

IIMK News

Globalizing Indian Thought

December 2011 | Vol. 5(4)



The Newsletter of Indian Institute of Management Kozhikode, Kerala, India

IIMK Congratulates Shri. Jacob Mathew

Shri. Jacob Mathew, Executive Editor of the Malayala Manorama Group of Publications and Member of Board of Governors of IIMK has been unanimously elected the President of WAN-IFRA for a 2 year tenure beginning July 1, 2011. He is the first Indian and second Asian to be elected to this office.



Inauguration of ITSM 2011 P5



Inauguration of GLOGIFT P4

Congratulations !



Achievements of IIMK Students P19

IIMK Family Congratulates Shri. Jacob Mathew for being Elected the President of WAN-IFRA



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WAN-IFRA based in Paris (France) and Darmstadt (Germany) is a global organisation of Newspaper Editors and Publishers. It represents more than 18,000 publications, 15,000 Online sites and over 3000 companies in more than 120 countries. The World Association of Newspapers, founded in 1948 and IFRA, the Research and Service organisation founded in 1962, merged in 2009 to form WAN-IFRA. Its core mission is to defend and promote quality journalism, editorial integrity, press freedom and development of new media business.

The Malayala Manorama group based in Kerala publishes Malayala Manorama daily with a circulation of over 1.9 million copies per day. The group has 50 publications including *The Week* and *Vanitha*, a leading women's fortnightly magazine. Malayala Manorama also broadcasts *Manorama News*, a 24 hour news channel, and has FM stations under the *Radio Mango* name. It is also very dominant in the digital space. *Manoramaonline* is one of the most widely read newspaper websites in India.

Jacob Mathew is currently a trustee of the Press Institute of India/Research Institute for Newspaper Development and is also on the Asia Board of INMA (International Newspaper Marketing Association).

He has served on the board and the Executive Council of the World Association of Newspapers (WAN). Jacob is the Past President of the Indian Newspaper Society (INS) and has been the past chairman of the Advertising Standards Council of India (ASCI).

IIMK Family wishes a very Happy and Prosperous New Year



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Editorial

It is with pride that we come out with another edition of the IIMK newsletter. The last few months in IIMK included a plethora of activities which have placed IIMK in a rather unique and inimitable position.

While the inter-collegiate management festival, Backwaters-2011 brought together the best talent from all over the country to fight and win laurels, the institute also hosted Horizons-2011, the annual management conclave and Sangram-2011, the IIMB-IIMK sports meet, which was won by the visitors. The Social Service Group, the unique and one-of-a-kind students' community at IIMK, was engrossed in a bustle of socially responsible activities including an afforestation campaign, a career counselling program for Class X students of the district, spoken English classes for the mess workers, blood donation campaign and many more. IIMK also made the mark of being the first BSchool in the country to initiate a holistic simulation program termed as 'Managerial Perspective', for the PGP15 batch which involved application of all the Term 1 subjects. The institute also hosted an array of talks and seminars by several luminous personalities including Mr. Bart Jackson, CEO of Prometheus Publishing, Mr. V.R Ferose, Managing Director of SAP labs, India and Professor Chinmoy Ghosh, Gladstein Professor of Business and Innovation at the School of Business, University of Connecticut among others. The campus was vibrant in itself with the *Diwali* celebrations, Inter-hostel cricket tournament, *Dandiya* nights, Hindi *Diwas* and a lot more! The PGP15 batch also geared up for the summer placements with companies coming knocking even after 100% placement of the batch.

In this edition, we have made a humble attempt to reflect the evolving face of an institute, which is on the track to establish itself as the socially responsible, management 'Think Tank' of the country.

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IIMK GLOGIFT 11

Eleventh Global Conference on Flexible Systems Management

The eleventh global conference on flexible systems management, IIMK-GLOGIFT 11 hosted by Indian Institute of Management Kozhikode and co-hosted by (1) Global Institute of Flexible Systems Management; (2) Department of Management Studies IIT Delhi and (3) Stevens Institute of Technology, New Jersey was inaugurated by Professor Debashis Chatterjee, Director IIM Kozhikode on 9th of December 2011. The theme of the conference is “Organizational Flexibility and



Competitiveness. The Conference Chair Professor Nandakumar M.K. introduced the conference to the participants. In his speech he highlighted the importance of organizational flexibility in sustaining competitive advantage of organizations in the turbulent business environment of the 21st century. Professor Debashis Chatterjee in his inaugural address emphasized the importance of flexibility in the organizational systems and explained how flexibility has been brought in to the systems and processes at IIMK. Ms. Christine Williams, Director Systems Engineering Leadership Development, NASA (US) delivered the keynote address. She spoke on the topic “Agile Organizations Begin with Agile Employees”. Dr. Shyam Sethi President of Global Institute of Flexible Systems Management and Prof. Sudhir K Jain Director, Department of Management Studies, Indian Institute of Technology Delhi also spoke on the occasion. The Conference Co-Chair Prof. Sanjay Jharkharia talked about the relevance and scope of the conference and explained about the organization of the technical paper sessions. Professor Abhilash Nair, Conference Co-Chair delivered the vote of thanks and thanked all the stakeholders who have worked tirelessly for the last one year to organize this international conference. More than 100 delegates from leading institutes, universities, research organizations,

corporate and government agencies participated in the conference. Four papers were presented during the plenary sessions between 9.30 AM and 11.00 AM on 10th and 11th of December 2011. In addition to the plenary sessions, 106 papers which were organized into three parallel tracks were presented by the participants on both days between 11.30 AM and 5.30 PM. This conference has been able to attract participants from various countries including the United States, United Kingdom, Germany, Japan and Indonesia.

On Saturday 10th of December, the conference started with the plenary sessions at IIMK Auditorium at 9.30 AM. The first plenary session was delivered by Dr Ana Maria Reyes, Partner, New Worlds Enterprise, LLP, Philadelphia, USA. She spoke about the effectiveness of virtual classrooms in today’s environment. This was followed by another plenary session by Mr. Shiva Kumar K. Swamy, Chief Technology Officer, ZSL Inc, New Jersey, USA. He gave a talk on the topic “Business Agility empowered by Smarter Technology Solutions”. The plenary session was followed by paper presentations by the participants between 11.30 AM and 5.30 PM. In the evening there was a cultural program depicting the martial art of Kerala namely “Kalarippayattu” and the art forms namely “Kathakali” and “Theyyam”. This program was followed by the conference dinner.

On Sunday 11th of December the first plenary session were delivered by Professor Sushil from Department of Management Studies, IIT Delhi and he spoke about the topic “Flowing Stream Strategy Incorporating Flexibility through Confluence of Continuity and Change”. Professor Takao Fujiwara, Toyohashi University of Technology, Japan delivered the second plenary session and the title of his presentation was “Flexible decision of irreversible investment under uncertainty”. The plenary session was followed by paper presentations which were organized into three parallel tracks. The paper presentations finished by 5.30 PM. The conference concluded with a post-conference tour to Wayanad on Monday 12th of December.



ITSM 2011

International Conference on Information Technology

The International Conference on Information Technology, Systems and Management (ITSM 2011) was a joint initiative of the Indian Institute of Management Kozhikode, the Indian School of Business Hyderabad, University of Texas at Dallas, and George Mason University (USA), held at IIM Kozhikode during 17-18 December 2011.

The inaugural ceremony started at 9.15 am on 17th December with invocation followed by a welcome address delivered by Prof. Radhakrishna Pillai (Dean, IIMK & Organizing Chair ITSM 2011). Prof. Varghese S. Jacob (General Chair, ITSM 2011) enlightened the audience with



the scope and objectives of the conference. He is the Senior Associate Dean and Professor of Management Science and Information Systems in the School of Management at the University of Texas at Dallas. Prof. Debashish Chatterjee, Director, IIM Kozhikode inaugurated the conference by lighting the lamp. Prof. Chatterjee released the ITSM 2011 proceedings by presenting a copy of the same to Prof. Ramayya Krishnan. Prof. Ramayya is the Dean of Carnegie Mellon Heinz College and William W and Ruth F Cooper Professor of Management Science and Information Systems. He addressed the gathering and wished the ITSM conference a great success. Prof. Saji Gopinath (Dean, IIMK) welcomed all the dignitaries on board and highlighted the role of Information Technology in the modern era. Prof. M.P. Sebastian (Chair - IT & Systems Area at IIM Kozhikode and also the Program Chair for ITSM 2011) proposed the vote of Thanks. He thanked the organizing team for their whole hearted support in making ITSM a grand success. The inaugural session was followed by a keynote address by Prof. Ramayya Krishnan on “Societal Scale Adoption of Information Technology: Research Opportunities and Policy Challenges”. He laid emphasis on how Information and Communication Technology can be leveraged for economic development with special focus on developing countries.

There were two tracks for ITSM 2011: Research Track and Industry Practitioners’ Forum.

Research Track:

ITSM 2011 received a total of 189 research submissions

from India, USA, Canada, UK, Finland, Australia, New Zealand, Iran and Myanmar, of which 40 were finally selected after a rigorous review for oral presentation



(with an acceptance rate of 21%). The papers were scheduled in 8 sessions. The session chairs included Prof. S. Raghunathan (University of Texas, Dallas), Prof. Arvind Tripathi (University of Auckland), Prof Varghese S Jacob (University of Texas, Dallas), Prof Indushobha Chengalur-Smith (State University of New York, Albany), Prof L Divakaran (Carnegie Mellon University), Prof. Rema Padman (Carnegie Mellon University), Prof. Sarah Rice (University of Connecticut), and Prof. Ravi Bapna (University of Minnesota/ISB), in addition to the Professors of IIMK. There was a research panel discussion on 18th December on “Publishing in top IS journals”. Prof. Prabuddha De (Accenture Professor, Krannert School of Management, Purdue University) was the moderator. Prof. Sridhar Narasimhan (Senior Associate Dean, College of Management, Georgia Tech), Prof. Sumit Sarkar (Ashbel Smith Professor, University of Texas at Dallas) and Prof. Arun Sundararajan (Associate Professor, Stern School of Business, New York University) were the panel members. It was a very lively session.

Industry Practitioners’ Forum (IPF) Track:

The IPF was on 17th December. The theme of the IPF was on “*Information Technology and Business Innovations*”. There were 12 papers, presented in 3 sessions, from leading IT industries including TCS, Infosys, Robert Bosch, Visual IQ, Wipro, Nokia-Siemens, and Brocade Communications. The session chairs included Prof Sunil Wattal (Fox School of Business, Philadelphia), Prof Ravi Seethamraju (University of Sydney, Australia), and G Subramanian (Tata Consultancy Services), in addition to the Professors from IIMK. The proceedings of the IPF is published by Macmillan Publishers (edited by Joffi Thomas, M P Sebastian and Asharaf S) in their Advanced Research Series. The Proceedings was released by Prof Ramayya Krishnan by presenting a copy to Prof Nirup Menon (George Mason University).

The conference concluded on the evening of 18 Dec 2011 on a high note. The ITSM 2012 will be held at Indian School of Business, Hyderabad.

Management Development Programmes at IIMK

Extraordinary Performance from MDP office

Months of October – November 2011 were perhaps the most hectic in the history of MDP office at IIM Kozhikode.



In these two months, as many as 20 management development programs were conducted successfully. These 20 programs totalled more than 2000 participant days, there were programs as long as 12 days, some programs were on-campus and some off-campus and the programs featured one CEO level, several senior executive level offerings.

Despite current constraints of limited training infrastructure, MDP office worked with their meticulous planning and flawless coordination and balancing the resources. All staff members working at MDP office were recognized for their contribution by the director.

On General Management for Indian Army Officers (October 03-15, 2011)

Programme Facilitators: Prof. G. Sridhar,
Prof. S.S.S. Kumar, Prof. Rajesh U, Prof. Kausik

“Programme has covered all significant aspects of management, an excellent and well organized programme for experienced serving officers”.

-Col Sunil Kumar Sharma

“A deep insight into the management studies is the streams that have been covered in unique for an army officer, the context of leadership from a corporate point of view have also got a new dimension, great effort made by all the professors”.

