Indian Institute of Management, Ahmedabad

MEDIA BRIEF

Media Interaction Jointly by

Mr. A. M. Naik, Chairman, BoGs, IIMA
&
Prof. Ashish Nanda, Director, IIMA

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I: Management Development Programmes 2013-14

A total of 68 open enrollment MDPs are being offered for 2013-14.

The following New MDPs have been announced for the year 2013-14

No.	Programme Name	Name of Coordinator/s
1	BRICs on BRICs (South Africa Module)	Prof. Tathagata Bandyopadhyay / Prof. Ajay Pandey
2.	Business Dispute Resolution: International and Domestic Arbitration	Prof. Anurag K Agarwal
3.	Analytics for Superior Strategic Decisions	Prof. M R Dixit/ Prof. D. Karthik
4.	Visual Business Intelligence	Prof. Kavitha Ranganathan/ Prof. D. Karthik
5.	Innovating for Growth	Prof. Arvind Sahay
6.	The Creative Self at Work	Prof. Premilla D' Cruz
7.	Data Analysis for Healthcare Management	Prof. Arnab Kumar Laha
8.	Medico Legal Issues in Healthcare Management	Prof. Anurag K Agarwal
9.	Public Private Partnerships (PPPs) in Rural Infrastructure	Prof. Rekha Jain
10.	Investigating Corporate Social Irresponsibility	Prof. Navdeep Mathur / Prof. Ankur Sarin

More details can be found at www.iimahd.ernet.in/mdp

II: Fellow Programme in Management: 2013-14 Batch
Students Enrolled in respective areas

Area	No. of Students
Agriculture	2
Business Policy	1
Economics	1
Finance and Accounting	2
Marketing	1
Personnel and Industrial Relations	3
Production and Quantitative Methods	4
Public System Group	3
Total	**17**

III: Post Graduate Programme in Management: 2013-15 Batch Intake

Student Profile

TOTAL PGP STUDENT	NUMBERS	PERCENTAGE
MALE	298	78.42
FEMALE	82	21.58
Total	**380**	**100**

AGE	Years
AVERAGE AGE	23 years

WORK-EXPERIENCE	NUMBERS	PERCENTAGE
AVERAGE EXPERIENCE (23 - Months)	270	71.05
WITHOUT EXPERIENCE	110	28.95

CATEGORY	NUMBERS	PERCENTAGE
GENERAL	182	47.89
OBC (NC)	99	26.05
SCHEDULE CASTE	58	15.26
SCHEDULE TRIBE	29	7.63
DIFFERENTLY ABLED	12	3.16

EDUCATIONAL BACKGROUND	NUMBERS	PERCENTAGE
AGRICULTURE	2	0.53
ARTS	0	0
COMMERCE	12	3.16
ENGINEERING	362	95.26
SCIENCE	4	1.05
OTHERS/SPECIFY	0	0

IV: Post Graduate Programme in Agri-Business Management: 2013-15 Batch Intake

Student Profile

TOTAL PGP STUDENT	NUMBERS	PERCENTAGE
MALE	33	75
FEMALE	11	25
Total	**44**	**100%**

AGE	Years
AVERAGE AGE	24 years

WORK-EXPERIENCE	NUMBERS	PERCENTAGE
AVERAGE EXPERIENCE	27	60
WITHOUT EXPERIENCE	18	40

CATEGORY	NUMBERS	PERCENTAGE
GENERAL	23	52.27
OBC (NC)	10	22.73
SCHEDULE CASTE	07	15.91
SCHEDULE TRIBE	04	9.09
DIFFERENTLY ABLED	--	--

EDUCATIONAL BACKGROUND	NUMBERS	PERCENTAGE
AGRICULTURE	15	34.09
ARTS	--	--
COMMERCE	07	15.91
ENGINEERING	04	9.09
SCIENCE	09	20.45
OTHERS/SPECIFY	09	20.45

V: Post Graduate Programme for Executives: 2013-14 Batch Intake

Student Profile

Total Number of students: 85	
Parameter	**Average**
GMAT	711
Total work experience as on August 10, 2012	10 yrs 2 mths
International work experience as on August 10, 2012	3 yrs 3 mths
Age as on March 31, 2012	34 Yrs 0 mths

- International exposure
  - 12 (14.12%) are international students. Of these, 06 are foreign citizens and 06 are foreign permanent residents.
  - 24 (28.24%) are residing outside India, spread across ten countries.
  - 76 (89.41%) have international exposure in terms of work and studies.
  - 76 (89.41%) have traveled to at least one country other than their home country.

