

Twenty Years of the Armed Forces Programme: A Journey of Excellence

the Institute has now established its presence in all major segments of management education by offering five long duration programmes catering to five different segments: two-year PGP with general management focus, two-year PGP with focus on agri-business management (PGP-ABM), one-year PGP for executives with substantial work experience (PGPX), one-year PGP for government officers and public enterprise managers with focus on public management and policy (PGP-PMP), and the four-year doctoral programme in management (FPM). While the first two programmes train young men and women for entry level positions, the two one-year programmes train executives with substantial experience for senior positions in public and private sectors and for various fields in public management. Currently, the total student strength on campus for these five long duration programmes has already reached around 750, representing an increase of around 65 per cent in the aggregate student strength over the last five years. In addition to this, the Institute launched a specially designed six-month full-time residential certificate course in business management for the officers of the Indian armed forces in October 2006. This programme has received encouraging response and, in view of its outstanding success, the Institute plans to offer two such programmes in a year from 2007-8 onwards.

Sources: 45th Annual Report 2006-07, IIMA

First AFP Batch (2006–2007) – Group Photograph



Source: AFP Office, IIMA



INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

Certificate Course in Business Management for Officers of the Indian Armed Forces

October 6, 2025, to March 20, 2026



Sitting First Row (Left to Right)	K Jose Antony, Indrajeet Singh Patyal, Sandeep Sahebrao Raut, Abdesb Kumar Jha, Bharat Singh, Ajit Barot, Prof. Pradyumana Khokle, Prof. Sanjay Verma, Prof. Bharat Bhasker (Director), Prof. Rajat Sharma, Prof. Tarun Jain, Prof. Samrat Gupta, Saraswathy S, Jitendra Baradia, Arjunan S, Rajiv Gupta, Jigar Trivedi, Anand Gupta, Pradeep Yelangada
Standing Second Row (Left to Right)	Gaurav Burgul, Ravi Prakash, Satyajit Ghosh, Rachna Sangwan, Paulomi Chatterjee, Pooja Chauhan, Gitanjali Singh, Shruti Hans, Jyoti Chaturvedi, Deepali Malhotra, Ritika Tomar, Shipra Bisht, Vineeth Jose, Ankita Darbe, Sapna Sharma, Abhilash Pillai, Shishira Kumar, Rishabh Priyadarshi, Arun Pisharody, Shagufta Quraishi
Standing Third Row (Left to Right)	R Sekhara Srinivas, Mohit Sharma, Mahendra Shahi, Abhishek Chandel, Atul Anand, Rohit Kaundal, Aishwarya Raj, Ankith K, Anuj Sabharwal, Shilpi Singh, Nganthoi Oinam, Anil Bagadi, M Manoj, Rajesh Bonam, Umesh Raghav
Standing Fourth Row (Left to Right)	Hridayansh Singh, Tamilarasan D, Sajin P S, Ankur Srivastava, Sahdev Singh, Subin Sood, Snendra Singh, Gursimran Singh, Rahul Pandey, Sumit Singh, Dev Prasad, Koushik Krovvidi

DIRECTOR'S MESSAGE



Ashish Nanda
Director, IIM Ahmedabad

I am delighted to introduce the twelfth batch of IIM Ahmedabad's Armed Forces Programme (AFP). Every year we conduct this six-month fully-residential course in Business Management for talented and experienced leaders from the services to facilitate their smooth transition from uniformed service to senior and mid-level positions in the corporate arena. The current batch of 77 officers is a mix of serving and retired officers with experiences ranging from eight to thirty-six years in diverse fields. What differentiates these officers is their ability to aspire for excellence in every endeavour, by virtue of their quality training and never-give-up attitude. Their rich experience in domains ranging from administration of man and machine to operations and maintenance of state-of-the-art equipment under testing times and extreme conditions is a great value add for any organisation. Leadership, dedication, integrity and loyalty are key attributes.

The curriculum of the AFP course includes Corporate Finance, Business Analytics, Economics, Strategy Management, Operations and Project

Management, Marketing, Organisational Behaviour, Human Resource Management, Health Care Management, Infrastructure Management, Internet Technology, E-Commerce, E-Governance, Information Systems and Communication. The programme is customised to assist them in honing their skills in leadership and management. The course transforms these officers with capability, experience, commitment and motivation into a set of skilled managers equipped to become invaluable assets to their future organisations.

I would urge you, to collaborate with us at IIM Ahmedabad to channelize these professionals into domains in the corporate world where they can flourish. I wish the participants success in the years to come and look forward to see them as active contributors in the development of their organisations and our nation.



Source: Armed Force Programme 2016: Executive course in Business Management

MESSAGE FROM CHIEF OF ARMY STAFF



General

BIPIN RAWAT

UYSM AVSM YSM SM VSM

Chief of Army Staff, Indian Army



MESSAGE

The officers of Armed Forces are immensely capable to constructively contribute through second career options once ably oriented by professional institutes. Having brought up in highly demanding environment of profession of arms, they look forward for guidance, orientation and training for stepping into future horizons with clarity for positive contribution in Nation building. Armed Forces have been engaging with professional institutes for such programs which clear the haze for their future career options.

IIM Ahmedabad is a vanguard institution in this process which prepares our selected officers to undergo quality management training as a part of the Armed Forces Programme (AFP). The program serves as an ideal platform for our well-motivated officers to step into the world of opportunities. Challenges in bridging the gap of understanding for 'Make in India program' and 'Entrepreneurship' are two areas which offer much to our officers to take the lead. I am sure that the curriculum at IIM Ahmedabad would have taken the students of AFP 2017-18 through the required rigours for the challenges that lie ahead.