-Lt Col Rajiv Ghosh



On Leadership Clinic (October 17-21, 2011)

Programme Facilitator- Prof. Debashis Chatterjee

“All the sessions were more interactive and useful, an eye opener to think as to how leaders to think”

-K Rajamohan, Regional Business Head (O&M) VA Tech Wabage Ltd

“Thought provoking. counter intuitive thinking, real brain tonic”

-Sunil Aravind Athale, Sr. Project Manager HSBC



Workshop on Leadership in Higher Education Institutions

(In association with Commonwealth of Learning, Canada, November 23 – 25, 2011)

Programme Facilitators:

Prof. Debashis Chatterjee & Prof. Saji Gopinath

IIMK has conducted a thought leadership workshop for select Vice Chancellors of the country during November 23-25, 2011. This three day workshop focusing on “Leadership in Higher Education Institutions” was conducted in association with Commonwealth Of Learning, Canada at the Institute campus. The program was conceptualised and designed by Prof. Debashis Chatterjee, Director-IIMK.

The program started with the first session on “Discover the Leadership DNA” by Prof. Debashis Chatterjee and continued with a topic on “Development Issues in Indian Universities” and “Developing World Class Universities: Perspectives and Challenges” by Prof. Saji Gopinath, on



the first day. The second day started by a session on “Change Management” by Prof Unnikrishnan Nair, senior most faculty member of IIM Kozhikode and ended with a session on “System wide Issues that hamper growth and Quality in Universities” by another senior faculty member, Prof Krishna Ladha. The third day was started by Prof Debashis Chatterjee on “The culture of Emotions” and the program was concluded by Prof Saji Gopinath on a topic “Developing an Agenda for Excellence”.

Prof Madhulika Kaushik, of Commonwealth Of Learning (COL) was also present throughout the program and briefed about the objectives of the program and also about the association of COL and IIMK. The efforts of IIM Kozhikode and COL were highly appreciated by the Vice Chancellors who attended the program and has recommended that these kind of programs should be conducted in future for the addressing the challenges of Indian Universities.

“The workshop is well organized and well managed. The content of each of the speaker, facilitator is very well received. Prof Debashis Chatterjee has many plus and positive points as far as contents, and creating leadership terms to be his passion. All the staff was working collectively and professionally”.

*- Dr Rajpal S. Hande, Director,
Board of College and Univ. Development, Univ. of Mumbai*

On Firstsource Leaders’ Programme - Expanding Business Perspectives (November 23-25, 2011)

Programme Facilitator: Prof. Rajesh S. Upadhyayula

Expanding Business Perspectives, a programme for the participants of First Source was conducted at Indian Institute of Management, Kozhikode between November 22nd, 2011 and November 25th, 2011. First Source approached Indian Institute of Management Kozhikode to conduct a training programme for their high performance individuals to enable their transition to cross-functional roles from their functional responsibilities. The participants were having experience of more than 10 to 15 years experience within the industry. Accordingly, a focused capsule was designed to expose participants to a breadth of topics such as economic environment affecting BPO firms, strategic analysis, positioning and competitor analysis of BPO firms, alignment and balanced scorecard, organization structure, design and change for firms operating in dynamic environments, operational effectiveness and service marketing orientation.

The involvement of both the MDP office personnel as well as the LMD (Leadership and Management Development team) helped in building sufficient excitement for the programme within First Source. Among the 60 nominations received for the programme, 25 individuals were nominated for the first programme at the IIMK Campus. The “back to



campus” programme had a stimulating as well as invigorating effect on the participants of first source. Faculty involved in the programme has thoroughly enjoyed their sessions with the participants.

“Good mixture of subject, in depth knowledge of the professors of the subject and the best environment to learn”

- Dhiraj Chaudhari, DGM ,Commercial , Firstsource Solutions Ltd.

“Theory presented in a wonderful manner, case-study mode of teaching, Professors are very discussion- Oriented and not lectures”.

-Varkey Chacko, Senior Manager, Audit, Firstsource Solutions Ltd.

MDP on Leadership for senior executives of Indian Ordinance Factory Board (IOFS) (November 21-26)

Programme Facilitator: Prof. Saji Gopinath

IIMK Conducted a Management Leadership Programme (MLP) for the senior executives of Indian ordinance factory Board (IOFS) during November 21-26 at TAJ Gateway Calicut. This 6 day Management Leadership Programme (MLP) on Operational Excellence specifically addressed the requirements of the Additional General Managers of IOFS with over 25 years of experience in the industry, having the key role of leading expansion projects in the factories in addition to being part of the top management (along with general managers) in managing the factories. The programme had a Operational leadership focus and was designed to enhance the functional management leadership abilities of the executives while providing a strategic orientation to take up the challenges of the changing nature of business. 21 Senior Executives from different factories of IOFS attended the programme which was inaugurated by Prof. Debashis Chatterjee.



Managerial Perspective

– an initiative with a vision

As the theory goes, there is a difference between an organization and an institution and ever since its inception, IIMK has taken several valiant steps to move towards becoming an institution that others can follow. With a thirst to bring in new innovations in study techniques and pedagogy for learning, IIMK incorporated the 'Managerial Perspective' course for the students of 15th batch of its flagship Post Graduate Programme (PGP15). This involved great participation on behalf of the faculty and the students and an enormous amount of effort on part of the administrative staff to facilitate this highly versatile and fruitful opportunity for the students to learn and appreciate management studies in a new way with a new 'perspective'

Fresh add-on from the otherwise theoretical pedagogy helps student gain a hands-on experience about the real life scenarios.

-Kshitij Kapoor (PGP/15/285)

The course was conducted over a span of six days which involved several online simulations along with guest lectures and movie screenings with the purpose of enlightening IIMK students on various aspects of management and corporate decision-making capabilities. The course kicked off with several simulations from the house of Harvard Business School Online Learning, which honed the interdisciplinary analytical skills and the decision-making capabilities of the participating students. The simulations included a Marketing scenario where students worked upon a case to come up with profit-maximizing plans for the firm presented in the case. Another simulation directed towards 'climbing the Mt. Everest' was also presented to

the students, where they were required to make intellectually challenging decisions to demonstrate team work and group dynamics. The Micro Economics simulation saw participants employing the 'Demand and Supply' theories to understand the practicality of these theories they learnt in the classrooms. The simulations also included a very dynamically designed Operations Management case where students actually put to practice the principles of process management to come up with an efficient operation design under various scenarios. Each simulation was followed by a thorough feedback from faculty and involved highly concentrated and active class discussions on every aspect of the decision made by the students and the underlying analytics.

Apart from the simulation sessions, the course also involved movie screenings and guest lectures. The students got a chance to witness a short documentary on the fundamental problems of our country like poverty. They were given an opportunity to appreciate the movie 'Manthan' from a managerial perspective to understand the workings of co-operative societies and reckon how Amul, one of the leading dairy brands of the country can be within the vision of students. Eminent speakers from across the country came down to the institute to address the students on various aspects of management and business administration. Mr Satish Pradhan, Chief, Group of Human Resources, Tata Sons spoke about the fundamental aspects of management

Informative, educative, innovative, exciting, invigorating, in short a event that lived up to expectations.

-Tanya Singh (PGP/15/325)

and entrepreneurship and how students at IIMK have the luxurious opportunity to grow towards their dreams and goals. Mr. Rama Reddy, Former President, Cooperative Development Foundation, spoke about the cooperative societies of our country and how India needs future endeavors in these areas to grow as a country given that these cooperatives are as important as big MNCs for our country. Other speakers included Mr. R.D. Thulasiraj, Executive Director, Aravind Eye Care System, Madurai

An initiative from my institute that I am proud of, helped me learn a lot and at the same time understand fundamentals of the real world that I am heading out to...

- Parul Agarwal (PGP/15/299)

and Mr. Ramesh J. Thomas and Mr. Nappina Sampath of Equitor Consulting who shared their insights on what management is and their perspective of how 'institutions' like the IIMs in our country make India move forward towards a more profitable and sustainable future.

Over the course of six days, the students got a chance to learn and probably understand in a much better and more sustainable manner, the aspects of management that are otherwise theoretically taught in the classroom lectures. The participation and enthusiasm from the faculty, staff and students was commendable, making this endeavor a grand success and laying the foundation to make this course a part of curriculum for the future batches of PGP at IIMK. By incorporating this course, IIM-K has become the first management institute in the country to experiment with such a new and beneficial initiative.

BACKWATERS 2011



'The Great Debate' moderated by Mr. Ashutosh Sinha (NDTV Profit) with Mr. Vijay Sankaran (Nokia Siemens), Mr. Harshil Karia (Foxymoron) and Mr. Josy Paul (BBDO, India)

The much awaited annual management fest of IIMK - 'Backwaters' kicked off on 18th November setting a number of records and precedents in its sway. It was the first ever 72 hours fest having a delectable mix of intelligence, precision, accuracy, leadership, innovation on one hand with creativity and spontaneity on the other. Close to 35 events were held in various formats (formal, informal and workshops) attracting and honing talents of nearly 6000 students from around 65 premier institutions competing for prize money worth nearly Rs. 10 lacs.

This year's theme was 'People, Planet and Profit'. The essence of 'People, Planet and Profit' lies in debating how the latent synergies existing in the three could be exploited to secure our futures by realizing that utopian vision of a balanced growth story. The theme was based on Andrew Savitz theory of 'The Triple Bottom-line' wherein he says that the truly sustainable company would have no need to dole out charity or 'give back' to the local community, because the company's daily operations would not deprive the community, but rather would enrich it. It is such companies that we all dream of and aim to create as budding citizens of planet earth.

With the endeavor to ingrain and achieve this thought process in the minds of budding managers through Backwaters so that the balance sheets of the future reflect the realities of the triple bottom line this was chosen as the recurring theme through all flagship events at Backwaters and the leadership conclave-Horizons.

The major highlights of Backwaters 2011 were Chennai Super Kings 'Whistle Podu', 'Srijan', ITC Avatar and NABARD sponsored 'Rural Nirmaan'. The much-acclaimed 'Whistle Podu' sponsored by IPL cricket team Chennai Super Kings brought out possible options for making the team an internationally reckoned brand. It was for the first time that an IPL team headed to a B-school looking for ideas to promote their brand. Rural Nirmaan provided an interface to NABARD for bringing up innovative ideas to improve the productivity in agriculture credit sector. ITC Avatar which was an invitation only event involved a search for a leader who could withstand this battle amongst geniuses, ward off challenges and stand tall amongst luminaries.

The flagship event White Knight provided the ultimate platform for the

"Though NABARD has an efficient outreach in states such as Kerala, it has not yet fully tapped the productivity from the credit. It is in this context that we would like to bring in new ideas from the student community in Kozhikode."

*-Nagesh Kumar,
Assistant General Manager,
NABARD*

This year's theme of 'People, Planet and Profit' with the aim of Unleashing Latent potential focused on current challenges faced by the world at large, wherein its future existence with sustainable growth remains a mirage in the face of eroding human capital, natural calamities and recessions.

The major highlights of Backwaters 2011 were Chennai Super Kings 'Whistle Podu', 'Srijan', ITC Avatar and NABARD-sponsored 'Rural Nirmaan'.

Initiatives during the fest: Used-paper collection drive - 'Kora-Kagaz' and 'Make A Difference' initiative to help create awareness about Energy Efficiency.

ideation and commercialization of that one big idea that has the potential to transform lives around us. The event looked for a team that can make a difference, thinks beyond the obvious and comes up with sustainable solutions. Overwhelming participation was seen in this year's "White Knight" drawing nearly 200 teams which was an indicator of the mass appeal and of the fact that over the years, Backwaters

has steadily evolved as both bigger and better.

The workshop series, 'Shiksha' focused on enhancing skill-sets and opening new gateways and opportunities for management students. These workshops comprised of hands-on interactive sessions around key themes like Advertising, Product & Brand Management, Corporate Finance, Leadership etc. and were facilitated by eminent personalities / niche organizations by means of simulation games.

Finance Events: The finance events like Pips 'n' Profit and 'Clinch the Deal' dealt with varied disciplines

largely competitive market have become the greatest HR challenges of the day. With the focus on nurturing talent and maximizing human capital, 'BootKamp' continued to remain one of the most sought after HR events with IIMK being one of the few B-Schools to persist with and successfully execute an event in the Human Resources function.

Operations Events: Operational efficiency is today's mantra as enterprises endeavour to streamline their processes in order to cut costs and hence possess the might to be more visible at the marketplace. This year's 'Optimus' and 'SimulatriX' involved

with a focus on environmental protectionism and green technology.

Systems: From small start-ups to mega market players, information systems have carved their niche in all sectors. Recent times have seen the mushrooming of vendors and software developers as well as the evolution of better adept Supply Chain Management, Enterprise Resource Planning, and Customer Relationship Management Systems. This year's

'Battle for IT' was in the form of a simulation game testing Project Management skills.

