



IIM A

Indian Institute of Management Ahmedabad
India's Iconic Management School



Maker of Global Managers

IIMA's alumni have created or joined a wide range of organisations in India, transformed them, and given several of them a global presence. Some alumni are providing leadership at the global operations of multinationals. Behind their extraordinary achievements is the sense of confidence that they acquire during the rigorous programme at the Institute. "If you can survive the PGP at IIMA, you can take on anything," declare several alumni. They are also helped by a vast network of highly successful entrepreneurs and managers who have been through the same experience. They know they have to excel to be worthy of the tradition they are part of. Society's high expectations also play an important role in the way IIMA's alumni confront challenges.

Here is a small sample of alumni who have made a difference in diverse fields.

- **KV Kamath** made ICICI Bank the biggest private sector bank in India, ahead of all the public sector banks except State Bank of India, and one of the top 50 most valuable global brands.
- **Narendra Murkumbi** entered the unglamorous and fragmented field of cane sugar production dominated by co-operatives and created Shree Renuka Sugars, a fast-growing sugar and biofuels company with operations not only in India but also in Brazil.
- **Deep Kalra**, founder and CEO of MakeMyTrip is giving the Indian traveller unprecedented power and freedom of choice.
- **MS (Vindi) Banga** led Hindustan Lever as its CEO and later led Global Foods, Home and Personal Care of Unilever as its President.
- **Sanjeev Bikhchandani**, co-founder and CEO of InfoEdge, known by its website, naukri.com, is connecting hundreds of thousands of Indian job-seekers with potential employers.
- **MP Vasimalai**, co-founder of PRADAN (Professional Assistance for Development Action) and Executive Director of DHAN (Development for Humane Action) Foundation, has been developing superior professionals to work with the poor in villages, tribal areas and urban slums.



- **Vijay Mahajan**, a social entrepreneur, has helped over a million rural households to sustain themselves through his BASIX, a microfinance company.
- **Shikha Sharma**, the Managing Director and CEO of Axis Bank, has inspired millions of women by making a mark in the male dominated world of banking and finance.
- **PD Rai**, an elected member of the Indian Parliament is transforming his constituency, Sikkim.
- **Salil Shetty**, Director General of Amnesty International, has helped millions of poor people all over the world as Director of the UN's Millennium Campaign and the Chief Executive of ActionAid.
- **Ashok Alexander**, once head of McKinsey & Company's New Delhi office, is helping tens of thousands of Indians in his position as Director, Avahan India AIDS Initiative of the Bill & Melinda Gates Foundation.

Moulder of Management Educators

Several of IIMA's alumni are shaping management and management education in the country through leading schools and universities which they have joined either as directors or as senior faculty. Some of these thought-leaders did the Post-Graduate Programme (MBA) at the Institute and the others, the Fellow (doctoral) Programme. This fits in with one of the major objectives of IIMA: professionalising management education in India.

Some alumni join leading global business schools for their doctoral studies, teach for a while, and come back to India. Some stay on and contribute to management education globally. Together these alumni have had a major impact on management education in India and well beyond its borders.

- The late **CK Prahalad**, widely considered to be among the top ten management thinkers of recent decades, was one of IIMA's earliest alumni. He also served IIMA as a faculty member before moving on to the United States.
- **Raghuram Rajan** was the Chief Economist of the International Monetary Fund for four years before he returned to the University of Chicago Booth School of Business where he is the Eric J. Gleacher Distinguished Service Professor of Finance.
- **V Kasturi "Kash" Rangan**, **Srikant Datar**, and **Sunil Gupta** are Chair Professors at Harvard Business School.
- **Anjani Jain** is the Vice Dean, and **Harbir Singh** and **Jagmohan S Raju** are Chair Professors at the Wharton School of Business, University of Pennsylvania.
- **Marti G Subrahmanyam** is a Chair Professor at Stern, New York University.
- **Beheruz G Sethna** is the President of the University of West Georgia.
- **Manju Puri** is a Chair Professor at Fuqua School of Business, Duke University.
- **Shekhar Choudhury** is the director of IIM Calcutta, **Devi Singh** of IIM Lucknow and **Samir K Barua** of IIM Ahmedabad.
- **Ajit Rangnekar** is the Dean of Indian School of Business, Hyderabad.



Founding Fathers

IIMA has never been a one-man show. Its strength lies in several talented people, driven by a passion to excel, working together with a common goal. Nothing illustrates this more than the birth of the Institute. Especially noteworthy are **Dr Vikram Sarabhai**, **Kasturbhai Lalbhai**, and **Ravi J Matthai**, who together shaped the heart and soul of IIMA.

Vikram Sarabhai was a brilliant space scientist with an extraordinary fusion of multiple talents and a deep interest in the application of scientific knowledge for the common good. Generally regarded as the father of the Indian space programme, he was a visionary institution builder obsessed with the dream of India becoming a respected global player. He persuaded leading industrialists, politicians, and bureaucrats to help him build institutions that have done the country proud. One of the politicians who supported him wholeheartedly in setting up IIMA is **Dr Jivraj Mehta**, prominent member of the Indian Constituent Assembly and the first Chief Minister of Gujarat.

Kasturbhai Lalbhai was an astute businessman, generous philanthropist, staunch nationalist, and consummate institution builder rolled into one. He was the first chairman of IIMA's board of governors. Along with Dr Jivraj Mehta, he used his enormous influence with the political leaders of modern India to give IIMA adequate funds and considerable autonomy to pursue excellence.

The first full-time director of IIMA, Ravi J Matthai gave a structure and body to Vikram Sarabhai's vision for the Institute. His total commitment to empowerment of staff and faculty, self-governance, emphasis on self-directed accountability, and relentless pursuit of excellence are at the root of IIMA's extraordinary success and resilience in the face of stiff challenges. Self-directed accountability took such deep roots that IIMA never let any director even dream of an authoritarian approach to governance. Ravi Matthai stepped down as director at the end of his term when everyone wanted him to continue; he then stayed on and worked at the Institute as an ordinary member of the faculty. Thus he set a precedent in detachment that has been followed by his successors.

Together these three founders created and buttressed a governing structure at the Institute that was remarkably free from bureaucratic shackles that tend to stop government-funded academic institutions from thriving and achieving excellence.



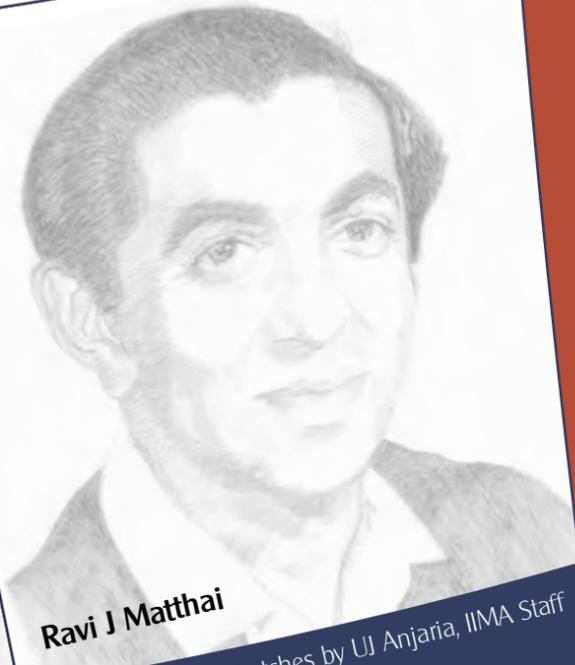
Dr Jivraj Mehta



Kasturbhai Lalbhai



Dr Vikram Sarabhai



Ravi J Matthai

Pencil sketches by UJ Anjaria, IIMA Staff

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

Dr Vikram Sarabhai,
The Founder

Enduring Vision

IIMA's vision is to be a global institution that influences managerial and administrative practices by creating new frontiers of knowledge and developing entrepreneurial and socially sensitive leader-managers committed to excellence and ethical standards. It was never interested in ivory tower research. It has always been generating knowledge and disseminating it for developing the country's managerial capability and solving its myriad problems on multiple fronts. The Sanskrit phrase, *Vidya Viniyogadvikas* (development through application of knowledge), etched in the Institute's logo, captures this spirit.

IIMA is not a business school of the standard kind. It was never meant to be. The founders were clear that they were setting up an institution that would help India, not just Indian industry, manage herself professionally. IIMA has never taken its eyes off that target. It has deliberately avoided a narrowly industry-focused curriculum. It has been preparing its students to become value-driven leaders in whatever fields they choose to be.

It is not surprising that a large proportion of the Institute's alumni have made a mark in banking, consulting, and information technology through highly regarded domestic and international organisations. But many alumni and faculty members have contributed equally richly to such areas as agriculture, manufacturing, infrastructure, health services, public policy formulation, governance, and education. About 10 per cent of the alumni have become entrepreneurs and created well-known organisations in different fields.

IIMA has been playing a major role in social entrepreneurship and promotion of innovation at the grass-roots level. IIMA's Centre for Innovation, Incubation and Entrepreneurship (CIIE) has been nurturing young entrepreneurs with not only seed-funding but also mentoring. Meanwhile the Ravi J Matthai Centre for Educational Innovation has been identifying 'edupreneurs' and promoting innovations in education, especially at the school level.

Institution building and organisational restructuring have been foremost among the Institute's consulting contributions. Through its doctoral programme and its long duration Faculty Development Programme (FDP), IIMA has been helping business schools in the country to enhance the quality of management education.

“ IIM offers real education and brings in a different perspective or way of thinking. It was here that I did some self-introspection and asked deeper questions like who am I, what am I doing, and I decided not to get into the corporate sector, even though I went into IIM-A with this idea. ”

MP Vasimalai,
Executive Director of DHAN
(Development for Humane Action) Foundation



