



भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

PGPPM

Post Graduate Programme in
Public Policy and Management
Class of 2017

PLACEMENT BROCHURE



The Institute

The Indian Institute of Management Bangalore (IIMB) believes in building leaders through holistic, transformative and innovative education. IIMB is an acknowledged hub of academic activity both in India and abroad. IIMB is recognised as a leading international postgraduate (PG) centre of management studies.

IIM Bangalore is EQUIS accredited. The accreditation is an indication that recognised institutions satisfy international standards. Currently, IIMB offers five long-duration programmes – the Fellow Programme in Management (FPM), the Post Graduate Programme in Management (PGP), the Post Graduate Programme in Public Policy and Management (PGPPM), the Executive Post Graduate Programme in Management (EPGP) and a weekend Post Graduate Programme in Enterprise Management (PGPEM).

IIMB has 150 + faculty members, including visiting and adjunct faculty, who are actively engaged in policy formulation, research, case writing and consulting. The school is known for excellence in research and scholarship, global character, values, diversity, and for the impact IIMB makes on multiple stakeholders and the society.

Recognising the tremendous power of disruptive technology, IIM Bangalore became the first IIM to partner with the world's most respected Massive Open Online Courses (MOOCs) platform, the Harvard-MIT joint venture, edX. IIMB launched its first MOOC in July, 2015 and has announced more than 20 MOOCs till date. With technology, the school has reached out to over 3,30,000 learners in 185 countries till date.

IIM Bangalore has defined four cornerstones to guide itself - developing a world-class research and teaching ecosystem, leveraging technology, creating a global perspective, and infusing an entrepreneurial mind-set among the students.

The academic programmes of IIMB are very highly placed in global rankings by the Financial Times. The Financial. The school received the prestigious Obama-Singh 21st Century Knowledge Initiative Award in 2013. This initiative is

aimed at strengthening collaborations and building partnerships between American and Indian institutions of higher education in priority fields. IIMB collaborates with over 100 top business schools (B-schools) in the world for various research initiatives and student and faculty exchange programmes.

IIMB has recently topped the list of best management institutes in the 'India Ranking 2016' – the first-ever national ranking of universities by the Government. The 'India Ranking 2016', prepared by MHRD's National Institutional Ranking Framework (NIRF), rated IIM Bangalore as the 'Best Management Institute' in India. All 122 centrally funded institutions, including central universities, IITS and IIMS, participated in the ranking. The survey listed top 10 universities, and engineering, management and pharmaceutical institutes of the country.

IIM Bangalore also has a deep engagement in international networks, such as the Global Network for Advanced Management (GNAM), which includes 28 top management schools across the world. This exclusive network is convened by Yale University and includes INSEAD, London School of Economics and Fudan University. In November 2015, IIMB hosted the Deans of the Global Network schools. The US-based Academy of International Business, which is the world's premier professional association for international business faculty, for the first time, held its Annual Meeting in India in June 2015 at IIM Bangalore.

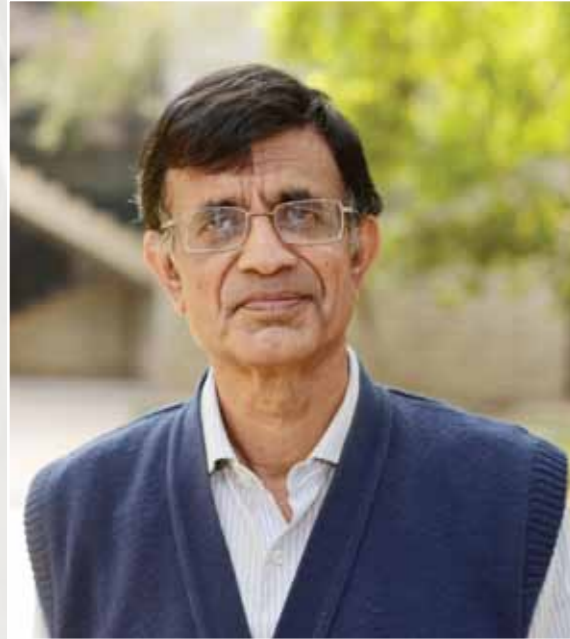
In addition to laying the foundations for its future success, IIMB makes a determined effort to contribute to national objectives by working with the government. IIMB is helping develop the Unnat Bharat Abhiyan, an initiative that creates impact in rural India. This fits closely with IIMB's satellite learning programme, led by Prof. Gopal Naik, to enrich education in 2000 schools in rural Karnataka. The International Telecommunications Union and the United Nations presented World Summit on Information Society Award to IIM Bangalore's Centre for Public Policy for this programme. IIMB assisted the Government in launching the Global Initiative of Academic Networks (GIAN), which aims to bring distinguished foreign academics to teach in India.

IIMB is also mentoring a new IIM at Visakhapatnam which started its operations in September 2015.



A 100-acre oasis in south Bangalore, the Indian Institute of Management Bangalore (IIMB), with its all-stone architecture, lush verdant woods and landscaped gardens, provides an idyllic environment to engage in learning. IIM Bangalore has world-class infrastructure that facilitates excellence in teaching, research, consulting and other professional activities.

Message from the Director



It is our continuing endeavour to keep abreast of the challenges and opportunities in the world of business, governance and civil society, shaped by different public policies. Industry feedback tells us that companies find it challenging to cope with government processes.

Dear Recruiter,

I am pleased to introduce the fifteenth batch of the one-year full-time residential Post Graduate Programme in Public Policy and Management (PGPPM), 2016-2017. The PGPPM has been developed with the intention of preparing civil servants and experienced professionals from the private and non-profit sectors for senior management positions. The programme aims to train and transform specialised managers who can lead organisations in challenging times, where the boundaries between the public, private and non-profit sectors are changing. Over the past decade, IIMB's PGPPM has emerged as a leading programme in public policy that enables students to deliver on this expectation.

