

# IIMK News

*Globalizing Indian Thought*

Vol. 5 (2) June 2011



Accredited by  
Association  
of MBAs

## 13th Annual Convocation

19<sup>th</sup> March 2011

Chief Guest: Dr. C. Rangarajan

- P4



Rashmi Gupta

Dr. C. Rangarajan



# Congratulations

IIMK family takes pride in congratulating



Prof. Debashis Chatterjee for having been awarded GURUDEV RABINDRANATH TAGORE SAMMAN for his outstanding services, achievements and contributions on the occasion of 150th Birth Anniversary of Gurudev Rabindranath Tagore on 7th May 2011 during the All India National Unity Conference held at New Delhi.



Prof. Abhilash Nair for having been selected for the BEST PROFESSOR IN FINANCIAL MANAGEMENT Award, by CMO Asia with CMO Council and Stars of the Industry Group, Singapore. The award will be presented during the 2nd ASIA'S BEST B-SCHOOL AWARDS to be held on 22nd July 2011 at Suntec Singapore.



# Editorial

With immense pleasure and pride we present the *IIMK News* June 2011 issue. IIMK has been the *first* Business School to have one-third women students, *first* IIM to be accredited by AMBA, *first* B-School to offer a two-year Executive Post Graduate Programme, and the *first* B-School to be accredited for the Executive Post Graduate Programme by AMBA, the *first* B-School to take initiative to create a Museum of Indian Business History, the *first* IIM to sign an MoU with Yale University to start a Centre for Excellence in Academic Leadership, and the *first* B-School with focus on Social Entrepreneurship and Environmental Management. IIMK recently has introduced a compulsory course on business ethics and environment management.

This edition of IIMK News showcases the excitement and experience of Executive Education students. The recently conducted in-campus module (May 01-07, 2011) for the EPGP/EMEP was attended by 252 executives from all over India and they all cherished every moment they spent in the green campus of IIMK in God's Own Country.

Having pioneered Executive Education in 2001, IIMK has been continuously improving its Executive Education. With an enrollment of over 275 students for the two-year EPGP, and over 350 students for different one-year Specialization Programmes, IIMK has established a significant place for itself in executive education in India.

All students of Executive Education are middle or senior level corporate managers from different verticals spread all over the country. In addition to regular Executive Education programmes, IIMK also offers several Management Development Programmes and Faculty Development Programmes.

The admission to the EPGP and other specialization programmes is through a nationwide rigorous selection process. The executive education programmes have in-built flexibility that allows the participants to acquire necessary knowledge and skills, without adversely affecting their official duties. Classes are regularly conducted through two-way Audio & Video communication (teleclassroom) and real time synchronization with streaming facilities that creates a virtual "classroom" and a learning environment. These programmes have two modules; the participants attend classes by logging in to any of the 300 plus high bandwidth networked classrooms that are present in the country, and a complementary component, called the in-campus module that is managed from IIMK's campus at Kozhikode.

As always, we appreciate the encouragement from many of you, and undoubtedly it is your support that makes possible this latest issue of IIMK News. The editorial committee acknowledges the many contributions and thanks you. We look forward to your continuing support.



# Congratulations

IIMK family takes pride in congratulating

Prof. Atanu Adhikari for having been selected as "Emerging Scholar" by Academy of Marketing Science. He is invited to attend Emerging Scholar Faculty Consortium and World Marketing Congress in July. Eighteen such emerging scholars are selected from the US, UK, Australia, India, France and few other countries and a part of travel support will be provided by the Congress. The selection was done on the basis of research potential, teaching diversity, CV and recommendation of head of the school.

# Contents

- P4 13th Annual Convocation
- P5 When You Succeed, Do Not Forget Your Roots
- P6 Follow your compass; Not just your clock...
- P7 Economic Growth and Some Concerns
- P8 Faculty Publications
- P9 In-Campus Module
- P10 FDP 2011
- P11 MDP 2011
- P15 MDPs conducted and feedback
- P16 e-Backwaters
- P17 MSME at IIMK
- P18 Too many customizations too bad to the Enterprise
- P20 ePGP Experience
- P22 Sharpen Your Axe Need of Executive Education

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# A Walk In The Campus

The hills,  
The red soil,  
The low hanging cashew fruit  
And the unreachable coconuts  
The mundane is transformed to magic  
And magic starts motion  
The fearlessness is accentuated  
The ambition fired  
With feet on the ground  
And a spring in the step.  
Hills around appear conquerable  
With a little help  
The walking distance seems doable  
With the desire to get there...  
While another part of me has already arrived

I walk  
And I don't give up  
So a part of me has mastered.  
I meet inspiration  
I inspire  
I believe in magic,  
So I see it  
All in a walk  
Freedom and Discipline  
Inspiration and Grit  
Independence and Seeking  
And Magic - All in a walk.

- Garima Dhamija  
ePGP-03-113





# 13th Annual Convocation of IIMK

The 13th Annual Convocation of IIMK was held on the 19th March 2011. On the recommendation of the Faculty Council 289 students were awarded the Post Graduate Diploma in Management in the 13th Annual Convocation of IIMK was held on the 19th March 2011. Also 36 students were awarded the Executive Post Graduate Diploma in Management. The following students were awarded gold medals in appreciation of their performance in the PGP Programme.

Turakhia Sudeep Hemant (PGP/13/242) was awarded the Indian Institute of Management Kozhikode Gold Medal for FIRST place in Scholastic Performance.

Shivam Nayak (PGP/13/172) was awarded the Indian Institute of Management Kozhikode Gold Medal for SECOND place in Scholastic Performance.

Love Sharma (PGP/13/278) was awarded the Indian Institute of Management Kozhikode Gold Medal for THIRD place in Scholastic Performance

Hegde Santosh Rathna Varma (PGP/13/021) and Rashmi Gupta (PGP/13/230) were awarded the Indian Institute of Management Kozhikode Gold Medal for Best All Round Performance.



# When You Succeed, Do Not Forget Your Roots

Dr. A.C. Muthiah,  
Chairman of the IIM K Board of Governors and Society

Dr. A.C. Muthiah welcomed the Chief Guest, Dr. Rangarajan, Chairman of the Prime Minister's Economic Advisory Council, by acknowledging his contributions to the nation as one "responsible for the process of fiscal decentralization, who pushed ahead economic reforms to free the economy to achieve accelerated growth."

He then urged Dr. Rangarajan to extend reforms to education, "I wish the same may happen in the field of education as well. Let the government free it from the strangulating control that it is tied down in - at all levels - primary, secondary, graduate and post graduate fields. India's literacy rate is far below if we take 100 countries in the world ... our higher education enrolment ratio is amongst the lowest. Knowledge has become the most important factor in economic life and thus we need some serious introspection in the field of human resource development."

In referring to IIMs, he continued, "Government should use these institutions wisely by freeing them from all operational control while charging them with responsibility to provide the benchmarks for quality education needed by the society. These institutions must be supported and encouraged to compete with the best institutions in the world. Foreign universities are entering India with freedom of operation. If our Institutions have to compete with those foreign institutions, Government has no other choice but to unshackle their restrictive control."

"Sir, as Chairman of Prime Minister's Economic Advisory Council," Dr. Muthiah urged the Chief Guest, "we look up to you for your active support in the field of education as well. Government needs to substantially increase the financial allocation to higher learning."



He praised IIM K's decision to offer a compulsory business ethics and environment management course. He highlighted the numerous international linkages in the form of academic exchange agreements with top business schools, and the Institute's stellar placement record. The 13th convocation also marked the graduation of the first e-PGP batch of 36 students from the Interactive Distance Learning Programme (IDL). About IDL's contributions, he said, "It is the first of its kind for the working professionals. This has facilitated those who are deprived of a management education through the normal channel to obtain the same by attending the classes at their respective cities."

Dr. Muthiah also highlighted IIMK's recognition as the fourth best management institute in India (Business World), and the best business school in South India (Indian Express). He pointed out that the 14th PGP batch has one-

third women students, a notable first among IIMs. He spoke about the newly received international accreditation from Association of MBA (AMBA), which puts the Institute in the league of the world's foremost business schools. He pointed out the growth in the Fellow Programme in Management, IIMK's plan to create a Museum of Indian Business History, and its recognition as one of the Centres for Development of Digital Libraries in the world.

