Ratings



Ref No: SN/SMER/IIMR/2017/ 651 September 20, 2017

To
The Chairperson,
The Placement Office,
Indian Institute of Management Rohtak,
M. D. University Campus,
Rohtak, Haryana- 124 001.

Re: Audit report of final placements of Post Graduate Programme (PGP) batch of 2015-17

Dear Sir.

CRISIL has audited the report prepared by Indian Institute of Management, Rohtak (IIM-R), on the final placements of students in the PGP batch of 2015-17. We have validated the contents of the report prepared by IIM-R by cross-checking these with the relevant documentation. On the placement report's conformance with the Indian Placement Reporting Standards (IPRS), version 2.1, we wish to confirm the following:

- 1. To the best of our knowledge and belief, we have obtained all information and explanations as were necessary for the audit.
- The validation of information presented in the report is based on communication received by IIM-R from recruiting companies and students. CRISIL has not independently sourced any information or documentation.
- We have verified information provided in the report regarding remuneration, job function, and location, by cross-checking these with communication received from recruiters.
- 4. CRISIL has verified information for all the students through communication provided by the institute.
- 5. Due to IIM-R policy of one offer per student, there is no separate process for recording acceptance of offer by students and hence the same has not been verified.
- 6. The salary information has been categorized as far as possible under appropriate heads to indicate fixed and variable components for better representation. Where such a breakup was not available, the salary has been considered only as 'maximum earning potential'.
- CRISIL has verified pre-placement offers(PPO) awarded to 20 students out of which 19 students have duly accepted
- 8. CRISIL has verified 2 out of 7 students opting out of the placement process through communication received from the students.

Thank you,

Best regards

Sudhir Nair

Director - Education Gradings

Tel: +91 22 3342 3526

Email: sudhir.nair@crisil.com

CRISIL Limited

Indian Institute of Management Rohtak



PGP FINAL PLACEMENTS 2017



Contents

| 1. C | lassification of the Entire Graduate Pool | 4 |
|-------|---|----|
| 2. Se | ector-wise classification | 5 |
| 3. F | unction-wise classification | 5 |
| 4. Lo | ocation-wise classification | 6 |
| 5. Sa | alary details | 6 |
| | 5.1 Salary Heads – Domestic (INR) | 6 |
| | 5.2.1 Sector-wise classification of salary - Domestic (INR) | 7 |
| 5. | 3 Function-wise classification of salary | 9 |
| | 5.3.1 Function-wise classification of salary – Domestic (INR) | 9 |
| 5. | 4 Location-wise classification of salary | 11 |
| | 5.4.1 Location-wise classification of salary – Domestic (INR) | 11 |
| 6. | Other details | 13 |
| 7. | Compliance statement | 13 |



Index of Tables

| Table 1: Classification of the Entire Graduate Pool | |
|--|----|
| Table 2: Classification of Placements Based on Sector | 5 |
| Table 3: Classification of Placements Based on Function | 5 |
| Table 4: Classification of Placements Based on Location | € |
| Table 5: Classification of Salary Components in INR | e |
| Table 6: Sector-wise Classification of Fixed Yearly Cash Component in INR | 7 |
| Table 7: Sector-wise Classification of Total Guaranteed Cash Component in INR | 7 |
| Table 8: Sector-wise Classification of Performance Linked Compensation in INR | 8 |
| Table 9: Location-wise Classification of Other Payments in INR | 8 |
| Table 10: Sector-wise Classification of Maximum Earning Potential Component in INR | 8 |
| Table 11: Function-wise Classification of Fixed Yearly Cash Component in INR | S |
| Table 12: Function-wise Classification of Total Guaranteed Cash Component in INR | S |
| Table 13: Function-wise Classification of Performance Linked Compensation in INR | 10 |
| Table 14: Function-wise Classification of Other Payments in INR | 10 |
| Table 15: Function-wise Classification of Maximum Earning Potential Component in INR | 10 |
| Table 16: Location-wise Classification of Fixed Yearly Cash Component in INR | 11 |
| Table 17: Location-wise Classification of Total Guaranteed Cash Component in INR | 11 |
| Table 18: Location-wise Classification of Performance Linked Compensation in INR | 12 |
| Table 19: Location-wise Classification of Other Payments in INR | 12 |
| Table 20: Location-wise Classification of Maximum Earning Potential Component in INR | 12 |
| Table 21: Details regarding Pre-Placement Offers (PPO) | 13 |
| Table 22: List of Deviations from Standards with reasons for the same | 13 |



