

Ahmedabad  
University

# MIMS

Master of Management Studies

# Heritage Management



[www.ahduni.edu.in](http://www.ahduni.edu.in)

**CENTRE FOR HERITAGE MANAGEMENT**

Ahmedabad University

Recognised as

**CENTRE OF  
EXCELLENCE**

by Education Department,  
Government of Gujarat

**NAAC-“A”**  
Accredited University



**GSIRF  
2021 - 22**

Gujarat State Institutional Rating Framework

by Education Department,  
Government of Gujarat

# Connecting heritage with entrepreneurship and management



# About Us

## Ahmedabad University<sup>1</sup>

---

- Established in 2009
- Leading private, non-profit research university
- Liberal education focused on interdisciplinary learning, practice orientation, and research thinking
- Prepares critical thinkers who are analytically equipped, practically oriented, and contextually aware global citizens
- Six schools and eight centres bringing liberal arts, sciences, and the professions to engage together in knowledge creation for addressing complex challenges of the society.
- Curriculum offering majors that merge the boundaries of disciplines to prepare students for the new economy.

## Amrut Mody School of Management

---

The Amrut Mody School of Management at Ahmedabad University offers wide-ranging, multi-faceted management education through undergraduate, graduate, doctoral, and certificate programmes. Designed closely with industry partners, the programmes balance rigorous practice and strong conceptual education. The programmes advance the understanding of management practice through interdisciplinary inquiry and prepare responsible leaders with a contextual understanding who can develop impactful, innovative solutions for complex societal challenges.

## Graduate Programmes

---

- Master of Business Administration
- Master of Science in Economics
- Master of Science in Quantitative Finance
- Master of Management Studies in Heritage Management



\* The University Grants Commission, in its letter dated 28 July 2010 F. No. 8-13/2010(CPP-I/PU), has notified that Ahmedabad University, Navrangpura (Gujarat), has been established by an Act (No. 8 of 2009) of the State Legislature of Gujarat as a State Private University and is empowered to award degrees as specified by the University Grants Commission under Section 22 of the University Grants Commission Act 1956.



# Why Study Heritage Management at Ahmedabad University?

The graduate programme in Heritage Management at Ahmedabad University:

- Entails a strong emphasis on heritage driven sustainable development.
- Combines heritage study with entrepreneurship.
- Offers students an immersive learning experience, including fieldwork, practicums, and seminars.
- Prepares graduates for impactful careers in heritage conservation, governance, research, and entrepreneurship.
- Is aligned with the Competency Framework for Cultural Heritage Management adopted by UNESCO.



# Message from the Centre for Heritage Management



The Centre for Heritage Management, Ahmedabad University, is one of its kind in the country, offering a Master's degree in Heritage Management with a multidisciplinary approach and a holistic vision. It places heritage practice and its management within a larger complex of human development and sustainability. The programme fosters in students a critical understanding of international and national frameworks and discourses on the one hand, and on the other hand helps them develop into skilled managers, administrators, entrepreneurs, cultural activists aware of complex issues and multiple contexts of heritage practice and heritage management. The Centre introduces its future managers to tangible and intangible aspects of heritage, built and natural heritage, cultural landscapes and traditional knowledge systems. It imparts knowledge in conservation practices and modern technology, archiving and museology, cultural mapping and resource management along with heritage economics, finance, entrepreneurship and heritage administration.