It is our continuing endeavour to keep abreast of the challenges and opportunities in the world of business, governance and civil society, shaped by different public policies. Industry feedback tells us that companies find it challenging to cope with government processes. This is where our PGPPM students score. In this programme, they are equipped with knowledge on Public Policy and General Management and can navigate challenging situations effectively. Based on our research as well as feedback, we have been fine-tuning the programme in terms of pedagogy and structure, with a view to providing public policy inputs, contemporary business knowledge and insights as well as practical experience.

The cross-cultural learning in the classroom is phenomenal as the programme has students from government, non-government and private organisations across varying sectors. I am confident that this group of professionals will be the torchbearers of your organisations as well as of India, and I recommend them enthusiastically for your consideration.

Prof. Raghavan Srinivasan
Director Incharge, IIM Bangalore

Message from the Chairperson PGPPM



Your potential recruits, the PGPPM participants from the non-governmental cohort have the unique advantage of being part of the interactions between government and non-government participants in the classroom. Thus, they get to study and discuss policy issues with the bureaucrats and non-bureaucrats at close quarters.

Dear Recruiter,

The Post Graduate Programme in Public Policy and Management (PGPPM) is a niche programme fostered by IIM Bangalore more than a decade ago. It is a one-of-its-kind programme, started with the aim of improving efficiency and leadership skills among policy-makers and administrators. Its initial mandate was mid-career training to the officers of the Government of India. Having made its mark in the civil services, we opened it to non-government participants in 2008.

For the past few years, we have been making a concerted effort to reach out to those in the non-governmental and corporate sectors, who are keen to make a career in the public/governmental space. One of the reasons for this is that today, the private sector (both the for- and not-for-profit) is actively engaged in associated after traditionally domains traditionally with the public sector, such as health, education, infrastructure and even utilities. It is increasingly occupying a critical share of the public system, in keeping with the global trend. Public Private Partnership Projects (PPP), Government Approvals & Clearances, Corporate Communications, Consulting, Advisors, CSR and many other such roles require additional skills apart from management studies. In this context, we expect this programme to be extremely relevant to the organisations in positioning for relevant functions in senior and middle management.

Your potential recruits, the PGPPM participants from the non-governmental cohort have the unique advantage of being part of the interactions between government and non-government participants in the classroom. Thus, they get to study and discuss policy issues with the bureaucrats and non-bureaucrats at close quarters.

The course has been structured as a one-year full-time on campus residential course, including regular MBA subjects. The first term of the course is oriented towards the Policy Module. In terms III and IV, students opt for electives from the other long-duration programmes on campus. This helps them draw synergies from such programmes and equip themselves with core management skills, as well. The course includes an international immersion programme at the Korea Development Institute, Seoul, South Korea (in term II).

The PGPPM students are a part of running the PolicySpeaks@IIMB series, which exposes them to those in charge of policy-making at various levels of the governmental decision-making in India. At the end of the course, the participants are expected to bring out an informative policy-paper highlighting their learning from this course.

I believe that through the PGPPM, these candidates are being trained in a special and rigorous programme that tries to combine IIMB's strength in management studies with the long experience it has, in training and executing projects for the public sector through its Centre for Public Policy (CPP). I am confident these participants will be able to undertake any suitable role in the organisations, especially those dealing in the public-private interface. The feedback that we have got from the previous batches of recruiters (Not-for-profit Foundations, State Governments, CSR Wings of Private Corporates, NGOs, etc.) reaffirms this.

The current batch of participants have at least five years of work experience in very specialised public policy-related fields and have been selected through a meticulous process of CAT/GMAT, case analysis and interviews. The PGPPM participants, therefore, possess a unique combination of innate capabilities and exceptional training. I wish them the best.

Professor Rajalaxmi Kamath
Chairperson, PGPPM

Message from the Chairperson Career Development Services



These PGPPM participants have significantly benefited from the rich experiences of their classmates from both government and the non-government sectors.

Dear Recruiters,

The Post Graduate Programme in Public Policy and Management (PGPPM) is a unique programme offered by the Indian Institute of Management Bangalore (IIMB) to mid-career civil servants and those who are outside the government space but interested in the domain of public policy and management. IIMB facilitates the placements of only those who join the PGPPM programme without nomination and sponsorship by the Government of India.

It is a pleasure to present to you the PGPPM batch of 2017. This PGPPM batch has a unique blend of experience of participants from the government as well as private and other non-governmental agencies and this composition creates a unique experience-sharing opportunity in the class. These PGPPM participants have significantly benefited from the rich experiences of their classmates from both government and the non-government sectors.

The PGPPM programme ensures that participants graduate as well-rounded professionals; both from the perspective of public policy and general management – a unique combination that is very difficult to find elsewhere. I am sure that you will find this batch of PGPPM participants suitable for your organisations' needs and look forward to your recruiting them into positions that match their calibre.

Professor Ganesh N Prabhu
Chairperson, Career Development Services



About the Programme

The PGPPM was introduced in 2002 by the Centre for Public Policy (CPP), which was established by IIMB with initial support from the Department of Personnel and Training, Government of India and UNDP. It integrates public policy and general management skills into a single programme.

PGPPM was extended to the non-government, 'open' candidates in 2008 and enables cross-learning between participants from the private and public sectors. PGPPM proposes to attract overseas participants from the current year, which will enhance the learning experience.

The PGPPM programme has helped position IIMB's CPP as an important policy think tank. Its alumni have been instrumental in initiating new policies and steering policy changes in their roles. They have also made significant academic contributions through papers and books.

PGPPM alumni occupy senior positions in different ministries of the Government, the Railway Board, regulatory authorities like SEBI, TRAI and FMC, Planning Commission, UN bodies and many other important senior decision-making positions in government and beyond. They also hold leadership positions in central and state PSUs like GAIL, BSNL, BMTC and MAHDA, JN Port Trust in Mumbai, with NGOs and as consultants and analysts in the private sector.