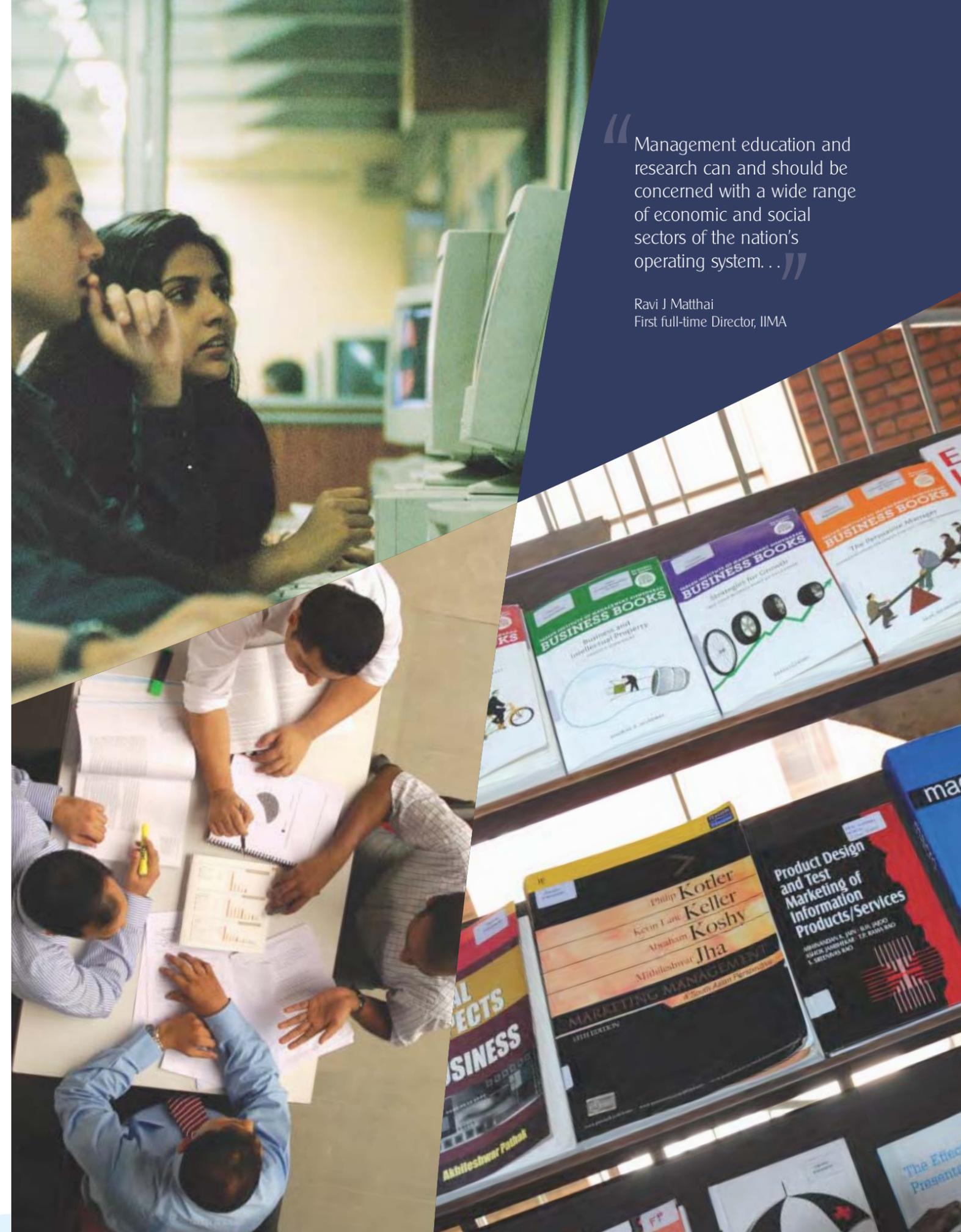
Powerhouse of Applied Research

Pursuing the goal of becoming a thought leader in management, IIMA has been investing in conceptual and applied research, publishing, establishing educational programmes that prepare men and women for careers in management and management education, and providing advisory services to the government and to organisations both in the private and public sectors. The significant body of knowledge, the Institute has generated is reflected especially in a wide range of Indian publications including books for managers and textbooks for students of management.

The Institute has several 'centres' each of which conducts extensive research in a specific field. The first centre came up in the early 1960s for research in agriculture management. Since then it has been helping the central and state governments frame policies that would transform the country's agriculture sector.

Various centres are doing research in areas such as e-governance, public policy, health services, infrastructure, and gender issues at the workplace. Their research output helps different departments of the central and state governments improve governance in the country through superior policy-making. The Centre for Electronic Governance has, for example, been helping the Government of India to develop and implement a National E-Governance Plan.

Apart from internally driven research, faculty members have been working on several externally funded research projects. The Ford Foundation, United Nations, World Bank, McArthur Foundation (Chicago), Lund University (Sweden), International Trade Union Confederation (Brussels), Government of India's Planning Commission, several central and state ministries, and NCERT (National Council for Educational Research and Training) are among the national and international agencies that have funded research by IIMA faculty.



“Management education and research can and should be concerned with a wide range of economic and social sectors of the nation's operating system. . .”

Ravi J Matthai
First full-time Director, IIMA

Pioneer of the Case Method

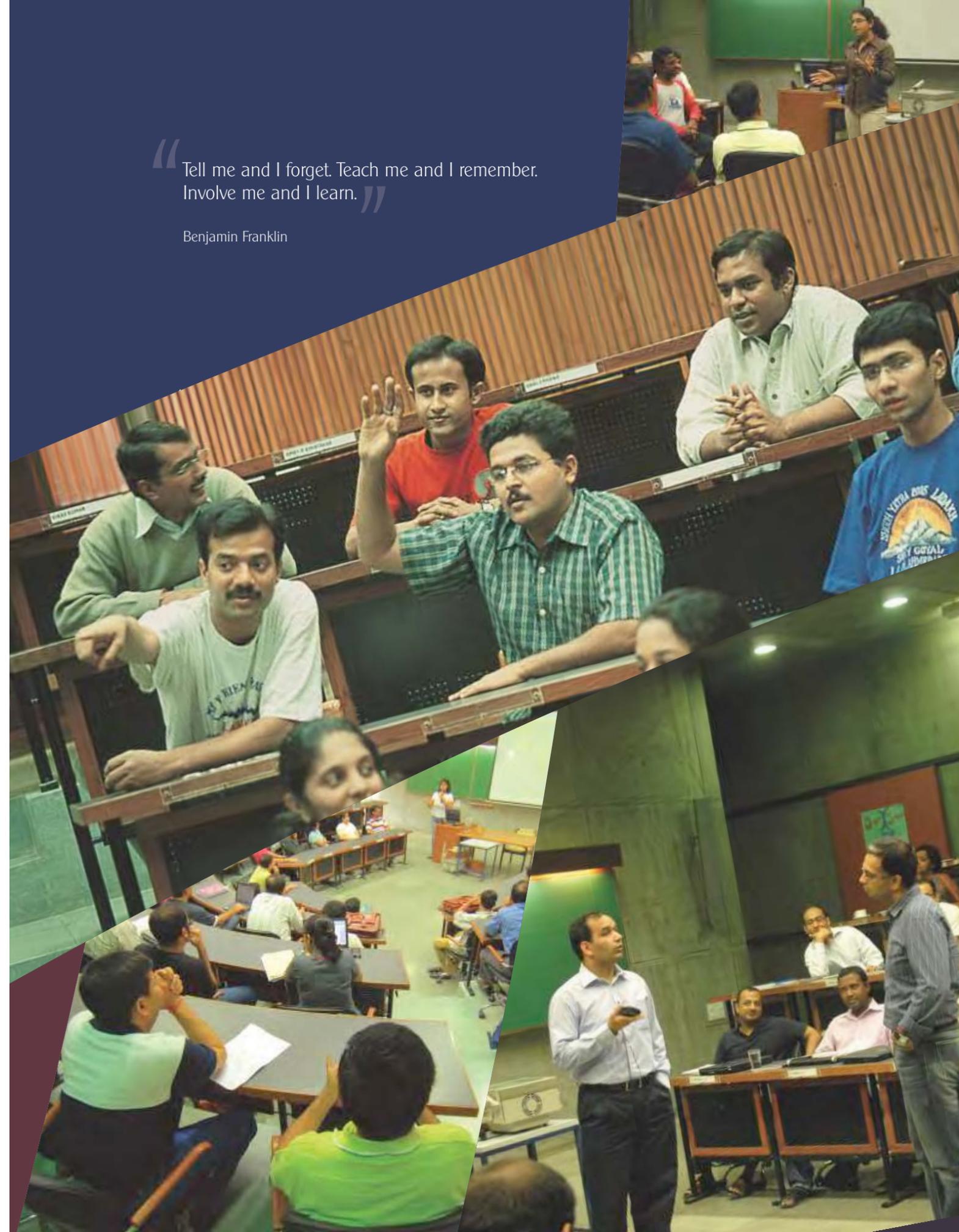
While Harvard Business School was the first to adopt the case method extensively in management education, IIMA pioneered its use in India. This is partly because HBS mentored IIMA in its first five years and partly because the founders were oriented towards application of knowledge. At that time, there were no management cases built around Indian organisations. So IIMA's faculty started studying them and writing cases on the challenges faced by them. Gradually they built up a database of over 3000 management cases, the largest such collection in the Asia-Pacific region. Some of these cases are used in business schools across the country. At present the Institute adds about fifty cases a year.

The Institute uses the case method as its predominant pedagogy. Students are encouraged to analyse cases from the perspective of the protagonist and arrive at the best ways of dealing with the situation. Fellow students and the case instructors challenge their recommendations. The process of successfully defending or sensibly modifying their recommendations in response to such challenges leads to the acquisition of wisdom in managerial decision-making. Students of the long duration programmes and participants of the management development programmes alike find the case method of teaching practised at IIMA both challenging and rewarding. They particularly value the participative nature of learning central to the case method.

Members of the faculty use not only cases they themselves have written but also those from other rich sources such as Harvard Business School and Richard Ivey School of Business. This ensures that students are exposed to managerial challenges set in different cultures.

“Tell me and I forget. Teach me and I remember. Involve me and I learn.”

Benjamin Franklin



Interface with Society

IIMA has always taken seriously its responsibility towards society, especially the disadvantaged sections. It finds time and resources to serve them. Apart from Post-Graduate Programme in Agri-Business Management (PGP-ABM), the long duration diploma programme aimed at helping the agriculture sector and rural communities, IIMA has several informal initiatives to promote social justice and removal of hunger.

The first initiative was taken by Ravi Matthai himself in 1975. Taking the help of National Institute of Design based in Ahmedabad, he explored the possibility of creating a self-reliant rural community that promoted and refined its local craft skills. He chose Jawaja Block comprising 200 villages in a drought-prone district of Rajasthan. His aim was to “create craft products that the local power structure, the moneylenders, knew nothing about.” This was a bold initiative because local power structure had been tightly controlling the markets.

Some faculty members have been promoting grass-roots innovations and conservation of bio-diversity while creating livelihoods and generating sustainable alternatives to the way natural resources are managed. Some others have been working with missionary zeal to popularise green energy and clean environment.

Some alumni have devoted their entire lives to promoting social causes. Several alumni and faculty members are actively involved in the work of NGOs that they have started or have chosen to associate themselves with.

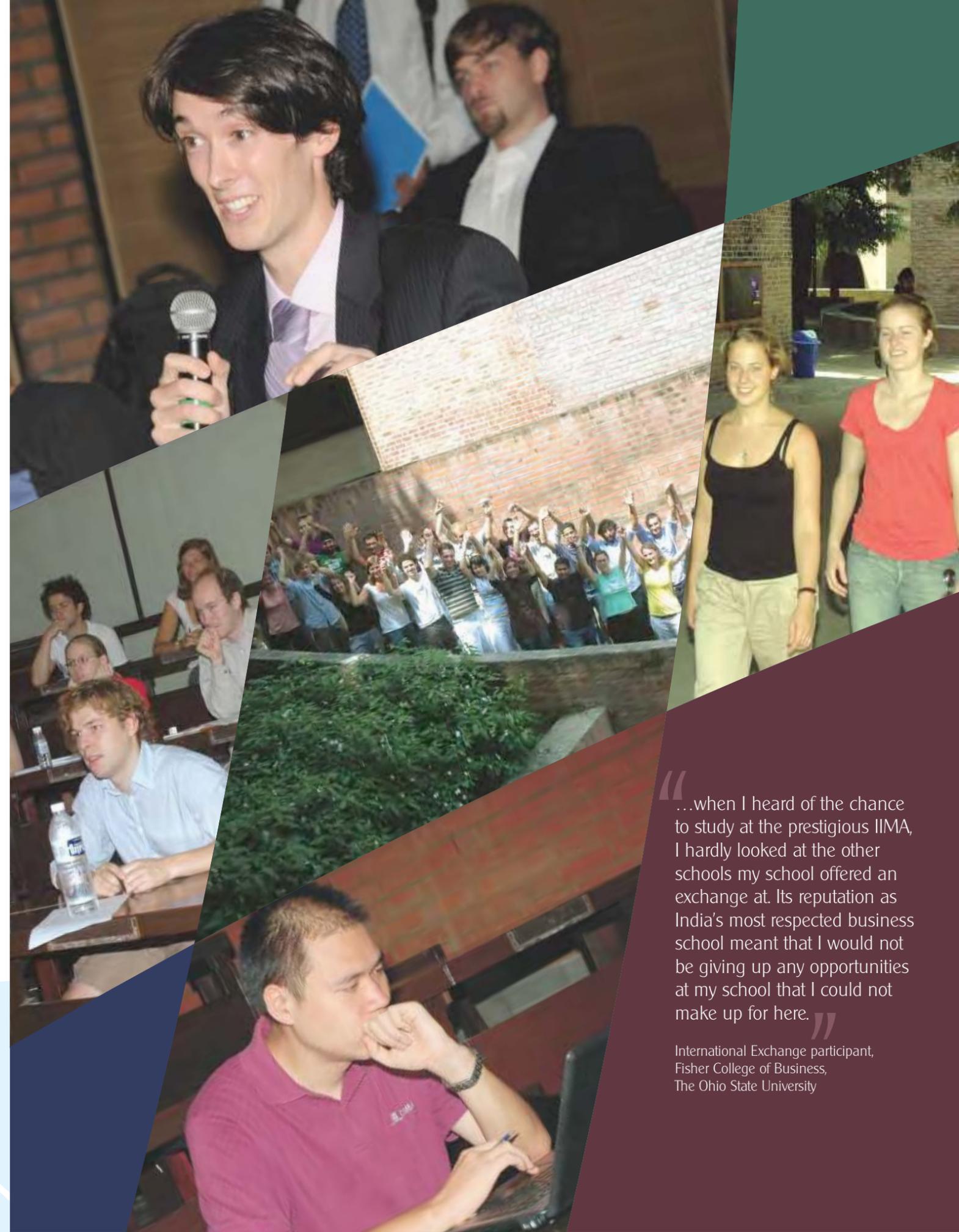
Students have a social initiative of their own: Prayaas. Year after year students volunteer to support underprivileged children living in slums around the IIMA campus. The main objective is to give the children a rich and exciting educational experience so that they go to school regularly and upgrade their skills. Close interaction with those children gives the student volunteers valuable insights into the way some sections of Indian society manage themselves in the face of poverty and illiteracy.



