 2             | 2                |
| 84        | Quetzal                      | 2         | -            |                |              |              |              | 2             | -                |
| 85        | Royal Bank of<br>Scotland    | 2         | 2            |                |              |              |              | 2             | 2                |
| 86        | Right Horizons               |           |              |                |              | 3            | 2            | 3             | 2                |
| 87        | Rothschild                   | 1*        | 1*           |                |              |              |              | 1*            | 1*               |
| 88        | SBI Capital                  |           |              | 3              | 1            |              |              | 3             | 1                |
| 89        | Scan Café                    |           |              |                |              | 2            | 2            | 2             | 2                |
| 90        | SEBI                         |           |              |                |              | 2            | 2            | 2             | 2                |
| 91        | SIDBI                        |           |              |                |              | 2            | 2            | 2             | 2                |
| 92        | Soliton<br>Technologies      |           |              |                |              | 1            | 1            | 1             | 1                |
| 93        | Spire<br>Technologies        |           |              |                |              | 1            | 1            | 1             | 1                |
| 94        | Sportz Village               |           |              |                |              | 1            | 1            | 1             | 1                |

| SI<br>No.    | Company                 | PPOs      |           | Lateral Offers |           | Final Offers |            | Total      |            |
|--------------|-------------------------|-----------|-----------|----------------|-----------|--------------|------------|------------|------------|
|              |                         | A         | B         | C              | D         | E            | F          | A+C+E      | B+D+F      |
|              |                         | Made      | Acptd.    | Made           | Acptd.    | Made         | Acptd.     | Made       | Acptd.     |
| 95           | Standard Chartered Bank | 1         | 1         |                |           | 4            | 3          | 5          | 4          |
| 96           | Tata Admin Services     | 2         | 2         |                |           | 4            | 4          | 6          | 6          |
| 97           | Tejas Networks          |           |           |                |           | 2            | 2          | 2          | 2          |
| 98           | Texas Instruments       |           |           |                |           | 1            | -          | 1          | -          |
| 99           | TIME                    |           |           |                |           | 4            | 3          | 4          | 3          |
| 100          | TVS Capital             |           |           |                |           | 2            | 2          | 2          | 2          |
| 101          | TVS Logistics           |           |           |                |           | 2            | -          | 2          | -          |
| 102          | UAE Exchange            |           |           |                |           | 6*           | 5*         | 6*         | 5*         |
| 103          | Vidyatech               |           |           |                |           | 1            | 1          | 1          | 1          |
| 104          | Winshuttle              |           |           |                |           | 1            | 1          | 1          | 1          |
| 105          | Wipro                   |           | 3         | 3              |           | 1            | 1          | 4          | 4          |
| 106          | Wipro Consumer Care     |           |           |                |           | 1            | 1          | 1          | 1          |
| 107          | Yes Bank                |           |           | 2              | -         |              |            | 2          | -          |
| <b>Total</b> |                         | <b>53</b> | <b>46</b> | <b>51</b>      | <b>37</b> | <b>184</b>   | <b>159</b> | <b>288</b> | <b>242</b> |

\* Overseas offers

### Statement 11

#### Executive Education Programmes 2008 - 2009

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

| S.No | Title  | Dates             | Faculty Coordinator/s      | Total Participants |
|------|--|-------------------|----------------------------|--------------------|
| 1    | Leadership Training For Software Professionals       | 2 - 4 June 2008   | N M Agrawal                | 25                 |
| 2    | Embedding Leadership Excellence-I                    | 16 - 20 June 2008 | Ramnath Narayanswamy       | 17                 |
| 3    | Strategic Analysis for Competitive Advantage         | 16 - 20 June 2008 | Ganesh N Prabhu / PD Jose  | 25                 |
| 4    | Negotiation and Managing Commercial Contracts        | 23 -27 June 2008  | Krishnamurthy S            | 29                 |
| 5    | Valuation  | 1 - 3 July 2008   | Narasimhan M S             | 24                 |
| 6    | Accelerating Sales Performance                       | 16 - 18 July 2008 | Avinash G Mulky            | 32                 |
| 7    | NID-IIMB Joint Program on Design and Strategy        | 28 - 31 July 2008 | Ganesh N Prabhu            | 23                 |
| 8    | Risk Management for Banks and Financial Institutions | 25 - 29 Aug 2008  | Sankarsan Basu / Jayadev M | 16                 |
| 9    | Supply Chain Management                              | 8 -10 Sept 2008   | Janat Shah / Jishnu Hazra  | 35                 |

| S.No | Title   | Dates             | Faculty Coordinator/s                     | Total Participants |
|------|---|-------------------|---|--------------------|
| 10   | Strategic Market Planning for Quantum Growth                                  | 10 - 12 Sept 2008 | Mithileshwar Jha                          | 7                  |
| 11   | Software Project Management   | 15 - 19 Sept 2008 | Vasanthi Srinivasan / Shankar Venkatagiri | 20                 |
| 12   | 360 degree Marketing Communications   | 15 - 17 Sept 2008 | Seema Gupta                               | 11                 |
| 13   | Six Sigma Green Belt Training   | 16 - 19 Sept.2008 | Dinesh Kumar U                            | 20                 |
| 14   | Creating and Managing Brand Equity  | 22 - 24 Sept 2008 | Y L R Moorthi                             | 10                 |
| 15   | Business Analytics  | 22 -25 Sept 2008  | Dinesh Kumar U                            | 24                 |
| 16   | International Negotiating Skills - I  | 25 - 27 Sept 2008 | Alexandra Benz                            | 23                 |
| 17   | Creativity, Reinvention and Self Development for Practicing Managers-II       | 17 - 21 Nov 2008  | Ramnath Narayanswamy                      | 18                 |
| 18   | Finance for Decision Making - for Non-Finance Managers                        | 13 -17 Oct 2008   | Padmini Srinivasan                        | 44                 |
| 19   | Embedding Leadership Excellence-II  | 10 - 14 Nov 2008  | Ramnath Narayanswamy                      | 20                 |
| 20   | Strategic Leadership Programme for IT Companies: Embedding Strategic Thinking | 24 -26 Nov 2008   | Raghunath S                               | 21                 |
| 21   | Managing People in Software Projects  | 21-23 Jan. 2009   | Anand Ram                                 | 14                 |
| 22   | Competitive Marketing Strategy  | 2 - 4 Feb 2009    | N B Kanagal                               | 6                  |
| 23   | International Negotiating Skills - II   | 12 -14 Feb. 2009  | Alexandra Benz                            | 10                 |
| 24   | Advanced Negotiation  | 23-25 Feb. 2009   | Raghunath S                               | 14                 |

## II - Long Duration Programmes

| Sl.No | Title  | Dates                  | Faculty                   |
|-------|--|------------------------|---------------------------|
| 1     | Advanced Financial Risk Management-III           | 8 Sept.07 to Sept. 08  | M S Narasimhan            |
| 2     | Executive General Mangement Programme -IX A      | 23 Sept. 07 to Aug. 08 | M S Narasimhan            |
| 3     | Executive General Mangement Programme -IX B      | 14 Oct. 07 to Aug. 08  | M S Narasimhan            |
| 4     | General Management Program for IT Executives- II | 21 Jan. 08 to Nov. 08  | S. Raghunath & S. Krishna |

| Sl.No | Title   | Dates                       | Faculty                        |
|-------|---|-----------------------------|--------------------------------|
| 5     | Executive General Management Programme -X         | 4 Feb. 08 to Jan. 09        | Raj K Bandi & Malathi Somaiah  |
| 6     | Executive General Management Programme -XI        | 19 May 08 to 28 March 09    | Subhabrata Das & A K Ojha      |
| 7     | Advanced Management Programme - II                | 23 June 2008 to 5 June 2009 | M S Narasimhan & L S Murthy    |
| 8     | Executive General Management Programme -XII       | 8-Sep-08                    | T V Ramanayya & Subhabrata Das |
| 9     | Advanced Financial Risk Management-IV             | Oct-08                      | M S Narasimhan                 |
| 10    | Executive General Management Programme -XIII      | 19 Jan – Oct 09             | Abhoy K. Ojha & TV Ramanayya   |
| 11    | Advanced Management Programme - III               | 19 Jan – Dec 09             | M S Narasimhan                 |
| 12    | General Management Program for IT Executives- III | 27 Jan – 21 Nov 09          | S. Raghunath & S. Krishna      |

### III - Customised Programmes

| Sl.No. | Organisation Name               | Programme Title                     | Faculty Coordinator/s                        | Duration                        | No of Participants |
|--------|---------------------------------|-------------------------------------|--|---------------------------------|--------------------|
| 1      | Siemens                         | Programme for Business Manager (14) | M Jha / L.S. Murty                           | April 7,2008 to May 9,2008      | 31                 |
| 2      | Kotak Securities                | Program on Investment Management    | M S Narasimhan / Ashok Thampy                | April-December, 2008            | 40                 |
| 3      | Infosys BPO Ltd                 | HR Certification                    | Vasanthi Srinivasan / Tripti Singh           | April 2-4,2008                  | 24                 |
| 4      | IBM India Pvt. Ltd.             | Program on Leverage Marketing       | DVR Seshadri                                 | May 15-17,2008                  | 28                 |
| 5      | Reliance Industries Ltd         | MDP - 1 - Batch 6                   | V Nagadevara / D Krishna Sundar              | May 12-30, 2008                 | 26                 |
| 6      | Murugappa Management Dev Centre | Business Leadership Programme       | RT Krishnan / CM Reddy / Vasanthi Srinivasan | April 28 - May 10, 2008         | 26                 |
| 7      | DGR - Min of Def                | Business Management Programme       | M S Narasimhan / Abhoy K Ojha                | January 8,2008 to June 20, 2008 | 45                 |
| 8      | State Bank of India             | Training Programme for SBI Officers | Sankarshan Basu                              | May 22-24,2008                  | 34                 |

| Sl.No. | Organisation Name               | Programme Title                                       | Faculty Coordinator/s                       | Duration   | No of Participants |
|--------|---------------------------------|---|---|--|--------------------|
| 9      | State Bank of India             | Training Programme for SBI Officers                   | Sankarshan Basu                             | May 29-31, 2008                                    | 28                 |
| 10     | Reliance Industries Ltd         | MDP - 2 Batch 2                                       | Padmini Srinivasan/P.D. Jose                | April 7-18, 2008                                   | 33                 |
| 11     | Siemens                         | Marketing Module - PBM 14                             | Mithileshwar Jha                            | May 5-9, 2008                                      | 21                 |
| 12     | Accenture Services Ltd          | Top Talent Management Enterprise - MDP                | LS Murty                                    | March 24-28,2008 April 14-18 2008 & May 12-15,2008 | 30                 |
| 13     | JK Tyre                         | Emerging Leadership Programme                         | P D Jose / L S Murty                        | July 7-11,2008                                     | 24                 |
| 14     | JK Tyre                         | Business Leadership Programme                         | P D Jose / L S Murty                        | July 14-24,2008                                    | 28                 |
| 15     | Mahindra & Mahindra             | General Management & Leadership Development Programme | R Srinivasan (CSP) & P D Jose               | May 25-31,2008                                     | 25                 |
| 16     | Hindustan Unilever Ltd          | EGMP  | L S Murty                                   | May 26,2008 to June 19,2008                        | 50                 |
| 17     | ROCHE Diagnostics               | Customised Programme                                  | Amit Gupta                                  | August 11-16,2008                                  | 20                 |
| 18     | Murugappa Management Dev Centre | Emerging Leadership Programme                         | R T Krishnan / C M Reddy                    | June 9-14, 2008                                    | 29                 |
| 19     | Infosys Technologies Ltd        | Manufacturing & Supply Chain Management               | L S Murty / Janat Shah / Jishnu Hazra       | June 23-27, 2008                                   | 40                 |
| 20     | Oracle India Pvt. Ltd.          | Executive Development Programme on Leadership         | P D Jose / L Prasad                         | June 26-27, 2008                                   | 30                 |
| 21     | ADP WILCO                       | People Skills for Managing Associates & Clients       | Mathew J Manimala                           | June 27-29, 2008                                   | 25                 |
| 22     | Alstom (AREVA)                  | Fast Track Business Management Programme              | Padmini Srinivasan                          | June 23,2008 to July 2,2008                        | 23                 |
| 23     | Siemens                         | Programme for Business Managers - 15                  | Mithileshwar Jha / L S Murty / R Srinivasan | June 2-28,2008 & August 25-30,2008                 | 36                 |
| 24     | Siemens                         | Marketing Module - PBM 15                             | Mithileshwar Jha / L S Murty / R Srinivasan | June 30,2008 to July 4,2008                        | 25                 |

| Sl.No. | Organisation Name               | Programme Title   | Faculty Coordinator/s  | Duration   | No of Participants |
|--------|---------------------------------|---|--|--|--------------------|
| 25     | Oracle/ Honeywell/ Cypress      | GMP- for IT Consortium  | Rajendra Bandi/ Padmini Srinivasan/ Avinash G Mulky/ R. Srinivasan (CSP) | July 21, 2008 to July 2009                           | 55                 |
| 26     | Reliance Industries Ltd         | MDP 1 (Batch 5)   | V Nagadevara / D Krishna Sundar  | July 7-25,2008                                       | 31                 |
| 27     | Reliance Industries Ltd         | MPRE 12   | Amit Gupta / M S Narasimhan / Ganesh Prabhu                              | June 2,2008 to Aug 8,2008                            | 25                 |
| 28     | Oracle India Pvt. Ltd.          | Leadership Program  | L Prasad / P D Jose  | July 31,2008 & August 1,2008                         | 30                 |
| 29     | Murugappa Management Dev Centre | Business Leadership Programme                                 | RT Krishnan / CM Reddy / Vasanthi Srinivasan                             | July 21-27, 2008                                     | 26                 |
| 30     | Amararaja Batteries Limited     | General Management & Leadership Development Programme         | Vasanthi Srinivasan / R Srinivasan (CSP)                                 | July 28,2008 to August 1,2008 & December 20-21, 2008 | 25                 |
| 31     | HAL Management Academy          | Competency Development Programme for Senior Executives of HAL | Dinesh Kumar / Malathi Somaiah   | August 4-8, 2008                                     | 29                 |
| 32     | Mahindra & Mahindra             | Dealers Programme   | Avinash G Mulky  | August 8-10, 2008                                    | 21                 |
| 33     | Bharath Petroleum corp. Ltd     | Customised Programme for LPG Distributors                     | YLR Moorthi  | August 25-27, 2008                                   | 30                 |
| 34     | Metlife Life Insurance          | Leadership Program  | Ramnath Narayanaswamy  | October 13-17, 2008                                  | 31                 |
| 35     | Reliance Industries Ltd         | MDP 2 (Batch 3)   | Padmini Srinivasan / P D Jose  | August 11-22, 2008                                   | 32                 |
| 36     | Canara Bank                     | EDP for Canara Bank DGMs                                      | L Prasad / M Jayadev   | August 18-23,2008                                    | 22                 |
| 37     | HAL Management Academy          | Competency Development Programme for Senior Executives of HAL | U Dinesh Kumar / Malathi Somaiah   | August 25-29,2008                                    | 28                 |
| 38     | SAP Labs India Pvt Ltd          | EDP for SAP labs  | DVR Seshadri   | August 28-30,2008                                    | 36                 |
| 39     | HAL Management Academy          | Competency Development Programme for Senior Executives of HAL | U Dinesh Kumar / Malathi Somaiah   | September 8-12,2008                                  | 29                 |

| Sl.No. | Organisation Name                | Programme Title  | Faculty Coordinator/s                       | Duration                            | No of Participants |
|--------|----------------------------------|--|---|-------------------------------------|--------------------|
| 40     | Infosys BPO Ltd                  | HR Certification Programme   | Vasantha Srinivasan / Amit Gupta            | September 8-13,2008                 | 30                 |
| 41     | Alstom (Areva) Limited           | Fast Track Business Management Programme                               | Padmini Srinivasan                          | September 18-23,2008                | 23                 |
| 42     | Volvo India Pvt Ltd              | General Management Programme   | Raghunath S                                 | September 22-24,2008                | 15                 |
| 43     | Metlife Life Insurance           | Management Development Programme                                       | Avinash G Mulky / YLR Moorthi               | September 26 & 27,2008              | 21                 |
| 44     | Foreign Services Institute       | International Management Programme for IFS Officer Trainees            | A Damodaran / Anil B Suraj                  | August 11,2008 to November 7,2008   | 18                 |
| 45     | HAL Management Academy           | Competency Development Programme for Senior Executives of HAL          | U Dinesh Kumar / Malathi Somaiah            | September 22-26,2008                | 25                 |
| 46     | Titan Industries Ltd             | Strategic Management Programme   | R Srinivasan (CSP)                          | September 29,2008 to October 3,2008 | 25                 |
| 47     | HAL Management Academy           | Operational Excellence Programme                                       | U Dinesh Kumar / Malathi Somaiah            | October 13-17,2008                  | 27                 |
| 48     | HAL Management Academy           | Operational Excellence Programme                                       | U Dinesh Kumar / Malathi Somaiah            | October 22-24,2008                  | 31                 |
| 49     | Reliance Industries Ltd          | Management Programme for Reliance - (Commercial Batch-2)               | Ganesh Prabhu / M Jayadev / Haritha Saranga | August 25,2008 to October 24,2008   | 23                 |
| 50     | Apollo Tyres                     | Advanced Leadership Program  | Avinash G Mulky                             | November 3-7,2008                   | 25                 |
| 51     | Oracle India Pvt. Ltd.           | Executive Development programme on Leadership                          | L Prasad & P D Jose                         | November 6-7,2008                   | 30                 |
| 52     | Infosys BPO Limited              | HR Certification Programme   | Vasantha Srinivasan / Amit Gupta            | November 10-14, 2008                | 30                 |
| 53     | ITC Ltd                          | Expanding Bandwidth for Business Leadership Programme                  | Sourav Mukherji                             | November 17-28,2008                 | 39                 |
| 54     | National Training Academy (ESIC) | Training Programme on Leadership for Managing Change for ESIC Officers | Ramnath Narayanaswamy                       | February 2-6, 2009                  | 22                 |

| Sl.No. | Organisation Name                      | Programme Title   | Faculty Coordinator/s                       | Duration                             | No of Participants |
|--------|--|---|---|--------------------------------------|--------------------|
| 55     | HAL Management Academy                 | Operational Excellence Programme for HAL                                | Malathi Somaiah                             | December 29, 2008 to January 2, 2009 | 25                 |
| 56     | HAL Management Academy                 | Operational Excellence Programme for HAL                                | Malathi Somaiah                             | January 5-9, 2009                    | 29                 |
| 57     | Oracle India Pvt. Ltd.                 | Executive Development programme on leadership                           | LS Prasad/ P D Jose                         | January 8-9, 2009                    | 30                 |
| 58     | Reliance Industries Ltd                | Management Programme for reliance Executives ( MPRE-13)                 | Rajluxmi V Murthy/M Jaydev                  | November 3, 2008 to January 9, 2009  | 30                 |
| 59     | Mahindra & Mahindra Ltd                | Owner Management Programme for M&M (FES) Dealers                        | Avinash Mulky                               | January 15-17,2009                   | 40                 |
| 60     | Reliance Industries Ltd                | MDP-2, Batch-4  | Padmini Srinivasan / P D Jose               | January 12-23,2009                   | 36                 |
| 61     | Directorate General Resettlement (MOD) | Certificate Programme in Business Management for Armed Forces Officers  | Rajendra K Bandi / Rajluxmi V Murthy        | January 19 to July 4, 2009           | 40                 |
| 62     | Infosys BPO Ltd                        | HR Certifiacation Programme for Infosys BPO                             | Vasanthi Srinivasan/Amit Gupta              | January 19-23,2009                   | 30                 |
| 63     | Strategic Management Forum of India    | Management teachers Programme- Foundation Course for SMF                | R T Krishnan                                | December 29,2008 to January 2,2009   | 54                 |
| 64     | ONGC Academy                           | Joint venture Investment for ONGC                                       | M Jaydev / R.Srinivasan                     | February,23-27,2009                  | 5                  |
| 65     | Reliance Industries Ltd                | Management Development programme (1) for Reliance Industries - Batch -7 | Ganesh Prabhu / M Jayadev / Haritha Saranga | 9-27 February 2009                   | 25                 |
| 66     | Infosys BPO Ltd                        | HR Certification Programme for Infosys BPO                              | Vasanthi Srinivasan / Amit Gupta            | 9-13 March 2009                      | 29                 |
| 67     | Sun Microsystems India Pvt Ltd         | Residential Workshop on Understanding Management for High potential     | L Prasad                                    | 23-27 March 2009                     | 20                 |

