



MDI
SOCIETY

Management
Development
Institute Society

DETAILED PROJECT REPORT (DPR)

**Application of Management
Development Institute Society
for grant of the Deemed to be
University Status under
Distinct Category
(Existing)**



Submitted by
**Management Development Institute Society to the
University Grants Commission (UGC)**



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DETAILED PROJECT REPORT (DPR) FOR MANAGEMENT DEVELOPMENT INSTITUTE SOCIETY (MDIS) FOR GRANT OF THE DEEMED TO BE UNIVERSITY STATUS UNDER DISTINCT CATEGORY (EXISTING) IN THE NAME AND STYLE OF MANAGEMENT DEVELOPMENT INSTITUTE

Executive Summary

This Detailed Project Report (DPR) is part of the application of the Management Development Institute Society (MDIS) for the grant deemed to be university status by the University Grants Commission (UGC) to its Management Development Institute, Gurgaon (Haryana), and its constituent Unit at Murshidabad (West Bengal) under 'Distinct category (Existing) in accordance with the UGC (Institutions Deemed to be Universities) Regulations, 2023.

The Management Development Institute (MDI) was established in the year 1972 as a society under the Societies Registration Act, 1860 (Regn. No. 5395), with the active support of the Industrial Finance Corporation of India (IFCI) and Kreditanstalt für Wiederaufbau (KfW), Germany, and the Ministry of Finance, Government of India, to provide training facilities for managers in industry and new entrepreneurs. The MDI Society is governed by its Board of Governors and General Body, which includes members from top financial institutions, banks, regulatory bodies, academia, industry, and alumni. Over the years, MDI has diversified its operations and has transformed itself into a leading integrated business school in the country.

MDI is located at Gurugram, spread over 35 acres on the National Highway 8, set among sylvan surroundings. To expand its reach, provide quality management education, and nurture local talents, MDIS launched its constituent unit at Murshidabad in 2014. MDI Murshidabad is spread over 10 acres and equipped with state-of-the-art infrastructure, including resource centers and sports facilities.

MDI emphasizes excellence in management education and a commitment to creating global leaders. MDI continues to uphold its reputation as premier business school with an emphasis on developing well-rounded socially responsible leaders prepared for modern business complexities. MDI's programmes are always reflecting its quality, impact, and reputation in both academic and professional circles. Recently, it has been ranked 61st globally in the Financial Times (FT) Executive Education Custom 2025 Ranking.

MDI aims to be a globally recognized management institution through academic excellence and continuous innovation to nurture responsible leaders for creating sustainable alternatives. All the academic programmes being offered at the MDI are duly approved by the All-India Council for Technical Education (AICTE) and conform to international standards of management education.

In 2024, MDI Gurgaon was ranked 11th by the National Institutional Ranking Framework (NIRF) in the 'Management Category' and has also been ranked among the top B-schools in India by reputed publications and ranking agencies. The MDI Gurgaon has earned international accreditation from Association to Advance Collegiate Schools of Business (AACSB), USA, and the Association of MBAs (AMBA), United Kingdom. The accreditations awarded by the two most influential academic accreditation bodies globally underscore the quality of programmes offered by MDI. MDI is accredited by National Board of Accreditation (NBA), Govt. of India. MDI has also developed academic collaboration with several national and international institutions and industry for its academic and research programmes.

MDI is committed to the implementation of the National Education Policy, 2020 (NEP-2020) in letter and spirit by incorporating in its academic programmes a more holistic and multidisciplinary approach. MDI on getting the status of deemed to be university, will have multi-disciplinary research-based Centers and schools in the emerging areas of knowledge, from digital economy, data mining, cybersecurity, fintech, liberal arts, and creative enterprise to cultural heritage, and will create a stimulating learning environment for the students and young minds.

The foundation of the MDI as a management institution is based on the industry needs realized by the government, with special reference to the management of financial institutions in India. A need has been felt for its expansion, transforming it into an institution of higher learning with diverse academic and research programmes. The proposed transformation of the Management Development Institute into a deemed to be university under the 'distinct' category (Existing)' after its existence of over 50 years is a natural aspiration to realise its cherished vision.

This DPR has dedicated sections comprising a 15-year detailed strategic vision plan; a 5-year rolling implementation plan; identifiable output and outcomes, including the existing academic and physical infrastructure with the MDI; details of the sponsoring body with its aims and objectives, along with the details of the key academic and administrative personnel; land ownership documents in the name of the Society; certificates issued by accreditation and ranking agencies; approval of the relevant statutory bodies; information regarding the existing academic and physical infrastructure; and details of the financial sustainability of MDI.

The DPR also contains information about distinctiveness of MDI for grant of the deemed to be university status, proposed new schools, restructuring of the existing schools, research centers, and UG, PG, and research programmes. It provides a framework of governance as per the University Grants Commission (Institutions Deemed to be Universities) Regulations, 2023.

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SECTION 'A'

1. Institutional Information: Management Development Institute

1.1. The Sponsoring Body: Management Development Institute Society

The Sponsoring Body of the proposed deemed to be University in the name of style of 'Management Development Institute' (Deemed to be University) shall be the Management Development Institute Society (shortly 'MDIS'). The Management Development Institute (shortly 'MDI') was established in the year 1972 as a society under the Societies Registration Act, 1860 (Regn. No. 5395), with the active support of the Industrial Finance Corporation of India (IFCI) and Kreditanstalt für Wiederaufbau (KfW), Germany, and the Ministry of Finance, Government of India, to provide training facilities for managers in industry and new entrepreneurs.

Details of the Sponsoring Body: MDI Society	
Particulars	Details
Name of the Society/Trust/Company	Management Development Institute Society
Type of organization	Society registered under the Societies Registration Act, 1860
Registration No. & date	Regn. No. 5395, dated 17.05.1972
Registered Office address	10th Floor, IFCI Tower 61, Nehru Place, New Delhi 110009
Institute Address for correspondence with contact details	The Director Management Development Institute Mehrauli Road, Sukhrali Gurugram - 122 007 (Haryana) Tel. +91-124-4560000 Website: www.mdi.ac.in ; www.mdim.ac.in
PAN	AAATM0612L (in the name of MDI Society)

The MDI Society is currently represented by eight prominent public sector banks and financial institutions in India. MDI aims to be a globally recognized management institution through academic excellence and continuous innovation to nurture responsible leaders for creating sustainable alternatives.

MDI is one of the leading business schools in Gurugram (Haryana), India, and its academic programs are regulated by the All-India Council for Technical Education (AICTE), Government of India. A host of reputed ranking agencies and publications have consistently ranked MDI among the country's top B-schools. MDI was accredited by AACSB in November 2021 and recently secured eligibility to enter the accreditation process for European Quality Improvement System (EQUIS).

1.2. Emergence of MDI as a leading management institution over the years

In the year 1988, the MDI launched its National Management Programme (NMP)—a full-time, residential programme sponsored by the Department of Personnel & Training and Ministry of Human Resource Development, Govt. of India, to cater to the needs of All India Service and Group A officers as part of their mid-career training.

In 1994, a full-time residential Post Graduate Diploma in Management (PGPM) was started, followed by a Fellow Programme in 1999 and PGP-HRM in 2004. In 2005, AMBA (Association of MBAs) UK accredited the PGPM, and MDI became the first and only B-School in India to be internationally accredited. PGP Energy Management was started in 2005 in association with the Ministry of Power, Government of India, and USAID. In the same year, a School of Public Policy and Governance was established to cater to the needs of a group of government officers.

In 2006, MDI, in collaboration with Department of Personnel and Training, Government of India, started the Public Policy and Management residential program for the senior government Group A officers. In 2006, MDI launched its PGP in International Management in collaboration with the European School of Management (ESCP-Europe) in France. MDI established its constituent unit at Murshidabad in 2014 and launched its first PGPM programme in the same year.

MDI launched its online PGDM (Business Administration) programme in 2022. In 2024, MDI was ranked as 11th by the National Institutional Ranking Framework (NIRF) and among the top B-schools in India by reputed publications and agencies. The MDI has earned international accreditation from AACSB, USA, and the Association of MBAs (AMBA), United Kingdom. The accreditations awarded by the two most influential academic accreditation bodies globally underscore the quality of programs offered by MDI. MDI also holds accreditations from the National Board of Accreditation (NBA), Govt. of India.

MDI has partnerships with over 90 B-schools across the world and has a tremendous legacy, being one of the pioneering management institutions in the country. Recognizing

the role of alumni in the institutional development, MDI registered its alumni association under the Societies Registration Act, 1860 in the year 2022. The alumni network across all the programs offered is one of the largest, with over 10,000 members working across 54 countries.

For nearly 52 years, MDI graduates and faculty have promoted thought leaders and change masters in government and business in India and over 50 countries globally. MDI reaffirms its past as an inspiration, a legacy of values, entrepreneurship, and innovation to unleash potential for a sustainable future. MDI endeavors to excel in holistic management education while redefining the nature of higher education to create sustainable alternatives. MDI Gurgaon is updating its curriculum to include AI, neuroscience, and sustainability to meet the evolving business demands. MDI envisages to create new centres for research in financial services, energy, and sustainability.

1.3. Philosophy, Core Values, Vision and Mission of the MDI

Management Development Institute (MDI) Gurgaon emphasizes excellence in management education and a commitment to creating global leaders. MDI Gurgaon continues to uphold its reputation as a premier business school, with an emphasis on developing well-rounded, socially responsible leaders prepared for modern business complexities.

Philosophy

- Leadership development with global perspective to develop well-rounded professionals by integrating management theory with practical application.
- To create socially responsible leaders with a focus on ethical and sustainable practices.
- To prepare the students for global leadership roles
- To encourage management research and knowledge creation

Core Values

MDI inculcates the following five core values that direct its vision and mission to attain excellence and sustain innovation:

- Accountability:** MDI shall ensure accountability to all its stakeholders rooted in internal management and external adherence to law and society norms.
- Transparency:** MDI shall operationalize transparency as the ability of individuals in the organization to be responsive, productive, and innovative.
- Trust:** MDI shall seek to earn inter-personal trust by adopting governance practices reinforced with policy and process-based decision making.
- Inclusion:** MDI shall promote non-discrimination practices for all sections of society that advance cohesion and diversity as affirmative action.
- Empathy:** MDI shall foster a culture of care and co-create skills for everyone to move towards their professional goals.

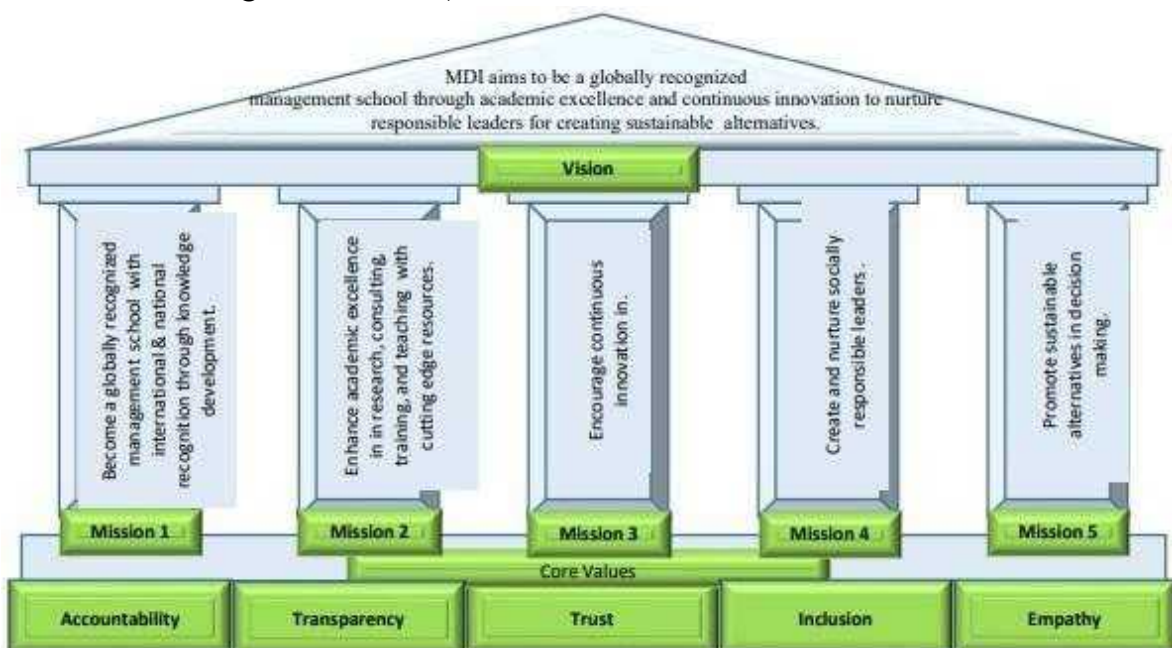
Vision

MDI aims to be a globally recognized management school through academic excellence and continuous innovation to nurture responsible leaders for creating sustainable alternatives.

Mission

- To become a globally recognized management school with international and national recognition through knowledge development.
- To enhance academic excellence in research, consulting, training, and teaching with cutting edge resources.
- To encourage continuous innovation.
- To create and nurture socially responsible leaders.
- To promote sustainable alternatives in decision making.

Figure 1: Vision, Mission and Core Values of MDI



Source: MDI Self-Assessment Report 2021 submitted to the AACSB International

1.4. Current Academic programmes being offered at MDI

The following are full time and online mode academic programmes, approved by the AICTE being offered by MDI :

(a) Management Development Institute, Gurgaon

1. Postgraduate Diploma in Management-PGDM (Full Time) with 360 intake.
2. Postgraduate Diploma in Management-Business Administration (full time) with 60 intake
3. Postgraduate Diploma in Management (Business Analytics) with 30 intake.
4. Postgraduate Diploma in Management Human Resource Management (PGDM-HRM) (full time) with 120 intake.
5. Postgraduate Diploma in International Business (PGDM-IB) (full time) with 120 intake.
6. Postgraduate Diploma in Management (Public Policy and Management) (full time) with 30 intake.
7. Postgraduate Diploma in Management (Business Management) with 60 intake.
8. Fellow programme (Residential/Non-residential) with an intake of 20 approved by AICTE.
9. Online Post Graduate Diploma in Management (General Management) approved by AICTE with 180 intake.

MDI Murshidabad (constituent unit)

1. Postgraduate Diploma in Management (PDGM) with 180 intake
2. Fellowship Programme in Management with 10 intake
3. Online Postgraduate Diploma in Management (PDGM) online with 60 intake

1.5. Existing Schools and Centes of Studies of MDI

a) School of Public Policy and Governance

The School of Public Policy and Governance was established in 2006 in MDI Gurgaon. Since then, with the support of the Department of Personnel and Training, Government of India, the Post Graduate Diploma in Management (Public Policy and Management)—PGDM (PPM)—has successfully trained approximately 250 senior officers representing 22 ministries/organizations & state governments from 12 services (IAS, IPS, IFS, IRS, Indian Railways, IES, ITS, CSS, ICAR, Atomic Energy, etc.).

b) School of Business

The School of Business is dedicated to providing education, training, research, and consulting services in the field of Management and Business. The general PGP in management and research programme are offered under the School of Business. The School of Business offers PG programmes in different disciplines of Management and Business Studies. It caters specifically to the emerging markets of India and South Asian countries. The primary objective of the school is to produce business leaders who can add value to their organizations while also shaping the sector's landscape through policy-making. The school strives to develop future leaders in the field of management education with an emphasis on boardroom leadership development, technology awareness, and corporate governance.

c) Existing Centres of Excellence

MDI faculty members across various functional areas are actively engaged in research on a number of subjects closely aligned with their areas of teaching, training, and consulting. To promote multi-disciplinary academic as well as practice-oriented research, MDI has set up the following Centres of Excellence. These centers encourage the formation of strong research groups for high impact on various stakeholders. These Centres also give faculty members “leverage” in raising resources for research in times when MDI and external research funding represent only one component of the funding required.

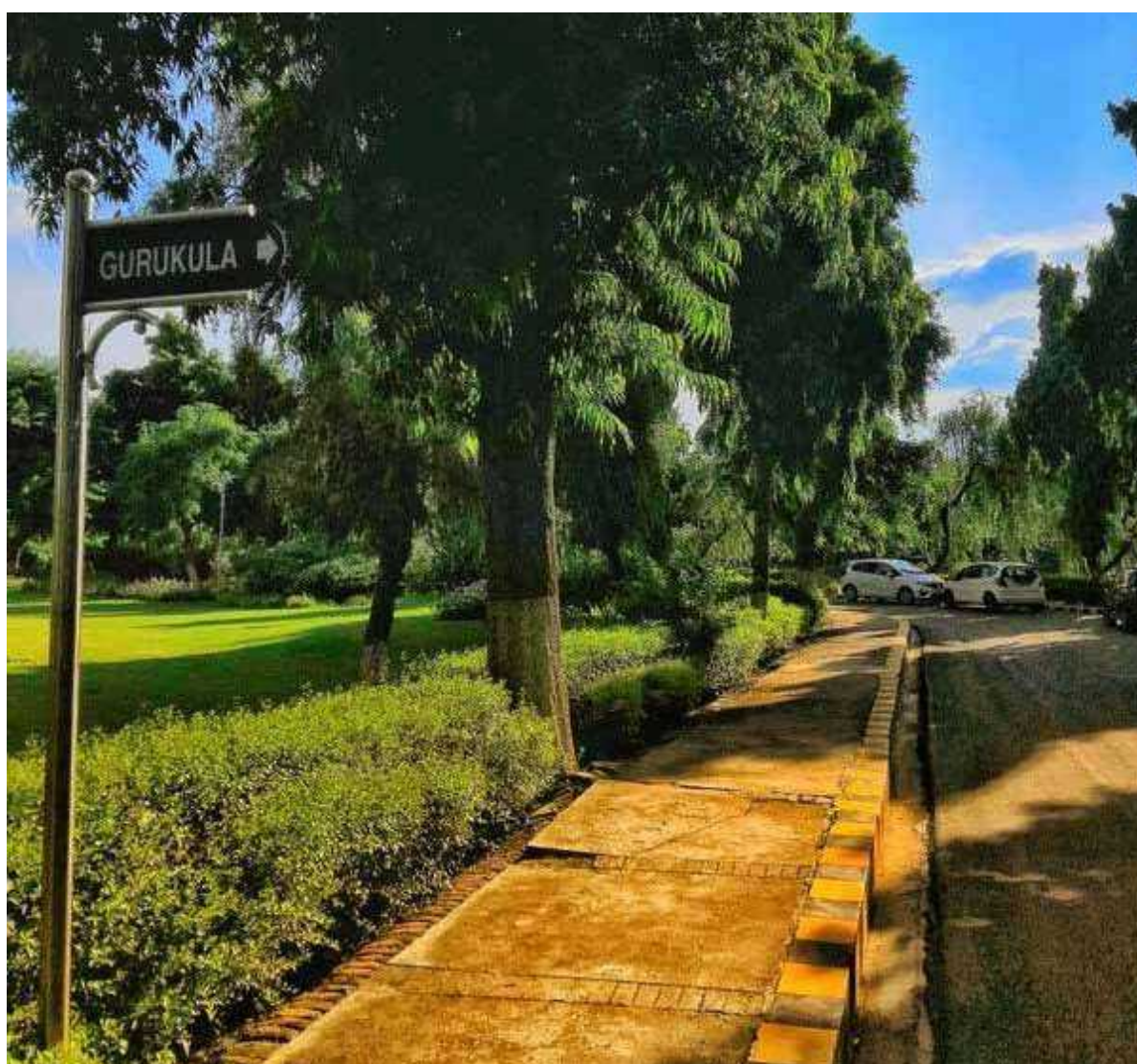
List of Centres of Excellence and other Centres with broad objectives:

S.NO.	Name of Centres	Broad objectives
1.	Centre for Indian Thought and Management (Established in 2021)	MDI recognizes Indian thought as a profound source of generative knowledge applicable to management and related disciplines. MDI also believes in the Indian philosophical systems. The Centre relies upon the notable sources of Indian thought include classical literature such as the Vedas, Puranas, Ramayana, Mahabharata, Bhagavad Gita, various schools of Indian philosophy, Arthashastra, Tirukkural, among others.
2.	Centre for Digital Economy, Cryptocurrencies and Cyber Security (Established in 2021)	The aim of the Centre is to explore the multifaceted aspects of the digital economy and to assist government and regulatory bodies in contextualizing discussions, particularly in emerging technology domains specific to India.
3.	Centre for Ethics, Responsible Organizations & Environmental, Social and Governance (ESG) Initiatives (Established in 2021)	The mission is to prepare individuals and organizations with the knowledge and techniques to create ethical, responsible, and sustainable organizations The core focus of the Centre is to contribute to the foundations of social and economic changes for a sustainable and just world, empowering the underprivileged and marginalized. The Centre aims to serve as a platform for education, research, and engagement. This is in the context of the challenges of ethics and social and environmental responsibility that confront current and future business leaders and policymakers.

4.	Centre on Artificial Intelligence and its Application in Business (Established in 2024)	The Centre is designed to cultivate a deep understanding of ethical considerations and societal impacts of AI/ML, ensuring that future leaders are equipped with the knowledge to drive sustainable and responsible technological advancements. The AI/ML centre aimed to serve as a hub for innovation, research, and practical application, for corporates, government, education Institute as well as provide students with hands-on experience in AI/ML tools and methodologies. It is also aimed to foster collaborations with industry leaders and tech firms, enabling real-world exposure and insights into how AI/ML is transforming business processes, decision-making, and customer engagement. The core objectives of the Centre is (a) to advance the field of artificial intelligence and machine learning through cutting edge research and development; (b) to develop and test Proof of Concept of AI and ML applications in sectors like education, corporates, government etc.; (c) to act as think tank to advance ethical and responsible implementation of emerging technologies like AI/ML; and (d) To advance knowledge creation and dissemination through research, consulting, workshops, conferences, training programs, case studies etc.
5.	Centre for Behavioural Sciences and Neurosciences Laboratory (Established in 2024)	Establishment of the Centre is considered as a groundbreaking initiative in Indian management research and education. The Centre serves as a hub for multidisciplinary research, rooted in neuroscientific and behavioral principles, with applications spanning finance, economics, marketing, organizational behavior, and human resource management. Through academic rigor and experiment-based investigations, the Centre aims to redefine our understanding of behaviour patterns, providing practical advantages for industry leaders and policymakers to adopt fresh outlooks. Its ambition

		Establishment of the Centre is considered as a groundbreaking initiative in Indian management research and education. The Centre serves as a hub for multidisciplinary research, rooted in neuroscientific and behavioral principles, with applications spanning finance, economics, marketing, organizational behavior, and human resource management. Through academic rigor and experiment-based investigations, the Centre aims to redefine our understanding of behaviour patterns, providing practical advantages for industry leaders and policymakers to adopt fresh outlooks. Its ambition is to spearhead applied research initiatives, consulting, and elevate management practices across various sectors while making pioneering contributions to academic knowledge. With a focus on collaboration with researchers and industry practitioners, the Centre is poised to drive innovation and shape the future of management practices in India and beyond. The Centre is equipped with a 128-Channel EEG System from Brain Products along with active & sponge-based electrodes. The actiCHamp Plus amplifier of Brain Products is a Versatile all-in-one lab amplifier. It is easily integrated with EEGLAB, MATLAB, LSL and OpenVIBE. The laboratory has a dedicated workstations for E-Prime 3.0 (stimulus presentation software) aiding in psychophysical and behavioral experiments; and for EEG Acquisition & Analysis. Additionally, the centre has a multifunctional stimuli and response device, 'Chronos'. The device allows for accurate recording of data of key presses and releases.
7.	Centre for Financial Services (Established in 2025)	The Centre will focus on cutting-edge research in finance, economics, behavioural science, and regulation across domains such as banking, insurance, mutual funds, fintech, NBFCs, and wealth management. Its dual structure will serve both the Department of Financial Services and broader sectoral stakeholders, providing high-impact insights and facilitating industry-academia collaboration. The objective is to delve into the envisioned landscape of banking, insurance, and pension in a developed India, exploring various trajectories to attain that vision of Viksit Bharat 2047.

6.	MDI Incubation Centre (MDI AccelCube)	MDI Gurgaon's new Incubation Centre, dedicated to nurturing start-ups and driving innovation. In January 2025, MDI Gurgaon signed a ground breaking MoU with IIT Delhi to foster innovation, entrepreneurship, and technology transfer which will provide critical support to start-ups in mentoring, market access, and funding. The incubation centre of MDI Gurgaon is actively involved in organizing and conducting seminars, workshops, entrepreneurship talks, and idea innovation for its investors, students and entrepreneurs. In financial year 2023-2024, MDI-IC organized three major events; Investor roundtable, Investor founder series, and networking event with a Korean investor.



1.6. Academic Excellence and Milestones achieved by MDI

a) International and National Accreditations

MDI programmes have been accredited by the following International and national agencies.

International

- AACSB (Association to Advance Collegiate School of Business): MDI Gurgaon received AACSB accreditation in November 2021, valid for five years until the 2026-2027.



- AMBA (Association of MBAs): On January 30-31, 2024, the AMBA assessment team visited MDI Gurgaon. Re-accreditation for five years was awarded to five and fresh accreditation to two PGDM programmes. The AMBA accreditation will remain valid until January 2029.



- EQUIS (European Quality Improvement System): MDI Gurgaon has re-initiated the process for EQUIS accreditation, having been granted eligibility to proceed in November 2023. The program selected for in-depth and comprehensive assessment is the PGDM-International Business (PGDM-IB). The EQUIS peer review visit is tentatively scheduled for August-October 2025.

National

- NBA (National Board of Accreditation): In September 2022, the National Board of Accreditation (NBA) accredited three long-term graduate programs at MDI Gurgaon - PGDM, PGDM-HRM, and PGDM-IB.
- The PGDM programmes received accreditation for six years, valid until June 2028. The PGDM-HRM and PGDM-IB programs each received accreditation for three years, valid until June 2025. Similarly the MDI Murshidabad received accreditation for its flagship PGDM programme for the Academic Years 2024-25, 2025-26 and 2026-27.



- **MBA Degree Equivalence by the Association of Indian Universities (AIU):** The Institute has received MBA degree equivalence for its long-duration graduate programs from the Association of Indian Universities (AIU). This equivalence is valid from July 1, 2023 to June 30, 2028, for the PGDM program and from July 1, 2023 to June 1, 2026, for the PGDM (HRM) and PGDM (IB) programs. Additionally, our Fellow Programme in Management (FPM) has been granted equivalence with a Ph.D.



b) Global and National Rankings of MDI

Global Rankings

- MDI Gurgaon is ranked in the 251+ band in the QS Global MBA Rankings, 2025. MDI is also ranked 42nd in Asia in the 2025 QS Global MBA Rankings.



- **Financial Times (FT) Executive Education Custom 2025 Rankings:** The MDI Gurgaon has been ranked 61st globally in the Financial Times's 2024 - Custom Executive MBA Programme Rankings (June 2025). MDI is ranked 3rd in India, ahead of IIM Ahmedabad, IIM Kolkata, IIM Lucknow.
- In the **Financial Times (FT) Masters in Management (MiM) Rankings 2024**, the Management Development Institute (MDI) Gurgaon has been ranked 85th. It is a significant improvement from its previous rank of 93rd in 2023. The FT- MiM rankings are based on rigorous criteria, including: Full-time programs, Cohort-based programs, Accreditation by AACSB or EQUIS, and Programs for students with little to no work experience.



National Ranking of MDI

- MDI is one of the top-ranking Management Institute and consistently ranked one of the top 15 positions in NIRF Rankings and presently ranked 11th in NIRF 2024.



MDI is also included one of the nine Business Schools by the Business Standard in its Super League-1, 2024. MDI also consistently ranked top 10 Business Schools by other Surveys viz. The Week, Business World, Business Today.

Source	2019	2020	2021	2022	2023	2024
NIRF Govt. of India/NBA	12 th	10 th	11 th	13 th	13 th	11 th
Business Standard	SL-1	SL-1	SL-1	SL-1	SL-1	SL-1
Business World	5 th	5 th	5 th	5 th	5 th	6 th
Business Today (MDRA)	6 th	7 th	8 th	8 th	7 th	6 th
MBAUniverse.com	8 th	10 th	9 th	9 th	10 th	10 th
The Week	9 th	8 th	8 th	7 th	7 th	8 th

SL = Super League

Accreditation and ranking of MDI Murshidabad Constituent unit

- CRISIL, the premier rating agency has graded MDI Murshidabad as A** (A double star) at National Level and A*** (A triple star) at State Level for the year 2023-2024.
 - BW Business World B-School Ranking has ranked MDI Murshidabad 49th among the top B-Schools Private category, an overall ranking of 71 among all Top B-Schools in India.
 - MBA Universe has ranked MDI Murshidabad as 36th best B-School in India.
- c) **Distinguished Faculty of MDI: A judicious mix of academia and Industry**
MDI is known for its distinguished faculty members, who bring expertise from diverse areas of management, contributing to its reputation as one of the top most Business Schools in India. The faculty is known for their academic rigor, research contributions, and extensive industry experience. MDI provides the best salary package at par with the institutions of national importance and IIMs which allows retaining its talented faculty.

MDI's faculty includes professors with extensive experience in both academia and the industry, bringing practical insights and real-world applications into the classroom. Many faculty members have previously held senior positions in reputed organizations, allowing them to offer students practical knowledge that complements theoretical understanding. Faculty members significantly contribute to MDI's 'distinction' as a premier management institute in India and stand out from other traditional management institutes in the region.

d) Research intensive curriculum

With its strong emphasis on research, MDI has been offering its valuable insights into strategic areas such as sustainable development, energy management, and rural development. By collaborating with government bodies on research projects, MDI has been helping the Governing agencies and institutions as well as private corporates in policy formulations, which are essential for addressing India's socioeconomic challenges.

MDI's curriculum emphasizes digital transformation, a critical need for both the public and private sectors in India. Students are trained in digital strategy and analytics, making them valuable assets in implementing e-governance and enhancing the efficiency of government services. This digital expertise is also vital for sectors like education, healthcare, and finance, which are rapidly adopting digital frameworks.

As a compulsory part of curriculum, PGPM and PGP-HR students are required to undergo Summer Internship with an organization for a period of 6-8 weeks. Apart from the summer internship, students do their internship abroad for a duration that can vary from anywhere between 4 - 12 months which gives adequate global exposure to the students.

1.7. Student Placement

MDI Gurgaon continues to be one of India's top B-schools for companies to recruit. Students at MDI are handpicked from the pool of the brightest minds that the country has to offer. The tremendous intellectual pool of our faculty combined with continuous hands-on experience provides the students of MDI a strong platform to rise in the management horizon. Senior faculty members from MDI Gurgaon have often been recognized for their academic contribution and leadership and are occasionally appointed as Directors/senior roles at several Indian Institutes of Management. This has been possible because of robust faculty development programs and strong academic reputation of MDI.

Placement Details of the last two years, MDI Gurgaon

	Year	No. of Students Placed				Average CTC per annum (In Lakhs)	
Programmes	2023	2024				2023	2024
		Total No. of Students	Placed	Unplaced	Voluntary Sign outs		
PGDM	238	314	311	-	3	28.87	26.83
PGDM-HRM	120	125	112	12	1	26.54	24.82
PGDM-IB	114	117	116	-	1	25.21	23.46

Placement Details of the last two years, MDI Murshidabad Campus

	No. of Students Placed		Average CTC per annum (in lakh)	
	Batch 2023-	Batch 2022-24	Batch 2021-23	Batch 2022-24
PGDM Programme	150 (Batch Strength: 158) Opted out from placement: 08	126 (Batch Strength: 188) Opted out from placement: 06 Unplaced Students: 56*	Rs.12.67 LPA	Rs.11.98 LPA

1.8 Merit-cum-Means Scholarships

a) MDI Gurgaon

- MDI Gurgaon offers Merit-cum-means scholarships (100% waiver of Tuition Fees) to 5% students every year to the students pursuing two years full time PGDM/PGDM-HRM/PGDM-IB at MDI Gurgaon. MDI Gurgaon offers ten Merit-cum means scholarships (50% waiver of Tuition Fees) every year to the students pursuing two years full time PGDM/PGDM- HRM/PGDM-IB at MDI Gurgaon.
- MDI Gurgaon offers five Merit Scholarships of Rs.10,000/- (rupees ten thousand) each to meritorious students. The scholarships are awarded to top five students in terms of CGPA at the end of the second year of Post Graduate Diploma in Management.
- MDI Gurgaon offers two Merit Scholarships of Rs.10,000/- (rupees ten thousand) each to meritorious students. The scholarships are awarded

to top two students in terms of CGPA at the end of the second year of Post Graduate Diploma in Management - Human Resource Management.

- iv. MDI Gurgaon offers two Merit Scholarships of Rs.10,000/- (rupees ten thousand) each to meritorious students. The scholarships are awarded to top two students in terms of CGPA at the end of the second year of Post Graduate Diploma in Management - International Business.
- v. MDI Gurgaon offers one Merit Scholarships of Rs.10,000/- (rupees ten thousand) to meritorious students. The scholarships are awarded to top one student in terms of CGPA at the end of the second year of Post Graduate Diploma in Management - Business Analytics.
- vi. MDI Gurgaon offers three best Summer Internship Cash awards.
- vii. Dean's Academic Merit certificate to top 10% students each year to graduate programme students on the basis of overall merit of the students introduced this year.

b) Constituent Unit at Murshidabad

- i. MDI Murshidabad also offer Scholarship Schemes to meritorious students with 100% tuition waiver of tuition fees to a maximum of five students in a year. 20% fee waiver is offered to maximum of 10 meritorious students.
- ii. A special scholarship and free ship scheme are offered for the North-East students to pursue PGDM (2year Full time) Programme. The rates of scholarship is linked with students' performance in e may merge it. term examinations, the higher the CGPA the higher the rate.

1.9 Global Engagement

MDI Gurgaon's global partnerships include exchange of distinguished faculty, research collaboration, development of academic materials, and collaborative work on projects of international scope. Exchange programmes promote a greater understanding of the multi-faceted international issues. Such programmes increase the competencies of students who will live and work in an increasingly interdependent globalised world. Courses at MDI are designed keeping in mind international academic standards. Details of Global Engagements at MDI is annexed at **APPENDIX-1**.

Details of outgoing/incoming exchange students and faculty and Country wise list of Academic Collaborations with international partners for the year 2023-24 is also annexed as **APPENDIX- 2**.

1.10 Alumni Engagement

The Alumni Association of the MDI is registered under the Societies Registration Act. It is widely recognized as one of the institute's strongest assets, contributing significantly to its reputation and impact in the field of management education. MDI has over 9000 strong alumni networks, spread across top managerial positions

globally. Alumni of MDI are quite influential in the areas of consulting, finance, human resource and public policy. Many of them are holding leadership roles in Fortune 500 companies, big corporates and start-ups ecosystem. A large number of MDI alumni lead high growth business ventures and their involvement in the entrepreneurial ecosystem helps drive MDI's reputation as a hub for innovation. The alumni network is not only making extensive but also highly impactful and is immense help for the students of MDI.

MDI has a history of cultivating change agents who go on to shine in the industry. The institution takes pride in its alumni who have consistently excelled in leadership positions across various organizations in India and abroad. They are with immense vision; change agents who constantly seek to evolve the dynamics of the ever-changing environment around them. Many of MDI's distinguished alumni have chosen the entrepreneurial route, carving out a niche in their careers.

Distinguished Alumni List
(Indicative only)

Name of the alumni	Position held
Vikas Bajaj	Joint MD, Bajaj Motors Limited
S B Khare	Deputy Director General, BSNL
Harsh Kumar	Excutive Director (Fin Expenditure), Indian Railways
Girish Aivalli	Country Head- Food & Agri Business Consultancy & Research, Yes Bank
Yatin Pahwa	Head of Strategy, Nokia
Sanjay Verma	CEO -Asia Pacific, Cushman & Wakefield
Saurabh Ray	Director Business Development, Oracle India
Rohit Mittal	Financial Analyst, The World Bank
Gaurav Sabharwal	AVP (International Brands), Pernod Ricard India
Ajay Atreya	COO - Wealth Advisory & Investment Services, Edelweiss Securities Ltd
Vishal Bhatia	Marketing Director, Reckitt Benckiser
Amit Pande	Retail Director, Louis Philippe
Gaurav Gupta	Associate Director, Societe Generale Pvt. Banking
Purusharth Tripathi	Service Delivery Executive for Asia & AMET, HP
Pradeep Malhotra	Senior Vice President - S&D, ICICI Prudential Life Insurance Co. Ltd.
Rahul Choudhary	Vice President, Axis Bank Ltd.
Ashish Agarwal	Vice President, Centrum Capital Ltd.
R. Rajagopal	Vice President, Citibank N.A.

Name of the alumni	Position held
Ananta Potturi	Director, Conduria
Nitin Govila	Managing Director-Asia Pacific, Onduline Group
Vijay Tangirala	Director, ANZ Capital
Gautam Vishwanathan	Vice President, International Business Development, HSBC
Swati Jain	Vice President, Kotak Mahindra
Sreedhar Prasad	Director, KPMG
Vivek Raina	Director - Asia Pacific, Oracle
Sandeep Thapliyal	MD, Religare Capital Markets Ltd.
R. Vijay Kumar	Director, Calyon Corporation & Investment Bank

1.11 Best Practices

MDI has been a brand name in management education over three decades is pioneer in providing executive education to civil servants, executives of public and private sectors in India. Its proximity to Delhi has its added advantage. The MDI witnessed the phenomenal growth of the Gurgaon as millennium city over two decades and provided ample opportunity to cater the needs of industry and corporate houses based in Gurgaon (now Gurugram).

MDI is committed towards pursuit of knowledge, learning and teaching for lifelong intellectual development of students, faculty and nurturing the talents in industry. Over the years, the MDI set itself with six 'Best Practices' to maintain the standard in management education, programme delivery, student development and faculty hiring aspects. These are annexed as **APPENDIX-3**.

1.12. Analysis of Strengths, Weaknesses, Opportunities and Challenges of MDI

The Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis provides a strategic overview of the MDI's internal and external environment. MDI's strengths in industry connections, faculty, and location position it as one of India's top management institutions, while opportunities in global expansion and executive education can enhance its standing further.

Strengths

1. **Strong Brand Reputation:** Governed by core values, vision and mission, MDI is consistently ranked among the top business schools in India, especially for its management and executive education programs.
2. **Experienced Faculty:** MDI boasts a highly qualified and experienced faculty, many of whom have extensive industry experience and global exposure.

3. **Industry Connections:** The institute has established strong ties with leading companies, providing students with excellent placement opportunities and industry projects.
4. **International Collaborations:** MDI has partnerships with several international institutions, offering students opportunities for global exposure through exchange programs.
5. **Location Advantage:** Situated in Gurgaon, a major corporate and industrial hub near New Delhi, MDI enjoys proximity to many multinational corporations and industries.
6. **Financial Stability and Sustainability:** MDI's financially stable position, helps it continually investing in infrastructure and academic quality, thus reinforcing its financial and operational sustainability.
7. **Diversity in curriculum:** MDI's academic programmes have diverse curriculum to meet the growing industrial needs and integrating management theory with practical applications.
8. **Visionary Leadership and Governance:** The Board of Governors of MDI are drawn from industry leaders who made a remarkable contribution to their respective fields. It is presently headed by a former Chairperson of State Bank of India.

Weaknesses

1. **Limited Programmes, other than Management:** Despite its strong national reputation, MDI's contribution and recognition is limited to management education.
2. **Infrastructure and Resource Constraints:** As a self-sustainable institute, compared to some of the government aided/corporate aided IIMs and international schools, MDI face limitations in terms of infrastructural and resources expansion without diversification of programs.
3. **Limited scope of expansion:** The rise of concentrated education hub in Delhi NCR, inclusion of students from diverse cultural and regional background is restricted. MDI has a campus at Gurugram and a constituent unit at Murshidabad. This limits to cater students in other locations.

Opportunities

1. **Expanding Executive Education:** With increasing demand for executive education and upskilling in India, MDI can leverage its existing expertise to capture a larger market.

2. **Integrated Programmes:** The trend of early career decisions among the youth raises demand for early and diverse opportunities. MDI with a pool of transdisciplinary faculty will offer integrated programmes in the emerging areas of management and allied disciplines.
3. **International Expansion:** Strengthening international alliances and establishing campuses or programs abroad could improve global recognition and attract more international students.
4. **Online and Hybrid Learning:** The rise of digital learning provides MDI with an opportunity to expand its online programs and reach a broader audience, particularly in leadership development and management education.
5. **Research and Innovation:** By focusing more on research outputs, MDI can enhance its academic standing and contribute to both academic and industry-specific knowledge.
6. **Expansion of Infrastructure and Program:** With increasing demand for MDI, there is a possibility of setting up new campuses.

Challenges

1. **Competition from International Schools:** As more international business schools expand their presence in India, MDI faces increased competition, both in terms of attracting top talent and securing industry partnerships. Declining interest of students in traditional management education in business schools is another challenge.
2. **Changing Industry Needs:** The evolving nature of business, especially with technological disruptions, requires MDI to constantly update its curriculum and programs to remain relevant.
3. **Economic and Political Environment:** Changes in the global economic and political landscape, including regulations affecting higher education, may pose challenges for MDI's operations and growth.
4. **High Competition:** MDI with constant upgradation of cutting-edge facilities and salaries, faces stiff competition to retain good faculties and attract research scholars.
5. **Retention of Faculty:** In a highly competitive academic environment, retaining top faculty members can be a challenge, especially with competing offers from other prestigious institutions.

SECTION 'B'

1. Rationale, Objectives and Scope of the proposed Management Development Institute as a Deemed to be University under Distinct category (Existing)

2.1. Rationale for Management Development Institute (MDI) as a Deemed to be University under Distinct Category (Existing):

MDI's quest for acquiring the Deemed to be University status under distinct category emerges from a profound recognition of the evolving landscape of education, as exemplified in National Education Policy, 2020 and the imperative to address the unique opportunities of innovation and start-up hub that Viksit Bharat aspires through applied academic excellence and continued socio-tech innovation to nurture responsible leaders for creating sustainable alternatives.

Our rationale is built upon the following pillars and quest for acquiring the Deemed to be University status emerges from a profound recognition of the evolving landscape of education, as exemplified in NEP 2020 and the imperative to address the unique challenges and opportunities that India faces through academic excellence and continues innovation to nurture responsible leaders for creating sustainable alternatives. Our rationale is built upon the following pillars:

- a) Rapid advancements of transdisciplinary science, technology, and management skill development require higher and technical education to remain abreast of emerging fields to meet the challenges faced by the country.
- b) MDI is driven by a deep sense of social responsibility engrained in value system. It will encourage students and faculty to engage in community development projects, sustainability initiatives, and social outreach, creating a positive impact on society at large.
- c) MDI is equipped with state-of-the-art infrastructure, modern learning facilities, and cutting-edge technologies. The Centres of Excellence and Schools of MDI are designed to address the needs of business, society and the government at large. MDI will be committed to offering programmes that embrace transdisciplinary studies, cutting-edge research, and innovative pedagogy.
- d) MDI strives to promote leadership in academics, business and government and committed to create an environment conducive to experiential learning, research and holistic development. The FPM is designed to promote pool of academicians serving in different academic institutions, while working executive and public servant programs drives decision making in business and government.

- e) MDI will integrate ethics, values and cultural heritage-based learning through its curricular and extra-curricular programs, ensuring a deep appreciation of the nation's diverse traditions, art and culture through curricular and extracurricular activities; it will strive to instil a deep appreciation for the nation's diverse traditions, arts, and values.
- f) MDI will provide international exposure, collaborations, and a global perspective, fostering graduates who are socially adept and globally competent.
- g) MDI will serve as a crucible of research and innovation, nurturing a culture of inquiry that seeks solutions to local and global challenges. It aims to contribute to India's, technological and management advancement while preserving its cultural heritage.
- h) MDI will provide an inclusive environment where students, faculty, and staff from varied backgrounds come together to learn, collaborate, and grow in their career and life.
- i) MDI will instil an entrepreneurial mindset. Its programmes will empower students to become innovators, leaders, and contributors to India's economic growth.

The attainment of MDI as a deemed to be University under distinct category will benefit in the transformation from a standalone diploma awarding management institute to a full-fledged degree awarding institution as a deemed to be university. Thus, it will contribute to shaping the future of management and technology education and research and societal progress of India. The Vision of the MDI as a deemed to be University is to be a globally recognised trans-disciplinary Institution of Excellence that inculcates core values to direct its vision and mission for attaining excellence and sustaining innovation.

2.2. Objectives of the MDI, the Proposed Deemed to be University

The broad objectives as envisaged by the MDI Society in its Memorandum of Association are to offer teaching programmes leading to diploma, degree, title, certificate and educate and train future and existing managers, leaders in the industry, government, civil society as well as entrepreneurs in modern management and allied techniques to contribute to sustainable national and international development. In furtherance of the said objectives, MDI Society will have the following objectives to align with the statutory requirements as per UGC Regulations, 2023:

- a) To provide for higher education leading to **excellence and innovations** in such branches of knowledge as may be deemed fit, primarily at undergraduate, post-graduate, and doctoral levels, fully conforming to the concept of a university;
- b) To engage in **inter-disciplinary**, multi-disciplinary and trans-disciplinary teaching and research in addition to domain-specific specialisation;
- c) To provide for **high-quality teaching** and research recognised nationally and globally;
- d) To provide **multi-disciplinary** and a holistic education in the faculties of Management, Social Sciences, Science and Technology, Arts, humanities and other disciplines;
- e) To transform into **research and teaching intensive institution of higher learning** over a period of time;
- f) To focus on **research and innovation** by setting up start-up incubation centers; technology development centres; centres in frontier areas of research; greater industry-academic linkages; and inter-disciplinary research;
- g) To provide **flexible and innovative curriculum**, which includes credit-based courses and projects in the areas of environmental education, value-based education, etc. in the identified domains;
- h) To contribute for **social transformation** through socially responsive teaching, learning, research, and fieldwork;
- i) To adopt the provisions of **National Education Policy, 2020**; and
- j) To strengthen the **research ecosystem** by establishing Research and Development Cell (RDC) and collaborative research.

2.3. Scope of Management Development Institute as Deemed to be University

MDI is a premier management institution offering Postgraduate and Fellow programmes in Management and Public Policy with a special focus on management of financial institutions. On attaining the status of deemed to be University, the MDI is expected to achieve the following goals could expand its influence as a hub for management excellence, significantly contributing to India's higher education landscape and equipping future leaders with skills tailored to both national and global needs.

- a) **Flexibility in introduction of new innovative programmes:** As a deemed to be University, MDI will have an added advantage of introduction of new academic and research programmes from the undergraduate to Ph.D. level in

management and other emerging areas of study. MDI will be better equipped to cater the growing needs of the industry and society at large.

- b) MDI as a deemed to be University will have more opportunities for **international collaboration and award of joint degree programmes** and implementation of National Education Policy 2020 in letter and spirit.
- c) The prospects of pursuit of higher studies and **post-doctoral research** by research-oriented students and faculty members from other institutions/ universities increases further with the grant of status of deemed to be University to MDI.
- d) MDI faculty will be able to formulate more collaborative **research and innovation grants** and consultancy projects for Government agencies besides private sector.
- e) MDI as a deemed to be University will be able to **participate in international rankings** such as QS and THE Rankings under 'University' category which may improve the institutional image of MDI.

2.4. Industrial scenario and opportunities for management and higher education needs

a) Gurugram, Haryana

- The Industrial scenario in the state of Haryana particularly Gurgaon 'Millennium city' is robust. The Gurgaon being part of Delhi National Capital Region (NCR). Gurgaon, now known as Gurugram, is a major hub for several key industries in India, particularly those in information technology (IT), financial services, real estate, automotive manufacturing, healthcare and telecommunications.
- **Many global and Indian IT companies** have established their offices and headquarters in Gurugram, including industry giants like Microsoft, IBM, TCS, and Infosys. The presence of ITeS and BPO companies like Genpact and Concentrix has further strengthened Gurugram's status as a technology and outsourcing hub.
- Gurugram is home to numerous **national and international banks**, insurance companies, and financial services firms, such as American Express, HSBC, and Citibank. These companies leverage the proximity to Delhi and the availability of a skilled workforce which requires honing of managerial skills.
- The **telecommunications industry** has a strong presence, with companies like Bharti Airtel and Nokia establishing offices. The sector's development has been bolstered by Gurugram's advanced infrastructure and connectivity. These industries thrive in Gurugram due to its **strategic location** near New Delhi, access to skilled talent, and the development of modern infrastructure, including tech parks, highways, and rapid metro connectivity. This

combination has made Gurugram one of India's most dynamic business destinations.

- The proximity of these industries and companies provides ample career growth opportunities to the students of MDI including internship and placement. The strong alumni network of MDI also helping to improve the industry-institution linkages. MDI Gurgaon had nurtured these industries in Gurugram by providing managerial training and educational opportunities to the corporate workforce over three decades.
- Though there are one Central University, eight state Universities, over 20 private and three deemed to be universities located in the State of Haryana that are offering management programmes (MBA), none of the institutions has attained the stature of MDI Gurgaon which is testified by consistent top ranking in NIRF Rankings in Management category.
- These private universities have come into existence much after the establishment of MDI Gurgaon.

b) Murshidabad, West Bengal

- A constituent unit of MDI at Murshidabad was established in the year 2014. It is located in semi-urban surroundings. One of the objectives of the establishing a constituent unit of MDI at Murshidabad is to impart management education, nurture local talent, and groom them to become global leaders.
- The agricultural sector is the main contributor to the income of Murshidabad district in West Bengal.
- The majority of the population in the district depends on agriculture for their livelihood, with 48% of the total working population employed in the agriculture-related sector. Murshidabad district is surrounded by Malda, Birbhum, Burdwan, and Nadia districts.
- Murshidabad is Known for brass and bell metal ware, and the silk weaving industry is the main cottage industry. Murshidabad with its historically and culturally rich heritage but currently low in development indicators, is a requirement for world-class education to unleash its potential. MDI Murshidabad will be enriched with the experience and expertise of MDI Gurgaon.
- MDI Murshidabad is perhaps the only kind of Management Institute located in a remote area and catering to the needy students who wish to pursue quality management education and training of executives.
- MDI's constituent unit at Murshidabad is consistently ranked among the top B-schools in India and in the Eastern region, particularly in the MBAUniverse.com rankings. In 2024, it was ranked 36th among the top 36-50 B-schools in India. MDI Murshidabad has been recognized as the 4th best B-school in the Eastern region by Business World.

c) **Advantage MDI**

- The MDI is ranked (NIRF 11; Financial Times #85 in 2024) above IIM Rohtak and next to IIT Delhi among the institutions located in Delhi NCR and State of Haryana.
- MDI Gurgaon has been ranked #61 globally in the Financial Times Executive Education Custom 2025 rankings.
- MDI Gurgaon is ranked in the 201-250 band in the QS Global MBA Rankings, 2025. MDI is also ranked 42nd in Asia in the 2025 QS Global MBA Rankings.
- MDI has an added advantage once it attains the status of deemed to be University in view of its national and global rankings as management and executive education institution.



Section ‘C’

3. **Mandatory Information about the MDI Society for grant of Deemed to be University status in the name and style of ‘Management Development Institute’ as required under UGC (Institutions Deemed to be Universities) Regulations, 2023 under Distinct Category (Existing)**

3.1. Details of the Sponsoring Body: Management Development Institute Society

The ‘Management Development Institute Society’ was set up as registered Society under Societies Registration Act, 1860 (Regn.No.5395) in the year 1972 with the initiatives of Industrial Finance Corporation of India (IFCI) and active support of Kreditanstalt fur Wiederaufbau (KfW), Germany and Ministry of Finance, Government of India to provide training facilities for managers in industry and new entrepreneurs.

3.2. Aims and Objectives of Management Development Institute Society (MDIS) and Key Academic and Administrative Personnel

The following are the aims and objects of the MDIS as incorporated in its Memorandum of Association registered with the Registrar of Societies (amended up to February 2022):

Aims and Objectives of the Society

The objectives for which the Society is established are to offer teaching programmes leading to diploma/ degree/ title/ certificate and educate and train future and existing managers/ leaders in the industry, government, civil society as well as entrepreneurs in modern management and allied techniques to contribute to sustainable national and international development. With a view to achieving the above objectives, the following broad activities are to be undertaken by the Institute:

- a) to develop educational programmes and faculties that advance the cause of education, teaching and learning, across disciplines;
- b) to carry out research and publications to provide global leadership in management theory and practice;
- c) to provide training with a view to equipping the participants with knowledge of modern management theory and practice;
- d) to undertake consultancy and advisory work across the industry and public policy to advance new knowledge and innovation;
- e) to provide facilities for the exchange of opinions and views on management techniques, practices and trends through talks, lectures, conferences, seminars, exhibitions, field visits, etc.;
- f) to collaborate with industrial, business, banking, financial, government, civil society, educational and research institutions and other organizations in the collection and exchange of information pertaining to management practices;

- g) to institute and award fellowships, scholarships, prizes, medals, diplomas, certificates, etc. for achieving the Institute's objectives;
- h) to invest and deal with funds of the Institute for achieving the objectives of the Institute;
- i) to accept any fee, gift, grant, donation, contribution or subscription for the promotion of the Institute and to issue appeals and applications for moneys and funds;
- j) to borrow, raise or secure the payment of money in such manner as the Institute shall deem proper or convenient for furtherance of the above objects;
- k) to sell, assign, mortgage, lease, exchange and otherwise transfer or dispose of, turn to account or otherwise deal with all or any property movable or immovable, of the Institute as may be necessary or convenient for the working of the Institute;
- l) to build, construct, maintain, repair, adapt, alter, improve or develop or furnish any building or works considered necessary or convenient for the purposes of the Institute; and
- m) to do all such things as may be necessary, incidental or conducive to the attainment of all or any of the objectives of the Institute.

3.3. Governance Structure of the MDIS

The Society has two bodies viz. General Body and Board of Governors as per rule 5 of the Rules of the MDI Society. The Board of Governors shall be the Governing Body of the Society and entrusted with the management of its affairs under rule 11 of the Rules of the Society.

General Body: The General Body of the Management Development Institute Society includes Members from top financial institutions, public sector banks viz. IFCI, LIC of India, State Bank of India, Canara Bank, Union Bank of India, Punjab National Bank, Bank of Baroda and Export-Import Bank of India. The Board of Governors of MDI Society consists of eminent persons from the government, academic and the corporate sector.

Composition of the General Body of MDI Society

The MDIS shall have the following Members (General Body) from top Financial Institutions/Banks as per rule 4 of the Rules of the MDI Society:

- i. Managing Director & CEO of the Industrial Finance Corporation of India.
- ii. An official nominated by State Bank of India, not below the rank of Managing Director of the State Bank of India.
- iii. An official nominated by Life Insurance Corporation of India, not below the rank of Managing Director of the Life Insurance Corporation of India.

- iv. An official nominated by Punjab National Bank, not below the rank of Managing Director of the Punjab National Bank.
- v. An official nominated by Bank of Baroda, not below the rank of Managing Director of the Bank of Baroda.
- vi. An official nominated by the Export-Import Bank of India, not below the rank of Managing Director of the Export-Import Bank of India.
- vii. An official nominated by Union Bank of India, not below the rank of Managing Director of the Union Bank of India.
- viii. An official nominated by Canara Bank, not below the rank of Managing Director of the Canara Bank.

[All the above members shall be in ex-officio capacity only]

3.4. General Body of MDI Society (MDIS)

The Current Members of the General Body of MDIS are as under:

President	Brief Profile
 Shri. K. Satyanarayana Raju Managing Director & CEO Canara Bank	Shri K. Satyanarayana Raju is a Physics graduate, post graduate in Business Administration (Banking and Finance) and CAIIB. He has joined erstwhile Vijaya Bank in 1988 and has risen to the level of Chief General Manager in Bank of Baroda. During his tenure at erstwhile Vijaya Bank (Bank of Baroda), he has headed various branches including specialized corporate banking branch. He has served as Regional Head of various regions and also served as Zonal Head of Mumbai zone of the amalgamated Bank of Baroda. He has also headed operations and services department at Head Office. He has served as a Director in BoB Financial Solutions Limited, subsidiary of Bank of Baroda. He was also a member of the steering committee of BOB-IIT Bombay Innovation Centre. Shri K. Satyanarayana Raju took charge as Executive Director of Canara Bank on 10th March 2021 and has overseen various verticals in Canara Bank including information technology & digital banking, business analytics & information system, inspection, compliance, priority credit, financial inclusion, gold loan, MSME, retail asset, corporate credit, general

	administration, marketing & public relations, etc. He is also a director on the Board of Canara HSBC Life Insurance Company Limited and Canara Computer Services Limited. He has rich experience in all segments of banking including branch banking, corporate credit, retail credit, MSME, Agri financing, credit monitoring, recovery, inspection, compliance, audit, general administration, information technology & digital banking, etc. Shri K. Satyanarayana Raju has taken charge as Managing Director & CEO of Canara Bank on 07.02.2023.
MEMBERS	Brief Profile
 Shri. R. Doraiswamy Managing Director Life Insurance Corporation of India	Shri R. Doraiswamy has taken charge as Managing Director of Life Insurance Corporation of India on 1st September 2023. Shri R. Doraiswamy is a Direct Recruit officer of 17th Batch with more than 37 years of rich and diverse experience in operations, Marketing, Technology and Academics. Before taking charge as Managing Director, Shri R. Doraiswamy has held various positions like Executive Director (Information Technology/Software Development) and Chief (Information Technology/Software Development) at CO, Mumbai, Regional Manager (Marketing / Chief Life Insurance Advisor) and Regional Manager (Pension & Group Schemes) at Southern Zonal Office, Chennai, Sr. Divisional Manager(In-charge) Divisional Office, Kottayam, Marketing Manager of Divisional Office, Chennai DO-I, Thanjavur and Pune. He was deputed to the National Insurance Academy as Research Associate during the period 1999 to 2004 and has worked on various projects on Micro Insurance, Insurance Law and Regulations, Product Development as well as content development for Post Graduate Programmes in Insurance Management / Chartered Financial Planning etc. He was instrumental in rolling out of eFEAP Next, Centralization of ULIP systems, automation of repetitive processes etc., as Chief (Information Technology/Software Development). He is a Graduate in Mathematics from Madurai Kamaraj University, Fellow Member of Insurance Institute of India and a student member of Institute of Actuaries of India.

	He is on the Board of LIC Care Homes as Chairperson and Director on the Board of LIC (Lanka) Ltd and National Commodity & Derivatives Exchange Limited (NCDEX). He is also a Member of Governing Board of National Insurance Academy and Management Development Institute Society. Gurgaon. He is a Trustee in LIC Golden Jubilee Foundation and LIC OF INDIA PROVIDENT FUND NO.1 He has interests in reading, gardening and a variety of sports.
 Shri Vinay M. Tonse Managing Director State Bank of India	Shri Vinay M. Tonse has taken charge as Managing Director (Retail Business and Operations) at State Bank of India (SBI) on 21/11/2023. He has done his B.com from St. Joseph College of Commerce, Bangalore, and Master's in Commerce from Bangalore University. Shri Tonse started his career with SBI in 1988 as Probationary Officer. He has worked in different geographical locations in India and abroad heading various business functions. He has deep experience of handling and managing various areas of Banking such as Corporate Credit, International Banking, Treasury Operations, Equity Portfolio Management, Retail Banking and Training, Agriculture and Rural Banking. Shri Tonse was also on deputation to SBI Mutual Funds as Managing Director & CEO (June 2020 to December 2022). SBI Mutual Funds is the largest Asset Management Company in India with an 18% market share approximately. Earlier, he was heading the Chennai Circle of SBI as Chief General Manager (June 2018 to June 2020). He had the overall responsibility of managing 15000 employees and a network of 1260 branches and offices of SBI situated in Tamil Nadu and Puducherry. Some of the other assignments held by Shri Tonse in SBI are as under: • Member of Faculty at the apex level State Bank Staff College at Hyderabad • Chief Executive Officer, SBI Osaka Branch, Japan (August 2009 to June 2013) • Deputy General Manager, Equity & Commodities (Global Markets), Corporate Centre, Mumbai (June 2013 to November 2016) • General Manager, Corporate Accounts Group, Branch BKC, Mumbai (November 2016 to June 2018) • Deputy Managing Director, Corporate Accounts Group, State Bank of India, Corporate Centre, Mumbai



Shri Ashok Chandra
Managing Director & CEO
Punjab National Bank

Shri Ashok Chandra assumed charge as Managing Director & Chief Executive Officer of Punjab National Bank on 16th January 2025. He has a vast and varied experience in the Banking industry, spanning more than 33 years.

Shri Chandra was Executive Director of Canara Bank from 21st November 2022 to 15th January 2025.

In his capacity as Executive Director, he has overseen various Verticals in Canara Bank including Digital Banking and Information Technology, Strategy and Planning, Marketing and Public Relations, Financial Inclusion, MSME, Retail Asset, Agriculture and Priority Sector, Gold Loan, Liability Management, General Administration etc.

He was also a Director in the Board of Canara HSBC Life Insurance Company Limited, PSB Alliance Ltd. and Canara Venture Capital Fund Ltd.

He is a member of IBA standing committee for HR.

Before this he served as Chief General Manager in Union Bank of India. As CGM he was incharge of Recovery, Legal and Stressed Asset Management Vertical of the Bank. He was instrumental in putting in place planned measures to drastically reduce the Stressed Assets of the Bank. He was also a member of “Standing Committee on Stressed Assets” formed by IBA.

He also served as Director in the Board of The Union Trustee Company Private Limited and as a Director in The National Asset Reconstruction Company Limited (NARCL).

Shri Chandra started his banking career with erstwhile Corporation Bank on 10th September 1991 as a Probationary Officer and worked as Branch Head in various Geographies and handled multiple responsibilities as heading Zones / regions of the Bank across the country. He also had a stint in Overseas Operations when he was heading the Representative Office of the Bank at Dubai, UAE. In his

	career, he has achieved laurels and accolades such as Star Performer, Best Branch Award, Healthy Branch Award, Leadership Award, Champion of champions Award etc. Shri Ashok Chandra holds a Masters in Economics and is also a Certified Associate of Indian Institute of Bankers. He was chosen to be a part of the leadership programme designed by the Banks Board Bureau and conducted by IIM Bangalore during 2019-2020. He began his career in Banking in 1991 as an Officer with erstwhile Corporation Bank, where he worked in various locations pan India, as Branch Head and Zonal Head of strategically important Zones of the Bank. He has also had exposure in overseas operations while heading the Representative Office of Corporation Bank in Dubai, UAE.
 Shri Debadatta Chand MD & CEO Bank of Baroda	Shri Debadatta Chand was appointed Managing Director & CEO of Bank of Baroda and assumed charge on 1st July 2023. Shri Chand has over 29 years of experience in the banking & financial services industry, Prior to his appointment as MD & CEO, Shri Chand served as the Executive Director at Bank of Baroda where he was overseeing Corporate & Institutional Credit, Corporate & Institutional Banking, Treasury & Global Markets, Mid-Corporate Business and Trade & Foreign Exchange. In addition, he had also successfully overseen the International Banking Business, Domestic Subsidiaries/ Joint Ventures, Wealth Management, Capital Markets, NRI Business as well as key platform functions such as HRM, Finance & Planning, Risk Management, Audit & Inspection, Credit Monitoring, Collections, Legal, Compliance, Learning & Development, Disciplinary Proceedings, Information Security and Estate Management & Security at the Bank. Shri Chand began his career in 1994 as an Officer at Allahabad Bank and later worked as a Manager at the Small Industries Development Bank of India (SIDBI) from 1998 to 2005. In 2005, he joined Punjab National Bank (PNB) as Chief Manager and steadily progressed to the position of Chief General Manager. During his over 15-year tenure at PNB, he held various roles, including Head of the Zonal Audit Office in Patna, Circle Head of the Bareilly Region, Head of Integrated Treasury Operations, and Head of the Mumbai Zone. Shri Chand also currently serves on the Boards of BOB Capital Markets Ltd., India Infradebt Limited, Baroda Financial Solutions Limited, Bank of Baroda (Tanzania) Ltd., Bank of Baroda (Uganda) Ltd. and Bank of Baroda (Kenya) Ltd. Previously, he served on the Boards of PNB Principal Mutual

	Fund and SWIFT India Pvt. Ltd. as nominee director of Punjab National Bank. He holds a B. Tech. degree, an MBA, and CAIIB qualification. Additionally, Shri Chand has a PG Diploma in Equity Research and is a Certified Portfolio Manager.
 Ms. Harsha Bangari Managing Director Export-Import Bank of India	Ms. Harsha Bangari is the Managing Director of the Export-Import Bank of India. Prior to this, she was the Deputy Managing Director and Chief Financial Officer of the Bank. Having joined the India Exim Bank in 1995, Ms. Bangari is a seasoned finance professional with experience of more than 27 years in the financial sector and has thorough knowledge of the Bank's processes and business policies across functions, covering all products of the Bank including cross border project financing as well as Risk Management, Client Servicing and Liability side management, including Treasury Functions and Foreign Currency Resources. Her areas of interest include international debt capital markets and international project finance, where she has an operational experience of more than 14 years. Ms. Bangari is a Bachelor of Commerce and a Chartered Accountant.
 Ms. A. Manimekhalai MD & CEO Union Bank of India	Ms. A. Manimekhalai assumed charge as Managing Director & CEO of Union Bank of India on June 03, 2022. A seasoned banker with experience of more than 3 decades, Ms. A. Manimekhalai started her career in erstwhile Vijaya Bank as an Officer in 1988 and rose successively as Branch Head, Regional Head, and functional head of various Departments at Corporate Office. She was instrumental in devising & implementation of strategic policies covering core areas like strategic planning, setting organizational goals, growth strategies, action plans, compliance, internal control, etc. Before joining as MD & CEO at Union Bank of India, Ms. A. Manimekhalai was Executive Director at Canara Bank, wherein she oversaw strategic planning, credit & related matters, inspection, marketing and financial inclusion, State Level Lead Bank responsibilities and the functioning of Regional Rural Banks. She played a pivotal role in effecting successful amalgamation of Canara Bank and Syndicate Bank. She has extensive experience as Director on the Board of five other companies namely Canbank Factors Ltd, Canbank Computer Services Ltd, Canara HSBC Oriental Bank of

	Commerce Life Insurance Co. Ltd., General Insurance Corporation of India, India Infrastructure Finance Company Ltd. and Trustee, Canara Robeco Asset Management Co. A member of various committees and working groups constituted by Government of India, she has actively contributed towards policy making, including drawing the future road map of RRBs, Financial Inclusion, Agriculture Value-chain Finance, Banking Correspondent issues and creating synergies for seamless credit flow to Health Care and Education. Ms. Manimekhalai holds Master of Business Administration (Marketing) from Bangalore University, and a Diploma in Human Resource Management from Narsee Monjee Institute of Management Studies (NMIMS), Mumbai. A beneficiary of various executive development programs at leading institutes of country, she is also a Certified Associate of Indian Institute of Bankers (CAIIB).
 Shri Rahul Bhave Managing Director & CEO IFCI Ltd.	Shri Rahul Bhave is a senior banker with over 24 years of commercial banking experience in various capacities and has served across the country. He has served in National Housing Bank as Executive Director since 2020. He has worked to encourage a sound housing and housing finance system in the country, through effective supervision of HFCs and refinance to strengthen the grassroot credit delivery network. Has experience of heading zone in commercial Bank. Apart from his expertise in retail operations, he also carries experience in the areas of Refinance, Supervision, Recovery, Risk Management, and IT. Shri Bhave is an MBA in Public Management & Policy from IIM, Ahmedabad, and a Postgraduate in Statistics. He is also a qualified CAIIB professional. Besides IFCI Ltd. Shri Rahul Bhave is also on the Board of Stock Holding Corporation of India Ltd., IFCI Venture Capital Funds Ltd. and IFCI Infrastructure Development Ltd. Shri Rahul Bhave is also Member of the General Body of Entrepreneurship Development Institute of India. Further, he is also the Chairman of Board of Trustees of IFCI Social Foundation.

3.5. Composition of Board of Governors

The following is the composition of the Board Governors as per rule 9 of the constitution of the MDI Society:

Chairperson:

- i. A Chairperson is to be appointed from amongst the members of the Board except from the Government nominee, co-opted members, the Directors of the institutes under the Society and the nominee of the regulatory authority as per rule 9 (i) of the Rules of the MDI Society. The Chairperson shall be elected by consensus or by a simple majority by the members.

Members:

- ii. An officer not below the rank of Joint Secretary to be nominated by Department of Financial Services, Ministry of Finance, Government of India.
- iii. Seven persons of repute, including at least one woman, from the industrial sector, educational institutions, financial sector, academia to be nominated by the General Body.
- iv. One representative of the Private Sector Bank, not below the rank of Executive Director/Deputy Managing Director to be co-opted by the Board of Governors.
- v. One member of the faculty from any of the institutes under the Society to be co-opted by the Board of Governors for a term of two (2) years.
- vi. Two members of the alumni from any of the institutes under the Society, one of them preferably being a woman, to be co-opted by the Board of Governors for a term of two (2) years.
- vii. Two persons to be nominated by the General Body who are not below the rank of the Deputy Managing Director/Executive Director from the instrumentalities mentioned in Rule 4 of these Rules.
- viii. Directors of the institutes under the Society.
- ix. Two persons from the representatives of foreign universities, with whom MDIS could have significant and productive collaboration in the future, to be co-opted by the Board of Governors.
- x. One member to be nominated by the Regulatory Authority.
[Note: The Chairperson and the members of the Board of Governors (except a member of the faculty and alumni), including the nominated/co-opted members, other than the Directors of the institutes under the Society, shall hold office for three (3) years with the possibility of not more than one more term, based on assessment of performance, and contribution to the BoG during the first term].

3.6. Current Board of Governors of MDI Society:

The Current Members of the Board of Governors of MDI Society are as under:

Chairperson	Brief Profile
 Shri Rajnish Kumar	Shri Rajnish Kumar is former chairman of State Bank of India (SBI). He completed his 3 years term as chairman in October 2020. He is credited with steering the SBI successfully through very challenging times. During his tenure, SBI developed YONO, a digital platform, which has established bank as a global leader in adoption of technology and innovation. Shri Kumar is a career banker with nearly four decades of service with State bank of India. His expertise in corporate credit and project finance is well recognized. He served the bank in various capacities across the country including in the North East as Chief General Manager. He successfully managed UK operations of the Bank immediately after the crisis caused by the collapse of Lehman Brothers. Earlier he worked as Vice President (Credit) at Toronto. Shri Rajnish Kumar was also the Chairman of SBI's subsidiaries, important ones being, SBI Life Insurance Company Limited, SBI Foundation, SBI Capital Markets Limited, and SBI Cards & Payments Services Limited. He also served as Director on the boards of various organizations, viz. Export- Import Bank of India, Institute of Banking Personnel Selection, National Institute of Bank Management, Pune, Indian Banks' Association, Khadi & Village Industries Commission, Indian Institute of Banking & Finance, among others. Shri Rajnish Kumar is currently serving as an independent director on the Boards of many prestigious companies like HSBC Asia Pacific, Hong Kong, Ambuja Cements Ltd, Larsen & Toubro Ltd, Hero Motorcorp Ltd, Brookfield Property Management Ltd, HDFC Credila Financial Services, Multiples Equity Fund Trustee Pvt Ltd and Mastercard India. He is also Non-Executive Chairman of Resilient Innovations Pvt Ltd. (BharatPe), one of the fastest growing Fintech in the country and Independent Director on the Board of Lighthouse Communities Foundation. Mr Kumar is also an advisor with BPEA Equity Pte Ltd. apart from being Chairman, of the Board of Governors of MDI.

	Born in January 1958, Shri Rajnish Kumar has done M.Sc. in Physics from Meerut University and is also a Certified Associate of Indian Institute of Bankers (CAIIB).
MEMBERS	Brief Profile
 Smt. Jayasree M.G. Deputy Director General Ministry of Finance, Govt. of India	Ms. Jayasree M.G is M.Sc. in Public Management and Governance from London School of Economics & Political Science, London, UK, and M.Sc. in Statistics from M.G. University, Kerala. Ms. Jayasree M.G., Indian Statistical Service (ISS:1998), is currently posted as Deputy Director General in the Department of Financial Services, Ministry of Finance, Government of India, New Delhi. She currently serves as Director on the Boards of Punjab & Sind Bank, New Delhi and India Infrastructure Finance Company Limited (IIFCL), New Delhi. She has vast experience at various levels in different capacities in the Government of India. Before holding the post in the Department of Financial Services, she had worked in the Election Commission of India, Ministry of Statistics & Programme Implementation, Ministry of Small & Medium Enterprises, Department of Animal Husbandry, and Ministry of New & Renewal Energy. She had served as Government Nominee Director on the Board of United India Insurance Co. Ltd, Chennai. She has been nominated by the Government of India on the Board of Governors of MDI w.e.f. 6th August 2024.
 Shri T V Mohandas Pai	Over a career spanning 40 years, Shri Mohandas Pai has served in the areas of finance, accounting, information technology, human resources, education, corporate governance, social impact innovation, environmental conservation, policy formulation, heritage preservation, philanthropy, and the venture and start-up ecosystem. Shri Mohandas Pai is currently the Chairman of Aarin Capital, Member of the Boards of Havells India and the Institute of Public Enterprises, Chairman of the Regulatory and Financial Technology Committee of the Securities and Exchange Board of India (“SEBI”) and Member of the High-level Advisory Committee of IFSCA on Gift City. He was awarded the Padma Shri award by the President of India in 2015 and the Karnataka Rajyotsava Award in 2008. Shri Mohandas Pai was previously a Board Member and the Chief Financial Officer (CFO) of Infosys over a span of 17 years, an

	Investment Committee Member of the SIDBI India Aspiration Fund and the INR 10,000 Cr (USD 1.8 Billion) India Fund of Funds, a Board Member of the Securities and Exchange Board of India (“SEBI”), a Board Member of the Board of the National Stock Exchange (NSE) of India and the Ascendas Property Fund - the Trustee-Manager of Ascendas India Trust, Trustee of the International Financial Reporting Standards (“IFRS”) Foundation, Governing Council Member of the Centre for Advanced Financial Research and Learning (CAFRAL) promoted by the Reserve Bank of India (RBI), Chairman of the FICCI Skills Committee and Higher Education Committee, President of the All India Management Association (AIMA), and Founder-Trustee of the Akshaya Patra Foundation. Member of the Board of Governors of the National Investment and Infrastructure Fund (NIIF), Shri Mohandas Pai holds a bachelor’s degree in commerce as a University Rank Holder from St. Joseph’s College of Commerce, Bangalore, a bachelor’s degree in law (LLB) from Bangalore University, and is a Fellow Member of the Institute of Chartered Accountants of India as an All-India Rank Holder. He is based in Bangalore, India.
 Shri Sanjeev Bikhchandani	Shri Sanjeev Bikhchandani is the Founder of Info Edge India Ltd. - the company that owns Naukri.com, India’s leading job site. It also owns 99acres.com, Jeevansathi.com and Shiksha.com. In addition, it has invested in approximately fifty start-ups including Zomato, Policybazaar, Shopkirana, Ustraa, Gramophone, Bijnis, Shopsy and Dotpe. Shri Bikhchandani schooled at St. Columba’s School in New Delhi. He graduated in Economics from St. Stephen’s College, Delhi University and began his career working in advertising with Lintas. After working for three years, he did his post-graduation from IIM Ahmedabad in 1989 and joined the consumer marketing firm HMM Ltd. (now called Glaxo SmithKline Consumer Healthcare Ltd.). He quit his job for entrepreneurship eighteen months later and co-founded Info Edge. For the first seven years as an entrepreneur, Sanjeev drifted and did a number of small businesses - from salary surveys to databases, to feasibility studies, to training. For a brief period, he was the Consulting Editor of Avenues - the careers supplement of ‘The Pioneer’ newspaper.

In 1997, Info Edge launched Naukri.com and transformed itself into an Internet company. Starting off from a servant quarter above a garage and with seed capital of two thousand rupees, the company grew and attracted investment from leading venture capitalists. It was the first Internet company to list on Indian stock exchanges. Today Info Edge employs over 4500 people and has a market capitalization of over USD 8 billion.

Shri Bikhchandani is active in various industry forums and is a contributor to the entrepreneurship ecosystem. He has served as the President of the Delhi chapter of TiE (The Indus Entrepreneurs). He has also served as a member of the Global Board of Trustees of TiE. He serves as a Member of the Council of Management of All India Management Association. He has been Chair of the Internet Council of NASSCOM. He has also served on the Venture Capital Investment Committee for the SIDBI Fund of Funds for startups. Sanjeev is a member of the Board of the CIIE Initiatives at IIM Ahmedabad. He is also a member of the National Startup Advisory Council.

Apart from this, Shri Bikhchandani is also engaged in philanthropy. He is a founding trustee of Ashoka University. He is a member of the Board of Chintan - a not-for-profit organization that works with waste pickers in Delhi. He supports 1947 Partition Archive - a not for profit that is building an oral history archive consisting of video interviews of people who experienced partition. He also supports several other non-profit organisations.

Shri Bikhchandani has received several awards and honours. He received the “Ernst and Young - Entrepreneur of the Year” award in 2008 for Business Transformation. Sanjeev also won the Dataquest Pathbreaker Award & the Teacher’s Achievement Award for Business in the same year. In 2011, he was conferred the Distinguished Alumnus award by IIM Ahmedabad and in 2012 he was honoured with the CF Andrews Distinguished Alumnus award by St. Stephen’s College. He is the recipient of the Lakshmipat Singhanian - IIM Lucknow National Leadership Award, as Young Leader in the Business Category for the year 2012. In April 2017, Outlook Magazine selected him as one of India’s fifty greatest CEOs ever. In 2019, he received Lifetime Achievement Award in IT given by the Financial Express. He was honoured with the Pride of India Award 2021 for Lifetime Achievement from Chiratae Ventures. In December 2021 he was awarded an honorary doctorate by Amity University. Recently in January

	2022 he received ET Start-Up Awards 2021 in the category Midas Touch. Shri Bikhchandani was conferred with the fourth highest civilian award of 'Padma Shri' Award in 2020 by the Government of India recognizing his distinguished service.
 Ms. Sangeeta Talwar	Ms. Sangeeta Talwar did her MBA from IIM Kolkata and is an Economics Honours graduate from Lady Shri Ram College, Delhi. She started her career with Nestle and was instrumental in creating, launching and establishing the 'Maggi' phenomenon, the first instant food product in the country and subsequently headed the Marketing Function in Nestle. Subsequently she joined Mattel, the world's largest Toy Company in India as CEO and Managing Director. She was appointed as Executive Director for Tata Tea Limited in 2004 and later as President-South Asia for the Tata Global Beverages Group. In Sep 2010, she was appointed as a Managing Director of NDDB Dairy Services. She holds a few distinctions: Business Today has selected her as one of the 30 Most Powerful Women in Indian Business - 2007, 2009 and 2010; India Today Woman in the Corporate World - 2010 and also Women Super Achievers Award for Outstanding Contribution to Social Marketing. Ms. Sangeeta Talwar is currently a Director on the Boards of Manipal Global Education Services Pvt. Ltd., HCL Infosystems Limited, Sembcorp Green Infra Limited, Mahindra First Choice Wheels Limited, TCNS Clothing Company Private Limited, Sembcorp Energy India Limited and Castrol India Limited. She is also a chairperson/member of the Committee of Directors in following Companies: Manipal Global Education Services - Member - Audit Committee, HCL Infosystems - Member - Audit Committee, HCL Infosystems - Chairperson - Stakeholder's Relationship Committee, Sembcorp Green Infra Limited - Member - Audit Committee, Mahindra First Choice Wheels Limited - Member - Audit Committee.
	Prof. Prabal K. Sen has superannuated as Professor of Economics and Founder-Chairperson of Entrepreneurship Development Centre (EDC) at XLRI Jamshedpur on September 30, 2017. Till that date, he had to his credit over 41 years of experience in teaching, training, research and corporate management. Before joining XLRI Jamshedpur, he had served

Prof. Prabal Kumar Sen	the Institute of Rural Management Anand (IRMA), Gujarat, as Chair Professor during 2001-07, Bank of India, a public sector bank for over 23 years from 1978 to 2001 from where he resigned in October 2001 when he occupied a position in the senior management grade. As the founder Chairperson of Entrepreneurship Development Centre (EDC) at XLRI, Prof. Sen was instrumental in launching a full-time Post-Graduate Programme for Certificate in Entrepreneurship Management (PGP-CEM) in XLRI during the academic session 2009-10, which continued for 7 consecutive batches. This programme was acknowledged as one of the most effective academic initiatives for promotion of entrepreneurship in India. Prof. Sen has taught as a Visiting /Adjunct Professor at several premier institutions including, notably, (i) IIM Ahmedabad (ii) IIM Ranchi, (iii) IIM Amritsar, (iv) IIT (ISM) Dhanbad, (v) Tata Institute of Social Sciences (TISS) - Nagaland Centre, (vi) Xavier Institute of Management and Research (XIMR), Mumbai, (vii) National Academy of Direct Taxes (NADT) Nagpur, (viii) Praxis Business School, Kolkata and (ix) Kaziranga University, Jorhat (Assam) etc. for varying periods. Outside India, he had taught at XLRI Centres in Singapore and the United Arab Emirates (UAE). Prof. Sen has written over 40 papers, 2 book chapters and a book review. He has presented papers in more than 35 conferences (national and international) and reviewed papers for a number of national and international journals on invitation from the said journals. He has evaluated 26 PhD theses related to prestigious Universities. The theses so evaluated pertained to various aspects of economic development and policy, rural banking & finance, entrepreneurship and sustainability. Conducted sessions on Entrepreneurship for professionals of Ethiopia at Addis Ababa as a part of the Twinning Programme between CSIR-India (Government of India) and MIDI-Ethiopia (Government of Ethiopia) in August-September 2018. He had been inducted by UNDP as an “Expert” for vetting the curriculum designed for training of women entrepreneurs in India. Prof. Sen had been associated with academic administration (either as a member of the Board of Governors or the Board of Studies) across a number of institutions like (i) MS University of

	Baroda, (ii) Nagaland Central University, (iii) IIT (ISM), Dhanbad, (iv) Maulana Azad NIT, Bhopal, (v) IIHMR University, Jaipur, (vi) Vinoba Bhave University. Hazaribag and (vii) BML Munjal University, Gurugram etc., for varying periods of time. He has also functioned as a member of the Advisory Board for (a) the Global Summit on Management Cases 2014 organized by IIM Raipur and (b) the World Summit on Management Case Studies at IIM Ranchi in 2021. Consultancy was provided, among others, to (i) the Ministry of Rural Development, Government of India, (ii) Small Industries Development Bank of India (SIDBI), (iii) Department of Finance, Government of Jharkhand and (iv) the National Scheduled Tribes Finance & Development Corporation (NSTFDC) - an organization under the Ministry of Tribal Affairs, Government of India, etc., at varying points of time. He had been invited as a “State Guest” for providing “expert advice” to the Hon’ble Chief Minister and the Hon’ble Finance Minister, Government of Jharkhand as a part of a Pre-Budget Consultative Meet held at Ranchi in January 2022. Dr. Sen had sat on the Boards of a number of corporate institutions including Ujjivan Small Finance Bank (headquartered in Bengaluru) as an Independent Director at varying points of time. Prof. Sen is a life member of (i) the Indian Economic Association (IEA), (ii) the Indian Society of Agricultural Economics (ISAE) and (iii) the Indian Dairy Association (IDA). He has been conferred (i) the Best Teacher Award in September 2011 by the Higher Education Forum of India, Mumbai for his “outstanding contribution in the area of entrepreneurship and innovation,” and (ii) Lifetime Achievement Award in April 2017 by the Headstart Network Foundation in appreciation of his “contribution to the nurturing of entrepreneurship ecosystem, incubating, mentoring and guiding young entrepreneurs to their road to success”.
	Shri Kalyan Kumar assumed charge as Executive Director of the Punjab National Bank on 21st October 2021. Shri Kalyan Kumar, a Post Graduate in science from Rajendra Prasad Agriculture University, Pusa, is also a Certified Associate Member of Indian Institute of Bankers (CAIIB) and holds various



Shri Kalyan Kumar
Executive Director
Punjab National Bank

certifications in Trade Finance, SME Finance, IT Security and KYC-AML from Indian Institute of Banking and Finance (IIBF).

Shri Kalyan Kumar is presently the Chairperson on the Board of two of the subsidiaries of Punjab National Bank, PNB Gilts Ltd. And PNB Cards & Services Ltd. He is the nominee member of Board of Governors of Management Development Institute (MDI) Society. He is on the Board of IIFCL as SCB nominee Director and on the Board of NIBSCOM as Chairperson. He is also the Chairperson of Board Level Committee for IT Strategy of PNB.

Shri Kalyan Kumar has undergone the Banks Board Bureau Training Program for Top Leadership Development and also Director Development Programme conducted by Egon Zehnder in collaboration with Harvard University. Since the joining of Shri Kalyan Kumar as the Executive Director in Punjab National Bank, he is playing a pivotal role in Profit & Loss delivery across key business, support, and control functions with responsibilities across multiple domains.

Shri Kalyan Kumar is leading Bank's vision and strategy for overall business growth through Digital Transformation, Strategic Management, Economic Advisory, Data Analytics and Information Technology Excellence. He directed the HR Transformation, 'PNB Udaan', which provides clarity of roles & expectations from each employee with well-defined and measurable KRAs. He also spearheads the Business Acquisition and Relationship Division, focusing on driving growth in CASA and marketing of both asset and liability products, including Credit Cards. He also led the Wealth Management Vertical of the Bank with focus on increase in fee-based income through third party products.

Keeping the ESG Goals on priority, Shri Kalyan Kumar also launched a go green initiative 'PNB Palaash'. Multiple awareness programs were conducted and various initiatives were launched like Tree Plantation Drives, Usage of Digital copies & Biodegradable folders, Energy, Paper & Water saving measures, Car-pooling etc.

Along with the above milestones, his oversight during the tenure in Business Process Re-engineering, proactive Credit Monitoring, improving Asset Quality and Recovery, Operations & KYC and enhancing Customer Experience further improved the EASE performance of the Bank on a whole.

	Shri Kalyan Kumar started his journey in Union Bank of India as Rural Development Officer in 1995 and has served the Bank for more than 26 years in various capacities. He worked as the Branch Head in various categories of branches which also include VLBs (Very Large Branches). He was also the Principal of the Staff Training College. In the Corporate Office, he aided in the Bank's business Process Transformation, Credit Review & Monitoring and Vigilance. Lastly, he headed HR as the Chief General Manager of the Bank. The successful amalgamation of Andhra Bank and Corporation Bank into Union Bank of India was steered under his supervision and control. As a part of the Committee constituted by Banks Board Bureau (BBB), presently known as Financial Services Institutions Bureau (FSIB), for devising Suitable Training Program for PSBs, he prepared a comprehensive report on the Training Programs for staff at all levels and drove a Unique Leadership Development Program 'Union Bhavishya' for preparing future leaders for the Bank. He has also led an end-to-end Digital HR Transformation Project 'Union Prerna' for creating a performance centric HR initiative empowering all employees.
 Shri Hardeep Singh Ahluwalia Executive Director Canara Bank	Shri Hardeep Singh Ahluwalia, started his banking career as Agricultural Field Officer on 30.03.1992 at Allahabad Bank (now Indian Bank). He is a graduate in Agriculture and a Certified Associate of Indian Institute of Bankers. He has Certification in Credit Management from NIBM Pune & Diploma in Computer Applications in Financial Management. He has rich banking experience for more than three decades in various functional areas of Banking system (Rural/Semi-Urban/Urban/Metro geographies) in India and abroad (HK). He has worked in various strategic positions as Lead District Manager, Head of International Branch, Head of credit vertical of overseas Branch, Head of Biggest branch of erstwhile Allahabad Bank in Kolkata Main Branch, Zonal Head Chandigarh and Circle Head Kolkata. He has also contributed immensely to the Sports Field as the President of Indian Bank Cultural & Sports Committee. His proven ability to build productive teams and deliver exceptional results was reflected in all his assignments. As an avid learner he has attended various training programmes and completed Leadership Development Programme of IIM, Bangalore, curated by Banks Board Bureau in consultation with IBA.

	Before his elevation as Executive Director of Canara Bank, he was General Manager of the Recovery Department at Corporate office of Indian Bank. He has taken charge as Executive Director of Canara Bank on 07.02.2023.
 Shri Sandeep Batra Executive Director, ICICI Bank Limited	Shri Sandeep Batra is an Executive Director on the Board of ICICI Bank since December 23, 2020. Shri. Batra, a Chartered Accountant and a Company Secretary, has been with the ICICI Group since 2000. He holds responsibilities of the Corporate Centre at the Bank. He is responsible for the Credit, Corporate Communications, Data Science, Finance, Human Resource, Legal, Operations and Customer Service, Technology & Secretarial Groups. He is also administratively responsible for Risk function, Internal Audit and Compliance Groups. He also serves on the board of ICICI Prudential Life Insurance, ICICI Lombard General Insurance, ICICI Prudential Asset Management and ICICI Ventures and Chairs the board of ICICI Bank UK. In his previous stint with ICICI Bank, Shri. Batra was Group Compliance Officer. He has been a founder member of the ICICI Prudential Life Insurance Company Limited where he worked as Chief Financial Officer from September 2000 till 2006 and then as Executive Director and a member of its Board from January 2014 till July 2018. At ICICI Prudential Life, he was also instrumental in leading the company to India's first IPO in the insurance space.
 Dr. Amarjit Chopra AICTE Nominee	Dr. Amarjit Chopra was Born in June 1952. He did his graduation and post-graduation from Delhi University in the years 1971 and 1973 respectively. He qualified as Chartered Accountant in the year 1975. He successfully completed his PhD on the topic "NPA Management in Banks: A Comparison of Public and Private Sector Banks in India" in February 2022. He has been in the profession for a period of more than 46 years. He is a senior partner in GSA & Associates LLP New Delhi. He was also engaged in teaching at Deshbandhu (Evening) College, a Delhi University maintained college for nearly 23 years. He was elected to the Northern India Regional Council of ICAI for two terms 1985-1988 and 1988-1991 and was its Chairperson for the year 1988-1989.

	He was elected to the Central Council of ICAI for five consecutive terms of three years each beginning in 1998 and ending in 2013. He was elected as President of ICAI for the year 2010-2011 and Vice President for the year before. During his term as Central Council Member, he was a member of various Standing and Non-Standing Committees of ICAI. He Chaired some of the most significant Committees namely the Accounting Standards Board, Auditing and Assurance Standards Board, Financial Reporting Review Board, Corporate Laws Committee, Expert Advisory Committee, Disciplinary Committee, Executive Committee, Examination Committee etc. He was nominated by Govt. of India on the Board of Bank of Baroda (2006-2009), Indian Bank (2011-2014), and Garden Reach Ship Builders and Engineers Ltd (2011-2014). He Chaired Audit Committees of all the aforesaid companies. Dr. Amarjit Chopra was also on the Board of Insurance and Regulatory Authority (IRDA), South Asian Federation of Accountants, and Confederation of Pacific Accountants for the year 2010-2011. He was a member of the Committee on Accounting Issues of Insurance Companies constituted by IRDA. He was nominated to Bench II of the Disciplinary Committee of ICAI by Govt. of India for a period of four years till Feb.2022. He was nominated by Central Govt. as the Chairperson of the National Advisory Committee on Accounting Standards for a period of four years from 2014-2018. During this tenure, Indian Accounting Standards (Ind AS) equivalent to IFRS was introduced in the country. As Chairperson Accounting Standards Board of ICAI, he introduced the IFRS certificate course and organised and participated in IFRS training programmes in the Middle East, Nepal, Bhutan, Myanmar and India. He was also nominated by Govt. of India as a member of the Investor Education Protection Authority. He Chaired the Committee constituted by Govt. to revise Manufacturing and Other Companies Auditors Report Order (MAOCARO) in 2003 and to revise the Companies Auditor's Report Order (CARO) in the year 2019. Presently Dr.Amarjit Chopra is part time member of the National Reporting Authority (NFRA). He is also a member of the Standing Committee on Corporate Laws constituted by Govt. of India for the last three years. He acted as Technical Advisor to the

	International Auditing and Assurance Standards Board of IFAC during the year 2009-2010. He was a member of the Professional Accountancy Organising Development Committee (PAODC) of IFAC for a period of three years (2011-2014). He was Vice Chair of the Committee during 2013-2014. He has been conferred honorary membership by the Australian Institute of Chartered Accountants. He has also been conferred honorary life membership by the International Association of Accountants London. In his professional career, he has conducted statutory/ internal/forensic audits of a large number of public sector organizations. He is a prolific writer and speaker. He has delivered more than 3000 lectures on matters of professional interest in India and abroad. He is on the roster of IMF as a resource person and has conducted missions in Mauritius, Bhutan and Seychelles. He has participated in debates on various TV channels. Dr. Amarjit Chopra has jointly authored a book on Indian Accounting Standards (Ind AS). He is on the Tata Power Trading Company Ltd, Maithon Power Ltd, SBI Mutual Fund Trustees Companies Pvt Ltd, Rico AutoIndustries Ltd., Roop Auto Ltd, Accounting Research Foundation Ltd etc.
 Prof. Arvind Sahay Director MDI Gurgaon	Professor Arvind Sahay joined MDI as Director and Professor of Marketing and International Business in October 2023. Prior to MDI, he served as faculty at the Indian Institute of Management Ahmedabad (from 2004) and at London Business School (from 1996) since his Ph.D. in 1996 from the University of Texas at Austin. His primary areas of interest include marketing strategy, pricing, neuroscience and consumer behavior, brand management, high tech marketing, and international trade and investment. Sectorally, he has consulted and done work in pharmaceuticals, cement, building materials, telecom, broadcast, automotive, IT, FMCG, education and financial services sectors among others. At the Indian Institute of Management, Ahmedabad, he has taught the basic marketing courses on the PGP, PGPM and PGP-PMP programs. In addition, he taught elective courses on pricing, brand management, neuroscience and consumer behavior, tracking organizational performance, brand management and valuation, innovation and fintech. His executive education and consulting clients come primarily from the financial services,

	pharmaceutical, building materials conglomerates, automotive, FMCG, retail and media sectors. His teaching ratings are consistently in the 9/10 range. He has lead the IIMA executive education programs on pricing, neuroscience in marketing, enhancing salesforce performance, fintech and Applications of Behavioral Science for CXOs. Prof. Arvind Sahay corporate experience includes stints as a management trainee in the manufacturing sector and as a customer service and then account manager in the financial services industry. He has consulted and done corporate training for more than 50 clients in India and abroad. He has written 34 international peer reviewed articles, 65 cases and more than 50 articles for business magazines and newspapers. A recent project was for FSSAI where a nationwide RCT of front of package label (FOPL) study was done with a view to establish which format was more effective in the Indian population. This was published in Food Quality and Preference in 2023. His second book - on “Brands and the Brain” - was published in April 2022. His latest publications in 2023 are on the “Neural Correlates of Weak Brand Choice” and the “Decision between Gifts and Promotions in Consumer Choice.” Prof. Sahay is the recipient of the University Wide Outstanding Dissertation Award from the University of Texas at Austin (for his Ph.D thesis), the Innovation in Teaching Award at London Business School and of the Dewang Mehta Best Teacher Award in Marketing Management and the UTV Bloomberg Best Marketing Professor in India. He was also nominated to the Thinkers50 India list by the Institute of Competitiveness, Harvard Business School. He is also the winner of the Philip Morris Best Case Award at IIMA. Before joining MDI, Gurgaon, Prof. Sahay has served in different administrative and leadership roles such as: • Chairperson (Executive Education) where he increased the ARR from INR 67 crores to 92 crores • Chairperson (Marketing Area) where he was able to pilot offers to 7 faculty members in 2 years • Chairperson (PGPX), where he was a member of the founding team and led the placements for 2 years and made the program FT ranking ready • Chairperson (Web site Committee), where he led the development of the Institute’s first comprehensive website

- Dean (Alumni and External Relations) where he raised more than 130 crores for IIMA
- Chairperson (India Gold Policy Centre) where he contributed to the setting up of India International Bullion Exchange in GIFT City
- Founding Chairperson (NSE Centre for Behavioral Science) where he leads the first of its kind research centre at a business school in this part of the world

Prof. Sahay's recent research has been in the areas of brand relationships, tensile pricing, life cycles in marketing, customer dimensions of gold in India, customer responses to dynamic pricing and how and when to implement dynamic pricing, customer reactions to overlapping price ranges; impact of bundling on customer reference prices; customer loss aversion at different price levels; impact of price changes in pharmaceuticals in India on demand, brand advocacy, and brand preference reversal due to cognitive load and discount framing. His latest papers appear in Journal of Business Research in 2023 (neural correlates of weak brand choice), Journal of Global Marketing" in 2018 (there are limits to quantity changes in FMCG products before customers react), Resources Policy in 2020 (that gold purchase has strong cultural influences - some of which have led to failure of policy measures like the GMS) and the European Journal of Marketing (2021; on dual brand personalities, Implicit Theories and Word of Mouth). He has earlier been a regular columnist for Outlook Business magazine on marketing strategy and also writes occasionally for the leading Indian business newspapers, Financial Express, and Dainik Bhaskar on gold, economics and business. He is also the author of a case book on marketing strategy called Cases in Pricing, Marketing Communications and Distribution apart from his recent book on Brands and the Brain.

Prof. Sahay has been an invited speaker at the Pricex Conference in Chicago, at the BusinessWeek Conference on E-marketing in London, at the annual meetings of All India Management Association in Indore, at the Western Conference of the Confederation of Indian Industry in Ahmedabad, at the CIO Forum, at the India International Gold Convention, at various corporates in India and abroad to their leadership teams and at the Indian Professional Business Network in Qatar. He was the coordinator and lead faculty for IIMA's management development programs on Pricing, Neuroscience in Marketing, Fintech, and Enhancing Salesforce Performance, and

	Applications of Behavioral Science in Management: A CXO Playbook, the first programs of their kind in India. He has been a member of the FICCI Sub-Committee on Pharmaceuticals. He was a member of the team that developed the Innovation Index for the Pharma industry that is intended for use by the Government of India and the industry to monitor progress in R&D in pharma in India. Prof. Sahay is (and has served) on the board of several listed and unlisted companies such as Tata AIA, BirlaNu, Vardhman Textiles, Matter Motor Works, GNFC, IIBX IFSC Ltd, Hindustan Copper, Brandscapes Consultancy, IFCi Ltd., etc.. His cumulative boardroom experience is more than 45 years. In his spare time, he engages in trekking, golf, badminton, issues in constitutional law and has played football for his undergraduate institution.
 Prof. Ajay K Jain Director MDI Murshidabad Constituent Unit	Prof. Ajay K Jain has taken over as Director, MDI Murshidabad in November, 2024. Prof. Jain has earned his Ph.D. from Indian Institute of Technology, Kanpur and had been a post-doctoral fellow of Aarhus University, Denmark (2012-2014) and Indian School of Business Hyderabad (2003). Prof Jain has also worked as the Director of Institute of Management Studies Ghaziabad (2018-2019) and received a prestigious award of most charismatic leader in management education from Education Post and ASSOCHAM in Jan 2019. Before assumption charge as Director at MDI Murshidabad, Prof. Jain was serving as a Dean and Professor of Leadership and Organization Design in MDI Gurgaon. He has also worked as founding chairperson of the centre of excellence for Indian Thought and Management at MDI Gurgaon. Prof. Jain is a visiting Professor to several international universities including, Aarhus University, Denmark (since 2010 onwards), IULM University, Milan, Italy; University of Free State, South Africa; and Indian Institute of Management Lucknow, Kozhikode, Ranchi and Bodh Gaya. He is teaching courses on “Leading and Designing Organizations”, “Leadership and Emotional Intelligence”, Organizational Transformation, and Research Methods in Business for Indian and International students. Prof. Jain has published over 75 research articles in high impact journals including, Journal of Managerial Psychology, International Journal of Hospitality Management, Psychology and

	Marketing, Personnel Review, Journal of Management and Organization, Leadership and Organization Development Journal, Leadership, Journal of Managerial Issues, and Organization Development Journal are among others and published book chapters and an edited book in the field of Psychology for developing countries. He has also presented 30 papers in Indian and International conferences e.g., American Psychological Association, British Academy of Management, and European Association of Work and Organization Psychology. He has research interests in the field of ancient Indian wisdom, leadership, emotional intelligence, employees' voice and silence, psychological well-being. He has received an award for extraordinary performance from Aarhus University for his research and publications and from National Academy of Psychology India and best paper award from Emerald. Prof. Jain has completed 12 research and consulting projects for ministries, public and private sector companies. Prof Jain has designed and delivered training programs for more than 20000 senior managers and CEOs on topics related to leadership development, emotional intelligence, organization transformation etc. He has taken Indian managers to Europe (ESCP France, Germany) and Australia (QUT, Brisbane) for international immersion program, and worked with participants from various nationalities including, Americans, Russians, Japanese, Europeans and Asians. Prof. Jain has been a member of selection committees for various institutions and organizations and on the board of several organizations e.g., Member, Senate of IIT Indore, Corporate Advisor, Pasona India (Japanese HR consulting firm) and also invited as a key note speaker by various institutions of international repute. Prof Jain has traveled to 35 plus countries across the continents. He has faith in Indian thought emanating from Upanishads, Ramayana, Mahabharata, Srimad Bhagavad Gita, Tatvarth Sutra, Tipitaka etc. He believes in traditional Indian knowledge system and practices concepts like "Vasudhaiva Kutumbakam" (the world is one family), "Atithi Devo Bhava" (Guest is God) "Ahimsa Paramo Dharma", (Non-violence is the ultimate religion) and "Sarve Bhavantu Sukhinah" - May everyone be happy, may everyone be healthy, may everyone see what is favorable, and may no one suffer.



**Prof. Sangeeta Shah
Bhardwaj**
Faculty Representative

Prof. Sangeeta Shah Bhardwaj is a Professor of Information Management and Dean Executive Graduate Program at MDI Gurgaon with an experience spanning over three and half decades. She has served as an Acting Director at MDI Gurgaon from Jan 2023 to Oct 2023. She has also held position of Dean Graduate Programs, Dean (Admin Quality and Compliance) and Dean (Executive Education) and Chairperson, Digital Infrastructure.

As the Dean (AQC) she has lead projects related to National (NIRF) and international accreditation (AACSB, AMBA and EQUIS). As Chairperson Digital Infrastructure, she has successfully implemented Oracle Peoplesoft ERP at MDI Gurgaon, RFID project of Library, Document Management System, RFID project of Fixed Assets etc.

She has served as jury member for evaluating the Digital transformation projects of public sector enterprises and served as Member Board of Studies, USMS GGSIP University, Member Academic Council MVN University. She is in selection committee of several business schools and has been awarded best faculty in Business Schools by Business World in year 2024. She is M.Sc. in Mathematics, Master of Management Studies (M.M.S.), M.E. (Systems and Information) and Ph.D. (Management) from B.I.T.S., Pilani.

Prof Sangeeta is the founding Chairperson, Center of ML/AI and Business Applications. Under her leadership, the prestigious project to conduct a Market Study on 'Artificial Intelligence and Competition' under the aegis of CCI was completed. The project entailed gathering insights from all relevant stakeholders, to develop a comprehensive understanding of the evolving landscape of AI and application of AI in markets in India from risk, opportunities and ramifications to competition point of view. Also, undertook Proof of Concepts for predicting demand and inventory optimization for a multinational company, ERP consultancy for SAP HANA Rise migration and evaluation of vendor selection for Digital transformation project of large PSUs.

She conducted impact analysis of Digital Banking Units (DBUs) under the aegis of Department of Financial Services (DFS). Her other consultancy assignments include preparation of IT Roadmap and Detail Project Feasibility Report of implementing ERP and implementing IT transformation Project. She has also worked extensively with BPO companies where she identified the

	training needs of middle level BPO managers, developed and delivered training programs for large BPO companies. Prof. Sangeeta teaches courses in AI Intelligence and Machine Learning with the objective to prepare students to provide AI leadership in organizations. She also teaches Business Development in IT and Agile Project Management to prepare the students to take up challenging consulting assignments in IT organization for the client. Further among her courses, Prof Sangeeta also teaches Digital HR where students are taught about the technologies in HR function and how the technology is changing the face of HR function from ERP driven HRIS to data driven and AI driven Digital HR and Digital Product development and Management. Prof Sangeeta has conducted extensive research in the area of IT Outsourcing / BPO, emerging technologies and knowledge management. Her Case “Can Work From Home Policy Hurt Employee Morale? was published in HBR April 2015. She has more than 50 publications in international and national (EJIS, BPMJ, Vikalpa etc.) journals and has developed cases covering concepts of cloud computing, business process management, IT outsourcing, digital transformation, etc.
 Ms. Dimple Arora Alumni Representative	Ms. Dimple Arora is an alumnus of MDI Gurgaon, and currently serving as Managing Director, Accenture leading Business Transformation for large organisations. Having started her career in Sales & Marketing with GE Capital (then GE Money), Dimple is credited with many firsts to her name in Channel and Product innovation in the financial services domain. She subsequently joined Genpact, a pioneer in business process management, which is where she started her journey as a Change leader and stayed on for 14 years before joining Accenture. Ms. Arora likes to work in the realm of Transformation - a leader of programs for largescale, enterprise-wide, digital-first change. Through various roles spanning her 23+ years career, she has practiced creating and scaling ideas that result in systemic change with a variety of engagements including Operating Model redesign, Post Merger Integration, Cost Optimization, Startup-to-Scale journeys, Customer Experience improvement and New Product Introductions. Ms. Arora is based in Gurugram. She is a passionate advocate and hands-on coach for women in the world of business.



Ms. Rohini Singh
Alumni Representative

Ms. Rohini Singh is a Strategic Banking leader with a track record of delivering impactful client solutions that drive long-term business growth. With over 20 years of experience across reputable global companies, she possesses expertise in front-end coverage and operations within the banking domain. Rohini is known for her ability to develop diverse teams, engage clients, originate, and execute deals, and drive bold organizational changes.

Ms. Singh started her career journey in 2002 at Axis Bank Mumbai, where she played a pivotal role in developing product and sales strategies for cash management for Institutional Banking clients. Advancing to Citibank, she led a PAN India team, driving acquisition sales and strategy for subsidiaries of Global Relationships, covering a comprehensive range of Corporate Banking Products. Joining Deutsche Bank in 2013 as Director and Head of Corporate Coverage for North and East India, Ms. Rohini's responsibilities expanded over the years. She led Corporate Coverage for MNC subsidiaries and Large Local Corporates, which entailed new client origination, acting as a trusted advisor to existing clients, cross-selling banking products, and ensuring meticulous risk and compliance management.

Ms. Singh is currently serving as the Vice President & Head APAC Operations of Banking & Capital Markets along with Global lead for Commercial Lease and Lending at Genpact overseeing a team of 3000+ across global delivery centers. Her focus lies in accelerating growth, driving digital penetration, leading transformation initiatives, and ensuring seamless operations.

Driven by her passion for Diversity, Equity, and Inclusion (DEI), Rohini actively fosters an inclusive work environment. She recognizes the importance of the mental health and well-being of her team members, advocating for their support and providing resources for their holistic growth.

Ms. Singh holds a post-graduation degree in management from MDI, Gurgaon, and a graduation degree in Mathematics Hons from Lady Shri Ram College, New Delhi. Her strong affiliation with MDI spans over a decade, during which she has made contributions as a visiting faculty, advisor on International Finance course material, and keynote speaker for incoming batches.

SECRETARY

	Dr. Antony Jose is currently serving as the Secretary of the Management Development Institute (MDI) Society and the Board of Governors. He has been associated with MDI Gurgaon for the past 20 years. Prior to that he worked with organizations such as the IIM Indore, British Council (Manchester & Delhi) and the Times of India group. A mathematics graduate, he did his postgraduation in Information Sciences from the Indian Statistical Institute, Bangalore and earned Doctorate from the Pune University.