INITIATIVES

This year's theme of 'People, Planet,



'White Knight' - The flagship event for ideation and commercialization of the one big idea



'Corporate Dinner' - Serving as a platform for business personalities to interact and network with the IIM Kozhikode community

including Valuations, Project Finance, Trading and Equity Research, Mergers and Acquisitions as well as forex trading events supported by simulation games giving hands on experience and a peek into the real world of Finance.

Marketing Events: Grappling with the issues of dwindling markets and unpredictable demands in their bid to increase their market share and the share of the mind space, marketing events like 'Rural Roulette' and 'Serve-Wise' focused on demands of modern day marketing with online media campaigning for a social cause.

HR: Finding the best talent, motivating a huge workforce and retaining it in a

an online route planning event for a logistics organization in the form of a simulation with emphasis on Green supply chain.

Strategy: "Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat." The strategy events like The 'Un'common Wealth and 'Beat the Market' assessed the ability of participants to innovate and transform short term operational gains into long term sustainable profitability and involved real time strategy simulation game as well as an innovation challenge contest which had participants coming up with a strategy in order to develop the next big concept

and Profit' placed an emphasis on the 'Triple Bottom Line'. Aligned to the theme of sustainability, Team Backwaters launched used paper collection drive: "Kora-Kagaz". Knowing that the scope of reusing such used paper was immense within the campus, used A-4 sized papers with one blank side were collected from students and faculty for one entire week. It was then bounded in the form of notepads. These notepads were then sent across to underprivileged school-going students in Calicut. They were also used to meet all the paper requirements by Team Backwaters during the festival. This week-long initiative was successful in creating awareness regarding the huge

amount of used paper generated in IIMK. 'Kora-Kagaz' was the first step towards a pioneering student-initiative in IIMK's history.

In line with the theme, Team Backwaters also launched the 'Make A Difference' initiative. The key objective was to help create awareness of Energy Efficiency at an early age, giving learners the knowledge and skills to manage electricity use wisely. This will reduce household electricity costs, save electricity and reduce environmental impact. The awareness and education campaign was led by online publicity and stickers were put up on the doors of students' hostel rooms.

PRO NIGHTS AND WORKSHOP

Some other main attractions at Backwaters '11 included a workshop on International Capital Markets. The workshop was conducted by Mr. Jaroslaw Stefanski, International Business Development Manager, X Trade Brokers, Europe's leading brokerage house. It saw huge participation from the students. Other highlights included the pro-nites which attracted a huge crowd. Backwaters' 11 kicked off the first of its series of pro-nites with Nitin Gupta of Entertainment Engineers who returned



Rural Nirmaan - NABARD's quest for productivity improvement in agriculture credit sector

to IIM Kozhikode with a full-fledged stand-up comedy act. It was followed by Hand Shadowgraphy and Sand Art Show the next day. It was presented by Mr. Amar Sen, one of the only two practicing professionals in the field of Hand Shadowgraphy in the whole of Asia. Mr. Sen has also featured in 'India's Got Talent' and was one of the few performing artists all over the world to be invited to perform in Wolfsburg on the occasion of their 10th anniversary of their renowned auto museum.

For the first time in IIM Kozhikode, a unique 'Great Debate' moderated by Mr. Ashutosh Sinha from NDTV Profit was conducted. The debate saw sparks flying in the war of words amongst Mr. Vijay Sankaran, Head, Social Media, Nokia Siemens, Mr. Harshil Karia, Founder, Foxymoron and a

proponent of social media and Mr. Josy Paul, renowned ad-man and Chairman, BBDO, India. Enlightenment and entertainment was served at its best as they we debated whether social media marketing is going to leave behind all other forms of marketing going into the future.

Backwaters' 11 ended successfully with a first-of-its kind Corporate Dinner which served as an opportunity for business personalities in the region to interact and network with the IIM Kozhikode community. The Corporate Dinner provided an opportunity to these industry bigwigs to share their experiences and leverage the human capital and knowledge base of IIM Kozhikode to generate more value for their businesses while also providing the IIMK community with insights into running successful businesses.

'Whistle Podu' - IPL cricket team Chennai Super Kings's search for making the team an internationally reckoned brand



Horizons 2011

– Annual Management Conclave

Indian Institute of Management Kozhikode (IIMK) held its flagship conclave, 'Horizons 2011' from 18th – 20th of November 2011. The three-day event aimed to reflect the realities of the “Triple Bottom Line - People, Planet, Profit” bringing in perspectives from industry leaders, social innovators and change agents. The event was inaugurated by Prof. Anandakuttan B Unnithan, PGP Chairperson and other distinguished speakers present at the event.



Mr. Hasit Joshipura, Vice President South Asia, MD India of GSK Pharma Ltd, the first speaker at the conclave, believed that triple bottom line should come out of research papers and seep into mobilization. He spoke about the unique nature of the pharmaceutical industry in relation to the triple bottom line concept. While emphasizing the need for profits in a going concern, he stated that a sustainable model could never be built in the absence of a broader view that included people and the planet. The idea of the triple bottom line has largely remained in the research journals so far and should start becoming standard practice. He referred to companies falling victim to what he called 'the tyranny of quarters' and short-term benefits. He emphasized that the 'social contract needs to be fulfilled' and companies should care for the social stakeholders too.



Speaking on innovative marketing, Mr. Suman Srivastava, Founder, Marketing Unplugged, opined that marketing as a subject still clings to outdated frameworks and models found in textbooks and developed for a different period. He spoke about the increasing trend towards individual customization and the need for marketing to be ahead of the trend in order for firms to survive. He also mentioned the great power of the internet in disseminating information and its uses in the exercise.



Mr. Ashutosh Sinha, News Editor, NDTV Profit, focused on the responsibilities of the media in ensuring that a broader mandate is carried out by all segments of the industry and the government in order to secure the prosperity of people and the future of the planet and the importance of credibility in news delivery. He consistently emphasized the failings of all entities that had chosen to treat people and profit on unequal terms because profit eventually comes from a long term association with people. He also spoke about the crucial importance of credibility in news delivery.



Day2 of Horizons saw invaluable ideas shared by three illustrious speakers.

Mr. Anshu Gupta, Social Innovator and Founder of NGO 'Goonj' (NGO of the year 2007), in a moving presentation impressed upon the audience our extraordinary disconnect with rural and semi-urban India. He shared his experiences about building the unique organization that he is a part of and elaborated on its mission, purpose and his personal commitment to the same.



Mr. Anand Kurian, Founder & Director, Emphasis stressed upon the success of companies that chose to focus on the passion of their employees and quality of their product rather than focusing on the creation of profits. Modeling most of his talk on aspects of successful companies that adopted this strategy, he drew analogies and inferences from numerous philosophical sources to make his point. He also emphasized on the concept of 'Reality Plus'. He eloquently conveyed his conceptions of reality and what we need to learn beyond it.



Dr. P.Namperumalsamy, Founding Member of Aravind Eye Care System, centred his talk on Aravind Eye Care's much lauded sustainable eye care model for the masses. In emphasizing the same, he drew numerous and highly relevant parallels to the flagship theme of 'People, Planet and Profit'. He quoted examples from his organization where since its inception, methods were incorporated which focused on People's benefit at large without due concern to Profits which



according to him will come in due course of time. Aravind Eye Care's commitment has allowed it to adopt a unique cross subsidy model that even permits access to the poorest and the most remote areas of the country through mobile eye care centres. This model has gained such credibility that it has been discussed in the hallowed portals of management such as the Harvard Business School.



The concluding day saw Mr. Sivaramakrishnan Ramachandra, Managing Partner, Littler Associates, India who spoke about the success and increased employee engagement of companies that focus on passionate objectives beyond profit. He opined that in reality, there need not be a tradeoff between satisfying the various stakeholders of business. He also engaged the audience with stories of his personal experiences and the manner in which they have altered his view of business and the manner in which corporations conduct themselves.



Mr. Ravi Duvvuru, Head of Regulatory Compliance, India & South Asia, Standard Chartered Bank, emphasized Standard Chartered's culture and value systems and its inherent synchronicity with the triple bottom line concept. He elaborated on the numerous corporate social responsibility initiatives taken by his company and the impact they were having. In his talk, he also laid stress on the need for banks to engage with the real economy rather than focus on synthetic instruments.



Mr. Chandrashekar Hariharan, Head, Biodiversity Conservation India Limited (BCIL) spoke on 'Buildings: Business as usual and low carbon scenario'. He talked about the vital importance of integrating conservation issues with the existing development agenda. He also put forth "The Physics of Building: the How's before the Why's" concept which forced the audience to introspect on issues which otherwise go unnoticed by general public.



Mr. Anirban Dhar 'Onir', Movie Director of 'Bas Ek Pal' and 'My Brother Nikhil' enthralled the audience with engaging tidbits from his varied and colorful career. Later in the evening, his critically acclaimed movie 'I am' was screened which the director watched along with the young audience on whom the movie left an indelible mark.



The event concluded with a vote of thanks from Prof. K. Unnikrishnan Nair who brought out the relevance of theme 'People, Planet, Profit' in today's scenario and how we can inculcate the unique knowledge shared by all speakers in our daily life. He applauded Horizons Organizing Team for bringing out the best and gave some valuable suggestions.

Remembering Manjunath - IIMK Candle Light March



Shanmugam Manjunath, an IIM-Lucknow graduate was a marketing manager (grade A officer) for the Indian Oil Corporation and was murdered for sealing a corrupt petrol station in U.P. The incident has since led to a stir amongst the students' community of IITs and IIMs.

The students at IIM-K endeavor to imbibe values and virtues along with knowledge and learnings. Taking inspiration from the event of Manjunath's death, IIM-K conducted a candle light march to pay respect and depict pride for the man. The march was conducted on the eve of 19th November (the day Manjunath conducted the raid). It started from underneath the campus auditorium and went all the way up to the main steps (Harvard Steps) of the institute covering the entire academic block and the front of the hostels.



The march spread awareness amongst the students as well as the notion of paying our respect to people who stand up against the wrongs in the world. The occasion was highly appreciated by everyone who attended the event.

Industry Visits & Interactions

Deloitte Visits IIM Kozhikode:



On 2nd November, 2011, the campus played host to Mr. Prashanth Ajjampur, Director, Technology Strategy Architecture (TSA), Deloitte Consulting (US). He was visiting the campus in order to open a new role for the final recruitments – TSA. Currently, Deloitte recruits for its Strategy and Operations role in IIM Kozhikode.

“Deloitte” is the brand under which tens of thousands of dedicated professionals in independent firms throughout the world collaborate to provide audit, consulting, financial advisory, risk management, and tax services to selected clients.

Before joining Deloitte, Mr. Prashanth was the Vice President of Enterprise Architecture for The Hartford Property and Casualty Company. He has over 17 years experience in the IT industry. Prior to working at The Hartford, Prashanth worked at KPMG Consulting in their public sector practice. Prashanth has an MBA in Finance and International Business.

Addressing the students of IIMK, Mr. Prashanth talked about the significance of the new role on offer and the job description for the students. He also talked about the expectations from the students for the role offered and other aspects of the work-life at Deloitte.

The event marked a significant step in the mutual relationship between IIM Kozhikode and Deloitte. The talk inspired many students to consider the profile and strengthened the bond between IIM Kozhikode and Deloitte.

HUL Session on Leadership in 2020:



The evening of 2nd November, 2011 saw IIM Kozhikode play host to Mr. Hemant Bakshi, Executive Director, Hindustan Unilever Limited. He talked about his views on ‘Workplace and Leadership in 2020’.

HUL is India’s largest Fast Moving Consumer Goods Company covering a wide range of products in the segments of Home and Personal Care, Food Products and Beverages. Mr. Bakshi has been a part HUL since 1989 and has worked in various sales and marketing assignments spanning across Personal Products and Home Care categories of HUL. He also did key stints as Business Manager, leading one of the new ventures in 2000 and later as Regional Manager – South in 2002. He was appointed as Regional Brand Vice President (FAL and Lifebuoy), South Asia, for Unilever in January 2005. In May 2006, he was appointed as Regional Category Vice President for Skin, South Asia, Unilever. He is currently the Executive Director of the Sales & Customer Development. He passed out from IIT, Bombay, in Chemical Engineering in 1986 and has done his PGDM from IIM Ahmedabad. Mr. Bakshi was an integral part of HUL’s rural health programme, Lifebuoy Swasthya Chetana. The programme endeavoured to induce adoption of hygienic practices among rural Indians and aimed to bring down the incidence of diarrhea. So far, it has reached 120 million people in over 50,000 villages.