#### IV - International Programmes

| Sl. No. | Organisation Name                        | Title of the Programme   | Faculty Coordinator | Duration                           | No of Participants |
|---------|--|--|---------------------|------------------------------------|--------------------|
| 1       | EADA, Spain                              | Doing Business in India  | N M Agrawal         | July 29,2008 to August 1, 2008     | 13                 |
| 2       | Teva Pharmaceuticals                     | TAPI - GLAD programme  | DVR Seshadri        | September 5-8,2008                 | 19                 |
| 3       | AESE Portugal                            | Evolving Business Environment in India & Doing Business in India | Sankarshan Basu     | September 1-5,2008                 | 39                 |
| 4       | Melbourne Business School                | Programme for MBA students                                       | L Prasad            | September 8-10,2008                | 52                 |
| 5       | Audencia Nantes School of Management     | Programme for EMBA students                                      | G Shainesh          | October 26,2008 to November 1,2008 | 14                 |
| 6       | University of Sydney                     | Growing into India: The Entrepreneurial Challenge                | K Kumar             | January 26-31, 2009                | 15                 |
| 7       | Vienna University                        | India Module IT Management                                       | Abhoy K Ojha        | January 13-16,2009                 | 28                 |
| 8       | Gothenburg University                    | Doing Business in India  | Abhoy K Ojha        | January 17-23,2009                 | 21                 |
| 9       | ISCTE Business School                    | Doing Business in India  | G Shainesh          | February 9-14,2008                 | 27                 |
| 10      | IFL at the Stockholm School of Economics | Doing Business in India  | Sourav Mukherji     | March 23-24, 2009                  | 12                 |

#### Statement 12

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

| Sl.No. | Programme Title  | Dates                      | Faculty Coordinators      | No of participants |
|--------|--|----------------------------|---------------------------|--------------------|
| 1.     | Managerial Skills for Officers of Department of Vocational Education GOK                                     | 14th - 18th Apr. 2008      | Malathi Somaiah           | 16                 |
| 2.     | Mgmt. of Intellectual Property Rights Challenges for the MSME Sector   | 14th - 16th Apr. 2008      | A Damodaran               | 28                 |
| 3.     | Commodity Futures for Faculty Members of Agricultural University   | 25th - 26th Apr. 2008      | Gopal Naik                | 37                 |
| 4.     | Advanced Management Programme for Central Excise Customs   | 19th - 23rd May 2008       | G Ramesh                  | 30                 |
| 5.     | Managerial Skills and Personality Dev. Prog. for Principals of Navodaya Vidyalaya Samiti                     | 14th - 18th Jul. 2008      | Malathi Somaiah           | 25                 |
| 6.     | Negotiating Strategies and public Private Partnership for IAS Officers                                       | 29th Sept. - 3rd Oct. 2008 | Chiranjib Sen S.Raghunath | 30                 |
| 7.     | Vertical Integration programme for IPS On Creativity, Reinvention & Self Enhancement for Practicing Managers | 6th - 10th Oct. 2008       | G Ramesh                  | 22                 |

| Sl.No. | Programme Title  | Dates               | Faculty Coordinators | No of participants |
|--------|--|---------------------|----------------------|--------------------|
| 8.     | Managing Change in Agricultural Sector for Karnataka Agricultural Department Officers                            | 20 – 24 Oct 2008    | Gopal Naik           | 40                 |
| 9.     | Training programme for Sr. Officers of Customs and Central Excise Service on Macro & Organizational Perspectives | 24 Nov –Dec 2, 2008 | G Ramesh             | 28                 |
| 10.    | E-Governance and IT Management for IAS officers  | 8-12 Dec 08         | Rajendra K Bandi     | 25                 |
| 11.    | Change Agenda Management for IFS   | 8-12 Dec 08         | G Ramesh             | 25                 |
| 12.    | Quantitative Methods & Operations Research for Public policy and Management for IAS Officers                     | 2- 6 Feb 09         | Rajluxmi V Murthy    | 31                 |
| 13.    | Managing Change in Agricultural Sector for Karnataka Agricultural Department Officers                            | 9 – 13 Feb 09       | Gopal Naik           | 40                 |
| 14.    | Managing Change in Agricultural Sector for Karnataka Agricultural Department Officers                            | 2 – 6 Mar 09        | Gopal Naik           | 40                 |

### Statement 13

#### Institute Funded Research Projects

| Sl. No. | Faculty   | Title of the Project   | Year of sanction |
|---------|---|--|------------------|
| 1       | Hema Swaminathan                                  | Impact of Special Economic Zones on Local Communities: A Longitudinal Study  | April 2008       |
| 2       | Suresh Bhagavatula                                | A Proposal to understand the process of Opportunity Realization in Entrepreneurial Initiatives   | May 2008         |
| 3       | Padmini Srinivasan                                | De-listing and Buyback of Shares: Governance Implications for Minority Shareholders  | May 2008         |
| 4       | Malathi Somaiah                                   | A Proposal to Study the Functional Review of Women's Universities in India   | May 2008         |
| 5       | D.V.R.Seshadri                                    | Alternative Model for Leadership: Insights from Bodhisatva's Jataka Tales  | June 2008        |
| 6       | P.C.Narayan                                       | Cross Border Mergers and Acquisitions with specific reference to emerging economies-from value and capital structure perspectives      | August 2008      |
| 7       | Arnab Basu  | Nash Equilibrium Payoffs in Stochastic Games with Multiple Modes   | August 2008      |
| 8       | R.Srinivasan (CSP) & N.M.Agrawal                  | Innovations in learning at high performing Indian Organisations  | September 2008   |
| 9       | Anand K Sharma<br>T.V.Ramanayya & Deepak K. Sinha | A Study of Total Factor Productivity Growth at the Railway Wheel Factory (RWF) of the Indian Railways at Yelahanka, Bangalore          | September 2008   |
| 10      | Catherine Nickerson                               | Marketing & Communiation Strategies in CSR campaigns in the Oil & Gas Industry   | November 2008    |
| 11      | Padmini Srinivasan                                | Value Relevance of consolidatged earnings and cash flows in India  | December 2008    |
| 12      | Haritha Saranga                                   | Competitiveness of the Indian Auto Component Industry : current resources and capabilities and future requirements of Indian Suppliers | January 2009     |

| Sl. No. | Faculty                          | Title of the Project   | Year of sanction |
|---------|----------------------------------|--|------------------|
| 13      | Sourav Mukherji & J.Ramachandran | To Study Indian Film Industry  | March 2009       |
| 14      | Moutusi Maity                    | Information Technologies: Informing Business Models for E-Initiatives in India | March 2009       |

### Statement 14

#### Case Writing Projects

| Sl.No | Name of the Faculty | Title of the Case   | Year of Sanction |
|-------|---------------------|---|------------------|
| 1     | D.V.R.Seshadri      | Manthan Systems, 1) On Philips India Ltd (for the lighting up of Eden Gardens Cricket Stadium and 2) on SFL's General Motors Radiators caps project         | May 2008         |
| 2     | N.Balasubramanian   | Corporate Governance cases on TVS-Suzuki (Minority Shareholder Protection), OkTedi (Reputation Management), Tata-Rover Acquisition and Reliance Power (IPO) | June 2008        |
| 3     | Malathi Venugopal   | Organizational Behaviour  | July 2008        |
| 4     | Seema Gupta         | Building Brands: Cases of Bosch and Apeejay Surrendra Group   | July 2008        |
| 5     | R.Srinivasan (CSP)  | IDFC Private Equity   | September 2008   |

### Statement 15

#### Working Papers

| Sl. No | Title   | Faculty & other authors                                  | Year/Month    |
|--------|---|--|---------------|
| 1      | A Stochastic Programming with Recourse Model for Supply Chain and Marketing Planning of Short Life Cycle Products | Janat Shah/ Rahul Patil                                  | April 2008    |
| 2      | Optimal Deployment of Parallel Teams in New Product Development   | Haritha Saranga  | May 2008      |
| 3      | Optimal Selection of Obsolescence Mitigation Strategies Using a Class of Bandit Models                            | Dinesh Kumar U/ Haritha Saranga                          | May 2008      |
| 4      | Cluster-Based Diffusion: Aggregate and Disaggregate Level Modeling  | Yogendra Kumar/ Runa Sarkar/ Sanjeev Swami               | June 2008     |
| 5      | Firm-Level Corporate Governance In Emerging Markets: A Case Study of India  | N.Balasubramanian/ Bernard S. Black/ Vikramaditya Khanna | August 2008   |
| 6      | Do public funds increase days of Instruction in primary schools? A Study of 3 Districts in India                  | Arnab Mukherji   | October 2008  |
| 7      | Ordering Strategies for Short Product Life Cycle Made-To-Stock Products   | Rahul Patil/ Balram Avittathur/ Janat Shah               | February 2009 |
| 8      | Do Individual Differences Impact the Type of Social Networks People Form?   | Smita Chattopadhyay, FPM student                         | March 2009    |

| Sl. No | Title  | Faculty & other authors                                   | Year/Month |
|--------|--|---|------------|
| 9      | Facets of Organizational Social Capital: How Network Renovation is Key to Favourable Strategic Space                       | Saroj Kumar Pani,<br>FPM student                          | March 2009 |
| 10     | Memes in Organization Studies: A Preliminary Research Agenda   | Manikandan K.S.,<br>FPM student                           | March 2009 |
| 11     | Current Approaches in Neural Network Modelling of Financial Time Series  | Jang Bahadur Singh,<br>FPM student                        | March 2009 |
| 12     | The Capabilities Perspective & The Multinational Corporation: Rebuilding the Internationalization Process Model            | Anirvan Pant,<br>FPM student                              | March 2009 |
| 13     | A Synthesis of Organizational Learning & Knowledge Management Literatures  | Manikandan K.S./<br>Srinivasan Tatachari,<br>FPM students | March 2009 |
| 14     | Exploring the Strategic Edge of Corporate Social Responsibility: A Process Model to Uncover the Missing Links              | Saroj Kumar Pani,<br>FPM student                          | March 2009 |
| 15     | Studying Earnings Management in Initial Public Offerings (IPOS) & Its Impact on IPO Pricing in India                       | Alok Pande, FPM student                                   | March 2009 |
| 16     | Longitudinal Studies for Measuring Sequence of Cumulative Capability Building Measures- An Operations Strategy Perspective | Debabrata Ghosh, FPM student                              | March 2009 |
| 17     | Determinants of Inventory Trends in the Indian Automotive Industry: An Empirical Study                                     | Haritha Saranga/<br>Arnab Mukherji/<br>Janat Shah         | March 2009 |

### Statement 16

#### Faculty Publications 2008-2009

##### I- Papers in Journals

| S. No. | Authors (in sequence as per journal)                               | Title of Paper  | Name of Journal   | Vol. No.   | Year of Publication and Page Nos. |
|--------|--|---|---|------------|-----------------------------------|
| 1.     | Somnath Lahiri<br>Ben L Kedia<br>S Raghunath<br>Narendra M Agrawal | Anticipated rivalry as a moderator of relationship between firm resources and performance.                        | International Journal of Management                                     | 26(1)      | 2009                              |
| 2.     | Narendra M Agrawal   | Herausforderungen an das Human Ressource Management in der liberalisierten und globalisierten Wirtschaft Indiens. | Persorama, the journal of Swiss Association of HRM, published in German |            | August 2008                       |
| 3      | Narendra M Agrawal   | ‘OD-HRD interventions for creating a learning organization: My experiences and reflections as a change-agent’.    | Recent Trends in Human Resource Management                              | I.S. Singh | 2008<br>88-109                    |

| S. No. | Authors (in sequence as per journal)  | Title of Paper   | Name of Journal                                | Vol. No.                 | Year of Publication and Page Nos. |
|--------|---|--|--|--------------------------|-----------------------------------|
| 4      | <b>Arnab Basu</b><br>Vivek S. Borkar  | Stochastic Control with Imperfect Models   | SIAM Journal of Control and Optimization       | 47 (3)                   | May 2008<br>1274-1300             |
| 5      | <b>Arnab Basu</b> , Tirthankar Bhattacharyya, Vivek S. Borkar   | A Learning Algorithm for Risk-Sensitive Cost   | Mathematics of Operations Research             | 33 (4)                   | Nov 2008<br>880-898               |
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| 19     | <b>A Gupta, S Seshasai, S Mukherji &amp; A Ganguly</b> | “Offshoring: Transition from Economic Drivers towards Strategic Global Partnership & 24 Hour Knowledge Factory”, IGI Global, New York, 2008 | Outsourcing and Offshoring of Professional Services: Business Optimization in a Global Economy | A Gupta   | 1-23                      |
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| 6.     | <b>Rajeev S</b>                                 | “Beware of energy’s robber barons”   | Mint                                      |                      | Feb 8, 2009         |
| 7.     | <b>Rajeev S</b>                                 | “Everybody loves a good scandal”   | New Indian Express                        |                      | Jan 5, 2009         |
| 8.     | <b>Rajeev S</b>                                 | “The Satyam scandal”   | New Indian Express                        |                      | Jan 12, 2009        |
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| 37     | Vaidyanathan R.                                 | This is an outsourcing we don't need                                   | DNA Money                  | p.4                     | May 20, 2008        |
| 38     | Vaidyanathan R.                                 | Educational Loans – Needed, a fresh and sustainable model              | The Hindu Business Line    |                         | May 23, 2008        |
| 39     | Vaidyanathan R.                                 | If borders are to be open for capital, why not for labour?             | DNA Money                  | p.4                     | June 03, 2008       |
| 40     | Vaidyanathan R.                                 | India should place it on the global agenda                             | The New Indian Express     |                         | June 16, 2008       |
| 41     | Vaidyanathan R.                                 | After water wars, India will have to brace for land wars.              | DNA Money                  | p.4                     | June 17, 2008       |
| 42     | Vaidyanathan R.                                 | Developing healthy contempt is a must                                  | DNA Money                  |                         | July 01, 2008       |
| 43     | Vaidyanathan R.                                 | Cry beloved motherland, for Parthasarathy Sudarshan                    | DNA Money                  | p.4                     | July 15, 2008       |
| 44     | Vaidyanathan R.                                 | Why a full-blooded attack on china during Olympics is in India's favor | DNA Money                  | p.4                     | July 29, 2008       |
| 45     | Vaidyanathan R.                                 | A Soft and Corrupt State breeds terrorism                              | DNA Money                  | p.4                     | Aug 12, 2008        |
| 46     | Vaidyanathan R.                                 | Whoever said the government employees were ill paid?                   | DNA Money                  | p.4                     | Aug 26, 2008        |
| 47     | Vaidyanathan R.                                 | If J&K has a reason to feel hurt, other states should be sulking       | DNA Money                  | p.4                     | Sep 09, 2008        |
| 48     | Vaidyanathan R.                                 | The failure of American financial institutions is a reason to rejoice  | DNA Money                  | p.4                     | Sep 23, 2008        |
| 49     | Vaidyanathan R.                                 | Public bribery much more dangerous than private corruption             | DNA Money                  | p.4                     | Oct 07, 2008        |

| S. No. | Authors (in sequence as per newspaper/magazine) | Title of Article  | Name of Newspaper/ Magazine | Vol. No. & Page Nos. | Date of Publication          |
|--------|---|---|-----------------------------|----------------------|------------------------------|
| 50     | Vaidyanathan R.                                 | India should Re-think imitating American Model of Development             | DNA Money                   | p.4                  | Oct 21, 2008                 |
| 51     | Vaidyanathan R.                                 | India can alter global financial architecture, but will it take the lead? | DNA Money                   | p.4                  | Nov 4, 2008                  |
| 52     | Vaidyanathan R.                                 | Ignore the engines of economic growth at your own peril.                  | DNA Money                   | p.4                  | Nov 18, 2008                 |
| 53     | Vaidyanathan R.                                 | It's time Pakistan got slammed for harboring terrorists                   | DNA Money                   | p.4                  | Dec 02, 2008                 |
| 54     | Vaidyanathan R.                                 | Twelve steps to shock-and-awe Pakistan's economy                          | DNA Money/ rediff.com       | p.4                  | Dec 09, 2008<br>Dec 11, 2008 |
| 55     | Vaidyanathan R.                                 | 8 things India Inc, govt must do against Pakistan                         | Rediff.com                  |                      | Dec 10, 2008                 |
| 56     | Vaidyanathan R.                                 | Higher Education starves, but a \$4.5m gift to Harvard's fine?            | DNA Money                   | p.4                  | Dec 17, 2008                 |
| 57     | Vaidyanathan R.                                 | Inflation-mapping a case of six blind men and no elephant-II              | DNA Money                   | p.4                  | Dec 30, 2008                 |
| 58     | Vaidyanathan R.                                 | Impending polls may have pushed Satyam off cliff                          | DNA Money                   | p.4                  | Jan 10, 2009                 |
| 59     | Vaidyanathan R.                                 | It's imperative that Asia takes lead in the new economic paradigm         | DNA Money                   | p.4                  | Feb 03, 2009                 |
| 60     | Vaidyanathan R.                                 | Why the retail revolution is meeting its nemesis                          | DNA Money                   | p.4                  | Feb 17, 2009                 |
| 61     | Vaidyanathan R.                                 | Time to get back black money in Swiss accounts                            | DNA Money                   | p.1                  | Mar 04, 2009                 |
| 62     | R. Narayanaswamy                                | Good financial reporting cannot be achieved by box-ticking                | Business Line               |                      | October 23 2008              |
| 63     | R. Narayanaswamy                                | L'affaire Satyam  | Business Line               |                      | December 12 2008             |
| 64     | R. Narayanaswamy                                | There is a hole in my books, dear investor                                | Business Line               |                      | January 8 2009               |
| 65     | R. Narayanaswamy                                | Boards have to be watchful about managers taking on excessive risks       | Daily Mirror Sri Lanka      |                      | February 11 2009             |
| 66     | Anand K Sharma & V Ranganathan                  | Getting Railways to rule the road   | Business Standard           | p.2                  | Feb.8,2009                   |

| S. No. | Authors (in sequence as per newspaper/magazine)    | Title of Article   | Name of Newspaper/ Magazine | Vol. No. & Page Nos. | Date of Publication |
|--------|--|--|-----------------------------|----------------------|---------------------|
| 67     | <b>Rishikesh T. Krishnan &amp; Sourav Mukherji</b> | How US B-Schools are Re-defining Management Education        | The Hindu Business Line     |                      | September 15, 2008  |
| 68     | <b>Rishikesh T. Krishnan</b>                       | Rescuing the Airline Industry: What's the Government's Role? | The Hindu Business Line     |                      | August 29, 2008     |
| 69     | <b>Rishikesh T. Krishnan</b>                       | In Search of an Innovation Paradigm                          | India in Transition         |                      | November 26, 2008   |
| 70     | <b>Rishikesh T. Krishnan</b>                       | Leaders have to lead   | Outlook Business            | p.78                 | March 7, 2009       |