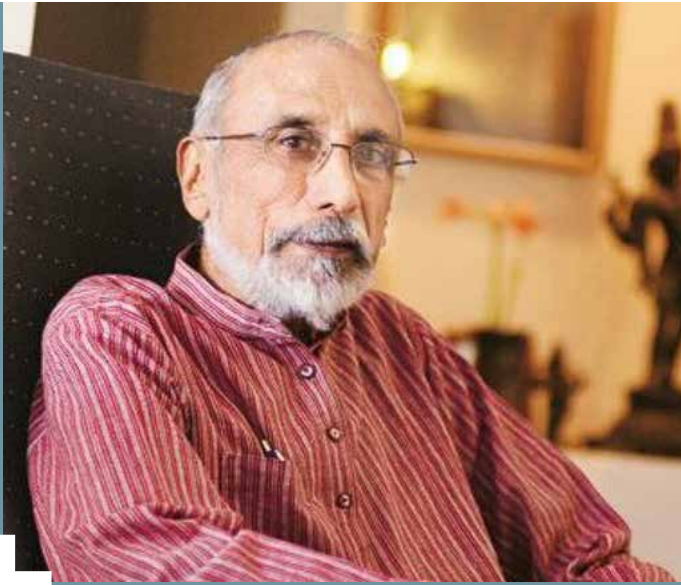
Today, heritage has become central to issues concerning climate change, livelihoods, human rights, customary laws, sustainability, and justice. Here at the Centre students learn to critically address these issues and acquire skill and tools to develop strategies to link living heritage with sustainable development, and traditional practices with modern technology. The challenge for the Centre is to develop professionals with a sense of custodianship, ownership and responsibility. Learning takes place in class and in the field through research and active engagement with the communities. While technical skills are honed in the conservation lab and entrepreneurial skills in heritage venture lab, the ethics and empathy are learned through direct engagement with the community.

**Professor Molly Kaushal**

Director  
Centre for Heritage Management  
Ahmedabad University



# Message from the Advisor, Centre for Heritage Management



## Ashoke Chatterjee

Advisor, Centre for Heritage Management  
Editor, Journal of Heritage Management

Ahmedabad University's Centre for Heritage Management (CHM) is a pioneering venture of significance. The effort is the first of its kind in India, meeting a need long felt that was left unfulfilled despite brave initiatives. It soon became clear that introducing a new profession of heritage manager through a new discipline of heritage management required most of all a secure institutional framework. This was essential to support experimentation, learning and development of career opportunities through inter-disciplinary access as well as opportunities to draw on experience and partners across the country and the globe.

Ahmedabad University, with its liberal and research-oriented approach, has offered such a context for exploration and testing. Over a relatively short period, CHM's record of research, education and career placement have been encouraging. The hope must be that CHM's demonstration can be a catalyst for building capable and sensitive managers in India and across the world, who in turn can help integrate heritage as a resource for a sustainable quality of life for all citizens.

Heritage studies take strength from the past while drawing on every available stream of contemporary knowledge and experience. Heritage is thus a bridge, a continuum which is as much about the future as it is about the past.

Thinking on heritage matters has too often been restricted to the needs of conservation and preservation of historical structures as well as of cultural resources such as the crafts and the performing arts. Important as these are, heritage encompasses so much more. It embraces our physical, natural, cultural and indeed spiritual ecologies. It is an expression not only of who we are but also of who we want to be as individuals and as a society. Heritage thus impinges on every element of what we consider as development, and what we regard as elements of a good and just society. In an era preoccupied with building futures that can sustain our planet and every living system which it shelters, the clear need emerges for managers with an understanding of past and future challenges, managers who are capable of drawing confidently on established as well as on new knowledge within the ever-changing context of our times.

The challenge at CHM is thus of building professional managers capable of transmitting to future generations our natural, human-made and cultural resources as trustees. It is this sense of responsibility to the past and to the future that guided the visionaries at CHM's founding. There can be no better setting for its mission than this campus which values openness to creative thinking and exploration, and which brings together the essential culture and practice of inter-disciplinary teamwork.

# Master of Management Studies in Heritage Management

Heritage today is recognised as an enabler of sustainable development. A holistic discourse and practice of heritage management have grown in importance with expanding tenets of art, architectural and archaeological conservation, history and cultural-related sectors, museums and archival practices, environmental conservation, and others. Heritage organisations also need to adapt and innovate in a fast-changing world, addressing the challenges of competition, crises, and climate change.

The Master of Management Studies in Heritage Management Programme, offered by the Centre for Heritage at Ahmedabad University, offers students access to theoretical models and practical tools that would enable them to manage change holistically, while benefiting from some of the latest developments in the areas of heritage management education and business management.

The programme encompasses all types of heritage including living heritage (tangible and intangible), community-centred approaches to heritage management, tourism, and sustainable development. It also highlights pathways wherein heritage organisations can adopt business management, strategy, and marketing models and tools for promoting the sector's economic viability.