3.7. Key Academic and Administrative personnel of MDI Society:

The following are the key academic and administrative officers of MDI Society as per the MOA and Rules of the MDI Society:

- The MDI Society have two bodies viz. (i) General Body and; (ii) Board of Governors (rule 5).
- The General Body is headed by a President and he/she will preside over the Society meetings (rule 7).
- The Board Governors shall be the Governing Body of the Society and headed by a chairperson (rule 8 & 11).
- Director of the Institute is a salaried officer of the MDIS and also a Member of the Board of Governors.
- The Secretary is appointed by the General Body.

The Secretary is authorized to sign all correspondence on behalf of the Society, to maintain records of the proceedings of the meeting of the General Body and Board of Governors and to represent the Society at various forums. Rule 24 of the Rules of the MDI Society provides that the MDI Society may sue or be sued in the name of the Secretary of the MDI Society.

At present, the following are holding the position of President of General Body, Chairperson of Board of Governors, Directors of the MDI and Secretary of MDIS:

S.No.	Position	Name of the Incumbent
01.	President, MDI Society	Shri K. Satyanarayana Raju, Managing Director and CEO, Canara Bank, Corporate Office J.C. Road, Bengaluru-560 009

02.	Chairperson, Board of Governors, MDI Society	Shri Rajnish Kumar Former Chairperson, State Bank of India
03.	Director, MDI Gurgaon	Prof. Arvind Sahay Director, Management Development Institute, Gurgaon Mehrauli Road, Sukhrali Gurugram-122007 Tel. +91-124-4560000 Email: director@mdi.ac.in
04.	Director, MDI Murshidabad (constituent unit of MDI)	Prof. Ajay Jain Director, MDI Murshidabad Kulori, P.O. - Uttar Ramna, P.S. - Raghunathganj, Dist. - Murshidabad, West Bengal, PIN - 742235 Tel. +91- 9674727164 , 9674757164 Email: akjain@mdim.ac.in
05.	Secretary, MDI Society	Dr. Antony Jose Management Development Institute, Gurgaon Mehrauli Road, Sukhrali Gurugram-122007 Tel. +91-124-4560000 Email: ajose@mdi.ac.in

4. Fifteen-year Detailed Strategic Vision Plan for MDI as a deemed to be University

4.1. Goals, Scope and Objectives of the MDI as a deemed to be University

Vision

“To become a leading deemed to be university led by globally recognized management institution through academic excellence, and continuous innovation to nurture responsible leaders for creating sustainable alternatives”

Mission

- a. To become a leading deemed to be university led by a globally recognized management Institution with international and national recognition through knowledge development.
- b. To enhance academic excellence in research, consulting, training, and teaching with cutting edge resources.
- c. To encourage continuous innovation.
- d. To create and nurture socially responsible leaders.
- e. To promote sustainable alternatives in decision making.

Core Values

MDI as deemed to be University shall adopt the following core values that direct its vision and mission to attain excellence and sustain innovation.

- a) **Accountability:** MDI shall ensure accountability to all its stakeholders rooted in internal management and external adherence to law and society norms.
- b) **Transparency:** MDI shall operationalize transparency as the ability of individuals in the organization to be responsive, productive, and innovative.
- c) **Trust:** MDI shall seek to earn inter-personal trust by adopting governance practices reinforced with policy and process-based decision making.
- d) **Inclusion:** MDI shall promote non-discrimination practices for all sections of society that advance cohesion and diversity as affirmative action.
- e) **Empathy:** MDI shall foster a culture of care and co-create skills for everyone to move towards their professional goals.

4.2. Fifteen-year Strategic Vision Plan for MDI as a deemed to be University with focus area and timelines

The growth potential of the Management Development Institute (MDI) as a deemed to be University can be driven by several key factors, which will be leveraged effectively, to enhance its reputation, increase its outreach, and attract a diverse set of stakeholders. With this philosophy in view, MDI as deemed to be University has chalked out its 15-year Strategic Vision Plan and Strategic Plan with Key Performance Indicators identified by the Institution outlined below:

A fifteen-year strategic Vision plan for the Management Development Institute (MDI) will be focused on advancing its vision in the following areas, creating a sustainable roadmap for growth and leadership in management education:

Focus area	vision	Strategy	Timeline 1-5/6-10/11-15 years
Global Recognition and Academic Excellence for MDI academic programmes	Position MDI as a globally recognized Higher Educational Institution (HEI) across disciplines led by a school of management education and research.	Obtain additional global accreditations (e.g., EQUIS) and strengthen international partnerships with top business schools. Increase faculty exchanges, collaborative research, and invigorate on global MBA rankings.	<u>1-5 years:</u> EQUIS accreditation Collaborative research with top ranking schools and universities <u>1-10 years:</u> Strengthening international partnerships with top internationally ranked schools
Cutting-Edge Curriculum Development	Lead in providing innovative and industry-relevant education	Introduce courses on ethics, digital transformation, and public policy to reflect market and societal needs Regularly update curriculum with emerging fields such as artificial intelligence,	<u>1-5 years</u> New innovative tech-based PG programmes. Framing curriculum for new postgraduate programme in the identified areas.

Focus area	vision	Strategy	Timeline 1-5/6-10/11-15 years
		sustainable finance, and data analytics. Electives in collaboration with industry practitioners; introduction of new programmes in response to industry needs and to align with the NEP 2020.	Aligning the existing curriculum with existing and new programmes to improve the offerings. <u>5-10 years</u> Introduction of research-based programme in the areas of decision science, artificial intelligence, sustainable finance, and data analytics
Expansion of Research Capabilities on attaining deemed to be University status	Establish MDI as a knowledge hub through schools of management, public policy, law and governance, Banking and finance, decision sciences, technology, innovation and entrepreneurship and liberal arts.	Create dedicated higher education research institution in areas like innovation, entrepreneurship, and sustainable development. Increase funding and partnerships with industry to drive impactful research, supporting MDI's goal of contributing to global knowledge pools.	<u>5-10 years</u> Research and consultancy services to industry and government agencies in the areas of emerging technologies to meet the societal needs. Research through industry sponsored external fundings through new research centres and laboratories. <u>10-15 years</u> Collaborative Research in cutting edge technologies with institutions of national importance and specialized agencies.
Strong Industry Engagement and Alumni Network	Build a robust ecosystem connecting students,	Form advisory boards for the School Board and Research Centres with industry leaders	<u>1-5 years</u> Constitution of School Boards and Advisory Committees with

Focus area	vision	Strategy	Timeline 1-5/6-10/11-15 years
	alumni, and industry.	and alumni for each program to keep content aligned with industry needs. Facilitate networking and mentorship through alumni engagement, creating opportunities for placements, internships, and sponsorships.	adequate representation from industry and alumni representatives. Organizing events to bring synergy between students, industry and alumni on regular intervals to strengthen the ties. <u>5-10 years</u> Holding prominent alumni events to create affinity and enhance visual identity for mutual benefits of lifetime support. <u>10-15 years</u> Fund raising from Alumni network through donor acknowledgement and promotion of capital fund projects in meeting the aspirations of MDI.
Digital Transformation and Online Education	Expand MDI's reach and accessibility through digital learning.	Establish a comprehensive online education platform to provide hybrid and online courses for executive and part-time programs. Offer micro-credentials and certifications in demand-driven fields for broader market penetration.	<u>1-5 years</u> Developing of MOOCs in different areas. Introduction of add on online courses to regular students and credit transfer facility as per UGC norms. Starting full-fledged PG and UG programmes different disciplines adhering to the

Focus area	vision	Strategy	Timeline 1-5/6-10/11-15 years
		These courses align with industry trends and cater to the increasing demand for digital skills in management, thereby attracting tech-savvy students and meeting industry needs on local and global levels.	statutory norms of UGC and AICTE. Setting up own LMS platform. <u>3-10 years</u> Starting of micro credential certification for working executives.
Sustainability and Social Responsibility	Be a pioneer in integrating sustainability into business education.	Embed sustainability and corporate social responsibility (CSR) across all programs, focusing on global goals such as SDGs. Create experiential learning opportunities for students in social enterprises, non-profits, and rural development projects.	<u>1-5 years</u> Compulsory courses in sustainability and CSR in all programmes. <u>5-10 years</u> Live projects for students and research with the support of faculty through MOUs and collaborative projects.
Enhanced Student and Faculty Experience	Cultivate an enriching and supportive campus environment.	Invest in modern campus infrastructure, including green buildings, advanced research labs, and comprehensive support services for students and faculty. Develop wellness and skill-building programs to enhance	<u>1-5 years</u> Completion of the existing campus development projects two additional hostels for boys and girls, new state of art academic block, auditorium at Gurgaon campus. Planning for infrastructure for new Centres of Excellence for research activities,

Focus area	vision	Strategy	Timeline 1-5/6-10/11-15 years
		the overall experience.	skill labs, student centre, more faculty housing <u>5-10 years</u> Execution of new campus development work in Phases <u>10-15 years</u> Construction of additional faculty housing, faculty clubs, health and wellness centre in the campus.
Financial Sustainability and Resource Management	Ensure long-term financial stability and resource optimization.	Diversify revenue streams through executive education, research grants, and international student enrolments. Establish endowment funds and seek philanthropic support to secure financial resources for future growth.	<u>1-5 years</u> Doubling the existing corpus and Capital Expenditure (CAPEX) funds to meet the additional requirement as deemed to be University. <u>5-10 years</u> Raise the overall fund position by 50%.

This strategic vision positions MDI as a forward-thinking, globally competitive institution focused on societal impact and academic excellence. It is also envisaged that MDI as a deemed to be University will expand its educational outreach by establishing other campuses/centre in India and other countries in years to come with due process of approval as per UGC Regulations and other applicable laws for the aforesaid purpose.

4.3. Short-term and Long-term goals to achieve targets

- 5-Year Goals: Achieve accreditation targets, introduce new innovative programs, and build partnerships with at least 10 international institutions.

- 10-Year Goals: Establish research centers, increase the alumni engagement, and have a significant online education presence.
- 15-Year Vision: Become a top-ranked University in Asia, leading in sustainable management education and with at least 5 other schools with on-campus and digital programs in a balanced way.

4.4. Key Performance Indicators of attainment of Strategic Vision Plan of MDI as deemed to be University

The Fifteen-year Strategic Plan outlines the MDI's vision to evolve into a deemed to be University aligning with the dynamic landscape of management education in India. This strategic vision positions MDI as a forward-thinking, globally competitive institution focused on societal impact and academic excellence.

The following Key Performance Indicators have been identified based on a series of brainstorming sessions with the stakeholders within and outside MDI including policy makers. In order to realise its vision MDI has identified 10 Key Primary Indicators (KPIs) of change for its future growth to become a globally recognized management institution with deemed to be University status.

KPI	Action Points/Approach	Measures of success	Timeline
1) Global branding of MDI in management education; national level performance in all other schools	Strengthening partnerships with international institutions to further increase MDI's visibility and credibility on a global scale with a special focus in Asia.	At least 5 formal collaborative agreements with top ranking foreign universities/Business Schools.	1-5 years
	Increasing more student exposure to global business practices, enhancing its appeal to international students.	25% students' international immersion programme for at least in one semester.	
	Introduction of more Twinning Degree programmes with top ranking foreign universities	Two more twining degree programme	5-10 years

KPI	Action Points/Approach	Measures of success	Timeline
	Attracting faculty with international exposure	Five faculty at entry or middle level	5-10 years
		Five faculty at senior level	10-15 years
	Attracting foreign faculty under exchange programme under collaborative arrangements.	Five faculty in each academic year	5-10 years
	Starting of off-shore campuses	Two off-shore campuses	5-10 years
	Starting of off campuses beyond Gurgaon and Murshidabad	Two campuses	Next five years
2) Delivery of Innovative and outcome based academic programmes	Review and benchmarking of curriculum as per global standards and industry demand.	Curriculum review twice in a year through School Board or Board of Studies co-opting with industry representatives.	Every year
		Student feedback on the curriculum and pedagogy	
	New courses as per the curriculum framework of NEP 2020 meeting the industry standards.	10 new courses in emerging areas and conforming to the NEP 2020 as well as the industry needs.	1-5 years
3) Expanding International Accreditations and Rankings	Achieve Triple Crown- In accreditation in addition to the existing AMBA and AACSB for the management school; Rankings for all other schools beginning with national rankings.	EQUIS Accreditation	1-5 years

KPI	Action Points/Approach	Measures of success	Timeline
	Focus on QS, THE and Financial Times (FT) Rankings	Acquiring place in the bracket of 151-200 in QS Ranking and THE Ranking	5-10 years
		Acquiring top 100 position in QS and THE Rankings	10-15 years
		Reaching Top 50 Rank in FT Rankings in Executive Education Custom Rankings and Masters in Management (MiM) Rankings	5-10 years
4) Digital Transformation and Data-Driven Programs	Integrating advanced technology infrastructure of MDI to seamlessly support the multiple pedagogical requirements. Enabling a flexible workplace for remote support and learning	Blueprint for technology enabled learning environment for hybrid mode	1-5 years
	Introducing specialized courses and certifications in data analytics, digital marketing, AI, and other tech-centric areas to position the MDI a forward-thinking institution as deemed to be University.	Development of two courses in each academic year through MOOCs in the identified areas	Every years

KPI	Action Points/Approach	Measures of success	Timeline
5) Enhanced Corporate Partnerships and Industry Engagement	MDI is known for its industry partnerships in creating and offering executive education since its inception. These partnerships can provide MDI with unique insights into emerging business challenges and trends, ensuring that its curriculum remains relevant and practical.	Establishment of two Industry sponsored chair professorships Collaborate with industry practitioners more frequently to co-create curricula with the skills that industry needs most.	5-10 years
6) Building Research and Innovation Capabilities	Establishing dedicated research centers and increasing funding for faculty and student research can help MDI University create valuable knowledge assets.	Establishment of two industry sponsored research centres in emerging areas of study. Exploring sponsored research projects from industry, government funding and international agencies	5-10 years
		Increasing the research publications and improving citations index of faculty and research scholars Repositioning MDI as Research centric deemed to be University	1-10 years
7) Sustainability and Social Responsibility Initiatives	Integrating sustainability, CSR, and ethics into its curriculum; and	Expanding influence in emerging areas such as social entrepreneurship, environmental,	1-5 years

KPI	Action Points/Approach	Measures of success	Timeline
	Integrating sustainability, CSR, and ethics into its curriculum; and focusing on creating socially responsible leaders.	Expanding influence in emerging areas such as social entrepreneurship, environmental, sustainable management	
8) Leveraging Alumni Network and Brand Advocacy	Use of alumni network for tapping into mentorship programs, guest lectures, and placement opportunities.	Increasing the engagement with alumni, measured as percentage of alumni participating in MDI events Creation of Alumni social fund to promote Social Responsibility activities through student outreach programmes Enhancing its MDI brand by showcasing successful alumni stories.	1-5 years
9) Expanding Online and Executive Education	Reaching broader audience beyond traditional students opting for management programmes	Introduction of short-term certifications, executive diplomas, strengthening the existing diversification of revenue streams.	1-5 years
10) Government and Policy Alignment	Aligning programs with government initiatives and improving the opportunities for public-sector partnerships, funding, and program endorsements such as public policy and digital transformation.	At least two collaborative programmes to cater to the needs of Government sector with a special focus on State Governments keeping in view of broad objectives of 'Viksit Bharat'.	1-5 years

MDI has long been catering to the needs of executive education in management for public and government sectors. By focusing on the above KPIs and periodical evaluation of the top management of the Institute, it is expected to increase competitiveness. The addition of other schools will help in the national mission of increasing Gross Enrolment Ratio while maintaining quality at high levels required to compete in the new global arena.

Continuous evaluation of the identified KPIs is expected to enhance the MDI's reputation as aspiring to be a deemed to be University under distinct category in the field of management education. In the long run, MDI could position itself as one of the most sought-after business schools with degree awarding status as deemed to be University. Such a status will potentially not only increase the chances of attracting talents as faculty and students but also increase the number of research and consultancy projects from industry and government sectors.



5. Five-year Rolling Implementation Plan of MDI as a deemed to be University

The Five-year Rolling Implementation Plan of MDI as a deemed to be University under the DPR includes Academic Plan; Faculty Recruitment Plan; Students Admission Plan; Research Plan; Campus ICT infrastructure Plan; infrastructure Development Plan; Finance Plan; Administrative Plan and Governance Plan with timelines. These plans are aimed to help the MDI transforming it from a Standalone Management Institute to a degree awarding University to achieve its larger vision. These plans are expected to enable the MDI for its smooth transformation to a university while retaining its ethos and retaining its distinct character.

5.1. Academic Plan

a) Overview

The Management Development Institute has long been catering to the needs of executive education in management for public and government sectors since its inception in 1972. Later on, MDI diversified to offering academic programme in Management as a standalone institution accredited by AICTE from 1994 onwards.

MDI has emerged as one of the top-ranking business schools in India especially in the Delhi NCR region and ranked 11th position in the recent NIRF Rankings 2024 (Management category) leaving behind a number of IIMs. MDI is also ranked internationally in QS World Ranking and Financial Times Ranking. MDI offers high quality management education and has emerged as the first business school getting AMBA accreditation in India. MDI is also accredited with AACSB (Association to Advance Collegiate School of Business).

b) Existing Academic Programmes

Management Development Institute, Gurgaon came into existence in the year 1972 and it started offering its first academic programme in 1994. MDI Murshidabad started offering academic programme from the year 2014. At present, MDI offers seven Postgraduate programme (PGP), one PGP through online and Fellow (equivalent to PhD) programme in Management at its Gurgaon campus. One PGPM, Fellow programme in Management and one Online PGPM at Murshidabad constituent unit.

There are over 1900 students on the rolls of MDI including its constituent unit with a combined intake of 1230 students including students enrolled in online programmes. The following academic programmes are being offered by MDI: -

(i) Management Development Institute, Gurgaon (academic year 2025-26)

S. No.	name of the Programme	Year of Starting	Duration	Full Time/ Part time	Recognized granted by AICTE	Accredited by NBA	Intake approved
1	Post Graduate Diploma in Management- PGDM (Business Management)	1988	18 months	Full Time	Yes	No	60
2	Post Graduate Diploma in Management- PGDM	1994	2 Years	Full Time	Yes	Yes	360
3	Post Graduate Diploma - PGDM (Business Administration)	1999	2 Years	Full Time	Yes	No	60
4	Fellow Programme in Management	1999	3 Years	Full Time	Yes	No	20
5	Post Graduate Diploma - PGDM (Human Resource Management)	2004	2 Years	Full Time	Yes	Yes	120
6	Post Graduate Diploma in Management - PGDM (International Business)	2006	2 Years	Full Time	Yes	Yes	120
7	Post Graduate Diploma - PGDM (Public Policy and Management)	2006	18 months	Full Time	Yes	No	30
8	Post Graduate Diploma in Management - PGDM (Online)	2022	2 Years	Full Time	Yes	No	180
9	Post Graduate Diploma - PGDM (Business Analytics)	2023	2 Years	Full Time	Yes	No	30
						Total	980 intakes

(i) Management Development Institute, Gurgaon (academic year 2025-26)

S. No.	name of the Programme	Year of Starting	Duration	Full Time/ Part time	Recognized granted by AICTE	Accredited by NBA	Intake approved
1	Post Graduate Diploma in Management- PGDM	2014	2 Years	Full Time	Yes	No	180
2	Fellow Programme in Management	2025	3 Years	Full Time	Yes	No	10
3	Post Graduate Diploma in Management - PGDM (Online)	2025	2 Years	Online	Yes	No	60
						Total	250 intakes

c) Schools and Academic Programmes Proposed to be offered in MDI as a deemed to be University

In addition to the three existing Schools namely School of Business, School of Public Policy and Governance (SPPG) and School of Management of Financial Institutions (SMFI), the following three new Schools are proposed to be created:

- i. School of Decision Science;
- ii. School of Technology, Innovation and Entrepreneurship; and
- iii. School of Liberal Arts, Habitat and Heritage.

The existing School of Public Policy and Governance will be renamed as School of Public Policy, Law and Governance to expand the scope integrating regulatory framework of law governing economics and business with governance and public policy. School of Management of Financial Institutions will start offering full-fledged academic programme from the academic year 2026-27.

All the three new schools proposed and its academic and research programmes are technology, innovation and demand driven. The schools will be comprising of Centres in the relevant areas of study to carry out the teaching and research activities including curriculum development.

d) Rationale for the new Schools**i) School of Decision Science:**

The academic programmes in decision science are crucial in today's data driven digital based economy and knowledge society. The proposed PG programmes are

aimed to equip the students with the skills and knowledge needed to make informed data backed decisions in the world of work/industry with futuristic vision. Decision science academic programs prepare the students to take leadership roles that drive strategic advantage in business.

Decision science is an emerging area of technology-based management education which helps the students in formulating policies that promote sustainability, improve healthcare systems, and optimize resource allocation in public sectors. The digital transformation has reshaped industries, making knowledge of technology essential for business success. Management Education in emerging technologies like AI, blockchain, and data analytics equips students with the skills to innovate and leverage technological advancements for competitive advantage of business landscape.

ii) School of Technology, Innovation and Entrepreneurship

The integration of technology and innovation to promote entrepreneurship within a premier business school like MDI has become vital in the context of evolving demographic dividend in the global business landscape. Many Indian startups, social/ entrepreneurs are presently technology-driven. The students pursuing management courses in MDI need to understand the nuances of world of entrepreneurship to create, manage, or invest in tech-based ventures. Such tech-innovation centric courses are expected to enable the students to lead in the digital age of business and promote inclusive growth.

Innovation-centric courses encourage students to think critically and solve complex problems and prepare themselves to develop breakthrough ideas, products, and services that can disrupt markets. By creating a new school, MDI can focus on innovation and technology to promote entrepreneurship which may create a multidisciplinary learning environment, blending business management with technological innovation. This equips students to manage tech-driven innovative companies and understand the market potential of technological inventions. Through the new School, MDI can harness the technology serve as hub for local innovative ecosystem, supporting startups through its own incubator.

iii) School of Liberal Arts, Habitat and Heritage

Liberal arts education emphasizes understanding human settlements, behavior, art, culture, and ethics. Liberal arts programmes in MDI are expected to help

the students to develop critical thinking and analytical skills by exposing them to history, cultural heritage, philosophy, ethics, sociology, and other allied disciplines. Such courses allow the students to approach problems with humanistic perspectives with more holistic development approach in solving development problems by developing students' intellectual, creative and moral capabilities.

Liberal arts programme improves written and verbal communication skills, which are essential for negotiation, conflict resolution, and presenting complex ideas to various stakeholders in business. These are essential qualities for leaders who must balance business objectives with social responsibility and ethical considerations.

Similarly, courses that focus on creative enterprise (in the fields of art, film, music, media, design) enable business students to understand how modern and tradition creativity fuels innovation. This is essential for industries where innovation drives competitive advantage, to respect heritage, art and culture of the society.

e) Schools and Academic Programmes proposed to be offered under MDI deemed to be University

The following PG Diploma/Undergraduate/Postgraduate/Research programmes under various Schools are proposed to be offered under the MDI as deemed to be University at Gurgaon and its constituent unit at Murshidabad with intake and time line under the MDI as a deemed to be University:

Schools	Programmes
School of Business	1. MBA (General Management) 2. MBA (Human Resource Management) 3. MBA (International Business) 4. MBA (Business Administration /Management) 5. MBA (General Management) Online Mode 6. Ph.D (Residential/Non-Residential)
School of Banking and Financial Services	1. MBA (Banking and Financial Services) 2. Ph.D (Residential/ Non-Residential)
School of Public Policy, Law and Governance	1. Five Year Integrated Programme in Management (IPM) leading to B.A/BBA (Hons/ Research) in PPL & Governance. 2. MBA (Public Policy and Management) 3. M.A. (Public Policy & Governance) 4. Ph.D (Residential/ Non-Residential)
School of Decision Science	1. MBA (Business Analytics)

Schools	Programmes
	2. M.Sc. (Decision Science) 3. M.Sc. (Behavioural Science) 4. Ph.D (Residential/Non-Residential)
School of Technology, Innovation and Entrepreneurship	1. Five Year Integrated Programme in Management (IPM) BBA (Hons/Research) in Technology and Business (Integrated with School of Business leading to M.B.A.) 2. MBA (Artificial Intelligence in Business) 3. M.Sc. (Data Mining and Qualitative Risk Management) 4. MBA (Data Mining, Artificial Intelligence & Machine Learning) (jointly with School of Banking and Financial Services) 5. One year PG Diploma in Data Mining (Weekend) 6. One year PG Diploma in Cyber Security (Weekend) 7. Certificate Program in Acceleration for Incubatees 8. Ph.D. (Residential/ Non-Residential)
School of Liberal Arts, Habitat and Heritage	1. Five Year Integrated Programme in Management (IPM) in Liberal Arts leading to B.A (Hons/Research) in Liberal Arts (Integrated with School of Business leading to M.B.A.) 2. M.A (Liberal Arts) 3. B.A. (Hons/Hons with Research in Liberal Arts with Psychology)- FYUP 4. B.A. (Hons/Research) in Liberal Arts with Economics- FYUP 5. Ph.D. (Residential/Non-residential)
MDI Murshidabad (A Constituent Unit of MDI)	1. Five Year Integrated Programme in Management leading to BBA (Hons/Research) and MBA 2. MBA (General Management)

The proposed new programmes will be introduced in a staggered manner in a span of two to five years from the date of conferment of deemed to be University status to MDI by the Govt. of India. It is also proposed to offer MS/BS degrees in consonance with the NEP-2020 once the new nomenclatures are approved and notified by the UGC/AICTE.

School-wise Programme Intake proposed under MDI as a deemed to be University

Schools	Programmes	Annual Intake	Approving authority
School of Business	MBA (General Management)	360	AICTE & EC
	MBA (Human Resource Management)	120	AICTE & EC
	MBA (International Business)	120	AICTE & EC
	MBA (Business Administration/ Management)	120	AICTE & EC
	MBA (General Management) Online	180	AICTE & EC
School of Banking and Financial Services	MBA (Banking and Financial Services)	60	AICTE & EC
School of Public Policy, Law and Governance	Five Year Integrated Programme in Public Policy, Law and Governance leading to BA (Hons/Research) (Integrated with School of Business leading to M.B.A.)	60	AICTE & EC
	MBA (Public Policy and Management)	60	AICTE & EC
	M.A. (Public Policy and Governance)	60	AC & EC
School of Decision Science	MBA (Business Analytics)	60	AICTE & EC
	M.Sc. (Behavioural Science)	60	AICTE & EC
	M.Sc. (Decision Science)	60	AICTE & EC
School of Technology, Innovation and Entrepreneurship	Five Year Integrated Programme in Management (IPM) leading to BBA (Hons/Research) in Technology and Business (Integrated with School of Business leading to M.B.A.)	60	AICTE & EC
	MBA (Artificial Intelligence in Business)	60	AICTE & EC
	MBA (Data Mining, Artificial Intelligence and Machine Learning) (Jointly with School of Banking and Financial Services)	60	AICTE & EC
	M.Sc. (Data mining and Qualitative Risk Management)	60	AICTE & EC
	One year PG Diploma in Data Mining (Weekend)	60	AC and EC

Schools	Programmes	Annual Intake	Approving authority
	One year PG Diploma in Cyber Security (Weekend)	60	AC and EC
	Six Months Certificate Program in Acceleration for Incubatees	-	AC and EC
School of Liberal Arts, Habitat and Heritage	Five-year Integrated Programme in Management (IPM) leading to B.A. (Hons/Research) in Liberal Arts (Integrated with School of Business leading to M.B.A.)	60	AICTE & EC
	M.A. (Liberal Arts)	60	AC and EC
	B.A (Hons/Research in Liberal Arts with Psychology)	60	AC and EC
	B.A (Hons/Research) in Liberal Arts with Economics	60	AC and EC
MDI Murshidabad (A Constituent Unit of MDI)	Five Year Integrated Programme in Management leading to BBA (Hons/Research) and MBA	60	AICTE & EC
	MBA (General Management)	180	AICTE & EC
Total annual intake excluding Ph.D Programmes		2160	

Abbreviations: AICTE- All India Council for Technical Education; EC- Executive Council; AC- Academic Council of the MDI deemed to be University.

Note: All the new existing and new programmes will be offered with the prior approval of the competent regulatory bodies as per UGC/AICTE Regulations.

Ph.D Programmes to be offered in MDI as a deemed to be University:

Ph.D Programmes	Duration (Minimum)	No. of Seats	Approval required
1. Ph.D in Business Management (in difference Discipline)		Depending upon the availability of qualified research supervisors as per Ph.D Regulations, 2022 Professor - 8 scholars Associate Professor-6 scholars Assistant Professor-4 scholars	AC & EC Programmes will be offered under different Centres. Research activities will be managed through Board of the Studies and School Board concerned
2. Ph.D.in Banking and Finance			
3. Ph.D in Public Policy and Governance			
4. Ph.D in Decision Science			
5. Ph.D in Liberal Arts			

Note:

Intake of Ph.D. Programme will be variable subject to availability of Qualified Research Supervisor as per the UGC Regulations, 2022. Both part-time for working professionals and full time (residential) Ph.D. programme will be offered under different Schools/Centres as per UGC PhD Regulations in MDI including its constituent unit.

f) Relevance of the proposed new Academic Programmes**1) Five Year Integrated Programme in Management (IPM) leading to BBA/BA(Hons/Research)-FYUP *and MBA**

The IPM programme is expected to focus on early industry exposure to young students through internships and live projects. The programme aims to provide a competitive edge in the job market and to groom them to be a successful entrepreneur. The programme with its integrated and compressive approach is supposed to ensure blending the theoretical knowledge with practical skills to be used in real corporate world. The last two years duration of the programme allows the students to learn advanced management skills with the PG programme students and provide adequate exposure with the regular postgraduate students in the School of Business.

(*) in BBA (Hons/Research) in General Management, BA (Hons/Research) in Public Policy, Law & Governance and BA (Hons/Research) in Technology and Business.

2) B.A.(Hons/Research) in Liberal Arts with Economics or Psychology - FYUP

The Four-Year Undergraduate Programme (FYUP) is part of the initiatives of MDI under NEP 2020 to provide sufficient exposure to the real-world challenges with flexible learning with research components. The new programme will have Innovation-centric courses to encourage the students to think critically and solve complex problems and prepare themselves to develop breakthrough ideas, products, and services that can disrupt markets. The programme aims to develop the students as techno-savvy startup entrepreneurs who can bridge the gap between IT and strategy. This equips students to manage tech-driven innovative companies and understand the market potential of technological inventions.

Liberal arts is a traditional academic course in Western higher education that aims to provide general knowledge and intellectual capacities. It is different from a professional, vocational, or technical curriculum. Liberal arts education can refer to a university education more generally or to studies in a liberal arts degree course. The programme will include history, literature, writing, philosophy, sociology, psychology, and creative arts. The new Four-Year Undergraduate Programme (FYUP) in Liberal Arts is aimed to align with the National Education Policy (NEP) 2020 to provide students more flexibility with a research component.

3) MBA (Banking and Financial Services)

The programme is aimed to equip students with advanced knowledge in banking, fintech, investment management, risk, compliance, and financial analytics. It prepares the students to lead in a constantly evolving banking and financial sector in a global scenario which is dynamic and tech-driven. The programme will offer vast career opportunities in both traditional and new-age financial institutions. The programme is also aimed to fulfil the mandate of the MDI to cater the need of professional manpower in the banking and financial institutions.

4) MBA (Artificial Intelligence in Business)

Artificial Intelligence (AI), and machine learning are related fields that use technology to analyse large amounts of data to discover patterns and relationships. Data mining is a crucial step for machine learning because it helps prepare data for machine learning models. Data mining involves cleaning, transforming, and selecting features from data to ensure it's suitable for machine learning. Courses in Data mining, artificial intelligence (AI), and machine learning will get jobs in both the Public and Private sectors. They can work in the IT field and other related fields like Data Analytics, Gaming, Manufacturing Sector, Assembly Line Operations, Natural Language Processing, Robotics, etc.

5) MBA (Data Mining, Artificial Intelligence & Machine Learning)

The programme is aimed to cater the growing the need of the industry in the field of Data science, machine learning (ML), and artificial intelligence (AI). These fields are the most in-demand in the technology driven industry and its management. The demand for the programme is growing in India because of the innovation taking place in emerging technology including automobile industry (self-driving cars) which are relying on AI and ML to process data from various sensors to operate safely.

6) M.Sc. (Data mining and Qualitative Risk Management)

Data mining can be used to identify risks and support qualitative risk management, which is a method for evaluating the likelihood and severity of potential risks. Combining qualitative and quantitative risk management approaches can help ensure a robust strategy to monitor and mitigate potential threats. This program teaches students how to use mathematical modelling, statistics, and machine learning to analyse risk. Students learn how to handle real financial data and solve real-world problems through case as parts of operations research, microeconomics, statistical inference, management control, cognitive and social psychology.

7) M.Sc. (Decision Science)

Decision Science provides students with knowledge of quantitative skills and experience in analysing problems arising in a business environment. The program is designed to provide knowledge about applying quantitative methods to real-

world problems using modern methodologies adopted from statistics, and operations research (management science). Today companies in every conceivable industry are reaping the benefits of using formal mathematical models to assist them in addressing complex business problems. Decision Science focuses on modelling and applications which prepares students for a career as a Decision Science specialist in industry or government and bridge the gap between quantitative analysis and management. Decision Science seeks to understand and improve the judgment and decision making of individuals, groups, and organizations. Qualified graduates can continue to Ph. D.

8) M.Sc. (Behavioural Science)

The PG programme in Behavioural Science is an interdisciplinary programme with diverse fields of managerial sciences including but not limited to neurosciences, sociology, economics, marketing, organizational behaviour aiming towards to make the students understand the subjects and influence their behaviour in real world contexts. The behavioural science tools help to study the deep-rooted behavioural patterns and biases and sheds new light in the understanding of the subject. The programme is expected to open up a multidisciplinary career path to tackle the increasing challenges due to tech usability and man-machine conflict. The meaningful insights are expected to benefit the industry, government and policy makers drawing fresh perspectives to shape policies that could spread the benefits to a wider section of the society.

9) M.A (Public Policy and Governance)

The programme is aimed to create public policy professionals with multi-disciplinary training to respond to the current and future challenges into the real world of policy practice of public policy. The programme will encourage the students to be reflexive in institutional designs, development to transform public services. It also aimed the students to develop a more holistic understanding of policy making process and programme implementation at multiple levels of governance. The programme intends to combine reflective and interactive learning with field visits. The programme is also expected to help in service government and PSU officers, financial and banking professionals, social entrepreneurs to understand the complexities in the practice of public policy and governance arising out of real-life situations in a diverse social and economic settings.

10) M.A. (Liberal Arts)

The Postgraduate programme in Liberal Arts aims to help the students to develop critical thinking and analytical skills by exposing them to history, cultural heritage, philosophy, ethics, sociology, and other allied disciplines. The programme will help the students to approach problems with humanistic perspectives with more holistic development approach in solving development problems by developing students intellectual, creative and moral capabilities.

The programme will equip with the students to improve written and verbal skills to present complex ideas to various stake holders in the society and business.

11) Doctoral and Post-doctoral Research Programmes

Ph.D. programme (Residential-full time/non-residential-part-time) in six major disciplines will be offered depending upon the availability of the qualified faculty, research fellowships and research infrastructure under each Schools/ Centres. Post-Doctoral programme in specialized domain will be undertaken under collaborative agreements with other institutions within India and abroad.

12) One year PG Diploma in Data Mining (Weekend)

Data mining is the process of analysing large data sets to find patterns and hidden connections. It's an interdisciplinary field that involves machine learning, databases, and algorithms. Data mining is used in many industries, including scientific research, healthcare, government, sports, and more. Data mining is the process of sorting through large data sets to identify patterns and relationships that can help solve business problems through data analysis. Data mining is the use of machine learning and statistical analysis to uncover patterns and other valuable information from large data sets.

13) One year PG Diploma in Cyber Security (Weekend)

Cybersecurity is the practice of protecting systems, networks, and programs from digital attacks. These cyber-attacks are usually aimed at accessing, changing, or destroying sensitive information; extorting money from users through ransom ware; or interrupting normal business processes. This program is a fully hands-on program with practical including hundreds of offensive and defensive tools, labs and exercises that cover real-world scenarios.

g) NEP-2020 Implementation Plan

National Education Policy 2020 advocates that “Education is fundamental for achieving full human potential, developing an equitable and just society, and promoting national development”. NEP aims for combining the theoretical knowledge with practical skills with full emphasise on industry linkages and demand-driven courses.

In line with the mandate given by the NEP, the new programmes are meeting the demand driven by the industry focused on emerging technology viz. Artificial intelligence, Machine Learning, FinTech, decision science, data analytics, entrepreneurship & Innovation, creative enterprise, liberal arts etc. All the new programmes are mediated through technology and are expected to create a huge job opportunity in India and abroad for the students.

Further these new programmes are aimed at holistic, innovative and multi-disciplinary approach to enable the students to pursue one or more specialized areas

of interest and with a purpose to groom as ethical leaders imbued with constitutional values with scientific temper, creativity and spirit of service to nation aiming towards a 'Viksit Bharat'.

These programmes will be introduced during the second and third year of MDI attaining deemed to be University status with the available infrastructures on mission mode to take advantage of the industry needs.

Timelines for implementation of NEP-2020 Implementation Plan (Academic Plan)

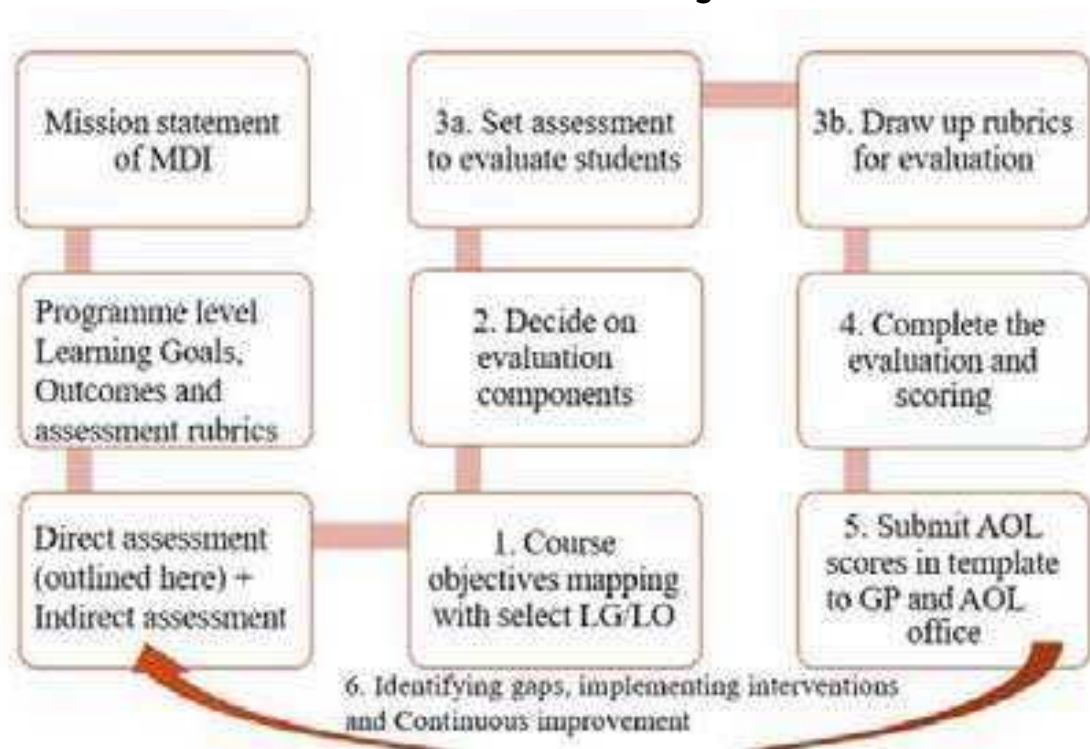
Activity	Timeline				
	Year-1	Year-2	Year-3	Year-4	Year-5
Introduction of new programmes in conformity with NEP-2020	MBA General Management with 360 intake; MBA in HR with 120 intake MBA (International Business) with 120 intake MBA (Business Administration) with 120 intake MBA (General Management) with 180 intake MBA (Public Policy Management) with 60 intake MBA (Business Analytics) with 60 intake MBA (General Management) at Murshidabad constituent unit Five-year integrated Management programme at Murshidabad with 60 intake (Total intake: 1269) Ph.D in Business Management; Ph.D in Public Policy and Governance	MBA (Banking & Financial Services) with 60 intake; Five Year integrated Management Programme with 60 intake; MBA (Artificial Intelligence in Business) with 60 intake; MBA (Data Mining with AI/ML) with 60 intake (total intake: 240) Six months certificate programme in Acceleration for Incubatees Ph.D in Banking and Finance	Five Year integrated Management Programme in Public Policy with 60 intake; MA in Public Policy with 60 intake; M.Sc (Behavioural Science) with 60 intake; M.Sc (Decision Science) with 60 intake; PG Diploma in Data Mining with 60 intake; and PG Diploma in Cyber Security with 60 intake (Total: 360 intake) Ph.D in Decision Science	M.Sc (Data Mining and Qualitative Risk Mgt with 60 intake; Five-year integrated programme in Liberal Arts leading to BA(Hons) with Psychology/ Economics and MBA with 60 intake BA (Hons/ Research) in Libearal Arts with Psychology/ Economics with 60 intake (Total: 240 intake) Ph.D in Liberal Arts	MA in liberal Arts with 60 intake.

k) Curriculum Design, Development and Monitoring Plan

The effectiveness of programmes towards achievement of specified learning goals and outcomes is assessed by a systematic Assurance of Learning (AoL) process. This process is based on the philosophy of continuous improvement in learning outcomes which are defined keeping in view the institutional mission meeting international accreditation standards.

The implementation of AOL across MBM and MBA portfolio is illustrated and described below:

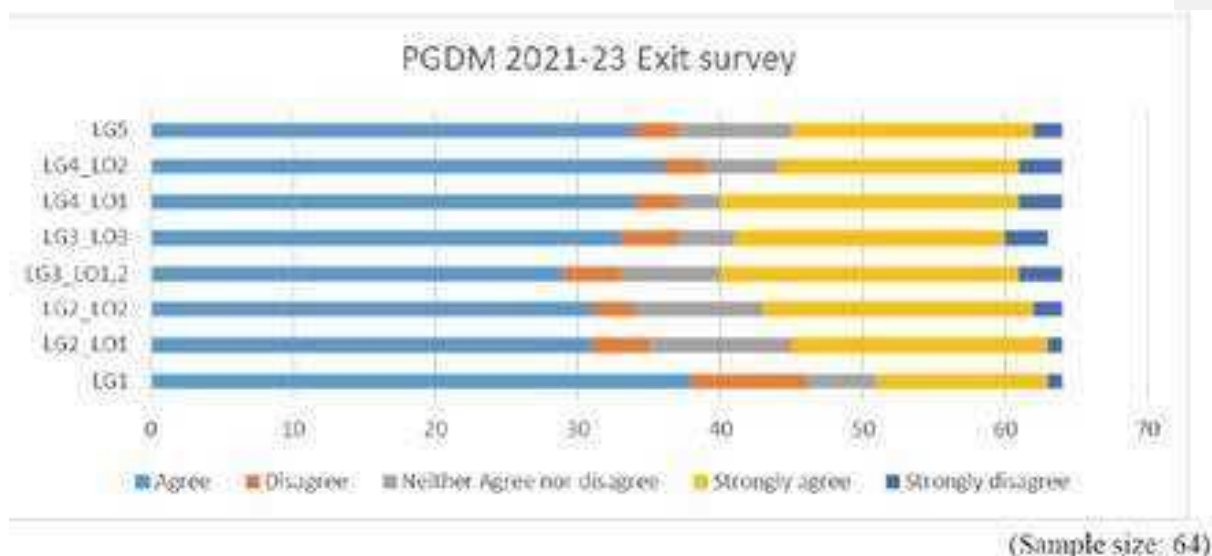
The Assurance of Learning Process



Source: MDI Self-Assessment Report -2024 for AMBA Accreditation

As part of curriculum monitoring plan, MDI conducts Student exit surveys for each programme and the results of the PGPM 2023 batch is given below. The exit survey shows a large number of students are satisfied with the parameters of the survey.

Graduates exit surveys for PGPM (MBA) batch of 2023 of MDI Gurgaon



Source: MDI Self-Assessment Report -2024 for AMBA Accreditation

I) Feedback by recruiters on the quality of MDI students

Recruiters frequently commended the MDI for its diverse student body in terms of gender, geographic origin, and educational backgrounds. They find MDI students to be intellectually astute and passionate about learning. This positive impression often results in recruiters hiring more students than originally planned. It is testament to the exceptional quality of MDI graduates, a robust Curriculum Design and a Development Plan that is essential to meet the evolving demands of management education.

A structured approach to designing and enhancing the curriculum, keeping in mind industry needs, academic excellence, and a global outlook will be adhered by MDI as deemed to be University:

Structured Approach to designing and enhancing curriculum

Focus area	Approach
Industry-Aligned Curriculum	<u>Need Assessment</u> Conducting regular need assessments by engaging with industry experts, alumni, and faculty to determine key skills and competencies required for the everchanging industrial needs.
	<u>Projects</u>

Focus area	Approach
	Design the curriculum with built-in practical projects, internships, and case studies that reflect real-world challenges, allowing students to apply theoretical concepts in practical situations.
Global Orientation and Partnerships	<u>International Collaborations</u> Partner with global universities for exchange programs, joint projects, and international workshops to understand global perspective on management practices and cross-cultural dynamics. <u>Global Case Studies and Tools</u> Incorporating international case studies, frameworks, and business tools that are recognized worldwide to provide students with a broader, global view of business challenges and solutions
Emphasis on Innovation and Entrepreneurship	<u>Innovation Labs</u> Students will be encouraged to work on startup ideas, prototype new solutions, and explore entrepreneurial ventures. They will be allowed to make use of MDI's incubation centre for the same. <u>Course Modules on Innovation</u> Integration of modules on design thinking, creative problem-solving, and business model innovation to help the students to develop leadership skills in startup and corporate innovation settings.
Focus on Digital Skills and Data Analytics	<u>Digital Transformation</u> Introduction of core and elective courses on emerging areas such as blockchain, and cybersecurity to prepare students for the digital demands of today's business world. <u>Data-Driven Decision Making</u> Offering advanced courses on data analytics, artificial intelligence, machine learning, and big data in business. Students will be provided training to use analytics software and encourage to work in live project to transfer their theoretical knowledge into application in the business.
Ethics, Sustainability, and Corporate Social Responsibility	<u>Mandatory Ethics and CSR Courses</u> Prescribing ethics, sustainability, and CSR are integral parts of the curriculum, aligned with the MDI's mission to nurture responsible leaders. <u>Sustainability Projects</u>

Focus area	Approach
	Encourage students to take up projects that allow them to work on sustainable business models and practices, emphasizing the importance of sustainable development goals (SDGs).
Flexible and Modular Course Structure	<u>Choice-Based Credit System (CBCS)</u> The curriculum will be developed in a flexible, modular system that allows students to choose electives based on their interests and career goals, from finance and marketing to public policy and business analytics. <u>Blended Learning Options</u> Students will be allowed to opt for MOOCs as per UGC and AICTE guidelines through a blended and online learning mode to cater to diverse student needs and make the program accessible to working professionals.
Faculty Development and Academic Excellence	Continuous faculty development on new teaching methodologies and industry trends. Inviting industry leaders and subject/domain experts to bring current business perspectives into the classroom
Evaluation and Feedback Mechanism	<u>Continuous Curriculum Evaluation</u> Monitoring the process to regularly evaluate and update the curriculum based on student feedback, alumni input, and industry trends by every school/centre. <u>Learning Outcome Assessments</u> Strengthening the existing process for each program and course to ensure alignment with industry expectations and academic goals and monitoring at School level.

m) Strategic impact of curriculum development

With the rigorous curriculum development process adopted by the MDI, the programmes will meet international standard with enhanced employability and economic independence. The curriculum design of MDI aimed not only to create well-rounded business leaders but also to support India's strategic needs in sectors like digital innovation, sustainable development, and entrepreneurial growth. This is expected to position the MDI as a leading business school, both nationally and globally.

Timeline for implementation of Curriculum Design, Development and Monitoring Plan (Academic Plan)

Activity	Timeline				
	Year-1	Year-2	Year-3	Year-4	Year-5
Constitution of Board of Studies and School Board and Monitoring	Constitution of Board of Studies and School Board with the approval of Academic Council and Executive Council.	Review and monitoring of the academic programmes by Board of Studies, School Boards	Review and monitoring of the academic programmes by Board of Studies, School Boards		
Revision and review of existing programmes	All the existing PG Diploma Programmes approved by AICTE and upgrading to MBA	Monitoring of student and Recruiters Feedback for curriculum development	Monitoring of student and Recruiters Feedback for curriculum development	Review and revision of course contents of MBA and other programmes as per industry and societal needs.	Review and revision of course contents of MBA and other programmes as per industry and societal needs.
Curriculum Design, Development	Framing bylaws for each new programmes through Board of Studies and School Board Approval process of framing and revision of syllabus for existing and new programmes to be launched.	Framing bylaws for each new programmes through Board of Studies and School Board Approval process of framing and revision of syllabus for existing and new programmes to be launched.	Framing bylaws for each new programmes through Board of Studies and School Board Approval process of framing and revision of syllabus for existing and new programmes to be launched.	Review and updating of syllabus	Review and updating of syllabus

n) Maintenance of academic standards and regulatory compliance plan

All the existing Postgraduate in Management and Fellow programmes offered by the MDI at Gurgaon and Murshidabad are accredited by AICTE and some of the courses are also accredited by National Board of Accreditation (NBA). Hence, the MDI being

a standalone business school is already adhering to the standards set by the AICTE through its Regulations with regard to offering of these technical programmes.

National Academic Depository (NAD) and Academic Credit Banks (ABC): As per National Education Policy 2020, the Academic Bank of Credits (ABC) has been envisaged to facilitate the academic mobility of students with the freedom to study across the Higher Education Institutions in the country with an appropriate “credit transfer” mechanism from one programme to another, leading to attain a Degree/ Diploma/ PG-diploma.

Academic Bank of Credits has been established on the lines of the National Academic Depository (NAD) and it is the backbone of ABC, where the students’ academic data are held and academic awards are stored (i.e. storehouse of academic awards). MDI is already registered with NAD in due compliance with the AICTE directives.

The UGC has notified Regulations prescribing maintenance of standards in teaching, research and quality assurance in universities, deemed to be Universities and Colleges. On attaining the deemed to be University status, the MDI is committed to adhere to the UGC Regulations related to maintenance of academic standards which shall be duly adopted through the Academic Council and Executive Council and shall form as academic regulations.

The twinning Programmes, Joint Degree Programmes, and Dual Degree Programmes will be offered in accordance with the provisions stipulated in the University Grants Commission (Academic Collaboration between Indian and Foreign Higher Educational Institutions to offer Twinning, Joint Degree, and Dual Degree Programmes) Regulations, 2022 once the MDI gets its deemed University status.

All the new programmes will be offered with the due approval of the statutory bodies viz. AICTE and online and ODL programmes with the approval of UGC in accordance with the AICTE and UGC Regulations.

Timelines for Maintenance of Academic Standards and Regulatory Compliance Plan (Academic Plan)

Activity	Timeline				
	Year-1	Year-2	Year-3	Year-4	Year-5
Constitution of authority bodies and maintenance standards	Constitution of Academic Council	-	-	-	-
Measuring and monitoring of academic standards	Constitution/ Reconstitution of Internal Quality Assurance Cell	Course outcome measurement	Preparation of Institution Development Plan (IDP) as per UGC guidelines	Academic Audit for NAAC requirements	Administrative Audit for NAAC requirements

Digital Academic Record Keeping and Credit sharing process	Joining Academic Credit Banks (ABC)	-	- Modern Learning Infrastructure	-	-
Adoption of UGC-ODL Regulations	Approval Process for grant of approval for Online UG/PG programmes	-	-	-	-

o) Academic evaluation system

MDI's present evaluation system is designed in such a way to assess the academic performance of the student on continual basis to the required standard of academic achievement. Besides the examination, student's performance is assessed on the basis of case analysis, class participation, preparation of assignments and surprise quizzes. MDI adopts a minimum standard for promotion to the second year and for the award of PG Diploma in the relevant discipline.

The Pedagogy involves classroom Lecturers, group assignment, case study, project work and industrial visits, simulation games, role play and seminar presentations and workshops. Students get ample opportunities through various cocurricular activities, alumni and industry engagement. Annual Convocations are organized at the end of each academic year. Meritorious students are given awards and medals during the convocation.

Director's Gold Medal, Finance Gold Medal, Marketing Gold Medal, Information Management Gold Medal, Operations Management Gold Medal, Strategic Management Gold Medal, K. L. Budhiraja Memorial Gold Medal, Chairperson's Gold Medal were awarded to the meritorious students in the last Convocation held on 23.3.2024 and about 650 students received their PG Diplomas.

Once the MDI attains its deemed University status, a separate office of the Controller of Examinations will be created to meet the statutory requirements.

p) Optimal learning environment and student development plan

MDI aims to recognize and foster the unique capabilities of each student at MDI and in order to create a conducive, inclusive, technically enhanced academic atmosphere that caters to both academic and personal growth of its students in its campuses. The following are the structured plan outlining key elements of various interventions and initiatives to support students holistically at MDI:

Timeline for Optimal Learning Environment and Student Development Plan

Key elements	Interventions, initiatives and campus facilities available for students	Timeline of implementation plan
Modern Learning Infrastructure	State-of-the-Art Classrooms and lecture halls equipped with modern equipment with smart technology and video conferencing tools to facilitate both in-person and remote learning for seamless hybrid learning opportunities. Flexible learning spaces to create collaborative learning environment, lounges that encourage group discussions, teamwork and idea generation. Students can submit assignments, and engage in discussions with faculty and peers, supporting self-paced learning outside traditional classrooms	2-3 years to augment the existing infrastructure to accommodate more students.
Student Support Services	Academic Advising and Mentorship Students receive advice and mentorship to select the right courses, identify career goals, and develop individualized learning paths. Students can connect with the MDI's vast alumni network and industry experts for career advice. Counselling and wellness programmes organized by MDI addresses the student related issues like stress management, time management and work-life balance for maintaining a healthy academic environment. Dedicated professional counsellor is also available for the students.	0-1 year (Ongoing)
Interactive Learning and Real-World Exposure	Project-Based Learning: Case studies into the curriculum, allows students to apply theoretical knowledge to practical problems. Internships and Live Projects: Students are encouraged to take up for internships and live projects that provide students with hands-on experience, critical for bridging the gap between academia and industry. Guest Lectures/Talk by Industry leaders: MDI invites industry experts and leaders guest lectures, and seminars, offering students exposure to current industry trends and practices.	1-5 years (ongoing)
Enhanced Career Services and Networking Opportunities	Placement Support MDI offers excellent career counselling services that help students align their skills with career goals, improve resumes, and prepare for interviews. Networking Events and Industry Partnerships are organized regularly that connect students with protentional employers and industry experts opening up diverse career opportunities. Entrepreneurial Support and Incubation Center is provided by MDI to its student through its own incubation centre for embarking them into their own ventures by providing guidance, mentorship, and resources.	2-5 years (for the new batch of graduating students)
Inclusive and Diverse Campus Environment	MDI campus is known for its diversity and safe environment for women. Student Clubs for fostering the skills of students in leadership, team-building, and other interest.	2-3 years (to improve the student diversity)
Continuous Feedback and student Grievance Mechanism	Student feedback is valued by MDI and Regular Feedback Channels are available in the Institute allowing them to provide anonymous feedback to improve the learning environment continually. To address any student grievance adequate mechanism is already put in place.	0-5 years (Ongoing)

The MDI is committed to nurturing well-rounded individuals, and students' achievements in various extracurricular activities reflect this dedication to holistic education. Throughout the year, MDI organizes the following diverse array of student activities, demonstrating their talents, leadership skills, and passion for learning beyond the classroom:

- i. Cultural Events and Performances: The cultural fabric of MDI thrived with vibrant performances and events throughout the academic year.
- ii. Sports and Athletics: Helps the students excel in various sports and athletic competitions, representing the institution with pride and determination at inter school and district level tournaments.
- iii. Community Service and Outreach: MDI students are actively involved in serving the community and making a positive impact beyond the school gates. Through various outreach programs and initiatives, they contribute to the welfare of society, demonstrating empathy, leadership, and social responsibility.
- iv. Leadership and Clubs: Students get numerous opportunities to develop their leadership skills and pursue their interests through various clubs and societies. These platforms foster creativity, innovation, and collaboration among students.
- v. Delphique, a diverse range of events, attracts participation from over 1000 individuals from colleges across India.
- vi. Imperium, the annual flagship cultural, management, and sports festival of MDI Gurgaon, epitomizes our talent, aspirations, creativity, and vision. It serves as a dynamic platform for expressing emotions through art, culture, technology, information, and entertainment, upholding the highest value on freedom of expression.
- vii. Pro Nights: Every year, the event showcases captivating performances by some of the most prominent artists in the industry, drawing crowds from far and wide. The past events featured acclaimed acts such as Benny Dayal, Euphoria, The Local Train, Rahul Subramanian, Biswa Kalyan Rath, Parikrama, Anubhav Singh Bassi, and Nishant Suri among others.
- viii. Flagship Event - Nautica: A prestigious 3-day business simulation challenge designed to test participants' business acumen against some of the nation's top B-school students.
- ix. Rural Illumina and Urban Illumina: A student club with 28 years of standing Expressions. Every year, Urban Illumina kicks off with expressions, a student art competition held both in offline and online mode.
- x. National Alumni Meet (NAM) is an annual event organized by the Alumni Relations Committee (Alcom) at MDI Gurgaon. The event is a platform for alumni to engage with students and share their experience. MDI Gurgaon also hosts regional alumni meets (RAM) in different cities in India, and international meet-ups called "Rendezvous" in cities like Dubai, London, and Paris.
- xi. Alumni Relations Committee: It diligently works to maintain and strengthen the connection with over 9,000 alumni across 26 batches from 1996 to 2024. The committee ensures the enduring bond between alumni and their alma mater through various activities conducted throughout the year, fostering mutual development.

- xii. Corporate Communications Committee: Acting as the pulse of the institute, the MDI Communications Committee is engaged in a number of activities throughout the year related to coverage of the student as well as faculty activities, events, and stories at MDI. It works towards enhancing the digital presence of MDI Gurgaon by managing its social media channels, namely, LinkedIn, Twitter, Facebook, Instagram, and YouTube. The Corporate Communications Committee serves as a vital link between MDI and its stakeholders.
- xiii. Hostel & Mess Committee: It works towards successful onboarding of new students, efficient management of the hostel and an important link for the management of student hostels at MDI.
- xiv. Global Engagements Committee (GEC): It plays a pivotal role in fostering student exchanges between MDI and educational institutions worldwide. Collaborating closely with GEO., our mandate encompasses a range of essential objectives aimed at enriching students' educational experiences and promoting cross-cultural understanding.
- xv. Buddy Programme: This programme pairs the members with Incoming exchange Students, extending a supportive hand to those who may require guidance or assistance. The core objective is to foster a sense of belonging and integration within our institution for these students. Buddies, as part of this program, undertake various responsibilities aimed at ensuring a smooth transition and enhancing the overall experience of exchange students.
- xvi. Partner Universities' Meet: The Global Engagements Committee hosted its inaugural edition of the Partner Universities Meet on January 18, 2024. This event was meticulously designed to provide prospective exchange students with a learning experience, offering them invaluable insights into a myriad of partner universities.
- xvii. MDI Gurgaon's Incubation Lab for Entrepreneurship (M.I.L.E.) is the entrepreneurship club of MDI, Gurgaon and it strives to create a start-up culture and promote an entrepreneurial mindset. MILE helps budding entrepreneurs realize their dreams and build sustainable business models. MILE promotes industry connection through strategic partnerships and hosts expert discussions with entrepreneurs who have ventured into start-ups that have impacted the Indian MSME sector.
- xviii. Web Committee: It is responsible for seamlessly integrating technology into the lives of all students. The committee is dedicated to resolving digital issues, ensuring that students can focus on their studies without facing technological barriers.
- xix. Academic Clubs: There are seven such academic clubs in each domain of knowledge and discipline to promote student learning.
- xx. Open House is held at distinct points over the stay of the students at the institute. Here the students are encouraged to share any feedback, grievances, ideas that they may have in order to improve the quality of learning and life at the school.

The key elements structure for student plan is already in place in MDI and it will be further strengthened once the MDI attains its deemed to be University status.

5.2. Faculty Recruitment Plan

a) Recruitment strategy for attracting talents and retention plan

The MDI faculty is a healthy blend of academicians, policy makers, administrators and managers. As a consequence, the Institute's students are able to get a rich mix of state-of-the-art academic research as well as best practices from industry.

Faculty Selection and Appointment: Engagement of teachers are done at Assistant Professor, Assistant Professor (Level 10); Assistant Professor (Level 12), Associate Professor (Level 13A2) and Professor (Level 14A). In addition, MDI also appoints Professor of Practice (PoP) as per the extant guidelines issued by AICTE. MDI also engages the services of industry persons as adjunct faculty and Distinguished Faculty in areas where their services are required.

The minimum qualification is as per the standards being followed by IIMs. For regular appointments, the selected candidates will be initially on probation for 2 years, extendable up to 4 years as per standard practice being followed by many IIMs. Recruitment of faculty is done through two modes viz. Rolling advertisement and regular advertisement for the beginning of each academic year. The factors considered in faculty selection is faculty preference, expertise, and specialization. In order to ensure quality teaching, MDI has institutionalised feedback mechanisms from the students at various points of their journey.

At present the MDI has a common pool of faculty appointed to teach PG Programmes. Teaching load and course allocations across programmes are discussed and decided in academic area meetings.

Consulting Policy: MDI has a robust faculty consultancy project policy which allows faculty to undertake projects from government and corporate and generate revenues for them and the Institute. Faculty is enabled to carry out consulting for a maximum of 52 days/year which should be about 8% of their effective workload.

Best Teacher Awards: The MDI has instituted awards for the best teacher, besides best researcher and best trainer. Faculty members are rated on various parameters including student delight and innovation, among others.

Faculty in position at MDI as on 31.05.2025

S.No.	Designation	In Position
01.	Director & Professor	02
02.	Professor	28
03.	Associate Professor	24
04.	Assistant Professor	38
05.	Professor of Practice	04
06.	Associate Professor of Practice	03
07.	Adjunct Professor	02
08.	Distinguished Faculty	01
	Total	104

The present faculty in position of MDI is given below with teacher to student ratio. The present requirement for teacher to student ratio for Technical Programmes (Management) is 1: 20 for MBA and 1: 25 for UG programmes. MDI is committed to keep the required teacher to student ratio as per the statutory requirements for running the new programme. The faculty recruitment is an ongoing process and MDI has the practice of selecting faculties through rolling advertisements as in the premier institutions.

Present student intake is 960 for regular PG programmes in Management. As per the five-year academic plan, the intake capacity of UG/PG programmes will be increased to over 2100 at the end of fifth year. Keeping in view of the teacher to student ratio 1: 20 for PG and 1: 25 for UG programmes and as per the workload, additional teaching positions will be created with the due approval of the Executive Council after the due process. The additional teaching positions will be filled from the beginning of each academic year in a phased manner beginning from the Year-1 to year-5 of timeline.

Faculty to Student Ratio of MDI (as on 31.05.2025)

Department/ School	Year of Starting	No. of programmes	No. of Student in the School	No. of teachers in the school	Teacher to student ratio
School of Business	1988	08	1370	81	1: 16
School of Public Policy and Governance	2006	01	24	06	1: 04
MDI Murshidabad (constituent Unit)	2014	01	294	17	1: 17
			1688	104	1: 16

Besides one new School namely School of Management of Financial Institutions has been established in the year 2022. Full-fledged academic programmes will be started from the next academic year 2026-27.

A list of Faculty on rolls of MDI as on 31st May 2025 is annexed at **APPENDIX-4**.

b) Faculty Incentives and Welfare Plan

The MDI offers the best salary packages and perks at par with IIMs and, service benefits, faculty housing, HRA, Transport Allowance, provident fund, EPF & Pension Scheme, NPS, gratuity, group insurance, medical reimbursement benefits. Details of various employee welfare benefits extended by MDI to its faculty and staff is annexed as APPENDIX-5.

c) Faculty Development Plan

MDI is a pioneer in providing management development programmes and honing the skills of industry for over four decades. MDI recognizes the importance of faculty development. It encourages its faculty to take projects, research guidance, consultancy, serving on the boards of corporate and government bodies, serve as resource person in other institutions, taking up higher responsibility as Director of reputed business schools of India including IIMs. MDI also allows its faculty to teach up short teaching/research assignments in foreign universities under collaborative agreements.

5.3. Student Admission Plan

- a) *Admission criteria for Indian and Foreign Students:* Admissions to full time PG Programme are done through online after registering for Common Admissions Test (CAT). GMAT is applicable only for foreign nationals, NRIs, and PIOs.
- b) *Selection Process:* MDI Gurgaon follows a two-phase admissions process i. e. shortlisting and final WAT-GD-PI process conducted at various cities in India. MDI Gurgaon considers both the aggregate CAT score as well as all sectional cut-offs when short-listing applicants for WAT-GD-PI Process.
- c) *MDI Gurgaon admissions* are done purely on merit without any management or institutional quota.
- d) *Admission Plan for MDI after getting deemed to be University status:* MDI will continue to follow the same practice for selection of quality students for MBA programmes through CAT and GMAT for NRIs and PIOs students.
- e) *Student Scholarship Plan:* MDI offers Merit cum means scholarships (100% waiver of Tuition Fees) to 5% students every year to the students pursuing two-years full time PGDM/PGDM-HRM/PGDM-IB at MDI Gurgaon. MDI offers ten Merit cum means scholarships (50% waiver of Tuition Fees) every year to the students pursuing two-years full time PGDM/PGDM-HRM/PGDM-IB at MDI.
- f) Starting with the 2023-25 batch of students, MDI has inducted about 27 students across PG programmes via the Tuition-fee Waiver (TFW) scheme. These are students from economically underprivileged strata, who are being afforded premium business education through complete waiver of tuition fees. Once deemed to be University status is accorded and new programmes are started, the fee waiver policy will be augmented suitably as per the requirements of UGC Regulations, 2023 as applicable to deemed universities.
- g) *Student diversity and inclusive Plan:* The MDI always ensures diversity while admitting students each year which is done on all India basis taking CAT Scores. It consistently strives to uphold diversity in its programs by regularly reviewing and revising admission policies. Each year, these policies are thoroughly examined and updated before the commencement of the admission process. The proposed changes in weightage, including increased focus on academic and gender diversity over the years. Benefits of cultural diversity through mutual learning is provided through student exchange opportunities in the PG programmes in management. The MDI is committed to encourage student diversity and inclusiveness in different programmes.

Timelines for Student Admission Plan (Academic Plan)

Activity	Timeline										
Student Admission Plan	Year-1		Year-2		Year-3		Year-4		Year-5		Grand Total
Programmes to be offered with intake	No. of programme	Intake	No. of programme	Intake	No. of programme	Intake	No. of programme	Intake	No. of programme	Intake	Total intake at the end of Year 5
Postgraduate (two year)	8	1200	3	180	3	180	1	60	1	60	1680
Undergraduate FYUP	1	60	1	60	1	60	3	180	-	-	360
PG Diploma (one year)	-				2	120	-				120
Total	9	1260	4	240	6	360	4	240	1	60	2160

Progressive Student Strength from Year-1 to Year-5 (UG/PG/PG Diploma)

Activity	Year 1		Year 2		Year 3		Year 4		Year 5	
Admission of students	No. of program	No. of students	No. of program	No. of students	No. of program	No. of students	No. of program	No. of students	No. of program	No. of students
Postgraduate	8	1200	11	2580	14	2940	15	3300	16	3360
Undergraduate	1	60	2	180	3	360	6	660	6	720
PG Diploma	-	-	-	-	2	120	2	120	2	120
Total	9	1260	13	2760	19	3420	23	4080	24	4200

5.4. Research Plan

A five-year academic research plan of MDI being a deemed to be University is a strategic roadmap that outlines its goals, objectives, and activities planned over a five-year period.

a) Faculty Publication

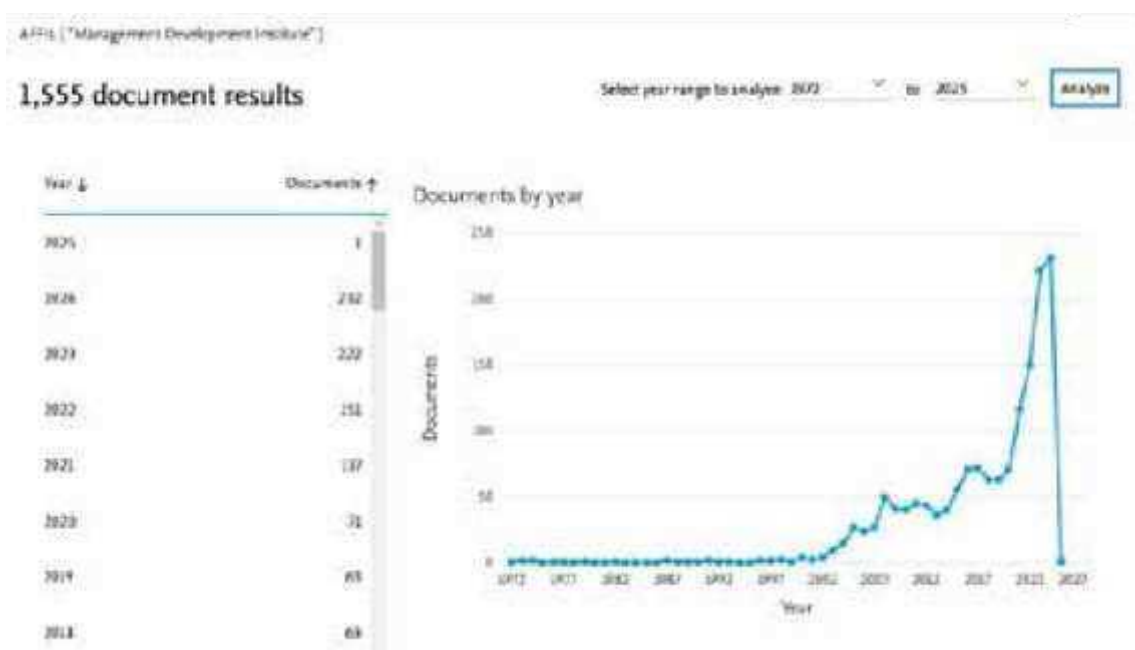
Research is considered to be one of the most important academic activities of the MDI. Faculty members regularly engage in academic research and publish in peer-reviewed journals with high impact factors. There are eight

academic areas at MDI viz. Accounting & Finance, Business Communication, Economics & Public Policy, Information Management, Marketing, Operations Management, Strategic Management and Organizational Behaviour & Human Resource Management. MDI Faculty carries out cutting edge research and regularly publishes in indexed peer-reviewed international journals.

The MDI has been raising standards for research and publications through incentive schemes for faculty. Incentives are provided for publication in high quality journals indexed in lists such as FT50, UT Dallas and ABDC list and the same is used for faculty performance appraisal.

Journal publications: In last three years, MDI faculty published six papers in A*-category, 135 papers in A category and 109 papers B-category journal articles in ABDC Journal quality list. The figure below shows the progressive increase in the number of citations published by MDI Faculty from 1972 to 2024.

Figure 2: Latest Scopus Data showing progressive increase in the number of citations published by MDI faculty (from 1972 to 2024)



Source: Scopus

Books and book chapters: Faculty actively publish textbooks and research books with reputed publishers, e.g. Tata McGraw Hill, Taylor and Francis, OUP, Sage etc. Research conducted by faculty - journal articles, conference papers, books and book chapters, teaching cases, etc. - are regularly used by them in their courses as part of the curriculum.

Research impact: Research is a crucial mission pillar of MDI Gurgaon, and the research strategy of the institute is to encourage impactful research in business/management domain. Towards operationalization of this strategy, the institute introduced a new research policy in 2019 (which was subsequently revised in 2021 and 2022). Some of key aspects of the current research policy are:

- i. Faculty should allocate at least 20% of the work time for research-related activities which includes academic publications, organizing conferences and research seminars.
- ii. Incentivization of research in higher better ranked and higher impact factor journals through work unit system.
- iii. Creating a Research Facilitating Fund (RFF) of approximately INR 5 lakhs for two years for each faculty member to encourage participation in national and international academic conferences. RFF can be used for other research-related activities such as data collection, submission fees to journals, data collection expenses, hiring research assistants, etc.
- iv. Introduction of the TRA policy: In 2022, the school put in place a policy whereby faculty members could hire Teaching and Research Assistants (TRA) on contract for ten months at a set stipend. The qualifications, stipend and hiring process were put in place as per the policy.
- v. Additionally, initiatives introduced to contribute to the research culture, network and exchange of ideas leading to collaboration for the faculty members include viz. Wisdom Café, where faculty members would invite faculty from other schools to speak on contemporary research, issues in research and publication, etc.
- vi. In order to encourage funded research, MDI procured subscription to Elsevier's database for institutional funding in September 2023. Select research are highlighted on the school's social media handles as well. These practices also inspire and provide support to early career researchers to undertake impactful research.

Research outcomes and growth

The research publications and outcome of the research undertaken by the faculty of MDI in quality peer reviewed indexed journals are steadily increasing over the years. Tables below reflect the increasing trends.

Table 1 : Research output over the last four years

S.No.	Type of Publication	2024-25	2023-24	2022-23	2021-22	2020-21	2019-20	Total
1	National/International Journals	193	222	200	137	99	69	922
2	Any other (Management Cases)	50	37	45	32	16	22	202
3	Books	12	10	6	7	9	10	54
4	Book Chapter	46	53	51	45	8	30	233
5	Book Review	-	2	-	2	5	4	13
6	Conference proceedings	15	42	45	40	10	25	177
7	Articles in Newspapers magazines	53	3	5	16	51	28	156
8	Research Project	1	3	1	-	1	1	7
9	Patents	5	2	2	-	-	-	9

Details of Faculty publications published in National/International Journals, Book chapters, Conference papers for the year 2024-25 is annexed as **APPENDIX-7**.

b) Consultancy projects undertaken by Faculty of MDI

MDI has always been in the forefront in providing its consulting expertise to the organizations public, private and social sector. Faculty members at MDI remain contemporary through consultancy and continuous research. MDI strives to provide high quality, cost effective and timely consultancy services to its clients. The faculty members offer consulting services in functional and cross functional areas of business management. The 16 major areas of consultancy by MDI are:

- i. Enterprise Resource Planning (ERP)-enabled business process re-engineering
- ii. e-Governance
- iii. IT Strategy
- iv. Financial management
- v. Human resource management
- vi. Marketing management
- vii. Operations management
- viii. Productivity management
- ix. Strategic management
- x. Supply chain management
- xi. Systems design
- xii. Reputation studies & organisational communication
- xiii. Competency assessment
- xiv. Counselling & feedback,
- xv. Leadership development
- xvi. Organisation diagnostics.

Through these consulting interventions, the Institute has contributed to the productivity improvements, preparation of plans for expansion, diversification and growth as well as for leadership development. A large number of consultancy projects have also been carried out for the social sector.

MDI has carried out a large number of consultancy projects for the industry and corporate, central and state governments and international bodies. The driving force behind all the consulting activity is a team of faculty who have extensive experience and expertise in diverse fields. The Institute is widely recognised by the industry (private and public), Government (Central and State), NGOs and international bodies for providing quality services to its clients.

Client Organizations**Private Sector:**

Utility Powertech Limited, Bajaj Auto, Petronet LNG, Cairn Energy, Hughes Software Systems, Hewlett-Packard India Ltd., Escotel, Welcome Group, Grasim Industries, Indo-Gulf, Modicorp Learning Institute, Lurgi India Co.

Ltd., Rajashree Cement, Educational Consultants of India Ltd., Pradan, Rico Auto Industries, Macmillan India Ltd., Skoda Auto Volkswagen India Ltd., Maruti Suzuki, Tata AIA, OAP, JCB, Glaxo Smith Kline.

Public Sector:

NHPC, Hindustan Times House, Sachi Waters, IOCL, NALCO, IPCL, IOC, BEL, NAFED, NFL, MMTC, Gas Authority of India, IGL, DVC, HAFED, Semiconductor Complex, Ltd. Rural Electrification Corporation, NCDC, Neyveli Lignite Corporation Ltd, Delhi Vidyut Board, ONGC, IFFCO, NPTI, Power Trading Corpn. of India Ltd., Delhi State Civil Supplies Corporation Ltd.

Government Departments, Financial Institutions and Banks:

Punjab National Bank, Coal India, Ministry of Micro Small & Medium Enterprises, HPPTCL, PSPL, HPPCL, SJVNL, IRFC, MEITY, Planning Commission, Vth Pay Commission, Ministry of Industry (DCSSI), CPWD, State Electricity Boards, State Road Transport Corporations, Ministry of Planning and Programme Implementation, Industrial Finance Corporation, Power Finance Corporation, Directorate of Adult Education, Delhi Finance Corporation, AICTE, TRIFED, Delhi Tourism, Competition Commission of India and Transport Development Corporation Ltd.

International Agencies:

Department for International Development, European Commission, ILO, UNDP, Association of Development Financing Institutions in Asia and the Pacific (ADFIAP), Food and Agricultural Organization (FAO), World Health Organization, British High Commission. MDI has taken many consulting assignments with Public Sector Undertakings (PSUs) and Government organizations also, which made a substantial contribution to the revenue. There has been a number of consulting projects completed with the private sector and Non-Governmental Organizations (NGOs) as well. MDI Gurgaon will continue its efforts to consolidate its relations for consulting with existing clients and expand its consulting activities with organizations in Private Sector, State Governments, Social Sectors, Non-Governmental Organizations (NGOs), Banking sector and international level.

More details about the Consultancy projects and clients are annexed at **APPENDIX-8**.

Details of Consultancy Projects undertaken by MDI for 2022-23 & 2023-24

Project	2022-23	2023-24
No. of Projects Completed	15	19
No. of Ongoing Consultancy Projects	9	10
No. of 1-2 days Training, Teaching and other Short-term assignments	11	10

MDI also facilitated to get the Request for Proposals (RFPs) for bidding the projects from the direct emails and websites 2023-2024. The details of 2023-24 tenders/ related consulting opportunities are given below:

S.No.	Institute	Assignment	Month of receiving
1	Tender of Gujarat Ecology Commission, Gandhinagar	Project Management Consulting Services	Apr-23
2	Druk Green Power Corporation's (DGPC) hydropower assets	South Asia Regional initiative under Energy Utility Partnership Program	Apr-23
3	NIESBUD	A third-party evaluation of training programmes	Apr-23
4	Ministry Of Earth Sciences, India Meteorological Department	Engagement of an agency to conduct Economic Impact Analysis of the services provided by India Meteorological Department	Jun-23
5	NITI Aayog	Tender for Evaluation of Capacity Building and Human Resource Development	Jul-23
6	CISR, NITI Aayog	Evaluation Study of Regional Connectivity Scheme	Jul-23
7	Union Bank of India	Reviewing Credit Underwriting	Aug-23
8	Department of Promotion of Industry and Internal Trade, Ministry of Commerce and Industry	Appointment of consulting agency for startups for department promotion of industry and internal trade	Sep-23
9	Indian Renewable Energy Development Agency (IREDA)	Risk Management Consultancy	Sep-23
10	Pharma and Health Care sector	Pharma	Oct-23
11	NITI Aayog, DMEO	Central Coordinating Agency for Evaluation of the National Food Security Act and LPG Subsidy	Oct-23
12	NITI Aayog, DMEO	Evaluation of Ayushman Bharat Health and Wellness Centres	Nov-23
13	NREGA soft-reg, Ministry of Rural Development, GOI	System resource study of NREGA	Feb-24

Plan for attracting more consultancy assignments:

MDI aspires to position itself as a preferred consulting partner for both Government of India, State Governments, corporate India (both public and private sectors) and international clients. MDI Gurgaon is in the process of creating necessary institutional infrastructure to leverage MDI Gurgaon's intellectual capital to achieve the goal through various means including "thought sharing sessions/workshops" via hybrid platforms.

One of the future goals of MDI Gurgaon is to position itself internationally in Consulting domain. This year it has renewed its registration with Dun & Bradstreet to upload the MDI Gurgaon's report and to expand its potential international clientele base.

- c) **Funded Research Projects:** Research at MDI is funded through the following three ways -
- i. Development research funded internally by MDI Gurgaon from Research Facilitation Fund.
 - ii. Research externally funded by national organizations/institutions.
 - iii. Research externally funded by international organizations/ institutions.

The MDI faculty submit proposals for externally funded projects on regular basis. MDI undertook a major joint project 'To deliver on the Cyber Security Act, Law and Regulations of India' funded by National Security Council Secretariate with a project value of Rs.1.96 crore for 2023-24.

Achievement

The Academy of Management (AoM) in the USA is a prestigious annual research conference in the field of management. Prof. Jyotsna Bhatnagar was selected as a member of the Organizational Behavior (OB) area award committee, serving as a jury member for the best paper awards presented by both faculty and students.

d) Doctoral Research Plan

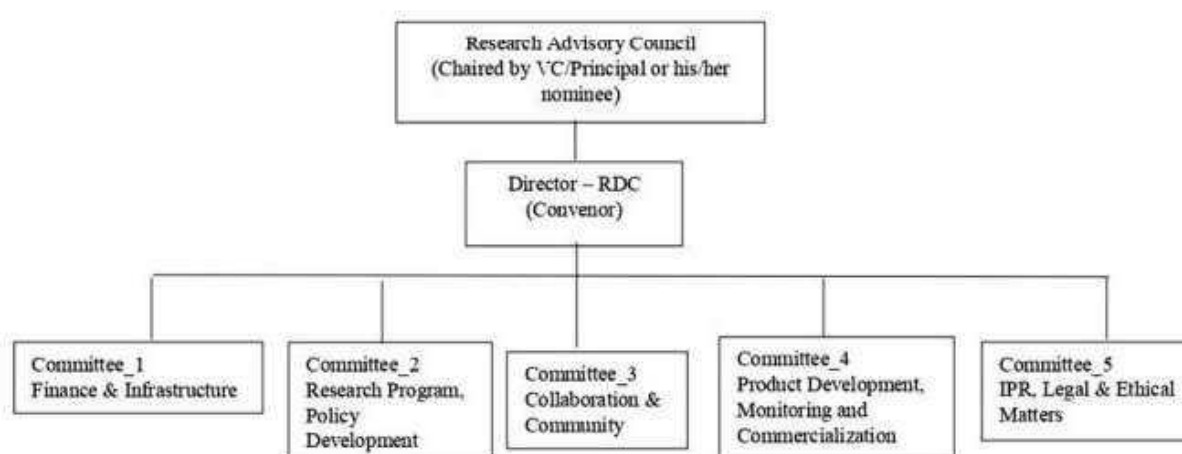
MDI is presently offering Fellow programmes with 30 seats approved by the AICTE and it attracts a good number of researchers both from academics and industry. The MDI through this DPR envisaged six distinct Schools of Studies with seven centres to offer various academic and research programmes. The admission criteria, admission test, research guide, evaluation and Assessment Methods, minimum standards/credits for award of the degree etc., shall be adhered to the UGC Ph.D. Regulations.

e) **Establishment of Research and Development Cell (RDC):**

At present, the Research activity is overseen by the office of the Dean, Research, who manages academic and practice research like case writing and publication, funded research, conferences, and activities like the Wisdom Café, and above all, the FPM (doctoral) programme. However, in order to fulfil the UGC mandate under its Regulations, a Research and Development Cell will be established headed by a senior professor to head as Director, RDC.

The activities of the RDC will be oversee and provide direction. An advisory committee headed by the Vice Chancellor will be constituted soon after MDI is declared as deemed to be University. The organisational structure of RDC comprising various committees for specified functions as per UGC Policy guidelines are as under:

Figure 3: Organisational structure of RDC



Source: UGC Guidelines for Establishment of Research & Development Cell In Higher Education Institutions, 2022.

The five-year rolling Research Plan of MDI deemed to be University is aimed develop MDI as a hub for impactful, interdisciplinary research that addresses both global and local business. The MDI will continue with the awards and incentives for high-quality research publications and undertaking impactful projects.

MDI's five-year research plan will focus on the following elements of research: -

S.No.	Focus Area	Timelines
1	Launching of Doctoral Programmes (Full time/Part time)	<u>Year-1</u> Immediate and ongoing efforts as per the projections (*)
2	Research Mentorship programmes to provide early-career researchers and helping them to refine their research activities	<u>Year-1</u> Immediate and ongoing efforts
3	Interdisciplinary Research Groups to encourage faculty from different discipline to form interdisciplinary research groups focused on complex issues that span multiple domains of knowledge.	<u>Year-1</u> Immediate and ongoing efforts
4	Strengthening with the Faculty centric research funding	<u>1-3 years</u>
5	Enrolment of adequate number of Research Scholars in proposed Ph.D programmes under six Schools of Studies	<u>2-5 years</u>
6	Increasing the publications and their quality to improve the citation index	<u>2-5 years</u>
7	Establishing more collaboration with leading institutions	<u>3-5 years</u>
8	Organising international conferences and seminars with publication opportunities to help young faculty and research scholars	<u>2-3 years</u>
9	Filing of patents and creation of IP profile of the Institution	<u>3-5 years</u>

Timelines for Ph.D programmes (Research Plan) (*)

Activity	Year 1		Year 2		Year 3		Year 4		Year 5	
Admission of students	No. of program	No. of students	No. of program	No. of students	No. of program	No. of students	No. of program	No. of students	No. of program	No. of students
Ph.D. Programmes to be launched (Total-5 discipline)	2	60	3	180	4	360	5	400		400

List of Ph.D Programmes to be offered

1. Ph.D in Business Management (in difference Discipline)- (Year-1)
2. Ph.D.in Banking and Finance- (Year-2)
3. Ph.D in Public Policy and Governance-(Year-1)
4. Ph.D in Decision Science- (Year-3)
5. Ph.D in Liberal Arts-(Year-4)

Out of the 104 faculty members on the rolls, 85 faculty members are possessing Ph.D. qualifications. The maximum number of Ph.D. Scholars could be admitted is 1275 seats in two cycles (Jan/July) each year.



5.5. Campus Information & Communication Technology (ICT) Plan

Campus Network: The campus network is built on 144 core fibre optic cable backbone of 10 Gbps capacity connecting all the buildings through 12 core fibre. For intra-building connectivity, a copper Ethernet network is in place. The Computer Data Centre is the main hub of network housing all critical devices. The core network switch and AAA appliances are available in HA mode. The entire campus is Wi-Fi equipped with Aruba Access points and controllers providing seamless Wi-Fi connectivity across the campus. The network supports 2500 concurrent users.

Internet Connectivity: MDI campus has dedicated, secure, and high-speed internet connectivity with 1 GBPS (1:1) capacity. This is supported by another backup internet leased line of 1 GBPS (1:1).

E-mail System: MDI e-mail system (@mdi.ac.in) is configured on Google apps for Education Vertical. It is a user-friendly web-based e-mail system that allows users to access emails anytime, anywhere. In addition, Google Apps offer various other facilities such as Google docs, Google Meet etc., which can also be utilised in a collaborative work environment.

Data Centre: MDI data centre has 10 servers hosting varied applications for administration, finance, library, faculty, and staff. It also hosts a DHCP server, Firewall, and other infrastructure as indicated below:

- a. Firewall: The Campus Network is protected using Sophos XH 450 Appliance firewall, which facilitates intrusion detection & prevention and content filtering.
- b. DHCP Server and Mac Binding Application Server: The devices requiring access to MDI network are allocated valid IP address through DHCP server after the MAC Address of the devices are registered with Computer Centre.
- c. Library Server and VPN for Library Resources: It hosts the application and resources of MDI Library. MDI library resources can be accessed through cloud-based services from anywhere outside the campus by the members of MDI community.
- d. ERP Software: The Administration, HR, and Finance are using Oracle Peoplesoft ERP for all their operations.

MDI Computer Centre: MDI Gurgaon has state-of-the-art ICT infrastructure to support teaching, learning and academic administration. ICT activities are coordinated by the MDI Computer Centre with its dedicated technical team.

Computer Labs: MDI has two computer labs for students, researchers, and faculty for academic activities. The labs are equipped with 120 Intel i5 Windows 10 desktops

installed with the latest versions of software applications and internet connectivity. The computer lab is also equipped with seven LaserJet printers to provide printing facilities to the students. One section of the lab serves as Finance Lab and is equipped with Bloomberg Terminals.

IT Facility in Classrooms and Auditorium: All the classrooms are equipped with computer systems connected to the internet and audio-visual Aids. Seven of these classrooms are smart classrooms equipped with digital podium, audio systems and interactive board/laser projectors. The Auditorium of the Institute is state-of-art equipped with video wall, digital podium, video conferencing system and conferencing facility. The Institute has subscription to Zoom and MS Teams for Online sessions/ meetings.

Internet facility in Hostel Rooms Facilities: All the hostel rooms are provided with network and internet connectivity.

Digital Signage: Digital signages are installed at various locations in MDI. These are used for displaying information about the events and activities at MDI.

List of Software Packages Available:

- MS Office 2021 (Microsoft Open Value Subscription Education Solution)
- SQLSvrStd 2017
- MS Project 2021
- ABBY Fine Reader
- Turnitin Feedback Studio (Anti-Plagiarism software)
- SPSS Version 29.0, Amos 29.0
- SPSS Text Analysis
- EVIEW 13
- AMPL
- Minitab
- STATA 15C
- Gauss Software
- Orelle Digital Language
- OLT Student Administration
- Lingo
- E-Library, Remote Xs
- Nvivo Software
- Oracle People Soft ERP Software licenses
- NeuroSolutions
- Smart PLS3
- Prosuite Software (including QDA Miner, WordStat, SimStat)
- JMP Academic Suite
- CANVAS LMS

Computer Centre (Aryabhata): MDI-Murshidabad has state-of-the-art computing facility consisting of 251 PC nodes and two servers, connected on a high-speed Gigabit Ethernet Fiber Optic/UTP based network in a distributed Windows and Linux environment.

Computer Lab: MDI Murshidabad has two Computer Lab equipped with the 142 numbers of state-of-the-art computing facilities along with LCD projectors are installed in the lab which are being used by students and MDP participants.

Email System: The Google based email system which is widely used and is very user-friendly which allows users to access emails, both from inside the campus and outside.

Internet Connectivity: MDI-Murshidabad unit has dedicated Internet Leased Line (ILL) which offers high speed and uninterrupted Internet connectivity from anywhere on the campus, through the campus LAN.

Wi-Fi Facility: To provide flexibility and convenient access to network facilities, Wi-Fi equipment have been installed at various places in campus like Library, Boys' Hostel, Girls' Hostel, Board Room & Director's Office, Executive Hostel, Cafeteria and other outdoor locations of the campus etc.

Video Conferencing Facility: MDI Murshidabad unit has an internet-based Video Conferencing Facility setup. This facility is used for placement interviews, virtual student seminars and classes of various subjects etc.

Five Year ICT Implementation Plan of MDI Deemed to be University

Objectives	Year wise Plan				
	2025-26	2026-27	2027-28	2028-29	2029-30
Student Learning through ICT Hybrid classes	Dedicated LMS and augmenting the existing facility to host MOOCs and Online learning		Increasing the capacity of LMS and upgradation. Integration of all micro applications into a single platform for online education		
Setting up of more hybrid classrooms	4 hybrid classes		4 hybrid classes		
Delivery of Massive Open Online Courses (MOOCs)	Planning, development and onboarding MOOCs		Increasing the number of MOOCs courses and make it available to regular learners		Review of MOOCs progress
Upgradation of Networking facilities	Process Audit and product upgrading-		Functional upgrading and channel upgrading		Reviewing the intersectoral

	Installation of high-end switches for the existing buildings.	upgrading of Networking facilities in the Campus
Upgradation of System Security and prevention of hacking and firewalling	- Security Audit keeping in view of the guidelines on Information Security Practices for Government Entities, issued by Indian Computer Emergency Response Team (CERT-In) Ministry of Electronics and Information Technology. - ensuring Firewalls with built-in ZTNA (zero-trust network access) enabling secure access applications and files on the network with tighter safeguards than traditional VPNs.	Advanced audit and to ensure safety and security prevention

5.6. Infrastructure Development Plan

MDI Gurgaon is located in one of the most bustling metropolises, Gurugram, a leading corporate hub of India. Its 35 acres of lush green campus provides the Institute's community a unique experience of creative environment amidst industry action. State-of-the-art classrooms, IT infrastructure, hostels, library and other facilities set amidst sylvan surroundings create a conducive environment for studies.

The design for the Management Development Institute (MDI) Gurgaon is a landmark in modern architecture designed by CP Kukreja Architects that honours the legacy of age-old institutions in the country by adopting a contemporary interpretation of the same, infused with technology and engineered finesse of tomorrow. This vision placed the Institute much ahead of its time. Presently the total built up area of the MDI is about approx. 6,00,000 sq. ft with Lecture Halls, Mini Auditorium & Library Block, Computer Centre and Academic Complex, Residential accommodation for executives, students Hostel, Residential flats for faculty and staff members. Balance space is being maintained with lush green landscaped area with outdoor sports facilities.

Existing Site



Source: MDI EOI Document July 2022

Proposed Infrastructure under Institutional Development Plan

Proposed Zoning & Construction



Source: MDI EOI Document July 2022

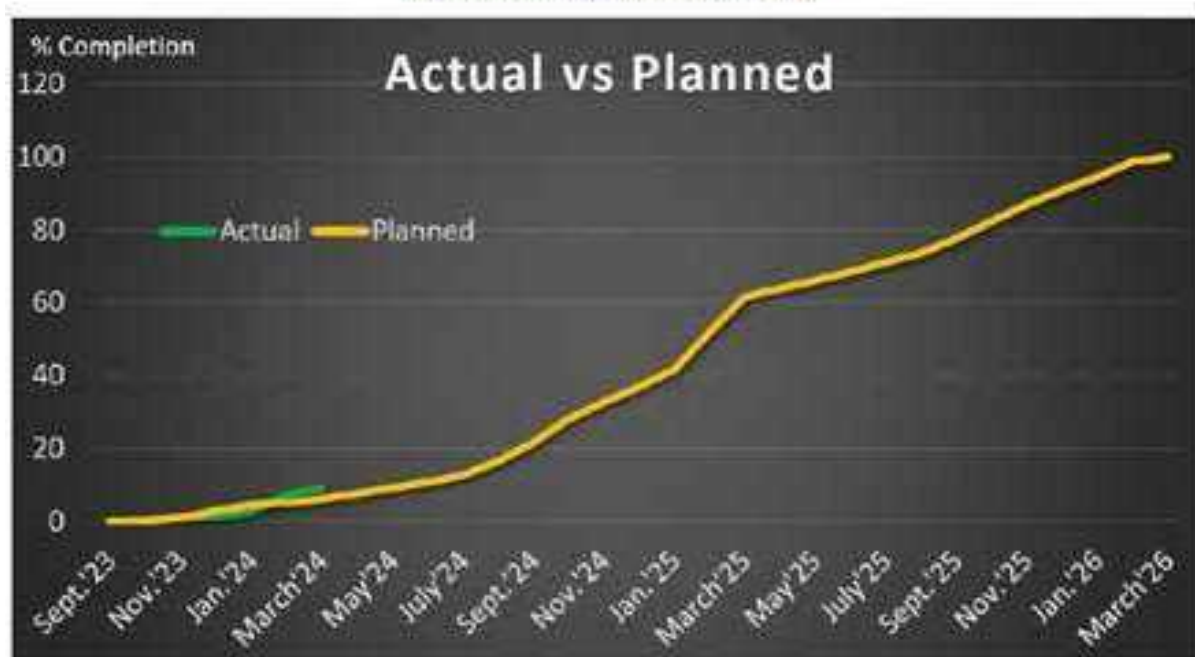
Proposed infrastructure: Expansion, Institutional Development plan (as per UGC guidelines)

The MDI has undertaken an expansion of the MDI Campus at Gurgaon under “Campus Development and Rejuvenation Plan” with an estimated cost of Rs.300.00 crore which started in July 2023. The following new construction and development work have been undertaken under the project at MDI Gurgaon campus: -

S.No.	Building Blocks	Uses	Built-up Area(sqm)
1	Hostel Block-1	Girl's Hostel (B+G+7)	4875.197
2	Hostel Block-2	Boy's Hostel (B+G+5)	5746.703
3	Academic Block	Educational (B+G+5)	22341.37
4	Auditorium	Assembly (B1+B2+LGF+UGF)	20582.95
5	Electrical Sub Station	Service Building	292.0
6	Gate House	Gate	36.5
	Total		53874.72

Physical progress charts the ongoing expansion of academic infrastructure at MDI Gurgaon. These buildings will be ready for occupation from 2026-27 academic session.

PHYSICAL PROGRESS-CHART



Source: MDI Society Annual Report 2023-24

Barrier free access: All the academic blocks and hostels facilities are conformed to the prescribed standards with a barrier free access to differently abled.

Green and Sustainable Infrastructure Plan: MDI is committed towards energy conservations, waste management, food waste reduction, nontoxic cleaning products and water conservation. MDI campuses are green buildings with minimum carbon footprint to meet the institutional standards. It maintains gardens in the campus and it is an avian-friendly campus to meet the Sustainable Development Goals (SDGs).

Sustainability initiatives: In its endeavour to become a green campus, MDI has taken several steps over the last few years.

- i. Solar energy on rooftops have been installed at 180W. The total approximate rooftop area used for photovoltaic panels currently stands at 2600 sqm. Since April 2020, the electricity generated from renewable sources stands at 5.77 lakh KWH, reducing the electricity bill by close to INR45 lakhs.
- ii. Solar water heating systems have been installed at the students' hostel, with heating capacity of 5,000 KL/day.
- iii. Made conscious efforts toward energy efficiency and saving by replacing old ceiling fans, geysers and air-conditioners with new, energy efficient ones.
- iv. Installed a sewage treatment plant of 125 KLD capacity for treating sewage water that is used for horticulture purposes.
- v. A waste management system was put in place in April 2023 under which waste is segregated into wet and dry waste. A dedicated compost machine has been installed in the campus to convert wet waste into compost to be used for horticultural purposes. Each day, 2-3 kg of compost is generated.
- vi. Creation of five rain harvesting pits, which recharge and increase the water table at the campus.
- vii. Regular plantation drives over the years have helped MDI Gurgaon cultivate a lush and thriving green environment on our campus, which not only contributes to the local ecosystem but also creates a tangible impact on the community. Besides enhancing the aesthetic appeal of our institute, it fosters a sense of environmental responsibility among our students, staff, and the larger society. Plantation drives are organised twice in a year.
- viii. Has planted more than 500 trees during the last three years ending 2023-24.

MDI shall continue with the green initiatives being undertaken to meet the highest green standard for the institutions. It will undertake a Green Audit of its campuses during the next two years.

5.7. Finance Plan

- a) Overview: The Management Development Institute Society runs two campuses, viz. main campus at Gurgaon and second one at Murshidabad. The MDI has sound financial base which could be reflected from the audited financial statement for the year ending 31st March 2024. The MDI Gurgaon campus land (37 acres) was acquired in the year 1975-76 and External Development Charges (EDC) has been fully paid up till date and the title deed has been registered in the name of the MDI Society on 4.7.2017.
- b) During the financial year 2023-24, MDI set apart Rs.48.00 crore for infrastructure development fund for the purpose of ‘redevelopment of MDI Gurgaon Campus and replacement/refurbishing of buildings including lecture halls, augmenting residential facilities for students and staff and general improvement of infrastructure at two campuses’ to be spent in the next five financial years.
- c) The capital commitment for the current financial year 2024-25 is estimated to Rs. 111 crores. MDI has a fixed deposit of Rs.246 crores as on 31st March 2024. The Balance Sheet and Income & Expenditure Account for the year ended on March 31, 2024 of MDI Society is placed below: -

Figure 4: Income, Expenditure and Surplus of MDI Society for five years period from 2024-25 to 2029-30

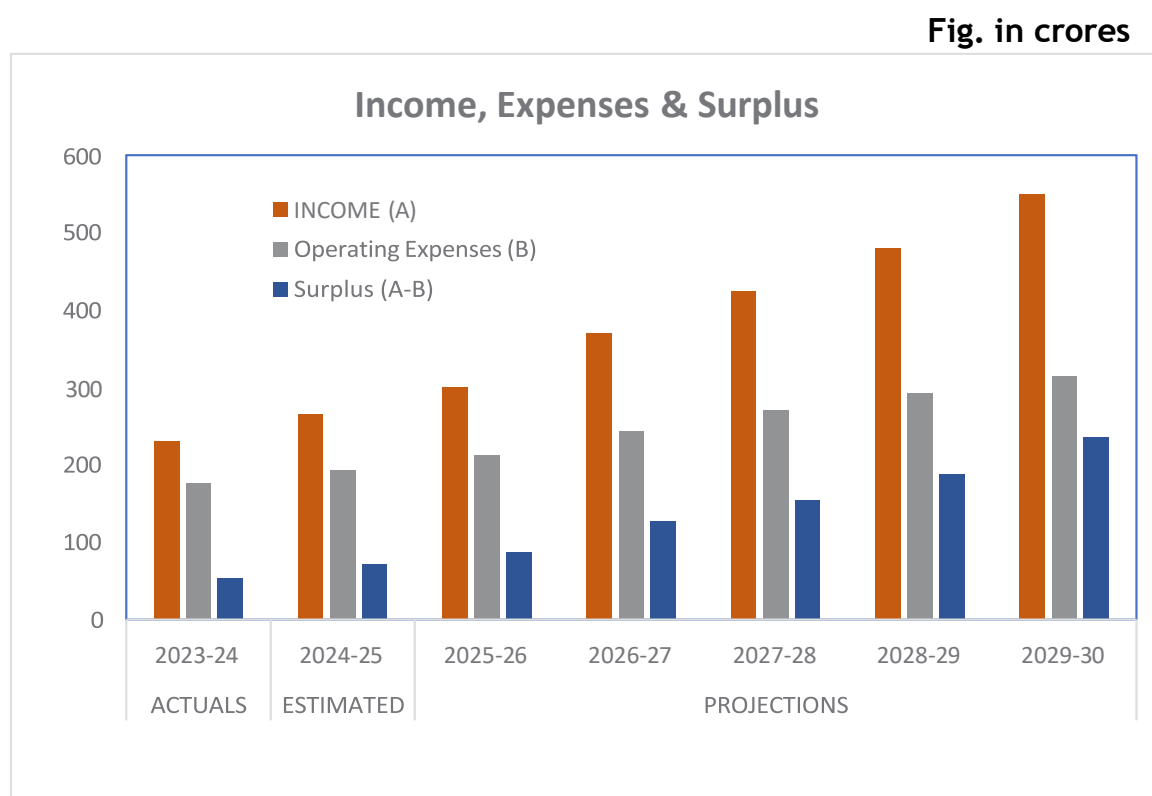


Table 3: Balance Sheet and Income & Expenditure Account as on 31.3.2024*Figures in rupees*

Details	Year		Change in Figure	% Change
	2022-2023	2023-2024		
MDI Society				
Revenue	1,79,84,39,603	2,30,26,90,526	50,42,50,923	28%
Less: Expenditure	1,54,34,24,853	1,76,76,82,017	22,42,57,164	15%
Revenue Surplus	25,50,14,750	53,50,08,509	27,99,93,759	110%
Capital Expenditure	25,28,28,891	43,38,80,946	18,10,25,055	72%
MDI Gurgaon				
Revenue	1,57,86,79,651	2,05,15,26,642	47,28,46,991	30%
Less: Expenditure	1,30,50,39,684	1,49,53,03,783	19,02,63,919	15%
Revenue Surplus	27,36,39,787	55,62,22,859	28,25,83,072	103%
Capital Expenditure	22,94,75,891	40,90,45,386	17,95,69,495	78%
MDI Murshidabad				
Revenue	21,97,59,952	25,11,63,884	3,14,03,932	14%
Less: Expenditure	23,83,84,989	27,23,78,234	3,39,93,245	14%
Revenue Surplus/ (Deficit)	-1,86,25,037	-2,12,14,350	-25,89,313	14%
Capital Expenditure	2,33,53,000	2,48,35,560	14,82,560	6%

- The audited financial statements for the last three years of MDI Society from 2021-22, 2022-23 & 2023-24 is annexed as APPENDIX-9.
- Keeping in view the present financial positions, the following projections have been made for the next five years as Rolling Implementation Plan for MDI as deemed to be University. The Table below shows the financial projections of MDI for next five years from 2025-26 to 2029-30 based on the proposed new programmes to be started by MDI after getting the approval for deemed to be University status.

Financial Projections under five year Rolling Implementation Plan

The financial projections of MDI Society for the next five financial years commencing from 2025-26 to 2029-30 based on the above projections are given below. While the figures for 2022-23 & 2023-24 are actuals and the 2024-25 onwards up to 2029-30 are projections based on the trend analysis made.

Table 4: Showing the Financial Projections of MDI deemed to be University for the next five years based on the student intake.

5 year rolling implementation Financial Projections for MDI deemed to be University (2025-26 to 2029-30)								(Fig. in Crores)	
Description		Actuals		Estimate	PROJECTIONS				
		2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
(A) Income	i) Revenue from programmes	160.11	203.62	235.00	270.00	335.00	385.00	435.00	510.00
	ii) Other Income	19.73	26.65	30.00	30.00	35.00	40.00	45.00	50.00
	TOTAL (A)	179.84	230.27	265.00	300.00	370.00	425.00	480.00	560.00
(B) Operating exp	i) Programme Exp.	34.69	40.79	45.00	52.00	65.00	74.00	83.00	95.00
	ii) Pay & Allowances	70.01	81.99	90.00	96.00	105.00	115.00	120.00	135.00
	iii) Admin Exp. (including Dep.)	49.64	53.99	58.00	64.00	73.00	82.00	89.00	95.00
	TOTAL (B)	154.34	176.77	193.00	212.00	243.00	271.00	292.00	335.00
(C)	Excess of Income over Exp. (A-B)	25.50	53.50	72.00	88.00	127.00	154.00	188.00	250.00
(D)	Capital Exp. (CAPEX)	25.28	43.39	30.00	50.00	100.00	100.00	100.00	75.00
(E) Fund Position	i) Corpus Fund	17.20	17.37	25.00	30.00	35.00	40.00	45.00	50.00
	ii) Surplus Fund	114.78	120.28	125.00	150.00	175.00	200.00	250.00	310.00
	iii) Inf. Fund	355.60	403.60	432.00	386.00	400.00	434.00	363.00	318.00
	iv) Campus & Fixed Asset Fund	2.70	2.59	3.00	4.00	5.00	5.00	5.00	5.00
	TOTAL	490.28	543.84	535.00	570.00	615.00	679.00	663.00	758.00

Source: MDI Audited Statement of Financial Accounts 2023-24

- c) The additional student intake projected for the next five years with timelines under rolling plan under this DPR has been given earlier.
- d) During the next five years (2025-26 to 2029-30), the MDI is planned to set apart Rs.425.00 crore for infrastructure development for new buildings and upgrading the existing facilities at its two campuses. The amount projected will be set

off out of the surplus generated from internal revenue generations (IRG) during the next five years. In the event of any additional fund requirements, the same will be met out from the infrastructure development funds available with MDI which is presently Rs.403.60 crore as on 31.3.2024.

