

# IIMK News

*Globalizing Indian Thought*

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P4

## Kerala Cabinet @ IIMK





# Book Donation Programme



Shri. M.K. Raghavan, Member of Parliament, Kozhikode looking at the books being donated along with Prof. Debashis Chatterjee, Director, IIMK

**IIMK** as part of its social responsibility, donated around 3800 reference text books to various Government as well as aided colleges in Kozhikode under its inaugural Book Donation Programme. The Government Arts & Science College Meenchanda, Kodancherry Government College, St. Joseph Devagiri College, Providence College and the Zamorin's Guruvayurappan College were the chief beneficiaries of this programme, with each college receiving around 400 to 500 text books. The event, held on 20th June, 2011 at IIM Kozhikode Campus was inaugurated by Shri. M.K. Raghavan, Member of Parliament, Kozhikode and was presided over by Prof. Debashis Chatterjee, Director, IIMK.



This was yet another instance of a student-driven initiative at IIMK. The sight of abandoned books worth a several thousand rupees, left unclaimed in hostels each year intrigued Ambrish Awasthi, a second-year PGP14 participant at IIMK. He proposed a three-point solution to Dr. Chatterjee (to stock these books at IIMK library or donate them to needy colleges or sell them in second-hand markets and utilize the funds thus collected for social-upliftment activities) with the aim of finding better value for books rather than scrapping them.

IIMK now aims to carry forward this initiative by extending its coverage to all tier-1 B-Schools that get sizeable funds for library and hopes to get IIM B, NIT C, IIM A, IIM L, XIMB, and XLRI onboard by next year.

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### Contact

Professor C. Raju

Phone: +91 495 2809106

e-mail: iimknews@iimk.ac.in

craju@iimk.ac.in

## EDITORIAL

### *From exclusive elitism to inclusive excellence*

- A vision statement that sets us apart from all other B-schools.

IIMK is more than just an academic space for the elite. It is a movement to create the most innovative, socially conscientious and creative thinkers and leaders and foster the finest talents in the world. And while we make every effort to realize this vision, it gives us immense pleasure to share, with our readers, the efforts, achievements, and in a nutshell, everything that is happening around at IIMK. In this issue, we have provided an account of the latest events in and around the campus including social events like the social service group's event for the support staff, seminars and meetings like Alumni meets and corporate interactions, industry visits and the hallmark event of this year - TEDx talk by many inspirational businessmen, authors and social activists sharing their ideas on a single platform at IIMK.

The most proud moment for IIMK was shaped this year when we made history as the first B-school to host an entire cabinet of ministers for a Management Workshop titled "Governance Insights for Transformation (GIFT)" led by our director, Dr. Debashis Chatterjee. The program was immensely appreciated by the chief minister and the cabinet of Kerala State alike and we hope to keep setting such milestones in future as well. This edition also gives an account of the summer internship projects undertaken by the students. Moreover, we take pride in enlisting the exemplary students from the new PGP15 batch and sharing the thoughts and experiences of the new batch of students on campus. We have also tried to illustrate the diversity of students at IIMK which is another milestone in the history of this institute this year. We hope that our family at IIMK continues to excel and inspire in similar ways in the future as well.

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# GIFT

# KERALA CABINET @ IIMK

**IIMK** made history as the first B-school to host an entire cabinet of ministers. The Management workshop titled “Governance Insights For Transformation (GIFT)” was delivered to the Kerala cabinet by a team of faculty and experts led by IIMK director Dr. Debashish Chatterjee. The workshop touched upon various aspects of leadership such as transformational leadership, change management and leading by example. Cabinet also discussed a gamut of topics affecting the state such as infrastructure, investment, education etc with the faculty and students of IIMK.



## Inauguration

Incessant rains which poured upon the campus since the day before session could not impede the enthusiasm of the cabinet which arrived at IIMK by 7:30 am in the morning. As a true leader, the chief minister of Kerala, Shri. Oommen Chandy was the first to arrive who straight away made it to the interactive session with IIMK students. The session started with questions on transparency of political leadership and need for implementing projects in a time-bound manner, two aspects which Shri. Chandy has worked on as the chief minister. He spoke about his 100-day project and the decision to stream the videos of his office functioning live on the web. He explained how he has directed every ministry to have a 100-day plan and how it was monitored for progress on a timely basis. The questions then moved to tougher areas when the students quizzed the CM over the underdeveloped IT sector in the state although some of the best IT leaders hail from Kerala. The students exemplified their point with examples of Chris Gopalakrishnan (Infosys CEO) and T.K. Kurien (Wipro CEO), both Malayalees who built IT empires outside Kerala. The CM surprised the crowd with his candid answers to the students when he averred confidently that the latest IT policy will improve the sector and soon we will see a

reverse brain-drain in action, bringing the best talent in IT back to the state.

The CM also spoke about the various development projects which kick-started after he took charge such as smart-city IT park and Kochi metro rail and stressed that all the development projects initiated by past government will be continued on. He used the example of Kannur International airport to put this point through.

## Learning from each other

The ministers were surprised to see that the workshop as they expected was not a classroom lecture where the IIMK faculty grilled them with management jargon. Instead the workshop threw open a learning platform where they could learn from each other and share ideas. The theme of the workshop was creation and sharing of ideas through discussions.

The workshop began with a presentation by Prof. Saji Gopinath where he explained the perceptions about Kerala and the reality as to why Kerala, in spite of possessing high degree of human index and sophistication, is not a favourite for investment. The





insights were well received by ministers when he explained that industry is averse towards investing in Kerala, not because of the perception of Kerala being a state prone to labour issues or bad infrastructure but because of the large bureaucracy and humungous number of touch points with establishment and regulators which exist in Kerala. The number of touch points in Kerala is 3.8 when compared to the India-wide average of 3. Investment-friendly states such as Gujarat and Tamil Nadu have confined this number to between 2 and 2.5. Minister Aryadan Mohammed was especially impressed when Prof. Saji explained that the labour of Kerala is unproductive because of the low investment projects which does not give it the opportunity to perform and not because we have strikes and lock-outs. Minister along with Prof. Saji quashed the perception that labour in Kerala is pricey and maintained that the value, though higher than national average is much below some of the industrialised states. They pointed to the august audience of ministers and bureaucracy that it is only through industrialisation that we can bring about improvement in the labour situation of Kerala.

In the next session, Prof. Debashish Chatterjee explained about the stress levels and challenges faced by a leader and spoke about some simple mechanisms which will improve the effectiveness of a leader and help him/her to have a long innings. Prof. Chatterjee used the example of Gandhi to benchmark leadership and explained how taking bold and ground-breaking decisions define a leader. After introduction to the perceptions and realities of leadership, the cabinet attended a session by Prof. Unnikrishnan on "Change Management". Prof. Unnikrishnan started his session with a question asking the participants whether government was a performing or a non-performing organisation. Answering his own question, the Professor went on to ask rhetorically that out of the so-called performing organisations such as Infosys, GE etc, how many can do a general election which the government does with clock-work precision every 5 years. He then concluded saying that government is indeed a performing organisation but it is not a consistently performing organisation and efforts should be taken to make it a consistently performing one. Prof. Unnikrishnan suggested on how government could follow the Scandinavian airlines example and improve the "moments of truth" (interaction points of public with government machinery) by empowering the lowest tier of bureaucracy. He explained the concept of effective change management using the monkey and water jet experiment, reiterating that by having an induction program and by bringing in enough new blood into government machinery, we can change the way things are done.

Experts from industry also spoke to the ministers. While CII director general Mr Chandrajit Banerjee and Mr T T Thomas (former FACT CMD and IIMK board member) spoke about "Perceptions of industry about Kerala", Dr Devi Shetty of Narayana Hrudayalaya spoke about providing affordable health care to poor.

Mr Banerjee suggested to the cabinet that Kerala can remove the negative industry perceptions associated with its name by offering an example to the business community which will highlight its industry friendliness. He asked the state to undertake a few big-ticket projects and complete its execution by providing full support. These projects will act as brand ambassadors for the state to invite new investment. Banerjee also spoke at length



about the innovation centres which CII is setting up in various educational institutions to promote innovative technology which will fuel the next generation industries.

### Panel Discussions – Topics affecting the state

The afternoon session was dedicated to panel discussions which discussed pressing issues of Kerala such as Infrastructure, Investments, Healthcare, Education and Environment. The areas of discussion were selected after careful deliberation on what the state urgently requires. The ideas were then worked upon by IIMK faculty and students over a period of 1 month and firmed up into proposals which were presented by key faculty members to the cabinet. IIMK presented before the cabinet a plethora of ideas to solve the problems such as land acquisitions for infrastructure development, solid waste management, affordable healthcare, educational opportunities etc.

The idea presented to solve land acquisition issues involved creation of a land option which will make land a tradable commodity. The price of these land certificates will be decided and updated periodically using Samuelson McKean formula. The issue will make every land owner part of the growth story by establishing a primary and secondary market for land options. This will solve the basic problem which exist now of people holding on to their land expecting a big spike in prices when the land around will be used for development projects. By employing land options, everyone including the individual who gave land for infrastructure development will be part of the appreciation which the land will acquire. The idea impressed the cabinet and CM who declared the adoption of the proposal in government's 100-day programme.

