



IIMK & Yale

establish historic partnership to
promote academic leadership in India

Page 6

Debashis Chatterjee
Director, IIMK

Richard Levin
President, Yale University

Director's Message



I am delighted to write this message for this new edition of our institute's newsletter, *IIMK News*.

I congratulate the editorial team, particularly Professor Raju, for initiating and pursuing this project with speed and enthusiasm.

For sometime now we have felt that we ought to regularly share our aspirations and achievements with key stakeholders such as you. *IIMK News* is one of the means through which we propose to do that. In the last six months our Board, faculty and staff have worked hard and finalized a strategic plan that aims to carve out

for our institution “a unique academic space of global reckoning by nurturing the finest management thinking, and creating innovative, futuristic, socially responsible and environmentally sensitive practitioners, leaders and educators.”

We actively pursued greater gender diversity in our student cohort by encouraging the brightest female students to join IIMK. I am pleased to report that approximately 30 per cent of the students in our current Post Graduate Program (PGP) are women, among the largest ratio of female students in any major business school in India. Already there is ample evidence that gender diversity has contributed tremendously to the quality of the learning experience in our PGP program and to the culture of the Institution.

Our students continue to receive many honors and are in high demand for key positions with the best organizations in India. We have commendable growth in our doctoral student numbers. Our management development programs have grown exponentially, with some of India's highest profile organizations now coming to IIMK for training their executives in contemporary management thought and practices. We continue to establish alliances with major educational and research institutions in India and abroad, the most recent being a Memorandum of Understanding with Yale University to jointly deliver management training for India's academic leaders. We are benchmarking our programs with the best in the world and are pursuing international accreditations for them.

To support the growth and developmental aspirations in our strategic plan, we have nearly doubled our faculty strength and made substantial investments in capital projects. We have successfully recruited faculty who are engaged in cutting-edge teaching, research, training, scholarship, and consultancy work in India and abroad.

We are striving to achieve our ambitious goals. I am excited by what is happening at IIMK. *IIMK News* is an excellent means of celebrating our joys, work, and achievements. I am confident that as you learn of the speed, passion and enthusiasm with which we are pursuing our vision, you will join us in building a better India.

Thank-you

A handwritten signature in blue ink, appearing to read 'Deborah', written over a light blue horizontal line.

Congratulations

Students, Staff, members of the Faculty and the Director of IIMK congratulate Professor P. Rameshan, Professor in Strategy, IIMK for taking over as the founder Director of Indian Institute of Management Rohtak and wish him success in his new endeavor.



Editorial

Bringing out *IIMK News* was both a demanding and humbling experience as it entailed judiciously selecting some of the most important events and achievements from amongst so many events and achievements of IIMK in this issue. The process has reinforced our perception and fortified our faith in the hallmark of IIMK.

The idea behind launching the *IIMK News* has essentially been not only to showcase ourselves to the world, but also to interact with and be able to share, contribute and benefit from it. We would be delighted to receiving your feedback and would be happy to explore the scope to include your suggestions in our forthcoming issues.

The team is indebted and acknowledges the motivation and support of the Director, Prof. Debashis Chatterjee, students, staff and faculty of IIMK. The team wishes to particularly acknowledge and record deep appreciation for the timely support and assistance of Professors Sukumaran Bhaskaran, Mahesh P. Bhawe, G. Thangamani and Anupam Das, and Miss Apoorva Bhagat (PGP 14). The team also would like to thank Mr. Vikram Raju, a second year student (B.E. C.Sc) of Maharaja Institute of Technology, Mysore, for his help in designing and fine tuning the newsletter.

- Editorial Team

Editor

Prof. C. Raju

Editorial Advisor

Dr. M. G. Sreekumar

Communication

Dr. G. Anand

Cover Art and Design:

Bhaskar Barua (PGP 13)

Meera Annam Baby (PGP 14)

Jubin Vora (PGP 14)

Content

Arjun Mohan (PGP 14)

Soumya Bhatia (PGP 14)

Shyam A.V (FPM)

Nilesh Kadam (PGP 14)

Sneha Choudhary (PGP 14)

Contact: Prof. C. Raju

Phone: +91 495 2809108

e-mail: iimknews@iimk.ac.in

CONTENTS

Journey of life is to rediscover the self; he who does that is the best manager	7	International Exchange Programme	21
Get out and conquer the world	8	Alumni of IIMK	21
Foundation Day	10	IIMK Marathon	22
IIMK student winners	11	Student Affairs	23
Management Development Programmes	12	Faculty Publications	25
Faculty Development Programmes	14	Summer Placements	29
IIMK Faculty	15	Students Of Pride	30
		Social Service Group	31

18th Dewang Mehta Award



IIMK is honoured with 18th Dewang Mehta Business School award, *Business School with best Academic Input (syllabus) in Information Technology*, on 24th November 2010 in a specially arranged award function at the Taj Lands End, Mumbai. The award is in recognition of leadership, development, innovation and industry interface of business school.



IIMK The story so far...

In the year 1996, the fifth Indian Institute of Management was founded at Calicut (now known as Kozhikode) by the Government of India in collaboration with Government of Kerala. The first batch of IIM Kozhikode's flagship post-graduate programme, Diploma in Management (PGP) with 42 students had its modest start in September, 1997 in the campus of the National Institute of Technology (NIT), Calicut on a temporary basis. With its first batch itself, the institute achieved a 100% placement record, thus embarking on a journey of excellence in management. Since then, the IIMK has been following a progressive trajectory, fostering its vision of *"achieving excellence and a leadership position in management education and becoming a major learning resource centre in the Asia-Pacific region"*.

In 2003, former President Dr. A.P.J. Abdul Kalam inaugurated the present picturesque hilltop campus with its state-of-the-art facilities. By 2005, the PGP intake was increased to 180. In 2000-01, IIMK pioneered the online programme of Interactive Distance Learning (IDL) for working executives in India. The year-long Executive Management Education Programme (eMEP) is one of the most recognized such programmes available in the country today. The institute is also a recognized Quality Improvement Centre (QIC) by the All India Council for Technical Education (AICTE) for benefiting faculty members in management domain through its Faculty Development Programme (FDP). The Management Development Program (MDP) was started in 2000-01 to provide working executives insights into managerial practices and concepts relevant for formulation and implementation of strategies in various functional areas. IIMK has now become one of the fastest growing B-Schools in the country.

Research forms an integral part of faculty function at IIMK. Faculty members carry out research on a wide range of topics including need-based research on Global Competitiveness, WTO Research Centre, Kerala State Development Report, and Institutional Analysis of Collective Management of Minor Irrigation Works in Kerala etc. Consulting projects are also undertaken to provide the corporate and non-corporate sectors, public sector and government with analytical and problem-solving support. IIMK takes pride in being a world-class learning resource centre; it is one among the Centres for Development of Digital Libraries in the world. IIMK also coordinated the South Asia Support Network for Greenstone Digital Library Software at the request of UNESCO and suggested the idea of IIM Library Consortium Movement, the first of its kind in India.

At IIMK, classroom sessions are supplemented with interactive learning through Conferences and Workshops which also is aimed at fostering collaboration of B schools across the world. The Institute has an International Exchange Programme (IEP) for students and faculty in collaboration with several leading management institutes in EU and ASEAN countries namely ESCP-EAP (Paris), European Business School (Germany), Copenhagen Business School (Denmark), Bocconi University (Italy), Jonkoping International Business School (Sweden), Leipzig Graduate School of Management (Germany), Norwegian School of Economics and Business Administration (Norway), University of Queensland, Australia and Victoria University of Wellington, New Zealand. Students are also encouraged towards introspection and spirituality through initiatives such as setting up a “room for contemplation”.

IIMK has been consistently ranked as the fourth best management

institute in India (Source: Business World, 2007 and June 2010). The present 14th PGP batch has a balanced sex-ratio with one-third of the batch being women; with this IIMK holds the distinction of raising the post graduate female admissions to 30% for the first time in India by any IIM, pre-empting any government directive to this effect.

The present Director of the institute, Prof. Debashis Chatterjee, is steering the institute towards achieving thought leadership in the field of education, environment and health. “The simplest way that I can communicate the IIMK vision is: globalising Indian thought. This is more than just a vision - It is a cause that we as a school aspire to pursue. Our cause is to create and amplify that which is world-class in India”, says the Director. He further adds, “We would dream of the IIMK brand as the one that evokes respect in our recruiters as a place where we nurture socially

sensitive, environmentally conscious citizens”. IIMK has endorsed social like social transformation and business ethics in its curriculum from the very beginning. IIMK has commemorated the late management guru C.K. Prahalad by creating an endowment in his name. IIMK is now a Centre of Excellence in Academic Leadership as part of the Singh-Obama Knowledge Initiative (SOKI), an ambitious academic leadership programme with Yale University, launched in 2010. IIMK will soon be inking agreements with a number of Chinese universities, with a view to stretch its academic collaboration and cooperation to the East as well.

With its faculty base having multiplied, student intake having grown five times in the last seven years, IIMK is engaging in constant endeavours of newer and better initiatives for striving towards excellence, adding grace to the excellence that it is religiously nurturing!

BOARD OF GOVERNORS

CHAIRMAN

Dr. A.C. Muthiah

Chairman, SPIC, Chennai
Former Chairman, BCCI

MEMBERS

Shri T. K. A. Nair

Principal Secretary to Prime Minister of India
Prime Minister's Office, New Delhi

Shri N.K. Sinha

Joint Secretary(DL)
Ministry of HRD, New Delhi

Mr. Kuruvilla John

Principal Secretary
Higher Education Department
Secretariat, Government of Kerala

Shri S K Ray

Joint Secretary & FA
Ministry of HRD, New Delhi

Shri Jacob Mathew

Executive Editor & Director
Malayala Manorama, Kottayam, Kerala

Prof. S.S. Mantha

Chairman, AICTE, New Delhi

Shri T. T. Thomas

Former Chairman & Managing Director
FACT Ltd, Cochin, Kerala

Shri N. Sankar

Chairman, Sanmar Group
Chennai, Tamil Nadu

Shri Onkar S. Kanwar

Chairman, Apollo Tyres
Gurgaon, Haryana

Shri K. C. Mohan

Former Chairman & Managing Director
MECON (SAIL), Chennai, Tamil Nadu

Dr. Pritam Singh

Professor of Eminence MDI Gurgaon

Dr. Uddesh Kohli

Chairman, Construction Industry
Development Council, New Delhi

Prof. Diwakar Minz

Ranchi, Jharkhand

Prof. Sanal Kumar Velayudhan

Indian Institute of Management
Kozhikode, Kerala

Prof. B.S. Pawar

Indian Institute of Management
Kozhikode, Kerala

Prof. Debashis Chatterjee

Director,
Indian Institute of Management
Kozhikode, Kerala

SECRETARY

Lt.Col(Retd) Julius George

Chief Administrative Officer,
Indian Institute of Management
Kozhikode, Kerala

Yale and IIMK

establish historic Partnership to promote Academic Leadership in India



Yale University and IIMK formed a historic partnership to advance higher education in India through academic leadership development programs for higher education leaders in India and through research on Indian higher education.

A memorandum of understanding was signed by Dr. Richard Levin (President of Yale University) and Dr. Debashis Chatterjee (Director of IIMK) on October 28, 2010 in New Delhi in the presence of Mr Kapil Sibal, Union Minister for Human Resource Development, Government of India. The partnership between Yale and IIMK is slated to be part of the Singh Obama Knowledge Initiative, that was established by the governments of India and the United States during Prime Minister Manmohan Singh's state visit with President Barack Obama during November 2009. The Yale-IIMK agreement comes only one week before

President Obama's State visit to India in November 2010 and represents an important effort to advance India-U.S. bilateral cooperation in the area of higher education.

Yale President Richard Levin stated, "Yale is pleased to undertake this important and much needed effort on higher education with IIMK. We look forward to working with them to advance the cause of higher education in India by sharing what we have learned over three centuries as an institution and we similarly look forward to learning from our partners in India in this age of global education."