- e) The overall fund position of MDI Society is estimated at Rs.753.00 crore at the end of 31.3.2030 as against Rs.540.00 crore on 31.3.2024.

The financial statements and the projected financial plan under this DPR as rolling plan put the MDI in a sound footing to become a deemed to be University.

Figure 5: Fund position of MDI Society for five years period from 2024-25 to 2029-30

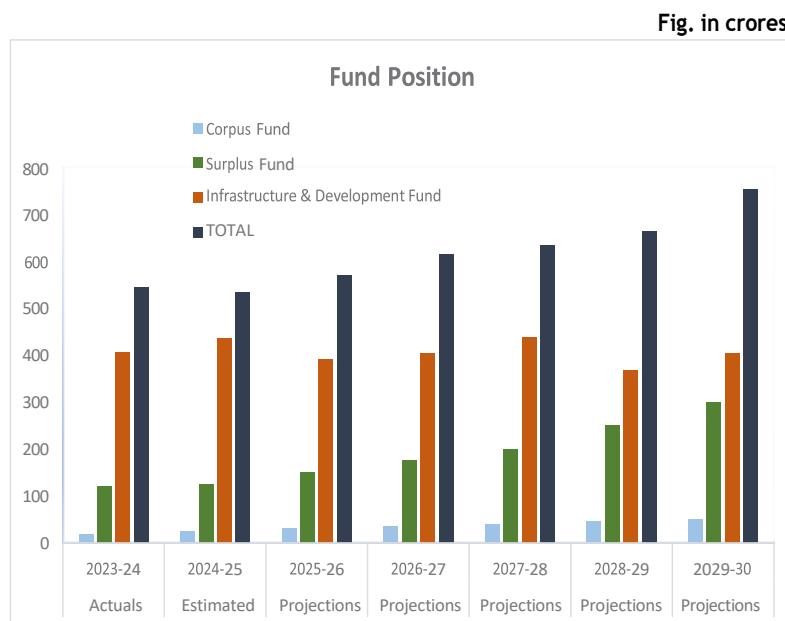


Figure 6: Income projections of MDI Society for the next 5 years (2025-26 to 2029-30)

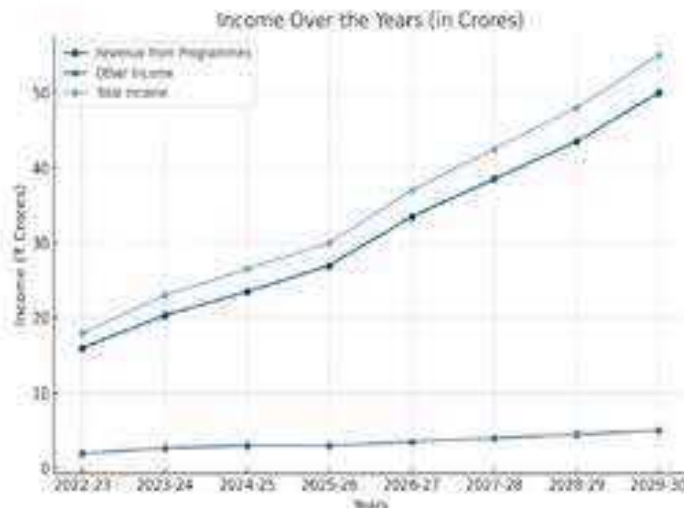


Figure 7: Operating expenditure projections of MDI Society for the next 5 years (2025-26 to 2029-30)

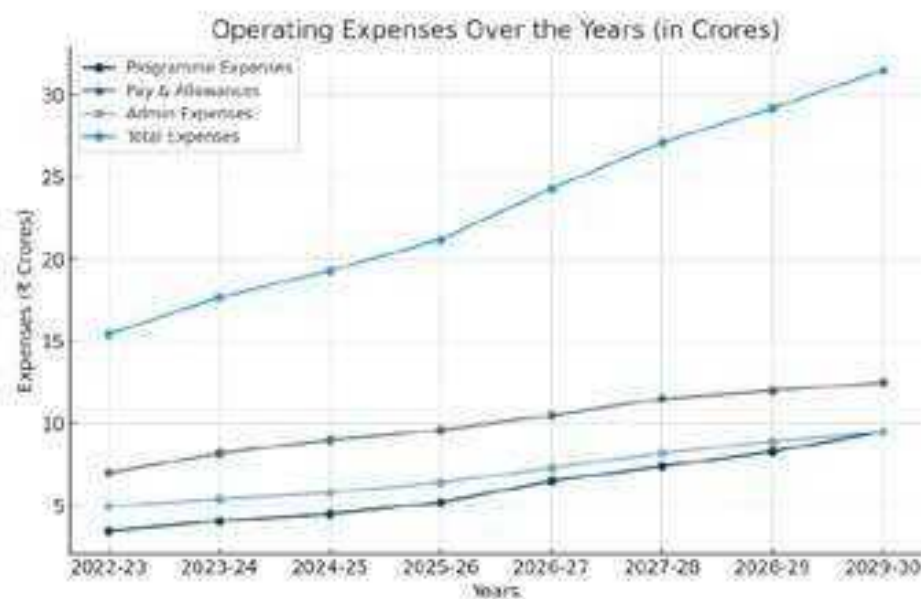


Figure 8: Excess of Income over Expenses projections of MDI Society for the next 5 years (2025-26 to 2029-30)

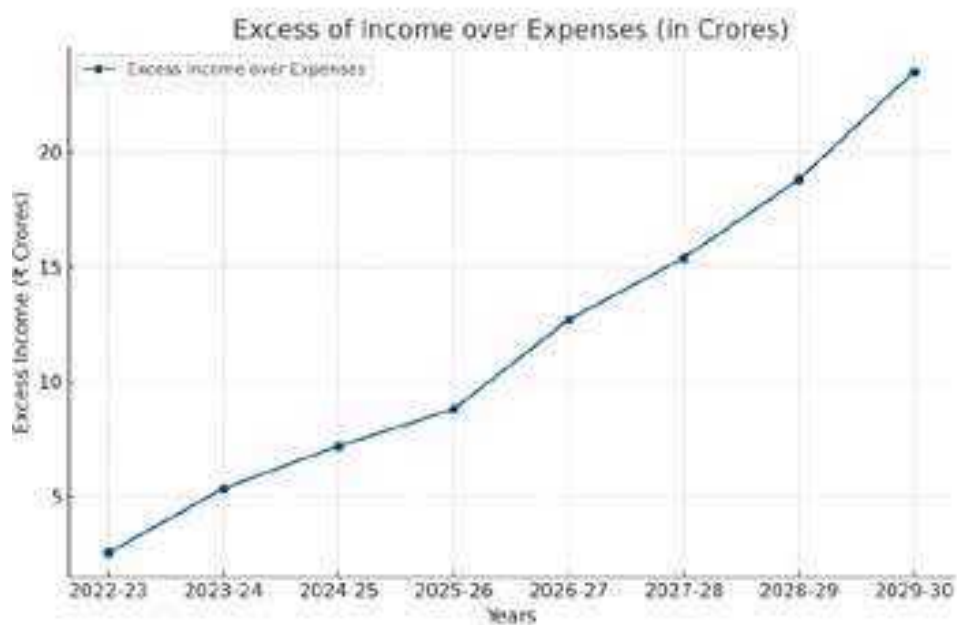


Figure 9: Capital Expenditure projections of MDI Society for the next 5 years (2025-26 to 2029-30)

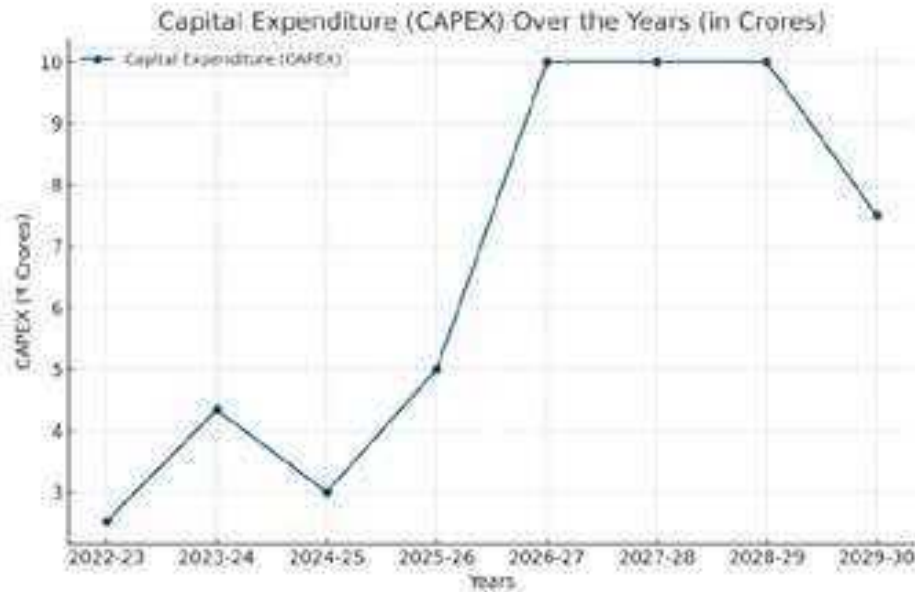
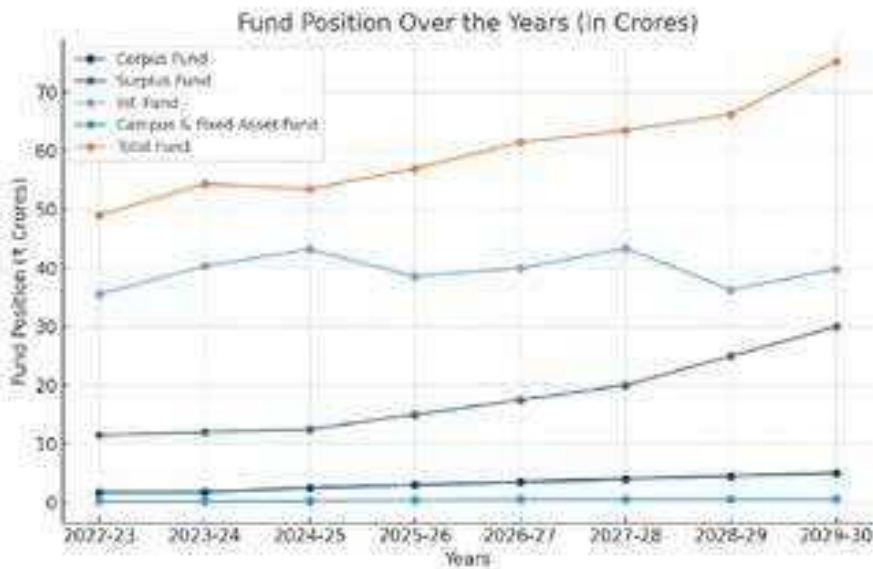


Figure 10: Fund position projections of MDI Society for the next 5 years ((2025-26 to 2029-30)



5.8. Administrative Plan of MDI

Management Development Institute is an autonomous and self-financed business school governed by the MDI Society. The MDI Society is formed by the coming together of eight financial institutions of India and is registered under the Societies Registration Act 1860. Management Development Institute (MDI) is governed by its byelaws, viz. Memorandum of Association and Rules of the MDI Society (a registered society under the Societies Registration Act, 1860). The administrative, academic and financial affairs of the MDI is governed at three levels (a) Strategic & policy formulation; (b) Monitoring; and (c) operational levels as under: -

Level	Type	Position responsible for the function
Level-1	Operational	Director and Deans
Level-2	Monitoring	Chairperson, Board of Governors & Director
Level-3	Strategic & Policy Formulation	Board of Governors

Strategic Level: The Board of Governors headed by the Chairperson being the apex body of the MDI Society is empowered to frame policies viz. administrative, financial and academic matters related to the functioning of MDI. These include reviewing and approving the budget and financial plans of the institution, tracking the performance of the institute against set goals and objectives, including student outcomes and academic achievements, appointment of Director of MDI and senior management appointments.

Monitoring Level: The Chairperson, Board of Governors assisted by the Director(s) is giving shape to the strategic decisions and policies approved by the Board of Governors and monitoring the academic, administrative and financial matters. However, all academic related matters, viz. student admissions, teaching learning, student support services etc. are monitored through committees constituted by the Chairperson, BoG or Director level based on the policies framed by the BoG and/or Academic Council of MDI.

Operational Level: Director being the head of the institute and a full-time officer of the MDI is responsible for implementing various strategic directions set by the Board of Governors and functioning under the guidance of the Chairperson, Board of Governors. He/she is assisted by Deans other administrative officers and staff for performing the day-to-day functioning.

The Director is also the chairperson of the Academic Council and other academic and administrative committees and responsible for overseeing the affairs of the

MDI. MDI Murshidabad campus is headed by a Director who is administrative head of the campus and responsible to the Chairperson, Board of Governors. Administrative, academic and financial support to Director, Murshidabad is extended from MDI Gurgaon.

a) Head of the Institution/Director, MDI

The Director of the MDI is appointed by the Board of Governors on a tenure basis through a Search and Selection Committee. Director is responsible for setting the future strategic direction of MDI under the guidance of the Chairperson, BoG and with final approval of the BoG, executing this strategy and looking after the day-to-day academic and administrative operations of the MDI within the policies set by the BoG. The Director is supported by Deans of the Schools, who are nominated to this role by the Director as well as the administrative officers and staff of MDI.

b) Sub-Committees of Board of Governors:

The Board of Governors (BoG) of MDIS has two sub-committees, viz. the Nomination Committee, and the Audit, Finance, and Investment Committee (AFI). These committees meet at least once a quarter or more frequently if required, to debate and decide on matters within their ambit. Decisions and policies taken at these committees are finally sought approval from the Board of Governors.

c) Academic Council:

The Academic Council of the MDI is a principal academic body of MDI which is responsible for coordination and exercises general supervision over the academic policies of the MDI. The Academic Council is headed by the Director, MDI. The present composition of the Academic Council of MDI is given below:

Composition of the Existing Academic Council of MDI

S. No.	Name of the faculty (Dr/Professor)	Designation	Particulars in Academic council
1	Arvind Sahay	Director & Professor	Chairperson
2	Sajal Ghosh	Professor	Professor
3	Narain Gupta	Professor	Professor
4	Pratap Chandra Biswal	Professor	Professor
5	Neera Jain	Professor	Professor
6	Sunil Ashra	Professor	Professor
7	Rohit Prasad	Professor	Professor and Area Lead - Economics & Public Policy
8	Jyotsna Bhatnagar	Professor	Professor

9	Tanuja Sharma	Professor	Professor
10	Anjali Kaushik	Professor	Professor
11	Sangeeta.S. Bharadwaj	Professor	Professor
12	Jaydeep Mukherjee	Professor	Professor
13	Avinash Kapoor	Professor	Professor
14	Rajesh Kumar Singh	Professor	Professor
15	Ajay K. Jain	Professor	Professor
16	Sumita Rai	Professor	Professor
17	Vishal Narain	Professor	Professor
18	Avanish Kumar	Professor	Professor
19	S.K. Tapasvi	Professor	Professor
20	Rajesh K. Pillania	Professor	Professor
21	Sandeep Goel	Professor	Professor and Area Lead - Accounting & Finance
22	Ashutosh Dash	Professor	Professor
23	Manoj K Srivastava	Professor	Professor and Area Lead - Operations Management
24	Madhushree Nanda Agarwal	Professor	Professor
25	Abinash Panda	Associate Professor	Professor
26	Joydip Mitra	Associate Professor	Associate Professor
27	Neelu Bhullar	Associate Professor	Associate Professor
28	Chinmaya Kulshrestha	Associate Professor	Lead - EGP and Area Lead - Marketing
29	Meeta Das Gupta	Associate Professor	Area Lead - Strategic Management
30	Niva Bhandari	Assistant Professor	Area Lead - Business Communications
31	Soumendu Biswas	Assistant Professor	Area Lead - OB/HRM
32	Shalini Kalra Sahi	Assistant Professor	Assistant Professor

- d) Academic Advisory Council (AAC) comprises select faculty members including relevant office bearers as well as representatives from industry. Important matters of an academic nature, such as launch of new programmes, elective courses, curriculum review, etc. are referred to the AAC by the Academic Council which is also known as Faculty Council.
- e) Quality Assurance Council (QAC) comprises Deans and office bearers of the long-duration programmes and Research departments. The QAC meets at regular intervals to discuss quality-related matters. These include the AOL (assurance of learning) process across programmes as well as feedback from

and requirements of accreditation and ranking agencies in order to have an integrative view of quality across important pillars of the school.

- f) Institute Innovation Council has been constituted as per the requirements of AICTE and Ministry of Education as well as UGC requirement headed by the Director, MDI with other members (internal and external). The IIC was reconstituted on 3rd November 2023.
- g) Department level Committees, their composition, and function: The Director, MDI constitutes department-level committees comprising the Dean and their team members with faculty representatives and staff as relevant to the activities of the Department (area of studies).
- h) Graduate Programmes Committee (MBM) and Executive Graduate Programmes Committee (MBA) look after all matters related to the programme like curriculum review, admissions, placements and regular operations. The Research Committee looks after the matters related to the faculty publications, funded research, conferences, and doctoral programmes.
- i) Student Related Committees Besides the departmental committees, the MDI has committees that are formed for conducting specific academic, administrative and compliance activities such as grievance redressal, annual fee revision, faculty recruitment, innovation, and health, safety & environment (HSE).
- j) Campus Development Committee: The campus development committee is headed by the Director. The committee (which is also known as new construction committee) is responsible for screening the plans and estimates for building projects; ensuring that the building is completed according to the approved plans and estimates and ensuring proper use of funds of the MDI.

S.No.	Name of the faculty	Designation	Position
1	Prof. Arvind Sahay	Director & Professor	Chairperson
2	Prof. Sangeeta Shah Bhardwaj	Dean	Co-Chairperson
3	Prof. Neera Jain	Professor	Member Ex officio
4	Prof. Ashutosh Dash	Professor	Member
5	Prof. Anil A Pathak	Asso. Professor	Member
6	Mr. Harish K Chopra	Registrar	Member Ex officio
7	Mr. Arun Kumar Singh	Chief Administrative Officer (CAO)- Administration	Member Ex officio
8		Cheif Administrative Officer (CAO)- Finance and AMP; Accounts	Member Ex officio
9	Mr. Abid Hasan	Project Engineer(S)	Member(s) Ex officio

k) Core Administrative, Technical, Non-technical, Ministerial and Supporting Staff

MDI offers the pay scales on the pattern of IIMs to its Officers and staff. At present there are 108 core full time administrative, Library professionals, technical, non-technical, Ministerial and supporting staff are on the rolls of MDI including its constituent unit.

The teacher to non-teaching ratio is 1: 1 (104 teaching and 108 non-teaching staff including library professionals).

A list of Library, Administrative, Technical, Ministerial, and supporting staff of MDI (as on 31.05.2025) including constituent unit is annexed as APPENDIX-5.

l) Other statutory committees constituted by the MDI as per the statutory requirements by AICTE:

- i. Student Grievance Committee
- ii. Faculty & Staff Grievance Committee
- iii. Anti-Ragging Committee and Anti-Ragging Squad
- iv. Student Grievance Committee
- v. Internal Complaint Committee (ICC)
- vi. Establishment of Committee for SC/ST

m) Implementation of Administrative Plan for MDI deemed to be University in the next five years:

The following Transformation plan of action has been chalked out:

(A) Restructuring of existing Committees

S.No.	Name of the existing or new Committee	Restructured committees with changed nomenclature and composition as per UGC Regulations, 2023	Timeline
1.	Academic Council	Academic Council with the new composition with powers and functions as per Clause 17 (A)(B)&(C) of the UGC Regulations, 2023. The Academic Council will be headed by the Vice-Chancellor. . The Registrar will be the non-member Secretary with Controller of Examination as permanent invitee.	0-1 year

2.	Academic Advisory Council	Standing Council of the Academic Council to be headed by the Vice-Chancellor and the Registrar as Non-member Secretary. It will function as Business Advisory Committee as well as Standing Committee to consider matters which need detailed examination and deliberations.	6 months to 1 year
3.	Quality Assurance Council (QAC)	QAC will be converted into Internal Quality Assurance Cell (IQAC) as per the NAAC/UGC Guidelines for the Creation of the Internal Quality Assurance Cell (IQAC) and Submission of Annual Quality Assurance Report (AQAR) by Accredited Institutions (For Universities) (Revised on 20th February, 2020). The composition of the IQAC may be as follows: 1. Chairperson: Head of the Institution (Director, MDI Gurgaon) 2. Teachers to represent all level (Three to eight) 3. One member from the Management 4. Few Senior administrative officers 5. One nominee each from local society, Students and Alumni 6. One nominee each from Employers/ Industrialists/Stakeholders 7. One of the senior teachers as the coordinator/Director of the IQAC	6 months to 1 year
4.	Institute Innovation Council	Already in place as per the UGC and Ministry of Education guidelines and reconstituted on 3.11.2023. (To be headed by the Vice Chancellor)..	N.A.

The following important UGC regulations shall be formally adopted through the Academic and Executive Council of the MDI deemed to be University with a period of six months to one year from the grant of deemed to be University status: -

- i. UGC (Institutions Deemed to be Universities) Regulations, 2023
- ii. University Grants Commission (Minimum Standards of Instruction for the Grant of Undergraduate Degree and Postgraduate Degree) Regulations, 2025
- iii. UGC Notification regarding Specification of Degrees
- iv. UGC (Promotion of Academic Integrity and Prevention of Plagiarism in Higher Educational Institutions) Regulations
- v. UGC (Promotion and Maintenance of Standards of Academic Collaboration between Indian and Foreign Educational Institutions) Regulations
- vi. UGC (Furnishing of information by Universities) Rules, 2015 (MHRD File No. 12-104/2012-UI dt. 22 June, 2015)
- vii. University Grants Commission (Redressal of Grievances of Students) Regulations
- viii. UGC (Promotion of Equity in Higher Educational Institutions) Regulations, 2012 No. F. 14-3/2012 (CPP-II) dated 17.12.2012
- ix. UGC (Curbing the Menace of Ragging in Higher Educational Institutions (Amendment) Regulations
- x. University Grants Commission (Minimum Standards and Procedure for Award of Ph.D. Degree) Regulations, 2022
- xi. University Grants Commission (Establishment and Operation of Academic Bank of Credits in Higher Education) Regulation, 2021
- xii. University Grants Commission (Credit Framework for Online Learning Courses through Study Webs of Active Learning for Young Aspiring Minds) Regulations, 2021
- xiii. And any other relevant regulations issued by the UGC regulating the functions of the deemed to be Universities.

Other UGC guidelines which will be adopted by MDI Deemed to be University through the institutional mechanism are:

- i. Guidelines on Public Self disclosure by Higher Educational Institutions, 2024
- ii. UGC guidelines on Institutional Development Plan, 2024.

5.9. Governance Plan

About the MDI Society: The 'Management Development Institute Society' is the sponsoring body of the Management Development Institute for making application for the grant of deemed to be University status. MDI Society is an autonomous registered Society under the Societies Registration Act, 1860 (Regn.No.5395) in the year 1972. The Governing Body of the Society is the Board of Governors headed by the Chairperson. On the approval of the UGC for the grant of deemed to be University status to MDI, the existing Memorandum of Association (MoA) and Rules of the MDI will be amended suitably to meet the statutory requirements as per UGC (Institutions Deemed to be Universities) Regulations, 2023.

Executive Council: The Executive Council of MDI deemed to be University shall be the principal executive body of MDI and shall have the power of management and administration of the MDI including its proposed constituent unit. The Executive Council shall be the final decision-making body of including academic, administrative, personnel, financial, and developmental matters.

Powers and functions of statutory bodies of the MDI viz. Executive Council, Academic Council, Finance Committee, School Board and Board of Studies of MDI deemed to be University shall be as prescribed by the UGC through its Institutions Deemed to be Universities Regulations, 2023 as amended from time to time.

The Executive Council shall be the principal executive body of MDI deemed to be University. Executive Council shall have the power of management and administration of the MDI including its constituent unit and Off-campus or off-shore campuses if any to be established by MDI. Powers to make rules and regulations of the Institute- administrative, academic and financial for day-to-day operations.

The existing **Academic Council** will be reconstituted as per the composition required under the UGC Regulations, 2023.

The **Finance Committee** of MDI shall be constituted as per the composition prescribed under clause 18 of the UGC Regulations with one nominee from University Grants Commission as per sub-clause (v) once MDI attains the deemed university status.

Similarly, the **Board of Studies** of each Centre/department of existing and new centers by MDI as deemed to be University shall be constituted as per the composition under clause 19 of the UGC Regulations.

Selection Committee for appointment of teaching staff shall be constituted under clause 20 of the UGC Regulations, 2023 and as per the extent UGC Regulations under University Grants Commission (Minimum Qualifications for Appointment of Teachers and other Academic Staff in Universities and Colleges and other Measures for the Maintenance of Standards in Higher Education) Regulations, 2018 for the teachers other than the technical and management discipline.

However, the **selection and appointment of teachers in the management discipline** shall continue to be regulated by **AICTE Regulations** on pay scales, service conditions and minimum qualifications for appointment of teachers and other academic staff such as library and physical education personnel in Technical Institutions and measures for the maintenance of standards in

Technical Education - (Degree) Regulation, 2019 as per clause 1.1 of the UGC Regulations, 2018.

The **appointment of statutory officers** of MDI as deemed to be Universities will be made as per the provisions of UGC deemed to be universities Regulations and rules of the Institute by following due procedure.

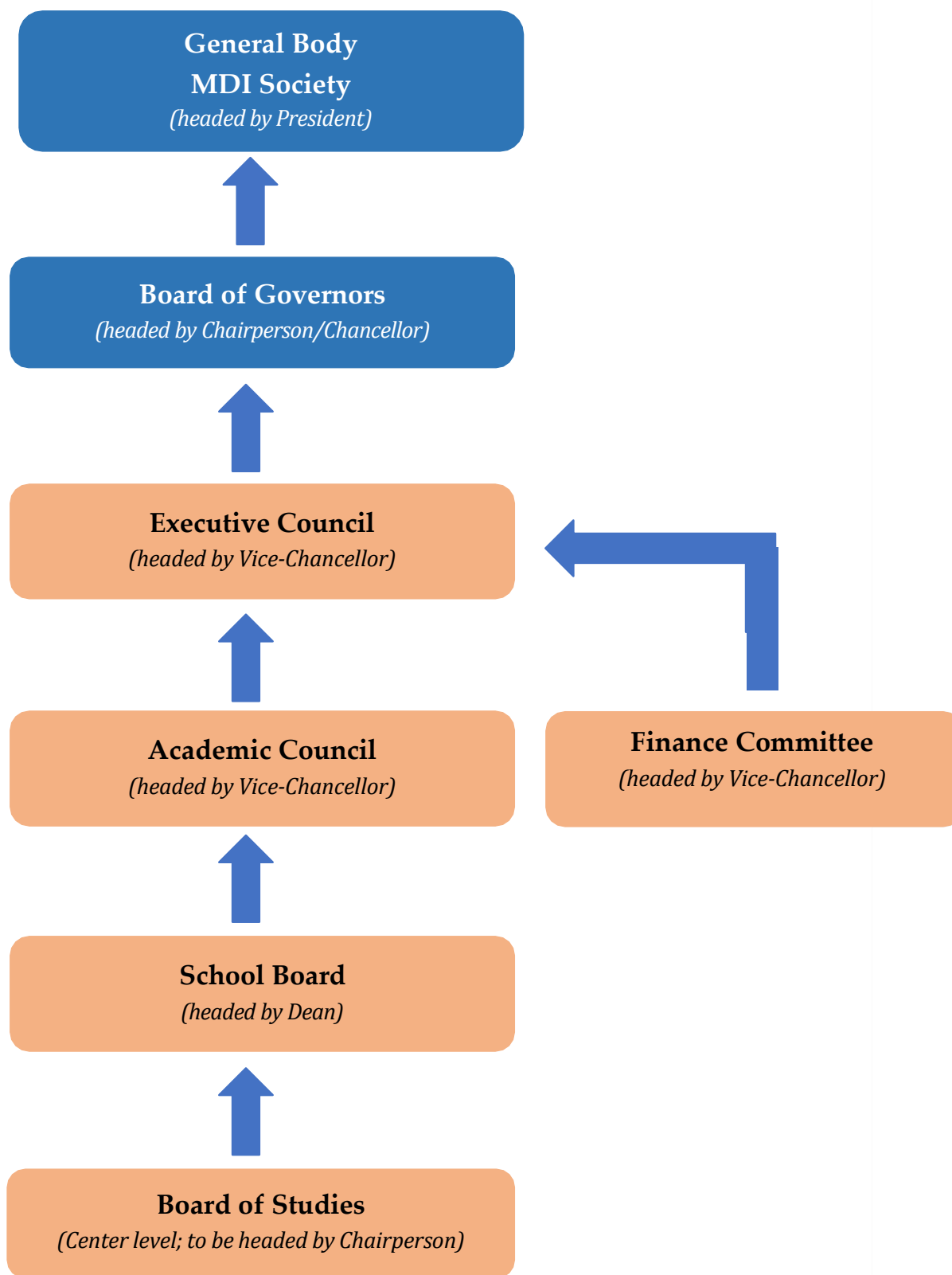
Shared Governance Model: But at the same time, the MDI will continue with the legacy of participatory decision-making processes, transparency in the processes, accountability and respect for mutual respect for domain knowledge of stakeholders, by following a shared governance model. This model aims to balance the involvement of different stakeholders in decision-making, and is based on principles of democracy, representation, and partnership.

Proposed Governance Structure of MDI deemed University: The proposed governance model for the MDI deemed to be University will be based on the structure of governance prescribed by the UGC Regulations for deemed to be

Universities while allowing for the current governance structure.

The proposed Governance structure of MDI deemed to be University is given below:

Figure 11: Proposed Governance Model for MDI deemed to be University.



- a) The existing Organogram of the Management Development Institute is given below: -
- b) Proposed composition of the First Executive Council of MDI deemed to be University (to be constituted as per UGC Institutions Deemed to be Universities) Regulations, 2023 with a maximum of 13 members: -

The Executive Council shall be the principal executive body of MDI of the deemed to be University with the following composition: -

S.No.	Details	Position	Tenure
1.	Vice-Chancellor	Chairperson	Ex-officio
2.	Pro Vice-Chancellor (if any)	Member	Ex-officio
3.	One Nominee of University Grants Commission	Member	Ex-officio
4.	Two Deans of School of studies	Member	Three years
5.	Four Nominees of sponsoring body (MDIS)	Member	Three years
6.	One Professor (not a dean of School of Studies) on rotation basis to be appointed by the Vice-Chancellor	Member	One year
7.	One Associate Professor on rotation basis to be appointed by the Vice-Chancellor	Member	One year
8.	One Assistant Professor on rotation basis to be appointed by the Vice-Chancellor	Member	One year
9.	Director of constituent unit (MDI Murshidabad)	Member	Ex-officio
	Registrar	Secretary	Ex-officio

- c) **Reorganization and restructuring of existing administrative, financial and services divisions**

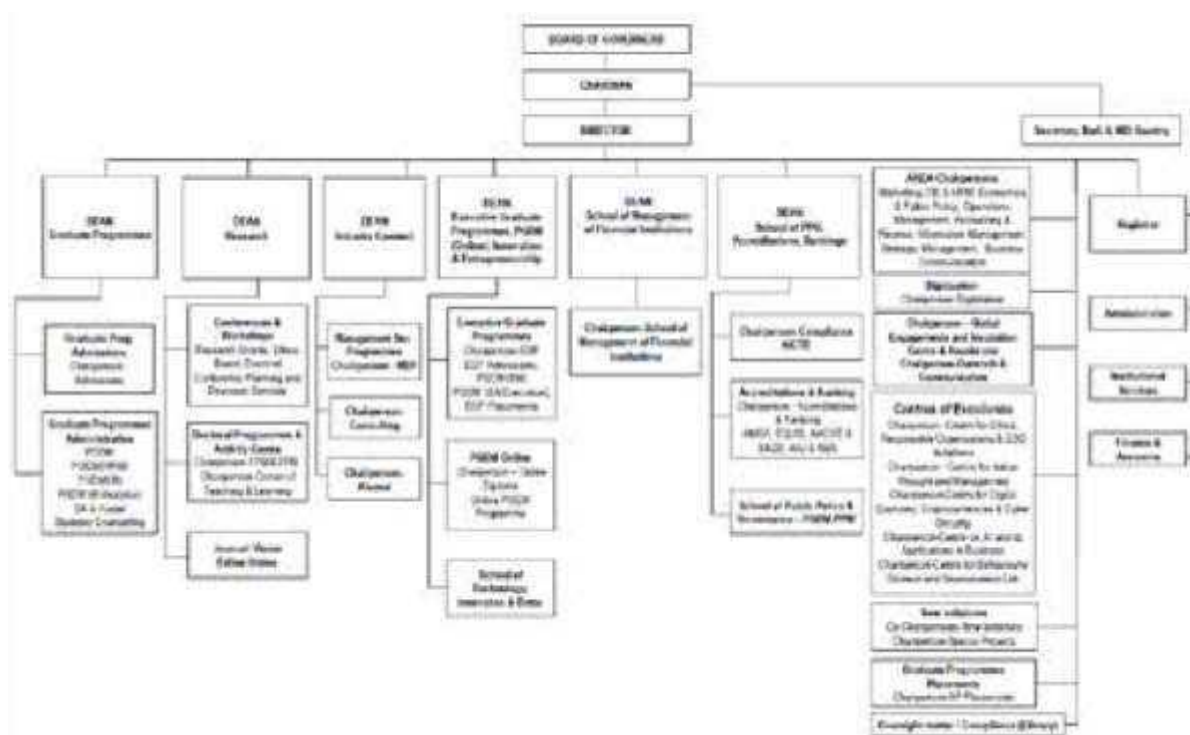
MDI has a robust administrative structure with a team of committed professional manpower with domain knowledge in administration, academic, finance, services etc. This vastly helped the MDI over the years to provide excellent support services to the faculty, students and staff.

An exercise will be undertaken by the MDI to restructure the existing divisions

and will be organized in such a manner to cater the future need of the MDI as a deemed to be University. MDI is already having 40 incumbents at Group A level (Level 10 to Level 13) with two officers at the level of Registrar (Level 14). Every division will be headed by a Chief Administrative Officer (Deputy Registrar) who will be assisted with Administrative Officer (equivalent to Assistant Registrar senior Scale) or Deputy Administrative Officer (equivalent to Assistant Registrar) with ministerial, technical and support staff. MDI is already having a full-fledged Engineering Division which is headed by a Chief Engineer who is assisted with a Project Engineer and other technical staff to oversee the estate of MDI and campus development functions.

The reorganization and restructuring of the administrative wings of the MDI will be done in a manner keeping with the existing basis structure of administration.

Figure 12: Organogram of Management Development Institute



Note: At present the Director of the Constituent Unit at Murshidabad reports to the Chairperson, Board of Governors.

6. Identifiable Outputs and Outcome of the Programmes of MDI Deemed to be University

Management Development Institute (MDI) is known for its high-quality management education with global exposure for over three decades ever since the Postgraduate Diploma in Management Programme (PGPM) were introduced in way back 1994 for the first time alongside of its signature Executive Management Development Programmes industry and public sector executives.

MDI's programmes are always reflecting its quality, impact, and reputation in both academic and professional circles. The following are the key identifiable outputs and outcomes from the proposed academic programmes through six schools of studies to be offered by MDI Deemed to be University:

Desired Outputs of the School-wise Programmes of MDI a Deemed to be University	Expected Outcome of the School-wise programmes of MDI as Deemed to be University
1) School of Decision Science	
a) The focus area of the Masters programmes to be offered under the School of Decision Science includes Business Analytics, Decision Sciences, Digital Economy, Data Mining, Artificial Intelligence, Machine Learning, Quality Risk Management. It is also proposed to offer two weekend PG Diploma Programme for working professionals. b) Besides Ph.D. programmes (full/ time and part-time will also be offered for undertaking cutting edge technology related to the field of decision science. c) Decision Sciences provides students with knowledge of quantitative skills and experience in analysing problems arising in a business environment. d) These programmes are designed to provide knowledge about applying quantitative methods to real-	a) Rapid advancements of India in Digital Public Infrastructure (DPI) are remarkable and showcasing India's leadership in digital innovation and offering adaptable models for the world. b) Banking, telecommunications, retail, and technology are major employers in the digital economy. c) Major sectors adopting AI and ML include tech, finance, automotive, healthcare, and retail. A PwC report projects that AI could contribute up to \$15.7 trillion to the global economy by 2030. d) India's digital economy is expected to reach \$1 trillion by 2025, fuelled by rapid adoption across sectors. e) Major sectors adopting AI and ML include tech, finance, automotive, healthcare, and retail. A PwC report projects that AI could

world problems using modern methodologies adopted from statistics, and operations research (management science). e) These programmes are mainly aimed to provide adequate opportunities to the students to give an entrepreneurial mindset. f) These programmes are designed to match with the Digital India Mission of the Government to transform India into a digitally empowered society and knowledge economy.	contribute up to \$15.7 trillion to the global economy by 2030. f) The World Economic Forum has highlighted that roles in data science, AI, and analytics will be among the most critical in the coming years. g) Students after completion of these programmes have ample job opportunities in both private and public sector in India as well as at global level. h) These programmes also aimed to meet the skilled manpower at executive and managerial level to lead India's growth story at global level.
2) School of Technology, Innovation and Entrepreneurship	
a) The School will be offering on Master Programme in Entrepreneurship & Innovation; one PG Diploma in Fintech (Weekend) programme along with full time/part-time Ph.D. programmes. b) Innovation-centric courses encourage students to think critically and solve complex problems and prepare themselves to develop breakthrough ideas, products, and services that can disrupt markets. c) equips students to manage tech-driven companies and understand the commercial potential of technological inventions. d) students will be able to understand the nuances of world of entrepreneurship to create, manage, or invest in tech-based ventures. e) These programmes are expected to create multidisciplinary	a) These cutting-edge technologies have been continuously impacting the business through disruptive technology-based products and services. The formal economy is moving towards informal or gig economy. b) Many Indian start-ups are presently technology-driven. It is a natural choice for the industry to attract talents who have the entrepreneurial and innovative mindset. The expected outcome of the programmes is to making the students to lead in the digital age of business by taking India in the growth ladder. c) These programmes are aimed to harness the technology serve as hub for local innovative ecosystem, supporting startups through its own incubator.

learning environment, blending business management with technological innovation.	
3) School of Liberal Arts and Cultural Heritage	
a) School of Liberal Arts and Cultural Heritage will be offering two Masters programmes in Liberal Arts and Creative Enterprise. b) Besides the School will be offering Ph.D programmes (both full time/part-time) to attract interdisciplinary research. c) Liberal arts education of MDI will emphasize understanding human behavior, culture, and ethics. d) develop an understanding of the broader context of business within society, history, culture, and ideology e) Liberal arts programmes in MDI are expected to help the students to develop critical thinking and analytical skills by exposing them to history, cultural heritage, philosophy, ethics, sociology, and other disciplines. f) Creative enterprise programme of MDI lay focus in the fields of art, film, music, media, design related to business to understand how creativity fuels innovation.	a) Liberal arts programme improves written and verbal communication skills, which are essential for negotiation, conflict resolution, and presenting complex ideas to various stakeholders in business. b) These are essential qualities for leaders who must balance business objectives with social responsibility and ethical considerations. c) Liberal arts education programme brings unique perspective on the world and business, and how they relate to each other. d) A liberal arts education can help the students to develop empathy, which is an important quality for business leaders. e) Creative enterprises with its social entrepreneurship approach can create unique products and services by pushing the boundaries of creativity and innovation. f) These liberal arts and creative enterprise programmes can solve business problems faster and easier by discovering unique ideas. g) Such programmes are capable of addressing the new age consumer markets and grow business to fuel economy of the country by using creativity as human capital. h) These programmes prepare creative graduates from any field to become entrepreneurs and develop start-up wealth and job-creating enterprises, or to

	operationalise their creativity within existing organisations. i) The programmes create an ambience for multidisciplinary and interdisciplinary thinking, discussion, debate to bring vibrancy with culture and Indian ethos as its core.
4) School of Business	
a) Four of the existing Master level programmes viz. general management, human resource management, international business and will be placed under the School of Business. b) Besides, the School will offer a five-year integrated programme in management (IPM) in the coming years. c) The existing Fellow programmes will be converted into full time/ part time Ph.D programmes. d) These programmes offer a wide range of elective courses, covering a variety of topics to help the students to develop out of box thinking. e) These programmes are the flagship programmes of MDI built on over three decades to attract the best talents in the country. f) These programmes helped the institution to develop strong industry-academia partnerships and a vibrant alumni network. g) students are equipped with to become market-ready with various critical management skills; it is aimed to empower students with the knowledge, skills, and values necessary to thrive in an ever-changing and challenging global landscape	a) MDI through these programmes have helped and nurtured the industry over three decades. b) These general and specialized programmes in management are poised to prepare professionals in these areas equipped with entrepreneurial and human skills to tackle complex technoeconomic and societal issues. c) International exposure through exchange opportunities with leading global business schools contributes to students' global business understanding, making them competitive candidates for multinational corporations. d) Because of academic vigour and diverse courses inbuilt with these programmes, students get high placement rates with competitive salary packages, reflecting the demand for MDI's graduates across sectors like consulting, finance, marketing, and technology. e) These programmes have contributed to the country's sustainable growth, resilience, and techno-economic global leadership over the years.

h) MDI has partnerships with top international business schools, such as ESCP Europe and Nanyang Business School. i) These collaborations provide students with exchange programmes, double degrees, and exposure to global business environments.	
5) School of Management in Financial Institutions	
a) One new Masters programme in Banking and Financial services are proposed under MDI deemed to be University. b) It is designed to develop expertise in areas critical to the banking and financial industry. c) Key courses will cover areas like FinTech, asset management, global finance, and digital banking, providing students with technical and industry-specific knowledge. d) These courses will allow students to perform critical analyses and make data-driven decisions in the banking and financial institution sector. e) These experiential learning components help students gain practical insights, industry contacts, and hands-on experience in banking operations and financial analysis.	a) Students after acquiring specialized skills are expected to embark their career for global and domestic banks, insurance companies, asset management firms, and consulting firms. b) According to recent industry trends, demand is particularly high for roles in risk management, digital banking, and FinTech, where expertise in financial services and technology intersects. c) Strong analytical skills in financial institutions and banking allow the students to excel in roles that require financial forecasting, risk assessment, and quantitative analysis. d) These technical skills are essential in the era of big data, enabling graduates to derive insights from large datasets and improve financial decision-making processes. e) Given the exposure to FinTech and digital banking, students will contribute to innovations in digital payments, blockchain, and artificial intelligence applications within financial services. f) The programme will be aligning with the evolving industry needs, making the students well-suited to

	respond to emerging trends in FinTech, AI, and risk management. g) Such domain knowledge enables the students to play a role in digital transformation initiatives within banks and financial institutions and thereby contributing to the economic growth of the country.
6) School of Public Policy, Law and Governance	
a) The existing Public Policy and Management will be placed under the school. b) The School will also offer a Master programme in Public Policy and Governance besides Ph.D programme. c) Students acquire the ability to analyze, design, and evaluate public policies; they learn to assess the socioeconomic and environmental implications of policy decisions and develop strategies to address policy challenges effectively. d) These programs bridge the gap between the public sector and business, focusing on leadership, strategic management, and societal impact. e) Public Policy and Governance programs allow the students to simulations-based learning on real policy scenarios, helping them to understand complex policy issues and decision-making processes. f) Public Policy, Law and Governance programs promote multi-stakeholder collaboration, engaging students with NGOs, international organizations, United Nations, Bilateral agencies and the private sector.	a) Public Policy programmes produce actionable insights into pressing policy issues, such as urban governance, economic development, environmental sustainability, and public health. b) The programmes in Public Policy and governance helps to develop individuals capable of meeting the challenges faced by society in tackling scientific and technological issues. c) Through fieldwork, students engage with marginalized communities to understand their needs and advocate for policies that ensure equal access to resources, public services, and economic opportunities. d) Students are trained to balance business efficiency with social impact, aligning public goals with sustainable development principles. e) Students are prepared to lead policy initiatives and manage public sector programs, making them ideal for roles in government and social enterprises. f) Best suited for the public sector, including project management, resource allocation, and stakeholder engagement.

	g) The sustainable development goals (SDG 17) require partnerships across sectors. The public policy and governance programme of MDI encourage by fostering collaborative research, policy labs, and joint projects and thereby meeting the sustainable development goals for making country's progress.

7. Existing Academic and Physical Infrastructure at MDI

- a) **MDI Gurgaon** is located in one of the most bustling metropolises, Gurugram, a leading corporate hub of India. Its 35 acres of lush green campus provides the Institute's community a unique experience of creative environment amidst industry action. State-of-the-art classrooms, IT infrastructure, hostels, library and other facilities set amidst sylvan surroundings create a conducive environment for studies. The campus is located 12 km from the Indira Gandhi International Airport in Delhi.

Vision and Design concept: The design for the Management Development Institute (MDI) Gurgaon is a landmark in modern architecture designed by CP Kukreja Architects that honours the legacy of age-old institutions in the country by adopting a contemporary interpretation of the same, infused with technology and engineered finesse of tomorrow. This vision placed the Institute much ahead of its time. The design for the campus, an area of more than 37 acres and located on the junction of MG Road and National Highway near Gurugram, was devised on principles and design of famous Indian institutions like Vikramshila, Nalanda and Takshila during ancient times.

Layout plan and Landscaping: Like many of these historical institutions, the campus' layout plan follows an axial plan where all major functional elements fall on the primary axis while other facilities are dotted along the secondary axis, branching out of the former. This planning ideology has also helped the functional areas of the campus to be aggregated and arranged within a compact footprint along the major circulation corridors.

A dense and richly landscaped green campus inspired construction of avenues alongside the internal roads and created an environment of serenity and repose, one that is conducive to the holistic development of students' personalities. The variation between the landscape elements creates a harmonious rhythm, ensuring that the campus exists as a successful reminder of historical education methodologies.

The campus was further planned in a way that created different activity zones that could generate public interaction and sports activity during the course of the day, and also serve as a common space for meeting and recreation of students and faculty members. The landscape design aimed to segregate the open spaces within the whole campus into different public and private zones depending on the functions and activities required, such as academic, residential, recreational, or simply for circulation purposes. It plays a crucial role in bringing balance to the entire campus.

Green campus: This design concept acts as a green buffer, reducing sound and air pollution generated from the vehicular traffic outside the site boundaries.

With the rise of demand for residential/academic/administrative facilities, MDI Gurgaon has initiated construction of sustainable lecture halls, IT and physical infrastructure. MDI is planning to expand its infrastructure to cater the growing demand in its Gurgaon campus. MDI adopts international standards and adheres to national/State statutory requirements.

The academic complex consists of:

- i. airconditioned lecture halls
- ii. auditorium
- iii. syndicate rooms
- iv. faculty and administrative blocks
- v. well-equipped Computer Centre
- vi. a modern library complex.

The student's hostels are Change Master (3 Floors), Odyssey (3 Floors), Taksha Shila - D, E & F Block (3 Floors), Chaitanya (11 Floors), Kaveri (3 Floors), Kshitiz (1 Floor) and Nalanda (3 Floors). The total area of these student's hostel rooms, dining hall, hostel office premise, common areas is approximately 28770 sqr.mtr.

Amenities: A lawn tennis court, badminton courts, basketball court, billiard room, table tennis room, yoga centre, a well-equipped gym, ATMs, and a canteen are available on the campus. Internet and fax connectivity are available within the campus which is under CCTV surveillance.

Hostel Blocks: MDI Gurgaon has three separate hostel blocks and fully equipped academic block comprising air-conditioned halls for its Post Graduate Diploma in Management students to accommodate around 850 students.

Hostels amenities for Students: Students of PGDM, PGDM-HRM and PGDM- IB in MDI Gurgaon stay on campus and are provided with accommodation on twin-sharing basis in Chaitanya, Change Masters and Takshashila and twin-sharing/four-sharing bases in Kshitij. There are separate hostel blocks for the girl students called Oddessy (twin-sharing) and Kaveri (twin/triple-sharing). In the current academic year 2025-26, MDI will be adding a new Academic Block and two hostels with additional capacity for 400 students.

Students are required to bring their own PC with LAN card. The rooms are provided with a bed, a study table, a chair, a cupboard and the usual fixtures. These are also available in the student run cooperative store "MART". Takshashila is also an executive hostel for the participants of executive graduate programmes (PGDM-BM) with reception halls, air-conditioned dining halls and air-conditioned semi-furnished rooms.

Hostel Facility for Executives: The participants of Management Development Programmes are accommodated in Parthenon and Nalanda hostels which have

been especially designed to suit the needs of executives. The rooms are air-conditioned and are fully furnished with modern gadgets. The rooms are provided with internet connection to facilitate extended study hours for the participants. They may bring their PCs with LAN card to fully capitalise on opportunities offered by the programmes.

Digital Signage: Digital signages are installed at various locations in MDI. These are used for displaying information about the events and activities at MDI.

MDI Gurgaon Library: MDI Library is fully automated and has a collection of over 55,000 books and around 2.3 lakh e-books predominantly related to management and allied subjects. The Library is headed by a Institute Librarian with library professional.

The library holds a rich collection of printed as well as electronic resources which include books, journals, databases, audio-visual materials, CDs/ DVDs, e-journals, reports, case studies, conference proceedings, training manuals, etc. The library with its modern collection of knowledge resources and innovative information services fills an essential role for the academic community in their intellectual pursuits.

Online Library Resources

The online library provides access to 17,000 international journals. The electronic library, which is accessible across the campus network includes major international online databases such as ABI/INFORM (ProQuest), Business Source Complete (EBSCO), Elsevier Journals collection, Emerald, Sage Online Journals collection, Wiley online Journals Collection, ACE Analyser, Bloomberg Terminal, CMIE databases, Euromonitor's Passport, Factiva, APA databases, Indiatat, Statista, etc.

MDI Library is a hybrid library with the state-of-the-art technological applications. The entire Library collection including the CD-ROM databases and the online databases are made available through Institute's network. Users can access the online databases and also find out the real-time availability of library materials from their own computer terminals. The library offers a range of information services set to the highest professional standards. The Library is open seven days a week.

The library aims:

- i. to be a world-class knowledge resource centre in the area of management sciences
- ii. to provide appropriate knowledge resources to meet the information needs of the academic community of the Institute
- iii. to provide proactive and innovative information services to the academic community and

- iv. to support the Institute in becoming a top ranked world-class business school

Institute Computer Centre: MDI has state-of-the-art IT infrastructure to support teaching, learning and academic administration. The campus is equipped with the following facilities:

i. Campus Network

The campus network is built on 144 core fibre optic cable backbone of 10 Gbps capacity connecting all the buildings through 12 core fibre. For intra-building connectivity, a copper Ethernet network is in place. The Computer Data Centre is the main hub of network housing all critical devices. The core network switch and AAA appliances are available in HA mode. The entire campus is Wi-Fi equipped with Aruba Access points and controllers providing seamless Wi-Fi connectivity across the campus. The network supports 2500 concurrent users.

ii. Internet Connectivity

MDI Gurgaon campus has dedicated, secure, and high-speed internet connectivity with 1 GBPS (1:1) capacity. This is supported by another backup internet leased line of 1 GBPS (1:1).

iii. Computer Labs

MDI has two computer labs for students, researchers, and faculty for academic activities. The labs are equipped with 120 Intel i5 Windows 10 desktops installed with the latest versions of software applications and internet connectivity. The computer lab is also equipped with seven LaserJet printers to provide printing facilities to the students. One section of the lab serves as Finance Lab and is equipped with Bloomberg Terminals.

iv. E-mail System

MDI Gurgaon e-mail system (@mdi.ac.in) is configured on Google apps for Education Vertical. It is a user-friendly web-based e-mail system that allows users to access emails anytime, anywhere. In addition, Google Apps offer various other facilities such as Google docs, Google Meet etc., which can also be utilised in a collaborative work environment.

v. Data Centre

MDI data centre has 10 servers hosting varied applications for administration, finance, library, faculty, and staff. It also hosts a DHCP server, Firewall, and other infrastructure as indicated below:

- a. Firewall: The Campus Network is protected using Sophos XH 450 Appliance firewall, which facilitates intrusion detection & prevention and content filtering.
- b. DHCP Server and Mac Binding Application Server: The devices requiring access to MDI network are allocated valid IP address through DHCP server

after the MAC Address of the devices are registered with Computer Centre.

- c. **Library Server and VPN for Library Resources:** It hosts the application and resources of MDI Library. MDI library resources can be accessed through cloud-based services from anywhere outside the campus by the members of MDI community.
 - d. **ERP Software:** The Administration, HR, and Finance are using Oracle Peoplesoft ERP for all their operations.
- vi. **IT Facility in Classrooms and Auditorium**
All the classrooms are equipped with computer systems connected to the internet and audio-visual Aids. Seven of these classrooms are smart classrooms equipped with digital podium, audio systems and interactive board/laser projectors. The Auditorium of the Institute is state-of-art equipped with video wall, digital podium, video conferencing system and conferencing facility. The Institute has subscription to Zoom and MS Teams for Online sessions/ meetings.
- vii. **Internet facility in Hostel Rooms Facilities**
All the hostel rooms are provided with network and internet connectivity.
- viii. **List of Software Packages Available at MDI Gurgaon:**
- » MS Office 2021 (Microsoft Open Value Subscription Education Solution)
 - » SQLSvrStd 2017
 - » MS Project 2021
 - » ABBY Fine Reader
 - » Turnitin Feedback Studio (Anti-Plagiarism software)
 - » SPSS Version 29.0, Amos 29.0
 - » SPSS Text Analysis
 - » EVIEW 13
 - » AMPL
 - » Minitab
 - » STATA 15C
 - » Gauss Software
 - » Orelle Digital Language
 - » OLT Student Administration
 - » Lingo
 - » E-Library, Remote Xs
 - » Nvivo Software
 - » Oracle People Soft ERP Software licenses
 - » NeuroSolutions
 - » Smart PLS3

- » Prosuite Software (including QDA Miner, WordStat, SimStat)
- » JMP Academic Suite
- » CANVAS LMS

b) Constituent Unit: MDI Murshidabad

With an intention to impart management education, nurture local talent, and groom young students to become global leaders, Management Development Institute Society (MDIS), launched its second institute MDI Murshidabad unit in 2014. The foundation stone was laid on the October 31, 2010 at Jangipur, Murshidabad, West Bengal by the then Honorable Union Minister of Finance, Government of India, Shri Pranab Mukherjee. The MDI Murshidabad unit is situated on a 10-acre plot of land in Jangipur, Murshidabad, West Bengal with state-of-the-art infrastructure and facilities.

i. State of the Art Classrooms (air-conditioned)

Classrooms are aesthetically designed air conditioned. They are also equipped with high-speed internet connectivity, hi-definition projectors and video conferencing facility for enriching classroom experience. Amphitheatre style A/c Classrooms provides the clear one-point vision without any angular perspective.

ii. Computer Centre (Aryabhatta)

MDI-Murshidabad has state-of the art computing facility consisting of 251 PC nodes and two servers, connected on a high-speed Gigabit Ethernet Fiber Optic/UTP based network in a distributed Windows and Linux environment.

iii. Computer Lab: MDI Murshidabad unit has two Computer Lab equipped with the 142 numbers of state-of-the-art computing facilities along with LCD projectors are installed in the lab which are being used by students and MDP participants.

- a. **Email System:** The Google based email system (@mdim.ac.in) which is widely used and is very user-friendly which allows users to access emails, both from inside the campus and outside.
- b. **Internet Connectivity:** MDI-Murshidabad unit has dedicated Internet Leased Line (ILL) which offers high speed and uninterrupted Internet connectivity from anywhere on the campus, through the campus LAN.
- c. **Wi-Fi Facility:** To provide flexibility and convenient access to network facilities, Wi-Fi equipment have been installed at various places in campus like Library, Boys' Hostel, Girls' Hostel, Board Room & Director's Office, Executive Hostel, Cafeteria and other outdoor locations of the campus etc.
- d. **Video Conferencing Facility:** MDI Murshidabad unit has an internet-based Video Conferencing Facility setup. This facility is used for placement interviews, virtual student seminars and classes of various subjects etc.

iv. Digital Signage: Digital Signage's are installed at various locations of the campus which displays the information about MDI Murshidabad unit activities i.e. latest information about events, corporate movie etc.

- v. **The Executives Hostel**, SIRAJ of Management Development Programmes is designed to suit the needs of executives. The rooms are air-conditioned and are fully furnished with modern amenities. The rooms are provided with Internet connection (Wi-Fi) to facilitate extended study hours for the MDP participants. It hosts them with air-conditioned dining halls with requisite ambience.

- vi. **Campus Amenities**

- a. Three Hostels facility with single occupancy rooms with attached balconies with an area about 6000 sqr. mtr which can accommodate about 450 students (227 men and 71 women students)
- b. 13 Nos of residential accommodation for teaching staff including Director.
- c. Campus Wi-Fi facility
- d. ATM
- e. Health Club
- f. Medical Health centre (AROGYA)
- g. Amphitheatre
- h. Canteen (AAHAR)
- i. General Stores Facility
- j. Swimming pool
- k. Gymnasium, Badminton Court, Table Tennis Court, Volleyball court, Snooker
- l. TV Room, Music Room
- m. Cafeteria
- n. 24 x 7 Power back up with 2 DG sets

- vii. **Institute Library: Chaitanya Learning Resource Centre**

The Library at constituent unit at Murshidabad, known as Chaitanya Resource Centre, is automated and RFID-enabled with a collection of over 15,000 books predominantly related to management and related disciplines. The library holds a rich collection of printed and electronic resources, including books, eBooks, journals, databases, audio-visual materials, e-journals, etc. With its modern collection of knowledge resources and innovative information services, the library plays an essential role for the academic community in their intellectual pursuits.

The Library (CRC) is state-of-the-art with cutting-edge technological applications with RFID technology and KOHA software. The entire Library collection, including the online databases, is made available in real time through the Institute's network. Users can access the online catalogue and discover the availability of library resources from their user interface. The library offers a range of information services set to the highest professional standards.

Electronic Library: The MDI Murshidabad unit library facilitates E-Library service through its portal <https://library.mdim.ac.in/>, which is accessible 24x7 both inside and outside the network. There are many e-journals, E-Databases both open access and subscribed are embedded in the portal. The stakeholders of MDI Murshidabad unit can access this content anywhere in the world through remote access (<https://idp.mdim.ac.in/>), which is also embedded in the library portal.

Additional information with photographs related to existing Academic and Physical Infrastructure of MDI is given in the **ANNEURE 4 to this DPR**.

8. The Distinctiveness of Management Development Institute for grant of Institution Deemed to be University status under 'Distinct' Category (Existing)

The Management Development Institute (MDI) was set up in 1972 to meet the strategic requirement of the training activities of executives of public and private sectors, banking institutions and entrepreneurs. It was a unique model where the initiative of Industrial Financial Corporation of India (IFCI) was supported by the Government of India, Ministry of Finance and Kreditanstalt fur Wiederaufbau (KfW), Germany, an international organisation that works together with its partners in developing countries in order to identify projects/ programmes which promote sustainable development. In 1977, the Development Banking Centre started the first sectoral project funded by financial institutions in MDI.

Pioneering Institution in Executive Education in India

MDI had pioneered the full-time Executive Graduate Programme in Management in 1987, now known as Post Graduate Diploma in Management (National Management Programme) - PGDM (NMP). The flagship full time residential programme, sponsored by the Department of Personnel and Training, Government of India was tailored for the need of Officers of the Government of India and Public Sector organizations. Over the years, MDI has diversified its operations and has transformed itself as a leading integrated Business School of the country.

Diversification in Academic Programmes in Management

The first batch to enrol for the flagship PGDM programme at MDI, Gurgaon was in 1994 and it quickly emerged as one of the most sought-after B-Schools in India in a very short span of time because of its high standards. MDI was initially set up as an institution to nurture and pursue public policy and those strong roots are still vibrant in MDI through its academic and outreach activities. MDI keeps reinventing itself regularly to keep pace with changing times by offering a diverse programme to meet the challenges of global industry.

Attributes of Distinctiveness of MDI for deemed university status

The distinctiveness of MDI as one of the reputed Institution of Management Education in the country primarily lies on the following six pillars depicted below:

These attributes make MDI Gurgaon a distinctive and highly competitive institution in the field of management education, preparing its graduates for complex global business environments.

Tailored Management Programmes for All India Service (AIS) Officers and Group-A Officers as midcareer opportunities. MDI's tailored programmes in Public Policy and Management for government and public sector officers is specifically designed for officers from the All-India Services and Group-A officers from Central and State governments. This programme had greatly helped the Government sector in creating a pool of government officers who are trained in policy formulation, implementation, and public administration, making them better equipped to handle national priorities. The MDI, thereby contributed immensely for nation building.

MDI's advanced management programmes (AMP) contribute to strengthening leadership across public and private sectors, aligning with India's goal of building managerial capacity for development and economic progress. Management Development Institute is well-positioned to meet India's strategic needs and support government initiatives in several impactful ways.

MDI's commitment to sustainability and environmental management aligns with India's objectives of promoting green growth and sustainable development. Programs focused on sustainability, corporate social responsibility, and environmental governance equip professionals to implement practices that support the Government and public policy for the common good.

Innovation and entrepreneurship are one the focus areas of MDI which aligns with India's goals of fostering a startup ecosystem and encouraging economic self-reliance. Programs that integrate entrepreneurship, technology, and business innovation can produce graduates who contribute to India's economic growth, support government initiatives and drive job creation, especially in emerging tech-driven sectors.

MDI through its academic and specialized programmes has been addressing some of India's most pressing strategic needs, fostering a skilled workforce and developing solutions that align with government priorities in public administration, economic development, and sustainability. MDI because of its proximity to Delhi has been catering to the educational needs of the population of Delhi NCR for the last four decades with high quality management education and thereby strengthening the hands of Government.

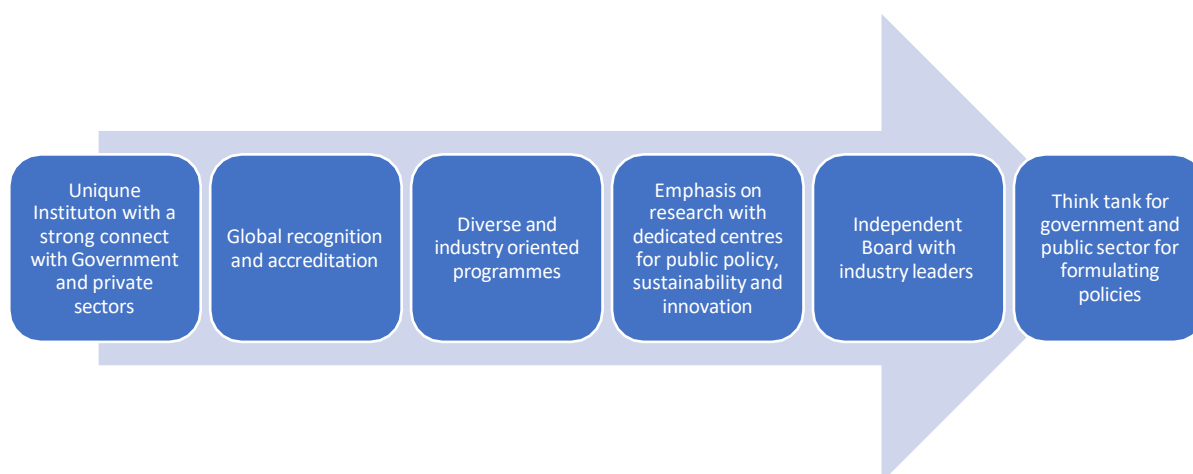
The MDI always ensured that its programmes meet the present and future needs of the industry and government sector. But the MDI has been a standalone management institution with its distinctive management related programmes.

One of the major distinctiveness of the proposed MDI Deemed to be University will be innovative management education for management of financial institutions. Some academic programmes in the fields of ‘business analytics’, ‘decision science’ and ‘creative enterprise’ will be unique, distinctive and futuristic.

All the academic programmes will have live immersion/internship with the industry and industry leaders will be roped in to mentor the students. Besides Departments imparting regular teaching, there will be ‘Centres of Research’ in the distinctive but diverse interdisciplinary fields of research.

The conferment of deemed to be University status to MDI under ‘distinct category’ (Existing) by UGC is expected to enrich its programme and will help diversification in allied fields. It is also expected to cater to the higher educational needs of the society and will give impetus to its further growth and contribution to the nation building.

Figure 13 Attributes of Distinctiveness of MDI



9. Justification for the proposed Programmes by MDI Deemed to be University under distinct category

The Management Development Institute (MDI)’s transformation into a deemed to be University under ‘distinct’ category after its existence over 50 years is a natural aspiration to achieve its vision of the its founders. The aspiration of MDI to become a deemed to be University is response to the changing needs of the management education to cater the industry and society at large at this crucial juncture.

The significant step of moving ahead of time of the MDI is based on the following firm grounds keeping view the larger public good and to contribute to the overall growth of the country

The National Education Policy 2020

The National Education Policy 2020 envisages to end the fragmentation of higher education and standalone institution into large multidisciplinary universities. The NEP 2020 lay emphasis on building vibrant communities of scholars and peers to break down the compartmentalization of higher education and moving towards a more integrated education system in India.

NEP 2020 encourages a Multi-Disciplinary Approach to learning, allowing students to choose subjects across streams. The NEP 2020 also aims to transform the curriculum and pedagogy by introducing subjects for the 21st century, such as artificial intelligence, design thinking, and environmental education to enable the students to become well-rounded citizens with critical thinking not only in their chosen domain but also in cross discipline such as creative arts, cultural heritage etc.

Key initiatives of the Government have laid a foundation that encourages a mindset shift towards entrepreneurship and risk-taking. Accordingly, the new programmes proposed under the MDI deemed to be Universities are primarily aimed to address the changing entrepreneurial mindset of the future business leaders.

The proposed programmes of MDI as deemed to be University are intended to achieve the motto and spirit of the recommendations of the National Education Policy 2020.

Shift in the management education at global level

The global landscape of management education is presently undergoing significant transformations driven by advances in technology, shifts in the skills demanded by the workforce, and evolving learner expectations. These changes affect both curriculum design and delivery methods, creating new standards and expectations for business schools worldwide. Business schools are increasingly integrating digital tools like artificial intelligence (AI), machine learning, and data analytics into their curricula. The rise of virtual and augmented reality for immersive learning experiences also allows

students to simulate real-world business scenarios. This evolving landscape signifies that management education must keep adapting to produce leaders who can navigate complex, tech-driven, and globally interconnected markets.

The new programmes to be rolled out by the MDI after attaining deemed to be University status are to be **driven by technology with interdisciplinary approach** to meet the new age challenges being posed to the industry, world of work and the society.

Globalization and Cross-Cultural Competencies

Institutions are forming global partnerships, allowing for cross-border educational experiences, including exchange programs and collaborative research. These partnerships are often with universities in emerging markets, providing exposure to a broader range of business environments.

The advantage of the MDI being a globally recognized management institute with high global rankings have strong international partnership with exchange students and international faculty visiting MDI from European countries. The formation of MDI was also fostered by Kreditanstalt für Wiederaufbau (KfW), Germany facilitated by the Government of India, Ministry of Finance way back in 1972. Over the years, the MDI has hosted international students and faculty from 32 countries from Australia to USA.

The grant of deemed university status to MDI will strengthen the initiatives by the Government towards internationalization of higher education in India to avoid outflow of Indian students to foreign universities. MDI once become a deemed University will have more freedom and opportunities at global level to enter into more collaborative agreements with globally ranked Business schools for offering joint degree/twinning programme within the framework of the UGC.

Strong Industry Engagement and Alumni Network

The MDI's foundation as Management Institution based on the industry needs realized by the Government with special reference to management of financial institutions of India. MDI's industry and strong alumni network plays a vital role in nurturing the talents of students and make them industry ready. After the grant of deemed to be University, the MDI will be in better position to provide value addition to the students and the industry.

Expansion of Research Capabilities on attaining deemed to be University status

National Education Policy (NEP) 2020 emphasizes enhancing research capabilities in India's higher education institutions (HEIs) to drive innovation, support national development goals, and make India a global knowledge hub. MDI being a standalone management institution has its own limitation to offer full-fledged research degree (Ph.D). Grant of deemed to be University status under 'distinct' category will vastly help to build up the research capacities of MDI and reposition itself as research intensive management institute and attract talents.

Way Forward

MDI is committed towards the implementation of NEP 2020 in letter and spirit duly incorporating in its academic programmes towards more holistic and multi-Disciplinary approach.

MDI will adopt Learning Outcomes based Pedagogical approach with paradigm shift from teacher centric to learner-centric and from passive to participatory pedagogies to achieve Quality Higher Education.

MDI will have multi-disciplinary research-based Centres and Schools in the emerging areas of knowledge from digital economy, data mining, cyber security, fintech liberal arts and creative enterprise to cultural heritage and to create a stimulating learning environment for the students and young minds.

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10. Details of the financial sustainability of the proposed institution deemed to be University along with the details of the corpus fund being created in the name of the MDI Society, proposed institution deemed to be University

10.1 Details of Corpus Fund being created in the name of MDI Society

(A) Details of Financial Position of the MDI Society (as on 31.05.2025)

(A) Details of Financial Position of the MDI Gurgaon (as on 31.05.2025)

S. No.	Deposit No. & date & Bank details	Amount	Maturity date	Maturity Value in Rs.
✓ 1	01070300077088 03-06-2024 Bank of Baroda	40,00,00,000	03-06-2025	43,14,89,083 ✓
✓ 2	01070300077452 27-06-2024 Bank of Baroda	45,00,00,000	27-06-2025	48,54,25,219
✓ 3	044923030003082 29-07-2024 Union Bank of India	50,00,00,000	29-07-2025	53,96,78,968 ✓
✓ 4	01070300078445 27-09-2024 Bank of Baroda	20,00,00,000	27-09-2025	21,60,62,261
✓ 5	044923030003369 21-10-2024 Union Bank of India	20,00,00,000	21-10-2025	21,59,56,315
✓ 6	044923030003855 27-05-2025 Union Bank of India	70,00,00,000	27-05-2026	75,03,01,322
7	INE039A09PR5; IFCI Ltd	4,00,00,000	26-04-2028	4,00,00,000
	TOTAL	2,49,00,00,000		2,67,89,13,168


Harish K Chopra
 Registrar
 Management Development Institute Gurgaon
 Mehrauli Road, Sukhraili, Gurugram
 Haryana - 122007


Dr. Antony Jose
 Secretary
 Board of Governors & MDI Society
 Management Development Institute
 Mehrauli Road, Sukhraili
 Gurgaon-122007, India

(B) Bank Balance:

S. No.	Name of the Bank, Branch details	Account No.	Amount
1	Union Bank of India, Sector-14,Gurgaon	520141001478504	51,07,23,717
		520141001482544	10,39,30,234
		044922010003635	13,96,00,000
		520141001482234	2,79,80,130
		520401000186566	7,40,80,107
		TOTAL	85,63,14,188
2	Punjab National Bank, Sukhrali,Gurgaon	3145000102412487	2,11,50,000
		3145000102441735	4,40,466
		TOTAL	2,15,90,466
3	Bank of Baroda, Civil Lines,Gurgaon	01070200000519	28,03,68,038
		01070100020766	4,94,67,558
		TOTAL	32,98,35,596
		GRAND TOTAL	1,20,77,40,250

(A) + (B) = Rs.3,69,77,40,250/- (Rupees Three hundred sixty nine Crores seventy seven lakhs forty thousand two hundred and fifty only.)

duly supported by bank certificates and signed by Secretary, MDIS and Registrar,
MDI Gurgaon



Harish K Chopra
Registrar
Management Development Institute Gurgaon
Mehrauli Road, Sukhrail, Gurugram
Haryana - 122007



Dr. Antony Jose
Secretary
Board of Governors & MDI Society
Management Development Institute
Mehrauli Road, Sukhrail
Gurgaon-122007, India

9.2. Financial Sustainability

Estimated Revenue and Capital Expenditure for the MDI Society proposed university - 10 Year Rolling Implementation Plan for MDI (2025-26 to 2034-35)

10 year rolling implementation Financial Projections for MDI Deemed to be University (2025-26 to 2034-35)												Fig. in Crores		
Description		Actuals		Estimate	PROJECTIONS									
		2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
(A) Income	i) Revenue from programmes	160.11	203.62	235.00	270.00	335.00	385.00	435.00	500.00	575.00	650.00	775.00	850.00	950.00
	ii) Other Income	19.73	26.65	30.00	30.00	35.00	40.00	45.00	50.00	55.00	60.00	60.00	60.00	60.00
	TOTAL (A)	179.84	230.27	265.00	300.00	370.00	425.00	480.00	550.00	630.00	710.00	835.00	910.00	1010.00
(B) Operating exp	i) Programme Exp.	34.69	40.79	45.00	52.00	65.00	74.00	83.00	95.00	115.00	130.00	155.00	175.00	200.00
	ii) Pay & Allowances	70.01	81.99	90.00	96.00	105.00	115.00	120.00	125.00	135.00	140.00	150.00	160.00	175.00
	iii) Admin Exp. (including Depl.)	49.64	53.99	58.00	64.00	73.00	82.00	89.00	95.00	105.00	115.00	120.00	125.00	135.00
	TOTAL (B)	154.34	176.77	193.00	212.00	243.00	271.00	292.00	315.00	355.00	385.00	425.00	460.00	510.00
(C)	Excess of Income over Exp. (A-B)	25.50	53.50	72.00	88.00	127.00	154.00	188.00	235.00	275.00	325.00	410.00	450.00	500.00
(D)	Capital Exp. (CAPEX)	25.28	43.39	30.00	50.00	135.84	90.00	150.00	150.00	147.00	100.00	75.00	100.00	100.00

(E) Fund Position	i) Corpus Fund	17.20	17.37	25.00	30.00	35.00	40.00	45.00	50.00	75.00	150.00	300.00	400.00	500.00
	ii) Surplus Fund	114.78	120.28	125.00	150.00	175.00	200.00	225.00	300.00	375.00	475.00	550.00	675.00	790.00
	iii) Inf. Fund	355.60	403.60	432.00	439.00	400.00	434.00	442.00	447.00	465.00	510.00	600.00	700.00	850.00
	iv) Campus & Fixed Asset Fund	2.70	2.59	3.84	4.84	5.00	5.00	5.00	5.00	15.00	20.00	40.00	65.00	100.00
	TOTAL	490.28	543.84	585.84	623.84	615.00	679.00	717.00	802.00	930.00	1155.00	1490.00	1840.00	2240.00

The financial statements and the projected financial plan under this DPR as rolling plan put the MDI in a sound footing to become a deemed to be University.

MDI on attaining the deemed to be University status also proposed to open two off campuses in compliance with the provisions of UGC (Institutions Deemed to be Universities) Regulations, 2023.

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Annexure-1



Land Ownership Documents in the
name of Sponsoring Body-
MDI Society

3871

**Indian-Non Judicial Stamp
Haryana Government**

Date : 07/06/2017

Certificate No. G0G2017F999
 GEN No. 27554924

Stamp Duty Paid : ₹ 338088
 Penalty : ₹ 0

Seller / First Party Detail

Name: Haryanaurban Development Authority
 Plt./No./Floor: Na Sector/Ward: Na LandMark: Na
 City/Village: Gurugram District: Gurugram State: Haryana
 Phone: 0

Buyer / Second Party Detail

Name: Management Development Institute
 Plt./No./Floor: Na Sector/Ward: Na LandMark: Mehrauli road
 City/Village: Sukhrail District: Gurugram State: Haryana
 Phone: 0

Purpose: Conveyance Deed

The authority of this document can be verified by scanning this QR Code through smart phone or on the website <https://registry.noin>

DEED OF CONVEYANCE OF BUILDING SITE SOLD BY ALLOTMENT

1. Type of Deed	: Conveyance Deed
2. Village/City Name & Code	: HUDA
3. Segment /Block Name & Code	: Mehrauli Road, Sukhrail
4. Unit Land (Sq. yds./ Mtrs.)	: 36.38 Acre
5. Type of Property	: Institutional
6. Transaction Value	: Rs. 48,29,818/-
7. Stamp Duty	: Rs. 3,38,088/-
8. Stamp Certificate No/Date.	: G0G2017F999/07-06-2017
9. Commercial / Residential /	: Institutional

Authorized Signatory

Harpal Singh
 Registrar & Secretary
 Management Development Institute
 Mehrauli Road, Sukhrail,
 Gurugram (Gurgaon), Haryana

For Officer
 HUDA, Gurugram

प्रलेख नं: 3871

दिनांक 04/07/2017

डीय. सर्वेक्षी विवरण	
डीय. का नाम	CONVEYANCE WITH IN MC AREA
सहयोगी/सब डायरी/गुडपासा	
गांव/सहर	गुडपासा सहर
डीय. सर्वेक्षी विवरण	
रजि. बिना या सहाय्य डायरी लागू 4,829,818.00 रुपये	रजि. डायरी की रजि. 338,189.00 रुपये
रजिस्ट्रेशन फीस की रजि. 15,000.00 रुपये	रजि. शुल्क 2.00 रुपये
डी. नुमा नं. 80d2017g794 रजि. 301 रुपये	दिनांक 02/04/2017

Drafted By:

Service Charge: 200.00 रुपये

यह प्रलेख आज दिनांक (04/07/2017) दिन मंगलवार अग्न 12:20:00PM बजे श्री/श्रीमती/कुमारी E.O.Hood
पुत्र/पुत्री/पत्नी श्री/श्रीमती/कुमारी निवासी Gurugram द्वारा पंजीकरण हेतु प्रस्तुत किया गया।

हस्ताक्षर प्रस्तुतकर्ता

अप/सर्वेक्षक पंजीयन अधिकारी
गुडपासा

श्री E.O.Hood

प्रस्तुतकर्ता निवासी श्री/श्रीमती/कुमारी the Harpal Singh जेता हरपल सिंह प्रस्तुत प्रलेख को सहाय्य का रजि. नं. 301 के गुणधर्म
तथा सहाय्यकर सहीकर किया। रजि. नं. 301 को पहचान श्री/श्रीमती/कुमारी Subhash Chaud. पुत्र/पुत्री/पत्नी श्री J.D.Sharma
निवासी B-166 Ferozuddin CGHS Plot No. 15 Sec-10 Dwarka Delhi य श्री/श्रीमती/कुमारी D.S.Rawat पुत्र/पुत्री/पत्नी श्री/श्रीमती/कुमारी
D.S.Rawat निवासी Plot No. 12 & Sec-7 Dwarka Delhi ने की।
साक्षी नं. 1 की हम सहाय्यकर/सहाय्यकरता के रूप में रखते हैं तथा नं. 2 को पहचान करते हैं।

दिनांक 04/07/2017



यह प्रमाणित किया जाता है कि पंजीयन प्रलेख को जमा की जा रहा है।
जामाबंदी नं. 1 पर जमा की गई।

अप/सर्वेक्षक पंजीयन अधिकारी
गुडपासा

अप/सर्वेक्षक पंजीयन अधिकारी
गुडपासा

Revenue Department Haryana

HARYANA - EX

NIC-HSM

30/11

This deed conveyance made the 2nd day of July, 2017 between the Haryana Urban Development Authority acting through the Estate Officer (Hereinafter called the Vendor) of the One Part and Management Development Institute, Mehrauli Road, Sukhruli Gurgaon through its Authorized Signatory Registrar & Secretary Mr. Harpal Singh (hereinafter called the transferee) of the Other Part.

WHEREAS the land hereinafter described and intended to be hereby, Conveyed was owned by the vendor in full proprietary rights : (Site No. 1) 1/10000 Estate Officer HUDA, Gurgaon

AND WHEREAS the vendor has sanctioned the sale of the said site to the transferee in pursuance of his application dt. _____, made under Sub regulation (i) of regulation 5 of Haryana Urban Development (Disposal of Land and Building) regulations 1978 (hereinafter referred to as the said rules/regulations) : to be used as a site of Residential/ Commercial / Industrial Purpose in the Urban area of Gurgaon 2nd Sub-division

AND WHEREAS the vendor has fixed the tentative price of the land at Rs. 48,29,818/- (Rupees Forty Eight Lakh Twenty Nine Thousand Eight Hundred Eighteen Only)

AND WHEREAS the vendor reserves the right to enhance the tentative price in the case of land sold by allotment by the amount of additional price determined in accordance with the said regulations.

AND WHEREAS the transferee sold land by allotment has paid the tentative sale price and agrees to pay the additional Price in the manner hereinafter appearing.

NOW, therefore, this deed witnesseth that for the purpose of carrying into affect the said sale and in consideration of the covenants of the transferee hereinafter contained and the said sum of Rs. 48,29,818/- (Rupees Forty Eight Lakh Twenty Nine Thousand Eight Hundred Eighteen Only) by the transferee and the undertaking of the transferee to pay the additional price : if any, determined to be paid by the transferee, with in a period of Thirty days of the date of demand made in this behalf by the Estate Officer without Interest or in such number of instalments with interest as may be determined by the chief Administrator, the vendor hereby grants and conveys up to the transferee all the piece and parcel of Institutional Mehrauli Road, Sukhruli measuring 36.38 Acre in Urban Estate, Gurgaon, and more particularly described in the plan filled in the Office of Estate officer and signed by the Estate Officer aforesaid and dt. _____ the _____ day of _____, 2017 hereinafter called the said site).

To have and to hold the same upto and to the use of the transferee subject to the exceptions, reservation, conditions and covenants hereinafter contained and each of them is to say :-

1 The transferee shall have the right of possession and enjoyment so long as he pays the additional price, if any, determined by the vendor with in a period of fixed as aforesaid and otherwise conforms to the terms and conditions of sale.

2

Authorized Signatory
Harpal Singh
Registrar & Secretary
Management Development Institute
Mehrauli Road, Sukhruli,
Gurgaon-122001, India

Estate Officer
HUDA, Gurgaon

Reg. No.	Reg. Year	Book No.
3871	2017-2018	1



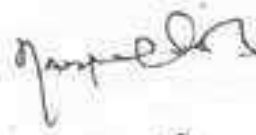
अधीक्षक



अधीक्षक



उप / सहायक निरीक्षण अधिकारी

नाम	E O Hada		
नाम	श्री रापाल सिंह		
नाम	सुबहान चन्द		
नाम	D S Rawat		



Revenue Department Haryana
HARIS-EX
NIC-HSU

3871

2. The Vendor shall have a first and paramount charge over the said site for the unpaid portion of the sale price and the transferee have no right to transfer by way of sale, gift mortgage or otherwise the site or any right, title or interest therein (Except by way of Lease on a monthly basis) without the previous permission in writing of the Estate officer. The Estate Officer while granting such permission may impose such conditions as may be the Chief Administrator from time to time.
3. The vendor reserves to himself all mines and minerals what so ever in or under the said site with all such rights and powers as may be necessary or expedient for the purpose searching for working, obtaining, removing and enjoying the same at all such times and in such manner as the vendor shall think fit with power to carry out any surface or any underground working and to let down the surface or all or any part of said site and to sink pits, erect buildings, construct lines and generally appropriate and use the surface of said site for the purpose of doing all such things as may be convenient or necessary for the full enjoyment of the exceptions and reservations hereinafter contained. Provided that the transferee shall be entitled to receive from the vendor such payment of occupation by him for the surface and for the damage done to the surface or buildings on the said site by such working or letting down as may be agreed upon between the vendor and transferee or failing such agreement ascertained by reference to arbitration.
4. The transferee shall pay all general and local taxes, rates or cesses for the time being imposed or assessed on the said land by competent authority.
5. The transferee shall have to complete the construction within two years from the date of offer or possession on the said land, in accordance with the relevant rules/regulations.
Provided that the time limit for construction may be extended by the Estate Officer in case the failure to complete the building by the stipulated date was due to reason beyond the control of the transferee.
6. The transferee shall not erect any building or make any addition/ alteration without prior permission of the Estate Officer. No fragmentation of any land or building shall be permitted.
7. The vendor may be his officers and servants at all reasonable time and in a reasonable manner after twenty four hour's notice in writing enter in and upon any part of the said land or building erected thereon for the purpose of ascertaining that the transferee has duly performed and observed by him under these presents.
8. The vendor shall have full rights, power and authority at all times to do through officers and servants, all acts and things which may be necessary or expedient for the purpose of enforcing compliance with all or any of the terms, conditions and reservation herein contained and to cover from transferee as first charge upon the said site the cost of doing any such acts and things and all costs incurred in connection therewith or in any way relating thereto.
9. The transferee shall not use the said site for any purpose other than that for which it has been allotted nor shall be used the building constructed on it for a purpose other than for which it has been constructed except in accordance with the rules/regulations made under the Haryana Urban Development Authority Act 1977 (Hereinafter referred to as the act)

[Signature]
Estate Officer
MDI Society
3

[Signature]
Harpat Singh
Registrar & Secretary
Management Development Institute
Mehrauli Road, Sukhrai,
Gurgaon-122001, Haryana

Reg. No.	Reg. Year	Book No.
3,871	2017-2018	1

प्रमाण-पत्र

प्रमाणित किया जाता है कि यह प्रलेख क्रमांक 3,871 आने दिनांक 04/07/2017 को यही नं: 1 जिल्द नं: 13,156 के पृष्ठ नं: 160 पर पंजीकृत किया गया तथा इसकी एक प्रती अतिरिक्त यही सख्या 1 जिल्द नं: 5,109 के पृष्ठ सख्या 88 से 89 पर चिपकाई गयी। यह भी प्रमाणित किया जाता है कि इस दस्तावेज के प्रस्तुतकर्ता और गवाहों ने अपने हस्ताक्षर/मिशन अंगुलि मरे सामने किये हैं।

दिनांक 04/07/2017

H. Bat
 ज्य. सचिव/न्याय पंजीवन अधिकारी
 गुडगांव



Revenue Department Haryana

HARIS-EX

NIC-HSU

10. The transferee shall accept and obey all rules and regulations made or issued under the Act.
11. In the event of non payment of additional price within the fixed period by transferee, or in the event of breach of any other condition of sale, the Estate Officer may impose a penalty or resume the land, or both, in accordance with provision of the Act and the rules/ regulations made thereunder. In the event of resumption it shall be lawful for Estate Officer, notwithstanding the waiver of any previous cause or right for re-entry thereon or any part thereof, to possess, retain and enjoy the same as to his former estate and the transferee shall not be entitled to refund of the sale price or any part thereof or to any compensation whatsoever on account of such re-entry except in accordance with the provisions of the said Act.
12. All the disputes and differences arising out of or in any way touching or concern this Deed whatsoever shall be referred to the sole arbitration of the Chief Administration or any other officer appointed by him. It will not be an objection to such appointment that the arbitrator so appointed is a government servant or an officer of the authority that he had to deal with the matter to which this deed relates and that in the course of his duties as such government servant or officer as the case may be, he has expressed his views on all or any of the matters in dispute or difference, the decision of this deed, if and so long as the transferee shall fully performed and comply with and shall continue to so perform and comply with each and all the terms and conditions herein made and provided out no otherwise, the vendor will secure the transferee full and hereby conveyed and assured. And it is hereby agreed and declared that unless a different meaning shall appear from the context :-
 - (a) The expression "Chief Administrator" shall mean the Chief Administrator of the authority as defined in Clause (e) of section 2 of the Act.
 - (b) The expression "Estate Officer" shall mean a person appointed by the authority under Clauses (d) section 2 of the Act to perform the functions of Estate Officer under the Act in one or more than One Urban Area.
 - (c) The expression vendor used in presents shall include in addition to the Haryana Urban Development Authority and in relations to any matter or any thing contained in or arising out of these presents every person duly authorised to act or to represent the Haryana Urban Development Authority in respect of such matter or thing.
 - (d) The expression "Transferee" used in these presents shall include the said Management Development Institute, Mehrauli Road, Sukhrali Gurgaon through its Authorized Signatory Registrar & Secretary Mr. Harpal Singh his lawful heirs, successors, representatives, lessees and any person or persons in occupation of the said land or building erected thereon with the permission of the Estate Officer.

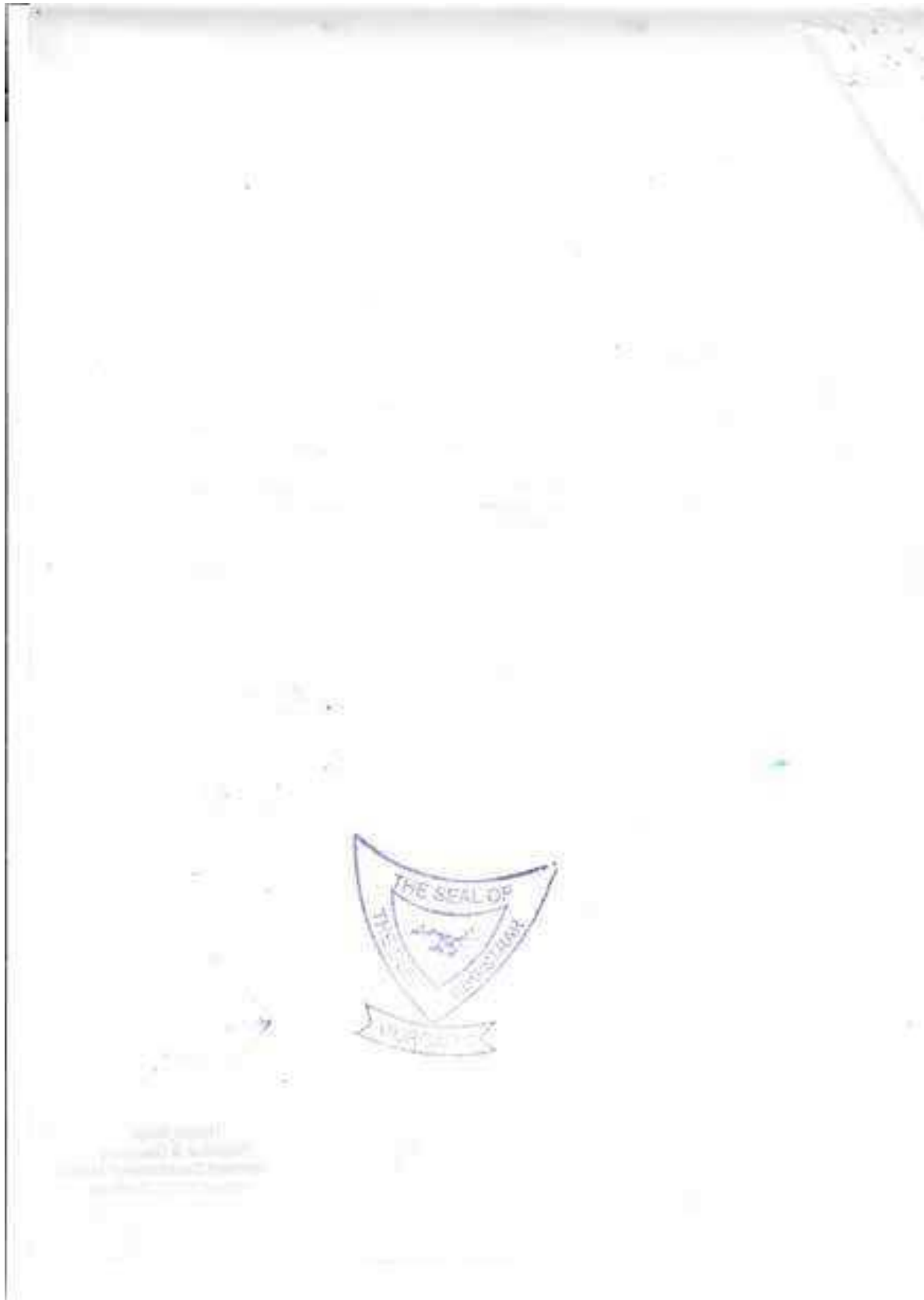
IN WITNESS WHEREOF, the parties here to have hereunder respectively subscribed their names and the places and on the date hereinafter in each case specified.

Signed by the said at
on the day of 2017 in the presence of, Authorized Signatory


Harpal Singh
Registrar & Secretary
Management Development Institute
Mehrauli Road, Sukhrali,
Gurgaon-124001, Haryana




Harpal Singh
Registrar & Secretary
Management Development Institute
Mehrauli Road, Sukhrali,
Gurgaon-124001, Haryana



Authorized Signatory
(TRANSFEREE)
Harpal Singh
Registrar & Secretary
Management Development Institute
Mohrauli Road, Sukhraili,
Gurgaon 125001, Haryana
Sec 10, Gurgaon, Near Delhi

Witnesses: 1. Name Subhash Chandra
Residence B-106, Fakhruddin C.A.H.S. Plot. 10
Occupation Service - MDI
Resident Engineer

2. Name D S Raut
Residence E-401, Happy Home App, Plot no 12A, Sec. 7, Dwarka
Occupation Service - MDI
CE

Signed for and on behalf of the Haryana Urban Development Authority and setting under his authority at Gurgaon on the 2nd day of July, 2017.

(ESTATE OFFICER)

In the presence of witnesses:

1. Name Subhash Chandra, MDI
Residence Plot no 10, C.A.H.S.
Occupation Service

2. Name Sanjay Kumar Chauhan
Residence Plot no 10, C.A.H.S.
Occupation Gen

5



Non Judicial

**Indian-Non Judicial Stamp
Haryana Government**

Date : 04/07/2017

Certificate No: G0D2017G794

GRN No: 28692498

Stamp Duty Paid : ₹ 101

Penalty : ₹ 0

Seller / First Party Detail

Name: Haryana Urban development Authority

H.No/Floor: Na Sector/Ward: Na LandMark: Na

City/Village: Gurugram District: Gurugram State: Haryana

Phone: 0

Buyer / Second Party Detail

Name: Management Development Institute

H.No/Floor: Na Sector/Ward: Na LandMark: Na

City/Village: Gurugram District: Gurugram State: Haryana

Phone: 0

Defaced No: Gurugram/GURGAON/SD Def/3871/2017-2018/1

Defaced On: 04/07/2017 Defacement Code: IOMPIKPO

Purpose: DEFICIENCY

The authenticity of this document can be verified by scanning this QR Code Through smart phone or on the website <https://regisashrya.nic.in>

Deficiency Fee

Conveyance Vasika No 3871

Deed

04-07-2017

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पुस्तक, शहरी समवा, हरियाणा,
पटौदाबाद ।

सेवा में
सचिव,
इंजीनियरिंग डिपार्टमेंट इन्फ्रस्ट्रक्चर,
फ्लैट-21, पालम गार्ड, कान्त विहार,
न्यू दिल्ली ।

प्राप्ति क्रमिक नं: 1881-75/965 दिनांक 16/5/75

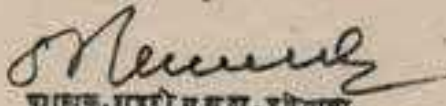
विषय:- सी.टर 16 मुद्रांक में 36, 38 एकड़ भूमि का नियतन ।

आपकी कागजात की प्राप्ति क्रमिक नं: 1881-75/965 दिनांक 28-12-74 के सम्बन्ध में ।

आपकी सैद्या की सी.टर 16 मुद्रांक में 36, 38 एकड़ भूमि 6-50 वर्ग फुट वर्गमित की दर से नियत की जाती है । यह भूमि निम्नलिखित शर्तों पर नियत की जाती है:-

- 1) भविष्य में जब कभी इस क्षेत्र में भूमि का विकास किया जाये तो इस भूमि की शहरी विकास पर ही व्यवसायिक अनुपातिक व्यवस्थापकी सैद्या की रचना होगी 2) यदि भूमि जमीन का मुख्यतः उपयोग की जाये तो कारण यह जाये तो उस शर्तों की भी आपकी सैद्या से समुचित किया जायेगा ।
- 3) आपकी सैद्या की शर्त पर भवन निर्माण का निर्माण की अनुमति पत्रों को प्रस्तुत करना होगा ।
- 4) आपकी सैद्या यह भूमि इंजीनियरिंग डिपार्टमेंट इन्फ्रस्ट्रक्चर बंगले की निर्माण के प्रयोग करेगी ।
- 5) इस नियतन के तहत आपकी सैद्या पर पञ्चम भागन स्पटेका (इंजीनियरिंग इन्फ्रस्ट्रक्चर रीगुलेशन) स्पेड 1964 तथा उसके अन्तर्गत बनाये गये नियमों से निर्मित शर्तें लागू होंगी ।

अपेक्षित उपरान्त शर्तों की सही स्वीकृति दीजिए ।


प्राप्तक, शहरी समवा, हरियाणा,
पटौदाबाद ।

पुस्तक नं: दिनांक
उपरान्त की एक फुल को-ऑर्डिनेट-निर्माण, शहरी समवा,
हरियाणा, पटौदाबाद की उनकी प्राप्ति क्रमिक नं: 1881-75/ दिनांक

12-5-75 के सम्बन्ध में सूचनाएं भेजी जाती हैं। यदि ज्ञान राते को है-
तो इसे सुनिश्चित किया जावे।

341 ✓ 130

प्रशासक, शहरी समिति, हरियाणा,
पटौदाबाद ।

कृपया

प्रशासक, शहरी समिति, हरियाणा,
पटौदाबाद ।

विषय में

महानगर पटौदाबाद,
मु. नगर ।

पत्र क्रमांक नं. 1181/75/ विनियम

विषय :-

कै. टर 16 मु. नगर में कोनसेट डेवलपमेंट एकाटीग्यूट की
36.38 एकड़ भूमि का कब्जा देने की खरीद ।

...

अब कोनसेट डेवलपमेंट एकाटीग्यूट की 36.38 एकड़ भूमि
कै. टर 16 मु. नगर में इस खरीद की जिम्मेदारी की गई है, उनका कब्जा
केवल अधिकार भेजी जावे ।

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प्रशासक, शहरी समिति, हरियाणा,
पटौदाबाद ।

पुनः पत्र नं. विनियम

उपरोक्त की एक प्रति संलग्न, कोनसेट डेवलपमेंट एकाटीग्यूट,
कै. 21, पालम बार्ड, वसन्त विहार, नई दिल्ली की सूचनाएं भेजी जाती हैं ।

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प्रशासक, शहरी समिति, हरियाणा,
पटौदाबाद ।

Form No. 642 /DTP(A)/GMP-7 Dated. 17/5/75

The possession of land measuring
 36.38 acres comprising Khassra Nos. 30 18-9
 6, 7/1, 12/2/2/1, 13, 14, 15/1,
 16/1, 17/1, 17/2, 18/1, 19/1/2, 23/1/2/2, 23/2/2/2/2,
31
 23/2/2/1, 24/2, 10/2, 10/1, 11/1, 11/2, 12/1, 12/2, 19, 20/1,
43
 20/2, 21/1, 21/2, 22, 23/1, 23/2, 23/3, 1/1, 1/2, 2, 3/1/1, 3/1/2,
 4/2, 5/1/1, 5/1/2, 5/2, 9/1, 9/2, 10/1, 10/2, 11/1, 11/2, 12/1, 12/2,
44
 12/3, 13, 20/1, 20/2, 20/3, 21/1, 21/2, 26, 27, 3/1/2/2, 3/2/2/2, 4/1,
 4/2, 5, 6, 7/1/1, 14/2/2, 15, 16/1, 16/2, 17/1/1, 24/2/2, 25/1, 25/2,
 is handed over to Shri A. Subrahmaniam, Secretary,
 Management Development Institute, New Delhi to-day i.e.
 17.5.75.

17-5-75
 Divisional Town Planner,
 Gurgaon Division, GURGAON.

I, A. Subrahmaniam Secretary, Management,
 Development Institute, New Delhi have taken over the
 possession of 36.38 acres of land comprising Khassra Nos.
30
 6, 7/1, 12/2/2/1, 13, 14, 15/1, 15/2, 16/1, 16/2, 17/1, 17/2, 18/1,
 19/1/2, 23/1/2/2, 23/2/2/2/2, 23/2/2/1, 24, 25, 31
 10/2, 10/1, 11/1, 11/2, 12/1, 12/2, 19, 20/1, 20/2, 21/1, 21/2, 22, 23/1
 23/2, 23/3, 43
 1/1, 1/2, 2, 3/1/1, 3/1/2, 3/2, 4/1/1, 4/1/2, 4/2,
 5/1, 5/2, 9/1, 10/2, 11/1, 11/2, 12/1, 12/2, 12/3, 13, 20/1, 20/2, 20/3,
44
 21/1, 21/2, 26, 27, 3/1/2/2, 3/2/2/2, 4/1, 4/2,
 5, 6, 7/1/1, 14/2/2, 15, 16/1, 16/2, 17/1/1, 24/2/2, 25/1, 25/2,
 of Radbast No. 71, District Gurgaon today i.e. 17.5.75.

(A. SUBRAHMANIAM),
 Secretary, Management Development Institute
 New Delhi. 2.....

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Enclt.No. /DPR(G)/ Dated.

A copy is forwarded to The Administrator,
Urban Estates, Haryana, Faridabad in reference to his
Memo No. MA.1.75/ for information. This also disposes off
his memo No. 4460 dated 28.4.75.

Divisional Town Planner,
Gurgaon.

Enclt.No. /DPR(G)/ Dated.

A copy is forwarded to The Director, Urban
Estates, Haryana, Chandigarh for information in reference
to his memo No.A-5-75/2619 dated 28.2.75 addressed to
The Administrator, Urban Estates, Haryana, Faridabad.

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Divisional Town Planner,
Gurgaon.

han fil
Regd. No. P/CH-11
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Haryana Government Gazette

EXTRAORDINARY

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Published by Authority

CHANDIGARH, MONDAY, APRIL 22, 1974 (CHAITRA 2, 1995 VIKRAM)

HOME DEPARTMENT

Notification (Notice)

The 30th November/6th December, 1973

No. 16403-223-73/3632.—In exercise of the powers conferred by sub-section (3) of section 9 of the Manoeuvres, Field Firing and Artillery Practices Act, 1938, the Governor of Haryana is pleased to publish in the official Gazette, as required by sub-section (4) of the said section, of his intention to issue a notification under sub-section (2) of section 9 of the said Act, authorising the carrying out of air to ground firing during the period specified below throughout the notified area of Bulkiyeh Tehsil of Gurgaon District as defined in Haryana Government notification No. 3550-613-72/36393, dated 17th June, 1972 :—

TILPAT RANGE

7th February, 1974 to 30th June, 1974, Day and Night.

P. L. CHHABRA,
Secretary to Government, Haryana,
Home Department.

URBAN ESTATES DEPARTMENT

Notification

The 18th April, 1974

No. LAC-74/NILA/1145.—Whereas it appears to the Governor of Haryana that the land is likely to be needed by the Government, at public expense for a public purpose, namely, for the development and utilisation of land for setting up educational and research institutes in the area of Village Sakhrail, H.B. No. 71, District Gurgaon, it is hereby notified that the land described in the specification below is needed for the above purpose.

This notification is made under the provisions of section 4 of the Land Acquisition Act, 1894, to whom it may concern.

In exercise of the powers conferred by the aforesaid section, the Governor of Haryana authorises the officers with their servants and workmen, for the time being engaged in the undertaking, to enter upon and survey any land in the locality and do all other acts required or permitted by that section.

Any person interested who has any objection to the acquisition of any land in the locality may within a period of thirty days of the publication of this notification in the Official Gazette, file an objection in writing before the Land Acquisition Collector, Urban Estates Haryana, Sector-9, Faridabad.

Price : 15 Paise (579)

600

HARYANA GOVT GAZ. (EXTRA.), APRIL 22, 1974 (VISAKHA 2, 1896 SAKA)

Plans of the land may be inspected in the following offices :—

- (1) Estate Officer, Urban Estates, Haryana, Faridabad.
- (2) Deputy Commissioner, Gurgaon.
- (3) Divisional Town Planner, Gurgaon.
- (4) Land Acquisition Collector, Urban Estates, Haryana, Sector, 9, Faridabad.

SPECIFICATION

District	Tehsil	Village/Locality and H. B. No.	Area [] in Acres	Rectangle/Killa Nos.
Gurgaon	Gurgaon	Sukhrail, H.B. No. 71	37-31	30 6, 7/1, 12/2/2/1, 13, 14, 15/1, 15/2, 16/1, 16/2, 17/1, 17/2, 18/1, 19/1/2, 23/1/2/2, 23/2/2/2, 23/2/2/1, 24, 25 31 1/2, 10/1, 10/2, 10/3, 11/1, 11/2, 18/1, 18/2, 19, 20/1, 20/2, 21/1, 21/2, 22, 23/1, 23/2, 23/3 43 1/1, 1/2, 2, 3/1/2, 3/1/2, 3/2, 8/1/1, 8/1/2, 8/2, 9/1, 9/2, 10/1, 10/2, 11/1, 11/2, 12/1, 12/2, 12/3, 13, 20/1, 20/2, 20/3, 21/1, 21/2, 26, 27 44 3/1/2/2, 3/2/2/2, 4/1, 4/2, 5, 6, 7/1/1, 14/2/2, 15, 16/1, 16/2, 17/1/1, 24/2/2, 25/1, 25/2, 156/2—3 Min North (0—10), 2 157 Min West (0—17).

(Sd.) . . .

Secretary to Government, Haryana,
Urban Estates Department.

AGRICULTURE DEPARTMENT

Declaration

The 22nd April, 1974

No. 1911-Agr. II (3)-74/6278.—Whereas the Governor of Haryana is satisfied that the land specified below is needed by the Government, at public expense, for public purpose, namely, for the Development Scheme (Horticulture) area of village Pinjore, Hadbast No. 113, tehsil Kalka, district Ambala for which Notification No. 7164-Agr. II (3)-73/19918, dated 7th December, 1973 under section 4 of the Land Acquisition Act, 1894 has been published, it is hereby declared that the land described in the specification below is needed for above purpose.

This declaration is made under the provisions of section 6 of the Land Acquisition Act, 1894, for the information of all to whom it may concern.

HARYANA GOVT GAZ. (EXTRA.) APRIL 22, 1974 (VAISAKHA 3, 1896 SAKA)

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The plans of the land may be inspected in the office of the Land Acquisition Collector,
Directorate of Agriculture, Haryana S. C. O. No. 1047, Sector 22-B, Chandigarh.