Other ideas on waste management, education, healthcare etc were also discussed upon. Waste management stressed about employing various small measures to clean litter such as advertising rights on a tract of highway for keeping the tract clean, beach and city cleaning by students for volunteering souvenirs like tee shirts.

The session closed with a comment from CM that the experience was brilliant and the government is going to offer all the MLAs in the state an option to take a similar workshop by IIMK. IIMK awarded workshop completion certificates to all the attendees thus adding 19 illustrious alums to its august list of achievers.

A key take-away from the session was the learning that governance can be improved by taking the advice of experts. Open discussions with experts allows one to see one's flaws which often gets overlooked by the party men and bureaucrats who we work with. Frank questions from students really made me see various perspectives on our policies. I am trying to find out how to make academia and students a part of policy-making and governance.

- **Shri. Oommen Chandy**  
(Chief Minister of Kerala)

IIMK class was like a going back to my school days. I totally agree with their idea that efficiency will improve when one work with appropriate rest but for us politicians, it's a very tough task to put in practice.

- **Shri. K M Mani**  
(Minister for Finance, Law and Housing)

The class was an eye opener for me and a test on whether I am travelling in the right direction. We should not be a prisoner of any of our ideas and thoughts and we will be effective only when we start performing independent of all inhibitions

- **Shri. Kunhalikutty** (Minister for Industries, Information Technology and Urban affairs)

Out of all the sessions, I like the one by Dr. Debashish Chatterjee the most. He followed a very different approach by mixing pedagogy with psychology and pragmatism. His ideas on resting while on work were amazing and I have already put them in practice

- **Shri. Aryadan Mohammed**  
(Minister for Power)

Even during my graduation in medical college, I have never attended 10 hours of lectures like the way I attended today. But the difference was that there was not even an iota of boredom about these lectures. The session on stress management helped me rethink about my life which has gone off the track now. The studies about how Kerala will have a large number of old people has given be some new ideas about how we should plan our human resource development

- **Shri. M. K. Muneer** (Social Development and Panchayati Raj Minister of Kerala)

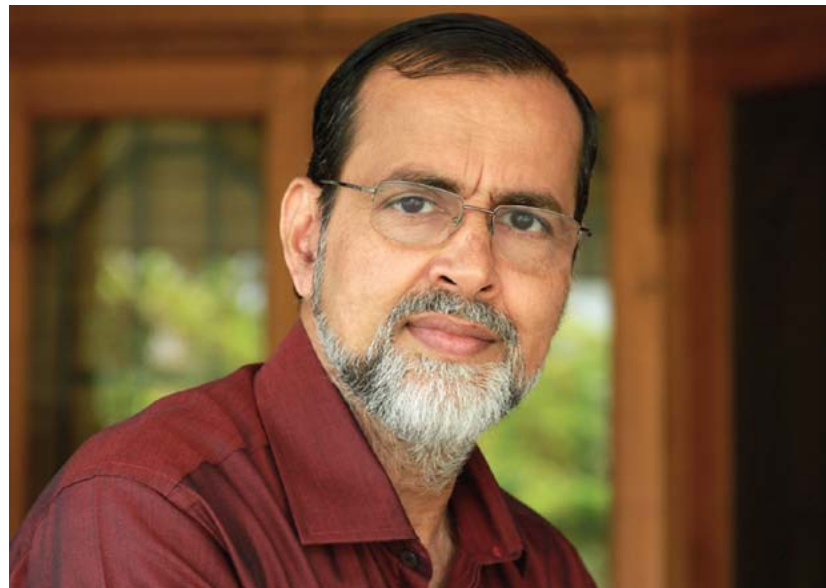
## Interaction with Swami Saumyendranath

Taking note of the feverish pace of life in a B-school, IIMK Director Prof. Debashish Chatterjee organized an interactive session for students of IIMK with Swami Saumyendranath on 27th July, 2011. A graduate in mechanical engineering from IIT Kharagpur, he was awarded the prestigious "Dr. B.C. Roy Gold Medal" for the best all-rounder graduate of the 1968 batch. In 1978, Saumyendranathji renounced a very successful career to pursue a spiritual path - He was installed as the Acharya of Dev Sangha in 1988. He is concurrently the founder president of Dev Sangha Seva Pratishthan (DSSP) (Deoghar), the social action wing of Dev Sangha.

Interacting with a motley bunch of first and second year students at IIMK, Saumyendranathji set the tone with his charm and simplicity. Having travelled extensively across India and addressed many institutes, Swamiji knew full well about the fast-paced students' life and consequently shared his insights on 'StressBusters', drawing heavily from our rich Upanishads and Vedas. He struck an instant cord with the students through his simple yet effective techniques which were well-grounded in our rich heritage. The students came out equipped with unexpectedly simpler yet effective techniques to tackle the stress associated with a B-school or corporate life.



# Industry Stalwart



**Mr. Kochouseph Chittilappilly**

The Industrial Interaction Cell (IIC) of IIMK organized an interactive session with Mr. Kochouseph Chittilappilly, Managing Director, V-Guard Industries on 18th July, 2011, for the budding entrepreneurs of the campus. Heralded as the 'Best Entrepreneur in Kerala' in 1993, Mr. Kochouseph is one of the most successful businessmen of Kerala whose illustrious ventures include V-Guard industries, 'Veega Land' & 'Wonder La' amusement parks etc. He has also authored a book, 'Practical Wisdom-In real life and management', based on his life and his experiences.

In his address, he stressed the need for diversifying the business segments depending on the market requirement. He exemplified this with the case history of his business empire. "The idea of starting production of stabilizers would not have come up if I were in the US, because stabilizers don't have a role there, but in India, it is a requirement! One never buys any electronic equipment without it", posited Mr. Chittilappilly about the birth of

V-Guard, the household name for stabilizers in India. "Diversifying and spreading across domains always comes with a multitude of challenges. The process is gradual and systematic - A single person would have to handle multiple roles until we find the correct person to handle individual responsibilities", he reminisced. Mr. Kochouseph went on to describe himself as a technocrat and avowed



that the reason behind his versatility and success was his consistent ability to identify the short-comings on his side and diligently work towards rectifying them. He opined that Kerala had a distinct character and attitude. "The environment here is conducive to growth, despite the labor problems", asserted Mr. Kochouseph. He also pointed out that any average individual with a reasonable level of intelligence and common sense can be molded into a good manager through proper training. The trade-off between business profits and ethics was beautifully demonstrated by him. He was the highest tax payer from Kerala even at a juncture when the turnover of his company was modest. Mr. Kochouseph vehemently expressed his dislike towards corruption. In his opinion, the common man was more to blame than the politicians or bureaucrats for proliferation of corruption. Responding to a query

from the audience about whether money is everything, Mr. Kochouseph asserted, "I have always believed that excellence is the output of passion and hard work; money is not the only motivator."

On a concluding note, Mr. Kochouseph gave the audience an interesting sneak-peek into his future plans by announcing that he was in no way done with the expansion of his 'kingdom' and that he had further innovative plans for other south Indian states like Tamil Nadu! The audience at IIMK emerged out of the session a wiser lot, thoroughly enlightened by the pearls of wisdom from one of the most successful entrepreneurs of Kerala.

# TEDx @ IIMK

## - Another First Among the IIMs

**IIMK is not only about academics and industry interactions. The students of IIMK are in the forefront in organizing activities which add to the richness of experience and diversity. It is in tune with this aspect of IIMK that students took the initiative to conduct a TED event on campus. In the process, IIMK has become the first premier educational institution in India to organize a TEDx event.**

Entertainment and Design (TED). With growth, TED metamorphosed into an organisation which stood for social ideologies and missions broadening its scope into science, arts, global issues, architecture, music, to name a few. To spread its reach, TED suffixed a 'x' to its name, allowing institutions like schools, home, universities, organisations, and auditoriums to independently organise TED events at their premises using the TED brand name. TEDx motto is "Let's create a dent in the universe", reiterating their philosophy of spreading ideas to change the world.



TEDx at IIMK was impressive owing to its speakers from diverse backgrounds.

**Dr. Satinath Sarangi**, who has fought relentlessly for the Bhopal gas victims for the past 25 years, shared his experiences and the challenges he faced in his fight for the rights of

ON July 9th, 2011, prominent personalities like Dr. Kiran Bedi (India's first women IPS officer), Dr. Palash Sen (Lead Vocalist of Euphoria), Dr. Satinath Sarangi (Activist fighting for Bhopal Gas victims) and Harsh Manglik (Chairman, Executive Council NASSCOM) came together at the lush-green campus of IIMK to share their views and experiences. The occasion: An independently organized TEDx event on the IIMK campus. A non-profit international organisation, TEDx is devoted to the sharing of ideas on a public platform. The theme of discussion was 'social transformation and inclusive growth', a theme in synchronicity with the values that IIMK stand for. The event witnessed a series of inspirational and influential talks by eight prominent speakers. Entertainment quotient was provided by a live performance by the rock band Euphoria and a memorable stand-up comedy act by Mr. Nitin Gupta, Founder of Entertainment Engineers.

