Ahmedabad University

MMS

Master of Management Studies

Heritage Management

Connecting Heritage with Entrepreneurship and Management

www.ahduni.edu.in/chm

Ahmedabad University

About Us

- 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 nine 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.

Amrut Mody School of Management ▪ Bagchi School of Public Health ▪ School of Arts and Sciences
▪ School of Engineering and Applied Science
▪ Undergraduate College ▪ The Graduate School

Ahmedabad Design Lab ▪ Centre for Heritage Management ▪ Centre for Learning Futures
▪ Global Centre for Environment and Energy ▪ Sahyog: Centre for Promoting Health ▪ Stepwell Centre for Asian Futures
International Centre for Space and Cosmology ▪ The Climate Institute
▪ The Institute of Manufacturing and Economy ▪ VentureStudio

Centre for Heritage Mangement

Ahmedabad University

About Us

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).

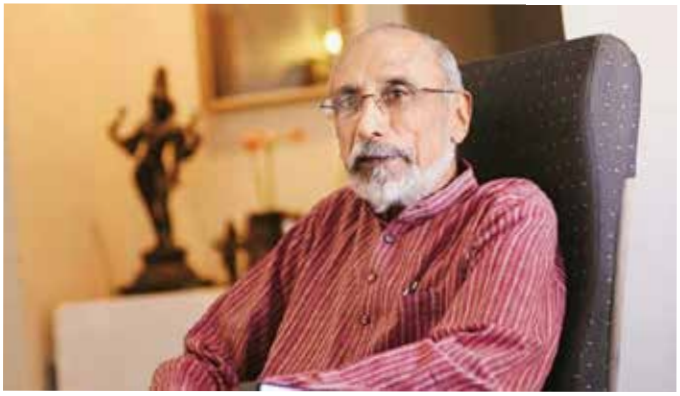
Message from the Director

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
PhD (Moscow State University)

Message from the Advisor



Ahmedabad University's Centre for Heritage Management 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.

Ashoke Chatterjee

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

Why Study

Master of Management Studies in 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.

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 Management 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

Programme Overview

Components

The Master of Management Studies 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 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.

	Credits
Programme Core	31.5
Programme Elective	11.5
Thesis/ Capstone Project/ Start-up Project	12
Free Electives	18
Practicum	6
Heritage Field Immersion	1
TOTAL	**80**

Programme Core

Arts, Culture and Heritage: A Managerial Economics Perspective

Business Strategies for Heritage Organisations

Conservation Principles and Processes

Cultural Resource Mapping and Documentation

Digital Technologies in Heritage: Introduction to Archaeoacoustics

Museums and Archives Management

Epics and Heritage Landscapes of India

Ethics and Professional Practices for Heritage Management

Heritage Discourses and Frameworks

Heritage Laws and Governance

Indigenous Knowledge Management System

Nature and Environmental Area

Research Methodology

Heritage Field Study and Immersion

Practicum

Heritage Learning Lab

Conservation Lab

Heritage Acoustics and Spatial Audio Research Lab (HASARL)

Interaction with the Banni buffalo herders at Kachchh, Gujarat

Programme Electives

Finance/Marketing Area/Economics

Project Management/Organisational Behaviour/Human Resource Area

Design Thinking, Innovation Area

Entrepreneurship Area

Sustainability in Heritage and Creative Industries

Communication Area

Pre-Thesis Research

Free Electives

Problem Solving for Social Change

Environmental and Resource Economics

Caste and Contemporary

Project Management

Machine Learning

Sustainability, Business and Society

New Venture Creation

Journalism and Engaging with Media

Faculty

A Damodaran

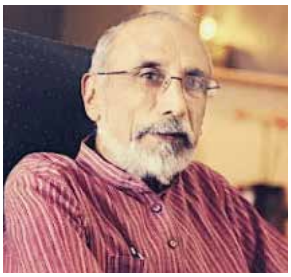
Visiting Professor

PhD
(University of Kerala)

Aditya Prakash Kanth

Associate Professor and Programme Chair

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)

Aditya Ghosh

Professor

PhD
(University of Heidelberg)

Molly Kaushal

Professor and Director

PhD
(Moscow State University)