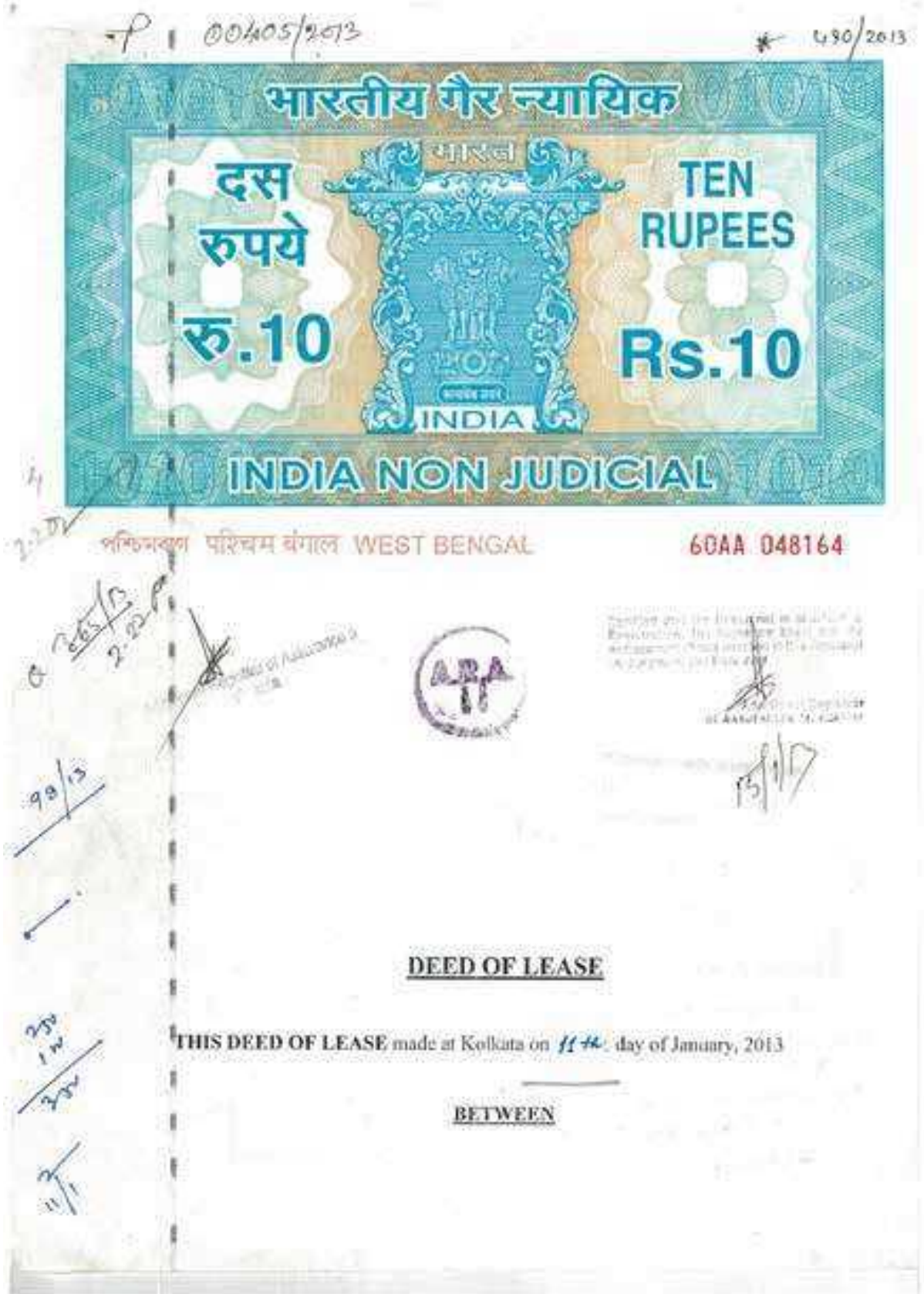
SPECIFICATION

District	Tehsil	Village/Locality H. B. No.	Khasra Nos.	Area
Ambala	Kalka	Punjore, H. B. No. 113	432	B. B
			436	27-03
			437	2-07
			450	6-02
			452	0-07
			459/2	0-09
			462	0-11
			463	1-00
			464	0-09
			465	0-09
			466	0-07
			467	0-06
			468	0-18
			469	0-01
			470	0-02
			471	0-07
			472	0-04
			473	0-16
			474	1-10
			475	0-08
			476	0-08
			477 Min south	1-00
			479	2-02
			480	3-03
			481	0-09
			489	1-10
			490	0-02
			491	0-06
			492	1-10
			493	0-12
			494	0-12
			495	1-07
			496	1-01
			497	0-12
			498	1-14
			499	0-04
			500	1-19

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District	Tehsil	Village/Locality H. B. No.	Khasra Nos.	Area
Ambala— canal	Kalka— canal	Pinjore, H.B. No. 113— canal	501	B. B. 2-03
			505	1-11
			506	0-13
			507	0-10
			510	1-15
			521	0-18
			522	0-14
			523	1-19
			524	0-05
			525	0-05
			526	0-13
			527	1-02
			528	0-11
			529	1-13
			530	1-08
			531	1-19
			532	0-15
			533	0-07
			534	1-02
			535	4-19
Acres 18	Kanals 4	Muslis 15	Total	90 Bighas 9 Biswas

G. L. BAILUR,
Commissioner and Secretary to Government, Haryana,
Agriculture Department.



- Aug 11

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NAME A 2 MD Nidal, Ad
ADD 10 O Post
Rt 24 DEC 2012 WOF
SURANJAN MURHERJE
L. C. CARP
233 H. J. Bay Road

24 DEC 2012

24 DEC 2012

Arup K. Sui
Administrative Officer
Management Development Institute
DG-3, East Lane
Koramangala-100 004

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JANGPUR BENGAL MEDA FOOD PARK LTD.

Arundel Asha
Managing Director

Managing Director
(Approved 15/2/20)

IDENTIFIED BY
Devendra Kapoor
S/o Late Gyan Chand Kapoor
Q-F "Hemchandra"
40, ROWLING ROAD
KOLKATA 700 019
SERVICE

11 JAN 2013

JANGIPUR BENGAL MEGA FOOD PARK LIMITED, a company incorporated under the Companies Act and having its Registered Office at College Para, Anrangabad, Murshidabad, District, West Bengal-742201, and city office at DB-67, Sector-I, Salt Lake City, Kolkata-700064 hereinafter called "**THE LESSOR**", P.A.N. No. AAUCJ3062A, represented through its Managing Director Mr. Amirul Islam (which expression shall unless the context does not so admit, include its successors and assigns) of the **FIRST PART**:

AND

MANAGEMENT DEVELOPMENT INSTITUTE, an Integrated Business School under the Societies' Registration Act, 1860, and having its registered office at IFCI Tower, 61, Nehru Place, New Delhi-110019 and its city office at DB-3, Sector - 1, Salt Lake City, Kolkata - 700064 hereinafter called "**THE LESSEE**" P.A.N. No. AAATM0612L, represented through its Administrative Officer Mr. Arup Kumar Sil, (which expression shall unless the context does not so admit include its heirs, executors, administrators and permitted assign) of the **SECOND PART**.

WHEREAS :

- I. The Lessor is developing an Industrial Estate for setting up and development of Food Processing industries at Jangipur, District Murshidabad, West Bengal, with assistance from Govt. of India, under the Mega Food Park Scheme of Ministry of Food Processing Industries.
- II. The Lessee is an Integrated Business School specializing in the areas of management education, training, research and consultancy apart from

carrying on consultancy and research work, with special emphasis on the Food Processing Industry (Permitted Activities).

- III. The Lessee is interested in setting up a campus of its Management Training and Development Institution in the Food Park (Institute), to complement the effort of the Lessee and has requested the Lessee for allotment of a suitable plot of land in the Food Park for the purpose.
- IV. The Lessor has, accordingly, granted to the Lessee, allotment of a plot of land in the Food Park, admeasuring 40,018.92 square meters, on lease for the stated purpose.
- V. SINCE the Parties desire to record in writing the terms and conditions of their mutual understanding, hence this DEED OF LEASE.

NOW THIS DEED OF LEASE WITNESSES, RECORDS AND GOVERNS THE CONTRACTUAL RELATIONSHIP BETWEEN THE PARTIES AS FOLLOWS:

- 1 That in pursuance of the hereinbefore recited DEED OF LEASE and the terms and conditions as recorded herein and in consideration of the Lessee having already paid the lease premium consideration of a sum of Rs. 1,48,20,000/- only (Lease Premium) and having agreed to pay the annual lease rental as provided hereinafter by the Lessee to the Lessor the receipt which the Lessor hereby and also by the Memo of Consideration hereunder written acknowledges and Lessee's covenants hereinafter

contained and reserved , the Lessor doth hereby agree to grant, demise unto the Lessee all that the subject matter of lease hereinafter detailed and also specifically shown and delineated in the plan annexed hereto TO HOLD the said Demised Premises for the term , on the terms and conditions hereinafter detailed.

2 SUBJECT MATTER OF LEASE

- 2.1 **Said Plot:** Plot bearing No. I-I measuring about 40,018.92 square meter, more or less, situated at the Food Park (Phase-i) together with the proportionate and undivided share in the common areas, described in the Part-I of the 2nd Schedule below (Said plot), lying at jangipur, District Murshidabad described in the 1st Schedule below and shown in the annexed map marked 'A' (Project Land).
- 2.2 **Land Share:** Undivided, proportionate, indivisible and impartible share and/or interest in the land contained in the Said Project Land as being proportionate and attributable to the Said Plot (Land Share).
- 2.3 **Share In Common Portions:** Undivided, proportionate, indivisible and impartible share and/or interest in the common areas, amenities, facilities and installations as be attributable to the Said Plot (collectively **Share In Common Portions**). The Said Plot, and the Share In Common Portions are collectively described in Part-I and Part II of the 2nd Schedule below (collectively **Demised Premises**).

3 DEFINITIONS

- 3.1 **GOWB** shall mean The Government of West Bengal.
- 3.2 **Food Park** shall mean the industrial park specially meant for the factories and units for manufacturing food items and associated goods/products directly and/or indirectly related to manufacturing of food item.
- 3.3 **Allotted Plot** shall mean Plot Number I-1 within the Food Park, more specifically demarcated in the Schedule-I.
- 3.4 **Letter Of Allotment** shall mean the letter of allotment issued by Lessor to the Lessee while allotting Plot No I-1 in the Food Park.
- 3.5 **Possession Certificate** shall mean the certificate issued by the Lessor to the Lessee while handing over possession of the Demised Premises prior to execution of this Lease Deed.
- 3.6 **WBSEDCL** shall mean West Bengal State Electricity Distribution Corporation Limited a company incorporated under the Electricity Act.
- 3.7 **Applicable Laws and Labour Laws** shall mean the laws of India and State of West Bengal and all rules, regulations, ordinances, notifications and policies notified and promulgated pursuant thereto and any modifications thereof in force from time to time.

3.8 **Licenses, Permits, Permissions** shall mean all licenses, permits, permissions approvals, sanctions including renewals as may be required to be obtained by the Lessee for carrying on Permitted Activities at the Demised Premises by appropriate and competent departments and authorities/ bodies.

3.9 **O&MS Charges** shall mean the operation and maintenance service charges for the common area and common facilities to be charged from the Lessee by the Lessor either directly or through its authorized agents/bodies/organizations, on monthly basis.

3.10 **Application Brochure** shall mean the information brochure supplied to the Lessee by with the application form for allotment of the Plots.

3.11 **Project Land** shall mean an area admeasuring about 3,80,769.06 square meters hereinafter detailed at Schedule.

3.12 **Cure Period** shall mean the time given to the Lessee for curing any defect due to non-observance of any of the covenants by the Lessee.

4 **INTERPRETATION:**

4.1 **Heading and bold typeface** are only for convenience and shall be ignored for the purpose of interpretation.

4.2 The recitals and annexure/schedules shall form an integral and operative part of this DEED OF LEASE.

4.3 Unless the context of this DEED OF LEASE otherwise requires:

4.3.1 Words using the singular or plural number also include the plural or singular number, respectively;

4.3.2 Words of any gender are deemed to include the other gender;

4.3.3 The terms "hereof", "herein", "hereby", "hereto" and derivative or similar words refer to this entire DEED OF LEASE or specified Clauses of this DEED OF LEASE, as the case may be;

4.3.4 The term "Clause" refers to the specified Clause of this DEED OF LEASE ;

4.3.5 Reference to any legislation or law or to any provision thereof shall include references to any such law as it may, after the date hereof, from time to time, be amended, supplemented or re-enacted, and any reference to statutory provision shall include any subordinate legislation rules and regulation framed there under made from time to time under that provision;

4.3.6 Reference to the word "include" shall be construed without limitation;

4.3.7 Time is of the essence in the performance of the Parties' respective obligations. If any time period specified herein is extended, such extended time shall also be of the essence; and

4.3.8 Reference to days, months and years are to Gregorian calendar days, calendar months and calendar years, respectively.

5 BACKGROUND

5.1 The Lessor for the purpose of developing , assisting and encouraging setting up of Food Processing units in the State, formulated a plan to develop and promote Food Park at Jangipur, District Murshidabad under the name and style of Jangipur Mega Food Park. In pursuance of the same it has spread and subdivided the total Project Land into plots of different sizes and numbers to be leased to different users intending to set up their units, factories engaged in food processing and related activities.

5.2 Establishing of Food park: The Lessor obtained freehold title, right and interest of the said Project Land from previous land owners and the Govt. of West Bengal with the object of developing the Project Land for use for setting up of Food Park and it has been enjoined upon the Lessor not to allow the said Project Land and/or any building or structure constructed thereon to be used for any purpose other than any activity relating to food manufacturing processing and all activities associated with it. The name of the Lessor has also been and included and mutated in the records under the relevant provisions of Land Reforms Act, 1955.

5.3 Development of Land: After obtaining right, title and interest in the project land, the Lessor has developed the Project Land and has divided and demarcated plots of different sizes and constructed internal roads.

6. Discussions and Understandings

6.1 Offer by the Lessor: The Lessee in response to the invitation by the Lessor for booking of space in said Project land has agreed to the General Terms & Conditions in the Application Brochure of the Lessor and has applied for the Demised Premises which is allotted to MDI.

6.2 Payment of all pending Installment: As per the terms and conditions of the Letter of Allotment for the Demised Premises, the Lessee has made payment of all the instalments including the interest for late payment, if any, and, as on this date the Lessee has no dues payable to the Lessor.

6.3 Setting up of the unit : The Lessee has agreed to:

6.3.1 Set up a Management Development and Training Institution for carrying on the Permitted Activities with special emphasis on the requirements of the Food Processing Industry and their sub components as mentioned in the said [Letter of Allotment] and

6.3.2 Confine the Permitted Activity strictly within the Demised Premises.



7. Representations and Warranties :

7.1 The Lessor represents and warrants with the Lessee that it has the legal capacity to make the grant contemplated herein and the Lessee represents

and warrants to the Lessor that it has the legal capacity to accept the grant made herein.

8 GRANT

8.1 Grant of Lease: Pursuant to the terms agreed between the Lessor and Lessee and in consideration of the Lease Rent (defined in Clause 9.2 below) herein reserved and the covenants and conditions hereinafter contained, and on the part of the Lessee to be paid, observed and performed, the Lessor hereby agrees to grant to the Lessee a Lease of the Demised Premises which is more particularly described in the Part II of the 2nd Schedule below.

9 PREMIUM, RENT, PAYMENT AND ENHANCEMENT

9.1 Lease Premium: In consideration of the Lessor granting a Lease of the Demised Premises to the Lessee and allowing the Lessee uninterrupted and unfettered use thereof, subject to the conditions here in stated, the Lessor was paid a consolidated consideration of Rs. 1,48,20,000/- only (Lease Premium).

9.2 Lease Rent: In consideration of the Lessor granting a Lease of the Demised Premises to the Lessee and allowing the Lessee uninterrupted and unfettered use thereof, the Lessee shall pay an annual lease rent of Rs. 1/- (Rupee one) per year or part thereof per sq.ft. totaling to an amount of Rs. 4,30,603.58 (Rupees Four Lac Thirty thousand six hundred three and fifty eight paise) only (Lease Rent) to be paid on or before 31st March of

every year (**Due Date**)..., which is subject to increase of the Lease Rent, at the end of every three years, to the extent of 15% of the prevailing Lease Rent or such other higher Lease Rent as may be decided by the Lessor. In case of delay the period may be extended till 21 days from the Due Date together with an interest @18% p.a. calculated on daily basis. If the payment is still not made within the extended period together with interest then the Lessor after giving 30 days notice, shall be entitled to terminate the Lease and recover all the outstanding dues payable to the Lessor.

- 9.3 **Place of Payment:** The Lease Rent shall be tendered by way of Cheque/PayOrder/ Bank Draft/R/GS favouring the Lessor and shall be handed over to the Lessor/representative of the Lessor, against proper receipt.
- 9.4 **Enhancement:** The Lease Rent shall be increased every 3rd year through mutual discussion between the Lessee and the Lessor.
- 9.5 **Exclusions:** The Lease Rent is exclusive of land revenues, Municipal rates, taxes, duties, assessments and impositions in respect of the Demised Premises which are payable to any authority of the Government or any other appropriate authorities or otherwise which are now or during the Tenure of Lease be payable, imposed or assessed on the Demised Premises whether payable by the owner/Lessor of the Demised Premises. The Lessee shall also not be entitled to any compensation on account of delayed possession from the Lessor.

10 COMMENCEMENT, TENURE AND RENEWAL

10.1 Effective Date: This DEED OF LEASE shall come into force with effect from date on which possession has been handed over by the Lessor to the Lessee by possession certificate on 04-01-2011.

10.2 Tenure of Lease: The tenure of the lease shall be for a period of 33 (thirty three) years from the date of possession. On or before the expiry of the Tenure of the Lease (or the Extended Tenure of the Lease, as the case may be), the Lease may be extended further, for an additional tenure of 33 years (Extended Tenure), at a time, on such Terms and Conditions, as may be mutually decided, at the material time and based upon the provided ground situation.

11 RIGHTS OF LESSEE

11.1 Right To Demarcate: The Lessee shall have the right to demarcate the said plot with boundary as per the marks and specifications given by the Lessor and shall maintain the said boundaries.

11.2 Right of Access: The Lessee shall have the right of access to the said Plot and for use of the common areas, amenities, facilities and installations as be attributable to the Said Plot.

11.3 Right To Obtain Approval: The Lessee shall have the right to apply to all concerned Govt. departments/bodies and local authorities for sanction

of building plans and sanctions required by the Lessee to construct its Institute on the said plot of land, to obtain such approval on payment of requisite fees and charges, to renew them from time to time and to keep all permissions, sanctions valid and subsisting for all times.

11.4 **Right To Construct:** The Lessee shall have the right to construct all such buildings, sheds, outstations as per the approved plans on the said plot as per and in conformity with the approved and sanctioned plan for its Institute.

11.5 **Right To Mortgage:** The Lessee shall have right to mortgage or charge the leasehold interest in the Demised Premises in favour of a Nationalized Bank, Government and the statutory bodies or Government sponsored financial institutions, , schedule commercial banks for the purpose of getting loan for setting up or running of Institute only with the prior written consent of Lessor. The Lessee shall take prior written consent of the Lessor before creating such charges or mortgages. Provided that the Lessor may upon satisfying itself grant such permission or refuse to grant such permission on cogent grounds within a reasonable period but not later than 90 (Ninety) days, and such permission would not be unreasonably withheld.

11.6 **Right To Have Peaceful Possession:** The Lessor hereby covenants with the Lessee that the Lessee observing and fulfilling all the terms and conditions herein on its part to be observed and performed shall hold the

said Demised Premises during the Tenure of Lease without any interruption from the Lessor.

12 THE LESSEE HEREBY COVENENT WITH THE LESSOR

OBLIGATIONS AND COVENANTS:

The Lessee undertakes to abide all the obligations and covenants which shall continue throughout the Tenure of Lease and further agrees and covenants with the Lessor as follows:

- 12.1 Compliance with the original terms of Govt. of West Bengal:** The Lessee shall not commit any breach of terms of demise by Govt. of West Bengal to Lessor and be bound to perform all the covenants conditions and stipulations contained therein affecting the Demised Premises hereby demised and to be observed and performed by the Lessor except as to payment of Lease Rent and Premium and not to execute or perform any act, deed or thing or suffer anything to the contrary whereby or by reason or means whereof the original demise may be terminated or forfeited and to allow the Lessor or his authorized official / agency to enter upon the Demised Premises for the purpose of inspection and performing any of such terms of DEED OF LEASE as stipulated by Govt. Of West Bengal which may be necessary to prevent its termination or forfeiture.

- 12.2 Outgoings:** The Lessee shall pay, discharge and satisfy all land revenues municipal rates, taxes, duties, assessments, outgoings and impositions in

respect of the Demised Premises payable to any authority of the Government or any other appropriate authority or otherwise which are now or during the Tenure of Lease be payable, imposed or assessed on the said Demised Premises whether payable by the owner/Lessor of the Demised Premises.

12.3 Compliance of Requisition: The Lessee shall observe, perform and comply with the requisitions as may from time to time be made by the State/Central Government or any other authorities and/or the Lessor in respect of Demised Premises.

12.4 Maintaining Healthy Atmosphere: The Lessee shall keep and maintain the Demised Premises at all times during the Tenure of Lease, clean, tidy, healthy and free from all sorts of hazards to public hygiene and in conformity with environmental and pollution control norms.

12.5 No Nuisance: The Lessee shall not run his/ her Institute in such a manner as would lead to pollution, health hazards, noise, offensive fumes or smell or in such manner as would be a source of nuisance in any manner of any kind to the areas surrounding the Demised Premises.

12.6 Not to Use the Demised Premises for Any Other Purposes: The Lessee shall not use or allow to use the Demised Premises or any part thereof for any purpose other than the purpose for what the demised premises have been allotted.

12.7 No Residential Use: The Lessee shall not use or the allow the use of the Demised Premises for residential purpose or for any other commercial establishment (except for items as have been allowed by the Lessor at the time of allotment of the land) or any purpose other than the purpose allowed by the Lessor at the time of allotment of land and as per the approved plans.

12.8 No Unlawful Activities: The Lessee shall not in any manner carry on or allow to carry on in the Demised Premises any unlawful activities, offensive trade or prohibited business or any activities which may be considered offensive and prejudicial to public interest or a source of nuisance to the area surrounding the Demised Premises.

12.9 Fire and safety Measure: The Lessee shall install necessary fire fighting equipment as per set norms and standard at his own cost and shall not store combustible or explosive substance beyond the permissible limit, subject to obtaining of necessary permission from all the concerned authorities and after installing sufficient safeguard measures as may be prescribed in the Demised Premises.

12.10 Sanitation and Cleaning: The Lessee shall :

12.10.1 Observe and conform to all rules, regulations and bye-laws of the Food park and the local authority and also Planning Authority concerned and any other statutory regulations in any way related to public health and sanitation in force for the time being and to provide

sufficient latrine accommodation and other sanitary arrangements for the labourers, workmen and other staff employed on the demised premises in order to keep the demised premises and surroundings clean and in good condition to the satisfaction of the Lessor and shall not without the previous consent in writing of the Lessor permit any labourers or workmen to reside upon the demised premises and in the event of such consent being given shall comply strictly with the terms thereof.

12.10.2 Keep the space clear from all sorts of wastages, garbage causing nuisance of any type and free from pollution and sufficient protection and preventive measures must be taken so as to avoid any accumulation of water and poisonous gas and other dangerous materials within or around the premises and

12.10.3 Keep adequate safety measures for prevention of fire and corrosive erosion in and around the Demised Premises.

12.11 Compliance with Relevant Laws: The Lessee shall be responsible for compliance with all statutory obligations under all the relevant Acts and Provisions of Law.

12.12 Obtaining Licenses: The Lessee shall be independently responsible to obtain all necessary permissions, sanctions or licenses and health license and all other applicable licenses from all the appropriate authorities necessary for the conduct of business and to keep the same renewed and

subsisting at all times. Lessee shall not claim any consideration or concession from Lessor on the ground of having been unable to obtain necessary permission, sanction or license to conduct business, within the stipulated date.

12.13 Good Labour Practices: The Lessee shall follow all provisions of all labour laws in force and follow good labour practices in the unit by maintaining good, healthy and hygienic work environment, providing uniforms and gloves to the workers, maintaining and providing hygienic food at reasonable and affordable rates, proper system of cleaning and sterilization of utensils, safe and clean atmosphere for the workers, employees, proper safety and medical facilities and other measures as per internationally accepted practices etc. and shall also abide by.

12.14 Pollution Control :

12.14.1 The Lessee shall duly comply with the provisions of the Water (Prevention and Control of Pollution) Act, and Air (Prevention and Control of Pollution) Act, and the rules made there under as also with any condition which may, from time to time be imposed by the West Bengal Pollution Control Board- Constituted under the said Acts. as regards the Collection treatment and be erected disposal or discharge of effluent or waste or otherwise howsoever and shall indemnify and keep indemnified the Lessor against the consequences or any breach or non-compliance of any such provision or condition as aforesaid.

12.14.2 Liquid Effluent : The Lessee shall discharge, at his own cost, all liquid effluent generated in the said Plot, only into the Effluent Collection and disposal Plant and System created for the purpose by the Lessor ,

12.15 Water Supply: Lessee shall apply separately and pay necessary deposits and charges to the Lessor, in proportion to their connection and usage of all their requirement of water within the said plot premises and the Lessee shall not dig any well or draw any surface/ground water from within the premises of the said Plot without obtaining necessary approval from competent authority.

12.16 Electric Supply: Lessee shall apply and pay necessary deposits and charges to the Lessor in proportion to their requirement of connected load and usage. If the Lessor is unable to procure the necessary license for distribution of power within the Project premises, and provide the necessary electric power supply to the Lessee, then the Lessee shall be free to separately apply and procure the required electric power from WBSEDCL.

12.17 Telephone Connection: The Lessee shall apply separately and pay necessary deposits and fees for obtaining telephone connections.

12.18 Submission of plans for Approval: The Lessee shall submit to the Lessor, within six months from the date thereof for his approval the specifications, plans, elevations, sections and details of the building

proposed to be built and erected by the Lessee on the said Plot and at his/its own cost and as often as he/it may be called upon to do so amend all or any such plans and elevations and if so required to produce the same before the Lessor and to supply to him such details as may be called for in respect of the specifications and when such specifications, plans, elevations, sections and details shall be finally approved by the Lessor and signed by him/it to sign and leave with him three copies thereof and also three signed copies thereof and also three signed copies of any further conditions or stipulations which may be stipulated by the Lessor.

12.19 No work to begin until plans are approved: The Lessee shall not commence any work which infringes any of the Building regulations set out by the Lessor as also Local Authority regulations so far as the same are applicable to the said Plot, until the said plans and elevations have been approved as aforesaid and thereafter not to make any alterations or additions thereto unless such alterations or additions shall have been previously approved in the like manner.

12.20 Completion of construction of buildings: That the Lessee shall on or before 31st December 2012, at his/its own expense and in substantial and workman like manner and in strict accordance with the plans, elevations, details and specifications granted consent by the Lessor and the building Regulations set out in the Second Schedule hereunder written build and completely finish fit to the satisfaction of the Lessor, the said building and

other structures thereon on at least 4,000 square meters of plot area for the use as an Institute with all requisite drains and proper conveniences thereto and shall obtain from the Lessor a building completion certificate to that effect.

12.21 Planting of trees in the periphery of the plot: The lessee shall at his/its own expenses within a period of one year from the date hereof plant trees in the periphery of the plot to be kept open to sky of the said land within the demised premises and shall maintain the trees so planted in good condition throughout the term hereby created under these presents. At least one tree shall be planted per 200 sq.mtrs. And one tree at a distance of 15 meters on the frontage of road or part thereof but within the demised premises.

12.22 Not to excavate: The Lessee shall not undertake any excavation upon any part of the said plot nor remove any stone, sand, gravel, clay or earth there from except for the purpose of forming foundations of building or for the purpose of executing any work pursuant to the terms of this lease.

12.23 Not to erect beyond Building line of the Premises: The Lessee shall not erect any building erection or structure except a compound wall and steps and garages and necessary adjuncts thereto as hereinafter provided on any portion of the said land outside the building line shown upon the said plan hereto annexed.

12.24 No Alteration: The Lessee shall not be entitled to change, alter, extend or encroach in excess of its specifications and demarcations as has been specified by the Lessor. However the Lessee may construct masonry work within the said plot allotted to them without disturbing and adversely affecting the various services including sewerage, water pipeline, etc.

12.25 Repair: Throughout the said term of the Lease, Lessee shall be responsible at the Lessees' expense, to repair, pave, cleanse and keep in good and substantial repair and condition (including all usual and necessary internal and external painting, colour and whitewashing) to the satisfaction of the Lessor, the said Building and premises and the drains, compound walls and fences thereunto belonging and all fixtures and additions thereto.

12.26 No Encroachment : The Lessee shall take adequate care so as not to damage or encroach any part of land or the structural elements of the neighbouring plots. If any material and structural alterations is found to have been made by the Lessee affecting, encroaching, entering upon the neighbouring plots, in contravention of the terms mentioned herein before, the Lessee shall be liable to pay damages which shall be determined by the Lessor and also be required to remove such unauthorized portions of the structures erected forthwith.

12.27 Change in Constitution or Control. Merger: The Lessee shall not without the prior written permission of the Lessor make any change its constitution as a 'Society' or its membership or the constitution of its Board of Governors or do or undertake any action, (including steps for merger, amalgamation with or acquisition by another party,) which will have the effect of change of control of the Lessee/Institute from its present status as constituent of the IFCI Limited. Such an event shall be considered as Deemed Transfer, attracting the consequences of transfer, provided under this DEED OF LEASE including but not limited to liability for the Lessee to pay to the Lessor, 50% of the value differential between the market price prevailing at that time and the Lease Premium paid to the Lessor.

12.28 Maintenance of Common Area: For a period as may be decided by the Lessor, the Operation and Maintenance (O&M) of the Common Area of the Park shall be carried out by the Lessor or SPV or its assignee Company to be engaged by the Lessor. The Lessee of the Demised Premises shall regularly pay the necessary monthly O&M charges, with effect from the date of possession of the Demised Premises. Such Charges shall be determined by the Lessor or its assignees or a Company to be engaged by the Lessor, on an equitable basis, from time to time. If the lessee fails to pay on the fixed dates for a period of 3 consecutive months then Lessor shall cancel the lease and refund the premium amount deposited for land, after deducting 10% premium amount and take

possession of plot in such a manner as is consistent with the usage area by each of the allottee.

12.29 Obligations of Common Service Provider (CSP): The obligations of the CSP would include cleanliness and maintenance of common space and facilities not leased out such as roads, drains, common toilets, general maintenance of the Park, fixtures, overall perimeter security, water supply, common lighting, use of common facilities for internal use such as power connection, etc. All services will be made available within the premises of the entire project. The charges for the same have to be paid and borne by the Lessee. If the Lessee fails to pay on the fixed dates for a period of three consecutive months, the Lessor shall cancel the allotment and refund the Lease Premium after deducting 15% (fifteen percent) of the Lease Premium amount after giving notice in writing.

12.30 Internal & overall Security: The Lessee, at its own cost, shall maintain the area in its possession. Maintenance obligation of the Lessee would generally include internal maintenance within Demised Premises including cleanliness and internal and overall security and also obligation to pay proportionate cost for common and general maintenance of the park.

12.31 No Religious Use: The Lessee shall not use the Demised Premises as a place of worship and/or shall not set up any or allow to set up any shrine, mosque, church or temple or shall not use portion of the same as any club house.

12.32 Inspection by the Lessor: Lessee shall allow any person authorized by the Lessor or its accredited agent/assignee, to enter into the Demised Premises for the purpose of inspection and maintenance of the sewer lines, water pipe lines, electrical lines, etc. The repair of such lines and installations will be performed by the Lessor at the cost of the Lessee.

12.33 Use of Common Area: The Lessee shall not be permitted to use the common area in the complex for conducting any business or for storage purposes, other than as permitted and on terms specified by the Lessee. Further the Lessee shall have no right to block the common areas or encroach the common areas for any reason whatsoever. In case it is found by the Lessor that the Lessee is causing such unauthorized use of area outside the Demised Premises then the Lessor shall after giving notice in writing to the Lessee claim/forfeit Rs. 100% of the existing rent.

12.34 Insurances: The Lessee shall be responsible for purchase of suitable insurance covering the risk of damages of Demised Premises as well as other parts of the park due to reasons attributable to the Lessee. The Lessee shall also purchase suitable insurance covering all risks which is to be incurred by the Lessee in course of its business. The Lessor shall not be responsible for any damage caused by Force Majeure, such as by fire or accident, natural calamity, riots or other unforeseen incident or any civil conflict / disorder beyond its control, etc.

12.35 Indemnification: The Lessee shall keep the Lessor indemnified against all actions, claims, demands and expenses on account of performance and non performance by the Lessee of any of the terms, conditions or stipulations of this DEED OF LEASE.

12.36 Assignment/Transfer of Leasehold Right: The Lessee shall not assign/transfer the Demised Premises or any part thereof without obtaining any prior approval and/or consent in writing from the Lessor. Such permission may be granted by the Lessor after payment by the Lessee to the Lessor [50]% of the prevailing market value of the scheduled property as shall be assessed by the Registering Authority of the Government of West Bengal as transfer fees. After payment of transfer fees of the Lessor the Lessee may be permitted to assign the un expired residual period of lease to the third party . But the allottee and/or lessee shall not be allowed to transfer the allotted portion to any third party within [5] years from the date of possession. In case such assignment/transfer is found to have been made, without obtaining the written permission from the Lessor then Lessor shall, after giving the Lessee one month's notice in writing shall cancel the allotment and forfeit the lease premium paid by the Lessee against the Demised Premises.

12.37 Submission of Project Report: The Lessee shall at the time of possession submit a Detailed Project Report (DPR) to the Lessor and shall submit progress report quarterly till formal opening of the Institute and annually, thereafter, as per approved format .

12.38 In case of Surrender or Termination by the Lessee: In the event the Lessee wishes to or is compelled to terminate or surrender the lease due to its inability to run or continue the Institute, the Lessee shall apply to the Lessor communicating such desire , the Lessor on receipt of such application, after deduction of 10% of the lease premium , shall refund the balance premium after realization of sale proceeds to the Lessee or its lenders/charge holders and shall also be entitled to receive the entire lease premium for the demised land from the new intending purchaser at market value/ price prevailing at that time.

12.39 Observance of General Terms: The Lessee shall always observe the conditions of allotment and the general terms and conditions, specified in the Application Brochure and also the terms of lease herein contained.

12.40 Delivery of Peaceful Possession: After the expiry of period of lease unless renewed or earlier determination thereof the Lessee shall deliver peaceful vacant possession of the Demised Premises in its original condition relinquishing all the Lessee's interest therein to the Lessor in as good a condition as the same now is.

BOTH THE PARTIES HEREBY COVENENT WITH

13 TERMINATION AND CANCELLATION:

13.1 Notwithstanding anything contained terms in the present deed, the Lessor shall have the right to terminate the lease in the following circumstances and in the manner mentioned below:

13.2 Lease Rent in Arrear: In case and whenever any part of the Lease Rent shall be at any time in arrears for more than [21(twenty one)] days from the due date, the Lessor shall serve a notice in writing calling upon the Lessee to cure the defect within 30 (thirty) days from the date of notice with penal interest @ 18% (eighteen percent) per annum on arrear Lease Rent, failing which the lease shall be terminated and the Lessor shall exercise the right of re-entry upon such termination into the Demised Premises and repossess the same and the Lessee shall deliver peaceful vacant possession of the Demised Premises together with all improvements, if any, done thereto without prejudice to any other rights of the Lessor entitled in law.

13.3 Failure/Delay in Starting of Institute: If the Lessee fails to start its Institute from the Demised Premises within 6 (Six) months or minimum time as envisaged in the DPR whichever is more from the date of possession of land, the Lessor shall give a notice in writing to the Lessee to start such operation within the Cure Period of 30 (thirty) days, failing which, after giving 30 (thirty) days notice in writing, the Lessor shall cancel the lease and forfeit 15% (Fifteen percent) of Lease Premium paid by the Lessee and the balance premium will be refunded.

13.4 Discontinuance of Business: In the event the Lessee keeps the Permitted Activity discontinued from the Demised Premises for more than 6 (six) months, then the Lessor shall call upon the Lessee to show cause as to why its allotment shall not be cancelled after giving 30 (Thirty) days

notice in writing and after deducting 15% (fifteen percent) of the Lease Premium. In case the reasons shown by the Lessee are found to the satisfaction of the Lessor, then the Lessor may allow extension of time as deemed fit by the Lessor. In case otherwise, the Lessor may cancel the allotment and lease and forfeit 15% (fifteen percent) of the Lease Premium.

13.5 Transfer of the Demised Premises to Third Party: If the Lessee is found to have transferred or assigned the Demised Premises to any third party in contravention of the terms contained hereinbefore, the Lessor shall, after giving the Lessee 30 days notice in writing, cancel the allotment and forfeit the amount of Lease Premium paid by the Lessee against the said Demised Premises and the third party will be immediately evicted from the premises.

13.6 Failure to Maintain Good Labour Practices: If the Lessee fails to maintain good labour practices and operates in contravention of the labour laws in force, the Lessor after giving notice in writing to the Lessee for curing such defect within 30 days (Cure Period) and in case of failure to rectify such defect by the Lessee, the lease shall be terminated and 10% (Ten percent) of the Lease Premium shall be forfeited by the Lessor.

13.7 Failure to Pay O&M Charges: If the Lessee fails to pay the O& M charges for a period of 3 (three) consecutive months, the Lessor shall call upon the Lessee to cure such defect within 30 (thirty) days from the date

of notice in writing failing which, the Lessor shall terminate the lease and refund the Lease Premium after deducting [15]% of the Lease Premium and the O&M arrears charges and take possession of the plot from the lessee.

- 13.8 **Breach of Obligations, Covenants, Terms and Conditions:** Save and except the period of notice of cure as specifically mentioned heretofore and contained, for breach of any obligations, covenants, general terms and conditions mentioned herein on the part of the Lessee, the Lessor shall call upon the Lessee to rectify and remedy the same within 30 days month from the date of receipt of such notice. If the required rectification or remedial measures are not carried out within the given period the Lessor shall have the right to enter into the Demised Premises and to take possession of the Demised Premises and thereupon the Lease shall forthwith stand determined but not otherwise without prejudice to any right of the Lessor in respect of the antecedent breach.

13.9 **ORDER**

It is hereby agreed by the Lessor and the Lessee that the decision of the Lessor represented by the Managing Director or any other officer or Body or Agency on behalf of the lessor as authorized in that behalf in the matter of breach of any of the obligations, covenants, terms and conditions mentioned herein on the part of the Lessee shall be final and binding and shall not be called into question by the Lessee in any manner whatsoever.

14 ALTERATION

The Lessor shall be entitled to amend, alter, revise, change any terms contained in the general terms of allotment and terms also herein contained after giving due notice in writing to the Lessee and obtaining consent of the lessee and such amendments/alterations/modifications to any of the terms of this Deed shall thereafter be made by registered Deed of Addendum between the parties .

15 ARBITRATION/DISPUTE RESOLUTION

In case any of the parties are not satisfied or is aggrieved by the order/decision of the Managing Director of the Lessor, then such dispute shall be referred to arbitration to an Arbitration Panel of 3 (three) arbitrators. Each side will appoint its own arbitrator and the two arbitrators so appointed shall further appoint the third arbitrator. The decision taken by the arbitrator shall be final and binding upon the parties. The arbitration proceedings, awards, enforcements shall be governed by the provisions of the Arbitration and Conciliation Act 1996 and the place of arbitration will be in Kolkata only. The language of arbitration proceedings shall be English. The cost of Arbitration shall be shared equally between the parties. However each of the parties shall bear their own advocates costs and expenses.

BOTH PARTIES FURTHER COVENANT

16 SERVICE OF NOTICE

Notices under this DEED OF LEASE shall be served by messengers or registered posts/speed posts at the addresses of the parties mentioned below, unless the address is changed by intimation in writing.

For the Lessor

Mr. Amriul Islam, Managing Director,
Jangirpur Bengal Mega Food Park Limited,
DB-67, Sector-I, Salt Lake City,
Kolkata-700064

For the Lessee

Arup Kumar Sil
Administrative Officer
Management Development Institute
IFCI Tower, 61, Nehru place
New Delhi - 110019

Such service shall be deemed to have been effected on the 4th day of handing over of the notice to postal authorities, if sent by registered post/speed post, irrespective of refusal to accept service by the parties and if delivered by hand, on the date of such delivery.

18. Taxes:

The Lessee shall be entitled to withhold applicable withholding taxes on payments made to the Lessor as per the applicable law from time to time and shall issue TDS certificates to that effect to the Lessor.

19. WAIVER

Forbearance or non enforcement of any right under this lease DEED OF LEASE shall not constitute any waiver or create any precedence and the parties shall at all times be strictly bound by the express provisions of this DEED OF LEASE.

20. SEVERABILITY

The invalidity or unenforceability of any term , phrase, clause, paragraph, restriction, covenant, DEED OF LEASE or other provisions hereof shall in no way affect the validity or enforcement of any other provisions or any part thereof. Notwithstanding the foregoing, the parties shall thereupon negotiate in good faith in order to agree the terms of a mutually satisfactory provisions, achieving as nearly as possible the same commercial effect, to be substituted for the provisions so found to be void or unenforceable .

21. FURTHER ASSURANCE

21.1 Each party shall do , execute and perform all such further deeds , documents, assurances, acts and things as may be reasonably required to give effect to the terms of this DEED OF LEASE.

21.2 The Lessor is in process of acquiring additional land from GOWB/others for the Food Park and shall, upon completion of such acquisition, shall lease out 8438.09 square meters (identified and marked in enclosed map in Schedule III) out of such additionally acquired land to the Lessee on

payment of additional Lease Premium at the same rate and on other commercial and other terms and conditions *mutatis mutandis* to this Lease DEED OF LEASE /the Lease Deed.

- 21.3 If for any reason, the Lessor is not able to procure the required additional land from the GOWB/others, and or lease the same to the Lessee, this DEED OF LEASE shall continue and remain in force for the 40018.92 square meters of land already in the Lessor's possession, leased and handed over to the Lessee, under this DEED OF LEASE.

22. GOVERNING PROVISION

This DEED OF LEASE and the relationship between the parties hereto shall be governed by and interpreted in accordance with the laws of India and the Courts in Kolkata shall have jurisdiction with regard to any proceeding between the parties to the extent that such proceedings must by law be dealt with by an Indian Court.

23. MARGINAL NOTES AND/OR HEAD NOTES:

The marginally notes and (or Head notes) do not form part of the lease and shall not be referred to for construction or interpretation thereof.

FIRST SCHEDULE ABOVE REFERRED TO

(Project Land)

Land measuring 3,80,769.06 Sq.M more or less, lying and situate at Mouzes Katmai and Kuluri] within jurisdiction Police Raghunathganj

Dist.Murshidabad and consisting of Jangipur Food Park - Phase-I and Phase-II.

SECOND SCHEDULE ABOVE REFERRED TO

Part-I

(Said Plot)

Plot/Plots bearing No. 1-1 in the (all parts & R.S. plots) Master Plot measuring about 40018.92 square meter, more or less situated at Jangipur Food Park Phase I **together with the proportionate and undivided share in the common areas.**

Part-II

(Demised Premises)

Plot/Plots bearing No. 1-1 measuring about 40018.92 square meters in the Mouza Kuluri, Police Station Raghunathgarh, District Murshidabad more or less being butted and bounded as detailed below and also marked with red in the map attached herewith **together with the proportionate and undivided share indivisible and impartable share and/or interest in the common areas, as be attributable to the Said Plot.**

ON THE NORTH : Internal Road of Food Park

ON THE EAST : Internal Road of Food Park

ON THE SOUTH : Kuchha Road, Pond on Vest Land

ON THE WEST : Green area in Food Park

36

IN WITNESS WHEREOF the said lessor and the said lessee have put their respective signatures hereunder the day month and year first above written.

SIGNED SEALED AND DELIVERED

By the within named Jangipur Bengal Mega Food Park Limited, the Lessor, through the hands of Mr. Amirul Islam.

in the presence of

WITNESSES:

1. *Asaduzzaman Mondal*
Advocate

2. *Piyali Dutta*
advocate

JANGIPUR BENGAL MEGA FOOD PARK LTD.

Amirul Islam
Managing Director

LESSOR

(AMIRUL ISLAM)

SIGNED SEALED AND DELIVERED

by the within named Lessee, through its Administrative Officer, Mr. Arup Kumar Sil
Management Development Institute
IFCI Tower, 61, Nehru place
New Delhi - 110019

WITNESSES

1. *Asaduzzaman Mondal*
Advocate

2. *Piyali Dutta*
advocate

Arup K. Sil
Arup K. Sil
Administrative Officer
Management Development Institute
DB-3, Sub Lake
Kolkata-700 064

LESSEE

RECEIPT AND MEMO OF CONSIDERATION

RECEIVED from the Lessee named above the within mentioned sum of Rs.1,48,20,000/- (Rupees One Crore Forty Eight lakh Twenty Thousand Only) towards Lease Premium for Lease of the Demised Premises described in the 2nd Schedule above.

WITNESSES :

1. *Asaduzzaman Mondal*
Advocate
High Court, Calcutta

JANGIPUR BENGAL MEGA FOOD PARK LTD.

Amirul Islam
Managing Director

JBMEPL represented by
Name: Mr. Amirul Islam
Designation: M. D.
Lessor

2. *Piyali Datta*
Advocate
High Court, Calcutta

Drafted by :

Asaduzzaman Mondal
Advocate
High Court, Calcutta

DATED THIS 11th DAY OF JANUARY, 2013

BETWEEN

JANGIPUR BENGAL MEGA
FOOD PARK LIMITED
....LESSOR

AND

MANAGEMENT DEVELOPMENT
INSTITUTE
....LESSEE

LEASE DEED

ASADUZ ZAMAN MONDAL
Advocate
High Court Calcutta
Room No.120, Ground Floor,
10, Old Post Office Street,
Kolkata-700001

SPECIMEN FORM FOR TEN FINGERPRINTS

	Left Hand	Little Finger	Ring Finger	Middle Finger	Fore Finger	Thumb
	Right Hand	Thumb	Fore Finger	Middle Finger	Ring Finger	Little Finger
	Left Hand	Little Finger	Ring Finger	Middle Finger	Fore Finger	Thumb
	Right Hand	Thumb	Fore Finger	Middle Finger	Ring Finger	Little Finger
	Left Hand	Little Finger	Ring Finger	Middle Finger	Fore Finger	Thumb
	Right Hand	Thumb	Fore Finger	Middle Finger	Ring Finger	Little Finger
	Left Hand	Little Finger	Ring Finger	Middle Finger	Fore Finger	Thumb
	Right Hand	Thumb	Fore Finger	Middle Finger	Ring Finger	Little Finger

JANGPUR BENGAL MEDIA FOOD PARK LTD.
 Managing Director
 Administrative Officer
 Management Development Institute
 DSI-3, Salt Lake
 Kolkata-700 054



**Government Of West Bengal
Office Of the A.R.A. - II KOLKATA
District:-Kolkata**

**Endorsement For Deed Number : I - 00490 of 2013
(Serial No. 00405 of 2013)**

On 11/01/2013

Presentation(Under Section 52 & Rule 22A(3) 46(1),W.B. Registration Rules,1962)

Presented for registration at 14.22 hrs on 11/01/2013, at the Private residence by Arup Kumar Sil
Claimant.

Admission of Execution(Under Section 58,W.B.Registration Rules,1962)

Execution is admitted on 11/01/2013 by

1. Arup Kumar Sil
Administrative Officer, Management Development Institute, D B - 3, Sector- I, Salt Lake City, Kol. P.O.
:- ,District:-Kolkata, WEST BENGAL, India. Pin :-700064.
By Profession : Others
Identified By Devendra Kapoor, son of Late G C Kapoor, 40, Iorn Side Road, Flat No:8 F, Kol, P.O. :-
District:-Kolkata, WEST BENGAL, India. Pin :-700019, By Caste: Hindu, By Profession: Service.

(Dulal chandra Saha)
ADDL REGISTRAR OF ASSURANCES-II

On 14/01/2013

**Registration Fees paid Online using Government Receipt Portal System (GRIPS),
Finance Department, Govt. of WB**

Registration Fees Rs. 2,04,324/- paid online on 09/01/2013 6:36PM with Govt. Ref. No.
192012130000868451 on 09/01/2013 6:33PM, Bank: Bank of Baroda Bank Ref No. 11502999 on
09/01/2013 6:36PM, Head of Account: 0030-03-104-001-16, Query No:1902L000000365/2013

Certificate of Market Value(WB PUVI rules of 2001)

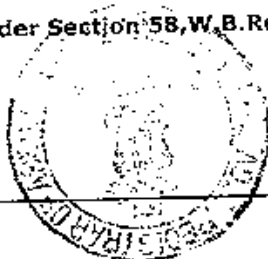
Certified that the market value of this property which is the subject matter of the deed has been
assessed at Rs.- /-Lease Period 33 Years Advance/Premium Rs 1,48,20,000/- Average annual Rent
Rs 18,73,110/-

Certified that the required stamp duty of this document is Rs.- 1338766 /- and the Stamp duty paid as
Impresive Rs - 10/-

**Stamp Duty paid Online using Government Receipt Portal System (GRIPS), Finance
Department, Govt. of WB**

Stamp duty Rs. 13,38,766/- paid online on 09/01/2013 6:36PM with Govt. Ref. No.
192012130000868451 on 09/01/2013 6:33PM, Bank: Bank of Baroda Bank Ref. No. 11502999 on
09/01/2013 6:36PM Head of Account: 0030-02-103-003-02, Query No:1902L000000365/2013

Admission of Execution(Under Section 58,W.B.Registration Rules,1962)



(Dulal chandra Saha)
ADDL REGISTRAR OF ASSURANCES-II

15/01/2013 14:20:00

EndorsementPage 1 of 2



**Government Of West Bengal
Office Of the A.R.A. - II KOLKATA
District:-Kolkata**

**Endorsement For Deed Number : I - 00490 of 2013
(Serial No. 00405 of 2013)**

Execution is admitted on 14/01/2013 by

1. Amirul Islam

Managing Director, Jangipur Benga: Mega Food Park Ltd, D B- 67, Sector- I, Salt Lake City, Kol. P.O.
:- District:-Kolkata, WEST BENGAL, India, Pin :-700064.
By Profession : Others

Identified By Devendra Kapoor, son of Late G C Kapoor, 40, Iorn Side Road, Flat No:8 F, Koi, P.O. :-
District:-Kolkata, WEST BENGAL, India, Pin :-700019, By Caste: Hindu, By Profession: Service.

(Dulal chandra Saha)
ADDL. REGISTRAR OF ASSURANCES-II

On 15/01/2013

Certificate of Admissibility(Rule 43,W.B. Registration Rules 1962)

Admissible under rule 21 of West Bengal Registration Rule, 1962 duly stamped under schedule 1A,
Article number : 35, 5 of Indian Stamp Act 1899.

(Dulal chandra Saha)
ADDL. REGISTRAR OF ASSURANCES-II

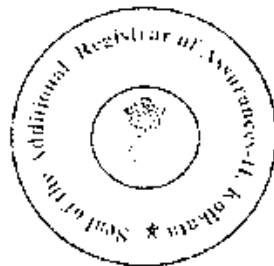


(Dulal chandra Saha)
ADDL. REGISTRAR OF ASSURANCES-II
EndorsementPage 2 of 2

15/01/2013 14:20:00

Certificate of Registration under section 60 and Rule 69.

Registered in Book - I
CD Volume number 2
Page from 3874 to 3916
being No 00490 for the year 2013.




(Dufal chandra Saha) 16 January 2013
ADDL. REGISTRAR OF ASSURANCES-II
Office of the A.R.A. - II KOLKATA
West Bengal



- Amplic

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Am 21. 12.

Arup K. Sil
Administrative Officer/
Management Development Institute
D-3, Salt Lake
Kolkata-700 094

2-181

JANGIPUR BENGAL MEGA FOOD PARK LTD.

David J. Felt
Managing Director

(Answered 15. Aug)

2 IDENTIFIED 57

Devendra Kapoor
S/o Late Gyan Chand Kapoor
Flat B-2, 11B Community 13/A/2
40, 120N 11th Rd
Newark 70013
Service

ADDITIONAL
OF A. J. J. J.
11 JAN 2013

JANGIPUR BENGAL MEGA FOOD PARK LIMITED, a company incorporated under the Companies Act and having its Registered Office at College Para, Aurangabad, Murshidabad, District, West Bengal- 742201 and city office at DB-67, Sector-I, Salt Lake City, Kolkata-700064, hereinafter called "THE LESSOR", P.A.N. No. AACU3062A, represented through its Managing Director MR. AMIRUL ISLAM (which expression shall unless the context does not so admit, include its successors and assigns) of the **FIRST PART**:

AND

MANAGEMENT DEVELOPMENT INSTITUTE, an Integrated Business School under the Societies' Registration Act, 1860, and having its registered office at IFCI Tower, 61, Nehru Place, New Delhi-110019 and its city office at DB-3, Sector - 1, Salt Lake City, Kolkata - 700064 hereinafter called "THE LESSEE" P.A.N. No. AAATM0612L, represented through its Administrative Officer MR. ARUP KUMAR SIL, (which expression shall unless the context does not so admit include its heirs, executors, administrators and permitted assign) of the **SECOND PART**.

WHEREAS

- I. The Lessor is developing an Industrial Estate for setting up and development of Food Processing industries at Jangipur, District Murshidabad, West Bengal, with assistance from Govt. of India, under the Mega Food Park Scheme of Ministry of Food Processing Industries.
- II. The Lessee is an Integrated Business School specializing in the areas of management education, training, research and consultancy apart from

carrying on consultancy and research work, with special emphasis on the Food Processing Industry (Permitted Activities).

III. The Lessee is interested in setting up a campus of its Management Training and Development Institution in the Food Park (Institute), to complement the effort of the Lessee and has requested the Lessee for allotment of a suitable plot of land in the Food Park for the purpose.

IV. The Lessor has, accordingly, granted to the Lessee, allotment of a plot of land in the Food Park, admeasuring 1,269.57 square meters, on lease for the stated purpose.

V. SINCE the Parties desire to record in writing the terms and conditions of their mutual understanding, hence this Deed of Lease.

NOW THIS DEED OF LEASE WITNESSES, RECORDS AND GOVERNS THE CONTRACTUAL RELATIONSHIP BETWEEN THE PARTIES AS FOLLOWS:

1 That in pursuance of the hereinbefore recited DEED OF LEASE and the terms and conditions as recorded herein and in consideration of the Lessee having already paid the lease premium consideration of a sum of Rs.4,71,000/- (Four four lac seventy one thousand) only (Lease Premium) and having agreed to pay the annual lease rental as provided hereinafter by the Lessee to the Lessor the receipt which the Lessor hereby and also

by the Memo of Consideration hereunder written acknowledges and Lessee's covenants hereinafter contained and reserved, the Lessor doth hereby agree to grant, demise unto the Lessee all that the subject matter of lease hereinafter detailed and also specifically shown and delineated in the plan annexed hereto TO HOLD the said Demised Premises for the term, on the terms and conditions hereinafter detailed.

2 SUBJECT MATTER OF LEASE

- 2.1 **Said Plot:** Plot bearing No. I-I measuring 1,269.57 square meters more or less, on lease for the stated purpose in addition to 40,018.92 square meters already allotted by another Deed of Lease, situated at the Food Park (Phase-I) together with the proportionate and undivided share in the common areas, described in the Part-I of the 2nd Schedule below (Said plot), lying at Jangipur, District Murshidabad described in the 1st Schedule below and shown in the annexed map marked 'A' (Project Land).
- 2.2 **Land Share:** Undivided, proportionate, indivisible and impartible share and/or interest in the land contained in the Said Project Land as being proportionate and attributable to the Said Plot (Land Share).
- 2.3 **Share In Common Portions:** Undivided, proportionate, indivisible and impartible share and/or interest in the common areas, amenities, facilities and installations as be attributable to the Said Plot (collectively Share In Common Portions). The Said Plot, and the Share In Common Portions

are collectively described in Part-I and Part II of the 2nd Schedule below (collectively **Demised Premises**).

3 DEFINITIONS :

- 3.1 **GOWB** shall mean The Government of West Bengal.
- 3.2 **Food Park** shall mean the industrial park specially meant for the factories and units for manufacturing food items and associated goods/products directly and/or indirectly related to manufacturing of food item.
- 3.3 **Allotted Plot** shall mean Plot Number I-I within the Food Park, more specifically demarcated in the Schedule-I.
- 3.4 **Letter Of Allotment** shall mean the letter of allotment issued by Lessor to the Lessee while allotting Plot No I-I in the Food Park
- 3.5 **Possession Certificate** shall mean the certificate issued by the Lessor to the Lessee while handing over possession of the Demised Premises prior to execution of this Lease Deed.
- 3.6 **WBSEDCL** shall mean West Bengal State Electricity Distribution Corporation Limited a company incorporated under the Electricity Act
- 3.7 **Applicable Laws and Labour Laws** shall mean the laws of India and State of West Bengal and all rules, regulations, ordinances, notifications and policies notified and promulgated pursuant thereto and any modifications thereof in force from time to time.

- 3.8 **Licenses, Permits, Permissions** shall mean all licenses, permits, permissions approvals, sanctions including renewals as may be required to be obtained by the Lessee for carrying on Permitted Activities at the Demised Premises by appropriate and competent departments and authorities/ bodies.
- 3.9 **O&MS Charges** shall mean the operation and maintenance service charges for the common area and common facilities to be charged from the Lessee by the Lessor either directly or through its authorized agents/bodies/organizations, on monthly basis.
- 3.10 **Application Brochure** shall mean the information brochure supplied to the Lessee by with the application form for allotment of the Plots.
- 3.11 **Project Land** shall mean an area admeasuring about 3,80,769.06 square meters hereinafter detailed at Schedule.
- 3.12 **Cure Period** shall mean the time given to the Lessee for curing any defect due to non-observance of any of the covenants by the Lessee.
- 4 INTERPRETATION:**
- 4.1 Heading and bold typeface are only for convenience and shall be ignored for the purpose of interpretation.
- 4.2 The recitals and annexure/schedules shall form an integral and operative part of this DEED OF LEASE.

- 4.3 Unless the context of this DEED OF LEASE otherwise requires:
 - 4.3.1 words using the singular or plural number also include the plural or singular number, respectively;
 - 4.3.2 words of any gender are deemed to include the other gender;
 - 4.3.3 the terms "hereof", "herein", "hereby", "hereto" and derivative or similar words refer to this entire DEED OF LEASE or specified Clauses of this DEED OF LEASE, as the case may be;
 - 4.3.4 the term "Clause" refers to the specified Clause of this DEED OF LEASE;
 - 4.3.5 reference to any legislation or law or to any provision thereof shall include references to any such law as it may, after the date hereof, from time to time, be amended, supplemented or re-enacted, and any reference to statutory provision shall include any subordinate legislation rules and regulation framed there under made from time to time under that provision;
 - 4.3.6 reference to the word "include" shall be construed without limitation;
 - 4.3.7 time is of the essence in the performance of the Parties' respective obligations. If any time period specified herein is extended, such extended time shall also be of the essence; and

- 4.3.8 reference to days, months and years are to Gregorian calendar days, calendar months and calendar years, respectively.

5 BACKGROUND

- 5.1 The Lessor for the purpose of developing , assisting and encouraging setting up of Food Processing units in the State, formulated a plan to develop and promote Food Park at Jangirpur, District Murshidabad under the name and style of Jangirpur Mega Food Park. In pursuance of the same it has spread and subdivided the total Project Land into plots of different sizes and numbers to be leased to different users intending to set up their units, factories engaged in food processing and related activities.
- 5.2 Establishing of Food park: The Lessor obtained freehold title, right and interest of the said Project Land from previous land owners and the Govt. of West Bengal with the object of developing the Project Land for use for setting up of Food Park and it has been enjoined upon the Lessor not to allow the said Project Land and/or any building or structure constructed thereon to be used for any purpose other than any activity relating to food manufacturing processing and all activities associated with it. The name of the Lessor has also been included and mutated in the records under the relevant provisions of Land Reforms Act, 1955.
- 5.3 Development of Land: After obtaining right, title and interest in the project land, the Lessor has developed the Project Land and has divided and demarcated plots of different sizes and constructed internal roads.

6. Discussions and Understandings

6.1 Offer by the Lessor: The Lessee in response to the invitation by the Lessor for booking of space in said Project land has agreed to the General Terms & Conditions in the Application Brochure of the Lessor and has applied for the Demised Premises which is allotted to MDI.

6.2 Payment of all pending Installment: As per the terms and conditions of the Letter of Allotment for the Demised Premises, the Lessee has made payment of all the installments including the interest for late payment, if any, and, as on this date the Lessee has no dues payable to the Lessor.

6.3 Setting up of the unit : The Lessee has agreed to:

6.3.1 Set up a MANAGEMENT DEVELOPMENT AND TRAINING INSTITUTION for carrying on the Permitted Activities with special emphasis on the requirements of the Food Processing industry and their sub components as mentioned in the said Letter of Allotment] and

6.3.2 Confine the Permitted Activity strictly within the Demised Premises.

7. Representations and Warranties :

7.1 The Lessor represents and warrants with the Lessee that it has the legal capacity to make the grant contemplated herein and the Lessee represents and warrants to the Lessor that it has the legal capacity to accept the grant made herein.

8 GRANT

- 8.1 **Grant of Lease:** Pursuant to the terms agreed between the Lessor and Lessee and in consideration of the Lease Rent (defined in Clause 9.2 below) herein reserved and the covenants and conditions hereinafter contained, and on the part of the Lessee to be paid, observed and performed, the Lessor hereby agrees to grant to the Lessee a Lease of the Demised Premises which is more particularly described in the Part II of the 2nd Schedule below.

9 PREMIUM, RENT, PAYMENT AND ENHANCEMENT

- 9.1 **Lease Premium:** In consideration of the Lessor granting a Lease of the Demised Premises to the Lessee and allowing the Lessee uninterrupted and unfettered use thereof, subject to the conditions here in stated, the Lessor was paid a consolidated consideration of Rs.4,71,000/- (four lac seventy one thousand) only (Lease Premium).
- 9.2 **Lease Rent:** In consideration of the Lessor granting a Lease of the Demised Premises to the Lessee and allowing the Lessee uninterrupted and unfettered use thereof, the Lessee shall pay an annual lease rent of Re. 1/- (Rupee one) per year or part thereof per sq.ft. totaling to an amount of Rs.13,665.14 (Rupees Thirteen thousand Six hundred Sixty Five and fourteen paise) only (Lease Rent) to be paid on or before 31st March of every year (Due Date), which is subject to increase of the Lease Rent, at the end of every three years, to the extent of 15% of the prevailing Lease Rent or such other higher Lease Rent as may be decided by the Lessor. In

case of delay the period may be extended till 21 days from the Due Date together with an interest @18% p.a. calculated on daily basis. If the payment is still not made within the extended period together with interest then the Lessor after giving 30 days notice, shall be entitled to terminate the Lease and recover all the outstanding dues payable to the Lessor.

- 9.3 **Place of Payment:** The Lease Rent shall be tendered by way of Cheque/PayOrder/ Bank Draft/RTCIS favouring the Lessor and shall be handed over to the Lessor/representative of the Lessor, against proper receipt.
- 9.4 **Enhancement:** The Lease Rent shall be increased every 3rd year through mutual discussion between the Lessee and the Lessor.
- 9.5 **Exclusions:** The Lease Rent is exclusive of land revenues, Municipal rates, taxes, duties, assessments and impositions in respect of the Demised Premises which are payable to any authority of the Government or any other appropriate authorities or otherwise which are now or during the Tenure of Lease be payable, imposed or assessed on the Demised Premises whether payable by the owner/Lessor of the Demised Premises. The Lessee shall also not be entitled to any compensation on account of delayed possession from the Lessor.

10 COMMENCEMENT, TENURE AND RENEWAL

10.1 Effective Date: This DEED OF Lease shall come into force with effect from date on which possession has been handed over by the Lessor to the Lessee by possession certificate dated 04-01-2011.

10.2 Tenure of Lease: The tenure of the lease shall be for a period of 33 (thirty three) years from the date of possession. On or before the expiry of the Tenure of the Lease (or the Extended Tenure of the Lease, as the case may be), the Lease may be extended further, for an additional tenure of 33 years (Extended Tenure), at a time, on such Terms and Conditions, as may be mutually decided, at the material time and based upon the provided ground situation.

11 RIGHTS OF LESSEE

11.1 Right To Demarcate: The Lessee shall have the right to demarcate the said plot with boundary as per the marks and specifications given by the Lessor and shall maintain the said boundaries.

11.2 Right of Access: The Lessee shall have the right of access to the said Plot and for use of the common areas, amenities, facilities and installations as be attributable to the Said Plot.

11.3 Right To Obtain Approval: The Lessee shall have the right to apply to all concerned Govt. departments/bodies and local authorities for sanction of building plans and sanctions required by the Lessee to construct its

Institute on the said plot of land, to obtain such approval on payment of requisite fees and charges, to renew them from time to time and to keep all permissions, sanctions valid and subsisting for all times.

- 11.4 **Right To Construct:** The Lessee shall have the right to construct all such buildings, sheds, outstations as per the approved plans on the said plot as per and in conformity with the approved and sanctioned plan for its Institute.
- 11.5 **Right To Mortgage:** The Lessee shall have right to mortgage or charge the leasehold interest in the Demised Premises in favour of a Nationalized Bank, Government and the statutory bodies or Government sponsored financial institutions, schedule commercial banks for the purpose of getting loan for setting up or running of Institute only with the prior written consent of Lessor. The Lessee shall take prior written consent of the Lessor before creating such charges or mortgages. Provided that the Lessor may upon satisfying itself grant such permission or refuse to grant such permission on cogent grounds within a reasonable period but not later than 90 (Ninety) days, and such permission would not be unreasonably withheld.
- 11.6 **Right To Have Peaceful Possession:** The Lessor hereby covenants with the Lessee that the Lessee observing and fulfilling all the terms and conditions herein on its part to be observed and performed shall hold the

said Demised Premises during the Tenure of Lease without any interruption from the Lessor.

12 OBLIGATIONS AND COVENANTS:

The Lessee undertakes to abide all the obligations and covenants which shall continue throughout the Tenure of Lease and further agrees and covenants with the Lessor as follows:

12.1 Compliance with the original terms of Govt. of West Bengal: The Lessee shall not commit any breach of terms of demise by Govt of West Bengal to Lessor and be bound to perform all the covenants conditions and stipulations contained therein affecting the Demised Premises hereby demised and to be observed and performed by the Lessor except as to payment of Lease Rent and Premium and not to execute or perform any act, deed or thing or suffer anything to the contrary whereby or by reason or means whereof the original demise may be terminated or forfeited and to allow the Lessor or his authorized official / agency to enter upon the Demised Premises for the purpose of inspection and performing any of such terms of DEED OF LEASE as stipulated by Govt. Of West Bengal which may be necessary to prevent its termination or forfeiture.

12.2 Outgoings: The Lessee shall pay, discharge and satisfy all land revenues municipal rates, taxes, duties, assessments, outgoings and impositions in respect of the Demised Premises payable to any authority of the Government or any other appropriate authority or otherwise which are now or during the

Tenure of Lease be payable, imposed or assessed on the said Demised Premises whether payable by the owner/Lessor of the Demised Premises.

12.3 Compliance of Requisition: The Lessee shall observe, perform and comply with the requisitions as may from time to time be made by the State/Central Government or any other authorities and/or the Lessor in respect of Demised Premises.

12.4 Maintaining Healthy Atmosphere: The Lessee shall keep and maintain the Demised Premises at all times during the Tenure of Lease, clean, tidy, healthy and free from all sorts of hazards to public hygiene and in conformity with environmental and pollution control norms.

12.5 No Nuisance: The Lessee shall not run his/ her Institute in such a manner as would lead to pollution, health hazards, noise, offensive fumes or smell or in such manner as would be a source of nuisance in any manner of any kind to the areas surrounding the Demised Premises.

12.6 Not to Use the Demised Premises for Any Other Purposes: The Lessee shall not use or allow to use the Demised Premises or any part thereof for any purpose other than the purpose for what the demised premises have been allotted.

12.7 No Residential Use: The Lessee shall not use or the allow the use of the Demised Premises for residential purpose or for any other commercial

establishment (except for items as have been allowed by the Lessor at the time of allotment of the land) or any purpose other than the purpose allowed by the Lessor at the time of allotment of land and as per the approved plans.

12.8 No Unlawful Activities: The Lessee shall not in any manner carry on or allow to carry on in the Demised Premises any unlawful activities, offensive trade or prohibited business or any activities which may be considered offensive and prejudicial to public interest or a source of nuisance to the area surrounding the Demised Premises.

12.9 Fire and safety Measure: The Lessee shall install necessary fire fighting equipment as per set norms and standard at his own cost and shall not store combustible or explosive substance beyond the permissible limit, subject to obtaining of necessary permission from all the concerned authorities and after installing sufficient safeguard measures as may be prescribed in the Demised Premises.

12.10 Sanitation and Cleaning: The Lessee shall :

12.10.1 Observe and conform to all rules, regulations and bye-laws of the Food park and the local authority and also Planning Authority concerned and any other statutory regulations in any way related to public health and sanitation in force for the time being and to provide sufficient latrine accommodation and other sanitary arrangements for the labourers,

workmen and other staff employed on the demised premises in order to keep the demised premises and surroundings clean and in good condition to the satisfaction of the Lessor and shall not without the previous consent in writing of the Lessor permit any labourers or workmen to reside upon the demised premises and in the event of such consent being given shall comply strictly with the terms thereof.

12.10.2 Keep the space clear from all sorts of wastages, garbage causing nuisance of any type and free from pollution and sufficient protection and preventive measures must be taken so as to avoid any accumulation of water and poisonous gas and other dangerous materials within or around the premises.

12.10.3 Keep adequate safety measures for prevention of fire and corrosive erosion in and around the Demised Premises.

12.11 **Compliance with Relevant Laws:** The Lessee shall be responsible for compliance with all statutory obligations under all the relevant Acts and Provisions of Law.

12.12 **Obtaining Licenses:** The Lessee shall be independently responsible to obtain all necessary permissions, sanctions or licenses and health license and all other applicable licenses from all the appropriate authorities necessary for the conduct of business and to keep the same renewed and subsisting at all times. Lessee shall not claim any consideration or

concession from Lessor on the ground of having been unable to obtain necessary permission, sanction or license to conduct business, within the stipulated date.

12.13 Good Labour Practices: The Lessee shall follow all provisions of all labour laws in force and follow good labour practices in the unit by maintaining good, healthy and hygienic work environment, providing uniforms and gloves to the workers, maintaining and providing hygienic food at reasonable and affordable rates, proper system of cleaning and sterilization of utensils, safe and clean atmosphere for the workers, employees, proper safety and medical facilities and other measures as per internationally accepted practices etc. and shall also abide by.

12.14 Pollution Control :

12.14.1 The Lessee shall duly comply with the provisions of the Water (Prevention and Control of Pollution) Act, and Air (Prevention and Control of Pollution) Act, and the rules made there under as also with any condition which may, from time to time be imposed by the West Bengal Pollution Control Board- Constituted under the said Acts, as regards the Collection, treatment and the erected disposal or discharge of effluent or waste or otherwise howsoever and shall indemnify and keep indemnified the Lessor against the consequences or any breach or non-compliance of any such provision or condition as aforesaid.

12.14.2 Liquid Effluent : The Lessee shall discharge, at his own cost, all liquid effluent generated in the said Plot, only into the Effluent Collection and disposal Plant and System created for the purpose by the Lessor ,

12.15 Water Supply: Lessee shall apply separately and pay necessary deposits and charges to the Lessor, in proportion to their connection and usage of all their requirement of water within the said plot premises and the Lessee shall not dig any well or draw any surface/ground water from within the premises of the said Plot without obtaining necessary approval from competent authority.

12.16 Electric Supply: Lessee shall apply and pay necessary deposits and charges to the Lessor in proportion to their requirement of connected load and usage. If the Lessor is unable to procure the necessary license for distribution of power within the Project premises, and provide the necessary electric power supply to the Lessee, then the Lessee shall be free to separately apply and procure the required electric power from WBSEDCL.

12.17 Telephone Connection: The Lessee shall apply separately and pay necessary deposits and fees for obtaining telephone connections.

12.18 Submission of plans for Approval: The Lessee shall submit to the Lessor, within six months from the date thereof for his approval the specifications , plans, elevations, sections and details of the building

proposed to be built and erected by the Lessee on the said Plot and at his/its own cost and as often as he/it may be called upon to do so amend all or any such plans and elevations and if so required to produce the same before the Lessor and to supply to him such details as may be called for in respect of the specifications and when such specifications, plans, elevations, sections and details shall be finally approved by the Lessor and signed by him/it to sign and leave with him three copies thereof and also three signed copies thereof and also three signed copies of any further conditions or stipulations which may be stipulated by the Lessor.

12.19 No work to begin until plans are approved: The Lessee shall not commence any work which infringes any of the Building regulations set out by the Lessor as also Local Authority regulations so far as the same are applicable to the said Plot, until the said plans and elevations have been approved as aforesaid and thereafter not to make any alterations or additions thereto unless such alterations or additions shall have been previously approved in the like manner.

12.20 Completion of construction of buildings: That the Lessee shall on or before 31st December 2012, at his/its own expense and in substantial and workman like manner and in strict accordance with the plans, elevations, details and specifications granted consent by the Lessor and the building Regulations set out in the Second Schedule hereunder written build and completely finish fit to the satisfaction of the Lessor,

the said building and other structures thereon on at least 4,000 square meters of plot area for the use as an Institute with all requisite drains and proper conveniences thereto and shall obtain from the Lessor a building completion certificate to that effect.

12.21 Planting of trees in the periphery of the plot: The lessee shall at his/its own expenses within a period of one year from the date hereof plant trees in the periphery of the plot to be kept open to sky of the said land within the demised premises and shall maintain the trees so planted in good condition throughout the term hereby created under these presents. At least one tree shall be planted per 200 sq.mtrs. And one tree at a distance of 15 meters on the frontage of road or part thereof but within the demised premises.

12.22 Not to excavate: The Lessee shall not undertake any excavation upon any part of the said plot nor remove any stone, sand, gravel, clay or earth there from except for the purpose of forming foundations of building or for the purpose of executing any work pursuant to the terms of this lease.

12.23 Not to erect beyond Building line of the Premises: The Lessee shall not erect any building erection or structure except a compound wall and steps and garages and necessary adjuncts thereto as hereinafter provided on any portion of the said land outside the building line shown upon the said plan hereto annexed.

12.24 No Alteration: The Lessee shall not be entitled to change, alter, extend or encroach in excess of its specifications and demarcations as has been specified by the Lessor. However the Lessee may construct masonry work within the said plot allotted to them without disturbing and adversely affecting the various services including sewerage, water pipeline, etc.

12.25 Repair: Throughout the said term of the Lease, Lessee shall be responsible at the Lessees' expense, to repair, pave, cleanse and keep in good and substantial repair and condition (including all usual and necessary internal and external painting, colour and whitewashing) to the satisfaction of the Lessor, the said Building and premises and the drains, compound walls and fences thereunto belonging and all fixtures and additions thereto.

12.26 No Encroachment : The Lessee shall take adequate care so as not to damage or encroach any part of land or the structural elements of the neighbouring plots. If any material and structural alterations is found to have been made by the Lessee affecting, encroaching, entering upon the neighbouring plots, in contravention of the terms mentioned herein before, the Lessee shall be liable to pay damages which shall be determined by the Lessor and also be required to remove such unauthorized portions of the structures erected forthwith.

12.27 Change in Constitution or Control, Merger: The Lessee shall not without the prior written permission of the Lessor make any change its constitution as a 'Society' or its membership or the constitution of its Board of Governors or do or undertake any action, (including steps for merger, amalgamation with or acquisition by another party.) which will have the effect of change of control of the Lessee/Institute from its present status as constituent of the IFCI Limited. Such an event shall be considered as Deemed Transfer, attracting the consequences of transfer, provided under this DEED OF LEASE including but not limited to liability for the Lessee to pay to the Lessor, 50% of the value differential between the market price prevailing at that time and the Lease Premium paid to the Lessor.

12.28 Maintenance of Common Area: For a period as may be decided by the Lessor, the Operation and Maintenance (O&M) of the Common Area of the Park shall be carried out by the Lessor or SPV or its assignee Company to be engaged by the Lessor. The Lessee of the Demised Premises shall regularly pay the necessary monthly O&M charges, with effect from the date of possession of the Demised Premises. Such Charges shall be determined by the Lessor or its assignees or a Company to be engaged by the Lessor, on an equitable basis, from time to time. If the lessee fails to pay on the fixed dates for a period of 3 consecutive months then Lessor shall cancel the lease and refund the premium amount deposited for land, after deducting 10% premium amount and

take possession of plot in such a manner as is consistent with the usage area by each of the allottee.

12.29 Obligations of Common Service Provider (CSP): The obligations of the CSP would include cleanliness and maintenance of common space and facilities not leased out such as roads, drains, common toilets, general maintenance of the Park, fixtures, overall perimeter security, water supply, common lighting, use of common facilities for internal use such as power connection, etc. All services will be made available within the premises of the entire project. The charges for the same have to be paid and borne by the Lessee. If the Lessee fails to pay on the fixed dates for a period of three consecutive months, the Lessor shall cancel the allotment and refund the Lease Premium after deducting 15% (fifteen percent) of the Lease Premium amount after giving notice in writing.

12.30 Internal & overall Security: The Lessee, at its own cost, shall maintain the area in its possession. Maintenance obligation of the Lessee would generally include internal maintenance within Demised Premises including cleanliness and internal and overall security and also obligation to pay proportionate cost for common and general maintenance of the park.

12.31 No Religious Use: The Lessee shall not use the Demised Premises as a place of worship and/or shall not set up any or allow to set up any

shrine, mosque, church or temple or shall not use portion of the same as any club house.

12.32 Inspection by the Lessor: Lessee shall allow any person authorized by the Lessor or its accredited agent/assignee, to enter into the Demised Premises for the purpose of inspection and maintenance of the sewer lines, water pipe lines, electrical lines, etc. The repair of such lines and installations will be performed by the Lessor at the cost of the Lessee.

12.33 Use of Common Area: The Lessee shall not be permitted to use the common area in the complex for conducting any business or for storage purposes, other than as permitted and on terms specified by the Lessee. Further the Lessee shall have no right to block the common areas or encroach the common areas for any reason whatsoever. In case it is found by the Lessor that the Lessee is causing such unauthorized use of area outside the Demised Premises then the Lessor shall after giving notice in writing to the Lessee claim/forfeit Rs. 100% of the existing rent.

12.34 Insurances: The Lessee shall be responsible for purchase of suitable insurance covering the risk of damages of Demised Premises as well as other parts of the park due to reasons attributable to the Lessee. The Lessee shall also purchase suitable insurance covering all risks which is to be incurred by the Lessee in course of its business. The Lessor shall not be responsible for any damage caused by Force Majeure, such as by

fire or accident, natural calamity, riots or other unforeseen incident or any civil conflict / disorder beyond its control, etc.

12.35 Indemnification: The Lessee shall keep the Lessor indemnified against all actions, claims, demands and expenses on account of performance and non performance by the Lessee of any of the terms, conditions or stipulations of this DEED OF LEASE.

12.36 Assignment/Transfer of Leasehold Right: The Lessee shall not assign/transfer the Demised Premises or any part thereof without obtaining any prior approval and/or consent in writing from the Lessor. Such permission may be granted by the Lessor after payment by the Lessee to the Lessor [50]% of the prevailing market value of the scheduled property as shall be assessed by the Registering Authority of the Government of West Bengal as transfer fees. After payment of transfer fees of the Lessor the Lessee may be permitted to assign the unexpired residual period of lease to the third party. But the allottee and/or lessee shall not be allowed to transfer the allotted portion to any third party within [5] years from the date of possession. In case such assignment/transfer is found to have been made, without obtaining the written permission from the Lessor then Lessor shall, after giving the Lessee one month's notice in writing shall cancel the allotment and forfeit the lease premium paid by the Lessee against the Demised Premises.

12.37 Submission of Project Report: The Lessee shall at the time of possession submit a Detailed Project Report (DPR) to the Lessor and shall submit progress report quarterly till formal opening of the Institute and annually, thereafter, as per approved format.

12.38 In case of Surrender or Termination by the Lessee: In the event the Lessee wishes to or is compelled to terminate or surrender the lease due to its inability to run or continue the Institute, the Lessee shall apply to the Lessor communicating such desire, the Lessor on receipt of such application, after deduction of 10% of the lease premium, shall refund the balance premium after realization of sale proceeds to the Lessee or its lenders/charge holders and shall also be entitled to receive the entire lease premium for the demised land from the new intending purchaser at market value/ price prevailing at that time.

12.39 Observance of General Terms: The Lessee shall always observe the conditions of allotment and the general terms and conditions, specified in the Application Brochure and also the terms of lease herein contained.

12.40 Delivery of Peaceful Possession: After the expiry of period of lease unless renewed or earlier determination thereof the Lessee shall deliver peaceful vacant possession of the Demised Premises in its original condition relinquishing all the Lessee's interest therein to the Lessor in as good a condition as the same now is.

13 TERMINATION AND CANCELLATION:

13.1 Notwithstanding anything contained terms in the present deed, the Lessor shall have the right to terminate the lease in the following circumstances and in the manner mentioned below:-

13.1 Lease Rent in Arrear: In case and whenever any part of the Lease Rent shall be at any time in arrears for more than [21(twenty one)] days from the due date, the Lessor shall serve a notice in writing calling upon the Lessee to cure the defect within 30 (thirty) days from the date of notice with penal interest @ 18% (eighteen percent) per annum on arrear Lease Rent, failing which the lease shall be terminated and the Lessor shall exercise the right of re-entry upon such termination into the Demised Premises and repossess the same and the Lessee shall deliver peaceful vacant possession of the Demised Premises together with all improvements, if any, done thereto without prejudice to any other rights of the Lessor entitled in law.

13.2 Failure/Delay in Starting of Institute: If the Lessee fails to start its Institute from the Demised Premises within 6 (Six) months or minimum time as envisaged in the DPR whichever is more from the date of possession of land, the Lessor shall give a notice in writing to the Lessee to start such operation within the Cure Period of 30 (thirty) days, failing which, after giving 30 (thirty) days notice in writing, the Lessor shall cancel the lease and forfeit 15% (Fifteen percent) of Lease Premium paid by the Lessee and the balance premium will be refunded.

13.3 Discontinuance of Business: In the event the Lessee keeps the Permitted Activity discontinued from the Demised Premises for more than 6 (six) months, then the Lessor shall call upon the Lessee to show cause as to why its allotment shall not be cancelled after giving 30 (Thirty) days notice in writing and after deducting 15% (fifteen percent) of the Lease Premium. In case the reasons shown by the Lessee are found to the satisfaction of the Lessor, then the Lessor may allow extension of time as deemed fit by the Lessor. In case otherwise, the Lessor may cancel the allotment and lease and forfeit 15% (fifteen percent) of the Lease Premium.

13.4 Transfer of the Demised Premises to Third Party: If the Lessee is found to have transferred or assigned the Demised Premises to any third party in contravention of the terms contained hereinbefore, the Lessor shall, after giving the Lessee 30 days notice in writing, cancel the allotment and forfeit the amount of Lease Premium paid by the Lessee against the said Demised Premises and the third party will be immediately evicted from the premises.

13.5 Failure to Maintain Good Labour Practices: If the Lessee fails to maintain good labour practices and operates in contravention of the labour laws in force, the Lessor after giving notice in writing to the Lessee for curing such defect within 30 days (Cure Period) and in case of failure to rectify such defect by the Lessee, the lease shall be terminated and 10% (Ten percent) of the Lease Premium shall be forfeited by the Lessor.

13.6 Failure to Pay O&M Charges: If the Lessee fails to pay the O&M charges for a period of 3 (three) consecutive months, the Lessor shall call upon the Lessee to cure such defect within 30 (thirty) days from the date of notice in writing failing which, the Lessor shall terminate the lease and refund the Lease Premium after deducting [15]% of the Lease Premium and the O&M arrears charges and take possession of the plot from the lessee.

13.7 Breach of Obligations, Covenants, Terms and Conditions: Save and except the period of notice of cure as specifically mentioned hereinbefore and contained, for breach of any obligations, covenants, general terms and conditions mentioned herein on the part of the Lessee, the Lessor shall call upon the Lessee to rectify and remedy the same within 30 days month from the date of receipt of such notice. If the required rectification or remedial measures are not carried out within the given period the Lessor shall have the right to enter into the Demised Premises and to take possession of the Demised Premises and thereupon the Lease shall forthwith stand determined but not otherwise without prejudice to any right of the Lessor in respect of the antecedent breach.

14 ORDER

It is hereby agreed by the Lessor and the Lessee that the decision of the Lessor represented by the Managing Director or any other officer or Body or Agency on behalf of the lessor as authorized in that behalf in the matter of breach of any of the obligations, covenants, terms and conditions

mentioned herein on the part of the Lessee shall be final and binding and shall not be called into question by the Lessee in any manner whatsoever.

15 ALTERATION

The Lessor shall be entitled to amend, alter, revise, change any terms contained in the general terms of allotment and terms also herein contained after giving due notice in writing to the Lessee and obtaining consent of the lessee and such amendments/alterations/modifications to any of the terms of this Deed shall thereafter be made by registered Deed of Addendum between the parties.

16 ARBITRATION/DISPUTE RESOLUTION

In case any of the parties are not satisfied or is aggrieved by the order/decision of the Managing Director of the Lessor, then such dispute shall be referred to arbitration to an Arbitration Panel of 3 (three) arbitrators. Each side will appoint its own arbitrator and the two arbitrators so appointed shall further appoint the third arbitrator. The decision taken by the arbitrator shall be final and binding upon the parties. The arbitration proceedings, awards, enforcements shall be governed by the provisions of the Arbitration and Conciliation Act 1996 and the place of arbitration will be in Kolkata only. The language of arbitration proceedings shall be English. The cost of Arbitration shall be shared equally between the parties. However each of the parties shall bear their own advocates costs and expenses.

17 SERVICE OF NOTICE

Notices under this DEED OF LEASE shall be served by messengers or registered posts/speed posts at the addresses of the parties mentioned below, unless the address is changed by intimation in writing.

For the Lessor

Mr. Amriul Islam, Managing Director,
Jungipur Bengal Mega Food Park Limited,
DB-67, Sector-1, Salt Lake City,
Kolkata-700064

For the Lessee

Arup Kumar Sil
Administrative Officer
Management Development Institute
IFCI Tower, 61, Nehru place
New Delhi - 110019

Such service shall be deemed to have been effected on the 4th day of handing over of the notice to postal authorities, if sent by registered post/speed post, irrespective of refusal to accept service by the parties and if delivered by hand, on the date of such delivery.

18. Taxes:

The Lessee shall be entitled to withhold applicable withholding taxes on payments made to the Lessor as per the applicable law from time to time and shall issue TDS certificates to that effect to the Lessor.

19. WAIVER

Forbearance or non enforcement of any right under this lease DEED OF LEASE shall not constitute any waiver or create any precedence and the parties shall at all times be strictly bound by the express provisions of this DEED OF LEASE.

20. SEVERABILITY

The invalidity or unenforceability of any term , phrase, clause, paragraph, restriction, covenant, DEED OF LEASE or other provisions hereof shall in no way affect the validity or enforcement of any other provisions or any part thereof. Notwithstanding the foregoing, the parties shall thereupon negotiate in good faith in order to agree the terms of a mutually satisfactory provisions, achieving as nearly as possible the same commercial effect, to be substituted for the provisions so found to be void or unenforceable .

21. FURTHER ASSURANCE

21.1 Each party shall do, execute and perform all such further deeds, documents, assurances, acts and things as may be reasonably required to give effect to the terms of this DEED OF LEASE.

21.2 The Lessor is in process of acquiring additional land from GOWB/others for the Food Park and shall, upon completion of such acquisition, shall lease out 7168.52 square meters (identified and marked in enclosed map

in Schedule III) out of such additionally acquired land to the Lessee on payment of additional Lease Premium at the same rate and on other commercial and other terms and conditions *mutatis mutandis* to this Lease DEED OF LEASE /the Lease Deed.

- 21.3 If for any reason, the Lessor is not able to procure the required additional land from the GOWB/others, and or lease the same to the Lessee, this DEED OF LEASE shall continue and remain in force for the 41288.49 square meters of land already in the Lessor's possession, leased and handed over to the Lessee, under this DEED OF LEASE.

22. GOVERNING PROVISION

This DEED OF LEASE and the relationship between the parties hereto shall be governed by and interpreted in accordance with the laws of India and the Courts in Kolkata shall have jurisdiction with regard to any proceeding between the parties to the extent that such proceedings must by law be dealt with by an Indian Court.

23. MARGINAL NOTES AND/OR HEAD NOTES:

The marginally notes and (or Head notes) do not form part of the lease and shall not be referred to for construction or interpretation thereof.

FIRST SCHEDULE ABOVE REFERRED TO**(Project Land)**

Land measuring 3.80,769.06 Sq.M more or less, lying and situate at Mouzas Katnai and Kuluri] within jurisdiction Police Raghunathganj Dist.Murshidabad and consisting of Jangipur Food Park - Phase-I and Phase-II.

SECOND SCHEDULE ABOVE REFERRED TO**Part-I****(Said Plot)**

Plot/Plots bearing No. I-1 in the (all parts & R.S. plots) Master Plot measuring about 1269.57 square meters, more or less on lease for the stated purpose, situated at Jangipur Food Park Phase I together with the proportionate and undivided share in the common areas.

Part-II**(Demised Premises)**

- VI. Plot/Plots bearing No. I-1 measuring about 1269.57 square meters on lease for the stated purpose in the Mouza Kuluri, Police Station Raghunathganj, District Murshidabad more or less being baffed and bounded as detailed below and also marked with red in the map attached herewith together with the proportionate and undivided share indivisible and impartable share and/or interest in the common areas, as be attributable to the Said Plot.

ON THE NORTH	:	Internal Road of Food Park
ON THE EAST	:	Internal Road of Food Park
ON THE SOUTH	:	Kuchha Road, Pond on Vest Land
ON THE WEST	:	Green area in Food Park

IN WITNESS WHEREOF the said LESSOR and the said LESSEE have put their respective signatures hereunder the day month and year first above written.

SIGNED SEALED AND DELIVERED

By the within named Jangipur Bengal Mega Food Park Limited, the Lessor, through the hands of Mr. Amirul Islam, in the presence of

WITNESSES :

1. *Asaduzzaman Mondal*
Advocate
High Court, Calcutta

2. *Piyali Dutta*
Advocate
High Court, Calcutta

JANGIPUR BENGAL MEGA FOOD PARK LTD.

Amirul Islam
Managing Director

LESSOR

(AMIRUL ISLAM)

SIGNED SEALED AND DELIVERED

by the within named Lessee, through its Administrative Officer, Mr. Arup Kumar Sil Management Development Institute IFCI Tower, 61, Nehru place, New Delhi - 110019.

WITNESSES :

1. *Asaduzzaman Mondal*
Advocate

2. *Piyali Dutta*
Advocate

Arup K Sil
Administrative Officer
Management Development Institute
ICFI Tower
61, Nehru place
New Delhi - 110019

LESSEE

RECEIPT AND MEMO OF CONSIDERATION

RECEIVED from the Lessee named above the within mentioned sum of Rs.4,71,000/- (Rupees Four lakh Seventy One Thousand Only) towards Lease Premium for Lease of the Demised Premises described in the 2nd Schedule above.

WITNESSES :

1. *Asaduzzaman Mondal*
Advocate

2. *Piyali Dutta*
Advocate

JANPUR MEDICAL MEDIA FOOD PARK LTD.

Amirul Islam
Managing Director

JBMFPL represented by
Name: Mr. Amirul Islam
Designation: M. D.
Lessor

Drafted by :

Asaduzzaman Mondal
Advocate
High Court Calcutta

SPECIMEN FORM FOR TEN FINGERPRINTS

		Little Finger	Ring Finger	Middle Finger	Fore Finger	Thumb
 Mr. Anup Kumar Administrative Officer Management Development Institute 20-5, Salt Lake Kolkata-700064	Left Hand					
	Right Hand					
 Mr. Anup Kumar Managing Director ANANDPUR BENGAL MEGA FOOD PARK LTD.	Left Hand					
	Right Hand					
 PHOTO	Left Hand					
	Right Hand					
 PHOTO	Left Hand					
	Right Hand					

DATED THIS 4 DAY OF JANUARY, 2013

BETWEEN

JANGIPUR BENGAL MEGA
FOOD PARK LIMITED

...LESSOR

AND

MANAGEMENT DEVELOPMENT
INSTITUTE

...LESSEE

LEASE DEED

ASADUZ ZAMAN MONDAL

Advocate

High Court Calcutta
Room No.120, Ground Floor,
10, Old Post Office Street,
Kolkata-700001

Certificate of Registration under section 60 and Rule 69.

Registered in Book - I
CD Volume number 3
Page from 887 to 930
being No 00609 for the year 2013.



(Dulal chandra Saha) 18 January 2013
ADDL. REGISTRAR OF ASSURANCES-II
Office of the A.R.A. - II KOLKATA
West Bengal

21/1/13



Government Of West Bengal
Office Of the A.R.A. - II KOLKATA
District:-Kolkata

Endorsement For Deed Number : I - 00609 of 2013
(Serial No. 00400 of 2013)

On 11/01/2013

Presentation(Under Section 52 & Rule 22A(3) 46(1),W.B. Registration Rules,1962)

Presented for registration at 14.20 hrs on :11/01/2013, at the Private residence by Arup Kumar Sil
, Claimant.

Admission of Execution(Under Section 58,W.B.Registration Rules,1962)

Execution is admitted on 11/01/2013 by

1. Amirul Islam
Managing Director, Jangipur Bengal Mega Food Park Ltd, D B- 67, Sector- I, Salt Lake City, Ko., P.O.
:- ,District:-Kolkata, WEST BENGAL, India, Pin :-700064,
, By Profession : Others
2. Arup Kumar Sil
Administrative Officer, Management Development Institute, D B - 3, Sector- I, Salt Lake City, Kol, P.O.
:- ,District:-Kolkata, WEST BENGAL, India, Pin :-700064,
, By Profession : Others
Identified By :Devendra Kapoor, son of Late G C Kapoor, 40, Torn Sica Road, Flat No:8 F, Kol, P.O. :-
.District:-Kolkata, WEST BENGAL, India, Pin :-700019, By Caste: Hindu, By Profession: Service.

(Dulal chandra Saha)
ADDL. REGISTRAR OF ASSURANCES-II

On 14/01/2013

Certificate of Market Value(WB PUVI rules of 2001)

Certified that the market value of this property which is the subject matter of the deed has been
assessed at Rs.- / Lease Period 33 Years Advance/Premium Rs 4,71,000/- Average annual Rent Rs
30,249/-

Certified that the required stamp duty of this document is Rs.- 29620 /- and the Stamp duty paid as
Impresive Rs.- 10/-

(Dulal chandra Saha)
ADDL. REGISTRAR OF ASSURANCES-II

On 16/01/2013

**Registration Fees paid Online using Government Receipt Portal System (GRIPS),
Finance Department, Govt. of WB**

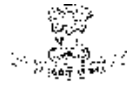
Registration Fees Rs. 5,334/- paid online on 09/01/2013 6:26PM with Govt. Ref. No.
192012130000868201 on 09/01/2013 6:22PM, Bank: Bank of Baroda, Bank Ref. No. 11502808 on
09/01/2013 5:26PM, Head of Account: 0030-03-104-001-16, Query No:1902L000000352/2013



(Dulal chandra Saha)
ADDL. REGISTRAR OF ASSURANCES-II

17/01/2013 14:37:00

EndorsementPage 1 of 2



**Government Of West Bengal
Office Of the A.R.A. - II KOLKATA
District:-Kolkata**

**Endorsement For Deed Number : I - 00609 of 2013
(Serial No. 00400 of 2013)**

Stamp Duty paid Online using Government Receipt Portal System (GRIPS), Finance Department, Govt. of WB

Stamp duty Rs. 24,104/- paid online on 09/01/2013 6:26PM with Govt. Ref. No. 192012130000868201 on 09/01/2013 6:22PM. Bank: Bank of Baroda, Bank Ref. No. 11502808 on 09/01/2013 6:26PM. Head of Account: 0030-02-103-003-02, Query No:1902L000000352/2013

(Dulal chandra Saha)
ADDL. REGISTRAR OF ASSURANCES-II

On 17/01/2013

Certificate of Admissibility(Rule 43,W.B. Registration Rules 1962)

Admissible under rule 21 of West Bengal Registration Rule, 1962 duly stamped under schedule 1A, Article number : 35, 5 of Indian Stamp Act 1899.

Payment of Fees:

Amount By Cash

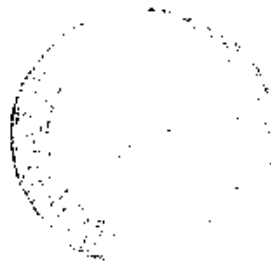
Rs. 605.00/-, on 17/01/2013

(Under Article : A(1) - 605/- on 17/01/2013)

Deficit stamp duty

Deficit stamp duty Rs. 5506/- is paid , by the draft number 397081, Draft Date 17/01/2013, Bank : State Bank of India, BEADON STREET, received on 17/01/2013

(Dulal chandra Saha)
ADDL. REGISTRAR OF ASSURANCES-II



(Dulal chandra Saha)
ADDL. REGISTRAR OF ASSURANCES-II

17/01/2013 14:37:00

EndorsementPage 2 of 2

Govt. of West Bengal
Directorate of Registration & Stamp Revenue
eChallan

GRN: 19-201213-000088845-1 Payment Mode: Online Payment
GRN Date: 09/01/2013 18:33:15 Bank: Bank of Baroda
BRN: 11502999 BRN Date: 09/01/2013 18:36:00

DEPOSITOR'S DETAILS

Id No.: 19021000000365/1/2013
(Doc No./Filing Year)

Name: MDI Mobile No.: +91 8902113552
Contact No.: 8902113552
E-mail: arup@mdi.ac.in
Address: Post Box No. 60, Sukhrail, Gurgaon
Applicant Name: A Mondal
Office Name: A. R. A. - II KOLKATA, Kolkata
Office Address:
Status of Depositor: Others
Purpose of payment / Remarks: Requisition Form Filed in Registration Office

PAYMENT DETAILS

Sl. No.	Identification No.	Head of A/C Description	Head of A/C	Amount(₹)
1	19021000000365/1/2013	Property Registration- Stamp duty	0036-02-103-003-02	1338/98
2	19021000000365/1/2013	Property Registration- Registration Fee	0036-03-104-001-18	204324
Total				1543090

In Words: Rupees: Fifteen Lakh Forty Three Thousand Ninety only

Govt. of West Bengal
Directorate of Registration & Stamp Revenue
eChallan

GRN: 19-201213-000066820-1 **Payment Mode** Online Payment
 GRN Date: 09/01/2013 18:22:37 **Bank:** Bank of Baroda
 BRN: 11502808 **BRN Date:** 09/01/2013 18:26:00

DEPOSITOR'S DETAILS

Id No.: 1902100000035211/2013
(Slater No./Slater Year)

Name: MDI
 Contact No.: 9902113552 Mobile No.: +91 9902113552
 E-mail: arup@mdi.ac.in
 Address: P.O. BOX 60, SUKHRALI, GURGAON
 Applicant Name: A Mondal
 Office Name: A. R. A. - II KOLKATA, Kolkata
 Office Address:
 Status of Depositor: Others
 Purpose of payment / Remarks: Requestion Form Filled in Registration Office

PAYMENT DETAILS

Sl. No.	Identification No.	Head of A/C Description	Head of A/C	Amount[₹]
1	1902100000035211/2013	Property Registration- Stamp duty	0035-02-103-003-42	24194
2	1902100000035211/2013	Property Registration- Registration Fees	0035-03-104-001-16	5838
Total				29438

In Words: Rupees Twenty Nine Thousand Four Hundred Thirty Eight only

Annexure-2



Copy of the existing Memorandum of Association and Rules of the Sponsoring Body:

MDI Society/Applicant for the grant of deemed to be University status to Management Development Institute under Distinct (Existing)



**AMENDED CERTIFICATE OF REGISTRATION
Under Societies Registration Act XXI of 1860**

Registration No. S/5395/1972 of 17/05/1972.

I hereby certify that "in pursuance of Section 12 and 12 A, the name of the society "**MANAGEMENT DEVELOPMENT INSTITUTE**" has been changed to "**MANAGEMENT DEVELOPMENT INSTITUTE SOCIETY**" located at **10TH FLOOR, IFCI TOWER, 61, NEHRU PLACE, NEW DELHI-110019**, registered under Societies Registration Act 1860.

Given under my hand and seal at Delhi on this 17th day of DECEMBER Two Thousand Twenty One.

Amended Fee of Rs. 01/- received

SEAL




16/12/2021

**REGISTRAR OF SOCIETIES
SOUTH - EAST DISTRICT
GOVERNMENT OF NCT OF DELHI**

*This document certifies registration under the Society Registration Act, 1860. However, any Govt. department or any other association / person may kindly make necessary verification (on their own) of the assets and liabilities of the society before entering into any contract / assignment with them.

दिल्ली में तागु सिखा एजिकरण अधिनियम सन् 1860 (एंग्लो सिखन) अधिनियम
 1957 के तहत एजिकरण एव प्रणाल - पत्र /
 संख्या - 5395 तारीख 1979-1973
 प्रमाणित करता हूँ कि मोहन सिंह - 3 बंगला - 2 माल - 2
 जो दिल्ली सिविल सेवा में तागु सिखा एजिकरण अधिनियम सन् 1860 (एंग्लो सिखन)
 अधिनियम 1957 के तहत ताल के तारीख में एजिकृत कर लिया गया है /
 यह मेरे हस्ताक्षर के तहत ताल दिनांक 17 मई सन् 1972
 दिल्ली (पते) पर जारी किया गया /
 50 रुपये का भुगतान किया गया /


 सिखा एजिकरण : दिल्ली



MANAGEMENT DEVELOPMENT INSTITUTE
SOCIETY

Memorandum of Association
&
Rules

Incorporating amendments passed by the Society on
19.02.2022

Memorandum of Association of Management Development Institute Society

Title and Registered Office	1. i) The name of the Society is the "Management Development Institute Society". ii) The registered office of the Society shall be situated at 10th Floor, IFCI Tower, B1, Nehru Place, New Delhi - 110019.
Definition of Institute	2. In the Memorandum, unless the context otherwise requires, "Institute" shall mean any of the Institute(s) developed and managed by the Society.
Objectives of the Society	3. The objectives for which the Society is established are to offer teaching programmes leading to diploma/degree/title/certificate and educate and train future and existing managers/leaders in the industry, government, civil society as well as entrepreneurs in modern management and allied techniques to contribute to sustainable national and international development. With a view to achieving the above objectives, the following broad activities are to be undertaken by the Institute: a) to develop educational programmes and faculties that advance the cause of education, teaching and learning, across disciplines; b) to carry out research and publications to provide global leadership in management theory and practice; c) to provide training with a view to equipping the participants with knowledge of modern management theory and practice; d) to undertake consultancy and advisory work across the industry and public policy to advance new knowledge and innovation; e) to provide facilities for the exchange of opinions and views on management techniques, practices and trends through talks, lectures, conferences, seminars, exhibitions, field visits, etc.;

Management Development Institute Society



- f) to collaborate with industrial, business, banking, financial, government, civil society, educational and research institutions and other organizations in the collection and exchange of information pertaining to management practices;
- g) to institute and award fellowships, scholarships, prizes, medals, diplomas, certificates, etc. for achieving the Institute's objectives;
- h) to invest and deal with funds of the Institute for achieving the objectives of the Institute;
- i) to accept any fee, gift, grant, donation, contribution or subscription for the promotion of the Institute and to issue appeals and applications for moneys and funds;
- j) to borrow, raise or secure the payment of money in such manner as the Institute shall deem proper or convenient for furtherance of the above objects;
- k) to sell, assign, mortgage, lease, exchange and otherwise transfer or dispose of, turn to account or otherwise deal with all or any property movable or immovable, of the Institute as may be necessary or convenient for the working of the Institute;
- l) to build, construct, maintain, repair, adapt, alter, improve or develop or furnish any building or works considered necessary or convenient for the purposes of the Institute; and
- m) to do all such things as may be necessary, incidental or conducive to the attainment of all or any of the objectives of the Institute.

**Income & Property
of the Society, and
Remuneration
to its Officers &
Members**

4. The income and property of the Society, howsoever derived, shall be applied solely towards the promotion of the objects of the Society and no portion thereof shall be paid or transferred directly or indirectly by way of dividend, gift, division, bonus and otherwise by way of profit to the Members of the Society.

Provided that nothing herein shall prevent the payment in good faith of reasonable and proper remuneration to any officer or servant of the Institute, or any member of the Society, in return for any services rendered to the Society, nor prevent payment

of interest at appropriate rates or payment of reasonable and proper rent for premises demised or let to the Society by any member thereof. Any of the aforesaid transaction/ contract shall be on an Arm's Length basis.

Provided further that, except the Director of the Institute, no member of the Society or the Board of Governors shall be appointed to any salaried office of the Society or any office of the Institute and that no remuneration, by way of fees, or other benefits shall be given by the Institute or the Society to any member of the Society or the Board of Governors except sitting fee, travelling allowance and daily allowance for the meetings attended by them.

Dissolution of the Society

5. The Society shall be dissolved as per sections 13 and 14 of the Societies Registration Act, 1860.

Maintenance and Auditing of the Accounts

6. True accounts shall be kept of the sums of money received and expenses by the Society and of the property, credits, and liabilities of the Society. Once in every year the accounts of the Society shall be examined, and the correctness of the balance sheet ascertained by a properly qualified auditor.

Details of the First Board of Governors

7. Names, address, and occupations of the first members of the Board of Governors to whom by the Rules of the Institute the management of the Institute was entrusted were as follows:

S. No.	Name	Address and Occupation	Designation
1.	Shri C.D. Khanna	Industrial Finance Corporation of India, 16, Parliament Street, New Delhi	Chairman
2.	Shri Baldev Paricha	Industrial Finance Corporation of India, 16, Parliament Street, New Delhi	General Manager
3.	Shri T.M. Sen	Industrial Finance Corporation of India, 16, Parliament Street, New Delhi	Legal Advisor

4.	Shri S.N. Pal	Industrial Finance Corporation of India, 16, Parliament Street, New Delhi	Asstt. General Manager
5.	Shri P.S. Gurung	Industrial Finance Corporation of India, 16, Parliament Street, New Delhi	Chief Technical Officer
6.	Shri R.B. Mathur	Industrial Finance Corporation of India, 16, Parliament Street, New Delhi	Chief Accountant
7.	Dr. J.C. Rao	Industrial Finance Corporation of India, 16, Parliament Street, New Delhi	Manager

Members of the Society

8. The Society shall now have the following members:

- i. Managing Director & CEO of the Industrial Finance Corporation of India.
- ii. An official nominated by State Bank of India, not below the rank of Managing Director of the State Bank of India.
- iii. An official nominated by Life Insurance Corporation of India, not below the rank of Managing Director of the Life Insurance Corporation of India.
- iv. An official nominated by Punjab National Bank, not below the rank of Managing Director of the Punjab National Bank.
- v. An official nominated by Bank of Baroda, not below the rank of Managing Director of the Bank of Baroda.
- vi. An official nominated by the Export-Import Bank of India, not below the rank of Managing Director of the Export-Import Bank of India.
- vii. An official nominated by Union Bank of India, not below the rank of Managing Director of the Union Bank of India.



viii. An official nominated by Canara Bank, not below the rank of Managing Director of the Canara Bank.

All the above members shall be in ex-officio capacity only.

Details of the First
Subscribers of the
Society

B. The following persons whose names and addresses are given below, had associated themselves for the purposes described in the Memorandum of Association thereby subscribed their names to the Memorandum of Association and formed into a Society under Act. XXI of 1960, on 17th May 1972 at New Delhi.

S. No.	Name	Address and Occupation	Signature of Member	Name, address, and occupation of witnesses	Signature of witnesses
1.	Shri C.D. Khanna	Chairman, Industrial Finance Corporation of India, 10, Parliament Street, New Delhi			
2.	Shri Baldev Pasricha	General Manager, Industrial Finance Corporation of India, 10, Parliament Street, New Delhi			
3.	Shri T.M. Sen	Legal Advisor, Industrial Finance Corporation of India, 10, Parliament Street, New Delhi			

4.	Shri S.N. Puri	Asstt. General Manager, Industrial Finance Corporation of India, 10, Parliament Street, New Delhi			
5.	Shri P.S. Gurung	Chief Technical Officer, Industrial Finance Corporation of India, 10, Parliament Street, New Delhi			
6.	Shri R.B. Mathur	Chief Accountant, Industrial Finance Corporation of India, 10, Parliament Street, New Delhi			
7.	Dr. J.C. Rao	Manager, Industrial Finance Corporation of India, 10, Parliament Street, New Delhi			

10. A copy of the amended rules of the Society, certified to be a correct copy by three members of the Society is filed with the Registrar of Societies, Delhi, along with its amended Memorandum of Association.