IIMK Director Debashis Chatterjee stated, "Our relationship with Yale will foster excellence and lend a much needed global perspective to higher education in India. IIMK and Yale University are great institutions in themselves – and together, this synergy will chart out a new landscape for Indian higher education." The IIMK initiative with Yale will not only help the technical

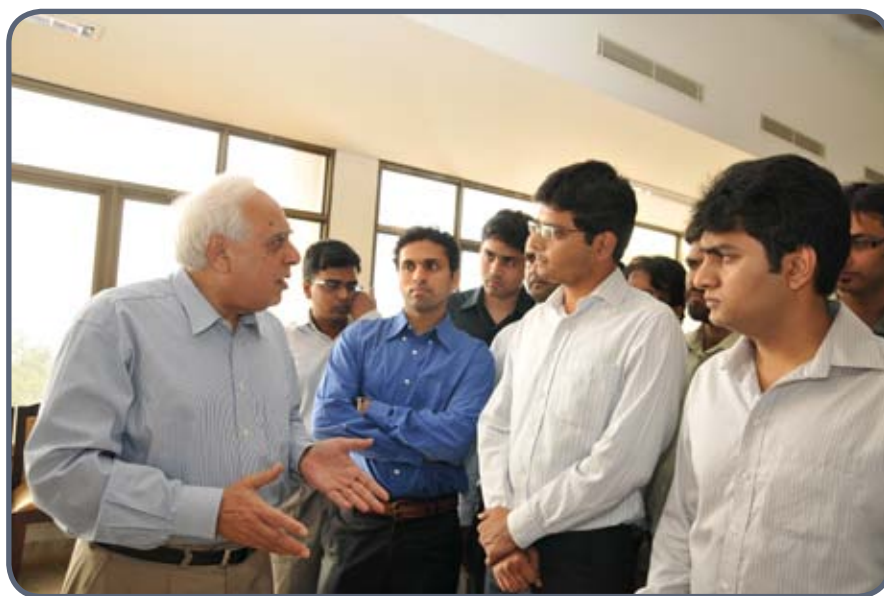
institutions, but the central as well as state universities in India also.

The flagship program of the partnership, a new "India-Yale University Leadership Program," to be developed by Yale University in consultation with IIMK will expose university and academic leaders in India at the levels of vice-chancellor, director, and deans to the best practices of academic administration and institutional management in the United States. For more than five years, Yale has been working closely with China's Ministry of Education on similar efforts with the most senior Chinese academic leaders to advance higher education reforms in China. Yale University and IIMK would also engage in joint faculty research on higher education and collaborate to organize workshops and seminars on relevant areas of academic administration and leadership all in an effort to support the advancement and development of higher education in India. The first programs under the agreement would take place in 2011 in New Haven, Connecticut.

Journey of life is to rediscover self; he who does that is the best manager

Shri. Kapil Sibal, Minister of Human Resource Development delivering a talk as part of the Leadership Series programme

“Change your environment to learn, keep educating yourselves, widening your horizons”, “Never be afraid to confront your superiors for what you believe passionately”, “Always try to build a system wherever you are – and have one brick to place in the wall of nation and place it carefully” – as part of the Leadership Series organized by the Industry Interaction Cell (IIC), Shri. Kapil Sibal addressed the students and the faculty. The Minister emphasizing on how the students, after graduating, will have to strive hard to carve a space for themselves in the society and how the lessons they learnt in the B-school would be re-learned in real-life situations. “Journey of life is to rediscover self; he who does that is the best manager”, said the Minister in a motivational address to the future leaders.



Shri. Kapil Sibal answering students' queries

to those who can pay. He also emphasized that only the services industry cannot absorb all the talent and we need to give impetus to the manufacturing sector so as to utilize the growing labour force. Speaking on educational reforms, the Minister talked about plans to setup an accreditation agency to form entry barriers to the education sector. This, he said, will maintain quality standards and force existing institutions to improve. Answering a question as to whether the education system could be standardized throughout the country, he replied that education cannot be standardized but learning can be and hence, the testing parameters should be uniform.

While painting a picture of his own experiences, he narrated his journey from an ordinary government school to a University teacher, declining IAS career in favour of law and his further successful move to politics. He also detailed the Public-Private Partnership (PPP) model for education, which is focused more on the rural areas, as part of the reforms initiated by his Ministry. The model involves private entities setting up the educational infrastructure in the country, while the government will repay the investment over a period of time. He envisioned his plans of subsidizing the education to the disadvantaged sections of the society, while the cost is transferred

Professor Kausik Gangopadhyay as an invited fellow for the Asia panel



Kausik Gangopadhyay presented a paper titled ‘Urban environmental degradation in modern India: culture and technology in perspective’ in the Asia-Europe Workshop ‘Urban management for an urban future’, jointly organised by the Faculty of Social Sciences (University of Ljubljana) and Hong Kong Baptist University and funded by the ASEF (Asia-Europe Foundation) and the Asia Alliance, was held in Ljubljana, Slovenia, during 15th and 16th October 2010. He shared empirical findings concerning the gradual loss of green vegetation from private properties in the city of Calicut.

Get out and conquer the World

Shri. Kapil Sibal, Minister of Human Resource Development urged the graduating students at the Twelfth Annual Convocation of IIM Kozhikode on 20th March, 2010

The Twelfth Annual Convocation of IIM Kozhikode was held on Saturday, March 20th 2010 at the institute's scenic campus in Kozhikode in which 250 participants received the Post Graduate Diploma in Management. Three students won Gold Medals for scholastic performance and two students won Gold Medals for all-round performance. The event was held in the august presence of Shri Kapil Sibal, the Minister of Human Resource Development, Government of India.



Shri. Kapil Sibal marking the convocation



Dr. A.C. Muthiah

Dr. A.C. Muthiah, the Chairman of the IIMK Board of Governors, congratulating the faculty and the twelfth graduating students emphasized the objective of IIMK of imparting quality managerial education to groom young minds and develop corporate leaders who will be the drivers of future growth. He explained the educational mechanism that delivers that objective. He highlighted the significant changes and developments in the institute and how the institute has evolved into a temple of learning. The speech was testimony to the

learning. The speech was testimony to the institute's guiding philosophy that says 'change is the only constant'.

Prof. Debashis Chatterjee, the Director of IIMK highlighted the institute's excellence and competence, mentioning achievements of the IIMK fraternity in diverse fields. His report contained regular references to the events and initiatives at IIMK which have placed it at the pinnacle of managerial education. He elaborated on the journey that an MBA aspirant takes during the two year post graduate course. The director spoke about several variables that contribute to the transformation of "CAT-scanned students" into "corporate warriors".

The chief guest Shri Kapil Sibal, while thanking and acknowledging the faculty, administration and the students, spoke of the significance of the moment marking the graduation of future managers in a place of glorious past. He reminded students of their individual sacrifices and those of their families that have led to this moment. He said, "Education is never a solitary pursuit and life is always a path of dreams where some may materialize and some may not." He urged the future managers to change their destiny and that of the society and community. Advising the students on the shrinking world and increasing competitiveness, he urged them to make the right choices at the right times to "foresee change and change to remain relevant". He implored them to remain steadfast to their dreams and not be discouraged by challenges. "Dealing success with humility is important; far more important is the ability to deal with failure. Management is everywhere - at home, institution, corporation and nation", remarked Shri Sibal. Quoting Dr. S. Radhakrishnan, he said "Education, to be complete has to be humane. Ethics is very important in shaping a great manager. Management needs to be guided by inner sense and moral compass." Attacking the perception that IIM's are a group of self-serving elites, he pointed out that the satisfaction of a job well done is the greatest motivator rather than fat pay packages. Given the favorable demographic profile of the nation, he urged the students to leverage this to manage their careers and personal life and work for the betterment of society and build trust and credibility in their professional linkages. He concluded with encouraging students to "get out and conquer the world" and presented them with an inspirational self-composed poem.

E-commerce is more about commerce than E

- Sanjeev Bikhchandani

Mr. Sanjeev Bikhchandani, an IIMA alumnus and Co-founder & CEO of Info Edge (India) Ltd, which owns major internet portals like naukri.com, jeevansathi.com & 99acres.com, while addressing

led him to start a company which did surveys in different campuses regarding salaries of MBA graduates and also worked as a visiting faculty of some B-school for 6 to 7 years.



the entrepreneurship enthusiasts at a workshop conducted at IIMK shared his insights on e-commerce and online listing businesses and spoke about the present and future trends in this market. He emphasized one has to have power of differentiation, pricing power and later volumes in traffic and clients to be a leader in this market. He quoted several examples and concluded that "E-commerce is more about commerce than E."

Mr. Bikhchandani later addressed the students and shared his experiences of crisis at various stages of his life. From a very early stage in his life, he wanted to be an entrepreneur. Although he cleared the IIT JEE, he did not join any IIT because he realized that it was not his passion and instead studied Economics at St. Stephens College, Delhi. After completing his management education from IIM Ahmedabad and working for a few years in a leading MNC, he once again faced an existential crisis when he realized that he was not ready to be just another manager. In his own words, "Sometimes we start climbing the ladder and then we realize that it was leaning against the wrong wall". This

Mr Bikhchandani, from his work experience, knew the importance of information about job openings and he came up with a business idea. This was the beginning of naukri.com which attracted immense traffic and eventually started making good revenues. During the 2000 economic crisis, he retained his talented employees by providing a 45% ESOP. He stressed the importance of the deep customer insight that entrepreneurs should have to sustain in any market, especially an online one. Anything that can solve a problem faced by someone will work even though the idea is not big. He also underlined the importance of execution because if it is not right, even a great strategy or idea would not work. He expressed his concern about the existing model of MBA education in India and said that instead of laying stress on average salary packages, institutes should market the total market capitalization and employment by firms started by their alumni. IIMs can make a difference by selecting the people with right intent and providing them with an entrepreneurial outlook during the two years of management education.

15th Foundation Day

“India has enough talent to face any crisis situation, find a way out and even excel”

- J. J. Irani

Director, Tata Sons

The 15th Foundation day was marked by the inauguration of the newest classroom block at IIMK named after the late Dr. C.K. Prahalad, IIMK by Padma Bhushan awardee, Dr. Jamshed J. Irani, Director, Tata Sons. In his foundation day address, Dr. Irani shared his experiences during setting up the best Iron & Steel plant in the country, how the challenges were neutralized and the changes he brought in as the Indian steel industry underwent a paradigm shift after the Indian economy was opened up in 1991.



He emphasized the point that India has enough talent to face any crisis situation, find a way out and even excel. He exhorted the “managers of tomorrow” at IIMK to be prepared to face any challenge that may come their way and be ready for action. During his subsequent interactive session, he discussed a plethora of topics ranging from the challenges faced by a manager to how the definition of longevity of service is fast changing in this faster moving world.

Overwhelmed by the improved gender ratio at the institute, he spoke about the initiatives undertaken by the Tata group to empower women, financially and emotionally. He then went on to substantiate how the definition of longevity of service is changing by quoting a personal example – while he had received a gold-plated medal as long service award after spending decades in the company, his daughter had received a medal made out of pure thick gold as long service award after just five years of service at Tata Communications. Dr. Irani ended his talk with a note to send a team from Tata Administrative Services to recruit IIMK students.

IIMK to create Indian Business History Museum

“The simplest way to communicate the IIMK vision is:
globalizing Indian thought.”



IIMK has recently embarked on an ambitious journey to create a Museum of Indian Business History. This museum will house business related historical artefacts, objects, sculptures, models, photographs, documents, and illustrations etc. This initiative is unique, monumental and a significant step in acknowledging the contribution of India’s Business Leaders in the making of Corporate India.

The objective behind the museum is to inspire the aspiring business entrepreneurs in the country and show them the path to success through innovative ideas, diligence and perseverance. IIMK has requested around 100 CEOs and leaders of major business houses including Tatas, Ambanis, and Birlas for their humble contribution to this museum. The Institute will formally open the museum on its 16th Foundation Day in 2011. The initial investment for this project is estimated around ₹. Ten Million.

Acknowledging the landmark achievements that has been scored by esteemed corporate over the past several decades, and the invaluable contributions that have been given to our country, it is envisaged that these corporate participate in the making of this museum, by contributing some significant historical objects and artifacts for which due acknowledgement will be attributed to the organization. The endeavour is to consolidate and conserve the rare treasure of India’s invaluable wealth, the memorabilia of Indian Business History for posterity.

The Institute desires to, for an instance, exhibit an original letter written by Shri JRD Tata or a pen used by him that has had a significant impact on India’s business history. IIMK is deemed to take utmost care and show case these artefacts with professional expertise in its world class library premises. Within a short span of over a decade, IIMK has emerged as a center of excellence in management with a strong focus on global and cross cultural issues addressing both business demands and social concerns.