In what turned into one of the most active discussions at IIM Kozhikode, Mr. Bakshi talked about the

transformations that leadership and organizations would undergo in the next decade. He initiated his talk by looking back at the decade that had been. He talked about the precarious position he was in – to talk about the situation a decade from now when the past decade had clearly shown that predictions can never be made about the human race. It continues to break every assumption and move forward at an alarming pace. He talked about the impossibility of predicting the advent of mobile phones, the possibility of BSE SENSEX touching the 20,000 mark in 2007, the idea of a world where internet and social networking would erase all boundaries, the US-Iraq War, the toppling of the African nations triggered by the networking sites and so on.

One of the most important topics he talked about that initiated a lot of debate and discussion was that “Strategy would become irrelevant in the face of a dynamic environment” – long term planning would lose its significance due to the rapid advent of technology, communication and innovation making everything planned obsolete in the blink of an eye in an ever changing, unpredictable world. He also mentioned that organizations would become flatter and bureaucratic organizations would be non-existent as freedom of expression and ease of communication would be the keys to innovation that would be the sole key to the success of any organization. He also predicted that India and China would begin to emerge as Superpowers of the world and would grow at an enormous pace. As he moved towards the end of the discussion, he cautioned the students against losing their basic values and morals. He stated that authenticity would be one of the virtues that would survive till eternity, one of

Industry Visits & Interactions...

the few things that would remain intact no matter what the time frame. He asked the students to refrain from jumping into the rat race and asked them to preserve their individuality.

The session saw a vibrant discussion with a multitude of questions being asked by the students to Mr. Bakshi as he spoke of the various changes that India would see by 2020. The speech inspired students to think about various aspects that they had previously considered trivial. It was a dynamic session that saw a lot of active participation from students as well as the speaker.

Mahindra War Room 2011:

Mahindra War Room 2011 was the undisputed mega-event of October for IIM Kozhikode. Each year, as India's cream of the crop in Business Talent joins the Top 17 Business schools, they look forward to one thing - taking a shot at The War Room. No single event has evoked greater passion and love as The War Room – a strategy contest that is India's #1 Business School Event since 2008 fall.

The War Room was inspired by the Strategy War Room practice instituted by Mr. Anand Mahindra that enabled the transformation of the Mahindra Group in the 1990s and the 2000s into a globally diversified federation of companies. While creating the event, Broadvision's founder Mr. Sriram Chandrasekaran chose The War Room and presented it as a strategy-making game for the students, based on issues outlined by the Group Executive Board of the Mahindra Group. Today, the event stands out among the plethora of things to do for students in the IIMs and other leading business schools of India, as the thing to do. In the process, the Mahindra brand has registered an improvement in brand position from 67 to 12 over the last 4 years of the roll out of The War Room.

IIMK campus played hosts to two distinguished members of the Office of Strategy Management, Mahindra Group, Mumbai for the much-awaited Mahindra War Room Campus Round. A total of 21 teams and 84 students toiled day and night devising strategies to address the issues given to them in



the sector-based caselets. Of these, 7 teams were shortlisted to present before the Jury that had flown down from Mumbai. The teams were judged on various parameters such as innovation and feasibility. Two teams were declared as Campus Champions and Campus Runners-Up for the event. The Champions from IIM Kozhikode – “The Zamorins” – Sidharth Ramachandran, Ayushi Agarwal, Kripalsinh Rana and Soumya Bhatia – were invited to Mahindra's Mumbai HQ for the final event from 18th-20th November, 2011. The Finale involved the team presenting their strategic solution for the Automotive Sector caselet to the Group Executive Board of Mahindra Group and to Mr. Anand Mahindra, Vice Chairman and Managing Director, Mahindra and Mahindra. The Finale was also aired on CNBC18.

HUL LIME 3 at IIMK

HUL and CNBC-TV18 presented the third season of Lessons In Marketing Excellence (LIME), an inter - business school marketing and business challenge that gives an opportunity to the participating students from select institutes to stretch their imagination and write the future. The two shortlisted teams from IIMK for the campus round of HUL LIME 3 were Lemon T(h)ree (Ashok Prasad, Saumya Rathor and Arjun Rao) and Lemon Lightning (Ankita Mukherjee, Deepika Negi and Sonal Das). The task at hand for IIMK students was to chalk out a marketing solution for Goonj, a Delhi-based NGO present in 21 states of

India and engaged in sustainable rural development, rural elementary education, women empowerment and hygiene besides addressing the clothing requirements of disadvantaged sections in far flung and inaccessible rural areas. On October 6th, both the teams presented their recommendations before the distinguished jury comprising of Mr. Samardeep Subandh, General Manager - South at HUL and Mr. Anshu Gupta, renowned journalist and Founder-Director of Goonj. Team Lemon T(h)ree did IIMK proud by reaching the semi-finals where 15 teams from prestigious B schools across India will fight it out for the finals.



Industry Visits & Interactions...

FLIP National Challenge 2011

FLIP conducted its now famous FLIP challenge on September 11-12, 2011 at IIM Kozhikode. This year saw 79 IIMK students taking part in the certification exam with students opting for verticals like Corporate Banking, Finance & Banking Fundamentals, Trade Finance and Treasury and Capital Markets. The FLIP Challenge rewards the top performers in each of these categories with a Pre-placement Interview with eminent banks in India like ICICI Bank, YES Bank and HDFC Bank.



including the touch of mist & clouds and the fresh smell of soil after first rain. All in all, it was a learning which was surely useful for future marketers at IIMK.

JPMC Deal

“The Deal” is the flagship Investment banking competition of J.P. Morgan Chase which is conducted annually across leading B-schools of the country. This year’s competition kick started in July and after 3 phases of evaluation, it culminated with the Finals in November at J.P. Morgan Chase’s Powai office in Mumbai. Team Finosaur from IIMK, comprising of Vinay Prabhu, Vishal Shitut and Imtiazuddin Ahmed from PGP14 excelled in all phases of this competition. They were selected as one of top 5 “Campus champions” teams from over 150 teams that participated in the competition. Vinay and Vishal went on to represent IIMK at the finals in Mumbai. They presented before the esteemed panel of senior bankers of J.P.Morgan Chase, including Mr. Rohit Chatterji (MD & Head-Investment Banking, India), Mr. Madhav Kalyan (MD and CEO, India), Mr. Mahesh Aras (CAO, India) and Mr. Hariharan Raman (ED, Investment Banking). The team received accolades from Mr. Chatterji for their depth of analysis and walked away with prize money of Rs. 50,000.

Advertising workshop by Lowe Lintas

This year’s Onam celebration was special for IIMK with Mr. S. Subramanyeswar, National Planning Director of Lowe Lintas present on campus on 8th September. The occasion was an Advertising Workshop organized by mPower, the marketing interest group of IIMK. Mr. Subramanyeswar took the marketing enthusiasts on a journey of a “not-by-the-book” framework of branding. In a never-before-experienced Gyaan session, he emphasized on the use of all five senses (audio, visual, smell, touch & taste) in branding. And interestingly, the subject on which participants had to work was none other than “IIM Kozhikode”. Students suggested novel ways of branding IIM Kozhikode using multiple sensory experiences

Unilever Unplugged

On October 27th, IIMK played host to HUL for Unilever Unplugged, a one-of-a-kind integrated brand communication workshop that was conducted by HUL Brand Managers, to give IIMK participants a peek into what really goes behind the successful brands and a chance to brainstorm and discuss with the experts, and be a real marketer for a day. The HUL team took the IIMK students through the complete process of applying marketing strategies (consumer behavior, positioning, integrated brand communication) to the development of the phase wise product campaign.

Session by Prof. Chinmoy Ghosh (School of Business, University of Connecticut)



IIMK was accorded an honor, when yet another luminous personality, Prof. Chinmoy Ghosh, the Gladstein Professor of Business and Innovation at the School of Business, University of Connecticut, visited the campus on October 17th to give a seminar on the topic, “Does Cross-listing Mitigate Agency Problems of Excess Cash? Evidence from International Acquisitions.” The session was organized by the Research, Conference & Publications wing of IIMK.

Professor Chinmoy Ghosh also heads the Department of Finance and is an Ackerman Scholar of the School of Business. He has been involved in over a dozen PhD dissertations as major or associate advisor. He has written over forty articles in academic journals including *Journal of Financial Economics*, *Journal of Banking and Finance*, *Journal of Financial Research*, *Journal of Financial Services Research*, *Journal of Risk and Insurance*, *Real Estate Economics*, *Journal of Real Estate Economics and Finance*, *Journal of Urban Economics*, and *Journal of Property Finance*.

Industry Visits & Interactions...

Mr. Bart Jackson, Founder and CEO of Prometheus Publishing, LLC visits IIMK



On October 14th 2011, IIM Kozhikode played host to Mr. Bart Jackson, Founder and CEO, Prometheus Publications, LLC. His lectures were a part of a series which he was conducting at IIM-K, IIM-B and IIFT during his visit to India. Prometheus Publications produces the BartsBooks Ultimate Business Guides series. Bart Jackson's articles have appeared in journals ranging from "Cairo Today" and Zimbabwe's "The Herald," to domestic periodicals such as "U.S. 1 Newspaper", "The New York Times", and the "Wall Street Journal". His business insights appear online in the Huffington Post and SmartBrief. Jackson frequently lectures to Chambers of Commerce and other business groups on such topics as: "The Art of the CEO", "Pitching for Profit - Attracting Funders", "Teams and Leaders", "The Entrepreneurial Leap - from Mindset to Profit", "Spirituality in the Workplace", and "The Feminine Advantage - Strategies for the Workplace Woman". His "Spin the Globe" lecture series offers a large assortment of his travel experiences from Tibet to Tierra del Fuego.

At IIMK, Mr. Jackson addressed the students on topics like – "The Entrepreneurial Leap", "How to become a better CEO" and "Leadership". He also met a few students who were interested in writing books/articles. The lectures inspired the students who were interested in entrepreneurial ventures to pursue their dreams in a more systematic manner and with more seriousness. It was an enriching experience for the budding entrepreneurs at IIM K.

IIMK gets lessons on Cloud Computing from Mr. Sanjeev Mehta, VP - Solution Management at SAP Labs

The IT enthusiasts of IIMK were bestowed an opportunity to interact with Mr Sanjeev Mehta, Vice President-Solution Management at SAP Labs. In the event organized by



AbaKus, the Technology interest group of IIMK, Mr Sanjeev Mehta explained in great detail, the concept, implementation and challenges associated with the much spoken of and tried out 'Cloud Computing'. Mr. Mehta is a person with a very rich experience in IT consulting and strategy. A graduate of IIT Delhi and IIM Calcutta, he has about 12 years of experience in Product Management and Solutions Management with multiple companies. The AbaKus group indeed came out with an illustrious personality to lecture on a prominent subject of current importance.

Mr. V R Ferose, Managing Director of SAP Labs (India)



On 5th September, Mr. V R Ferose, Managing Director, SAP Labs (India) visited IIM Kozhikode to talk about "Leadership in today's context". Mr. Ferose oversees the R&D operations at SAP Labs, across Bangalore and Gurgaon centres. He has been a part of the SAP family since August 1999. At age 36, he can proudly be seen as one of the youngest Managing Director of Global MNC in India. He is also a member of the Development Advisory Board of HOPE Worldwide (India) and is in an advisory role to the Trust in matters of branding and developing its fund-raising mechanism. He is a regular speaker at B-Schools and national events organized by NASSCOM. Mr. Ferose's talk clearly showed the 12 years of industry experience he has had. He gave a highly inspiring lecture about the way leadership can be handled in today's scenario by citing examples from his own life. He talked about the various issues that he faced as the MD of SAP Labs over the past 18 months and how he transformed the organizational environment into a highly efficient and proactive workplace. His talk left the students intrigued as he spoke of the seemingly impossible targets accomplished by him simply by pushing himself and his team to their limits.

Visits Abroad



Dr. M.G. Sreekumar, at the invitation of the Center for Human Research & Development Foundation, Philippines conducted a two-day workshop on Greenstone digital library software and information management applications in the International Conference on Libraries, Archives and Museums (I-CLAMS) on August 29-30, 2011 at CSB Hotel, Manila, Philippines.

Dr. M.G. Sreekumar visited the Sasin Graduate Institute of Business Administration of Chulalongkorn University, Bangkok, Thailand, on 31st August 2011. IIMK and Sasin are members of the Asia Pacific Business School Librarians Group (APBSLG). Dr. Sreekumar held discussions with the Dean, Chief Librarian and faculty members of Sasin, towards mutual cooperation between the two BSchools.