Links with Global Schools

IIMA's very first link was with Harvard Business School (HBS). The close collaboration during the first five years, made possible through Ford Foundation's generous funding, had a soul-defining influence on IIMA. Professors from HBS designed courses and taught at IIMA; the young faculty at IIMA spent several months at HBS learning from the masters of management education. The Harvard imprint is still visible in the enthusiastic adoption of the case method of teaching. However, the founders made sure that IIMA did not become a clone.

The Institute has a flourishing student exchange programme. A member of the elite PIM (Partnership in International Management), IIMA has partnered with more than 60 global business schools spread over four continents for student exchange and with a few for a double degree programme. It has exchange programmes also for faculty and research scholars. Such links at the student and faculty levels act as a catalyst for change and a source of new ideas.



“...when I heard of the chance to study at the prestigious IIMA, I hardly looked at the other schools my school offered an exchange at. Its reputation as India's most respected business school meant that I would not be giving up any opportunities at my school that I could not make up for here.”

International Exchange participant,
Fisher College of Business,
The Ohio State University

Leadership and Governance

IIMA is a fine example of public-private partnership. Its governance is different from that of traditional Indian universities. It is managed by the Indian Institute of Management Ahmedabad Society through the Board of Governors, many of whose members it elects periodically. The Chair of the Board, chosen by the Central Ministry of Human Resource Development, is a distinguished person who has made a mark in public life and is highly regarded. The Board also has a few nominated members representing Government of India, Government of Gujarat, Alumni and Faculty of IIMA, Industry, and organisations working in the social sector. This diversity has ensured balanced decision-making by the Board in devising and adopting policies.

Although the central government is a major stakeholder and has the power to overrule, the Board has exercised tremendous autonomy. The Director acts as the bridge between the board and the employees. All Directors have been people who have distinguished themselves in academics and administration.

One of the distinguishing features of IIMA is faculty governance. Right from the early days, faculty members have been investing substantial amounts of time and effort to discuss and arrive at policy decisions by consensus. While this may have slowed down decision-making, the all-round buy-in by the faculty of decisions taken has ensured compliance without external monitoring. All major operations of the Institute are headed by faculty, appointed by the Director. They hold these positions for a fixed term of two or three years.



Faculty and Academic Associates

There are about 90 regular, full-time faculty members at IIMA. They come from different regions of the country. They belong to different religions and speak different mother tongues. All of them (except 2 per cent) have doctoral degrees. Most of them have had some work experience or part of their graduate education abroad. Some combine corporate experience with teaching and academic research.

Apart from research and teaching, faculty members take on a variety of assignments including consulting and academic administration. Although surrounded by a hierarchical society, the faculty is remarkably egalitarian. All members are treated alike when it comes to housing, office, equipment, and perks. A department that has several senior professors may be headed by a young assistant professor.

Faculty members enjoy tremendous freedom in choosing what to teach, how to teach, and what research interests to pursue. They regulate themselves. They subject themselves to evaluation both by peers and by students. The high expectations from peers and students keep them on their toes.

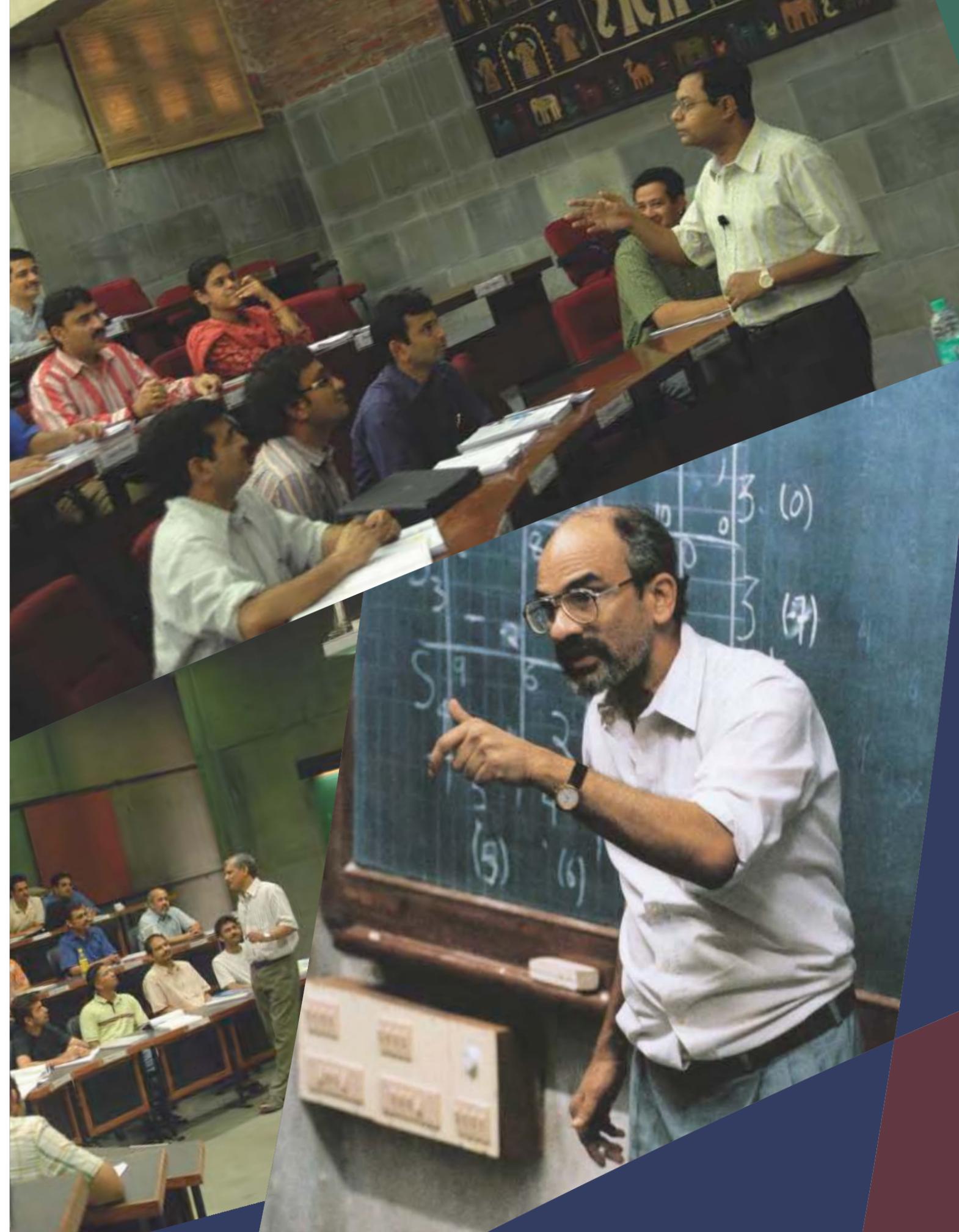
Supplementing the regular faculty are about 70 guest faculty from academia and the corporate world. Dr Abdul J Kalam, former President of India, is among the guest faculty.

The Institute has over 60 research and academic associates assisting the faculty with research and teaching at any given time. Bright young PhDs and post-graduates interested in academics go through a rigorous selection process before they are allowed to work as research associates or academic associates. In the two or three years that they typically spend at the Institute, they are exposed to excellence in both research and teaching. They learn so much that many business schools hire them as faculty.

Administrative and Support Staff

The unsung heroes of IIMA are the 300-odd administrative and support staff. Quietly and with total dedication they pursue excellence in service. Whoever – even a casual visitor – comes in contact with them is struck by their efficiency, sincerity, and courtesy. It is rare to see such men and women in government organisations in the country. That is why several of the Institute's officers have, on retirement, been hired by new institutes to set up their own administrative and support services.

Some of the members of the staff or their children have distinguished themselves in arts and sports.



Teaching Programmes

IIMA runs four long duration programmes, all residential: Post-Graduate Programme in Management (PGP), Post-Graduate Programme in Agri-Business Management (PGP-ABM), Post-Graduate Programme for Executives (PGPX), and Fellow Programme in Management (FPM). The first three are equivalent to MBA; the last one is equivalent to PhD. These are all diploma rather than degree programmes because the Institute has stayed out of the university system in order to preserve autonomy and maintain flexibility in curricular decisions.

Each of these programmes is so prestigious that the best students in the country compete for the limited seats. Each programme is so demanding academically that admission does not guarantee graduation.

Post-Graduate Programme in Management (PGP)

Launched in April 1964, PGP now has more than 200,000 graduates competing annually for about 400 seats. Applicants have to take the nationally administered CAT (Common Admission Test), a management aptitude test similar to but considered tougher than GMAT. Those applying from abroad take GMAT. Candidates must obtain a very high score to enter the zone of consideration for admission. They should also have consistently good academic record to be invited to the selection interview conducted by the Institute's faculty.

Admission is open to graduates of all disciplines. About half the students come with some work experience; the others are fresh graduates. The average age is 23 years.

Admission to PGP is need-blind. Merit is the only consideration. It has always been the Institute's policy not to turn away any meritorious student who cannot afford to pay the fee. Poor students get fee-waivers; very poor ones get, in addition, a stipend to cover their living expenses. IIMA is proud that PGP attracts students from all strata of society representing all regions, religions, and languages of the country. Diversity is built into the student body.

The first year of the programme is devoted to the core subjects, which are all compulsory. It is followed by an 8 to 10 week summer internship, which also is compulsory. In the second year they choose from a large number of electives. It is in the second year that they go on exchange to other B-schools for a term. Incoming exchange students also join the second year of the programme.