### The birth of TEDx

TED began in 1984 as an annual conference devoted to Technology,

these victims.

**Harsh Manglik** discussed the five principles that should guide professionals - Sapna, Himmat, Tapas, Hamdard, and Imaan, describing the importance and value of each of these roles.

**Srini Rajam**, the man behind Ittiam Systems - a digital signal processing systems' company, talked of his aim to prove that Indian companies could compete globally in developing software for consumer electronic products. His talks focused on entrepreneurship, and the passion, determination and patience needed to make one's venture successful.

Though **Kiran Bedi** could not personally attend the event, she used video conferencing to discuss one of the most important issues of today which has

brought the whole nation together - the Jan Lokpal bill, a tool to fight the ever-growing corruption and its importance.

**Rahul Easwar**, activist and author of several books on Vedanta, education, lifology, philosophy, Indian culture etc., spoke about the concept of Indian-ism and about how all different cultures can co-exist.

**Meenakshi Madhavan**, an avid blogger and author of books like 'You are here' and 'The Compulsive Confessor,' discussed the concept of 'life as a single liberated woman' and the need to empower and educate them.

**Gaurav Kapoor**, a noted actor, TV anchor and VJ, known for his cheeky personality and humorous jibes, spoke on an important issue of the much-needed change in our educational system which would offer every student a gamut of choices.

Each of these speakers shared their ideas with the audience and involved them in their talks. Evidently, they wanted to leave a positive and unfading impression on the audience with their powerful ideas.



The speakers ensured that the talks were interesting by keeping them short and concise. The igniting talks did keep the audience pondering and the impact of it was visible long after the event was over. The crowning glory came in when TED Talks officially accepted all the videos of the talks delivered at IIMK TEDx.



# SANGAM '11

– the past meets the present!

## CHENNAI



Sangam is part of the institute's tradition; a tradition started in 2004 when the first Alumni – Fresher's Meet was organized. Since its inception in 1996, the number of members participating in Sangam has been on the rise. Organized by the current batch of students, the event aims to bring the entire IIMK community under one roof with the hope of sparking new ideas and helping develop bonds and linkages that will benefit the IIMK family as well as the society as a whole. "The gathering is a vibrant mix of alumni and fresher's having lots to share with each other. The event also has its share of fun with music and dance to add to the glitter," says a member of the IIM Kozhikode Alumni Committee.

This year was no exception. 14th May, 2011 witnessed a historic reunion of over a thousand alumni from thirteen graduated batches while also welcoming the future progenies to become a part of the growing IIMK fraternity. Sangam

## NEW YORK



2011, the annual IIMK alumni meet, drew in alumni participation from PGP (Post Graduate Program) as well as eMEP (Executive Management Education Program) and ePGP (Executive Post Graduate Program) graduates of IIMK.

This year, the event spread its reach beyond the national borders and was organized at international locations including New York, London, Dubai and Singapore. In India, it was held across seven cities – Mumbai, Bangalore, Delhi, Hyderabad, Cochin, Kolkata and Chennai. The event was conducted in an imperial setting in the finest lounges of the host cities including Le Méridien,

## COCHIN



The Bristol, Taj Deccan, Park Residency, Park Hyatt, Holiday Inn and Radisson Blu, each offering the finest dining with Indian and Continental delicacies, amidst an aristocratic setup. The gatherings at all the locations were huge and a lot of activities were planned for the alumni including a dance night, a networking dinner with the newest PGP15 participants and a video screening for the alumni to reminisce the bygone memories and for the joining batch to get a flavor of the life at IIMK. Many of the alumni settled in foreign locations assisted in organizing the event and the participation was considerable even in the newly added geographies.

The Cochin Chapter was newly constituted this year. Mr. Joshy Joseph,

## MUMBAI



Chairman, Alumni Relations and Activity Committee of the IIMK Alumni Association, was the Chief Guest while Mr. Sebastian Tharakaram, Adjunct Faculty, IIMK presided over the function. They observed that this initiative would help build a strong alumni network in Kerala, and benefit local businesses and industries by extending the knowledge base and resource strength of the alumni, faculty and students of IIM Kozhikode.

The Executive Alumni elections were also conducted during the event where heads of seven city chapter of IIM Kozhikode Alumni Association were elected through a joint house voting by the alumni. The nominees presented their Statements of Purpose and subsequently, votes were cast in a secret ballot format. Exhibiting the characteristic camaraderie of IIMK, the following alumni were elected as city chapter heads : Shubhesh Pandey (PGP11) and Mridul Muralidharan (PGP11) for Mumbai; Raghunath

## LONDON



Tharakaram (PGP13) and Amith Kumar (PG12) for Chennai; Gaurav Kumar Kalal (PGP 12) and Gagandeep Singh (ePGP-02) for Delhi; Rakesh Bhatia (eMEP 2007) for Hyderabad; Harish Poddar (PGP06) for Kolkata; Brahmeswara Reddy (ePGP01) and Gaurav Gupta (PGP11) for Bangalore and Bhupesh K (eEPSM-02-008) for Cochin. At the closure of the event, a small token of appreciation was presented to our revered alumni in the form of institute

## DELHI



T-shirts with the IIMK logo so that they can cherish the good old times every time they wear it.

Over a period of many years, Sangam has grown both in scale and stature and we hope to increase alumni participation and geographical extent each time to newer heights. Our vision is to take it across all boundaries so as to strengthen the growing fraternity into an indelible bond.

## Konnect future with the past

It is said that our present and future are a reflection of our past. IIM Kozhikode has been working towards its goal of becoming a premier institute of management and each year the effort of the faculty and students continues to add value to this institute. But the credit for the success we have witnessed since our inception also belongs to the alumni who have been strengthening our industry presence through their remarkable work. Our students have continued to leave an indelible mark through their noteworthy endeavours in various domains. It is this respect in the academic as well as the industrial world that has helped IIMK grow from strength to strength.

In a small attempt to acknowledge the contribution of our alumni, the flag bearers of IIM Kozhikode, we initiated 'Konnect', the Annual Alumni Meet of IIM Kozhikode. The Institute has endorsed this unique initiative to provide a common platform for alumni across industries to connect with fellow members of the IIMK community. As the first step, the institute tried to bring together the first ten batches to build a strong professional network and reinforce a sense of belonging and unity. This also coincided with the beginning of the year long celebrations of the 15th year of IIMK since the laying of its foundation. 'Konnect' helped the alumni share insights with faculty members who graced the occasion and filled the alums with news about the campus and the successes and challenges they experienced in the recent past. The response to the event was heartening and we look forward to playing host to our esteemed alumni in the coming years.

Alumni are the representatives of the institute to the outside world. It is a matter of great pride and honour for us to be associated with individuals of such calibre and merit. We sincerely hope that our students would continue to engage with us.

## IIMK Family Welcomes the New Faculty



Sumit Mitra  
smitra@iimk.ac.in

Sumit Mitra has joined IIMK as an Associate Professor in the Strategic Management Area. With a graduate degree in engineering and a doctorate in management he has experience of teaching and research both in India and abroad. His areas of interest in strategic management include policy issues in clusters and in international business include China and its energy policy.



Suram Balasubrahmanyam  
bala@iimk.ac.in

Suram Balasubrahmanyam, presently appointed as a Visiting Assistant Professor in the area of Strategic Management at IIMK is a doctorate in Strategic Management from Indian Institute of Science, Bangalore and a Post-Doctoral Research Fellow from Indian School of Business, Hyderabad. He is a mechanical engineering graduate with a post-graduate degree in Marketing Management. He has a blend of academic, research and industrial experience. He taught various courses at different B-Schools of repute and he has few international publications (cases, journal articles) and a book publication to his credit. His prime research interests include leveraging resources, business model innovation and strategic renewal of organizations.



# The IIMK Experience

Anirudh Phadke (PGP-01)

“Please take care of your bags” was the innocuous-sounding statement from the bus conductor, but I didn’t take it seriously enough. I had just got into the open-air bus after a long and tiring train journey from Lucknow to Kozhikode. People around insisted that I couldn’t pronounce the name correctly, because they couldn’t have fathomed a non-Malayali having such a flexible tongue to roll back without cracking it. I didn’t oblige either. I had enjoyed the journey into Kerala, truly reflecting its claim of being God’s own country. I hadn’t seen so much of greenery in all my life and the rains just didn’t seem to subside anytime. Some of my Malayali friends had informed me that there were only two seasons in Kerala- rainy and heavily rainy. In their pro-Kerala spirit, they probably forgot to mention the topping- an almost instant and never-ending sweaty body that only made the deodorant salesman’s dream come true. Of course, the local men weren’t interested, as they had their flimsy and revealing “mundus” to give them an air-cooled experience. The ladies, though heavily draped, seemed to have made a winning deal with the climate with their generous gold embellishments.