# Programme Highlights

- Addresses a wide range of competencies, including core, managerial, technical, and personnel (as per the UNESCO's Competency Framework for Cultural Heritage Management)
- Interdisciplinary approach to education, encouraging students to take courses from across the university
- Opportunity to enhance learning and networking through the Centre's annual international conference, workshops, seminars, and the Journal of Heritage Management (Sage)
- Project-based learning connected with intangible cultural heritage, world heritage sites, and cultural institutions across the country
- Develop critical thinking and entrepreneurship skills towards setting up their own cultural and tourism enterprises; craft business plans for heritage organisations
- Strong peer learning opportunities with students from varied disciplinary and diverse socio-cultural backgrounds
- Access to a pool of academics within the University and experts and professionals from different heritage-related business sectors



# About the Centre for Heritage Management

The Centre for Heritage Management (CHM) at Ahmedabad University is an academic centre that fosters innovation in heritage education and research, connecting the world of heritage and business and crafting applied solutions toward sustainability in a fast-changing world. This includes but is not limited to the following sectors: built and urban heritage; monuments and archaeological sites; crafts; museums; natural resources; heritage tourism; sustainable urban development; and intangible heritage like languages, music, customs, and performing arts. The Centre is one of the founding and active members of the Asia-Pacific Higher Education Network for Safeguarding Intangible Cultural Heritage (APHEN - ICH).



# Programme Structure

## Programme Overview

### Semester 1

---

Key Conceptual Courses like Heritage Discourses, Conservation, Documentation, Heritage Economics, and so on.

### Semester Break

---

Heritage Field Immersion

### Semester 2

---

Various areas of Heritage Management, like Museums and Archives Management, Heritage Landscapes, Urban Heritage Management, Indigenous Knowledge Systems Management, Nature and Environmental Conservation, and more

### Summer

---

Practicum and Independent Research

### Semester 3

---

Thesis Proposal and Elective Courses

### Semester 4

---

Thesis Completion

The Master of Management in Heritage Management (MMS-HM) programme contains the following key components.

- 1. Programme Core:** These courses aim to build foundational knowledge of the essential heritage sectors identified to enter into the profession. These courses broadly touch upon the museums, archives, urban and built heritage, nature and environmental heritage, heritage landscapes, cultural resource mapping and ethics in the profession. These courses also discuss core management topics relevant to the Heritage Sector.
- 2. Programme Electives:** These are specific set of electives that are meant to provide to the MMS-HM students in their second semester. Majority of these areas are from management area, an important requirement for the programme. Students can choose courses in these areas to build competence in management. Programme electives also include the pre-thesis and thesis where students choose the topic of the thesis on the area of their interest.
- 3. Free Electives:** Keeping in view the broader liberal arts university ecosystem and our enduring commitment to interdisciplinarity, students have the opportunity to take “free electives” that cut across disciplines based on their interest and availability. Such free electives are bound to add richness and variety to the student experience.
- 4. Practicum:** It requires each of our student to pursue an 8-10 weeks long compulsory practicum in between their first year and second year – during the summer break. This is an important part of the two years learning process to get exposed to real life challenges and opportunities in the Heritage sector and can derive research interests for their thesis.
- 5. Heritage Field Immersion:** This module is to take the students in uncurated territory where they get exposed to heritage in its natural setting. The students learn on-site by exploring various aspects of heritage through observation by participating with the communities they interact with.

# Programme Requirements

To graduate with the Master of Management in Heritage Management, a student must successfully earn a minimum of 80 credits and secure a minimum CGPA of 2.00. Students are required to complete the programme within a minimum of 2 years and a maximum of 4 years period.