IIMK Student Winners

Abhishek Lahiri, Nidhi Pandey and Shikha Gupta

Top 5 National Finalists, Airtel iCreate

Anuj Banga

National Finalist, Deloitte Ignite; Finalist, International Conference on Demography, Culture and Marketing '10, XIMB Finalist, Lets Go Green, Envision, NITIE

Ansa Mary Ephraim

Represented India in UN student's parliament Top 4 Finalists for DreamWorks Animation workshop, Chicago

Rasaal Dwivedi

Campus champions, Mahindra war room '10; Winner, Global "Karmaveer Puruskaar" for social entrepreneurship, CINGO, RTINation.com Second, Bizzwing, Vista '10, IIMB

Sudeep Turakhia

Finalist, Uddyam '10, SPJMR; Finalist, National Entrepreneurship Summit, IMT Finalist, Samanvay '10, IITM

Ahirrao Swapnil Rajiv

Finalist, National Entrepreneurship Summit, IMT Third, Uddyam '10, SPJMR

Rahul Bansal

Second, Baptist b-plan competition, NITC; Finalist, Querio Quizzing Competition '10, IIMC Finalist, Aadhar case study, Ensemble '10, XLR Finalist, Avenues case study, SJSOM

Amit Chand

Finalist, Deloitte Ignite; Finalist, International Conference of Demography, Culture and Marketing '10, XIMB

Aneesh Bhagat

Winner, Click pic, KJ Somaiya; Winner, Stratedge, KJ Somaiya Finalist, Avalon case study, Avalon; Finalist, LIC case competition, JBIBMS; Campus finalist, Mahindra War room

Hitesh Chopra

Campus Champion, Deloitte Case Study; Winner, Excelsiur, Vista '10, IIMB; Finalist, Birth of a salesman, SIBM

Praveen Jha

Winner, ONGC Serveskriti; Winner, Click n create, FMS

Abhishek Jangir

Finalist, Yes Bank Case study competition Finalist, HUL Ltd.

Dhaval Thakkar, Chetna Sharma, Sumedha Sobti

Team Parivartan National Winners (1st Prize), My campaign, IIMI

Dhaval Thakkar, Sumedha Sobti

Top 5, ZEHEN, SPJIMR Mumbai

Sahil Khurana, Saumya Rathor, Souradip Adak and Sneha Choudhry

Top 5 National Finalists, J&J Envidea case study competition

Sidharth Srivastava

Winner, Leadership challenge, Vista '10, IIMB Second, Bizzwings, Vista '10, IIMB; Finalist with PPI, Futures first trade Mogal Campus Champions, Mahindra War room '10 Centum U Bright Minds, CNN-IBN

Archana S

Campus Finalist, Mahindra War room '10 & National Finalist, Mantan'10, TISS; Second, Throwball, Sangram '10, IIMB; Second, Trojan Horse, Vista '10, IIMB

Naik Sandeep Vijay

Finalist, National Entrepreneurship Summit, IMT Third, Uddyam '10, SPJMR

Saurabh Kaushik

Winner, Transcend '10, SIBM; Winner, Master the Market, Vista '10, IIMB Winner, Efficiency Expert, Transcend '10, IIML Third, Point of Sales, Backwaters '10, IIMK Finalist, Street Smart, Vista '10, IIMB

Sumedha Sobti

Top 5, Sociography, IIMI

Prasanna Venkatesh

Winner, Quiz, ICICI Aspire; Finalist with PPI, Futures First Trade Mogul

Love Sharma

Finalist, Thomson Reuters Top trader; Second, PRS Legislative Research

Preetha Subramanian, Alpna Nagar, Pooja Gandhi

Top 6 National Finalists, Pepsi Become Indra's Advisors



IIMK Computer Centre

Ashok Pathak

ashok@iimk.ac.in

Design, implementation and management of lan, wlan and wan; Linux and Windows administration; implementing self reliant IT services using open source tools; website design and development; web based applications development; network security; storage and backup implementation; hardware and software trouble shooting.

Management Development Programmes

Management Development Programmes of IIMK are designed to provide working executives with state-of-art concepts and practices in management. They are designed with the objective of providing insights into managerial concepts and techniques relevant for formulating and implementing strategies in various functional areas. Participants gain an overall perspective for decision making by integrating functional and general management approaches.

The pedagogy adopted is participatory. Our approach is to bring in the rich experience of participants into the class room through discussions and blend them with inputs from faculty on the latest in the field. The case method of study is the major tool. It is supplemented by group exercises, role plays, computer games, lectures, and presentations by participants.

In addition to open MDPs that are attended by executives from different organizations, IIMK also develops and organizes customized sponsored programs based on specific requests. A host of organizations have benefited from such programs tailor made to their requirements.

MDPs to come...

1. Green Stone Digital Libraries – Course Director:

Dr. M.G. Sreekumar - Dec. 13 -17, 2010

Coverage

The Workshop has been designed to facilitate the participants in creating state-of-art digital libraries using Greenstone (latest version), which include software installation, configuration, customization, digitization and other related workflow operations, content development and management, designing and creating standard metadata sets to describe digital objects and encoding it in standard markup formats.

2. Applied Microeconometrics for Business

Analytics – Course Director: Prof. Subhasis

Dey- Dec. 14-16, 2010

Learning Outcome

The key objective of this program is to familiarize you with the various techniques of microeconometrics and their business applications. In this program we will use our knowledge of microeconomics to understand the generation of various microeconomic data structures and show how microeconomic techniques can be used to make rigorous business related inferences from these data structures.

Learning Themes

- Distinctive aspects of microeconometrics
- Microeconomic data structures and data manipulation techniques

- Binary outcome models: Probit and Logit models and their applications
- Multinomial models and their applications
- Ordinal models and their applications
- Count Data Models and their applications
- Censored regression model: Tobit model and its application
- Regression model of selection and its application
- Duration models and their applications
- Structural models and their applications
- Panel data models and their applications

3. Practices in Logistics and Supply Chain Management – Course Director: Prof. Sanjay Jharkharia - January 17-19, 2011

Objective

- To apprise the participants of the potential advantages of implementing the Supply Chain Management Practices and henceforth motivate and train them in that direction.
- To have open discussions on latest SCM practices being followed by leading companies in their area.

Coverage

- Introduction to SCM Practices in various sectors of industries.
- Review of SCM practices being followed in Indian Industries.
- Best practices being followed by Global Leaders (case studies).

- Application of IT Tools such as Bar-coding, Extranet, ERP etc. towards supply chain effectiveness.
- Partnership and Vendor related issues such as selection, optimum number to employ, development, and their rating etc.
- Logistics related issues such as outsourcing, 3PL etc.
- Performance measures for Supply Chains.

4. Emotional Intelligence for Managerial

Excellence - Course Director: Prof. S. Jayavelu - January 20-22, 2011

Learning Themes

- Increasing self awareness of your emotions through feedback on your Emotional Quotient
- Sharpening your Emotional competencies
- Using emotions to advantage - Emotions @ work, Managing work stress
- Leading emotionally - Team EQ and Primal leadership
- Emotional well-being - Hope, optimism and resilience

5. **Operations Strategy** - Course Director: Prof. Sanjay Jharkharia - February 10-12, 2011

Objectives and Coverage

The programme on Operations Strategy deals with operating decisions that have long-term and irreversible impact on a firm's profitability, and enhances the ability of the firm to compete effectively and deal with the rapidly changing environment. The programme provides an introductory exposure to the major concepts of operations strategy. This will also be useful to those participants who are dealing with the managers of other functional areas such as marketing, finance, accounting since it aims to develop inter-functional communications and to

illustrate the relations between operations and other functional areas, and the firm as a whole.

While the programme focuses on different aspects of operations strategy, three basic themes will be stressed throughout the course. First, developing operations strategy involves considering factors beyond the traditional boundaries of the operations function. Such factors include the overall competitive position of the firm, the nature of market demand, competitor's actions, government regulations, and so on. Second, there is a strong linkage between a firm's competitive strategy and its operations strategy. If this linkage is maintained, operations can become a formidable competitive weapon. If this linkage is neglected, even the best-designed strategies can fail. Finally, the programme will consider operations strategy issues in an integrative manner by developing the interrelationship between operations, finance, and accounting.

6. Creating and sustaining Innovative

Organizations - Course Directors: Dr. Deependra Moitra and Prof. Debabrata Chatterjee - March 15-17, 2011

Coverage

The course will cover two broad aspects:

- Innovation and competitive advantage
 - Context, importance and strategy
 - Innovating for emerging and underdeveloped markets
- Designing organizations around innovation
 - Structure and culture
 - HR strategies for innovators

The Future of Commodity Derivatives in India - Professor Abhilash Nair



Dr. Abhilash Nair had commented on the future of commodity derivatives in India in Kaleidoscope, The New Indian express on October 30, 2010. In the article he tries to demystify some of the popular notions related to commodity derivatives trading. While he does not give a clean chit to commodity derivatives traders, he argues that if there existed a proper eco system, then farmers as well as end consumers only tend to gain from such an arrangement. The eco system consists of an efficient spot market, reliable warehousing network and financial institutions willing to act as aggregators who would aggregate contracts on behalf of the marginal farmer. Unless such an ecosystem is put in place, the benefits of commodity derivatives trading would not be passed on to the farmer or the end consumer. All that would happen is a replacement of less organised

middlemen with institutionalised middlemen. Such an eco system needs to be put in place at the earliest before one launches options on commodities.

Faculty Development Programmes

The Institute has taken a major initiative for strengthening the country's intellectual infrastructure for management education and training, through the Faculty Development Programmes (FDP). Currently the Institute is offering one of the highest numbers of FDPs among business schools in the country, reflecting its commitment to nation building through management education and infrastructure development.

The programmes not only focus on enhancing functional area expertise, but also on improving one's classroom delivery both as a teacher and trainer; as well as on enhancing abilities for conducting meaningful research. IIMK is also conducting programmes in partnership with organizations like Strategic Management Forum and European Case Clearing House. The All India Council for Technical Education has recognized IIMK as a Quality Improvement Centre in November 2004.

FDPs to come...

1. Pre-Doctoral Workshop (PDW) on Research Proposal Development or Faculty in Marketing Management – Course Director: Faculty, Marketing Area - January 10-14, 2011

Objective

The objective of the One Week Pre-Doctoral Workshop is to help participants “start” and “design” doctoral research. The specific objectives are:

- i. To understand the purpose, process and expected outcomes of doctoral research (Ph.D) and develop a research mindset
- ii. To help participants read & critique research articles, and review literature in selected research domain (s).
- iii. To identify and evaluate possible research themes and help develop and continuously refine the doctoral research proposal

Coverage

- Making a Theoretical Contribution
- How to read & critique a research article?
- How to review literature in a research domain?
- How to identify and evaluate possible research themes?
- Introduction to Research Methodology and Research Design

2. Operations Strategy - Course Director: Prof. Sanjay Jharkharia - January 31- Feb. 04, 2011

Introduction & Objective(s):

The Faculty Development Programme (FDP) on Operations Strategy deals with operating decisions that have long-term and irreversible impact on a firm's profitability, and enhances the ability of the firm to

compete effectively and deal with the rapidly changing environment. The course provides an introductory exposure to the major concepts of operations strategy.

While the FDP will focus on different aspects of operations strategy, three basic themes will be stressed throughout the course. First, developing operations strategy involves considering factors beyond the traditional boundaries of the operations function. Such factors include the overall competitive position of the firm, the nature of market demand, competitor's actions, government regulations, and so on. Second, there is a strong linkage between a firm's competitive strategy and its operations strategy. If this linkage is maintained, operations can become a formidable competitive weapon. If this linkage is neglected, even the best-designed strategies can fail. Finally, the programme will consider operations strategy issues in an integrative manner by developing the interrelationship between operations, finance, and accounting.

To participate in MDP and FDP programmes contact:

**MDP / FDP OFFICE
INDIAN INSTITUTE OF MANAGEMENT
KOZHIKODE,
IIMK CAMPUS P.O
CALICUT - 673 570
Phone : 91-495-2809208, 2809253
Mob: 9447100539**

**Fax : 91-495-2809370, 2803010, 2803011
Email: fdp@iimk.ac.in, mdp@iimk.ac.in**

IIMK FACULTY MEMBERS

ECONOMICS



Kaushik Gangopadhyay
kausik@iimk.ac.in

Labour economics, applied economics, econometrics.

Krishna K Ladha
kkladha@iimk.ac.in



Microeconomics, game theory, social choice theory, structures of government, the economics of public policy, public policy and business strategy, law and economics, democracy, stability and constitution design, markets and institutions, information aggregation in committees, social choice, political philosophy and business.

Kulbhushan Balooni
kbalooni@iimk.ac.in



Environmental management, managerial economics, common property resource management, natural resource management with focus on socioeconomics, governance (policy and institutions), and property rights in south and southeast Asia.