Visit: www.iimahd.ernet.in/programmes/pgp.html

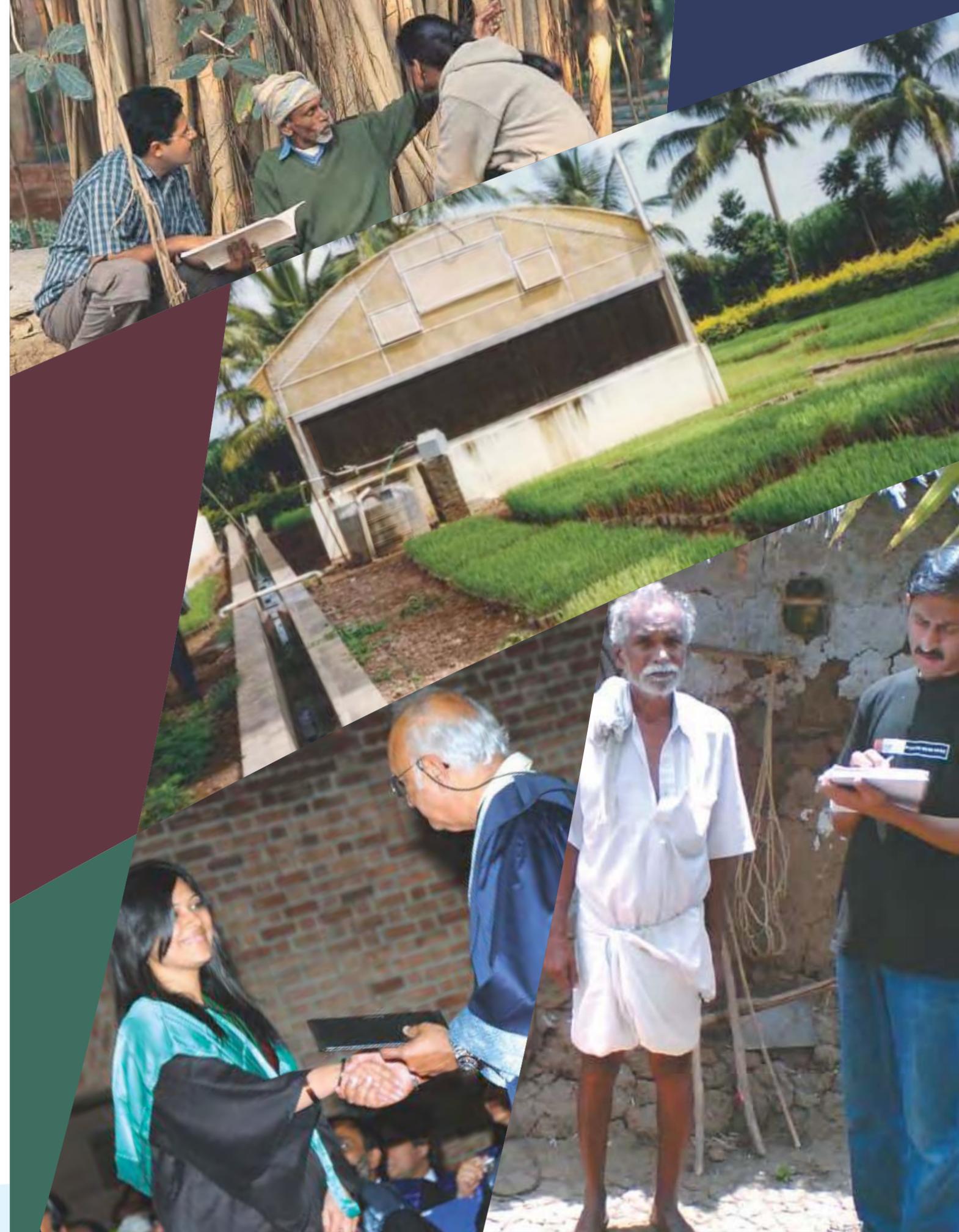


Post-Graduate Programme in Agri-Business Management (PGP-ABM)

Launched in 2000, PGP-ABM is a two-year post-graduate programme with the entire second year devoted to agri-business management. Students are introduced to the management of agricultural production, processing, storing, and marketing within the Indian context and against the backdrop of global movement of commodities. The first year covers the core management subjects and is identical to the PGP. The students are selected on the basis of CAT (Common Admission Test) and personal interviews held in different parts of the country.

Graduates from different disciplines, especially agriculture, dairy technology, and food technology join PGP-ABM. Rural immersion, which gives students an intimate understanding of rural society, its institutions, its potential, and limitations is an integral part of the programme because India's agriculture is driven largely by its villages. The PGP-ABM alumni become effective change agents in the management of agri-business, food production, and rural enterprises all over the country either through the entrepreneurial route or through managerial jobs in domestic and multinational agri-business companies.

Visit: www.iimahd.ernet.in/programmes/pgp-abm.html



Post-Graduate Programme in Management for Executives (PGPX)

The youngest of IIMA's long duration programmes, PGPX is targeted at executives with substantial experience. Admission is based on candidates' GMAT score, leadership profile, and performance at personal interviews.

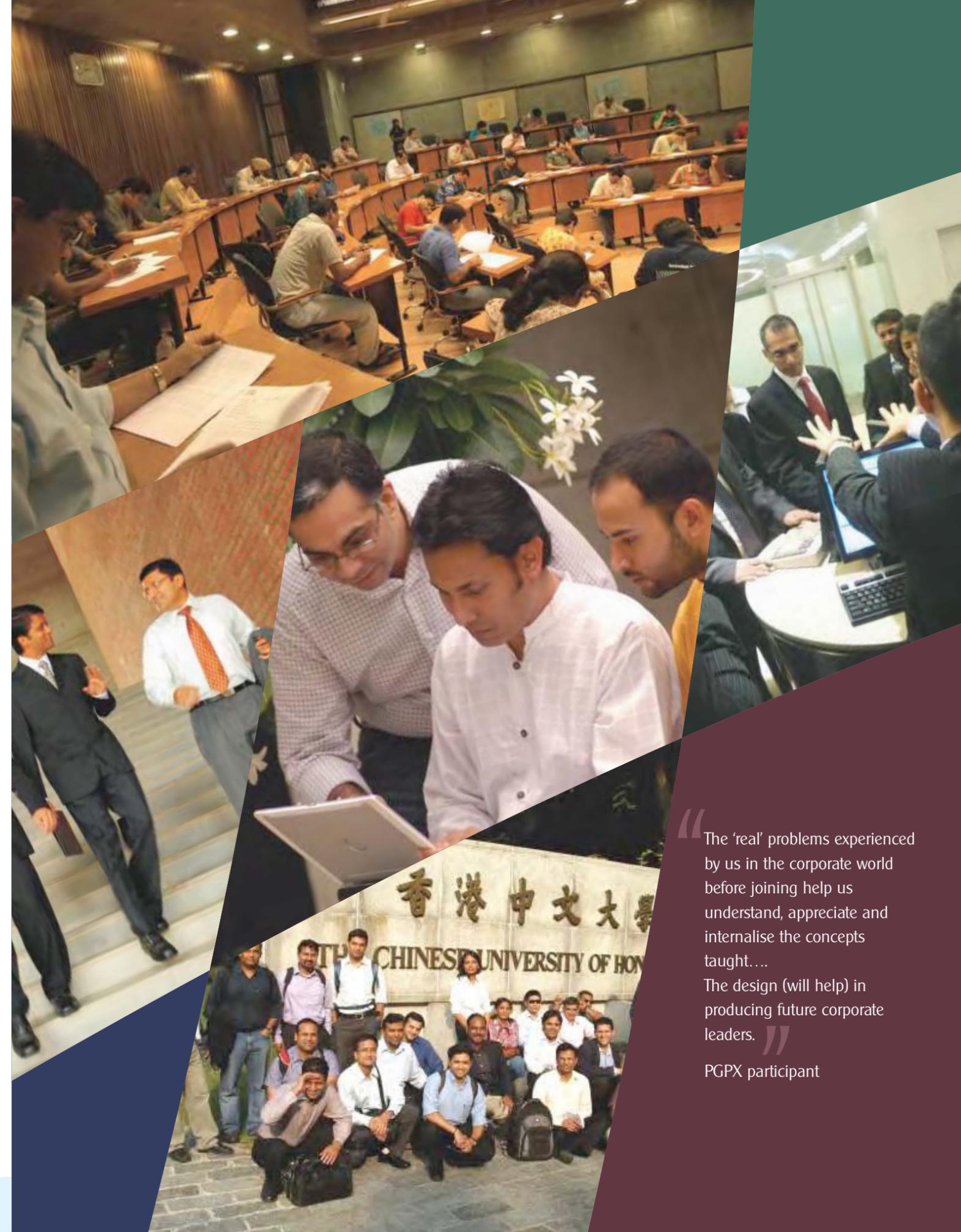
This one-year programme has quickly established itself as a benchmark in the country attracting students comparable to those joining one-year MBA programmes in the best global business schools. The participants' average age is 32 years; work experience: 9.6 years (including international experience of four years); GMAT score: 711. They come from a diverse range of fields including IT/ITeS, consulting, banking, shipping, FMCG, manufacturing, telecom, media, and government.

As a large number of participants are married, they bring their families when they join this full-time residential programme. The presence of the families, especially small children, lends the campus an unmistakable vibrancy.

PGPX admits mid-level functional managers and prepares them for entry into general management within the country and abroad. An international project in collaboration with partner schools in the US, UK, Canada, Germany, the Netherlands, and China is one of the core components of the programme.

While most graduates of this programme have rejoined the corporate world, quite a few have chosen to start their own ventures.

Visit: www.iimahd.ernet.in/programmes/pgpx.html



“The ‘real’ problems experienced by us in the corporate world before joining help us understand, appreciate and internalise the concepts taught... The design (will help) in producing future corporate leaders.”

PGPX participant

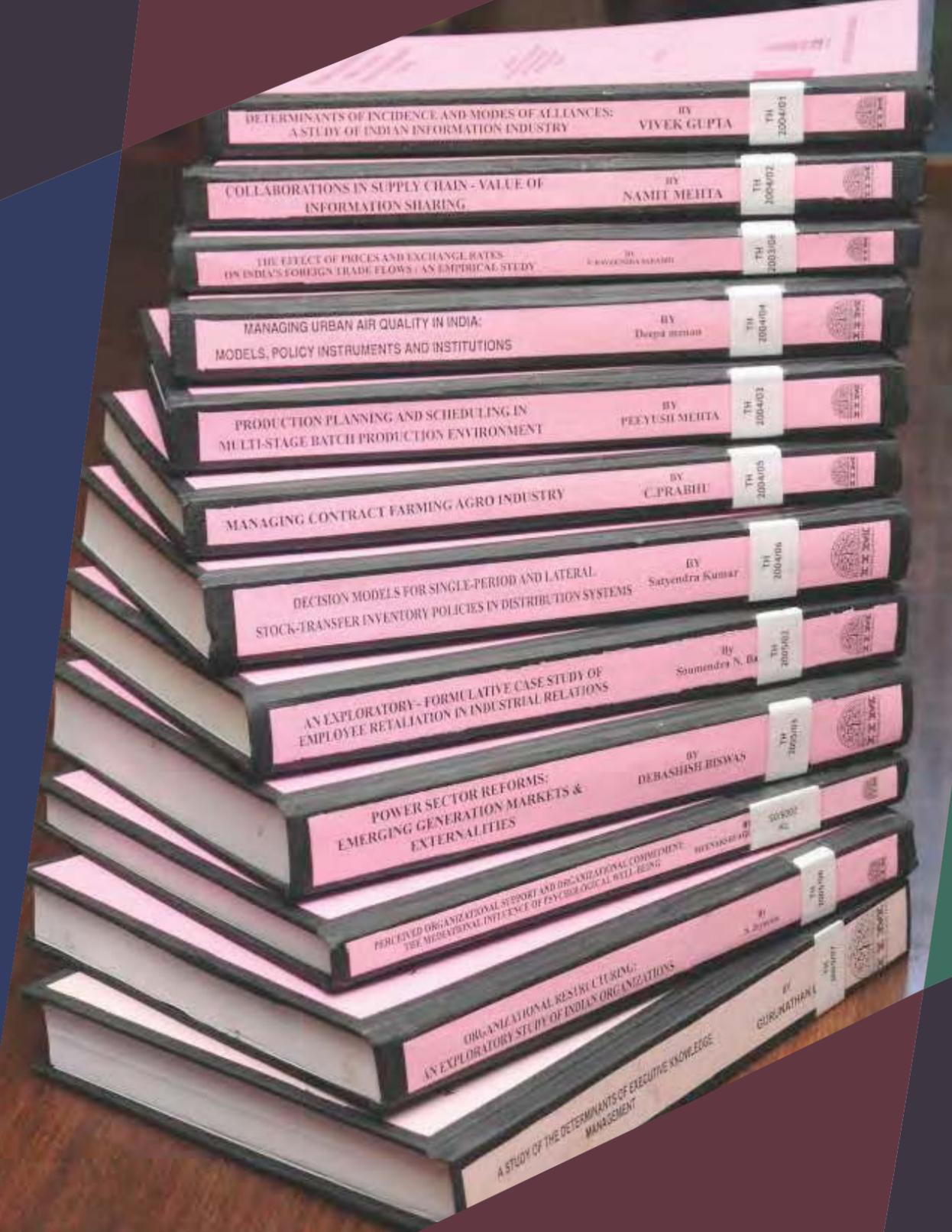
Fellow Programme in Management (FPM)

FPM is IIMA's doctoral programme. The Institute started it in 1971 to attract students with intellectual curiosity and scholastic orientation into the world of advanced research and to create a talented group of management educators. It has so far produced over 260 Fellows specialising in such varied areas as agriculture, business policy, economics, finance and accounting, computers and information systems, personnel and industrial relations, marketing, organisational behaviour, public systems, and production and quantitative methods.