#### V- Conference Papers

| S. No. | Authors (in sequence as per journal)                  | Title of Paper  | Name of Conference  | Dates of Conference  | Venue                                      |
|--------|---|---|---|----------------------|--|
| 1.     | <b>Narendra M Agrawal</b>                             | Innovative learning processes in high performing Indian organizations                                     | Strategic Management – India Chapter Special Conference             | December 12-14, 2008 | ISB, Hyderabad                             |
| 2.     | <b>Narendra M Agrawal</b>                             | Talent Management in Reality Sector   | Reality Sector Conference   | October 22-23, 2008  | Bangalore                                  |
| 3      | <b>Arnab Mukherji</b>                                 | Does the early bird catch the worm? Starting school in developing countries                               | Young Lives International Conference: Breaking the cycle of poverty | 25-27 March 2009     | Oxford University                          |
| 4      | <b>Haritha Saranga, Arnab Mukherji and Janat Shah</b> | Determinants of Inventory Trends in the Indian Automotive Industry: An Empirical Study                    | Global Supply Chain Management: Role of Emerging Economies          | December 22-24, 2008 | IIMB                                       |
| 5      | <b>Arnab Mukherji and Sharon Buteau</b>               | Socio-Economic trends in India: Stories from the ICRISAT VLS and other datasets                           | VLS Scoping Study Workshop  | May 2-5 2008         | ICRISAT, Patancheru, Andhra Pradesh        |
| 6      | <b>Sahu, S. &amp; C. Nickerson</b>                    | Altruistic and strategic? The communication of corporate social responsibility in the oil and gas sector. | Asia-Pacific Association for Business Communication,                | March 27-28, 2008    | Nanyang Technological University Singapore |

| S. No. | Authors (in sequence as per journal)               | Title of Paper  | Name of Conference  | Dates of Conference  | Venue                      |
|--------|--|---|---|----------------------|----------------------------|
| 7      | <b>C. Nickerson</b>                                | English as a Key Resource to Business & Development                                 | Partnerships in Action: Research, Practice & Training Inaugural Conference of the Asia-Pacific Rim LSP and Professional Communication Association | December 8-10, 2008  | City University, Hong Kong |
| 8      | <b>C. Nickerson, B. Planken &amp; S. Sahu</b>      | Altruistic and Strategic? An Investigation of the Content and Form of CSR Campaigns | Partnerships in Action: Research, Practice & Training Inaugural Conference of the Asia-Pacific Rim LSP and Professional Communication Association | December 8-10, 2008  | City University, Hong Kong |
| 9      | <b>Prabhu, Ganesh N and Chandrashekhar Mohanty</b> | Fourell: A Family Business with a Monopoly in Domestic Gas Candles”                 | Second Asian Invitational Conference on Family Business   | February 6-8, 2009   | Hyderabad                  |
| 10     | <b>Prabhu, Ganesh N</b>                            | Teaching Strategy in India”   | Strategic Management Society India Special Conference   | December 12-14, 2008 | Hyderabad                  |
| 11     | <b>Prabhu, Ganesh N</b>                            | “Business Opportunities in Enhancing User Experience Design”                        | Invited Plenary Talk at the Usable Software and Innovative Design (USID) Foundation International Conference                                      | September 4-6, 2008  | Bangalore,                 |
| 12     | <b>Prabhu, Ganesh N</b>                            | “Marketing of Innovations in Semi-Urban Markets”                                    | Invited Talk at the National Conference on Emerging Trends in Marketing,  | August 21-22, 2008   | Noida                      |
| 13     | <b>Prabhu, Ganesh N</b>                            | Panelist at Literary Festival Open Panel Discussion                                 | Invited by Motilal Nehru National Institute of Technology   | January 16-18, 2009  | Allahabad                  |
| 14     | <b>Prabhu, Ganesh N.</b>                           | Invited Panelist on Customer Focus  | Strategic Leadership Meeting of Honeywell Technology Solutions  | August 25, 2008      | Bangalore                  |

| S. No. | Authors (in sequence as per journal)      | Title of Paper  | Name of Conference  | Dates of Conference | Venue  |
|--------|---|---|---|---------------------|--|
| 15     | Gita Sen                                  | Intersectionality in health and health care: review of research and policy  | Conference on Intersectionality from theory to practice: an interdisciplinary dialogue  | April 17-18, 2008   | Simon Fraser University, Vancouver   |
| 16     | Gita Sen, Aditi Iyer and Chandan Mukherji | Studying differences, interpreting processes: a methodology to measure the intersections of gender, class and caste in health | Annual Conference of the Human Development and Capability Association   | Sept 11-13, 2008    | New Delhi  |
| 17     | Gita Sen                                  | Health inequalities: gendered puzzles and conundrums  | The 10th Annual Sol Levine Lecture  | October 6, 2008     | Harvard School of Public Health  |
| 18     | Gita Sen                                  | The intersections of gender and economic class: new methods and results   |   | October 7, 2008     | Harvard Center for Population and Development Studies  |
| 19     | Gita Sen                                  | Gendered health systems and what we can do to change them   | 7th International Dialogue on Population and Sustainable Development  | Oct 15-16, 2008     | Berlin   |
| 20     | Gita Sen and Piroska Ostlin               | Women and Gender Equity in Health   | Conference on Closing the Gap in a Generation: Health Equity through action on the Social Determinants of Health                | Nov 6-7, 2008       | UK Govt Dept of Health, London   |
| 21     | Gita Sen                                  | From good numbers to effective policies and programmes  | International Seminar on Measuring, Managing and Evaluating Progress in Gender Equality – the role of Statistics and Indicators | November 20, 2008   | OECD / Swedish Ministry of Foreign Affairs / Norwegian Ministry of Foreign Affairs, Stockholm, |
| 22     | Gita Sen                                  | Impact of Trade and Domestic Policies on Equity and Livelihoods   | 4th Annual South Asia Conference on Trade and Development (Trading in Development? Emerging Issues in South Asia                | 17-18 December 2008 | New Delhi  |
| 23     | Gita Sen                                  | Intersecting Inequalities   | The 2nd BG Kumar Endowment Lecture  | January 24, 2009    | Centre for Development Studies, Trivandrum   |

| S. No. | Authors (in sequence as per journal)                 | Title of Paper  | Name of Conference   | Dates of Conference   | Venue   |
|--------|--|---|--|-----------------------|---|
| 24     | Gita Sen   | Poverty, Gender and Ethnicity: ways forward in measurement  | International Meeting on Poverty, Gender and Cultural Diversity: Measurement Achievements and Limitations                    | 18 February 2009      | Antigua, Guatemala                                      |
| 25     | Gita Sen   | The Gender and Health Equity Network – the India Case   |  | March 5, 2009         | Harvard Center for Population and Development Studies   |
| 26     | Gita Sen   | Reflecting on the history of DAWN   | Symposium on Interdisciplinarity in Feminist State Theory  | 6-7 March 2009        | University of Toronto, March 6-7, 2009                  |
| 27     | Naik, G., Basavarajappa, K. P., Hazra J. and Singh V | Public Value Creation through Private Partnership: A Case of Bangalore-One and Nemmadi, One-stop Shop             | Third International Conference on Public Policy and Management   | Aug 3-6, 2008         | IIM Bangalore   |
| 28     | Naik, G.   | Impact of futures trading on small farmers in India,  | workshop on Modern Open-Source Intermediaries in Agricultural Markets in India: Current Experiences and How to Scale them Up | August 20, 2008       | International Food Policy Research Institute, New Delhi |
| 29     | Naik, G. Mathew, A. and Singh-Bhatia, P.             | Intervention in Food Value Chain for Improving Quality and Competitiveness of Micro-enterprises: Two Case Studies | First Annual Conference of the Indian Society of Agribusiness Management,  | September 25-27, 2008 | University of Agricultural Sciences, Bangalore,         |
| 30     | Naik, G. and Chaturvedi, T.                          | Food Safety Issues for Agricultural Exports   | International Conference on WTO, India and Trade Strategy  | December 26-27, 2008  | IIM Kozhikode   |
| 31     | Naik, G. and Nagadevara, V.                          | Spatial Clusters of Small Business for Inclusive Growth: A Case Study of Organic Farming in Karnataka State       | Second Research Symposium of the Society for Global Business and Economic Development  | Jan 12-14, 2009       | The University of Wollongong, Dubai                     |

| S. No. | Authors (in sequence as per journal)                          | Title of Paper   | Name of Conference   | Dates of Conference  | Venue  |
|--------|---|--|--|----------------------|--|
| 32     | <b>Kumar K</b>  | New firm formation and employment growth in Bangalore's IT sector: The role of local entrepreneurs and multinational firms | 3rd European Conference on Entrepreneurship and Innovation (ECEI 2008)   | 15-16 September 2008 | The University of Winchester, UK               |
| 33     | <b>Federica Angeli Suresh Bhagavatula Kothandaraman Kumar</b> | The Influence of Cluster Rivalry on Opportunity Recognition: an Exploratory Study in Bangalore IT Cluster                  | SMS Special Conference in India "Emerging India: Strategic Innovation in a Flat World"                                     | 13-14 December 2008  | Indian School of Business, Hyderabad India     |
| 34     | <b>Kumaraswami, A, Mudambi, R, Saranga, H and Tripathy, A</b> | Strategic Adaptation in the Indian auto components industry subsequent to economic liberalization (1992-2002)              | Academy of Management Conference   | August 8-13, 2008    | Anaheim, US                                    |
| 35     | <b>Hema Swaminathan and Chinmay Tumbe</b>                     | Anaemia and Malnutrition Among Men and Women in India  | International Association for Feminist Economists  | June 26-28, 2009     | Boston, USA                                    |
| 36     | <b>Hema Swaminathan, Caren Grown, and Aslihan Kes</b>         | Land Holdings and Income Diversification in Rural Malawi   | International Conference for Agricultural Economists   | August 16-22, 2009   | Beijing, China                                 |
| 37     | <b>Rahul Patil Balram Avittathur Janat Shah</b>               | Ordering strategies for Short Product Life Cycle Made-to-Stock Products  | International symposium of Logistics   | 5-7 July 2009        | Bangkok  |
| 38     | <b>MG Subramanian D N suresh Uma Kaushik Janat Shah</b>       | Innovations in Fresh Vegetables Supply Chain: Risk Reduction as Driver of Innovations                                      | First Annual Conference of the Indian Society of Agri-Business Management on "Emerging trends in Agri-Business Management" | 25-27 September 2008 | University of Agricultural Sciences, Bangalore |
| 39     | <b>Janat Shah</b>   | Supply Chain and India   | Annual Conference of Council of Supply Chain Management Professionals (CSCMP)  | 4-8 October 2008     | Denver, USA                                    |
| 40     | <b>Rahil Patil Janat Shah</b>                                 | Understanding the Strategic Role of Six Sigma Projects in Global Supply Chains   | Annual conference of Society of Operations Management  | 19-21 December 2008  | IIT Kanpur                                     |

| S. No. | Authors (in sequence as per journal)                 | Title of Paper   | Name of Conference  | Dates of Conference                         | Venue                                     |
|--------|--|--|---|---|---|
| 41     | <b>Jayadev M<br/>Rejie George P<br/>Vidya Suresh</b> | Does Corporate Governance Matter in Indian Banks?                    | Research Symposium on Corporate Governance in China and India Sponsored by Wiley-Blackwell Publishers and Old Dominion University | October 24-25, 2008                         | Virginia Beach, Virginia                  |
| 42     | <b>Jayadev M</b>                                     | Project Finance Loans: Default Risk and Pricing                      | Third Annual International Conference on Public Policy and Management   | August 3-6, 2008                            | Indian Institute of Management, Bangalore |
| 43     | <b>Jayadev M</b>                                     | Microfinance in India: A Review                                      | AHRC, Research Network, Birmingham University   | January 17-18, 2009                         | Birmingham UK                             |
| 44     | <b>Kanagal NB</b>                                    | Issues in Marketing Strategy Implementation                          | 8th International Marketing Trends Congress – sponsored by the Prime Minister of French Republic                                  | European School Management, ESCP-EAP, Paris |   |
| 45     | <b>Moutusi Maity<br/>George Zinkhan</b>              | Consumer Information Search: A Meta-Analysis                         | INFORMS Marketing Science Conference  | June 4-6, 2009                              | Ann Arbor, Michigan USA                   |
| 46     | <b>Moutusi Maity</b>                                 | Antecedents to Intention to Use M-Commerce: A Conceptual Model       | 11th International Conference of the Society of Global Business and Economic Development  | May 27-30, 2009                             | Bratislava, Slovak Republic               |
| 47     | <b>Mukta Kulkarni</b>                                | Building reputation through organizational structure                 | International conference on Corporate Reputation, Brand, Identity and Competitiveness   | May 28-30                                   | Amsterdam                                 |
| 48     | <b>V. Nagadevara,<br/>T V Ramanayya</b>              | “Reshaping Urban Transport Services through Voice of Commuters”      | Third International Conference on Public Policy and Management  | Aug 3- 6 2008                               | Indian Institute of Management Bangalore  |
| 49     | <b>TV Ramanayya,<br/>V. Nagadevara</b>               | “Planning of Bus Rapid Transit Systems for Improving Urban Mobility” | Third International Conference on Public Policy and Management  | Aug 3-6 2008                                | Indian Institute of Management Bangalore  |

| S. No. | Authors (in sequence as per journal)         | Title of Paper  | Name of Conference   | Dates of Conference   | Venue   |
|--------|--|---|--|-----------------------|---|
| 50     | V. Nagadevara                                | “Identification of Factors Influencing Financial Inclusion in Agriculture – An Application of Artificial Neural Networks” | First Annual Conference of the Indian Society of Agribusiness Management   | 25- 27 September 2008 | University of Agricultural Sciences Bangalore |
| 51     | Tripti Singh, V. Nagadevara, Vijoy Singh     | “Demystifying Spirituality at Work”   | Proceedings of the Sixth AIMS International Conference on Management, “Modern and Ancient Management- Directions for Future of Management Thought”, Ed., Omprakash K. Gupta, Subhash Sharma and Shivprakash Agrawal, AIMS International, pp 1-7.     | Dec 28- 31, 2008      | Indian Business Academy, Greater NOIDA,       |
| 52     | T V Ramanayya<br>V Nagadevara<br>Y S Dwivedi | “Strategies for Revitalizing Civil Engineering Profession”  | Proceedings of the Sixth AIMS International Conference on Management, “Modern and Ancient Management- Directions for Future of Management Thought”, Ed., Omprakash K. Gupta, Subhash Sharma and Shivprakash Agrawal, AIMS International, pp 387-392. | Dec 28- 31, 2008      | Indian Business Academy, Greater NOIDA        |
| 53     | S. Nayana Tara                               | “Managing Change : Personal Strategies for Navigating Change”   | Institutional Effectiveness; Dimensions Empowering Educational Leaders in Higher Education   | May 28, 2008          | Christ College, Bangalore                     |

| S. No. | Authors (in sequence as per journal)                 | Title of Paper  | Name of Conference   | Dates of Conference  | Venue  |
|--------|--|---|--|----------------------|--|
| 54     | S. Raghunath & Thomas Joseph                         | Factors Determining the Success of Alliances for Innovation: The Indian Bio Technology Industry             | Academy of Management  | August 2008          | Anaheim California                                 |
| 55     | S. Raghunath & Thomas Joseph                         | Using Alliance Networks to Enhance Innovation: The Indian Bio Technology Industry                           | Strategic Management Society   | October 2008         | Cologne ,Germany                                   |
| 56     | Rahul De'  | Control, De-politicization and the eState   | Electronic Government 7th International Conference, EGOV 2008                | 1-5 September, 2008  | Turin Polytechnic, Turin, Italy.                   |
| 57     | A. Duran, Rahul De, I. Garcia, E. Giraldo, M. Castro | Work-In-Progress: Agent Based Social Simulations by Cross-Cultural Teams                                    | Annual Frontiers in Education Conference, 2008.                              | October 22-25, 2008  | Saratoga Springs, New York.                        |
| 58     | Rahul De'  | Electronic Governance Theory: Tutorial and Workshop   | 2nd International Conference on Theory and Practice of Electronic Governance | 1-4 December, 2008   | Cairo, Egypt.                                      |
| 59     | R. Srinivasan and Rajalaxmi Kamath                   | Microfinance in India: small, ostensibly rigid and safe   | Microfinance – From Research to Practice                                     | January 15, 2009     | College of Agricultural Banking, Pune              |
| 60     | Rajeev S   | “India’s Energy Security”   | India and Russia: Problems in Ensuring Energy Security                       | 25-26 Feb 2009       | Institute of Public Enterprise, Osmania University |
| 61     | Ramachandran, J; Pant, Anirvan.                      | Geography is Not History: Influence of Location on the Westward Journey of Indian Multinational Enterprises | Strategic Management Society, India special conference,                      | December 12-14, 2008 | Indian School of Business Hyderabad,               |
| 62     | Ramachandran, J; Pani, Saroj; Patvardhan, Shubha     | Ability to Compete: Creating Fortune for the Bottom of the Pyramid  | Strategic Management Society, India special conference,                      | December 12-14, 2008 | Indian School of Business Hyderabad,               |
| 63     | Ramachandran, J.                                     | Teaching in Asian Context   | Strategic Management Society, India special conference,                      | December 12-14, 2008 | Indian School of Business Hyderabad,               |