Management Development Institute Society New Delhi

RULES

Short Title and Commencement	1. i. These rules may be called the Management Development Institute Society Rules, 2021. ii. These rules shall come into force from 15 th July 2022.
Registered Office	2. The registered office of the Management Development Institute Society shall be situated at 10 th Floor, IFCI Tower, 81, Nehru Place, New Delhi – 110019.
Definitions	3. In these Rules, unless the context otherwise requires, i. <i>Act</i> means the Societies Registration Act, 1860. ii. <i>Board or Board of Governors</i> means the governing body constituted under Rule 9 of these Rules. iii. <i>Chairperson</i> means the head of the Board of Governors who will preside over the meetings of the Board of Governors. iv. <i>Director</i> means the Director of the Institute. v. <i>General Body</i> means all the members of the Society and includes a body constituted under the provisions of the Act as per Rule 8. vi. <i>Institute</i> means any of the institute(s) developed and managed by the Society. vii. <i>President</i> means head of the Society who will preside over the General Body meeting of the Society. viii. <i>Rules</i> mean the Rules of the Management Development Institute Society in force for the time being and they include amendments thereto.

ix. *Secretary* means the Secretary appointed by the General Body to sign all correspondence on behalf of the Society, to maintain records of the proceedings of the meeting of the General Body and Board of Governors and to represent the Society at various forums.

x. *Society or MDIS* means the Management Development Institute Society.

xi. *Special General Meeting* means the meeting called as per Rule No. 25 of these Rules.

Words and expressions used herein and not defined, but defined in the Act, shall have the same meanings assigned to them in the Act.

Members of Society

4. The Society shall have the following members:

- i. Managing Director & CEO of the Industrial Finance Corporation of India.
- ii. An official nominated by State Bank of India, not below the rank of Managing Director of the State Bank of India.
- iii. An official nominated by Life Insurance Corporation of India, not below the rank of Managing Director of the Life Insurance Corporation of India.
- iv. An official nominated by Punjab National Bank, not below the rank of Managing Director of the Punjab National Bank.
- v. An official nominated by Bank of Baroda, not below the rank of Managing Director of the Bank of Baroda.
- vi. An official nominated by the Export-Import Bank of India, not below the rank of Managing Director of the Export-Import Bank of India.
- vii. An official nominated by Union Bank of India, not below the rank of Managing Director of the Union Bank of India.
- viii. An official nominated by Canara Bank, not below the rank of Managing Director of the Canara Bank.

All the above members shall be in ex-officio capacity only.

Bodies of the Society	5. The Society shall have two bodies: - General Body - Board of Governors
Members of General Body	6. The General Body shall consist of the following members: - The members of the Society mentioned in Rule 4 will constitute the General Body. - A President shall be appointed from among the members of the General Body for a term of two (2) years on a rotational basis with the initial President to be from the Industrial Finance Corporation of India.
Meetings of General Body	7. Meetings of the General Body: - The General Body shall meet at least once in every year, provided that the President may also call a meeting of the General Body upon a written requisition of not less than four members. The President should convene every ordinary meeting of the General Body by giving a ten (10) days' notice to the members. - The President may convene an emergency meeting on their initiative to transact any matter of urgent importance with a notice of three (3) days. - A minimum of one meeting of the General Body shall be called in a year, and a copy of the proceedings of every meeting shall be furnished to the members as soon as practicable after the meeting. - Four members, including the President, shall constitute a quorum at any meeting of the General Body. - In the case of a difference of opinion amongst the members, the opinion of the majority shall prevail. - Each member of the General Body, including the President, shall have one vote, and if there be an equality of votes on any question to be determined by the General Body, the President shall also have and exercise a casting vote.
Management Development Institute Society	9

Powers and Functions of the General Body

vii. Every meeting of the General Body shall be presided over by the President and, in their absence, by a member chosen from amongst themselves by the members present at the meeting.

viii. Any resolution, except as placed before the meetings of the General Body, may be adopted by circulation among all its members, and any resolution so circulated and adopted by a majority of the members who have signified their approval shall be as effectual and binding as if such resolution were adopted at a meeting of the General Body, provided that in every such case, at least five members of the General Body shall have recorded their approval of the resolution.

8. Subject to the provisions of the Memorandum, the General Body shall have the following powers and functions:

- i. To review and guide the activities and functioning of the Society with a view to further its objectives as set forth in the Memorandum of Association.
- ii. To make rules and bye-laws for the conduct of the affairs of the Society and to add, amend, vary or rescind them from time to time.
- iii. To add, amend, vary or rescind any of the objectives stated in Article 3 of the Memorandum of Association in accordance with the procedure prescribed in Rule 25 of these Rules.
- iv. To nominate members to the Board of Governors as per Rule 9(iii) and 9(vii).

Members of Board of Governors

9. The Board of Governors shall consist of the following members:

- i. A Chairperson to be appointed from amongst the members of the Board except from the Government nominee, co-opted members, the Directors of the institutes under the Society and the nominee of the regulatory authority. The Chairperson shall be elected by consensus or by a simple majority by the members mentioned at Rule 9(ii), 9(iii) and 9(vii) of these Rules. In case of tie-up during election, the Chairperson shall be appointed by the General Body from eligible members as per Rules 9(iii) and 9(vii).

- ii. An officer not below the rank of Joint Secretary to be nominated by Department of Financial Services, Ministry of Finance, Government of India.
- iii. Seven persons of repute, including at least one woman, from the industrial sector, educational institutions, financial sector, academia to be nominated by the General Body.
- iv. One representative of the Private Sector Bank, not below the rank of Executive Director/Deputy Managing Director to be co-opted by the Board of Governors.
- v. One member of the faculty from any of the institutes under the Society to be co-opted by the Board of Governors for a term of two (2) years.
- vi. Two members of the alumni from any of the institutes under the Society, one of them preferably being a woman, to be co-opted by the Board of Governors for a term of two (2) years.
- vii. Two persons to be nominated by the General Body who are not below the rank of the Deputy Managing Director/ Executive Director from the instrumentalities mentioned in Rule 4 of these Rules.
- viii. Directors of the institutes under the Society.
- ix. Two persons from the representatives of foreign universities, with whom MDIS could have significant and productive collaboration in the future, to be co-opted by the Board of Governors.
- x. One member to be nominated by the Regulatory Authority.
- xi. The Chairperson and the members of the Board of Governors (except a member of the faculty and alumni), including the nominated/co-opted members, other than the Directors of the institutes under the Society, shall hold office for three (3) years with the possibility of not more than one more term, based on assessment of performance, and contribution to the BoG during the first term.

Meetings of the
Board of Governors

10. Meetings of the Board of Governors:

- i. The Board of Governors shall ordinarily meet once every three (3) months, provided that the Chairperson may also call a meeting of the Board upon a written requisition of not less than four members.
- ii. The Chairperson should convene every ordinary meeting of the Board of Governors by giving a ten (10) days' notice to the members.
- iii. The Chairperson may convene an emergency meeting on their initiative to transact any matter of urgent importance with a notice of three (3) days.
- iv. A minimum of four (4) meetings of the Board of Governors shall be orchestrated in a year, and a copy of the proceedings of every meeting shall be furnished to the members as soon as practicable after the meeting.
- v. Six members, including the Chairperson and three members from the members nominated under Rule 9(iii), shall constitute a quorum at an ordinary meeting of the Board of Governors.
- vi. In the case of a difference of opinion amongst the members, the opinion of the majority shall prevail.
- vii. Each member of the Board of Governors, including the Chairperson, shall have one vote, and if there be an equality of votes on any question to be determined by the Board, the Chairperson shall also have and exercise a casting vote.
- viii. Every meeting of the Board of Governors shall be presided over by the Chairperson and, in their absence, by a member chosen from amongst themselves by the members present at the meeting.
- ix. Any resolution, except such as may be placed before the meetings of the Board of Governors, may be adopted by circulation among all its members, and any resolution so circulated and adopted by a majority of the members who have signified their approval shall be as effectual and binding as if such resolution were adopted at a meeting of the Board.

Powers and Functions of the Board of Governors	of Governors, provided that in every such case, at least five members of the Board shall have recorded their approval of the resolution. x. The Board of Governors shall have the power to invite any person or persons not being members of the Board, permanently or temporarily to attend the meeting(s) of the Board, but such invitees shall not be entitled to vote at the meeting. II. Subject to the provisions of the Memorandum, the Board of Governors to whom by the rules and regulations of the Society the management of its affairs is entrusted, shall have the following powers and functions: i. The Board of Governors shall be the governing body of the Society and be entrusted with the management of its affairs. ii. To constitute Academic Advisory Committee(s) comprising of any members of the Board of Governors/Faculty members of the Institute/External experts, to prescribe courses of study, training and research in management and allied subjects. iii. To receive grants and contributions and to provide for custody of the funds of the Institute. iv. To approve the budget of the Society for each financial year, and to sanction expenditure in accordance with the budget. v. To prepare and maintain books of account and other relevant books and records and financial statements for every financial year which give a true and fair view of the state of its affairs, and which explain the transactions effected at the Institute(s) under the Society. vi. To open and operate bank accounts. vii. To borrow money or raise loans/funds for carrying out the objectives of the Society by pledging/mortgaging the property of the Society. viii. To prescribe courses of study, training and research in management and allied subjects.

- ix. To fix and receive such fees and other charges from persons undergoing training and education as may be necessary.
- x. To prescribe rules and regulations for the admission of candidates to the various courses of study.
- xi. To lay down standards of proficiency to be demonstrated before the award of diplomas, certificates and other distinctions with respect to the courses offered by the Institute.
- xii. To institute and award fellowships, scholarships, prizes and medals.
- xiii. To provide for and supervise the residence, health discipline and the well-being of the trainees and participants at the Institute.
- xiv. To create teaching, research, administrative, technical, ministerial and other posts under the Institute and to make an appointment thereto, provided that the posts so created are in the cadres and scales of pay as approved by the Board from time to time.
- xv. To appoint or employ temporarily or permanently, any person or persons who may be required for the purposes of the Society, and to pay them or other persons wages, salaries and other remuneration and allow them suitable perquisites and benefits of the provident fund, pension, gratuity and other facilities.
- xvi. To cooperate with any other organisation in the matter of education and training in management and allied subjects.
- xvii. To enter into arrangements for and on behalf of the Society and its institutes.
- xviii. To sue and defend all legal proceedings on behalf of the Society and its institutes.
- xix. To appoint a committee or committees for the disposal of any business of the Institute or for tendering advice in any matter about the Institute.

- xx. To delegate to such extent as it may deem necessary, any of its powers to any officer of the Society or its institutes, or to any committee of the Board of Governors.
- xxi. To consider and pass such resolutions on the annual report, the annual accounts and the financial estimates of the Society or the Institute, as it thinks fit. Such annual reports, annual accounts and financial estimates, along with the resolutions passed thereon by the Board of Governors shall be submitted to the General Body.
- xxii. To make, enforce, adopt, amend, vary or rescind from time to time, with the prior approval of the General Body, for the furtherance of its objectives, bye laws for the regulation of the management of and administration of the affairs of the institute(s) and for any purposes connected therewith.
- xxiii. To make, adopt, amend, vary or rescind from time to time for (a) the conduct of the business of the Board and the committees to be appointed by it, (b) delegation of its powers (c) fixing the quorum.
- xxiv. To perform such other functions and to carry out such duties as may be assigned to it by the Society or the General Body from time to time, to further the objectives of the Society.
- xxv. To manage and administer the affairs and funds of the Society in accordance with the Rules and bye-laws of the Society.
- xxvi. To acquire, hold and deal with the property belonging to or vested in the Society.
- xxvii. To guide the execution of detailed plans and programmes for the establishment of the Centres/Institutes by the Society and oversee its administration and management after such establishment.

Delegation of Power

- 12. The Board of Governors shall, by resolution, delegate to the Chairperson, Director and any Officer of the Institute such of its powers for conducting the affairs of the Board as it may consider necessary or desirable.

Ex-officio Secretary	13. An officer of the Institute appointed by the General Body will work as ex-officio Secretary of the General Body and the Board of Governors.
Change in Address of any Member	14. If a member of the General Body or the Board of Governors changes their residential address, they shall notify the Secretary of the new address, if they fail to do so, their address as recorded on the rolls of the members shall be deemed to be their residential address.
Termination of Members who are Office Holders	15. When a member of the General Body or the Board of Governors becomes such member, by reason of the office they hold, their membership shall be terminated when they cease to hold that office.
Cessation of Membership	16. A member of the Board of Governors shall cease to be such a member if they (a) die or (b) resign their membership or (c) become of unsound mind or (d) become insolvent or (e) are convicted of a criminal offence involving moral turpitude or (f) in the case of a nominee, is replaced by a competent authority from among the membership of the Board of Governors.
Resignation of a Member	17. A member of the General Body or the Board of Governors may resign from their office by a letter addressed to the President or the Chairperson in their respective cases, and such resignation shall take effect from the date it is accepted by the General Body or the Board of Governors in the respective cases.
Procedure to be Followed in case of Casual Vacancy	18. Any casual vacancy in the General Body or the Board of Governors shall be filled by the appointment or nomination of a member by the competent authority entitled to make such appointment or nomination, and the member appointed or nominated to fill such casual vacancy shall hold office for the remainder of the term, if any, of the member in whose place they have been appointed or nominated.
Functioning Notwithstanding any Vacancy	19. The General Body or the Board of Governors shall function notwithstanding any vacancy thereof and notwithstanding any defect in the appointment or nomination of any of its members, and no act or proceedings of the General Body or the Board of Governors shall be called in question merely by reason of the existence of any vacancy therein or any defect in the appointment or nomination of any of its members.

Funds of the Institute	20. The funds of the Institute will consist, inter alia, of: - All amounts earlier obtained from various institutions recorded by the Institute. - All other amounts and funds that will be obtained from various institutions in the future. - All fees and other charges received by the Institute. - All donations, gifts and other money received by the Institute in any other manner or from any source. - All money received by the Institute from the utilization of intellectual property arising from research conducted in or advisory or consultancy services rendered by it. - All money received by the Institute in any other manner or from any other source.
Administration of the Institute	21. Subject to the Rules, By-laws and Regulations and upon an order of the Board of Governors, the Chairperson or the Director of the Institute, as the Board may decide, shall be responsible for the proper administration of the Institute and the conduct of the staff under the direction and guidance of the Board.
Sitting Fee, Travelling Allowance & Daily Allowance of Members	22. The sitting fee, travelling allowance & daily allowance of the members of the General Body and the Board of Governors, shall be: - Each member of the General Body and the Board of Governors (except those who may be salaried employees of the Government) shall receive a sitting fee as may be prescribed by the Board for each meeting of the Board or any Committee constituted by the Board of Governors, attended by them. - In addition, each member of the General Body and the Board of Governors, including the Chairperson and the salaried officers of the Government, shall be paid their travelling expenses and daily allowances at such scale as may be prescribed by the General Body from time to time.

	iii. Except, in the case of salaried officers of the Government who are members of the General Body or the Board of Governors or members of any Committee, the travelling expenses and daily allowances paid to them by the Government under its rule shall be reimbursed to the Government to the extent as may be prescribed by the General Body in the aforementioned sub-clause.
Audit of Annual Account	23. The Annual Accounts of the Society shall be audited by such auditor as may be decided by the Board of Governors, and any expense incurred in connection therewith shall be payable by the Institute. i. The Accounts of the Society shall close on the 31st of March every year. ii. Within four (4) months after the close of every financial year, the Board of Governors shall submit to the General Body a report on the working of the institute in the previous year, together with an audited statement of account showing the income and expenditure for the previous year. iii. The Board of Governors shall submit to the General Body its budget estimates for every financial year by such date as may be fixed by the General Body on its behalf.
Power of Society to Sue or be Sued	24. For the purpose of Section 8 of Societies Registration Act, 1860, the person in whose name the Society may sue or be sued shall be the Secretary of the Society.
Alteration of the Purpose of Society	25. The Society may alter or extend the purpose for which it is established: i. Whenever it shall appear to the General Body or the Board of Governors that it is advisable to alter, extend or abridge such purpose or for other purposes specified in the Act, the Board of Governors or the General Body shall propose for such alteration or extension as aforesaid, in a written or printed report. ii. The General Body shall convene a Special General Meeting of the members of the Society, according to these Rules for the consideration of the said proposal.

Amendment in Name	iii. No such proposal shall be deemed to have been approved unless such report has been delivered or sent by registered post to every member of the Society fourteen (14) clear days previous to the date of the first Special General Meeting. iv. Such proposal shall be agreed to by the votes of three-fifths of the members of the Society delivered in person at such Special General Meeting, as aforesaid. v. Such proposal shall be confirmed by a similar majority of votes at a second Special General Meeting convened by the General Body after an interval of thirty (30) days after the first Special General Meeting, as aforesaid. 26. The Society may change its name by a resolution passed by a majority of the members of the General Body present at the meeting of the General Body, which shall have been duly convened for the purpose. 27. Subject to the Rules provided herein, the provisions of the Societies Registration Act, 1860 will apply in all respects. <i>We, the following members, certify that the Rules of the Society given above are the correct copy thereof.</i>
Management Development Institute Society	19



Society Registration No.5395

[Registered under Societies Registration Act 1880 (Punjab Amendment Act 1957)
as extended to the Union Territory of Delhi]

Annexure-3

Approval of the relevant statutory bodies viz. All India Council for Technical Education (AICTE), National Board of Accreditation (NBA) for conducting the professional courses, which are currently being run in the institution

All India Council for Technical Education

(A Statutory body under Ministry of Education, Govt. of India)

Nelson Mandela Marg, Vasant Kunj, New Delhi-110070 Website: www.aicte-india.org

APPROVAL PROCESS 2025-26

Extension of Approval (EoA)

F.No. North-West/1-44643643661/2025/EOA

Date of Approval: 10-Apr-2025

To,

The Financial Commissioner & Principal Secretary
(Technical) Govt. of Haryana,
Room No. 503/5,
Sector -17 New Secretariat,
Chandigarh-160017

Sub: Extension of Approval for the Academic Year 2025-26

Ref: Online application of the Institution submitted for Extension of Approval for the Academic Year 2025-26

Sir/Madam,

In terms of the provisions under the All India Council for Technical Education (Grant of Approvals for Technical Education), Powers delegated in AICTE ACT 1987, (No 52 of 1987) chapter II - u/s 2(g) to regulate Technical and subsequent Regulations of AICTE, I am directed to convey the approval to:

Permanent Id	1-12169113	Application Id	1-44643643661
Name of the Institution	MANAGEMENT DEVELOPMENT INSTITUTE	Name of the Society/Trust	MANAGEMENT DEVELOPMENT INSTITUTE SOCIETY
Institution Address	MANAGEMENT DEVELOPMENT INSTITUTE MEHRAULI GURGAON ROAD, SUKHRALI, GURGAON 122007, GURGAON, GURGAON, Haryana, 122007	Society/Trust Address	10TH FLOOR, IFCI TOWER, 61, NEHRU PLACE, NEW DELHI, Delhi, 110019
Institution Type	Private-Self Financing	Region	North-West
Year of Establishment	1994		

To conduct following Programs/Courses with the Intake indicated below for the Academic Year 2025-26

Level	Program	Course	Affiliating Body (University /Body)	Intake Approved for 2024-25	Intake Approved for 2025-26	NRI Approval Status	FN / Gulf quota/ OCI/ Approval Status
POST GRADUATE DIPLOMA	MANAGEMENT	PGDM	NOT APPLICABLE	300	360	Yes	No
POST GRADUATE DIPLOMA	MANAGEMENT	PGDM (BUSINESS ADMINISTRATION)	NOT APPLICABLE	60	60	NA	NA

Application No:1-44643643661

ALL INDIA COUNCIL FOR TECHNICAL EDUCATION

Page 1 of 4

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Letter Printed On:21 April 2025

Level	Program	Course	Affiliating Body (University /Body)	Intake Approved for 2024-25	Intake Approved for 2025-26	NRI Approval Status	FN / Gulf quota/ OCI/ Approval Status
POST GRADUATE DIPLOMA	MANAGEMENT	PGDM (BUSINESS ANALYTICS)	NOT APPLICABLE	30	30	NA	NA
POST GRADUATE DIPLOMA	MANAGEMENT	PGDM(HUMAN RESOURCE MANAGEMENT)	NOT APPLICABLE	120	120	Yes	NA
POST GRADUATE DIPLOMA	MANAGEMENT	PGDM(INTERNATIONAL BUSINESS)	NOT APPLICABLE	120	120*	Yes	NA
POST GRADUATE DIPLOMA	MANAGEMENT	PGDM(PUBLIC POLICY AND MANAGEMENT)	NOT APPLICABLE	30	30	NA	NA
POST GRADUATE DIPLOMA	MANAGEMENT	POST GRADUATE DIPLOMA IN MANAGEMENT (BUSINESS MANAGEMENT)	NOT APPLICABLE	60	60	Yes	NA
FELLOWSHIP	MANAGEMENT	FELLOW PROGRAMME IN MANAGEMENT	None	20	20	NA	NA

*Collaborating Foreign University: "ESCP EUROPE", . One Division of such students shall be over and above the "Approved Intake" of the Course being conducted by the Indian Partner Institution.

Approved Online Courses for 2025-26:

Sr.No.	Level	Program	Name of the Course	Year Started	Intake Approved 2025-26
1.	POST GRADUATE DIPLOMA	Management	PGDM	2022	180

All AICTE approved Institutions are empowered to nurture ecosystems for Skilling (through Vocational courses) via making effective use of existing infrastructure facilities and human resources.

It is mandatory to comply with all the essential requirements as given in APH 2024-27 (Chapter-VI)

Important Instructions

1. As per mandatory Disclosure of APH 2024-27(Annexure-18, page180) Institutions must disclose the following information submitted to Council at the Prominent location on its website.
 - i. Department wise availability of Infrastructure along with approved courses and intake approved by the Council.
 - ii. Faculty details: Department wise: Name& Designation of the faculty members/teaching staff along with their qualification, tenure of service in your organization, total experience, Institution should also disclose Student Faculty Ratio, Cadre Ratio.
 - iii. Additionally Audited Financial Statements for last 3 Financial years.
2. Reservation Policy of the Central Government (Including EWS) / Respective State Government/ UT as the case shall be applicable to all the Programmes. The concerned State Government/ UT Admission authority shall decide Modalities of Admission.
3. The Institution offering courses earlier in the Regular Shift, First Shift, Second Shift/Part Time are now amalgamated as total intake and shall have to fulfil all facilities such as Infrastructure, Faculty and other requirements as per the norms specified in the Approval Process Handbook 2024-25 to 2027 for the Total Approved Intake.
4. In case of any differences in content in this Computer generated Extension of Approval Letter, the content/information as approved by the **Executive Council / General Council as available on the record of AICTE shall be final and binding.**
5. All AICTE institutions are highly encouraged to get NBA/NAAC accreditation. All eligible AICTE institutions are thoroughly encouraged to participate in NIRF ranking process.
6. Deemed to be University: Institutions Deemed to be Universities (Running Technical Education Programmes), it is mandatory to have AICTE approval from the Academic Year 2018-19 in compliance of the Hon'ble Supreme Court Order dated 03-11-2017 passed in CA No.17869- 17870 /2017.
7. AICTE Approved Institutes are encouraged to utilize SWAYAM PLUS Courses up-to 40%
8. Internship is mandatory for all admitted students.
9. AICTE Approved Institutes are encouraged to make efficient use of the flagship schemes like:
 - a. Parakh: Student Gap analysis portal bases services.
 - b. Students Scholarship schemes like Pragati, Saksham, Swanath, ADF, etc.
 - c. Course in Indian Languages.
 - d. ATAL FDPs: Faculty training for Emerging areas and cutting edge Technologies.
 - e. Augmenting Utilization of Research Assets (AURA).
 - f. Smart India Hackathon: World's largest Open Innovation Platform.

Prof.Rajive Kumar
Member Secretary, AICTE

Copy to:

1. **The Director Of Technical Education**, Haryana**
2. **The Registrar**,
Not Applicable**
3. **The Principal / Director,
MANAGEMENT DEVELOPMENT INSTITUTE**

Application No:1-44643643661

ALL INDIA COUNCIL FOR TECHNICAL EDUCATION

Page 3 of 4

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Letter Printed On:21 April 2025

Management Development Institutemehrauli Gurgaon Road, Sukhrali, Gurgaon 122 007,
Gurgaon,Gurgaon,
Haryana,122007

4. **The Secretary / Chairman,**
10TH FLOOR, IFCI TOWER, 61, NEHRU PLACE
,NEW DELHI
Delhi,110019

5. **Guard File(AICTE)**

Note: Validity of the Course details may be verified at <http://www.aicte-india.org/>

** Individual Approval letter copy will not be communicated through Post/Email. However, a consolidated list of Approved Institutions(bulk) may be downloaded from the respective login id's.

This is a computer generated Statement. No signature Required

All India Council for Technical Education

(A Statutory body under Ministry of Education, Govt. of India)

Nelson Mandela Marg, Vasant Kunj, New Delhi-110070 Website: www.aicte-india.org

APPROVAL PROCESS 2025-26

Extension of Approval (EoA)

F.No. Eastern/1-44640867367/2025/EOA

Date of Approval: 29-Apr-2025

To,

The Secretary (Technical education)
Govt. of West Bengal,
Bikash Bhawan, Room No. 602,
6th Floor Salt Lake, Kolkata-700091

Sub: Extension of Approval for the Academic Year 2025-26

Ref: Online application of the Institution submitted for Extension of Approval for the Academic Year 2025-26

Sir/Madam,

In terms of the provisions under the All India Council for Technical Education (Grant of Approvals for Technical Education), Powers delegated in AICTE ACT 1987, (No 52 of 1987) chapter II - u/s 2(g) to regulate Technical and subsequent Regulations of AICTE, I am directed to convey the approval to:

Permanent Id	1-2073486441	Application Id	1-44640867367
Name of the Institution	MANAGEMENT DEVELOPMENT INSTITUTE MURSHIDABAD	Name of the Society/Trust	MANAGEMENT DEVELOPMENT INSTITUTE SOCIETY
Institution Address	VILLAGE - KULORI MOUZA - KATNAI POST - GANKAR P.S. RAGHUNATHGANJ DISTRICT MURSHIDABAD PIN - 742225 WEST BENGAL, JANGIPUR, MURSHIDABAD, West Bengal, 742225	Society/Trust Address	Registered Office: 10th Floor, IFCI Tower, 61, Nehru Place, New Delhi 110019, NEW DELHI, NEW DELHI, Delhi, 110019
Institution Type	Private-Self Financing	Region	Eastern
Year of Establishment	2014		

Opted for Organization Name Change	Yes	Change of Organization Name Approved or Not	Approved
Opted for Introduction of New Program/Level	Yes	Introduction of Program/Level Approved or Not	Approved

Old Organization Name

To conduct following Programs/Courses with the Intake indicated below for the Academic Year 2025-26

Application No:1-44640867367

ALL INDIA COUNCIL FOR TECHNICAL EDUCATION

Page 1 of 5

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Letter Printed On:2 May 2025

Level	Program	Course	Affiliating Body (University /Body)	Intake Approved for 2024-25	Intake Approved for 2025-26	NRI Approval Status	FN / Gulf quota/ OCI/ Approval Status
POST GRADUATE DIPLOMA	MANAGEMENT	PGDM	NOT APPLICABLE	180	180	NA	Yes
FELLOWSHIP	MANAGEMENT	FELLOW PROGRAMME IN MANAGEMENT	NOT APPLICABLE	0	10##	No	No

Approved New Course(s)

To conduct following Programs/Courses with the Intake indicated below for the Academic Year 2025-26

Level	Program	Course	Affiliating Body (University /Body)	Intake Approved for 2025-26	NRI Approval Status	FN / Gulf quota/ OCI/ Approval Status
UNDER GRADUATE	MANAGEMENT	BBA	Maulana Abul Kalam Azad University of Technology, West Bengal	30	No	No

Note:

- A) The approval of BBA/BCA/BMS courses is on "as is where is basis" Intake Approved for BBA/BCA/BMS Course is Subject to the approval of the Concern University.
- B) From next year onwards, the EOA will be issued as per the AICTE norms and not on 'As is where is basis'

Approved Online Courses for 2025-26:

Sr.No.	Level	Program	Name of the Course	Year Started	Intake Approved 2025-26
1.	POST GRADUATE DIPLOMA	Management	PGDM	2025	60

All AICTE approved Institutions are empowered to nurture ecosystems for Skilling (through Vocational courses) via making effective use of existing infrastructure facilities and human resources.

It is mandatory to comply with all the essential requirements as given in APH 2024-27 (Chapter-VI)

The Institution/ University is having the following deficiencies as per the online application submitted to AICTE and the same shall be complied within Six Months from the date of issue of this EoA.

Deficiencies Noted based on Self Disclosure	
Particulars	Deficiency

Application No:1-44640867367

ALL INDIA COUNCIL FOR TECHNICAL EDUCATION

Page 2 of 5

Note: This is a Computer generated Report. No signature is required.

Printed By : aicn008123

Letter Printed On:2 May 2025

1. Faculty Deficiency	Yes
2. Other Facilities Deficiency	
Establishment of 24x7 Women helpline number	Yes
Establishment of platform for seeking help	Yes
Implementation of PARAKH	Yes
Internship	Yes
Inbuilt mechanism for Social & Emotional Learning	Yes
Internship(Compulsory for all final year students)	Yes
Electives mandatorily through SWAYAM(MOOCs)	Yes
Earning credits through 'Skilling' based courses	Yes
Language Laboratory (for DIPLOMA & UG Course)	Yes

*Please refer Deficiency Report for details

Important Instructions

1. As per mandatory Disclosure of APH 2024-27(Annexure-18, page180) Institutions must disclose the following information submitted to Council at the Prominent location on its website.
 - i. Department wise availability of Infrastructure along with approved courses and intake approved by the Council.
 - ii. Faculty details: Department wise: Name& Designation of the faculty members/teaching staff along with their qualification, tenure of service in your organization, total experience, Institution should also disclose Student Faculty Ratio, Cadre Ratio.
 - iii. Additionally Audited Financial Statements for last 3 Financial years.
2. Reservation Policy of the Central Government (Including EWS) / Respective State Government/ UT as the case shall be applicable to all the Programmes. The concerned State Government/ UT Admission authority shall decide Modalities of Admission.
3. The Institution offering courses earlier in the Regular Shift, First Shift, Second Shift/Part Time are now amalgamated as total intake and shall have to fulfil all facilities such as Infrastructure, Faculty and other requirements as per the norms specified in the Approval Process Handbook 2024-25 to 2027 for the Total Approved Intake.
4. In case of any differences in content in this Computer generated Extension of Approval Letter, the content/information as approved by the **Executive Council / General Council as available on the record of AICTE shall be final and binding.**
5. All AICTE institutions are highly encouraged to get NBA/NAAC accreditation. All eligible AICTE institutions are thoroughly encouraged to participate in NIRF ranking process.
6. Deemed to be University: Institutions Deemed to be Universities (Running Technical Education Programmes), it is mandatory to have AICTE approval from the Academic Year 2018-19 in compliance of the Hon'ble Supreme Court Order dated 03-11-2017 passed in CA No.17869- 17870 /2017.
7. AICTE Approved Institutes are encouraged to utilize SWAYAM PLUS Courses up-to 40%
8. Internship is mandatory for all admitted students.
9. AICTE Approved Institutes are encouraged to make efficient use of the flagship schemes like:
 - a. Parakh: Student Gap analysis portal bases services.
 - b. Students Scholarship schemes like Pragati, Saksham, Swanath, ADF, etc.
 - c. Course in Indian Languages.
 - d. ATAL FDPs: Faculty training for Emerging areas and cutting edge Technologies.
 - e. Augmenting Utilization of Research Assets (AURA).
 - f. Smart India Hackathon: World's largest Open Innovation Platform.

Prof.Rajive Kumar
Member Secretary, AICTE

Copy to:

1. **The Director Of Technical Education**, West Bengal**
2. **The Registrar**,
Not Applicable**
3. **The Principal / Director,
MANAGEMENT DEVELOPMENT INSTITUTE MURSHIDABAD
Village - Kulori**

Application No:1-44640867367

ALL INDIA COUNCIL FOR TECHNICAL EDUCATION

Page 4 of 5

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Printed By : aicn008123

Letter Printed On:2 May 2025

Mouza - Katnai
Post - Gankar
P.S. Raghunathganj
District Murshidabad
Pin - 742225
West Bengal,
Jangipur, Murshidabad,
West Bengal, 742225

4. **The Secretary / Chairman,**
Registered Office: 10th Floor, IFCI Tower, 61, Nehru Place, New Delhi 110019
NEW DELHI, NEW DELHI
Delhi, 110019

5. **Guard File(AICTE)**

Note: Validity of the Course details may be verified at <http://www.aicte-india.org/>

** Individual Approval letter copy will not be communicated through Post/Email. However, a consolidated list of Approved Institutions(bulk) may be downloaded from the respective login id's.

This is a computer generated Statement. No signature Required

HWR-1401589378/3086
for necessary action.

21.4.1994

**अखिल भारतीय
तकनीकी शिक्षा परिषद्**
(एन सी ई आर टी ई सी)
ए-21, गेट सिटी रोड एम्पीएस, एन. ई. रोड दिल्ली-110044
दूरभाष : 4236417, 4236413, 4236411

**ALL INDIA COUNCIL FOR
TECHNICAL EDUCATION**
(AN ACTED BODY WORKING UNDER THE SUPERVISION OF DEPT.
OF A.I.C.T.E. PART NEW DELHI-110049
PHONE : 4236416, 4236417, 4236413, 4236411)

Registered
April 18, 1994

No.F.16-3/B-11/EOS III/93-AICTE

To,

The Commissioner & Secretary,
Department of Technical Education
Govt. of Haryana
Civil Secretariat
Chandigarh - 160 001

Subject: Approval to the Management Development Institute,
Gurgaon to conduct PG Management Programmes

Sir,

I am directed to state that on the recommendations of the Task Force for Management Education the All India Council for Technical Education, New Delhi has accorded approval to the conduct of following programmes at the Management Development Institute, Gurgaon.

COURSE	INTAKE
Post Graduate Diploma in Management (2 Yr. Full Time)	50
PG Diploma in Management (National Management Programme, 1Yr Full Time-1400 Contact Hours.)	50

V.K. MAHANTA
Registrar & Secretary
Management Development Institute
P-3, Ph. 67, Mohrauli Road,
GURGAON-122002

The approval is subject to the fulfillment of the conditions as per Annexure. Copy of the Norms & Standards in Management Education of AICTE is enclosed herewith for information please.

You are requested to kindly take necessary action in the matter and keep the Northern Regional Committee, AICTE, Ranpur and this office informed of the progress made in this regard.

Yours faithfully,

J. SUNDARVAL
Director
Rajya Sabha Secretariat
Parliament of India
New Delhi

Shefali Gautam
(Shefali Gautam)
Assistant Director

NWR 1-40158937813 087

ANNEXURE

April 18, 1994

No.F.18-3/B-11/805(M)/93-AICTE

CONDITIONS FOR APPROVAL

1. There shall be a separate Governing Council for the Institution and it shall be constituted as per the guidelines prescribed by the AICTE from time to time.
2. The infrastructural, instructional and other facilities including teaching staff, equipment etc. shall be provided as per AICTE norms prescribed from time to time.
3. A building with required space as per AICTE norms shall be provided exclusively for this programme.
4. A library shall be established with adequate number of titles, books, journals (both Indian & Foreign) etc.
5. A computer centre with adequate number of terminals, printers etc. shall be established.
6. No new courses shall be started and no increase shall be made in intake of these courses without prior approval of the AICTE.
7. The teaching staff shall be in the pay-scales as per the AICTE guidelines prescribed from time to time.
8. The faculty shall be recruited as per norms, procedure, qualifications etc. as prescribed by the AICTE from time to time.
9. The admissions shall be made only after adequate infrastructure and all other facilities are provided as per norms and guidelines of the AICTE/Govt. of India/State Govt. and that affiliation of the University has since been obtained.
10. The tuition and other fees shall be charged as prescribed by the Competent Authority within the overall criteria prescribed by the AICTE from time to time.
11. The administrative, academic and financial records including accounts shall be maintained for this programme. The accounts shall be audited annually by a Chartered Accountant and all the records and reports shall be open for inspection by the AICTE or anybody authorized by it.
12. The curriculum of the course, the procedure for evaluation and assessment of students shall be in accordance with the norms prescribed by the AICTE.

[Signature]
 Director
 Raja Sabha Secretariat
 Parliament of India
 New Delhi

[Signature]
 Registrar
 MDI
[Signature]
 Secretary

NWR 1-40158932918/13 088

No.F.16-3/B-11/BOS(M)/93-AICTE

April 18, 1994

13. The Management shall follow all conditions as may be laid down by the AICTE from time to time and a registered legal undertaking to this effect shall be submitted to the AICTE by July 1994.
14. The endowment fund of Rs 10 lacs/- shall be created exclusively for the above programme and fixed deposit receipt shall be in the combined name of the Society and Nominee of the State Govt.
15. The institute by virtue of the approval given by AICTE shall not automatically become claimant to any financial grant or assistance from the Central or State Government.
16. The information furnished in respect of the proposal shall be factual and correct. In the event of any information found to be false, misleading or suppressed the approval accorded may be withdrawn by the AICTE.
17. The institution shall furnish requisite returns and reports as desired by AICTE in order to ensure proper maintenance of administrative and academic standards. The progress report on fulfillment of the above conditions as on 31st December, and 31st May of each year shall be submitted by the institution to the AICTE during 1994-95.
18. This approval is further subject to full-compliance with the "SCHEME" as prescribed by the Supreme Court in its judgement dated 4.2.93 with regard to Writ No. 407 of 1992 in the case of Unnikrishnan and others etc. vs. State of Andhra Pradesh and others etc. and the related guidelines and criteria as may be issued by the AICTE, UGC or the Central Government from time to time.
19. In the event of non-compliance by the Society with regard to guidelines, norms and conditions laid down by AICTE from time to time, the AICTE or a body or person authorised by it will be free to take measures for withdrawal of its approval without consideration of any related issues and that all liabilities arising out of such a withdrawal would solely be that of the concerned Society.
20. An Expert Committee of this Council shall visit the institute during the plan period to verify the compliance of the conditions as laid down above and to make necessary recommendations.



(J. SUNDIRYAL)
Director
Rajya Sabha Secretariat
Parliament of India
New Delhi

Shefali Gautam
(Shefali Gautam)
Assistant Director

(V.K. SINGH)
Registrar & Secretary
Management Development Institute
P.O. No. 80, Mohali Road,
GURGAON-122007-2

NWR 1-4015893781813089

No. F.16-378-11/808(M)/93-AICTE

April 18, 1994

Copy to :-

1. Regional Officer MHRD, Member Secretary, MRC, AICTE, 1-A, Lakshman Bagh, Nawab Bagh, Varanasi 221 002 (U.P.)

He is requested to kindly monitor the compliance with the conditions as laid down in this approval letter and keep the MRC and the AICTE informed of the same.

2. The Director of Technical Education, Govt. of Haryana, SDO No. 38-39, Sector 17-A, Chandigarh - 160 016

He is requested to kindly monitor the compliance with the conditions as laid down in this approval letter and keep the AICTE informed of the same.

3. The Executive Director, Management Development Institute, Gurgaon Enclave, KB No. 60, Gurgaon - 122 001

4. The Deputy Adviser (E), Planning Commission, Yojana Bhavan, Parliament Street, New Delhi - 110 001.

5. Mr. C. B. Anand, ICAIT, Department of Education, Shastri Bhavan, Dr. Rajendra Prasad Marg, New Delhi-1.

6. Mr. Vijay Dharat, DEAT, Department of Education, Shastri Bhavan, Dr. Rajendra Prasad Marg, New Delhi-1.

7. The Programme Director, Indian Society for Technical Education, IIT Campus, New Mehrauli Road, New Delhi-16.

8. D. J. (Survey Unit), Department of Education, Shastri Bhavan, Dr. Rajendra Prasad Marg, New Delhi-1.

9. Survey Unit (AICTE).

10. Survey Unit (AICTE).

(S. SUBRAMANIAM)
Director
Raja Sabha Secretariat
Parliament of India
New Delhi

Shefali Gautam
(Email: Gautam)
Assistant Director

V. K. NANGIA
Registrar & Secretary
Management Development Institute
P. B. No. 60, Mehrauli Road,
Gurgaon-122001-2

NWR 1-40158937818/4 121



अखिल भारतीय तकनीकी शिक्षा परिषद्
ALL INDIA COUNCIL FOR TECHNICAL EDUCATION
(WHICH STANDS AS THE REGULATORY BODY) (A STATUTORY BODY OF THE GOVERNMENT OF INDIA)

F.No. 431/16-4/MCP-APR(M)/95

24th April, 1995

The Chairman,
Management Development Institute,
Mandevia Enclave,
New Delhi - Jaipur Highway (No. 8)
Post Box - 60,
Gurgaon - 122 001.

Sub: Enhancement in intake capacity in existing Post Graduate Diploma in Management (PGDM) Full Time programme.

Sir,

I am directed to state that after evaluation of the proposal submitted by you for enhancement of intake capacity by an expert task force constituted the All India Council for Technical Education, New Delhi has accorded approval as under.

LOCATION OF THE INSTITUTE

Management Development Institute,
Mandevia Enclave,
New Delhi - Jaipur Highway no. 8,
Gurgaon - 122 001.

COURSE	EXISTING INTAKE	ENHANCED INTAKE	PERIOD OF APPROVAL
Post Graduate Diploma in Management (PGDM) 2-yrs Full Time)	60 (Sixty)	120 (One Hundred & Twenty)	1995-97

The approval is subject to the fulfillment of the general conditions given in Annexure - I. The Management Institute is required to constitute an Advisory Body with functions and constitution as given in Annexure - II. This approval is subject to review by AICTE's expert committee visit and supersedes the earlier approval.

[Signature]
P.K. NAGIA
Regional Secretary
Management Development Institute
P.O. No. 10, Mehrauli Road,
GURGAON-122002

[Signature]
(S. SUNDARAYAL)
Director
Rajya Sabha Secretariat
Parliament of India
New Delhi

Yours faithfully,

[Signature]
(Dr. B.K. Sharan)
Adviser

इति राजीव गान्धी सेना परिसर, इन्द्रप्रस्थ एस्टेट, नई दिल्ली - 110 002
Indira Gandhi S; ena Complex, LP. Estate, New Delhi - 110 002
Telephone: 23153500

NWR 1-40158937818/122

Copy to:-

1. The Director of Technical Education, Govt. of Haryana, Sector 7-C, Chandigarh - 160 016.
2. The Commissioner & Secretary, Technical Education, Govt. of Haryana, Secretariat, Chandigarh - 160 001.
3. The Regional Officer, North Western Regional Office, Flat No. 1310, Sector - 42-B, Chandigarh - 160 014.
4. Shri S.D. Awale JEA(T), Dept. of Education, Dr. Rajendra Prasad Marg, Shastri Bhavan, New Delhi - 110 001.
5. Guard File.

[Handwritten Signature]

[Handwritten Signature]
 (S. K. SHARMA)
 Director
 Rajya Sabha Secretariat
 Parliament of India
 New Delhi

[Handwritten Signature]
 (S. K. SHARMA)
 Adviser

[Handwritten Signature]
 K. K. NARAIN
 Registrar & Secretary
 Management Development Institute
 P. O. Box 27, Mohali Road,
 GURGAON-122001-2

NWR 1-4015893/818/123

ANNEXURE - 1

CONDITIONS FOR APPROVAL (1996)

(For Private affiliated and unaffiliated Institutions)

1. The admissions shall be made only after adequate infrastructure and all other facilities are created as per norms and guidelines of the AICTE/Govt. of India/ State Govt. and obtaining the affiliation from the concerned University in case of degree programmes.
2. The admission to the approved programme shall be made only once in a year for approved intake capacity only and no increase in intake over and above the mentioned in this letter shall be permitted.
3. The approved course shall commence as per schedule of academic calendar of the affiliating university or in the month of July - August of each academic year.
4. The curriculum of the course, the procedure for evaluation/ assessment of students shall be in accordance with the norms prescribed by the AICTE.
5. The faculty strength and quality shall be maintained by the institute as per qualifications and pay scales prescribed by AICTE from time to time. The selection of faculty shall be made by a selection committee having representation from the State Govt./ University and AICTE.
6. The tuition fee and other charges shall be charged as prescribed by the competent authority (i.e. State Govt. or University) within an overall criteria prescribed by the AICTE from time to time.
7. All academic and physical infrastructural facilities shall be continued to be provided/ updated by the institute as prescribed by AICTE from time to time.
8. No new course(s) shall be started in the same premises and no increase shall be made in the intake of other existing courses without prior concurrence of the AICTE.
9. The Governing body and Advisory body of the institute shall be constituted as per Guidelines prescribed by the AICTE from time to time.
10. The location and name of institution shall not be changed after the date of issue of this letter. The name and title of the institution shall not violate "The Emblems and Names (Prevention of improper use) act 12 (1950) of Government of India.
11. No change in the composition of society/ trust shall be permitted without AICTE's prior concurrence.
12. The Management shall follow all conditions as may be laid down/ revised by the AICTE from time to time and a registered legal undertaking to this effect shall be submitted to the AICTE by July 1996 as per Annexure - A (Legal undertaking).

Cont/d.....

[Signature]
 Registrar & Secretary
 Management Development Institute
 P.E. No. 40, Mehrauli Road,
 Gurgaon-122001-8

[Signature]
 Director
 Rajya Sabha Secretariat
 Parliament of India
 New Delhi

NWR 1-40158937818/14124

- 2 -

13. The institution shall furnish requisite documents and reports as desired by AICTE from time to time in order to ensure proper maintenance of infrastructure and academic standards.
14. The administrative, academic and financial records including accounts shall be maintained for this Programme. The accounts shall be audited annually by a Chartered Accountant and all the records and reports shall be open for inspection by the AICTE or anybody authorised by it.
15. The Council may decide to send an Expert Committee to visit the Institute to verify the compliance of the conditions as laid-down above and/or to make necessary recommendations for further extension of AICTE approval to the conduct of the course.
16. The information furnished in respect of the proposal shall be factual and correct. In the event of any information found to be false, misleading or suppressed the approval accorded may be withdrawn by the AICTE.
17. In the event of non-compliance by the Society with regard to guidelines, norms and conditions laid down by AICTE from time to time, the AICTE or a body or a person authorised by it will be free to take measures for withdrawal of its approval without consideration of any related issues and that all liabilities arising out of such a withdrawal would solely be that of the concerned Society.
18. The Institute by virtue of the approval given by AICTE shall not automatically become claimant to any financial grant or assistance from the Central or State Government.
19. The Institute shall observe all instruction/ guidelines issued by the AICTE regarding mode of selection of candidates for admissions to prescribing fees.
20. The Institution shall be liable to bear all expenses payable to the students admitted to academic programmes due to discontinuation of the institution by its own will or by AICTE including all demurrages incurred due to loss of time already pursued by the admitted students in the programmes.
21. This approval is further subject to full-compliance with the "SCHEME" as prescribed by the Supreme Court in its judgment dated 4.2.93 with regard to WP(c) No. 507 of 1992 in the case of Unnikrishnan and others vs. State of Andhra Pradesh and others and the related guidelines and criteria as may be issued by the AICTE, UGC or the Central Government from time to time.

K. K. NANGIA

Registrar & Secretary
Management Development Institute
P.O. No. 88, Mehrauli Road,
Gurgaon-122002, J

S. SUNDARVAL

Director
Rajya Sabha Secretariat
Parliament of India
New Delhi

NWR 1-40158937818/126

ANNEXURE - II

CONSTITUTION OF ADVISORY BODY FOR UNAFFILIATED MANAGEMENT INSTITUTIONS (CONDUCTING PGDM PROGRAMMES)

The private unaffiliated Management Institutions approved by All India Council for Technical Education (AICTE) are required to constitute an advisory body with the constitution and functions given below.

CONSTITUTION

i. A person of eminence from the Region/Territory either from University or an Institute of National repute in the relevant field.	---	1
ii. Representative of Regional Confederation of Indian Industry (CII).	---	1
iii. Alumni of Institute with at least ten years experience in reputed organisation.	---	1
iv. An expert in the field of Management from outside State/ Region.	---	1
v. A representative of AICTE.	---	1
vi. A representative of State Govt./ Director Technical Education of State.	---	1
vii. One senior faculty member of Professor's rank from the University in the region.	---	1
viii. The Director/ Principal of the Institute.	---	1

FUNCTIONS OF ADVISORY BODY

The advisory body shall advise the Management of Institution/ Director on the matters related to the academic planning, curricula/ content development, infrastructure, monitoring & developing evaluation process, conduct of admission test and examinations and other such matters of importance to the Institute.


 Registrar & Secretary
 Management Development Institute
 1 A No. 60, Medindpur Road,
 GURGAON-122002-3


 (SUNDHYAL)
 Director
 Rajya Sabha Secretariat
 Parliament of India
 New Delhi

NWR 1-40158932818/4 125

Annexure - A

Legal Undertaking

I J.L. MEHTA s/o Shri S.D. Mehta as Secretary of Management Development Society, on behalf of Management Development Institute declare that

- (i) The Institute shall abide by all conditions and procedures prescribed by AICTE from time to time for conduct of approved programmes.
- (ii) The Institute undertakes to conduct admission test or follow the prescribed mode of admission, evaluation and examination etc. by consortium of Institutions/National Board of Accreditation or any other agency authorised by AICTE.

Place: New Delhi

Dated: 16/7/96


Signature with Seal


(J. SUNDAR)
Director
Rajya Sabha Secretariat
Parliament of India
New Delhi




K.R. NANGIA
Registrar & Secretary
Management Development Institute
P. O. No. 58, Mehrauli Road,
GURGAON-122007-2

**All India Council for Technical Education**

(A Statutory body under Ministry of HRD, Govt. of India)

7th Floor, Chandralok Building, Janpath, New Delhi- 110 001
Phone: 23724151/52/53/54/55/56/57 FAX: 011-23724183 www.aicte-india.org

F.No. Eastern/2014/1-2073486441

Date: 25-Apr-2014

To,
The Secretary (Technical education)
Govt. of West Bengal,
Bikash Bhawan, Room No. 602,
6th Floor Salt Lake, Kolkata-700091

Sub: Letter of Approval for New Institute / Conversion of Women's Institute to Co-Education Institute/ Change of Site of Institute
from academic year 2014-15

Sir/Madam,

In terms of the provisions under the All India Council for Technical Education (Grant of Approvals for Technical Institutions) Regulations 2012 notified by the Council vide notification number F-No.37-3/Legal/2012 dated 27/09/2012 and other notifications, as applicable and published from time to time, I am directed to convey the approval to

Regional Office	Eastern	Application Id	1-2073486441
		Permanent Id	
Name of the Institute	MANAGEMENT DEVELOPMENT INSTITUTE MURSHIDABAD	Institute Address	VILLAGE - KULORI MOUZA - KATNAI POST - GANKAR P.S. RAGHUNATHGANJ DISTRICT MURSHIDABAD PIN - 742225 WEST BENGAL, JANGIPUR, MURSHIDABAD, West Bengal, 742225
Name of the Organisation	MANAGEMENT DEVELOPMENT INSTITUTE GURGAON	Organisation Address	REGISTERED OFFICE AT : IFCI TOWER 61, NEHRU PLACE NEW DELHI PIN 110019 CAMPUS AT : MEHRAULI ROAD SUKHRALI GURGAON PIN : 122007 HARYANA, NEW DELHI, NEW DELHI, Delhi, 110019
Institute Type	Unaided - Private		

Opted Women to Co-ed	No	Opted Change of Name	No	Opted Change of Site	No
Approved for Women to Co-ed	Not Applicable	Approved Change of Name	Not Applicable	Approved Change of Site	Not Applicable

to conduct following courses with the intake indicated below for the academic year 2014-2015

Application Number: 1-2073486441*

Page 1 of 5

Note: This is a Computer generated Letter of Approval.No signature is required.

Letter Printed On:26 April 2014

Printed By : aicn008123

**All India Council for Technical Education**

(A Statutory body under Ministry of HRD, Govt. of India)

7th Floor, Chandralok Building, Janpath, New Delhi- 110 001
Phone: 23724151/52/53/54/55/56/57 FAX: 011-23724183 www.aicte-india.org

Application Id : 1-2073486441				Course	Full / Part Time	Affiliating Body	Intake approved for 14-15	PIO	NRI
S. No.	Programme	Shift	Level						
1	MANAGEMENT	1st Shift	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT	FULL TIME	None	120	No	No

Note : The approval is valid for two years from the date of issue of this letter for getting affiliation with respective University/ Board of Technical Education (BTE)/ Board of Technical Education & Training (BTET) (as applicable) and fulfilling State Govt. requirements for admission. If institution is unable to start in the academic session 2014-15 due to reason mentioned above, the institution will have to apply On-line on AICTE web portal in the next academic session for continuation of approved intake 2014-15.

The Society/Trust/Institution shall obtain necessary affiliation / permission from the concerned affiliating University/ Board of Technical Education (BTE)/ Board of Technical Education & Training (BTET)(as applicable) as per the prescribed schedule of the University/ Board of Technical Education (BTE)/ Board of Technical Education & Training (BTET)(as applicable) Admission authority etc. The Applicant Society/Trust/Institution shall send information about commencement of the above courses to AICTE. In case the Institution is not in a position to commence the above mentioned courses for whatever reason during the two years period from the date of issue of this letter, the approval becomes invalid and the applicant Society/Trust/Institution shall make fresh application to AICTE for grant of approval as per the norms prevailing at that time.

All Institutions shall fulfill the following general conditions:

1. The management shall provide adequate funds for development of land and for providing related infrastructural, instructional and other facilities as per norms and standards laid down by the Council from time to time and for meeting recurring expenditure.
2. The admission shall be made only after adequate infrastructure and all other facilities, including the availability / recruitment of the required faculty are provided as per norms and guidelines of the AICTE.
3. The admissions shall be made in accordance with the regulations notified by the Council from time to time.
4. The curriculum of the course, the procedure for evaluation / assessment of students shall be in accordance with the norms prescribed by the AICTE and concerned affiliating university/ Board of Technical Education (BTE)/ Board of Technical Education & Training (BTET)(as applicable) wherever applicable.
5. The management of the Institution shall not close the Institution or the institution shall not discontinue any course(s) or start any new course(s) or alter intake capacity of seats without the prior approval of the Council.
6. No excess admission shall be made by the Institution over and above the approved intake under any circumstances. In case any excess admission is reported to the Council, appropriate action as per the

Application Number: 1-2073486441*

Page 2 of 5

Note: This is a Computer generated Letter of Approval.No signature is required.

Letter Printed On:26 April 2014

Printed By : aicn008123


All India Council for Technical Education

(A Statutory body under Ministry of HRD, Govt. of India)

 7th Floor, Chandralok Building, Janpath, New Delhi- 110 001
 Phone: 23724151/52/53/54/55/56/57 FAX: 011-23724183 www.aicte-india.org

notified regulations shall be initiated against the Institution.

7. The institutions shall not have any collaborative arrangements with any Indian and / or Foreign Universities for conduct of technical courses other than those approved by AICTE without obtaining prior approval from AICTE. In case any violation is reported to the Council, appropriate action as per the notified regulations shall be initiated against the Institution.
8. The Institution shall not conduct any course(s) in the field of technical education in the same premises / campus and / or in the name of the Institution without prior permission / approval of AICTE. If found so, appropriate action as per the notified regulations shall be initiated against the Institution.
9. The institution shall not conduct any non-technical course (s) in the same premises under any circumstances. In case any violation is reported to the Council, appropriate action as per the notified regulations shall be initiated against the Institution.
10. The institution shall operate only from the approved location, and that the institution shall not open any off campus study centers / extension centers directly or in collaboration with any other institution / university / organization for the purpose of imparting technical education without obtaining prior approval from the AICTE. If found so, appropriate action as per the notified regulations shall be initiated against the Institution.
11. The tuition and other fees shall be charged as prescribed by the Competent Authority within the overall criteria prescribed by the Council from time to time. No capitation fee shall be charged from the students / guardians of students in any form. If found so, appropriate action as per the notified regulations shall be initiated against the Institution.
12. The accounts of the Institution shall be audited annually by a certified Chartered Accountant and shall be open for inspection by the Council or anybody or persons authorized by it.
13. The Director / Principal and the teaching and other staff shall be appointed in given time frame and selection shall be done according to procedures, qualifications and experience prescribed by the Council from time to time and pay scales are as per the norms prescribed by the Council from time to time.
14. The technical institution shall publish an information booklet before commencement of the academic year giving details regarding the institution and courses / programs being conducted and details of infrastructural facilities including faculty etc. in the form of mandatory disclosure. The information booklet may be made available to the stakeholders of the technical education. The mandatory disclosure information, as per directions in the AICTE website / Approval Process Handbook, shall be put on the Institution Website. The information shall be revised every year with updated information about all aspects of the institution.
15. It shall be mandatory for the technical institution to maintain a Website providing the prescribed information. The Website information must be continuously updated as and when changes take place.
16. If a technical Institution fails to disclose the information or suppress and / or misrepresent the information, appropriate action as per the notified regulations shall be initiated against the Institution.

Application Number: 1-2073486441*

Page 3 of 5

Note: This is a Computer generated Letter of Approval.No signature is required.

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Printed By : aicn008123


All India Council for Technical Education

(A Statutory body under Ministry of HRD, Govt. of India)

 7th Floor, Chandralok Building, Janpath, New Delhi- 110 001
 Phone: 23724151/52/53/54/55/56/57 FAX: 011-23724183 www.aicte-india.org

17. AICTE may carry out random inspections round the year for verifying the status of the Institutions to ensure maintenance of norms and standards.
18. AICTE may also conduct inspections with or without notifying the dates to verify specific complaints, to verify adherence to AICTE norms & standards, and to verify any mis-representation, violation of norms & standards, mal-practices etc.
19. The Institution by virtue of the approval given by Council shall not automatically become claimant to any grant-in-aid from the Central or State Government.
20. In the event of a student / candidate withdrawing before the starting of the course, the wait listed candidates should be given admission against the vacant seat. The entire fee collected from the student, after a deduction of the processing fee of not more than Rs. 1000/- (Rupees one thousand only) shall be refunded and returned by the Institution / University/ Board of Technical Education (BTE)/ Board of Technical Education & Training (BTET)(as applicable) to the student / candidate withdrawing from the program. It would not be permissible for Institutions and Universities to retain the School / Institution Leaving Certificates in original to force retention of admitted students.
21. The Institute shall take appropriate measures for prevention of ragging in any form, in the light of AICTE regulation "Prevention and Prohibition of Ragging in Technical Institutions, Universities including Deemed to Universities imparting technical education" Regulation 2009 (F.No. 37-3/Legal/AICTE/2009 dated 01/07/2009). In case of failure to prevent the instances of ragging by the Institutions, the Council shall take appropriate action as per the notified regulations.

The Management of the Institute shall strictly follow further conditions as may be specified by the Council from time to time. The Council may withdraw the approval, in case it observe any violation of the above conditions and / or non-adherence to the norms and standards prescribed by the Council, mis-representation of facts and submitting factually in correct information to it.

(Dr. Kuncheria P. Isaac)
Member Secretary , AICTE

Copy to:

1. **The Regional Officer,**
All India Council for Technical Education
College of Leather Technology Campus
Block LB, Sector III, Salt Lake City
Kolkata - 700 098, West Bengal
2. **The Director Of Technical Education,**
West Bengal
3. **The Principal / Director,**
MANAGEMENT DEVELOPMENT INSTITUTE MURSHIDABAD

Application Number: 1-2073486441*

Page 4 of 5

Note: This is a Computer generated Letter of Approval.No signature is required.

Letter Printed On:26 April 2014

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All India Council for Technical Education

(A Statutory body under Ministry of HRD, Govt. of India)

7th Floor, Chandralok Building, Janpath, New Delhi- 110 001
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VILLAGE - KULORI
MOUZA - KATNAI
POST - GANKAR
P.S. RAGHUNATHGANJ
DISTRICT MURSHIDABAD
PIN - 742225
WEST BENGAL,
JANGIPUR, MURSHIDABAD,
West Bengal, 742225

4. The Secretary / Chairman,

MANAGEMENT DEVELOPMENT INSTITUTE GURGAON
REGISTERED OFFICE AT : IFCI TOWER 61, NEHRU PLACE NEW DELHI PIN 110019
CAMPUS AT : MEHRAULI ROAD SUKHRALI GURGAON PIN : 122007
HARYANA,
NEW DELHI, NEW DELHI,
Delhi, 110019

5. Guard File(AICTE)

Application Number: 1-2073486441*

Page 5 of 5

Note: This is a Computer generated Letter of Approval.No signature is required.

Letter Printed On:26 April 2014

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राष्ट्रीय प्रत्यायन बोर्ड

बोयाराम, ईस्ट टावर, एन.बी.सी. प्लेस, भीष्म पिल्लु मार्ग, फ़ाग़ी वीहार्, लोधी रोड, नई दिल्ली - 110003
NATIONAL BOARD OF ACCREDITATION
 4th Floor, East Tower, NBCC Place, Bhisam Pillai Marg, Fagati Vihar, Lodhi Road, New Delhi 110003



F. No. 21-32-2010-NBA

Date: 26-12-2022

To,

The Director,
 Management Development Institute,
 Mehrauli Road, Sukhraili,
 Gurgaon-122 007, Haryana.

Subject: Accreditation status of Management programs applied by Management Development Institute, Mehrauli Road, Sukhraili, Gurgaon-122 007, Haryana.

Sir,

This has reference to your Application ID No: 4521-20-01-2020 and 6934-30-05-2022 seeking accreditation by National Board of Accreditation to the Management programs applied by Management Development Institute, Mehrauli Road, Sukhraili, Gurgaon-122 007, Haryana.

2. An Expert Team conducted onsite evaluation of the programs from 02nd to 04th September, 2022. The report submitted by the Expert Team was considered by the concerned Committees constituted for the purpose in NBA. The Competent Authority in NBA has approved the following accreditation status to the programs as given in the table below:

S. No.	Name of the Program (PG)	Basis of Evaluation	Accreditation Status	Period of validity	Remarks
(1)	(2)	(3)	(4)	(5)	(6)
1.	Post Graduate Diploma in Management		Accredited	Academic Years 2022-2023 to 2027-2028 i.e., up to 30-06-2028	Accreditation status granted is valid for the period indicated in CoLS or till the program has the approval of the competent authority, whichever is earlier.
2.	Post Graduate Diploma in Management (Human Resource Management)	July, 2017 Document	Accredited	Academic Years 2022-2023 to 2024-2025 i.e., up to 30-06-2025	
3.	Post Graduate Diploma in Management (International Business)		Accredited		

3. It may be noted that only students who graduate during the validity period of accreditation, will be deemed to have graduated with an NBA accredited degree.

4. The accreditation status awarded to the programs as indicated in the above table does not imply that the accreditation has been granted to Management Development Institute, Mehrauli Road, Sukhraili, Gurgaon-122 007, Haryana as a whole. As such, the Institution should nowhere along with its name including on its letter head etc. write that it is accredited by NBA because it is program accreditation and not institution accreditation. If such an instance comes to NBA's notice, this will be viewed seriously. Complete name of the program(s) accredited, level of program(s) and the period of validity of accreditation, as well as the date from which the accreditation is effective should be mentioned unambiguously whenever and wherever it is required to indicate the status of accreditation by NBA.

Tel: +91 11 2435 0620-22; 2436 0654; Telefax: +91 11 4308 4903
 Website: <http://www.nbaind.org> | Email: membersecretary@nbaind.org

Contd./-

-2-

5. The accreditation status of the above programs is subject to change on periodic review, if needed by the NBA. It is desired that the relevant information in respect of accredited programs as indicated in the table in paragraph 2, appears on the website and information bulletin of the Institute.

6. The accreditation status awarded to the programs as indicated in table in paragraph 2 above is subject to maintenance of the current standards during the period of accreditation. If there are any changes in the status (major changes of faculty strength, organizational structure etc.), the same are required to be communicated to the NBA, with an appropriate explanatory note.

7. A copy each of Report of Chairman of the Visiting Team and Evaluators' report in respect of the above programs are enclosed.

8. If the Institute is not satisfied with the decision of NBA, it may appeal within thirty days of receipt of this communication giving reasons for the same and by paying the requisite fee.

Yours faithfully,



(Dr. Anil Kumar Nassa)
Member Secretary

Encls.: 1. Copy of Report of Chairman of the Visiting Team.
2. Copy of each Expert Report of the Visiting Team.

Copy to:

1. The Directorate of Training and Technical Education,
Near PIT,
Guru Govind Singh College,
Pitam Pura,
Delhi, 110034.

2. Accreditation File

3. Master Accreditation file of the State

NATIONAL BOARD OF ACCREDITATION

NBCC Place, East Tower, 4th Floor, Bhasham Pitamah Marg,
Pragati Vihar, New Delhi-110 003
Tel: +91 11 2436 0620-22, 2436 0654 Telex: +91-11 2436 0682
Website: www.nbaiind.org



F.No. 21-32-2016-NBA

Dated: 08-06-2017

To,

The Director
Management Development Institute,
Mehrauli Road, Sukhralli
Gurgaon,
Haryana-122007

Subject: Accreditation status of programs applied by Management Development Institute, Mehrauli Road, Sukhralli, Gurgaon, Haryana-122007.

Sir,

This has reference to your Application ID No. 1959 dated 10/05/2016 seeking accreditation by National Board of Accreditation to Post Graduation Diploma in Management programs offered by Management Development Institute, Mehrauli Road, Sukhralli, Gurgaon, Haryana-122007.

2. An Expert Team conducted on-site evaluation of the programs during 31st March to 2nd April, 2017. The report submitted by the Expert Team was considered by the concerned Committees constituted for the purpose in NBA. The competent authority in NBA has approved the following accreditation status to the programs as given in the table below:

S.No.	Name of the Program [PG]	Basis of Evaluation	Accreditation Status	Period of validity	Remarks
(1)	(2)	(3)	(4)	(5)	(6)
1.	Post Graduate Diploma in Management	November 2012 Document	Provisionally Accredited	Academic Years 2017-2018 and 2018-2019 i.e., upto 30-06-2019	Accreditation status granted is valid for the period indicated in Col 5 or till the program has the approval of the competent authority, whichever is earlier.
2.	Post Graduate Diploma in Management (Human Resource Management)		Provisionally Accredited		
3.	Post Graduate Diploma in Management (International Management)		Provisionally Accredited		
4.	Post Graduate Diploma in Management (National Management Programme)		Provisionally Accredited		

3. It may be noted that only students who graduate during the validity period of accreditation, will be deemed to have graduated with an NBA accredited degree.

Contd. J-

-2-

4. The accreditation status awarded to the programs as indicated in the above table does not imply that the accreditation has been granted to Management Development Institute, Gurgaon, Haryana-122007 as a whole. As such, the Institution should nowhere along with its name including on its letter head etc. write that it is accredited by NBA because it is programme accreditation and not Institution accreditation. If such an instance comes to NBA's notice, this will be viewed seriously. Complete name of the programme(s) accredited, level of program and the period of validity of accreditation, as well as the Academic Year from which the accreditation is effective should be mentioned unambiguously whenever and wherever it is required to indicate the status of accreditation by NBA.

5. The accreditation status of the above programs is subject to change on periodic review, if needed by the NBA. It is desired that the relevant information in respect of accredited programs as indicated in the table in paragraph 2, appears on the website and information bulletin of the Institute.

6. The accreditation status awarded to the programs as indicated in table in paragraph 2 above is subject to maintenance of the current standards during the period of accreditation. If there are any changes in the status (major changes of faculty strength, organizational structure etc.), the same are required to be communicated to the NBA, with an appropriate explanatory note.

8. Copies of the Report of Chairman of the Visiting Team and Evaluators' Report in respect of the above programs are also enclosed.

9. If the Institute is not satisfied with the decision of NBA, it may appeal within thirty days of receipt of this communication giving reasons for the same and by paying the requisite fee.

Yours faithfully,


(Dr. Anil Kumar Nassa)
Member Secretary

Encls. 1. Copy of Report of Chairman of the Visiting Team
2. Copies of Experts Report of the Visiting Team

Copy to:

1. Directorate of Technical Education
Bays No. 7-12, Sector-4,
Panchkula,
Haryana- 134109
2. Accreditation File
3. Master Accreditation Folder of the State

NATIONAL BOARD OF ACCREDITATION

NBCC Place, East Tower, 4th Floor, Bhisham Pitamah Marg,
 Pragati Vihar, New Delhi-110 003
 Tel: +91-11-2436-0620-22; Telefax: +91-11-4308-4903
 Website: www.nbaindia.org



F.No. 21-32-2010-NBA

23rd October, 2017

To,

The Director
 Management Development Institute,
 Mehrauli Road, Sukhraili,
 Gurugram, Haryana- 122007

Subject: Extension of the Period of Accreditation Status granted to Post Graduate Diploma in Management programs offered by Management Development Institute, Mehrauli Road, Sukhraili, Gurugram, Haryana- 122007

Sir,

This has reference to NBA's letter of even number dated 08-06-2017 under which Post Graduate Diploma in Management programs offered by your Institution were granted accreditation by National Board of Accreditation

2. National Board of Accreditation (NBA) has decided that in all cases where Management program(s) of an institution were granted provisional accreditation for a period of 2 years, the period of provisional accreditation of the program(s) shall be extended from 2 to 3 years subject to the condition that they meet the Pre-qualifiers. The Pre-qualifiers submitted by Management Development Institute, Mehrauli Road, Sukhraili, Gurugram, Haryana- 122007 have been considered. The following Post Graduate Diploma in Management programs meet all the parameters of pre-qualifiers. Accordingly, the competent authority in NBA has approved the following accreditation status to the programs as given in the Table below:

Sl. No.	Name of the Program (PG)	Basis of Evaluation	Accreditation Status	Period of extended validity	Remarks
(1)	(2)	(3)	(4)	(5)	(6)
1.	Post Graduate Diploma in Management	November 2012 Document	Provisionally Accredited	Academic Year 2019-2020, i.e. upto 30-06-2020.	Accreditation status granted is valid for the period indicated in col.5 or till the program has the approval of the competent authority, whichever is earlier
2.	Post Graduate Diploma in Management (Human Resource Management)				
3.	Post Graduate Diploma in Management (International Management)				

3. It may be noted that only students who graduate during the validity period of accreditation, will be deemed to have graduated with an NBA accredited degree.

Contd/

-2-

4. The programs have been granted provisional accreditation. **Management Development Institute, Mehrauli Road, Sukhrail, Gurugram, Haryana- 122007** should submit the Compliance Report at least six months before the expiry of validity of accreditation mentioned above to be eligible to be considered by the concerned Committee in NBA for further processing of the accreditation status. This could entail further extension of accreditation or a revisit, as deemed appropriate by NBA Committees.

5. The accreditation status awarded to the program(s) as indicated in the above table does not imply that the accreditation has been granted to **Management Development Institute, Mehrauli Road, Sukhrail, Gurugram, Haryana- 122007** as a whole. As such the Institution should nowhere along with its name, including on its letter head etc. write that it is accredited by NBA because NBA only accredits program(s), and not Institutions. If such an instance comes to NBA's notice, this will be viewed seriously. Complete name of the program(s) accredited, level of programs and the period of validity of accreditation, should be mentioned unambiguously whenever and wherever it is required to indicate the status of accreditation by NBA.

6. The accreditation status of the above program(s) is subject to change on periodic review, as deemed necessary by the NBA. It is desired that the relevant information in respect of accredited program(s) as indicated in the Table in paragraph 2, appears on the website and information bulletin of your College/Institution.

7. The accreditation status awarded to the program(s) as indicated in Table in paragraph 2 above is subject to maintenance of the current standards during the period of accreditation. If there are any changes in the status (major changes of faculty strength, organizational structure etc.), the same are required to be communicated to the NBA, with an appropriate explanatory note.

Yours faithfully,



(Dr. Anil Kumar Nassa)
Member Secretary

Copy to:

1. Directorate of Technical Education,
Bays No. 7-12, Sector-4,
Panchkula, Haryana-134109
2. Accreditation File
3. Master Accreditation File of the State

NATIONAL BOARD OF ACCREDITATION

NBCC Place, East Tower, 4th Floor, Bhisham Pitamah Marg,
Pragati Vihar, New Delhi-110 003
Tel: +91 11 2436 0620, 2436 0654 Telefax: +91 11 2436 0682
Website: www.nbaindia.org



F.No. 21-32-2010-NBA

08-05-2018

To,

The Director
Management Development Institute,
Mehrauli Road, Sukhraili,
Gurugram, Haryana- 122007

Subject: Extension of the Period of Accreditation Status granted to Post Graduate Diploma in Management programs offered by Management Development Institute, Mehrauli Road, Sukhraili, Gurugram, Haryana- 122007

Sir,

This has reference to NBA's letter of even number dated 08-08-2017 under which Post Graduate Diploma in Management program offered by your Institution were granted accreditation by National Board of Accreditation.

2. National Board of Accreditation (NBA) has decided that in all cases where Management program(s) of an Institution were granted provisional accreditation for a period of 2 years, the period of provisional accreditation of the program(s) shall be extended from 2 to 3 years subject to the condition that they meet the Pre-qualifiers. The Pre-qualifiers submitted by Management Development Institute, Mehrauli Road, Sukhraili, Gurugram, Haryana- 122007 have been considered. The following Post Graduate Diploma in Management programs meet all the parameters of pre-qualifiers. Accordingly, the competent authority in NBA has approved the following accreditation status to the program as given in the Table below:

Sl. No.	Name of the Program (PG)	Basis of Evaluation	Accreditation Status	Period of extended validity	Remarks
(1)	(2)	(3)	(4)	(5)	(6)
1.	Post Graduate Diploma in Management (National Management Programme)	November 2012 Document	Provisionally Accredited	Academic Year 2019-2020, i.e. upto 30-06-2020.	Accreditation status granted is valid for the period indicated in col.5 or till the program has the approval of the competent authority, whichever is earlier

3. It may be noted that only students who graduate during the validity period of accreditation, will be deemed to have graduated with an NBA accredited degree.

4. The programs have been granted provisional accreditation. **Management Development Institute, Mehrauli Road, Sukhraili, Gurugram, Haryana- 122007** should submit the Compliance Report at least six months before the expiry of validity of accreditation mentioned above to be eligible to be considered by the concerned Committee in NBA for further processing of the accreditation status. This could entail further extension of accreditation or a revisit, as deemed appropriate by NBA Committees.

5. The accreditation status awarded to the program(s) as indicated in the above table does not imply that the accreditation has been granted to **Management Development Institute, Mehrauli Road, Sukhraili, Gurugram, Haryana- 122007** as a whole. As such the Institution should nowhere along with its name, including on its letter head etc. write that it is accredited by NBA because NBA only accredits program(s), and not Institutions. If such an instance comes to NBA's notice, this will be viewed seriously. Complete name of the program(s) accredited, level of programs and the period of validity of accreditation, should be mentioned unambiguously whenever and wherever it is required to indicate the status of accreditation by NBA.

6. The accreditation status of the above program(s) is subject to change on periodic review, as deemed necessary by the NBA. It is desired that the relevant information in respect of accredited program(s) as indicated in the Table in paragraph 2, appears on the website and information bulletin of your College/Institution.

7. The accreditation status awarded to the program(s) as indicated in Table in paragraph 2 above is subject to maintenance of the current standards during the period of accreditation. If there are any changes in the status (major changes of faculty strength, organizational structure etc.), the same are required to be communicated to the NBA, with an appropriate explanatory note.

Yours faithfully,



(Dr. Anil Kumar Nassa)
Member Secretary

Copy to:

1. Directorate of Technical Education,
Bays No. 7-12, Sector-4,
Panchkula, Haryana-134109
2. Accreditation File
3. Master Accreditation File of the State

राष्ट्रीय प्रत्यायन बोर्ड

एनबीआई, ईस्ट टावर, एनबीसी प्लेस, भिष्म पिटाना मार्ग, प्राज्ञ विहार, लोधी रोड, नई दिल्ली-110003

NATIONAL BOARD OF ACCREDITATION

4th Floor, East Tower, NBCC Place, Bhisham Pitamah Marg, Pragati Vihar, Lodhi Road, New Delhi 110003



File No. - 36-80-2020-NBA

Date: 30-05-2024

To:
The Principal,
Management Development Institute Murshidabad
Sakim - Katnai, Kalori, P.O. Uttar Ramna,
PS Raghunathganj, Dist Murshidabad, West Bengal - 742235

Subject: Accreditation status of Management program applied by Management Development Institute Murshidabad, Sakim - Katnai, Kalori, P.O. Uttar Ramna, PS Raghunathganj, Dist Murshidabad West Bengal - 742235.

Sir,

This has reference to your Application ID No. 5399-04/03/2021 seeking accreditation by National Board of Accreditation to the Management program applied by Management Development Institute Murshidabad, Sakim - Katnai, Kalori, P.O. Uttar Ramna, PS Raghunathganj, Dist Murshidabad West Bengal - 742235.

2. An Expert Team conducted onsite evaluation of the program from 23rd to 25th February, 2024. The report submitted by the Expert Team was considered by the concerned Committees constituted for the purpose in NBA. The Competent Authority in NBA has approved the following accreditation status to the program as given in the table below:

S. No.	Name of the Program(s) (PG)	Basis of Evaluation	Accreditation Status	Period of validity	Remarks
(1)	(2)	(3)	(4)	(5)	(6)
1.	Post Graduate Diploma in Management	February 2023 Document	Accredited (Marks awarded by the Visiting Team revised as per the observations made and indicated in the Annexure to this letter)	Academic Years 2024-2025 to 2026-2027 i.e. up to 30-06-2027	Accreditation status granted is valid for the period indicated in Col.5 or till the program has the approval of the Competent Authority, whichever is earlier.

3. It may be noted that only students who graduate during the validity period of accreditation, will be deemed to have graduated with an NBA accredited degree.

4. The accreditation status awarded to the program as indicated in the above table does not imply that the accreditation has been granted to Management Development Institute Murshidabad, Sakim - Katnai, Kalori, P.O. Uttar Ramna, PS Raghunathganj, Dist Murshidabad West Bengal - 742235 as a whole. As such, the institution should nowhere along with its name including on its letter head etc. write that it is accredited by NBA because it is program accreditation and not institution accreditation. If such an instance comes to NBA's notice, this will be viewed seriously. Complete name of the program(s) accredited, level of program(s) and the period of validity of accreditation, as well as the date from which the accreditation is effective should be mentioned unambiguously whenever and wherever it is required to indicate the status of accreditation by NBA.

Contd./..

Tel: +91 11 2436 0620-22, 2436 0654; Telefax: +91 11 4308 4903
Website: <http://www.nbaiind.org> | Email: membersecretary@nbaiind.org

-2-

5. The accreditation status of the above program is subject to change on periodic review, if needed by the NBA. It is desired that the relevant information in respect of accredited program as indicated in the table in paragraph 2, appears on the website and information bulletin of the Institute.

6. The accreditation status awarded to the program as indicated in table in paragraph 2 above is subject to maintenance of the current standards during the period of accreditation. If there are any changes in the status (major changes of faculty strength, organizational structure etc.), the same are required to be communicated to the NBA, with an appropriate explanatory note.

7. A copy each of Report of Chairman of the Visiting Team and Evaluators' report in respect of the above program is enclosed.

8. If the Institute is not satisfied with the decision of NBA, it may appeal within thirty days of receipt of this communication giving reasons for the same and by paying the requisite fee.

Yours faithfully,



(Dr. Anil Kumar Nassa)
Member Secretary

Encls:- 1. Copy of Report of Chairman of the Visiting Team.
2. Copy of Expert Report of the Visiting Team.

Copy to:

1. The Director of Technical Education,
Government of West Bengal
Bikash Bhavan, 10th Floor, East Block,
Salt Lake City, Kolkata – 700091
2. Master Accreditation Folder of the State
3. Accreditation File



National Institutional Ranking Framework

India Rankings 2024



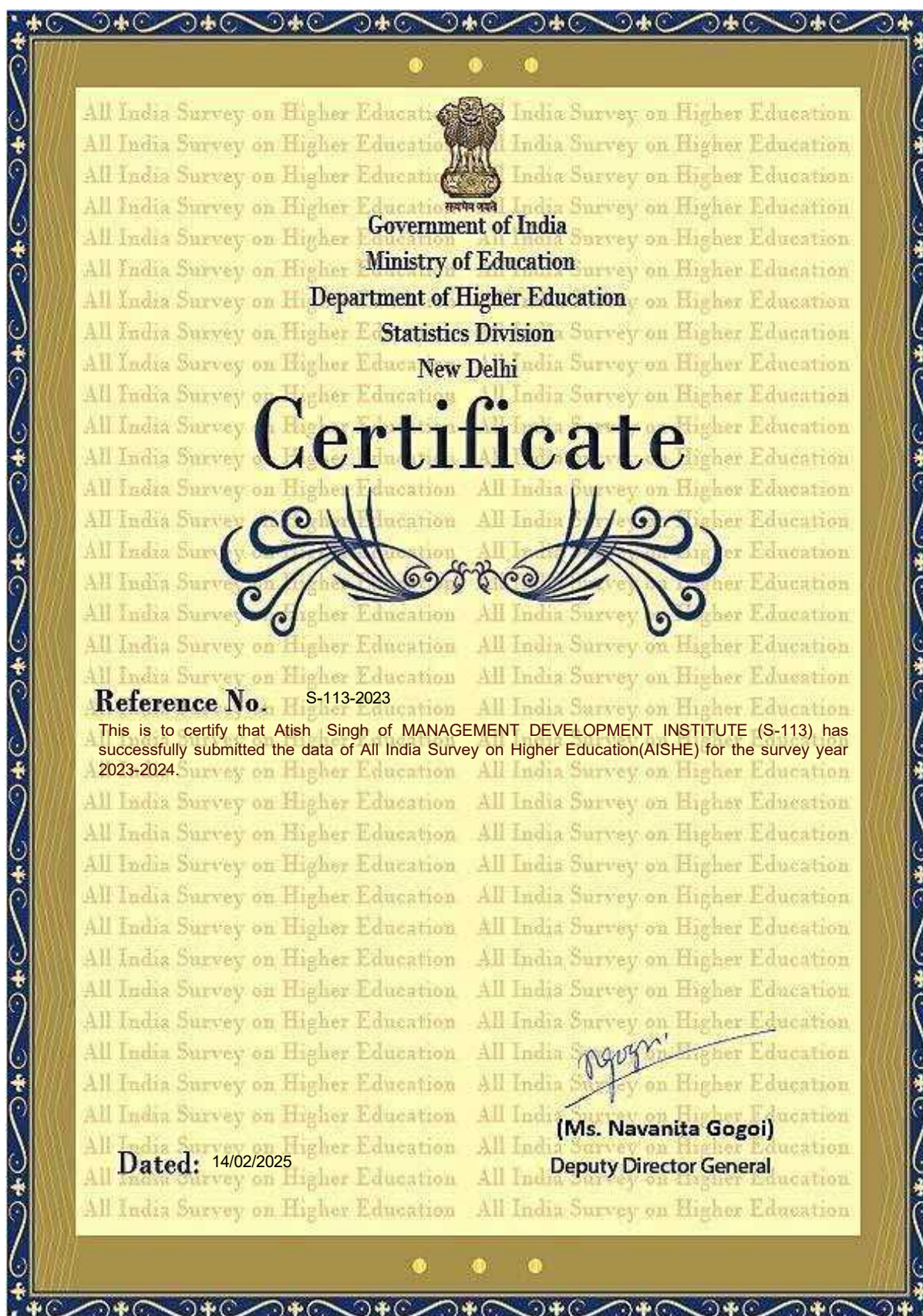
**Department of Higher Education
Ministry of Education
Government of India**

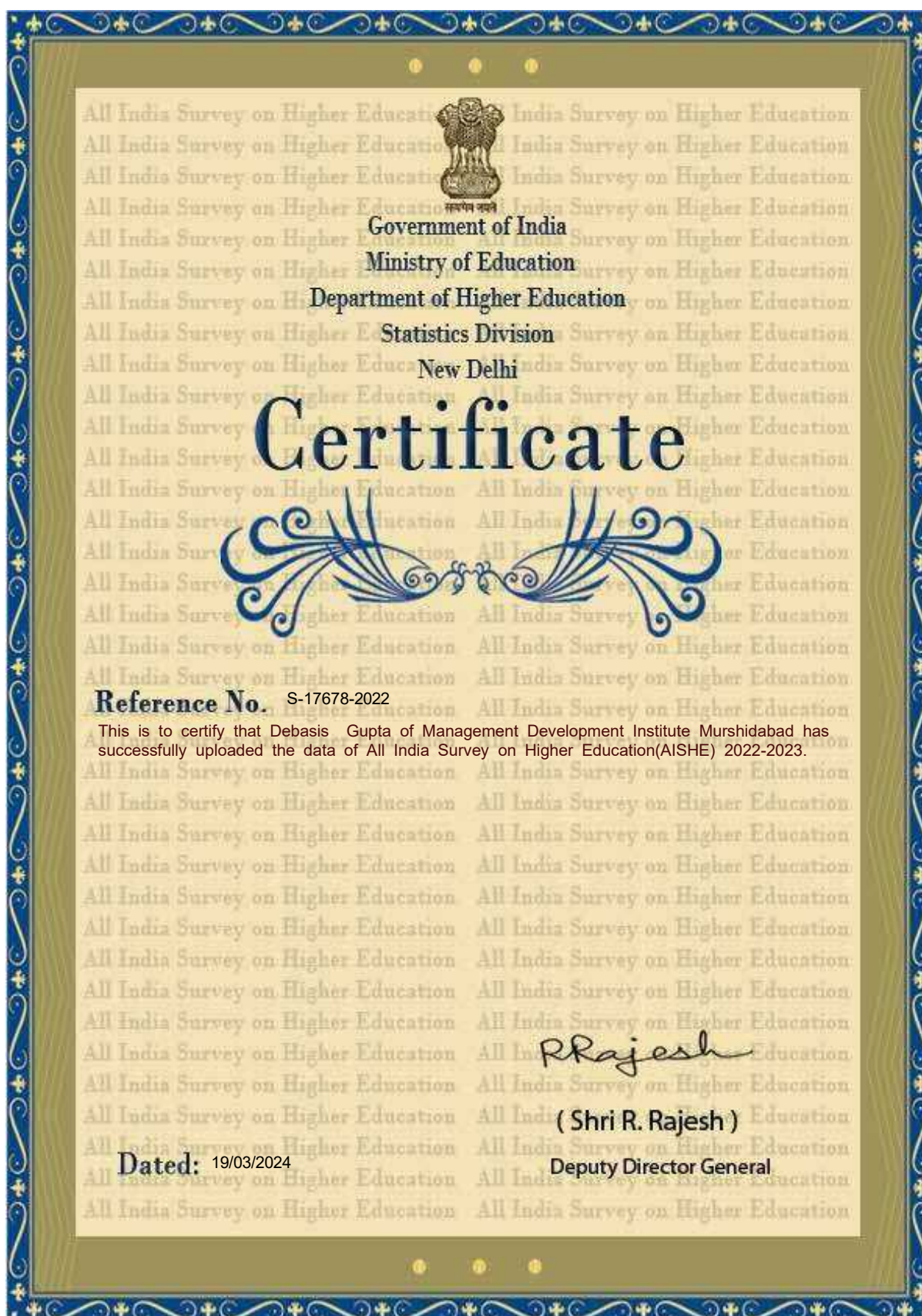
9.10 India Rankings 2024: Top 100 in Management

Name	City	State	Rank
Indian Institute of Management Ahmedabad	Ahmedabad	Gujarat	1
Indian Institute of Management Bangalore	Bengaluru	Karnataka	2
Indian Institute of Management Kozhikode	Kozhikode	Kerala	3
Indian Institute of Technology Delhi	New Delhi	Delhi	4
Indian Institute of Management Calcutta	Kolkata	West Bengal	5
Indian Institute of Management Mumbai	Mumbai	Maharashtra	6
Indian Institute of Management Lucknow	Lucknow	Uttar Pradesh	7
Indian Institute of Management Indore	Indore	Madhya Pradesh	8
XLRI - Xavier School of Management	Jamshedpur	Jharkhand	9
Indian Institute of Technology Bombay	Mumbai	Maharashtra	10
Management Development Institute	Gurugram	Haryana	11
Indian Institute of Management Rohtak	Rohtak	Haryana	12
Symbiosis Institute of Business Management	Pune	Maharashtra	13
Indian Institute of Management Raipur	Raipur	Chhattisgarh	14
Indian Institute of Foreign Trade	New Delhi	Delhi	15
Indian Institute of Technology Madras	Chennai	Tamil Nadu	16
Indian Institute of Management Ranchi	Ranchi	Jharkhand	17
Indian Institute of Technology Roorkee	Roorkee	Uttarakhand	18
Indian Institute of Technology Kharagpur	Kharagpur	West Bengal	19
SVKM's Narsee Monjee Institute of Management Studies	Mumbai	Maharashtra	20
S. P. Jain Institute of Management and Research	Mumbai	Maharashtra	20
Indian Institute of Management Udaipur	Udaipur	Rajasthan	22
Indian Institute of Management Kashipur	Kashipur	Uttarakhand	23
Indian Institute of Management Shillong	Shillong	Meghalaya	24
Jamia Millia Islamia	New Delhi	Delhi	25
Indian Institute of Management Visakhapatnam	Visakhapatnam	Andhra Pradesh	26
Indian Institute of Management Tiruchirappalli	Tiruchirappalli	Tamil Nadu	27
Amrita Vishwa Vidyapeetham	Coimbatore	Tamil Nadu	28
Indian Institute of Technology Kanpur	Kanpur	Uttar Pradesh	29
Amity University	Gautam Budh Nagar	Uttar Pradesh	29
Indian Institute of Management Nagpur	Nagpur	Maharashtra	31
MICA	Ahmedabad	Gujarat	32
Indian Institute of Management Bodh Gaya	Gaya	Bihar	33
Great Lakes Institute of Management	Chennai	Tamil Nadu	34
Institute of Management Technology	Ghaziabad	Uttar Pradesh	35
Chandigarh University	Mohali	Punjab	36

Name	City	State	Rank
Goa Institute of Management	Sanquelim	Goa	37
Lovely Professional University	Phagwara	Punjab	38
ICFAI Foundation for Higher Education, Hyderabad	Hyderabad	Telangana	39
International Management Institute	New Delhi	Delhi	40
UPES	Dehradun	Uttarakhand	41
Indian Institute of Management Jammu (IIMJ)	Jammu	Jammu and Kashmir	42
XIM University	Bhubaneswar	Odisha	43
Thapar Institute of Engineering and Technology (Deemed-to-be-university)	Patiala	Punjab	44
Jaipuria Institute of Management	Noida	Uttar Pradesh	45
Indian Institute of Technology (Indian School of Mines) Dhanbad	Dhanbad	Jharkhand	46
Indian Institute of Management Amritsar	Amritsar	Punjab	47
Banaras Hindu University	Varanasi	Uttar Pradesh	48
Institute of Rural Management Anand (IRMA)	Anand	Gujarat	49
Indian Institute of Management Sambalpur	Sambalpur	Odisha	50
National Institute of Technology Tiruchirappalli	Tiruchirappalli	Tamil Nadu	51
Great Lakes Institute of Management	Gurgaon	Haryana	52
Fore School of Management	New Delhi	Delhi	53
Chitkara University	Rajpura	Punjab	54
Nirma University	Ahmedabad	Gujarat	55
International Management Institute Kolkata	Kolkata	West Bengal	56
Indian Institute of Management Sirmaur	Sirmaur	Himachal Pradesh	57
T. A. Pai Management Institute, Manipal	Manipal	Karnataka	58
Graphic Era University	Dehradun	Uttarakhand	59
Christ University	Bengaluru	Karnataka	60
International Management Institute, Bhubaneswar	Bhubaneswar	Odisha	61
Siksha 'O' Anusandhan	Bhubaneswar	Odisha	62
K J Somaiya Institute of Management Studies and Research	Mumbai	Maharashtra	63
Birla Institute of Management Technology	Greater Noida	Uttar Pradesh	64
Guru Gobind Singh Indraprastha University	New Delhi	Delhi	65
Loyola Institute of Business Administration	Chennai	Tamil Nadu	66
Kalinga Institute of Industrial Technology	Bhubaneswar	Odisha	67
Malaviya National Institute of Technology	Jaipur	Rajasthan	68
Anna University	Chennai	Tamil Nadu	69
Aligarh Muslim University	Aligarh	Uttar Pradesh	70
Alliance University	Bengaluru	Karnataka	71
Jaipuria Institute of Management, Lucknow	Lucknow	Uttar Pradesh	72
Manipal University Jaipur	Jaipur	Rajasthan	73
Saveetha Institute of Medical and Technical Sciences	Chennai	Tamil Nadu	74

Name	City	State	Rank
Jaipuria Institute of Management	Jaipur	Rajasthan	75
National Institute of Technology Calicut	Kozhikode	Kerala	76
Jain University, Bangalore	Bengaluru	Karnataka	77
Jamia Hamdard	New Delhi	Delhi	78
Koneru Lakshmaiah Education Foundation University (K L College of Engineering)	Vaddeswaram	Andhra Pradesh	79
PSG College of Technology	Coimbatore	Tamil Nadu	80
Cochin University of Science and Technology	Cochin	Kerala	81
Thiagarajar School of Management	Madurai	Tamil Nadu	82
BML Munjal University	Gurgaon	Haryana	83
Prin. L. N. Welingkar Institute of Management Development and Research (PGDM)	Mumbai	Maharashtra	84
Atal Bihari Vajpayee Indian Institute of Information Technology and Management	Gwalior	Madhya Pradesh	85
Babasaheb Bhimrao Ambedkar University	Lucknow	Uttar Pradesh	86
Jagan Institute of Management Studies Technical Campus	Delhi	Delhi	87
New Delhi Institute of Management	Delhi	Delhi	88
Pandit Deendayal Energy University	Gandhinagar	Gujarat	89
Birla Institute of Technology	Ranchi	Jharkhand	90
National Institute of Bank Management	Pune	Maharashtra	91
Panjab University	Chandigarh	Chandigarh	92
Rajagiri Business School	Cochin	Kerala	93
Bharathidasan Institute of Management	Tiruchirappalli	Tamil Nadu	94
Tezpur University	Tezpur	Assam	95
National Institute of Agricultural Extension Management	Hyderabad	Telangana	96
Institute of Management Technology	Hyderabad	Telangana	97
Galgotias University	Gautam Budh Nagar	Uttar Pradesh	98
Krea University	Sri City	Andhra Pradesh	99
National Institute of Technology Warangal	Warangal	Telangana	100









Annexure-4

Additional information regarding the existing academic and physical infrastructure at MDI at Gurgaon and its constituent Unit at Murshidabad

EXISTING ACADEMIC AND PHYSICAL INFRASTRUCTURE

The existing administrative, academic and other infrastructure of Management Development Institute at Gurgaon and its constituent unit at Murshidabad are as under:

S.No.	Details	Total Built up area	Gurgaon	Murshidabad constituent unit
1.	Administrative Buildings	7978.66	5179.90	2798.78
2.	Academic Buildings	16426.44	9927.26	6499.18
3.	Other infrastructures/ facilities (Hostels, staff qtrs., Canteen, Recreational etc.)	65964.83	51804.16	14160.67

DETAILS OF ACADEMIC AND PHYSICAL INFRASTRUCTURE AT A GLANCE

S.No.	Title of the land	Management Development Institute Society	Remarks
1.	Total land available in acres	Total area: 46.58 acres (188502.57 sqm)	a) Gurugram: 36.38 acres (147224.63 sqm) b) Murshidabad: 10.20 acres (41,288.49 sqm).
2.	Type of land	Lease hold (Institutional)	

3.	In case of lease hold, period of lease hold	(a) Perpetual Lease (Gurugram, Haryana)	33 years Long Lease for constituent unit Murshidabad up to 10.01.2046.
4.	Latitude of the MDI Gurgaon campus	28.4712° N,	
5.	Longitude of the campus location (MDI Gurgaon)	77.0585° E	
6.	Administrative Building (Total Built up area in sqm)	5179.90 + 2798.78 = 7978.66	
7.	Academic Building (Total Built up area in sqm)	9927.26 + 6499.18 = 16426.44	
8.	Departmental/Central Library building (Total built up area in sqm)	1354.00 + 530.82 = 1884.82	
9.	Other facilities (Total built up area)	50450.17 + 14160.67 = 64610.84	
10.	No. of Lecture halls	36 + 8 = 44	
11.	Total Number of hostels	9 + 3 = 12	
12.	Total number of rooms in all the hostels for Men	510 + 199 = 709	
13.	Total number of rooms in all the hostels for Women	262 + 71 = 333	
14.	Total number of residents (Students) in all the hostels for Men	770 + 227 = 997	
15.	Total number of residents (students) in all the hostels for Women	374 + 71 = 445	
16.	No. of residential accommodation for teachers	40 + 13 = 53	
17.	No. of residential accommodation for non-teaching staff	40 + 0 = 40	
18.	Whether the buildings of MDI Gurgaon and its	Yes	

	constituent Unit at Murshidabad are audited for fire safety by Fire services department?		
19.	Whether the building is barrier free for Divyangjan (person with disabilities)	Yes	
20.	Seating capacity	2340 (Lecture Hall)	
21.	MDI Gurgaon	Seating capacity: 1444 (Number of students can be accommodated) Land area in sqm: 1,47,224	
22.	MDI Murshidabad (constituent unit)	Seating capacity: 298 (Number of students can be accommodated) Land area in sqm: 41290.08	

(1) Administrative Buildings

S.No.	Particulars of the building	Total Built up area (in Sqm)	Break up (area in Sqm)	
			Gurgaon	Murshidabad constituent unit
1.	Conference Room/ Board Room	166.23	94.23	72.00
2.	Director Office	80.64	34.82	45.82
3.	Visitor's room & secretariat	89.87	49.31	40.56
4.	Registrar Office	47.85	20.85	27.00
5.	Deans Offices	177.23	145.24	31.99
6.	Other Officers office area	493.75	424.13	69.62
7.	Faculty Rooms	3701.09	3268.03	433.06
8.	Finance Office	111.68	75.43	36.26
9.	Other offices (Exams, admissions office, etc.)	564.99	269.22	295.77
10.	Reception area/Front Office	355.09	116.63	238.47
11.	Stores rooms	674.75	306.00	368.75

12.	Maintenance Office/Engineering	312.15	301.00	11.15
13.	Security Office/Caretaker	89.00	75.00	14.00
14.	Others	1114.35	-	72.00
15	Total	7978.67	5179.90	2798.78

(2) Instructional Area (Lecture Halls/Classrooms)

S.No.	Particulars of the building	Total	Break up (area in sqm)	
			Gurgaon	Murshidabad constituent unit
1.	Lecture Halls and Class Rooms (36 Gurgaon + 8 Murshidabad)	11211.07	9927.26	1283.81
2.	Computer Centre	577.43	275.91	301.52
3.	Research Centres	49.29	29.54	19.75
4.	Central Library in Sqm	1885.08	1354.26	530.82
5.	Laboratories	315.40	13.88	301.52
	Total	14038.27	11600.85	2437.42

(3) Other Infrastructures/Facilities

S.No.	Details	Total area (in sqm)	Break-up (area in sqm)	
			Gurgaon	Murshidabad constituent unit
1.	Hostel Facilities	34810.00	28770.84	6039.16
2.	Canteens	2083.80	1470.00	613.80
3.	Medical facilities	69.56	47.51	22.05
4.	Areas of playgrounds in Sqm	13561.39	5359.00	8202.39
5.	Gym facilities	301.92	214.51	87.41
6.	Other common and recreational facilities	1340.79	227.21	1113.58
7.	Lawn areas	6142.74	3600.00	2542.74
	Total	58310.20	39689.03	18621.13

(4) Central Library Details:

Details	Total	Gurgaon	Murshidabad constituent unit
a. Area of Central Library in Sqm	1,885.08	1354.26	530.82
b. No. of Books	66,828	50927	15901
c. Total number of printed journals	49	37	12
d. Total number of e journals	17214	17000	214
e. No. of computers in Library	32	17	15
f. Departmental library (yes/no)		No	No
g. If yes, total number of departmental /school level library		NA	NA
h. If yes, total number of books in school level library		NA	NA
i. If yes, number of journals		NA	NA

(5) Laboratory details:

Details	Total	Gurgaon	Murshidabad constituent unit
No. of Laboratories (Including computer lab)	6	4	2
Area in sqm of all laboratories	620.85	319.33	301.52

(6) Canteen facilities details:

Details	Gurgaon	Murshidabad constituent unit
No. of canteens	7	1
Area in sqm of all canteens	1469.52	613.80

(7) Medical facilities details:

Details	Gurgaon	Murshidabad constituent unit
Medical facilities	47.51 sqm	22.05 sqm
No. of rooms (including First Aid Centre)	02	01
No. of doctors (full time/part time)	03	02
No. of Nurses/Nursing attendant	04	03

(8) Computational Facilities (Computer Centre)

Details	Total	Gurgaon	Murshidabad (constituent Unit)
a. Computers available to students	-	416	173
b. Computers available in the library	25	9	16
c. Computers available in Admn. Office	253	159	94
d. No. of computers available in the Computer Lab	229	87	142
e. Internet Bandwidth	1000 MBPS	1000 + 1000 MBPS	600/Mbps
f. No. of Licensed application software	44	20	24
g. No. of licensed system software	8	4	4
h. No. of Licensed open-source software	12	6	6
i. Percentage of campus area having Wi-Fi coverage	100%	100%	90%

(9) No. of vehicles for Students: 3 + 1 (4)**(10) Sports Facility**

Details	Gurgaon	Constituent Unit at Murshidabad
No. of play grounds:	4	4
Areas of playgrounds in Sqm	5197.43 sqm	8202.39 sqm
No. of Coaches	1 No.	Not available

Whether Gym facility available:	Yes	Yes
List of gym equipment	Available	Available
List of sports having facility in Campus:	Available	Available
Healthcare facilities	Available	Available
Other common and recreational facilities	Available	Available

**MANAGEMENT DEVELOPMENT INSTITUTE GURGAON ACADEMIC, ADMINISTRATIVE AND
OTHER INFRASTRUCTURE**



Scholars' Building: Administrative Offices, Director and Faculty Rooms, MDI Gurgaon



Gyan Garih Academic Block, Library Building MDI Gurgaon



Gyan Grih - Academic Complex, Library building, MDI Gurgaon



Corridors leading to Academic and Administrative building, Faculty Rooms



Boulevard Internal Roads, MDI Gurgaon



Landscaped Lawn at MDI Gurgaon

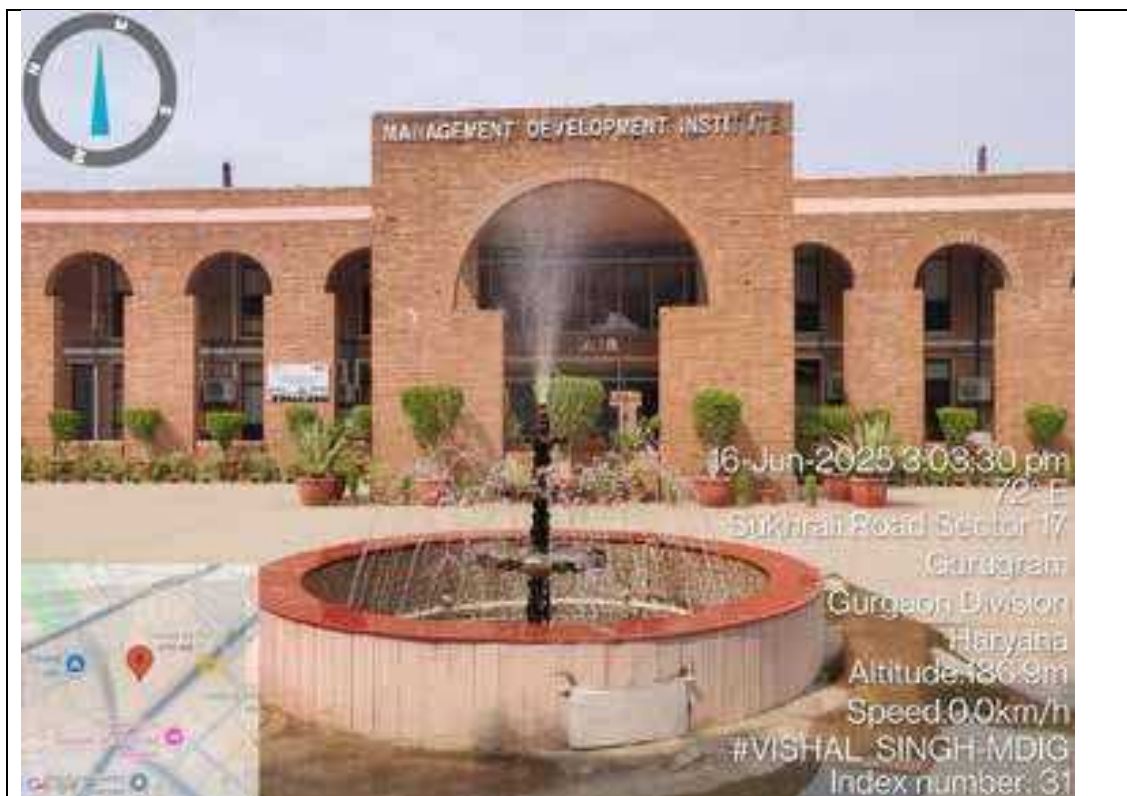


Gate No. 1 of MDI Gurgaon



Main Gate No. 1 MDI Gurgaon





MDI Administrative Building Gurgaon



The Renaissance -Lecture Hall Complex with Canteen



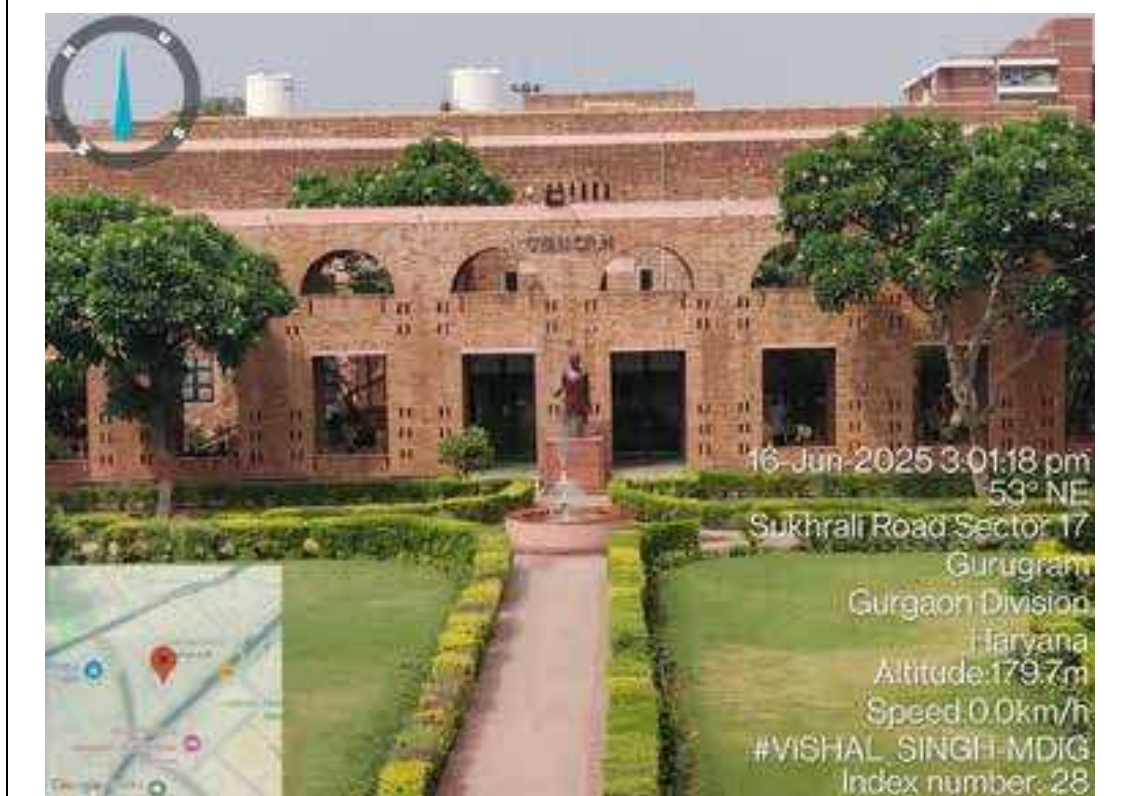
State of Art Lecture Theatres MDI Gurgaon