I was quite engrossed in my thoughts about this place that would be my home for the next two years. I was sitting at the last bench of the bus with a suitcase perched between my legs on the floor. I could easily recognize another new admission into the then fifth IIM- he was one of those who took that must-carry list of articles sent to us too seriously. The conspicuous pillow and the black umbrella that he held as an extra piece of luggage gave it up. While I was wondering if he was mentally going over the checklist again, the bus shot out of its launch pad like a desperate space rocket, and almost immediately put on the brakes, as if it had forgotten to put its wheels on. At that instant, I understood the import of the conductor’s statement,



and had to scurry off to the front of the bus to catch hold of my suitcase. Other passengers acknowledged my valiant effort and two of them helpfully put me back into my place. From then on, I kept wondering why these buses didn’t come pre-fitted with seat belts and airbags. In the coming years, I realized that the bus journey was an ominous symbol, to let unsuspecting new comers at IIMK know about the impending life, where one would always try to catch up with the speed of the courses. Of course, much like the Kozhikode buses, you got used to the pace somewhere in the third term, and found ways to enjoy the ride!

Our hostel was called the International Hostel by the REC guys, probably suggestive of the bright hopes for our future locations. REC seemed to be in this awe-hate relationship with us. The former feeling was over-expressed, especially by the ones who were aspiring to get into the supposedly foreign territory. But the hate relationship was a result of the pampered treatment we got from the first day of entry into the campus. A large TV, washing machine, Table Tennis Table and a cricket gear for people, who hardly seemed to be interested in using these; marking a

sharp contrast with the seemingly-deprived REC junta. So much so, that we used Windows-based computers while their own brethren survived on Unix-based systems. I wish they could have realized that the dismal level of our computer literacy was the only key factor behind this last bit of class separation. Most of us couldn’t have survived with those black screens for more than a fortnight! The last nail into the coffin was our all-new VSAT connection that made the ratio of bandwidth per user heavily skewed in our favour. REC, nevertheless, was always the only source of entertainment for the otherwise deprived land of IIMK. I still remember the friendly matches between the two brotherly factions where our worst looking men would get more attention than the best ones on the other side. Well, okay, that may be an over-exaggeration to the nth power.

The first few months were menacing, with the latest IIM trying to live up to the reputation of her older siblings. I suspect the others might have forced our otherwise nice professors to behave like them and give us loads of work to keep our attention diverted from any of the initial organizational hiccups. Or

maybe, they only wanted to make a big impact and give us a scary picture of the future. By the time the first term ended, most of us realized the futility of even feigning an attempt to perform inside the class. The case studies and the class proceedings always seemed to be fairly simple, yet the grades sent shock waves through our spines. I remember getting the worst ever grades in my entire academic life, and I quietly attributed this depreciation to my work-experience post college. A positive fallout of this first-term fiasco was the realization that the McKinseys and Infosyses of this world were definitely NOT looking at me. I decided to spend most of my remaining time at IIMK in the room with my first love- Computers! And I had enough company in that room, mostly gamers and social enthusiasts, who have now been rewarded with the best of IT-related careers for their persistence to the trade.

The next best place to the computer lab was the shanty juice and snacks bar

at Kattungal. It was the only place in the world that could serve you an egg-omelette with a coconut garnish! Yet it became the preferred spot for all the case study discussions, assignments and last minute pre-test briefing sessions. It also made a big statement for the REC crowd who seemed to enjoy their life as much as we enjoyed slugging it out. Quite a few of them would surely have decided against writing the CAT, looking at what we were going through. Still, the shop must be given credit for being the most nutritious support system with its rich collection of juices. I can’t think of another place in India where people consume so much of fresh juice, to the general displeasure of the Cola giants.

There is a lot to write about. But to sum up the life at IIMK, I believe we lived our lives K-size. We hardly ventured into the ultra-richly equipped library, leaving it to those who wanted to be seen there. We made the most of the non-trivial opportunities to upgrade our social skills

with forays into the REC community. Our well-planned inter-college festivals and the benevolent nature of sharing our rooms with the visiting team members made us quite hospitable. I guess we lived up to providing heavenly comfort in God’s chosen Kampus. The almost weekly celebrations in the hostel with a heady mix of all types of alcohol left with the inmates for the week made for the promised Somras too. On a more serious note, armed with the default status of being the first batch at IIMK, we framed rules and norms for acceptable behavior at the year-end placement meetings that seemed like a war between the people who wanted to sell soap on the one hand, and the ones wanting to sell computers and its softer parts, on the other. I am sure future generations have formed their own rules to try to tilt the scale in one way or the other, but remember that all new quip, “Dost, Zindagi sirf lambee nahin, badi honee chahiye!” I don’t think my Kampus would have changed enough to make me explain this statement in Hindi...

## Grab that Wind in Your Sail...!!!

Bhupesh Kandiyl (eEPSM-02)

Cochin Chapter Head, IIMK Alumni Association

As professionals, individuals or social beings, there are two great blessings one could possess - Intelligence and Imagination. Anything you are not endowed with by birth can come your way if you have these.

Both can take you through so many possibilities but which of them can take you the farthest? That makes up for an interesting question if one tries to examine these powers. Intelligence has brought to mankind something that has differentiated us from other creatures of the living world. What we observe in fellow species, whether it is the fascinating apes or the elephants, is that the human intelligence is far more superior and complex. Intelligence can be improved or conditioned to a certain extent. Capabilities can be developed through disciplined training and conditioning to improve one’s intelligence. It is possible to develop frameworks that can test or measure the activity level, speed and endurance of one’s intelligence.

And now we may be up for some roadblock; you can stretch it but you have boundaries all over it. The boundary is the limits that intelligence can take one to. This is because intelligence is strongly grounded in the present and the past. Everything is pegged against the present or the past and deviating thoughts are considered absurd.

Now if it is time enough to take up the discussion to Imagination, one will be fascinated by the divergence it can take from the former. Imagination is a free flowing spirit of your mind and senses that can let you test the boundaries of reality or tread even further - A bouncing energy that vaguely lets you hover around the present and the future. It may have some relevance to the present but it is mostly bound for the future. There are no boundaries your stretch of imagination can take you to. You need not stop at the end of the universe, treading places where your intelligence cannot dare to. Human beings have it inbuilt - But one has to have it, else there is no way to get it through conditioning or otherwise. And for the ones endowed with plenty, the possibilities are boundless.

Now if one is musing to find out which takes you the farthest; maybe it is your imagination, but there is a caveat. Intelligence can be the hull that let you float but imagination is the sail that captures the winds to keep you moving. A hole in the hull will get you drowned while too much of wind caught in the sails will wreck your ship.

**Now, imagine what this could do to you!**

# Industry Interactions

The IIMK learning experience is not just about learning through books and lectures but also through interactions with the people in the corporate world and leading industrialists. IIMK provides plenty of opportunity for the students to get hands-on knowledge through business school competitions, seminars and presentations made by representatives from various companies & corporate icons. The year so far has had quite a few corporate visits, each of which contributed towards the development of the students and aimed at making them more adept towards their goals and aspirations.



The Mahindra group started the 'War Room - Rise of Arjuna' contest as a part of its strategy to build a distinction in their Employer Brand positioning. This involves a case-based contest which is rolled out in the core target campuses in the country with an aim to articulate values of the Mahindra brand and also to give an opportunity to the students of leading B-schools in India to venture into practical elements of management problems and thereby earn experience and knowledge. Senior employees and the Mahindra 'War Room' team visited the campus on 28th of July to mark the launch of 'The Mahindra War Room 2011 - Rise of Arjuna' at IIMK. The competition was kicked-off over the country on the 25th of the same month at IIM-L. The presentation given by them included insights into what the War Room is all about and also what the students would gain by participating in it. A detailed description was provided regarding the various sectors that are open for the participants along with certain data related to the history of the War Room. The presentation ended with an insight into the theme - 'Rise of Arjuna' and how the event aims at converting the 'udyogpati' to 'yudhyogpati'. The launch stirred a motivation amongst the students here and several teams have already registered and have started working upon their ideas.



Deloitte, one of the largest private professional services organizations in the world which delivers audit, tax, consulting, enterprise risk and financial advisory services, visited the campus on 11th of August 2011 to conduct a 'Resume-building Workshop' for the second-year students of PGP14 batch.

The introduction included a presentation made by the senior management of the firm which related to Deloitte's functioning and services that they offer. The presenters also shared insights about the healthy relationship between Deloitte and IIMK which has strengthened over the past few years, making Deloitte one of the major recruiters at IIMK. The introductory session was followed by a three-day workshop which included a one-on-one interaction of the students with four different Deloitte panels, aimed at helping the students to improve their CV's and make them more effective. This workshop was hosted for 3 hours in slots on each of the three days. The students were greatly benefitted and the occasion received very positive feedback from both the students and the company representatives.

This occasion also presented an opportunity to the Deloitte team to give their pre-placement talk to the first-year students of PGP15 batch for their upcoming summer internships. The presentation was un-orthodox in approach and the visiting Deloitte employees shared valuable insights and their ideas regarding consulting and corporate work life to motivate and inspire the students.

Ernst and Young, one of the largest professional service firms and amongst the big four accountancy firms, visited IIM-K on the 29th of July. The occasion involved a guest lecture on 'Mergers and Acquisitions (M&A)' by Mehul Bheda, Associate Director, Ernst & Young, who has more than a decade of experience in the field of Strategy and M&A.