| S. No. | Authors (in sequence as per journal)                   | Title of Paper   | Name of Conference   | Dates of Conference  | Venue   |
|--------|--|--|--|----------------------|---|
| 64     | <b>Ramachandran, J;</b><br>Pant, Anirvan               | Emerging Economy International New Ventures: the Quest for Legitimacy  | Academy of Management Annual Meeting                               | August 8-13, 2008.   | Anaheim, California, USA.   |
| 65     | Pant, Anirvan; Gunta, Srinivas; <b>Ramachandran, J</b> | Research in Emerging Economies: Reading Small Type in Dim Light in a Speeding Train (Nominated for the Carlyn Dexter award)            | Academy of Management Annual Meeting                               | August 8-13, 2008.   | Anaheim, California, USA.   |
| 66     | <b>Ramachandran, J</b>                                 | Indian Multinationals in the 21st Century: Fresh Perspectives on Strategy & Organization   | 11th Annual, Convention of the Strategic Management Forum of India | May 8 - 10, 2008     | IIT Kanpur,   |
| 67     | <b>Anil K Gupta</b><br><b>G Ramesh</b>                 | Management Control Systems for SPVs in Infrastructure projects   | III International Annual Conference in Public Policy management    | Aug 2008             | IIM Bangalore   |
| 68     | <b>G Ramesh</b><br>RS Murali                           | Accounting Reforms & Urban Governance : A Necessary Condition  | III International Annual Conference in Public Policy management    | Aug 2008             | IIM Bangalore   |
| 69     | George R. & Kabir R.                                   | Corporate diversification and firm performance: How does business group affiliation matter?  | Academy of Management Conference                                   | August 8-13, 2008    | Anaheim, California, USA  |
| 70     | <b>Jayadev M.</b> , George R. & Suresh V.              | Does corporate governance matter in banks in India?  | Symposium on Corporate Governance in India and China               | October 24-25, 2008  | Virginia Beach, Virginia, USA   |
| 71     | <b>Chanda, R.</b>                                      | Services Sector Reform in India: Update and Challenges   | Setting Priorities for Services Trade Reform                       | November 17-18, 2008 | Crawford School of Economics and Government, Australian National University, Canberra |
| 72     | <b>Chanda, R.</b>                                      | Low Skilled Workers and Bilateral, Regional, and Unilateral Initiatives: Lessons for the GATS Mode 4 Negotiations and Other Agreements | Workshop on Mode 4   | May 14, 2008         | UNDP, Geneva  |

| S. No. | Authors (in sequence as per journal)        | Title of Paper   | Name of Conference   | Dates of Conference | Venue  |
|--------|---|--|--|---------------------|--|
| 73     | <b>R. Chanda</b>                            | Presentations on “Beyond Market Access: Role of Domestic Regulation” “Ensuring Temporariness: Lessons from Existing Practices”, WTO  | Symposium on mode 4,   | Sept 22-23, 2008    | WTO, Geneva  |
| 74     | <b>R. Chanda</b>                            | “India-EU Relations in Health Services: Issues in an India-EU Trade and Investment Agreement”<br>“Trade in IT-IT Enabled Services: Issues in an India-EU Trade and Investment Agreement” | Joint Stakeholder Consultation   | Feb 16, 2009        | FICCI, Ministry of Commerce, and ICRIER, Bangalore |
| 75     | <b>S. Das</b>                               | On efficiency of a bonus malus system  | 12th Annual APRIA conference   | July 6-9,2008       | Sydney   |
| 76     | <b>Bhagavatula Suresh</b>                   | An exploratory study into informal networks at a workplace   | International Conference on Social Network Analysis  | 28-31 Jan 2009      | NISTADS, New Delhi                                 |
| 77     | <b>Angeli F; Kumar, K; Bhagavatula, S</b>   | Mutual Influence of Opportunity Recognition and Cluster Evolution: An Exploratory Study Within Bangalore IT Cluster  | The Strategic Management Society's Special India Conference  | 12 – 14 Dec 2008    | ISB, Hyderabad                                     |
| 78     | <b>R. Vaidyanathan</b><br>Muddu V. Lakshman | “Impact of Institutional Investors on Volatility of Indian Capital Markets”  | 12th Conference of Asia Pacific Risk and Insurance Association [APRIA]   | 6- 9 July 2008      | University of New South Wales, Sydney, Australia   |
| 79     | <b>R. Vaidyanathan, Madalasa Venkataram</b> | “The real options value of Reverse Mortgage decisions and its value I the Indian context”  | 12th Conference of Asia Pacific Risk and Insurance Association [APRIA]   | 6- 9 July 2008      | University of New South Wales, Sydney, Australia   |
| 80     | <b>R. Vaidyanathan</b>                      | “Integrating Indian Credit Markets: Challenges Ahead”  | 3rd Annual International Conference on Public Policy and Management – Public Private Partnerships & Urban Governance | 3- 6 Aug 2008       | IIM – Bangalore                                    |

| S. No. | Authors (in sequence as per journal) | Title of Paper   | Name of Conference   | Dates of Conference | Venue         |
|--------|--------------------------------------|--|--|---------------------|---------------|
| 81     | <b>R. Vaidyanathan</b>               | “Emerging Trends in the Banking System”                          | regional heads review meeting of Oriental Bank of commerce | 6 February 2009     | Goa           |
| 82     | <b>Srinivasan V &amp; Murty L S</b>  | Organizational Character   | ISBEE conference   | July 13-17, 2008    | Cape Town     |
| 83     | <b>Srinivasan R &amp; Joseph D</b>   | CSR in SME's in India  | ISBEE conference   | July 13-17, 2008    | Cape Town     |
| 84     | <b>Suresh Bhagavatula (anchor)</b>   | Managing Networks for Entrepreneurial Success                    | IMR, IIM-Bangalore   |                     | March 2009    |
| 85     | <b>Rishikesh T. Krishnan</b>         | Contingency Frameworks in Innovation Systems & Catch-up Research | 5th Asialics International Conference                      | April 2-4, 2008     | IIM Bangalore |

#### VI- Cases

| S. No. | Author(s)  | Title of case   | Brief summary of case/course in which used      |
|--------|--|---|---|
| 1.     | <b>Narendra M Agrawal</b>                              | SAP Lab – Developing Managers as Leaders  | The case is under approval by the organization. |
| 2      | <b>DVR Seshadri</b>                                    | Developing a case on Zyme Solutions Inc., “The Challenge of Non-linear Growth in Software Services” |   |
| 3      | <b>DVR Seshadri</b>                                    | Developing a case, “Kudremukh Iron Ore Company Limited: The Sun Sets on its Mining Operations”      |   |
| 4      | <b>DVR Seshadri</b>                                    | Developing a case, “Goodrich Aerospace India: Aiming Sky High”                                      |   |
| 5      | <b>DVR Seshadri</b>                                    | Developing a case on Sundram Fasteners Ltd.   |   |
| 6      | <b>DVR Seshadri</b>                                    | Developing case on Philips India – Lighting Division  |   |
| 7      | <b>DVR Seshadri</b>                                    | Developing case on Manthan Systems  |   |
| 8      | <b>DVR Seshadri</b>                                    | Developing case on HDFC Bank  |   |
| 9      | <b>DVR Seshadri</b>                                    | Developing case on Aurolab, Aravind Eye Hospital  |   |
| 10     | <b>Janat Shah<br/>Rahul Patil<br/>Trilochan Sastry</b> | Subhiksha : Managing Store Operations   | Supply Chain Mangement                          |
| 11     | <b>B Mahadevan</b>                                     | TEASERVE: Electronic Auction of Tea   |   |
| 12     | <b>B Mahadevan</b>                                     | Operational Excellence at Bosch Limited   |   |
| 13     | <b>B Mahadevan</b>                                     | BCLM  | OM Text Book II Edition                         |
| 14     | <b>B Mahadevan</b>                                     | New Age Electronics Limited   | OM Text Book II Edition                         |
| 15     | <b>B Mahadevan</b>                                     | Vasudhri Toolings   | OM Text Book II Edition                         |
| 16     | <b>B Mahadevan</b>                                     | Distribution Transformer  | OM Text Book II Edition                         |

| S. No. | Author(s)  | Title of case  | Brief summary of case/course in which used   |
|--------|--|--|--|
| 17     | <b>S. Nayana Tara</b>                                  | Vishnu Temple  | MGS –Elective for PGP II   |
| 18     | <b>S. Nayana Tara</b>                                  | Sanjeevani Scheme  | MGS –Elective for PGP II   |
| 19     | <b>S. Nayana Tara</b>                                  | HOPCOMS  | MGS –Elective for PGP II   |
| 20     | <b>Ramachandran, J; Patvardhan, Shubha</b>             | Hidesign: Designing an International Brand<br><br>Recipient of the Best Case Award from<br>a) The Association of Indian Management Schools<br>b) Central and East European Management Development Association<br>Strategy and Organization |  |
| 21     | <b>Ramachandran, J; Manikandan. K.S</b>                | ITC Limited: Citizen First   | Strategy and Organization  |
| 22     | <b>Gopal Naik</b><br>Mathew Abraham                    | Fuel Prices and Automobile Demand  | The case highlights how demand for products like automobiles is dependent on various micro and macro level factors and how some of them are influenced by non economic factors. The case is used for introducing the concept of demand, useful in courses like managerial economics. |
| 23     | <b>Gopal Naik</b><br><b>Ramesh G</b><br>Mathew Abraham | Taxes on Computers (A), (B), (C), (D)  | The case illustrates the use of price elasticity of demand in policy decisions. The case is useful in courses such as managerial economics and micro and institutional economics. The case can also be used in econometrics courses  |
| 24     | <b>R Kansal &amp; S Mukherji</b>                       | Managing the Religious Non-Profit Organization: The Case of Shri Mata Vaishno Devi Shrine Board  | Unique challenges faced by a religious non- profit Indian organization at multiple levels – operational, strategic as well as core values.<br>Can be taught in advanced course in Strategy, or specialized courses in Public Policy, Management of Non Profits.                      |
| 25     | <b>Rishikesha T. Krishnan</b>                          | The Indian Airline Industry in 2008  | Industry Analysis and Competitive Dynamics of the Indian Airline Industry  |

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

| S. No. | Authors (in sequence)  | Title of Publication  | Type of Publication    | Any other comments  |
|--------|--|---|------------------------|---|
| 1.     | <b>Rajalaxmi Kamath, Arnab Mukherji and Smita Ramanathan</b> | Ramanagaram Financial Diaries: Cash Patterns and Repayments of microfinance borrowers | IIM Working Paper #268 | Currently under review with Enterprise Development and Microfinance |

| S. No. | Authors (in sequence)                                   | Title of Publication   | Type of Publication   | Any other comments   |
|--------|---|--|---|--|
| 2.     | <b>Arnab Mukherji</b> and Sharon Buteau                 | Poverty Dynamics and Vulnerability: Uttar Pradesh and Bihar  | World Bank Report   |  |
| 3.     | <b>Arnab Mukherji</b> and Sharon Buteau                 | Poverty Dynamics and Vulnerability in Andhra Pradesh & Maharashtra: Benchmarking the ICRISAT data with REDS and NSSO | World Bank Report   |  |
| 4.     | <b>Arnab Mukherji</b> and Anit Nath Mukherjee           | Public Health Systems implications of Demographic Change in India  | IMR Round Table on Implications of Demographic Change in India on Public Health Systems                         | To be used as the Lead Article for the Round Table section in IMR. |
| 5      | <b>Shlomo Maital, DVR Seshadri</b>                      | ‘Global Risk/Global Opportunity’   | Book  | Co-authoring this book with Prof. Shlomo Maital (under progress)   |
| 6      | <b>Gita Sen</b> and Piroska Ostlin (Guest Editors)      | Gender Inequity in Health: Why it Exists and How We Can Change It  | Special Supplement of the refereed journal, Global Public Health, volume 3, Supplement 1, April 2008            |  |
| 7      | Kumaraswamy, A., Mudambi, R., Saranga, H., Tripathy, A. | Strategic Adaptation to deregulation in the Indian Auto Component Industry   | Sloan Industry Studies: Working Papers  | Published by Alfred P. Sloan Foundation, New York.                 |
| 8      | <b>D N Suresh</b> <b>Janat Shah</b>                     | CSCMP Global Perspectives Report on India  | Status Report of Indian Logistics Industry for Council of Supply Chain Management Professionals (CSCMP) of USA  |  |
| 9      | <b>Hasmukh Adhia, Nagendra, H.R. and Mahadevan, B.</b>  | Impact of Adoption of Yoga Way of Life on the Emotional Intelligence of Managers.                                    | Manuscript under review   | Under review in IIMB Management Review.                            |
| 10     | <b>Hasmukh Adhia, Nagendra, H.R. and Mahadevan, B.</b>  | Impact of Adoption of Yoga Way of Life on the Reduction of Job Burnout of Managers.                                  | Manuscript under review   | Under review in Vikalpa  |
| 11     | <b>Hasmukh Adhia, Nagendra, H.R. and Mahadevan, B.</b>  | Impact of Yoga way of Life on Organizational Performance.  | Manuscript under review   | Under review in the International Journal of Yoga (I-Joy).         |
| 12     | <b>Chanda, R. and G. Sasidaran</b>                      | “Understanding India’s Regional Initiatives within Asia”   | Institute of South Asian Studies (ISAS) Working Paper No. 48, National University of Singapore, August 15, 2008 |  |

| S. No. | Authors (in sequence)                                   | Title of Publication   | Type of Publication   | Any other comments |
|--------|---|--|---|--------------------|
| 13.    | <b>Chanda, R.</b>                                       | “Low-skilled workers and bilateral, regional, and unilateral initiatives: Lessons for the GATS mode 4 negotiations and other agreements” | UNDP report, Geneva, April 2008   |                    |
| 14     | <b>Chanda, R., Commonwealth Secretariat, July 2008.</b> | “Services Trade and Domestic Regulation: Issues for Developing Countries”  | Trade Hot Topics, Issue No. 49 Commonwealth Secretariat, London, July 2008  |                    |
| 15     | <b>Chanda, R., Monograph 2/2008</b>                     | “Services Trade and Investment Liberalisation, and Domestic Regulation - A Summary of Six Country Case Studies”                          | Consumer Unity Trust Society, CUTS International, Monograph 2/2008  |                    |
| 16     | <b>Gopal Naik Mathew Abraham</b>                        | Cotton Quality in India: Problems , Economics and Implications for Trade   | Report  |                    |
| 17     | <b>Gopal Naik Mathew Abraham</b>                        | A Study on Mobile Street Food Vendors in Karimnagar, Andhra Pradesh  | Report  |                    |
| 18     | <b>Rishikesha T. Krishnan</b>                           | Organizing for Innovation: Evolution, Definition, and Characteristic Components  | Chapter 9 in Innovation Management Course, Technology Management Curriculum, Department of Scientific & industrial Research, Government of India  |                    |
| 19     | <b>Rishikesha T. Krishnan</b>                           | The Indian Innovation System   | Chapter 10 in Innovation Management Course, Technology Management Curriculum, Department of Scientific & industrial Research, Government of India |                    |

### Statement 17

#### Consultancy Projects 2008-2009

##### I - Projects Completed

| Sl.No. | Project Title   | Funding Agency                         | Faculty (Profs.) |
|--------|---|--|------------------|
| 1      | Lean Manufacturing  | Suzlon Energy Limited Pune             | Haritha Saranga  |
| 2      | Design and Implementation of A Model for Evaluation Trg. Effectiveness in KIOCL and Kudremukh Iron and Steel Co. Ltd. (KISCO) | Kudremukh Iron Ore Co. Ltd. Bangalore. | NM Agrawal       |

| Sl.No. | Project Title  | Funding Agency                                    | Faculty (Profs.)   |
|--------|--|---|--|
| 3      | Study of Training Policy, System, Process, Infrastructure and Manpower at BSNL | Bharat Sanchar Nigam Limited<br>New Delhi.        | NM Agrawal   |
| 4      | Comprehensive Evaluation of the CPRI   | GOI, Ministry of Power<br>New Delhi.              | Abhoy K Ojha/<br>G Shainesh  |
| 5      | Review study of NPTI   | GOI, Ministry of Power<br>New Delhi.              | V Ranganathan/<br>Malathi Somaiah                                    |
| 6      | Forecasting Model for Sugar  | EID Parry (I) Ltd<br>Chennai.                     | Gopal Naik   |
| 7      | Organisational Study   | Aban Loyd Chiles Offshore Ltd.<br>Chennai         | RT Krishnan/<br>Sourav Mukherji                                      |
| 8      | Retainership   | Stride Software Pvt. Ltd.<br>Bangalore.           | D Krishna Sundar   |
| 9      | Performance Appraisal System   | Oriental Bank of Commerce<br>New Delhi            | Mather J Manimala  |
| 10     | Pre-Launch Phase of CRM  | Manipal Education<br>Bangalore.                   | G Shainesh   |
| 11     | Contract Management Systems - TTD  | Tirumala Tirupati Devasthanams<br>Tirupati        | G Ramesh/<br>S Krishna Murthy  |
| 12     | Retail Management - Courseware   | IMS Learning Research,<br>Mumbai                  | Ashish Mishra  |
| 13     | Training needs Analysis- IT Department, Bangalore                              | Income Tax Department<br>Bangalore                | Shyamal Roy/<br>V Nagadevara   |
| 14     | Study of organizational structure and staffing pattern of CCI                  | Competition Commission of India<br>New Delhi.     | Shubhashish Gupta/<br>Abhoy K Ojha/<br>Deepak K Sinha/<br>Amit Gupta |
| 15     | Strategic Assessment of Consultancy Development Centre (CDC)                   | Consultancy Development Centre,<br>New Delhi      | RT Krishnan  |
| 16     | Business Leadership Programme  | The Murugappa Group, Chennai                      | RT Krishnan/<br>Vasanthi Srinivasan/<br>CM Reddy                     |
| 17     | Organizational structure and staffing pattern                                  | Petroleum & Natural Gas Regulatory Board<br>Delhi | Abhoy K Ojha/<br>Malathi Somaiah                                     |

## II - Projects Initiated

| Sl.No. | Project Title                                  | Funding Agency                          | Faculty (Profs.)                                 |
|--------|--|---|--|
| 1      | Risk Management                                | Finacus Solutions Pvt. Ltd.<br>Mumbai   | Sankarshan Basu                                  |
| 2      | Marketing Strategy for their Software Products | Geneva Software Technologies, Bangalore | Mithileshwar Jha                                 |
| 3      | Market Study to Improve the Ooty Tea *         | The Indcoserve coonoor                  | Trilochan Sastry/<br>B Mahadevan/<br>Seema Gupta |
| 4      | Training Programme                             | SAP Ltd.<br>Bangalore.                  | NM Agrawal                                       |
| 5      | Contract for carrying out Due Diligence        | Bharat Earth Movers Ltd.<br>Bangalore.  | Shyamal Roy/<br>Sankarshan Basu                  |

| Sl.No. | Project Title   | Funding Agency  | Faculty (Profs.)                             |
|--------|---|---|--|
| 6      | Weapon System Acquisition and Management through Performance Based Logistics (PBL)  | Military College of Electronics and Mechanical Engineering - (MCEME) Secunderabad | U Dinesh Kumar                               |
| 7      | Validation and verificatin of models developed by them for analytical solution  | Blueberry Financial Engineering Bangalore   | P G Apte/ Sankarshan Basu                    |
| 8      | Comprehensive Review of the Scheme of Kendriya Vidyalaya Sangathan (KVS)  | GoI, Ministry of HRD, Department of School Education and Literacy New Delhi.      | Malathi somaiah/ U Dinesh Kumar/ Seema Gupta |
| 9      | Socio-Economic survey and submission of Rehabilitation Action Plan for Kurnool, Raichur Sub-station associated with Krishnapatnam | Power Grid Corporation of India Ltd. Secunderabad                                 | TV Ramanayya/ V Nagadevara                   |
| 10     | Providing Organizational Development and Process  | Fouress Engineering (India) Limited Bangalore                                     | C Manohar Reddy                              |

\* Project completed and final payment awaited.