Leena Mary Eapen
leenaeapen@iimk.ac.in



Macroeconomics, microeconomics, managerial economics, econometrics, energy economics, power sector restructuring in India.

Shubhasis Dey
s.dey@iimk.ac.in



Economics of information, economics of money, credit and banking and microeconometrics.

Sthanu R Nair
srn@iimk.ac.in



Indian economy, economic environment, econometrics, public finance and issues related to Indian economy.

FINANCE, ACCOUNTING AND CONTROL



Abhilash S. Nair
abhilash@iimk.ac.in

Advanced financial management, derivatives, risk management, continuous time finance and valuation and real options.

Lakshmi Subramaniam Ladha
rani.ladha@iimk.ac.in



Market intelligence and strategy, corporate governance, strategic implementation, and segmentation strategy for competitive advantage.

Ramesh K K
kkramesh@iimk.ac.in



Financial reporting, analysis of financial statements, accounting and valuation of intangibles.

S S S Kumar
ssskumar@iimk.ac.in



Foreign institutional investments, capital markets and Forex markets.

Sony Thomas
sony@iimk.ac.in



Asset pricing, derivatives, risk management and financial econometrics.

Sudershan Kuntluru
sudershan@iimk.ac.in



Financial accounting, strategic finance, and FDI.

MANAGERIAL COMMUNICATION



Shiva Kumar Srinivasan
shiva@iimk.ac.in

Managerial communications, case method, psychoanalysis.

IIMK FACULTY MEMBERS

GENERAL MANAGEMENT



Venkat Raman
drvenkat@iimk.ac.in

Sinology, international business negotiations, international relations, political science.

Anupam Das
anupamdas@iimk.ac.in



Computer-mediated communication, discourse analysis, pragmatics, and sociolinguistics (with a focus on social network).

INFORMATION TECHNOLOGY AND SYSTEMS



Anjan Kumar Swain
akswain@iimk.ac.in

Soft-computing methods, computational and biological decision making, intelligent business systems, computational finance, marketing optimization, robotic systems, smart systems, dynamic modelling of nonlinear systems.

Asharaf S
asharaf@iimk.ac.in



Data mining, machine learning, data classification, data clustering, text mining, support vector machines, soft computing and web scale data processing techniques.



M. P. Sebastian
sebasmp@iimk.ac.in

Enterprise computing, cloud computing, information security management, networking, IT strategy.

Radhakrishna Pillai R
krishna@iimk.ac.in



Information and communication technologies and their impact on the society, and the role of technology and spirituality in management.

MARKETING MANAGEMENT



Anandakuttan B Unnithan
anandunnithan@iimk.ac.in

Marketing research, applications of behavioural sciences in marketing, social media, tourism, measurement in social sciences, qualitative research methods.

Atanu Adhikari
atanu.adhikari@iimk.ac.in



Marketing management, marketing research, brand management, strategic marketing, marketing theory, marketing model, consumer choice behaviour, experience product, pricing, use of Bayesian econometrics in marketing, marketing research for frontline managers, and nationwide branding.

G. Sridhar
drgsridhar@iimk.ac.in



Rural marketing and sales management, role of marketing in the societal development, attitude towards counterfeits and influence of spirituality on performance of an individual.

Joffi Thomas
joffithomas@iimk.ac.in



Customer trust, customer relationships, branding, corporate reputation and marketing theory.

Joshy Joseph
joshyjoseph@iimk.ac.in



Brand management, advertising, sales promotions and consumer behaviour.

Keyoor Purani
kpurani@iimk.ac.in



Advertising, marketing communications, direct & database driven marketing and CRM.

IIMK FACULTY MEMBERS



Rahul Kumar Sett
rahul@iimk.ac.in

Understanding how consumers choose and evaluate product bundles. Specifically, he is investigating how certain design changes aimed at increasing the desirability or the reservation price of the product bundle work vis-à-vis direct price incentives. Effects of differences in consumers' goal orientation on choice and evaluation of product bundles. His work is grounded in the prospect theory and the regulatory fit theory.

Sanal Kumar Velayudhan
sanal@iimk.ac.in

General management, marketing, communication and diffusion, rural markets, small business marketing, product management and industrial marketing.



ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES



Badrinarayan Shankar Pawar
pawar@iimk.ac.in

Organizational citizenship behaviour, transformational leadership and workplace spirituality.

Debabrata Chatterjee
dc@iimk.ac.in

Organizational change and development, designing care giving organizations, management of innovation.



K Unnikrishnan Nair
unni@iimk.ac.in

Leadership, organizational learning & learning organizations, change management, post-modern trends in management; pedagogy: case method & simulations.

Debashis Chatterjee
debashis@iimk.ac.in

Transformational leadership, personal growth, learning organization, self-mastery and Asia culture and management.



Manoranjan Dhal
manoranjan@iimk.ac.in

Trade union, employee relations, and employee engagement.

T. N. Krishnan
tn_krishnan@iimk.ac.in

Career management, strategic human resource management, online education, organizational restructuring, manpower planning and HR system implementation .



QUANTITATIVE METHODS AND OPERATIONS MANAGEMENT



Anand G
anandg@iimk.ac.in

Operations management, quality control, total quality management, lean manufacturing, flexible manufacturing systems, world class manufacturing, benchmarking, multi-criteria decision making.

Bikram K. Bahinipati
bikram@iimk.ac.in

Inventory theory, logistics and supply chain planning, supply chain coordination and collaboration, quantitative and analytical modelling in supply chains and impact of e-market on procurement in supply chains.



Gopal Chaudhuri
chaudhuri@iimk.ac.in

Reliability and survival analysis and applications of statistics in business, operations research, business simulation, business forecasting, and research methods.

Saji Gopinath
saji@iimk.ac.in

Supply chain management, IT-enabled business and institution building.



IIMK FACULTY MEMBERS



C. Raju
craju@iimk.ac.in

Statistical quality control, quantitative methods, multivariate analysis, marketing research (& surveys), advanced data analysis, advanced design of experiments, statistical model building, PCR & PLS regression and research methods.

Ram Kumar P.N.
ram@iimk.ac.in

Operations research, manufacturing strategy, logistics management, supply chain management, military logistics, mathematical modelling and transportation network optimization.



Rupesh Kumar Pati
rupesh_pati@iimk.ac.in

Logistics and supply chain management, industrial engineering, operations management, operations research, project management, service operations management, green supply chain management.

Thangamani G
gtmani@iimk.ac.in

Operations research, six sigma, lean approaches to manufacturing and service, system reliability modelling and prediction, risk analysis, business process modelling, analysis and re-engineering, operations management and product innovation.



Sanjay Jharkharia
sjy@iimk.ac.in

Supply chain management (including fresh supply chains), operations management, quality management and six sigma, and enterprise resource planning.

INFORMATION SCIENCE AND TECHNOLOGY

M. G. Sreekumar
mgsree@iimk.ac.in

Enterprise knowledge management; internet/web technology; digital libraries; content/document management systems; e-learning; biomedical informatics; open access; open source software.



STRATEGIC MANAGEMENT

P R Bhatt
prbhatt@iimk.ac.in

Global strategy and international finance.



Mahesh Bhawe
mahesh@iimk.ac.in

Entrepreneurship, corporate strategy, Austrian economics, technology management, new business development, and renewable energy.

Nandakumar M K
nandakumarmk@iimk.ac.in

Strategic planning, competitive strategy, strategy implementation.



P Rameshan
rameshan@iimk.ac.in

Competitive strategy, corporate strategy including mergers, acquisitions and strategic alliances, R&D and innovation strategy; Study of dynamics of industrial clustering, diversification and venture capitalism in Indian context.

Saptarshi Purkayastha
saptarshi@iimk.ac.in

Diversification, industry structure, effectiveness of business groups in emerging economies and strategic models, use of statistical tools in strategic management, business analysis.



Sukumaran Bhaskaran
sukubhaskaran@iimk.ac.in

New enterprise development and commercialization, enterprise and industry capacity building, growth and development.

Rajesh Srinivas Upadhyayula
rajesh@iimk.ac.in

Competitive Strategy, Corporate Strategy including mergers, acquisitions and strategic alliances, R&D and innovation strategy are his teaching interests. Research interests include study of dynamics of industrial clustering, diversification and venture capitalism in Indian Context.



INTERACTIVE Distance Learning

IIMK pioneered the first interactive distance learning programme in Asia Pacific for working professionals using satellite enabled technology in the year 2002. The first programme was a one year Post Graduate Certificate Programme in Management (PGCPM) with 82 students in 8 cities. Right from the beginning, IIMK placed an emphasis on maintaining quality and rigour in the programme in selection, programme content, delivery and assessment. Over 1200 students who have already graduated from the various programmes stand testimony to this fact.

Nine years down the line, IIMK now has a full-fledged, first of its kind two year executive post graduate diploma programme (ePGP) with 810 contact hours of which 72 hours are in-campus residential learning component spread over two weeks. Today, ePGP is in its third batch with 264 students from some of the leading organisations in the country. Two foreign nationals also attend the programme.



Participants of IDL programme during an in campus orientation

The programme is available in more than 100 class room centres in the country. Many leading firms like SAP labs India and Patni computers Ltd. sponsor their employees for the course.

The executive post graduate programme currently offered has a flexible structure with five separate modules dove tailed together. There is a first year general management programme of 450 hours duration and 4 specialisations in Marketing, Finance, Operations and Strategic Management available in the second year. A student completing the general management module along with two specialisations in stipulated time meeting the graduation requirements will become eligible for the executive diploma of IIMK. However it is also possible for a student to independently pursue any of the five modules separately and earn a post graduate certificate in management of IIMK.

The selection of participants to the ePGP is through an executive management aptitude test (eMAT) and personal interviews. Attendance of campus module and the class room sessions are mandatory. The examinations are conducted at independent centres and are proctored.

IIMK over the years have developed a reputation for quality and rigour which has resulted in a high level of industry acceptance of its graduates. It is mandatory

for the student to attend sessions and secure a minimum attendance in each of the courses and also fulfil all the requirements of a continuous assessment system involving periodic quizzes, assignments, group and individual projects and compulsory end term examination.

The technology used to deliver the content facilitates two-way audio video interaction moderated by the faculty at the studio with public and private chat facility. Any personal computer application can be made available to the student during the session including Power Point, Excel and popular statistical packages. In fact the technology allows sharing the desk top from the studio with the participants and joint remote presentations by one or many participants. Any student can be put on air and asked to share his views by the course faculty. The technology support the popular pedagogy like lectures, demonstrations, case discussions, polls etc. In fact, a range of courses with major component of case discussions like strategic management and those involving demonstration and joint problem solving like spreadsheet modelling is delivered very effectively on the platform. There is continuous tracking of uptime and feedback is obtained regularly from the students on technology, course and the course instructor. Recorded sessions are archived and can be made available to students on specific authorisation. The courses are delivered from two satellite studios from IIMK campus.

This primary platform is supported by 24x7 Learning Management System and support over email and telephone. IIMK is using leading solution Blackboard as the LMS. There is also library facility made available to the students in major cities with specific tie-ups with leading libraries like British Library. IIMK maintains an exclusive office for IDL programmes, currently headed by Professor Anandakuttan B. Unnithan.

Fellow Programme

The Fellow programme in Management at IIMK commenced in 2007. Currently there are 16 students working in different areas.



Best Student Research Award winner Mr. Shyam A. V. from IIMK

Awards:

A paper titled “Conceptualising a true Business Intelligence system” co-authored by Dr. A.K. Swain and A. V. Shyam (presented by Shyam) won the sole best research student paper award among all entries to both The International Conference on Business Intelligence & Data Warehousing 2010 (BIDW 2010) and The International Conference on Data Analysis, Data Quality & Metadata Management 2010 (DAMD 2010) that were held during July 12th to the 13th, 2010 at Singapore. The paper focused on the development of a framework to build a true business intelligence system to represent natural intelligence of decision makers in any organization.