In concluding, he exhorted the students, "To succeed, you have to take initiative and make an effort to excel in whatever you do. Be versatile. Look beyond what you already know or what you have been trained in. In the future, what will matter most will be your willingness to pick up new knowledge and skills, and to keep looking for new applications and new ways of doing things. But above all, when you succeed, do not forget your roots."



# Follow your Compass; Not just your Clock...

Prof. Debhasis Chatterjee,  
Director, IIMK

Prof. Debhasis Chatterjee, Director, IIMK in his convocation report brought out the significant contributions of IIMK in the recent few months. In January this year IIMK became the first IIM to be put on the world map for PGP as well as EPGP programmes by the global accrediting body, Association of MBAs based in London. IIMK was the first IIM to sign as MoU with an Ivy League University such as Yale to start a Centre for Excellence in Academic Leadership.

IIMK is the first IIM to put gender diversity on the agenda of higher education in India. IIMK has taken social inclusion from mere political rhetoric to reality in education space. It is hoped that by giving women their due IIMK will enhance the rhetoric of higher education that will include the other half of mankind.

IIMK made history by actually starting a museum of Indian business history and challenged geography by pioneering innovative EPGP programs that allow geographically dispersed people to attend classes at IIMK virtually. Consequently, IIMK is able to establish and maintain a bonding with a larger population than just with those who live on campus.

The core faculty strength has crossed the half a century mark a little faster than Tendulkar's one day international hundreds. The sheer class and diversity of our faculty includes talent from the US, Australia, Singapore the best institutions of India as well as the first Indian to have acquired a Ph.D from a mainstream Chinese University. The cutting edge research done by IIMK faculty in the areas of health environment and education will we hope help shape policy and solve some of India's most intractable problems in the years to come.

One of the doctoral students was awarded with Best Paper Award for research paper on "Reducing the Environmental Impact of IT in India", in the 4th IIMA Doctoral Colloquium. Another Student of PGP 13 won the Citi Women Leader Award sponsored by the Citi Bank NA reaffirming that IIMK's unique presence will be felt in the Nation's board rooms within a decade from now. IIMK is on the threshold of launching a unique research journal called Management and Society that would be one of its kind in the world.

Management Development Programmes at IIMK saw tremendous growth this year. Open enrollment programmes registered more than 100% growth. IIMK is poised to leave its footprints globally in the executive education space in the coming year. Management Complex with an investment of approximately of Rs. 50 Crores combing the art of management with the science of Ayurveda will be the most sought after executive education facility anywhere in the country.

The Social Service Group of IIMK launched the mini marathon last year. A woman called Preeja Sreedharan who won that



IIMK Marathon went on to win the Gold medal in Asian Games in 2010. This year students created a major social impact through the Mini Marathon embracing the theme 'Transforming Lives', and raised funds that were dedicated to the cause of differently abled children.

Professor Chatterjee said to the parents,

*"In the audience today I see very proud parents of graduating students. I must confess that your children are the reason why this world is so optimistic about India. From this day onwards as they move beyond this campus they belong to India and the larger world and not just to you. Let me recall for you, those immortal lines from the great Lebanese mystic poet Gibran,*

*Your children are not your children  
They are the sons and daughters of Life's longing for itself  
They come through you but not from you  
And though they are with you yet they belong not to you  
You may give them your love but not your thought  
For they have their own thoughts  
You may house their bodies but not their souls  
For their souls dwell in the house of tomorrow  
Which you cannot visit not even in your dreams."*

Professor Chatterjee ended his talk mentioning about the growing performance on the placement front. 122 Companies vied for 290 students with 3.43 offer per Company. In short IIMK is SOLD OUT. "I hope that this glittering pool of talent I see before me will not sell out their integrity or rent out their conscience. Your conscience may remind you that one of you sitting here has been offered a salary that is 120 times the per capita income of the average Indian. You have therefore got to contribute to the nation at least 120 times more than the average Indian does in order to balance the equation of life. For to the one who is given the most, the most is demanded."

# Economic Growth

## and Some Concerns

(Convocation Speech)

Dr. C. Rangarajan,

Chairman, Economic Advisory Council to the Prime Minister

Dr. C. Rangarajan started his talk with the blessing, "May you grow up to provide effective leadership over this century. In a sense, your future is intertwined with the future of this country. You also have an opportunity to shape it. Youth is driven by idealism and ambition. Idealism without ambition may not achieve much but ambition without idealism can be dangerous. May you combine the two in the right proportion."

Dr. Rangarajan then recounted India's remarkable journey starting from the policy initiatives launched July 1991 to the present: "The objective is simple and that is to improve the efficiency of the system." And this is to be achieved "by removing the barriers to entry and the restrictions on growth of firms." In doing so, "The New Economic Policy of India has not necessarily diminished the role of state; it has only redefined it, expanding it in some areas and reducing in some others. As it has been said, somewhat paradoxically 'more market' does not mean 'less Government', but only 'different Government'."

Even as he acknowledged the likelihood of high growth rates for the economy - "the Indian economy will grow at 9 per cent in 2011-12" - he offered caution, "growth and equity must be weaved together to provide a coherent pattern of development." Further, though "the broad macro economic parameters relating to savings and investment are



conducive for achieving a high growth rate. However, for this to happen, we also need to remove the constraints that may come in the way."

He then addressed constraints to growth and the immediate need for "managing inflationary pressures particularly food grain prices." He possibly challenged economics orthodoxy by saying, "I do not subscribe to the idea that high growth demands higher level of inflation."

In the medium term, the sectors that pose a challenge are "the farm economy and the power sector." The "farm economy is primarily constrained by the relatively low levels of yield in major cereal crops and pulses."

He isolated electricity shortage as among the most critical infrastructure deficits, "Government is the largest player in production, transmission

and distribution of power and a high order of Government intervention in capacity creation and other supportive components of electricity business is crucial to sustaining a high growth rate..."

In concluding, Dr. Rangarajan addressed the issue making daily headlines: "That good governance is at the very heart of economic growth and poverty reduction and even political legitimacy is now a part of conventional wisdom... good governance is the manner in which the authority of the state is exercised in the management of country's economic and social resources in maximizing welfare. In the ultimate analysis it is the quality of governance that separates success from failure in economic development. Good governance requires at all levels administrative systems that are efficient, effective and accountable."



## FACULTY PUBLICATIONS MARCH - MAY 2011

### BOOK CHAPTERS

1. Anitha, V.S., **Sebastian, M. P.** 2011. "Multi-Purpose DS-based Cluster Formation and Management in Mobile Ad Hoc Networks," in Innovations in Mobile Multimedia Communications and Applications: New Technologies, Ismail Khalil and Edgar R. Weippl (Eds.), IGI Global, USA, pp. 1-20.
2. Sajeev, G.P., **Sebastian, M. P.** 2011. "Analyzing the Traffic Characteristics for Evaluating the Performance of Web Cache Systems," in Web Engineered Applications for Evolving Organizations: Emerging Knowledge, Ghazi Alkhatib (Eds.), IGI Global, USA, pp. 196-210.
3. Manu Pillai, **Sebastian, M. P.** 2011. "Improving Energy Efficiency and Throughput in Heterogeneous Mobile Ad Hoc Networks," in Innovations in Mobile Multimedia Communications and Applications: New Technologies, Ismail Khalil and Edgar R. Weippl (Eds.), IGI Global, USA, pp. 37-49.
4. Abdul Haleem, P.P., **Sebastian, M. P.** 2011.. "Optimizing Resource Consumption for Secure Messaging in Resource Constrained Networks," in Innovations in Mobile Multimedia Communications and Applications: New Technologies, Ismail Khalil and Edgar R. Weippl (Eds.), IGI Global, USA, pp. 21-36.