1. Classification of the Entire Graduate Pool

The graduating class is categorised into three major groups:

- Graduates seeking placement through the institute
- Graduates not seeking placement through the institute
- Graduates who did not get placed

| Categories | Number |
|--|--------|
| 1. Sought placement through the institute | 150 |
| 2. Did not seek placement through the institute | 7 |
| 2a. Company-sponsored or already employed | |
| 2b. Continuing education | |
| 2c. Postponing job search | |
| 2d. Entrepreneurship (Starting a new business) | - |
| 2e. Returning to/joining family business | |
| 2f. Seeking placement outside the campus placement process | |
| 2g. Not seeking placements for other reasons | |
| Total who did not seek employment through the institute | 7 |
| 3. Number unplaced, if any | 3 |
| Total Graduates | 160 |

Table 1: Classification of the Entire Graduate Pool

Placement Office

Ear IIM Dahlah

2 MUMBA) THE



2. Sector-wise classification

The table below shows sector-wise break-up of the accepted offers.

Others include sectors such as BPO, FMCG, Mass Media, Pharmaceuticals, Consumer Electronics and Logistics

| Sector | Number of Offers accepted | | | |
|--------------------|---------------------------|--|--|--|
| BFSI | 53 | | | |
| Consulting | 40 | | | |
| Ecommerce | 10 | | | |
| Energy | 6 | | | |
| Infrastructure | 6 | | | |
| Manufacturing | 7 | | | |
| Research Analytics | 5 | | | |
| Telecom | 5 | | | |
| Others | 18 | | | |
| Total | 150 | | | |

Table 2: Classification of Placements Based on Sector

3. Function-wise classification

The table below shows function-wise break-up of the accepted offers.

| Function | Number of Offers accepted |
|------------------------|---------------------------|
| Analytics | 6 |
| Consultancy | 24 |
| Finance | 7 |
| Information Technology | 5 |
| Management Trainee | 84 |
| Marketing / Sales | 16 |
| Operations | 8 |
| Total | 150 |

Table 3: Classification of Placements Based on Function

Placement Office

For मिन्निया संस्थान,



4. Location-wise classification

The table below shows location-wise break-up of the accepted offers.

| Location | Number of Offers accepted |
|--------------------|---------------------------|
| Bangalore | 33 |
| Data not available | 4 |
| Delhi NCR | 44 |
| Hyderabad | 8 |
| Jamshedpur | 4 |
| Mumbai | 35 |
| To be decided | 5 |
| Rest of India | 17 |
| Total | 150 |

Table 4: Classification of Placements Based on Location

5. Salary details

5.1 Salary Heads - Domestic (INR)

| Salary Head (INR) | Min | Max | Median | Mean | Data |
|--|---------|-----------|-----------|-----------|------|
| Fixed Yearly Cash Component | 488,423 | 1,567,544 | 917,400 | 889,169 | 150 |
| One-time Cash Payment | 16,800 | 200,000 | 150,000 | 125,775 | 70 |
| Total Guaranteed Cash Component | 488,423 | 1,767,544 | 970,000 | 949,864 | 144 |
| Performance Linked Compensation | 48,000 | 279,000 | 100,000 | 127,807 | 90 |
| Other Payments | 21,600 | 387,000 | 61,224 | 90,507 | 123 |
| Maximum Earning Potential including non-cash, long term and performance linked components) | 660,000 | 2,000,000 | 1,066,698 | 1,100,764 | 150 |

Table 5: Classification of Salary Components in INR

Placement Office

5.2 Sector-wise classification of salary

Note: The mean and the median figures for one-time cash payments in the following sections are calculated only from those offers which contain such payments and are given in order to indicate the industry benchmark.