Publications:

1. Vaibhav Chawla and Sridhar Guda (2010), ‘Individual Spirituality at Work and Its Relationship with Job satisfaction, Propensity to Leave and Job Commitment: An Exploratory Study among Sales Professionals’, Forthcoming in Journal of Human Values, Vol. 16, Issue No. 2.
2. Krishnadas, N (2010), ‘Towards a framework for effective access to M-Government services in rural India’, in seventh International Conference on E-Governance (ICEG, IIM Bangalore), April 22-24, 2010, Bangalore.
3. Manish Shukla and Sanjay Jharkharia (2010), ‘Forecasting demand of fresh produce using ARIMA models’, in National conference on Managing agri-food supply chain, April 9-11, 2010, Indian Institute of Management Lucknow, India.
4. Narayana, S., and Pati, R.K. (2010), ‘Progress of managerial research on the pharmaceutical supply chain’, in proceedings of the 22nd Annual NOFOMA Conference, 2010, pp. 777-792, University of Southern Denmark, Kolding, Denmark.
5. Manish Shukla, Rupesh Kumar Pati and Sanjay Jharkharia (2010), ‘Green supply chain management: Literature review’, in proceedings of the 22nd Annual NOFOMA Conference, 2010, pp. 925-934, University of Southern Denmark, Kolding, Denmark.
6. Roy, D.J. (2010), ‘Organizational impact: Evaluation of IS effectiveness in business organizations’, in International Conference of Doctoral Consortium in Pacific Asia Conference for Information Systems – 2010, July 8-9, 2010, Taipei, Taiwan.
7. Manish Shukla and Sanjay Jharkharia (2010), ‘Vehicle routing problem with time windows for fresh produce delivery: An artificial immune system based approach’, in XV Latin American Summer School on Operations Research ELAVIO 2010 International Conference, August 2-6, 2010, Pacoti /CE, Brazil.
8. Deepak S Kumar (2010), ‘Modeling service-scape aesthetics and consumer response relationships’, in the IMR Doctoral students conference, November 20-21, IIM Bangalore.

Book Reviews

1. Jayasankar Ramanathan. (2010), ‘Book Review of Designing Research for Publication by Anne S.H. (2009) Sage Publications, New Delhi, 374 pp’, in Vikalpa: The Journal for Decision Makers, Vol. 53 (3), pp. 152-153.
2. Jayasankar Ramanathan. (2010), ‘Book Review of Theory Building for Hypothesis Specification in Organizational Studies by B.S. Pawar’, in IIMB Management Review, Vol. 22(3), pp. 130-131.

Reviewer Activities:

Manish Shukla has acted as a reviewer for the European Journal of Operational Research, the Journal of Operations Management and the International Journal of Production Research.



International Exchange Programme

The International Exchange Programme helps develop a global perspective among the faculty and students and acquaint them with emerging opportunities in global market place for Indian products and services and to foster strong, mutually beneficial trade and industry relationship between India and other countries. The IEP comprises both student and faculty exchange. The faculty interaction encompasses both collaborative research and teaching while student exchanges are an important part of the exchange relationship.

Currently, 26 students of IIMK visited seven international exchange partner institutions like European Business School, Germany, ESCP Paris, France, Leipzig Graduate School of Management (HHL), Germany, Denmark, Jonkoping

Copenhagen Business School, Denmark, Jonkoping International Business School, Sweden Bocconi University, Milan, Italy and Norwegian School of Economics and Business Administration (NHH), Norway. IIMK hosted 7 students from ESCP Paris, France; Norwegian School of Economics and Business Administration (NHH), Norway and Bocconi University, Milan, Italy.

The international students admitted to IIMK have access to everything the academic community at IIMK has to offer and enjoy privileges and commitments like any other students at IIMK. The students get opportunities to interact with top executives from the industry and corporate sector who visit the Institute for Industry Interaction Seminar Series, Lecture Series

and Management Seminars. 'International Day' is celebrated at IIMK where the exchange students from partner institutions showcase their talents by way of cultural programmes, etc. and also help prepare international cuisines which are later served on that day.

Management scholars from abroad get opportunities to associate with teaching, management development programme, faculty development programme, national / international conferences and variety of industry interaction seminars to get familiarised with the Indian industry. Though the International Exchange Programme at IIM Kozhikode was initiated on a small scale, presently more and more institutions from abroad are showing interest in IIMK and its academic programmes.

Alumni of IIMK

The Student Alumni Committee (Alcom) serves as a link between IIMK and its alumni. The committee, along with the Executive Alumni Committee and the Faculty Alumni Committee, is aimed at promoting the interests of IIMK as a world class management institute and strengthening the relationship with the alumni. The Executive Alumni Committee consists of 12 City Chapter heads and 3 Members from the Institute. The Alumni Committee coordinates various alumni activities such as guest lectures and alumni meet, both on campus as well as in city chapters. A frequently updated database of the alumni is maintained and the standard mode of communication with the alumni includes various social platforms such as Twitter, Facebook, LinkedIn etc.,

apart from telephonic as well as e-mail contact.

Guest lectures are conducted by various illustrious alumni of the institute to enlighten and educate the participants about various sectors of the industry which also involve an informal interaction with the students. Alumni Committee releases its newsletter 'Sparsh' every term, which makes a vivid note of all activities happening on campus, inviting articles and including alumni achievements as well. The Alumni have also been involved in the GD/PI selection process to the institute, bringing in an industry perspective to the Student selection process. The Alumni also help in sourcing Live Projects for the students thus giving them an industry perspective. The Alumni Mentorship Programme

is an important Alumni-student involvement activity managed by the Alumni Committee. The main objective of this programme is to establish a culture of frequent interaction between the students and the Alumni and with this view, an online open community has been formed where the students and the Alumni can discuss and share important information. Nostalgia, the on-campus annual IIM Kozhikode Alumni Reunion sees alumni from all over the world converge and relive their memories. Nostalgia-2011 will be held during January 15-16, 2011. Sangam, the Alumni-Freshers' Meet is organized in 6 cities viz. Delhi, Mumbai, Kolkata, Chennai, Bangalore and Hyderabad, in May each year, and brings together the entire IIM Kozhikode fraternity, including the Alumni.

Running for a cause – IIMK Calicut Marathon

Thoreau: “Me thinks that the moment my legs began to move, my thoughts began to flow”



Runners at the iPix Calicut Marathon



IIMK Director with Shri K V Thomas, Central Minister of Agriculture & Civil Supplies and Dr. P.B. Salim District Collector

The Social Service Group, IIMK took great pride in bringing to Calicut, the city which paid host to Vasco Da Gama, the IPIX Calicut Mini Marathon 2010. The first ever marathon in Kerala put Calicut at par with the metros where marathons have become an integral part of their city’s culture.

With the theme “Be the Change”, the marathon aimed at bringing awareness in youth about the various issues plaguing the society urging them to lead by example.

The marathon brought together over 8500 people with runners aged from 6 to 60. The 10 km mini marathon

marathon under the race category saw about 950 men and 125 women vying for the top honours. The milling crowds at the registration desks on the Calicut beach bore testimony to the enthusiasm exhibited by the city’s youth and the young at heart.

The 3km ‘Run for a Social Cause’ saw dignitaries walking shoulder to shoulder with students and members from various organizations in the city like NITC, Govt. Homeo college, Guruvayurappan college. The aim of the walk was to exhibit the solidarity of the different groups with the issues closest to their hearts. . In its run up to the marathon, the

their hearts. In its run up to the marathon, the SSG organized a forum called the ‘Beloved City Guardians’ where the citizens of Calicut could write about the social issues plaguing the city. The best 20 entries were compiled into a book and presented to the Collector.

It would be an understatement to say that the first ever Calicut mini marathon was a whopping success which gained the appreciation of people across the state. SSG looks forward to making the marathon an annual event which will become synonymous with Calicut, IIMK and social welfare.

“Advertising isn’t a science. It’s persuasion. And persuasion is an art”

- William Bernbach

MEDIA



The art of publicity is devotedly practised by the Media Cell. It makes sure that ripples generated by the events and initiatives at IIM, Kozhikode make waves outside. Media cell is the student committee responsible for publicity and branding of the institute across various media channels. Being one of the premier B-Schools in the country, events and initiatives at IIMK generate a lot of interest. Each event is publicised and promoted by the Media Cell. It is the external face of IIMK and is involved in generating public awareness and opinion for institute activities. Other activities of Media Cell include online publicity, press releases, content generation and facilitating press conferences. Media Cell is also responsible for media planning for IIMK’s flagship events, in tandem with various other student committees.

Student Affairs during academic year 2010-2011

- 1. Central Sector Scholarship Scheme of Top Class Education for SC/ST Students:** Seven ST students were selected by the Ministry of Tribal Affairs and thirteen SC students were selected by the Ministry of Social Justice and Empowerment for CSSS in the year 2010.
- 2. Need-based Financial Assistance:** Eighty three students have been selected for Need-based Financial Assistance.
- 3. IIMK Merit Scholarship:** Twenty eight students were awarded IIMK Merit Scholarship.
- 4. Societe Generale Global Solution Centre Scholarship:** Three first year PGP students were awarded the Societe Generale Global Solution Centre Scholarship sponsored by Societe Generale Global Solution Centre Pvt. Ltd., Bangalore. This scholarship covers full fee for two years.
- 5. Scholarship from Government of Madhya Pradesh:** One student was awarded the scholarship sponsored by Department of SC Welfare, Government of Madhya Pradesh.
- 6. Pratibha Scholarship:** Five students were selected by the Government of Andhra Pradesh for Pratibha Scholarship constituted by the Government of Andhra Pradesh.
- 7. Merit Scholarship from Government of NCT:** One student was selected for the Merit Scholarship constituted by Government of NCT of Delhi for the students belonging to SC/ST/OBC/Minority.
- 8. Citi Women Leader Award:** The Citi Women Leader Award sponsored by The Citi Bank NA has been given to Rashmi Gupta of PGP13
- 9. Anti-Ragging Campaign:** An anti ragging campaign initiative *“Bus Aur Nahin”* was launched by ‘Muthoot Pappachan foundation’ in association with ‘M/s Axion Gen Nxt India Pvt. Ltd.’ in an effort to create awareness against ragging in educational institutions across the country. Their anti-ragging bus was first flagged off about two months ago at the Delhi University, Delhi and has since then travelled to prominent educational institutions across the country. The team from Muthoot Pappachan Foundation Group, in-charge of this campaign, arrived at IIM Kozhikode campus on 31st August, 2010 to flag off the Kerala stint of their “Bus Aur Nahin” campaign. The students of IIM Kozhikode actively participated by marking their presence at the inaugural function and expressed their solidarity towards the issue by taking part in the anti-ragging signing campaign.
- 10. Television Show:** The Zee Business television channel organized a television show christened Music to Money Challenge: ICICIdirect.com ASPIRE at IIMK campus during the first week of September 2010. The show was aimed at exploring the music and money quotient of the ‘professionals in making’.
- 11. Sangram 2010:** The IIM Bangalore–IIM Kozhikode Sports Meet was held at IIM Bangalore during 9-10, October 2010.
- 12. Navratri Celebrations and Dandiya Nite** were held on 15th October 2010.
- 13. Social Service Group** has initiated classes for Mess workers from 15th October 2010 in association with the student community. The mess workers were taught English on a weekly basis.
- 14. Odissi Classical** by Vidushi Dr. Ileana Citaristi (Italy) was organised by SPICMACAY on 26th October 2010.
- 15. International Day** was held on 30th October 2010. The foreign exchange students put up stalls below the auditorium to showcase their respective countries. The day ended with a glorious cultural night packed with dance, comedy, skits and much more.
- 16. Carnatic Music Concert** by Dr. Bombay Jayashri was organised by SPICMACAY on 2nd November 2010.
- 17. Diwali Celebrations** was held on 5th November 2010. A pooja was organised during the occasion and hostel decoration competition was held.
- 18. Swami Thejomayananda**, Head of Chinmaya Mission Worldwide visited IIM Kozhikode and spoke to the students on the spiritual aspects of leadership on 7th November 2010. He has served as acharya, or dean, of the ‘Sandeepany’ Institutes of Vedanta both in India and California. He has written commentaries on scriptural texts and authored a number of books.
- 19.** The student community participated in a nationwide initiative on 19th November 2010, by organising a candle light march to help in awakening nation-wide consciousness about widespread corruption prevalent in the country marking the death anniversary of Manjunath Shanmugam, an alumnus of IIM Lucknow, who sacrificed his life while carrying out his professional duty as an honest individual.

Backwaters v2.10, the Annual Business School Meet

Backwaters v2.10, the Annual Business School meet Indian Institute of Management Kozhikode hosted Backwaters v2.10, the Annual Business School meet, in association with the **Central Bank of India**, from 19th to 21st November. The theme of the fest this year was “Discover the Difference” – where the intention was to revive, redeem and reaffirm the unique facets of India Inc. **Mr. Chander Mohan Sethi - CMD, Reckitt Benckiser** graced the inauguration ceremony with his presence in a glittering start to the festival. The festival, this year saw over 4000 students from all the IIMs, ISB and other top 130 business schools fight it out to emerge the best biz big wigs. A whopping total worth over ₹.11 hundred thousand was shelled out in prize money in over 15 events conducted both on-campus and online. The website of the festival www.iimkbackwaters.com saw over 4 million hits during the period of the festival.