### ARTICLES IN JOURNALS

1. **Anand, G.** and Kodali, R. (2011), "Design of lean manufacturing systems using value stream mapping with simulation - A case study", Journal of Manufacturing Technology Management, Vol. 22 No. 4, pp.444-473.
2. **Bahinipati, B. K., Deshmukh, S.G.** (2011) The Issues and Perspectives of Business Transformations in Semiconductor Industry Supply Chain: Reviews and Insights, International Journal of Business Insights and Transformation, Volume 4, Issue 1 (October 2010- March 2011), pp. 23-33
3. **Reena Kohli**, (Accounting and Finance). Article Titled "Target Shareholders Wealth Creation in Domestic and Cross Border Acquisitions in India" published in International Journal of Commerce and Management, Emerald.
4. Anitha, V.S., **Sebastian, M. P.** 2011. Application Oriented Connected Dominating Set-based Cluster Formation in Sensor Networks. Journal of the Brazilian Computer Society, Springer, Germany, Vol.17, No.1, pp. 3-18, March.
5. Abdul Nazeer, K.A., **Sebastian, M. P.**, Madhukumar, S. D. 2011. A Heuristic K-means Algorithm with Better Accuracy and Efficiency for Clustering Health Informatics Data. Journal of Medical Imaging and Health Informatics, USA, Vol.1, No.1, pp. 66-71, March.
6. Sajeev, G.P., **Sebastian, M. P.** 2011. A Novel Content Classification Scheme for Web Caches. Evolving Systems, Springer, Germany, Vol 2, No 2, pp.101-118, June.

### INTERNATIONAL CONFERENCE / SEMINAR

1. **Anupam Das**, March 11, 2011, Politeness and Social Proximity on the Social Network Site Orkut: Some Methodological Issues, Discourse 2.0: Language and New Media, Georgetown University Roundtable.
2. **Bahinipati, B. K.**, Ramesh, A. (2011) The Indian Apparel Industry: A Critical Review of Supply Chains, Proceedings of Tenth International Conference on Operations and Quantitative Management, June 2011, Nashik, India.
3. **Krishna K. Ladha**, The Rise of India's Judiciary as a Key Political Actor, and Aristotle's Politics on Corporate Governance: In Pursuit of the Common Good, Midwest Political Science Association Meetings held at Chicago, USA, March 31 -April 3, 2011.
4. **Saptarshi Purkayastha**, (Strategic Management). Delivered a two day seminar on Doing Business in Emerging Countries at ICN Business School at Nancy, France.

### INVITED TALKS / WORKSHOPS / SEMINARS

1. **Anand, G** delivered a keynote address on a research paper titled "A Study on Implementation of Lean Manufacturing Elements in India Using Meta-Data Analysis" in the "26th National Convention of Production Engineering & National Seminar on New Vistas in Production Technologies", organised by the Institute of Engineers (IEI), Rajasthan State Chapter. It was held at Rajasthan Cooperative Dairy Federation (RCDF) Limited 'Saras Sankul', JLN Marg, Jaipur, during 7th-8th May, 2011.
2. **Anupam Das**, delivered an invited talk on "Interpersonal Relationship and Linguistic Greetings Online: A South Asian Perspective", at Northeastern Illinois University, Chicago, on March 7, 2011.
3. **Krishna K. Ladha**, delivered an invited talk on "The Rise of India's Judiciary as a Key Political Actor" at Copenhagen Business School, Copenhagen, Denmark, May 2011.
4. **Krishna K. Ladha**, delivered an invited talk on "Aristotle's Politics on Corporate Governance: In Pursuit of the Common Good" at the Centre for Finance, School of Business, Economics and Law, University of Gothenburg, Gothenburg, Sweden, May 2011.

### REVIEW OF REFERRED JOURNALS

1. **Anand, G** reviewed research papers for Business Process Management Journal and Science Reviews and Essays.
2. **Krishna K. Ladha**, reviewed an article for the American Journal of Political Science, and another for the British Journal of Political Science.
3. **Reena Kohli**, (Accounting and Finance) reviewed a paper titled "Better Safe Than Sorry: Political Risk Assessment Process in Large American Corporations" for International Business Review - Journal of Science Direct, Elsevier.

### AWARDS AND RECOGNITIONS

1. **Kulbhushan Balooni** was awarded the Visiting Senior Research Fellowship by Asia Research Institute, National University of Singapore (NUS). Currently availing this 3 months fellowship at NUS, starting on April 11, 2011.
2. **Reena Kohli**, paper published in 'International Journal of Commerce and Management', Emerald has been declared as one of top 20 articles downloaded in the first half of 2011.

## In-Campus Module - EPGP03 / EMEP10 (01-07 May 2011)

*An unforgettable experience...*

Vinay Bhutani  
ePGP-03-190

**S**uddenly a sleepy town of Kozhikode was abuzz with activities! Students from outside cities (like Mumbai, Pune, Delhi and elsewhere) started to pour in for their second in-campus module on one sleepy afternoon of 30th May to Kozhikode. I was one among the crowd. However this time my Organizational Behavior (OB) studies started to come into play and were helping me in analyzing? **individual, group and team behavior.**

Important thing to note was that this time around there were known and familiar faces and I saw people exchanging pleasantries and greetings be it in aeroplane and/or at airport. People were able to attach face to the name they would have heard before. A perfect example of crowd transforming into a group was seen when almost 30 people waited in a bus which was arranged by IIMK for transporting people from airport to IIMK campus. In spite of a humid and perspiring atmosphere at Kozhikode, people in the bus waited for almost 45 minutes for another bunch of people who had similar flight timings and were coming from Bangalore. This time there was a tolerance, patience and sense of belongingness and people didn't mind waiting for fellow students. During this time occasionally one could hear the jokes being cracked by few of the students. In the picturesque locations which resembled a resort at hilltop all of us were provided hostel accommodation which was in no terms less than a 3 star hotel comfort.

On the second day itself one could see this? **group transforming into team?** When couple of them took initiatives and formed a cultural committee for a purpose to have more interactions among students and took upon the task to organize intercultural and sports events. One could see the concepts of forming, storming, naming and performing of the team dynamics coming into play during these days. Each classroom gave a name for their own team (Da-bang, Chaplins, C3 and Krazy4) and took upon the task of winning the events. Be it Kaun Bagega CEO (KBC), Ad Mag Show, Roadies and Antakshri and other sports events like Cricket and Kho-Kho the team's sole mission was to outperform each other and win the event. One could hear cheering, clapping, hooting and slogan being shouted to support their own team during various events. Next couple of days was the time when one could see hidden talent of the students? be it singing, acting, mimicking and/or the sportiness of the people in games like Cricket/Kho-Kho.

Students enjoyed the interaction with faculty on two of the nights when a faculty dinner was arranged. There was an excitement and people were eager to take their own picture with the faculty members. We could see the demonstration of the some of the management principles (like self-management, be the change agent etc.) when we saw director Debashis Chatterjee waiting for us and shaking hands with all of us before his inspiring



lecture on Leadership. Earlier known and familiar faces were now friends and colleagues and one could see people exchanging phone numbers, emails etc during after their class. Wow!!! I figured out that it was the **Adjourning Stage??** of the team. People went to their home with pleasant memories of their stay and promised to see each other again for their third in-campus program which they hope would happen during second year of their programme.



## Doctoral Research in Marketing and Behavioral Sciences

(July 11-16, 2011)

Co-Ordinator: Prof. Joshy Joseph

### For Whom:

Faculty in Marketing Management, other behavioral science areas. The program is designed for faculty members interested taking up doctoral research work in marketing (and other behavioural sciences areas in management). The program will also be useful for teachers offering courses in research methods or marketing research.

### Coverage:

Appreciating importance of research and publication in academic career, important and interesting problems in research, how to read a research paper and review literature in a research domain, how to identify and evaluate possible research themes? Introduction to Research Methodology and Research Design.

## Business Intelligence and Knowledge Management

(July 18-22, 2011)

Co-Ordinator: A. K. Swain

### Course Outline:

The following sections will be covering pedagogical aspects (such as case methods, games, simulation, role-play, project, puzzles etc.), conceptual underpinning, recent trends, and research in the related titles.

- **Business Intelligence and Knowledge Management:** Human heritage, data, information, knowledge, intelligence and other human brain traits, interrelationship among various brain traits, BI and KM Solutions.
- **Sticking to Core Values:** Business Processes, business rules, business models, business strategy and their interrelationship for BI and KM system development.
- **Technology and Tools:** KM and BI tools, techniques and technologies.
- **Data/Information Warehouse:** Concepts, processes and development.
- **Business Insights through Analytics:** Concepts, knowledge creation and discovery, multidimensional analysis, OLAP, data mining, knowledge dissemination and applications.
- **Advanced Data Mining:** Use of advanced methods for acquiring business insights.
- **Visualization:** Dashboards, scorecards etc.
- **Applications:** Various applications of BI and KM in all disciplines of management.
- **Hands-on:** Use of standard data analytics tools (Statistica, XLMiner, Clementine, Excel etc) for knowledge discovery.