IIMK also hosted an event which was inspired by CK Prahlad's dream of developing a skill-force among the 500 million youth of the country by the time India celebrates 75 years of independence. 'India at 75' is a path-breaking, grass-root initiative of the Confederation of Indian Industry (CII) for realizing the dream of an inclusive, sustainable and developed India by the year 2022, when India completes 75 years of Independence. As part of this initiative, the 'Power to Empower' team from CII visited IIMK to launch India's first 'Skills Enterprise Plan Competition', a prestigious national-level competition being co-organized by CII and National Skill Development Corporation with Ernst & Young as the process partner & Indian School of Business as the knowledge partner. As part of the competition, students have to suggest an initiative to bring about changes in the skill sets of the youth, particularly the marginalized ones, over a large number of suggested sectors from which one has to be chosen for the proposal.

YES Bank, one of India's fastest growing private sector bank has partnered with Wall Street Journal Asia (a version of The Wall Street Journal which provides news and analysis of global business developments for an Asian audience) to launch the



'India Future Leadership Program' at IIMK. This program started

around Dec 2010 with the circulation of Wall Street Journal Asia's e-paper amongst IIMK students. As an extension of this program, senior officials from YES Bank visited IIMK on 29th of July to conduct a focused Knowledge Workshop. The workshop entailed sessions on 'Organizational success through Professional Entrepreneurship' by Mr. Binoj Vasu, Group Executive Vice President & Chief Learning Officer, YES Bank and 'Insights on Macro economy' by Dr. Shubhada Rao, Chief Economist, YES Bank.

## IIMK Summer Internship Projects '11

The summer placements of 2010-2011 have set new records standing a testament to our students consistently scaling new heights with great success. Increased batch strength from 265 to 325 from PGP13 to PGP14 did not deter the batch and they came out with flying colours after the two-month stints at their organizations. Over 130 companies participated in the process and all recruiters highly appreciated the diversity in terms of academic and professional backgrounds that the students had to offer. Global heavyweights like HUL, P&G, Deutsche Bank, Citi, HSBC, ITC, Deloitte, PwC, Arthur D. Little, JPMorgan Chase, Colgate-Palmolive, Johnson & Johnson, PepsiCo and Standard Chartered Bank again considered IIMK as a preferred destination for quality talent.

This year's process saw the best results across all metrics and parameters of evaluation - in terms of number of offers, participating organizations and range of projects. This year, our summer placements included international postings at Durban, Singapore and Philippines with student-owned projects that were implemented on a global platform and scale. Projects of the magnitude of conceptualizing as well as executing marketing plans and strategic initiatives for Asia and Australia were handled by the students.

Our students have proven their mettle among other top notch students across all IIMs and top business schools of the country. The recent PPO and PPI results have been substantiative of IIMK outperforming other institutes by leaps and bounds - IIMK boasts of the highest number of PPOs across campuses from India's leading FMCG giant. Organizations like HUL, Citibank, JPMC, PepsiCo, Marico, Colgate Palmolive, AMEX, Cognizant Business Consulting have already released their PPOs and PPIs for this year's summer experience and IIMK is proud to hold a near 90% record in all of the IIMK interns at these organizations.

Offers aside, the students have actively contributed to the industries they worked in, in the form of news report releases and technical papers that they were authors of. Organization of every size and scale saw significant value addition from our students; case in point being organizations such as Knowledgefaber and Evolutions Partners which saw strong inputs from participating interns including Arun Raveendran who was one of the authors of the 3G report released by Knowledgefaber. A lot of our students were well recognized for their outstanding projects and unconventional thought process. Most of our interns were the proud recipients of many such accolades at their internships - Sahil Khurana bagged the 'Best Project' from HCCB while Sumedha Sobti, Bharath Balaji and Ritesh Jain at Cognizant brought home the coveted trophy for 'Best B-School in Summer Internship'.

As many as 60 new firms which include Saint Gobain, Daimler India, Onida, Cinepolis, 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. Some of the participating firms also went on to offer some unique managerial roles such as Executive Assistant to the CEO and other senior managerial positions to the interns.

Niche sectors: As evidence of the increasing interest shown by students in non-conventional sectors such as media and entertainment, sports management, start-ups, health and wellness etc., students took up opportunities with firms such as MSM India (previously Sony Entertainment Television), Bennett Coleman & Co, McCann Erickson, Ogilvy & Mather, PMG Sports etc.

The batch has brought astounding results and redefined the benchmark for what we call impeccable summer placements records. The results have been consistently positive and overwhelming in the sense of achievement for each student. We are looking forward to an even brighter summers for the current batch and a fantastic final placement for the outgoing batch.

***"If we are not a part of the solution, then we are the problem."***

**- Shiv Khera**



# Independence Day Celebrations @ IIMK

*There is something that stirs up in each one of us when that tricolour unfurls and flutters in the wind; a deep-seated sense of affinity, of pride, of identity and of greater purpose.*

We all have a deeply personal relationship with our home country and what we see it to be. A day of national celebration such as the Independence Day serves to remind us of what we have in common. It reinforces a sense of solidarity with one's fellow citizens, no matter where they may be or what vocation they may be engaged in. We all revel, at least for a day, in the comfort of a profound feeling of belonging and collective dignity.

IIMK celebrated Independence Day with the same sense of joyfulness, solemn pride, national aspiration and most of all, gratitude as the rest of India. The commemoration was flavoured with an appreciation of the sacrifices and achievements of those who came before us, of all that we owe them and what we are looking to build on the foundations they laid. Following the unfurling of the national flag with due reverence, those assembled were addressed by Director Debashis Chatterjee, Professor Venkat Raman G and student council representative Saurabh Pillai.

Professor Venkat Raman spoke to the gathering first, about what India denotes to him, in terms of its culture, people and national identity. He went on to reminisce about his days in China and how this country stands apart in its exposition and reaffirmation of fundamental human values and rights. Member of the student council, Saurabh Pillai was chosen to speak on behalf of the student body. He referred to the unique opportunity and responsibility, we as managers will face in a global age that is increasingly discovering India's potential as an economic powerhouse and about our place in it as products of this eminent institution.

The morning had tapped into our sense of patriotism, whether dormant or otherwise in a very moving way. No one could have sounded a better closing note than our director. He spoke eloquently reminding us to acknowledge our dependencies on the independence day of our nation. Multitudes of people enable us to live our lives by growing the food we eat, securing us from myriad dangers and maintaining the environment that we cherish. It was a fitting moment to acknowledge our debt to them and to the country as a whole. The director reminded us to give back in ways and means consonant with all that we have been given by this nation and exhorted us not to let our association with this nation be in any way diminished.

Sixty-four years after independence, we are witnesses and contributors to an India significantly different from the India of our founding fathers. We are privileged in many ways to be the sunrise generation of our country that will experience the best returns of our demographic dividend and rapid economic progress. In being that generation, we inherit the historic charge of contributing to the betterment of the many and using the resources generated by growth to make investments of lasting value. As members of community with the extraordinary privilege of being associated with this institution, the 15th of August was the perfect day for us to renew the commitments we implicitly made when we walked into IIMK.

**Jai Hind!**



## MDP on Multivariate Data Analysis

Indian Institute of Management Kozhikode successfully organized a five-day management development program on "Multivariate Data Analysis" from 25th-29th April, 2011. The program was conducted by stalwarts in the area such as Joseph F. Hair Jr., Director of Business Doctoral Programs, Coles College of Business, Kennesaw State University; Professor Arthur H. Money, Professor Emeritus at the University of Reading Business School, Henley-on-Thames, Oxford, U.K.; and Professor M.K. Nandakumar of the IIM-K. The principal objective of the program was to equip participants with statistical methods and data analysis skills using statistical packages. The program was attended by academic scholars and business professionals from different parts of India. The success of the program could be gauged by the high levels of satisfaction amongst the participants. One of the participants went on to say, "This was one of the best programs that I have attended. I feel very confident now. I will be able to manage complex statistical analyses in my research with much more ease."

Participants underwent intensive hands-on training for five days during the program which enabled them to understand the subject better. They were also able to acquire the skills to use SPSS and AMOS that could be immediately applied to improve their research and decision-making abilities. The program helped the participants to determine the statistical methods which best suit their research questions and understand how these statistical methods could be applied. The program also provided specific details about handling raw data and understanding the output of the analysis. Additionally, the program provided a platform for research scholars and business professionals to discuss issues related to data analysis in their research/projects with the eminent professors.

## Workshop on Research and Publishing in Management

A workshop entitled "Research and Publishing in Management: A US Perspective" was conducted at Indian Institute of Management Kozhikode on 5th August, 2011. The workshop was conducted by Prof. V.K. Narayanan, Associate Dean for Research, Director of the Center for Research Excellence and the Stubbs Professor of Strategy and Entrepreneurship at Drexel University, Philadelphia, USA. It was organized by Prof. M.K. Nandakumar of IIMK. Prof. V.K. Narayanan is a well-known scholar in the field of Strategic Management and has published in a number of highly rated journals like Academy of Management Journal, Academy of Management Review, Strategic Management Journal, Management Science, Journal of Management, Journal of Management Studies, Journal of Business Venturing, Research Policy, Organization Science, Organizational Research Methods, Strategy & Leadership, Academy of Management Learning & Education, Long Range Planning, British Journal of Management, Journal of Applied Psychology, MIS Quarterly Accounting Organizations and Society, Industrial Relations, Journal of Applied Behavioral Science, Journal Applied Corporate Finance and R&D Management.