- Academic background
  - 16 (18.82%) have obtained their degree(s) from outside their home country.
  - 37 (43.53%) have a higher qualification (Professional, Masters) than bachelors.
  - 68 (80.00%) are engineers.
  - 21 (24.71%) have graduated from IIT/NITs.

- The industry mix includes, Airline/Travel, BPO, Defense, Education, Energy/Power, Financial Services, Government Services, Healthcare, Hospitality Services, Infrastructure, IT and IT Services, Management Consultancy, Manufacturing Engineering, Manufacturing Process, Media, NGOs, Retail, Shipping, Telecom

- 11 (12.95%) are women students

- 74 (87.06%) are married; and 47 (55.29%) have children

Industry Break-up			**Function Break-up**	
Energy/Power	4		Finance and A/c	3
Financial Services	11		General Management	17
Government Services	4		Marketing	7
Healthcare	1		Operations	6
Hospitality Services	1		Personnel and Administration	2
IT and IT Services	29		Project Management	24
Mgmt. Consultancy	6		Research and Development/Designing	8
Manufacturing Engg.	5		Business Analyst	3
Manufacturing Process	3		Programming	3
Media	2		Consulting	10
Infrastructure	2		Systems Designing	1
Telecom	4		Academics	1
Airline/Travel	2			
BPO	1			
Retail	2			
Defence	4			
NGOs	3			
Shipping	1			
Total	**85**		**Total**	**85**

VI: New Elective Courses (proposed) to be offered in 2013-14

A. Fellow Programme In Management (FPM)

1. **Quantitative Methods and Analysis – OB Area Elective Course**
(Instructor: Prof. Vishal Gupta)

The course builds on the insights and knowledge obtained in first year research methodology courses (Survey of Statistical Methods, Introduction to Research Methods and Qualitative Techniques) and provides a hands-on training on using methods to perform empirical research. The course will be largely divided into two parts. The first part shall introduce the participants to quantitative research designs (experimental, survey based) and the analytic techniques used to analyze the data collected. This part shall also provide inputs relating to measurement theory and concepts related to scale design. The second part will build on the concepts learnt in part one and will introduce the participants to advanced data analyses using structural equation modeling methodology. The course will be based on a combination of theoretical and practice-oriented sessions that will provide working knowledge of statistical software like R, SPSS and LISREL.

2. **Philosophical Foundations of Organizational Research – OB Area Compulsory Course** (Instructor: Prof. Ernesto Noronha)

To acquaint participants with different research paradigms and their importance. To illustrate the implementation of the different strategies of enquiry. To critically appreciate the various methodological perspectives.

3. **Bayesian Methodology for Business Research – P&QM Area Elective Course**
(Instructors: Profs. T Bandyopadhyay & Dhiman Bhadra)

Application of Bayesian methodology in solving business research problems is a fast growing area of research. In this course we will start from the scratch assuming no prior knowledge of Bayesian Methodology. Before getting into deeper issues of Bayesian modelling, we plan to devote adequate number of sessions at the beginning to acquaint the students with the basic tools and concepts of Bayesian inference. In this course, our emphasis will be on the modelling aspect of business data arising in different functional areas of management from a Bayesian perspective. In this context, we will discuss hierarchical Bayesian models, model checking (both data model consistency and model selection) and implementation of the methodologies through Bayesian computation.

4. **Leadership in Organizations: A Review of Theory and Research – OB Area Elective Course** (Instructor: Prof. Vishal Gupta)

This course focuses on managerial leadership and will enable participants to equip themselves with a broad survey of theory and research on leadership in formal organizations. The topic of leadership effectiveness is of special interest, and the discussion keeps returning to the question of what makes a person an effective leader. The course aims to conduct a detailed and critical evaluation of major leadership theories, and a comprehensive review of empirical research conducted in leadership domain. Participants will be familiarized both with the core theories, models, frameworks and concepts of leadership, as well as with current research findings and a range of techniques, practices and skills that may be used in a professional environment. The course will be implemented as a seminar course featuring regular interactive activities such as presentations and class discussions.

5. **Methods of Qualitative Research: Gathering and Analyzing Data - OB Area Elective Course** (Instructor: Prof. Ernesto Noronha)

The course introduces participants to the various qualitative research strategies used to design and conduct qualitative research projects. By the end of the course participants will be able to distinguish between the various traditions of qualitative inquiry (such as ethnography, case study, narrative inquiry, phenomenology, grounded theory, biography and oral history) both in

terms of data collection technique and use of analytical tools. To make the course practical, participants will critically review work already published in these traditions and implement a research project related to their area of interest and in the tradition of their choice.