Shashank Aswathanarayana

Assistant Professor

PhD
(University of California, Santa Barbara)

Vijay Ramchandani

Adjunct Professor

Doctoral Candidate
(Central European University)

Career Prospects

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

- UNESCO Category 2 Centres
- Indian National Trust for Art and Cultural Heritage (INTACH)
- Aga Khan Trust for Culture (Projects)
- Independent Consultancy
- Government Institutions like TRIFED, IGNCA, CMGGA,SNA, NGMA, etc.
- Museums, Art Galleries and Archives
- Educational Institutions and Universities
- Entrepreneurial Ventures and Consulting Firms
- NGOs focusing on Arts, Crafts, Community and Social Development
- State Departments and Central Government Ministries

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

Sukrit Sen
Class of 2022
Ahmedabad University

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.

The Master's in Heritage Management at CHM offered a rigorous foundation that shaped my interdisciplinary approach to heritage, sustainability, and design. The programme's emphasis on critical inquiry and community-based practice deepened my understanding of heritage as a living and evolving process. During the course, I was selected to participate in the prestigious US/ICOMOS International Exchange Programme where I worked at NCPTT, Louisiana. This experience greatly broadened my global perspective on cultural policy and community-led conservation practices. Following CHM, I worked on a wide variety of cultural heritage projects. During my tenure at INTACH Delhi, I engaged in the Cities for Culture initiative, and ongoing heritage conservation projects. Currently, I have been selected to be a part of the 2025 cohort of the Creative and Cultural Businesses Programme (CCBP) which is an academic incubator at IIM Ahmedabad. As part of the incubator, I am building a design studio that integrates sustainable materials and vernacular crafts within contemporary living spaces. The foundation built at CHM continues to shape my work at the intersection of cultural research, design innovation, and sustainable entrepreneurship.

Aanchal Mehta
Class of 2019
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. 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

Accreditations and Awards

- The NITI Aayog recognises the Centre for Heritage Management Ahmedabad University, as one of the "Seven Leading Institutions in Heritage Conservation and Management Education" in India.
- Recognised by University Grants Commission to award degrees under Section 22 of the UGC Act, 1956, in 2010.
- 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 and 2023-24 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.
- Awarded the Association to Advance Collegiate Schools of Business (AACSB) Innovations That Inspire Award 2023 for its Foundation Programme.
- Recognised as a Highly Commended University for Teaching and Learning Strategy of the Year (2023) and Leadership and Management Team of the Year (2025) by the Times Higher Education (THE) Awards Asia .
- 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.

RESEARCH AND CONSULTANCIES

- Project: Veer Balak Udyan - A Theme park based on Child Heroes. Funded By: Directorate of Archaeology and Museums, Sports, Youth and Culture Activities Department, Government of Gujarat (2025)
- Project: An Anthropological Study of Mahakumbh 2025. Funded By: Government of Uttar Pradesh (2025)
- Project: Restoration of Heritage Tea Stall (Prime Minister's Tea Stall) at National Rail Museum, New Delhi. Funded By: Western Railway (2023)
- Project: The Living Heritage of Vadnagar : Documentation and Comparative Analysis. Funded By: Directorate of Archaeology and Museums, Sports, Youth and Culture Activities Department, Government of Gujarat (2022)
- Cultural Heritage Management & Venture Lab, Ahmedabad – grant from the European Union
- Mobile App for Heritage Sites in Gujarat
- Heritage Walk Design and Content Development for three cities of Gujarat
- Integrated Development of Four Railway Stations of Gujarat with Heritage Perspective
- Collaboration with UNESCO on its Competence Framework and Corresponding Academic Learning Outcomes for PG Programmes

Revitalising heritage railway stations.

Synthesising heritage planning from a comparative India-Greece study.

Developing a historical theme park.