**Core Courses** 31.5

**Programme Elective** 23.5

Includes Thesis 12 credits

**Practicum** 6.0

**Heritage Field Immersion** 1.0

**Free Electives** 18.0

**TOTAL** 80.0



# Programme Core

S.No	Name	Type	Credit
1.	Heritage Discourses and Frameworks	Core	3
2.	Cultural Resource Mapping and Documentation	Core	3
3.	Museums and Archives Management	Core	3
4.	Conservation Principles and Processes	Core	3
5.	Epics and Heritage Landscapes of India	Core	3
6.	Heritage Laws and Governance	Core	1.5
7.	Arts, Culture and Heritage: A Managerial Economics Perspectives	Core	3
8.	Ethics and Professional Practices for Heritage Management	Core	1.5
9.	Research Methodology	Core	3
10.	Business Strategies for Heritage Organisations	Core	1.5
11.	Nature and Environmental Area	Core	1.5
12.	Indigenous Knowledge Management System	Core (Mgmt)	1.5
13.	Urban Heritage Management	Core	3
	<b>TOTAL</b>		<b>31.5</b>

## Heritage Field Immersion Programme

S.No	Name	Credits
1.	Heritage Field Immersion	1

## Practicum

S.No	Name	Credits
1.	Practicum	6

# Programme Electives

S.No	Name	Type	Credit
1.	Finance/Marketing Area/Economics	Programme Elective	1.5
2.	Project Management/ Organisational Behaviour/ Human Resource Area	Programme Elective (Management - AREA)	1.5
3.	Design Thinking, Innovation area	Programme Elective (AREA)	1.5
4.	Entrepreneurship Area	Programme Elective	1.5
5.	Sustainability in Heritage & Creative Industries	Programme Elective	3
6.	Communication Area	Programme Elective (Management)	1.5
7.	Pre-Thesis Research	Programme Elective (Management)	1
8.	Thesis/ Capstone Project/Start-up Project	Programme Elective	12
	<b>TOTAL</b>		<b>23.5</b>

# Free Electives

S.No	Name	Type	Credit
1.	Problem Solving for Social Change	Free Electives	1.5
2.	Project Management	Free Electives	2.0
3.	Environmental and Resource Economics	Free Electives	3.0
4.	Caste and Contemporary	Free Electives	3.0
5.	Machine Learning	Free Electives	3.0
6.	Sustainability, Business and Society	Free Electives	3.0
7.	New Venture Creation	Free Electives	1.5
8.	Journalism and Engaging with Media	Free Electives	1.5
	<b>TOTAL</b>		<b>18</b>



# Faculty



**A Damodaran**

**Visiting Professor**

PhD  
(University of Kerala)

---

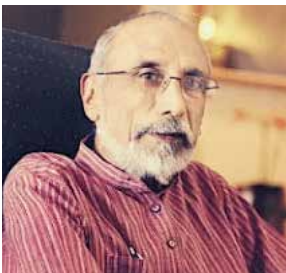


**Aditya  
Prakash Kanth**

**Assistant Professor**

PhD  
(Indian Institute of Heritage)

---



**Ashoke  
Chatterjee**

**Advisor**

Editor, Journal of Heritage  
Management (Sage)  
Former Executive Director,  
NID Ahmedabad

---



**Darshini  
Mahadevia**

**Professor**

PhD  
(Jawaharlal Nehru University)

---



**Ioannis Poullos**

**Adjunct Professor**

PhD  
(University College London)

---



**Molly Kaushal**

**Professor and Director**

PhD  
(Moscow State University)

---



**Neel  
Kamal Chapagain**

**Professor**

PhD  
(University of Wisconsin -  
Milwaukee)

---



**Vijay Ramchandani**

**Adjunct Professor**

PhD  
(Central European University,  
Vienna)

---



# Career Pathways

The graduates of the Master of Management Studies in Heritage Management programme have been placed in variety of arenas, including

- UNESCO Category 2 Centre
- Indian National Trust for Art and Cultural Heritage (INTACH) Aga Khan Trust for Culture (Projects)
- Government Institutions like TRIFED, IGNCA, CMGGA, etc.
- Museums and Art Galleries
- Educational Institutions and Universities
- Entrepreneurial ventures and Consulting firms
- Independent Consultancy
- NGOs focusing on Arts, Crafts, Community and Social Development

## ALUMNI STORIES

*This institution shaped my career and personal growth. The skills, experiences, and network developed here were invaluable in shaping my academic growth.*