6. Seminar on Experimental Methods in Marketing – MKTG Area Elective Course
   (Instructors: Profs. Abhishek & Sanjeev Tripathi)

The purpose of this course is to provide technical skills for the design and implementation of experimental methods used in marketing. While the focus is on marketing, most of the techniques and discussion is relevant for any experimental research in social science/behavioural research. Accordingly, the papers discussed in this course though majorly from marketing also have a fair mix of papers from other related disciplines. A key objective of this course is to get the participants to 'dirty their hands' on actual experimentation. The project in this course is oriented towards getting doctoral candidates to conceptualize and design a simple experiment and then analyse the results from the study. The aim is to give the participants the necessary understanding as well as confidence
to start doing experimental research.

The course will be useful to participants from marketing as well as those from other disciplines who plan to do behavioural research. Even for those who do not plan to do their
doctoral research using experiments it might be a good skill to develop.

B. Post Graduate Programme in Management

7. Financing of Firms (Instructor: Prof. Sidharth Sinha)

The objective of this course is to understand the variety of financing instruments and institutions as solutions to the agency problems arising from information asymmetry between firm insiders and outsiders. Further progress in understanding corporate financing decisions will require a deeper understanding of agency issues when value-maximizing operating and investment decisions cannot be observed or verified.

8. Financing Large Projects (Instructor: Prof. Premchander)

This is a case based course about financing large projects predominantly in the private sector. The cases cover aspects of creating value both through investment and financing decisions. The course will help students understand what project finance is, why it creates value and how to structure transactions that have a high probability of operational and financial success. The course will also deepen the understanding of corporate finance. There will also be a section on restructuring projects in distress.

9. Strategic Perspectives in Banking (Instructor: Prof. T.T. Ram Mohan)

This course looks at select issues relating to strategy in banking primarily from a practitioner's perspective. The potential audience for the course includes not only those looking to pursue a career in banking but also those who may specialize in the financial sector in a consulting context.

10. Valuation of Firms (Instructors: Profs.Joshy Jacob & Sobhesh K. Agarwalla)

The course is expected to expose the participants to the challenges involved in the valuation of businesses. This course builds on the issue raised on corporate valuation in the first-year course, Corporate Finance. The earlier part of the course discusses the commonly followed approaches in dealing with different dimensions of the firm while attempting a valuation. The later part of the course discusses unique valuation contexts.

11. Managing Luxury Business (Instructors: Profs. P.K. Sinha & Ashok Som (VF))

The course would prepare the participants to: Understand Challenges of Managing a Luxury business; Appreciate the value design and delivery process; Appreciate the complexities in managing a business across countries; Understand the management methods, practices and processes involved in building a luxury business

12. Sociology of Work and Employment in India (Instructor: Prof. Ernesto Noronha)

The course has been designed to understand the current debates relating to employment and sociology of work in the Indian economy. Broadly, the issues covered deal with the Indian labor market, formal-informal employment, the Indian industrial relations system, the Indian trade union movement, social security, decent work and labor in the new economic sectors. Beyond the sociology of work, the course provides a glimpse into the changing socio-political and historical tapestry of the Indian economy. To this end, the readings draw from various disciplines such as economics, sociology and history, with cases across the textile, banking, plantations, brick kilns, engineering and the ITES sectors.

13. Business and Society (Instructor: Prof. Nagarajan Krishnamoorthy (VF))

Be able to understand the interactions between business and society in managerial decision making and develop solutions accordingly; Be able to understand different approaches to ethical decision-making and corporate social responsibility and apply these principles in addressing issues facing businesses in a socially responsive manner; Recognize the global issues that businesses must manage and apply these ideas when preparing business solutions; Recognize the influence of political environment on businesses and apply these ideas when preparing business solutions; Be able to understand the interactions between businesses and natural environment in developing solutions for issues facing businesses; Comprehend the challenges technological change and issues of the natural environment pose for business, and be able to apply new approaches to prepare business responses; Identify issues related to stakeholders of businesses and apply these ideas when analyzing business issues

14. Personal Competencies for International HRM
   (Instructor: Prof. Nagarajan Krishnamoorthy (VF))

Develop an understanding of the role of HRM in an international context and the key HR/ER challenges facing organizations operating internationally; Comprehend the impact of national and cultural contexts on how individuals react to HR/ER interventions in different countries; Develop an understanding for the development of employees to operate in a global context and the challenges and opportunities facing HR professionals; Comprehend an understanding of the linkages between corporate internationalization strategies and IHRM strategies, and how multinational organizations manage the global-local dilemma; Develop an understanding of the impact of internationalization on the role of HR professionals in multinational organizations.