Centre for Public Policy

The Centre for Public Policy (CPP) at IIMB was created in 2000 through a partnership agreement between the Department of Personnel and Training (DoPT), Government of India (GoI), United Nations Development Programme (UNDP), and IIMB. The CPP has evolved into a leading policy think tank engaged in cutting-edge research, teaching, training and capacity-building. It works on improving development outcomes across the country and has pioneered the application of management disciplines for delivery of better public services and governance. The CPP runs the country's leading Post Graduate Programme in Public Policy and Management (PGPPM). Its strong evidence-based research was focused on government innovations, regulation, policy-making, administrative and organisational reform, public-private partnerships and IT in government. It conducts various innovative and influential executive and doctoral programmes. The CPP has been designated as a Centre of Excellence by the Ministry of Urban Development and by the Ministry of Housing and Urban Poverty Alleviation. Its work in the area of public policy is continuously being strengthened through sound collaborative networks and partnerships with other policy think tanks, policy professionals and practitioners around the world.



What is IIM Bangalore's PGPPM initiative?

The Post Graduate Programme in Public Policy and Management (PGPPM) is a key long-duration programme offered by IIM Bangalore. The programme is aimed at future leaders from the civil services, social, infrastructure and private sectors who want to strengthen and build on their already acquired public policy and managerial skills in the current scenario; where the boundary between the public and private sector is growing increasingly indistinct. This unique programme helps the future leaders engaged in public policy and management tackle new challenges in the context of liberalisation, globalisation and rapid technology change, the continuing burden of poverty, social exclusion and crisis.

The Policy Collective

The Policy Collective is an assortment of faculty-guided and student-led extra-curricular initiatives that reinforce the aims and experiences of the PGPPM programme. The two components of the policy collective are:

Policy Speaks Series

Policy Speaks is a series of interactive sessions that are meant to deepen the conceptual, technical and analytical skills of participants of the PGPPM programme and/or of the attending audience in general. These interactive sessions are conducted with eminent people who have had significant impact in policy planning and/or administration and can share invaluable insights on the public policy domain in India. The Policy Speaks initiative, this year specifically, aims to build a platform to improve the public policy debate in the Indian context and to simulate public discussion on various issues in debate.

Policy Blog

Policy Blog is a written, multimedia (multisensory) based catalogue of public policy analysis and commentary on various issues affecting the social, economic and political realities of a nation. The policy blog aims to document current and emerging policy perspectives that reflect contemporary issues in the Indian society.



Policy Speaks – Speaker Testimonials



“Programmes in public policy and management are very important for the government and public sector officials. Long-duration programmes devoted to public policy and management such as that of IIMB are helpful to civil servants and NGO officials. They promote a good understanding of the distinctiveness of public management and provide a research platform to improve public management.”

KRS Murthy
Former Director, Indian Institute of Management Bangalore



“The PGPPM course offered by IIMB is unique in several respects. The course has been comprehensively designed so that the student gets expertise in Management, Public Policy and Research. The international academic exposure, pedagogical innovation by acclaimed faculty, incisive case analysis, and highly vibrant intellectual environment makes the course distinct. I have personally gained substantially from the above course as it sharpened my administrative, academic and social skills to a greater extent. This course is suitable for persons who are aspiring to be leaders of change in the Government, Corporate and Non-profit sector.”

Dr. Sibichen K Mathew IRS
Commissioner of Income Tax and Former Adviser,
Telecom Authority of India

Core Courses and Electives Offered

Public Policy

Public Policy Analysis
States Market and Globalization
Indian Social and Human Development
Psychological Perspectives of Public Policy
Evaluating Public Policy
Analysing Data for Social Policy
Legal and Institutional Dynamics
Public Finance
Economics of Global Commons
International Negotiations
Healthcare Economics: Theory and Practice
Indian Economy Policy Matters for Business
History of Indian Political Economy
Information Systems

Strategy

Strategy and the Sustainable Enterprise
Learning from Corporate Failures
Strategic Thinking & Decision Making
Strategy for Public Policy
Strategic Management of Media and Entertainment Industry
Strategic Leadership

Quantitative Methods

Basic Quantitative Methods
Quantitative Methods for Policy Analysis
Big Data
Business Forecasting

Marketing

Social Marketing
Brand Management
Pricing Essentials for Managers

Economics

Microeconomics for Policy Analysis
Macroeconomic Environment
Political Economy & Welfare Economics
International Macroeconomics
Current Economic Scenario
Management Regulation
Public Economics

Social Sciences

Embedding Leadership Excellence
Imaging Indian Society and Culture through Indian Cinema
Spirituality and Self Development for Managers
Introduction to Sanskrit Language
Creativity in Arts, Design and Science
Personal Values, Goals and Career Options

Finance

Financial Statement Analysis
India Unincorporated
Corporate Valuation
Financial Appraisal of Projects
Rural Banking and Financial Inclusion

Production & Operations Management

Green Business Management
Social Entrepreneurship
Designing and Managing Programs
Project Portfolio and Program Management
Management of Commercial Contracts

Human Resources Management

Organizational Behaviour Leadership for Policy Managers
Personal & Interpersonal Effectiveness
Workshop: East West Synthesis
Creating High Performance Organizations
Inspired Leadership through Personal Mastery
Making of a CEO

Workshop Courses

Design Thinking
Investing in and Leveraging your Social Networks for Professional Growth
Entrepreneurship in Action

Policy Papers/Projects

Students work on policy papers/projects that have significant impact. Here is a list of dissertations by previous batches.

- Sustainable pension inclusion
- An Analysis of Inter Jurisdictional Issues Invoked in the Implementation of Goods and Services Tax in India
- A Comprehensive Data Policy for Government of India – Analysis and Framework: A Broadband Perspective
- Inclusive Finance through Community institutions
- Augmenting Civil Nuclear Energy in India–Private Participation
- Why is the transition to organic agriculture slow? The experiences of Vidarbha farmers
- Withholding Tax (TDS): A non-invasive tool for greater compliance and revenue mobilization
- Sustaining quality of life in the cities
- Proactive and Reactive Measures to combat Cyber Terrorism and misuse of internet by terrorists
- Suggestions for anti-corruption agency in India based on a comparative study of anti-corruption structure in Indonesia, the USA and India
- A study of Mobile Payments: Policy Issues
- Revenue management of Indian Railways freight business-role of guaranteed transit time and customer perception
- Key drivers for mobile banking adoption from Indian customer perspective
- Trends and dimensions of cross-border tax dodging in the Indian context
- Effects of economic growth on income inequality in India
- An analysis of Public Policy Interventions, Growth and Strategies of media organisations in post-liberalization era
- Application of theory of planned behaviour for understanding intention to segregate waste at home
- Future of solar energy in India: A holistic perspective
- A business model for bridging the digital divide in India
- Place of supply rules for digital services
- Feasibility and competitiveness of date farming in India