Lecture Theatres, MDI Gurgaon



Lecture Hall MDI Gurgaon



Gyan Grih - Academic Complex, Library building, MDI Gurgaon



Student Hostel (Taksha Shila)



Students's Hostel - Change Masters





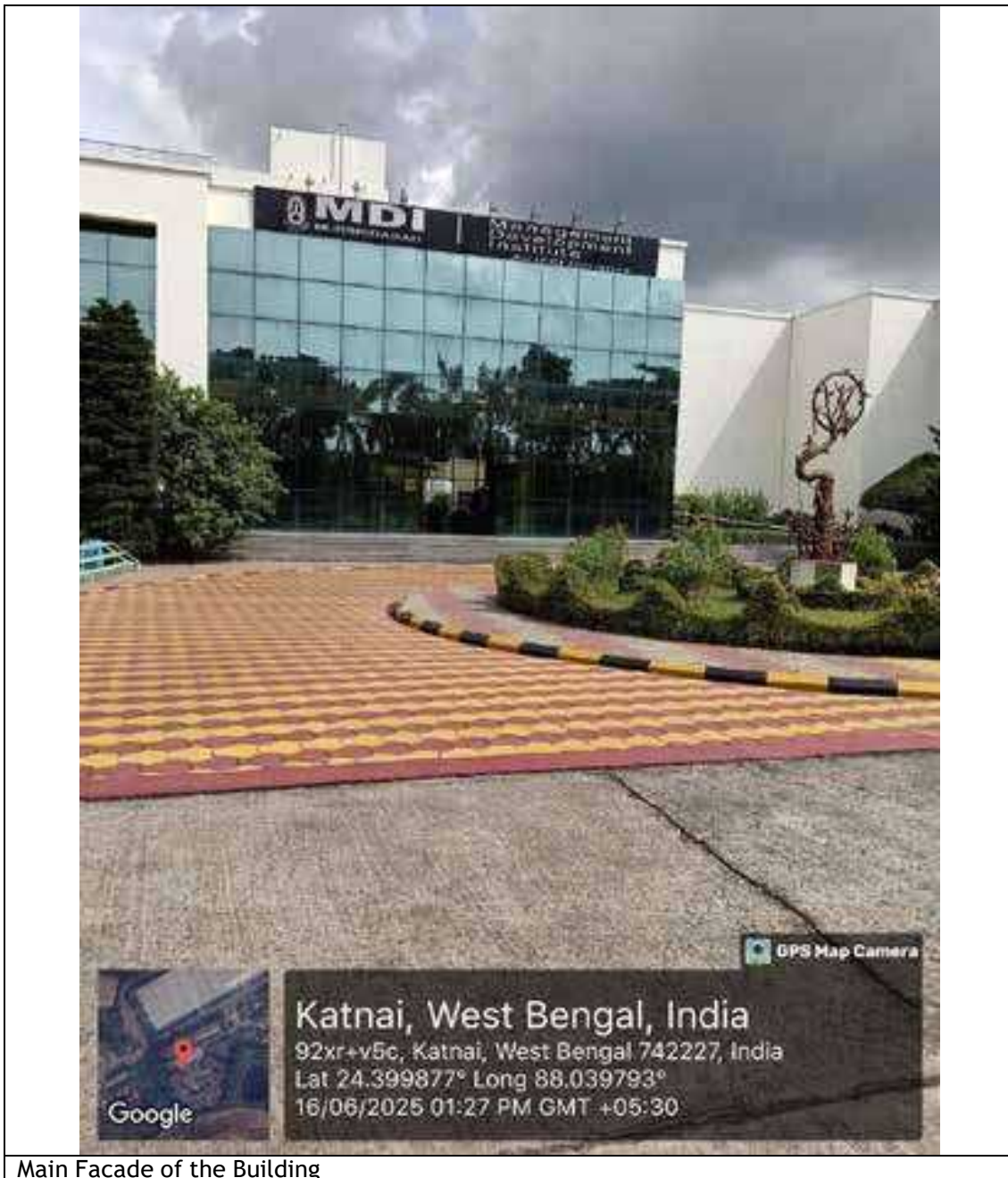
Computer Centre

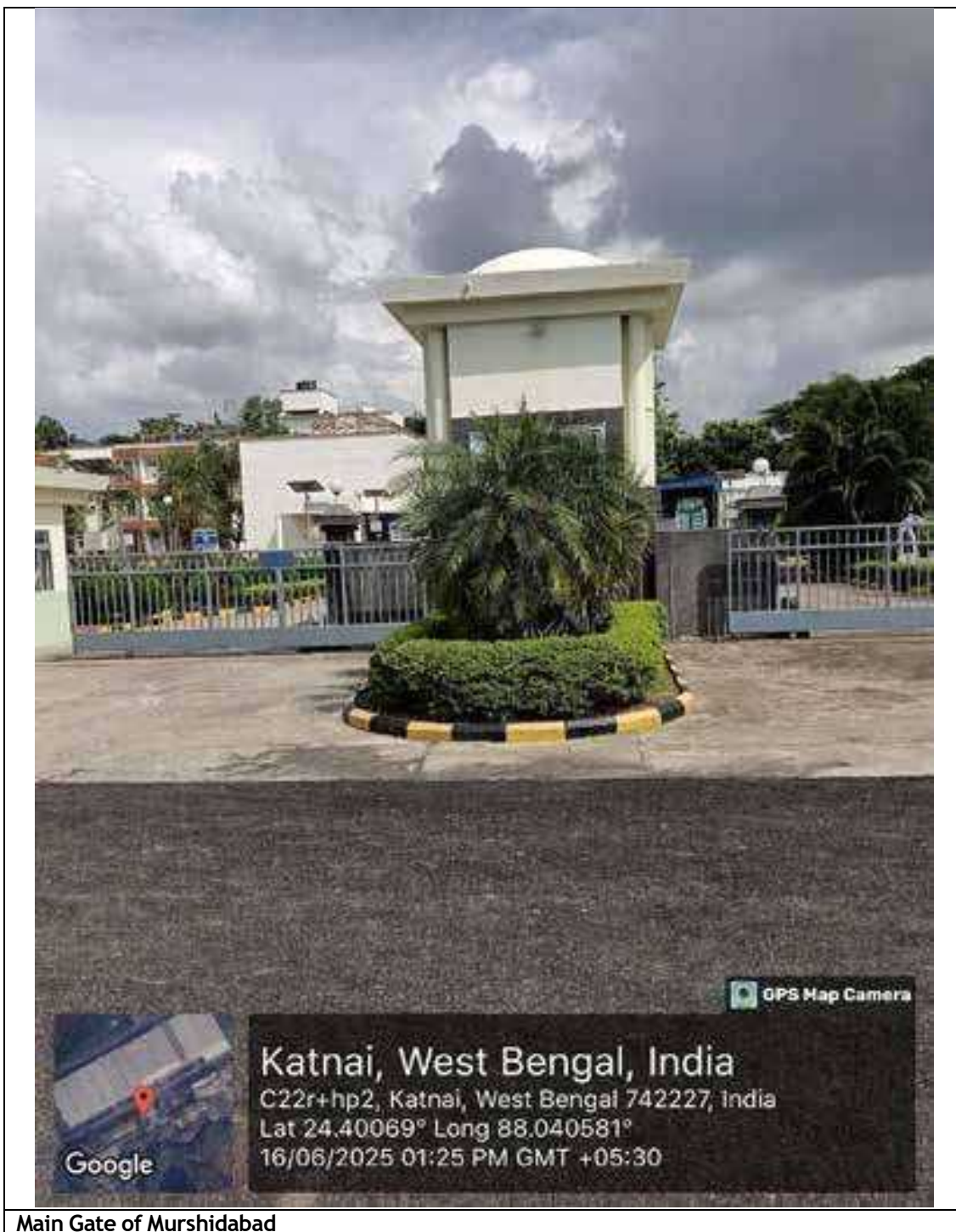


Gym Facility at MDI Gurgaon

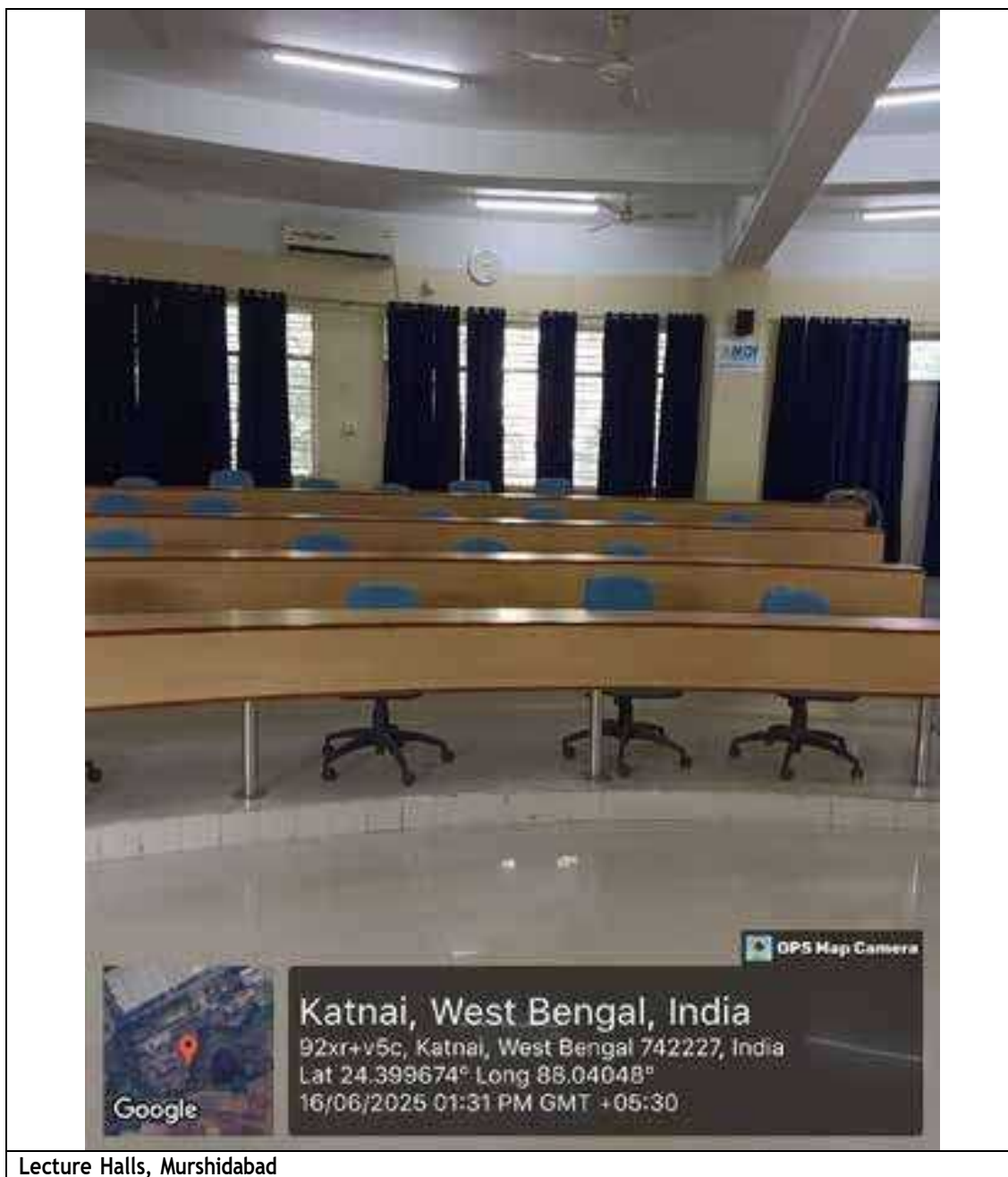


MURSHIDABAD CONSTITUENT UNIT





Main Gate of Murshidabad



Lecture Halls, Murshidabad



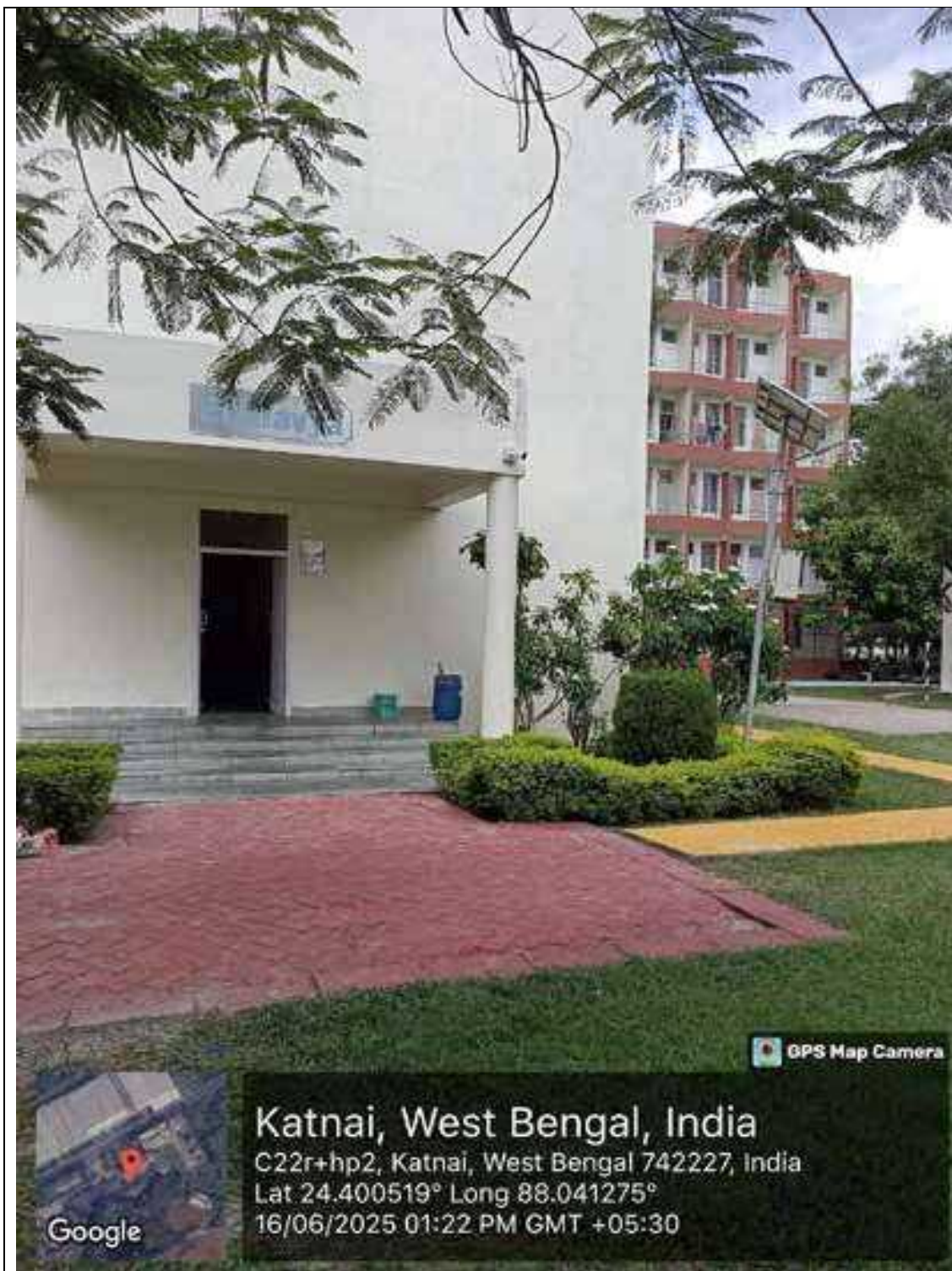
Chaityanya - Library Building



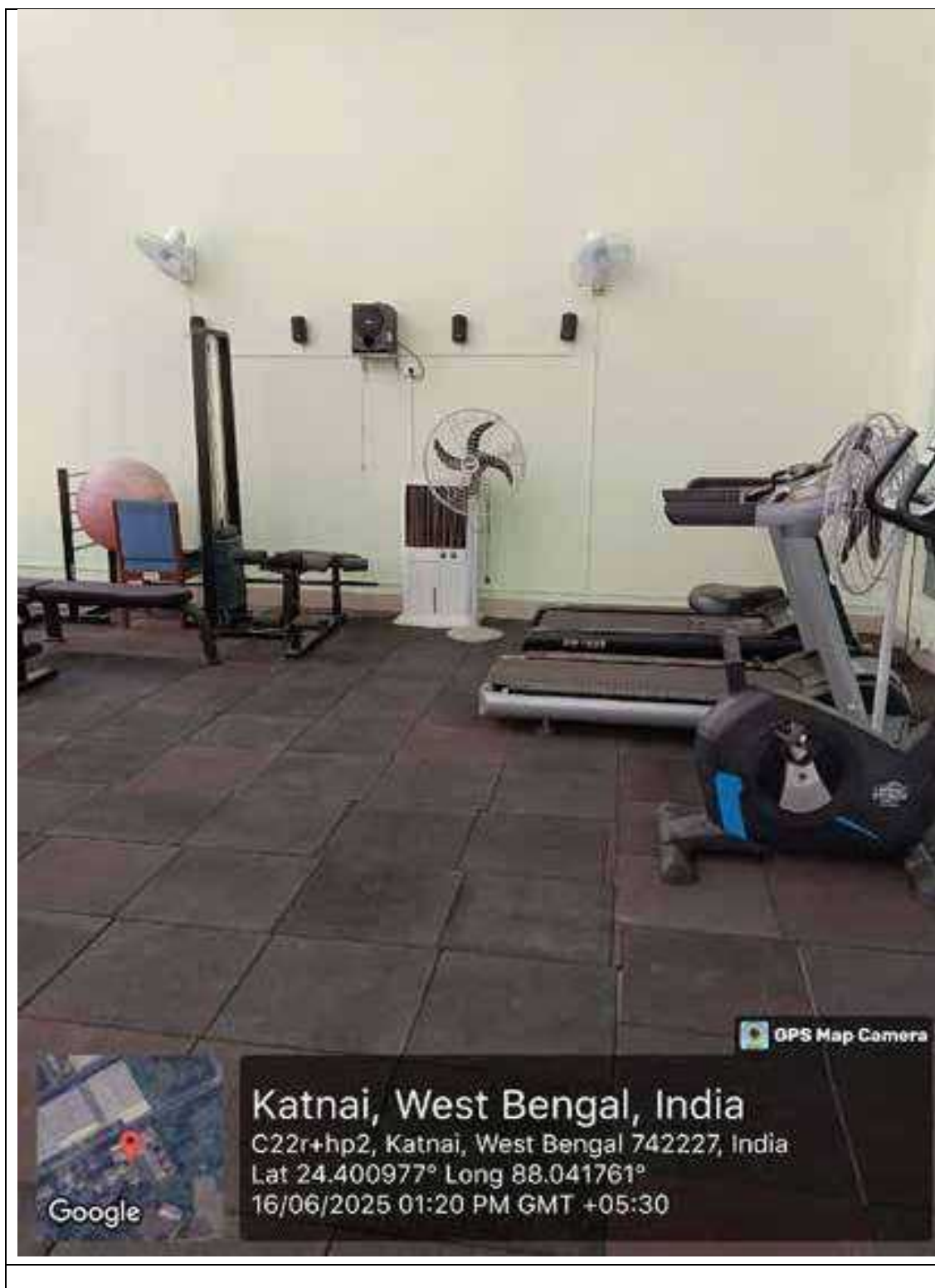


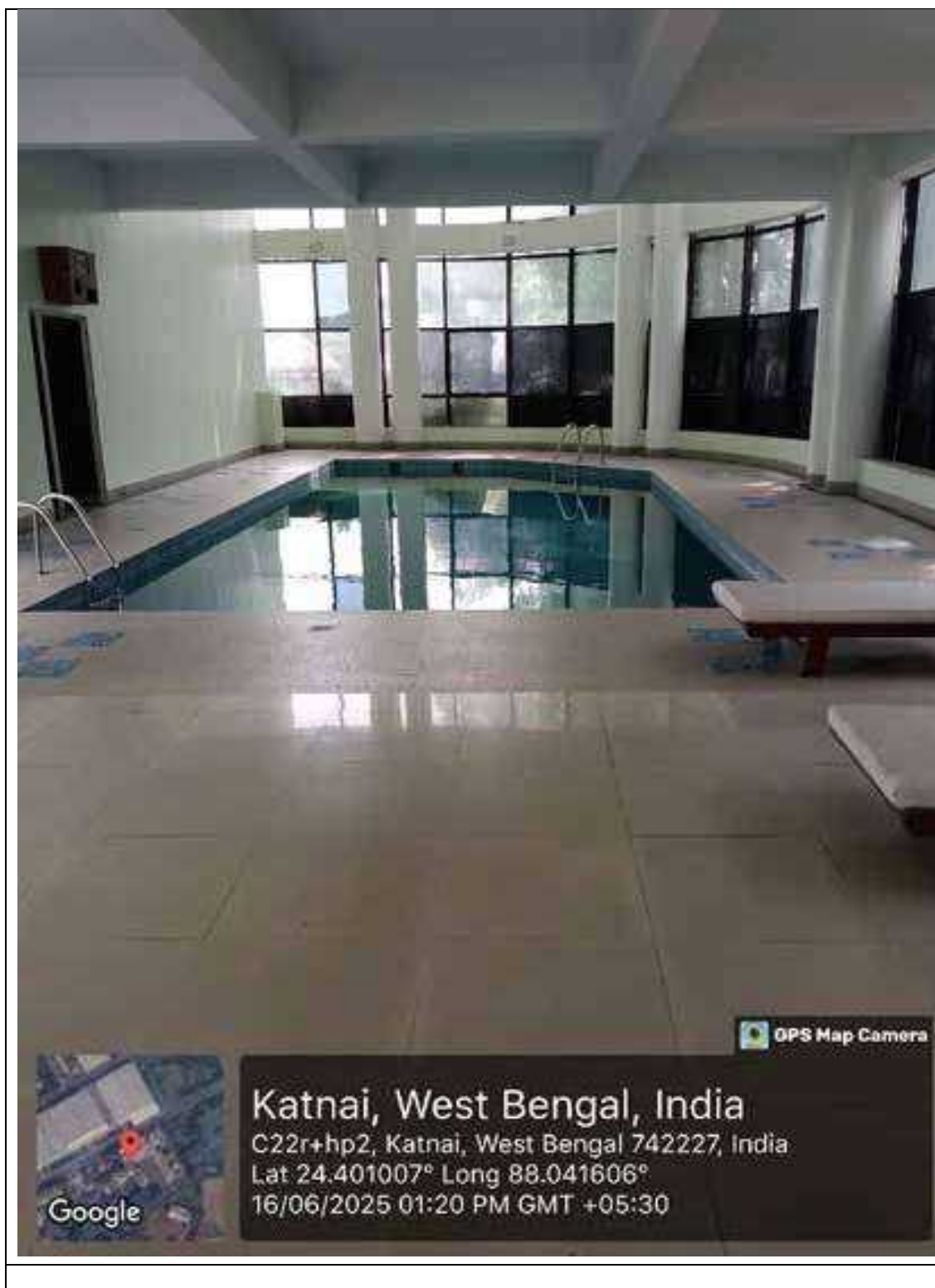


Bhagirathi Boys Hostel and SBI ATM facility



Ekalyvya Girls Hostel



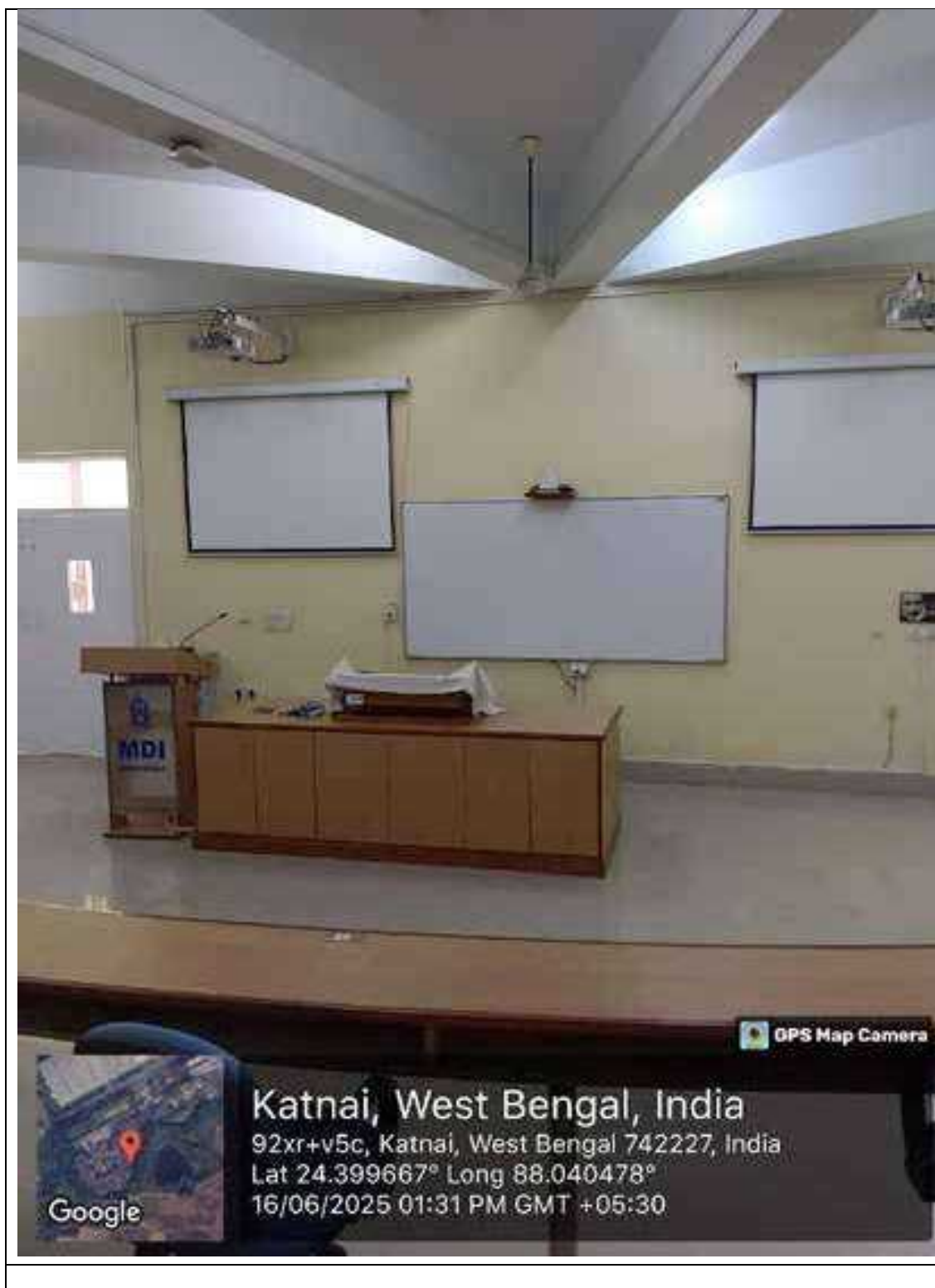




Canteen MDI Murshidabad

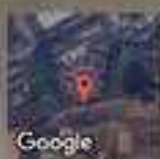


Ariel View of Building





Computer Centre



Katnai, West Bengal, India
92xr+v5c, Katnai, West Bengal 742227, India
Lat 24.399168° Long 88.04013°
18/06/2025 01:36 PM GMT +05:30

OPS Map Camera



File No: SEAC/HR/2024/211

Government of India

Ministry of Environment, Forest and Climate Change

(Issued by the State Environment Impact Assessment

Authority(SEIAA), HARYANA)



Dated 01/02/2025



To,

M/S MANAGEMENT DEVELOPMENT INSTITUTE
ROOM No.-145, TAKSHASHILA BUILDING, MDI CAMPUS, VILLAGE-SUKHRALI, SECTOR-
16, GURUGRAM, HARYANA-122007.
managementinstitute20@gmail.com

Subject: Environment Clearance for Proposed Existing & Proposed Addition of Buildings in Existing Management Development Institute MDI Campus, Village Sukhrali, Sector 16, Gurgaon, Haryana by M/s Management Development Institute.

Sir/Madam,

This has reference to your Proposal No. **SIA/HR/INFRA2/496220/2024 Dated 03.10.2024** subsequent letter dated **29.11.2024** and **30.12.2024** for obtaining **Environment Clearance** under Category **8(a)** of EIA Notification dated 14.09.2006 along with submission of due Scrutiny fee (as applicable) of **Rs. 2,00,000/- vide DD No. 179490 dated 26.08.2024** (in compliance of Haryana Government, Environment & Climate Change, Department Notification No. DE&CCH/3060 dated 14.10.2021).The proposal has been appraised as per prescribed procedure in the light of provisions under the EIA Notification, 2006 on the basis of the mandatory documents enclosed with the application viz., Form-1, Form1-A, Conceptual Plan and additional clarifications furnished in response to the observations of the State Expert Appraisal Committee (SEAC) constituted by MoEF&CC, GoI vide their Notification dated 21.02.2022, in its **305th meeting dated 29.11.2024**.

2. The particulars of the proposal are as below :

(i) EC Identification No.	EC24C0000HR5449395N
(ii) File No.	SEAC/HR/2024/211
(iii) Clearance Type	EC
(iv) Category	B2
(v) Project/Activity Included Schedule No.	8(a) Building / Construction
(vii) Name of Project	Existing & Proposed Addition of Buildings in Existing Management Development Institute MDI Campus
(viii) Name of Company/Organization	ARUN KUMAR SINGH
(ix) Location of Project (District, State)	GURUGRAM, HARYANA
(x) Issuing Authority	SEIAA

(xii) Applicability of General Conditions no

(xiii) Applicability of Specific Conditions no

3. It is inter-alia, noted that the project involves in the **Environment Clearance for Proposed Existing & Proposed Addition of Buildings in Existing Management Development Institute MDI Campus, Village Sukhrali, Sector 16, Gurgaon, Haryana**

4. The basic details of project are as under:

Sr. No.	Particulars	Existing	Expansion	Total Area (in M ²)
	Online Project Proposal Number	Proposal No.-SIA/HR/I NFRA2/496220/2024		
1.	Latitude	28°28'21.26"N,		
2.	Longitude	77° 3'28.15"E		
3.	Plot Area	147224.76 Sq. Mtr. (36.38 Acres)	--	147224.76 Sq. Mtr. (36.38 Acres)
4.	Net Plot Area	142093.032 Sq.mtr (35.11 Acres)	--	142093.032 Sq.mtr (35.11 Acres)
5.	Proposed Ground Coverage under Commercial	5366.013	10613.05	15979.063
6.	Proposed FAR Area	59674.763	35813.669	95488.432
7.	Non-FAR Area	7191.577	19502.07	26693.647
8.	Total Built Up area	66866.34 sq.m	57771.61 sq.m	124637.95 sq.m
9.	Total Green Area with Percentage	66412.72sqm 40% of the plot area)	9056.28 Sq.m 12% of the plot area	Total green area is 75469.20 m ² (52% of plot area)in which block plantation is 17666.97 m ² (12 % of plot area)
10.	Rainwater Harvesting Pits	6	29	35
11.	STP Capacity	125 KLD	500 KLD	125 KLD & 500KLD
12.	Total Parking	605ECS		605 ECS
13.	Organic Waste Converter	02 OWC capacities of (1*500kg/day + 1*500 kg /day)		02 No. of OWC with capacity of 2*500kg/day.
14.	Maximum Height of the Building (m)	34.95m		
15.	Power Requirement	2100 KW	1500 KW	3600 KW
16.	Power Backup	2x 1000KVA & 1x 500 KVA	2x750KVA and 1x 250 KVA	2x1000KVA&1x500 KVA 2x750 KVA&1x250 KVA
17.	Total Water Requirement	81.25 KLD	188.25 KLD	269.5 KLD
18.	Domestic Water Requirement	81.25 KLD	188.25 KLD	269.5 KLD
19.	Fresh Water Requirement	81.25 KLD	188.25 KLD	269.5 KLD
20.	Treated Water	89.84 KLD	190.96 KLD General Washing & Road Washing- 3.46 KLD Landscape -90 KLD	280.8 KLD
21.	Wastewater Generated	105.69 KLD	238.69 KLD	344.38 KLD
22.	Solid Waste Generated	475 Kg/day	1150 Kg/day	1625 kg/ day
23.	Biodegradable Waste	Biodegradable- 190 Kg/Day Non	Biodegradable- 460 Kg/day Non biodegradable-690 Kg/day	Biodegradable-650 Kg/day Non biodegradable-975

		biodegradable- 285 Kg/Day			Kg/day
24.	Number of Towers	36 towers already constructed	Girls Hostel Block Boys Hostel Block Academic Block Area Auditorium Area ESS Academic Block Basement Gate house Auditorium Basement1 Auditorium Basement2		41
25.	Basement		2 Level		
26.	Stories		No. of Floors	2 Basements + G + 8 Floors	
			Girls Hostel Block	4875.197 sq.m (Basements + G + 7 Floors)	
			Boys Hostel Block	5746.70 3sq.m (2 Basements + G +5 Floors)	
			Academic Block Area	22341.37 sq.m (G+4)	
			Auditorium Area	2058.95sq.m (ASSEMBLY B1+B2+G+2)	
27.	R+U Value of Material used (Glass)		R-value of 1.61 U-value of 1.6 W/m²K		
28.	Total Cost of the project:	Land Cost Construction Cost	98.57	210.5 Crore	309.07
30.	EMP Cost/ Budget	Construction phase	Capital Cost		Rs. 293.80 lakhs
			Recurring Cost		Rs. 14.98 lakhs
		Operation phase	Capital Cost		Rs.1607 lakhs
			Recurring Cost		Rs. 10.52 lakhs
		Budget Outside the Project Site CER	Infrastructure development of Government School		Rs. 70 lakhs
			Rejuvenation of pond		Rs.30 lakhs
31.	Incremental Load in respect of:	PM 2.5	53.7	53.77	--
		PM 10	91.8	93.183	--
		SO ₂	8.2	9.792	--
		NO ₂	18.6	25.792	--
		CO	0.938	3.504	--
32.	Construction Phase		Power Back-up- 125 kVA		
			Water Requirement & Source- The total water requirement will be 10 KLD out of which 05 KLD water will be used for construction activities. For domestic use, 05 KLD water will be sourced through tankers.		
			Biotoilets will be used during the construction activity. Anti-Smog Gun- 04no. will be installed at the site. four is already installed at the site		

EMP Budget during the Construction Phase

S. No.	Item	Capital Cost (Rs lakh)	Recurring Cost (Rs lakh/year)
1	Barrier wall around construction site	164.80	-
2	Water sprinkling for dust suppression	-	3.50
3	Anti-smog gun for dust suppression 4 Nos	40.00	2.00
4	Wheel washing bay for construction vehicles	22.00	1.00
5	Shed & covering for construction materials	23.00	1.00
6	Covering of excavated soil	-	1.48
7	Sedimentation trap & storm drains	35.00	2.50
8	Garbage and debris disposal	4.00	1.00
9	Monitoring / testing of air, noise, water & soil	5.00	0.50
10	Six-monthly compliance report of EC conditions	-	2.00
Total		293.80	14.98

EMP Budget during the Construction Phase

S. No.	Item	Capital Cost (Rs lakh)	Recurring Cost (Rs lakh/year)
1	Sewage/ Effluent treatment plant (STP/ ETP)	235.00	1.35
2	Rainwater harvesting system	200.00	1.00
3	Stacks for DG sets	25.00	-
4	GG room enclosure & acoustic treatment	15.00	-
5	Solid waste storage bins & OWC	100.00	0.17
6	Tree plantation & landscaping	400.00	1.50
7	Solar panel (SPV)	330.00	2.50
8	Temperature control walling material (AAC blocks) and sound proof and temperature control windows.	302.00	2.00
9	Monitoring / testing of air, water, noise, soil, stack emission, STP effluent, and GG noise	-	1.00
10	Six-monthly compliance report of EC conditions	--	1.00
Total		1607.00	10.52

EMP Budget outside the Project Site(CER)

Sr. No.	Components	Capital Cost (Rs lakh)
1	Rejuvenation of pond (UID No. 01HRSPTKKD0240RAMP003)	30.00
2	For upliftment of Primary Govt. School Sukhrali or any other school will be adopted (As per Requirement)	70.00
Total		100.00

EMP Budget Summary

Components	Capital Cost (in Lacs)	Recurring Cost (In Lacs)
During Construction phase	293.80	14.98
During Operation phase	1607.00	10.52
Budget Outside the Project Site CER	100.00	
Total	2000.80	25.50

5. In view of the recommendations made by State Expert Appraisal Committee (SEAC) in the said case and further consideration of the documents/details submitted by the Project Proponent; the Authority after discussions decided during **192nd Meeting held on 30.12.2024 "GRANT ENVIRONMENT CLEARANCE"** to M/s Management Development Institute as per letter No. HAI.75/965, dated 16.05.1975 issued by Administrator, Urban Estate, Haryana, Faridabad under category 8(a) of EIA Notification dated 14.09.2006 of the Ministry of Environment and Forest, Government of India.

Copy To

1. Director (IA Division), MoEF& CC, GoI, Indira Paryavaran Bhavan, Zorbagh Road-New Delhi-110003.
2. Chairman, State Environment Impact Assessment Authority, Bay's No. 55-58, Prayatan Bhawan, Sector-2, Panchkula, Haryana.
3. Chairman, Haryana State Pollution Control Board, C-11, Sector-6, Panchkula.
4. Director, Environment & Climate Change Department, Haryana, Bay's No. 55-58, Prayatan Bhawan, Sector-2, Panchkula, Haryana.
5. Director General, Town & Country Planning Haryana, Plot No. 3, Sector - 18A, Madhya Marg, Chandigarh- 160018.
6. Regional Office, Ministry of Environment, Forests & Climate Change, Govt. of India, Bay's No. 24-25, Sector 31-A, Dakshin Marg, Chandigarh-160018.
7. Concerned File/ Office Copy.

Annexure 1

Standard EC Conditions for (Building / Construction)

1. Statutory Compliance

S. No	EC Conditions
1.1	The project proponent shall obtain all necessary clearance/ permission from all relevant agencies including town planning authority before commencement of work. All the construction shall be done in accordance with the local building byelaws.
1.2	The approval of the Competent Authority shall be obtained for structural safety of buildings due to earthquakes, adequacy of firefighting equipment etc. as per National Building Code including protection measures from lightening etc.
1.3	The project proponent shall obtain forest clearance under the provisions of Forest (Conservation) Act, 1980, in case of the diversion of forest land for non-forest purpose involved in the project.
1.4	The project proponent shall obtain clearance from the National Board for Wildlife, if applicable.
1.5	The project proponent shall obtain Consent to Establish / Operate under the provisions of Air (Prevention & Control of Pollution) Act, 1981 and the Water (Prevention & Control of Pollution) Act, 1974 from the concerned State Pollution Control Board/ Committee.
1.6	The project proponent shall obtain the necessary permission for drawl of ground water / surface water required for the project from the competent authority.
1.7	A certificate of adequacy of available power from the agency supplying power to the project along with the load allowed for the project should be obtained.
1.8	All other statutory clearances such as the approvals for storage of diesel from Chief Controller of Explosives, Fire Department, Civil Aviation Department shall be obtained, as applicable, by project proponents from the respective competent authorities.
1.9	The provisions of the Solid Waste Management Rules, 2016, e-Waste (Management) Rules, 2016, and the Plastics Waste Management Rules, 2016, shall be followed.

S. No	EC Conditions
1.10	The project proponent shall follow the ECBC/ECBC-R prescribed by Bureau of Energy Efficiency, Ministry of Power strictly.

2. Air Quality Monitoring And Preservation

S. No	EC Conditions
2.1	Notification GSR 94(E) dated 25.01.2018 of MoEF&CC regarding Mandatory Implementation of Dust Mitigation Measures for Construction and Demolition Activities for projects requiring Environmental Clearance shall be complied with.
2.2	A management plan shall be drawn up and implemented to contain the current exceedance in ambient air quality at the site.
2.3	The project proponent shall install system to carryout Ambient Air Quality monitoring for common/criterion parameters relevant to the main pollutants released (e.g. PM10 and PM2.5) covering upwind and downwind directions during the construction period.
2.4	Diesel power generating sets proposed as source of backup power should be of enclosed type and conform to rules made under the Environment (Protection) Act, 1986. The height of stack of DG sets should be equal to the height needed for the combined capacity of all proposed DG sets. Use of low sulphur diesel. The location of the DG sets may be decided with in consultation with State Pollution Control Board.
2.5	Construction site shall be adequately barricaded before the construction begins. Dust, smoke & other air pollution prevention measures shall be provided for the building as well as the site. These measures shall include screens for the building under construction, continuous dust/ wind breaking walls all around the site (at least 3-meter height). Plastic/tarpaulin sheet covers shall be provided for vehicles bringing in sand, cement, murram and other construction materials prone to causing dust pollution at the site as well as taking out debris from the site.
2.6	Sand, murram, loose soil, cement, stored on site shall be covered adequately so as to prevent dust pollution.
2.7	Wet jet shall be provided for grinding and stone cutting.
2.8	Unpaved surfaces and loose soil shall be adequately sprinkled with water to suppress dust.
2.9	All construction and demolition debris shall be stored at the site (and not dumped on the roads or open spaces outside) before they are properly disposed. All demolition and construction waste shall be managed as per the provisions of the Construction and Demolition Waste Management Rules 2016.
2.10	The diesel generator sets to be used during construction phase shall be low sulphur diesel type and shall conform to Environmental (Protection) prescribed for air and noise emission standards.
2.11	The gaseous emissions from DG set shall be dispersed through adequate stack height as per CPCB standards. Acoustic enclosure shall be provided to the DG sets to mitigate the noise pollution. Low sulphur diesel shall be used. The location of the DG set and exhaust pipe height shall be as per the

S. No	EC Conditions
	provisions of the Central Pollution Control Board (CPCB) norms.
2.12	For indoor air quality the ventilation provisions as per National Building Code of India.

3. Water Quality Monitoring And Preservation

S. No	EC Conditions
3.1	The natural drain system should be maintained for ensuring unrestricted flow of water. No construction shall be allowed to obstruct the natural drainage through the site, on wetland and water bodies. Check dams, bio-swales, landscape, and other sustainable urban drainage systems (SUDS) are allowed for maintaining the drainage pattern and to harvest rain water.
3.2	Buildings shall be designed to follow the natural topography as much as possible. Minimum cutting and filling should be done.
3.3	Total fresh water use shall not exceed the proposed requirement as provided in the project details.
3.4	The quantity of fresh water usage, water recycling and rainwater harvesting shall be measured and recorded to monitor the water balance as projected by the project proponent. The record shall be submitted to the Regional Office, MoEF&CC along with six monthly Monitoring reports.
3.5	A certificate shall be obtained from the local body supplying water, specifying the total annual water availability with the local authority, the quantity of water already committed, the quantity of water allotted to the project under consideration and the balance water available. This should be specified separately for ground water and surface water sources, ensuring that there is no impact on other users.
3.6	At least 20% of the open spaces as required by the local building bye-laws shall be pervious. Use of Grass pavers, paver blocks with at least 50% opening, landscape etc. would be considered as pervious surface.
3.7	Installation of dual pipe plumbing for supplying fresh water for drinking, cooking and bathing etc and other for supply of recycled water for flushing, landscape irrigation, car washing, thermal cooling, conditioning etc. shall be done.
3.8	Use of water saving devices/fixtures (viz. low flow flushing systems; use of low flow faucets tap aerators etc) for water conservation shall be incorporated in the building plan.
3.9	Separation of grey and black water should be done by the use of dual plumbing system. In case of single stack system separate recirculation lines for flushing by giving dual plumbing system be done.
3.10	Water demand during construction should be reduced by use of pre-mixed concrete, curing agents and other best practices referred.
3.11	The local bye-law provisions on rain water harvesting should be followed. If local bye-law provision is not available, adequate provision for storage and recharge should be followed as per the Ministry of Urban Development Model Building Byelaws, 2016. Rain water harvesting recharge

S. No	EC Conditions
	pits/storage tanks shall be provided for ground water recharging as per the CGWB norms.
3.12	A rain water harvesting plan needs to be designed where the recharge bores of minimum one recharge bore per 5,000 square meters of built up area and storage capacity of minimum one day of total fresh water requirement shall be provided. In areas where ground water recharge is not feasible, the rain water should be harvested and stored for reuse. The ground water shall not be withdrawn without approval from the Competent Authority.
3.13	All recharge should be limited to shallow aquifer.
3.14	No ground water shall be used during construction phase of the project.
3.15	Any ground water dewatering should be properly managed and shall conform to the approvals and the guidelines of the CGWA in the matter. Formal approval shall be taken from the CGWA for any ground water abstraction or dewatering.
3.16	The quantity of fresh water usage, water recycling and rainwater harvesting shall be measured and recorded to monitor the water balance as projected by the project proponent. The record shall be submitted to the Regional Office, MoEF&CC along with six monthly Monitoring reports.
3.17	Sewage shall be treated in the STP with tertiary treatment. The treated effluent from STP shall be recycled/re-used for flushing, AC make up water and gardening. As proposed, no treated water shall be disposed in to municipal drain.
3.18	No sewage or untreated effluent water would be discharged through storm water drains.
3.19	Onsite sewage treatment of capacity of treating 100% waste water to be installed. The installation of the Sewage Treatment Plant (STP) shall be certified by an independent expert and a report in this regard shall be submitted to the Ministry before the project is commissioned for operation. Treated waste water shall be reused on site for landscape, flushing, cooling tower, and other end-uses. Excess treated water shall be discharged as per statutory norms notified by Ministry of Environment, Forest and Climate Change. Natural treatment systems shall be promoted.
3.20	Periodical monitoring of water quality of treated sewage shall be conducted. Necessary measures should be made to mitigate the odour problem from STP.
3.21	Sludge from the onsite sewage treatment, including septic tanks, shall be collected, conveyed and disposed as per the Ministry of Urban Development, Central Public Health and Environmental Engineering Organization (CPHEEO) Manual on Sewerage and Sewage Treatment Systems, 2013.

4. Noise Monitoring And Prevention

S. No	EC Conditions
4.1	Ambient noise levels shall conform to residential area/commercial area/industrial area/silence zone both during day and night as per Noise Pollution (Control and Regulation) Rules, 2000. Incremental pollution loads on the ambient air and noise quality shall be closely monitored during construction phase. Adequate measures shall be made to reduce ambient air and noise level during construction phase, so as to conform to the stipulated standards by CPCB / SPCB.

S. No	EC Conditions
4.2	Noise level survey shall be carried as per the prescribed guidelines and report in this regard shall be submitted to Regional Officer of the Ministry as a part of six-monthly compliance report.
4.3	Acoustic enclosures for DG sets, noise barriers for ground-run bays, ear plugs for operating personnel shall be implemented as mitigation measures for noise impact due to ground sources.

5. Energy Conservation Measures

S. No	EC Conditions
5.1	Compliance with the Energy Conservation Building Code (ECBC) of Bureau of Energy Efficiency shall be ensured. Buildings in the States which have notified their own ECBC, shall comply with the State ECBC.
5.2	Outdoor and common area lighting shall be LED.
5.3	Concept of passive solar design that minimize energy consumption in buildings by using design elements, such as building orientation, landscaping, efficient building envelope, appropriate fenestration, increased day lighting design and thermal mass etc. shall be incorporated in the building design. Wall, window, and roof u-values shall be as per ECBC specifications.
5.4	Energy conservation measures like installation of CFLs/ LED for the lighting the area outside the building should be integral part of the project design and should be in place before project commissioning.
5.5	Solar, wind or other Renewable Energy shall be installed to meet electricity generation equivalent to 1% of the demand load or as per the state level/ local building bye-laws requirement, whichever is higher.
5.6	Solar power shall be used for lighting in the apartment to reduce the power load on grid. Separate electric meter shall be installed for solar power. Solar water heating shall be provided to meet 20% of the hot water demand of the commercial and institutional building or as per the requirement of the local building bye-laws, whichever is higher. Residential buildings are also recommended to meet its hot water demand from solar water heaters, as far as possible.

6. Waste Management

S. No	EC Conditions
6.1	A certificate from the competent authority handling municipal solid wastes, indicating the existing civic capacities of handling and their adequacy to cater to the M.S.W. generated from project shall be obtained.
6.2	Disposal of muck during construction phase shall not create any adverse effect on the neighbouring communities and be disposed taking the necessary precautions for general safety and health aspects of people, only in approved sites with the approval of competent authority.
6.3	Separate wet and dry bins must be provided in each unit and at the ground level for facilitating

S. No	EC Conditions
	segregation of waste. Solid waste shall be segregated into wet garbage and inert materials.
6.4	Organic waste compost/Vermiculture pit/Organic Waste Converter within the premises with a minimum capacity of 0.3 kg /person/day must be installed.
6.5	All non-biodegradable waste shall be handed over to authorized recyclers for which a written tie up must be done with the authorized recyclers.
6.6	Any hazardous waste generated during construction phase, shall be disposed off as per applicable rules and norms with necessary approvals of the State Pollution Control Board.
6.7	Use of environment friendly materials in bricks, blocks and other construction materials, shall be required for at least 20% of the construction material quantity. These include Fly Ash bricks, hollow bricks, AACs, Fly Ash Lime Gypsum blocks, Compressed earth blocks, and other environment friendly materials.
6.8	Fly ash should be used as building material in the construction as per the provision of Fly Ash Notification of September, 1999 and amended as on 27th August, 2003 and 25th January, 2016. Ready mixed concrete must be used in building construction.
6.9	Any wastes from construction and demolition activities related thereto shall be managed so as to strictly conform to the Construction and Demolition Waste Management Rules, 2016.
6.10	Used CFLs and TFLs should be properly collected and disposed off/sent for recycling as per the prevailing guidelines/ rules of the regulatory authority to avoid mercury contamination.

7. Green Cover

S. No	EC Conditions
7.1	No tree can be felled/transplant unless exigencies demand. Where absolutely necessary, tree felling shall be with prior permission from the concerned regulatory authority. Old trees should be retained based on girth and age regulations as may be prescribed by the Forest Department. Plantations to be ensured species (cut) to species (planted).
7.2	A minimum of 1 tree for every 80 sqm of land should be planted and maintained. The existing trees will be counted for this purpose. The landscape planning should include plantation of native species. The species with heavy foliage, broad leaves and wide canopy cover are desirable. Water intensive and/or invasive species should not be used for landscaping.
7.3	Where the trees need to be cut with prior permission from the concerned local Authority, compensatory plantation in the ratio of 1:10 (i.e. planting of 10 trees for every 1 tree that is cut) shall be done and maintained. Plantations to be ensured species (cut) to species (planted). Area for green belt development shall be provided as per the details provided in the project document.
7.4	Topsoil should be stripped to a depth of 20 cm from the areas proposed for buildings, roads, paved areas, and external services. It should be stockpiled appropriately in designated areas and reapplied during plantation of the proposed vegetation on site.

8. Transport

S. No	EC Conditions
8.1	A comprehensive mobility plan, as per MoUD best practices guidelines (URDPFI), shall be prepared to include motorized, non-motorized, public, and private networks. Road should be designed with due consideration for environment, and safety of users. The road system can be designed with these basic criteria: a. Hierarchy of roads with proper segregation of vehicular and pedestrian traffic. b. Traffic calming measures. c. Proper design of entry and exit points. d. Parking norms as per local regulation.
8.2	Vehicles hired for bringing construction material to the site should be in good condition and should have a pollution check certificate and should conform to applicable air and noise emission standards be operated only during non-peak hours.
8.3	A detailed traffic management and traffic decongestion plan shall be drawn up to ensure that the current level of service of the roads within a 05 kms radius of the project is maintained and improved upon after the implementation of the project. This plan should be based on cumulative impact of all development and increased habitation being carried out or proposed to be carried out by the project or other agencies in this 05 Kms radius of the site in different scenarios of space and time and the traffic management plan shall be duly validated and certified by the State Urban Development department and the P.W.D./ competent authority for road augmentation and shall also have their consent to the implementation of components of the plan which involve the participation of these departments.

9. Human Health Issues

S. No	EC Conditions
9.1	All workers working at the construction site and involved in loading, unloading, carriage of construction material and construction debris or working in any area with dust pollution shall be provided with dust mask.
9.2	For indoor air quality the ventilation provisions as per National Building Code of India.
9.3	Emergency preparedness plan based on the Hazard identification and Risk Assessment (HIRA) and Disaster Management Plan shall be implemented.
9.4	Provision shall be made for the housing of construction labour within the site with all necessary infrastructure and facilities such as fuel for cooking, mobile toilets, mobile STP, safe drinking water, medical health care, crèche etc. The housing may be in the form of temporary structures to be removed after the completion of the project.
9.5	Occupational health surveillance of the workers shall be done on a regular basis.
9.6	A First Aid Room shall be provided in the project both during construction and operations of the project.
9.7	Corporate Environment Responsibility

S. No	EC Conditions
	The project proponent shall comply with the provisions of CER, as applicable.
9.8	The company shall have a well laid down environmental policy duly approved by the Board of Directors. The environmental policy should prescribe for standard operating procedures to have proper checks and balances and to bring into focus any infringements/ deviation/ violation of the environmental/ forest/ wildlife norms/ conditions. The company shall have defined system of reporting infringements/ deviation/ violation of the environmental/ forest/ wildlife norms/ conditions and/ or shareholders/ stake holders. The copy of the board resolution in this regard shall be submitted to the MoEF&CC as a part of six-monthly report.
9.9	A separate Environmental Cell both at the project and company head quarter level, with qualified personnel shall be set up under the control of senior Executive, who will directly to the head of the organization.
9.10	Action plan for implementing EMP and environmental conditions along with responsibility matrix of the company shall be prepared and shall be duly approved by competent authority. The year wise funds earmarked for environmental protection measures shall be kept in separate account and not to be diverted for any other purpose. Year wise progress of implementation of action plan shall be reported to the Ministry/Regional Office along with the Six Monthly Compliance Report.

10. Miscellaneous

S. No	EC Conditions
10.1	The project proponent shall prominently advertise it at least in two local newspapers of the District or State, of which one shall be in the vernacular language within seven days indicating that the project has been accorded environment clearance and the details of MoEFCC/SEIAA website where it is displayed.
10.2	The environmental clearance shall be submitted by the project proponents to the Heads of local bodies, Panchayats and Municipal Bodies in addition to the relevant offices of the Government who in turn has to display the same for 30 days from the date of receipt.
10.3	The project proponent shall upload the status of compliance of the stipulated environment clearance conditions, including results of monitored data on their website and update the same on half-yearly basis.
10.4	The project proponent shall submit six-monthly reports on the status of the compliance of the stipulated environmental conditions on the website of the ministry of Environment, Forest and Climate Change at environment clearance portal.
10.5	The company shall have a well laid down environmental policy duly approved by the Board of Directors. The environmental policy should prescribe for standard operating procedures to have proper checks and balances and to bring into focus any infringements/deviation/violation of the environmental/forest/wildlife norms/conditions. The company shall have defined system of reporting infringements/deviation/violation of the environmental/forest/wildlife norms/conditions and/or shareholders/stake holders. The copy of the board resolution in this regard shall be submitted to the MoEF&CC as a part of six-monthly report.

S. No	EC Conditions
10.6	A separate Environmental Cell both at the project and company head quarter level, with qualified personnel shall be set up under the control of senior Executive, who will directly report to the head of the organization.
10.7	Action plan for implementing EMP and environmental conditions along with responsibility matrix of the company shall be prepared and shall be duly approved by competent authority. The year wise funds earmarked for environmental protection measures shall be kept in separate account and not to be diverted for any other purpose. Year wise progress of implementation of action plan shall be reported to the Ministry/Regional Office along with the Six Monthly Compliance Report
10.8	The project proponent shall submit the environmental statement for each financial year in Form-V to the concerned State Pollution Control Board as prescribed under the Environment (Protection) Rules, 1986, as amended subsequently and put on the website of the company.
10.9	The project proponent shall inform the Regional Office as well as the Ministry, the date of financial closure and final approval of the project by the concerned authorities, commencing the land development work and start of production operation by the project.
10.10	The project authorities must strictly adhere to the stipulations made by the State Pollution Control Board and the State Government.
10.11	The project proponent shall abide by all the commitments and recommendations made in the EIA/EMP report and also that during their presentation to the Expert Appraisal Committee.
10.12	No further expansion or modifications in the plant shall be carried out without prior approval of the Ministry of Environment, Forest and Climate Change (MoEF&CC).
10.13	Concealing factual data or submission of false/fabricated data may result in revocation of this environmental clearance and attract action under the provisions of Environment (Protection) Act, 1986.
10.14	The Ministry/SEIAA may revoke or suspend the clearance, if implementation of any of the above conditions is not satisfactory.
10.15	The Ministry/SEIAA reserves the right to stipulate additional conditions if found necessary. The Company in a time bound manner shall implement these conditions.
10.16	The Regional Office of this Ministry shall monitor compliance of the stipulated conditions. The project authorities should extend full cooperation to the officer (s) of the Regional Office by furnishing the requisite data / information/monitoring reports.
10.17	The above conditions shall be enforced, inter-alia under the provisions of the Water (Prevention & Control of Pollution) Act, 1974, the Air (Prevention & Control of Pollution) Act, 1981, the Environment (Protection) Act, 1986, Hazardous and Other Wastes (Management and Transboundary Movement) Rules, 2016, and the Public Liability Insurance Act, 1991 along with their amendments and Rules and any other orders passed by the Hon'ble Supreme Court of India / High Courts and any other Court of Law relating to the subject matter.
10.18	Any appeal against this EC shall lie with the National Green Tribunal, if preferred, within a period of 30 days as prescribed under Section 16 of the National Green Tribunal Act, 2010.

S. No	EC Conditions
10.19	The validity of this environment clearance letter is valid up to 10 years from the date of issuance of EC letter in accordance with the MoEF& CC, GoI Notification No. S.O.1807 (E), dated the 12th April, 2022. The environment clearance conditions applicable till life space project will continue to apply. In case of violation the action will be taken as per the laid down law of land. Compliance report shall be sent to this office till life of the project.
10.20	If project is not completed within the validity period then the project proponent shall submit the application for extension of validity within one month before the lapse of validity period of Environment Clearance

11. Specific Conditions

S. No	EC Conditions
11.1	Sewage shall be treated in the STP based on latest Technology with tertiary treatment i.e. Ultra Filtration to achieve standards ordered by NGT. The Treated effluent from STP shall be recycled/reused for flushing, DG cooling and Gardening. The dimension of each component of STP should be properly designed as per Norms.
11.2	The Project Proponent would devise a monitoring plan to the satisfaction of the State Pollution Control Board so as to continuously monitor the treated waste water being used for flushing in terms of faecal coli forms and other pathogenic bacteria.
11.3	The PP shall ensure that total EMP Budget shall be spent on project during construction as well as during operational phase. The EMP cost on Socio Economic activities shall be used before the commencement of the project & EMP recurring inside the project shall be implemented throughout the operation of the project. The PP shall establish Environment monitoring cell as per documents submitted.
11.4	The Project Proponents would commission a third party study on the implementation of conditions related to quality and quantity of recycle and reuse of treated water, efficiency of treatment systems, quality of treated water being supplied for flushing (specially the bacterial counts), comparative bacteriological studies from toilet seats using recycled treated waters and fresh waters for flushing, and quality of water being supplied through spray faucets attached to toilet seats.
11.5	Separate wet and dry bins must be provided in each unit and at ground level for facilitating segregation of waste. Solid Waste shall be segregated into wet garbage and inert materials. Wet Garbage shall be composted in Organic waste convertor. Adequate area shall be provided for solid waste management within the premises which will include area for segregation, composting. The Inert waste from the project will be sent to dumping site.
11.6	Traffic management plan as submitted shall be implemented in letter and spirit. Apart, a detailed traffic management and traffic decongestion plan shall be drawn up to ensure that the current level of service of the roads within a 05 kms radius of the project is marinated and improved upon after the implementation of the project. This plan should be based on cumulative impact of all development and increased habilitation being carried out or purpose to be carried out by the project or other agencies in this 05kms radius of the site in different scenarios of space and time.
11.7	The Project Proponent shall obtain all necessary clearance/permission from all relevant agencies including town planning authority before commencement of work. All the construction shall be

S. No	EC Conditions
	done in accordance with the local building byelaws.
11.8	The PP shall install the Eco Friendly Green Transformer based on ester oil to reduce the carbon foot print. The PP shall shift to gas based generator set when the gas is available. The PP shall install APCM for the DG set. The PP shall reduce the SO ₂ load by 30% if HSD is used.
11.9	The PP shall install electric charging points for charging of electric vehicles.
11.10	Consent to establish/operate for the expansion project shall be obtained from the State Pollution Control Board as required under the Air (Prevention and Control of pollution) Act, 1981 and the Water (Prevention and control of pollution) Act, 1974.
11.11	The Approval of the Competent Authority shall be obtained for structural safety of building code due to earthquakes, adequacy of firefighting equipments etc. as per National Building Code including protection measures from lightening etc.
11.12	That Project Proponent shall ensure that Revenue Rasta shall not be obstructed or transgressed to hamper the public movement in any way. Meaning thereby, Revenue Rasta shall remain open & accessible to public as existed earlier. Any attempt to obstruct/divert the Revenue Rasta, shall invite stern action as deemed appropriate from the Competent Authority.
11.13	The PP shall not carry any construction below the HT Line passing through the project, if any.
11.14	The PP shall obtain the Fire NOC from the Competent Authority before taking occupation of the building.
11.15	Separate Fire Safety Plan shall be prepared, if there is any gaming zone at project site.
11.16	The PP shall not give occupation or possession before the water supply, sewage connection and electricity connection permitted by the competent authority.
11.17	The PP shall obtain the permission regarding withdrawal of ground water from CGWA before the start of the project and also obtained the CTO from HSPCB after the approval from CGWA.
11.18	The PP shall carry out the quarterly awareness programs for the stakeholders of the commercial colony/project.
11.19	The PP shall install Digital water level recorder for monitoring the water recharge and carry out quarterly maintenance and cleaning of RWH pits .
11.20	The PP shall ensure the compliance of provisions of Plastic Waste Management (Amendment) Rules, 2022 relevant for the project.
11.21	The PP may provide electric charging stations to facilitate electric vehicle commuters.
11.22	The PP shall take all preventive measures including water sprinkles to control dust during construction and operational phase.
11.23	Any change in stipulations of EC will lead to Environment Clearance void-ab-initio and PP will

S. No	EC Conditions
	have to seek fresh Environment Clearance.
11.24	The Project Proponent shall ensure that trees planted under the project shall be well grown healthy and established trees of more than 10cm DBH (diameter above 137cm above ground level) or more than 31.4cm in girth.
11.25	The Project Proponent shall ensure raising the number of established trees as per norms proposed for the project and finally approved during the EC granting process.
11.26	The PP shall get project electrification plan approved from the competent authority before operation of the project.
11.27	As proposed total green area of the project is 75469.20 m²(52% of plot area)in which block plantation is 17666.97 m² (12 % of plot area).
11.28	35 Rain Water Harvesting Pits shall be provided for ground water recharging as per the CGWB norms.
11.29	The PP shall provide the total Solar plant of 500 KWp.
11.30	The PP shall carry out plantation of saplings in the proposed green area as a part of the tree plantation campaign “Ek Ped Maa Ke Naam” and shall upload the details of the same in the MeriLiFE Portal (http://merilife.nic.in).
11.31	The PP shall install required number of Anti-Smog Gun at the project site as per the requirement of HSPCB.
11.32	The PP shall register themselves on https://dustapphspcb.comportal as per the <u>Direction No.14</u> dated 11.06.2021 issued regarding dust mitigation by Commission for Air Quality Management in National Capital Region and Adjoining Areas.
11.33	The Project Proponent will install DG sets for the project as per latest guidelines of GRAP, NCAP & CPCB.
11.34	The Project Proponent will undertake prescribed mitigation measures during the construction period.
11.35	The Project Proponent will adopt nearby government school for improvement of infrastructure with a CER budget of Rs.70 lakhs.
11.36	The Project Proponent will undertake rejuvenation of pond (UID No. 01HRSPTKKD0240RAMP003) with a CER budget of Rs 30 lakhs.

Signed by
Virender Kumar Dahiya
Date: 03-02-2025 11:03:48
Reason: Verified and
signed



हरियाणा HARYANA

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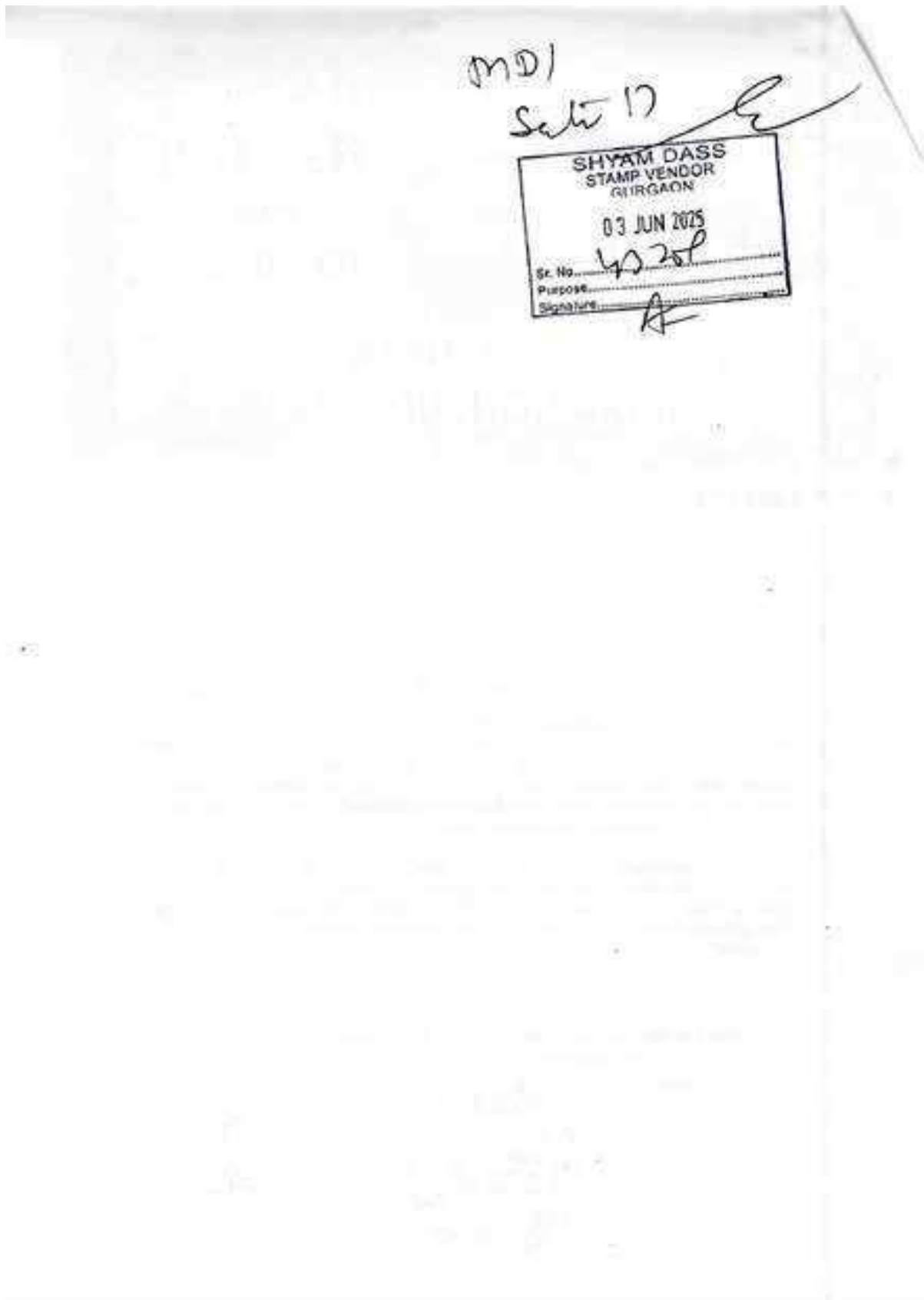
AFFIDAVIT

The Management Development Institute Society (shortly **MDIS**), a Society registered under the Societies Registration Act, 1860 with Regn. No. 5395, dated 17.05.1972 which is the sponsoring body of the Management Development Institute, (shortly **MDI**), the proposed Deemed to be University, do hereby undertakes to abide by the following terms and conditions stipulated in the UGC (Institutions Deemed to be Universities) Regulations 2023

And accordingly, I, Dr. Antony Jose, S/o C V Joseph, aged 58 years, r/o Flat No. 2001, Samridhi Building, Management Development Institute Campus, Sukhrali, Sector -17 C, Gurgaon - 122 007 (Haryana) in my capacity as Secretary, Management Development Institute Society, do hereby solemnly affirm, declare and undertakes the following: -

1. That the Management Development Institute Society (MDIS), the Sponsoring Body of the Management Development Institute (MDI) shall make available the necessary infrastructure for operating the Management Development





Institute, the proposed institution deemed to be university without any rental or other such charges.

2. The MDIS shall abide by all the provisions of the UGC Act, 1956, and the rules and regulations made thereunder the Act including the UGC (Institutions Deemed to be Universities) Regulations 2023, as amended from time to time and shall all time abide it.


DEPONENT

VERIFICATION:

VERIFIED at Gurugram on this day of 03rd June, 2025 that the contents of the above-said affidavit are true and correct to the best of my knowledge and belief and nothing material has been concealed therefrom.


DEPONENT



ATTESTED
RAM NIWAS MALIK, ADVOCATE
NOTARY GURUGRAM HRY INDIA

03 JUN 2025

Annexure-5

Undertaking to the effect that the proposed MDI as deemed to be University shall abide by all provisions of the UGC Act, rules, regulations made thereunder and UGC (Institutions Deemed to be Universities) Regulations, 2023 by the MDI Society.



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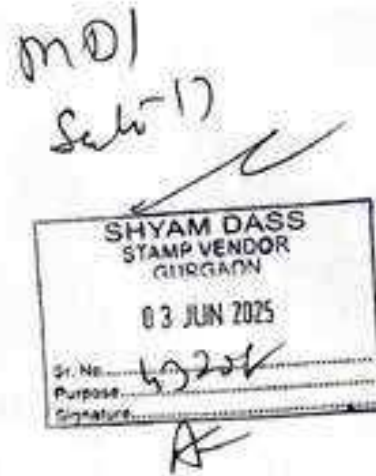
AFFIDAVIT

The Management Development Institute Society (shortly 'MDIS'), a Society registered under the Societies Registration Act, 1860 with Regn. No. 5395, dated 17.05.1972 which is the sponsoring body of the Management Development Institute, (shortly 'MDI'), the proposed Deemed to be University do hereby undertakes to abide by the following terms and conditions stipulated in the UGC (Institutions Deemed to be Universities) Regulations 2023.

And accordingly, I, **Dr. Antony Jose**, S/o C V Joseph, aged 56 years, r/o Flat No. 2001, Samridhi Building, Management Development Institute Campus, Sukhrail, Sector -17 C, Gurgaon - 122 007 (Haryana) in my capacity as Secretary, Management Development Institute Society, do hereby solemnly affirm, declare and undertakes the following:-

1. That I am the **Secretary of the Management Development Institute Society (MDIS)** and fully aware about the application to be submitted to the University Grants Commission (UGC) for the grant of deemed to be University status to Management Development Institute under Distinct Category (Existing) in terms of UGC (Institutions Deemed to be Universities) Regulations, 2023 and competent to swear the present affidavit.





2. That all moveable and immovable assets of the MDIS/Management Development Institute, the proposed Deemed to be University shall be used only for the purpose of conducting academic activities, promotion of research, and related administrative requirements of the Management Development Institute/Institution Deemed to be University.
3. That the **existing Memorandum of Association, Rules and Regulations of the MDIS shall be revised** in conformity with the provisions under the UGC (Institutions Deemed to be Universities) Regulations, 2023, as amended from time to time before the issuance of Gazette Notification by the Ministry of Education, Department of Higher Education, Govt. of India under section 3 of the UGC Act, 1956.
4. That the Management Development Institute, the proposed deemed to be University is a **not-for-profit organisation** and shall not be engaged in the commercialization of higher education through its academic programmes.
5. That after the declaration of the Management Development Institute as Deemed to be University, it shall not use the word 'University' suffixed to its name but may mention the words "deemed to be university" within parenthesis suffixed thereto.
6. That a **corpus fund of Rs. 25.00 crores** (Rupees twenty-five crore only) or as decided by the UGC from time to time, shall be created and maintained in the name of the Management Development Institute /Institution Deemed to be University.
7. That the **interest accrued on the corpus fund** shall be used only for the purpose of further development of the Management Development Institute/Institution deemed to be the University.
8. That, Management Development Institute the proposed Deemed to be University shall abide by all the provisions of the UGC Act, 1956 and the rules and regulations made under the said UGC Act including the UGC (Institutions Deemed to be Universities) Regulations 2023.


DEPONENT

VERIFICATION:

VERIFIED at Gurugram (Haryana) on this day of 03rd June, 2025 that the contents of the above-said affidavit are true and correct to the best of my knowledge and belief and nothing material has been concealed therefrom.


DEPONENT



ATTESTED
RAM NIWAS MALIK, ADVOCATE
NOTARY, GURUGRAM (HR.) INDIA
03 JUN 2025

APPENDIX-1

GLOBAL ENGAGEMENTS @ MDI

Global Engagements

After emergency of global citizenship, exposure to the global and multi-cultural environment of working is well appreciated and much needed by transnational companies and Indian corporate houses. It provides a unique opportunity for the students to enrich their academic experience and widen their career horizons.

MDI Gurgaon's global partnerships include exchange of distinguished faculty, research collaboration, development of academic materials, and collaborative work on projects of international scope. Exchange programmes promote a greater understanding of the multi-faceted international issues. Such programmes increase the competencies of students who will live and work in an increasingly interdependent globalised world. Courses at MDI are designed keeping in mind international academic standards.

India Immersion Programme

MDI nurtures a vision to be a truly global business school. As economic networks gained eminence over geographic boundaries, MDI realised the emerging role of international markets and the need for B-schools to groom managers with international perspective. The process of building linkages was started more than a decade ago. As on date, MDI has partnerships in almost every continent of the globe.

To promote internationalization at home MDI Gurgaon has initiated "India Immersion Programme" for the international students and community. The programme is a blended model of Academic and Cultural Learning for the participants.

In line with the mission of the Institute, the mission of the Global Engagements Office is to help MDI grow and remain one of India's leading business schools that is well integrated with the rest of the world through learning, teaching and research. Our mission is to open doors for the students, faculty and staff of MDI Gurgaon to the rest of the world.

The goal is to provide them access to innumerable opportunities for personal and professional development as educators, researchers, trainers and administrators. International students and faculty will get to explore the best teaching practices of MDIG. They will share their rich academic and cultural experience which will help students enhance their skills in a globally competitive market.

Nomination Timeline	Spring term: October Fall Term: April
Registration Timeline	Spring term: November Fall Term: June

Student eligibility and processes

MDI Gurgaon having reputed University/Institute worldwide as its partners for various activities. Partnering institutions have been selected on the basis of synergies in respective programmes.

The students who want to go abroad can leverage the strengths of the different institutions to draw up an academic content, in consonance with their career goals.

The purpose of sending students for exchange program for global academic exposure and understanding the work culture which helps them in their placement and career to deal easily with international clients. Students can apply to only those institutes where MDI has partnership and offer the students exchange program, not all partners offer it, and so need to check with International office and confirm an agreement of student exchange activities must be signed.

International Advisory Committee-Internationalization Strategy

The global engagement of students and faculty are overseen by an advisory committee consisting of senior members of the Institute with partner institutions which help the process:

- Prof. Arvind Sahay
Chairperson
Director, MDI Gurgaon
- Prof. Leon Laulusa
Member
Directeur General, Executive President & Dean Vice President en charge des relations internationales CGE, ESCP Paris
- Prof. Venky Shankararaman
Member
Vice Provost (Education), Singapore Management University President, APAIE Executive Committee
- Prof. Alan B. Eisner
Member
Dean, School of Management, Clark University
- Mr. Fernando Rovira Murillo
Member
Managing Director & Director General, IPSA - Inversiones Pucara S.A
- Mr. Sanjay Verma
Member
Regional CEO - Asia Pacific, G4S and Alumni of MDI, Gurgaon
- Prof Parul Gupta
Member
Associate Professor - Strategy and Lead Faculty - Global Engagements, Corporate Communication & Incubation at MDI Gurgaon

- Prof Divya Sharma
Member & Convener
Assistant Professor - Information Management and Faculty-in-charge - Global Engagements

Connect Global Engagement Office (GEO) Team

The MDI has a full-fledged GEO office to encourage Student and Faculty Exchange, Immersion, New Collaborations with a senior faculty member as its chairperson. At present Prof. Parul Gupta is heading the GEO office and assisted by one faculty and administrative staff.

The Global Engagements Office manages students' activities and play a crucial role of forming the bridge between the IRO and the students' community.

The Office engages in activities like:

- Enhancing experience for exchange students at MDI
- Reviewing dormant partnerships
- New Partnerships and Collaborations
- Creating awareness about MDI-G at partner and non-partners schools
- Represent MDI-G in various forums, conferences and meetings of international partners
- Searching other possible areas of collaboration and new partners

The student arm of the Global Engagements Office supports and coordinates all activities of international students at MDI. They take up activities such as the Buddy Programme, wherein international students on exchange to MDI are allocated MDI students as their buddies.

Buddy Programme is undertaken to ensure smooth transition of international students to MDI and make their academics and stay in MDI worthwhile. for international students IRC team host cultural nights, movie nights and trips to historical and popular places full of Indian culture and heritage.

MDI Faculty Visiting International Schools (for the last five years)

Name of the Faculty Member	Name of the Institution	Duration
Prof. Neera Jain		2019-20
Prof. Ajay K Jain		2019-20
Prof. Neera Jain		2020-21
Prof. S. K. Rai		2020-21

Prof. Ajay K Jain		2020-21
Prof. Kirti Sharma		2022-23
Prof. Ajay K Jain		2022-23

International Faculty Visited MDI	
Name of the Faculty, School, Duration	
Prof. Nishant Kumar, Stockholm University, Sweden (2019)	
Prof. Zbigniew Krysiak, SGH Warsaw School of Economics, Poland (2019)	
Prof. Alejandro Alcaraz Sulla, EADA, Escuela de Alta Dirección y Administración (2019)	
Prof. Fernando Rovira, Universidad Politécnica de, Spain (2020)	
Prof. Alberto Festa LUISS University of Rome, Italy (2019)	
Prof. Lennard Lukas Schmidt, HHL, Leipzig Graduate School of Management, Germany (2020)	
Prof. Jinia MUKERJEE, Montpellier Business School, France (2020)	
Prof. Rafal Mrówka, SGH Warsaw School of Economics, Poland (2020)	
Prof. Gábor Dávid KISS, University of Szeged, Hungary (2020)	
Prof. Fernando Rovira, Universidad Politécnica de, Spain (2021)	
Prof. Lukasz Marzantowicz, SGH Warsaw School of Economics, Poland (2022)	
Prof. Marek Radzikowski, SGH Warsaw School of Economics, Poland (2022)	

APPENDIX-2



DETAILS OF OUTGOING/INCOMING EXCHANGE STUDENTS AND FACULTY AND COUNTRY WISE LIST OF ACADEMIC COLLABORATIONS WITH INTERNATIONAL PARTNERS FOR THE YEAR 2023-24.

Table 6: List of Business Schools attended by MDI Gurgaon's students on Outgoing Exchange Programme in Term V (Sep-Dec, 2023) during 2023-2024:

S.No.	Exchange College/ University	Country	No. of Students
1	Vienna University	Austria	1
2	University of Antwerp	Belgium	1
3	Solvay Brussels School of Economics and Management, Belgium	Belgium	3
4	Aix-Marseille Graduate School of Management-IAE, France	France	6

S.No.	Exchange College/ University	Country	No. of Students
5	Burgundy School of Business	France	4
6	EDC Paris Business School	France	2
7	EM Normandie Business School	France	6
8	EMLV Business school	France	1
9	Emlyon Business School	France	1
10	Group ESC Clermont, France	France	3
11	Group ESC Clermont, France	France	2
12	IMT Business School	France	2
13	KEDGE Business School, Bordeaux	France	4
14	Neoma Business School, Reims, France	France	2
15	Toulouse Business School	France	4
16	université Paris Dauphine-PSL	France	1
17	EDHEC Business School, Lille	France	2
18	Emlyon Business School	France	3
19	Grenoble Ecole De Management, France	France	2
20	ISM Dortmund Germany	Germany	2
21	Pforzheim university	Germany	2
22	University of Wuppertal	Germany	1
23	Athens University of Economics and Business, Athens	Greece	3
24	ALBA Business School, Greece	Greece	1
25	University of Szeged	Hungary	1
26	Bocconi University	Italy	2
27	LIUC Italy	Italy	3
28	BI Norwegian Business School	Norway	1
29	SGH Warsaw School of Economics	Poland	1
30	ISCTE Portugal	Portugal	1
31	University of Maribor, Slovenia	Slovenia	3
32	ZHAW SML	Switzerland	1
33	Rotterdam School of Management, Erasmus University	The Netherlands	2
	Total		74

Table 7: List of Business Schools whose students attended the Incoming Exchange Programme at MDI Gurgaon in various terms during 2023-2024:

S.No.	University /College	Number of Students
1	ISM International School of Management	2
2	Audencia Business Schoool	2
3	Bergische Universität Wuppertal	1
4	Università Bocconi	2
5	NEOMA Business School	2
6	Emlyon Business School	2
7	Grenoble Business School	1
8	WU-Vienna University	1
9	HEC Belgium	1
10	Toulouse Business Scohool	4
11	ESCP Business School	3
12	KEDGE Business School	3
	Total	24

Table 8: List of Business Schools for Incoming / Outgoing Faculty Exchange during 2023-2024:

Outgoing Faculty		
Name of Faculty	Outgoing Duration	Name of University/B-School
Prof. Ajay K Jain	July – August 2023	Arhus University For teaching a course -Leadership & Emotional Intelligence in Organisations
Prof. Kirti Sharma	November 2023	Vienna University of Eco & Bus. For teaching a course - Global Marketing Communication
Prof. Ruchi Agarwal	January-March 2024	EDC Paris France for teaching a course-International Business in Hybrid mode
Prof. Sunil Ashra	December 2023	Ural Federal University for open lecture and to take part in the plenary discussion “Crosscutting technologies in academic training of global business talents: pros and cons”
Name of Faculty	Incoming Duration	Name of University/B-School
Prof. Atif Khan	April 2024	EDC Paris France
Prof. Pawan Budhwar	Jan 2024	Aston University UK

Table 9: Countrywise list of Academic Collaborations with International Partners:

S.No.	Country	Business School/University
1	Australia	Royal Melbourne Institute of Technology (RMIT), Australia
2	Australia	Deakin University
3	Australia	University of South Australia, Adelaide, Australia
4	Austria	Vienna University of Economics & Business Administration, Vienna Austria
5	Belgium	UC-Louvain School of Management, Belgium
6	Belgium	Solvay Brussels School of Economics and Management, Brussels, Belgium
7	Belgium	The Faculty of Applied Economics, University of Antwerp, Belgium
8	Belgium	HEC Belgium
9	Bhutan	Royal Institute of Management, Bhutan
10	Brazil	Fundação Instituto de Administração (FIA), Brazil
11	Canada	DeGroote School of Business, McMaster University, Canada
12	Canada	Richard Ivey School of Business, Canada
13	Canada	University of Waterloo, Waterloo, Canada
14	China	Topline Consulting China
15	China	Huazhong University of Science and Technology (HUST), School of Mgt, China
16	Cyprus	Cyprus International Institute of Management, Cyprus
17	Denmark	Aarhus University, School of Business and Social Sciences, Denmark
18	Denmark	Copenhagen Business School (CBS), Denmark
19	England	SBE-Loughborough University UK
20	England	Swansea University, UK
21	England	Portsmouth University UK
22	England	Aston Business School, Aston University, UK
23	Finland	University of Tampere, Finland
24	France	EDHEC Business, France
25	France	ESCP, Europe
26	France	Grenoble Ecole de Management, France
27	France	Sciences Po Lille, Lille, France
28	France	SKEMA Business School

S.No.	Country	Business School/University
29	France	Excelia Group (La Rochelle Business School)
30	France	Montpellier Business School (MBS)
31	France	EDC PARIS Business School
32	France	Group ESC Clermont
33	France	Université Paris Dauphine-PSL
34	France	Burgundy Business School (BSB)
35	France	Associate Leonard De Vinci Paris (EMLV Business School)
36	France	emlyon Business School
37	France	Institut Mines-Telecom Business School
38*	France	Toulouse Business School (TBS)
39	France	Aix-Marseille Graduate School of Management-IAE
40	France	EM Normandie Business School
41	France	NEOMA Business School
42	France	KEDGE Business School
43	France	Audencia Business School Nantes France
44	Germany	International School of Management Dortmund Germany
45	Germany	Bergische Universität Wuppertal, Wuppertal, Germany
46	Germany	Frankfurt School of Finance & Management, Frankfurt, Germany
47	Germany	HHL Leipzig Graduate School of Management, Germany
48	Germany	Munich Business School, Germany
49	Germany	Pforzheim University
50	Greece	Athens University of Economics and Business, Greece
51	Greece	ALBA Business School, Greece
52	Hong Kong	Asia Case Research Centre (ACRC) The University of Hong Kong
53	Hungary	University of Szeged, Hungary
54	Italy	Bocconi University, Italy
55	Italy	Università Carlo Cattaneo, (LIUC), Italy
56	Japan	Nagoya University of Commerce & Business, Japan
57	Kazakhstan	EI Almaty Management University
58	Korea (South)	SolBridge International School of Business, Woosong University

S.No.	Country	Business School/University
59	Korea (South)	ICS Global
60	Malaysia	Universiti Sains Malaysia, Penang, Malaysia
61	Morocco	Rabat School School, Morocco
62	Morocco	Groupe Institut Supérieur De - Groupe ISCAE, Morocco
63	Nepal	Kathmandu University School of Management, Patan, Nepal
64	Nepal	National Banking Institute Kathmandu, Nepal
65	Nepal	Nepal Administrative Staff College, Jawalakhel, Lalitpur, Nepal
66	Norway	BI Norwegian School of Management, Norway
67	Norway	Nordic Centre in India
68	Philippines	Asian Institute of Management Manila
69	Poland	Poznań University of Economics and Business
70	Poland	Powiślański University Poland
71	Poland	Warsaw School of Economics, Poland
72	Portugal	ISCTE Business School
73	Russia	Moscow International Higher Business School (MIRBIS), Russia
74	Russia	Russian Presidential Academy of National Economy & Public Admin (RANEP)
75**	Russia	Graduate School of Management Ural Federal University
76	Senegal	BEM School of Management, Dakar
77	Slovenia	University of Maribor, School of Economics and Business Maribor, Slovenia
78	Switzerland	ZHAW School of Management and Law, Zurich
79	South Africa	University of Johannesburg
80	Thailand	School of Management, Asian Institute of Technology, Thailand
81	Thailand	The National Institute of Development Administration (NIDA)
82	The Netherlands	Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands
83	Turkey	Cankiri Karatekin University
84	United States	Marquette University, USA
85	United States	North Carolina State University, USA
86	United States	Robert H. Smith School of Business, University of Maryland, USA
87	United States	School of Public Policy, George Mason University, USA

S.No.	Country	Business School/University
88	United States	Smeal College of Business, The Pennsylvania State University, USA
89	United States	The University of North Carolina, Kenan-Flagler Business School, Chapel Hill, USA
90	United States	Clark University
91	United States	Nichols College, USA
92	United States	Kent University
93**	United States	Scranton University

* Renewed.

** New.

Table 10: List of Consultancy Projects completed:

S.No.	Faculty Team	Project Title	Name of Client	Start date	End date
1	Prof. Rohit Prasad	IIMA IDEA 2022	ICRIER & Vodafone Idea Centre for Telecom, New Delhi	1 st Aug 2022	31 st Mar 2023
2	Prof. Ajay K Jain, Prof. Shiv S Tripathi	CMIB ICAI 2022	CMIB, The Institute of Chartered Accountants of India (ICAI), New Delhi	23 rd Aug 2022	30 th Oct 2022
3	Prof. Sumita Rai & Prof. Niva Bhandari	DLF Phase II	DLF Ltd Gurgaon	10 th Jan 2023	28 th Feb 2023
4	Prof. Prageet Aeron, Prof. Abhishek Behl	Digital DGQA, New Delhi	Dte Gen of Quality Assurance (DGQA)	1 st April 2023	31 st May 2023
5	Prof. Jaydeep Mukherjee, Prof. Neelu Bhullar	MSIL NEXA 2023	Maruti Suzuki India Ltd. (MSIL -NEXA division), New Delhi	15 th May 2023	30 th June 2023
6	Prof. Jaydeep Mukherjee, Prof. Neelu Bhullar	DENSO 13	Denso International India Pvt. Ltd. Gurgaon	22 nd May	2 nd July 2023
7	Prof. Sumita Rai	Plasser India Ltd.	Process Consulting	19 th May 2023	20 th May 2023
8	Prof. Tanuja Sharma	Commonwealth Learning, Canada	Course CEMBA/CEMPA Programmes	30 th April 2023	30 th May 2023

APPENDIX-3



Best Practices of MDI in Management Education, Programme Delivery, Student Development and Faculty hiring aspects

1. Management Development Institute (MDI) has been a brand name in management education over three decades and with the grant of deemed to be University and is a pioneer in providing executive education to civil servants, executives of public and private sectors in India. Its proximity to Delhi has its added advantage. The MDI witnessed the phenomenon growth of the Gurgaon as millennium city over two decades and provided ample opportunity to cater the needs of industry and corporate houses based in Gurgaon (now Gurugram).
2. MDI as deemed to be University is committed towards pursuit of knowledge, learning and teaching for lifelong intellectual development of students, faculty and nurturing the talents in industry.
3. The following best practices have been adopted by MDI over the years to maintain the standard in management education, programme delivery, student development and faculty hiring aspects:

Focus area	Thrust
Curriculum, programme delivery and Student Development	a. Global standards in curriculum and facilities b. Introduction of new courses in response to industry needs and align with NEP 2020. c. Strengthening and diversification of portfolio d. Corporate connect e. Nurturing Innovation f. To make students as socially responsible/ethical leaders g. Promoting a culture of well-being and promote healthy life
Research and Development	a. Promoting rigorous, relevant and responsible research by faculty members

	b. Improving research citation index and h index c. Collaborative research in emerging areas, leading to training and consulting assignments for MDI d. Creating industry sponsored Centres and Chair Professor e. Development of case materials by faculty f. Encouraging faculty members involving in the policy formulation in government and corporate bodies
Corporate training and consultancy	a. Increasing the number of consultancy projects and revenue streams b. Increasing the number of participants in the MDPs, Advance Management programmes c. Online and blended learning short-term courses for industry and foreign participants specifically South and South-East Asia
Alumni connect	a. Continuous engagement of Alumni in events, mentoring, guest lectures, speakers and recruiters b. Tracking their career progression c. Representation in the MDI Board of Governors d. Instituting awards and recognition for distinguished alumni contribution
Outreach activities and community engagement	a. Creating awareness about environment and sustainability issues through community engagements by students' groups b. Aligning the MDI policies inline with the core values and contribution to local and global communities. c. Adopting neighborhood (village/community) for development along with government and industry.
Human Resources/ Hiring Policy	a. Lays down detailed processes for hiring, performance appraisal, incentivization and career progression of non-academic staff. b. The policies aim to make the processes objective, transparent, consensus-based and encouraging rather than punitive c. Salary and other perks at par with IIMs and institutions of national importance to attract talents and retention. d. Best social security packages and medical reimbursement facilities.

4. The primary goal of the proposed MDI Deemed to be University is to provide liberal education for undergraduates, to conduct research, and to contribute to society including the economy and culture.
5. Thus far, the MDI has primarily focussed on the 'Management Education'. Now it aspires to expand its horizon for a holistic education with induction of multi-disciplinary programmes not limited to 'management' but allied as well other contemporary disciplines.
6. The other goal of the MDI Deemed to be University is to leverage technology including the AI and ML in the curriculum so that the future leader for industry and society is updated and ready for technological challenge.
7. Strategic planning of MDI Deemed to be University shall include capitalization on the existing strengths and to expand it to meet the vision goals by fostering partnerships and collaboration with national and international organizations and institutions. For this purpose, MDI shall envisage to creating knowledge, apply innovative curricula to make impact at global scale.