15. Elephants and Cheetahs: Systems, Strategy and Bottlenecks
   (Instructor: Prof. Saral Mukherjee)

'Elephants and Cheetahs: Systems, Strategy and Bottlenecks' is an unconventional treatment of Operations Strategy. It presents the dimensions of competition in the operations domain through the lens of the natural world and systems thinking. The fundamental premise of the course is that systems are not just a collection of interconnected parts – the whole is greater than the sum of parts (Aristotle). A well designed system is thus like a living entity with its own structural characteristics, peculiarities, capabilities, constraints and vulnerabilities.

16. Quantitative System Performance (Instructor: Prof. Debjit Roy)

There is a growing importance on analyzing the performance of complex system design in services such as healthcare and logistics, as well as in manufacturing, which are often subject to stochastic inputs. Through this course, the students will develop skills in building analytical models for service systems, which can be analyzed rapidly to provide insights for decision making. The skills will be developed through a mix of concept lectures, cases, and a mini-project.

17. Manipulation, Myth & Marketing (Instructor: Prof. Navdeep Mathur)

This course explores how the public sphere is shaped through the discourses, practices and strategies constituting the different elements of marketing as a social activity that includes but is

not limited to the transaction of goods and services alone. The leading text on marketing management (Kotler, Keller, Koshy, and Jha 2013) articulates marketing as a "societal process" in which groups and individuals engage with each other to create and offer goods and services through communicative practices whereby they identify needs, wants and value. These leading authors identify the specific subjects of marketing as goods, services and "…events, experiences, persons, places, properties, organisations, information and ideas" on an equal footing (2013: 5).

18. Managing Sustainability (Instructor: Prof. Rama Mohana Turaga)

Sustainability issues are traditionally seen as the responsibility of the governments. However, other societal actors – for example, corporations, non-profit organizations, consumers, and communities – have been engaging in a variety of sustainable practices. The objective of the course is to understand the role of various actors in sustainable management in a variety of contexts, including resource conservation, ecological restoration, and pollution control. The course analyzes the way different actors interact in these contexts, the motivations of the actors, and the implications of their actions for sustainable management through the analysis of specific applications of sustainable management practices.

19. Public Health Management (Instructor: Prof. K.V. Ramani)

Public Health is the science and art of protecting and improving the health of community through education and promotion of healthy life style, and thereby prevents health problems before they occur. Unfortunately, the Indian Health Sector spends almost 80 percent of the total health expenditure on curative care and therefore public health continues to remain neglected. Poor public health adversely affects productivity and the social and economic growth. The objectives of this course are: To understand Indian Public Health system; To bring out the various key issues in public health; Discuss the managerial challenges in addressing these issues; Learn about Innovations in public health and health care delivery and possible business opportunities in public health and health care.

20. Qualitative Research Methods for Understanding Business and Human Development in a Network Society (Instructor: Prof. Navdeep Mathur)

This course provides an introduction to designing projects that research the relationship between human development in a context where business organisations play an important role in shaping the public sphere through societal networks and associations. The qualitative methods framework is used as it opens up critical questions regarding taken for granted assumptions about the proper role of big actors like markets, states and civil society. These methods are explicitly concerned with how meanings are produced by actors in different situations through their interactions with each other as a basis of making decisions. This course also encourages students to explore the uses of qualitative methods as have been widely practiced in organizational studies and management, human relations in organisations and society, and future scenarios in a knowledge-network society.

C. Post Graduate Programme in Management for Executives (PGPX)

21. Inspired Leadership through Personnel Mastery (ILPM)
(Instructor: Profs. DVR Seshadri & Gagandeep Singh & Thimappa Hegde)

This course seeks to enable participants to understand the entrepreneurial / intrapreneurial mindset as opposed to the 'employee' mindset. Entrepreneurism is inextricably connected with leadership, since entrepreneurship and intrapreneurship involves mobilizing teams of people towards a cause much greater than the individuals involved, often in the face of significant resistance from forces within and outside the organization that seek to preserve the status quo. Intrapreneurship is also closely linked with reinventing oneself and concurrently the organization that one is associated with. A more elaborate note on Reinvention is attached (Appendix-I). In this course, we treat entrepreneurism, intrapreneurism, corporate venturing and reinvention as essentially synonymous. Enabling the participants to discover this fiber within themselves is a key deliverable of this course.

22. Inspired Leadership through Personnel Mastery (ILPM)
(Instructor: Prof. Halady Satish Rao)

The course will provide an understanding of the unique features and issues in infrastructure development, including the major one of market failure and the responses to it. The focus will be on underlying concepts of "project finance" such as project structuring and risk allocation through contractual arrangements and the role of governments and the private sector in public-private-partnership (PPP).

VII: Admission/Selection Process for PGP 2014-16 Batch.

Admission/Selection Process

The selection of candidates for admission to the 2014-16 batch of the PGP at IIM Ahmedabad is a two-step process.