Achievements of IIMK Students

Name(s)	Contest	Distinction
Akshay Jadhao and Sneha Ramteke	MDI Cognizant Case study - Cerebro	Winners
Reuben Philip Abraham	Nissan Student Brand Manager	Winner
Sivaharsh S, Harshan VV, Sudhish KM	V-Guard Big Idea B-plan	Runners up
Arjun Mohan	Dewang Mehta Best Management Student Award	Campus Winner
Sidharth R, Ayushi Agarwal, Kripal Rana, Soumya Bhatia	Mahindra War Room	Campus Winners
Arjun Rao, Saumya Rathor, Ashok Prasad	HUL LIME 3	Campus Winners
Sumedha Sobti, Dhaval Thakkar, Vinay Prabhu, Subin Sudhir, Chetna Sharma, Madhukar Anand	Business Standard Best B-School Project	Campus Winners
Sudharshna K, Arpitha Chandrashekhar, Kriti S, Mahtaab K	Johnson & Johnson Medicals Envidea	Top 5
Vinay Prabhu, Vishal Shitut, Imtiazuddin Ahmed	JPMC 'The Deal'	Top 5
Arifuddin Ahmed	Amazon "What is Your Cloud Idea"	Top 5
Anuj Gupta, Dhaval Thakkar, Saurabh Gupta	MDI Jindal Steel & Power - Abhay	Top 6
Sivaharsh S, Monica P, Meera A	Mahindra IIFT Ranniti	Top 5
Arjun Mohan, Tony Sebastian, Nikhil John Kurian	V-Guard Big Idea B-plan	National Finalists
Sivaharsh S	Nissan Student Brand Manager	National Finalists
Peyush, Rakesh Singh, Obulesu Nanganuru, Prathamesh Malgundkar	Airtel Innovative Ideators	National Finalists
Anurag Prakash Gupta, Sajal Kumar, Parijat, Sushant Malve, Abhishek Gour	Airtel Innovative Ideators	National Finalists
Rahul Kattayil, Amit Sinha, Amit Dhote, Amit Jain, Ankit Agarwal	Airtel Innovative Ideators	National Finalists
Anuj Gupta, Rohit Nelli, Sneha Maheshwari, Soumya Barik, Tirthankar Saha	Airtel Innovative Ideators	National Finalists
Sumedha Sobti, Dhaval Thakkar, Chetna Sharma, Madhukar Anand	Mahindra War Room	Campus runner up
Ashok Prasad	IIMB Vista Numero Uno	Winner
Varun Bajaj	IIMB TAS Excelsior	Winner
Sumedha Sobti, Sneha Choudhry, Prachi Chawla	IIMB Vista Vidheyak	Winner
Anuj Gupta, Hersh Kenkare, Mangesh Patil	IIMA Confluence King of Ads	Runners up
Abhijeet Yadav, Asmitaa Kumar	NMIMS Sigma Quant	Runners up
Mayank Bhandari, Krishnan V	XLRI Ensemble Banker's Dilemma	Finalists
Reuben Philip Abraham	XLRI Ensemble Social B-plan	Finalist
Shalina Bhatia	IIMA Confluence – TAS Altius	Finalists
Amoy Kumar Dutta, Shantanu Kanhe	NITIE Prerana TacTix	Winners
Frincy Clement, Sravya Shakuntala, B. Sneha John	JBIMS Prayag MarkShaala	Finalists
Varun Bajaj	NITIE Top Summer project contest	Finalists
Pooja Yadav, Gautham	MICA Third Eye	Finalists
	IIMI Ahvan	Finalists
Kavitha Jayaram, Pooja Yadav, Gautham	IMT Croissance	Finalists
Santanu Chowdhury, Vinay Prabhu, Vishal Shitut	XLRI Ensemble Helios	Finalists
Anuj Gupta, Mangesh Patil, Vinay Prabhu	MICA Cultify	Finalists
Rahul Kattayil, Shathanu Chaudhary, Vishal Shitut	MICA - SBI Bank On Us	Finalists
Rahul Kattayil, Tirthankar Saha, Shanthanu Chaudhary	IIFT Model WTO	Finalists
Anuj Gupta, Mangesh Patil	IIMI Ahvan Adapt	Finalists
Anuj Gupta, Vinay Prabhu, Mangesh Patil	MICA - MICANVAS	Finalists
Anuj Gupta, Vertika Pankaj	JBIMS Prayaag B-Social	Finalists
Anuj Gupta, Isha Nag, Dhaval Thakkar	IIMB Vista Chakravyuh	Finalists

Achievements of IIMK Students



AkshayJadhao



Sneha Ramteke

CEREBRO was the National Case Study Challenge organized in association with Cognizant Business Consulting under Delphique 2011, the National Management Convention of MDI. This competition was designed to give students real life problems and cases of Companies and test them on their strategic and operational thinking abilities. This challenge was taken by top 30 BSchools of India to give innovative and feasible solutions to Cognizant on their business case. After initial entry submission, the solutions were viewed by the company on different parameters and top 5-6 teams were called to campus for making final presentation to the Eminent Panel from the Company.

Nissan Student Brand Manager



Reuben Philip
Abraham

On June 7, 2011, Nissan Motor India Pvt.Ltd. (NMIPL) launched the 'Nissan Student Brand Manager' (NSBM) Program 2011, a unique initiative to promote its brand in India. This was the second year of the initiative and this program invited applications from 150 colleges spanning across 15 cities in India. The company targeted 1,200 entries for appointing 20 NSBM's and

the tenure of the program was for a period of six months starting from July to Dec'2011. The 20-selected Student Brand Managers played a key role in bringing brand Nissan closer to both - the student community and the public in general through innovative marketing initiatives. After undergoing training, the students worked closely with company officials on a variety of initiatives to create buzz about brand Nissan among the student community.

IIMB Vista Numero Uno

Numero Uno (*The Hunt for the Next CEO...*) was the **flagship event** of Vista 2011, the premier business festival of Indian Institute of Management, Bangalore. The event's



Ashok Prasad

hunt for the future business leader witnessed 15 titans fight for the prestigious title of the "**Numero Uno**" where participants were tested in a range of events from the nitty-gritties of angry birds and honeycomb mazes to the challenges of game theory.



Varun Bajaj

IIMB TAS Excelsior

TAS Excelsior was the **flagship event** of Vista 2011, the premier business festival of Indian Institute of Management, Bangalore. The event challenged the participants to overcome all limits to create a firm by buying and retaining the best managers over rounds of market negotiations.

IIMB Vista Vidheyak



Sumedha Sobti



Sneha Choudhry



Prachi Chawla

IIMB Vista Vidheyak was a public policy event sponsored by **Shell under Vista 2011**, the premier business festival of Indian Institute of Management, Bangalore. The event focused on sustainability and energy and provided platform to the participants to put forth their views and test their understanding of key public issues today and evaluate their approaches to 'be the change'.



Amoy Kumar
Dutta



Shantanu Kanhe

NITIE Prerana TacTix

Tactix was the Operations Case Study Contest from United Technologies (UTC) held under Prerana 2011, the annual management fest of NITIE

Mumbai. The event had the participants devising revolutionary, end-to-end strategies to launch and distribute a new product with real life constraints and scenarios beckoning them to test their mettle.



Social Service Group, IIM Kozhikode - Making an impact

“Only a life lived for others is a life worthwhile.” Albert Einstein

SSG with its mission statement of making a difference to the society has been functional in providing managerial, financial as well as organizational assistance to various self help groups and grassroots community initiatives and organizing numerous activities at Kozhikode in order to empower developmental initiatives in the city as well as strengthen the network of socially responsible individuals and corporate in the society.

Panorama

“Enlightening young minds”- IIM Kozhikode on 24th September, 2011 witnessed the light of the day with cackles of over 120 fifteen-year olds. The audience comprised

of 10th standard students from government schools in Kozhikode. The SSG mission for “Panorama: a series of career counseling workshops” is threefold:

- to motivate the students to pursue higher studies for a dream career
- to expose them to a variety of available career options
- to provide guidance about top colleges for various fields in the country and their application procedures

The daylong itinerary covered sessions encompassing a gamut of occupational options, as well as motivational sessions on leaders, opinion building, spoken English, competitive exams and competitive exams. These interactional sessions were followed by an enthusiastic mentorship session in which various PGP 14 as well as PGP 15 volunteers mentored smaller groups of students addressing each and every question of the students individually. The students were also provided



handouts containing information about the colleges and their admission procedures in various fields of higher education. SSG endeavors to use the database of the schools attending these workshops to build a network amongst the people in the field of education so that in future, in the long run, this network would help the community reach out to each other and give guidance to the upcoming students of the state. The feedback forms filled by students, teachers and volunteers of Koyilandy Palliative Care rated the sessions as excellent. A second workshop was held on the 12th of November for over 240 students. SSG endeavors to conduct ‘Panorama’ events with similar interactive sessions on a regular basis to reach out to more students across Kerala.

Prayas

Empowering the Mess Workers - After Expressions 2011, an SSG event for the support staff at IIMK organized in the month of August 2011 showing them ‘Yes, We care’, the mess workers’ classes started in the third week of September 2011. ‘Prayas’ was conceptualized by SSG with the purpose of teaching spoken English to the mess staff on campus. Another objective of the class is to improve the employability conditions of the workers for better paying jobs and locations of their choice.

Groups of student volunteers were assigned respective mess workers. An indicative syllabus sheet suggesting the topics to be covered was provided to the volunteers. To further enhance the quality of classes SSG organized a meeting of the volunteers in the month of October, which was addressed by Dr. Anupam Das, Faculty, Humanities & Liberal Arts in Management, on campus who guided the volunteers on effective teaching methods, including word building through syllable splitting and other coaching videos. ‘Prayas’ currently covers about 25 mess workers who are being taught thrice every week

by a dedicated team of over 40 volunteers.

Apart from these classes, SSG has also taken up the responsibility of helping open individual bank accounts for each and every worker in both the messes at IIMK so as to facilitate the process of the salary receipts and withdrawals through proper and accountable channels. These initiatives by SSG aim to better the quality of life of the mess workers by empowering them through the right skill sets, information and resources available.

Aarogya 2011

“Say yes to health, Say yes to help!”
- Aarogya is a health initiative by SSG for the IIM-K fraternity – students, faculty and support staff held annually. This year it was held on 1st October 2011. The program which was held from 9:30am to 4:30pm in the auditorium witnessed over 200 members on campus benefitting from the drive.

The objective of the program was to promote a healthy IIM-K community by providing the convenient option of taking medical tests within campus, given the hectic schedule and lifestyle of the fraternity. SSG had partnered with Government accredited institutions for the program, including Vasan Eye Care for the eye check-ups and Aswini Diagnostics Centre, which conducted all other tests. Both were made available at discounted rates for the benefit of the IIMK fraternity. It



was also meant to provide free medical check-ups for 112 support staff by subsidizing their medical check-ups from the margin of tests taken by the students and faculty.

In continuation, SSG also held a blood donation camp on the campus on 22 October 2011. The camp was held in association with Calicut Medical College Blood Bank. The enthusiasm of the students and faculty for participation the blood donation camp was immense and worth a huge applause.

Collaboration with Centre for Research and Education for Social Transformation (CREST) - The mission of CREST to help the marginalized and the underprivileged achieve excellence in all spheres of human endeavor through education, which is in tune with the mission of

SSG brings together both the institutions. SSG collaborates with CREST at various levels in order to help CREST realize its vision of enabling the underprivileged students gain a respectable and deserving place in the society.

On 27th September, 2011, the first daylong on-campus initiative of this academic year for CREST was organized which was attended by 38 students. Session on Leadership by PGP student Arjun Mohan was followed by another very interactive session on communications by Prof. Anupam Das. Moreover, each participant's resume was individually evaluated and modified in one session. The participants also got the opportunity to interact with the students of IIMK on a personal level in order to get their queries on various job prospects solved. The workshop also consisted of ice breaking and team building sessions in order to help the CREST students communicate effectively. The participants were also trained on communication and problem solving skills through Group Discussion sessions.

SSG members frequently visit the CREST centre for one-to-one sessions with the students in order to groom the students for personal interviews. Besides CV building, GDPI and personality development sessions, events conducted by SSG for CREST aims to motivate and orient these talented bunch of individuals in the right direction for holistic development of their competences, skills and individualities for a respectable and equitable position in the society.



Srijan

Srijan was a theme event for Backwaters 2011 which provided the participants an opportunity to work on live issues faced by welfare organizations that are eager to bring about change but are bridled by bureaucracy, lack of publicity and the absence of efficient management. The first round was a strategy event where participants came up with plans to channelize the government funds to reach the right beneficiaries under the right schemes for the Kerala Social Security Mission. Teams shortlisted for the second round, worked on live issues faced by the Pain and Palliative Care, Kerala. On 18th November 2011, the participants were taken to PPC where they witnessed the actual issues which the social development sector is dealing with. This sensitization trip was followed by the final presentation competition on 19th November 2011 in which the students presented their ideas as consultants of PPC.