It takes the FPM scholars four to five years of rigorous research to get the coveted title of Fellow of IIMA. They devote their first year to the core programme of PGP and are introduced to the world of management. The second year is for advanced doctoral level courses in the area in which they plan to specialise. The rest of the time they spend in research leading to a thesis, which must contain an original contribution to knowledge for it to be accepted. Except for the first year, the scholars engage in close gurukul-type interaction with the faculty.

Upon graduation many of these Fellows join the best business schools in the country. Some join the corporate world in training and research positions. A few go for post-doctoral work. Some have started their own business schools. Through these gifted academics, IIMA extends its thought leadership in the field of management.

Visit: www.iimahd.ernet.in/programmes/fpm.html



“The FPM is directed at creating excellent academics and management professionals. It teaches you to be patient and focused, and above all trains you to have a clear thought process.”

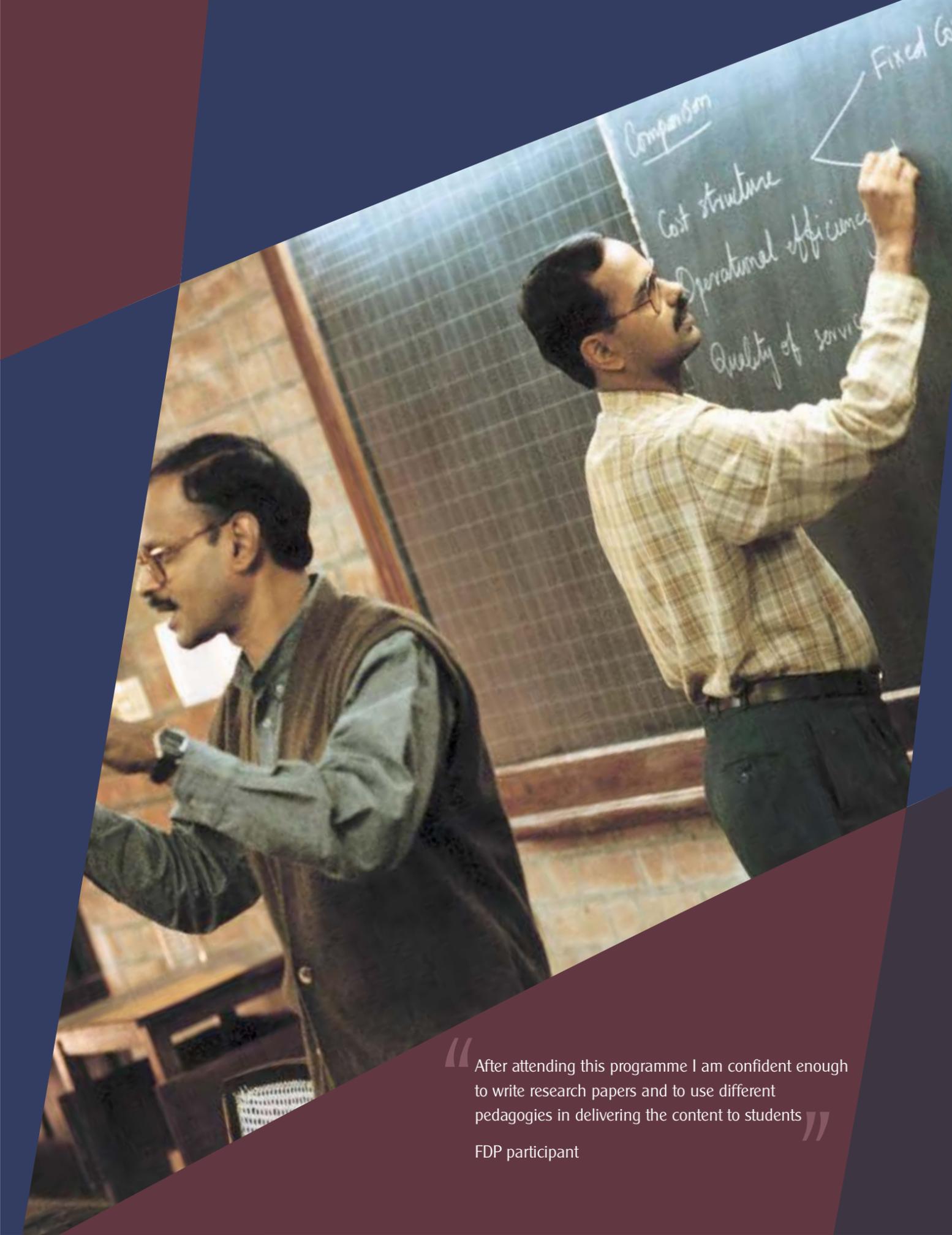
FPM participant

Faculty Development Programme (FDP)

FDP is designed specifically for faculty who teach different subjects at business schools in India and neighbouring countries. It exposes the participants to the case method of teaching and doing research. It updates their knowledge in areas such as Economics, Information Technology, Finance, Marketing, Operations, and Human Resource Development. It helps them improve their communication skills and research methodology. Above all, it demonstrates to them what it takes to achieve excellence and inspires them to pursue it in their own workplaces. Most participants go back charged up. Many of them manage to bring about changes in the way they and their colleagues teach at their schools.

The Institute has been conducting an FDP every year since 1979 and has so far trained over 500 men and women academics. The programme has undergone many changes during the last thirty-odd years reflecting the needs of the faculty coming from various schools. In recent years it has been attracting 35 to 40 participants a year including a few from countries such as Nepal, Bangladesh, Sri Lanka, Maldives, and Ethiopia.

Visit: www.iimahd.ernet.in/programmes/fdp.html



“After attending this programme I am confident enough to write research papers and to use different pedagogies in delivering the content to students”

FDP participant

Management Development Programmes (MDP)

The very first public event organised by IIMA, even before the campus became fully functional, was the '3-Tier Programme.' This general management programme exposed Indian managers from the middle, senior, and top levels in the same organisations in quick sequence to modern professional practices. The aim was to prepare the whole organisation for transformation when few organisations, working in a government-controlled economy, realised the need for professional management. It also helped the Institute understand organisational dynamics in the country at close quarters and design the PGP curriculum appropriately.

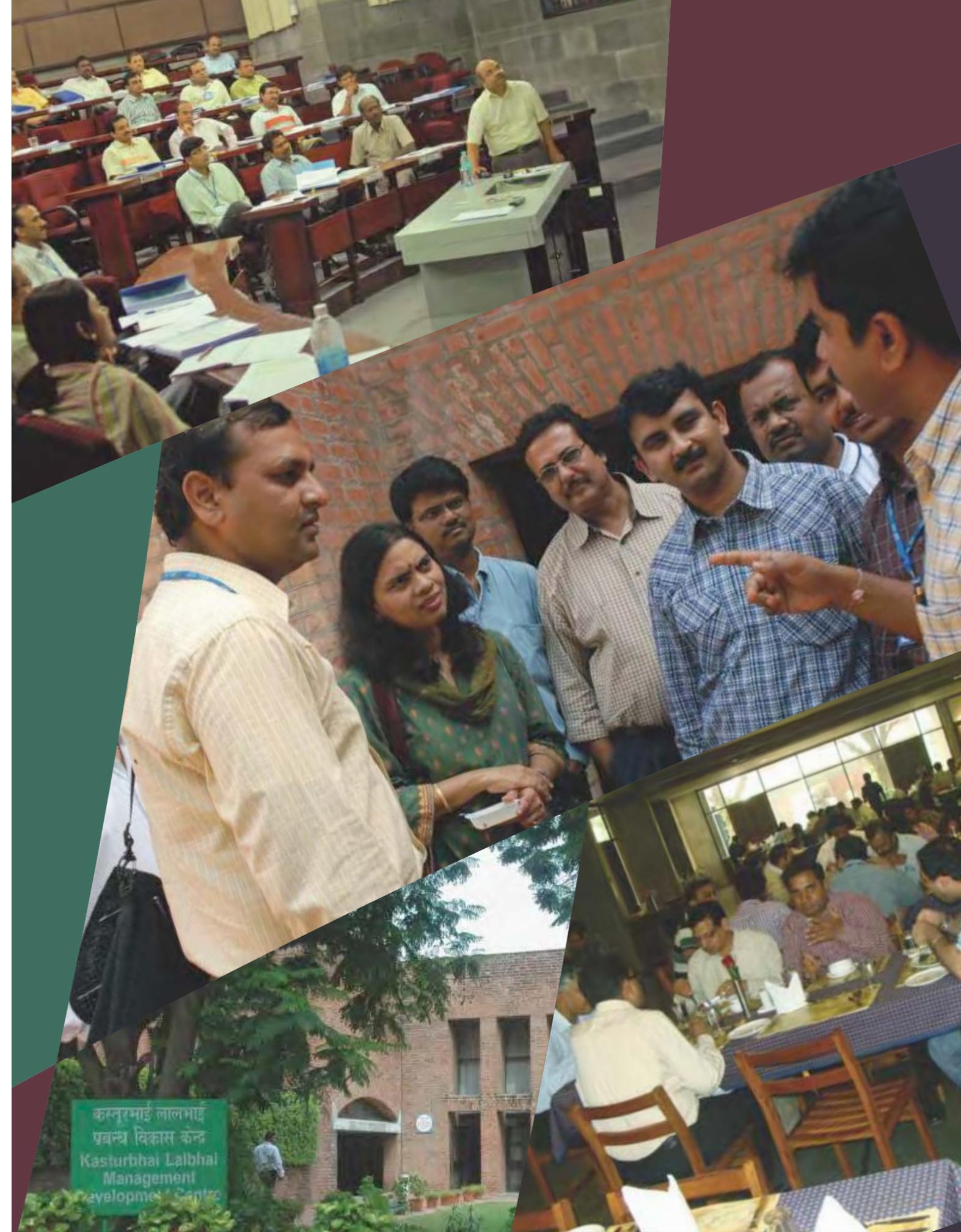
Ever since the first 3-Tier Programme, which has been successfully repeated with suitable modifications every year without a break, the Institute has maintained close links with organisations in different fields. Its faculty has been studying them and writing cases on the challenges faced and met by them. Based on the insights so gained, the Institute has been running a wide range of highly regarded management development programmes focusing on different functions, sectors, skill-sets, and general management.