*The University's diverse curriculum, faculty, and vibrant campus life provided a strong foundation for my professional journey. I explored the connections between heritage, sustainability, and business. My thesis on regenerating historic neighbourhoods through market routes honed my research skills and deepened my appreciation for sustainable development.*

*The supportive community encouraged me to think critically and creatively, leading me to establish my ventures. These ventures focus on revolutionising sustainable business practices and impact measurement, reflecting the values I acquired during my studies. The institution has reinforced the importance of a solid educational background and continuous learning.*



**Vasudha Saraogi**

Class of 2021  
Ahmedabad University



# Career Development Centre

The Career Development Centre (CDC) at Ahmedabad University prepares students for successful careers by offering access to significant resources enabling them to explore, discover, develop, and pursue personal and professional goals, while facilitating their connection to the corporate world in alignment with those goals. MSQF students can tap such active connections to obtain summer internships at the end of their first year. The CDC also facilitates final placement of students and prepares them for successful careers by augmenting their technical and technological skill sets.

The CDC is thus committed to working with students across various levels of career development, ranging from interest to assessments, networking opportunities to job searching strategies, and all other requirements. Its role is discussed in detail below.

## Role of the CDC

The objective of the CDC is to:

- Help build a solid and active University-industry interface;
- Enhance students' career readiness through coaching, counselling, instruction, innovative programming, and aligning with prevalent industry trends;
- Organise various forums for students and faculty to engage with the industry, such as guest lectures, career masterclasses, workshops, seminars, conferences, and projects;
- Provide experiential learning opportunities to students through internships;
- Assist students in achieving their career goals by connecting them with recruiters; and
- Promote a sense of responsibility among students for lifelong career development efforts through exploration, education, and experience.

## How Can the CDC Help You?

The CDC offers support to students in the following areas:

- Career counselling, guidance and planning
- Career assessment and testing
- Career development workshops and interactions with industry leaders
- Industry engagement (guest lectures, seminars, and research projects, among other things)
- Placement and internship assistance
- Campus-to-corporate training, including:
  - o Professional grooming sessions;
  - o Personality development workshops;
  - o Communication proficiency interventions;
  - o Resume writing workshops;
  - o Mock group discussions and personal interviews;
  - o Quantitative, analytical and logical practice tests; and
  - o Aptitude practice tests.

## ALUMNI STORIES

*Students at the Centre for Heritage Management gain exposure to a mix of lectures, seminars, group work, and field learning, including immersive experiences and practicums, culminating in a thesis. They also have opportunities to participate in international exchange programmes in Europe and Asia. Additionally, students actively contribute in organising the Centre's flagship event, the International Conference on Heritage Management, which brings together experts, academics, scholars, State and Central authorities, students, practitioners, and heritage enthusiasts for meaningful discussions to enhance global heritage practices.*

*The Master of Management Studies in Heritage Management programme at Ahmedabad University is about revitalising forgotten stories and safeguarding our collective memory. It not only ignited my passion but also satisfied my thirst for history. Each discovery, from hidden murals to ancient recipes, was thrilling. Through our projects, I learned how to embrace our roles as custodians, shaping the future while preserving the past.*



**Sukrit Sen**

Class of 2022  
Ahmedabad University

## AHMEDABAD UNIVERSITY

# Campus Infrastructure

The Ahmedabad University campus offers a modern, sustainable, and fully networked environment designed to enrich the learning experience. The state-of-the-art infrastructure at the University includes modern and technically equipped classrooms, laboratories, a central library, and other learning resources. It provides comprehensive facilities for student well-being, including accommodation, sports facilities, cafes, spaces for recreation, and a wellness centre.

The award-winning University Centre is a vibrant hub for exchange of ideas, informal meetings, and social events. The eco-friendly campus, characterised by a rich biodiversity, has implemented sustainability strategies to enhance resilience against extreme heat, reduce water runoff, and augment green spaces for the entire community.