In the first step, candidates are short-listed for written analysis and personal interviews from among candidates who have a valid CAT/GMAT score* who have applied for the programme and who satisfy the eligibility criteria for the programme. An overseas category candidate who applies with a GMAT score instead of a CAT score should have a total scaled score of at least 700.

Shortlisting and Selection[1] Criteria for PGP 2014-16 batch

Stage 1: Generation of merit list for Written Analysis and Personal Interview (WA-PI) for PGP programme.

Stage 1a: The following cutoffs shown in Table 1 will be used for selecting eligible candidates for all subsequent stages. Therefore, the CAT score is the sole criterion for arriving at the first short-list.

Table 1: Minimum CAT-2013 Percentile

Category	PGP		
	Sec.1 (QA+ DI) (%)	Sec2. (VA +LR) (%)	Total (%)
General	85	85	90
NC-OBC	75	75	80
SC	55	55	75
ST	50	50	70
DA	55	55	75

QA=Quantitative Ability; DI=Data Interpretation;

VA=Verbal Ability; LR=Logical Reasoning

Stage 1b: To recognise exceptional performers across diverse academic backgrounds, from each of the five categories of academic disciplines, top 50 candidates or top 1% of the number of applicants to IIM Ahmedabad within each category-- whichever is lower -- will be identified. These candidates will be directly shortlisted for the WA-PI on the basis of their total scores from CAT 2013, provided they also meet the criterion mentioned in Stage 1a. For the classification of academic disciplines, refer to Table 3.

However, selection at the final stage (Stage 2) for the candidates short-listed at this stage and all other short-listed candidates (at Stage 1c) will strictly be based only on ranks on the Aggregate Score (based on CAT/GMAT, Academic Rating (AR) and WA-PI Scores) within each category specified in Table 1.

This stage, 1b, is only applicable to candidates who are applying for admissions on the basis of their CAT scores. Please note that this stage, 1b, is not applicable for the candidates eligible to be considered using the GMAT scores.

Stage 1c: Application Rating: The application rating looks at the applicants' academic performance (marks obtained) in 10th Standard Examination, 12th Standard Examination and Bachelor's Degree Examination.

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[1] IIM Ahmedabad reserves the right to make changes in the Shortlisting and Selection Criteria, if considered necessary at any point.

For 10th and 12th Standards: The eligible applicants, as obtained in stage 1a above, will be assigned rating scores 'A' and 'B' (See Table 2) based on their percentage of marks obtained in 10th and 12th standard examinations respectively.

For Bachelor's Degree: The eligible applicants as obtained in stage 1a above, will be assigned a rating score 'C' (See Table 2) based on the percentage of marks received in the Bachelor's degree.

Table 2: Application Rating (AR): 2014-16 Rating Scores

Percent score in 10th Std. Exam	Rating Score A	Percent score in 12th Std. Exam	Rating Score B	Percent score in Bachelor's Degree	Rating Score C
<= 55	1	<= 55	1	<= 55	1
> 55 and <= 60	2	> 55 and <= 60	2	> 55 and <= 60	2
> 60 and <= 70	3	> 60 and <= 70	3	> 60 and <= 65	3
> 70 and <= 80	4	> 70 and <= 80	4	> 65 and <= 70	4
> 80 and <= 90	7	> 80 and <= 90	7	> 70 and <= 80	7
> 90	10	> 90	10	> 80	10

Notes about the marks obtained:
- Percentages for incomplete Bachelor's Degree Applicants are based on their available marks.

- For those candidates having cleared CA/ICWAI/CS without having Bachelor's Degree, their average of inter and final level marks will be treated as Bachelor's degree marks.

- For computing the application rating, **all subjects** that appear in the mark-sheet of 10th and 12th Std. exams will be considered irrespective of whether the Board/University considers them for calculating the percentage.

For bachelor's degree, the percentage of marks awarded by Institute/University will be treated as final. If the Institute/University does not award the percentage of marks, it will be calculated on the basis of the marks obtained in all subjects listed in the mark sheet.

If the percentage of marks awarded by Institute/University does not take into account marks obtained in all the subjects as mentioned in the mark-sheet(s) for all the years, the candidates must produce a certificate from the Principal/Head of the Department/Registrar/Director of the university/ institution certifying details of the practice at the time of the WA-PI, if shortlisted for the same.

If any Board/Institute/University awards only letter grades without providing an equivalent percentage of marks on the grade sheet, the candidate should obtain a certificate from the Board/Institute/University specifying the equivalent marks which should be used for filling the online CAT application form. The original equivalence certificate needs to be submitted at the time of WA-PI, if shortlisted for the same.