### For Whom:

Faculty members handling PG/degree level courses.

## Advanced Corporate Finance

(July 25-29, 2011)

Co-Ordinator: Prof. Abhilash S Nair

### Coverage:

- Introduction to valuation of real and financial assets
- Techniques of valuing operations and opportunities
- Valuing an organization - Select Cases
- Valuing Intangibles - (Brands and Human Capital)
- Application of Real Options to value Managerial Flexibility
- Valuing American Options (Monte Carlo & Numerical Solutions to PDEs)

### For Whom:

The course is targeted at finance instructors and trainers who deal with courses like Advanced Financial Management, Strategic Financial Management and Valuation and Real Options.

## Supply Chain Strategies For Competitive Advantage

(August 01 - 05, 2011)

Co-Ordinator: Bikram K. Bahinipati

### Learning Themes:

- Efficient versus responsive supply chains
- Aligning strategies with needs
- Strategies for efficiency and cost savings
- Counteracting information distortion
- Supply chain collaboration Strategic sourcing
- Resource sharing
- Role of e-markets in supply chains

### Participant Profile:

The programme is primarily targeted at faculty members / researchers from recognized Business Schools who are either presently doing research or planning to get into teaching Supply Chain Management. The participant may also be a young supply chain professional responsible for planning, executing, monitoring and control of related supply chain activities in their enterprises. The programme is a foundation course.

## Workshop On Case Teaching & Case Writing

(August 08-12, 2011)

Co-Ordinator: Prof. Ananadakuttan B Unnithan

### Coverage:

Case Analysis; Case Teaching; Case Selection; Evaluating Case Analysis; Evaluating Class Participation in Case Discussion; Using Cases for Examinations; Case Writing; Writing Teaching Notes; and Alternative Pedagogies in Management Education.

### For Whom:

The workshop is aimed at management teachers who are interested in developing pedagogical skills in Case study based instructional designs. The focus of the programme is on Case Teaching and Case Preparation and is useful for young teachers in management schools. The programme is open to participants who are less than forty year old.

## Operational Excellence Through Lean Six Sigma

(June 20-23, 2011)

Co-Ordinator: Prof. G Thangamani

### Content:

- Six sigma and Lean Philosophies and Principles
- Integrating Lean and Six sigma
- Project selection for Lean Six sigma
- Lean Six sigma methodologies
- Tools and Techniques of Lean Six sigma
- Demonstrating methodology thro' case studies
- Ensuring success of a Lean Six sigma initiative

### Participant Profile:

Managers / Executives responsible for production, quality, maintenance, procurement, service etc.

## Marketing Strategy Laboratory

(June 27-30, 2011)

Co-Ordinator: Prof. Keyoor Purani

### Program Design & Content:

The program has very unique, sandwich structure. Marketing concepts are taught through case discussions/faculty presentations while these concepts are practically applied and tested by the participants through simulation sandwiched.

The learning would be focused around strategic concepts such as segmentation and positioning strategies, competitive strategies, brand portfolio strategy as well as operational marketing - allocation of marketing budget to marketing mix. The program would offer intensive competitive environment and enhance scientific decision making skills. The participants would learn how to analyze the situation using various market research reports, internal data, and intelligence reports. They would also appreciate the relationship of marketing with finance, operations, R&D and other departments within an organization as well as marketing objectives and performance parameters.

### Participants Profile:

Middle level Marketing Professionals - Product Managers/Brand Managers/Marketing Managers from companies operating in consumer markets would benefit the most. Executives in Sales, Advertising agencies and other internal/ external partners to marketing who deal with product/brand managers regularly would also benefit.

## Business And Marketing Strategies For Emerging Economies

(June 29 - July 1, 2011)

Co-Ordinators: Prof. S P Raj (Syracuse University, USA), Prof. Atanu Adhikari

### Learning Objectives:

After the program, you will be able to walk into your workplace with fresh thinking - new frameworks and ideas, new strategies and new ways to resolve business and marketing challenges.

### Specifically you will:

- Gain a deeper understanding of how to know your customers, your brand positioning, and position of competitors' brands to make effective business decisions in an emerging economy. You will have a thorough understanding of what your brand stands for.
- Learn how to utilize research necessary for effective business and marketing strategies.
- Understand effective strategies to exceed customer expectations.

### Participants Profile:

The program is designed for senior level managers with experience between 15 - 30 years, responsible for business and marketing strategy in any organization. Business and Marketing executives responsible for Business strategy, Marketing strategy, Product and brand management, or customer relationship management will find the program particularly relevant to their organizations.

## Capstone® Business Strategy Simulation Workshop

(July 6-9, 2011)

Co-Ordinators: Prof. Saptarshi Purkayastha, Prof. Nanadakumar M.K., Mr Dharam Pal (Capstone®)

### Program Design & Content:

Each seminar shall have a maximum of 6 teams, each team having a maximum of 6 persons. There are six functions in the simulation viz. R&D, HR, TQM, Production, Marketing and Finance. There are five market segments with one product each on the day one of the simulation. Participants can introduce another three new products (NPD) in market segments of their choice. They may also opt not to continue with any of the original 5 products during the simulation depending upon their financial and business strategy. They may even opt to exit from market segment(s).

Each seminar shall have a maximum of 8 rounds. Each round is equal to one simulated financial year. Teams will get a total of USD 100 million to run their business. They are required to make decisions regarding inventory, cash management, R&D, working capital requirements, capital budgeting, promotion and advertising, TQM, HR etc. The teams would be evaluated against each other in terms of profit, stock price, market share, ROA, ROS etc.

### Participants Profile:

The programme is meant for managers of medium and large sized organizations with aspirations for growth. Organizations would benefit more from the programme if they sponsor a team of managers.

## International Financial Reporting Standards (July 7-9, 2011)

Co-Ordinator: Prof. Sudershan Kuntluru

### Learning Outcomes:

This programme would be useful to executives who want to enhance their knowledge in preparing and understanding of financial statements. It also facilitates in making more informed decisions.

- Provides an in-depth analysis of the accounting and disclosure requirement under IFRS.
- Enables the participants to understand the IFRS framework by keeping into consideration the Indian financial reporting requirements (Indian GAAP) in perspective and explain the differences in Indian GAAP and IFRS.
- Understand the approach to restate and interpret the financial statements as per IFRS.

### Program Themes And Coverage:

- Overview of Indian and International Accounting Standards
- Reporting Standards - Why, What, How and When
- IFRS frameworks
- Significant concepts in IFRS
- Impact of IFRS on Indian Economic environment
- Preparation and Presentation of Financial Statements (IAS 1)
- First-time adoption and Options available (IFRS 1)
- Revenue Recognition and related IFRICs
- Property, plant & equipment (PPE) and intangible assets
- Financial Instruments
- Consolidated financial statements
- The effect of change in foreign exchange rates
- Approach to IFRS conversion
- IFRS: impact on various industries and sectors
- Case Studies

### Participants Profile:

Executives who belong to the functional area of accounting and finance from any organization would greatly benefit from this programme. However, executives belonging to other functional areas may also benefit from this programme provided they possess the basic knowledge of accounting tools and techniques and their job structure requires them to understand and utilize financial data for planning and decision making purposes. Accountants, auditors, financial analysts, professional members like CA, CS, CWA, and corporate and investment banks would greatly benefit from this programme.

## Marketing Research By Frontline Managers (July 7-9, 2011)

Co-Ordinator: Prof. Atanu Adhikari

### Learning Objectives:

- After the program, you will be able to walk into your workplace with new ideas, new strategies and new ways to resolve business and managerial challenges.
- Gain a deeper understanding of how to capture relevant

information of your customers, competitors and products / brands that influence business success.

- Learn qualitative and quantitative research skills necessary for day to day operation and to have leadership in an entrepreneurial business world.
- Learn how to understand consumer's perceptions about your products, competitors' products and what type of product they actually need.
- Understand effective strategies to exceed customer expectations

### Participants Profile:

This is the program you are looking for if you are a manager with 2 to 7 years of experience, a professional with management responsibilities lacking any formal business education, a specialist who need more understanding of how to capture and analyze business information, or someone who simply wants exposure to the most current practices of research to use in short term and long term decision making.