# Accreditations and Awards

- Recognised by the Government of Gujarat as a Centre of Excellence.
- Accredited with an 'A' grade by the National Assessment and Accreditation Council (NAAC).
- Awarded a 5-star rating, the highest awarded in the Gujarat State Institutional Rating Framework (GSIRF) for 2021-22 by the Knowledge Consortium of Gujarat (KCG), Department of Education, Government of Gujarat.
- Recognised by the UGC under Section 12(B) of the UGC Act, becoming one of the few private research universities to have been awarded this recognition for select research universities.
- Recognised as a Highly Commended University for Teaching and Learning Strategy of the Year in the Times Higher Education (THE) Awards Asia 2023.
- Awarded the Association to Advance Collegiate Schools of Business (AACSB) Innovations That Inspire Award 2023 for its Foundation Programme.
- Awarded Gold Rating by the Indian Green Building Council for achieving the Green Building Standards at our University Centre.
- Awarded the Royal Institute of British Architects (RIBA) International Award for Excellence 2024 for our University Centre.

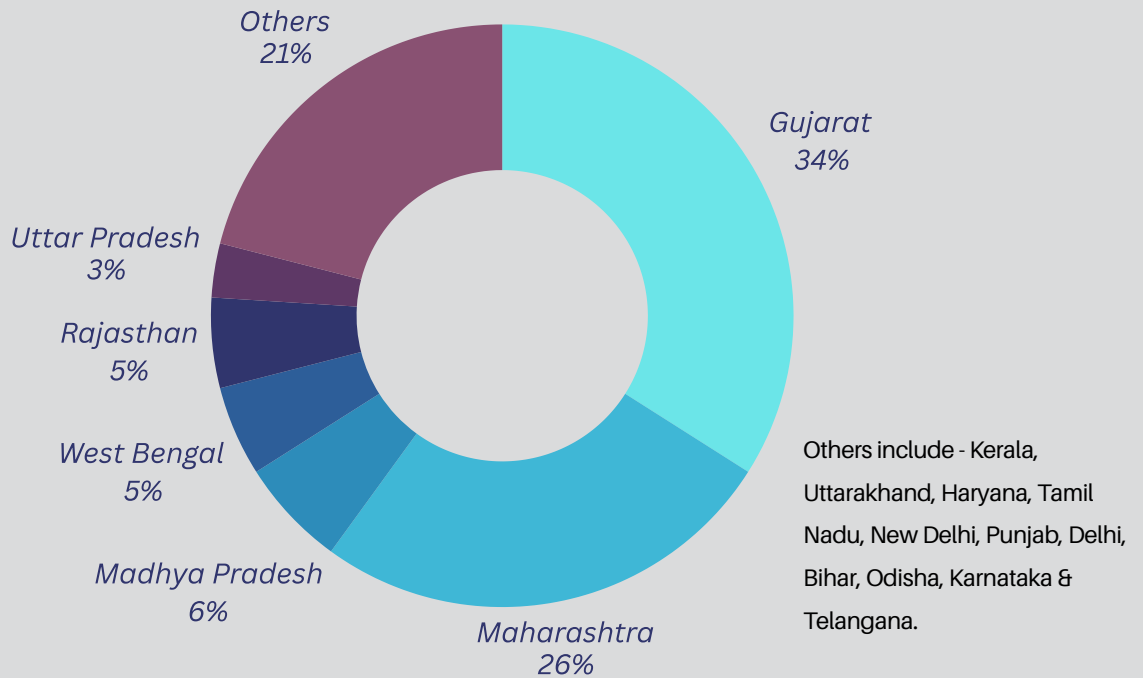
# Life at Ahmedabad

Fuel your talent with Ahmedabad University's student clubs and associations, designed and curated to facilitate participation in various co-curricular activities, academic associations, and social and cultural events. These clubs aim to enhance your university experience, enabling you to imbibe leadership qualities, create lifelong bonds, and connect with your peers based on shared interests. These clubs will help you hone your skills, nurture your interests, and build networks. The University hosts several academic, social, and cultural activities, providing a platform across programmes to showcase your intellectual and creative competencies.