The corporate quiz, Bizzathalon conducted by the renowned quizmaster Avinash Mudaliar was one of the highlights this year with prizes over ₹.1 Lakh given away to the finalists. Other initiatives taken this year included Shiksha wherein over 3 days IIMK students and faculty conducted special career counselling sessions, educational workshops and personality development activities for undergraduate and graduate students of the local colleges. “**Smiling Future**” – the flagship event of an NGO named Youth United was organized wherein physically challenged children performed on stage in front of the IIMK audience. This was a small step taken to boost their self-confidence. The official Corporate Dinner saw the top corporate honchos of Kerala coming down to campus on this platform for interaction between them and the academic community.



Mr. Ashuthosh Sinha, NDTV addressing the business contest Blackberrys Young Guns

Horizons, the Annual Management Conclave, was conducted in association with the Industry Interaction Cell of IIMK where industry leaders, academicians and policy makers were invited to inspire the budding leaders of IIMK. Mr. Harish Bijoor - CEO, Harish Bijoor Consults, Mr. H Mangipudi - Global Head Infosys, Finacle, Ms. Leila Karnik - Network Director, Ennovent and other corporate stalwarts delivered stimulating talks in the conclave.

Other major events being conducted this year were “**Young Guns**” – Search for the Sharp, Smooth, Sure in association with **Blackberrys, Avatar** – the Leadership Quest in association with ITC, **White Knight** – the Open Entrepreneurship Challenge, C-Strat – the Innovation Challenge in association with CTS, **The Vault** – the Banking Simulation Game, **Labyrinth 4** – the flagship Online Treasure Hunt, **Chain Reaction** – The Operations Strategy event, **Beat the Market** – the Strategy Simulation Game (which saw participation from over 360 teams from over 70 colleges) among others. The final round for Young Guns will be televised as a show on NDTV Profit.

The sponsors for Backwaters v2.10 included Central Bank of India as Title Sponsor, ITC, CTS, Blackberrys, IFCI Ltd. and Indiabooms as Event Sponsors, Malayala Manorama as Gold Sponsor, Reckitt Benckiser as Wellness Partner, Nokia as Communications Partner, Tata McGraw-Hill as Knowledge Partner, Industry Masters, Quahance, XTB and Gold Simulations as Simulation Game Partners, BCWebwise as Website Sponsor and Business Standard as Print Media Partner.

Backwaters v2.10 fulfilled its promise of being a meet that would push budding CEOs and entrepreneurs to the limits of testing their logical construct and would get the best out of them. With the festival drawing to a close, here is an opportunity to revel in the spirit of competition and the culture of management expertise. Backwaters v2.10 has inspired people to find the courage to drive the engine of positive change while always maintaining social development in sight and in thought.

Faculty publications

ARTICLES IN JOURNALS

1. **Balooni, K**, Kalro, A. H, Kamalamma, A. G. 2010. Sustainability of Water tunnels in changing agrarian context: A case study from South India. *Agricultural Water Management*, 97(5):659-665
2. **Krishnan, T. N.** 2010. Technological Change and Employment Relations in India. *The Indian Journal of Industrial Relations*, 45 (3): 367-380, January
3. **Kumar, S.S.S.** 2010. Is Book building an Efficient IPO Pricing Mechanism? – The Indian Evidence, *International Research Journal of Finance and Economics*, issue 38, pp 173-189, April
4. **Kumar S**, Varma S. 2010. Launching Enterprise Data Backup and Recovery Solutions: the Case of Ozonetel. *Inderscience Journal of Tech Marketing*, Vol.5, No.1
5. Nargunam, S., **Sebastian, M.P.** 2010. Cluster Based MANET Multicast Routing Scheme. *International Journal of Computers and Applications*, ACTA, , Vol, 32, Issue 1
6. Nargunam, S., **Sebastian, M.P.** 2010. Self-Organized QoS Aware Multicast Routing Scheme for Ad Hoc Networks. *International Journal of Computers and Applications*, ACTA, , Vol, 32, Issue 1
7. George, V., **Sebastian, M.P.** 2010. An Adaptive Indexed Binary Search Tree for Efficient Homomorphic Coercion Resistant Voting Scheme. *International Journal of Managing Information Technology* (IJMIT), AIRCC, Canada, Vol.2, No.1, pp. 1-9, February.
8. Pillai, K.R.C., **Sebastian, M.P.** 2010. An Authenticated Session Key Establishment Protocol for High Security Applications. *Canadian Journal on Network & Information Security*, , Vol.1, No.2, pp.5-15, March
9. Pillai, K.R.C., **Sebastian, M.P.** 2010. Elliptic Curve based Authenticated Session Key Establishment Protocol for High Security Applications in Constrained Network Environment. *International Journal of Network Security and its Applications* (IJNSA), AIRCC, Canada, Vol.2, No.3, pp. 144-156, July
10. **Sudershan, K.**, Seth, C., Shekawat, M (2010) Determinants of Customer Switching Behaviour in Indian Banking Service. *Journal of Venture Capital and Financial Services*.
11. **Sudershan, K.**, Farima, F.2010. Effect of CG scores on the performance of select PSUs in India, *GITAM Journal of Management*
12. **Anand, G.** and Kodali, R. (2010), “Analysis of lean manufacturing frameworks”, *Journal of Advanced Manufacturing Systems*, Vol. 9 No. 1, pp.1-30.
13. **Anand, G.** and Kodali, R. (2010), “Development of a framework for implementation of lean manufacturing systems”, *International Journal of Management Practice*, Vol. 4 No. 1, pp.95–116.
14. Mahadesh Prasad A.J., K. Kemparaju, Elizabeth A. Frank, Priscilla Jaichander, Anjali Arun, **C. Raju** and Cletus J.M.D’Souza (2010): Lack of Correlation of Paraoxonase (PON1) Activity with Smoking among the South Indians and Risk of Cardiovascular Disease, *World Applied Sciences Journal*, Vol. 9 (2): 194-198, 2010. ISSN 1818-4952.

ARTICLES IN DAILIES/PERIODICALS

1. Chatterjee, Debashis: You don’t get quality faculty on a platter. *The Financial Express*, June 7, 2010
2. Chatterjee, Debashis: Women make better managers. *Business Standard*, May 31, 2010
3. Chatterjee, Debashis: Love being an idiot. *The Week*, June 20, 2010.
4. Chatterjee, Debashis: Dealing with a new America. *Economic Times*, May 9, 2010
5. Chatterjee, Debashis: Diversity, a key component of management, *The Hindu*, June 7, 2010
6. Nair, A, S: B-Schoolers Talk Budget. *Business World* (Online Edition)
7. Sthanu R. Nair, There is a future in farming, *The Hindu Business Line*; November 9, 2010
8. Sthanu R. Nair, Better management of food economy is key to containing food prices and bringing long-term food price stability, *The Chartered Financial Analyst* (Interview), April 2010.

CASE STUDY

1. **Adhikari, A.**, Deshmukh, R. 2010. *Tata Power: Corporate Social Responsibility and Sustainability*, Ivey Publication, Case No. 9B10M013, May
2. Thomas, J., Krishnan, T.N., 2010. *Aligning HR Strategy to address Marketing Challenges’ on Hindustan Unilever Limited (HUL)*

BOOK CHAPTER

1. Chatterjee, Debashis. 2010. *Leading Conciously In Conversations on Leadership*, authored by Lan Liu, Wiley
2. Gangopadhyay, K. 2010. *The Morphology of Urban Agglomerations for Developing Countries: A Case Study with China*. In *Econophysics and Economics of Games and Social Choices and Quantitative Techniques*, Springer-Verlag Italia
3. Nair, A.S, Thakkar, K. 2010. *Determinants of Price to Earnings Ration in Indian IT Services Industry*, In *Sustaining Shareholder Value: Role of Investors and Regulations*, Excel Books
4. Sridhar, G., Kumar, N.R., Murthy, G.N. 2010. *Susceptibility to Reference Group Influence among Rural Consumers* In *Rural Markets*, Excel Books.
5. Velayudhan, S.K.2010. *Variation in customer satisfaction between urban and rural consumers: influence of expectations*, In *Rural Markets:Understanding Consumers and Development Issues: Understanding and Tapping Rural Market Potential*, edited by Velayudhan, S.K, & Sridhar, G

EDITED BOOKS

1. Basu, B, Chakrabarti, B.K., Chakravarty, S.R., Gangopadhyaya, K. 2010. *Econophysics and Economics of Games and Social Choices and Quantitative Techniques*, Springer-Verlag Italia
2. Velayudhan, S. K., & Sridhar, G. 2010 *Rural Markets: Understanding Consumers & Development Issues: Understanding and Tapping Rural Market Potential*, , New Delhi: Excel Books, March

BOOKS

- Monippally, M. M., Pawar, B, S. 2010 *Academic Writing: A Guide for Management Students and Researchers*, *Response Books*, New Delhi, 264p.

BOOK REVIEW

1. Rameshan, P. 2010. “*WTO Negotiations on Agriculture & Developing Countries*”, Anwarul Hoda & Ashok Gulati, Oxford University Press, New Delhi, 2007., pp.294, in *Vikalpa* 35(1), pp.139-41 (Jan-March 2010)
2. Srinivasan, S. K. 2010. Book Review. *Executing for Results: Straight Talk from the World’s Top Business Leaders, The Lessons Learned Series*, Boston: Harvard Business Press, 2008 In *Gitam Journal of Management*, 8:2,pp.203-207, April-June, 2010.
3. Srinivasan, S.K. 2010 Book Review *Leadership Sutras: A pilgrimage towards Self-Mastery, Debasis Chatterjee* (2008) Elsevier, New Delhi, *Indian Management Research Journal*, 2:1, pp.75-77, January-April, 2010.
4. Srinivasan, S.K. 2010 Book Review *More Than You Know: Finding Financial Wisdom in Unconventional Places, Michael L. Mauboussin* (2008), Columbia University Press, Indian Reprint, Collins Business, 2009 in *Global Business Review*, 11:1, pp.115-118, January-April, 2010.
5. Srinivasan, S.K. 2010 Book Review *The Case Study Handbook: How to read, Discuss, and Write Persuasively about Cases, Harvard Business School Press, Boston* In *Vikalpa: The Journal for Decision Makers*, 35:1, pp.144-146, January-March, 2010.
6. Srinivasan, S.K. 2010 Book Review, *Harvard Business Review on Talent Management, Harvard Business Press, 2008* in *Great Lakes Herald*, 4:1,pp.;53-57, March, 2010
7. Srinivasan, S.K. 2010. Book Review *When Markets Collide: Investment Strategies for the Age of Global Economic Change, Mohamed A.El-Erian(2008)*, *McGraw Hill, New York*, in *Global Business Review*, 11.1pp.109-114, January-April, 2010

CONFERENCE PROCEEDINGS/PRESENTATIONS

1. Adhikari, A. 2010. *Unit Level Heterogeneity in Discrete Choice Model: A Hierarchical Bayes Approach with Multi-modal Priors*. New Researcher Conference, Vancouver, Canada, July 27-30.
2. Adhikari, A., Gill, M.S. 2010. *Modeling Cognitive and Affective Advertisement Content with a View to Optimise Purchase Intention of Customers*. 2010 INFORMS Marketing Science Conference, Cologne, June 16-19.