IIMA offers more than 60 open enrolment management development programmes every year. Most of these are held at the Institute's custom-built facilities on the campus: **Kasturbhai Lalbhai Management Development Centre (KLMDC)** and **International Management Development Centre (IMDC)**. Both of these centres feature excellent accommodation for participants, well-equipped classrooms, auditoriums, and syndicate rooms for an integral part of all management development programmes: group work ahead of classroom sessions.

The Institute also conducts about the same number of customized programmes. Most of these also take place on the campus. The rest are held either at the training facilities of large clients or at hotels in the clients' city.

IIMA has entered into agreements with a few global business schools and other organisations to conduct development programmes overseas.

Visit: www.iimahd.ernet.in/executive-education/overview.html





“ I feel that I have transformed both as a person and a professional during my stay at IIMA. ”

PGP participant

Student Life

Students work very hard to get into IIMA. There are, for instance, more than 500 highly motivated students competing for every seat on PGP, the two-year MBA programme. The ones who make it are among the brightest graduates in the country. They come from different regions, religions, subcultures and socio-economic strata. Some are from rich homes; some are so poor that they need an allowance apart from fee-waivers in order to survive on the campus. Many come from large towns and metropolitan cities; quite a few hail from small towns and remote villages. Some are from sections of society that were once oppressed and shunned. They all rub shoulders and enrich one another in innumerable ways.

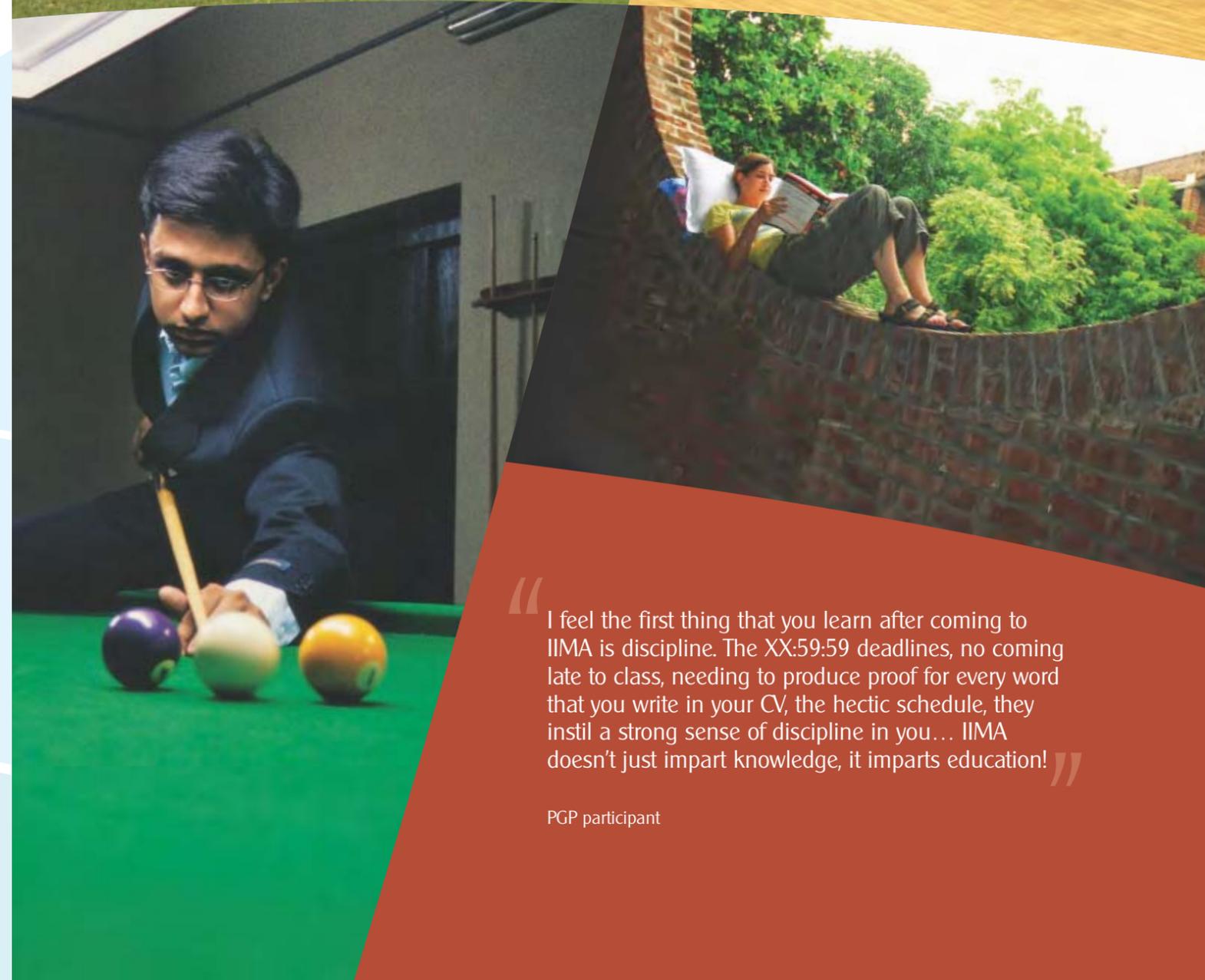
They also live together because all the programmes are residential. But instead of one or two large hostels, there are 25 independent dorms, each housing a small student community, each with its own culture and traditions that are fiercely preserved. There are contests and rivalries between dorms. The month-long “Combos” gives each dorm a fair chance to display its versatility to the rest of the student community and arouse their envy. Nearly every dorm gives each member of its community a new name, which is what they use to call one another.

The dorms are designed in such a way as to promote regular interaction among the residents. While each one gets an independent room, all the facilities are shared. This ensures interaction.

On admission students are assigned to the various dorms in a way that fosters diversity. Half the rooms in each dorm are occupied by the seniors and juniors get the other half. This leads not only to the preservation of each dorm's culture but also the much appreciated handholding the juniors get from their own seniors. The loyalty to one's dorm is so strong that even years after they graduate, students visit their old dorms and invite all residents out to dinner.

Foreign students who come on exchange are struck by the home-like atmosphere, support, and freedom prevalent in the dorms. They also bond well with the dorm community which takes them under its wings as it were. Being part of a dorm community is one of the highlights of their stay at IIMA.

As a large number of these students are not only academically brilliant but also talented in co-curricular and extracurricular activities, they find time for a variety of activities that prepare them for a fuller life once they leave the school and start working.



“ I feel the first thing that you learn after coming to IIMA is discipline. The XX:59:59 deadlines, no coming late to class, needing to produce proof for every word that you write in your CV, the hectic schedule, they instill a strong sense of discipline in you... IIMA doesn't just impart knowledge, it imparts education! ”

PGP participant



Student-Managed Events

The 'cracking' of a large number of management cases set in different parts of the world and dealing with a wide range of managerial issues help students gain invaluable insights into managing people. These insights are put into practice when they manage, entirely on their own, several multi-million rupee mega events. The most noteworthy of them are Insight, Confluence, and Chaos.

Insight is a marketing fair targeted at the general public in Ahmedabad. Students test out various marketing ideas and conduct market surveys for various companies during the fair. *Ahmedabadis* love it, look forward to it, and throng the fairground in thousands.

Confluence is the biggest and most prestigious business school summit in the country. Business school students both from within the country and from abroad compete with one another for honours in case writing, business plan formulation, debates, and so on. Well-known management gurus and industry leaders address the participants.

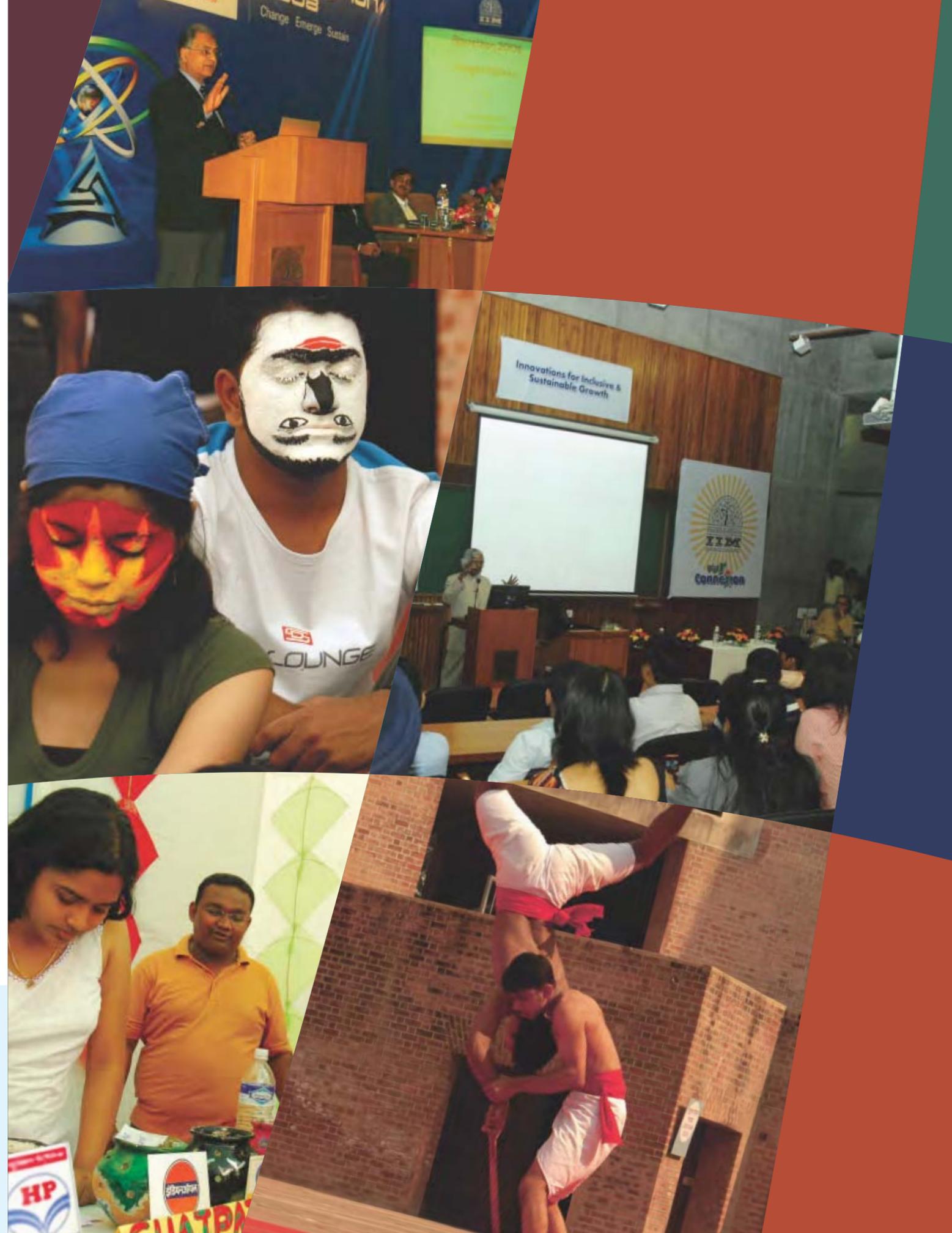
Chaos, IIMA's annual cultural festival, not only brings to the campus leading entertainers from the world of classical music, dance, and rock but also organises competitions to help business schools from different parts of the country showcase their artistic talents.

Doctoral Colloquium, organised annually since 2008 by the Institute's Fellow (doctoral) Programme students primarily for researchers in business schools, is smaller in scale but no less intense. It provides management researchers a platform for networking, identifying trends in management research, challenging one another, and learning from one another. It gives the participants an opportunity to present their research ideas to a discerning international audience and also listen to eminent researchers in the field of management.