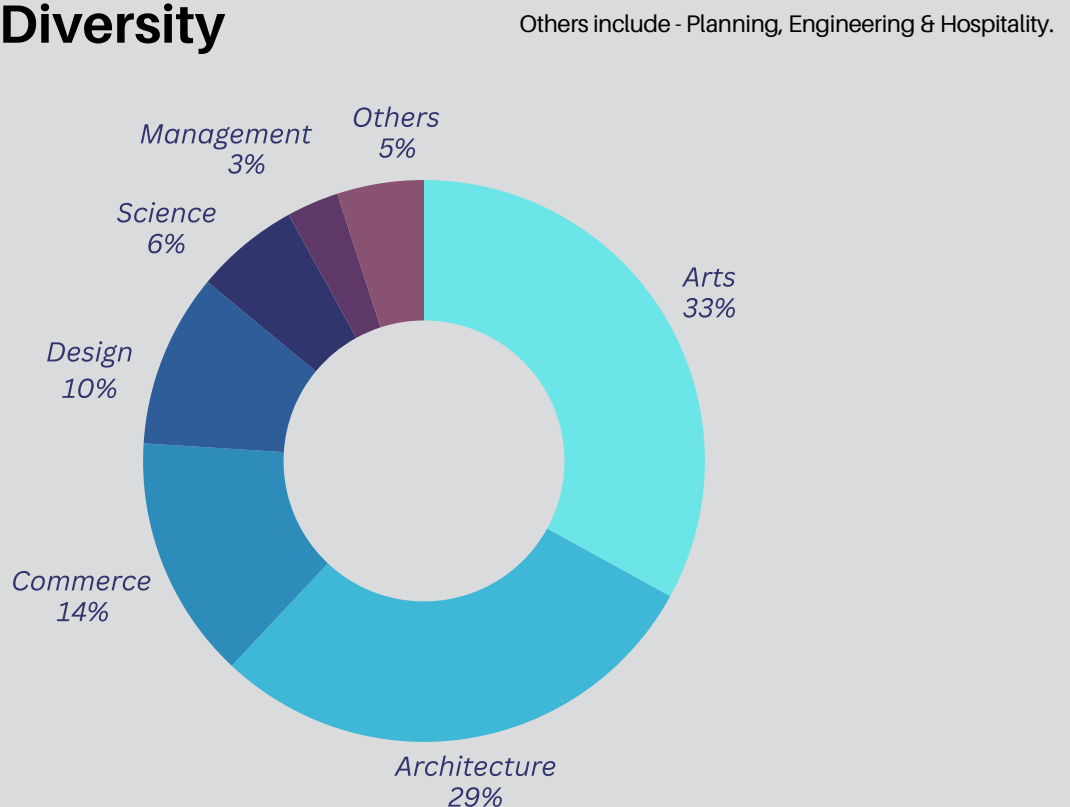


# Class Profile

## Geographic Diversity

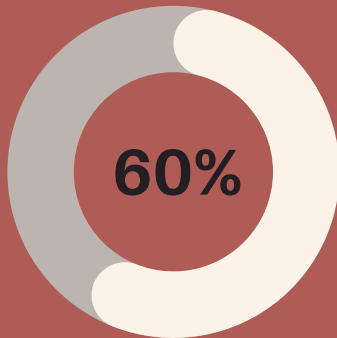


## Academic Diversity



## Work Experience

0-12 YEARS



## Age Profile

20-39 YEARS



## Gender Diversity



Female (93%)

Male (7%)



# Student Housing and Residential Life

Student Village, the Ahmedabad University student residency, offers all the facilities that a student needs or expects. It is committed to providing simple, comfortable, and secure living. The hostel symbolises the building of a community with respect for diversity in ideas, ways of living, food preferences, cultural practices, languages, and religions.

Located within a radius of one kilometre from Ahmedabad University's Central Campus, the hostel offers twin sharing, air-conditioned accommodations with shared dining halls, courtyard, and recreational spaces. The hostel is subject to a three-tier security network, including guards, CCTV surveillance, and door alarms. Additional facilities include laundry, transportation to and from the campus, on-call medical services, internet, and more.



# Admissions

## Eligibility

Candidates who have attained a minimum of 55 per cent in their Class 10, Class 12, or equivalent results and an undergraduate degree are eligible to apply. Students graduating in 2025 can also apply.