For candidates having a 5-year integrated Master's degree, percentage of marks obtained in the first 3 years will be considered as bachelor's degree percentage. For candidates in the final year of 5 year integrated Master's degree, the marks obtained in the first 3 years will be considered as bachelor's degree Not Completed percentage.

Application Rating Score:

$$AR = 0.5 * A + 1.5 * B + 2.5 * C$$

Maximum Score for AR = 45

Composite Score:

Maximum CAT score = 450

$$Composite\ Score = (Obtained\ CAT\ score\ /450) * 0.7 + (AR/45) * 0.3$$

For candidates eligible to be considered using the GMAT, the following equivalent CAT scores for the GMAT scores will be applied:

GMAT	Equivalent CAT Score
700	223
710	230
720	239
730	250
740	258
750	267
760	283
770	289
780	298
790	311
800	377

The composite score will be calculated based on the equivalent CAT score and Application Rating as described above.

In stage 1c, the composite scores described above will be used for shortlisting candidates for the subsequent stage, in addition to those candidates directly short-listed from Stage 1b.

Table 3: Discipline for bachelor's degree (as per CAT Application)

AC-1

1. Agriculture [Agronomy, Soil Science, Agricultural Biochemistry, Agricultural Economics, Agricultural Extension, Plant Breeding and Genetics, Entomology, Plant Pathology etc.]

2. Animal Husbandry

3. Dairy Science/Technology

4. Fisheries

5. Forestry

6. Food Technology

7. Horticulture

8. Medicine/Dentistry

9. Pharmacology/Pharmacy

10. Science [Biology, Biochemistry, Bio-technology, Botany, Life Science, Zoology]

11. Science [Chemistry, Mathematics, Physics, Statistics]

12. Science (Others) : Home Science, Nursing and all other branches of Science not explicitly mentioned elsewhere in this list]

13. Veterinary Science

AC-2

1. Arts/Humanities [Archaeology, Education, Fine Arts (Dance, Music, Painting), Geography, History, Journalism, Languages, Library Science, Literature, Philosophy, Political Science, Psychology, Public Administration, Social Work/Welfare, Sociology, etc.]

2. Law

3. Education [including Physical Education and Sports]

4. Rural Studies/Rural Sociology/Rural Cooperatives/Rural Banking

AC-3

1. Commerce/Economics [Accountancy, Auditing, Banking, Business Mathematics, Business Organisation, Economics, Economic Development and Planning, Public Administration, Public Finance, Secretarial Practices etc.]

2. Chartered Accountancy

3. Cost and Works Accountancy

4. Company Secretaryship

5. Hotel & Tourism Management

6. Management [Business Administration, Business Management, Business Studies, Management Studies]

AC-4

1. Agricultural Engineering

2. Architecture

3. Engineering/Technology [B.E., B.Sc. (Engg.), B.Tech. in all engineering subjects including Computer Engineering, Computer Science, IT, other than Agricultural Engineering and Dairy Technology]

AC-5

1. Any other discipline not mentioned above.

Note: Final discretion on the academic category that an academic program will be classified under, rests with the Admissions Committee of IIM-Ahmedabad.

Stage 2: Selection

In the second step, after the completion of written analysis and personal interviews (WA-PIs) of all candidates short-listed in the first step, candidates for admission to the 2014-16 batch of the PGP at IIM Ahmedabad are selected from among the candidates who have attended the WA-PI.

70% weightage is given to WA-PI score and 30% weightage is given to the Composite Score at the final stage of selection to arrive at the Aggregate Score. Selection at this stage will strictly be based on ranks on the Aggregate Score (based on CAT/GMAT*, Academic Rating (AR) and WA-PI Scores) within each category specified in Table 1 in proportions mandated by law.

Note: The WA-PI Score is based on the following: performance in the written analysis, personal interview, verifiable awards and recognitions, academic performance, exceptional achievements, extra-curricular activities, post-degree work experience, post-graduation education etc.

The following information is about the admission process followed by IIMA for its PGP subsequent to CAT. It is therefore, important for the candidates to read them carefully.

1. *Performance in CAT is an important input in the admission process. Candidates should note that it is important to perform well in each section of the test. In addition to the performance in CAT, IIMA uses academic background for short-listing for WA-PI.*

2. *Please note that IIMA short-lists candidates for WA-PI independent of other IIMs. Hence it is possible to observe variations in the lists of candidates short-listed by different IIMs.*

3. *Details of candidates short-listed will be made available on IIMA website (www.iimahd.ernet.in) in the third week of January 2014. Short-listed candidates would also be sent WA-PI call letters by IIMA. No communication would be sent to applicants who are not short-listed for Written Analysis and Personal Interview.*