ConneXion is an annual event staged by PGPX (one-year MBA programme for students with substantial work experience) students to promote interaction between industry and academia. It brings together eminent thought leaders and policy makers to debate issues facing the corporate world and makers of public policy. It also helps the PGPX students to subject their innovative ideas to critical examination by industry leaders.

T-nite (short for Talent Night) is different from all other events because it is not open to the public. It is much smaller in scale but it is the most intense and the most eagerly awaited annual event in the student community. The talent night is, in fact, spread over three nights in a row when different sections compete among themselves. The competition is so fierce that humiliating defeat in front of the seniors is inevitable unless all members of a section put in their best. It is not surprising then that many students say that it is during T-nite, in the second month of their stay here, that they started bonding with the rest of the class.

Apart from such big events, there are a large number of small events organised throughout the year by more than a dozen student clubs each focusing on one curricular area such as marketing, finance, economics, and entrepreneurship or one extracurricular area such as dance, music, painting, photography, movies, drama, star-gazing, bird-watching, and nature walk. Whatever your curricular or extracurricular tastes, there is bound to be a club eager to welcome you if you're a student.



Career Counselling and Placement

About half the students pursuing the two-year programme (PGP, PGP-ABM) have no work experience. Another one-fifth has less than a year's experience. The Institute provides them professional help in deciding what career to pursue.

Placement of students both for summer internships and for post-programme employment deserves a special mention because the Institute has a long tradition of finding jobs for all students of the two-year programme interested in employment. It is not surprising that in *The Economist's* 2010 global ranking of full time MBA, IIMA's PGP is ranked first for "Jobs found through career services" and ranked third for 'open[ing] new career opportunities.'

As students of PGPX come with an average of 10 years of work experience, they do not require career counselling. The Institute's placement helps them find senior positions of their choice in India and abroad.

The spectacular success of placement year after year is due to the consistently high quality of IIMA's graduates. Each year, a wide range of domestic as well as global companies visit the campus first to present themselves to the student community and then to pick up students either for summer internship or full time employment or both. Some of the recruiters who come to the campus year after year include: McKinsey & Co, AT Kearney, The Boston Consulting Group, Bain & Co, Booz & Co, Goldman Sachs, Deutsche Bank, HSBC, ICICI Bank, Procter & Gamble, Hindustan Unilever, Nokia, Nestlé, Johnson & Johnson, Microsoft, Amazon, Cognizant, Wipro, and Tata Administrative Services.

Finance, consulting, marketing, systems, and general management are the main areas in which companies hire IIMA students.



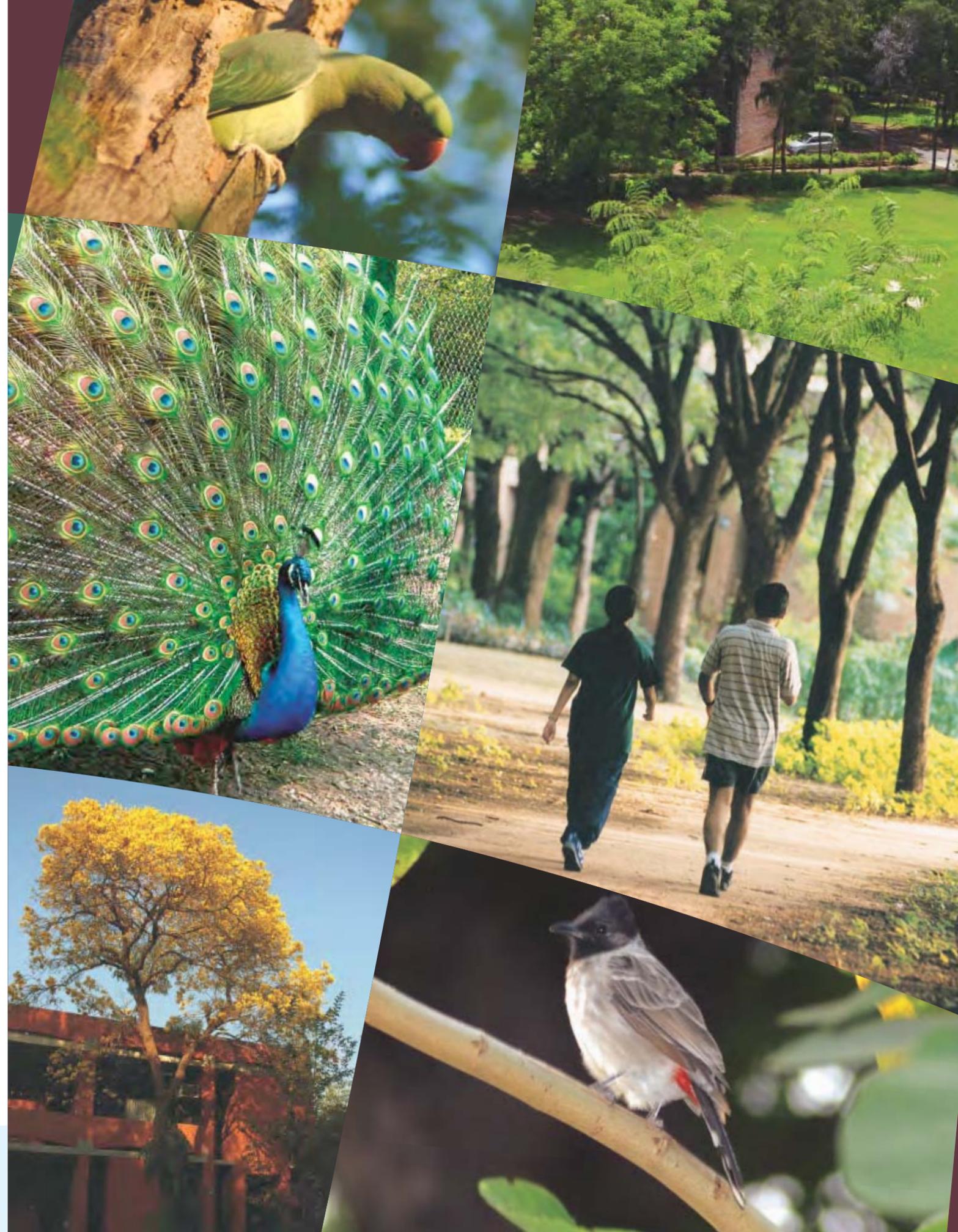
The Campus

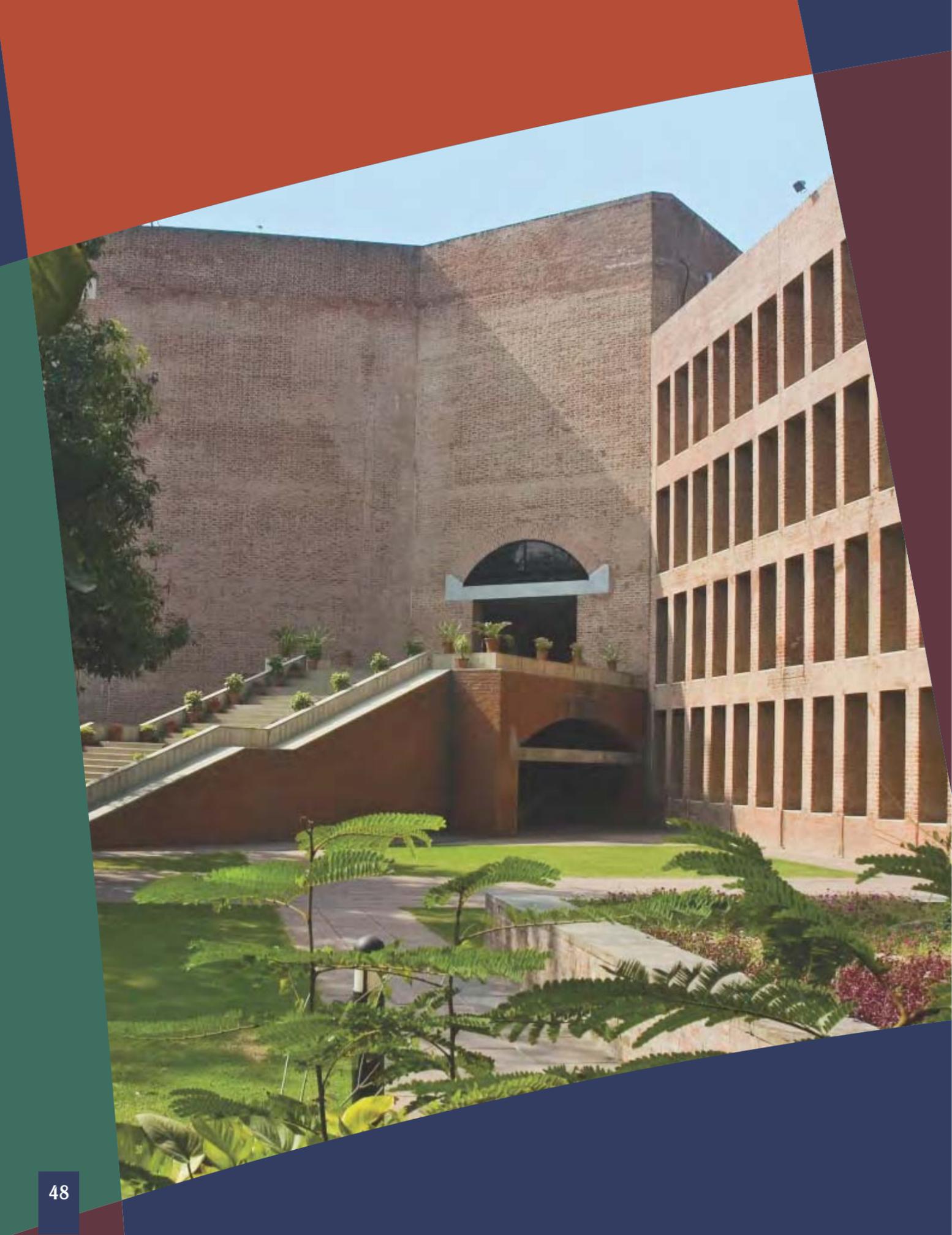
IIMA's fifty-hectare campus is a veritable oasis. It is green throughout the year. In summer, when mercury stays above 40° celsius most of the day in the city and the semi-arid region around it, lawns and leafy trees keep the temperature on the campus several degrees lower. In winter, tens of thousands of migratory birds descend on the campus.

White-backed vultures occupy several treetops. Their colony at IIMA was one of the few that were growing well when the vulture population all over South Asia almost disappeared a few years ago. It is a monitoring site for the Asian Vulture Population Project. Vultures and kites live happily with numerous small birds of about sixty species. There are peacocks and langurs that freely roam about and enrich the animal presence on the campus.

Even casual visitors to the campus are struck by the blend of grandeur and austerity that the internationally acclaimed architect Louis Kahn achieved in exposed brick on the IIMA campus. A delicate interplay of geometrical shapes creates elegance and harmony.

Wide corridors and open spaces with classrooms, library, and faculty offices within easy reach for everyone, encourage interaction and debate – the heart of management education. The design of the campus translates that educational philosophy into buildings that are visually appealing and inspiring. Students of architecture come from far and wide to take a close look at these buildings and to discover how design of buildings captures a philosophy.





An underground passage connects the old part of the campus with the new part, which was developed in the first decade of this century. The constructions there follow Louis Kahn's basic theme and philosophy but use exposed concrete in place of bricks.

Both the heritage buildings and the new constructions contain world-class facilities that promote collaborative enquiry and learning.

Centrally located, between the classrooms and student dormitories on one side and the faculty offices on the other, is the Vikram Sarabhai Library. It is the best of the country's libraries catering to managers and students of management. It has almost 200,000 volumes and about 600 periodicals; it subscribes to all the major electronic databases relevant to management researchers. The electronic database can be accessed from anywhere on the WiFi-enabled campus.