Others include sectors such as BPO, FMCG, Mass Media, Pharmaceuticals, Consumer Electronics and Logistics

5.2.1 Sector-wise classification of salary - Domestic (INR)

| | Fixed Yearly Cash Com | ponent (INR) | | | |
|--------------------|------------------------------|--------------|-----------|-----------|------|
| Sectors | Min | Max | Median | Mean | Data |
| BFSI | 488,423 | 1,417,176 | 909,000 | 841,233 | 53 |
| Consulting | 733,517 | 1,362,975 | 981,948 | 991,498 | 40 |
| Ecommerce | 550,000 | 1,000,000 | 900,000 | 819,600 | 10 |
| Energy | 744,300 | 744,300 | 744,300 | 744,300 | 6 |
| Infrastructure | 920,000 | 920,000 | 920,000 | 920,000 | 6 |
| Manufacturing | 651,264 | 1,194,000 | 804,670 | 824,333 | 7 |
| Research Analytics | 800,000 | 862,200 | 831,100 | 824,880 | 5 |
| Telecom | 1,005,564 | 1,047,360 | 1,005,564 | 1,013,923 | 5 |
| Others | 501,000 | 1,567,544 | 917,352 | 904,656 | 18 |

Table 6: Sector-wise Classification of Fixed Yearly Cash Component in INR

| Total Guaranteed Cash Component (INR) | | | | | | |
|---------------------------------------|-----------|-----------|-----------|-----------|------|--|
| Sectors | Min | Max | Median | Mean | Data | |
| BFSI | 488,423 | 1,417,176 | 964,000 | 873,082 | 53 | |
| Consulting | 758,517 | 1,462,975 | 1,181,948 | 1,117,373 | 40 | |
| Ecommerce | 550,000 | 1,100,000 | 1,100,000 | 9,39,600 | 10 | |
| Energy | 744,300 | 744,300 | 744,300 | 744,300 | 6 | |
| Infrastructure | 970,000 | 970,000 | 970,000 | 970,000 | 6 | |
| Manufacturing | 651,264 | 1,270,500 | 804,670 | 839,398 | 7 | |
| Research Analytics | 800,000 | 912,200 | 856,100 | 844,880 | 5 | |
| Telecom | 1,005,564 | 1,047,360 | 1,005,564 | 1,013,923 | 5 | |
| Others | 501,000 | 1,767,544 | 934,152 | 925,534 | 18 | |

Table 7: Sector-wise Classification of Total Guaranteed Cash Component in INR

Placement Office



| | | | | | NOTHIN. | | |
|---------------------------------------|---------|---------|---------|---------|---------|--|--|
| Performance Linked Compensation (INR) | | | | | | | |
| Sectors | Min | Max | Median | Mean | Data | | |
| BFSI | 60,000 | 279,000 | 140,000 | 159,296 | 27 | | |
| Consulting | 50,000 | 250,000 | 100,000 | 119,324 | 36 | | |
| Ecommerce | 150,000 | 150,000 | 150,000 | 150,000 | 2 | | |
| Energy | 112,500 | 112,500 | 112,500 | 112,500 | 6 | | |
| Infrastructure | - | - | - | | - | | |
| Manufacturing | 88,000 | 88,000 | 88,000 | 88,000 | 4 | | |
| Research Analytics | 50,000 | 50,000 | 50,000 | 50,000 | 2 | | |
| Telecom | 144,000 | 150,000 | 144,000 | 145,200 | 5 | | |
| Others | 48,000 | 175,000 | 84,000 | 94,125 | 8 | | |

Table 8: Sector-wise Classification of Performance Linked Compensation in INR

| Other Payments (INR) | | | | | | |
|----------------------|--------|---------|--------|---------|------|--|
| Sectors | Min | Max | Median | Mean | Data | |
| BFSI | 21,600 | 387,000 | 77,251 | 132,028 | 45 | |
| Consulting | 29700 | 309,993 | 64,356 | 68,020 | 38 | |
| Ecommerce | - | - | - | - | - | |
| Energy | 43,200 | 43,200 | 43,200 | 43,200 | 6 | |
| Infrastructure | 80,000 | 80,000 | 80,000 | 80,000 | 6 | |
| Manufacturing | 44,378 | 64,176 | 44,530 | 49,121 | 7 | |
| Research Analytics | 88,378 | 88,378 | 88,378 | 88,378 | 2 | |
| Telecom | 50,436 | 52,644 | 50,436 | 50,877 | 5 | |
| Others | 28,800 | 308,264 | 57,600 | 79,508 | 14 | |