## Performance Management

(July 8-10, 2011)

Co-Ordinators: Prof. Manoranjan Dhal  
Prof. Ananda Dasgupta

### The Learning Components:

- Identify employee training needs.
- Document criteria used to allocate organizational rewards.
- Forming a basis for personnel decisions: salary increases, promotions, disciplinary actions, etc.
- Provide the opportunity for organizational diagnosis and development.
- Facilitate communication between employee and administrator.

### Participants Profile:

HR-Managers from Public and Private Sectors

## Introduction To Business Data Analytics (July 11-13, 2011)

Co-Ordinator: Prof. Ashraf S

### Contents:

- Business Data Analytics - opportunities and Challenges
- Basic Statistics - sampling and data summarization
- Introduction to some statistical packages
- Pictures make you smarter - scope of data visualization
- Art of falsification - Hypothesis Testing
- Evidence strengthen your belief - Bayesian Approach
- Decision making tools and techniques in analytics
- Analysis of Variance
- Predictive Analytics - Regression models
- Business analysis using cloud programming
- Mining for associations

### Participants Profile:

Engineers or Business Executives interested in getting an

introduction to Data Analytics.

## Accelerating Sales Force Performance (July 14-16, 2011)

Co-Ordinator: Prof. G Sridhar

### Program Themes:

- Going to Market
- Structuring for Sales force
- Personnel issues in Sales force
- Motivating and leading the sales force
- Technology and Sales force
- Building a potent sales force culture

### Participants Profile:

The programme is targeted for the middle level executives like Area Sales Manager/ State leaders, Regional managers.

## General Management Program For Middle Level Managers

(July 18-23, 2011)

Co-Ordinator: Prof. Anandakuttan B Unnithan

### Program Themes And Coverage:

- The general manager's job and the challenges of managing a business unit in today's complex and competitive environment
- The foundations of strategic management
- Managing the threats from external environment
- Strategies for managing competition.
- Leadership and strategic change management
- Corporate Governance and managing Stakeholder expectations
- Analysing cross functional problems and designing solutions. Functional level strategies.

### Participants Profile:

The programme is specifically targeted at middle level managers who are expected to move up to general management roles in the near future. Participants from technical roles as well as middle level managers from various functional roles are encouraged to apply.

## Social Media And Consumer- Driven Marketing (August 3-5, 2011)

Co-Ordinators: Prof. Keyoor Purani  
Prof. Anandakuttan B Unnithan

### Program Coverage:

- Understanding Social Media and Word-of-mouth
- Antecedents and consequences of consumer conversations
- Social Media Landscape
- Framework of Managing Consumer-driven Marketing Communications
- Social Media Mix and Platform alternatives
- Buzz Marketing
- Influencer-led Consumer conversations

- Viral Marketing
- Social Networking and other online conduits
- Blog Marketing

### Participants Profile:

The programme is designed to appeal the middle to senior level marketing professionals. Brand managers/ product managers and marketing professionals involved in consumer markets will benefit the most from this programme.

## Human Capital Metrics And Valuation (August 8-10, 2011)

Co-Ordinator: Prof. Abhilash Nair  
Prof. T N Krishnan

### Programme Contents:

The program is divided into five phases.

#### Phase 1: Introduction to human capital

- Role of Intangibles in creating Value
- What is Human Capital
- Perspective and Evolution of Human Capital
- Managerial Implications of Measuring human Capital

#### Phase 2: The Building Blocks

- Identifying Human capital which generates value
- Human capital development and measurement framework
- Factors driving human capital
- Maximizing the value of human capital - Assessing Rol

#### Phase 3: The Measurement Models

- Basics of Valuation
- Cost Based Models of Human Capital
- Economic Value based Models of Human Capital
- H.R. Valuation and Stock Prices

#### Phase 4: Performance Measurement, Rewards and Value Creation

- Economic Value Added - Linking compensation and performance
- Balanced Score Card - Aligning individual and organizational goals
- Management by objectives
- Incentive Strategies
- Phase 5: Recent Developments
- H.R. valuation under uncertainty
- Application of HR Valuation techniques in own organizations

### Participants Profile:

Middle and Senior Level HR, Finance and Accounting Executives, HR Consultants, Chief Information Officer or Personnel in charge of planning Decision Support Systems, Investment Valuation Firms and Employees who are in charge of Investor Relations.

## Business Forecasting (June 8-10, 2011)

Co-Ordinator: Prof. Kausik Gangopadhyay

### Learning Themes:

- Basic ordinary least square regression: Prospects and



## INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE Management Development Programme Leading Schools (April 21-23, 2011)



- problems
- Time series data: an introduction
- Secular trend and seasonality: De-trending and smoothing techniques
- Stationary and non-stationary time-series
- AR, MA and ARMA processes: Box-Jenkins Methodology
- Integrated processes of order one and more: ARIMA models
- Cointegration and spurious regression
- Vector Error Correction methods
- Financial time series: ARCH and GARCH models

- Project Organization, Teams & leadership
- Negotiation and conflict management in projects
- Software Project Management (Frame works & Models)

### Participants Profile:

This program is ideally suited for Project Managers and Project Leaders with at least 4-5 years of work experience in a project environment. Middle and senior level executives responsible for managing change and new initiatives are also eligible. Also, professionals with 4-5 years of experience who work on projects in various capacities and career changers can enroll for this programme.

### Participants Profile:

The participants of this program will require basic knowledge of econometrics and statistics, acquired through either formal training or job experience. Participants, who have no exposure to data-based inference, will find this program a good place to start practicing hands-on analysis and estimation of data using relevant software. Managers who are already making qualitative and quantitative inference from various types of data will also find this program helpful in making their business decision-making systems capable of handling an extensive range of economic data-generating processes.

### Project Management

(August 22-25, 2011)

Co-Ordinator: Prof. Rupesh Kumar Pati

### Coverage:

- Introduction to Project Management
- Project Selection & Formulation
- Project Time and cost estimation
- Developing Project Plan
- Resource Management
- Managing uncertainty in project
- Progress, Performance measurement and evaluation
- Critical Chain Project Management
- Project Quality

### Managing Growth For Small & Medium Business (August 17-19, 2011)

Co-Ordinators: Prof. Rajesh S Upadhyayula  
Dr. Sandeep K. Krishnan

### Learning Themes:

- Organization Essentials: Vision, Mission and Values
- Organizational Strategy: Strategic Positioning & Creativity
- Organizational Performance: Balanced Score Card and Performance Management
- Managing Marketing for growth: Marketing techniques for growth, Corporate Communications and Organizational Marketing & Managing Finance for growth: Optimal capital structure, Managing Private Equity & venture capital, IPO,
- Managing Human Resources for growth -Recruitment, Training and Development and compensation
- Technology for growth - innovation, technology absorption, patenting

### Participants Profile:

The Programme is intended for CEOs or the direct reportees of CEOs / Managing Directors of small and medium businesses.

### Feedback - Leading schools:

“Words are not enough to describe the experiences. “When the heart is full, words are few.” Prof. Chattejee’s sessions resonated the dormant energy in me. Definitely it will make a difference in the days to come. HATS OFF SIR!”

Mr. Deepu Joseph  
Vice Principal,  
Marygiri Sr. Sec. School, Kannur

“We had an enormous session with brightest and inspirational ideas to lead the school how it has to be led. I personally carry these impacts in building my organization to greater height. There were good and happy interactions with other

principals and able to see their perspective. Happy to be among nobles.”

Mr. Nakeer Raza Syed  
Senior Principal,  
Noble School, Bangalore

“Probably the best decision I have taken in my life to attend this programme to get transformed and nourish the limited potential to the unbounded infinity. There are no idealistic ways to achieve your dreams but the programme gave the insight of achieving excellence in idea creation and transforms life. Kudos to IIMK and Prof. Debashis. Let this programme be continued through network of getting all principals/schools teachers.”

Cdr. Simon Xavier  
Commander, Indian Navy, Kochi

## IIMK family welcomes the new faculty



Manish Kumar  
manish@iimk.ac.in

Manish Kumar is an engineering graduate in Instrumentation Technology from Visvesvaraya Technological University, Belgaum. His doctoral dissertation, titled 'Workplace Identity: Explorations in Structure and Dynamics' looks at individual identity of organizational members from 'Needs' perspective. His present research interests are in the areas of organizational identification, social exchange mechanisms, and individual outcomes. He has publications in peer reviewed journals and his works have been accepted in national and international conferences such as Academy of Management, Asian Association of Social Psychology, Indian Academy of Management, and National Academy of Psychology.