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APPENDIX-4

MANAGEMENT DEVELOPMENT INSTITUTE (MDI)

(Proposed deemed to be University)

LIST OF FACULTY MEMBERS ON THE ROLLS AS ON 31.05.2025

S.No	Name of the employee	Birth	Designation	Specialisation	Initial Date of Joining	Qualification	Type of Appointment (Full time/Part Time)	Pay Level	Total Experience	Research Publications (Last Five years)
1	Arvind Sahay	21-02-1965	Professor & Director	Marketing	17-Oct-23	10 th , 12 th , B.Sc., MBA, PhD	Full Time	17	29.0	2
2	Sangeeta S Bharadwaj	09-08-1963	Professor	Information Management	10-May-01	10 th , 12 th , M.Sc. (Hons.), MMS (Master of Mgmt.Studies), M.E. (System & Information), Ph.D., AI Leadership Course	Full Time	14A	39.5	7
3	Sunil Ashra	02-11-1968	Professor	Economics & Public Policy	30-Apr-04	10 th , 12 th , B A (Honours), M.A. (Economics), M. Phil, Ph. D.	Full Time	14A	33.6	1
4	Jyotsna Bhatnagar	12-03-1967	Professor	Organizational Behavior & Human Resource Management	15-Apr-04	10 th , 12 th , B.A., M.A., Ph.D., PDDID	Full Time	14A	35.9	23
5	Ajay K Jain	23-12-1974	Professor	Organizational Behavior & Human Resource Management	30-Dec-03	10 th , 12 th , B.A., M.A., PGDPM, Ph.D.	Full Time	14A	22.7	25
6	Rohit Prasad	24-11-1968	Professor	Economics & Public Policy	2-Aug-05	10th (High School), 12th BA, MA (Economics), Ph.D.	Full Time	14A	33.2	9
7	Tanuja Sharma	26-02-1961	Professor	Organizational Behavior & Human Resource Management	19-Dec-05	10th (High School), 12 th , B.Sc., MBA, Ph.D.	Full Time	14A	40.2	40
8	Sumita Rai	05-03-1973	Professor	Organizational Behavior & Human Resource Management	29-Sep-06	10 th , 12 th , B.A., M.A., Ph.D.	Full Time	14A	24.1	14
9	Sharad Kunjan Tapasvi	10-08-1961	Professor	Economics & Public Policy	10-Oct-06	10 th , 12 th , B.A. M.A. (Politics), M.A. (Social System), Ph. D.	Full Time	14A	33.3	6
10	Jaydeep Mukherjee	11-06-1969	Professor	Marketing	2-Jan-07	10 th , 12 th , B.Sc. (Honours), PGDM, Ph.D.	Full Time	14A	32.8	64
11	Rajesh Kumar Singh	23-01-1969	Professor	Operations Management	6-Jan-16	10 th , 12 th , BE, ME, Ph.D.	Full Time	14A	35.9	132
12	Alok Misra (EOL)	01-07-1966	Professor	Economics & Public Policy	8-Apr-16	10 th , 12 th , B A (Hons), MA, MDM Ph.D.	Full Time	14A	32.9	
13	Vishal Narain	31-08-1972	Professor	Economics & Public Policy	3-Apr-06	10 th , 12 th , B.A. (Economics), PGD in Rural Management, Ph.D.	Full Time	14A	31.4	29

14	Avanish Kumar	23-12-1970	Professor	Economics & Public Policy	1-Aug-06	10 th , 12 th , B.Sc. (Hons.), M.Sc. M.Phil., Ph.D.	Full Time	14A	30.6	8
15	Pratap Chandra Biswal (EoL)	08-06-1975	Professor	Accounting & Finance	4-Jan-10	10 th , 12 th , B.A., M.A., M.Phil., Ph.D.	Full Time	14A	22.4	6
16	Anjali Kaushik	26-08-1970	Professor	Information Management	24-Jul-06	10 th , 12 th , B.E., NMP, Ph.D.	Full Time	14A	30.2	15
17	Rajesh Kumar Pillania	18-08-1975	Professor	Strategy Management	23-Oct-06	10 th , 12 th , B.Sc., MBA (International Business), Ph.D.	Full Time	14A	27.6	15
18	Neera Jain	20-01-1966	Professor	Business Communication	30-Oct-06	10 th , 12 th , B.A., M.A., M.Phil., Ph.D.	Full Time	14A	32.8	22
19	Avinash Kapoor	07-11-1972	Professor	Marketing	27-Sep-06	B.Sc., M.A., MBA, Ph.D.	Full Time	14A	31.6	3
20	Manoj Anand	05-04-1963	Professor	Accounting & Finance	1-Sep-17	AISSE , Pre-University B.Com., M.Com. , ICWAI Final ICWAI Inter, Masters of Business Law, Ph.D.	Full Time	14A	40.3	
21	Sajal Ghosh	28-02-1969	Professor	Economics & Public Policy	17-Apr-06	12 th , B.Sc., M.Sc., M.Tech. M.Phil., Ph.D	Full Time	14A	24.6	17
22	Narain Gupta (EOL)	23-01-1977	Professor	Operations Management	3-Aug-12	10 th , 12 th , B.Tech. (Mining), M. Tech., FPM	Full Time	14A	17.0	14
23	Manoj Kumar Srivastava	21-07-1972	Professor	Operations Management	14-Jul-06	10 th , 12 th , B.E. (Mech. Engg.), M.Tech., Ph.D.	Full Time	14A	27.7	15
24	Madhushree N Agarwal	02-07-1968	Professor	Organizational Behavior & Human Resource Management	24-Apr-06	10 th , 12 th , B.E. (Electrical), PGDM, FPM	Full Time	14A	26.3	12
25	Sandeep Goel	18-10-1975	Professor	Accounting & Finance	5-Oct-06	10 th , 12 th , B.Com, M.Com (Specialization in Finance), MBA Ph.D (Finance), Ph.D	Full Time	14A	30.4	17
26	Ashutosh Dash	05-08-1974	Professor	Accounting & Finance	1-Dec-09	10 th , 12 th , B.Com, M.Com M.Phil., Ph.D.	Full Time	14A	35.5	19
27	Abinash Panda	06-08-1966	Professor	Organizational Behavior & Human Resource Management	21-Dec-15	10 th , 12 th , B.Sc., MBA, MA, MCA FPM	Full Time	14A	30.2	19
28	Joydip Mitra	01-01-1965	Associate Professor	Operations Management	15-Apr-05	10 th , 12 th , Bachelor of Statistics (Hons.), Master of Statistics Ph.D., M.Tech.	Full Time	13A2	33.8	
29	Neelu S Bhullar	11-12-1968	Associate Professor	Marketing	3-Nov-05	10 th , 12 th (Pre - Univ. Examination), B A, MBA M.Sc, Ph.D.	Full Time	13A2	33.1	
30	Anil Misra	29-09-1973	Associate Professor	Accounting & Finance	1-Jan-10	10 th , 12 th , Diploma in Public Administration, B.Com MBA, Ph.D.	Full Time	13A2	20.5	4
31	Anil Anand Pathak	29-11-1972	Associate Professor	Organizational Behavior & Human Resource Management	6-Feb-04	10 th , 12 th , B.Sc., M.A., Ph.D.	Full Time	13A2	28.4	3
32	Chinmaya Kulshrestha	09-10-1976	Associate Professor	Marketing	12-Apr-06	10 th , 12 th , B.A., MBA, Ph.D.	Full Time	13A2	22.9	3
33	Ritu Srivastava	08-07-1976	Associate Professor	Marketing	8-Jul-13	10 th , 12 th , B.Com, Master of Corporate Management, Ph.D.	Full Time	13A2	21.2	37
34	S Veena Iyer	30-07-1970	Associate Professor	Accounting & Finance	16-Aug-13	10 th , 12 th , B.Com, M.A., CFA program, FPM	Full Time	13A2	25.0	7
35	Anshul Jain	12-08-1984	Associate Professor	Accounting & Finance	20-Oct-15	10 th , 12 th , B.Tech. (Electrical Engineering), PGDM, FPM	Full Time	13A2	13.9	12
36	Nakul Gupta	19-12-1987	Associate Professor	Information Management	9-Nov-15	10 th , 12 th , B.E., FPM	Full Time	13A2	13.2	11
37	Imlak Shaikh	05-10-1980	Associate Professor	Accounting & Finance	21-Dec-15	10 th , 12 th , B.Com, M.Com, MBA, Ph.D.	Full Time	13A2	17.6	34

38	Parul Gupta	15-06-1977	Associate Professor	Strategy Management	23-Mar-16	10 th , 12 th , B.Sc., LLB, LLM, PGDBM Ph.D.	Full Time	13A2	25.4	44
39	Anupama Prashar	24-02-1978	Associate Professor	Operations Management	14-Jul-14	10 th , 12 th , BE, MBA, Ph.D.	Full Time	13A2	28.4	66
40	Rupamanjari Sinha Ray	30-08-1973	Associate Professor	Economics & Public Policy	2-Apr-08	10 th , 12 th , B.Sc., M.A., B.Ed, Ph.D.	Full Time	13A2	21.4	1
41	Meeta Dasgupta	26-08-1972	Associate Professor	Strategy Management	1-Jun-12	10 th , 12 th , B.Com, PGDM, FPM	Full Time	13A2	23.3	19
42	Vidhu Gaur	29-08-1981	Associate Professor	Business Communication	11-Apr-13	10 th , 12 th , B.A., M.A. (English), PGDCM, MBA (Marketing), Ph.D.	Full Time	13A2	18.7	39
43	Kirti Sharma	19-06-1976	Associate Professor	Marketing	1-May-13	10 th , 12 th , B.Sc., Masters of Marketing Technology, Ph.D.	Full Time	13A2	26.3	18
44	Vibhava Srivastava	20-07-1980	Associate Professor	Marketing	10-Sep-13	10 th , 12 th , B.Com, MBA, Ph.D.	Full Time	13A2	21.3	9
45	Shiv Shankar Tripathi	10-07-1980	Associate Professor	Strategy Management	5-Jun-14	10 th , 12 th , B.Sc., MBA, Ph.D.	Full Time	13A2	30.0	8
46	Amit Kumar Gupta	10-03-1977	Associate Professor	Operations Management	3-Jul-14	10 th , 12 th , B.Tech. (Mech. Engg.), M.Tech., Ph.D.	Full Time	13A2	15.8	29
47	Priyanka Vallabh	28-06-1979	Associate Professor	Organizational Behavior & Human Resource Management	22-Sep-15	10 th , 12 th , B.E. (Electrical), FPM	Full Time	13A2	21.0	12
48	Soumendu Biswas	25-12-1974	Assistant Professor	Organizational Behavior & Human Resource Management	4-Mar-08	10 th , 12 th , B.A., PGDBM, Ph.D.	Full Time	13A1	25.3	6
49	Shalini Kalra Sahi	07-05-1978	Assistant Professor	Accounting & Finance	24-Jul-13	10 th , 12 th , B.Com (Hons.), MBE (Master of Business Eco.), M.Phil, FPM	Full Time	13A1	18.4	2
50	Ankur Roy	15-01-1976	Assistant Professor	Strategy Management	2-Jun-14	10 th , 12 th , B.Com, PGDBM Ph.D.	Full Time	13A1	23.1	4
51	Niva Bhandari	01-10-1981	Assistant Professor	Business Communication	26-Oct-15	10 th , 12 th , DCA, B.A., M.A., Ph.D. PGDHRM	Full Time	13A1	19.6	2
52	Prageet Aeron	09-04-1979	Assistant Professor	Information Management	26-Oct-15	10 th , 12 th , B.Tech, FPM	Full Time	13A1	17.6	7
53	Arun Kumar Tripathy	19-07-1974	Assistant Professor	Strategy Management	11-Dec-15	10 th , 12 th , B.E., FPM	Full Time	13A1	19.0	12
54	Leena Ajit Kaushal	03-04-1976	Associate Professor	Economics & Public Policy	6-Jan-16	10 th , 12 th , B.Com, MBE, Ph.D. Diploma in E&BM	Full Time	13A2	22.0	23
55	Nidhi S Bisht	03-07-1982	Associate Professor	Organizational Behavior & Human Resource Management	21-Mar-16	10 th , 12 th , B.Sc., MBA, Ph.D.	Full Time	13A2	18.8	14
56	Ruchi Agarwal	07-09-1982	Assistant Professor	Strategy Management	3-Jan-22	10 th 12 th , BBA, MBA, Fellowship ACH Advance Diploma, Ph.D	Full Time	10	19.5	10
57	Kishore Kumar Gangwani	17-11-1977	Assistant Professor	Marketing	3-Jan-22	10 th , 12 th , B.E. (Mechanical), PG (Professional Qualification), Ph.D, Wharton Global Faculty Development Progra	Full Time	10	5.7	4
58	Anurag Singh Chauhan	17-07-1982	Assistant Professor	Marketing	5-Jan-22	10 th , 12 th , B.E., MBA, Ph.D	Full Time	12	12.1	3
59	Vanita Singh	05-03-1986	Assistant Professor	Economics & Public Policy	14-Jan-22	10 th , 12 th , Bachelors of Physiotherapy Masters of Health, Ph.D	Full Time	10	7.5	8

60	Divya Sharma	09-07-1985	Assistant Professor	Information Management	14-Jan-22	10 th , 12 th , B.Tech., FPM	Full Time	12	12.6	7
61	Neetu Yadav	21-06-1986	Assistant Professor	Strategy Management	24-Jan-22	10 th , 12 th , B.Sc., MBA, PhD.	Full Time	12	10.8	21
62	Vinod Thakur	29-01-1984	Assistant Professor	Strategy Management	01-Feb-23	10 th , 12 th , B.Tech., MBA, PhD.	Full Time	12	11.7	7
63	Mohita Maggon	04-12-1983	Assistant Professor	Marketing	01-Feb-23	10 th , 12 th , B.Sc., MBA, PhD.	Full Time	10	10.3	1
64	Sneha Dhyani Bhatt	01-10-1988	Assistant Professor	Operations Management	16-Feb-23	10 th , 12 th , B.Tech., PhD.	Full Time	10	8.0	1
65	Rohit Sindhwani	26-11-1987	Assistant Professor	Operations Management	21-Feb-23	10 th , 12 th , B.Tech., MBA, PhD.	Full Time	12	12.9	3
66	Payal S. Kapoor	01-03-1981	Assistant Professor	Marketing	15-Mar-23	10 th , 12 th , BMS, Master Program in Advertising and Communication Management Fellow Program in Management	Full Time	12	15.4	5
67	Puneet Arora	03-12-1988	Assistant Professor	Economics & Public Policy	03-Apr-23	10 th , 12 th , BA(H), MA, PhD	Full Time	10	7.0	5
68	Suwarna Shukla	25-11-1991	Assistant Professor	Operations Management	20-Apr-23	10 th , 12 th , B.Sc., M.Sc., PhD	Full Time	10	4.3	
69	Saikat Banerjee	11-01-1987	Assistant Professor	Strategy Management	18-Oct-23	10 th , 12 th , BE, PhD	Full Time	10	7.8	2
70	Mantasha Firoz	03-08-1991	Assistant Professor	Organizational Behavior & Human Resource Management	01-Feb-24	10 th , 12 th , BBA, MBA, PhD	Full Time	10	5.5	1
71	Divya Aggarwal	19-09-1988	Assistant Professor	Accounting & Finance	15-Apr-24	10 th , 12 th , BFA, CS (CL), FPM	Full Time	12	9.2	4
72	Aarushi Jain	21-06-1993	Assistant Professor	Information Management	May 2, 2024	10 th , 12 th , B. Tech., PhD	Full Time	10	2.4	5
73	Subhendu Pattanaik	12-09-1983	Assistant Professor	Organizational Behavior & Human Resource Management	19-Jul-24	10 th , 12 th , B.A, MBA, PhD	Full Time	12	17.8	7
74	Arindra Nath Mishra	04-11-1990	Assistant Professor	Information Management	05-Sep-24	10 th , 12 th , BE, ME, FPM	Full Time	10	4.4	5
75	Christina Sanchita Shah	25-10-1992	Assistant Professor	Information Management	03-Jan-25	B.Tech, Ph.D,	Full Time	10	3.5	3
76	Neharika Sobti	05-03-1993	Assistant Professor	Accounting & Finance	21-Feb-25	M.Com, Ph.D,	Full Time	10	0.0	5
77	Pragati Priya	24-04-1997	Assistant Professor	Economics & Public Policy	14-May-25	B.A., M.A., Phd	Full Time	10	0.6	7
78	Shailesh Gandhi	17-09-1956	Professor of Practice	Accounting & Finance	11-Nov-23	FPM (PHD) B.E./B.Tech (Chemical)	Contract		35.5	
79	K R Shyam Sundar	05-11-1960	Professor of Practice	Organizational Behavior & Human Resource Management	25-Feb-23	SSLC, PUC, B.A. (Economics) M.A. (Economics), PhD	Contract		32.5	
80	Vivek Bhatia	14-08-1970	Associate Professor of Practice	Accounting & Finance	1-Apr-23	B.Com,M.F.C. (Master in Finance & Control), PhD	Contract		39.0	
81	Arup Kumar Das	13-07-1966	Associate Professor of Practice	Information Management	3-Apr-23	BE, PGDBM, EFPM	Contract		43.3	
82	Gita Bajaj	24-07-1969	Adjunct Professor	Business Communication	3-Apr-23	B.E. (E&C), PhD (Business Admin.)	Contract		33.0	
83	Deepali Bhardwaj	30-08-1962	Associate Professor of Practice	Information Management	5-Apr-23	PhD (Management), MBA (Executive), Bachelor (English Honour), PG Diploma in Advertising and Public Relations	Contract		39.0	
84	Prajapati Trivedi	09-08-1953	Distinguished Professor	Economics & Public Policy	1-Sep-23	M.Sc. (Economics), Ph. D. (Economics)	Contract		0.0	
85	Nirmaljeet Singh	13-06-1958	Professor of Practice	Economics & Public Policy	01-07-2024	B.E., M.Tech., Ph.D.	Contract		42.5	

86	Ashok Panjwani	26-10-1959	Adjunct Professor	Operations Management	9-Dec-24	12 th , B.Tech. (Civil Engineering), FPM	Contract		38.1	
87	Rajib K. Mishra	01-03-1963	Professor of Practice	Economics & Public Policy	15-01-2025	B.Tech., Electrical Engg., Post Grad. Power Systems, PhD in Business Admin.	Contract		38.0	32

LIST OF FACULTY MEMBERS AT CONSTITUENT UNIT MURSHIDABAD (AS ON 31.05.2025)

S.No.	Name of the teaching staff MDI Murshidabad constituent Unit)	DOB	Designation	Date of Joining	Academic Qualification (PG + Ph. D)	Nature of appointment (regular/ contract/ tenure)	Pay Level	Total Experience	No. of Research Publication (peer reviewed, Scopus & WOS)
1.	Ajay Kr. Jain	23-12-1974	Director & Professor	15-11-2024	PG + Ph. D	Regular	17	23 Yrs.	53
2.	Debasis Chanda	10-02-1967	Professor	01-08-2016	PG + Ph. D	Regular	14 A	36 Yrs.	5
3.	Biranchi Narayan Swar	14-10-1979	Professor	27-02-2020	PG + Ph. D	Regular	14 A	22 Yrs.	18
4.	Sunil Giri	20-06-1972	Associate Professor	01-08-2014	PG + Ph. D	Regular	13 A2	24 Yrs.	28
5.	Yogita Abichandani	18-01-1977	Associate Professor	12-04-2018	PG + Ph. D	Regular	13 A2	27 yrs. 2 months	5
6.	Pinku Paul	04-08-1981	Associate Professor	15-09-2014	PG + Ph. D	Regular	13 A2	20 Yrs.	27
7.	Chetan G K	21-12-1980	Associate Professor	09-12-2019	PG + Ph. D	Regular	13 A2	16 Yrs. 6 months	11
8.	Niharika Gaan	01-11-1974	Assistant Professor	01-08-2014	PG + Ph. D	Regular	13 A1	22 Yrs.	14
9.	Paroma Mitra	01-09-1976	Assistant Professor	13-10-2014	PG + Ph. D	Regular	13 A1	21 Yrs.	12
10.	Amrita Sengupta	09-09-1977	Assistant Professor	02-06-2016	PG + Ph. D	Regular	13 A1	19 yrs. 5 months	9
11.	Souvik Banerjee	27-01-1980	Assistant Professor	16-05-2018	PG + Ph. D	Regular	13 A1	17 yrs. 6 months	41
12.	Bikramjit Pal	25-01-1974	Assistant Professor	18-11-2019	PG + Ph. D	Regular	13 A1	27 Yrs.	13
13.	Neeraj Singhal	21-01-1976	Assistant Professor	17-02-2020	PG + Ph. D	Regular	13 A1	19 Yrs.	20
14.	Neha Jain	13-09-1977	Associate Professor	02-06-2025	PG + Ph. D	Contract	1,90,000/- (Consolidated)	19 Yrs. 8 months	15
15.	Shivani Saini	19-03-1982	Assistant Professor	17-03-2023	PG + Ph. D	Contract	1,69,485/- (Consolidated)	19 Yrs. 8 months	3
16.	Abhijit Pandit	03-02-1978	Assistant Professor	22-05-2023	PG + Ph. D	Contract	1,54,077/- (Consolidated)	19 Yrs. 10 months	45
17.	Vineet Gupta	13-12-1980	Assistant Professor	07-06-2023	PG + Ph. D	Contract	1,54,077/- (Consolidated)	19 Yrs. 9 months	1

APPENDIX-5

Management Development Institute Gurgaon

List of Non-Teaching Staff

S.No.	Name (Mr./Ms./Dr.)	Designation
REGISTRAR		
1	Harish Kumar Chopra	Registrar
LIBRARIAN		
1	Antony Jose	Librarian
OFFICERS		
1	Arun Kr. Sharma	Chief Administrative Officer
2	Omvir Singh Rana	Chief Administrative Officer
3	Arun Kr Singh	C.A.O. (Admin.)
4	Anita Singh	Sr. System Analyst
5	Pawan Kumar Verma	Chief Administrative Officer
6	Vinay Kumar Singh	Administrative Officer
7	Rohan Chitkara	Administrative Officer
8	Vyom Majupuria	Administrative Officer
9	Shweta Ranjan	Administrative Officer
10	Rohit Kumar Sahu	Sr. Assistant Librarian
11	Rakesh Kumar Sharma	Administrative Officer
12	Manisha Bakshi	Accounts Officer
13	Namrata Soni	Administrative Officer
14	Pankaj Virmani	Sr. Assistant Librarian
15	Vikas Kumar	Administrative Officer
16	Atish Kumar Singh	Deputy Administrative Officer
17	Rajesh Chaturvedi	Assistant Librarian
18	J. Srikanth Reddy	Deputy Administrative Officer
19	S. Guru Prashad	Deputy Administrative Officer
20	Dhiraj Sehgal	Deputy Administrative Officer
21	Pooja Sharma	Deputy Administrative Officer
22	Manoj Kumar Naik	Deputy Administrative Officer
23	Srinivas Guda	Deputy Administrative Officer
24	Priyanka Goel	Deputy Administrative Officer
25	Anjali Singh	Deputy Administrative Officer
26	Risha Deruz	Deputy Administrative Officer
27	Priya Khandelwal	Deputy Accounts Officer

Management Development Institute Gurgaon

List of Non-Teaching Staff

S.No.	Name (Mr./Ms./Dr.)	Designation
STAFF		
1	Tarun Gupta	Jr. Technical Officer
2	Meenu Pawar	Jr. Admin. Officer
3	Amit Uniyal	Jr. Admin. Officer
4	Karan Singh Rajawat	Jr. Admin. Officer
5	Suresh Prajapati	Jr. Admin. Officer
6	Priyadarshini	Sr. Library Assistant
7	Rama Pal	Jr. Admin. Officer
8	Deepika Chakravarti	Sr. Admin. Assistant
9	Neha Priya	Sr. Admin. Assistant
10	Vikram Singh	Sr. Accounts Assistant
11	Reena Manhas	Sr. Admin. Assistant
12	Nitin Gupta	Sr. Tech. Assistant
13	Ashish Kr Shukla	Library Assistant
14	Pranav Kumar	Sr. Tech. Assistant
15	Mahinder Singh	Sr. Admin. Assistant
16	Chandra P. Mishra	Sr. Admin. Assistant
17	Ravinder Kumar Bind	Sr. Admin. Assistant
18	Pragati Gupta	Sr. Admin. Assistant
19	Prasanjeet Bandopadhyay	Sr. Admin. Assistant
20	Ajay Singh	Sr. Admin. Assistant
21	Deepti Choudhary	Sr. Admin. Assistant
22	Sanwal Dan Charan	Assistant Engineer
23	Amit Kumar Das	Sr. Accounts Assistant
24	Achint Gupta	Sr. Admin. Assistant
25	Adarsh Sharma	Sr. Admin. Assistant
26	Mukul Kamboj	Sr. Admin. Assistant
27	Rakesh Kr. Raghav	Sr. Admin. Assistant
28	Deepak Prajapati	Sr. Admin. Assistant
29	Bhupesh Kumar	Sr. Admin. Assistant
30	Mithilesh Keshri	Sr. Admin. Assistant
31	Baljinder Singh	Sr. Admin. Assistant
32	Manish Gupta	Sr. Admin. Assistant

Management Development Institute Gurgaon

List of Non-Teaching Staff

S.No.	Name (Mr./Ms./Dr.)	Designation
33	Avnish Singh	Sr. Accounts Assistant
34	Dharampal Singh	Admin. Assistant
35	Sanjay Kumar	Jr. Engineer
36	Vikas Sharma	Admin. Assistant
37	Vaduguru Siva Sankar	Jr. Library Assistant
38	Ashutosh	Admin. Assistant
SUPPORT STAFF		
1	Rajesh Kumar (On EOL)	Msgr.-cum Jr. Attendant
2	Shivraj Chandel	Msgr.-cum Jr. Attendant
3	Gaurav	Msgr.-cum Jr. Attendant
4	Ramesh Kr. Bharti	Msgr.-cum Jr. Attendant
5	Praveen Kumar	Msgr.-cum Jr. Attendant
6	Anand Singh	Msgr.-cum Jr. Attendant
7	Khem Bhandari	Jr. Library Attendant
8	Pardeep Kumar	Msgr.-cum Jr. Attendant
9	Suresh Singh	Msgr.-cum Jr. Attendant
10	Lalit Prasad	Msgr.-cum Jr. Attendant
11	Dinesh Chaturvedi	Attendant
12	Mahboob Khan Azad	Selection grade Driver
STAFF ON MDI CONTRACT		
1.	Sanjay Kumar	Sr. Assistant
2.	Rohit Kumar Arora	Library Assistant
3.	Abid Hasan	Sr. Project Engineer
4.	Amitesh Kumar	Project Engineer
5.	Mukesh Maheshwari	Sr. B.D.O (MDP)
6.	Yash Chakarvarty	Research Manager
7.	Anshul Sati	Research Associate
8.	Ranganathan Sourirajan	C.O.O. (MDP)
9.	Sudhir Choudhary	Admin. Assistant
10.	Luke Nihal Dasari	Research Assistant
11	Udit Pratap Chauhan	BDO

Management Development Institute Murshidabad

List of Non-Teaching Staff

S.No.	Name	Designation
1	Mr. Debasis Gupta	Registrar
2	Mr. Sayantan Sinha	Administrative Officer
3	Mr. Partha Choudhury	Deputy Administrative Officer
4	Mr. Joydeep Mukherjee	Deputy Administrative Officer
5	Mr. Arindom Chatterjee	Senior Administrative Assistant
6	Mr. Md Golam Mortoza	Senior Accounts Assistant
7	Mr. Subhankar Samanta	Senior Administrative Assistant
8	Mr. Anupam Karmakar	Assistant Engineer - Civil
9	Mr. Avirup Das	Administrative Assistant
10	Mr. Lakshmi Prasad Kalluri	Administrative Assistant
11	Mr. Somdeep Das	Administrative Assistant
12	Ms. Dayawanti Tarmali	Administrative Assistant
13	Mr. Guru Gyan Prakash Singh	Administrative Assistant
14	Mr. Suvojit Chowdhury	Administrative Assistant
15	Mr. Jogen Sharma	Jr. Library Assistant
16	Mr. Santanu Poit	Training & Placement Officer
17	Mr. Santosh Kumar Jaiswal	Assistant Librarian
18	Mr. Chinmoy Das	Deputy Accounts Officer

APPENDIX-6



DETAILS OF VARIOUS EMPLOYEE WELFARE BENEFITS EXTENDED BY MDI TO ITS FACULTY AND STAFF

1. **Reimbursement of Policy for News Papers / Magazines / Books Expenses:**
Employees of the Academic positions and Non-Academic positions are also encouraged to subscribe to the periodicals, newspapers, etc. and are reimbursed the expenses incurred by them according to their entitlement as described in Annexure XV.
2. **Reimbursement Policy for Telephone/Cell Phone:**
Reimbursement Policy for Telephone / Cell Phone / Broadband expenses for different category of employees as per their entitlement are given in Annexure XVI.
3. **Medical Benefit:**
Employees in the category of Academic & Non-Academic positions shall be entitled for Medical Benefits including the benefit of medical cover towards Mediclaim Hospitalization Insurance Policy of Rs. 5 lac each for self, wife and two dependent children, (i.e., up to four persons).
4. **Group Term Insurance Policy for Employees:**
All Employees get cover of Rs. 1 crore and premium are 100% paid by the Institute.
5. **Reimbursement of Tuition Fee:**
Staff, Officers and Faculty will be entitled for reimbursement of tuition fee for children's (two only) education, at the following rates or actual fee paid whichever is lower, on submission of proof of payment of such fees. Nursery and above classes Rs. 2813/- per child per (up to the age of 21 years only)
6. **Advances to Employees:**
Various types of advances are provided to the employees of the Institute against the request received from them to meet their requirements such as Conveyance Advance, medical advance, salary advance, personal advance and advance towards purchase of computer, etc.

7. Incentive Scheme for Academic & Non-Academic Positions:

Institute has also introduced Incentive Scheme for Academic and Non-Academic positions for encouragement and to make use of their potential to the maximum extent.

8. Encashment of Earned Leave:

Once in a block of two years for a minimum period of 10 days and maximum upto 30 days. Calculated on the basis of Basic Pay + D.A. of the employee. At the time of availing Leave encashment, the equal number of Earned Leave has to be availed. The amount of Leave encashment is to be added in the Salary of the employee concerned for the purpose of Income Tax calculations.

9. Promotion and Career Progression Policy:

Promotion and Career Progression Policy for Non-Academic Staff.

10. Whistle Blower Policy:

A Whistle-blower Policy encourages employees to report any unethical, illegal, or questionable practices within the organization without fear of retaliation.

11. Grievance Redressal Policy:

The Grievance Redressal Policy is designed to address employee concerns and complaints.

12. Prevention of Sexual Harassment at Workplace Policy:

A **POSH Policy** is aimed at preventing and addressing sexual harassment in the workplace.

13. Retirement benefit:

- a. **Gratuity:** Employees are entitled to gratuity after three years of continuous service, calculated at 15 days' salary per year of service, up to a maximum of ₹30 Lakhs.
- b. **Leave Encashment:** At retirement, earned leave can be encashed up to 300 days, based on the last drawn Basic Pay and Dearness Allowance (DA).
- c. **Employees' Pension Scheme:** Contributions from the employer's share of the Contributory Provident Fund (CPF) are allocated to the Employees' Pension Fund. A minimum of 10 years of service is required for pension eligibility.
- d. **National Pension System (NPS):** Both the employee and the Institute contribute 10% of Basic Pay + DA to the NPS, which is available as a retirement fund. On superannuation, 60% of the corpus is available as a lump sum, with 40% invested in an annuity for regular income.
- e. **Health Insurance:** Retired employees (and their spouses) are eligible for reimbursement of health insurance premiums up to ₹35,000 per year.

14. Provision for free Preventive Health Check-up for all employees (Regular/ temporary and Contractual employee):

Institute has a provision for free Preventive Health Check-up for all employees (Regular/ temporary and Contractual employee).

15. Health Services:

Institute offers a variety of health services, including Health OPD Services/ Health Checkups/ Health Camps/ Health Talks.

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APPENDIX-7

List of Publications at MDI Gurgaon 2024-2025

Edited Books by MDI Gurgaon Faculty:

S.No.	Year	Edited Book
1	2024-25	Sharma D. & Kaushik A. (2025). <i>Unveiling the Digital Landscape, Cryptocurrency Dynamics and Cyber Security Trends in Emerging Economies</i> . Delhi: Macmillan Education India Pvt. Ltd.

Summary of Books Published:

S.No.	Year	Book Published
1	2024-25	Goel, S. (2024). <i>Corporate Governance: Theory and Practice</i> . New Delhi: Wiley India Pvt. Ltd.
2	2024-25	Agarwal, R. (2024), <i>Academic Writing for Students: A Practical Guide</i> . Moldova: Eliva Press.
3	2024-25	Kaushik, A. (2024), <i>Customer Relationship Management: An AI-Driven Approach</i> . New Delhi: Wiley India Pvt. Ltd.

Papers published in National / International Journals by MDI Gurgaon Faculty:

S.No.	Year	Articles
1	2024-25	Behl, A., & Sindhwani, R. (2024). Guest editorial: Work, progress, and global responsibility in the implementation process of UN SDGs. <i>Journal of Global Responsibility</i> , 15(2), 153-157. https://doi.org/10.1108/JGR-05-2024-165
2	2024-25	Khan, A., Sindhwani, R., Atif, M., & Varma, A. (2024). Supply chain driven herding behavior during COVID-19: Evidence of interdependence from India. <i>Journal of Business & Industrial Marketing</i> , 39(8), 1764-1787. https://doi.org/10.1108/JBIM-10-2023-0568
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93	2024-25	Kumar, D., Agrawal, S., Singh, R. K. , & Singh, R. K. (2024). IoT-enabled coordination for recommerce circular supply chain in the Industry 4.0 era. <i>Internet of Things</i> , 26, 101140. https://doi.org/10.1016/j.iot.2024.101140
94	2024-25	Mandal, S., Singh, R. , Kotni, V. D. P., Chintaluri, M. G., & Raman, R. (2025). Gen Zs and service robots: Examination of contingency effects. <i>International Journal of Quality and Service Sciences</i> , 17(1), 67-89. https://doi.org/10.1108/IJQSS-04-2024-0041
95	2024-25	Biswas, S. (2024). Mediating Role of intrinsic motivation between employees' perceptions of transformational leadership & the job-related outcomes. <i>Indian Journal of Industrial Relations</i> , 60(1), 162.
96	2024-25	Biswas, S. (2025). Role clarity as mediator between employees' perceived supervisory support & its work outcomes. <i>Sensemaking, Reflexivity & Sensibility</i> , 60(3), 483.
97	2024-25	Gupta, A., Kaushik, A., Prashar, A., & Kohli, R. (2025). Qualitative study on digital payments to digital economies: State ecosystem perspective in India. <i>European Economic Letters (EEL)</i> , 15(1), 2061-2068. https://doi.org/10.52783/eel.v15i1.2591
98	2024-25	Gupta, A. S., & Mukherjee, J. (2025). Exploring drivers of customer engagement with voice interface in E-retail. <i>International Journal of Retail & Distribution Management</i> , 53(4), 297-311. https://doi.org/10.1108/IJRDM-08-2024-0390
99	2024-25	Gupta, A. S., & Mukherjee, J. (2025). Framework for adoption of generative AI for information search of retail products and services. <i>International Journal of Retail &</i>

S.No.	Year	Articles
		<i>Distribution Management</i> , 53(2), 165-181. https://doi.org/10.1108/IJRDM-05-2024-0203
100	2024-25	Babbar, K., Singh, V. , & Sivakami, M. (2024). Rising premature menopause and variations by education level in India. <i>Scientific Reports</i> , 14(1), 18238. https://doi.org/10.1038/s41598-024-67730-2
101	2024-25	Singh, V. , Johnson K, R., Jacob, A. G., & John, O. (2025). Potential of digital health interventions to address health system challenges in Southeast Asia: A scoping review. <i>Digital health</i> , 11. https://doi.org/10.1177/20552076241311062
102	2024-25	Dash, A., Gupta, A. K., Singh, V., & Sharma, K. (2025). Sustainable practices in business operations-Merely a moral obligation of modern companies or a strategic asset for enhancing shareholders value. <i>Journal of Environmental Management</i> , 375, 124365. https://doi.org/10.1016/j.jenvman.2025.124365
103	2024-25	Kulshreshta, C., & Kapoor, A. (2024). Consumer engagement and experience in the era of technology: a structural equation modelling study on brand loyalty and customer value. <i>Academy of Marketing Studies Journal</i> , 28(4), 1-11. ISSN 1528-2678-28-4-180
104	2024-25	Kulshrestha, C. (2025) Timeless connections beyond timepieces: The role of digital experiences in shaping consumer relationships with luxury watch brands on social media. <i>Advances in Consumer Research</i> , 2(2), 18-33.
105	2024-25	Maggon, M. (2025). I do not think before I leap (buy)! impulse buying: An integrative review and future research directions. <i>Acta Psychologica</i> , 254, 104822. https://www.sciencedirect.com/science/article/pii/S0001691825001350
106	2024-25	Sharma, L., Kaushik, N., Maggon, M. , & Sivathanu, B. (2025). Cognitive and cultural factors in metaverse acceptance: A TAM-based meta-analysis. <i>Acta Psychologica</i> , 254, 104855. https://doi.org/10.1016/j.actpsy.2025.104855
107	2024-25	Sharma, S., Jain, R., & Maggon, M. (2024). Digital brand immersion: unveiling the impact on authenticity, attachment, and loyalty in luxury fashion. <i>Academy of Marketing Studies Journal</i> , 28(6), 1-12.
108	2024-25	Maggon, M. (2024). Recent trends in social innovation research published in business and management domain: a bibliometric analysis from 2014 to 2023. <i>Academy of Marketing Studies Journal</i> , 28(4), 1-15.
109	2024-25	Ghag, N., Sonar, H., Chaubey, A. and Singh, R.K. (2025). Unpacking the factors that support women's entrepreneurship: A critique and exploration of new avenues using a fsQCA approach. <i>Benchmarking: An International Journal</i> . https://doi.org/10.1108/BIJ-01-2025-0004
110	2024-25	Singh, R. , Mishra, R., & He, Q. (2025). Sustainable supply chain and environmental, collaboration in the supply chain management: Agenda for future research and implications. <i>Business Strategy and the Environment</i> . https://doi.org/10.1002/bse.4136
111	2024-25	Bhatia, M. S., Kumar, S., Gangwani, K. K. , & Kaur, B. (2024). Key capabilities for closed-loop supply chain: Empirical evidence from manufacturing firms. <i>Technological Forecasting and Social Change</i> , 208. https://doi.org/10.1016/j.techfore.2024.123717
112	2024-25	Kapoor, P. S., Maggon, M., & Gangwani, K. K. (2025). Inform me or make me laugh: Influencer marketing and the role of emotional contagion and information value. <i>International Journal of Consumer Studies</i> , 49(1). https://onlinelibrary.wiley.com/doi/10.1111/ijcs.70005

S.No.	Year	Articles
113	2024-25	Bhatia, M. S., & Gangwani, K. K. (2025). Towards circular economy: Leveraging blockchain technology for circular supply chain. <i>Journal of Environmental Management</i> , 380. https://doi.org/10.1016/j.jenvman.2025.125039
114	2024-25	Lamba, P. S., Pathak, A. A., & Jain, N. (2025). Quiet quitting by e-commerce delivery workers moderated by job resources and employee grit: A symbolic interaction approach. <i>Academy of Marketing Studies Journal</i> , 29(S1), 1-20.
115	2024-25	Agarwal, P., Lamba, P.S., & Jain, N. (2024). Development of individual entrepreneurial orientation in higher education institutes: A gender moderated dialogic communication perspective. <i>Academy of Marketing Studies Journal</i> , 28(5), 1-15.
116	2024-25	Kango, U., Gupta, A., Sharma, D., & Singh, A. (2025). Digital platforms as co-producers of space: A lefebvrian analysis of tensions in digital platforms. <i>ACM SIGMIS Database: the DATABASE for Advances in Information Systems</i> , 56(1), 11-43. https://doi.org/10.1145/3715966.3715969
117	2024-25	Gupta R., Thacker P. & Jain N. (2024). Holistic education: A systematic review and perspectives from India. <i>Korea Review of International Studies</i> , 17(62).
118	2024-25	Tripathy, A. K. (2024). Clawback in executive compensation: Tackling managerial myopia. <i>European Economic Letters (EEL)</i> , 14(2), 2996-2999. https://www.eelet.org.uk/index.php/journal/article/view/1660 .
119	2024-25	Lamba, P. S., Jain, N. & Khan E. (2025). Championing for sustainability: Persuading Gen x to adopt green fintech. <i>Accountancy Business and the Public Interest</i> , 41(2).
120	2024-25	Lamba, P. S., & Jain, N. (2025). Psycho-physiological impact of virtual non-verbal communication on Gen Z workforce: A study of memes. <i>Acta Psychologica</i> , 254, 104848. https://doi.org/10.1016/j.actpsy.2025.104848
121	2024-25	Gangwani, K. K., & Bhatia, M. S. (2025). Enhancing quality performance through blockchain technology: An organization information processing theory perspective. <i>Journal of Enterprise Information Management</i> . https://doi.org/10.1108/JEIM-03-2024-0166
122	2024-25	Bhatia, M. S., Kumar, S., & Gangwani, K. K. (2025). Role of environment proactivity and integration for closed-loop supply chain: A strategy-structure- capabilities-performance perspective. <i>The International Journal of Logistics Management</i> . https://doi.org/10.1108/IJLM-03-2024-0145
123	2024-25	Kumaraswamy, V. & Ashra, S. (2024). Recalibrating REER in the age of big data analytics. <i>Economic & Political Weekly</i> , 59(14), 36-41.
124	2024-25	Ashra, S., & Majumder, G. (2024). Production-Input productivity vis-a-vis input-price in Indian railways. <i>International Journal of Transport Economics: Rivista Internazionale Di Economia Dei Trasporti</i> , 51(3/4), 263-293.
125	2024-25	Xia, H., Wang, X., Zhang, J. Z., Storey, V. C., & Gupta, N. (2025). Hiding and destroying outlier knowledge on digital transformation and value co-creation: impacts and insights from the fashion industry. <i>Journal of Knowledge Management</i> , 29(5), 1412-1445. https://doi.org/10.1108/JKM-08-2024-0950 .
126	2024-25	Chauhan, A. (2025) Antecedents of employer branding: energy sector perspective. <i>Academy of Marketing Studies Journal</i> , 29(S4), 1-15.
127	2024-25	Shah, A. A., & Sahay, A. (2024). Is gold a preferable diversifier of cleaner equity risk across diverse scenarios? Evidence from multidimensional connectedness and

S.No.	Year	Articles
		spillover measures. <i>Energy</i> , 305, 132411. https://doi.org/10.1016/j.energy.2024.132411

Book Chapters:

S.No.	Year	Book Chapters
1	2024-25	Shaikh, I., Dash, A., Gupta, A. K., & Srivastava, M. K. (2024). Sustainable banking practice: The role of environmental, social, and governance factors. In N. Tsounis, & A. Vlachvei (Eds.), <i>Applied Economic Research and Trends: 2023 International Conference on Applied Economics (ICOAE), Brno, Czech Republic, June 29-July1, 2023</i> . Cham: Springer Nature.
2	2024-25	Gupta, A. K., Srivastava, M. K., Shaikh, I., & Dash, A. (2024). Analysis of customer perception of E-banking services in India. In N. Tsounis, & A. Vlachvei (Eds.), <i>Applied Economic Research and Trends: 2023 International Conference on Applied Economics (ICOAE), Brno, Czech Republic, June 29-July1, 2023</i> . Cham: Springer Nature.
3	2024-25	Narain, V. (2025). Muddling through waste: Self-governance and collective action in the wastewater commons. In M. Mishra, V. R. Sharma, & A. Chakrabarti (Eds.), <i>Political Economy of Emerging Urban and Peri-urban Spaces in India: A Roadmap Towards Environmental and Social Sustainability</i> . Cham: Springer Nature.
4	2024-25	Kaushal, L. A. (2025). Environmental consequences of tourism: Insights from India. In A. Anand, D. Singh, S. Bali, & S. Balasubramanian (Eds.), <i>SEEDS of Progress: Designing Sustainable Futures</i> . Delhi: Bloomsbury.
5	2024-25	Gupta, A., Singh, R. K., & Mishra, R. (2024). Digitalization of supply chains in manufacturing operations. In V. Ratten (Ed.), <i>Reference Module in Social Sciences</i> . Amsterdam: Elsevier.
6	2024-25	Mishra, B., & Singh, R. K. (2024). Blockchain applications in healthcare sector. In J. Daniel, A. Samadhiya, & J. A. Garza-Reyes, (Eds.), <i>Block Chain Technology: Transforming Businesses and Shaping the Future</i> . Boca Raton: CRC Press.
7	2024-25	Kumar, V., & Kaushik, A. (2025). Unveiling the digital illusion: The evolution of deepfake. In D. Sharma, & A. Kaushik (Eds.), <i>Unveiling the Digital Landscape, Cryptocurrency Dynamics and Cyber Security Trends in Emerging Economies</i> . Delhi: Macmillan Education India Pvt Limited.
8	2024-25	Kaushik, A. (2025). Securing IoT in agriculture: Threats, vulnerabilities, countermeasures, and best practices in precision irrigation. In D. Sharma, & A. Kaushik (Eds.), <i>Unveiling the Digital Landscape, Cryptocurrency Dynamics and Cyber Security Trends in Emerging Economies</i> . Delhi: Macmillan Education India Pvt Limited.
9	2024-25	Bindlish, R., & Kaushik, A. (2025). Revolutionizing India's e-commerce landscape: A comprehensive analysis of open network for digital commerce (ONDC). In D. Sharma, & A. Kaushik (Eds.), <i>Unveiling the Digital Landscape, Cryptocurrency Dynamics and Cyber Security Trends in Emerging Economies</i> . Delhi: Macmillan Education India Pvt Limited.
10	2024-25	Jain, A. (2025). Navigating the challenges of a cashless economy: Balancing innovation and cybersecurity. In D. Sharma, & A. Kaushik (Eds.), <i>Unveiling the Digital Landscape, Cryptocurrency Dynamics and Cyber Security Trends in Emerging Economies</i> . Delhi: Macmillan Education India Pvt Limited.

S.No.	Year	Book Chapters
11	2024-25	Vallabh, P. (2025). Leveraging HR Analytics for Strategic Decision-Making in Contemporary Business Organizations. In Y. Abichandani (Ed.), <i>Business Metaverse (Vol. I)</i> . New Delhi: Bloomsbury Publishing India Pvt. Ltd.
12	2024-25	Sangroya, D., Gangwani, K. K., & Chaudhury, S. (2024). Wind Energy in India: Status Quo of Achievements, Challenges, and Future Prospects. Routledge. https://doi.org/10.4324/9781003281818
13	2024-25	Gaur, V. (2025). In-Depth Study of the Impact of Artificial Intelligence on Customers' Online Purchasing Inclinations. Y. Abichandani (Ed.), <i>Business Metaverse (Vol. II)</i> . New Delhi: Bloomsbury Publishing India Pvt. Ltd.
14	2024-25	Jain, P., & Roy, A. (2024). Catalysts of Innovation: Advancing India's Future Through Investments in Basic Science. In S. Trivedi, V. Grover, B. Balusamy, & A. Ganguly (Eds.), <i>Unleashing the Power of Basic Science in Business</i> . Hershey: IGI Global.
15	2024-25	Mendiratta, P., & Sharma, D. (2025). Deciphering Central Bank digital currency: Challenges and opportunities. In D. Sharma, & A. Kaushik (Eds.), <i>Unveiling the Digital Landscape, Cryptocurrency Dynamics and Cyber Security Trends in Emerging Economies</i> . Delhi: Macmillan Education India Pvt Limited.

Papers presented in National / International Conferences by MDI Gurgaon Faculty:

S.No.	Year	Conferences
1	2024-25	Priyadarshini, J., & Singh, R. K. (2024). Blockchain technology integration with additive manufacturing: Analysis of challenges. <i>14th Annual International Conference on Industrial Engineering and Operations Management (IEOM)</i> . February 12–14, 2024, Dubai, United Arab Emirates.
2	2024-25	Gaur, V. (2024). Advancing work-life equilibrium through employee engagement and innovation. <i>Conference Proceedings of the Centre for Business & Economic Research</i> . April 15–17, 2024.
3	2024-25	Bhatti, S. C., Jain, A. & Robert, L. P. (2024). Service robots in restaurants: Anticipated changes in employee feedback, performance, satisfaction, and turnover intention. <i>AMCIS 2024 Proceedings</i> . August 15-17, 2024, Utah.
4	2024-25	Bhatti, S. C., Jain, A. , & Robert, L. P. (2024). Working with robots in restaurants: Job responsibility and work motivation changes. <i>33rd IEEE International Conference on Robot and Human Interactive Communication (RO-MAN 2024)</i> . August 26–30, 2024, Pasadena, CA.
5	2024-25	Yadav, N. (2024). What to learn from Corporate Knights' Sustainable Global 100 Firms?: A sectoral perspective. <i>British Academy of Management Annual Conference</i> . September 2–6, 2024, United Kingdom.
6	2024-25	Gaur, V. (2024). Empirical study on employee satisfaction with AI and technology-enabled features in online fashion companies using SEM and WEBQUAL. <i>The Business and Management Review, 13th International Conference on Restructuring of the Global Economy (ROGE) - Promoting Sustainability</i> . August 5-6, 2024, United Kingdom.
7	2024-25	Narain, V. (2024). Rethinking periurban governance in the aftermath of the COVID pandemic. <i>Leadership and public policy in Vietnam: Beyond COVID-19: Recovering with public governance from the pandemic</i> . November 3–4, 2024, Vietnam.

S.No.	Year	Conferences
8	2024-25	Gupta, P., & Chauhan, S. (2024). Factors influencing trust in e-government services: A meta-analytic review. <i>Proceedings of the Tenth International Conference on eDemocracy & eGovernment (ICEDEG)</i> . June 24-26, 2024, Lucerne, Switzerland.
9	2024-25	Aggarwal, D., Chhillar, P., & Jain, N. (2024). Environmental management accounting and environmental performance: Effects of resources commitment and environmental moderators. <i>POMS India International Conference 2024</i> , December 4–6, 2024. Indian Institute of Management Ranchi.
10	2024-25	Bhatti, S. C., Jain, A., & Robert, L. P. (2024). Is it meaningful to work with a robot? A quantitative exploration using the Job Characteristics Model among restaurant employees. <i>Proceedings of the Australasian Conference in Information Systems</i> . December 04-06, 2024, Canberra, Australia.
11	2024-25	Gaur, V. (2024). Teacher training in lifelong learning: The importance of digital competence in the encouragement of teaching innovation. <i>The Business and Management Review, Centre for Business & Economic Research, ICGEEE-2024</i> . 6-7 December, 2024.
12	2024-25	Roy, S., & Sharma, K. (2024). The whole or the parts? Exploring the role of Gestalts in multiple celebrity-endorsed advertisements. <i>Proceedings of the European Marketing Academy, EMAC 2024 Regional Conference</i> . September 25-27, 2024, Portugal.
13	2024-25	Sharma, E., & Sharma, K. (2025). Decoding the digital health journey: Patient-centric insights and challenge. <i>2025 AMA Winter Academic Conference: Marketing in service of nature and humanity</i> . February 14–16, 2025 American Marketing Association, Phoenix, Arizona.
14	2024-25	Kaushal, L. A. (2025). Exporting success: How India's new industrial policy aims to drive manufacturing. <i>Academics Era International Conference</i> . January 06-07, 2025, Institute for Technology and Research (ITRESEARCH), Melbourne, Australia.

Faculty attended the National/International Conference:

S.No.	Year	Faculty attended the National / International Conference
1	2024-25	Singh, V. (2024). Power, status, and identity of ASHA workers in India? Has the COVID-19 pandemic response opened up new political configurations?. <i>International Conference on Policy Process Research</i> . May 15-17, 2024, Syracuse University, New York, USA.
2	2024-26	Tripathy, A., & Bisht, N. (2024). Mobile digital technology and attention dynamics: An attention-based view. <i>International Conference on Business Management & Leadership</i> . May 17-19, 2024, United Kingdom.
3	2024-27	Narain, V. (2024). Reforming curricula to reflect gender and social inclusion in mountain sustainable development: An approach for the Hindukush Himalayan region. <i>International Conference 2024, National Institute of Education</i> . May 28–30, 2024, Nanyang Technological University, Singapore.
4	2024-28	Shaikh, I. (2024). Asymmetric relationship between Bitcoin price and its energy consumption cost: Environmental repercussions. <i>7th Edition of Ethical Finance and Sustainability (EFS-2024) Conference</i> . May 15–16, 2024, University of Leeds, UK.
5	2024-29	Shaikh, I. (2024). Unraveling environment threads: Non-linear causality in Bitcoin prices, energy consumption, and crypto market volatility. <i>International Conference on Business Management and Leadership</i> . May 17–19, 2024, Proud Pen Services, Liverpool, UK.

S.No.	Year	Faculty attended the National / International Conference
6	2024-25	Priyadarshini, J., & Singh, R. K. (2024). Enabling factors for the adoption of additive manufacturing. <i>International Conference on Contemporary Business Trends</i> . May 24–25, 2024, NIT Srinagar.
7	2024-25	Prasad, R. (2024). Contours of the coming age of meta reason. <i>20th Anniversary Conference of the European SPES Institute</i> . June 20–22, 2024, Budapest, Hungary.
8	2024-25	Gupta, P., & Chauhan, S. (2024). Factors influencing trust in e-government services: A meta-analytic review. <i>International Conference on eDemocracy and eGovernment (ICEDEG 2024)</i> . June 24–26, 2024, Lucerne, Switzerland.
9	2024-25	Maggon, M. (2024). Effect of awe experience on intention to use metaverse in tourism: The mediating role of pro-environmental behavior. <i>International Conference ICMRS 24, SIMS</i> . June 6–7, 2024, Kerala, India.
10	2024-25	Agarwal, R. (2024). Fraud control: Efficiency or customer-oriented approach. <i>International Conference organized by the National University of Laos</i> . July 28–31, 2024.
11	2024-25	Yadav, N. (2024). What to learn from Corporate Knights Sustainable Global 100 Firms?: A Sectoral Perspective. <i>International Conference on Sustainability</i> . September 2-6, 2024, United Kingdom.
12	2024-25	Agarwal, R. (2024). Digital transformation from effective fraud control. <i>International Conference on Digital Transformation and Fraud Control</i> . September 2-6, 2024, United Kingdom.
13	2024-25	Sharma, K., Roy, S., & Arora, V. (2024). Whole or the part: The roles of gestalts in multiple celebrity-endorsed advertisements? Exploring. <i>International Conference EMAC Regional Conference</i> . September 25-27, 2024, Lisbon.
14	2024-25	Arora, P., & Roy, M. (2024). Are students really biased against female professors? Experimental evidence from India. <i>International Conference at the University of Chicago</i> . October 3-10, 2024, London.
15	2024-25	Bhatt, S. D., Sinha, A., & Jayaswal, S. (2024). Capacitated r-Hub interdiction problem with congestion: Models and solution approaches. <i>Inform Annual Meeting</i> . October 20-23, 2024, Seattle, Washington.
16	2024-25	Agarwal, R. (2024). Leadership styles and adoption of risk governance in insurance and energy industry: A comparative case study. <i>International Conference on Complexity in Leadership and Management (ICCLM-2024)</i> , October 24-25, 2024, Houston, USA.
17	2024-25	Jain, A. K. (2024). Seva Paramo Dharma: The role of Ahimsa and Aparigraha. <i>National Conference for HR-CSR on Seva: Paramo Dharma</i> . October 18-20, 2024, Jaisalmer.
18	2024-25	Narain, V. (2024). New wine in an old bottle? Theorizing policy change in the Global South. <i>IPPN Conference 2024</i> . December 6-8, 2024, IIT Bombay.
19	2024-25	Aggarwal, D., Jain, N., & Chhilar, P. (2024). Environmental management accounting and environmental performance effects of resource commitment and environmental moderators. <i>POMS India International Conference 2024</i> . December 4-6, 2024, Ranchi, Jharkhand.
20	2024-25	Singh, R. K., Kumar, D., & Mishra, R. (2024). Technology disruption in manufacturing: Redefining buyer-supplier relationships and business models in the Industry 4.0 era. <i>International Conference IEEE ICIMOD 2024</i> . November 4-6, 2024, Sharjah.

S.No.	Year	Faculty attended the National / International Conference
21	2024-25	Gupta, A. K. (2024). Factors influencing intention to adopt electric vehicles: Based on the theory of planned behaviour. <i>49th EBES Conference</i> . October 16-18, 2024, Athens, Greece.
22	2024-25	Shaikh, I., Kaushal, L. A., & Vallabh, P. (2024). On the relationship between India's gold market and households' confidence. <i>49th EBES Conference</i> , October 16-18, 2024, Athens, Greece.
23	2024-25	Rai, S. (2024). Beyond the border employees' perception of mental well-being and performance in the hybrid workplace in the consulting industry. <i>40th Euro Asia Management Studies Association Annual Conference</i> . November 20-23, 2024, IMI Delhi.
24	2024-25	Mishra, A. N. (2024). Invisible walls: Gender identity in online and offline learning environments. <i>India Management Research Conference 2024</i> . December 7-9, 2024, IIM Ahmedabad
25	2024-25	Kaushal, L. A. (2025). Redefining digital commerce in India: The ONDC initiative. <i>International Conference on E-Business, E-Commerce and Internet (EBECI-25)</i> . January 1-2, 2025, Melbourne, Australia.
26	2024-25	Kaushal, L. A. (2025). Exploring success: How India's new industrial aims to drive manufacturing. <i>International Conference on Economics, Finance and Accounting (ICEFA)</i> . January 6-7, 2025, Melbourne, Australia.
27	2024-25	Singh, V., & Arif, A. (2024). Multistakeholder perspective on digital health innovation: Evidence from a national teleconsultation platform in India. <i>5th India Public Policy Network (IPPN) Conference 2024</i> . December 6-8, 2024, Mumbai, India.
28	2024-25	Singh, V. (2024). Identifying gaps in achieving integrated digital health care delivery model: A review synthesis of existing digital health interventions in Southeast Asia. <i>AIB MENA Chapter Conference</i> . December 16-18, 2024, University of Birmingham, Dubai.
29	2024-25	Yadav, N. (2024). Driving towards sustainability through regenerative business strategies: A global perspective. <i>AIB MENA Chapter Conference</i> . December 16-18, 2024, University of Birmingham, Dubai.
30	2024-25	Jain, A., Bhatti, S., & Robert, L. P. (2024). Meaningful work with a robot? A quantitative exploration using the Job Characteristics Model among restaurant employees. <i>Australasian Conference in Information Systems</i> . December 4-6, 2024, Canberra, Australia.
31	2024-25	Thakur, V., & Sinha, S. (2024). Role of the family constitution in stabilizing a family business: An exploratory study. <i>India Strategic Conference 2023</i> . December 16-18, 2024, IIM Ahmedabad, India.
32	2024-25	Bhisht, N., Fernando, D. K., & Boussebaa, M. (2025). Adjusting to new work settings: Exploring power dynamics and self-positioning of Indian expatriates. <i>AIMS International Conference on Management</i> . January 2-4, 2025, IIM Kozhikode, India.
33	2024-25	Tripathi, A. K., & Bhisht, N. (2025). Digitalization and social-financial tradeoffs: An attention allocation perspective. <i>AIMS International Conference on Management</i> . January 2-4, 2025, IIM Kozhikode, India.
34	2024-25	Shukla, S. (2024). Harnessing information technology: The crucial role of commitment, technical collaboration, and knowledge transfer in advancing agri-

S.No.	Year	Faculty attended the National / International Conference
		supply chains in developing regions. <i>AIB MENA Chapter Conference</i> . December 16-18, 2024, University of Birmingham, Dubai.
35	2024-25	Narain, V. (2024). Climate-induced water insecurity in peri-urban spaces: Towards a political ecology of peri-urban disasters. <i>Vietnam Symposium on Climate Transition (VSCT 2024)</i> . December 12-13, 2024, Vietnam.
36	2024-25	Banerjee, S. (2025). Sustainable innovation in India: A Gandhian perspective. <i>International Conference on Emerging Perspectives in Commerce, Economics, and Environment</i> . February 6-7, 2025, St. Xavier's College, Kolkata, India.
37	2024-25	Shah, C. S., Mathur, S., & Thomas, T. J. (2025). Impact of privacy concerns on users' continuance intention of IoT devices. <i>Conference on Information Systems</i> . March 7-9, 2025, Calcutta.
38	2024-25	Sharma, K., & Roy, S. (2025). Collective influence or individual appeal? Examining gestalts in multi-celebrity endorsements. <i>INDAM Conference</i> . June 16-18, 2025, Indian Institute of Foreign Trade (IIFT), Kolkata.
39	2024-25	Bhatnagar, J., Ardana, & Muskan. (2025). Mediation and moderation model for enhancing career sustainability through idiosyncratic deals and adaptive performance. <i>INDAM Conference</i> . June 16-18, 2025, Indian Institute of Foreign Trade (IIFT), Kolkata.
40	2024-25	Bhatnagar, J., & Sharma, A. (2025). Philip Morris International: I quit ordinary smoking – responsible leadership or business as usual? <i>INDAM Conference</i> . Jan 16-18, 2025, Indian Institute of Foreign Trade (IIFT), Kolkata.
41	2024-25	Thakur, V. (2025). Family constitution as a governance mechanism in family businesses: An exploratory study. <i>Symposium on Contemporary Entrepreneurship Research in India</i> . February 14-15, 2025, Indian Institute of Technology (IIT), Mumbai.

Cases Published by MDI Gurgaon Faculty:

S.No.	Year	Cases
1	2024-25	Agarwal, R. (2024). <i>Bigship: Strategic issue management during the COVID-19 crisis</i> . Ivey Publishing ID: W36247.
2	2024-25	Kumari, D., Srivastava, R., & Dasgupta, M. (2024). <i>Growth at Menstrupedia: Battling social injustice or chasing pure profits?</i> Ivey Publishing ID: W34976.
3	2024-25	Iyer, S. V. (2024). <i>Exit or Non-exit? Case Study of Blackstone's Stake Sale in Mphasis</i> . Global Business Review. https://doi.org/10.1177/09721509241258975 .
4	2024-25	Gupta, P., (2024). <i>Why startups can result in a corporate governance crisis: The case of bharatpe, a unicorn fintech startup in India</i> . Sage Business Cases. SAGE Publications, Ltd., https://doi.org/10.4135/9781071924082 .
5	2024-25	Gupta, R., Bhatnagar, J., & Kumar, A. (2024). <i>Nihilent Limited: Build or buy talent to sustain creative disruption in humanizing technology</i> . Ivey Publishing ID: W37179.
6	2024-25	Dash, A. and Pramani, R. (2024). <i>Noble Chemical Agency: Managing working capital in troubling times</i> . Emerald Emerging Markets Case Studies, 14(2). https://doi.org/10.1108/EEMCS-03-2023-0088
7	2024-25	Batra, N., Nihar, K.L. and Iyer, S.V. (2024). <i>EnglishHelper: funding options for social enterprises</i> . Emerald Emerging Markets Case Studies, 14(3). https://doi.org/10.1108/EEMCS-01-2024-0027

S.No.	Year	Cases
8	2024-25	Kumaraswamy, V., Bhatnagar, J., & Sinha Ray, R. (2024). <i>JK & Sirpur Paper: Expanding in a declining industry</i> . Ivey Publishing ID: W37134.
9	2024-25	Kumar, G., Srivastava, R., & Dasgupta, M. (2024). <i>VTION AdTech: Disrupting the cookie-less world</i> . Ivey Publishing ID: W37201.
10	2024-25	Dua, A., & Rai, S. (2024). <i>Tata does not mean goodbye: Is Air India going to bring back old saga?</i> Ivey Publishing ID: W37023.
11	2024-25	Mishra, B., & Prashar, A. (2024). <i>Shayna EcoUnified: Expanding into a "green" field</i> . Ivey Publishing ID: W3740.
12	2024-25	Dadhich, M. and Yadav, N. (2024). <i>Satyadarshan technologies & services: Revolutionizing urban mobility?</i> Emerald Emerging Markets Case Studies, 14(3). https://doi.org/10.1108/EEMCS-12-2023-0520
13	2024-25	Khan, A.F., Nasim, S. and Yadav, N. (2024). <i>Engineering and environmental solutions: The growth conundrum</i> . Emerald Emerging Markets Case Studies, 14(4). https://doi.org/10.1108/EEMCS-12-2022-0543
14	2024-25	Tiwari, N., Vishwakarma, S., Sharma, S. and Vallabh, P. (2024). <i>Recruiting ahead of the curve: a case of EduGorilla</i> . Emerald Emerging Markets Case Studies, 14(4). https://doi.org/10.1108/EEMCS-12-2023-0495
15	2024-25	Thakur, V., & Dhingra, D. (2024). <i>Ninety one cycles: Pedalling beyond urban borders</i> . Ivey Publishing ID: W37595.
16	2024-25	Rai, S., & Chauhan, P. (2024). <i>PanoTech services: Protecting employee mental health</i> . Ivey Publishing ID: W38180.
17	2024-25	Singh, S., Agarwal, R., & Srivastava, R. (2024). <i>Neha enterprises: Turning the tide with strategic choices amid trading decline</i> . Ivey Publishing ID: W37374.
18	2024-25	Gupta, R., & Sharma, T. (2024). <i>Vedanta resources limited: Issues of sustainability</i> . Ivey Publishing ID: W37126.
19	2024-25	Misra, S., Srivastava, R. and Sinha, S. (2024). <i>Magic of preloved sarees, thrifting your way to elegance</i> . Emerald Emerging Markets Case Studies, 14(4) https://doi.org/10.1108/EEMCS-12-2023-0500
20	2024-25	Dadhich, M., Shukla, A., & Yadav, N. (2024). <i>Demerger of Jio Financial Services from Reliance Industries: A Strategic Shift?</i> Ivey Publishing ID: W39701.
21	2024-25	Goel, S., (2025). <i>Governance at CCO: The NGO knack</i> . Sage Business Cases. https://doi.org/10.4135/9781071982068
22	2024-25	Jaswal, G. S., & Yadav, N. (2025). <i>DMI finance: Preserving its competitive edge in digital lending</i> . Ivey Publishing ID: W39692.
23	2024-25	Thakur, V. (2025). <i>Mankind pharma: Aiming for the sky</i> . Ivey Publishing ID: W41502.
24	2024-25	Thakur, V. (2025). <i>OM sweets and snacks: Charting new horizons for sustainable growth</i> . Ivey Publishing ID: W41539.
25	2024-25	Mukherjee, J. (2024). <i>Making SVG future-ready: Evaluating the growth options</i> . Ivey Publishing ID: W37613.
26	2024-25	Banerjee, S., & Mukherjee, J. (2024). <i>Monosha biotech: Growth challenges of a social enterprise brand</i> . Ivey Publishing ID: W37444.
27	2024-25	Mukherjee, J. (2025). <i>Distribution channel decision for electric passenger cars in India</i> . Sage Business Cases. https://doi.org/10.4135/9781071978184 .
28	2024-25	Mukherjee, J. (2025). <i>BuildPro India: Developing a go-to-market strategy for roof waterproofing</i> . Sage Business Cases. https://doi.org/10.4135/9781071978009 .

S.No.	Year	Cases
29	2024-25	Mukherjee, J. (2025). <i>Dailywrap: Finalizing a growth strategy</i> . Sage Business Cases. https://doi.org/10.4135/9781071978191 .
30	2024-25	Mukherjee, J. (2025). <i>Navigating a distributor's payment troubles</i> . Sage Business Cases. https://doi.org/10.4135/9781071975534 .
31	2024-25	Mukherjee, J. (2025). <i>Overcoming channel conflict at glue India limited</i> . Sage Business Cases. https://doi.org/10.4135/9781071972144 .
32	2024-25	Mukherjee, J. (2025). <i>Outreach service failure: Impact of brand dissonance</i> . Sage Business Cases. https://doi.org/10.4135/9781071965405 .
33	2024-25	Mukherjee, J. (2025). <i>Overcoming interchannel conflict in an omnichannel world</i> . Sage Business Cases. https://doi.org/10.4135/9781071977958 .
34	2024-25	Mukherjee, J. (2025). <i>Saha and sons: Managing distribution-driven growth</i> . Sage Business Cases. https://doi.org/10.4135/9781071980187 .
35	2024-25	Mukherjee, J. (2025). <i>Sales force motivation strategy in the tough Maharashtra market</i> . Sage Business Cases. https://doi.org/10.4135/9781071965412 .
36	2024-25	Mukherjee, J. (2025). <i>Sales performance conundrum</i> . Sage Business Cases. https://doi.org/10.4135/9781071978450 .
37	2024-25	Mukherjee, J. (2025). <i>Sales recruitment and performance management challenges in the Indian auto industry</i> . Sage Business Cases. https://doi.org/10.4135/9781071975473 .
38	2024-25	Mukherjee, J. (2025). <i>Superfoods India: Reworking the marketing mix to remain viable in an increasingly competitive market</i> . Sage Business Cases. https://doi.org/10.4135/9781071965894 .
39	2024-25	Thakur, V. (2025). <i>Third wave coffee—growth vs profitability conundrum</i> . Ivey Publishing ID: W41659.
40	2024-25	Gupta, P., & Gupta, S. (2025). <i>Meta's quagmire: AI algorithms and social media's legal-ethical maze</i> . Ivey Publishing ID: W41381.
41	2024-25	Chaturvedi, A., Roy, A., & Jain, N. (2024). <i>Fastech Fashions: A struggle for survival</i> . Ivey Publishing ID: W36157.
42	2024-25	Jain, N., & Sharma, A. (2024). <i>MeMeraki: Where culture meets technology</i> . Ivey Publishing ID: W37180.
43	2024-25	Sharma, P., Gangwani, K., & Sharma, K. (2025). <i>Mozaic Games: Finding a pattern in the maze</i> . Ivey Publishing ID: W41285.
44	2024-25	Gangwani, K., & Mundkur, J. P. (2025). <i>Continuity in change: Bhima Jewels' transformation journey</i> . Ivey Publishing ID: W36262.
45	2024-25	Tripathy, A. K., & Bisht, N. S. (2025). <i>ZOMATO: Pure veg strategy under fire</i> . Ivey Publishing ID: W42158.
46	2024-25	Gupta, P. (2025). <i>GitHub Copilot: Great promises tempered by looming ethical shadows</i> . Ivey Publishing ID: W34830.

Newspaper / Magazine Articles:

S.No.	Year	Newspaper/Magazine Articles
1	2024-25	Bhatnagar, J., Aeron, P., & Thakur, S. J. (2024). <i>Harnessing human resource analytics: A gateway to organisational success</i> . <i>Business World</i> .
2	2024-25	Narain, V. (2024). <i>Wastewater irrigation in peri-urban agriculture: Challenges and opportunities</i> . <i>The Water Digest</i> .

S.No.	Year	Newspaper/Magazine Articles
3	2024-25	Panda, A. (2024). It's time we think differently about leadership development and seriously too. Kaustubham: <i>Human Resource Management and Labour Relations Journal, 2024 Annual Magazine.</i>
4	2024-25	Kapoor, P. (2024). Art of adaptation. <i>Open Magazine.</i>
5	2024-25	Sindhwani, R. (2024). Ushering an era of greener healthcare. <i>The Week Magazine.</i>
6	2024-25	Prashar, A. (2024). Enhancing manufacturing performance: The synergy of lean practices and digitization. <i>Financial Express.</i>
7	2024-25	Singh, R. K. (2024). Adoption of artificial intelligence for resilient health care services. <i>Silicon India.</i>
8	2024-25	Singh, R. K. (2024). Tips to navigate the group discussion and personal interview in the CAT. <i>The Hindu.</i>
9	2024-25	Ghosh, S., & Kanjilal, K. (2025). Renewable energy's dirty secrets: Hidden cost of going green. <i>Indian Express.</i>
10	2024-25	Aggarwal, D. (2025). Managing educational financial uncertainty during economic downturns. <i>The Statesman.</i>
11	2024-25	Pillania, R. (2024). Manage like a mother. <i>Indian Management.</i>
12	2024-25	Pillania, R. (2024). Saving business schools in India from academicians. <i>The Education Post Magazine.</i>
13	2024-25	Pillania, R. (2024). Is there a death of academic leadership in B-schools? <i>The Education Post Magazine.</i>
14	2024-25	Pillania, R. (2024). Five questions for an incoming MBA student. <i>The Education Post Magazine.</i>
15	2024-25	Pillania, R. (2024). Develop the art of asking questions for success. <i>Education Times, Times of India.</i>
16	2024-25	Pillania, R. (2025). Strategy is not what business schools say; strategy is what business schools do! <i>The Education Post Magazine.</i>
17	2024-25	Pillania, R. (2025). Need for focus on thinking in management education. <i>The Education Post Magazine.</i>
18	2024-25	Pillania, R. (2025). Need to relook at MBA curriculum. <i>The Education Post Magazine.</i>
19	2024-25	Pillania, R. (2025). New paradigm for business education: Need for focus on adding value and creating impact in business schools. <i>The Education Post Magazine.</i>
20	2024-25	Pillania, R. (2025). <i>खुशी की सरल-कठिन चुनौती.</i> <i>Haribhoomi.</i>
21	2024-25	Pillania, R. (2025). Why is using a mobile phone, not a great idea? <i>The Education Post Magazine.</i>
22	2024-25	Pillania, R. (2025). Why is reading newspapers in the morning not a great idea? <i>The Education Post Magazine.</i>
23	2024-25	Pillania, R. (2025). Make imagination a part of MBA programs. <i>The Education Post Magazine.</i>
24	2024-25	Pillania, R. (2025). Need for more experiential learning in MBA programs. <i>The Education Post Magazine.</i>
25	2024-25	Pillania, R. (2025). Let's celebrate in-competencies and psychofencies: A satire. <i>The Education Post Magazine.</i>
26	2024-25	Pillania, R. (2025). Need for teaching assumptions in strategy programs. <i>The Education Post Magazine.</i>
27	2024-25	Pillania, R. (2025). Are you the engine, a malfunctioning boggy, or a go along? <i>The Education Post Magazine.</i>

S.No.	Year	Newspaper/Magazine Articles
28	2024-25	Pillania, R. (2025). Need for adding humility in strategy programs. <i>The Education Post Magazine</i> .
29	2024-25	Pillania, R. (2025). Need for intuition in business education. <i>The Education Post Magazine</i> .
30	2024-25	Pillania, R. (2025). Business academicians cannot afford to lose the focus on academics! <i>The Education Post Magazine</i> .
31	2024-25	Pillania, R. (2025). Search of big happiness is misleading. <i>Daily World</i> .
32	2024-25	Pillania, R. (2025). Drink your TEA judiciously for happiness. <i>Highland Post. Readington Marwein</i> .
33	2024-25	Pillania, R. (2025). For happiness, practice equanimity. <i>The Arunachal Pioneer</i> .
34	2024-25	Pillania, R. (2025). प्रसन्नता एक व्यक्ति की चुनाव और ठिमेदारी है. <i>The India Today</i> .
35	2024-25	Pillania, R. (2025). खुशी के ठलर क्षमा की कला का अभ्यास. <i>Jaipur Times, The Times of India</i> .
36	2024-25	Pillania, R. (2025). Learning innovation skill from Mahatma Gandhi Ji: The importance of experimenting. <i>Yugmarg Publication</i> .
37	2024-25	Pillania, R. (2025). Learning innovation skill from Gandhiji: The power of observing. <i>Yugmarg Publication</i> .
38	2024-25	Pillania, R. (2025). Making the right resolutions for happiness. <i>Punjab Times, PT Live Private Limited</i> .
39	2024-25	Pillania, R. (2025). खुशी के ठलर धरती माता से ठिर से िड़े. <i>Jaipur Times, The Times of India</i> .
40	2024-25	Pillania, R. (2025). For happiness, embrace gratitude. <i>Yugmarg Publication</i> .
41	2024-25	Pillania, R. (2025). स्थायी खुशी के ठलर दया की कला का अभ्यास करें. <i>Dainik Chetna, Chetana Education Limited</i> .
42	2024-25	Pillania, R. (2025). Learning innovation skill from Gandhiji: Importance of learning from experts. <i>Yugmarg Publication</i> .
43	2024-25	Pillania, R. (2025). Learning innovation skill from Gandhiji: Importance of association. <i>Arunachal Observer, Arunachal Observer Pvt. Ltd.</i>
44	2024-25	Pillania, R. (2025). Meditation. <i>Arunachal Observer, Arunachal Observer Pvt. Ltd.</i>
45	2024-25	Pillania, R. (2025). Happiness for good looks 1. <i>The Mizoram Post Aizawl, Sankha Press Digital Media Pvt. Ltd.</i>
46	2024-25	Pillania, R. (2025). खुशी के ठलर समय ठनकालना. <i>Art Prakash Press</i> .
47	2024-25	Pillania, R. (2025). खुशी पाने के ठलर, िो वास्तव में मायने रखता है उस पर ध्यान केंठित करें और शोर को बंद करें. <i>Aaj Samaj. Good Morning India Media Private Limited</i> .
48	2024-25	Pillania, R. (2025). हंसी खुशी का सरल मार्ग है. <i>Aaj Samaj. Good Morning India Media Private Limited Group</i> .
49	2024-25	Pillania, R. (2025). खुशी है भतू, वतगमान और भठवण्य के सही संतुलन में. <i>Dainik Chetna, Chetna Printing Press</i> .
50	2024-25	Pillania, R. (2025). रसते खुशी का सबसे महत्वपूर्ण स्रोत. <i>Dainik Chetna, Chetna Printing Press</i> .
51	2024-25	Pillania, R. (2025). Three happiness myths & their solutions. <i>Sikkim Express Pvt. Ltd.</i>
52	2024-25	Pillania, R. (2025). खुशी अभी भी इतने सारे लोको से इतनी दूर क्यों है? <i>Veer Arjun News Papers</i> .
53	2024-25	Pillania, R. (2025). ठिठिल ठिठाक्स को बनाएं ठशक्षा का ठहस्सा. <i>Galgotias Times Bureau, Galgotia's Media</i> .

List of Publications at MDI Murshidabad 2024-2025

Faculty Publication, Etc.:

Books & Edited Books

S.No.	Year	Books & Edited Books
1	2024-25	Abichandani, Y. (Ed.) (2025). <i>Business Metaverse (Vol I)</i> . Delhi: Bloomsbury Publishing.
2	2024-25	Abichandani, Y. (Eds.) (2025). <i>Business Metaverse (Vol II)</i> . Delhi: Bloomsbury Publishing.
3	2024-25	Alone, V. N. & Pandit, A. (2025). <i>Python Unlocked: Techniques for Problem Solving</i> . Delhi: Indo-Continental Academic Publishers.
4	2024-25	Gaan, N., & Sengupta, A. (Eds.) (2025). <i>Resilient Age: Sustaining Performance in the Changing World</i> . Delhi: Bloomsbury Publishing.
5	2024-25	Pal, B. (Ed.) (2024). <i>Business in the Digital Era</i> . Delhi: Bloomsbury Publishing.
6	2024-25	Prasad, R. K. & Pandit, A. (2025). <i>Brand Management: Building, Measuring and Managing Brand Equity</i> . Delhi: Indo-Continental Academic Publishers.
7	2024-25	Shaik, K., & Pandit, A. (2025). <i>Industrial Management</i> . Delhi: Indo-Continental Academic Publishers.
8	2024-25	Swar, B. N., & Singhal, N. (Eds.) (2025). <i>Integrating Sustainability Technology and Research for Value Creation</i> . Delhi: Bloomsbury Publishing.

Book Chapter:

S.No.	Year	Book Chapter
1	2024-25	Abichandani, Y. (2024). DEI in India: Perspective from Indian Boardrooms. In B. Pal (Ed.), <i>Business in the Digital Era</i> (pp. 18-24). Delhi: Bloomsbury Publishing.
2	2024-25	Abichandani, Y. (2024). Legislation for DEI and ITS Impact on Corporate India. In B. Pal (Ed.), <i>Business in the Digital Era</i> (pp. 52-57). Delhi: Bloomsbury Publishing.
3	2024-25	Abichandani, Y. (2025). HR Expectations of Indian Expatriates in Malaysia. In Y. Abichandani (Ed.), <i>Business Metaverse (Vol II)</i> (pp. 79-80). Delhi: Bloomsbury Publishing.
4	2024-25	Abichandani, Y. (2025). Indian Spiritual Thought and Ecofeminism - Old but New Frontiers of Environmental Sustainability. In Y. Abichandani (Ed.), <i>Business Metaverse (Vol I)</i> (pp. 46-49). Delhi: Bloomsbury Publishing.
5	2024-25	Abichandani, Y. (2025). Role of HR Project Management in Creating Passport Seva Service Excellence. In Y. Abichandani (Ed.), <i>Business Metaverse (Vol II)</i> (pp. 48-50). Delhi: Bloomsbury Publishing.
6	2024-25	Banerjee, S. (2024). Personality Type and Wealth: Review of Literature. In B. Pal (Ed.), <i>Business in the Digital Era</i> (pp. 1-7). Delhi: Bloomsbury Publishing.
7	2024-25	Banerjee, S. (2024). Theory of Reasoned Action (TRA) and Behavioural Finance: A Comprehensive Analysis. In B. Pal (Ed.), <i>Business in the Digital Era</i> (pp. 8-13). Delhi: Bloomsbury Publishing.

S.No.	Year	Book Chapter
8	2024-25	Banerjee, S. (2025). Digital Payments and Financial Inclusion: A Comparative Analysis of Urban and Rural Areas in West Bengal, India. In Y. Abichandani (Ed.). <i>Business Metaverse (Vol I)</i> (pp. 69-82). Delhi: Bloomsbury Publishing.
9	2024-25	Banerjee, S. (2025). Impact of CSR policy on Dividend Policy: A Theoretical Framework. In Y. Abichandani (Ed.). <i>Business Metaverse (Vol II)</i> (pp. 68-69). Delhi: Bloomsbury Publishing.
10	2024-25	Banerjee, S., & Pandit, A. (2025). Structural Equation Modelling: Based View of Artificial Intelligence. In M. Khokhar. <i>AI-Driven Business Model Innovation</i> (pp. 247-266). Hershey: IGI Global.
11	2024-25	Gaan, N. (2025). Beyond Financial Literacy: Analyzing the Role of Mindfulness and Spirituality in Investment Behavior: A Systematic Literature. In N. Gaan, & A. Sengupta (Eds.). <i>Resilient Age: Sustaining Performance in the Changing World</i> . Delhi: Bloomsbury Publishing.
12	2024-25	Gaan, N. (2025). Self-Transcendence Values of Hotel Managers and Employees' Green Voice Behaviour. In N. Gaan, & A. Sengupta (Eds.). <i>Resilient Age: Sustaining Performance in the Changing World</i> . Delhi: Bloomsbury Publishing.
13	2024-25	Gaan, N. (2025). Usages' Intention of Career Counselling Bot in Higher Education: A Qualitative Enquiry. In N. Gaan, & A. Sengupta (Eds.). <i>Resilient Age: Sustaining Performance in the Changing World</i> . Delhi: Bloomsbury Publishing.
14	2024-25	Mitra, P. (2025). Indian Economic Growth with Tourism Growth: A Time Series Analysis. In B. N. Swar, & N. Singhal (Eds.). <i>Integrating Sustainability Technology and Research for Value Creation</i> (pp. 205-213). Delhi: Bloomsbury Publishing.
15	2024-25	Pal, B. (2024). E-Business Implementing AI and ML: Smart Shop Solutions. In B. Pal (Ed.). <i>Business in the Digital Era</i> (pp. 58-63). Delhi: Bloomsbury Publishing.
16	2024-25	Pal, B. (2024). Quality Control and Detection using Machine Learning in Manufacturing. In B. Pal (Ed.). <i>Business in the Digital Era</i> (pp. 64-70). Delhi: Bloomsbury Publishing.
17	2024-25	Pal, B. (2025). Artificial Intelligence in Demand Forecasting and Ecommerce. In Y. Abichandani (Ed.). <i>Business Metaverse (Vol I)</i> (pp. 46-49). Delhi: Bloomsbury Publishing.
18	2024-25	Pal, B. (2025). IoT Sensor Management: Challenges, Techniques and Future Directions. In Y. Abichandani (Ed.). <i>Business Metaverse (Vol II)</i> . (pp. 44-47) Delhi: Bloomsbury Publishing.
19	2024-25	Pandit, A. (2024). Digital Transformation Strategies. In B. Pal, (Ed.). <i>Business in the Digital Era</i> (pp. 18-24). Delhi: Bloomsbury Publishing.
20	2024-25	Pandit, A. (2024). E-Commerce Growth and Trends. In B. Pal (Ed.). <i>Business in the Digital Era</i> (pp. 25-37). Delhi: Bloomsbury Publishing.
21	2024-25	Pandit, A. (2024). Technology Acceptance in Online C2C Marketplaces: A Comprehensive Analysis. In B. Pal (Ed.). <i>Business in the Digital Era</i> (pp. 81-85). Delhi: Bloomsbury Publishing.
22	2024-25	Pandit, A. (2025). Artificial Intelligence and Automation in the Business World. In Y. Abichandani (Ed.). <i>Business Metaverse (Vol II)</i> (pp. 1-14). Delhi: Bloomsbury Publishing.
23	2024-25	Pandit, A. (2025). Big Data and Analytics. In Y. Abichandani (Ed.). <i>Business Metaverse (Vol I)</i> (pp. 46-49). Delhi: Bloomsbury Publishing.

S.No.	Year	Book Chapter
24	2024-25	Pandit, A. (2025). Big Data and Analytics. In Y. Abichandani (Ed.). <i>Business Metaverse (Vol I)</i> (pp. 36-45). Delhi: Bloomsbury Publishing.
25	2024-25	Pandit, A. (2025). Digital Marketing and Social Media. In Y. Abichandani (Ed.). <i>Business Metaverse (Vol II)</i> (pp. 27-43). Delhi: Bloomsbury Publishing.

Cases Published:

S.No.	Year	Cases
1	2024-25	Chetan, G. K. (2024). <i>Berger Paints India Limited: Discovering the optimal capital structure</i> . Ivey Publishing ID: W38431.
2	2024-25	Paul, P. (2024). <i>Evaluation of mutual funds' performance (B): Risk-Adjusted</i> . Ivey Publishing ID: W38330.
3	2024-25	Paul, P. (2025). <i>Risk-return analysis in fund investment</i> . Sage Publications. https://doi.org/10.4135/9781071958100 .
4	2024-25	Mitra, S. & Sengupta, A. (2025). <i>Building sustainable campuses for the future: the case of MDI Murshidabad</i> . Emerald Emerging Markets Case Studies, 15(1). https://doi.org/10.1108/EEMCS-12-2023-0499

Patent:

S.No.	Year	Patents
1	2024-25	Pandit, A. (2024). <i>Fraudulent Image Forecasting in Social Media Platform Using Predictive Analytics</i> . In https://search.ipindia.gov.in/IPOJournal/Journal/ViewJournal
2	2024-25	Pandit, A. (2024). <i>Smartagent: A Customer Service Chatbot for E-Commerce Services</i> . In https://search.ipindia.gov.in/IPOJournal/Journal/ViewJournal
3	2024-25	Pandit, A. (2024). <i>Techniques for analyzing stocks and overall market, including fundamental analysis, technical analysis, and quantitative analysis</i> . In https://search.ipindia.gov.in/IPOJournal/Journal/ViewJournal
4	2024-25	Pandit, A. (2025). <i>Unique Method and strategy for cross cultural management to aid international Businesses</i> . In https://search.ipindia.gov.in/IPOJournal/Journal/ViewJournal
5	2024-25	Pandit, A. (2024). <i>Novel System for Predicting Mobility Patterns of Tourists (PMPT) Using Social Media Profiles</i> . In https://search.ipindia.gov.in/IPOJournal/Journal/ViewJournal
6	2024-25	Pandit, A. (2024). <i>Artificial Intelligence in Fitness and Diet Recommendation Using E- Health Monitoring</i> . In https://search.ipindia.gov.in/IPOJournal/Journal/ViewJournal
7	2024-25	Pandit, A. (2024). <i>Evaluating The Information System Management Approach and its Relevance in Improving Business</i> . In https://search.ipindia.gov.in/IPOJournal/Journal/ViewJournal

Paper published in a National/ International Journal:

S.No.	Year	Articles
1	2024-25	Banerjee, S., & Chetan, G. K. (2024). Role of microfinance in empowering women: Insights from a household survey in West Bengal. <i>Empirical Economics Letters</i> , 23(S1).
2	2024-25	Banerjee, S., Mitra, A., Jena, S. K., & Mohanti, D. (2024). Influence of foreign institutional holding on corporate risk-return profile: A panel quantile regression analysis. <i>Cogent Economics & Finance</i> , 12(1). https://doi.org/10.1080/23322039.2024.2302637
3	2024-25	Banerjee, S., Pandit, A., & Mohanti, D. (2024). Antecedents of loyalty in mobile payment services: an empirical study. <i>Academy of Marketing Studies Journal</i> , 28(6), 1-15.
4	2024-25	Basu, A., & Pandit, A. (2024). Advancements in retail queue management: A comprehensive review with focus on Spencer's retail. <i>Empirical Economics Letters</i> , 23(December SI 1), 287-307. https://doi.org/10.5281/zenodo.14624181
5	2024-25	Chakraborty, S., Konwar, J., & Pandit, A. (2024). Trainees perspective towards effective training and analyzing the influence of age and gender on it. <i>Empirical Economics Letters</i> , 23(December SI 1), 369-383. https://doi.org/10.5281/zenodo.14645651
6	2024-25	Chakraborty, S., Konwar, J., Chakraborty, N., Pandit, A. , & Chakraborty, J. (2025). Talent management in the age of change: Reskilling as a strategic imperative. <i>Academy of Marketing Studies Journal</i> , 29(3), 1-11.
7	2024-25	Chattopadhyay, G. C., & Pandit, A. (2024). Turnaround of Eastern Coalfields Limited: An in-depth study of its path- breaking strategies towards better governance for survival and growth. <i>Empirical Economics Letters</i> , 23(July SI 1), 329-346. https://doi.org/10.5281/zenodo.13685395
8	2024-25	Dash, S., Paul, P. , & Giri, S. (2024). Gender-based comparative analysis of the antecedents of digital banking customer satisfaction. <i>Accountancy Business and the Public Interest</i> , 40(7). https://abpi.uk/wp-content/uploads/2024/07/24V400701.pdf
9	2024-25	Dinesh, K. G. S., Mitra, S. , Sisodia, G. S., Ogunmokun, O. A., Abichandani, Y., & Kumar, P. (2024). Measuring the consumer's choice for edible cutlery: A sustainable lifestyle perspective. <i>Journal of Infrastructure Policy and Development</i> , 8(6), 4072. https://doi.org/10.24294/jipd.v8i6.4072
10	2024-25	Chetan, G. K. , & Kumar, M A., (2024). Stock market integration: Analysis of long and short run dynamics between Indian market and global markets. <i>Empirical Economics Letters</i> , 23(9).
11	2024-25	Gaan, N. , & Shin, Y. (2024). Buffering role of collective mindfulness in customer incivility and service sabotage: A multilevel study of Indian banks. <i>International Journal of Bank Marketing</i> , 42(3), 596-619. https://doi.org/10.1108/ijbm-07-2023-0371
12	2024-25	Giri, S. & Paul, P. (2025). Study of the efficient consumer response and supplier collaboration. <i>Advances in Consumer Research</i> , 2(2), 769-773.
13	2024-25	Giri, S. (2024). Industry 4.0 and supply chain challenges. <i>Accountancy Business and the Public Interest</i> , 40(8). https://abpi.uk/wp-content/uploads/2024/08/24V400802.pdf

S.No.	Year	Articles
14	2024-25	Giri, S. (2025). Supply chain and marketing functions interface for competitiveness. <i>Academy of Marketing Studies Journal</i> , 29(2), 1-6.
15	2024-25	Giri, S., and Paul, P. (2024), Relevance of materials management in value chain. <i>Academy of Marketing Studies Journal</i> , 28(S6), 1-8.
16	2024-25	Giri, S., Grover, P., Kumari, S., Vaishnav, J., & Mohammed, S. (2024). Contemporary trends, challenges, and advances in the manufacturing industry, with a special focus on applications of artificial intelligence and deep learning. <i>European Economic Letters</i> 14(2). https://doi.org/10.52783/eel.v14i2.1409
17	2024-25	Jasrotia, S. S., Rai, S. S., Rai, S., & Giri, S. (2024). Stage-wise green supply chain management and environmental performance: Impact of blockchain technology. <i>International Journal of Information Management Data Insights</i> , 4(2), 100241. https://doi.org/10.1016/j.jjime.2024.100241
18	2024-25	Mohanti, D., & Banerjee, S. (2024). Credit channel of monetary policy transmission: Evidence from India. <i>Investment Management and Financial Innovations</i> , 21(2), 287–299. https://doi.org/10.21511/imfi.21(2).2024.23
19	2024-25	Pal, B., & Pandit, A. (2024). Exploration on the emotions experienced by religious tourists in the state of Odisha, India. <i>Academy of Marketing Studies Journal</i> , 28(SI 4).
20	2024-25	Pandit, A., & Pal, B. (2024). Approach to measure price stability and unemployment using an endogenous monetary model in a country of West Asia. <i>Academy of Marketing Studies Journal</i> , 29(1).
21	2024-25	Pandit, A., Eedara, G., Mathapati, A. C., & Prabakar, K. (2024). Predictive analytics in consumer behavior and market strategies. <i>European Economic Letters</i> , 14(4). http://eelet.org.uk
22	2024-25	Paul, P. (2024). Examining the relation of supply chain finance on financial performance of firm: A panel data regression model. <i>Accountancy Business, and the Public Interest</i> , 40(9), 13-20.
23	2024-25	Paul, P. (2025). Environmental, social and governance risk in the emerging market: The impact on ESG performance. <i>Advances in Consumer Research</i> , 2(2), 503-518.
24	2024-25	Paul, P., & Bhattacharya, S. (2024). Impact of banking functions on online investment intention in India: Examining the mediating role of service experience. <i>Investment Management and Financial Innovations</i> , 21(1), 131-145. https://doi.org/10.21511/imfi.21(1).2024.11
25	2024-25	Paul, P., & Giri, S. (2024). Assessing the impact of liquidity management criteria on supply chain financing: Evidence from Indian firms. <i>Accountancy Business and the Public Interest</i> , 05, 18. https://www.abpi.uk
26	2024-25	Paul, P., & Singhal, N. (2024). Association of ESG performance and corporate financial performance: Evidence from Indian firms. <i>Accountancy Business, and the Public Interest</i> , 40(11), 121-127.
27	2024-25	Paul, P., & Singhal, N. (2025). Examining the impact of ESG performance on the brand value of Indian firms. <i>Academy of Marketing Studies Journal</i> , 29(S2), 1-12.

S.No.	Year	Articles
28	2024-25	Paul, R., Roy, P., & Pandit, A. (2025). Decoding the factors for patient satisfaction: Analysing hcaphs survey data in selected private hospitals of Kolkata. <i>Academy of Marketing Studies Journal</i> , 29(S1), 1- 10.
29	2024-25	Saha, S., Roy, R., & Pandit, A. (2025). Exploring the impact of green HRM practices and work-life balance on employees in five-star hotels in Kolkata. <i>Academy of Marketing Studies Journal</i> , 29(2S), 1-12. https://www.abacademies.org/abstract/exploring-the-impact-of-green-hrm-practices-and-worklife-balance-on-employees-in-fivestar-hotels-in-kolkata-17327.html
30	2024-25	Saini, S. (2025). Customer experience and sustainability in social, environmental and economic contexts. <i>International Journal of Innovation Science</i> . https://doi.org/10.1108/IJIS-03-2024-0054
31	2024-25	Sengupta, A. & Pandit, A. (2024). Application of Integer Programming problem in Industry-Optimization of production scheduling in Manufacturing. <i>Academy of Marketing Studies Journal</i> , 28(5). https://telugu.abacademies.org/abstract/application-of-integer-programming-problem-in-industryoptimization-of-production-scheduling-in-manufacturing-16824.html
32	2024-25	Sengupta, A., & Pandit, A., Rai, S. (2025). Influence of per Ceived usefulness on purchase intentions: Insights from consumer behaviour research. <i>Academy of Marketing Studies Journal</i> , 29(1), 1-20.
33	2024-25	Singhal, N. (2024). Embedding sustainable development goals (SDGs) in business: A case study. <i>Accountancy Business and the Public Interest</i> , 40(9), 1-12.
34	2024-25	Singhal, N. (2024). SDGs 4A (Awareness, Adaptation, Action, Achievement) model. <i>Accountancy Business and the Public Interest</i> , 40(12), 130-139.
35	2024-25	Singhal, N. (2024). Skills and competencies, where are we? Business Schools journey towards SDGs. <i>Accountancy Business and the Public Interest</i> , 40(8), 66-74.
36	2024-25	Singhal, N. (2025). Business strategy and SDGs alignment: practitioner's insights. <i>Academy of Marketing Studies Journal</i> , 29(1), 1-8.
37	2024-25	Singhal, N. (2025). Strategic framework for embedding sustainable development goals (SDGs) in Business Schools. <i>Advances in Consumer Research</i> , 2(2), 177-184.
38	2024-25	Singhal, N., Paul, P., Giri, S., & Taneja, S. (2024). Corporate social responsibility: Impact on firm performance for an emerging economy. <i>Journal of Risk and Financial Management</i> , 17(4), 171.
39	2024-25	Swar, B. N. (2024) Evaluation of Automated teller machines service quality: An exploratory study. <i>Korea Review of International Studies</i> , 17(55). https://kristudies.org/volume-17-issue-55-february/
40	2024-25	Swar, B.N., & Pandit, A. (2025). Assessing patients' satisfaction in government homoeopathy medical colleges: An empirical study. <i>Academy of Marketing Studies Journal</i> , 29(2), 1-13.
41	2024-25	Panchamia, J., Abichandani, Y. and Arora, R. (2025). Navigating the COVID-19 crisis: A study of healthcare leadership response in India and the USA. <i>Journal of Health Organization and Management</i> . https://doi.org/10.1108/JHOM-09-2024-0383

Details of Conference Presentation:

S.No.	Year	Conferences
1	2024-25	Gaan, N. (2025). Conditional effect of team prosocial motivation on team knowledge sharing behaviour in service sector. <i>Indian academy of management conference</i> . January 16-18, 2025, IIFT Kolkata.
2	2024-25	Mitra, P. (2025). Impact of sevicification on export intensity and export participation of steel firms in India: Role of foreign ownership. <i>Global Business research conference 2025</i> . March 26-28, 2025, IIFT Delhi.
3	2024-25	Swar, B. N. (2025). Consumer buying behavior towards sustainable packaged food products. <i>International Marketing Conference IV (iMarC IV): Bridging the Gap between Marketing Theory and Practice</i> . January 23-24, 2025, IIM Shillong.
4	2024-25	Sengupta, A. (2024). Relative forest sustainability index: A study. <i>International Conference on Resilience and Sustainable Performance (ICRSP 2024)</i> . December 06-07, 2024, MDI Murshidabad.
5	2024-25	Sengupta, A. (2024). Study of the influence of income as a motivator of women entrepreneurship. <i>International Conference on Resilience and Sustainable Performance (ICRSP 2024)</i> . December 06-07, 2024, MDI Murshidabad.
6	2024-25	Sengupta, A. (2024). Vipassana meditation and emotional regulation: Role of mindfulness in emotional reactivity. <i>International Conference on Resilience and Sustainable Performance (ICRSP 2024)</i> . December 06-07, 2024, MDI Murshidabad.
7	2024-25	Sengupta, A. (2025). Impact of spirituality on leadership. <i>International Conference on Business, IT, and Enterprise Architecture ICBIT 2025</i> . January 30-31, 2025, MDI Murshidabad.

APPENDIX-8



CONSULTANCY PROJECTS UNDERTAKEN BY MDI FACULTY AND CLIENT LIST OF MDI

MDI @Consultancy

Major Consultancy works undertaken by MDI Faculty
(last five years ending 2023-24)

Sl No.	Faculty Team (Prof)	Project Title	Name of Client
1	Prof. Vishal Narain	Curicullam Review of course on Interdisciplinary field research Prof. Vishal Narain	SACI Waters
2	M. P. Jaiswal Nakul Gupta	Capacity Development For ERP based Implementation Phase 2 for HPPTCL	HPPTCL
3	Rupamanjari S Ray Sunil Ashra	Out come Evaluation of State Finance : 15th Finance Commission	15th Finance commission, Ministry of Finance
4	N. P. Singh Anil A Pathak Joydip Mitra Nakul Gupta	Audit to NTPC School VIDHYA-IV	NTPC
5	Nakul Gupta	IDPs for quality improvement of HE System(AP Higher education quality improvement Project)	EY LLP
6	M. P. Jaiswal Prageet Aeron	Evaluating Existing IT System & Facilitating ERP Implementation in CIL and its Subsidiaries Phase 2	Coal India Ltd.
7	Rohit Prasad	Fortnightly column in H-Mint from April 2018 to Feb 2019	Hindustan times (H- Mint)
8	Rohit Prasad	Fortnightly column in H-Mint from March 2019 to June 2019	Hindustan times (H- Mint)
9	Jyotsna Bhatnagar	Addressing talent management through 360 degree assessment	IOCL
10	Prof. Vishal Narain	Mentoring Three Fellows in SAWA for SACI waters Prof. Vishal Narain	SACI Waters
11	Rohit Prasad Prageet Aeron	Developing White Paper on Energy Efficient Remote Architechture	Vihaan Network Limited

12	Jyotsna Bhatnagar Anil A Pathak	Framing up Human Resource Policies & Procedures for PEMS	PEMS
13	Vishal Narain	Urbanizing Deltas of the world Phase IV SACI waters	SACI Waters

Management Development Institute (MDI) has always been in the forefront in providing its consulting expertise to the organizations public, private and social sector. Faculty members at MDI remain contemporary through consultancy and continuous research. Through these endeavours they develop innovative strategies to facilitate the process of managing a dynamic business environment.

MDI's motto is to provide high quality, cost effective and timely consultancy services to its clients. The faculty members offer consulting services in functional and cross functional areas of business management. The major areas of consultancy are:

- Enterprise Resource Planning (ERP)-enabled business process re-engineering
- e-Governance
- IT Strategy
- Financial management
- Human resource management
- Marketing management
- Operations management
- Productivity management
- Strategic management
- Supply chain management
- Systems design
- Reputation studies & organisational communication
- Competency assessment
- Counselling & feedback,
- Leadership development
- Organisation diagnostics.

Through these consulting interventions, the Institute has contributed to the productivity improvements, preparation of plans for expansion, diversification and growth as well as for leadership development. A large number of consultancy projects have also been carried out for the social sector.

MDI has carried out a large number of consultancy projects for the industry and corporate, central and state governments and international bodies. The driving force behind all the consulting activity is a team of faculty who have extensive experience and expertise in diverse fields. The Institute is widely recognised by the industry (private

and public), Government (Central and State), NGOs and international bodies for providing quality services to its clients.

Client Organizations

Private Sector

Utility Powertech Limited, Bajaj Auto, Petronet LNG, Cairn Energy, Hughes Software Systems, Hewlett-Packard India Ltd., Escotel, Welcome Group Grasim Industries, Indo-Gulf, Modicorp Learning Institute, Lurgi India Co. Ltd., Rajashree Cement, Educational Consultants of India Ltd., Pradan, Rico Auto Industries, Macmillan India Ltd., Glaxo Smith Kline.

Public Sector

NHPC, Hindustan Times House, Sasi Waters, IOCL, NALCO, IPCL, IOC, BEL, NAFED, NFL, MMTC, Gas Authority of India, IGL, DVC, HAFED, Semiconductor Complex Ltd. Rural Electrification Corporation, NCDC, Neyveli Lignite Corporation Ltd, Delhi Vidyut Board, ONGC, IFFCO, NPTI, Power Trading Corpn. of India Ltd., Delhi State Civil Supplies Corporation Ltd.

Government Departments, Financial Institutions and Banks

Punjab National Bank, Coal India, Ministry of Micro Small & Medium Enterprises, HPPTCL, PSPL, HPPCL, SJVNL, IRFC, MEITY, Planning Commission, Vth Pay Commission, Ministry of Industry (DCSSI), CPWD, State Electricity Boards, State Road Transport Corporations, Ministry of Planning and Programme Implementation, Industrial Finance Corporation, Power Finance Corporation, Directorate of Adult Education, Delhi Finance Corporation, AICTE, TRIFED, Delhi Tourism and Transport Development Corporation Ltd.

International Agencies

Department for International Development, European Commission, ILO, UNDP, Association of Development Financing Institutions in Asia and the Pacific (ADFIAP), Food and Agricultural Organization (FAO), World Health Organization, British High Commission.

Consulting Assignments

Title of the Consulting Projects Undertaken

- Curriculum Review of course on Interdisciplinary field research
- Capacity Development For ERP based Implementation Phase 2 for HPPTCL
- Outcome Evaluation of State Finance: 15th Finance Commission
- Audit to NTPC School VIDHYA-IV
- IDPs for quality improvement of HE System (AP Higher education quality improvement Project)
- Consultancy Services for Evaluating Existing IT System & Facilitating ERP Implementation in CIL and its Subsidiaries Phase 2
- Fortnightly column in H-Mint from April 2018 to Feb 2019
- Fortnightly column in H-Mint from March 2019 to June 2019

- Addressing talent management through 360-degree assessment
- Mentoring Three Fellows in SAWA for SACI waters
- Developing White Paper on Energy Efficient Remote Architecture
- UNCDF Supported Evaluation of the Pacific Financial Inclusion Ph II
- Framing up Human Resource Policies & Procedures for PEMS
- Urbanizing Deltas of the world Phase IV SACI waters
- Consultancy Services for implementation of ERP at SJVNL Phase 2
- A study of organization Structure IRFC
- Revision of HR Manual of IRFC
- Revision of Industry compliance MFIN
- Leadership Development Programme in Roof Top Business
- Fortnightly column in mint Sep 2017 to Mar 2018
- Evaluation of IDPs for World Bank
- Evaluation of IDPs for World Bank
- Monitoring and Evaluation of Various Sites under CSR 2018-19: SPMCIL
- Climate policy, conflicts and corporation in peri urban South Asia Phase I: SACI WATER
- H R Audit For SPMCIL
- Upscaling for Local Climate solutions as ECO Village Development: for DIB
- Five years Strategic Business Plan for Utility Powertech Limited
- Fortnightly column in mint on Public Policy & Current Affairs using concepts
- Services for Evaluating Existing IT Systems & facilitating ERP implementation CIL
- PNB Competency Framework
- Evaluation Study of PMEGP Scheme
- Monitoring And Evaluation Various sites under SPMCIL
- Saci Water "urbanizing deltas of world" phase III
- Impact Assessment of End-to End Computerization TPDS
- Gender Approaches in transboundary water resources The Asia Foundation
- Quick Study on impact of demonetization Microfinance institution
- HR Study & HR Mannual CHAIL
- Vetting for Commercial Mannual CHAIL

- Food and Agriculture organization of United Nation
- Climate policy, conflicts and corporation in peri urban South Asia Phase III : Towards Resilient and water secure communities for Saci water
- Word Study at IGL Installation for national Productivity Council
- Consultancy Services for development of ERP based Integrated Information system under Himachal Pradesh Clean energy Transmission Investment Programme HPPTCL
- Consultancy Services for ERP project at POWERGRID (Phase II)
- Consultancy service for implementation of ERP in SJVN (Phase-I)
- Evaluation of Support to Voluntary Agencies for Adult Education & Skill Development, Department of Adult Education, Ministry of HRD, Government of India
- Impact of Gender Diversity in Indian Boardrooms on Firm performance: An Empirical Study, National Foundation for Corporate Governance
- Leadership for Livelihood (NRLM), Xavier Institute
- Punjab State Power Corporation Limited ERP Consulting Project for PSPCL
- Implementing the Process of Early Socialisation
- Manpower Planning and Assessment of Manpower Requirements
- Impact Assessment Study of Credit and Micro-enterprise Projects
- Modernisation of the Statistical System in India: A Cost Benefit Study
- Study of Organisational/ Institutional Development of Primary Education in India
- Study of Information Management Systems
- Implementation of 360 Degree Feedback Systems
- Impact Assessment of Mewat Area Development Project
- Branding Study
- Preliminary Report of the Marketing Challenges in Tasar Silk
- Review of Tele-sale Operations
- Design & Development of Diploma Course in Arts Management
- Design Phase-II of the Credit and Micro-Enterprise Training Project (CRÈME)
- Evaluation of Small Industry Management Programme for a Bank
- Preparing brief scheme for a Trust and Kisan Sewa Fund
- Evaluation of Post Literacy Programme in Satara District
- Developing a Learning Organization

- Preparation of a Commercial Manual
- Development and Strengthening of Plant Quarantine Facilities
- Management Development Intervention
- Study of Manpower Assessment
- Development of Training Module on Integrated Management of Healthy Settings
- Role of Insurance Sector in Disaster management including preparedness and mitigation
- Involvement of public in disaster prone areas (raising of volunteers forces)
- System Designing for MBA in Power Management
- Review of Restructure Plan for a Corporation
- Evaluation of Jan Shikshan Sansthan in Gaya (Bihar) and Coimbatore (Tamil Nadu)
- Building excellence in Marketing Division of a Cooperative
- Assessment of Human Resources for a Corporation
- Organisational Building for a Corporation
- Assignment on Developing a Selection Tool
- External Evaluation of Post Literacy Programme in Amravati District
- Review of the Performance Linked Reward Scheme for a Corporation
- Follow up of MDP Intervention for a High commission
- Online professional learning programme.
- Manpower Assessment and Restructuring for a Corporation
- Management of Technology for Auto Ancillaries
- Intervention on Role of Middle Managers in context of Changing Organizations Strategy
- Organizational Management at Ghaziabad Development Authority
- Design and Facilitating Assessment Centres for General Managers of a Corporation.

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APPENDIX-9



**AUDITED FINANCIAL STATEMENT
FOR THE LAST THREE FINANCIAL YEARS
2021-22; 2022-23; 2023-24**



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Chartered Accountants

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INDEPENDENT AUDITORS' REPORT ON FINANCIAL STATEMENTS

To the Board of Governors
MANAGEMENT DEVELOPMENT INSTITUTE, GURUGRAM

Report on the audit of Financial Statements

Opinion

We have audited the accompanying financial statements of MANAGEMENT DEVELOPMENT INSTITUTE GURUGRAM, which comprise the Balance Sheet as at 31st March, 2024 and also the Income & Expenditure Account for the year ended 31st March, 2024 and notes to the financial statements including summary of the significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give the true and fair view of the financial position of the entity as at 31st March, 2024 and of its financial performance for the year ended in accordance with the applicable Accounting Standards issued by the Institute of Chartered Accountants of India (ICAI).

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing issued by the Institute of Chartered Accountants of India. We are independent of the entity in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India (ICAI) together with the ethical requirements that are relevant to our audit of the Financial Statements for the year ended 31st March, 2024 and we have fulfilled our other ethical responsibilities in accordance with ICAI's Code of Ethics.

We believe that the audit evidences obtained by us are sufficient and appropriate to provide the basis for our audit opinion.

Responsibility of Management and Those Charged with Governance for the Financial Statements

The Management is responsible for the preparation of these financial statements that give a true and fair view of the financial position, financial performance of the entity is in accordance with the generally acceptable Accounting Principles accepted in India. This responsibility also includes maintenance of adequate accounting records for safeguarding of the assets of the entity and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the

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preparation and presentation of the financial statement that give a true and fair view and are free from material misstatement, whether due to fraud or error. In preparing the financial statements, management is responsible for the assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis for accounting unless the management either intends to liquidate the entity or to cease the operations, or has no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatements, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the accompanying financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidences that are sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management.
- Conclude on the appropriateness of the Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Institute to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Statement or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Institute to cease to continue as a going concern.
- Obtain sufficient and appropriate audit evidence regarding the financial statements of the Institute to express an opinion on the accompanying financial statements.

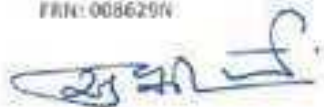


- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

For Sunder Sharma & Co.
Chartered Accountants
FIRN: 008629N



CA Sunder Kumar Sharma
Partner
Membership No.: 087495



Place: Delhi

Date: 22/07/2024

MANAGEMENT DEVELOPMENT INSTITUTE GURGAON

Balance Sheet as at March 31, 2024

(Figures in ₹ L)

Liabilities	Schedule	As at March 31, 2024	As at March 31, 2023	Assets	Schedule	As at March 31, 2024	As at March 31, 2023
Capital Fund	1	173,000,000	172,000,000	Fixed Assets			
Surplus Fund	2	1,870,980,318	1,791,766,150	Funded Assets	8.1	21,851,212	16,591,676
Infrastructure Fund	3	4,016,300,000	3,330,000,000	Assets other than those funded from grants	9.2	859,886,428	997,017,584
Earmarked Fund				Capital work-in-progress	9.3	871,333,921	14,601,463
Campaign and fund raised asset fund	4	25,853,434	25,793,476	Investments			
Grants-in-aid fund	5	155,190,595	152,889,334	Non-current investments	10.1	424,655,874	386,624,666
Loan encumbrance fund	6	224,810,895	211,036,097	Current investments	10.2	3,260,333,628	1,096,013,899
Other Funds	7	18,841,666	99,375,254	Current assets, loans and advances	11	470,312,790	322,933,261
Current liabilities and provisions	8	465,261,023	318,157,394	MDI Mandatories		1,504,337,617	1,498,310,972
Total Liabilities		7,016,711,573	6,276,064,325	Total Assets		7,016,711,573	6,276,064,325

Significant Accounting Policies and Notes to Accounts

30-31

As per the audit report of audit date attached

For Sunder Sharma & Co.
Chartered Accountants
FSS - 006629N

For and on behalf of the Management Development Institute, Gurgaon

CA Sunder Kumar Sharma
Partner
M.No. 082499
Date: 12/07/2024
Place: Delhi
JONK 240874958KCSYR 2243

(CWO (P&A), MDI-G)

(Director, MDI-G)

MANAGEMENT DEVELOPMENT INSTITUTE GILSON

Income and Expenditure Account for the year ended on March 31, 2024

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Expenditures	Schedule	Year ended March 31, 2024	Year ended March 31, 2023	Income	Schedule	Year ended March 31, 2024	Year ended March 31, 2023
Programme expenses	17	35,01,86,739	50,13,65,481	Revenue from Graduate and Postgraduate programme	12	4,38,45,95,889	1,71,58,58,586
Research and technical advisory services and other activities	18	2,23,03,943	1,54,33,031	Revenue from others operations			
Pay and allowances	19	58,03,34,024	48,33,61,709	MSF programme	13	27,42,60,533	35,48,49,756
Employee salary	20	33,42,48,495	9,43,34,320	Income from consultancy and research	14	1,69,47,609	15,49,4,75
Staff welfare expenses	21	40,06,049	58,38,610	Other income	15	3,23,67,717	54,03,352
Faculty development				Interest on investments			
Traveling and conveyance	22	2,07,30,182	1,17,33,729	Interest income other than on bank deposit	16.1	25,63,55,853	38,93,79,193
Administrative expenses	23	13,43,78,710	11,75,38,524	Income from sponsored investment	16.2	42,85,763	23,38,589
Regist and related work	24	20,83,02,797	8,93,38,439	Profit on sale of fixed asset		30,55,293	1,09,909
Auditor remuneration	25	8,83,875	8,73,758				
Finance Costs	26	6,02,719	1,25,548				
Student activity expenses	27	4,05,55,544	86,88,298				
General expenses	28	8,56,47,842	1,37,35,320				
Depreciation	29	32,58,97,503	11,31,18,376				
Balance of Income over expenditure before prior period items		56,42,91,150	33,42,00,545				
Prior period income		88,291	4,00,555				
Balance of Income over expenditure carried to Income and Expenditure Appropriation Account		56,51,79,739	33,46,01,100	Total		2,09,15,38,642	1,57,84,79,693



MANAGEMENT DEVELOPMENT INSTITUTE GURGAON

Income Appropriation Account for the year ended on March 31, 2024

(Figures in Rs.)

Expenditure	Year Ended March 31, 2024	Year Ended March 31, 2023	Income	Year Ended March 31, 2024	Year Ended March 31, 2023
Surplus transferred to Infrastructure fund	48,00,00,000	75,00,00,000	Excess of income over Expenditure brought forward from Income & Expenditure Account	55,62,22,859	27,36,19,788
Surplus transferred to Surplus fund and other activities	7,62,22,859	2,36,30,788	Transferred from Surplus fund	-	-
Total	55,62,22,859	27,36,30,788	Total	55,62,22,859	27,36,19,788

As per our audit report of even date attached

For Sunder Sharma & Co.
Chartered Accountants
FBN - 008625N



CA Sunder Kumar Sharma
Partner
M.No. 087695
Date: 22/07/2024
Place: Delhi
UDIN: 24087495BKCSYR2243



For and on behalf of the Management Development Institute, Gurgaon



ICAD (F&A), MDI-G



(Director, MDI-G)

MANAGEMENT DEVELOPMENT INSTITUTE GURGAON
NOTES FORMING PART OF THE FINANCIAL STATEMENTS

Particulars	(Figures in Rs.)	
	As at March 31, 2024	As at March 31, 2023
Schedule No. 1 Corpus Fund		
Opening Balance	17,20,48,344	17,11,28,383
Add: Interest earned during the year	15,18,565	9,19,861
Less: Utilization during the year	-	-
Total	17,35,66,909	17,20,48,344
Schedule No. 2 Surplus Fund		
Opening Balance	1,71,47,86,160	1,77,11,26,479
Add: Surplus transferred from Income & Expenditure Appropriation Account	1,62,73,858	1,55,95,488
Less: Transferred to Income & Expenditure Appropriation Account	-	-
Total	1,87,00,80,018	1,79,47,68,260
Schedule No. 3 Infrastructure Fund		
Opening Balance	5,55,60,00,000	5,32,40,30,000
Add: Surplus transferred from Income & Expenditure Appropriation Account	49,00,00,000	27,00,00,000
Less: Transferred to Income & Expenditure Appropriation Account	-	-
Total	6,04,60,00,000	5,59,40,30,000
Schedule No. 4 Campus and Fixed Assets Fund		
Opening Balance	2,09,21,678	2,80,89,718
Add: Addition during the year	-	-
Less: Transferred from Income & Expenditure Account	(1,40,343)	(1,08,083)
Total	2,08,31,434	2,80,91,076
Schedule No. 5 Gratuity Reserve Fund		
Opening Balance	13,76,83,684	13,01,68,228
Add: Interest earned during the year	1,11,22,405	86,64,376
Add: Provision during the year	1,58,18,612	88,58,510
Less: Payments made during the year	(12,38,240)	(1,08,09,410)
Total	15,41,90,589	13,76,89,144
Schedule No. 6 Leave Encashment Fund		
Opening Balance	31,30,34,067	19,65,54,751
Add: Interest earned during the year	1,11,10,864	1,11,81,316
Add: Provision during the year	40,81,378	1,73,32,371
Less: Payments made during the year	(4,78,409)	(17,12,404)
Total	32,48,87,899	21,46,16,097



MANAGEMENT DEVELOPMENT INSTITUTE GURGAON
NOTES FORMING PART OF THE FINANCIAL STATEMENTS

(Figures in Rs.)

Particulars	As at March 31, 2024	As at March 31, 2023

Schedule 'F' - Other funds :

PARTICULARS	As at March- 31, 2023	Contribution received during the year	Interest Income transferred from ISE Account	Payments made during the year	As at March- 31, 2024
Alumni Association Fund	5,80,41,787	1,13,66,681	-	72,26,324	6,21,71,095
Meritorious Students Award Fund	26,07,714	-	45,324	-	26,47,958
Ram an Manoj chair endowment fund	22,54,332	-	1,18,718	-	23,73,112
Corporate Membership fund	10,00,000	-	-	-	10,00,000
Director Medical Relief Fund	54,81,351	1,73,982	-	30,809	57,44,524
Total	6,90,75,264	1,15,34,514	1,64,942	72,37,133	7,39,41,686

Schedule No. - 8

Current Liabilities and Provisions

Supplier Creditors	15,17,70,488	5,83,18,203
Other Liabilities	8,13,83,471	2,32,48,342
Accumulated receipts on incomplete research projects	2,57,50,676	1,89,24,494
Unspent research grant	54,35,833	52,74,938
Accumulated receipts on incomplete consultancy projects	5,06,10,456	4,96,56,768
Fees retained in advance	68,12,603	64,65,670
Security deposits (Students)	4,14,76,493	3,81,43,553
Retention and OMO (Vehicles)	30,54,958	18,79,574
Provisions	13,21,23,969	10,80,88,740
	45,13,61,028	38,30,57,396



MANAGEMENT DEVELOPMENT INSTITUTE GURGAON

Schedule forming part of Accounts

Schedule 'B-2' Plant assets (Assets funded by grants)

(Figure in Rs.)