The workshop was attended by faculty members and doctoral students of IIM Kozhikode. Prof. Narayanan provided insights into the publication process of top journals in the field of management, highlighting the expectations of editors and reviewers of top academic journals. He also shared his experiences about publishing in top journals and his learning from those experiences. He also highlighted the importance of publications in academic career and illustrated how tenure and promotion are linked to good publications. He ended the workshop by providing some tricks of the trade. He also found time to meet the doctoral students, understand their research and provided them with valuable feedback and suggestions.

## IIMK Family Welcomes the New Faculty



Anindita Paul  
apaul@iimk.ac.in

Anindita Paul has joined as an Assistant Professor in the IT & Systems area at IIMK. She completed her Ph.D. in Information Science from the University of Missouri, USA and her MBA from University of Visva-Bharati. Her research is related to users' behavior on Information and Communication Technologies (ICT). She specializes in usability and Human-Information Interaction. Her dissertation topic was "The Use of Web Analytics on an Academic Library Website." Her proposal was awarded the best dissertation proposal by the ASIS&T European students' chapter. She has also been recognized for her services as a user experience researcher, trainer and practitioner at the usability lab in the School of Information Science and Learning Technologies at the University of Missouri.



# Social Service Group of IIMK Celebrates EXPRESSIONS '11



Expressions 2011 was organized by the Social Service Group (SSG) at IIM Kozhikode 14th August 2011. SSG, a student-driven body, with its mission statement of making a difference to the society has been instrumental in organizing numerous activities at Kozhikode in order to facilitate developmental initiatives in the city as well as strengthen the network of socially-responsible individuals and corporate in the society. Apart from providing managerial, financial and organizational assistance to various self help groups and grassroots community initiatives, SSG also organizes various events throughout the year for different sections of the society. 'Expressions' is one such annual, institute-level cultural event organized for the support staff at IIM Kozhikode. This year, with the theme of 'Yes, we care', Expressions not only acknowledged the hard work of the support staff but also gave them a platform to showcase their talent and realize their hidden potential.

Expressions 2011 witnessed participation from more than 250 people. It would be an understatement to state that the enthusiasm amongst the employees who had arrived with their families was immense. The main stage which was arranged at the IIMK auditorium was prepared for the cultural events which witnessed various forms of classical, folk as well as western dance forms, vocals, recitals and stand-up acts by children and adults alike. Apart from performances from the staff, the PGP students of IIM Kozhikode also showcased their talent in the form of various performances for the audience which was

hugely appreciated by the crowd. The best children performers were awarded certificates and trophies. Other outstanding performances were also felicitated with various souvenirs. On-the-spot games and quizzes were also organized. The event, in totality, was a grand success with a gigantic and enthusiastic turnout of participants and audience alike.

A painting competition was organized for children where they painted their dreams on sheets of paper. The participants were awarded participation certificates from the institute and the winners were awarded certificates and trophies for the event. 'Point of Sale' was another interesting event organized for the children. In this event, various stalls with computer games were put up in order to acquaint the children with the computers and showcase it as an entertaining educational experience.

Chief Guest, Prof. Venkat Raman, who graced the occasion with his presence, acknowledged this endeavour by SSG and also encouraged the group to continue organizing such events in future. Student members of SSG worked hard to bring together this event and were wholeheartedly applauded and appreciated by the support staff.

**"Be the change you want to see in the world,"** advocated Mahatma Gandhi. Expressions 2011 tried to make a difference by bringing home a few smiles and it shall continue bringing more in the years to come.



## Students of Pride – PGP15 Batch



Kshitij Kapur took to music early in life, when he started singing and playing musical instruments like the harmonica and the guitar without any formal training. He is the lead vocalist and rhythm guitarist for 'Old School Tie', a Chandigarh-based rock band which he co-founded 4 years back. After playing at various fests and rock shows in and around the city, the band gained recognition in 2010 when it played at the finals (North India) for prestigious competitions like "Channel [V] Launchpad" and "Yamaha Asian Beat", going on to win the "The Indian Rock Revolution" competition. The band released its debut album "Falling Through Life" in November 2010 which won critical acclaim throughout the country's online music fraternity via music magazines, forums and blogs. Recently, one of their compositions "Deep Blue" was selected for the 5th edition of "Stupid Ditties", a compilation of the best songs from Indian underground bands. In his spare time, he helps Chandigarh Bands Association (CBA) organise regular gigs and music clinics to help nurture the musical talent in the region.

Manasi Vora has a black belt in judo and has pursued martial art since the age of 9. She has participated in over 12 National tournaments, having won 3 medals in the National Judo Tournament organized by the Judo Federation of India and the Mayors Cup, representing the state of Maharashtra. In 2005, she was awarded the title of Best Judoka of Maharashtra state by Shri Gopinath Munde. She has also served as the leading officer of the Sea Cadet Corps, INS Hamla from 2001 to 2005. She learnt Japanese in order to supplement her Judo practice and was selected for advanced training for Judo in Japan. In addition to her martial arts skills, Manasi is a trained Bharata Natyam dancer and loves contemporary and western dance.



Deepa Mallesh is an accomplished lawn-tennis and table-tennis player, having represented Karnataka in various state-level competitions. With her first win coming at the Cadet Girls Under-12 State Table-Tennis Tournament at Bangalore in 2001, her accolades have grown since with wins at the State-Level Lawn-Tennis School tournament in 2004 and State-Level Table-Tennis School tournament in 2005. Her consistent performances in sports saw her being rewarded with scholarships from the Sports Authority of India (SAI) from 2003 to 2006. She went on to win the VTU Inter-Zone Inter-Collegiate tournaments in 2007 and 2008 and is a three-time winner of the VTU South-Zone Inter-Collegiate tournament, securing a hat-trick from 2007 to 2009. In her spare time, Deepa loves dancing and has performed at various school and college festivals over the last 6 years.

Sachin Maan started playing Chess when he was 5 and became the state chess champion in the Under-8 category at the age of 7. Having represented Rajasthan from 1996 to 2000, he has won several state-level competitions in chess in various age groups. Over a period of 8 years from 1996 to 2003, he has been a five-time winner of various competitions like rapid 5, rapid 10 and rapid 20 chess mini games. He has volunteered in numerous International and Asian Chess Competitions held in Rajasthan and Delhi and is good friends with some of India's notable Chess Grandmasters including Abhijeet Gupta, Koneru Humpy, Abhijeet Kunte and P. Harikrishna. He now spends his time organizing various chess-teaching sessions for school children. He loves solving Sudoku and is passionate about problems involving logical reasoning.



## FELLOW PROGRAMME CASE STUDY

Krishnadas, N. 2011. LifeSpring Hospitals: A social innovation in Indian healthcare, Emerald Emerging Markets Case Studies, ISSN: 2045-0621

## FULBRIGHT-NEHRU DOCTORAL SCHOLARSHIP

Mr. Manish Shukla, a doctoral student of IIM Kozhikode was selected for the Fulbright-Nehru Doctoral and Professional Research Fellowship Program during August 1, 2011 to April 30, 2012 at Johnson Graduate School of Management at Cornell University, USA.



## Faculty Publications

### IIMK WORKING PAPER

1. Nair, S.R., Leena, M.E., 2011. Foodgrain Management and Prices in India: Lessons and New Perspectives from Recent Experience with Food Inflation, IIMK Working Paper Series, IIMK/WPS/87/ECO/2011/08

### ARTICLES IN JOURNALS

1. Nair, S.R., Leena, M.E. 2011. Wheat Price Inflation in Recent Times: Causes, Lessons and New Perspectives. Economic and Political Weekly, Vol XLVI, No.36, September 3-9, 2011, p.58-65.
2. Nandakumar, M.K., Abby Ghobadian, Nicholas O'Regan, 2010. Business-level strategy and performance - The moderating effects of environment and structure. Management Decision, Vol. 48 Issue 6, pp. 907-939. (Adjudged as the Highly Commended Award Winner at the Literati Network Awards for Excellence 2011.)
3. Anand, G., Kodali, R. and Kumar, B.S. (2011), "Development of analytic network process for the selection of material handling systems in the design of flexible manufacturing systems", Journal of Advances in Management Research, Vol. 8 No. 1, pp.123-147.

### REVIEW OF REFERRED JOURNALS

Anand, G. has reviewed one paper for Journal of Engineering Design and another in Management Research Review.

## Shri. Oommen Chandy, Hon'ble Chief Minister of Kerala unveiled the Theme of the Indian Business History Museum

The Hon'ble Chief Minister of Kerala, in the presence of the council of ministers, IIMK community and other dignitaries unveiled the Theme of the upcoming Museum of Indian Business History on 18th August 2011 at IIM Kozhikode.