### III - Projects Ongoing

| Sl.No. | Project Title  | Funding Agency  | Faculty                                       |
|--------|--|---|---|
| 1      | Retainership - Implementation of ERP Solution in OMC   | Orissa Mining Corporation Ltd. Bhubaneswar.   | D Krishna Sundar                              |
| 2      | Socio-Economic Survey and Development of Rehabilitation Action Plan for their 6 sub-stations -Phase II | Powergrid Corporation of India Ltd. Bangalore.  | TV Ramanayya/ V Nagadevara                    |
| 3      | Growth constraints of KVCF- SME Units in Kerala  | Kerala Venture Capital Fund Kerala (KVCF) Kochi.  | Mathew J Manimala                             |
| 4      | Core & Non Core areas in TTDs' Manpower requirments & Planning   | TTD Devestanams Tirupathi   | LS Murty/ MS Narasimhan / Vasantha Srinivasan |
| 5      | Evaluation of Outcomes and Impact of Plan Schemes and Programmes of the DSIR during 10th Plan          | GOI, Ministry of Science & Technology Dept. of Scientific and Industrial Research New Delhi.                  | RT Krishnan/ Ashok Thamby                     |
| 6      | Impact study for AIM for Seva Student Home   | AIM for SEVA Chennai.   | V Nagadevara                                  |
| 7      | Core Banking Solutions   | UCO Bank, Kolkota   | PC Narayan                                    |
| 8      | Conducting Swat analysis   | North Eastern Karnataka Road Transport Corpn. Gulbarga & North Western Karnataka Road Transport Corpn., Hubli | TV Ramanayya/ G Ramesh                        |
| 9      | Study to examine the Gap between Irrigation Potential created and Utilised in the Southern Region      | GOI, Min. of Water Resources New Delhi.   | Shyamal Roy/ TV Ramanayya/ V Nagadevara       |

| Sl.No. | Project Title  | Funding Agency   | Faculty                         |
|--------|--|--|---------------------------------|
| 10     | Evolving Vision Document and Preparation of enabling HR policies for NIRD                | National Institute of Rural Development Hyderabad.     | R Ravi Kumar/<br>V Nagadevara   |
| 11     | Review of the SBIRI Scheme Department of Biotechnology                                   | GOI, Min. of Science and Technology New Delhi.         | RT Krishnan/<br>K Kumar         |
| 12     | Paper on cross cutting issues related to - Multilateral Environmental Agreements         | U.N.D.P. M.O.E.F. New Delhi                            | A Damodaran                     |
| 13     | Preparatory Assistance for the National Rural Employment Guarantee Act                   | U.N.D.P. New Delhi                                     | Trilochan Sastry                |
| 14     | Strategic Operational Report for the Bangalore Traffic Improvement Project - B-TRAC-2010 | Karnataka Road Development Corporation Ltd. Bangalore. | TV Ramanayya                    |
| 15     | Retainership - Conducting Analysis Courses in GENPACT                                    | GENPACT Bangalore.                                     | Shubhubrata Das                 |
| 16     | Techno Economic Feasibility Study  | Bharat Earth Movers Limited Bangalore.                 | Shyamal Roy/<br>Sankarshan Basu |

#### IV - Proposals sent

| Sl.No. | Project Title   | Funding Agency   | Faculty<br>(Profs.)                                  |
|--------|---|--|--|
| 1      | Development of software for Grain Flow Management for FCI   | Food Corporatino of India New Delhi.   | B Mahadevan/<br>U Dinesh Kumar                       |
| 2      | Comprehensive Review of the Scheme of Navodaya Vidyalaya Samiti (NVS)   | GoI, Ministry of HRD, Department of School Education and Literacy New Delhi.         | Malathi Somaiah/<br>RT Krishnan/<br>Trilochan Sastry |
| 3      | Consumer acceptability study of Coconut products Developed Under Project  | Coconut Development Board (Min. of Agriculture) GOI Kochi.                           | G Shainesh   |
| 4      | Automation of Spare Parts Inventory at Command Level  | Faculty of Vehicle Technology Electronics and Mechanical Engineering School Vadodara | U Dinesh Kumar/<br>Sankarshan Basu                   |
| 5      | Study on a Functioning of AIIMs - Its futuristic Development  | All India Institute of Medical Sciences New Delhi.                                   | V Ranganathan/<br>Trilochan Sastry/<br>Abhoy K Ojha  |
| 6      | Training for Senior Management Grade Scale - IV Officers -SBI   | State Bank of India Mumbai   | Sankarshan Basu/<br>M Jayadev                        |
| 7      | Review of Kirloskar Genset Business Model   | Kriloskar Oil Engines Ltd. Pune  | Mithileshwar Jha                                     |
| 8      | Assit "GOMBRT" in conceptualizing a Feasibility study and formulate options and design for establishment and Development of Asset Management Protocols for Long-Term-Funding Mechanism (LTFM) | Gulf of Manner Biosphere Reserve Trust (GOMBRT) Ramanathapuram                       | A Damodaran  |

| Sl.No. | Project Title  | Funding Agency  | Faculty (Profs.)                                  |
|--------|--|---|---|
| 9      | Evaluation of Performance of National water Academy  | GOI, Central Water Commission Pune.                         | V Ranganathan                                     |
| 10     | Issues in Electricity Generation Expansion for the Planning Commission   | GOI, Planning Commission New Delhi.                         | V Ranganathan/ Janat shah                         |
| 11     | Feasibility of the Establishment of an online tea exchange and related issues  | Tea Exchange Bharat Ltd Jaipur                              | Sankarshan Basu/ Trilochan Sastry / V Ranganathan |
| 12     | National Level study on tender coconut   | Coconut Development Board (Min. of Agriculture) GOI Kochi.  | Moutusi Maity                                     |
| 13     | Feasibility study- Setting up of the Spices Park at Sivgng (T.N.) -  | Spices Board (GOI, Min. of Commerce & Industry ) Cochin     | A Damodaran                                       |
| 14     | CAT examination for the post of class III Supervisory Posts - KSRTC  | KSRTC Bangalore   | Vasanthi Srinivasan                               |
| 15     | Drafting Indian Post Office Bill (2009)  | Min. of Communications and IT Department of Posts New Delhi | V. Ranganathan/ Chiranjib Sen/ Anil B Suraj       |
| 16     | Indepth study of Car Racing - Michelin India   | Michelin India Bangalore                                    | Mithileshwar Jha                                  |
| 17     | Socio-Economic survey and preparation of Rehabilitation Action Plan for Indoare Sub-station and shujalpur Sub-station (MP) | Power Grid Corporation of India Ltd. Vadodara               | TV Ramanayya/ V Nagadevara                        |
| 18     | Viable strategies to make Pharma CPSES Self-Reliant by 2020  | Karnataka Antibiotics and Pharmaceuticals Ltd. Bangalore    | G Shainesh/ Sourav Mukherji                       |

### Statement 18

#### Faculty list as on March 31, 2009

##### DIRECTOR

Pankaj Chandra

##### PROFESSOR

|    |                     |    |                     |
|----|---------------------|----|---------------------|
| 1  | Abhoy K Ojha        | 13 | Gopal Naik          |
| 2  | Agrawal N M         | 14 | Ishwar Murthy       |
| 3  | Anand Ram V         | 15 | Janat Shah          |
| 4  | Anand Kumar Sharma* | 16 | Jishnu Hazra        |
| 5  | Avinash G Mulky     | 17 | Krishna S           |
| 6  | Chandrashekhar S    | 18 | Kumar K             |
| 7  | Chiranjib Sen       | 19 | Mahadevan B         |
| 8  | Damodaran A         | 20 | Malathi Somaiah     |
| 9  | Deepak Kumar Sinha  | 21 | Malay Bhattacharyya |
| 10 | Dinesh Kumar U      | 22 | Manimala MJ         |
| 11 | Ganesh N Prabhu     | 23 | Manohar Reddy C     |
| 12 | Gita Sen            | 24 | Mithileshwar Jha    |

|    |                  |    |                       |
|----|------------------|----|-----------------------|
| 25 | Moorthi YLR      | 40 | Ramnath Narayanswamy  |
| 26 | Murli Patibandla | 41 | Ranganathan V         |
| 27 | Murty L S        | 42 | Ravi Kumar R          |
| 28 | Nagadevara V     | 43 | Ravi Anshuman V       |
| 29 | Narasimhan M S   | 44 | Rishikesha T Krishnan |
| 30 | Narayanaswamy R  | 45 | Rupa Chanda           |
| 31 | Nayana Tara S    | 46 | Shekar B              |
| 32 | Prakash G. Apte  | 47 | Shubhabrata Das       |
| 33 | Prasad L         | 48 | Shyamal Roy           |
| 34 | Raghunath S      | 49 | Srinivasan R          |
| 35 | Rahul De'        | 50 | Sundararajan S        |
| 36 | Rajeev Gowda M V | 51 | Trilochan Sastry      |
| 37 | Ramachandran J   | 52 | Vaidyanathan R        |
| 38 | Ramanayya TV     | 53 | Vivek Moorthy         |
| 39 | Ramesh Kumar S   | *  | <i>On Deputation</i>  |

#### **ASSOCIATE PROFESSOR**

|   |                     |    |                          |
|---|---------------------|----|--------------------------|
| 1 | Amit Gupta          | 10 | Padmini Srinivasan       |
| 2 | Ashok Thampy        | 11 | Rajalakshmi Kamath       |
| 3 | Jayadev M           | 12 | Rejie George Pallathitta |
| 4 | Jose P.D.           | 13 | Seema Gupta              |
| 5 | Krishna Sundar D    | 14 | Shankar Venkatagiri      |
| 6 | Nagashima B Kanagal | 15 | Srinivas Prakhy          |
| 7 | Rajendra K Bandi    |    |                          |

#### **VISITING FACULTY**

|    |                     |    |                               |
|----|---------------------|----|-------------------------------|
| 8  | Rajluxmi V Murthy   | 1  | Amarnath Krishnaswamy         |
| 9  | Ramesh G            | 2  | Ananya Mukherjee Reed         |
| 10 | Sabarathan G        | 3  | Anil B Suraj                  |
| 11 | Sankarshan Basu     | 4  | Balasubramanian N (Part-time) |
| 12 | Shaines G           | 5  | Catherine Clare Nickerson     |
| 13 | Siddharth Mahajan   | 6  | Darryl Reed                   |
| 14 | Subhashish Gupta    | 7  | Hema Swaminathan              |
| 15 | Srinivasan R        | 8  | Jagadish S. (Part-time)       |
| 16 | Sourav Mukherji     | 9  | Krishnamurthy S (Part-time)   |
| 17 | Vasanthi Srinivasan | 10 | Narayan PC                    |

#### **ASSISTANT PROFESSOR**

|   |                      |    |                                |
|---|----------------------|----|--------------------------------|
| 1 | Anubha Dashmana      | 11 | Rajeev S (Part-time)           |
| 2 | Arnab Basu           | 12 | Roger Moser (Part-time)        |
| 3 | Arnab Mukherji       | 13 | Sanjeev Swami                  |
| 4 | Ashis Mishra         | 14 | Seshadri DVR (Part-time)       |
| 5 | Deepak Malghan       | 15 | Suresh Bhagavatula             |
| 6 | Haritha Saranga      | 16 | Surendra Rajiv                 |
| 7 | Mukta Kulkarni       | 17 | Thirunarnayana P N (Part-time) |
| 8 | Moutusi Maity        | 18 | Vandana Singhvi Patel          |
| 9 | Pradip H Sadarangani |    |                                |

### Statement 19

#### **List of Officers, as on March 31, 2009**

**Director: Professor Pankaj Chandra**

**Dean (Academic): Dr. Trilochan Sastry**

**Dean (Administration): Dr. B. Mahadevan**

#### **Officers**

|    |  |                             |
|----|--|-----------------------------|
| 1  | Chief Administrative Officer               | Shri Indu Shekar CV         |
| 2  | Financial Advisor & Chief Accounts Officer | Ms. Ketoki Basu             |
| 3  | Sr. Adm. Officer                           | Shri Sirajuddin             |
| 4  | Sr. A.O & Staff Officer to Director        | Shri Ramesh AR              |
| 5  | Campus Computer Manager                    | Shri Dillip Kumar Mohapatra |
| 6  | Deputy Librarian                           | Ms. Neela                   |
| 7  | Deputy Librarian                           | Ms. Anuradha N              |
| 8  | Finance & Accounts Officer                 | Ms. Bhavani Karthikeyan     |
| 9  | Administrative Officer                     | Shri Behari Subanna         |
| 10 | Administrative Officer                     | Shri Nagaraj GK             |
| 11 | Administrative Officer                     | Ms. Usha Menon              |
| 12 | Administrative Officer                     | Shri Lakshminarayana Rao NG |
| 13 | Administrative Officer                     | Shri Shankaranarayanan KR   |
| 14 | Administrative Officer                     | Shri Venkatesha             |
| 15 | Administrative Officer                     | Shri Udaya Kumar V          |
| 16 | Administrative Officer                     | Shri Sathyaprakash BS       |
| 17 | Administrative Officer                     | Shri Mazhalai Bharathi K    |
| 18 | Manager(PGP)                               | Shri Gundurao TK            |
| 19 | Librarian                                  | Ms. Rama Patnaik            |

#### **Research Fellows**

|   |                       |
|---|-----------------------|
| 1 | Ms. Malathi Venugopal |
| 2 | Shri Ramaswamy S      |
| 3 | Shri Sanath Kumar NS  |
| 4 | Shri Basavarajappa KP |

### Statement 20

#### **Faculty & Personnel**

##### **Faculty**

| Period                     | Cadre | Visiting | Total |
|----------------------------|-------|----------|-------|
| As of March 31, 2008       | 82    | 23       | 105   |
| Additions during 2008-2009 | 4     | 3        | 7     |
| Deletions during 2008-2009 | -     | 2        | 2     |
| As of March 31, 2009       | 86    | 24       | 110   |

### Officers and Research Fellows

| Period                     | Officers | Deputationists | Research Fellows | Total |
|----------------------------|----------|----------------|------------------|-------|
| As of March 31, 2008       | 19       | 0              | 1                | 20    |
| Additions during 2008-2009 | 1        | -              | 3                | 4     |
| Deletions during 2008-2009 | 2        | -              | -                | 2     |
| As of March 31, 2009       | 18       | -              | 4                | 22    |

### Administration Staff

| Period  | Group B | Group C | Group D | Total |
|---|---------|---------|---------|-------|
| As of March 31, 2008  | 25      | 141     | 40      | 206   |
| Additions during the year 2008-2009                             | -       | -       | -       | -     |
| Deputationist   | 1       | -       | -       | 1     |
| Deletions on Retirement on Superannuation/ Appointed to Gr. 'A' | -       | 4       | -       | 4     |
| As of March 31, 2009  | 26      | 137     | 40      | 203   |

**Indian Institute of Management Bangalore**

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**Statement of Accounts  
2008-2009**

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**Indian Institute of Management Bangalore**  
**Balance Sheet as at March 31, 2009**

*(Rs.in lakhs)*

|   | Schedule | 2008-09         | 2007-08         |
|---|----------|-----------------|-----------------|
| <b>Sources of Funds</b>                                   |          |                 |                 |
| <b>CORPUS / CAPITAL FUND AND LIABILITIES</b>              |          |                 |                 |
| <i>Corpus / Capital Fund</i>                              | 1        | 3857.22         | 3614.40         |
| <i>Earmarked / Endowment Funds &amp; Unspent Balances</i> |          |                 |                 |
| - <i>Ongoing Programmes and Projects</i>                  | 2        | 4415.23         | 3843.14         |
| <i>Reserves and Surplus</i>                               | 3        | 3506.34         | 3653.08         |
| <i>Government Grants ( Plan )</i>                         | 4        | 3668.07         | 2178.19         |
| <i>Terminal Benefits Liability</i>                        | 5        | 6713.06         | 4591.98         |
| <i>Current Liabilities and Provisions</i>                 | 6        | 1332.56         | 1578.82         |
|   |          | <b>23492.48</b> | <b>19459.61</b> |
| <i>Provident Fund</i>                                     | 24       | 1224.54         | 1027.06         |
| <b>Total</b>  |          | <b>24717.02</b> | <b>20486.67</b> |
| <b>Application of Funds</b>                               |          |                 |                 |
| <b>ASSETS</b>   |          |                 |                 |
| <i>Fixed Assets</i>                                       | 7        | 3554.24         | 3872.22         |
| <i>Investments - From Endowment/ Earmarked Funds</i>      | 8        | 2301.54         | 2301.54         |
| <i>Investments - OBC &amp; Other Funds</i>                | 9        | 5426.41         | 4319.56         |
| <i>Investments - Terminal Benefits</i>                    | 10       | 4591.98         |                 |
| <i>Current Assets, Loans and Advances etc.,</i>           | 11       | 7618.31         | 8966.29         |
|   |          | <b>23492.48</b> | <b>19459.61</b> |
| <i>Provident Fund</i>                                     | 24       | 1224.54         | 1027.06         |
| <b>Total</b>  |          | <b>24717.02</b> | <b>20486.67</b> |
| <i>Significant Accounting Policies</i>                    | 25       |                 |                 |
| <i>Notes on Accounts</i>                                  | 26       |                 |                 |

Place: Bangalore  
Dated: 19th August 2009

Sd/-  
(KETOKI BASU)  
FA & CAO

Sd/-  
(B MAHADEVAN)  
DEAN (ADMIN)