Students of all the long duration programmes are accommodated on the campus. Those who are not married or do not have their spouses living with them get independent rooms in one of the 25 dormitories. Students never feel lost in a large crowd because each dorm has its own small community and its own identity. Married students who bring their families along get apartments.

The campus has five dining halls, two restaurants, a drugstore, a primary health centre, a gymnasium, offices of two travel agents and three courier services, and a full-service post office. It also has an ATM and a bank that offers all banking services including foreign exchange. For those interested in sports and games, there is a cricket ground, a football court, a tennis court, and several shuttlecock courts apart from facilities for indoor games such as table tennis. The Louis Kahn Plaza doubles up in the evenings and nights as a perfect place for playing Frisbee.



Vibrant Ahmedabad

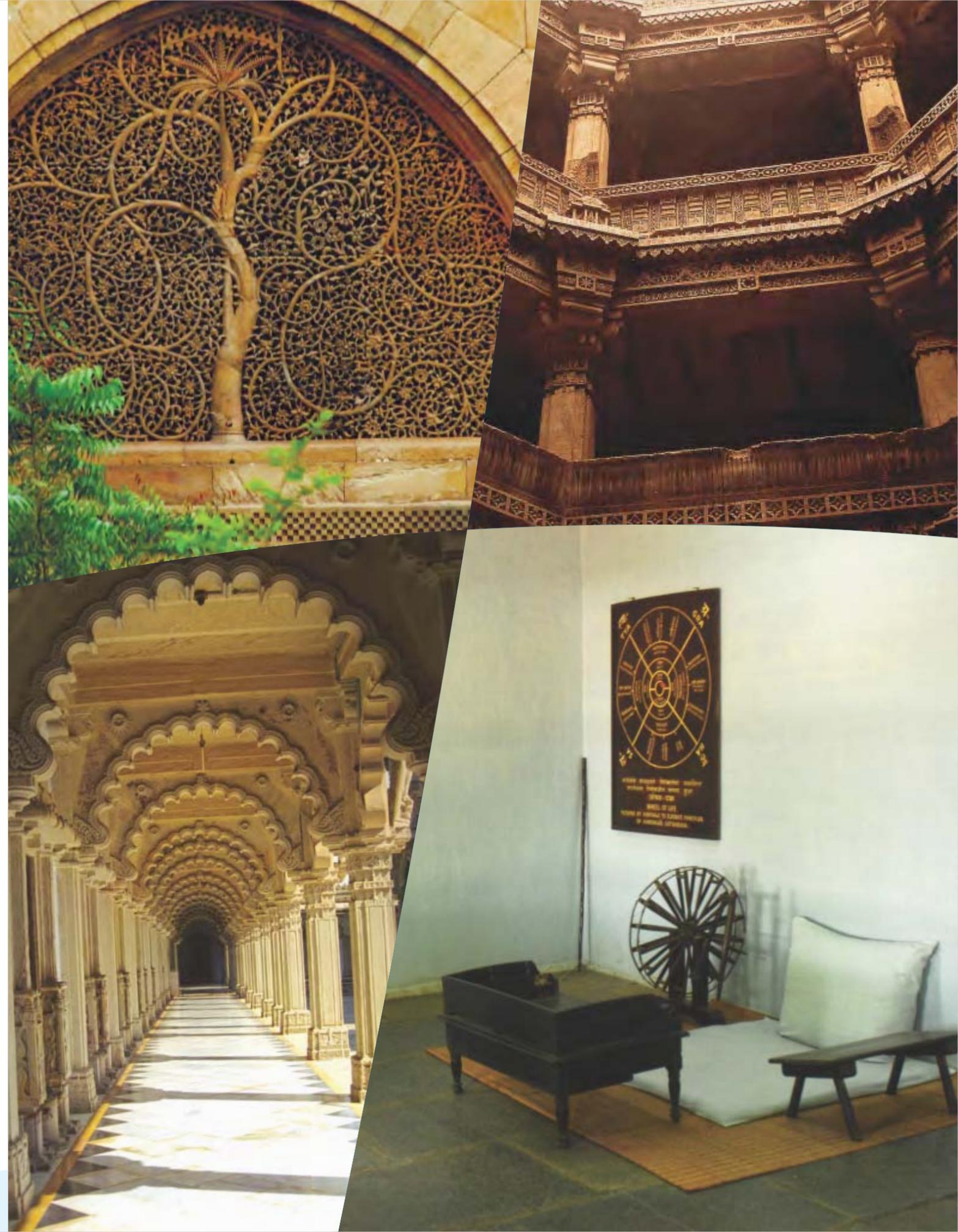
Ahmedabad is a lively city of more than five million. It can readily hold its head high in the company of cities such as Agra, Varanasi, and Jaipur frequented by both domestic and international tourists. The walled city around which modern Ahmedabad has grown is a serious contender for Unesco's World Heritage City status. It has several marvellous structures, each with an exciting story around it.

Founded in the 15th century by Ahmed Shah on the banks of the Sabarmati River, Ahmedabad has a rich blend of Muslim, Hindu, and Jain traditions. Traders and travellers who visited Ahmedabad in the sixteenth and seventeenth centuries were deeply impressed by the size of the population, the extent of trade, and the beauty of architecture. Several monuments and places of worship popular with tourists from all over the world reflect the city's proud heritage.

Mahatma Gandhi chose this entrepreneurial and philanthropic city to set up his Ashram and launch the Independence movement from. The thousands of domestic and international tourists who visit the Ashram every year go away awestruck and inspired.

Just an hour away from both Mumbai and Delhi, Ahmedabad is well connected by air to the other cities in the country also. It has direct rail and road connections to practically all the major cities in the country.

According to a 2010 Forbes magazine report, Ahmedabad is among the world's fastest growing cities and Gujarat the "most market-oriented and business-friendly" among Indian states.

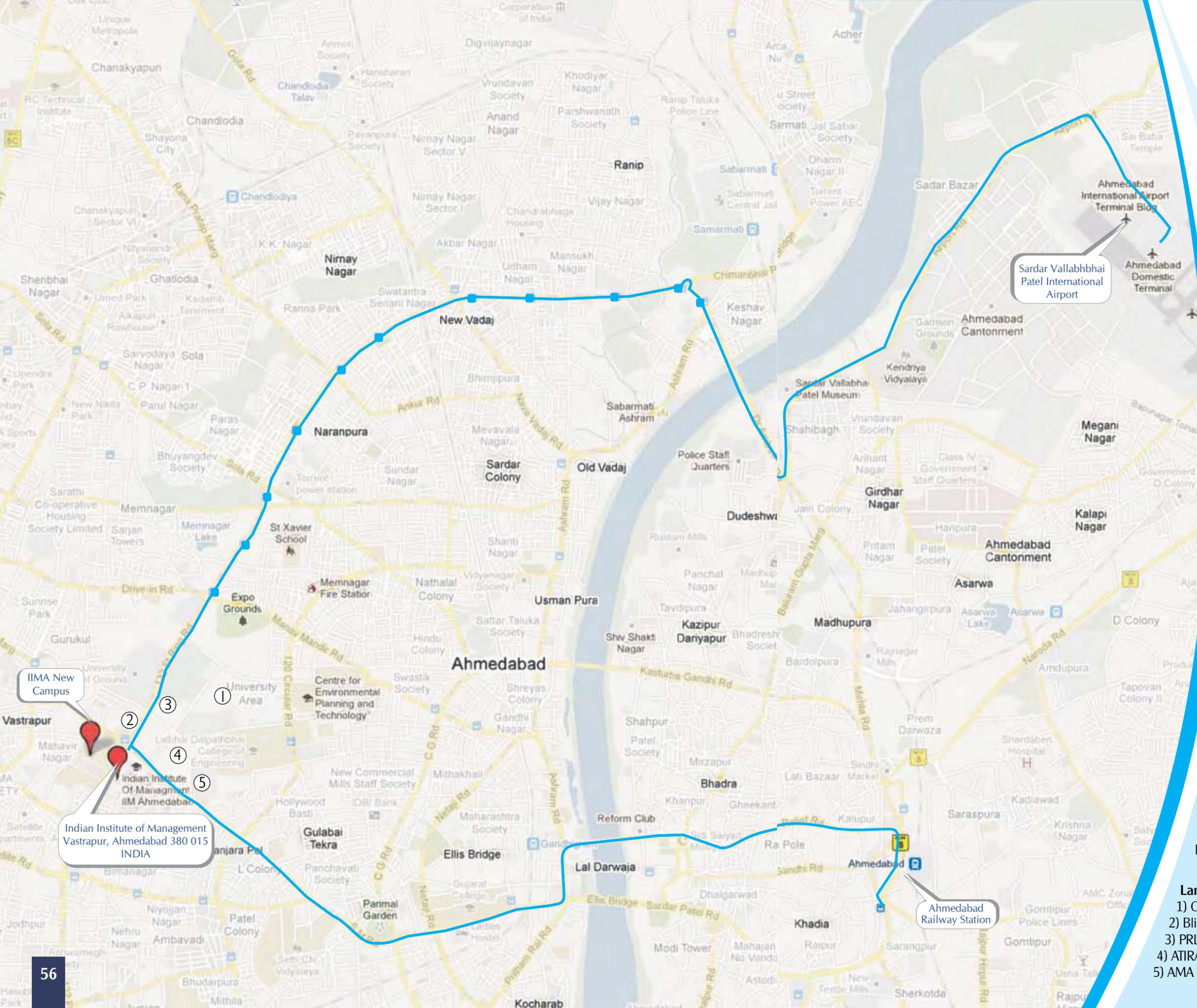




Described as the Manchester of the East, Ahmedabad was a centre of trade, especially in textiles and textile related products till around the middle of the 20th century. Textiles have been supplemented initially and then supplanted by chemicals and pharmaceuticals during the last 40 years. The tradition of entrepreneurship, trade, and business is deep-rooted in the city. Its per-capita income is twice that of the rest of India. In spite of being among the most prosperous cities in the country, Ahmedabad has eating places and means of transport that fits all budgets.

Ahmedabad makes an excellent base for short day-trips to many fascinating places. Here are a few: the Mughal era monuments at Sarkhej Roza (10 km), the 15th century carved stone step-well at Adalaj (20 km), the carved pink sandstone temple, Akshardham at Gandhinagar (30 km), the four millennia old Indus valley civilisation town of Lothal (80 km), the 117 sq km bird sanctuary, Nal Sarovar (70 km), the 11th century Modhera Sun Temple (100 km), and the very large wildlife sanctuary of Rann of Kutch (90 km).

For those who can invest a little more time in travel by road and rail, there are exciting places not very far from Ahmedabad. Sasan Gir Forest is the only place, apart from Africa, where visitors can see the lion in its natural habitat. Some of the places considered by the Hindus as among the holiest such as Dwarka and Somnath are in Gujarat. Visit <http://gujarattourism.net/> for details. There are several equally interesting places just across the border in the state of Rajasthan.



How to Reach IIMA

- Distance:**
- From Ahmedabad International Airport: 20 km
 - From Ahmedabad Railway Station: 8 km
 - From Vastrapur Village Centre: 500 m
 - From Nearest Bus Rapid Transport System Stop: 100 m
 - From Gandhinagar (Capital of Gujarat): 30 km

Sixty minutes flight from Mumbai towards north
 Eighty five minutes flight from Delhi towards south-west

- Landmarks in the neighbourhood:**
- 1) Gujarat University Campus
 - 2) Blind People's Association
 - 3) PRL (Physical Research Laboratory)
 - 4) ATIRA (Ahmedabad Textile Industries Research Association)
 - 5) AMA (Ahmedabad Management Association)



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For Key contacts visit: <http://www.iimahd.ernet.in/institute/contact/key-contacts.html>

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