While congratulating the Institute and the Director Prof. Debashis Chatterjee for conceiving such a novel idea and meticulously making it into a reality, the Hon'ble Chief Minister expressed hopes that the Museum will provide a unique learning experience to the visitors and shall inspire entrepreneurship in them, especially the youth. The Chief Minister then handed over the written version of his best wishes message on the Museum to Prof. Debashis Chatterjee.

IIMK Director Prof. Debashis Chatterjee, in his reply, remarked that the business houses and the corporate world have welcomed the idea of the Museum quite positively. IIMK has received overwhelming response and oral pledges for exclusive



pavilions in the Museum, from major business stakeholders in the country such as RBI, SBI, ICICI, ONGC, Tata Group, Godrej Group, Bajaj Group, FACT Ltd., Bharat Petroleum Corporation Ltd., ISRO, Cochin Shipyard, Malabar Chamber of Commerce etc.

The Museum will be housed in the world class Library of the Institute and it expected to be inaugurated in November 2011.

## Student Winners @ IIMK

Manish Shukla (2011) 'Emerging Economies Doctoral Student Award' for the research proposal titled 'Fresh Supply Chain Management'.

Narayana, S., and Pati, R.K. (2011) 'Emerald / IAM Indian Management Research Fund Award Highly Commended' for the research proposal titled 'Reverse Logistics in the Indian Pharmaceutical Industry'.

Anuj Gupta & Dimpy Kamra (2011) selected as 'Bindaas Marketers' by Printbindaas.com, a Mumbai-based organization offering branding, marketing and printing solutions to corporate.

## International Exchange – 2011

1. IIMK plans to rapidly accelerate its international activities through selectively establishing partnerships with greater numbers of institutions. Recently, IIMK has signed Memorandum of Understanding with ISCTE (Instituto Superior de Ciências do Trabalho e da Empresa) Business School, Lisbon, Portugal and ESSCA (Ecole Supérieure des Sciences Commerciales d'Angers), School of Management, Angers, France.
2. In the International exchange collaboration front, the Institute is taking a leap forward in each of its key activities in a highly synergic manner. The presence of regular visitors from institutions abroad gives an added flavor to its various international exchange activities.
3. Sthanu R. Nair: "The Impact of Tax Rate Differentials on the Tax Revenues - The Case of Sales Tax Competition among a Group of Border-Sharing Indian States" at the Annual Congress of the International Institute of Public Finance held at Ross School of Business, University of Michigan, Ann Arbor, USA during August 8-11, 2011.

## E-Summit '11

The Entrepreneurship Cell (E-Cell) of IIM Kozhikode hosted E-Summit, a two-day Entrepreneurship Summit on 3rd and 4th of September, 2011 at IIMK campus. A unique and novel idea, it facilitated interaction between Venture Capitalists, seasoned & upcoming entrepreneurs, academia and students from all across the country. The summit involved participation from esteemed business leaders and provided an opportunity to start-ups to access IIM Kozhikode's talent pool. E-Summit 2011 included gamut of activities such as entrepreneurial guest lectures, workshops, and panel discussions with experts, start-up fair, investment fair and the entrepreneurship bus journey – सहकारिता (Collaboration) Yatra from Bangalore to Calicut.

Swapnil Dixit - co-founder of Tata Jagriti Yatra, Irfan Alam - founder of Sammaan Foundation and the winner of Business World's Most Promising Entrepreneur Award, Mansukhbhai Prajapati - creator of MittiCool and listed in the Forbes seven most powerful rural Indian entrepreneurs, Shradha Sharma - founder of YourStory.in, one of the most followed online platforms for first-generation Indian entrepreneurs and also the online partner of CNBC TV18 Young Turks, Bipin Chandran - Chief Editor of the business magazine "Entrepreneur" of Infomedia18, the publishing arm of the Network18 group and Siva Cotipalli - co-founder of DhanaX Microfinance graced the occasion as a part of the guest lecture series.

High knowledge and information-impacting workshops on 'How to expand your business' by Muralidharan R and 'How to reduce cost in a start-up business' by Mukesh Hans were conducted as part of the summit. A panel discussion on 'Raising investments for a start-up business' with inspirational people such as Nitin Gupta, Nitin Agarwal, Vikhyat Srivastava and Avira Tharakan was held. Furthermore, an investment fair was conducted, where IIMK students helped the invited start-ups to pitch in front of Venture Capitalists firms for their own funding requirements.

Making another effort towards nurturing the spirit of entrepreneurship amongst Indian society, the Entrepreneurship Cell of IIM Kozhikode organized a bus journey from Bangalore to Kozhikode on the eve of E-Summit 2011. In the first of its kind initiative by any B-School, the सहकारिता Yatra witnessed active participation of students, entrepreneurs, startups, mentors and other stakeholders of the society who aspire to set a foot forward on the journey towards entrepreneurship. The journey officially marked the launch of E-Summit 2011 at IIM Kozhikode. During the course of the journey, the participants not only involved in entrepreneurial discussions, but also contributed to the society by making the locations enroute cleaner and better. Along with fostering entrepreneurship, this unique journey truly captured the Institute's vision to be a centre of idea generation facilitating social transformation and inclusive growth.



# PGP15 Expectations

- Tanmay Belavadi & Amartya Sen (PGP15)

"I came here with moderate expectations, but IIMK raised and continues to raise the bar everyday on how a premier world-class B-school should be. The journey from an aspiring candidate to becoming a member of the student council has been a wonderful roller-coaster ride."

- Saurabh Pillai  
(PGP15)

"The Experience so far is indescribable... However I know that I have been driven to my limits, and IIMK will bring out the best in me."

- Samresh Kumar  
(PGP15)

"The unpredictability that I have faced here has made me realize how life can be a lot more exciting in an IIM than what I had imagined in my dreams"

- Sagar Khairnar  
(PGP15)

"The past month has been a rollercoaster ride both functionally and emotionally and I am looking forward to the future"

- Sanket Baing  
(PGP15)

IIM Kozhikode certainly makes a charming first impression, even before one actually gets to meet her. A Google image search turns up the most flattering scenes of green vistas and elegant architecture. As visually appealing as these are, they somehow don't quite do justice to the actual experience of living here.

If there is one thing I learnt from my bachelor's degree days, it is that the most trying of situations can be endurable and even enjoyable with the right people and conversely, not even the best of locales can compensate for inadequate company. There is nothing I cherish about a place more than the people I meet there, and in that sense, this campus has outdone itself in every way. Somewhere, in that dazzling mosaic you are sure to find a group of people who share your ideas and perspectives.

The unique experience of being in an Indian Institute of Management does not come easy; indeed all of us have earned our way here. What's more, we all have a reason for being here. No matter how euphemistically we may put it, a management degree is seen as a means to an end, a qualification that is expected to enhance our career prospects by opening doors that otherwise might not have opened and presenting us opportunities that otherwise might not have come our way. Granting that, it is nevertheless critically important to have an enjoyable, educational and illuminating journey on the way to those desirable and worthy ends. The true promise of this institution has been in offering us a journey that we will carry with us for the rest of our lives. We are only at the beginning of two over-laden years, but even with our limited vision, it is easy to see that nothing here is to be taken for granted. Notwithstanding a few bumps along the road, one would be hard pressed to find a member of our batch who has not found his or her first two months to be a thoroughly worthy experience.

By drawing from amongst some of the best from all over the country, IIMK provides a unique and indelible environment of diversity and intellectual stimulation along with a healthy dose of sheer fun. Like most others, I did not expect to have it easy here, but neither did I expect to have to chase and pin down every last minute of each day in a fanatical effort to meet deadlines and simply keep up. There is nothing quite like a bit of competition to keep you on the go, no matter what the circumstances. As much as academics forms the core part of our concern here, we are engaged in a much broader process of exploration and assimilation, and one must admit, to the surfeit of choices. While not all of us may succeed in building that perfectly balanced scorecard, it is indubitably true that a management education comes with a very broad palate indeed. The plethora of activities available here to keep you engaged makes that more than clear.

Any institution or organisation has a certain culture which permeates every facet of life within that domain. It becomes imbued in its people in the very way they think and react. I must confess, I am not the most perceptive of individuals, but I can feel the change in me. The incredible sense of camaraderie and kinship apart, this place has begun, almost without notice, to mould us all into more confident and more conscious people. All of us bear more than the weight of our own expectations on our shoulders and the evident goal of this institution in helping us push the perimeters of our abilities is to do more than meet those expectations. It is meant to initiate a process of self-construction and enhancement to meet a lifetime of challenges and trials that we are only beginning to realize.

For many of us, walking through those hallowed gates into this campus was more than an amorphous dream; it was the gateway to our futures. One would have been less than human not to feel that sense of purpose and destination in coming here. In everything we do here, we build upon a legacy of accomplishments and success handed down to us by our predecessors. By becoming a part of this community, we each pledge to honour that commitment to growth, learning and leadership which we now inherit.