The mission of this event was to bring awareness about the issues the society faces today with respect to various issues and to inspire management students to take up roles which can help improve the functioning of welfare missions with the application of their management education to solve real life social issues.

Bringing GOONJ to Keralam

- NGO Workshop

On 19th November, a workshop was held by SSG for various NGOs across Kerala. This event was primarily aimed at bringing Goonj to Kerala. The SSG wanted to provide a platform to Goonj so as to help the organization build a network of NGOs in Kerala to help the entry of its social initiatives in the state. The workshop also gave the NGOs an opportunity to learn about various aspects of project management. The workshop saw participation from NGOs engaged in the fields of rural



development, sustainability, women empowerment etc.

The first session was on project management by Dr Ram Kumar, Professor, Operations Area, IIM Kozhikode. The session talked about how to approach a new project, improve an existing project's efficiency and how to ensure there are no cost/time overruns. The session exposed the NGOs to new aspects and perspectives on the challenges they face for their projects.

The second session was by Mr Anshu Gupta, Founder-Director of Goonj, an internationally recognized NGO engaged in sustainable rural development, rural elementary education, women empowerment and hygiene besides addressing the clothing requirements of disadvantaged sections in far flung and inaccessible rural areas. The session was intended to provide a platform for Kerala NGOs and Goonj to share their experiences and learn from each other. SSG intends to build a network for all state NGOs and this session is intended as the first step in this regard.

Collaboration with Juvenile Care

The mission of SSG's collaboration with this government run juvenile

home in Kozhikode is to help relocate children in the juvenile center to their respective homes. SSG endeavors to provide background information on the children who do not have information of their past so as to enable the authorities to decide on the long term plans of these kids. SSG aids the process using various measures such as taking the help of students of IIMK as communicators and interpreters in cases where the juvenile home faces the challenge of relocating a child who can speak only a particular language rendering the volunteers of the juvenile home handicapped because of their acquaintance with Malayalam only. During this term, SSG has enabled the relocation of four children. 2 of the children were from West Bengal, one of whom was caught in a police raid for child labor whereas the other had lost his way all the way from Dalkhowa, WB up to Thalassery. Another Marathi boy from Satara, Maharashtra was relocated to his home and SSG was also able to locate the relatives of a juvenile from Mumbai.

SSG continues with its endeavor of collaborating with the Juvenile Home in every way possible so as to help the organization serves its purpose entirely and effectively.

Summer Placements – 2011-2012

Indian Institute of Management, Kozhikode announced the successful completion of the Summer Placements Process for the fifteenth batch of the flagship PGP program comprising 343 students. IIM Kozhikode continued to maintain its 100% placement record with over 100 firms making internship offers spanning across all verticals. The summer process saw the participation of over 35 firms that took part for the first time in addition to the loyal recruiters who have always believed in the talent pool at IIM Kozhikode. Many of the firms made a record number of offers, the highest over several years, reaffirming the status of the college as a premier institution of global repute.

The first-time recruiters were impressed by the academic excellence & rigor of the curriculum and the diverse talent pool available at IIM Kozhikode. One of India's most admired and trusted company that participated for the first time, was amazed by the quality of students and went ahead to make the largest number of offers in their history of recruiting across all campuses. Several first time recruiters from across verticals like **TAS, CLSA, Societe Generale, Amazon, Avalon Consulting, Macquarie Capital, Yahoo, Dabur, RPG Group, Mentor Graphics, Dawn Consulting, Ittiam systems, UAE Exchange & Herbz** were appreciative of the talent on offer and offered senior roles at foreign locations like Hong Kong, London & Dubai.

Global powerhouse brands like **HUL, Reckitt Benckiser, Nomura, Deutsche Bank, Citibank, HSBC, Deloitte Consulting, JP Morgan Chase, Johnson & Johnson, PepsiCo, Hindustan Coca-Cola Beverages & Standard Chartered Bank** continued their strong association with IIM Kozhikode by recruiting in large numbers. Some of India's most well known MNCs like **ITC, Asian Paints, Reliance Industries, Axis Bank, Mahindra & Mahindra & Cognizant** also participated in the Summer Placements process where many students opted to do their internships over other global MNCs. The companies offered challenging profiles across different verticals that would allow the students to understand market realities & apply their business acumen to solve live problems being faced in each of the core sectors.

IIM Kozhikode reestablished itself as the premier Marketing destination with over 30% of the batch bagging offers from the companies in this vertical. With the major upswing noticed in the sector, FMCG companies attracted the largest talent with companies like **HUL, ITC, Marico, Reckitt Benckiser, PepsiCo, Asian Paints, Johnson & Johnson, Kellogg's, Heinz, Perfetti, Hindustan Coca-Cola Beverages, Dabur & Britannia** making a large number of offers. "Each of the students was so exceptionally qualified & diligent that it made my job one of the hardest. We had to ensure that we do not miss out on talent for the organization", said a senior manager with ITC. Major players in the telecommunications sector like **Bharti Airtel** also participated in the process. Companies in other sectors like Pharma - **GSK Pharma, Medtronic**; Apparel & Accessories – **Madura Fashion & Lifestyle, Titan, Wildcraft**; Home Décor – **Akzo Nobel** & others like **AVT McCormick, AVT Tea & Pidilite** also offered challenging roles in the Marketing vertical.

Investment Banks & other financial institutions lapped up 25% of the batch and made a higher number of offers as compared to last year despite concerns over recessionary trends appearing in European markets. The highest stipend offered at IIM Kozhikode was Rs. 1.6 lakh by an Australia based investment bank. Participation of the likes of **Deutsche Bank, JP Morgan Chase, Nomura, Macquarie Capital, American Express, Standard Chartered Bank, HSBC, Citibank, Goldman Sachs, Edelweiss** ensured that there was no

dearth of opportunities for students aspiring to a career in finance. In addition to the roles offered in asset management, equity markets & investment banking, Indian banking majors like **ICICI & Axis** offered commercial banking opportunities allowing students to choose between several different areas of specialization. Companies like the **L&T group, UST & Prism** offered roles in Corporate Finance, Payments Enablement and other emerging areas in the Finance vertical.

Strategy & Business Consulting, one of the most sought after areas in recent times showed its growing emergence with a large number of students taking up roles in this vertical. It saw participation from loyal recruiters like **Deloitte Consulting, Cognizant Business Consulting, Nodwin, Wipro Consulting, Asclepius, Mindtree** in addition to several new recruiters.

Many of India's well known conglomerates participated in the process offering roles in operations & general management across their group companies. **TAS, Mahindra & Mahindra, Reliance Industries, TAFE, L&T, Jindal Steel, GMR** offered varied roles from Infrastructure, hospitality & manufacturing including a role in Sports Management with a **top-tier IPL team** and a project on improving productivity at India's finest Airport. Business Development & IT Consulting roles were also in huge demand with companies like **Infosys, TCS, Aricent, Genpact & Wipro** offering roles in these areas.

Several students chose to break the mould and preferred to take up roles in emerging sectors like Media, Sports Management, Non government enterprise, Healthcare, Online Commerce & Advertising. Companies like **MSM India** (previously Sony Entertainment Television), **HT Media, Bates 141, Millward Brown, Outsmart 360 & Dr. Hussains' City** attracted a large number of students in these growing alternate sectors. Emerging sectors of the Indian economy like realty, educational services & the social sector saw several organizations like **EduNirvana, Janaagraha & GEC** participate in the process with many students choosing them as preferred internship organizations. Mr. James Michael David, Head of Training at Outsmart 360 says "The Placements committee took care of anything we needed and above all did it with a smile. There is an awesome bunch of talented students & we are looking at coming back next year to snatch some more."

"We have had a successful summer placements season, continuing the positive trend over the last three years which is a testament to the talent of the students and the innovative curriculum & pedagogy of IIM Kozhikode" says Dr. Sridhar Guda, the Placements Chairperson. Anurag Patra, a member of the Placements Committee says, "Apart from traditional domains like finance, marketing & consulting, this year we have been successful in reaching out and engaging sectors like media, education, infrastructure and sports management."

The alumni network of the Institute, which is getting increasingly stronger by the year, had a big hand to play in ensuring participation from few of the best companies in the industry in the Placement process. Alumni from a lot of companies also made it a point to travel with the recruitment team to the Institute ensuring a smooth conductance of the placements process by the company. The Institute is ever grateful to their support in ensuring that IIM Kozhikode carries forward its legacy of progress & excellence.

IIMK Students on National Blog of Dare2compete.com

Media Cell at IIM K entered into partnership with Dare2Compete.com as the 'Online Blogging partner' with the latest events, competitions and blogs being published on the national blog (<http://www.dare2compete.com/blog/author/iimkmediacell>). The partnership comes as an initiative to increase visibility of IIMK student community on Dare2Compete.com which is accessed by all the graduates from top B-schools of India and working professionals.

The first of the article series submitted by enthusiastic students of PGP 14 and PGP 15 were on topics catering to various disciplines like Marketing, Finance, Entrepreneurship, Strategy, Consulting etc. K Sudarshana (PGP14), in her article 'Larger Than Life CEOs' talks about

Chief Executives who have managed to become as large as the organizations they help to steer in the minds of the public and debates their existence and need in modern day organizations. Saurabh Mahajan (PGP14), in his article 'The Flight to Safety – Debt, downgrade and beyond' goes on to analyze how the economic turmoil of 2011 continues to spook investors out of the market to pour trillions of dollars into the safety of insured deposits, even at record low yields. Ameya Anil Tikekar (PGP14), in his article 'Can desirability of a service be improved by manipulating the line of visibility?' discusses how service designer should experiment more with the line of visibility in their service blueprint to study the impact it can have on their particular service operations. The articles have received rave reviews on the national blog from the students' community.

Sangram-2011, the ultimate sports battle between IIM Bangalore and IIM Kozhikode

Sangram, the much awaited annual sports meet between IIM Bangalore and IIM Kozhikode was hosted by IIM Kozhikode from September 15th to 17th, 2011. Since its inception in 2004, with each institute taking turns in hosting the event year after year, Sangram has proved to be a friendly rivalry which boosts sportsmanship and builds stronger bonds between the two leading management institutes of the country.

Sangram 2011 hosted 16 events, including football, cricket, carom, chess etc, with a participation of over 250 students from both the institutes together. In the events that were conducted in IIMK and NIT, Calicut, many high adrenaline moments were captured. While the visitors excelled in events like football and cricket, the hosts fought valiantly in chess, swimming and table-tennis. At the end of the day, IIMB emerged victorious and bagged the coveted Sangram-2011 title



More Work and More Play for IIMK Students

Life at IIMK is not restricted to studies, projects and submissions alone. There are numerous activities that happen around the campus every week to help students realize the much-needed 'study-life balance'. These activities are conducted by various clubs of IIM Kozhikode to encourage the students to get involved with the campus and community. The activities span across dance, drama, quizzes, art and music, thus enabling students to participate in a range of activities.

CulCom, the cultural committee of IIMK in association with the Society for Promotion of Indian Classical Music and Culture Amongst Youth (SPICMACAY) organized a Bharatnatyam performance by renowned Bharatnatyam exponent 'Nandana Mamani' Lavanya Ananth on 18th October. She gave a wonderful and spellbinding performance. As a part of Hindi Diwas Celebrations, it also organized 'Hindi Saptah Special' day which had numerous events like Hindi JAM, Hindi Dumb Charades, Antakshari etc. Apart from these events, cultural committee brought vibrancy to campus life by celebrating occasions such as Dandiya nights, Ganesh Chaturthi and Diwali. These festivals were celebrated with great fanfare and enthusiasm as the entire student community came together to give the celebration a familiar feeling of oneness.

Footvibes, the dance club organized 'Footloose' - the annual dance competition of IIM Kozhikode. It was conducted as part of 'Fusion Nite' in collaboration with Krescendo, the music club of IIMK. It gave a platform to the dancers and singers to showcase their skills. The festival held on the 3rd of November was a thrilling extravaganza and an audio/visual treat for everyone. Starting September 30th, Krescendo also took the initiative of conducting guitar classes on campus for students. Despite their hectic schedules, IIMK students gave an overwhelming response to the initiative with a large number of enthusiastic guitar novices and semi-pros taking interest in developing ears for music and fingers for the guitar strings.