Rural Immersion – Heggodu Village

The Rural Immersion Programme is a programme designed to give the class a chance to observe the rural economy closely, and appreciate the active cooperative and cultural movement in the village. The class of 2016 spent 3 days in Heggodu, a small village in Shimoga district, Karnataka. The students visited successful producer and marketing co-operatives working in handloom, areca nut and non-timber forest products, and the Government College of Horticulture, Sirsi. They also visited Ninasam, which is a unique cultural organisation that is both nationally as well as internationally acclaimed. Each visit gave the class deeper insights into on various models of community organisations and the role of the state in encouraging them. The class also saw the Yakshagana, which is a dance drama performed by active theatre artists in the village.



International Immersion

(KDI School of Public Policy & Management, South Korea)

The class spent part of Term II, (two weeks) in Korea Development Institute, Seoul. The focus of this international component was on providing global perspective on public policy issues and learning from the growth story of our South Asian neighbour.

Lectures were given by an array of KDI faculty members as well as administrative officers and ministers directly involved with policy-making in the country. The training programme gave students a chance to interact with accomplished academicians and leading practitioners in the field of public policy on various topics such as Korean Economic Development Experience, Public Service Systems Ministry of Legislation, Government Reforms, e-Government Systems, PPP Strategy, Education Policy and Vocational Training, Public Sector Training and Performance Management, Green Growth, Ulsan Port, Presidential Committee on Conflict Resolution, to name a few.

This module also includes various field visits to government offices, PSUs and private industries. This year the PGPPM batch visited multiple sites such as the Seoul Metropolitan Government Sudokwon Landfill Site Management Corporation, vocational training centres, Samsung Innovation Museum, Hyundai Motors, Indian Embassy, Pohang Steel Company (POSCO) and so on. The students also got a feel of the local culture with visits to historical sites and exposure to cultural performances.



Faculty Testimonials



“The Public Policy Management Programme at IIMB brings together government and non-government candidates together so as to ensure sharing of talent, experience and diversity. It is a unique blend of academic excellence in public policy making along with strengthening of management skills. The students have an advantage of taking courses designed for management students as well as those specially designed for executives with experience. The PGPPM course also offers a wide spectrum of courses ranging from academic in orientation to policy evaluation to enhance the understanding of participants about the working of government machinery. The objective of the programme is to increase awareness, sharpen skills and inspire confidence amongst specially selected participants to design and deliver effective public policy initiatives.”

Professor Charan Singh
RBI Chair Professor



“The PGPPM is IIM Bangalore’s long-duration education vehicle, which has been designed to educate and interact with officials in the government services. Of late, the programme has been opened up to professionals from the corporate sector who wish to take on roles within the government or the NGO sector. Teaching in this programme is an eye-opening experience for IIMB faculty, who get a glimpse of specific problems of governance. A project component allows them to create a lasting impact on solving problems of substance. The students are refreshingly different in that they are not grade-oriented, but have the best interests of their departments, to which they will report as better equipped individuals. I wish them all the very best in their endeavours.”

Professor Shankar Venkatagiri
Decision Sciences and Information Systems



“I have had the privilege of interacting with the current batch of PGPPM students as a teacher. This is a highly competent and motivated group and our engagement through the strategy course aptly demonstrated their insights in the area of public policy and management. In an emerging context where public policy and private enterprise often intersect, these students bring to the table not just analytical rigour but also practical insights gleaned through year-long interactions with a peer group of bureaucrats, academics and researchers at IIM Bangalore. I believe that this group will be able to significantly contribute to the organisations which they eventually join.”

Professor P D Jose
Corporate Strategy and Policy
Chairperson, MOOCs Initiatives



“The postgraduate in Public Policy and Management offered by the Indian Institute of Management Bangalore is distinctive in several respects. The design of the course is thorough, with a range and depth that enable the students, who themselves have many years of professional experience, to review what they have gathered, and look ahead with confidence on the basis of newly acquired skills. This enables them to appreciate facets of management, public policy and research, especially in the areas where they intersect and interconnect.

The international academic exposure, the adoption of the case method for enlarging one’s intellectual insight in various sectors of public policy, buttressed by the energetic educational environment, gives the PGPPM course its special character. I have personally gained from this course: it has honed my administrative, academic and analytical skills in a way that my ability to assess and evaluate a given situation has become a lot more sure-footed. All this arises from the robust pedagogical structure fashioned by acclaimed faculty across sectors. This year-long learning is a must for those aspiring to initiate change, whether in the government, the corporate or in the non-profit sector.”

Professor N Ravi
Senior Fellow

“An inquisitive group of individuals with diverse background but with a sense of purpose.”

Professor Mithileshwar Jha
Professor of Marketing



Recruiter Testimonials

“Since its inception in September 2014, CDFI has grown manifolds to lead and support a variety of initiatives in the financial inclusion space. For a knowledge-driven organisation like ours that thrives on innovation and thought leadership, the quality of human resources assumes enormous significance. We intend to create an enabling environment for our people who are at the core of concept building and fruition of ideas leading to successful implementation of policies and programmes. This cannot be achieved without scrupulous recruitment attracting best talent.

The PGPPM is an important source for talent and is a unique blend of academic excellence in public policy making along with strengthening of management skills. In our first experience of recruiting students from PGPPM, they have met all expectations and seem to be very promising. Indubitably, we plan to recruit from the PGPPM in the coming year.”