I am sanguine that you would leave no stone unturned to excel in your chosen careers. My best wishes and prayers are always with you for a satisfying second innings.

'Jai Hind'

(Bipin Rawat)
General

Source: AFP 2018, Experience Enriched for Excellence.

MESSAGE FROM CHIEF OF AIR STAFF



Air Chief Marshal
BS DHANOA
PVSM AVSM YSM VM ADC
Chief of Air Staff, Indian Air Force



एयर चीफ मार्शल बी एस धनोआ
एरिसेंस अविसेंस युसेंस कार्प एटीसी
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MESSAGE

Resettlement of the soldiers of our Armed Forces, once they lay down their uniform is an important responsibility of the Armed Forces. Indian Air Force in conjunction with the Ministry of Defence offers an array of options to prepare retiring personnel to take on opportunities and challenges of a second career.

I am sure that your service in the forces would have given all of you invaluable experience to take on any task that comes your way. It is here that premier institutes will assist you in preparing you to newer assignments. IIM Ahmedabad is renowned as the beacon for all management training in India and much of the world. The course is designed to tailor your stoic military foundation to meet the challenges and responsibilities of a leader in the corporate world.

It is a matter of utmost pride that a batch of 60 officers has been selected to undergo the Armed Forces Programme at IIM Ahmedabad this year. I am confident that all of you would benefit immensely from the curriculum at IIM Ahmedabad thereby paving a path of success in your future corporate endeavours.

On behalf of the entire Indian Air Force, I offer you my best wishes for a bright future in times ahead.

Jai Hind!

Air Chief Marshal
Chief of the Air Staff

27 Dec 17

Source: AFP 2018, Experience Enriched for Excellence.

Armed Forces Programme 2007-08

Managers of the Battlefield

There is no second chance in battle-you win or lose. This is what teaches them risk management. Since time immemorial, officers in the armed forces are known to manage men and material in all situations. These officers from today's highly technical armed forces have vast and varied experience in the complete spectrum of management.



These battlehardened officers have now been metamorphosed into their new role as corporate warriors by IIMA



Pedagogy

A rich pedagogy driven by balanced mix of faculty comprising of academicians, researchers and professionals drawn from the public and private sector creates the right melting pot for the best minds in the country. Learning takes place when there is participation and at IIMA case study methods of interactive pedagogy has been the main tool of learning. It predominantly involves case discussions to leverage the rich experience of the participants by encouraging active debates. In areas where new skills are imparted to participants, classroom discussions are aided by simulation techniques and real life scenarios. Class interaction among the participants during case studies, assignments, projects, presentations and industry exposure form the essence of the learning experience. It not only helps participants improve their group dynamics, but also offers a platform to them where they can benefit the most out of each other's experience. The programme is unique in terms of building upon the existing experiences of the participants while providing strategic learning inputs in areas where individual experience is limited.

Armed Forces Programme on Business Management

- Six months full-time residential Programme in Business Management, three terms of two months each.
- 430 total contact hours.
- Additional subjects like corporate communication, industry exposure, project studies and business research projects.
- The Programme seeks to leverage experience and enhance managerial competencies of the Armed Forces Officers to meet the challenging and growing requirements of corporate world.
- Case Method of Study as the backbone is supplemented by lectures, seminars, games, role plays, industrial visits and group discussions. Application of theoretical knowledge to real life problems is tested through this pedagogy.



Curriculum

Term-I

Financial Reporting & Analysis
Strategic Cost Management
Managing Consumer Value - I
Managerial Computing
Organisational Behaviour
Economic Analysis & Policy - I
Communication
Decision Modelling
Business Research Methods - I

Duration
8 Weeks

Sessions
96

Term-II

Financial Management
Strategic Management
Managing Consumer Value - II
Management Information System
Human Resource Management
Economic Analysis & Policy - II
Operation Management
Legal Aspects of Business
Business Research Methods - II

Duration
8 Weeks

Sessions
113

Term III

Capital Markets
Project Management
Advanced HRM
Dispute Resolution
Organisational Performance Management
CRM
Supply Chain Management
Macro Economics
Infrastructure & Health Services

Duration
6 Weeks

Sessions
93

1.1.9 ARMED FORCES PROGRAMME

The Armed Forces Programme (AFP) at IIM Ahmedabad is a full-time residential programme conducted from October to March (24 Weeks) every year. The programme is specifically designed to equip the officers of the armed forces with the contemporary global management practices through the case-study method of instruction, classroom studies, business presentations and industry visits. The pedagogy and rigorous course curriculum bring to fore the analytical and managerial skills which are pre-requisite for success in a corporate career.

The first AFP was offered in 2006. Since its inception, a total of approximately 993 participants have completed the AFP at IIMA.

For 2024 - 25, the 18th batch of AFP was conducted from October 07, 2024 to March 21, 2025. The batch comprised 59 participants with 12 from Air Force, 12 from Navy, and 35 from Army), including 11 lady officers and 10 retired officers.

Term I of the batch was conducted during October - November 2024, term II during December 2024 - January 2025, and term III from February to March 2025. The valedictory ceremony for the programme was conducted on March 21, 2025. A total of 29 courses were offered, with 11 in term I, 10 in term II and 8 in term III.

Participants visited Amul Dairy, Anand on February 22, 2025, as part of their industry exposure. Various senior executives and alumni of the programme were invited to address the participants and share their experiences.

The AFP Placement Committee conducts placement activities, and the Institute provides the infrastructure facilities.

Source: 63rd Annual Report 2024-2025, IIMA