IIMK has a rich tradition of quizzers and quiz masters. Atharva, the quizzing club of IIMK organizes campus quizzes from time to time. The quizzing club aims at developing a healthy competitive spirit among the students and enthrusts them to acquire skills to participate in quiz competitions. The Atharva quizzers have won many accolades across competitions conducted all over India. Recently, Atharva hosted Bizzathon – the BizQuiz in association with Backwaters 2011, the annual management festival of IIMK. Students from colleges in and around Kerala participated in the quiz, making it a grand success.

Team Theatrix, the dramatics club of IIMK presented the second season of Myriad Musings - Rang Manch 2 on November 16th. The event showcased two English plays – 'Confrontations' by Vikas Sarangal and 'Confessions of an Actor' by Arun Sethuraman. The renditions received rave reviews from the students' fraternity.

ProLitCult, the English literary club of IIMK regularly organizes Vox Populi, an open in-house students' debate on issues of local and national importance. The latest debate was on the topic 'Diversity – for the better or for worse'.

SportsCom, the sports committee of IIMK brought the most awaited tournament, Kozhikode Football League (KFL) season 2. It is a one-of-a-kind football tournament, which was initiated last year, with players being bid for, a la IPL. The bidding started on 23rd Oct. It was an action packed process involving the captains, franchisee owners and the team players. The tournament turned out to be a great success. SportsCom was also instrumental in helping IIMK get its first pool table and upgrading the students' gymnasium with support from the IIMK administration.

The sports committee also conducted the most prestigious Sporting Battle, the IIMK Inter-Hostel Cricket Tournament. It kicked off on 6th November. The passion and zest displayed during these matches was unparalleled. The tournament ended on 22nd November with Hostel A winning the championship.

Faculty Publications

JOURNAL ARTICLES

1. Gandhi, P.J., Murthy, Z.V.P. and Pati, R.K. (2011), "Optimization of process parameters by Taguchi robust design method for the development of nano-crystals of Sirolimus using sonication based crystallization", *Crystal Research and Technology*, DOI: 10.1002/crat.201100329.
2. C. Raju and Akamanchi Raghottam, H (2011): Minimum Average Total Inspection (ATI) Chain Sampling Plan (ChSP-1), *International Journal of Statistics and Analysis*, ISSN 2248 – 9959, Vol.1(4), pp 383-92.

CONFERENCE PROCEEDINGS

1. Srinivas, J. and Anand, G. (2011): "A meta-data analysis of literature on implementation of lean manufacturing", *Proceedings of the International Conference on Sustainable Manufacturing: Issues, Trends and Practices (ICSM 2011)*, pp.209-215, 10-12 November 2011, Pilani, Organized by the Mechanical Engineering Department, Birla Institute of Technology & Science (BITS) Pilani, Pilani Campus, Pilani, Rajasthan, India.
2. Anand, G., Kodali, R. and Chimakurthy, B.M. (2011): "Selection of a CNC vertical machine centre for the design of flexible manufacturing systems – A case study", *Proceedings of the Eleventh Global Conference on Flexible Systems Management (IIMK-GLOGIFT II)*, 9-12 December 2011, Organized by Indian Institute of Management Kozhikode (IIMK), Kerala, India, Global Institute of Flexible Systems Management, New Delhi, India, Department of Management Studies, Indian Institute of Technology Delhi (IITD), New Delhi, India and Stevens Institute of Technology, New Jersey, USA).
3. Mazumdar, P., Mohapatra, A., Anand G. and Bahinipati, B.K. (2011): "Implementation barriers for achieving lean supply – A perspective from the original equipment manufacturer in India", *Proceedings of the Eleventh Global Conference on Flexible Systems Management (IIMK-GLOGIFT II)*, 9-12 December 2011, Organized by Indian Institute of Management Kozhikode (IIMK), Kerala, India, Global Institute of Flexible Systems Management, New Delhi, India, Department of Management Studies, Indian Institute of Technology Delhi (IITD), New Delhi, India and Stevens Institute of Technology, New Jersey, USA).
4. Chandrashekar, A. and Anand, G. (2011): "Re-engineering the software development process using lean thinking – A case study", *Proceedings of the International Conference on Information Technology Systems and Management (ITSM-2011)*, 17-18 December 2011, Organized by Indian Institute of Management Kozhikode (IIMK), Kerala, India, Indian School of Business (ISB), Hyderabad, India, School of Management, University of Texas, Dallas, USA, George Mason University, Fairfax, Virginia, USA).
5. Reena Kohli (2011): "Impact of Earnout offers on Acquiring Company Wealth Gains in India" in Indian Finance Conference organized by Indian Institute of Management, Bangalore on 21st-23rd December, 2011.
6. Joseph, J. (2011): "Do You Sway With the Music? The Effect of Store Atmospheric on Product Selection", *Proceedings of the Fifth Great Lakes-NASMEI International Marketing Conference*, 29-30 December 2011, Chennai, Organized by the Great Lakes Institute of Management Chennai, North American Society for Marketing Education in India and Marketing Science Institute (USA).
7. Joseph, J. and Neithamangalath, R.K. (2011): "Active Philanthropy or Corporate Dog Bite: An Investigation into the CSR Initiatives of Companies", *Proceedings of the Fifth Great Lakes-NASMEI International Marketing Conference*, 29-30 December 2011, Chennai, Organized by the Great Lakes Institute of Management Chennai, North American Society for Marketing Education in India and Marketing Science Institute (USA)

WORKING PAPER

1. Dey, S. and Nair, S.R. (2011): "Impact of deregulation of government securities market on interest costs of the states in India", *IIMK Working Paper*, IIMK/WPS/95/ECO/2011/15.

ARTICLES IN MAGAZINES AND NEWSPAPERS

1. Nair, S.R. (2011): "Proceed with Caution on Sugar Exports", *The Hindu Business Line*, 27 September 2011.

FPM Activities

AWARDS

1. Krishnadas N., Ram Kumar D., Supriya, K.K and Radhakrishna Pillai R. (2011): Won the Wipro Earthian Awards 2011. The project was about implementing Green IT in the Computer Center of IIM Kozhikode and it will be awarded INR 3 Lacs.
2. Krishnadas N and Radhakrishna Pillai R. (2011): 'Emerald 2011 Indian LIS Research Fund Award Highly Commended' for research proposal on Sustainability.
3. Krishnadas N (2011) '*International PhD Student Competition Award*' for the research paper titled 'Strategic leadership, Innovation & Sustainability: the management style of 21st century'. Forum on the future of management in the 21st century, Adelaide, Australia.
4. Krishnadas N and Radhakrishna Pillai R (2011):. Citation and cash award for the best research paper 'Green IT Implementation in India: A Cultural Perspective'. The 11th Consortium of Students in Management Research (COSMAR), October 21, Indian Institute of Science, Bangalore
5. Vaibhav Chawla (2011) 'Most Promising Dissertation Award for Management', Spirituality and Religion Division. In 71st Annual Academy of Management Meeting, August 12-16, San Antonio, Texas, USA.

CONFERENCE PRESENTATIONS INTERNATIONAL

1. Vaibhav Chawla (2011): 'Indian Ethos in Management and Western Concept of Workplace Spirituality', In 71st Academy of Management Annual Meeting, August 12-16, San Antonio, Texas, USA.
2. Vaibhav Chawla and Guda Sridhar (2011): 'Individual Spirituality at Work and its Link with Relational Selling Characteristics: A Study among Front-line Salespersons'. In 2nd Biennial Academy of Marketing Science (AMS) and World Marketing Congress Doctoral Consortium, July 19-23, Reims, France.
3. Chatterjee, D., Krishnan, T.N. & Tandon, A. (2011): 'Sustaining a Social Enterprise: Palash Eye Hospital'. In Proceedings of 2011 Annual Meeting, North American Case Research Association, October 13 - 15, San Antonio, Texas.

CONFERENCE PRESENTATIONS - NATIONAL

1. Krishnadas, N and Radhakrishna Pillai R (2011): 'A Model for assessment of Green IT implementation'. *International Conference on Information Technology, Systems and Management (ITSM 2011)* December 17-18, Indian Institute of Management Kozhikode, Kerala.
2. Krishnadas, N and Radhakrishna Pillai R (2011): 'A Model for Cost-Benefit Analysis of Cloud Computing'. *International Conference on Information Technology, Systems and Management (ITSM 2011)* December 17-18, Indian Institute of Management Kozhikode, Kerala.
3. Krishnadas, N and Radhakrishna Pillai R (2011): 'Information Systems Flexibility for Green Technologies'. *Eleventh Global Conference on Flexible Systems Management (IIMK GLOGIFT 2011)* December 9-12, Indian Institute of Management Kozhikode, Kerala.
4. Krishnadas, N and Radhakrishna Pillai R (2011): '*Green IT Implementation in India: A Cultural Perspective*'. In 11th Consortium of Students in Management Research (COSMAR), October 21, Indian Institute of Science, Bangalore.
5. Ram Kumar Dhurkari and Swain, A.K (2011): '*Multi – Attribute Gain Loss (MAGL) A New Methods for Reference Dependent Multi – Attribute Ranking and Selection*'. In *International Conference on Advances in Modeling, Optimization, and Computing*. December 5-7, IIT Roorkee.
6. Rakesh Kumar Pati and Nandakumar, M.K. (2011): 'CEO Duality: Different Theoretical Perspectives'. In 2nd Indian Academy of Management (IAM Conference), December 18-20, IIM Bangalore.
7. Supriya, K.K, and Jharkharia, S (2011): '*IS Flexibility- A Conceptual Framework*'. *Eleventh Global Conference on Flexible Systems Management (IIMK-GLOGIFT 2011)*, December 9-12, Indian Institute of Management Kozhikode, Kerala.

International Exchange

IIMK International Exchange Program endeavors to work with partner institutions to develop activities that foster trusting, enduring and reciprocally valuable and social engagements between students, faculty members, staff and the broader community in countries across the globe. IIMK is in the process of enhancing its International Exchange activities. The following international delegates visited IIMK to discuss about the possible collaboration between IIMK and partner institutions:

- 1) Prof. David Dickinson, Director and Head of Birmingham Business School, University of Birmingham, UK on November 9, 2011;
- 2) Prof. Jacob Chacko, Dean, College of Business, Abu Dhabi University on November 17-18, 2011; and
- 3) Prof. Easwar S. Iyer and Prof. Alan Robinson from Isenberg School of Management, University of Massachusetts on December 17, 2011.

IIM Kozhikode had currently 14 partner institutions, and is accelerating its international engagements on evidence of the need for greater global exposure for IIMK's students and faculty members.

During the year 2011-12, 35 students from IIMK visited

nine Partner Institutions, viz. European Business School, Germany; ESCP, Paris; Leipzig Graduate School of Management, Germany; Rouen Business School, France; Copenhagen Business School, Denmark; Bocconi University, Italy; Bordeaux Management School, France; Jonkoping International Business School, Sweden; and Norwegian School of Economics, Norway.

13 students from six Partner Institutions like Bordeaux Management School, France; Bocconi University, Italy; Copenhagen Business School, Denmark; Leipzig Graduate School of Management, Germany; Management Center Innsbruck, Austria; and ESCP, Paris visited IIMK in this academic year.

As part of the Business Environment in India course work, 11 international students visited organizations like ITC, Tesco, Narayana Hrudayalaya and Cognizant Technology Solutions in Bangalore and Mysore during November 18-20, 2011. The Business Environment in India course is intended to develop an understanding of the external environment of business and its implications for managerial decisions.

International Day on 03-11-2011

International day was organized on 3rd November celebrating the diversity and sharing of cultures that IIMK facilitates through its international exchange program with BEM Bordeaux Management School (France), Copenhagen Business School (Denmark), Bocconi University (Milano, Italy), European Business School (Oestrich-Winkel, Germany), ESCP (Paris, France), Leipzig Graduate School of Management (Germany), Jönköping International Business School (Sweden), Management Center Innsbruck (Austria), Queensland University of Technology (Australia), Victoria University of Wellington (New Zealand), Norwegian School of Economics, Rouen Business School (France), ISCTE-University Institute of Lisbon (Portugal) and ESSCA (France).

The day began with the international exchange students sharing information about their home countries and universities with the students and faculty of IIMK. Later in the evening, they served dishes native to their countries, and put up a cultural performance to showcase their experiences in India. It was a memorable experience for all involved.'