CDFI (Centre for Digital Financial Inclusion)



Alumni Testimonials



“It would be very selfish if I did not acknowledge the contribution that all my teachers at IIM Bangalore made in giving me a new paradigm of learning during my study. They taught me so many new subjects and gave me a new perspective of public policy. I came to study Public Policy & Management at IIM Bangalore after 20 years of service in the Indian Administrative Services (IAS). It was indeed quite a humbling experience. Like all other IAS officers, I too thought that only experience counts in making of public policy. But I was completely wrong. My biggest learning from this course was that one should not make any policy or programme without proper analysis of the relevant data. When I chose to come to IIMB for public policy study, I had many options before me, including the option of studying at a foreign university. But it was my conviction that the study of public policy is more relevant if it is done in the Indian context with the help of Indian case studies. I therefore chose to come to IIMB. All prestigious domestic management institutions, according to me, should offer an exclusive public policy programme also, and the government should create an atmosphere or a policy environment that encourages civil servants to join such domestic public policy programmes.”

Dr. Hasmukh Adhia
Revenue Secretary, Ministry of Finance, Govt. of India and recipient of IIMB's Distinguished Alumnus Award 2015

“PGPPM is the perfect blend of experiential learning backed by strong theoretical frameworks. The class profile consists of a healthy mix of senior bureaucrats and social sector professionals. This unique batch composition, the only one of its kind in the country, ensures rich exchange of ground realities of successes, failures and challenges in creation and implementation of government policies, thus making the course very valuable. Having worked in multinationals and the social sector, I found the course to be of immense value. The intra-class discussions and policy-centric case study-based pedagogy are extremely enriching and the highlight of this course.”

Purna Wadikar
AVP Strategy, RuralShores



“The public policy and management programme at IIM Bangalore has been innovatively designed to successfully combine the latest in management thinking with the public policy context of India and abroad. The course features policy analysis, economics, management and leadership, empirical analysis, negotiation, ethics, and politics. This rigorous and inter-disciplinary conceptual learning experience will surely help public administrators acquire analytical and empirical skills to bring about metamorphosis in the policy formulation and implementation domain. The course has enabled me to evaluate and re-learn my role in the public sphere, extract evidence based answers from a messy clutter of real-world public problems and to improve developmental indicators of the country.”

Girish Sharma
Deputy Secretary at MP State Election Commission

“One of the best features of PGPPM at IIMB is the intermix of Government-sponsored and self-sponsored participants. Generally, participants from Government carry more years of experience, as well as a procedure- and process-oriented approach whereas self-sponsored participants from the private sector are younger in age and experience and bring a totally different approach to issues and ideas. This mix of self-sponsored participants, who are called open candidates, brings a new perspective to issues of public policy. On one side government candidates bring experience and procedures on the discussion table, on the other hand open candidates bring their own perspective from corporate learning and as users of those public services. This mix creates an environment for healthy discussions on all aspects of public policy which enriches all the participants. This peer learning is one of the best parts of this course and which helps develop a lifelong... bonding among the participants. This learning is beneficial to all the participants and their respective organisations. I wish best of luck to all.”

Kamlesh Mishra
Deputy Secretary, Ministry of Power, Govt of India - IRTS Officer

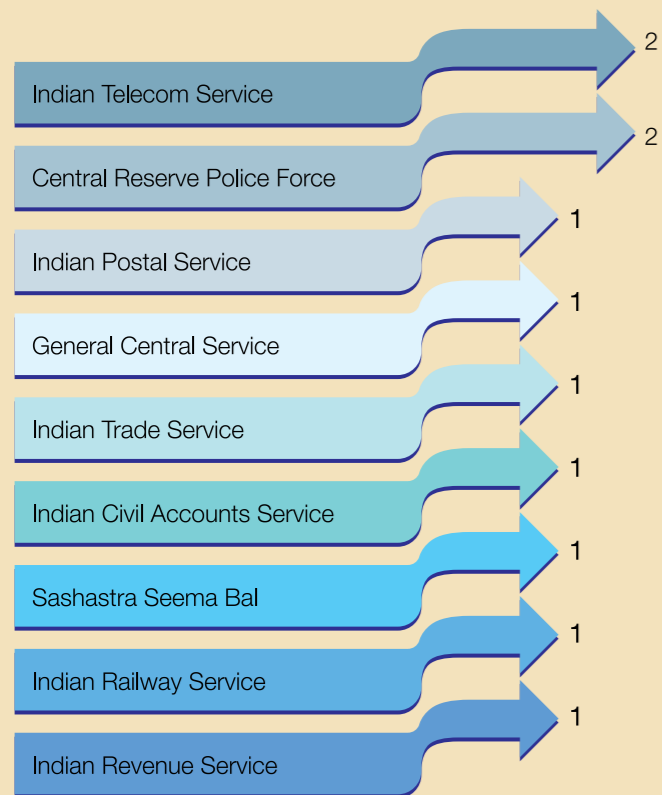


Class Profile 2017

Senior Group 'A' government officers from different all-India and central services and experienced candidates from private industries (non-DoPT) form a diverse group to facilitate unique peer learning opportunities within the classroom.

Total number of students	: 18
Candidates from government services	: 11
Non-DoPT candidates	: 7
Female students	: 4