## Selection Process

- Eligible candidates can submit an online application form with a payment of INR 1200 as application fees (non-refundable).
- Shortlisted candidates will be called for an online Heritage Management Test (HMAT) and faculty interaction on campus or online.
- Note on HMAT - The test aims to understand the candidate's passion for heritage, irrespective of their prior education/work experience. The test will have two sections, first on 'Understanding of Heritage Sector' and second on 'Experience Related to Heritage Sector'. (Candidates may share relevant information from their academic and professional experience).
- The selected candidates will be offered admission.
- Number of seats: 20.

## Fee Structure and Financial Aid

Scan to view the fee structure and financial aid.



# FAQs

## 1. Will I get a Master's degree or a diploma?

- After completing the required credits, you will be awarded a Master of Management Studies – Heritage Management Degree from Ahmedabad University. The University Grants Commission (UGC), in its letter dated 28 July 2010 F. No. 8-13/2010(CPP-I/PU), has notified that Ahmedabad University, Navrangpura (Gujarat), has been established by an Act (No. 8 of 2009) of the State Legislature of Gujarat as a State Private University and is empowered to award degrees as specified by the UGC under Section 22 of the University Grants Commission Act 1956.

## 2. Is there any entrance test or interview?

- The selection process includes an admissions test and interview. Shortlisted candidates, based on their application and Statement of Purpose (SoP), are invited for the test and interview.

## 3. What is the test about?

- The Heritage Awareness Survey and Preparedness Test contains two components:
- Section 1: Understanding of Heritage Sector – a general awareness test to evaluate the awareness and interest of the candidate in the area of heritage.
- Section 2: Experience Related to the Heritage Sector
- Candidates who have pursued any studies or work related to heritage (in any of its manifestations) must submit samples of such work as evidence to support their answers in the awareness and preparedness test.
- For work completed, candidates must upload a digital copy of the report/paper/drawings/ photographs or other related material.
- For work/internship experience, candidates must upload a letter stating the nature and duration of the work.
- For thesis/reports/articles, such documents must be uploaded.
- For course/s taken, please provide the course outline/ syllabus or a summary of what the course/s covered.
- The Admissions Committee will use this information to assess the awareness and preparedness of the candidate, which will be taken into account while making admission decisions.

## 4. How can I opt for the online HMAT?

- The Graduate Admissions team will reach out to you in case your application is shortlisted for the next round.

## 5. Do I have to pay extra for taking the online HMAT?

- No.

## 6. Is there any minimum score required in the HMAT entrance test?

- No, your admission decision is based on your overall performance in the admission process, including personal interaction. Having said that, a good performance in HMAT will surely improve your chances of getting an admission offer.

## 7. What is the educational background required to apply for the programme? Should I have studied any specific subjects?

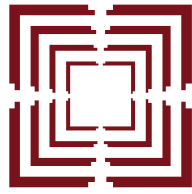
- There is no specific background required for entry to this programme. You must have a Bachelor's degree from a recognised university in India or abroad. What is important is for you to have a self-motivated interest or existing passion for heritage. You should consider whether the programme is the right one for you and if it aligns with your career goals.

\*All information given in this document of Ahmedabad University is only for general information or use. The information provided does not constitute any legal contract between the university and any person or entity. Although all reasonable efforts are made to present current and accurate information, Ahmedabad University excludes any warranty, expressed or implied, as to the quality, accuracy and completeness of this document. We suggest you visit our website for updated information.\*









Ahmedabad  
University



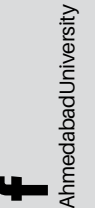
AhdUniVideos



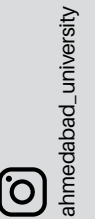
AhdUniv



ahmedabaduniversity



AhmedabadUniversity



ahmedabad\_university

## Office of Graduate Admissions

Ahmedabad University

Amrut Mody School of Management Central Campus, Navrangpura

Ahmedabad 380009, Gujarat, India

+91-8511001999

chm.admissions@ahduni.edu.in

www.ahduni.edu.in/chm

Start Your Application Today