## FPM ACTIVITIES

Ankita, T. (2011) Capability building in social enterprises - the role of learning. In International Conference of Asian Conference on Psychology and the Behavioral Sciences 2011, Osaka, Japan, March 20-22, (virtual presentation).



## We Take PRIDE In...

IIMK congratulates Mr. Sabyasachi Mahapatra (ePGP-03-072) for his following achievements:

- The Best HR Manager Award in Genius HR Excellence Award 2011 held in Kolkata on 22nd April 2011.
- Guest of Honor 2011 by IIPM, Bhubaneswar during a Guest Session on 2nd April 2011.
- Distinguished Speaker invitation from Arya School of Management and Information Technology (ASMIT), Bhubaneswar, Orissa for Foundation day on 10th March 2011.



# e-Backwaters

Enjoy and know each other! E-Backwaters, a 3 day festival for ePGP-03 and eMEP-10 students, was started with this motto. Imagine 250 executives studying after so many years and coming to stay in hostels. It has to be a blast and this is what happened. They say learning is a continuous process and there is no end to it, so it true about fun and enjoying the life. All of the participants had really good time to enjoy festival.

The event started by making 4 teams, Dabang the bang, Chaplin's, JIT and KrazY4. The events were organized to see who can prove themselves in selling, sports and cultural activity. Everyday immediately after the classes at 5:30 all the creative heads will assemble in or around auditorium to re-live the past.

**Day 1** started with ROADIES, QUIZ and AD-MAD-SHOW. Rodaies brought out the teenager among all the participants with BUM charades and Movers and Shakers. Quiz was really a challenge with general round and special round like "Know your professor". It was really great to know

that we are being taught by one of the Best young teacher. In AD-MAD-SHOW, Professor Atanu gave the products and participants have to prepare a TV and Radio commercial. The products were as varied as Coconut water, Teenage magazine, Travel agency to? The final commercials really amazed the audience with their special Kottler skills. A special thanks to professor Atanu who provided the subjects for AD, judged them and provided valuable insights into how commercials should be integrated to provide the right message.

**Day 2** was totally for sports buff with BOX Cricket and Kho-Kho. We played cricket on smallest possible ground in world; a small patch in parking area with some strange rules like hitting direct out of ground will be out. All the matches were played in face off mode (we were just for a week in Kozhikode) with 4 over each side. The matches were fought like real battle not even seen in IPL. Same was the scene in Kho -kho where more than the rules, it was the passion which kept the people live on the ground. Tempers were flying high (referee had to



Prof. Reena Kohli

literally ask for security cover). In true sportsman spirit "All was well" when it finished with a sense of enjoyment.

**Day 3** was the pinnacle of the event with the cultural evening to finish the festival. Singers and even non singers had a really good time in singing to old tunes in the Antakshri. Lot of new talented singers were found (and exploited later) during the Vanilla and Ice Cream with Chocolate rounds. It was followed by "Talent" search part of the festival where we found that not only students, but we had very good singers in our professors and their families.

Quite surprisingly, Teams Dabaang and Chaplins (from section A and B) won the contest with a tie.

The function (but not the fun) came to end with an ending speech from Prof. Raju, EPGP chairperson.



The team, who made it happen

# MSME at IIMK

## On Formulating Policies and New Initiatives

A first of its kind MDP on "Formulating Policies and New Initiatives: Senior Managerial Training" was held Feb 7-12 for the Ministry of Micro, Small, and Medium Enterprises (MSME), Office of the Development Commissioner.

Director level and senior officers from over 20 cities across the nation attended the sessions that covered topics in Finance, Public-Private Partnership, Clusters, Leadership, role of SMEs from a comparative international perspective, Human Resources Management for SMEs, and so forth. The highlight was the presentation by the officers of their policy or program recommendations to be taken up for consideration by the Office of the Development Commissioner in the Ministry.

To assist the participants with research and presentations, students from IIMK's PGP 14 batch and members of E-cell volunteered their time and effort. The MDP was an eye-opener for them. From the first day, the participants were divided into five teams and student coordinators Vipul Mehta, Ritesh Jain, Rakesh Singh, Sushant Malve, and Obulesu Nanganuru, assisted the participants.

"I got to know a lot about the scale and money involved in the process. The investments ran into thousands of crores on projects involving SMEs," said Ritesh Jain. Rakesh Singh said, "I never knew the SMEs in India were facing basic problems of getting a constant supply of raw materials. We definitely need corrective measures to ensure their growth."

The teams made their recommendations with the zeal of believers. Only one

team was the winner, the "prize" - opportunity to attend any MDP of their choice for free during the next year.

Students would like to assist with future programs involving government departments. Vipul Mehta said, "I am still in touch with Mr. Vijay Kumar, Director, MSME Delhi. We converse about our project concerning the establishment of a Technology Development Fund which

should MSME be positioned from a Marketing perspective? One telling observation: In aiding MSME, we are aiding Adam Smith's "invisible hand" - the potential for growth from successful SMEs is immense.

A novel element of the program was the opportunity for local entrepreneurs to present their business ideas before the distinguished group, and seek their input



aims to help the growth of SMEs in technology and R&D. I ask him questions about its progress and the next steps. I also do research and suggest to him particular sectors which they may consider for immediate expansion."

The program provided an excellent opportunity for the students to know about the functioning and role of SMEs in India's overall development, issues of technology upgradation, cluster development programs, and vendor development programs.

Faculty who participated in the program are intrigued by the possibilities preparing for the program offered them. For instance, can the data collected from across MSME offices be used for research into specific questions? How

and feedback. Seven local businesses presented their ideas - from software, medical technology, educational solutions to "green" pesticide-free food growth and processing. The incubator center at NIT Calicut, supported by MSME, described the ventures under their wing. Professor Bhawe, who organized the program, nurtures the hope that, given the exposure to a national and influential audience, a local business idea may go national.

The MDP staff led by Mr. Sadanandan deserves congratulations for exceptional logistics support. Mr. Hukum Singh Meena, IAS, Joint Development Commissioner, and his team in Nirman Bhavan, New Delhi, deserves credit for conceiving of the program that IIM K was privileged to host.



# Too many customizations too bad to the Enterprise

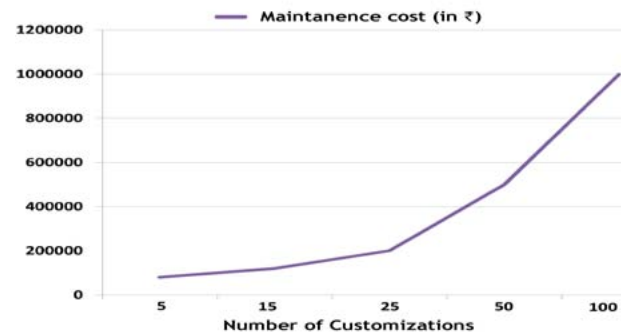
Narasimham A. A.

Sr. Manager, Xerox Corporation

It is very hard to fit an ERP application without Customization(s) to an Enterprise. As each Enterprise has its own set of processes it is hard to buy an off-the-shelf ERP product and implement. Given the complex and global nature of the businesses, requirement/process of one geography may not be relevant in the other side of the geography.

On broader sense, typically customizations can be categorised into

- Business critical
- Location/ geography Specific
- Nice to have / User(s) specific



	Business Critical customizations	Location / geography Specific customizations	Nice to have / User(s) specific customizations
Relationship with business processes	These are required to execute set of processes of a business, without these customizations business processes cannot be executed. These types of customizations are mandatory and organizations cannot sustain otherwise.	These customizations are required for business to adhere with local tax / law policies.	These are user specific and add less value to business operations.
Idle number of customizations to have	10 to 20	30 to 50	As less as possible
Scenarios/Example	Approval Hierarchy Processes. Internal Sales Order Process.	In India Kerala has different Sales Invoice format compare to other states.	Each screen of an application should have a different colour or font etc.,

Cost Implications of customizations : Our experience shows, Development & Maintenance costs of customizations will exponentially grow as the number of customizations increase (See Figure). (As the data we have is bit confidential we adjusted some costs.)