**"Winners do not do different things.  
It is all about doing things differently."**

- C K Prahalad

# IIMK – Boundaryless Shore

*Like flowing rivers we wandered  
At times successful reaching the shores  
At times locked within few oars  
Restless and choking...*

*Looking at our reflection  
We ask ourselves can I flow some more shores  
Knowing stagnant water gives us rusty pores  
Looking at the far away destination  
We question what could increase our inspiration*

*We are here again giving us completely with pride to you  
We say mould our dents if we have any  
We say make me shine more if I look dull  
Add your rhythm if we lost our song  
Get us back when we are at times wrong*

*We are back to our childhood again  
Like small kids churning Butterflies during our quiz  
Dodging while we have to do our homework  
Worried about our exam work  
Isn't it natural to feel this way we ask ourselves with smile .*

*Its those hours we forget we are adults  
Surrendering to our teacher 's wisdom  
We forget that moment what is boredom*

*A time our hours being translated into knowledge  
A process where our thirst is being quenched*

*This will be a reminiscence in our life  
We will taking back the real us  
Letting the need to be spurious of ourselves  
We say to ourselves this institution  
Made our dreams come true...*

*We have spread our roots here in IIMK  
We feel deep within like a perpetual innovator  
Our teachers breaking us free from monotonous thinking  
Our passion to change was possible from cerebral to practical  
With IIMK 's true spirit , idealisim and deliverance.*

*We are no more a product of illusion  
You gave us shade to learn and unlearn  
WE would forever speak of you  
We have your essence in us  
We dedicate these lines that wants to flow even more  
To IIMK we owe our boundaryless shores we sail and are to sail...*

*You are a ocean and we are blessed to seek a single drop...*

- Rukmini, U., eMEP-10-058

## IIMK Fosters Diversity with its 15<sup>th</sup> PGP Batch

Continuing with its novel mission on the promotion of gender diversity for the second consecutive year, the 2011-2013 academic batch for the flagship Post Graduate Program at IIMK includes 35% women as compared to 30% last year and 10.5% till 2009-10. Of the 121 women among the 341 students admitted to the 15th PGP batch, 84 have a Common Admission Test percentile between 90 and 100. Ninety one of these students have an engineering background, fifteen are commerce or economics graduates, three are doctors, while one has studied law.

There has also been a change in the income profile of parents of students admitted to the IIM-K, perhaps a trend reflected across other IIMs as well. This year, about 7.94 % of the students admitted to the IIM-K have parental income less than Rs. 1 lakh per annum, 12.7 % with Rs. 4-5 lakh, 8.73 % with Rs. 5-6 lakh and 25 % with Rs. 10 lakh and above. Also, majority of the students (63.97 %) have parents working either in government, public sector units, or non-governmental organizations. Furthermore, only 9.72 % of the PGP15 students are children of professionals or private sector executives. Children of businessmen comprise 13.77 % of the students in the institute. As for the state-wide distribution, 12.65 % are from Delhi, followed by Maharashtra with 12.05 %, and Uttar Pradesh with 9.71 %.

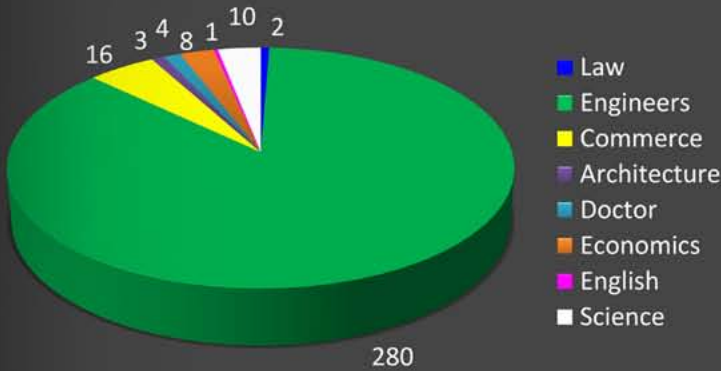
IIMK certainly has set the winds of change in motion. With the whole wide world looking up to us, IIMK pledges to foster diversity amidst its students for an enriching journey towards becoming socially responsible citizens of India.



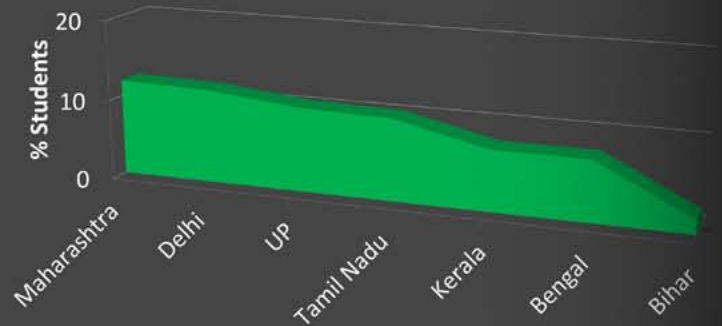


# DIVERSITY IN PGP15

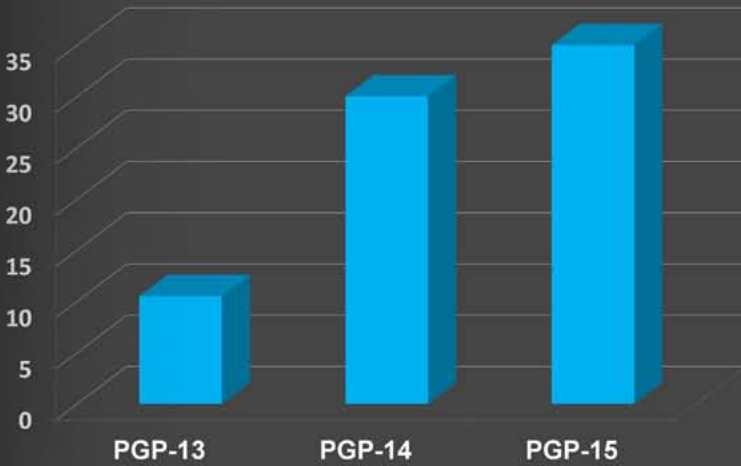
Graduation Discipline



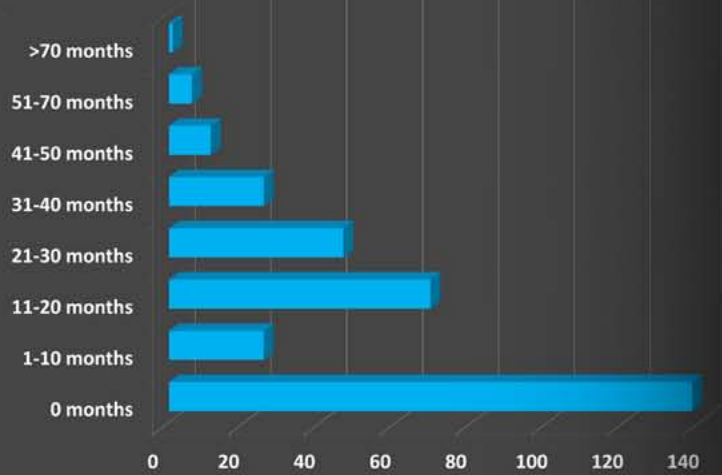
Statewise Distribution



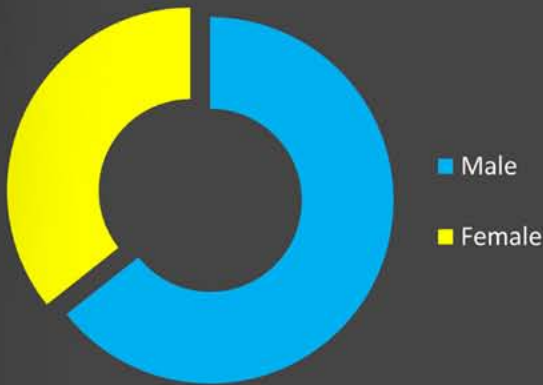
% Girls Trend Growth



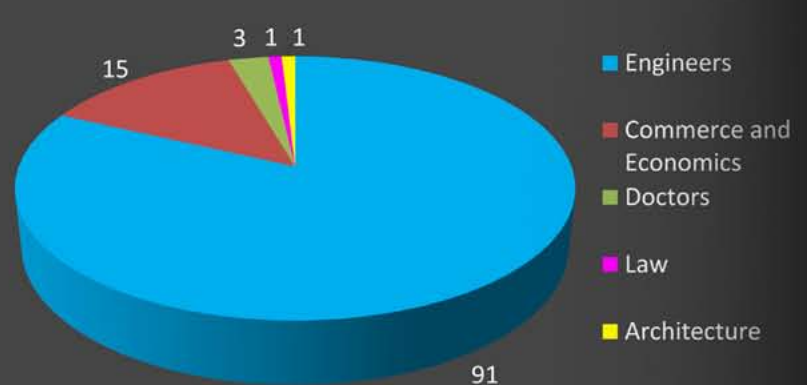
Number of Students



Gender Ratio



Graduation Discipline of Female Students



**INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE**

IIMK Campus P.O., Kunnamangalam - 673 570, Kerala, India

Phone: +91-495-2803001 Fax: +91-495-2803010-11

Web: [www.iimk.ac.in](http://www.iimk.ac.in)