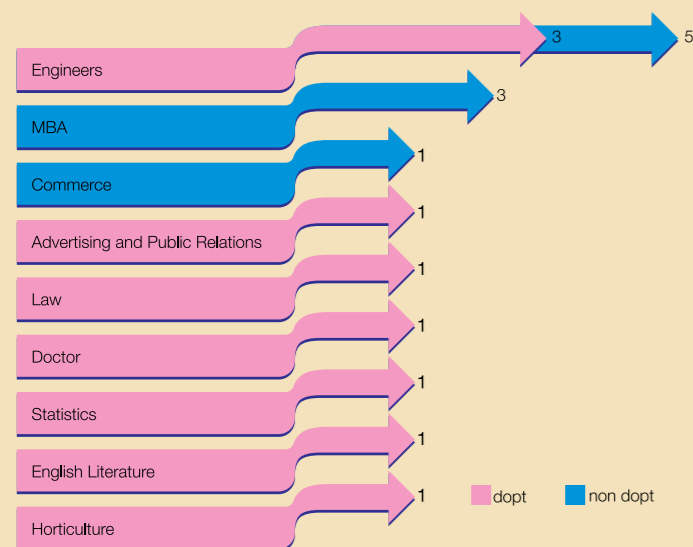
Class Profile - Government Services



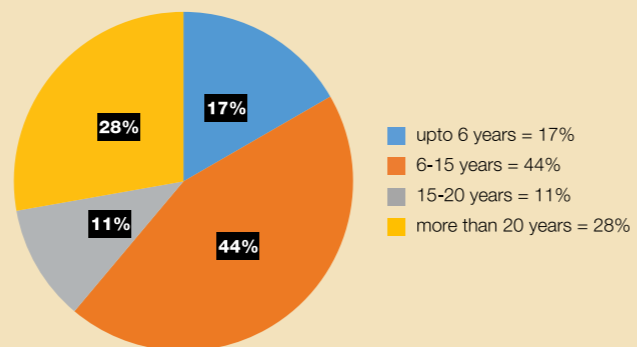
Class Profile (Non-DoPT Candidates)



Academic Background of Class



Work Experience



Faculty Profile

Srinivasan R
Fellow (IIM Ahmedabad)
Director Incharge

CENTRE FOR PUBLIC POLICY

Anil B Suraj*
LLM (National Law School of India University, India)

Arnab Mukherji
Ph.D. (Pardee-RAND Graduate School, USA)
Chairperson, Centre for Public Policy

Deepak Malghan
Ph.D. (University of Maryland, USA)

Hema Swaminathan
Ph.D. (The Pennsylvania State University, USA)

Nayana Tara S
Ph.D. (Bangalore University, India)

Rajalaxmi Kamath
Ph.D. (Michigan State University, USA)
Chairperson, Post Graduate Programme in Public Policy & Management

Ramesh G
Fellow (IIM Ahmedabad)

Shabana Mitra
Ph.D. (Vanderbilt University, USA)
IIMB Young Faculty Research Chair

Sriram M S*
Fellow (IIM Bangalore)

CORPORATE STRATEGY & POLICY

Chirantan Chatterjee
Ph.D. (Carnegie Mellon University, USA)

Deepak Kumar Sinha
Ph.D. (Massachusetts Institute of Technology, USA)

Ganesh N Prabhu
Fellow (IIM Ahmedabad)
Chairperson, Career Development Services

P D Jose
Fellow (IIM Ahmedabad)

Murali Patibandla
Ph.D. (Jawaharlal Nehru University, India)

Pranav Garg
Ph.D. (University of Michigan, USA)
Class of '86 Faculty Fellow

S Raghunath
Ph.D. (Gujarat University, India)

J Ramachandran (AICWA)
Fellow (IIM Ahmedabad)
BOC Chair Professor of Business Policy

Rejie George Pallathitta
Ph.D. (Tilburg University, The Netherlands)
Chairperson, Fellow Programme in Management
Chairperson, Centre for Corporate Governance & Citizenship

Rishiksha T Krishnan
Fellow (IIM Ahmedabad)

R Srinivasan
Fellow (IIM Ahmedabad)

Sai Yayavaram
Ph.D. (The University of Texas at Austin, USA)
Chairperson, Corporate Strategy & Policy

DECISION SCIENCES AND INFORMATION SYSTEMS

Arnab Basu
Ph.D. (Tata Institute of Fundamental Research, India)

Dinesh Kumar U
Ph.D. (IIT Bombay)
Chairperson, Quantitative Methods & Information Systems Area
Chairperson, Executive Post Graduate Programme in Management
Chairperson, Data Centre and Analytics Lab

Ishwar Murthy
Ph.D. (Texas A & M University, USA)
Dean, Faculty

Malay Bhattacharyya
Ph.D. (London School of Economics and Political Science, UK)

Pulak Ghosh
Ph.D. (Oakland University, USA)

Rahul Dé
Ph.D. (University of Pittsburgh, USA)
Hewlett-Packard ICT for Sustainable Economic Development Chair Professor
Chairperson, Centre for Software & Information Technology Management

Rajendra K Bandi
Ph.D. (Georgia State University, USA)
Chairperson, Admissions and Financial Aid

Rajluxmi V Murthy
Ph.D. (Southern Methodist University, USA)
Chairperson, Committee on Disability

Rishideep Roy
Ph.D. (University of Chicago, Illinois, USA)
IIMB Young Faculty Research Chair

Shankar Venkatagiri
Ph.D. (Georgia Institute of Technology, USA)

B Shekar
Ph.D. (IISc, India)

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* Visiting Faculty

Placement Procedure for Non-DoPT Students

Pre-Placement Interaction:

This is a platform for interaction between the students and the company representatives, where information regarding profile of the company, key aspects of its business, work environment and opportunities are made available to the students. This is followed by a question-answer session. Companies can also share information through e-mails if they are unable to come for the PPTs.

Application:

Interested students apply to the company through the CDS Office. A detailed resume is submitted by the student as part of the application process. The PGPPM placement representative coordinates corporate interaction.

Placement Interviews:

The final placement process and the interviews are conducted over an extended period of time. This gives the companies ample time for any customised selection process that may be required. The interviews are facilitated through remote means (video conferencing – skype, etc.) in case the company is unable to interview students on campus. The final placement interview gives the company and the student an opportunity to discuss the role in detail, thereby helping the candidate make the right choice.

Offers and Acceptance:

The company can make an offer to the student after the final interview. The offer should include details of role, location, remuneration and other relevant terms and conditions required by the candidate to make the decision. The offer is communicated by the company to the CDS Office which in turn is communicated to the selected student. The acceptance of an offer is governed by placement rules of PGPPM which are framed at the beginning of the academic year and may vary from year to year.

Important Dates:

The recruitment process is on a rolling basis on campus, which began in the first week of November 2016

Contact
Career Development Services

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Students' Profile



ASHESH MAMIDI

Education:

- Masters in Computer Science, North Carolina State University (NCSU), Raleigh, NC, USA
- Bachelor of Engineering in Computer Science, MJCET, Osmania University, Hyderabad, India

Past Employers:

- IBM India Private Limited, Bengaluru, India
- IBM Corporation, Research Triangle Park, Raleigh, NC, USA

Experience: 5 years

Senior Software Engineer and an IBM Emerging Leader for Growth Markets with technical and leadership experience in the IT sector.