4. *After the WA-PI round, admission offers are made by IIMA to successful candidates. The ranking and final selection is based on a diverse set of attributes which includes performance in CAT/GMAT*, performance in WA-PI, academic, co-curricular and extra-curricular achievements, work experience etc.*

5. *Disclosure of information about the admission process is driven by concerns which at times conflict with each other. The IIMA would like the admission process to be transparent. At the same time, IIMA would wish to protect the privacy of individual candidates and confidentiality of the process to prevent abuse. Based on these considerations, the performance of an individual is not made available to any other person. Similarly, the performance of candidates in WA-PI, including assessment of attributes mentioned under paragraph 4 above is not disclosed to anyone to prevent exercise of undue pressure on the panelists participating in the admission/selection process. IIMA exercises its own discretion in disclosing weights assigned to diverse sets of attributes mentioned under paragraph 4 above. To ensure that the perceived lack of transparency does not in any way affect the candidates negatively, adequate care is taken in formation of panel, development of objective criteria for assessment, random allocation of candidates to a panel and other such measures.*

6. *Candidates, who appeared in WA-PI will be able to view whether they have been offered admission by IIMA during second week of April 2014 by visiting the IIMA website. Admission offer letter would be sent to all successful candidates. Candidates, who are offered admission, need to confirm their acceptance by completing all the required formalities by first/second week of May 2014. Some candidates may also be placed on the waiting list initially during second week of April 2014. Offers to candidates on the waiting list would depend upon the number of successful candidates accepting the offer made by IIMA.*

   * CAT refers to CAT-2013.
   *GMAT refers to GMAT administered within the last 24 months as on 15 December 2013

NOTE: In the event of specific guidelines being issued by Government of India, IIMA reserves the right to, depending on the nature of the guidelines, continue with its WA-PI as stated above OR use an alternative selection procedure which may include calling for additional information from short-listed candidates, a supplementary test or any other suitable process/mechanism. Care will be taken to ensure that candidates are not put to undue inconvenience.

VIII: Faculty at IIMA

As on September 27, 2013, Faculty strength at IIMA is 91.

Total Students across the programmes (FPM, PGP, PGP-ABM, PGPX) are 1009.

New Faculty Appointments (January to September 2013)

Sl. No.	Name of Faculty	Date of Joining
1.	Karthik Sriram	January 24, 2013
2.	Vishal Gupta	March 1, 2013
3.	Naman Desai	May 9, 2013
4.	Ramanathan Subramaniam	August 01, 2013
5.	Pavan Mamidi	August 21, 2013
6.	Sharon Barnhardt	August 21, 2013
7.	Ashish Nanda	September 2, 2013
8.	Shruti Sharma	September 16, 2013

Brief profiles of new faculty (2013) attached/enclosed:

Prof. Karthik Sriram

Prof. Karthik Sriram has joined the institute as Assistant Professor in the Production and Quantitative Methods (P&QM) Area.

Karthik Sriram joins us after completing the Fellow Programme in Management (FPM) from Indian Institute of Management, Bangalore. Prior to FPM, he worked with General Electric (GE) company for 8 years in their reinsurance and commercial finance businesses. He also holds Bachelors and Masters degrees in Statistics from Indian Statistical Institute, Kolkata.

His current research interests is in Bayesian Quantile Regression and its applications to insurance, finance and marketing.

Prof. Vishal Gupta

Prof. Vishal Gupta has joined the Institute as Assistant Professor in the Organizational Behavior Area.

Prof. Vishal Gupta has completed Fellow Program in Management from the Indian Institute of Management, Lucknow, in Human Resource Management. He also holds degree of B.E. in Electrical & Electronics Engineering from the Birla Institute of Technology & Science (BITS), Pilani, Rajasthan.

Prior to joining IIMA, he worked as Assistant Professor in the HRM Group at the Indian Institute of Management, Calcutta. He has also worked as a Hardware Design Engineer with ST Microelectronics Pvt Ltd., Greater Noida and with Infineon Technologies AG, Munich, Germany where he was involved in the design of high-performance Application-Specific Integrated Circuits (ASICs).

His current areas of research are leadership development, organizational justice, creativity, R&D management, performance management and high-performance organization design.

Prof. Naman Desai

Prof. Naman Desai has joined the institute as an Assistant Professor in the Finance and Accounting Area.

Prof. Naman Desai is a chartered accountant who has also completed a masters' in accounting from the University of Alabama and a PhD in Accounting from Florida State University.

Prior to joining IIMA, he worked as an Assistant Professor at the Dixon School of Accounting at the University of Central Florida (Orlando).

His current research interests are in the areas of auditing and corporate governance. He has published several research papers in well renowned peer reviewed international journals such as Auditing and Journal of Information Systems and has also reviewed papers for several international journals.