Sd/-  
(PANKAJ CHANDRA)  
DIRECTOR

**Indian Institute of Management Bangalore**  
**Income and Expenditure account for the Year ended 31st March 2009**

|   | Schedule | 2008-09 | 2007-08 |
|---|----------|---------|---------|
| <b>A. INCOME</b>  |          |         |         |
| Income - Non - Plan   |          |         |         |
| Grants / Subsidies - Non-Plan Grants from Govt.                 | 12       | 0       | 0       |
| Income - Own Generation   |          |         |         |
| Income from Services  | 13       | 243.51  | 173.55  |
| Fees / Subscriptions  | 14       | 7474.24 | 5410.83 |
| Income from Investments   | 15       | 413.18  | 380.95  |
| Income from Institute Publications                              | 16       | 24.42   | 26.09   |
| Interest earned on other deposits and advances                  | 17       | 529.65  | 484.62  |
| Other Income  | 18       | 53.23   | 49.65   |
| Total (A)   |          | 8738.23 | 6525.69 |
| Expenditure - Non-Plan  |          |         |         |
| Establishment Expenses  | 19       | 2045.60 | 1384.75 |
| Other Administrative Expenses                                   | 20       | 863.11  | 703.01  |
| Expenditure on PGP & Other Programmes                           | 21       | 2135.62 | 1969.27 |
| Research and Development  | 22       | 138.08  | 62.39   |
|   |          | 5182.41 | 4119.42 |
| Expenditure - Others  |          |         |         |
| Consultancy and Professional Services                           |          | 52.49   | 104.70  |
| Faculty Development   |          | 14.99   | 16.71   |
| PGPPM and UNDP Project  | 23       | 88.47   | 81.21   |
| Total (B)   |          | 5338.36 | 4322.04 |
| C. Prior Period Items   |          | 22.98   |         |
| D. Balance being excess of Income over Expenditure (A - B)      |          | 3376.89 | 2203.65 |
| Transfer to General Reserve ( Corpus Interest )                 |          | 383.39  | 380.95  |
| Gross Surplus /(Deficit)  |          | 2993.50 | 1822.70 |
| Add back of depreciation on assets written off                  |          | 673.69  |         |
| Surplus/(Deficit) before transfer (to)/from                     |          |         |         |
| Terminal Benefits/General Reserve                               |          | 3667.19 | 1822.70 |
| Transfer (to)/from Terminal Benefits (Sch.5)                    |          | 2015.13 | 878.20  |
| Transfer to General Reserve ( Capital Expenditure )             |          | 0.00    | 112.52  |
| Transfer to Chairs/Centres (arrears of interest)(Sch 2)         |          | 21.12   | 73.76   |
| Surplus /(Deficit) before depreciation                          |          | 1630.94 | 758.22  |
| Depreciation (Sch 25 note #5)                                   |          | 688.12  | 1459.96 |
| Transfer to Vision Fund   |          | 700.00  |         |
| Balance being Surplus/(Deficit) carried to Corpus/ Capital Fund |          | 242.82  | -701.74 |
| Total (B + C+ D)  |          | 8738.23 | 6525.69 |
| Significant Accounting Policies                                 | 25       |         |         |
| Notes on Accounts   | 26       |         |         |

Place: Bangalore  
Dated: 19th August 2009

Sd/-  
(KETOKI BASU)  
FA & CAO

Sd/-  
(B MAHADEVAN)  
DEAN (ADMIN)

Sd/-  
(PANKAJ CHANDRA)  
DIRECTOR

**Indian Institute of Management Bangalore**  
**Schedules forming part of Balance Sheet as at 31st March 2009**

(Rs.in lakhs)

|   | 2008-09        | 2007-08        |
|---|----------------|----------------|
| <b>Schedule 1 - Corpus / Capital Fund</b>   |                |                |
| Balance as at the beginning of the year   | 3270.14        | 3971.88        |
| Add : Balance of Net Income/Deficit transferred from the Income & Expenditure A/c during the year | 242.82         | -701.74        |
|   | <b>3512.96</b> | <b>3270.14</b> |
| <i>Less: Transferred to I&amp;E A/c towards-</i>  |                |                |
| <i>Terminal Benefits</i>  |                | 3270.14        |
| <i>Ex-gratia payment to SVRS employee</i>   | 3512.96        |                |
| <i>Matching Grants from Govt., on Savings</i>   | 249.01         | 249.01         |
| <i>Matching Grants from Govt., on Donations</i>   | 53.64          | 53.64          |
| <i>Society Membership</i>   | 20.00          | 20.00          |
| <i>Others</i>   | 21.61          | 21.61          |
| <i>Balance as at the Year - end</i>   | <b>3857.22</b> | <b>3614.40</b> |

|  | 2008-09        | 2007-08        |
|--|----------------|----------------|
| <b>Schedule 2 - Earmarked / Endowment Funds</b>                |                |                |
| <i>Opening Balance of the funds</i>                            |                |                |
| <i>Endowment Grant from GOI, MHRD towards Res. Project EEM</i> | 23.00          | 23.00          |
| <i>Donations and Contributions</i>                             |                |                |
| - <i>NS Raghavan Centre</i>                                    | 870.00         | 870.00         |
| - <i>NS Raghavan Centre-DIT</i>                                | 40.00          |                |
| - <i>Faculty Development</i>                                   | 400.00         | 400.00         |
| - <i>C. S.M.</i>   | 365.00         | 365.00         |
| - <i>Canara Bank Centre in Entrepreneurship</i>                | 15.00          | 1690.00        |
|  |                | 1635.00        |
| <i>Chairs</i>  |                |                |
| - <i>Surendra Paul Memorial Chair</i>                          | 12.00          | 12.00          |
| - <i>Unit Trust of India Chair</i>                             | 8.43           | 8.43           |
| - <i>Wipro Chair</i>   | 12.00          | 12.00          |
| - <i>B. O. C. Chair</i>  | 20.00          | 20.00          |
| - <i>R. B. I. Chair</i>  | 100.00         | 100.00         |
| - <i>Hewlett Packard Chair</i>                                 | 48.90          | 48.90          |
|  | 201.33         | 201.33         |
| <i>Others</i>  | 22.21          | 37.21          |
| <i>CPP - Endowment Fund Govt. of Karnataka</i>                 | 400.00         | 400.00         |
| <b>Total A</b>   | <b>2336.54</b> | <b>2296.54</b> |

**Indian Institute of Management Bangalore**  
**Schedules forming part of Balance Sheet as at 31st March 2009**

(Rs.in lakhs)

**Schedule 2 - (Contd.) Unspent Balance on On-going Programmes and Projects**

|                                    | Balance as on 1.04.08 | Credited during the year |                | Debited during the year |               | Balance as on 31.03.09 |
|------------------------------------|-----------------------|--------------------------|----------------|-------------------------|---------------|------------------------|
|                                    |                       | Interest Allocation      | Others         | Capital Expenditure     | Others        |                        |
| <i>Sponsored Research</i>          | 108.12                | 1.61                     | 135.19         |                         | 131.63        | 113.29                 |
| <i>F C R A Projects</i>            | 104.68                |                          | 286.18         |                         | 155.50        | 235.36                 |
| <i>Consultancy</i>                 | 268.55                |                          | 136.60         |                         | 139.56        | 265.59                 |
| <i>Centres - NSR CEL</i>           | 359.66                | 60.90                    | 213.18         |                         | 144.61        | 489.13                 |
| <i>Centre for IRE</i>              | 24.44                 |                          |                |                         | 0.18          | 24.26                  |
| <i>CS &amp; IT</i>                 | 125.66                | 25.55                    |                |                         | 2.05          | 149.16                 |
| <i>EADS-SMI</i>                    | 106.91                |                          | 0.78           |                         | 45.62         | 62.07                  |
| <i>Centre for Capital Market</i>   | 25.18                 |                          |                |                         | 1.12          | 24.06                  |
| <i>Centre for Corp. Govern.</i>    | 27.47                 |                          | 18.97          |                         | 23.55         | 22.89                  |
| <i>Micro Finance Group Project</i> | 36.09                 |                          | 0.72           |                         | 16.20         | 20.61                  |
| <i>Canara Bank Centre in Entr.</i> |                       | 22.17                    |                |                         |               | 22.17                  |
| <i>Centre for Public Policy</i>    | 245.31                | 34.04                    | 399.77         |                         | 153.00        | 526.12                 |
| <i>Centre for SCM</i>              | 25.25                 |                          | 23.15          |                         | 25.22         | 23.18                  |
| <i>Chairs- Railway</i>             | 8.53                  |                          | 9.00           |                         | 8.51          | 9.02                   |
| <i>Chairs- Surendra Paul</i>       | 13.75                 | 0.84                     |                |                         |               | 14.59                  |
| <i>Chairs- Unit Trust of India</i> | -0.47                 | 0.59                     |                |                         | 0.11          | 0.01                   |
| <i>Chairs- Wipro</i>               | 15.24                 | 0.84                     |                |                         |               | 16.08                  |
| <i>Chairs- B.O.C</i>               | 27.07                 | 1.40                     |                |                         |               | 28.47                  |
| <i>Chairs- R.B.I.</i>              | 14.88                 | 8.00                     |                |                         | 8.88          | 14.00                  |
| <i>Chairs- Hewlett Packard</i>     | 10.18                 | 3.42                     |                |                         | 4.07          | 9.53                   |
| <i>Chairs- I.P.R.</i>              | 0.10                  |                          | 10.09          |                         | 1.09          | 9.10                   |
| <b>Total B</b>                     | <b>1546.60</b>        | <b>159.36</b>            | <b>1233.63</b> | <b>0.00</b>             | <b>860.90</b> | <b>2078.69</b>         |
| <b>Total A + B</b>                 | <b>3843.14</b>        |                          |                |                         |               | <b>4415.23</b>         |

|  |  | 2008-09        |         | 2007-08        |
|--|--|----------------|---------|----------------|
| <b>Schedule 3 - Reserves and Surplus</b>                         |  |                |         |                |
| <i>General Reserve : (Corpus Interest)</i>                       |  |                |         |                |
| <i>Opening Balance as per last Account</i>                       |  | 0.00           |         | 0.00           |
| <i>Addition during the year</i>                                  |  | 543.33         |         | 380.95         |
| <i>Transferred from I/E for shortfall in capital expenditure</i> |  | 0.00           |         | 112.52         |
|  |  | 543.33         |         | 493.47         |
| <i>Less : Deductions during the year</i>                         |  |                |         |                |
| <i>Capital Exp. in excess of Plan Grants</i>                     |  | 464.13         | 79.20   | 493.47         |
| <i>Special Reserves</i>  |  |                |         | 0.00           |
| <i>Faculty Development Interest Reserve - OB</i>                 |  | 157.63         |         | 142.34         |
| <i>Add : Interest for the year</i>                               |  | 28.00          |         | 32.00          |
|  |  | 185.63         |         | 174.34         |
| <i>Less: Transferred to Income &amp; Expenditure A/c</i>         |  | 14.99          | 170.64  | 16.71          |
| <i>Capital Reserves - Fixed Assets</i>                           |  |                | 3250.20 |                |
| <i>Faculty Contribution Fund</i>                                 |  |                |         | 7.52           |
| <b>Total</b>   |  | <b>3506.34</b> |         | <b>3653.08</b> |

**Indian Institute of Management Bangalore**  
**Schedules forming part of Balance Sheet as at 31st March 2009**

*(Rs.in lakhs)*

|   | 2008-09        | 2007-08        |
|---|----------------|----------------|
| <b>Schedule 4</b>                                   |                |                |
| <b>Government Grants - Plan (MHRD)</b>              |                |                |
| Grants from MHRD                                    |                |                |
| Opening Balance                                     | 1182.03        | 132.35         |
| Add : Depreciation of earlier years written back    | 999.85         |                |
| Add : Towards Deletion of Assets of earlier years   | 134.78         |                |
| Less : Towards Depreciation                         | 1182.03        | 1266.98        |
| Grants from GoK-land                                | 84.94          | 84.95          |
| Grants from GoK-plan                                | 37.95          | 37.95          |
|   | 0.00           | 30.00          |
| <b>Total A</b>                                      | <b>1135.04</b> | <b>1249.98</b> |
| <b>Grants - Others</b>                              |                |                |
| Department of Personnel and Training-Govt. of India |                |                |
| Opening Balance                                     | 694.08         | 620.43         |
| Add : Transferred from Interest Reserve             | 0.00           | 109.78         |
| Less : Transfer to General Reserve                  | 694.08         | 730.21         |
| Less : Depreciation on Fixed Assets                 | 43.71          |                |
| Public Policy - UNDP Grants                         | 32.19          | 618.18         |
| Less : Transfer to General Reserve                  | 86.23          | 36.13          |
| Public Policy - E- Networking (UNDP Grants)         | 86.23          |                |
| Less : Transferred to I & E Account                 | 62.22          | 92.24          |
| OBC Grants  | 20.26          | 30.02          |
| Add: Interest earned                                | 1066.68        |                |
| Vision Fund   | 24.10          | 1090.78        |
| G I V Grants  | 700.00         |                |
| Opening Balance                                     | 85.68          | 89.25          |
| Less : Depreciation on Fixed Assets                 | 3.57           | 3.57           |
| <b>Total B</b>                                      | <b>2533.03</b> | <b>928.21</b>  |
| <b>Total A + B</b>                                  | <b>3668.07</b> | <b>2178.19</b> |

|  | 2008-09        | 2007-08        |
|--|----------------|----------------|
| <b>Schedule 5 - Terminal Benefits Fund</b> |                |                |
| Opening Balance                            | 4591.98        |                |
| Less: Transferred to I & E A/c -Sch-18     | 4591.98        |                |
| Add: Interest                              | 105.95         |                |
| Add: Transferred from I & E A/c            | 2015.13        | 6713.06        |
| <b>TOTAL</b>                               | <b>6713.06</b> | <b>4591.98</b> |

|  | Current Year   | Previous Year  |
|--|----------------|----------------|
| <b>Schedule 6 - Current Liabilities and Provisions</b> |                |                |
| Earnest Money Deposit                                  | 12.93          | 7.43           |
| Security Deposit                                       | 30.77          | 18.60          |
| Caution Money  | 88.11          | 67.66          |
| Library Deposit Refundable                             | 65.71          | 62.79          |
| Suppliers  | 59.59          | 21.08          |
| Accrued Liabilities                                    | 451.02         | 1344.79        |
| Prog. Fees Received in Advance                         | 588.33         |                |
| Alumni - Ex. Education                                 | 8.28           | 9.57           |
| Others   | 27.82          | 46.90          |
| <b>TOTAL</b>   | <b>1332.56</b> | <b>1578.82</b> |

**Schedule - 7** **Fixed Assets**  
 (Depreciation As Per Rates Given In Companies Act 1956)

**Indian Institute of Management Bangalore**  
**Schedules forming part of Balance Sheet as at March 31, 2009**

(R.S. in lakhs)

| SL. NO. | NAME OF THE ASSET                        | As At 01.04.2008 | Additions | Deletions | As At 31.03.2009 | Rate    | As At 1.04.2008 | For The Year 2008-09 | Depreciation | Total As At 31.03.2009 | WDV As At The Year 2008-09 | WDV As At 31.03.2006 | WDV As At 31.03.2008 | Net Block |
|---------|--|------------------|-----------|-----------|------------------|---------|-----------------|----------------------|--------------|------------------------|----------------------------|----------------------|----------------------|-----------|
|         |  |                  |           |           |                  |         |                 |                      |              |                        |                            |                      |                      |           |
| 1       | Freehold Land                            | 37.95            |           |           | 37.95            |         |                 |                      |              |                        |                            |                      |                      | 37.95     |
|         | Assets Acquired Out of MHRD Grants:      |                  |           |           |                  |         |                 |                      |              |                        |                            |                      |                      | 37.95     |
| 2       | Building & Campus Development            | 2437.89          |           |           | 2437.89          | 3.34%   | 1346.45         | 81.43                |              | 1427.88                | 1010.01                    | 1091.44              |                      |           |
| 3       | Hostel                                   | 75.00            |           |           | 75.00            | 3.34%   | 5.02            | 2.50                 |              | 7.52                   | 67.48                      | 69.98                |                      |           |
| 4       | Management Development Centre            |                  |           |           |                  |         |                 |                      |              |                        |                            |                      |                      |           |
|         | Cost of Buildings                        | 30.36            |           |           | 30.36            | 3.34%   | 9.75            | 1.01                 |              | 10.76                  | 19.60                      | 20.61                |                      |           |
|         | Total Assets Acquired Out of MHRD Grants | 2543.25          |           |           | 2543.25          |         | 1361.22         | 84.94                |              | 1446.16                | 1097.09                    | 1182.03              |                      |           |
|         | Assets From Own Funds:                   |                  |           |           |                  |         |                 |                      |              |                        |                            |                      |                      |           |
| 5       | Building & Campus Development            | 52.47            | 8.59      |           | 61.06            | 3.34%   | 4.04            | 1.95                 |              | 5.99                   | 55.07                      | 48.43                |                      |           |
|         | Building - WIP                           | 38.48            |           |           | 38.48            |         |                 |                      |              |                        | 38.48                      |                      |                      |           |
| 6       | Hostel                                   | 532.89           |           |           | 532.89           | 3.34%   | 37.33           | 17.80                |              | 55.13                  | 477.76                     | 495.56               |                      |           |
| 7       | Management Development Centre            |                  |           |           |                  |         |                 |                      |              |                        |                            |                      |                      |           |
|         | Cost of Buildings                        | 687.71           |           |           | 687.71           | 3.34%   | 215.32          | 22.97                |              | 238.29                 | 449.42                     | 472.39               |                      |           |
|         | - Equipments                             | 20.25            | 0.09      |           | 20.34            | 4.75%   | 7.55            | 0.97                 |              | 8.52                   | 11.82                      | 12.70                |                      |           |
|         | - Furnitures                             | 37.02            |           |           | 37.02            | 9.50%   | 17.16           | 3.52                 |              | 20.68                  | 16.34                      | 19.86                |                      |           |
| 8       | Furniture, Fixtures & Fittings           | 516.59           | 57.49     | -0.83     | 573.25           | 9.50%   | 404.99          | 49.92                | -0.78        | 454.13                 | 119.12                     | 111.60               |                      |           |
|         | Furniture, Fixtures & Fittings - WIP     |                  |           |           |                  |         |                 |                      |              |                        |                            |                      |                      |           |
| 9       | Library Books & Films                    | 1416.81          | 247.81    |           | 1664.62          | 100.00% | 1349.07         | 315.55               |              | 1664.62                | 0.00                       | 67.74                |                      |           |
| 10      | Vehicles                                 | 58.18            |           | -6.70     | 51.48            | 9.50%   | 51.44           | 5.53                 |              | -6.70                  | 50.27                      | 1.21                 | 6.74                 |           |
| 11      | Equipments                               | 582.53           | 21.10     | -44.54    | 559.09           | 4.75%   | 254.45          | 27.93                | -19.86       | 262.52                 | 296.57                     | 328.08               |                      |           |
|         | Equipments - WIP                         |                  |           |           |                  |         |                 |                      |              |                        |                            |                      |                      |           |
| 12      | Computers Systems                        | 8.14             |           |           | 8.14             |         |                 |                      |              |                        |                            |                      |                      |           |
| 13      | Software                                 | 1301.85          | 45.21     | -612.98   | 734.08           | 16.21%  | 972.12          | 215.88               | -609.85      | 578.15                 | 155.93                     | 329.73               |                      |           |
| 14      | Assets From OBC Funds:                   | 154.97           | 12.97     | -36.82    | 131.12           | 16.21%  | 111.75          | 26.10                | -36.50       | 101.35                 | 29.77                      | 43.22                |                      |           |
|         | Faculty Residence-WIP                    |                  |           |           |                  |         |                 |                      |              |                        |                            |                      |                      |           |
|         | Classrooms/Offices-WIP                   |                  |           |           |                  |         |                 |                      |              |                        |                            |                      |                      |           |
|         | Hostel-WIP                               |                  |           |           |                  |         |                 |                      |              |                        |                            |                      |                      |           |
|         | Amphitheatre-WIP                         |                  |           |           |                  |         |                 |                      |              |                        |                            |                      |                      |           |
|         | Sub-station-WIP                          |                  |           |           |                  |         |                 |                      |              |                        |                            |                      |                      |           |
| 15      | Project Assets:                          |                  |           |           |                  |         |                 |                      |              |                        |                            |                      |                      |           |
|         | Min of HRD                               | 3.56             |           |           | 3.56             | 9.50%   | 3.56            |                      |              | 3.56                   | 0.00                       | 0.00                 |                      |           |
|         | UNDP                                     | 0.79             |           |           | 0.79             | 4.75%   | 0.79            |                      |              | 0.79                   | 0.00                       | 0.00                 |                      |           |
|         | Lib Books                                | 2.41             |           |           | 2.41             | 100.00% | 2.41            |                      |              | 2.41                   | 0.00                       | 0.00                 |                      |           |
|         | Teaching Aids                            | 2.03             |           |           | 2.03             | 4.75%   | 2.03            |                      |              | 2.03                   | 0.00                       | 0.00                 |                      |           |
|         | Others - Computers                       | 5.11             |           |           | 5.11             | 16.21%  | 5.11            |                      |              | 5.11                   | 0.00                       | 0.00                 |                      |           |
| 16      | CPP Assets:                              |                  |           |           |                  |         |                 |                      |              |                        |                            |                      |                      |           |
|         | Library Books                            | 38.11            |           |           | 38.11            | 100.00% | 38.11           |                      |              | 38.11                  | 0.00                       | 0.00                 |                      |           |
|         | Buildings                                | 719.97           |           |           | 719.97           | 3.34%   | 127.99          | 24.05                |              | 152.04                 | 567.93                     | 591.98               |                      |           |
|         | PCs/Printers/Others                      | 58.36            |           |           | 58.36            | 16.21%  | 58.36           |                      |              | 58.36                  | 0.00                       | 0.00                 |                      |           |
|         | Furniture                                | 85.71            |           |           | 85.71            | 9.50%   | 49.23           | 8.14                 |              | 57.37                  | 28.34                      | 36.48                |                      |           |
| 17      | GIV Buildings                            | 106.84           |           |           | 106.84           | 3.34%   | 19.11           | 3.57                 |              | 22.68                  | 84.16                      | 87.73                |                      |           |
|         | Total                                    | 8965.36          | 519.02    | -701.87   | 8782.51          |         | 5093.14         | 808.82               | -673.69      | 5228.27                | 3554.24                    | 3872.22              |                      |           |