Leadership and Professional Experience

- Worked with people from different countries and cultures as an 'Emerging Leader for Growth Markets'
- Professional experience as an independent developer in UI development and Client & Server Install Development
- Worked on one of the world's biggest enterprise client-server applications and middleware platform, IBM Sametime
- Led the development of IBM Sametime Client and Server installers in collaboration with developers from India, China, Israel, Ireland and USA
- Promoted to IBM India ISL (India Software Labs) Sametime Install team as a Global IBMer and an Emerging Leader for Growth Market (India)
- Provided the highest level of technical support to the customers of IBM Sametime and IBM Connections as a member of L3 development team
- Worked on the leading business social network platform, IBM Connections, as a senior developer in the User Interface team; Created user interfaces with a focus on web accessibility
- Organised Leadership sessions with IBMers around the world and set up tasks as a member of the 'Emerging Leaders for Growth Markets' programme
- Core member of the IBM Sametime and IBM Connections Documentation and Testing requirements verification
- Trained L2 and L1 teams and Subject Matter Experts regularly regarding IBM Sametime and IBM Connections' latest developments to help them deal with customer issues

Recognition

Manager's Choice Award in 2015 for the practice 'Unite to Get It Done'



CHANI RAJ

Education:

- Masters of Business Administration specialising in Marketing, ICFAI Business School
- Bachelor of Engineering in Computer Science, College of Engineering Bharati Vidyapeeth University

Past Employers:

- Tata Institute of Social Sciences - RUSA Resource Centre for Ministry of Human Resource Development
- EdCIL - National Project implementation Unit- TEQIP for World Bank - Ministry of Human Resource Development Initiative

Experience: 5 years

Broad experience in development sector especially with The World Bank funded bilateral projects and Ministry of Human Resource Development - Government of India. Exposure to collaborative functioning with multiple stakeholders, both within the government and outside to identify opportunities and develop solutions across various policy frameworks.

Project Management and Design

- Core member of the team working on RUSA - flagship scheme of the MHRD in higher education
- Appraised State Higher Education Plan (SHEP) of the identified project states (Manipur, Chhattisgarh, Arunachal Pradesh, Dadra & Nagar Haveli, Madhya Pradesh) for achieving higher quality benchmark in higher education with reference to prescribed components
- Project planning, capacity building, monitoring and evaluations, compliances as per government and world bank standards along with verifying actual implementation of proposals and fund utilisation by State Governments

Business Strategy

- Enhanced accountability and autonomy of TEQIP Institutions through good governance practices.
- Liaised with project stakeholders such as Central Government, State Governments, State Technical Education Departments, Institutions, Training Providers, Funding Agencies and Industry
- Organised learning fora in association with World Bank for the Board of Governors of the project institutions for self-review of governance practices and framing Institutional Development Guidelines



NARAYANASWAMY

Education:

- Postgraduate Diploma in Management from Goa University, Panaji, India
- Bachelor of Technology in Mechanical Engineering from Jawaharlal Nehru Technological University (JNTU), Hyderabad, India

Past Employers:

- Triveni Homes & Constructions Pvt. Ltd
- ORPC, Muscat, Oman
- Oasis Energy, Muscat, Oman
- Bharat Petroleum Corporation Limited, Mumbai, India

Experience: 20 years

Professional Experience

- More than twenty years of experience with proven track record of implementing long-term and short-term Strategic Business Plans and establishing new businesses to achieve consistent increased revenues within set HSE guidelines
- A strong team builder that enjoys the challenge of organisational restructuring and turnaround, product development or expansion, and taking projects from concept through to completion
- Experienced leader with ability to motivate and manage staff and people including managing interfaces with stakeholders and Government
- Hands-on, customer-oriented manager with strong communication skills and time management.

Areas of Strengths

- Building Partnerships: Development of partnerships to facilitate the process of meeting corporate objectives and goals
- Conceptual Thinking: Capability to come up with expected thought processes to improve the efficiency and effectiveness
- People Management: Ability to translate business strategy into action by demonstrating instrumental and humanistic HR capabilities focusing in staff development, coaching and communication
- Risk Analysis and Management: Ability to understand, identify potential risk areas and their implications and manage all identified risks
- Strategic Decision Making: Ability to use the results of strategic analysis to establish and commit to a course of action in order to accomplish long-range goals and the vision of the organisation



NEERAJ ADYA

Education:

- Bachelor of Engineering (Metallurgy): 2003, Visvesvaraya National Institute of Technology (Formerly R.E.C. Nagpur), Nagpur

Past Employers:

- Janalakshmi Financial Services Ltd
- Yes Bank Limited
- HSBC Limited
- ICICI Bank Limited
- GKN SINTER Metals Limited

Experience: 11.2 years

Broad experience of 11.2 years in Retail Banking sector with Private sector and Multinational banks. Has worked in different roles in retail banking including operations and sales.

Leadership Experience

- Worked as Branch Operation Manager at Janalakshmi Financial Services Ltd.
- Worked in collaboration with IT team for development of banking software and involved in projects like Clearing, CBS and loans at Janalakshmi Financial Services Ltd.
- Worked as Branch Operations Manager (Senior Manager) in a Cluster HUB Branch at Yes Bank Ltd.
- Worked as Back up Branch Manager responsible for increase in business & fee, income through trade forex, 3rd party products
- Responsible for cross-selling of different banking products by generating leads and achieving targets
- Experience in recruitment & retaining existing team members in sales & service at Yes Bank Ltd.

Operational Experience

- Worked as Assistant Manager handling all the Branch Banking operations including cross-selling of different banking products of HSBC Ltd.
- Worked as Back up Branch Head and job profile includes training of new team members, who are into clearing, transaction & CMS (Cash Management Services) at ICICI Bank Ltd. Looked after Audit, SOX, Five S & streamlining of processes
- Appreciated by Senior Management at Branch level and cluster level at ICICI Bank Ltd.