Sl. No.	Description of assets	GROSS BLOCK		ACCUMULATED DEPRECIATION		NET BLOCK	
		As at March 31, 2023	Additions during the year	Charged during the year	As at March 31, 2023	As at March 31, 2024	As at March 31, 2023
1	Land	46,13,548	-	-	4,40,70,262	1,53,75,201	46,13,548
2	Buildings	5,62,70,540	-	-	11,00,520	2,38,00,469	2,21,33,118
3	Furniture and fixtures	16,25,239	-	-	95,07,642	95,07,135	16,25,239
4	IT (computers and software)	3,03,51,426	-	-	1,05,36,146	1,33,07,832	3,03,51,426
5	Transport	22,58,368	-	-	31,54,793	31,55,408	3,742
6	Technical staff and equipment	4,00,542	-	-	4,49,342	4,44,341	318
7	Library equipment	4,75,275	-	-	4,75,001	4,72,123	550
8	Other	94,20,239	-	-	64,00,968	84,00,344	9
9	Office equipment	2,04,200	-	-	2,44,225	2,44,248	444
10	Telephone, modems etc.	24,81,180	-	-	14,12,049	18,12,102	23,769
11	Teaching equipment	4,00,000	-	-	2,58,423	1,41,577	4,00,000
12	Teaching aid equipment	16,52,750	-	-	36,92,131	35,92,179	171
13	Computer equipment	24,000	-	-	34,451	34,451	30
14	Medical equipment	8,54,803	-	-	8,05,503	6,01,777	1,006
15	Research equipment	23,35,086	-	-	12,75,094	11,75,240	450
16	Computer help station equipment	17,49,027	-	-	42,08,449	43,13,445	17,279
17	Sign boards	54,444	-	-	14,302	14,606	62
18	Decorations	13,65,510	-	-	15,06,039	15,06,039	1,400
19	Library equipment	11,382	-	-	44,279	13,379	9
20	Other	2,33,455	-	-	2,71,436	2,72,936	1
21	Computer	88,40,147	-	-	85,18,228	85,33,393	4,557
Total		15,37,55,983	-	-	1,87,43,553	1,53,18,435	2,38,33,478
Previous Year		25,77,00,269	-	-	12,96,35,632	12,87,64,637	2,81,38,599



MANAGEMENT DEVELOPMENT INSTITUTE GURGAON

Schedule forming part of Accounts

Schedule 3.2 - Fixed assets (other than lease grants)

S.No.	Description of assets	GROSS BLOCK			ACCUMULATED DEPRECIATION			NET BLOCK	
		As at March 31, 2023	Additions during the year	Disposals/ adjustments during the year	As at March 31, 2023	Change for the year	On Disposals/ adjustments during the year	As at March 31, 2024	As at March 31, 2023
1	Land	1,07,14,37,943	86,83,039	-	1,02,31,09,072	1,09,51,003	-	10,27,26,654	73,09,06,086
2	Furniture and fixture	7,56,27,889	42,35,300	4,37,923	6,83,18,252	62,21,393	6,75,679	4,08,08,808	1,79,21,383
3	For transportation and vehicles	6,27,76,387	16,30,793	15,14,428	4,85,14,944	85,83,165	15,78,666	1,42,32,605	3,33,01,842
4	Plant and machinery	53,48,889	-	-	53,38,003	85,19,529	3,33,814	6,07,338	9,56,175
5	Books	6,34,25,629	37,02,969	-	6,53,62,894	8,12,12,266	14,96,143	14,90,745	11,78,773
6	Office equipment	13,87,971	-	-	13,87,972	12,44,810	13,631	1,38,529	1,42,151
7	Telephone installation	49,26,528	-	-	49,85,458	6,85,608	6,85,608	15,78,566	19,63,175
8	Electrical equipment	9,49,11,926	81,71,602	10,88,548	6,65,45,187	2,75,45,248	83,38,187	3,02,72,747	2,73,87,225
9	Tooling and equipment	2,82,81,425	72,43,768	29,84,127	4,25,25,207	2,08,75,023	78,86,396	1,38,16,444	3,44,16,750
10	Vehicle	79,868	-	-	79,868	54,310	13,567	32,391	47,509
11	Current equipment	2,717	9,07,712	-	1,86,440	2,394	61,549	85,196	23
12	Hotel equipment	1,16,06,104	-	17,628	5,13,79,238	88,88,955	6,19,602	24,77,236	10,97,319
13	Sign boards	12,403	-	-	10,402	10,217	18	35	71
14	Construction	8,26,06,819	-	-	8,16,66,174	8,79,47,348	13,13,179	98,42,817	10,51,149
15	Online equipment	2,82,928	-	-	2,62,888	2,50,282	19,123	10,575	39,038
16	Other	15,83,304	-	-	18,69,264	19,42,844	179	9,33	822
17	Computer (excluding software)	19,29,75,983	5,84,87,889	6,91,03,148	33,33,66,347	22,87,93,217	5,79,23,243	8,56,30,302	8,41,20,773
18	Office equipments	31,31,026	65,430	6,513	31,75,021	60,06,644	83,884	89,698	1,15,082
19	Land	3,38,02,460	-	-	1,56,97,248	14,21,038	-	16,34,539	11,02,134
20	Land (DCC)	6,67,28,179	-	-	6,67,28,179	-	-	6,67,28,179	6,67,28,179
	Total	1,84,40,77,519	8,24,15,894	5,51,84,006	1,88,52,09,478	85,13,79,855	12,94,87,583	95,88,66,429	85,26,13,589

Schedule 3.3 - Capital work-in-progress

S.No.	Description of assets	GROSS BLOCK			ACCUMULATED DEPRECIATION			NET BLOCK	
		As at March 31, 2023	Additions during the year	Disposals/ adjustments during the year	As at March 31, 2023	Change for the year	As at March 31, 2024	As at March 31, 2023	
	Capital Work in Progress-Building	3,40,87,824	32,20,83,553	18,73,033	-	-	27,03,17,344	3,40,87,824	
	Capital Work in Progress-Computer	6,06,819	-	-	-	-	6,06,819	6,06,819	
	Capital Work in Progress- A.C.	-	-	-	-	-	-	-	
	Total	3,46,94,643	32,20,83,553	18,73,033	-	-	33,10,14,163	3,46,94,643	



MANAGEMENT DEVELOPMENT INSTITUTE GURGAON

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

(Figures in Rs.)

Particulars	As at March 31, 2024	As at March 31, 2023
Schedule No. 10		
Investments		
10.1 - Non-Current Investments		
FD (12 Month @ 8.75%)	4,00,00,000	4,00,00,000
IC (Senior Encashment Investment)	21,97,52,534	18,81,23,722
IC (Sovereign Investment)	14,46,82,843	13,78,83,144
Union Bank of India (FD against BG)	2,55,527	-
	42,46,39,874	36,68,04,866
10.2 - Current Investments		
Union Bank of India*	7,46,01,33,618	1,10,80,13,888
Punjab National Bank	-	35,00,00,000
Bank of Baroda	80,00,00,000	41,00,00,000
	8,26,01,33,618	1,86,80,13,888

*Refer notes to accounts (Note no. 11 (ii))

Schedule No. 11

Current Assets, Loans and Advances:

Stock of paper, stationery and other items & spares: (As certified by Management)	17,78,731	31,12,387
Accumulated expenses on incomplete research projects	1,83,71,837	40,78,117
Accumulated expenses on incomplete consultancy projects	87,50,795	81,31,460
Sundry Debtors (Unsecured - considered good)	8,08,79,825	2,88,81,811
Interest accrued but not due	16,03,53,803	12,62,72,021
Cash	21,089	25,089
Balance with Banks		
Balance in Savings Accounts	1,37,11,708	(1,32,36,882)
Fixed Deposit Deposits	5,55,26,188	8,46,71,817
Other Current Assets	52,58,905	70,42,244
Security Deposits	42,83,204	37,83,204
Current Money Deposits	82,58,273	8,88,189
Advance to Parties	8,94,00,245	1,72,34,500
Loans and advances to employees	23,99,800	19,40,558
Prepaid expenses and deferred expenses	3,17,71,155	3,82,38,454
Tax deducted at source	1,01,32,948	1,79,00,802
	47,08,22,794	32,29,33,100



MANAGEMENT DEVELOPMENT INSTITUTE GURGAON

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

(Figures in Rs.)

Particulars	As at March 31, 2024	As at March 31, 2023
Schedule No. 12		
Revenue from Graduate and Exgraduate programme		
Tuition fee	1,18,12,13,268	83,74,08,811
Boarding fee	7,36,53,552	6,08,45,595
Lodging fee	11,11,19,358	8,09,86,790
Feeding material fee	7,12,16,031	4,97,55,645
Student welfare activity fee	1,18,18,300	1,70,44,891
Library fee	4,34,16,375	3,08,96,250
BGD attachment revenue	2,40,000	2,70,000
Revenue from National Internship programme	7,04,808	8,46,075
Revenue from sale of prospectus	8,82,12,299	5,95,26,315
IT infrastructure fee	10,70,000	-
Total	1,58,46,15,893	1,11,96,08,186
Schedule No. 13		
MDP programme		
In company programme	11,42,59,548	12,67,93,487
Open company programme	5,91,00,647	3,40,78,368
Total	17,40,60,195	16,08,71,855
Schedule No. 14		
Revenue from consultancy and research		
Short term consultancy income	5,70,087	12,93,177
Long term consultancy income	1,35,47,445	36,04,128
Research income	22,76,074	16,51,076
Total	2,67,47,606	65,48,471
Schedule No. 15		
Other income		
Library membership fee	33,000	14,900
Creditors written back	3,93,054	-
Person written back	87,11,305	17,61,984
Scrap Sale	10,78,890	10,18,199
Tender Application Money	1,25,577	2,54,237
Notice pay received and other penalty	-	2,74,222
Event Sponsorship	10,00,711	-
Total	1,23,47,737	34,03,552



MANAGEMENT DEVELOPMENT INSTITUTE GURGAON

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

(Figures in Rs.)

Particulars	As at March 31, 2024	As at March 31, 2023
Schedule No. 16.1		
Interest income other than on earmarked fund		
Interest received on savings bank	30,31,854	2,26,880
Interest from income tax refund		5,91,577
Interest from long term investment	24,11,11,553	17,83,12,092
Interest received on Fixed Deposit	1,23,47,472	99,70,800
Interest from employee advance	1,58,564	1,77,840
Total	25,67,59,843	18,95,79,192
Schedule No. 16.2		
Interest income on earmarked investment		
Total interest	8,22,11,352	2,60,42,382
Less - Transferred to:		
Corpus Fund	16,18,188	3,13,861
Gratuity reserve fund	1,61,12,459	86,84,379
Cumulative leave fund	1,53,16,844	1,33,81,398
Meritorious student award fund	40,314	34,112
Karam Nigra/ endowment fund	1,18,718	1,09,160
Dispent research grant	1,40,357	1,51,893
Total	48,55,763	27,59,584
Schedule No. 17		
Programme expenses		
Interview expenses	47,08,445	7,26,593
International lodging	35,44,150	10,62,635
Fee for institutional membership	60,22,500	25,62,674
Expenditure on study material (Books)	1,26,14,463	88,49,885
Expenditure on study material (Reading)	23,86,000	29,10,608
Expenditure on study material (Case/Simulation)	29,29,360	29,70,240
Expenditure on workshop/conference/outbound training	23,15,385	14,40,569
Domestic boarding expenses	8,06,104	3,11,410
Expenditure on programme kit	38,78,447	15,82,595
Expenditure on programme dinner	29,10,550	23,99,784
Scholarship expenses	2,29,86,788	1,36,24,839
Non-resident FPM	2,11,712	12,82,603
Contingencies Grant - Scholars	4,08,300	1,41,588
Expenditure on Journals and Databases	5,95,01,611	5,02,82,804
Hostel boarding expenses	6,18,16,021	5,43,03,039
Expenditure on student's medical insurance	11,14,360	9,93,218
General printing and stationery	19,37,658	25,89,706
International per diem charges	13,84,15,005	11,44,85,130
National Immersion Pt	6,51,525	6,71,248
Hotel expenses	8,11,637	4,26,448
Inventory Expenses (Computer)	2,74,343	7,23,946
Total	35,02,86,039	30,51,45,465
Schedule No. 18		
Research and technical advisory services		
Short term consultancy expenses	15,514	8,324
Long term consultancy expenses	1,00,08,180	24,53,498
Research expenses	1,21,49,328	73,72,130
Total	2,22,03,603	1,04,30,011



MANAGEMENT DEVELOPMENT INSTITUTE GURGAON

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

Particulars	Figures in Rs.	
	As at March 31, 2024	As at March 31, 2023
Schedule No. 19		
Employee salary		
Basic pay	13,13,10,574	17,90,48,497
Dearness allowance	8,96,54,063	6,77,14,886
House rent allowance	2,79,23,070	2,49,13,093
Conveyance allowance	1,51,43,608	1,15,55,611
Leave travel allowance	1,06,30,887	1,17,53,094
Medical allowance	2,11,25,333	2,39,16,946
Meal allowance	75,56,530	70,47,781
Personal allowance	1,00,55,951	1,43,19,393
Miscellaneous allowance	17,33,414	23,00,483
Work time (Staff & Faculty)	13,83,74,788	8,11,50,000
Training To Staff	1,46,355	9,67,188
Consultancy with parent	3,94,685	1,10,763
Honourarium to guest faculty	1,44,80,111	2,49,88,894
Retainer/Kit/Professional Expenses	1,88,50,883	3,09,59,277
Total	56,03,34,054	48,12,41,790
Schedule No. 20		
Staff welfare expenses		
Leave encashment expense	46,84,338	1,33,14,011
Medical expenses	5,50,641	3,84,512
Membership fee	4,44,005	11,49,913
Newspaper to faculty	21,54,085	13,28,186
Honourarium expense	32,81,806	18,03,113
Employee of contribution	4,61,77,350	2,57,42,428
PF trust admin charges	5,43,542	4,71,878
Gratuity expense	1,00,10,643	48,00,540
Staff welfare others	1,08,19,109	42,14,434
School fees to employee	35,19,646	33,25,183
Employee MPF Contribution	1,77,17,041	2,41,73,818
ADP admin charge payable	1,43,000	1,84,474
Total	11,62,48,495	5,85,34,300
Schedule No. 21		
Faculty development		
Research publishing expenses		2,55,908
National conference & workshop	2,75,653	1,77,443
International conference	11,35,942	84,05,110
Other faculty development expense	25,74,655	
Total	40,86,650	88,38,560
Schedule No. 22		
Travelling and conveyance		
Local conveyance	50,14,745	89,25,894
Domestic travelling	21,81,891	10,03,478
International travelling	1,35,13,607	88,58,344
Total	2,07,10,242	1,87,87,716



MANAGEMENT DEVELOPMENT INSTITUTE GURGAON

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

Particulars	(Figures in Rs.)	
	As at March 31, 2028	As at March 31, 2018
Schedule No. 23		
Administrative expenses		
Rent	6,71,800	6,65,600
Accreditation and compliance fee	1,06,31,661	48,62,305
Electricity expense	1,04,32,068	2,67,06,690
Generator running expense	56,14,118	18,53,742
Insurance of assets	7,82,515	8,28,245
Interest paid on TDI and GST	3,111	4,305
New business development	33,56,579	42,93,525
Photocopy expense	4,25,437	2,87,878
Postage and courier	94,602	84,743
Provision of employee	71,85,601	69,52,889
Faculty/Staff recruitment expense	8,75,636	4,71,123
Telephone and Fax expense	25,32,407	25,14,875
Water expense	24,75,194	25,60,686
Travel and communication expense	28,31,303	28,85,375
Printing Expenses	13,02,450	2,11,205
Donated Other	-	2,52,820
Loss on Sale of Fixed Assets	-	15,594
Laundry expenses	43,094	30,330
IT/IT recharge expenses	74,854	48,302
Internet/Voice line expenses	95,67,481	41,12,865
Registration fee	5,09,217	55,197
Food and lodging expenses	73,88,537	29,44,680
Photo and video graphy expense	5,88,350	7,19,089
Gift/Cond/Message expense	21,24,940	3,82,702
Power expenses	79,900	1,83,800
Convoation guest expenses	2,03,030	1,24,854
International baggage	24,49,169	17,11,328
Induction expenses	1,81,152	7,90,830
General administrative expenses	8,00,951	9,17,380
Banquets/Banquet expenses	3,21,135	55,990
Rates and taxes	8,93,24,100	8,85,53,833
Legal expenses	85,81,094	55,40,332
Total	11,64,79,715	13,75,18,524

Schedule No. 24**Repair and maintenance**

Hot/cold/hot and cold water	50,40,109	43,82,489
AC and water cooler maintenance	32,04,067	42,14,771
Office equipment maintenance	2,25,987	8,83,426
House keeping and maintenance	2,18,42,541	2,45,15,209
Security expense	1,95,33,685	1,78,14,001
Building structure maintenance	1,05,08,415	93,56,779
Electrical repair	56,80,717	44,42,304
White wash and painting	43,21,126	28,41,354
Hardware and network AMC	1,15,55,389	60,55,670
Software AMC	2,22,09,913	1,38,74,880
Teaching equipment maintenance	28,50,904	6,31,274
Plant Control	-	5,64,040
Fire equipment AMC	1,00,854	71,098
Gym maintenance	1,63,328	2,72,685
Kitchen equipment replacement and maintenance	1,34,534	1,71,880
Total	10,85,02,757	8,89,10,439



MANAGEMENT DEVELOPMENT INSTITUTE GURGAON

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

(Figures in Rs.)

Particulars	As at March 31, 2024	As at March 31, 2023
Schedule No. 25		
Auditor remuneration		
Auditor remuneration	9,81,875	5,75,099
Out of pocket expenses	-	2,93,539
Total	9,81,875	8,71,258
Schedule No. 26		
Finance Costs		
Bank charges	1,01,737	1,25,548
Total	1,01,737	1,25,548
Schedule No. 27		
Student activity expenses		
Festival and celebration expenses	7,34,443	5,53,521
Academic clubs expenses	74,97,746	79,63,079
Student activity expense	18,14,537	11,57,806
Music instruments and repairs	8,838	13,010
Total	1,10,55,564	96,88,256
Schedule No. 28		
General expenses		
Refreshment expenses	17,10,137	85,33,483
Advertisement Expense for Tendering	8,32,500	98,01,840
Print media advertisement expense	34,32,032	61,10,963
Digital media advertisement expense	1,43,16,898	61,85,688
Provision for doubtful debt	1,65,235	25,190
Common Round off Amount	-	257
Golden Jubilee Celebration	72,43,190	1,28,000
Total	1,56,97,942	1,97,85,470
Schedule No. 29		
Depreciation		
As per schedule 'B.1'	11,40,240	12,08,042
As per schedule 'B.2'	12,84,87,502	13,31,38,016
Less: Transferred from Campus and fixed assets fund (As per Schedule 'B.1')	11,40,240	12,08,042
	12,84,87,502	13,31,38,016



MANAGEMENT DEVELOPMENT INSTITUTE GURGAON

Schedules forming part of the Accounts for the year ended March 31, 2024

Significant Accounting Policies and Notes to Accounts

30. Significant accounting policies:

i. Basis of preparation

The financial statements are prepared under the historical cost convention, on accrual basis, in accordance with Generally Accepted Accounting Principles and to comply with the applicable accounting standards. The accounting policies have been consistently applied by the Institute unless otherwise stated.

ii. Use of estimates

The preparation of financial statements in conformity with the generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent liabilities on the date of the financial statements. Actual results could differ from those estimates. Any revision to accounting estimates is recognized in the current and future periods.

iii. Fixed assets and depreciation

- a) Fixed assets are stated at cost less accumulated depreciation. Cost of acquisition or construction is inclusive of freight, duties, taxes and other incidental expenses.
- b) Depreciation is provided on written down value method at the rates given below:

Fixed assets	Rate of depreciation
Buildings	5%
Furniture and fixtures	25%
Air conditioners and coolers	20%
Furnishings	20%
Typewriters and duplicators	20%
Library equipment	20%
Books	50%
Office equipment	20%
Telephone installations	20%
Electrical equipment	20%
Teaching aid equipment	40%
Vehicles	25%
Canteen equipment	20%
Hostel equipment	20%



MANAGEMENT DEVELOPMENT INSTITUTE GURGAON

Schedules forming part of the Accounts for the year ended March 31, 2024

Significant Accounting Policies and Notes to Accounts

Fixed assets	Rate of depreciation
Electrical installation and electrical installation (Internal)	20%
Sign boards	25%
Generators	20%
Colony equipment	20%
Films	50%
Computers, Servers & IT installations including Software	40%
Gym equipment	50%
Lifts	20%

These rates are indicative of expected useful lives of the assets. Assets costing less than Rs.5,000/- are directly charged to Income & Expenditure Account. Assets funded by grants from IFCI and other agencies are credited to Campus and Fixed Assets fund and depreciation on such assets are debited to the fund.

- c) In respect of additions to fixed assets made during the year, depreciation is provided for the full year and in respect of sale/disposal of fixed assets, no depreciation is provided for in the year of sale / disposal.

iv. Investments

Investments that are readily realizable and intended to be held for not more than a year are classified in current assets. All other investments are classified as long-term investments.

Current investments are carried at lower of cost and fair value determined on an individual investment basis. Long-term investments are carried at cost; however, provision for diminution in value, other than temporary, is made.

v. Inventories

Stock of paper, stationery and other stores & spares is valued at cost. Cost is determined on a weighted average basis.

vi. Revenue recognition

Revenue is recognized as under:

- a) Fees from programs is recognized on accrual basis.



MANAGEMENT DEVELOPMENT INSTITUTE GURGAON

Schedules forming part of the Accounts for the year ended March 31, 2024

Significant Accounting Policies and Notes to Accounts

- b) Research and technical advisory fees in the year of completion of the projects on the basis of the completed service contract method on acceptance of services by the client.
- c) Interest on investments in deposits, bonds and saving bank balances on a time proportion basis.

vii. Accounting for grants related to specific fixed assets

Grants related to depreciable fixed assets are recognized in the Income and Expenditure Account over the useful life of the assets to which they relate.

viii. Employee Benefits

Gratuity

Gratuity is a post employment benefit and is in the nature of defined benefit plan. The Gratuity fund is maintained and managed by LIC. The liability recognized in the balance sheet in respect of gratuity is the present value of the defined benefit obligation as at the balance sheet date together with adjustments for unrecognized actuarial gains or losses.

The defined benefit/obligation is calculated at the balance sheet date by an independent actuary using projected unit credit method. The actuarial gains or losses arising from past experience and change in actuary assumptions are charged or credited to in the Income & Expenditure Account. The payment of gratuity is made as per HR policy of MDI.

Provident fund

Contribution towards provident fund is a post employment benefit and is in the nature of defined contribution plan is charged to the income and expenditure account on accrual basis.

Compensated absences/ contribution to leave fund

The Leave encashment fund is maintained and managed by LIC. Liability in respect of compensated absences becoming due and expected to be availed more than one year after the balance sheet date is estimated on the basis of an actuarial valuation performed by an independent actuary using unit credit method as on March 31, 2024.

Actuary's valuation of provision during the year are charged to in the Income and Expenditure Account.



MANAGEMENT DEVELOPMENT INSTITUTE GURGAON

Schedules forming part of the Accounts for the year ended March 31, 2024

Significant Accounting Policies and Notes to Accounts

ix. Foreign exchange transactions

Initial recognition

Foreign currency transactions are recorded in the reporting currency, by applying to the foreign currency amount the exchange rate between the reporting currency and the foreign currency at the date of the transaction.

Conversion

Foreign currency monetary items are reported using the closing rate. Non-monetary items which are carried in terms of historical cost denominated in a foreign currency are reported using the exchange rate at the date of the transaction; and non-monetary items which are carried at fair value or other similar valuation denominated in a foreign currency are reported using the exchange rates that existed when the values were determined.

Exchange differences

Exchange differences arising on the settlement of monetary items or on reporting Institute monetary items at rates different from those at which they were initially recorded during the year, or reported in previous financial statements, are recognized as income or as expenses in the year in which they arise.

x. Income and expenditure of earmarked funds

- a) Donations/Capital grants are directly credited to the earmarked/general funds. Other income (including interest on earmarked funds) is routed through the Income and Expenditure Account and credited to respective earmarked fund. Expenditure relating to earmarked funds is directly charged to such funds.
- b) As per the directions of Board, 25% of the income from investments of additional corpus of Rs. 8 crores received from IFCI vide letter No.PAD/45 (ii)/94-446 dated 3rd January, 1994 is transferred to the Corpus Fund of the Institute.

xi. Infrastructure Fund

Income of the Institute which has been accumulated as per Section 11(2) of Income Tax Act, 1961 has been transferred to Infrastructure Fund.

xii. Contingent liabilities

The Institute makes a provision when there is a present obligation as a result of a past event where the outflow of economic resources is probable and a reliable estimate of the amount of the obligation can be made. A disclosure is made for a contingent liability when there is a



possible obligation, the existence of which will be confirmed by the



MANAGEMENT DEVELOPMENT INSTITUTE GURGAON

Schedules forming part of the Accounts for the year ended March 31, 2024

Significant Accounting Policies and Notes to Accounts

occurrence/non-occurrence of one or more uncertain events, not fully within the control of the Institute;

- present obligation, where it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation;
- present obligation, where a reliable estimate cannot be made.

31. Notes to Accounts

I. Contingent liabilities (Amount in Rs)

Particulars	2023-24	2022-23
a) Income tax matters	-	-
b) Claims against the Institute not acknowledged as debts	-	-

The Institute, vide an order dated December 26, 1975 had been Registered under section 12A of the Income Tax Act, 1961 and was claiming exemption under section 11 & 12 of the Income Tax Act, 1961.

The Institute, vide an order dated November 20, 2021 is registered under section 10(23C)(vi) of the Income Tax Act, 1961 and is claiming Income Tax exemptions under section 10(23C)(iv). The aforesaid approval has been granted from A.Y. 2022-23 to A.Y. 2026-27.

II. Valuation for Gratuity and Compensated absence

During the year ended March 31, 2024 the LIC's valuation for Gratuity and Compensated absence has been done with the following assumptions –

Particulars	Gratuity	Compensated absence
Discount rate (previous year)	7.21% (7.25 %)	7.21% (7.25 %)
Rate of increase in compensation levels (previous year)	10.00% (10.00 %)	10.00% (10.00%)
Expected rate of return on plan assets (previous year)	7.67% (7.07%)	7.67% (7.07%)



MANAGEMENT DEVELOPMENT INSTITUTE GURGAON

Schedules forming part of the Accounts for the year ended March 31, 2024

Significant Accounting Policies and Notes to Accounts

During the year, the Institute has booked a provision amounting to Rs. 1,66,16,642 and Rs. 46,84,338 in Income & Expenditure Account towards Gratuity and Leave Encashment Funds respectively after considering interest receivable from funds available with LIC.

iii. Funds accumulated or set apart u/s 11 (2) of the Income Tax Act, 1961

The Institute has an opening balance of Funds in FY 23-24 which has been set apart under section 11 (2) or in terms of third proviso to section 10(23C) amounting to Rs. 50,00,000, Rs. 31,00,00,000, Rs. 17,00,00,000, Rs. 26,00,00,000 and Rs. 25,00,00,000 for FY 2018-19, FY 2019-20, FY 2020-21, FY 2021-22 and FY 2022-23 respectively for the purposes of leveraging infrastructural facilities at Gurgaon and Construction of Murshidabad Campus. As specified under section 11(2)(b) of the Income Tax Act, 1961, the aforesaid funds have been invested in the forms or modes specified in section 11 (5) of the Income Tax Act, 1961.

Further, during the current financial year 2023-24, the Institute has decided to set apart a sum of Rs 48,00,00,000/- for aforesaid fund under third proviso to section 10(23)(C) of the Income Tax Act, 1961 for the purposes of "Re-development of Campus, Replacement/ Refurbishing of Buildings including Lecture Halls, augmenting the residential facilities for students and employees of the Institute and General improvement of Infrastructure at its Campuses" to be spent in the following years. The aforesaid fund is yet to be invested or deposited in the forms or modes specified in section 11 (5) of the Income Tax Act, 1961.

iv. Income Tax Refunds

During the financial year 2023-24, the Income tax department has not released any refunds.

v. Land for campus at Gurgaon

The Institute has a land amounting to Rs. 45.61 lakhs purchased in 1975-76. The EDC amounting to Rs 667.28 lakh has been paid up till date and the title deed of the same has been registered in the name of the Institute on 04th July, 2017.

vi. Capital commitment for FY 2024-2025 is estimated to Rs. 111 crores as represent by MDI Gurgaon management.

vii. Related Party Transactions:

a) List of related parties and relationship (as identified by the management):

Name of the related party	Description of Relationship
Management Development Institute Murshidabad (MDI-M)	Branch Office



MANAGEMENT DEVELOPMENT INSTITUTE GURGAON
Schedules forming part of the Accounts for the year ended March 31, 2024
Significant Accounting Policies and Notes to Accounts

b) Transactions with related parties:

Nature of Transaction	Year	Amount
Cost sharing for Bloomberg license fees	2023-2024	47.16 Lakhs

c) Outstanding Balance as at the end of the year with related parties:

Particulars	Year	Amount
MDI Murshidabad Closing Balance	2023-2024	15,045.27 Lakhs

viii. Trade payables amounting to Rs. 15.21 Cr. contains an amount of Rs. 2.52 Cr. pertaining to an entity registered under Micro, Small and Medium Enterprises Development Act, 2006.

ix. **Current Investments**

As on March 31, 2024, MDI Gurgaon has a total fixed deposit of Rs. 246 crores out of which two investments amounting to Rs. 6.50 lakhs and Rs. 3.18 lakhs are lien marked towards Bank Guarantees given to Bhakra Beas Management Board and DOPT respectively. These bank guarantees are valid till 31-10-2024 and 31-12-2024.

x. All Account Receivables & Payables are subject Reconciliation & Confirmation.

xi. The Institute has uptill now followed the existing format for the preparation of the Annual Accounts and the new 'Guidance Note on Financial Statements of Non-Corporate Entities' issued by the Institute of Chartered Accountants of India prescribing formats of financial statements of non-corporate entities would be followed from FY 2024-25, as the same is effective for financial statements covering periods beginning on or after April 1, 2024. The Technical Guide on Financial Statements of Non-Corporate Entities stands superseded by this Guidance Note.

xii. Previous year figures have been regrouped / rearranged wherever considered necessary.





SUNDER SHARMA & Co.
Chartered Accountants

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M: 9899728700

INDEPENDENT AUDITORS' REPORT ON FINANCIAL STATEMENTS

To the Board of Governors
MANAGEMENT DEVELOPMENT INSTITUTE, GURUGRAM

Report on the audit of Financial Statements

Opinion

We have audited the accompanying financial statements of **MANAGEMENT DEVELOPMENT INSTITUTE GURUGRAM**, which comprise the Balance Sheet as at 31st March, 2023 and also the Income & Expenditure Account for the year ended 31st March, 2023 and notes to the financial statements including summary of the significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give the true and fair view of the financial position of the entity as at 31st March, 2023 and of its financial performance for the year ended in accordance with the applicable Accounting Standards issued by the Institute of Chartered Accountants of India (ICAI).

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing issued by the Institute of Chartered Accountants of India. We are independent of the company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India (ICAI) together with the ethical requirements that are relevant to our audit of the Financial Statements for the year ended 31st March, 2023 and we have fulfilled our other ethical responsibilities in accordance with ICAI's Code of Ethics.

We believe that the audit evidences obtained by us are sufficient and appropriate to provide the basis for our audit opinion.

Responsibility of Management and Those Charged With Governance for the Financial Statements

The Management is responsible for the preparation of these financial statements that give a true and fair view of the financial position, financial performance of the entity in accordance with the generally acceptable Accounting Principles accepted in India. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error. In preparing the financial statements, management is responsible for the assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis for accounting unless the management

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either intends to liquidate the entity or to cease the operations, or has no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements:

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatements, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the accompanying financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks; and obtain audit evidences that are sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management.
- Conclude on the appropriateness of the Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Institute to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Statement or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Institute to cease to continue as a going concern.
- Obtain sufficient and appropriate audit evidence regarding the financial statements of the Instituteto express an opinion on the accompanying financial statements.

We consider quantitative materiality and qualitative factors in:

- (i) Planning the scope of our audit work and in evaluating the results of our work.
- (ii) Evaluating the effect of any identified misstatements in the financial statements.



We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

For Sunder Sharma & Co.
Chartered Accountants
FRN : 008629N



CA Sunder Kumar Sharma
Partner
Membership No.: 087495



Place: Delhi

Date:

Balance Sheet as at March 31, 2023

Liabilities	Schedule	As at March 31, 2023	As at March 31, 2022	Assets	Schedule	As at March 31, 2023	As at March 31, 2022
Corpus Fund	1	12,20,48,144	17,11,38,583	Fixed Assets			
Surplus Fund	2	1,79,87,66,260	1,77,11,26,473	Funded Assets	5.1	2,05,51,616	2,81,95,798
				Assets other than those funded from grants	5.2	1,05,17,13,067	98,14,31,805
Reserve Fund	3	3,55,90,00,000	3,30,60,50,000	Investments	10	1,37,48,18,165	8,09,75,50,000
Capital and Reserve Fund	4	2,46,91,815	2,81,90,758	Current assets, loans and advances	11	32,29,11,101	28,43,82,384
Grants Reserve Fund	5	31,16,85,584	13,01,66,228	Other Miscellaneous		1,49,36,10,910	1,47,53,88,909
Leave encashment Fund	6	21,10,36,097	19,85,54,732				
Other Funds	7	6,93,75,264	6,42,01,638				
Current liabilities and provisions	8	31,11,52,294	19,60,02,462				
Total Liabilities		8,27,60,64,515	5,86,19,68,647	Total Assets		6,27,60,64,515	5,86,19,68,647

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As per our audit request of more data attached

For Sunder Pharma & Co.
Chartered Accountants
PIN : 006629N

McGREGOR: NJL

CA Sunder Kumar Sharma

Partners

Attn: Mr. [Name]

date 2/1/2023

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Place: L101 PM
UOW: 05-81495-630Y60W6278

England on behalf of Board of Governors

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[CAO # 113, MID 6]



MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON
Income and Expenditure Account for the period ended March 31, 2023

Expenditure	Schedule	Year ended March 31, 2023	Year ended March 31, 2022	Income	Schedule	Year ended March 31, 2023	Year ended March 31, 2022
Programme expenses:				Revenue from Graduate and Postgraduate programmes	12	1,11,96,04,180	8,13,54,38,719
Research and technical advisory services and other activities	17	92,97,24,348	21,34,86,097	Revenue from others operations	13	3,83,92,131	3,02,19,712
Pay and allowances	18	1,04,38,811	3,83,92,131	ADP programme	14	35,48,48,758	3,02,55,541
Employee salary	19	42,78,81,140	14,22,78,479	Income from consultancy and research	15	14,03,533	33,08,141
SOI/ welfare expenses	20	8,05,14,350	11,37,64,402	Other income			
Faculty development	21	48,14,400	4,65,186	Interest on investments			
Traveling and conveyance	22	1,17,81,720	14,81,081	Interest income other than unparticularised fund	26.1	18,93,79,120	14,97,13,148
Administrative expenses	23	18,34,72,801	11,17,79,779	Interest income on unparticularised fund	26.2	27,29,588	5,512,361
Regard and maintenance	24	8,33,14,415	7,51,79,799	Profit on sale of fixed asset			
Auditor remuneration	25	8,71,214	26,86,146				
Finance Costs	26	1,25,548	1,29,731				
Student activity expenses	27	94,84,294	42,36,889				
General expenses	28	1,87,85,420	3,51,89,580				
Depreciation	29	13,31,39,076	8,81,41,486				
Balance of income over expenditure							
Balance of income over expenditure carried to Income and Expenditure Appropriation Account							
Profit over sale of fixed asset							
Balance of income over expenditure carried to Income and Expenditure Appropriation Account							
Total		1,37,86,79,853	1,37,86,72,136	Total		1,37,86,79,853	1,37,86,72,136



MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON

Income Appropriation Account for the year ended March 31, 2023

Expenditure	Year Ended March 31, 2023	Year Ended March 31, 2022	Income	Year Ended March 31, 2023	Year Ended March 31, 2022
Surplus transferred to Infrastructure fund	25,00,00,000	26,00,00,000	Excess of Income over Expenditure brought forward from Income & Expenditure Account	27,36,39,787	32,55,81,906
Surplus transferred to Surplus fund and other activities	2,36,39,787	6,55,81,906	Transferred from Surplus Fund	-	-
Total	27,36,39,787	32,55,81,906	Total	27,36,39,787	32,55,81,906

At per our audit report of even date attached

For Sunder Sharma & Co.
Chartered Accountants
FBN : 0086239N

CA Sunder Kumar Sharma
Partner

M.No. 087495

Date: 21/07/23

Place: Delhi

UDIN: 230874758004000016238



For and on behalf of Board of Governors



(CAO F&A, MDI G)


Author
(Director, MDI G)

MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

Particulars	As at 31st March, 2023	As at 31st March, 2022
Schedule No. 1		
Corpus Fund		
Opening Balance	17,11,28,383	16,94,55,396
Add: Interest earned during the year	9,19,861	16,72,987
Less: Utilization during the year	-	-
Total	17,20,48,244	17,11,28,383
Schedule No. 2		
Surplus Fund		
Opening Balance	1,77,11,26,473	1,70,55,44,567
Add: Surplus transferred from Income & Expenditure Appropriation Account	2,36,39,787	6,55,81,906
Less: Transferred to Income & Expenditure Appropriation Account	-	-
Total	1,79,47,66,260	1,77,11,26,473
Schedule No. 3		
Infrastructure Fund		
Opening Balance	3,30,60,00,000	3,04,60,00,000
Add: Surplus transferred from Income & Expenditure Appropriation Account	25,00,00,000	26,00,00,000
Less: Transferred to Income & Expenditure Appropriation Account	-	-
Total	3,55,60,00,000	3,30,60,00,000
Schedule No. 4		
Campus and Fixed Assets Fund		
Opening Balance	2,81,99,758	2,94,82,123
Add: Addition during the year	-	-
Less: Transferred from Income & Expenditure Account	12,08,082	17,82,365
Total	2,69,91,676	2,81,99,758
Schedule No. 5		
Gratuity Reserve Fund		
Opening Balance	13,01,66,228	10,90,18,139
Add: Interest earned during the year	86,84,376	72,05,224
Add: Provision during for the year	48,08,540	1,81,51,238
Less: Payments made during the year	1,09,69,460	47,08,171
Total	13,26,89,684	13,01,66,228



Particulars	As at 31st March, 2023	As at 31st March, 2022
Schedule No. 6		
Leave Encashment Fund		
Opening Balance	19,45,54,732	15,31,01,523
Add:- Interest earned during the year	1,33,81,396	1,02,80,663
Add:- Provision during for the year	1,23,12,375	3,83,78,316
Less:- Payments made during the year	92,12,406	72,05,770
Total	21,10,36,097	19,45,54,732

Schedule 'F' - Other funds

PARTICULARS	As at March- 31,2022	Contribution received during the year	Interest Income transferred from I&E Account	Payments made during the year	As at March- 31,2023
Alumni Association fund	1,35,86,862	94,28,900	-	49,73,775	5,80,41,787
Meritorious Students Award fund	25,73,622	-	24,112	-	25,97,734
Ramen Munjal chair endowment fund	21,15,232	-	1,09,190	-	22,24,392
Corporate Membership fund	10,00,000	-	-	-	10,00,000
Director Medical Relief Fund	54,06,102	75,269	-	-	54,81,351
Total	6,47,01,818	95,04,169	1,43,272	49,73,775	6,93,75,264

Schedule No. 8**Current Liabilities and Provisions**

Sundry Creditors	5,83,18,207	1,33,89,734
Other Liabilities	2,32,48,147	2,24,42,772
Accumulated receipts on incomplete research projects	1,89,74,494	1,99,74,494
Unspent research grant	52,74,936	51,21,043
Accumulated receipts on incomplete consultancy projects	4,96,96,768	99,73,951
Fees received in advance	64,61,670	23,89,000
Security deposits (Students)	3,91,63,953	3,39,46,466
Retention and EMD (Vendors)	28,79,374	1,74,14,346
Provisions	10,91,85,744	7,74,30,655
	31,31,57,294	19,60,92,482

Schedule No. 10**Investments**

IFCI Ltd. Bond @ 9.75%	4,00,00,000	4,00,00,000
Fixed Deposits		
Union Bank of India	2,20,80,13,899	88,76,45,732
Punjab National Bank	95,00,00,000	1,14,02,00,000
Bank of Baroda	45,00,00,000	70,00,00,000
LIC Leave Encashment Investment	19,87,33,722	19,45,54,732
LIC Gratuity Investment	12,78,81,144	13,01,66,228
	3,87,46,18,765	3,09,25,66,692



Particulars	As at 31st March, 2023	As at 31st March, 2022
Schedule No. 11		
Current Assets, Loans and Advances		
Stock of paper, stationery and other stores & spares - (At cost)		
(As Certified by management)	31,12,387	26,14,587
Accumulated expenses on incomplete research projects	49,78,127	20,39,109
Accumulated expenses on incomplete consultancy projects	83,35,480	31,80,922
Sundry Debtors (Unsecured - considered good)	2,33,91,912	2,26,55,591
Interest accrued but not due	12,62,72,973	8,81,93,953
Cash	21,089	20,971
Balance with Banks		
Balance in Savings Accounts	(1,51,56,861)	(5,76,10,733)
Flexi Fixed Deposits	8,45,73,857	12,82,90,000
Other Current Assets	74,47,244	15,25,982
Security deposits	37,83,204	38,73,204
Earnest Money Deposits	8,49,193	3,35,000
Advance to Parties	1,72,34,502	3,67,502
Loans and advances to employees	19,40,558	24,57,932
Pre-paid expenses and deferred expenses	3,82,38,454	3,54,22,747
Tax deducted at source	1,79,04,002	5,10,15,617
	32,29,31,101	28,43,82,384



MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON

Schedule forming part of Accounts

Schedule 'A' - Fixed assets (Assets funded by grants)

S. No	Description of assets	GROSS BLOCK			ACCUMULATED DEPRECIATION			NET BLOCK		
		As at March 31, 2022	Additions during the year	Depreciation adjustments during the year	As at March 31, 2022	Change for the year	On Disposals/ adjustments during the year	As at March 31, 2022	As at March 31, 2022	As at March 31, 2022
1	Land	40,61,456	-	-	40,61,456	-	-	40,61,456	40,61,456	40,61,456
2	Buildings	8,62,00,960	-	-	8,62,00,960	11,67,504	-	7,40,70,382	2,21,90,178	2,33,58,082
3	Furniture and fixtures	99,25,335	-	-	99,25,335	6,096	-	99,01,249	34,267	32,343
4	Air conditioners and coolers	1,10,51,486	-	-	1,10,51,486	13,235	-	1,09,90,144	66,342	98,177
5	Paintings	21,58,783	-	-	21,58,783	906	-	21,54,818	3,944	4,930
6	Typewriters and duplicators	4,45,682	-	-	4,45,682	138	-	4,45,021	551	999
7	Library equipment	4,73,736	-	-	4,73,736	192	-	4,73,068	800	812
8	Books	54,00,855	-	-	54,00,855	6	-	54,00,850	11	11
9	Office equipments	2,04,782	-	-	2,04,782	192	-	2,04,129	640	808
10	Telephone installations	14,37,289	-	-	14,37,289	6,320	-	14,12,068	25,251	31,651
11	Electrical equipments	1,50,001	-	-	1,50,344	329	-	1,50,573	1,318	1,647
12	Teaching aid equipment	38,82,750	-	-	38,91,719	412	-	38,92,131	819	9,011
13	Caravan equipment	24,191	-	-	24,675	3	-	24,678	13	16
14	Mobile equipment	8,04,822	-	-	8,20,195	545	-	8,23,508	1,358	1,698
15	Electronic installations	13,72,584	-	-	13,71,348	108	-	13,71,864	430	538
16	Electrical installations (original)	87,26,027	-	-	87,04,690	4,269	-	87,08,396	17,018	31,547
17	Sign boards	54,444	-	-	54,374	18	-	54,382	82	70
18	Generators	13,10,524	-	-	13,08,651	318	-	13,09,026	1,408	1,873
19	Copier equipment	13,280	-	-	13,274	1	-	13,295	5	6
20	Fans	2,72,423	-	-	2,72,438	-	-	2,72,438	1	1
21	Continues	80,40,140	-	-	80,28,002	4,608	-	80,23,238	6,812	11,800
Total		18,77,55,288	-	-	18,96,53,611	17,00,092	-	13,07,83,583	2,66,51,876	2,81,89,708
Previous Year		15,77,35,288	-	-	13,82,72,148	12,82,365	-	12,55,35,811	2,81,89,708	2,88,87,173



MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON

Schedules forming part of Accounts

Schedule 'B' - Fixed assets (other than from grants)

Sl. No.	Description of assets	GROSS BLOCK			ACCUMULATED DEPRECIATION			NET BLOCK	
		As at March 31, 2022	Additions during the year	Disposals/ adjustments during the year	As at March 31, 2023	Change for the year	On Disposals/ adjustments during the year	As at March 31, 2023	As at March 31, 2022
1	Buildings	1,28,49,75,806	54,03,202	-	1,07,14,73,044	3,89,78,317	-	13,84,34,359	74,50,72,786
2	Furniture and fixtures	1,15,24,915	87,54,842	11,41,529	7,90,37,889	59,48,790	11,07,109	8,08,16,306	1,78,21,583
3	Air conditioners and coolers	1,40,06,196	2,86,32,695	60,774	8,28,76,047	7,01,79,813	59,388	4,73,76,607	3,62,01,440
4	Furnishings	53,18,999	-	-	63,18,699	1,89,771	-	45,59,529	7,56,170
5	Books	9,22,32,833	11,06,262	-	6,34,00,025	12,77,416	-	8,21,32,204	12,78,729
6	Office equipment	13,96,508	-	8,968	13,67,071	43,654	8,735	12,44,810	1,43,101
7	Telephone installations	66,95,408	-	-	95,95,408	4,35,988	-	76,32,238	19,63,170
8	Electrical equipment	9,06,22,260	43,50,437	50,801	3,49,12,906	71,78,788	53,024	2,73,60,000	3,29,42,320
9	Teaching aid equipment	2,65,13,437	1,64,10,644	90,42,245	3,42,81,725	82,90,551	63,82,000	2,58,75,025	1,24,00,702
10	Vehicle	77,988	-	-	77,988	34,623	-	34,120	43,868
11	Computer equipment	2,727	-	-	2,727	2,602	-	2,704	29
12	Repair equipment	1,15,21,913	98,690	55,489	1,16,65,104	8,87,960	53,491	84,89,885	38,57,119
13	Sign boards	18,400	-	-	18,400	15,303	-	10,227	73
14	Benches	8,28,38,314	-	-	4,78,58,514	13,87,786	-	3,73,47,169	83,81,146
15	Cafeteria equipment	9,40,838	-	-	3,40,838	2,62,272	-	6,79,162	70,666
16	Fans	19,42,304	-	-	19,42,304	19,42,304	-	19,42,304	640
17	Computers (including Software)	19,07,41,868	10,94,47,445	72,30,120	29,29,70,663	5,08,85,655	70,82,069	20,87,56,212	8,41,84,771
18	Opti equipments	30,81,900	1,72,840	1,21,807	31,32,606	1,25,952	1,21,000	30,08,644	1,20,960
19	Lift	2,13,27,482	14,75,000	-	2,28,02,482	17,76,266	-	1,36,87,266	74,08,402
20	Land (IEDC)	8,67,28,176	-	-	8,67,28,176	-	-	8,67,28,176	8,67,28,176
		1,85,68,72,189	17,68,26,284	1,52,89,874	1,84,80,77,518	13,31,38,028	1,59,65,318	85,10,88,626	99,70,17,884
	Capital Work in Progress-Building	11,17,017	5,29,70,617	-	5,40,87,634	-	-	5,40,87,634	11,17,017
	Capital Work in Progress-Computers	2,94,49,898	-	2,56,43,190	6,06,839	-	-	0,06,839	2,64,49,898



MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

Particulars	Year Ended March 31, 2023	Year Ended March 31, 2022
Schedule No. 12		
Revenue from Graduate and Exgraduate programme		
Tuition fee	88,74,56,871	84,82,38,480
Boarding fee	4,28,40,585	3,32,73,440
Lodging fee	8,09,86,781	2,89,82,211
Fooding material fee	3,87,18,449	4,34,15,894
Student welfare activity fee	1,70,44,881	2,42,28,823
Library fee	1,08,06,180	3,11,40,671
ICG attachment revenue	2,70,806	-51,660
Contribution from National Extension programme	8,45,073	-
Revenue from sale of publications	3,85,26,113	3,81,39,448
Total	1,21,56,99,186	1,11,74,82,719
Schedule No. 13		
MDP programme		
In company programme	11,17,91,467	5,37,25,788
Open company programme	3,40,78,168	70,68,956
Total	15,48,69,758	6,08,94,718
Schedule No. 14		
Income from consultancy and research		
Short term consultancy income	12,92,177	81,68,796
Long term consultancy income	86,04,030	2,34,84,555
Research income	18,13,079	23,68,207
Total	1,17,09,286	3,40,21,558
Schedule No. 15		
Other income		
Library membership fee	11,900	6,000
State Chikankari/other receipts	-	88,03,056
Prison Writan Kala	47,61,894	14,95,081
Gift Sale	10,88,189	-
Tender Application Money	2,54,007	-
Notice paid recovery and penalty	3,74,523	-
Total	66,86,513	1,08,04,141
Schedule No. 16.1		
Interest Income other than on earmarked fund		
Interest received on savings bank	2,28,880	2,88,558
Interest from income tax refund	6,91,077	14,17,344
Interest from long term investment	17,88,11,092	13,83,40,888
Interest received on Fixed Cash Deposit	89,70,809	88,11,173
Interest from employee advance	1,77,946	1,17,312
Total	19,87,79,794	18,03,75,163
Schedule No. 16.2		
Interest Income on earmarked investment		
Total Interest	2,80,42,362	2,40,38,761
Less: Transfers to:		
Grants Fund	8,19,861	18,72,987
Grants reserve fund	86,84,378	73,05,224
Cumulative leave fund	1,81,91,386	1,10,80,645
Meritorious student award fund	48,112	17,786
Bharat mughal employment fund	1,09,240	16,810
Urgent research grant	1,14,889	86,222
Total	27,93,584	10,18,861



Particulars	Year Ended March 31, 2022	Year Ended March 31, 2023
Schedule No. 17		
Programme expenses		
Honorarium to guest faculty	2,63,88,883	1,12,94,267
Interview expenses	7,26,881	9,46,398
International Lodging	10,52,531	-
Commission on sale of prospectus	-	8,17,345
Fee for institutional membership	25,62,674	31,70,888
Expenditure on study material (Books)	88,49,888	91,53,484
Expenditure on study material (Reading)	29,11,608	8,99,018
Expenditure on study material (Case/Simulation)	29,70,342	4,58,687
Expenditure on workshop/conference/roundtable training	14,46,883	-
Domestic boarding expenses	5,11,410	-
Expenditure on programme fee	15,82,395	5,64,104
Expenditure on programme dinner	23,99,794	2,12,375
Scholarship expenses	1,36,24,833	85,48,907
Honorarium (FPA)	12,82,408	11,86,779
Contingencies Grant - Scholars	1,41,568	48,272
Expenditure on Journals and Databases	3,02,82,804	4,08,17,187
Hotel boarding expenses	5,43,08,038	1,36,35,381
Expenditure on student's medical insurance	9,59,218	14,65,303
General printing and stationery	25,89,704	9,62,881
International partner charges	15,84,85,130	14,12,31,584
National transaction fee	6,71,248	-
Hotel expenses	4,29,448	2,35,554
Inventory Expenses (Computer)	2,73,946	5,81,533
Total	37,97,35,348	23,39,86,097
Schedule No. 18		
Research and technical advisory services		
Short term consultancy expenses	8,324	1,18,812
Long term consultancy expenses	24,51,498	1,68,53,637
Research expenses	79,72,190	15,74,983
Total	3,04,30,012	1,85,67,237
Schedule No. 19		
Employee salary		
Basic pay	26,31,36,483	25,83,81,484
Dearness allowance	6,77,14,888	4,70,07,170
House rent allowance	2,08,23,095	2,80,74,820
Conveyance allowance	1,35,50,621	1,20,73,255
Leave travel allowance	1,17,53,004	1,04,73,885
Medical allowance	2,04,14,948	1,85,23,711
Meal allowance	70,47,791	68,61,528
Personal allowance	1,82,53,293	1,72,45,083
Miscellaneous allowance	31,00,483	24,31,400
Previous adjustment	-	16,54,000
Training To Staff	8,82,189	-
Consultancy with payroll	1,50,763	43,30,040
Total	47,78,92,540	38,77,76,876
Schedule No. 20		
Staff welfare expenses		
Leave encashment expense	1,83,18,511	3,83,78,314
Medical expenses	9,86,512	2,93,108
Membership fee	11,48,918	7,67,724
Newspaper to faculty	18,58,586	8,08,745
Honorarium expenses	26,03,213	17,39,973
Employer pf contribution	3,57,62,628	3,44,48,077
PF trust admin charges	4,51,978	4,30,248
Gratuity expense	46,08,540	1,81,51,138
Staff welfare others	82,14,438	68,69,571
School fees to employees	89,25,283	31,52,400
Employee NPS Contributions	2,41,73,918	1,85,67,484
NPS admin charge payable	1,84,476	97,768
Total	8,65,14,100	12,87,84,630



Particulars	Year Ended March 31, 2023	Year Ended March 31, 2022
Schedule No. 21		
Faculty development		
Research publishing expenses	2,31,908	8,10,049
National conference & workshop	1,77,642	-
International conference	84,06,332	-
Other faculty development expense	-	1,53,621
Total	88,28,640	4,65,669
Schedule No. 22		
Travelling and conveyance		
Local conveyance	38,24,406	22,20,762
Domestic travelling	10,05,879	4,68,521
International travelling	99,58,344	-
Total	1,17,91,729	14,91,283
Schedule No. 23		
Administrative expenses		
Rent	8,45,900	8,45,900
Amortisation and computer fee	48,62,300	8,84,584
Electricity expense	2,67,94,490	1,38,51,978
Computer running expense	18,63,742	11,57,138
Insurance of assets	8,29,649	9,12,234
Interest paid on TDS and GST	4,351	2,74,798
New business development	42,90,533	21,18,896
Photocopy expense	1,87,578	1,25,307
Postage and courier	84,741	2,05,922
Insurance of employee	69,51,888	71,19,902
Faculty/Staff recruitment expense	4,71,121	18,97,148
Teaching and fee expense	25,14,875	21,06,741
Water expense	24,60,646	9,06,138
Rent and committed expense	24,83,175	34,59,071
Printing expenses	2,11,895	81,118
Alumni, Other	2,33,829	-
Loss on Sale of Fixed Assets	25,534	-
Laundry expense	30,350	28,818
Office/Exchange expenses	48,901	96,880
Internet/Local live expenses	42,17,665	56,24,988
Registration fee	55,187	1,89,896
Card and lighting expenses	86,48,610	71,88,000
Photo and videography expense	7,26,088	1,83,230
Gift/Cash/Medals expenses	3,82,701	1,21,101
Flower expenses	1,83,800	1,04,458
Convocation gown expenses	1,14,454	40,120
International linkage	17,11,808	-
Induction expenses	7,94,930	41,100
General administration expenses	5,37,340	4,15,571
Backlinks/Server expenses	13,890	1,88,900
Rates and taxes	3,85,31,113	3,38,68,861
Legal expenses	15,40,112	41,88,018
Retirement/Professional Expenses	3,09,50,177	1,49,19,748
Total	56,86,77,882	11,17,79,736
Schedule No. 24		
Repairs and maintenance		
Horticulture and conservancy	52,82,489	51,81,827
AC and water cooler maintenance	82,14,771	28,73,104
Office equipment maintenance	3,68,426	5,17,944
House keeping and maintenance	2,35,25,709	2,14,98,911
Security expense	1,71,84,080	1,28,06,500
Building structure maintenance	92,86,739	26,49,138
Electrical repair	43,41,313	40,79,309
White wash and painting	16,15,186	21,91,146
Newspapers and internet AMC	99,35,670	52,13,116
Software AMC	1,81,78,800	1,28,28,186
Teaching equipment maintenance	1,52,274	11,03,851
Fest/Confer	6,64,047	3,41,815
Fire equipment AMC	71,013	1,49,787
Sign maintenance	1,11,000	44,900
Other equipment replacement and maintenance	1,71,880	-
Total	9,95,18,419	7,12,78,798



Particulars	Year Ended March 31, 2023	Year Ended March 31, 2022
Schedule No. 25		
Auditor remuneration		
Auditor remuneration	5,76,899	13,23,508
Out of pocket expenses	2,95,559	7,62,828
Total	8,71,258	20,86,336
Schedule No. 26		
Finance Costs		
Bank charges	1,25,548	1,95,731
Total	1,25,548	1,95,731
Schedule No. 27		
Student activity expenses		
Impartum	-	(700)
Festival and celebration expenses	5,51,521	66,764
Academic clubs expenses	79,65,079	38,14,110
Students activity expenses	11,57,808	4,16,695
Music instruments and repairs	12,802	-
Total	96,88,256	42,86,869
Schedule No. 28		
General expenses		
Refreshment expenses	35,33,483	14,22,868
Advertisement Expense	38,01,840	-
Print media advertisement expense	83,10,940	30,44,265
Digital media advertisement expense	81,89,688	91,81,521
Public relation expense	-	12,00,000
Provision for doubtful debt	25,136	25,00,000
Catering Round off Amount	257	12
Golden Jubilee Celebration	1,28,000	10,21,068
Total	1,97,65,430	1,51,69,932
Schedule No. 29		
Depreciation		
As per schedule 'B.1'	12,08,082	12,82,367
As per schedule 'B.2'	18,91,56,076	3,91,42,856
Less: Transferred from Current and Fixed assets fund (As per Schedule 'B.1')	12,08,082	12,82,367
	13,91,56,076	8,81,41,556



MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON
Schedules forming part of the Accounts for the year ended March 31, 2023

Significant Accounting Policies and Notes to Accounts

30. Significant accounting policies

i. Basis of preparation

The financial statements are prepared under the historical cost convention, on accrual basis, in accordance with Generally Accepted Accounting Principles and to comply with the applicable accounting standards. The accounting policies have been consistently applied by the Institute unless otherwise stated.

ii. Use of estimates

The preparation of financial statements in conformity with the generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent liabilities on the date of the financial statements. Actual results could differ from those estimates. Any revision to accounting estimates is recognized in the current and future periods.

iii. Fixed assets and depreciation

- a) Fixed assets are stated at cost less accumulated depreciation. Cost of acquisition or construction is inclusive of freight, duties, taxes and other incidental expenses.
- b) Depreciation is provided on written down value method at the rates given below:

Fixed assets	Rate of depreciation
Buildings	5%
Furniture and fixtures	25%
Air conditioners and coolers	20%
Furnishings	20%
Typewriters and duplicators	20%
Library equipment	20%
Books	50%
Office equipment	20%
Telephone installations	20%
Electrical equipment	20%
Teaching aid equipment	40%
Vehicles	25%
Canteen equipment	20%
Hostel equipment	20%
Electrical installation and electrical installation (internal)	20%
Sign boards	25%
Generators	20%
Colony equipment	20%
Films	50%
Computers, Servers & IT installations including Software	40%
Gym equipment	50%
Lifts	20%

These rates are indicative of expected useful lives of the assets. Assets costing less than Rs. 5,000/- are directly charged to Income & Expenditure Account. Assets funded by grants from IFCI and other agencies are credited to Campus and Fixed Assets fund and depreciation on such assets are debited to the fund.



MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON
Schedules forming part of the Accounts for the year ended March 31, 2023

Significant Accounting Policies and Notes to Accounts

- c) In respect of additions to fixed assets made during the year, depreciation is provided for the full year and in respect of sale/disposal of fixed assets, no depreciation is provided for in the year of sale / disposal.

iv. Investments

Investments that are readily realizable and intended to be held for not more than a year are classified in current assets. All other investments are classified as long-term investments.

Current investments are carried at lower of cost and fair value determined on an individual investment basis. Long-term investments are carried at cost; however, provision for diminution in value, other than temporary, is made.

Profit / loss on sale of investments are computed with reference to their average cost.

v. Inventories

Stock of paper, stationery and other stores & spares is valued at cost. Cost is determined on a weighted average basis.

vi. Revenue recognition

Revenue is recognized as under:

- a) Fees from programs is recognized on accrual basis.
- b) Research and technical advisory fees in the year of completion of the projects on the basis of the completed service contract method on acceptance of services by the client.
- c) Interest on investments in deposits, bonds and saving bank balances on a time proportion basis.

vii. Accounting for grants related to specific fixed assets

Grants related to depreciable fixed assets are recognized in the Income and Expenditure Account over the useful life of the assets to which they relate.

viii. Employee Benefits

Gratuity

Gratuity is a post employment benefit and is in the nature of defined benefit plan. The Gratuity fund is maintained and managed by LIC. The liability recognized in the balance sheet in respect of gratuity is the present value of the defined benefit obligation as at the balance sheet date as certified by LIC.

The defined benefit obligation is calculated at the balance sheet date by LIC using projected unit credit method. The LIC's valuation of provision during the year are charged to in the Income and Expenditure Account. The payment of gratuity is made as per the provisions of the Gratuity Act, 1972.



MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON
Schedules forming part of the Accounts for the year ended March 31, 2023

Significant Accounting Policies and Notes to Accounts

Provident fund

Contribution towards provident fund is a post employment benefit and is in the nature of defined contribution plan is charged to the income and expenditure account on accrual basis.

Compensated absences/ contribution to leave fund

The Leave encashment fund is maintained and managed by LIC. Liability in respect of compensated absences becoming due and expected to be availed more than one year after the balance sheet date is at value certified by LIC by using projected unit credit method.

The defined benefit/obligation is calculated at the balance sheet date by LIC using projected unit credit method. The LIC's valuation of provision during the year are charged to in the Income and Expenditure Account.

ix. Foreign exchange transactions

Initial recognition

Foreign currency transactions are recorded in the reporting currency, by applying to the foreign currency amount the exchange rate between the reporting currency and the foreign currency at the date of the transaction.

Conversion

Foreign currency monetary items are reported using the closing rate. Non-monetary items which are carried in terms of historical cost denominated in a foreign currency are reported using the exchange rate at the date of the transaction; and non-monetary items which are carried at fair value or other similar valuation denominated in a foreign currency are reported using the exchange rates that existed when the values were determined.

Exchange differences

Exchange differences arising on the settlement of monetary items or on reporting institute monetary items at rates different from those at which they were initially recorded during the year, or reported in previous financial statements, are recognized as income or as expenses in the year in which they arise.

x. Income and expenditure of earmarked funds

- a) Donations/Capital grants are directly credited to the earmarked/general funds. Other income (including interest on earmarked funds) is routed through the Income and Expenditure Account and credited to respective earmarked fund. Expenditure relating to earmarked funds is directly charged to such funds.
- b) As per the directions of Board, 25% of the income from investments of additional corpus of Rs. 8 crores received from IFCI vide letter No.PAD/45 (ii)/94-446 dated 3rd January, 1994 is transferred to the Corpus Fund of the Institute.



MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON
Schedules forming part of the Accounts for the year ended March 31, 2023

Significant Accounting Policies and Notes to Accounts

xi. Contingent liabilities

The Institute makes a provision when there is a present obligation as a result of a past event where the outflow of economic resources is probable and a reliable estimate of the amount of the obligation can be made. A disclosure is made for a contingent liability when there is a:

- possible obligation, the existence of which will be confirmed by the occurrence/non-occurrence of one or more uncertain events, not fully within the control of the Institute;
- present obligation, where it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation;
- Present obligation, where a reliable estimate cannot be made.

31. Notes to Accounts

i. Contingent liabilities (Amount is Rs)

Particulars	2022-23	2021-22
a) Income tax matters	-	-
b) Claims against the Institute not acknowledged as debts	-	-

The Institute, vide an order dated December 26, 1975 had been Registered under section 12A of the Income Tax Act, 1961 and was claiming exemption under section 11 & 12 of the Income Tax Act, 1961.

The Institute, vide an order dated November 20, 2021 is registered under section 10(23C)(vi) of the Income Tax Act, 1961 and is claiming Income Tax exemptions under section 10(23C)(iv). The aforesaid approval has been granted from A.Y. 2022-23 to A.Y. 2026-27.

ii. Valuation for Gratuity and Compensated absence

During the year ended March 31, 2023 the LIC's valuation for Gratuity and Compensated absence has been done with the following assumptions –

Particulars	Gratuity	Compensated absence
Discount rate (previous year)	7.25% (7.00 %)	7.25% (7.00 %)
Rate of increase in compensation levels (previous year)	10.00% (10.00 %)	10.00% (10.00%)
Expected rate of return on plan assets (previous year)	7.07% (6.75%)	7.07% (6.75%)

During the year, the Institute has booked a provision amounting to Rs. 48,06,540 and Rs. 1,23,12,375 in Income & Expenditure Account towards Gratuity and Leave Encashment Funds respectively after considering interest receivable from funds available with LIC.



MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON
Schedules forming part of the Accounts for the year ended March 31, 2023

Significant Accounting Policies and Notes to Accounts

iii. Funds accumulated or set apart u/s 11 (2) of the Income Tax Act, 1961

The Institute has an opening balance of Funds in FY 22-23 which has been set apart under section 11 (2) or in terms of third proviso to section 10(23C) amounting to Rs. 16,82,00,000 Rs. 31,00,00,000, Rs. 17,00,00,000 and Rs. 26,00,00,000 for FY 2018-19, FY 2019-20, FY 2020-21 and FY 2021-22 respectively for the purposes of leveraging infrastructural facilities at Gurgaon and Construction of Murshidabad Campus. As specified under section 11(2)(b) of the Income Tax Act, 1961, the aforesaid earmarked funds have been invested in the forms or modes specified in section 11 (5) of the Income Tax Act, 1961.

Further, during the current financial year 2022-23, the Institute has decided to set apart a sum of Rs 25,00,00,000/- for aforesaid earmarked fund under third proviso to section 10(23)(C) of the Income Tax Act, 1961 for the purposes of 'Re-development of Campus, Replacement/ Refurbishing of Buildings including Lecture Halls, augmenting the residential facilities for students and employees of the Institute and General Improvement of Infrastructure at its Campuses' to be spent in the following years. The aforesaid earmarked fund is yet to be invested or deposited in the forms or modes specified in section 11 (5) of the Income Tax Act, 1961.

iv. Income Tax Refunds

During the financial year 2022-23, the Income tax department has had released the following refunds-

For A.Y 2021-22, a total of Rs.1,21,06,535/- and Rs. 1,22,079/- on account of Interest on 30-01-2023.

For AY 2022-23, a total of Rs. 1,03,54,519/- and Rs. 5,69,498/- on account of Interest on 09-03-2023.

v. Land for campus at Gurgaon

The Institute has a land amounting to Rs. 46.61 lakhs purchased in 1975-76. The EDC amounting to Rs 667.28 lakh has been paid up till date and the title deed of the same has been registered in the name of the Institute on 04th July, 2017.

vi. There are no amounts which are required to be reported / provided under the provisions of Micro, Small and Medium Enterprises Act 2006.

vii. All Account Receivables & Payables are subject Reconciliation & Confirmation.

viii. Previous year figures have been regrouped / rearranged wherever considered necessary.





SUNDER SHARMA & Co.
Chartered Accountants

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INDEPENDENT AUDITORS' REPORT ON FINANCIAL STATEMENTS

To the Board of Governors
MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON

Report on the audit of Financial Statements

Opinion

We have audited the accompanying financial statements of **MANAGEMENT DEVELOPMENT INSTITUTE GURGAON**, which comprise the Balance Sheet as at 31st March, 2022 and also the Income & Expenditure Account for the year ended 31st March, 2022 and notes to the financial statements including summary of the significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give the true and fair view of the financial position of the entity as at 31st March, 2022 and of its financial performance for the year ended in accordance with the applicable Accounting Standards issued by the Institute of Chartered Accountants of India (ICAI).

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing issued by the Institute of Chartered Accountants of India. We are independent of the company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India (ICAI) together with the ethical requirements that are relevant to our audit of the Financial Statements for the year ended 31st March, 2022 and we have fulfilled our other ethical responsibilities in accordance with ICAI's Code of Ethics.

We believe that the audit evidences obtained by us are sufficient and appropriate to provide the basis for our audit opinion.

Responsibility of Management and Those Charged With Governance for the Financial Statements

The Management is responsible for the preparation of these financial statements that give a true and fair view of the financial position, financial performance of the entity in accordance with the generally acceptable Accounting Principles accepted in India. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error. In preparing the financial statements, management is responsible for



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the assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis for accounting unless the management either intends to liquidate the entity or to cease the operations, or has no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatements, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the accompanying financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidences that are sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management.
- Conclude on the appropriateness of the Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Institute to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Statement or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report.

However, future events or conditions may cause the Institute to cease to continue as a going concern.



- Obtain sufficient and appropriate audit evidence regarding the financial statements of the Instituteto express an opinion on the accompanying financial statements.

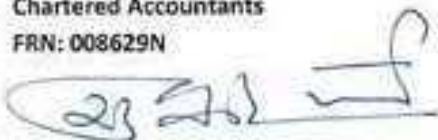
We consider quantitative materiality and qualitative factors in:

- (i)Planning the scope of our audit work and in evaluating the results of our work.
- (ii)Evaluating the effect of any identified misstatements in the financial statements.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

For Sunder Sharma & Co.
Chartered Accountants
FRN: 008629N



CA Sunder Kumar Sharma
Partner
Membership No.: 087495



Place: Delhi

Date: 27/09/2022

UDIN - 22087495 AVPO EJ5429

MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON

Balance Sheet as at March 31, 2022

As at March 31, 2021	Liabilities	As at March 31, 2022	As at March 31, 2022	Assets	(Amount in Rs.) As at March 31, 2022
18,74,32,388	Current fund	18,04,92,095		Fixed assets	
20,21,028	Opening balance	18,72,587		Assets formed by grants from IFC and other agencies	
18,94,53,386	Add: Interest income transferred from Income and Expenditure Account	17,57,38,383	18,71,86,289	(Schedule A)	
			17,80,75,545	Less: Stock	18,71,86,289
			5,95,83,739	Less: Accumulated depreciation	(12,05,86,311)
					6,66,00,000
1,83,98,31,308	Surplus fund	1,75,58,44,567	1,83,72,41,373	Assets other than those formed from grants	
6,54,78,218	Opening balance	3,33,87,005	54,75,49,596	(Schedule B)	
1,80,200	Add: Surplus transferred from Income and Expenditure Appropriation Account	66,86,13,378	66,86,13,378	Less: Accumulated depreciation	1,83,98,31,308
	Less: Transferred to Income and Expenditure Appropriation Account	1,71,21,38,073	1,85,49,38,365	Less: Capital work in progress	(78,80,47,124)
6,76,98,44,947					68,54,34,896
	Reserve fund		1,25,86,94,348	Investments	3,04,38,88,343
3,91,80,80,000	Infrastructure fund	3,94,80,80,000		(Schedule C)	
17,70,80,000	Opening balance	26,07,00,000	30,00,31,740	Current assets, loans and advances	
3,64,80,80,000	Add: Surplus transferred from Income and Expenditure Appropriation Account	1,38,38,38,000		(Schedule D)	18,44,80,884
			1,41,38,38,000	Less: Short-term	1,41,38,38,000
3,53,05,181	Capital and fixed assets fund	3,54,80,124			
1,83,300	Opening balance	11,82,380			
(12,94,713)	Add: Addition during the year	3,37,86,744			
3,54,80,124	Less: Transferred to Income and Expenditure Account				
6,80,84,87,088	Carries forward	8,37,64,34,913	8,71,47,18,793	Carries forward	8,86,18,80,247



MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON

Balance Sheet as at March 31, 2023 (continued)

(Amount in Rs.)

As at March 31, 2021	Liabilities	For 21 March 31, 2022	For 22 March 31, 2023	Assets	As at March 31, 2023
4,26,24,83,089	Brought forward	4,27,24,54,812	5,73,41,36,773	Brought forward	4,26,24,83,089
11,03,58,200	Gratuity reserve fund				
17,19,836	Opening balance	16,86,18,139			
4,61,242	Add: Interest income transferred from Income and Expenditure Account	72,58,204			
-	Add: Contribution for the year	-			
1,14,45,271	Add: Amount transferred from Income & Expenditure Account	1,81,51,236			
83,86,18,139	Less: Payments made during the year	42,08,273			
		15,01,86,239			
15,45,19,070	Cumulative leave fund				
1,10,31,800	Opening balance	15,31,01,523			
-	Add: Interest income transferred from Income and Expenditure Account	1,03,80,683			
5,83,572	Add: Contribution for the year	-			
-	Add: Amount transferred from Income & Expenditure Account	5,63,78,119			
16,40,34,688	Less: Payments made during the year	30,17,80,502			
-		73,06,770			
16,50,01,833		18,88,54,723			
9,79,36,526	Other funds (Schedule F)	4,67,91,817			
46,44,11,500	Current liabilities and provisions (Schedule F)	19,88,83,463			
5,78,41,36,773	Total liabilities	5,86,18,89,827	6,73,41,36,773	Total assets	6,73,41,36,773

For and on behalf of the Board of Governors


(CAO-PSA)


(Director)

This is the Balance Sheet referred to in our report of even date

For Sunder Sharma & Co.

Chartered Accountants

Firm: 0601194



CA Sunder Sharma

Partner

Membership No. 087493

Place: New Delhi

Date: 24/04/2023

UDIN-22084495 AVPAE35429



Income and Expenditure Account for the year ended March 31, 2022

Annexure to No. 2

Year ended March 31, 2021	Expenditure	Year ended March 31, 2022	Year ended March 31, 2021	Income	Year ended March 31, 2022
			86,18,31,188	Fee from programmes	1,14,82,08,387
20,13,36,567	Salaries and allowances: Faculty	31,13,25,441		Research and technical advising fees	
3,85,529	Traveling and consultancy	2,42,355	14,61,442	Research	55,41,307
32,53,569	Traveling and lodging	1,67,48,815	2,17,37,714	Consultancy	3,69,65,294
14,26,72,609	Investments in good funds	36,30,33,538			2,82,40,881
36,86,977	Printing and stationery	1,34,42,707	14,82,04,242	Interest on long term investments (other than earmarked investments)	13,34,00,508
3,86,86,753	Other expenses	2,93,67,204		Interest from banks on fixed deposits, Saving Deposits & interest on Provident Loan to Employees	1,28,34,739
44,88,37,314		54,47,34,186	33,61,592	Interest on earmarked investments	2,42,30,757
				Less: Transferred to:-	
	Research and technical advisors services and other activities		35,25,030	Capital fund	14,72,087
25,65,894	Research expenses	35,06,969	77,79,036	Gratuity reserve fund	73,35,234
1,71,79,837	Consultancy expenses	2,13,72,208	1,12,23,895	Cumulative reserve fund	1,65,85,669
2,86,42,735		3,36,81,378	68,423	Benamiar students award fund	17,784
			3,10,000	Banaraj-Muraj endowment fund	38,817
	Pay and allowances		2,40,000	Unspent research grant	80,270
10,55,44,654	Staff remuneration and allowances	12,41,52,175	41,71,547		68,18,790
78,13,127	Staff welfare expenses	1,17,28,687	(5,44,250)	Profit/Loss on sale of fixed assets	1,17,890
73,13,212	Remuneration (Staff Expenses)	0			
8,67,542	Gratuity	1,81,01,239	1,74,85,588	Miscellaneous Income	95,55,127
36,82,157	Leave fund	3,63,73,275			
11,75,45,849		14,18,37,389			
91,67,45,999	Carried forward	77,36,13,934	1,14,93,36,437	Carried forward	1,37,48,34,136



MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON

Income and Expenditure Account for the year ended March 31, 2022 (continued)

(Amount in Rs.)

Year ended March 31, 2021	Expenditure	Year ended March 31, 2021	Year ended March 31, 2021	Income	Year ended March 31, 2022
87,67,84,608	Brought forward	77,84,11,838	77,84,11,838	Brought forward	5,37,84,34,038
	Travel and conveyance				
59,40,863	Board and committee meeting expenses	38,33,272			
8,13,846	Staff transport	4,34,371			
1,48,558	Repair, maintenance and running cost of vehicle	768			
5,48,365	Local conveyance	18,17,240			
73,81,632		71,46,631			
	Office expenses				
7,81,838	Fuel	4,40,088			
1,87,90,814	Electricity and water expenses	1,87,98,873			
19,155	Postage and telegrams	2,91,922			
7,71,801	Printing and stationery	1,78,837			
16,84,887	Staff recruitment expenses	48			
25,78,006	Telephone expenses	21,36,781			
64,37,884	Corporate publicity	52,17,888			
8,13,846	Insurance expenses	8,13,214			
1,73,40,608		1,48,86,987			
	Repairs and maintenance				
3,83,90,484	Repairs to building	5,15,41,988			
1,01,731	Repairs to office equipment	2,17,968			
22,28,216	Repairs to air conditioning	22,77,184			
1,33,41,712	Motor and road expenses	1,20,38,053			
18,56,318	General maintenance	10,81,677			
1,83,50,786	Internet expenses, Maintenance of Computer & Software	7,80,67,088			
7,88,84,635		7,18,96,885			
73,84,48,788	Carried forward	87,84,27,715	87,84,27,715	Carried forward	1,37,84,34,188



MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON
Income and Expenditure Account for the year ended March 31, 2022 (continued)

Year ended March 31, 2021	Expenditure	Year ended March 31, 2022	Year ended March 31, 2021	Income	Amount in Rupee Year ended March 31, 2022
19,84,41,738	Brought forward	97,84,47,715	1,14,12,86,407	Brought forward	7,37,84,34,194
	Auditor's remuneration				
11,55,639	Audit fees	11,55,639			
11,83,639					
	Other expenses				
6,12,280,098	Subscriptions to journals	4,38,17,187			
3,50,774	MCI journal and subject				
3,01,080	Manuscriptal expenses	1,000			
8,75,82,210	Travel and hotel	5,59,84,867			
-	Printing Costs	6,86,020			
11,13,070	Provision for Doubtful debts	21,00,000			
7,87,66,639	Legal & professional	48,29,130			
		4,94,46,197			
	Distribution				
10,64,719	(Refer note 1.10 (i) of Schedule VI)	12,82,367			
10,65,038	As per Schedule VI	9,87,47,039			
10,10,85,974	As per Schedule VI	9,84,39,071			
	Less: Transferred from Campus with Fixed assets				
13,64,719	Rent (As per Schedule VI)	12,82,367			
10,65,038		9,87,47,039			
22,84,18,208	Balance of Income over expenditure before prior period adjustments	22,87,46,828			
	Plus prior period expense	6,79,820			
	Less: Prior period income				
	Plus prior period income (net)	6,79,820			
	Balance of Income over expenditure reported to Income and Expenditure Appropriation Account	22,88,81,609			
19,84,41,738		7,37,84,34,194	1,14,12,86,407		7,37,84,34,194



MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON
Income Appropriation Account for the year ended March 31, 2022

Year ended March 31, 2021	Expenditure	Year ended March 31, 2022	Year ended March 31, 2021	Income	Year ended March 31, 2022
17,00,00,000	Surplus transferred to Infrastructure fund	26,00,00,000	23,94,79,308	Excess of income over expenditure brought forward from Income and Expenditure Account	32,50,01,308
6,94,38,308	Surplus transferred to surplus fund	6,95,81,800		Transferred from Surplus fund	-
33,94,38,308		32,95,81,800	33,94,38,308		32,50,01,308

For and on behalf of the Board of Governors


(J. K. P. Singh)


(Director)



This is the Revenue (Grant) referred to in the report of audit.

For Sunder Sharma & Co.
Chartered Accountants
FSSAI-12962396



Dr. Sunder Kumar Sharma
Partner

Membership No. - 087495

Date - 27/09/2022

UIN - 22027493 AV P&EJ 5929

MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON

Schedule forming part of Accounts

Schedule 'E' - Fixed assets (Assets funded by grant)

(Amount in Rs.)

S. No.	Description of assets	GROSS VALUE				ACCUMULATED DEPRECIATION				NET VALUE		
		As at	Additions during	Depreciation	As at	As at	Charge for the	On Disposal/	As at	As at	As at	
		March 31, 2021	the year	during the year	March 31, 2022	March 31, 2021	year	during the year	March 31, 2022	March 31, 2022	March 31, 2021	
1	Land	49.31.400	-	-	49.31.400	-	-	-	-	49.31.400	49.31.400	
2	Buildings	9,18,59,500	-	-	9,18,59,500	7,46,73,100	11,10,123	-	5,20,02,476	2,21,45,000	2,21,45,000	
3	Furniture and fixtures	65,28,200	-	-	65,28,200	46,61,700	10,794	-	68,51,900	30,354	61,171	
4	Refrigerators and coolers	1,10,51,400	-	-	1,10,51,400	1,08,64,619	17,264	-	5,68,50,500	60,123	66,413	
5	Carpetings	21,60,704	-	-	21,60,704	21,59,400	5,232	-	21,59,500	8,500	5,100	
6	Transporters and equipments	4,80,802	-	-	4,80,802	4,48,712	110	-	4,48,000	800	800	
7	Library equipment	8,70,700	-	-	8,70,700	8,70,700	300	-	4,33,300	870	1,010	
8	Books	60,00,000	-	-	60,00,000	60,00,000	-	-	60,00,000	11	11	
9	Office equipment	2,64,700	-	-	2,64,700	2,63,719	800	-	3,63,077	300	1,070	
10	Photocopy machines	19,27,200	-	-	19,27,200	18,87,822	7,819	-	19,16,700	61,991	60,990	
11	Electrical equipment	7,50,600	-	-	7,50,600	7,57,600	492	-	1,86,340	1,607	2,000	
12	Flooring and equipment	69,61,700	-	-	69,61,700	69,61,000	600	-	69,61,710	5,001	2,710	
13	Carpeting equipment	24,000	-	-	24,000	24,000	0	-	24,000	0	0	
14	Water equipment	9,04,000	-	-	9,04,000	9,02,740	400	-	8,00,000	1,000	1,120	
15	Medical equipment	10,72,000	-	-	10,72,000	10,71,411	5,00	-	5,71,000	0	470	
16	Transportation (vehicles)	97,25,000	-	-	97,25,000	99,00,000	15,000	-	97,00,000	21,000	99,000	
17	Rig trucks	74,000	-	-	74,000	74,000	0	-	74,000	0	0	
18	Generators	10,70,000	-	-	10,70,000	10,70,000	400	-	10,70,000	1,000	2,000	
19	Cooling equipment	10,000	-	-	10,000	10,000	0	-	10,000	0	0	
20	Tools	1,10,000	-	-	1,10,000	1,10,000	0	-	1,10,000	0	0	
21	Computer	10,00,000	-	-	10,00,000	10,00,000	0	-	10,00,000	0	0	
Total		16,71,48,200	-	-	16,71,48,200	16,71,48,200	16,71,48,200	-	16,71,48,200	16,71,48,200	16,71,48,200	
Presented Year		16,71,48,200	-	-	16,71,48,200	16,71,48,200	16,71,48,200	-	16,71,48,200	16,71,48,200	16,71,48,200	



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MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON

Schedules forming part of Accounts

Schedule "C" - Investments

(Amount in Rs.)

As at March 31, 2021	Nos. (Previous Year)		As at March 31, 2022
		NON-CURRENT INVESTMENTS	
		U N D E R M A R K E D	
		Corpus fund	
		Bonds and Fixed Deposits	
4,00,00,000	40 (40)	9.75% Taxable redeemable non-convertible bonds of Rs. 10,00,000 each fully paid of IFCI Limited (quoted) (Certificates)	4,00,00,000
4,00,00,000	4000 (4000)	10.5% Taxable redeemable non-convertible bonds of Rs. 10,000 each fully paid of IFCI Limited (quoted) (Certificates)	-
-		Fixed Deposit @ 5.20% of Union Bank of India (Total FD Value - INR 1,99,00,000)	1,99,00,000
-		Fixed Deposit @ 5.20% of Union Bank of India (Total FD Value - INR 1,99,00,000)	1,99,00,000
-		Fixed Deposit @ 5.20% of Union Bank of India (Total FD Value - INR 1,99,00,000)	2,00,000
8,00,00,000			8,00,00,000
		Gratuity fund	
		Bonds and Fixed Deposits	
2,58,00,000	258 (258)	10.5% Taxable redeemable non-convertible bonds of Rs. 100,000 each fully paid of IFCI Limited (quoted)	-
10,00,00,000		Fixed Deposit @ 5.40% of Union Bank of India	-
-		LIC Gratuity Fund	13,01,66,328
12,63,00,000			13,01,66,328
		Cumulative leave fund	
		Bonds and Fixed Deposits	
2,28,00,000	2,280 (2280)	10.5% Taxable redeemable non-convertible bonds of Rs. 10,000 each fully paid of IFCI Limited (quoted)	-
1,25,00,000	125 (125)	10.5% Taxable Redeemable non-convertible bonds of Rs. 1,00,000 each fully paid of IFCI Limited (quoted)	-
1,00,00,000	10	10.75% Taxable Redeemable non-convertible bonds of IFCI Venture Capital Co.	-
11,02,00,000		Fixed Deposit @ 5.40% of Union Bank of India	-
-		LIC Leave Encashment Fund	13,45,54,732
15,53,00,000			19,45,54,732
		Meritorious student award fund	
		Bonds and Fixed Deposits	
4,25,000	43 (43)	10.50% Taxable redeemable non-convertible bonds of IFCI Limited (Quoted)	-
2,00,000	2 (2)	10.50% Taxable redeemable non-convertible bonds Rs. 100,000 each fully paid of IFCI Limited (quoted)	-
-		Fixed Deposit @ 5.00% of Bank of Baroda (Total FD Value - INR 1,99,00,000)	6,25,000
6,25,000			6,25,000
36,22,25,000		Carried forward	48,53,45,960



MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON

Schedules forming part of Accounts

Schedule 'C' - Investments (continued)

As at March 31, 2021	No. (Previous Year)		As at March 31, 2022
36,22,25,000		Brought forward	40,53,45,960
15,000	2 (2)	Employees excellence award fund - Bonds and Fixed Deposits: 10.5% Taxable redeemable non-convertible bonds of IFCI Limited (Quoted)	-
15,000			-
20,00,000	200 (200)	Raman Mungal endowment fund Bonds and Fixed Deposits: 10.5% Taxable redeemable non-convertible bonds of IFCI Limited (Quoted)	-
20,00,000		Fixed Deposit @ 5.00% of Bank of Baroda (Total FD Value - INR 1,99,00,000)	20,00,000
			20,00,000
25,00,000	25 (25)	Unspent research grant Bonds and Fixed Deposits: 10.5% Taxable redeemable non-convertible bonds of Rs. 100,000 each fully paid by IFCI Limited (Quoted)	-
		Fixed Deposit @ 5.20% of Union Bank of India (Total FD Value - INR 1,99,00,000)	25,00,000
25,00,000			25,00,000
60,000	60 (60)	O.T.H.E.R.S Bonds: 10.5% Taxable Redeemable non-convertible bonds of IFCI Limited	-
-		Fixed Deposit @ 5.00% of Bank of Baroda (Total FD Value - INR 1,99,00,000)	60,000
			-
		CURRENT INVESTMENTS Fixed deposits: Union Bank of India (FDR for AICTE Purpose & others pledged against Bank Guarantees issued by Bank)	76,45,732
68,94,898	-	Fixed Deposit @ 5.10% of Union Bank of India	20,00,00,000
		Fixed Deposit @ 5.25% of Union Bank of India	38,75,00,000
44,95,00,000		Fixed Deposit @ 5.25% of Union Bank of India	-
		Fixed Deposit @ 5.30% of Union Bank of India	25,00,00,000
16,98,00,000	-	Fixed Deposit @ 5.40% of Union Bank of India	-
10,00,00,000	-	Fixed Deposit @ 5.75% of Union Bank of India	-
7,00,00,000	-	Fixed Deposit @ 5.76% of Union Bank of India	-
-	-	Fixed Deposit @ 5.00% of PNB	50,00,00,000
-	-	Fixed Deposit @ 5.10% of PNB	62,00,00,000
84,00,00,000	-	Fixed Deposit @ 5.25% of PNB	2,00,00,000
19,00,00,000		Fixed Deposit @ 5.25% of PNB	-
7,00,00,000		Fixed Deposit @ 5.75% of PNB	-
1,89,80,54,898			1,98,84,05,732
2,26,47,94,898		Carried forward	2,39,52,51,692



MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON

Schedules forming part of Accounts

Schedule 'C' - Investments (continued)

As at March 31, 2021	Nos. (Previous Year)		As at March 31, 2022
2,26,47,94,898		Brought forward	2,39,52,51,692
		Fixed deposits	
18,02,00,000		Fixed Deposit @ 6.00% of PNB	-
10,00,00,000		Fixed Deposit @ 3.90% of Bank of Baroda	-
7,00,00,000		Fixed Deposit @ 4.35% of Bank of Baroda	-
-		Fixed Deposit @ 5.00% of Bank of Baroda	69,73,15,000
33,00,00,000		Fixed Deposit @ 5.10% of Bank of Baroda	-
2,92,49,94,898		GRAND TOTAL	3,09,25,66,692



MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON

Schedules forming part of Accounts

Schedule 'D' - Current assets, loans and advances

(Amount in Rs.)

As at March 31, 2021	PARTICULARS	As at March 31, 2022
26,18,233	Stock of paper, stationery and other stores & spares - (At cost) (as certified by the CAO Finance & Accounts of the Institute)	26,14,587
	Accumulated expenses on incomplete research projects	
30,45,848	Opening Balance	22,76,537
5,86,100	Add: Expenses incurred during the Year	1,81,702
36,36,948		24,58,239
(13,60,411)	Less: Transferred to Income and Expenditure Account on account of Completed Projects	(3,99,130)
22,76,537	Closing balance	20,59,109
	Accumulated expenses on incomplete consultancy projects	
65,09,009	Opening Balance	64,44,011
63,18,251	Add: Expenses incurred during the Year	1,72,82,734
1,48,27,260		2,37,26,745
(63,63,248)	Less: Transferred to Income and Expenditure Account on account of Completed Projects	(2,05,48,823)
64,44,011	Closing balance	31,80,922
	Sundry Debtors (Unsecured - considered good)	
2,91,87,519	Debts exceeding six months	18,15,980
-	Other debts	2,68,30,611
2,91,87,519		2,86,46,591
10,18,24,200	Interest accrued but not due	8,81,93,953
23,73,000	Interest due but not received	-
	Cash and bank balances	
17,736	Cash in hand	20,971
	Balances with scheduled banks:	
10,61,84,908	On savings and deposit accounts (including Infrastructure account)	7,06,45,347
33,920	On current accounts	33,920
10,62,36,584		7,07,00,238
40,14,169	Other Current Assets	15,26,982
7,81,400	Earnest Money Deposits	3,35,000
43,75,689	Security deposits	38,73,204
9,00,502	Loans and advances to employees	28,25,435
2,84,36,708	Pre-paid expenses and deferred expenses	3,54,22,747
7,07,62,408	Tax deducted at source	6,10,15,617
36,02,31,142	Total	38,43,82,384



MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON

Schedules forming part of Accounts

Schedule 'E' - Other funds

(Amount in Rs.)

As at March 31, 2021	PARTICULARS	As at March 31, 2022
	Alumni association fund	
3,90,17,903	Opening balance	4,61,85,380
63,05,000	Add: Contribution received during the year	76,28,701
4,63,25,903		5,38,14,081
-40,593	Less: Payments made during the year	(2,27,419)
4,61,85,380		5,35,86,662
	Meritorious students award fund	
24,90,212	Opening balance	25,55,637
65,825	Add: Interest income transferred from Income and Expenditure Account	17,784
-	Less: Payment made during the year	-
25,55,537		25,73,621
15,000	Employees' excellence award fund	
	Raman Munjal chair endowment fund	
20,78,322	Opening balance	20,78,322
2,10,000	Add: Interest income transferred from Income & Expenditure Account	56,910
33,12,212	Add: Allocation against shortfall	-
56,00,534		21,35,232
-35,22,212	Less: Payments made during the year	0
20,78,322		21,35,232
	Corporate membership fund	
10,00,000	Opening balance	10,00,000
-	Less: Transfer to library membership fees	-
10,00,000		10,00,000
	Director's medical relief fund	
50,33,069	Opening balance	52,01,987
2,58,918	Add: Transfer from Consultancy Projects as per MDI Consultancy Policy	5,03,335
52,91,987		57,05,322
-	Less: Payments made during the year	3,89,220
52,91,987		54,06,102
5,71,26,526	Total	6,47,01,617



MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON

Schedules forming part of Accounts

Schedule 'F' - Current liabilities and provisions

(Amount in Rs.)

As at March 31, 2021	PARTICULARS	As at March 31, 2022
21,68,02,749	Sundry creditors 1,33,88,734	
1,55,51,863	Other liabilities 2,24,42,772	3,58,32,507
	Accumulated receipts on incomplete research projects	
1,55,91,994	Opening Balance 1,53,62,744	
-	Less: Amount returned during the year -	
9,33,192	Add: Amount received during the year -	
1,65,25,186	1,53,62,744	
(14,62,442)	Less : Transferred to Income and Expenditure Account on account of Completed Projects (13,88,250)	
1,53,62,744	Closing balance	1,39,74,494
	Accumulated receipts on incomplete consultancy projects	
1,51,97,425	Opening Balance 2,69,46,856	
-	Less: Transferred to Consultancy Projects -	
2,68,12,159	Add: Amount received during the year 82,61,654	
4,40,09,584	3,52,08,510	
-1,70,82,728	Less : Transferred to Income and Expenditure Account on account of Completed Projects (2,52,34,559)	
2,69,46,856	Closing balance	99,73,951
9,12,97,002	Fees received in advance	23,99,000
2,34,77,352	Security deposits from participants	3,38,46,466
1,41,41,755	Retention and EMO (vendors)	1,74,14,348
	Unspent research grant	
47,72,321	Opening balance 50,34,821	
2,62,500	Add: Interest earned during the year, transferred from Income & Expenditure Account 86,222	
-	Add: Transferred from research projects -	
-	Less: Research expenses -	
50,34,821		51,21,043
5,57,95,359	Provisions	7,74,30,655
46,44,11,502	Total	19,60,92,462



MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON
Schedules forming part of the Accounts for the year ended March 31, 2022

Schedule – G Significant Accounting Policies and Notes to Accounts

1. Significant accounting policies

i. Basis of preparation

The financial statements are prepared under the historical cost convention, on accrual basis, in accordance with Generally Accepted Accounting Principles and to comply with the applicable accounting standards. The accounting policies have been consistently applied by the Institute unless otherwise stated.

ii. Use of estimates

The preparation of financial statements in conformity with the generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent liabilities on the date of the financial statements. Actual results could differ from those estimates. Any revision to accounting estimates is recognized in the current and future periods.

iii. Fixed assets and depreciation

- a) Fixed assets are stated at cost less accumulated depreciation. Cost of acquisition or construction is inclusive of freight, duties, taxes and other incidental expenses.
- b) Depreciation is provided on written down value method at the rates given below:

Fixed assets	Rate of depreciation
Buildings	5%
Furniture and fixtures	25%
Air conditioners and coolers	20%
Furnishings	20%
Typewriters and duplicators	20%
Library equipment	20%
Books	50%
Office equipment	20%
Telephone installations	20%
Electrical equipment	20%
Teaching aid equipment	40%
Vehicles	25%
Canteen equipment	20%
Hostel equipment	20%
Electrical installation and electrical installation (internal)	20%
Sign boards	25%
Generators	20%
Colony equipment	20%
Films	50%
Computers, Servers & IT installations including Software	40%
Gym equipment	50%
Lifts	20%

These rates are indicative of expected useful lives of the assets. Assets costing less than Rs. 5,000/- are directly charged to Income & Expenditure Account. Assets funded by grants from IFCI and other agencies are credited to Campus and Fixed Assets fund and depreciation on such assets are debited to the fund.



MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON
Schedules forming part of the Accounts for the year ended March 31, 2022

Schedule – G Significant Accounting Policies and Notes to Accounts

- c) In respect of additions to fixed assets made during the year, depreciation is provided for the full year and in respect of sale/disposal of fixed assets, no depreciation is provided for in the year of sale / disposal.

iv. Investments

Investments that are readily realizable and intended to be held for not more than a year are classified as current investments. All other investments are classified as long-term investments.

Current investments are carried at lower of cost and fair value determined on an individual investment basis. Long-term investments are carried at cost; however, provision for diminution in value, other than temporary, is made.

Profit / loss on sale of investments are computed with reference to their average cost.

v. Inventories

Stock of paper, stationery and other stores & spares is valued at cost. Cost is determined on a weighted average basis.

vi. Revenue recognition

Revenue is recognized as under:

- a) Fees from programs on an accrual basis for Programme batches 2020-22 and on installment due basis for Programme batches 2021-23.
- b) Research and technical advisory fees in the year of completion of the projects on the basis of the completed service contract method on acceptance of services by the client.
- c) Interest on investments in deposits, bonds and saving bank balances on a time proportion basis.

vii. Accounting for grants related to specific fixed assets

Grants related to depreciable fixed assets are recognized in the Income and Expenditure Account over the useful life of the assets to which they relate.

viii. Employee Benefits

Gratuity

Gratuity is a post employment benefit and is in the nature of defined benefit plan. The Gratuity fund is now maintained and managed by LIC w.e.f 10th September 202. The liability recognized in the balance sheet in respect of gratuity is the present value of the defined benefit obligation as at the balance sheet date as certified by LIC.

The defined benefit/obligation is calculated at the balance sheet date by LIC using projected unit credit method. The LIC's valuation gains or losses arising from past experience and change in LIC's assumption are charged and credited to in the Income and Expenditure Account. The payment of gratuity is made as per the provisions of the Gratuity Act, 1972.



MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON
Schedules forming part of the Accounts for the year ended March 31, 2022

Schedule – G Significant Accounting Policies and Notes to Accounts

Provident fund

Contribution towards provident fund is a post employment benefit and is in the nature of defined contribution plan is charged to the income and expenditure account on accrual basis.

Compensated absences/ contribution to leave fund

The Leave encashment fund is now maintained and managed by LIC w.e.f 15th February 2022. Liability in respect of compensated absences becoming due and expected to be availed more than one year after the balance sheet date is at value certified by LIC by using projected unit credit method.

The LIC's valuation gains or losses arising from past experience and change in LIC's assumption are charged and credited to in the income and Expenditure Account.

ix. Foreign exchange transactions

Initial recognition

Foreign currency transactions are recorded in the reporting currency, by applying to the foreign currency amount the exchange rate between the reporting currency and the foreign currency at the date of the transaction.

Conversion

Foreign currency monetary items are reported using the closing rate. Non-monetary items which are carried in terms of historical cost denominated in a foreign currency are reported using the exchange rate at the date of the transaction; and non-monetary items which are carried at fair value or other similar valuation denominated in a foreign currency are reported using the exchange rates that existed when the values were determined.

Exchange differences

Exchange differences arising on the settlement of monetary items or on reporting Institute monetary items at rates different from those at which they were initially recorded during the year, or reported in previous financial statements, are recognized as income or as expenses in the year in which they arise.

x. Income and expenditure of earmarked funds

- a) Donations/Capital grants are directly credited to the earmarked/general funds. Other income (including interest on earmarked funds) is routed through the Income and Expenditure Account and credited to respective earmarked fund. Expenditure relatable to earmarked funds is directly charged to such funds.
- b) As per the directions of Board, 25% of the income from investments of additional corpus of Rs. 8 crores received from IFCI vide letter No.PAD/45 (ii)/94-446 dated 3rd January, 1994 is transferred to the Corpus Fund of the Institute.



xi. Contingent liabilities

- possible obligation, the existence of which will be confirmed by the occurrence/non-occurrence of one or more uncertain events, not fully within the control of the Institute;
- present obligation, where it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation;
- Present obligation, where a reliable estimate cannot be made.

I. Contingent liabilities (Amount is Rs)

The institute, vide an order dated December 26, 1975 had been Registered under section 12A of the Income Tax Act, 1961 and was claiming exemption under section 11 & 12 of the Income Tax Act, 1961.

The Institute, vide an order dated November 20, 2021 is registered under section 10(23C)(vi) of the Income Tax Act, 1961 and is claiming Income Tax exemptions under section 10(23C)(iv). The aforesaid approval has been granted from A.Y. 2022-23 to A.Y. 2026-27.

The Institute has incurred Rs. 19,90,113 towards exchange fluctuation, the same has been mentioned as Honorarium to Guest Faculty under head program expenses in Income and Expenditure Account.

During the year ended March 31, 2022 the actuarial valuation for Gratuity and Compensated absence has been done with the following assumptions –

During the year, the institute has charged an amount of Rs. 1,81,51,238 and Rs. 3,83,78,316 from Income & Expenditure Accounts towards Gratuity and Leave Encashment Funds respectively, owing valuation difference

MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON
Schedules forming part of the Accounts for the year ended March 31, 2022

Schedule – G Significant Accounting Policies and Notes to Accounts

iv. Goods & Service Tax

The Goods and services tax (GST) was introduced by the Government of India on the 1st day of July, 2017 and effective from the same day. The GST has been implemented in MDI from the said date and majority of the programs run by MDI are exempted through the notification no. 12/2017 Central Tax (Rate) dated 28th June, 2017 issued by the Government of India and the programs having AICTE approval are exempted from GST. Hence only Management Development Programs (MDP) which is run by MDI is subject to tax and correct GST as applicable to MDP has been deposited. All GST returns like GSTR-3B, GSTR-1, etc. have been filed and there are no irregularities found on part of MDI with regard to either payment of GST or filing of GST returns also there is no penalty levied or paid by the MDI during the financial year.

v. Funds accumulated or set apart u/s 11 (2) of the Income Tax Act, 1961

The Institute has an opening balance of Funds in FY 21-22 which has been set apart under section 11 (2) or in terms of third proviso to section 10(23C) amounting to Rs. 21,00,000, Rs. 31, 00,000 and Rs. 17,00,000 for FY 2018-19, FY 2019-20 and FY 2020-21 respectively for the purposes of leveraging infrastructural facilities at Gurgaon and Construction of Murshidabad Campus. As specified under section 11(2)(b) of the Income Tax Act, 1961, the aforesaid earmarked funds have been invested in the forms or modes specified in section 11 (5) of the Income Tax Act, 1961.

Further, during the current financial year 2021-22, the Institute has decided to set apart a sum of Rs. 21,00,00,000/- for aforesaid earmarked fund under third proviso to section 10(23)(C) of the Income Tax Act, 1961 for the purposes of "Re-development of Campus, Replacement/ Refurbishing of Buildings including Lecture Halls, augmenting the residential facilities for students and employees of the Institute and General improvement of Infrastructure at its Campuses" to be spent in the following years. The aforesaid earmarked fund is yet to be invested or deposited in the forms or modes specified in section 11 (5) of the Income Tax Act, 1961.

vi. Income Tax Refunds

During the financial year 2021-22, the Income tax department has had released the following refunds- For A.Y 2020-21, a total of Rs.3,28,34,170/- including Rs.24,17,346/- on account of Interest on 22.07.2021.

vii. Land for campus at Gurgaon

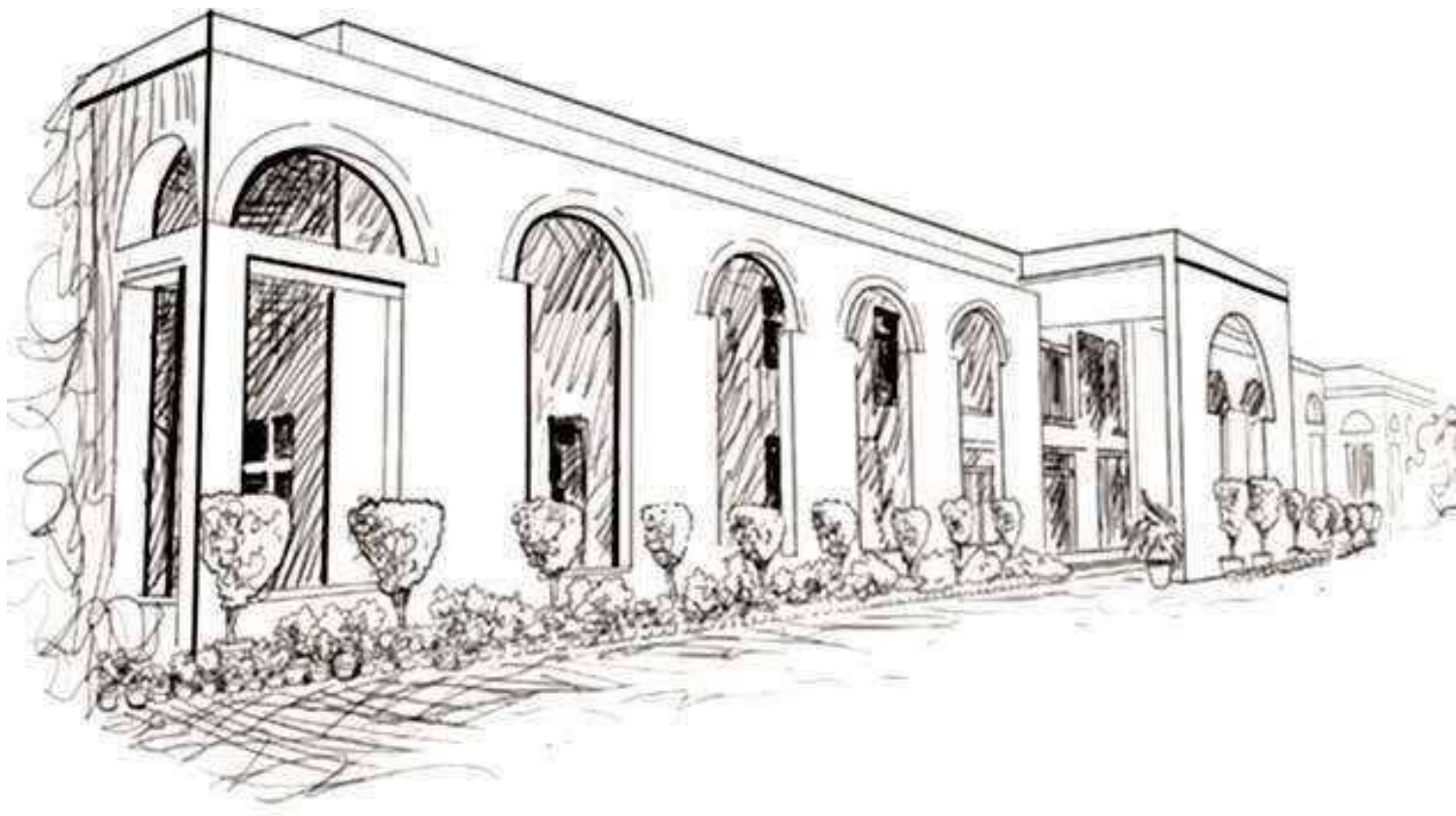
The Institute has a land amounting to Rs. 46.61 lakhs purchased in 1975-76. The EDC amounting to Rs 667.28 lakh has been paid uptill date and the title deed of the same has been registered in the name of the Institute on 04th July, 2017.

viii. There are no amounts which are required to be reported / provided under the provisions of Micro, Small and Medium Enterprises Act 2006.

ix. All Account Receivables & Payables are subject Reconciliation & Confirmation.

x. Previous year figures have been regrouped / rearranged wherever considered necessary.





Society Registration No. 5395

**(Registered under Societies Registration Act 1860 (Punjab Amendment Act 1957)
as extended to the Union Territory of Delhi)**

Registered Office: 10th Floor,
IFCI Tower 61, Nehru Place,
New Delhi - 110019

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Website: www.mdi.ac.in
Tel.: +91-124-4560000