Table 9: Location-wise Classification of Other Payments in INR

| Maximum Earning Potential Component (INR) | | | | | | | |
|---|-----------|-----------|-----------|-----------|------|--|--|
| Sectors | Min | Max | Median | Mean | Data | | |
| BFSI | 660,000 | 1,520,528 | 1,100,000 | 1,065,936 | 53 | | |
| Consulting | 900,000 | 1,772,968 | 1,340,004 | 1,289,384 | 40 | | |
| Ecommerce | 696,000 | 1,100,000 | 1,100,000 | 969,600 | 10 | | |
| Energy | 900,000 | 900,000 | 900,000 | 900,000 | 6 | | |
| Infrastructure | 1,050,000 | 1,050,000 | 1,050,000 | 1,050,000 | 6 | | |
| Manufacturing | 708,744 | 1,334,676 | 937,048 | 938,806 | 7 | | |
| Research Analytics | 800,000 | 1,050,578 | 925,289 | 900,231 | 5 | | |
| Telecom | 1,200,000 | 1,250,004 | 1,200,000 | 1,210,000 | 5 | | |
| Others | 700,008 | 2,000,000 | 1,001,116 | 1,029,207 | 18 | | |

Table 10: Sector-wise Classification of Maximum Earning Potential Component in J

The of Management

ं प्रवंच संस्थान,

For IIM Robtak

5.3 Function-wise classification of salary

Note: The mean and the median figures for one-time cash payments in the following sections are calculated only from those offers which contain such payments and are given in order to indicate the industry benchmark.

5.3.1 Function-wise classification of salary - Domestic (INR)

| Fixed Yearly Cash Component (INR) | | | | | | |
|-----------------------------------|---------|-----------|-----------|-----------|------|--|
| Functions | Min | Max | Median | Mean | Data | |
| Analytics | 800,000 | 1,362,975 | 917,400 | 932,962 | 6 | |
| Consultancy | 733,517 | 1,197,480 | 965,267 | 967,945 | 24 | |
| Finance | 856,800 | 1,142,400 | 949,800 | 962,597 | 7 | |
| Information Technology | 857,215 | 1,178,400 | 1,089,714 | 1,014,451 | 5 | |
| Management Trainee | 488,423 | 1,567,544 | 804,670 | 818,064 | 84 | |
| Marketing / Sales | 651,264 | 1,417,176 | 981,948 | 976,012 | 16 | |
| Operations | 900,000 | 1,417,176 | 990,000 | 1,087,844 | 8 | |

Table 11: Function-wise Classification of Fixed Yearly Cash Component in INR

| Total Guaranteed Cash Component (INR) | | | | | | |
|---------------------------------------|---------|-----------|-----------|-----------|------|--|
| Functions | Min | Max | Median | Mean | Data | |
| Analytics | 800,000 | 1,462,975 | 1,017,400 | 982,962 | 6 | |
| Consultancy | 758,517 | 1,397,480 | 981,996 | 1,076,354 | 24 | |
| Finance | 856,800 | 1,225,780 | 1,049,800 | 1,005,454 | 7 | |
| Information Technology | 857,215 | 1,325,648 | 1,216,090 | 1,114,451 | 5 | |
| Management Trainee | 488,423 | 1,767,544 | 804,670 | 846,070 | 84 | |
| Marketing / Sales | 651,264 | 1,417,176 | 1,181,948 | 1,122,887 | 16 | |
| Operations | 950,000 | 1,417,176 | 1,100,000 | 1,137,844 | 8 | |

Table 12: Function-wise Classification of Total Guaranteed Cash Component in INR

For IM Rogerzent Office

ंप प्रवंध संस्थान, राह



| Performance Linked Compensation (INR) | | | | | | |
|---------------------------------------|---------|---------|---------|---------|------|--|
| Functions | Min | Max | Median | Mean | Data | |
| Analytics | 250,000 | 250,000 | 250,000 | 250,000 | 2 | |
| Consultancy | 50,000 | 231,600 | 100,000 | 106,967 | 21 | |
| Finance | 72,000 | 174,000 | 84,000 | 99,000 | 6 | |
| Information Technology | 75,000 | 100,000 | 100,000 | 87,500 | 4 | |
| Management Trainee | 48,000 | 279,000 | 112,500 | 143,704 | 44 | |
| Marketing / Sales | 75,000 | 150,000 | 100,000 | 102,500 | 10 | |
| Operations | 110,000 | 177,175 | 177,175 | 154,783 | 3 | |