3. Eapen, Leena, M. 2010. ***Impact of the Institutional Reforms on the Performance of the Indian Electricity Utilities***. International Conference on Infrastructure Finance, IIT Kharagpur, Kharagpur, June 3-5.
4. Gangopadhyay, K., Basu, B. 2010. ***Income and Expenditure Distributions: A Comparative. Econophys-Kolkata V***, Saha Institute of Nuclear Physics, Kolkata, March 9-13.
5. Nair, A.S, Thakkar, A. 2010. ***Determinants of Price to Earnings Ratio in Indian IT Services Industry***. Nirma International Conference on Management, Institute of Management, Nirma University, Ahmedabad, January 7 – 10.
6. Sahadev S, Sudershan, S & Purani K. 2010. ***Competitive Psychological Climate, Work-Life Conflict, Role Conflict And Their Impact on Customer Orientation among Call Center Employees***. 39th European Marketing Academic Conference, Copenhagen, June 1-4.
7. Sahadev, S., Sudarshan, S., Purani, K. 2010. ***Impact of Personality Traits on Customer Orientation of Call Centre Workers: The Moderating Role of Role Conflict***. Academy of Marketing Conference, Coventry, U.K., July 6-8.
8. Sajeev, G.P., Sebastian, M.P. 2010. ***A Scheme for Adaptive Web Caching Based on Multi-Level Object Classification***. 3rd International Conference on Intelligent and Advanced Systems (ICIAS2010), Kuala Lumpur, June 15-17.
9. Anitha, V.S., Sebastian, M.P. 2010. ***Connected Dominating Set-based, Weighted Clustering Algorithms for Wireless Sensor Networks***. International Conference on Wireless Communications, Networking and Information Theory (WCNIS2010), Beijing, June 25-27.
10. Shukla, M. 2010. ***Forecasting Demand of Fresh Produce Using ARIMA models***. Managing Agri-food Supply Chain, IIML, April 08-10.
11. Shukla, M., Pati, R.K., Jharkharia, S. 2010. ***Green Supply Chain Management: Literature Review***. NOFOMA Conference, Kolding, Denmark, June 10-11.
12. Shukla, P., Purani, K. 2010. ***Comparing luxury value perceptions in cross-national context***. 2010 Global Marketing Conference, Tokyo, Japan, September 9-12.
13. Sreejesh, Sebastian, M.P. 2010. ***A Revised Secure Authentication Protocol for IEEE 802.16***. International Conference on Advances in Computer Engineering (ACE2010), Bangalore, June 21-22.
14. Sreekumar, M.G. 2010. ***Newspaper Digital Libraries, News-Clipping Services and Long Term Archiving using Greenstone***. IFLA International Newspaper Conference, Indira Gandhi National Centre for the Arts (IGNCA) & IFLA, New Delhi, India. Pp.150-159. February 25-28.
15. Sushmita, N., Pati, R.K. 2010. ***Progress of Managerial Research in the Pharmaceuticals Industry: Implications for the Pharmaceutical Supply Chain***. NOFOMA Conference, Kolding, Denmark, June 10-11.

CONFERENCE: SESSION CHAIRS

1. Gangopadhyay, K. 2010. ***Econophys***, Saha Institute of Nuclear Physics, Kolkata, March 9-13.
2. Sreekumar, M.G. 2010. ***Open Access Initiatives*** ‘Managing Consortia for Small Libraries’, NAACLIN-2010, DELNET, BITS-Pilani, Goa Campus, Goa , June 15-18, 2010.
3. Ramachandran, R., Srinivas, J. and Anand, G. (2010), “***A study on implementation of six-sigma tools and techniques in Indian industry using meta-analysis approach***”, Proceedings of the Second Annual Global Business Summit Conference (GBSC 2010), June 23-25 2010, , Chennai, India, pp.166-187 (Organized by Global Strategic Management Inc. (GSMI), Michigan, USA and Karunya University, Coimbatore, India).

INTERNATIONAL CONFERENCE

1. Dey, S., Khurshed, A (University of Manchester), Nair, S.R. 2010. ***International Conference on Financial Sector Reforms and the Indian Economy***, in association with British Northern Universities India Forum (BNUIF), November 11-13, 2010.
2. Chatterjee, Debashis., Dhal, M., Krishnan, T.M. 2011. ***International Symposium on HR and Leadership Challenges for Businesses in India***, January 28-29.
3. Sthanu R. Nair and Shubhasis Dey: Organized an International conference on the theme Financial Sector Reforms and The Indian Economy held at Indian Institute of Management Kozhikode (IIMK) during November 11-13, 2010.

INVITED TALKS / WORKSHOPS / SEMINARS

1. Gangopadhyay, K. 2010. "**Income and Expenditure Distribution: A Comparative Analysis**". In Econophysics, Saha Institute of Nuclear Physics, Kolkata, March 9-13.
2. Gangopadhyay, K. 2009. "**Demand for Education: Is Culture a Major Determinant?**" In Indian Statistical Institute, Kolkata, December 29.
3. Krishnan, T.N. 2010. **HR for Start-ups**. In Technology Business Incubator Centre, NIT Calicut, February.
4. Nair, A.S. 2010. **Post Budget Analysis**. In D.C School of Management and Technology, Thrissur, February 27.
5. Pillai, R. R. 2010. **Role of Technology and Spirituality in Management**. In Department of Management Studies, National Institute of Technology, Karnataka, January 29
6. Sreekumar, M.G. 2010. **8-Day Workshop on Greenstone & KOHA**, HealthNet , Katmandu, , 8-15 May 2010.
7. Sreekumar, M.G. 2010. **Chief Faculty for the 5-Day National Workshop on DSpace** jointly organized by HP India, INFLIBNET and the Cochin University of Science and Technology, April 20-24, 2009
8. Sreekumar, M.G. 2010. **Faculty**, 'Library Development Programme', School of Management and Commerce, Ahmedabad University, January 29-30, 2010
9. Sreekumar, M.G. 2010. **Faculty**, 3-Day **Workshop** on KOHA Open Source ILMS Software, Dept. of Library & Information Science, University of Madras, March 11-13, 2010.
10. Sreekumar, M.G. 2010. **Invited Speaker**, International Conference on Knowledge Management, Aravind Eye Care System, Madurai, October, 10 2009
11. Sreekumar, M.G. 2010. **Invited Speaker**, Newspaper Digital Libraries, IFLA International Newspaper Conference, Indira Gandhi National Centre for the Arts (IGNCA) & IFLA, New Delhi, February 25-28, 2010
12. Sreekumar, M.G. 2010. **Invited Speaker**, ONGC Library Network Meet, ONGC Chennai, January 9, 2010
13. Sreekumar, M.G. 2010. **Invited Speaker**, Scientific Productivity and Research Impact Enhancement through Scholarly Journal Articles : The Open Access approach, National Workshop on Enhancing Quality in Research Publications, Christ University, Bangalore, April 22, 2010,
14. Sreekumar, M.G. 2010. **Keynote Address**, 'Managing Consortia for Small Libraries', and also served as a member in the panel discussion on "Upcoming Information Environment". NACLIN-2010, DELNET, BITS-Pilani, Goa Campus, Goa , June 15-18, 2010.
15. Sreekumar, M.G. 2010. **Keynote Address**, National Workshop on Building and Managing Digital Repository Using DSpace, Kadi Sarva Viswavidyalaya, Gandhinagar, Gujarat, January 30, 2010
16. Sthanu R. Nair: **Invited talk** on the topic Food Price Inflation at a seminar in connection with the South Indian Management Meet, titled "Vista-2010," organised by the Calicut Association of Management Students and the University of Calicut on October 21.
17. Venkat Raman G: presented a paper Education: The Key to Promote India-China Bilateral Ties in the One-Day Seminar, **Sixty Years of India-China Relations:60 years of co-operation in Economy and Business, Education and Culture** co- hosted by the Embassy of the Peoples' Republic of China and Gitam University, Visakhapatnam on 12th November 2010.

RESEARCH PROJECTS COMPLETED

1. Jharkharia, S. 2010. **SCM Practices in Indian Industries: An Investigation**. SGRP/2008/19
2. Thomas, J., Krishnan, T.N., 2010. **Hindustan Unilever Limited: Aligning Human Resources to Address the Marketing Challenges**. SGRP/2009/25.



The need for ERP experts in India - Professor M P Sebastian

Professor Sebastian, in an interview with the Hindustan Times Horizon on September 8, 2010, reasons out why Indian companies would require more ERP in future. He argues that no company can survive today without some form of ERP and most Indian companies are well aware of this fact. He further explains that ERP helps companies to simplify business process, enhance productivity and customer responsiveness, and enables new business and growth strategies. These are some of the fundamental aspects of any business and if companies do not pay attention to these aspects it would be difficult for them to compete with those who do. There are a few places in India where reputed courses on ERP are offered. Finally, Professor Sebastian mentions that service industries might face problems in implementing ERP due to inadequate requirements definition, resistance to change, or inability to achieve organizational understanding.

Summer Placements 2010-11

Indian Institute of Management, Kozhikode announced the successful completion of the summer placements process for its fourteenth batch of PGP participants (2010-12). The selection process saw participation from over 130 firms. The diversity in the batch was well appreciated by recruiters who seemed quite satisfied to find more varied profiles in terms of academic and professional backgrounds to choose from. The highest stipend offered this year was over Rs.1.5 Lakh and the average stipend saw an increase of over 80% from the previous year.

Sales and Marketing emerged as the most preferred sector with 25% of the total offers made in this vertical. HUL, P&G, ITC, Marico, Colgate - Palmolive, PepsiCo, Asian Paints, Johnson & Johnson, Hindustan Coca Cola Beverages, Madura Garments, Kellogg's, Heinz, Voltas, Tata Steel, Perfetti van Melle, Titan, and Avon among others were part of the summer intern hiring process. Companies from the telecommunication industry like

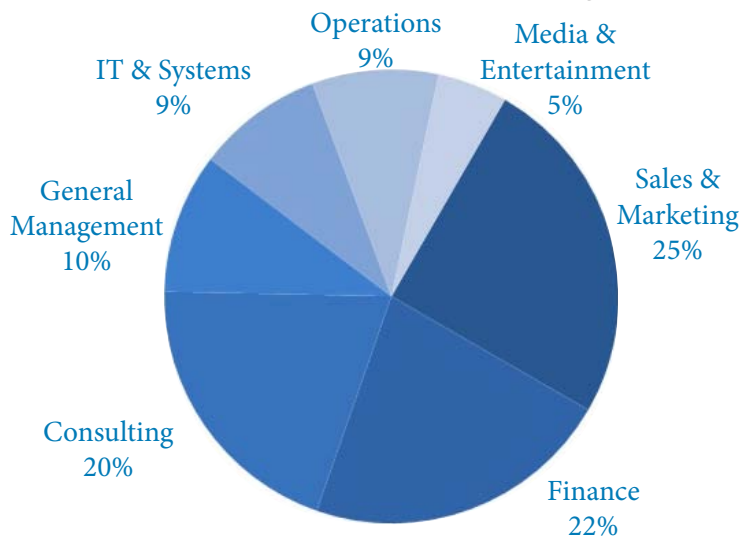


Fig: Vertical wise break up

Bharti Airtel and Idea also recruited from the campus. Banks and other financial services firms continued their revival and extended offers to as much as 22% of the batch. Participation by the likes of Deutsche Bank, JPMorgan Chase, HSBC, Citi, Standard Chartered Bank, American Express, Elara Capital, ICICI Bank, Axis Bank, Singhi Advisors, UTI Mutual Funds, Birla Sun Life, Pears Capital etc. provided the students a plethora of opportunities to intern in the Finance sector, particularly asset management and investment banking. Roles in corporate finance and strategy were offered by business conglomerates like L&T and Escorts Group. Firms that offered roles in the strategy and consulting

vertical included Arthur D Little, Deloitte, PwC, Boston Analytics, Evolution Partners, Aqua MCG, Wipro, Capgemini, Knowledgefaber, Emergent Ventures, Asclepius Consulting, Littler Associates and Mindtree Consulting among many others. Roles in operations and general management were offered by companies like Reliance Industries Ltd, Reliance Power (ADAG), Mahindra, Jindal Power and Steel, Apollo Hospitals, Ashok Leyland, L&T and Bertling Logistics. Prime recruiters among IT companies were Cognizant, TCS, Hewlett Packard, HCL, Patni, Aricent, Genpact and Tata Elxsi which dished out a variety of roles ranging from IT consulting to sales and project management.

In a testimony to the increasing interest shown by students in nonconventional sectors such as media and entertainment, sports management, start-ups, health and wellness etc. students were more than keen to take up opportunities with firms such as MSM India (previously Sony Entertainment Television), Bennett Coleman & Co, McCann Erikson, Ogilvy & Mather, PMG Sports, Apollo Hospitals, Gomolo, Drishtee Foundation and Idobro. As many as 60 new firms which include Saint Gobain, Daimler India, Onida, Cinopolis, Grasim, HT Media, GSS Infotech, Reubro International, UST Global, Astro All Asia Networks Plc participated in this year's process. VCs/ Incubators like Headstart Ventures, Indian Angel Network, Signal Point Partners also participated in the summers process for the first time. Mr Sajiv Nair, Manager – Corporate HR at ITC, which recruited 5 interns, was very impressed with the quality of the participants in the placement process and expressed his satisfaction saying, "We want to build a long-term relationship with the institute. The candidates who participated in the process were top-notch. The placements committee ensured that the process was conducted in a very smooth and professional manner."

We take pride in...

IIMK has always been a B-School with a difference and this difference is seen among students also. Contrary to the common perception, IIMK is not merely a destination for people who want fat paychecks. Many students have already made significant achievements in diverse fields.