**Indian Institute of Management Bangalore**  
**Schedules forming part of Balance Sheet as at 31st March 2009**

*(Rs.in lakhs)*

|   | <b>2008-09</b> | <b>2007-08</b> |
|---|----------------|----------------|
| <b>Schedule 8 - Investments -</b><br><b>Endowment/ Earmarked Fund</b> |                |                |
| Approved Securities and Bonds   | 1942.54        | 1942.54        |
| Fixed Deposits  | 359.00         | 359.00         |
| <b>Total</b>  | <b>2301.54</b> | <b>2301.54</b> |

|   | <b>2008-09</b> | <b>2007-08</b> |
|---|----------------|----------------|
| <b>Schedule 9 - Investments - OBC &amp; Other Funds</b> |                |                |
| <b>OBC Funds</b>  |                |                |
| Approved Securities and Bonds                           |                |                |
| Fixed Deposits  | 971.68         | 971.68         |
| <b>Other Funds</b>                                      |                |                |
| Approved Securities and Bonds                           | 2099.33        | 2429.15        |
| Fixed Deposits  | 2355.40        | 1890.41        |
| <b>Total</b>  | <b>5426.41</b> | <b>4319.56</b> |

|  | <b>2008-09</b> | <b>2007-08</b> |
|--|----------------|----------------|
| <b>Schedule 10 - Investments - Terminal Benefits</b> |                |                |
| Approved Securities and Bonds                        |                |                |
| Fixed Deposits                                       | 4591.98        | 4591.98        |
| <b>Total</b>   | <b>4591.98</b> | <b>0.00</b>    |

**Indian Institute of Management Bangalore**  
**Schedules forming part of Balance Sheet as at 31st March 2009**

|  | (Rs.in lakhs)  |                |
|--|----------------|----------------|
|  | 2008-09        | 2007-08        |
| <b>Schedule 11 - Current Assets, Loans &amp; Advances</b>                        |                |                |
| <b>CURRENT ASSETS :</b>  |                |                |
| <i>Deposits with outside Agencies / Authorities :</i>                            |                |                |
| <i>Bangalore Telephones</i>  | 3.24           | 3.24           |
| <i>K. E. B.</i>  | 21.66          | 21.66          |
| <i>Others</i>  | 71.62          | 96.52          |
| <i>Cash Balance on hand</i>  |                |                |
| <i>( including cheques / drafts and imprest )</i>                                |                |                |
| - <i>Cash - on - hand</i>  | 1.52           | 1.38           |
| - <i>Imprest Balance ( including balance of stamps in the Franking Machine )</i> | 0.56           | 0.26           |
| <i>Bank Balances with Scheduled Banks :</i>                                      |                |                |
| <i>Bank Balances</i>   | 1000.07        | 331.70         |
| <i>E E F C Account</i>   | 4.37           | 4.37           |
| <i>F C R A</i>   | 142.57         | 119.65         |
| <i>Public Policy Bank Accounts</i>   | 1.09           | 3.87           |
| <i>Term Deposits</i>   | 3064.06        | 4214.24        |
| <i>Interest Accrued But Not Due</i>  |                |                |
| <i>On Investment from Earmarked/Endowment Fund</i>                               | 41.57          | 34.01          |
| <i>On Investment - Others</i>  | 1155.64        | 891.23         |
| <i>On Deposits - Others</i>  | 156.39         | 1353.60        |
| <b>Total (A)</b>   | <b>5664.36</b> | <b>8193.43</b> |
| <b>LOANS AND ADVANCES :</b>  |                |                |
| <i>Loans:</i>  |                |                |
| <i>Staff:</i>  |                |                |
| - <i>House Building Advance</i>  | 6.01           | 9.23           |
| - <i>Vehicle Advance</i>   | 8.48           | 13.66          |
| - <i>Computer Advance</i>  | 12.83          | 17.71          |
| - <i>Festival Advance</i>  | 1.02           | 28.34          |
| <i>Advances:</i>   |                |                |
| - <i>Miscellaneous Advance</i>   | 7.76           | 8.63           |
| - <i>Advance to Suppliers</i>  | 32.54          | 40.30          |
| <i>Mobilisation Advance</i>  |                |                |
| <i>Service Tax input credit</i>  | 57.39          | 20.18          |
| <i>Prepaid Expenses</i>  | 3.57           | 23.73          |
| <i>Advances - CAT</i>  | 0.03           | 3.70           |
| <i>Advances - Others</i>   | 8.16           | 69.15          |
| <i>Sundry Receivables:</i>   |                |                |
| - <i>Programme fee</i>   | 141.97         | 90.11          |
| - <i>Income Tax Recoverable</i>  | 26.96          | 37.67          |
| - <i>Others</i>  | 1505.85        | 1674.78        |
| <i>Closing Stores and Consumables</i>  |                |                |
| <b>Total (B)</b>   | <b>1953.95</b> | <b>772.86</b>  |
| <b>Total (A+B)</b>   | <b>7618.31</b> | <b>8966.29</b> |

**Indian Institute of Management Bangalore**  
**Schedules forming part of Income & Expenditure A/c for the year ended 31st March**  
**2009**

**A. INCOME**

*I - Income - Non-Plan*

*(Rs.in lakhs)*

|   | 2008-09 | 2007-08 |
|---|---------|---------|
| <b>Schedule 12 - Grants / Subsidies</b> |         |         |
| Grants from Government ( Non-Plan )     |         |         |
| Regular Grants                          |         |         |
| Total                                   | 0.00    | 0.00    |

*II - Income - Own Generation*

|   | 2008-09 | 2007-08 |
|---|---------|---------|
| <b>Schedule 13 - Income from Services</b> |         |         |
| Sponsored Research                        | 14.40   |         |
| Consultancy and Professional Services     | 158.29  | 149.23  |
| Seminars & Conferences                    | 70.82   | 24.32   |
| Total                                     | 243.51  | 173.55  |

|   | 2008-09 | 2007-08 |
|---|---------|---------|
| <b>Schedule 14 - Fees and Subscriptions</b>         |         |         |
| Post Graduate and Fellow Programmes                 |         |         |
| - C A T and Admissions                              | 756.68  | 670.35  |
| - P G P Tuition Fees                                | 1774.03 | 1106.32 |
| Less: Towards Freeship to PGP Students              | 185.45  | 91.13   |
| - P G P Miscellaneous Receipts                      | 1588.58 | 1015.19 |
| - Placement Receipts                                | 53.87   | 82.00   |
| Total A   | 155.84  | 250.88  |
|   | 2554.97 | 2018.42 |
| Executive Development Programmes                    |         |         |
| - Executive Education Programmes                    | 1440.58 | 1298.34 |
| - Organisation Based Programmes                     | 2166.13 | 1050.38 |
| - E D P - General                                   | 145.55  | 93.03   |
| - International Programmes                          | 266.26  | 226.84  |
| Total B   | 4018.52 | 2668.59 |
| Post Graduate Programme in Public Policy Management |         |         |
| - PGPPM Tuition Fees                                | 99.80   | 65.00   |
| - PGPPM Miscellaneous Receipts                      | 3.22    | 2.66    |
| - Tfd., from CPP UNDP Grants                        | 20.26   | 30.02   |
| Total C   | 123.28  | 97.68   |
| Post Graduate in Software Management                | 761.01  | 626.14  |
| Total D   | 761.01  | 626.14  |
| Executive Post Graduate Programme                   | 16.46   |         |
| Total E   | 16.46   |         |
| Total (A+B+C+D+E)                                   | 7474.24 | 5410.83 |

## Indian Institute of Management Bangalore

**Schedules forming part of Income & Expenditure A/c for the year ended 31st March 2009**

|   | (Rs.in lakhs) |              |
|---|---------------|--------------|
|   | 2008-09       | 2007-08      |
| <b>Schedule 15 - Income from Investments</b>          |               |              |
| Interest on Other Fund Investments                    |               | 380.95       |
| Interest on Endowment/Earmarked Investments           | 196.03        | 181.64       |
| Less: Transferred to -                                |               |              |
| Centre for Software Management                        | 25.55         | 28.60        |
| NSR CEL   | 60.90         | 69.60        |
| Faculty Development                                   | 28.00         | 32.00        |
| Others  | 51.79         | 51.44        |
|   | 166.24        | 29.79        |
|   | 413.18        | 0.00         |
|   |               | 380.95       |
| <b>Schedule 16 - Income from Publications</b>         |               |              |
| Institute Publications - Management Review            | 24.42         | 26.09        |
| <b>Schedule 17 - Interest Earned</b>                  |               |              |
| Interest on Bank Deposits / Accounts                  | 525.37        | 479.55       |
| Interest on HBA / VA and other advances               | 4.28          | 5.07         |
| Total   | 529.65        | 484.62       |
| <b>Schedule 18 - Other Income</b>                     |               |              |
| <i>Transfers from Reserves</i>                        |               |              |
| Tfd. from Terminal Benefits Liability ( Sch. 6 )      |               |              |
| Tfd. from Corpus / Cap Reserve ( for SVRS ) ( Sch 1 ) |               |              |
| Tfd., from Faculty Development Reserve                | 14.99         | 16.71        |
| <b>Total A</b>  | <b>14.99</b>  | <b>16.71</b> |
| <i>Miscellaneous Income</i>                           |               |              |
| Library Receipts                                      | 8.31          | 9.01         |
| Licence Fee - Employees                               | 10.30         | 9.47         |
| Licence Fee - Others                                  | 3.04          | 3.85         |
| Sale of Assets / Stores                               | 5.92          | 4.50         |
| Others  | 10.07         | 5.51         |
| Medical subscription-pensioners                       | 0.60          | 0.60         |
| <b>Total B</b>  | <b>38.24</b>  | <b>32.94</b> |
| <b>Total A + B</b>                                    | <b>53.23</b>  | <b>49.65</b> |

## Indian Institute of Management Bangalore

**Schedules forming part of Income & Expenditure A/c for the year ended 31st March 2009**

### B. EXPENDITURE

#### I. Expenditure - Non Plan

|  | 2008-09 | 2007-08 | (Rs.in lakhs) |
|--|---------|---------|---------------|
| <b>Schedule 19 - Establishment Expenses</b>                      |         |         |               |
| - <i>Salaries and Benefits</i>                                   | 1238.56 | 1053.28 |               |
| - <i>Contribution to Provident Fund</i>                          | 11.72   | 12.63   |               |
| - <i>Staff Welfare Expenses</i>                                  | 145.11  | 109.77  |               |
| - <i>Expenses on Employees' Retirement and Terminal Benefits</i> | 213.21  | 209.07  |               |
| - <i>6-CPC Arrears</i>   | 437.00  |         |               |
|  | 2045.60 | 1384.75 |               |

|   | 2008-09 | 2007-08 |  |
|---|---------|---------|--|
| <b>Schedule 20 - Other Administrative Expenses</b>    |         |         |  |
| - <i>Electricity and DG Set</i>                       | 179.60  | 152.67  |  |
| - <i>Water Charges</i>                                | 68.17   | 97.38   |  |
| - <i>Repairs and Maintenance - General</i>            | 309.21  | 263.11  |  |
| - <i>Vehicles Repairs and Maintenance</i>             | 8.94    | 10.12   |  |
| - <i>Postage, Telephone and Communication charges</i> | 41.29   | 43.90   |  |
| - <i>Printing and Stationery</i>                      | 45.19   | 33.30   |  |
| - <i>Travelling and Conveyance Expenses</i>           | 28.98   | 13.11   |  |
| - <i>Deputation &amp; Training</i>                    | 5.36    | 0.48    |  |
| - <i>Auditors Remuneration</i>                        | 4.98    | 2.30    |  |
| - <i>Professional Charges - Legal</i>                 | 4.73    | 8.06    |  |
| - <i>Advertisement and Publicity</i>                  | 26.17   | 6.02    |  |
| - <i>Security Services</i>                            | 47.61   | 36.21   |  |
| - <i>BBMP Taxes</i>                                   | 25.35   |         |  |
| - <i>Other Contingencies</i>                          | 64.65   | 34.60   |  |
| - <i>Rent</i>   | 2.88    | 1.75    |  |
|   | 863.11  | 703.01  |  |

**Indian Institute of Management Bangalore**  
**Schedules forming part of Income & Expenditure A/c for the year ended 31st March**  
**2009**

**II. Expenditure - Others**

(Rs.in lakhs)

|   | 2008-09        | 2007-08        |
|---|----------------|----------------|
| <b>Schedule 21 - PGP &amp; Other Programmes</b> |                |                |
| <i>Post Graduate and Fellow Programmes</i>      |                |                |
| - C A T and Admissions                          | 311.28         | 378.24         |
| - P G P Expenses                                | 352.69         | 202.46         |
| - Placement Expenses                            | 34.17          | 28.90          |
| - Fellowship                                    | 179.41         | 85.73          |
| <b>Total A</b>                                  | <b>877.55</b>  | <b>695.33</b>  |
| <i>Executive Development Programmes</i>         |                |                |
| - Executive Education Programmes                | 398.17         | 688.79         |
| - Organisation Based Programmes                 | 395.88         | 267.54         |
| - E D P - General                               | 100.29         | 90.02          |
| - International Programmes                      | 70.24          | 55.37          |
| <b>Total B</b>                                  | <b>964.58</b>  | <b>1101.72</b> |
| <i>Post Graduate in Software Management</i>     | 178.67         | 172.22         |
| <b>Total C</b>                                  | <b>178.67</b>  | <b>172.22</b>  |
| <i>Executive Post Graduate Programme</i>        | 114.82         |                |
| <b>Total D</b>                                  | <b>114.82</b>  |                |
| <b>Total (A+B+C+D)</b>                          | <b>2135.62</b> | <b>1969.27</b> |

|   | 2008-09       | 2007-08      |
|---|---------------|--------------|
| <b>Schedule 22 - Research &amp; Development</b> |               |              |
| <i>Research and Development</i>                 |               |              |
| Periodicals                                     | 134.56        | 58.44        |
|   | 3.52          | 3.95         |
|   | <b>138.08</b> | <b>62.39</b> |

|  | 2008-09      | 2007-08      |
|--|--------------|--------------|
| <b>Schedule 23 - PGPPM and UNDP Projects</b> |              |              |
| <i>PGPPM Expenses</i>                        | 68.21        | 51.19        |
| <i>UNDP - e - Networking</i>                 | 20.26        | 30.02        |
|  | <b>88.47</b> | <b>81.21</b> |