Table 13: Function-wise Classification of Performance Linked Compensation in INR

| Other payments (INR) | | | | | | |
|------------------------|--------|---------|---------|---------|------|--|
| Functions | Min | Max | Median | Mean | Data | |
| Analytics | 82,596 | 309,993 | 196,294 | 158,395 | 3 | |
| Consultancy | 34,883 | 91,300 | 64,356 | 60,223 | 24 | |
| Finance | 43,200 | 120,748 | 50,400 | 59,724 | 6 | |
| Information Technology | 21,600 | 67,785 | 66,070 | 56,550 | 5 | |
| Management Trainee | 28,800 | 387,000 | 62,583 | 109,412 | 69 | |
| Marketing / Sales | 52,644 | 89,550 | 61,224 | 64,138 | 13 | |
| Operations | 21,600 | 82,924 | 82,924 | 62,482 | 3 | |

Table 14: Function-wise Classification of Other Payments in INR

| Maximum Earning Potential Component (INR) | | | | | | |
|---|-----------|-----------|-----------|-----------|------|--|
| Functions | Min | Max | Median | Mean | Data | |
| Analytics | 800,000 | 1,772,968 | 1,349,996 | 1,145,493 | 6 | |
| Consultancy | 913,000 | 1,565,004 | 1,125,000 | 1,230,714 | 24 | |
| Finance | 972,000 | 1,520,528 | 1,117,000 | 1,141,504 | 7 | |
| Information Technology | 1,000,000 | 1,490,004 | 1,307,502 | 1,241,001 | 5 | |
| Management Trainee | 660,000 | 2,000,000 | 1,050,000 | 1,011,218 | 84 | |
| Marketing / Sales | 708,744 | 1,565,004 | 1,340,004 | 1,239,062 | 16 | |
| Operations | 1,100,000 | 1,500,100 | 1,127,175 | 1,219,318 | 8 | |

Table 15: Function-wise Classification of Maximum Earning Potential Component in INR

Placement Office

/ Robtak

गय प्रवंच संस्थान, रो

MUMBAI

5.4 Location-wise classification of salary

Note: The mean and the median figures for one-time cash payments in the following sections are calculated only from those offers which contain such payments and are given in order to indicate the industry benchmark.

Rest of India includes locations Telangana, Thiruvananthapuram, Chennai, Hazira, Pune, Nagpur, Indore, Chandigarh and Ahmedabad.

5.4.1 Location-wise classification of salary - Domestic (INR)

| Fixed Yearly Cash Component (INR) | | | | | | |
|-----------------------------------|-----------|-----------|-----------|-----------|------|--|
| Functions | Min | Max | Median | Mean | Data | |
| Bangalore | 666,400 | 1,197,480 | 1,017,864 | 993,979 | 33 | |
| Data not available | 935,523 | 1,197,480 | 950,000 | 1,008,250 | 4 | |
| Delhi NCR | 501,000 | 1,567,544 | 800,000 | 830,082 | 44 | |
| Hyderabad | 595,000 | 1,142,400 | 856,800 | 873,800 | 8 | |
| Jamshedpur | 804,670 | 804,670 | 804,670 | 804,670 | 4 | |
| Mumbai | 488,423 | 1,417,176 | 828,750 | 854,225 | 35 | |
| To be decided | 1,005,564 | 1,047,360 | 1,005,564 | 1,013,923 | 5 | |
| Rest of India | 525,000 | 1,194,000 | 917,376 | 890,632 | 17 | |

Table 16: Location-wise Classification of Fixed Yearly Cash Component in INR

| Total Guaranteed Cash Component (INR) | | | | | | |
|---------------------------------------|-----------|-----------|-----------|-----------|------|--|
| Functions | Min | Max | Median | Mean | Data | |
| Bangalore | 666,400 | 1,397,480 | 1,199,970 | 1,150,343 | 33 | |
| Data not available | 935,523 | 1,397,480 | 950,000 | 1,058,250 | 4 | |
| Delhi NCR | 501,000 | 1,767,544 | 800,000 | 856,014 | 44 | |
| Hyderabad | 595,000 | 1,142,400 | 900,000 | 912,425 | 8 | |
| Jamshedpur | 804,670 | 804,670 | 804,670 | 804,670 | 4 | |
| Mumbai | 488,423 | 1,417,176 | 891,250 | 891,996 | 35 | |
| To be decided | 1,005,564 | 1,047360 | 1,005,564 | 1,013,923 | 5 | |
| Rest of India | 525,000 | 1,270,500 | 964,000 | 930,176 | 17 | |