INTERNATIONAL ANNUAL CONFERENCE SERIES (1st - 7th Editions)

- 1st International Conference on Heritage Management Education and Practice: Exploring Connections across Disciplines and Stakeholders, 2017
- 2nd International Conference on Heritage Management Education & Practice: Developing Integrated Approaches, 2018
- 3rd International Conference on Heritage Management Education and Practice: Ensuring Fair Access and Inclusion in Heritage Management Processes, 2019
- 4th International Conference: Heritage Management Education and Practice: Heritage in the Post Covid-19 World, 2022
- 5th Annual Conference on Heritage Management Education and Practice: Intersections of Heritage Economics and Digital Technologies, 2024
- 6th Annual Conference on Heritage Management Education and Practice: Climate Change, Ecology and Sustainability, 2025
- 7th Annual Conference on Heritage Management Education and Practice: Climate Change, Ecology and Sustainability, 2026

INTERNATIONAL COLLABORATIONS

- University of Valladolid, Spain
- University of Applied Science, Poland
- University of Santo Tomas, Phillippines
- University of East Anglia, UK
- Korean National University of Cultural Heritage, South Korea
- National Parks Service, USA
- University of Liverpool, UK
- American University, New York University
- University of Connecticut

The Journal of Heritage Management

The Journal of Heritage Management is a joint publication of the Centre for Heritage Management, Ahmedabad University and SAGE.

The Journal of Heritage Management attempts to explore new territory by promoting interdisciplinary research into the relevance and meaning of Heritage Management and addresses the challenge of applying traditional management theories and techniques to the field of heritage preservation. It is global in its outlook while being rooted to the issues posed by the common cultural heritage of India/South Asia and Southeast Asia.

The Editorial Board and the Advisory Board of the Journal are constituted of experts, scholars and practitioners from all over the world and reflect the multicultural and multi-disciplinary approach of the Journal to this emerging field. The Journal aims at giving equal importance to both the theory of heritage as well as to the practice of its conservation.

This journal is a member of the Committee on Publication Ethics (COPE and is UGC accredited).

Campus Infrastructure

The Centre offers students the chance to engage with experts through international conferences, lectures, and seminar series. These events provide deep insights into business landscapes at the local, national, and global levels. Students also gain practical skills while organising and leading the Annual Conference on Heritage Management Education and Practice which hones their abilities in leadership, organisation, and execution.

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.

Students interested in entrepreneurial pursuits can avail of facilities at VentureStudio, the University's incubation centre, which equips them with the know-how and tools to set up their own enterprise.

Student Housing

The Ahmedabad University student residencies offer high-quality, comfortable, and secure living accommodations. Committed to fostering a sense of community, the residencies celebrate diversity in ideas, lifestyles, and cultural practices, providing a true home-away-from-home experience.

Located within a one-kilometer radius of Ahmedabad University's Central Campus, the residencies offer air-conditioned accommodations on a sharing basis, subject to availability. Shared dining halls, gymnasiums, and recreational spaces are available for residents' convenience. The University also provides transportation to and from the campus. All residencies are under 24/7 security surveillance, with wardens, security guards, CCTV cameras, and on-call medical services ensuring residents' safety and wellbeing.

Life at Ahmedabad

At Ahmedabad University, learning extends beyond the classroom. Vibrant student clubs, cultural events, and a robust support system create a strong community. On campus, students receive the support and resources they need to succeed.

Located in the heart of Ahmedabad, India's first UNESCO World Heritage City, the University offers a unique blend of academic excellence and cultural experiences. The city's vibrant mix of tradition and modernity provides an inspiring backdrop for holistic education and exploration. The city brims with opportunities for students who can participate in inter-college competitions, music and performance festivals and explore ancient monuments, vibrant markets, and more.

Admissions

Eligibility

- Candidates must have a minimum of 55 per cent marks or equivalent CGPA across Grade X, Grade XII or Diploma, and a bachelor's degree in any discipline from a recognised university.
- Final-year students graduating in 2027 are eligible to apply.
- Candidates can also add their CUET-PG 2027 scores (optional).

Selection Process

- Submit an online application form accompanied by an application fee of INR 1,200 (non-refundable).
- Shortlisted candidates must submit a portfolio showcasing relevant academic or project work.
- Shortlisted candidates will be called for a personal interaction (online or on campus).
- On merit, offers will be made to deserving candidates.

Fee Structure and Financial Aid

Please scan the QR code to view the fees and the financial aid.

Ahmedabad University

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