**Schedule - 24**

**Indian Institute of Management Bangalore Provident Fund**  
**Balance Sheet as at March 31, 2009**

*(Rs.in lakhs)*

|                                    | 31.03.2009 |        |        | 31.03.2008     |        |                |
|------------------------------------|------------|--------|--------|----------------|--------|----------------|
|                                    | GPF        | CPF    | DCPS   | GPF            | CPF    | DCPS           |
| <b>Sources of Funds :</b>          |            |        |        |                |        |                |
| <b>Opening Balance</b>             | 619.47     | 255.11 | 31.51  | 522.10         | 220.44 | 15.13          |
| <i>Additions during the year :</i> |            |        |        |                |        |                |
| <i>Subscriptions</i>               | 140.23     | 12.54  | 9.06   | 116.06         | 11.26  | 7.06           |
| <i>Contributions</i>               |            | 4.42   | 9.05   |                | 4.38   | 7.06           |
| <i>Refund of Loans</i>             | 35.91      | 0.09   |        | 42.32          | 1.59   |                |
| <i>Int. on Subscribers' A/c</i>    | 56.70      | 19.44  | 3.85   | 43.18          | 17.94  | 2.26           |
| <i>Others</i>                      | (A)        | 852.31 | 291.60 | 53.47          | 723.66 | 255.61         |
| <i>Less:</i>                       |            |        |        |                |        |                |
| <i>Final Settlements</i>           |            | 10.75  | 25.44  |                | 11.97  |                |
| <i>Withdrawals</i>                 |            | 44.95  |        |                | 70.27  | 0.50           |
| <i>Advances</i>                    |            | 25.24  |        |                | 21.63  |                |
| <i>Others</i>                      |            | 8.79   |        |                | 0.32   |                |
|                                    | (B)        | 89.73  | 25.44  | 1.49           | 104.19 | 0.50           |
|                                    | (A-B)      | 762.58 | 266.16 | 51.98          | 619.47 | 255.11         |
| <b>Grand Total (GPF+CPF+DCPS)</b>  |            |        |        | <b>1080.72</b> |        | <b>906.09</b>  |
| <i>Surplus A/c Op. Balance</i>     |            | 112.15 |        |                | 106.45 |                |
| <i>Additions for the year</i>      |            | 11.66  |        |                | 5.70   |                |
| <i>Other Liabilities</i>           |            |        |        |                |        |                |
|                                    |            |        |        | 123.81         |        | 112.15         |
|                                    |            |        |        | 20.01          |        | 8.82           |
| <b>Total</b>                       |            |        |        | <b>1224.54</b> |        | <b>1027.06</b> |
| <b>Application of Funds</b>        |            |        |        |                |        |                |
| <i>Investments</i>                 |            |        |        | 1086.86        |        | 969.16         |
| <i>Receivables</i>                 |            |        |        | 25.81          |        | 23.91          |
|                                    | Interest   |        |        | 21.88          |        | 19.81          |
| <i>Cash and Bank Balances</i>      |            |        |        | 89.99          |        | 14.18          |
|                                    | Total      |        |        | <b>1224.54</b> |        | <b>1027.06</b> |

Place: Bangalore  
Dated: 19th August 2009

Sd/-  
(KETOKI BASU)  
FA & CAO

Sd/-  
(B MAHADEVAN)  
DEAN (ADMIN)

Sd/-  
(PANKAJ CHANDRA)  
DIRECTOR

**Indian Institute of Management Bangalore Provident Fund**  
**Income & Expenditure Account for the Year ended March 31, 2009**

|   | (Rs.in lakhs) |              |
|---|---------------|--------------|
|   | 31.03.2009    | 31.03.2008   |
| <b>INCOME</b>                                 |               |              |
| Income from Investments                       |               |              |
| <i>Received</i>                               | 65.95         | 47.72        |
| <i>Accrued</i>                                | 25.70         | 21.38        |
| <b>Total Income (A)</b>                       | <b>91.65</b>  | <b>69.10</b> |
| <b>EXPENDITURE</b>                            |               |              |
| Interest on Fund Balances                     |               |              |
| <i>G. P. F</i>                                | 56.70         | 43.18        |
| <i>C. P. F :</i>                              |               |              |
| <i>On Employees Subscriptions</i>             | 12.88         | 11.57        |
| <i>On Employers Contribution</i>              | 6.56          | 6.36         |
| <i>D.C.P.S :</i>                              |               |              |
| <i>On Employees Subscriptions</i>             | 1.90          | 0.84         |
| <i>On Employers Contribution</i>              | 1.95          | 1.42         |
| <i>Sale of Investments</i>                    |               |              |
| <i>General Expenses</i>                       |               | 0.03         |
| <b>Total Expenditure (B)</b>                  | <b>79.99</b>  | <b>63.40</b> |
| <b>Surplus for the year (A-B)</b>             | <b>11.66</b>  | <b>5.70</b>  |
| Surplus carried to Balance Sheet<br>(A -B +C) | 11.66         | 5.70         |
| <b>Total</b>                                  | <b>91.65</b>  | <b>69.10</b> |

Place: Bangalore  
Dated: 19th August 2009

Sd/-  
(KETOKI BASU)  
FA & CAO

Sd/-  
(B MAHADEVAN)  
DEAN (ADMIN)

Sd/-  
(PANKAJ CHANDRA)  
DIRECTOR

**Indian Institute of Management Bangalore**  
**SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED**  
**MARCH 31, 2009**

**Schedule - 25 Significant Accounting Policies**

1 *The financial statements are prepared on the basis of historical cost convention, unless otherwise stated and on the accrual method of accounting except in the case of grants from Government, which are accounted on receipt.*

2 *Closing stock of consumables and stores are disclosed under current assets.*

**3 INVESTMENTS**

*Investments both long term and short term are carried at cost.*

**4 FIXED ASSETS**

4.1 *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 value of the assets capitalised.*

4.2 *Fixed Assets received by way of non monetary grants ( other than towards the Corpus Fund), are capitalized at values stated, by corresponding credit to Capital Reserve.*

**5 DEPRECIATION**

*Depreciation on Fixed Assets is computed on the basis of ' Straight Line Method ' as per the rates specified in the Companies Act, 1956. Depreciation for the current year on fixed assets acquired out of own funds is Rs.688.12 lakhs as against Rs. 1459.96 lakhs for 2007-08 on account of re-classification of assets acquired out of MHRD grants and own funds since 2003-04.*

**6 GOVERNMENT GRANTS/SUBSIDIES**

6.1 *Government grants of the nature of contribution towards capital cost of setting up projects are treated as Capital Reserve.*

**7 FOREIGN CURRENCY TRANSACTIONS**

*Transactions denominated in foreign currency are accounted at the exchange rate prevailing at the date of the transaction.*

**8 TERMINAL BENEFITS LIABILITY**

*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. Subsequent to the decision taken at the meeting of the Board of Governors held on October 31st 2008, a Terminal Benefits Fund has been created to the extent of the liability as on 31.03.08.*

**Schedule 26 - Notes on Accounts**

- 1 *Income from Programmes, Consultancy, Research Projects and other activities is recognised on actual completion of the work. Professional activity income is recorded to the extent of Institute share.*
- 2 *The net savings / deficit as shown in the Income and Expenditure account is transferred to Corpus/ Endowment Fund.*
- 3 *Advance payment of subscriptions to Foreign Journals and Habitat World Telrent are not accounted as prepaid, as they are paid on a calendar year basis.*
- 4 *Amounts have been rounded off to rupees in lakhs.*
- 5 *The Institute's Provident Fund has been recognised under Sec., 8 (2) of Provident Fund Act, 1925.*
- 6 *Employees appointed after 01.01.04 are covered by the Defined Contribution Pension Scheme (DCPS)*

7 The transfers from Corpus and Capital fund towards Terminal Benefits and from Capital Grants towards depreciation had been effected as below :

Current Year - i.e., 2008-09

| Transfer from        | Transfer to                               | Amount (in lakhs)<br>Rs. | Sch.<br>Ref. |
|----------------------|---|--------------------------|--------------|
| Corpus               | Terminal                                  |                          |              |
| Capital Grants       | Depreciation upto Mar. '08<br>for 2008-09 | 1361.22<br>84.94         | 4 & 7        |
| Income & Expenditure | Depreciation upto Mar. '08<br>for 2008-09 | 3425.22<br>14.43         | I & E, 7     |

## 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.

## 9 TAXATION

The income of the Institute is exempt from Income Tax under the provisions of Section 10 (23 C) (iii ab) of the Income Tax Act, 1961. Income Tax recoverables relates to tax wrongly deducted from investment, professional fees and placement income. The Institute was recognised as a "wholly charitable society and granted registration under section 12AA of the Income Tax Act, 1961. The Institute has no liability towards income tax as on March 31, 2008. In this connection the Institute has been issued certificates for non-deduction of tax at source in respect of professional payments received. The certificates under Section 194 are valid from April 1, 2008 to March 31, 2009.

- 10 Corresponding figures for the previous year have been regrouped / rearranged wherever necessary to conform to the current year's exhibition.apartments
- 11 Schedules are annexed to and form an integral part of the Balance Sheet as at March 31, 2008, and the Income and Expenditure Account for the year ended on that date.
- 12 Endowment related to Canara Bank Centre for Entrepreneurship which were hitherto shown as part of "others" in Schedule 2 (Earmarked Funds) has been separately disclosed. Interest on the same has been brought back from Income and Expenditure account.
- 13 The Finance Committee vide its 30th meeting dated June 24, 2008 decided to subsidize the financial aid given to PGP students from the tuition fee collected, as against meeting the same from its interest on corpus funds. (Sch 14)
- 14 Assets acquired out of MHRD grants have been separated at the instance of audit. Since grants virtually stopped after 2003-04, the W.D.V. of the assets as on 31.03.04 have been used as the basis for relating such assets to the MHRD grant balance as on that date.
- 15 MHRD had ordered payment of interim relief to the faculty during February 2009 which amounted to Rs. 140.78 lakhs and is included in the total figure of 6th pay arrears. Pending finalisation of revision of pay scales of faculty by MHRD no provision has been made in the accounts.
- 16 At the instance of audit starting from this financial year Library Books & Films have been depreciated completely irrespective of their date of purchase.
- 17 Prior period item pertains to the difference between the cost of purchase and face value of 10.26% GOI Bonds acquired during the year 2002-03 which have been charged off in the current year at the instance of audit.

Signature to Schedules 1 to 23, 25 and 26

|   |                                   |                                       |                                      |
|---|-----------------------------------|---------------------------------------|--------------------------------------|
| Place: Bangalore<br>Dated: 19th August 2009 | Sd/-<br>(KETOKI BASU)<br>FA & CAO | Sd/-<br>(B MAHADEVAN)<br>DEAN (ADMIN) | Sd/-<br>(PANKAJ CHANDRA)<br>DIRECTOR |
|---|-----------------------------------|---------------------------------------|--------------------------------------|

**Indian Institute of Management Bangalore**  
**Receipts and Payments for the year ended 31.03.2009**

(Rs.in lakhs)

| <b>RECEIPTS</b>                                |         |                 |
|--|---------|-----------------|
| <b>I. Opening Balance</b>                      |         |                 |
| <i>Cash in hand</i>                            | 1.38    |                 |
| <i>Imprest Balance</i>                         | 0.26    |                 |
| <i>Bank Balances :</i>                         |         |                 |
| <i>In deposit accounts</i>                     | 6484.04 |                 |
| <i>Savings accounts</i>                        | 459.59  |                 |
|  |         | 6945.27         |
| <b>II. Grants Received</b>                     |         |                 |
| <i>From Government of India</i>                |         |                 |
| <i>Plan-OBC</i>                                | 1066.68 |                 |
| <i>Non-Plan</i>                                |         |                 |
| <i>Society Membership</i>                      | 40.00   |                 |
| <i>Centres</i>                                 | 10.00   |                 |
| <i>Chairs</i>                                  |         |                 |
|  |         | 1116.68         |
| <b>III. Income on Investments</b>              |         | 328.50          |
| <b>IV. Interest received</b>                   |         |                 |
| <i>On Bank Deposits, Loans and Advances</i>    |         | 740.07          |
| <b>V. Other Income</b>                         |         |                 |
| <i>Own Generation - Programmes and Courses</i> |         |                 |
| <i>PGP &amp; FPM</i>                           | 2134.20 |                 |
| <i>PGSEM</i>                                   | 756.45  |                 |
| <i>P G P P M</i>                               | 125.72  |                 |
| <i>E-PGP</i>                                   | 241.82  |                 |
| <i>Consultancy and Profl Activity</i>          | 559.70  |                 |
| <i>Research &amp; Publications</i>             | 126.56  |                 |
| <i>FCRA projects</i>                           | 260.31  |                 |
| <i>Executive Education Programmes</i>          | 3519.35 |                 |
| <i>Centres</i>                                 | 560.78  |                 |
| <i>Seminars &amp; Conferences</i>              | 70.71   |                 |
| <i>Misc Income</i>                             | 74.53   |                 |
|  |         | 8430.13         |
| <b>VI. Deposits /Loans and Advances</b>        |         | 819.80          |
| <b>VII. Any other receipts</b>                 |         |                 |
| <i>Donations</i>                               |         |                 |
| <i>Investments encashed</i>                    | 2123.54 | 2123.54         |
|  |         | <b>20503.99</b> |

**Indian Institute of Management Bangalore**  
**Receipts and Payment Account for the Year ended 31st March 2009**

*(Rs.in lakhs)*

| <b>PAYMENTS</b> |   |                 |
|-----------------|---|-----------------|
| <b>I.</b>       | <b>Expenses</b>   |                 |
|                 | <i>Establishment Expenses</i>                                     | 1975.28         |
|                 | <i>Administrative Expenses</i>                                    | 1434.50         |
|                 | <i>Faculty Development</i>  | 5.01            |
|                 |   | <b>3414.79</b>  |
| <b>II.</b>      | <b>Investments and deposits made</b>                              | <b>8009.61</b>  |
| <b>III.</b>     | <b>Expenditure on Fixed Assets &amp; Capital Work-in-progress</b> |                 |
|                 | <i>Purchase of Fixed Assets</i>                                   | 308.71          |
|                 | <i>Expenditure on Capital Work-in-progress</i>                    | 54.90           |
|                 |   | <b>363.61</b>   |
| <b>IV.</b>      | <b>Refund of Deposits/Loans &amp; Advances</b>                    | <b>2261.19</b>  |
| <b>V.</b>       | <b>Other Payments</b>   |                 |
|                 | <i>Programmes and Courses</i>                                     |                 |
|                 | <i>PGP &amp; FPM</i>  | 751.50          |
|                 | <i>PGSEM</i>  | 77.76           |
|                 | <i>P G P P M</i>  | 68.56           |
|                 | <i>E-PGP</i>  | 91.90           |
|                 | <i>Consultancy and Profl Activity</i>                             | 404.35          |
|                 | <i>Research &amp; Publications</i>                                | 174.48          |
|                 | <i>FCRA</i>   | 132.36          |
|                 | <i>UNDP-e-Networking</i>  | 20.26           |
|                 | <i>Executive Education Programmes</i>                             | 328.21          |
|                 | <i>Centres</i>  | 164.30          |
|                 | <i>Chairs</i>   | 1.92            |
|                 | <i>Seminars &amp; Conferences</i>                                 | 24.95           |
|                 |   | <b>2240.55</b>  |
| <b>VI.</b>      | <b>Closing Balances</b>   |                 |
|                 | <i>Cash in hand</i>   | 1.52            |
|                 | <i>Imprest Balance</i>  | 0.56            |
|                 | <i>Bank Balances :</i>  |                 |
|                 | <i>In deposit accounts</i>  | 3064.06         |
|                 | <i>Savings accounts</i>   | 1148.10         |
|                 |   | <b>4214.24</b>  |
|                 |   | <b>20503.99</b> |

Place: Bangalore  
Dated: 19th August 2009

Sd/-  
(KETOKI BASU)  
FA & CAO

Sd/-  
(B MAHADEVAN)  
DEAN(ADMIN)

Sd/-  
(PANKAJ CHANDRA)  
DIRECTOR

**Indian Institute of Management Bangalore Provident Fund  
Receipts and Payment Account for the Year ended 31st March 2009**

*(Rs.in lakhs)*

**RECEIPTS**

|                              |        |               |
|------------------------------|--------|---------------|
| Opening Balance              |        | 14.18         |
| Subscriptions - GPF          | 123.58 |               |
| Subscriptions - CPF          | 11.64  |               |
| Subscriptions - DCPS         | 8.36   | 143.58        |
| Employers' Contribution CPF  | 4.25   |               |
| Employers' Contribution DCPS | 8.38   | 12.63         |
| Loan recoveries - GPF        | 33.97  |               |
| Loan recoveries - CPF        | 0.09   | 34.06         |
| Investment matured           |        | 145.39        |
| Interest received            |        | 65.95         |
| Others                       |        | 46.62         |
| <b>Total Receipts</b>        |        | <b>462.41</b> |

**PAYMENTS**

|                            |       |               |
|----------------------------|-------|---------------|
| Loans to Subscribers - GPF | 25.24 |               |
| Loans to Subscribers - CPF |       | 25.24         |
| Withdrawals - GPF          | 44.95 |               |
| Withdrawals - CPF          |       | 44.95         |
| Final Settlement - GPF     | 10.65 |               |
| Final Settlement - CPF     | 25.35 | 36.00         |
| Investments / Deposits     |       | 263.09        |
| Others                     |       | 3.14          |
| <b>Closing Balance</b>     |       | <b>89.99</b>  |
| <b>Total Payments</b>      |       | <b>462.41</b> |

Sd/-  
Place: Bangalore (KETOKI BASU)  
Dated: 19th August 2009 FA & CAO

Sd/-  
(B MAHADEVAN)  
DEAN (ADMIN)

Sd/-  
(PANKAJ CHANDRA)  
DIRECTOR

## **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 2009**

We have audited the attached Balance Sheet of the Indian Institute of Management, Bangalore as at 31 March 2009, the Income & Expenditure Account and Receipt & 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 audit has been entrusted for the period up to 2009-2010. These financial statements are the responsibility of the Institutes' 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 observations on financial transactions with regard to compliance with the Law, Rules and Regulations (Propriety and Regularity) and efficiency - cum - performance, aspects etc., if any are reported through Inspection Reports/ CAG's Audit Reports separately.
3. We have conducted our audit in accordance with auditing standards generally accepted in India. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material mis-statements. An audit includes examining on a test basis, evidences supporting the amounts and 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 and Income & Expenditure Account/Receipt & Payment Account dealt with by this report have been drawn in the format of accounts prescribed 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 as approved by its Board in so far as it appears from our examination of such books.
  - iv. We further report that:
    - A) **General:** The Institute revised the accounts at the instance of audit. The revised accounts were submitted on 20 August, 2009. The effect of the revision is that as on 31 March 2009, the assets and liabilities increased by Rs.228.45 lakh and the excess of Income over Expenditure increased by Rs.248.93 lakhs.
    - B) **Grants in aid:** Out of the OBC grants-in-aid of Rs.1066.68 lakh received from the Government of India during the year, the organisation could utilise a sum of Rs.54.90 lakh, leaving a balance of Rs.1011.78 lakh as unutilised grant as on 31 March 2009.
  - v. 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 the matters stated in **Annexure I** to this Audit Report give a true and fair view in conformity with accounting principles generally accepted in India.

- a. In so far as it relates to the Balance Sheet, of the state of affairs of the Institute as at 31 March 2009; and
- b. In so far as it relates to Income & Expenditure Account of the surplus for the year ended on that date.

For and on behalf of the C&AG of India

Sd/-  
**PRINCIPAL ACCOUNTANT GENERAL (C& CA)**  
**KARNATAKA**

Place: Bangalore  
Date: 25 September, 2009

#### **ANNEXURE-I**

**1) Internal control:**

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

**2) 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.

**3) Regularity in payment of the statutory dues:**

All statutory dues of the Institute had been remitted within the stipulated date.

Sd/-  
**PRINCIPAL ACCOUNTANT GENERAL (C& CA)**  
**KARNATAKA**