Most of the currently available ERP packages cover all most all the business processes. It is just ignorance of the users or implementers leads to designing of customizations in most of the cases.

Most of the ERP using Enterprises consist of Change management boards / Steering committees BUT most of the members realise the knock-on effects of customizations after implementation rather than initial stages of implementation.

Usually ERP applications release patches in regular intervals of time periods. The real challenge to the Enterprises is applying these patches to their applications without disturbing their existing customizations. Due to high volume of customizations some organizations are creating new positions such as "Patch Governance Manager" / "Patch Governance Body" which in turn cost to the Enterprise.

In many Enterprises, for reporting purposes users need various types of reports and they request for customizations. Instead of going for customizations organizations can use off-the-shelf BI tools and by educating users on BI tools, users can prepare reports on their own which benefits users to better understand processes and reduce maintenance costs to Enterprise.

Based on our experience, we suggest,

- Change management board/Steering committees should include stake holders from all divisions/ departments and members should be quite acquainted with the business processes.
- Business process should drive the customization not group of people.
- Each customization should have complete documentation with clear details about boundaries of the customization.
- Never allow individual preferences to dominate customizations.
- Follow product specific guidelines while designing, developing and implementing customizations.
- Communicate thoroughly while rolling out the customization. Always keep backup plan if in case customization behaves differently and corrupts data / structures.

# A Quarter Comes In Our Life Every Half

Rukmini, U.  
eMEP-10-058

*A Quarter comes in our life every half  
When it becomes difficult to cope up  
Some order fails and some order wins  
The pressure to win breaks its bounds  
Bottled - up aggression suffocates the being  
And catharsis of expression is not open  
In such moment of time how do I write a poem my friend*

*What I said under the Arch lights never works  
What I wrote in the dim light never speaks  
What sort of opportunity I won last never matters  
I am not allowed to day dream for myself except for storage  
In such moment of time how do I write a poem my friend*

*Between the past that was and future that is to be  
All my orders suddenly became my living present  
I only could say to them you are mine, get mine billed, get mine cleared  
At times they looked farther than I thought and needed to draw them closer  
In such moment of time how do I write a poem my friend*

*I found an order or an order found me  
Or was it fate or coincidence or my hard work or our team work  
No matter all these things, our target worked and we won  
Our team will grow strong our relationship nurtured  
We will again go through the same feeling every Quarter  
In a winning moment of time I wrote this poem my friend*

*Thanking all of them who made this H1 work and speak  
Whether heated arguments or odds and ends  
We will continue to deliver and keep trying to win  
In such a moment of time I do write my friend...*



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# We Take Pride In...

Abhik Chaudhuri  
ePGP-03-001

PMP, ITIL V3 Expert, IBM-accredited Senior IT Specialist



Presently is a Project Manager at Tata Consultancy Services and in the 9th year of IT and Business Consulting profession with exposure in Credit Card, Healthcare, Insurance, Telecom, Banking, Manufacturing and Transport Management verticals. A recipient of merit scholarship from U.K and 2-time Bravo Award winner at IBM, Abhik has executed IT consulting projects in diverse environments for reputed clients in the US, Europe, Latin America and Australia.

As an IT Security Administrator he has implemented robust security features in ERP systems and has worked with the Corporate Controller and external auditors for quarterly IT security audits. Four Intellectual Capital Submissions from Abhik have been accepted for internal use by IBM. Very recently he has been an official reviewer for the book "Internal Auditing: Raising the Bar", written by D. Swanson.

Abhik has co-authored a research paper "Auditing Security Risks in Virtual IT Systems" with Prof. SH von Solms, Research Professor at the Academy for Information Technology, University of Johannesburg, South Africa and the immediate past President of IFIP. This has been published in ISACA Journal, Volume 1, January 2011. His paper can be found at <http://www.isacajournal-digital.org/isacajournal/2011vol1?pg=18#pg18>.



# Executives' Learning Experience with IIMK...

It was that 1 year of my life that added knowledge, experience, and friends and transformed me which I had wished for decades.

-- Sarbojit Mishra  
Transition Manager, IBM India Ltd.  
eMEP-10-060

ePGP has given me reasons to get active in my life again. More than 10 years in the corporate world has made me full with rust. The rigour of the ePGP program has shaken me out and I am learning things that will help me succeed in my further journey.

-- Rajiv Gupta  
Manager Amdocs  
ePGP-03-060

Having completed the Strategic mgt course in 2008, what made me to choose IIMK again amongst other choices was that here you get a sense of belonging, the faculty gives their best, and the staff is good. IIMK campus is amongst the best, you get ample time to connect with nature, enjoy the silence. I'll surely recommend where ever I get an opportunity.

-- Sukdeep Singh  
Senior Banker  
eMEP-10-035

An excellent platform to exploit one's strengths, unearth an ocean of knowledge and something great - Knowing great people around you with an incentive of God's own country!

-- Ranjan Chawla  
Program Manager, Fidelity Investment Managers  
eMEP-10-027

Enjoying the 'Back to School' experience!

-- Amit Nayak  
Program Manager, iGate Patni  
eMEP-10-002

EPGP is a great learning experience which I will cherish for the rest of my life.

-- Sivakumar Kalyanam  
Business Manager, wagelok Hyderabad  
eMEP-10-033

Challenging self!

-- Aparna Pai  
Technical Specialist, iGate Patni  
eMEP-10-042

Very good experience where I see value addition in each session I attended. With some world class faculty there is long lasting impression in my career.

-- Parthasarathy V V  
Project Lead- Applications Noetix Corporation  
eMEP-10-053

Combination of excellent faculty, best teaching material and

last but not list experienced working students make it very helpful.

-- Pravin Satpute  
Software Engineer, Red Hat  
eMEP-10-056

The course makes me feel I am back at college and have taken one of the best decisions in my life!

-- Vidya Ramaswamy  
Manager - Business Intelligence, ICICI Bank, Mumbai  
eMEP-10-067

Fantastic journey of formal management education which will ensure that I just don't work but also grow at work.

-- Vikram Kamath  
Senior Engineering Manager Multisource Portfolio Solutions  
eMEP-10-068

To me ePGP means: Extensively Processed Gnosis Propulsion - Transforms executives to Leaders.

-- John Kingsly P S  
Sr. Business Manager, MAN Force Trucks Pvt Ltd  
ePGP-03-124

ePGP is redefining my life in a newer transformed way.

-- Anirban Mazumder  
Consultant Architect, Cognizant Technology Solutions  
ePGP-03-013

By holistic approach, ePGP has helped me to broaden my prospective.

-- Prakash Bharati  
Executive - Sales (Coated Steel) Tata BlueScope Steel Ltd.  
ePGP-03-140

Revisited college days and came back with Ignited mind.

-- Vineet Joshi  
Marketing Manager, Frontiango Life Sciences  
ePGP-03-191

The Executive programme specially designed to enhance knowledge, skills and capabilities and essential for managing and leading organizations, the programme combines skill-building with exploration of good management practices.

-- Anirban Tewary  
Axis bank Ltd.  
ePGP-03-101

A platform to ignite leadership within you!

-- Amit Kar  
Dy.Mgr/Presales Sterlite Technologies Ltd.  
ePGP-03-009

Great networking effect with experienced people across industries.

-- Sreepriya Rajmohan  
Branch Manager ICICI Bank Ltd  
ePGP-03-176

The ePGP experience on campus was nostalgic and it was so good to re-live the student and hostel life after a long time.

-- Chamandeep Singh  
DGM, Tata Communications Ltd  
ePGP-03-025

Those are the very precious days in my life.

-- Gonuguntla sureshbabu  
Executive Manager Vidyanjali  
ePGP-03-032

The learning experience at IIMK had been enhanced with the quality of teaching professionals and the many case studies that were discussed. In the midst of the picturesque campus, students had an opportunity to net-work and understand the working culture of different Industries, given the diverse group present.

-- Ranganath Ananth SVP  
Head Liabilities & FX - Retail Bank & Wealth Management  
ePGP-03-063

The curriculum is well designed to cover the management horizon for working professionals. The teaching methodology and the interactions with the professors are great. The campus visits are icing on the cake.

-- Sembian B  
Business Development Manager Larsen & Toubro Ltd  
ePGP-03-079

Management Mantras For Life!