Prof. Ramanathan Subramaniam

Prof. Ramanathan Subramaniam has joined the institute as an Associate Professor in the Marketing area.

Prior to completing his Ph.D from the University of Pittsburgh, he got his MS and MBA from Carnegie Mellon University and XLRI (Jamshedpur) respectively. He is also a B. Tech (Mining Engineering) from Banaras Hindu University.

Before joining IIM Ahmedabad, he was a professor at the University of Kansas.

His current research involves applying Game Theory to tackle interesting problems in the marketing area – particularly pricing and auctions.

Prof. Pavan Mamidi

Prof. Pavan Mamidi has joined the institute as an Associate Professor in the Business Policy area.

Prof. Mamidi has a doctorate (D.Phil) from Oxford and an LL.M from Harvard Law School. He has extensive professional experience providing consulting services to the technology industry, covering both Indian and US firms.

His early research included work on technological innovation and the social costs of intellectual property. In his more recent research, he undertakes empirical work on signaling games, trust, property rights, conflict-resolution, and inter-ethnic negotiations. He conducts lab experiments and preserves a longstanding interest in theories of causation.

Before coming to IIM Ahmedabad, Prof. Mamidi was a GLEE Fellow in the Program on the Legal Profession at Harvard Law School, where he is currently an affiliated faculty. He was previously an Assistant Professor at IIM Bangalore and held visiting positions at MIT and the University of Michigan.

Prof. Sharon Barnhardt

Prof. Sharon Barnhardt has joined the institute as an Assistant Professor in the Public Systems Group.

Prior to finishing her PhD at Harvard University, she received a Master's in Public Affairs from Princeton University. She also has an undergraduate degree from NYU where she studied finance.

Prof. Barnhardt's research uses randomized experiments to answer questions about increasing access to urban housing, sanitation, and healthy products for households at the base of the pyramid. She is also a Faculty Affiliate at MIT's Poverty Action Lab and a Research Affiliate with the Institute for the Study of Labor (IZA).

Before joining IIM Ahmedabad, she was a professor at IFMR. Her previous work experience includes J.P. Morgan (New York) and the World Bank.

Prof. Ashish Nanda

Ashish Nanda is Director of Indian Institute of Management, Ahmedabad.

Before joining IIMA, he was at Harvard Law School for seven years. As Robert Braucher Professor of Practice, he taught "Professional Services," "Leadership in Law Firms," and "Professional Services: Advanced Topics" in the JD program. He was faculty director of Executive Education, faculty director of the Case Development Initiative, and research director at Program on the Legal Profession. Before HLS, Nanda was a Harvard Business School faculty member for 13 years, where he taught in MBA, DBA, and Executive Education courses, including "Leadership in Professional Services" and "Owners Presidents Managers."

Nanda has a PhD in Business Economics (Harvard), AM in Economics (Harvard), PGDM in Management (IIM Ahmedabad), and B.Tech. in Electrical Engineering (IIT Delhi). Before his PhD, he worked for five years with the Tata group of companies as Tata Administrative Services officer.

A recipient of the Henry B. Arthur Fellowship, the Center in Ethics and the Professions Fellowship, President of India Gold Medal (twice), and the IIMA Director's Gold Medal, he has published several case studies and Harvard Business Review articles and is a coauthor (with Tom DeLong) of Professional Services: Cases & Text. His research, in the form of conceptual articles, case studies, surveys, and large sample empirical analyses, focuses on professional services. It encompasses three streams – management of professional service organizations, professionals' labor market, and professionalism.

Nanda has advised professional service organizations including asset management, investment banking, accounting, advertising, engineering consulting, executive search, human resource consulting, IT consulting, management consulting, law firms, public relations, and real estate firms. His work with these organizations has spanned strategic planning, organization design, governance systems, succession planning, compensation systems, recruitment and promotion practices, leadership development, and coaching senior executives.

Prof. Shruti Sharma

Prof. Shruti Sharma has joined the institute as Assistant Professor in the Economics Area.

Prior to finishing her PhD at the University of California, Santa Cruz in International Economics in June 2013, she received a Master's in Economics from Jawaharlal Nehru University (Centre for Economic Studies and Planning). She also has an undergraduate degree in Economics (Honours) from Delhi University. She has previously worked with organizations such as The Conference Board, United Nations Conference on Trade and Development, and UNICEF.

Prof. Sharma's research spans the areas of International Trade, Development, Technology and Productivity. In her most recent research she investigates the nature of India's imports of intermediate inputs and their role in the changing skill composition of workers at plants in the Indian manufacturing sector. She is also working on a project that studies the role of IT in productivity in Indian manufacturing and how adoption of IT and its impact on organizational change is different across public and private organizations.