Table 17: Location-wise Classification of Total Guaranteed Cash Component in INR

Tacement Office
For JiM Rohtak



| | | | | | CHILD | | |
|--------------------|---------------------------------------|---------|---------|---------|-------|--|--|
| Perfo | Performance Linked Compensation (INR) | | | | | | |
| Functions | Min | Max | Median | Mean | Data | | |
| Bangalore | 50,000 | 100,000 | 100,000 | 90,079 | 27 | | |
| Data not available | 100,000 | 180,000 | 177,175 | 158,587 | 4 | | |
| Delhi NCR | 48,000 | 231,600 | 112,500 | 125,410 | 19 | | |
| Hyderabad | 72,000 | 255,000 | 92,000 | 110,714 | 7 | | |
| Jamshedpur | 88,000 | 88,000 | 88,000 | 88,000 | 4 | | |
| Mumbai | 50,000 | 279,000 | 140,000 | 157,210 | 16 | | |
| To be decided | 144,000 | 150,000 | 144,000 | 145,200 | 5 | | |
| Rest of India | 100,000 | 250,000 | 250,000 | 210,625 | 8 | | |

Table 18: Location-wise Classification of Performance Linked Compensation in INR

| Other payments (INR) | | | | | | |
|----------------------|--------|---------|--------|---------|------|--|
| Functions | Min | Max | Median | Mean | Data | |
| Bangalore | 48,000 | 387,000 | 64,356 | 75,640 | 29 | |
| Data not available | 67,524 | 84,477 | 84,477 | 76,000 | 2 | |
| Delhi NCR | 28,800 | 387,000 | 80,000 | 95,151 | 35 | |
| Hyderabad | 43,200 | 60,990 | 50,400 | 49,765 | 6 | |
| Jamshedpur | 44,378 | 44,378 | 44,378 | 44,378 | 4 | |
| Mumbai | 57,600 | 387,000 | 71,577 | 118,348 | 26 | |
| To be decided | 50,436 | 52,644 | 50,436 | 50,877 | 5 | |
| Rest of India | 21,600 | 387,000 | 62,583 | 103,585 | 15 | |

Table 19: Location-wise Classification of Other Payments in INR

| Maximu | um Earning Potential Co | mponent (II | NR) | | |
|--------------------|-------------------------|-------------|-----------|-----------|------|
| Functions | Min | Max | Median | Mean | Data |
| Bangalore | 913,000 | 1,565,004 | 1,340,004 | 1,290,516 | 33 |
| Data not available | 1,127,175 | 1,565,004 | 1,200,000 | 1,254,838 | 4 |
| Delhi NCR | 660,000 | 2,000,000 | 1,025,000 | 988,020 | 44 |
| Hyderabad | 850,000 | 1,320,000 | 972,000 | 1,046,623 | 8 |
| Jamshedpur | 937,048 | 937,048 | 937,048 | 937,048 | 4 |
| Mumbai | 700,000 | 1,520,528 | 1,051,989 | 1,051,780 | 35 |
| To be decided | 1,200,000 | 1,250,004 | 1,200,000 | 1,210,000 | 5 |
| Rest of India | 750,000 | 1,349,996 | 1,193,495 | 1,120,693 | 17 |

ble 20: Location-wise Classification of Maximum Earning Potential Component in INI

For UNA Robball ment Office

6. Other details

| SI. No. | Parameters | Number |
|---------|-------------------------------------|--------|
| 1 | Total Pre-Placement offers awarded | 20 |
| 2 | Total Pre-Placement offers accepted | 19 |

Table 21: Details regarding Pre-Placement Offers (PPO)

7. Compliance statement

This placement report has been prepared as per the Indian Placement Reporting Standards, Version 2.1.

The instances where the report deviates from the standards and the reasons for them are mentioned below:

| SI. No. | Deviation from the standards | Reason |
|---------|------------------------------|---------------------------------|
| 1 | Salary at PPP not included | Absence of international offers |

Table 22: List of Deviations from Standards with reasons for the same

Aprillion of Management, Re,