-- Sowmya Jagadeesh  
Team Lead, IBM  
ePGP-03-082

I was looking for a program similar to a full time MBA. For me, relocating from Cochin was a constraint. This program offered me a similar experience without having to leave Cochin. ePGP definitely has the rigor and intensity of a full time program and we are constantly learning to manage as well as managing to learn.

-- Amrita George  
Project Manager, TCS (Resigned)  
ePGP-03-096

ePGP is continuously challenging us to think beyond our set boundaries.

-- Amritpal Singh  
Dhanjal Project Lead Syntel  
ePGP-03-097

(1) Wonderful experience and different from the usual mechanical life  
(2) Brought back the glorious college life- no work, no wife, no kids  
(3) Excellent Library.

-- Balasubramaniyan Krithivasan  
Development Manager SAP, Bangalore  
ePGP-03-108

The subjects that I learnt and the interaction with my batch mates as well as faculties has helped me gain confidence to do something new and different. It is a great platform to

share our ideas and experiences with others.

-- Eldho George  
Associate Manager, SAP Labs India Pvt Ltd  
ePGP-03-112

A truly enriching experience that makes me feel much younger too - worth every paisa and drop of sweat spent.

-- Gokul Gangadharan  
Associate Project Manager, Lionbridge Technologies  
ePGP-03-116

ePGP03 has been a pleasant enrichment and already transformational to the person in me.

-- Mani Ramchandran Subramani  
Senior Development Manager, Intuit  
ePGP03-130

The ePGP experience in terms of learning & knowledge sharing is great. I thoroughly enjoyed the in-campus modules (particularly 2nd one, which was in campus in true sense).

-- Narayan Agrawaal  
Project Manager, ARM Embedded Tech, Bangalore  
ePGP-03-135

Electrifying Platform of Gallant Professors & Professionals! Enthusiastic Professors guiding Professionals!

-- Pranav Gupta  
Principal S/w Engineer, SAP Labs  
ePGP-03-141

If you want to win something, run 100 mtrs. If you want to experience something, run a Marathon called EPGP.

-- Rahat A Khabir  
Project Lead, MindTree Ltd  
ePGP-03-147

Studying EPGP is exhilarating due to three reasons

- (1) Diversity of participants
- (2) Maturity of Participants
- (3) Vast knowledge of IIMK faculty.

-- Sajan Liyon  
Technical Leader, Brocade Communications Systems  
ePGP-03-156

A wonderful experience being a part of a world class institute in God's own country.

-- Sidhartha Swain  
Project Manager, TCS  
ePGP-03-173

Never thought while leaving the college that I will ever go back to school again; Amazing Environment, Amazing People and Amazing Experience!

-- Sandeep Garg  
Senior Manager - Product Development, Altisource Portfolio Solutions  
eMEP-10-059

The 4 Es: Enlightened, Enriched and Empowered by EPGP!

-- Prashanti Sharma  
Account Manager, Alcatel Lucent  
ePGP-03-143

ePGP Experience

ePGP Experience



# Sharpen Your Axe

## Need of Executive Education

Sukhdeep Singh  
eMEP-10-035

**When** IIMK received Accreditation from the prestigious AMBA (Association of MBAs) for its flagship PGP and innovative Executive Education EPGP program, it was amongst the first B-schools in India to have received this feat. AMBA Accredited IIMK joined the elite group of International Business Schools like London Business School, INSEAD-France, IMD-Switzerland, Said Business School- university of Oxford and Judge Business school - University of Cambridge.

The trend of adding value during the mid-career through Executive Education is becoming a success since the world is now becoming a smaller place and B-schools are innovating to create an atmosphere where working executives can have to be innovative catching-on with success of executive Education, which not only helps the participants to align themselves with latest offering through real-time, case studies, Innovative curriculum but also catapults the career.

Popularity amongst the mid-career

professionals, entrepreneurs, senior executives is increasing for the 'Executive Education' courses. The executive education gives an edge, as it's opted after sufficient experience. The AMBA accredited IIMK ePGP course has the rigor and intensity of a full time program. The deliverance of the program is exhaustive with primary aim to add value with constant innovation. The program is conceptualized understanding the need of present day corporate scenario and are very informative, useful for students. The Onsite learning of these courses are delivered from a strong technology platform and is a good option for working professional as they need not leave the job while continuing with learning, studies.

Due to rapid change in corporate culture (which is now very competitive) and globalization (international barriers have narrowed down), Business schools are responding to changes by bringing in tailor made curriculum for the working executives. The trend of executive education is rising and enrollment at executive education programme is only going higher and higher. IIMK ePGP-03 has 240 students enrolled representing more than 20 industries; the diversity makes the environment more beneficial and enjoyable during

class room interactions, case analysis. The selection is basis the eMAT score, Job experience and Interview.

The average age of the enrolled students for the executive courses ranges between 32-35 years, this is a welcome change, since In India, traditionally, MBA is obtained soon after graduation, and the understanding of students at this level is more generalist with basic management concepts.

Executive education is focused on the transforming leaders from managers as emphasis is given on facing the Managers today with sufficient Industry exposure understand that they have to continuously 'sharpen their axe', keep on adding value and keep on learning both on the job and through Executive education to reach the next level or have an intellect edge. This is where the need of executive education arises. Many top institutes have thus launched regular / distance / interactive executive courses which are designed to provide the quality. Many organizations are becoming increasingly aware of the need to help their managers and professionals to pursue executive education like Patni Computers, SAP send their employees to pursue the ePGP course at IIMK which is a win-win situation for both employers and employees.

## We Take Pride In...

Sukhdeep Singh

1. Member of 'Poetry Society of India' and Member of 'International Poetry Society'
2. Published a Book of Poems 'Straight from the Heart' and 'Flyer' with forwarding from Mr. Khushwant Singh
3. Fiction Book 'So ... this is the reason' and a self help book 'Add waking hours... if not then when?' ready for print.
4. Won many Scholarships / awards from State Government, Corporate and also from WWF "World Wildlife Forum".
5. Many verses / poems are in Publication of one of the leading greeting cards company.
6. Received award from a Environment Minister (Center's Cabinet minister) for an essay.



# IIMK Family Congratulates...

The Gold Medal Winners of Executive Programmes in different Specializations.

**Gold Medal in General Management**

**Bhagawatgeeta Seshadri**  
eMEP-09-009  
Group Leader, AMBOCS, A 402, Seawood Corner, Sector 25  
Plot 19A, Nerul(E), Navi Mumbai - 400706

**Gold Medal in Strategic Management**

**Bharat Chaudhary**  
eEPSM-02-007  
Head, Internal Analytics, Sanofi Aventis,  
B-207 - Bhoomi Hills  
Thakur Village, Near N.G.Suncity, Kandivali(E),  
Mumbai-400101

**Gold Medal in Operations Management**

**Sarvesh Mehrotra**  
eEPOM-02-017  
DGM, Chryster India Pvt Ltd, Ho No : 33, Sector - 15A,  
Faridabad, Haryana -121007

**Gold Medal in Marketing**

**Meena Goel**  
eEPM-02-012  
Vice President-Marketing Elforge Ltd  
B-4, Harrington Court, 99 Harrington Road,  
Chetpet, Chennai-600031

**Gold Medal in Finance**

**Siba Prasad Rath**  
eEPF-02-014  
Sr Manager, Indian Overseas Bank, Plot No : 192 / A  
Sahid Nagar, Bhubaneswar - 751007



**Executive Education Specialization Certificate Programmes  
Certificate Awarding Ceremony - 2nd April, 2011.**





# Search

There is another sky, another sun  
Another place where sadness is shun

It has darkness and silent nights  
But is sprinkled with stars, to light up the lives

Within the warps of frosty winter, warmth hides  
I look forward to that cozy night

I may be shaken hard, sometimes bound tight  
But here lies the strength that helps me rise

In times of quixotic trance, memories in their glory dance  
Infinite desires, mournful calm, stare at me taking their chance  
As I freeze to devil's game, someone helps me melt the iceberg of shame,  
Sailing me through all the kindness I had gained, telling me that giving up is lame!

I search that place, I search that zest  
A crystal like moon and vibrant spread  
A dream like abode in my eyes,  
And it's easy to see that the quest is rife...

- Ruchi Khare  
eMEP-10-028

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