Key Achievements

- Promoted as Senior Manager at Yes Bank Ltd since 1st October 2014
- Consistent performance with top rating of 1 & 2 for three consecutive financial years at Yes Bank Ltd, HSBC and ICICI Bank Ltd.



PIYUSH PARAG

Education:

- PG Diploma in Business Administration in Accounting and Financial Management, MAHE
- Bachelor of Commerce with Honours in Accounts, Patna University

Past Employers:

- IPE Global Social Services Pvt. Ltd.
- Government of Bihar (State Health Society, Bihar)
- Almondz Global Securities Ltd., Mumbai
- Religare Capital Markets Ltd., Mumbai
- Brics Securities Ltd., Mumbai

Experience: 14 years



RAJATHA P

Education:

- B. Com (Distinction Holder), Christ University, Bengaluru

Past Employers:

- Goldman Sachs India Corporation
- Bangalore Political Action Committee (B.PAC)

Experience: 3.5 years

Summary

- 14+ years of experience in the Social Development and Financial sectors
- Handled functions including consulting, strategy making, project management, equity and investment banking research, financial management, government budgeting, human resource management and operations

Leadership and Project Implementation

- Owned and headed implementation of a US \$6mn project which involved leading a team of 24 professionals and payroll management of 2,500 consultants
- Ran operational aspects of UNICEF programmes such as Polio Eradication (SMNet), Health, Education, Communication for Development (C4D), PPE (Policy, Planning and Evaluation), WASH (Water, Sanitation and Hygiene), A&C (Advocacy and Communication), Disaster Risk Reduction (DRR), CDN (Child Development and Nutrition) and CP (Child Protection)

Financial, Human Resource and Contract Management

- Held overall responsibility of program management, financial management and reporting requirements to UNICEF
- Handled budgeting, MIS and analysis of fund utilisation

Industry and Company Analysis (Equity & Investment Banking Research)

- Analysed and forecasted industry and sector growth based on econometric model and trend analysis. Also, estimated and valued the industry size using various valuation tools and models

Key Accomplishments

- Streamlined major concerns raised by UNICEF relating to timely execution of systematic work and optimal redistribution of work among team members, and recruitment based on perceived gaps in capability
- Strengthened MIS in the organisation by dedicating a full-time resource for this purpose

Broad experience in Strategy, Project Management in urban governance and civic space. A passionate self-starter keen on building an inspiring career in urban governance and civic innovation Leadership and Project Implementation.

Program Management

- Strategised under the aegis of Ex. BBMP Commissioner in redesigning and developing B.PAC's Civic Leadership Incubator Program
- Developed stringent evaluation process and led the team in onboarding 150 high-caliber aspiring civic leaders for B.PAC's flagship program
- Formulated and implemented project guidelines, monitored and tracked progress at key stages for evaluating performances of various urban projects across the city undertaken by the organisation

Leadership

- Collaborated with Bangalore In-Charge Minister (2014), President of Rotary (BLR Dist.), and Bangalore Municipality Commissioner to execute city-wide Swaach Bharat program
- Led a 2-member team in developing detailed project proposals for undertaking CSR projects of large multinationals in Bengaluru

Communication & Outreach

- Assisted aspiring city councillors in developing their Election Manifesto and Outreach Strategy that brought them increased media coverage and publicity
- Core team member in designing and developing the Organization Newsletter; managed online presence for over 40,000 social and digital media followers

Other Highlights

- Served as the president of the University Commerce Association
- Participated and won various case study competitions, HR contests, business quizzes in national level commerce and business fests



RAMESH MATURI

Education:

- PGP in Public Policy and Management (PGPPM) from IIM Bangalore
- PGD in Development Management from Tata-Dhan Academy with fellowship from Sir Ratan Tata Trust (SRTT)
- Bachelor of Science (B. Sc) from Andhra University

Past Employers:

- TechnoServe Inc
- Reliance Foundation
- Invest India Micro Pension Services
- SIFFS

Experience: 9 years

Management professional with 9 years of experience in the development sector, especially with CSR units of large corporates in promoting farmer producer organisations, rural enterprise, social security, financial inclusion, training, livelihoods and WASH.

Leadership

- Led a team of professionals to implement Local Economic Development Project of Davanagere (Karnataka) with a total budget outlay of INR 250 million (CSR programme of Cargill India Ltd)
- Led a team of professionals to implement sustainable agriculture practices, strengthening 30 village associations benefitting 50,000 farmer households and to promote producer company in Bidar (Karnataka) with a total budget outlay of INR 300 million (CSR programme of Reliance Industries Ltd)
- Led a team to establish operations in AP and Rajasthan for Micro Pensions by mentoring field executives and training of more than 2000 sales executives of business partners on marketing products (CSR programme of UTI AMC Ltd)
- Managed a comprehensive social security programme benefitting 60,000 fishermen in the states of Kerala and Tamilnadu

Project Management

- Project management involving planning, budgeting, recruiting, appraisals, review and reporting, MIS coordination, systems, operations and market development
- Trained key stakeholders on sustainable agriculture practices, financial literacy, health, hygiene and education; used social strategies like ICT tools for social integration, creating ownership and promoted stronger collectives
- Managed liaison with diverse stakeholders such as line departments, universities, KVKs, MFIs, Cooperatives, trade unions, industry associations, Gram Panchayats and NGOs to leverage various benefits to the target beneficiaries
- Implemented safe water and sanitation programmes for schools & Anganwadis benefitting more than 25,000 children and promoted rural enterprise among youth
- Conducted baseline surveys, documented situation analysis reports, product design, piloting, impact studies, internal audits, annual reports for compliance and internal publication

Recognition

- Nominated for international training on Social Security held at ITC, Turin, Italy with fellowship from ILO
- Selected as youngest speaker at International Micro Insurance Conference organised by Munich Re and IRDA held in Mumbai in 2008
- Selected for Young Science Fellowship at IISc, Bangalore sponsored by SRTT

Certifications: AMFI mutual fund advisor and NISM mutual fund distributor modules





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