Tony Sebastian

Tony Sebastian is the official crossword setter for the national daily, The Hindu. He is also the designer of the column Wordview, an editorial cryptic crossword, published weekly by the international daily, The Mint. Tony is a national-level scrabble player and has won many tournaments including the Barista Scrabble Challenge and the i-Gate international inter-corporate tournament in 2010. He is a guest columnist for popular magazines and websites like Yahoo India and JAM. Known for his word plays and witty blogs, he has a substantial fan following in Twitter and runs a humour snippet called First Slip on cricinfo.com. Being regarded as a youth thought leader, he has moderated many discussions which involved popular authors Anita Nair, Shreekumar Varma, Sarah Joseph and former RAW director Hormis Tharakan. The immensely popular literary club on campus, ProLitCult, was co founded by him.

Nitesh is a living testimony to the fact - "Whatever your incapability, commitment and hard work can turn the tables around". Nitesh was born with a disease called Scoliosis which leads to the weakness of bones of the entire body. He had to undergo major surgeries at All India Institute of Medical Sciences during his childhood for treatment of the condition. From childhood, Nitesh was determined to fight the difficulties that confronted him and to make his parents proud. This resolve resulted in a National Record in 2008 registered in Limca Book of Records for memorizing mathematical tables up to one hundred thousand. Nitesh can multiply up to 5 digit numbers within 2 to 3 seconds. This unique feat was felicitated by the national media like IBN7 and Doordarshan.



Nitesh Kumar Gupta



Maanvi Ahuja

Maanvi Ahuja graduated from Shri Ram College of Commerce in 2008 and worked with a leading international investment bank and a boutique firm for two years before she joined IIMK. She published her first book, "*Of Course, I Love You..!*" in August 2008 right after her graduation. Within three months of being in print, her book found its way to the bestseller lists of The Hindu, Indian Express and India Today. In August 2009, she published her second book, "*Now that you are rich...*" which hit the bestsellers list in January, 2010. More than two hundred thousand copies of her books have been sold so far. Maanvi is also a trained Odissi Classical dancer and has performed at various national-level events.

Kavitha Jayaram, the nightingale of IIMK, is a prodigy who has already made it big in the music industry of south India. She has done playback singing for blockbuster movies in 3 south Indian languages - Malayalam, Kannada and Tamil. Kavitha's talent in music was first recognized when she won two music contests - Surya TV's "*Swaramanjari 2005*" and Jeevan TV's "*Voice of 2005*". But the real recognition came in 2006 when Kavitha was propelled to stardom on winning the biggest music reality show in Kerala - Asianet's "*Idea Star Singer 2006*", outperforming more than 2000 contestants from all over Kerala. Kavitha regularly shares stage with some of the biggest names in south Indian music and has performed at international stage shows in Dubai, Singapore and Kuwait.



Kavitha Jayaram



Imtiazuddin Ahmed

Imtiazuddin has engineering degrees in 2 domains - computer science and mechanical engineering. After his double engineering graduation from BITS Pilani, Imtiaz decided against the 7 digit salary offers from MNCs and joined a start-up "Fiberlink" as one of its first employees. From its humble beginnings, Imtiaz along with Fiberlink's small team of technopreneurs build the company into a leader in the MaaS (Mobility as a Service) domain with revenues touching \$55 million. Imtiaz is a strong believer in contributing back to the society. He, along with some of his partners in Fiberlink founded a foundation called "Aware-n-Active". The foundation worked for underprivileged with a number of NGOs helping them with fund raising, NGO management, sponsorship, education etc. The scope was soon expanded to Microfinance, NGO collaboration, knowledge management etc.

Social Service Group

The Social Service Group at IIMK is committed to serving those who serve. With the motto of 'Live for Others', the SSG organizes a number of programmes for the support staff at IIMK. The support staff includes the security personnel, housekeeping staff, horticulture and mess workers.

The events for the year were flagged off with 'Expressions 2010', a cultural event with the theme of 'Yes, we care' to acknowledge the service and hard-work of the support staff. Students volunteered to bring together the support staff and their families for an evening of fun. Talented students came forward to perform, and games were also organized for the young and the old. Support staff and their families were a wonderful audience and participated enthusiastically, with karaoke singing, dances by the children and even a harmonium recital. A painting competition for kids was also held with the theme 'Global Warming'. Entries were wonderfully heartwarming and were quickly grabbed by the PGP batch in an auction.

Aarogya, a Health camp was held in the month of September for the benefit of the students, faculty and support staff on campus. Partners for the event were Vasan Eye Care and D B Lulu's laboratory, two leading healthcare providers of Calicut city. The camp served as a good opportunity to gauge overall medical fitness levels, with a basic test package that included Eye checkup, Blood sugar, Cholesterol, Blood Pressure & Haemoglobin test. This was provided absolutely free of cost for the support staff, and their expenses



for the support staff, and their expenses were borne by team SSG. Additional tests (Total Cholesterol, Renal Function Test, Lipid Profile, Liver Function Test, Creatinine, Thyroid etc) were available on request at a 50% discount on the listed price. Doctors from the PGP batch participated enthusiastically as consultants. A stall of handmade products by the Pain and Palliative Care (PPC) patients was also set up in connection with the camp. The sales touched a figure of Rs 13810, all of which went to the PPC welfare fund. Despite hectic schedules, the camp saw a good turnout of over 160 participants from the students and faculty who helped make the event self-sustainable. The event was seen as a welcome opportunity for most to measure the toll taken on their bodies by the hectic b-school life.

Another platform is the 'Mess worker's Evening Classes', where the student volunteers teach the mess workers. The students get an opportunity to showcase their social sensitivity which provides them with great satisfaction, apart from providing the mess workers an opportunity to be educated by some of the brightest minds of the country. The response received from PGP volunteers as teachers has been remarkable and their commitment to the cause has been unwavering. This has facilitated classes to be held thrice a week in four shifts to accommodate the timings of the Night Canteen and mess workers. The mess workers have been responding positively to the initiative, which can be credited to both, their enthusiasm, and the efforts of PGP students. Although the present syllabus includes only spoken and written English, it will be expanded to include Mathematics as the classes progress. The IIM Kozhikode student community continues to look for such opportunities to create big and small differences in the society around them.



IIM Kozhikode: Vision 2015 & Beyond

Globalizing Indian Thought Our Vision

“ a unique academic space of global reckoning nurturing the finest management thinking, creating innovative, futuristic, socially responsible and environmentally sensitive practitioners, leaders and educators. ”

Balancing Paradoxes Our Values

Stability

Consistent values and culture

Agility

Adaptive and Responsive internal systems

Global Vision

Impacting global management practices

Local Concern

Solving problems at grass-root levels in local context

Excellence

Setting global benchmarks in research, teaching, training and consulting

Equity

Upholding meritocracy, social justice and multidimensional growth

Hi-Tech

Leveraging technology to go wider and deeper

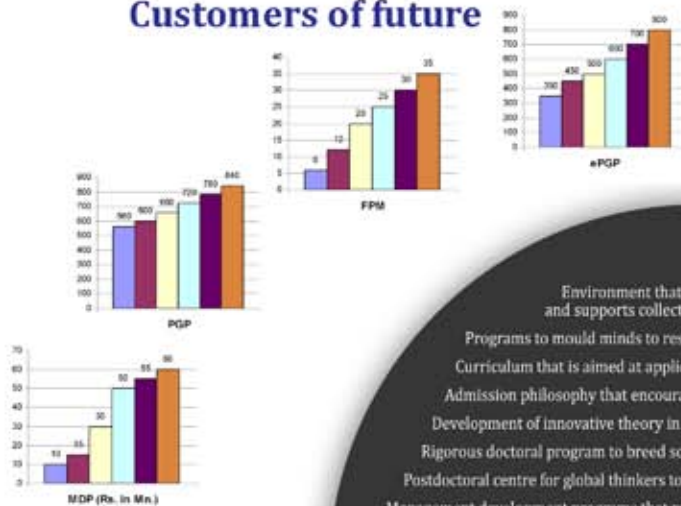
Hi-Touch

Community sensitive and public service orientation

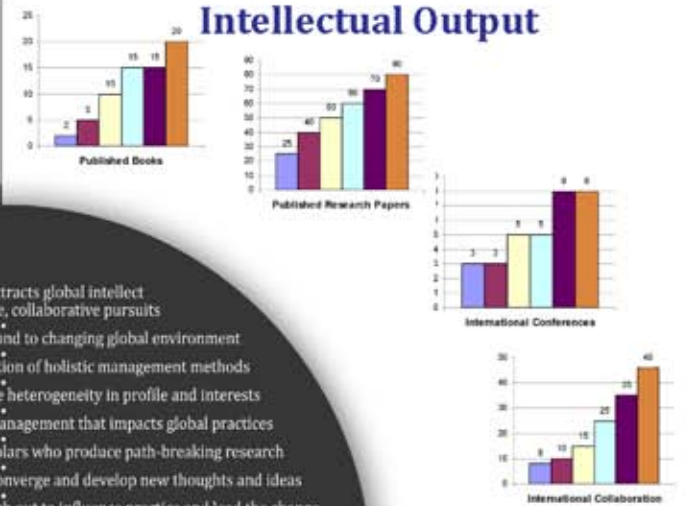


Our Goals

Customers of future



Intellectual Output

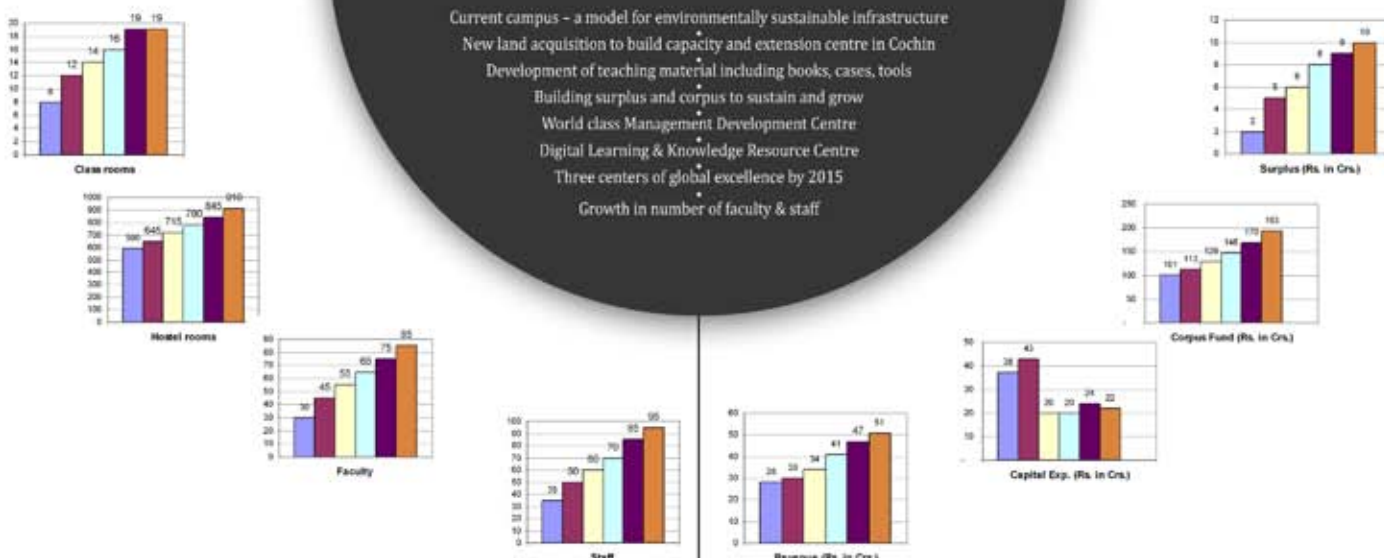


Environment that attracts global intellect and supports collective, collaborative pursuits
 Programs to mould minds to respond to changing global environment
 Curriculum that is aimed at application of holistic management methods
 Admission philosophy that encourage heterogeneity in profile and interests
 Development of innovative theory in management that impacts global practices
 Rigorous doctoral program to breed scholars who produce path-breaking research
 Postdoctoral centre for global thinkers to converge and develop new thoughts and ideas
 Management development programs that reach out to influence practice and lead the change

Impact & Influence

Resources & Reserves

Current campus - a model for environmentally sustainable infrastructure
 New land acquisition to build capacity and extension centre in Cochin
 Development of teaching material including books, cases, tools
 Building surplus and corpus to sustain and grow
 World class Management Development Centre
 Digital Learning & Knowledge Resource Centre
 Three centers of global excellence by 2015
 Growth in number of faculty & staff



Human Resources & Infrastructure

Financial Resources