Live Industry Projects

Live projects offered to students of IIMK have seen drastic increase over the last 2 years. This is especially because IIMK have managed the public perceptions about the institute well and have created a brand for itself in the minds of the local industry. The thrust provided by the brand has been effectively exploited by the placements committee and the Industrial Interaction Cell (IIC) which sourced industry assignments as live projects for the students. Some of the recent impressive live projects were -

Company	Project	Members
UTI Mutual Funds	Analysis of Operating Cash Flows of BSE100 companies	Anshuma Mangtani, Priyamvada Chauhan, Tirthankar Saha, Kripal Rana
SAP labs	Analysis of Supply Chain execution in terms of Transport Management Solution	Madhav Mishra, Nilesh Kadam, Razy Abdulla, Sudhanshu Shekhar Sahu
Bosch	Business development strategy involving market analysis, financial analysis of company data etc	Amit Jain, Ankita Mukherjee, Arun Kumar N, Gauri Mehra, Goutham M, Meera Annam Baby, Sandesh Banger, Pooja Gandhi, Sahil Khurana, Santanu Chowdhury, Shikha Gupta
MXV Consulting	Online marketing strategies for a financial services arm of a large corporation	Apoorva Bhagat, Imtiazuddin Ahmed Bellary, Kartik Desikan, Krishnan VR, Mayank Bhandari, Saumya Babbar, Vishal Shitut, R Aravindh, Rohit Nelli, Anurag Gupta, Smitesh Vaidya, Sneha Maheshwary, Anil Kumar Singh, Praneeth Manduri
AVT Tea	Marketing strategies to increase the sales of AVT Tea in Malabar area by 10% in a quarter	Arjun Mohan, Sivaharsh S, Shashikiran CS
VKC Footwear	Chart a business plan for growing VKC in next 5 years by exploring new products & new markets	Arjun Mohan, Nikhil John Kurian, Shashikiran CS, Tony Sebastian, Ansa Mary Ephraim
Software Associates	Devise sales pitch for a logistics management software	Vertika Pankaj, Pragya Minz
Kochi Muziris Biennale	Research into the areas of (i) Cultural Tourism, (ii) Funding Arts and Culture and (iii) Economic Impact of Arts and Culture in India and charting a marketing plan for the festival	Amarendra Kumar Gorai, Arun Kumar N, Santanu Chowdhury, Varun Bajaj, Umesh Chand S Arya



Home-Grown Entrepreneurs

The Indian Institutes of Management were set up to raise entrepreneurs and managers who will drive the growth of our country. Over a period of time, students from IIMs started getting more interested in working with foreign MNCs and banks rather than trying out something of their own. Graduates from IIMs becoming entrepreneurs are once-in-a-blue-moon phenomena and a student of IIM becoming part-time entrepreneur is something unheard of. Yet, few of the enterprising students of IIMK took the road less travelled. The trend started with Amit Kourav of PGP13 who took the bold step of signing out of placements and starting High Octane, a coffee shop on campus alongside a DC books stall. High Octane with its plush ambience and delicious offerings became one of the favorite campus hang-outs of students in no time. Amit has literally converted his café into a platform for trying out the management lessons he learnt at IIMK and is continuously innovating with marketing strategies, operational improvements etc.

While Amit started his venture after passing out from IIMK, certain students like Amrish Awasthi and 'The Brotherhood' team ventured into campus services while still in their second year. Amrish launched Shakespeer, a juice centre service at J-Hostel mess, offering a wide range of fresh fruit juices and milkshakes to students wanting a welcome change from the

usual mess food. Amrish widely used social media marketing skills to communicate his product offerings to his customers through his facebook page.

The Campus Delivery Express initiative is a logistics innovation initiated by the Brotherhood Team (Ravishankar Krishnamurthy, Balaji Murugan, Janani Kannan, Abhinav Ravikumar, Kamala Vasantha Thiagarajan, Supriya Balakrishnan and Ansa Ephraim) to help students on campus enjoy Dominos pizzas whose outlet is around 15-km away from campus. The Brotherhood team accepts pizza orders from students through a simple google-sheet mechanism. Team Brotherhood has negotiated a deal with Dominos and is able to procure pizza at a discounted rate. A part of this discount is transferred to customers while the remaining is used for pizza transportation and distribution along with a profit margin.

SportsCom, the sports committee of IIMK tapped into the entrepreneurship fever on campus by auctioning off franchisees of Kozhikode Football League (KFL) - Season 2 this year. Four students groups which pooled in money bought the franchisees in a high-energy auction conducted at the High Octane book cafe. The franchisees then went on to devise and execute elaborate strategies to ensure the title which will help them reap rich benefits with the teams battling it out on the football ground.

IIMK Family Welcomes New Faculty Members



Dr. Deepa Sethi (deepa@iimk.ac.in)

Dr. Deepa Sethi is an Assistant Professor in the area of Humanities & Liberal Arts in Management at IIMK. Along with contributing in grooming the communication skills of upcoming managers, she has also successfully developed some highly effective courses in her area for students pursuing their career in management. She has presented and published her research in national and international conferences and journals and has three published books to her credit. Her current areas of interest are: Managerial Communication, Written Communication Skills, Online Communication, Employment-related Communication, and Soft Skills for Managers.



Dr. Naveen Amblee (amblee@iimk.ac.in)

Dr. Naveen Amblee joined IIMK in September 2011, and specializes in Internet Marketing. Previously, he was a visiting assistant professor of Marketing and MIS at IIM Trichy. Naveen has also served as a visiting professor of Marketing at the Graduate School of Culture Technology at KAIST in South Korea, where he conducted research on the digital economy, as well as lecturing to and mentoring graduate students. He has also lectured on MIS topics at the Shidler College of Business at the University of Hawaii. Naveen has also worked with the Pacific Business Center Program at the University of Hawaii, focusing on the remote pacific islands where he helped implement various IT initiatives to stimulate economic growth.



Omkumar Krishnan (omkumar@iimk.ac.in)

Omkumar Krishnan, is Associate Professor Marketing at IIM Kozhikode. A PhD & MPhil from IIT, Bombay, he specializes in the area of qualitative and quantitative marketing research and has earlier worked with Drishti Strategic Research Services and Lowe Lintas, Bombay. Prior to joining IIMK he was Associate Professor at IMT Ghaziabad and worked as Chairperson Marketing area from 2008 to 2010 and was Conference Co-Chair for the two International Conferences on Brand Management organized at IMT Ghaziabad. Omkumar is also Visiting Faculty of Marketing Research at Chonnam National University, Gwangju, South Korea (2010). He teaches courses on Marketing Research, Marketing Management, Consumer Behaviour and Marketing of Services.



Mohammed Shahid Abdulla (shahid@iimk.ac.in)

Mohammed Shahid Abdulla obtained his Ph.D. in 2008 from the Department of Computer Science and Automation, Indian Institute of Science, Bangalore. Shahid was with the Customer-Driven Advanced Vehicle Design Group of General Motors R&D, Bangalore (2008-2009) and with the Avionics Department of Indian Institute of Space Science and Technology (IIST), Trivandrum (2009-2011). His interests are in Machine Learning, Stochastic Processes, Optimization, and Decision Support Systems.



Kousik Guhathakurta (kousikg@iimk.ac.in)

Kousik Guhathakurta did his undergraduate studies at Jadavpur University, Kolkata, in the department of Production Engineering and completed his MBA majoring in Finance from the same University. He has over nine years of B-school teaching & research experience preceded by ten years of industrial experience at various Private and Multinational organisations. Research interests include quantitative finance and econophysics. Presently involved in research work related to application of analytical tools from non-linear dynamics in deciphering financial time series characteristics.



Deepak Dhayanithy (deepak@iimk.ac.in)

Deepak Dhayanithy is a Fellow, Indian Institute of Management Lucknow, whose work in the retail financial services industry, for about 7 years, was in decision support. His experience spans marketing, retail risk, valuation, collections and distressed assets management areas. This was in an interesting period of the economic cycle (2005-2011), for various consumer credit products - credit cards, installment loans, home equity products, and mortgages. His current research in this area pertains to FI behavioral model requirements, Islamic finance products, reverse mortgages, strategy challenges facing FIs in different markets, and C-2-C business models.

Executive Postgraduate Programmes of IIMK

Indian Institute of Management Kozhikode has been offering Executive Postgraduate Programmes on interactive learning mode since 2001 at various locations in India. These programmes are offered in the area of Management on a real time synchronous mode. IIMK has made a significant mark in the Management Education with a clear vision of Globalizing Indian Thought - ranked in the *top four* in India, ranked *first* in South India, *first* IIM to achieve 30 per cent women students' enrollment, and the *first* IIM accredited by AMBA. This programme was started with



the aim of aiding practicing executives who are not in a position to join any long duration as well as residential programme.

The programme has in-built flexibility which allows the participants to gain management education without affecting their official duties. Classes incorporate advanced methods such as Audio – Video conferencing and other virtual classroom learning tools. The EPGP students along with their correspondence tenure also get the opportunity to undergo the K-experience by spending some time on campus and under the light of our respected and learned Professors.

The Programme has gained a lot of reputation over the years and this year saw a notable participation of over 350



enrolments in the EPGP and Executive Education Programme in General Management (EEPGM) programme. The participation involved employees of big firms like Microsoft, Bank Of America, Mercedes Benz, Deutsche Bank to name a few. Such participation not only adds value to the programme but also shows the advent of IIMK as an institution spreading wide across the country and even the world. The participants were not only impressed by the infrastructure and pedagogy of the institute but also the



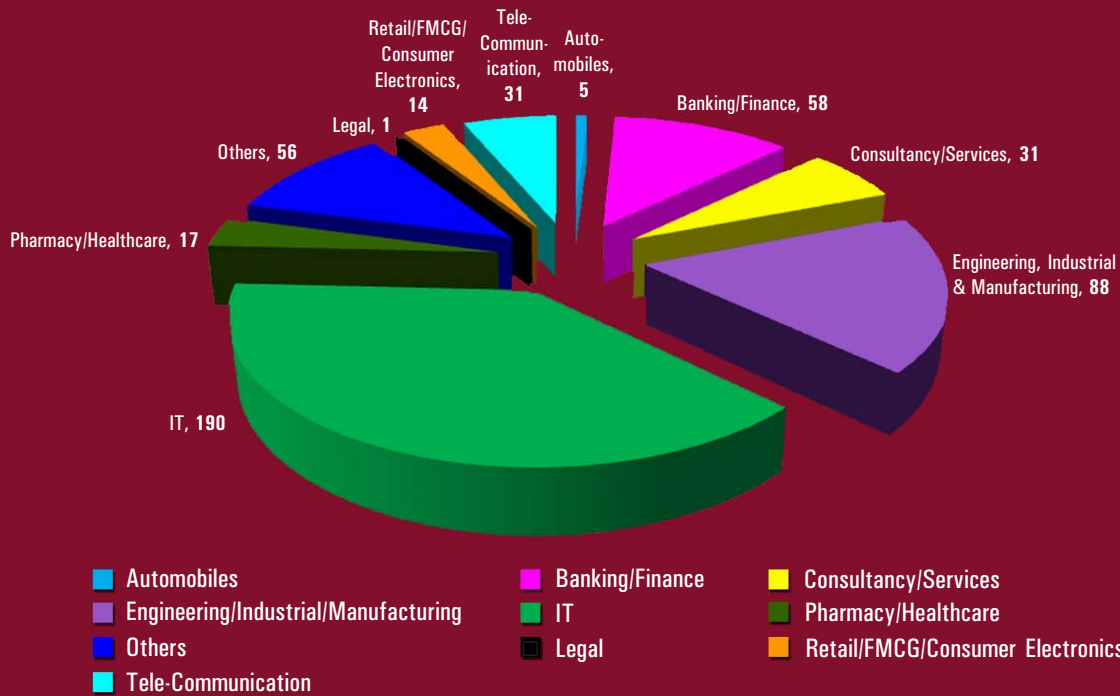
overall environment that the campus provides to them as a package.

There were three in-campus modules arranged during 8th to 15th October, 15th to 22nd October and 30th October to 5th November 2011 covering the participants of three sections of EPGP. There are over 140 participants enrolled for different specialization modules, viz., Executive Education Programme in General Management (EEPGM), Executive Education Programme in Finance (EETF), Executive Education Programme in Strategic Management (EETSM), Executive Education Programme in Marketing (EETM) and Executive Education Programme in Operations Management (EETOM). In-campus module for these specializations was conducted during 3rd to 9th December 2011.





Executive Postgraduate Programme Participation (2011-13)



- Automobiles
- Banking/Finance
- Consultancy/Services
- Engineering/Industrial/Manufacturing
- IT
- Pharmacy/Healthcare
- Others
- Legal
- Retail/FMCG/Consumer Electronics
- Tele-Communication



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