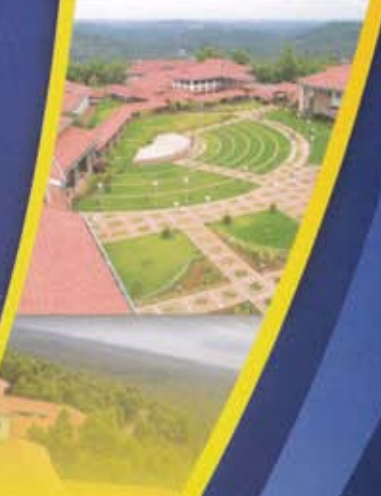




भारतीय प्रबंध संस्थान कोषिककोड

Indian Institute of Management Kozhikode

IIM Kozhikode Campus: P.O., Kerala - 673570



वार्षिक प्रतिवेदन
Annual Report
2010 - 2011



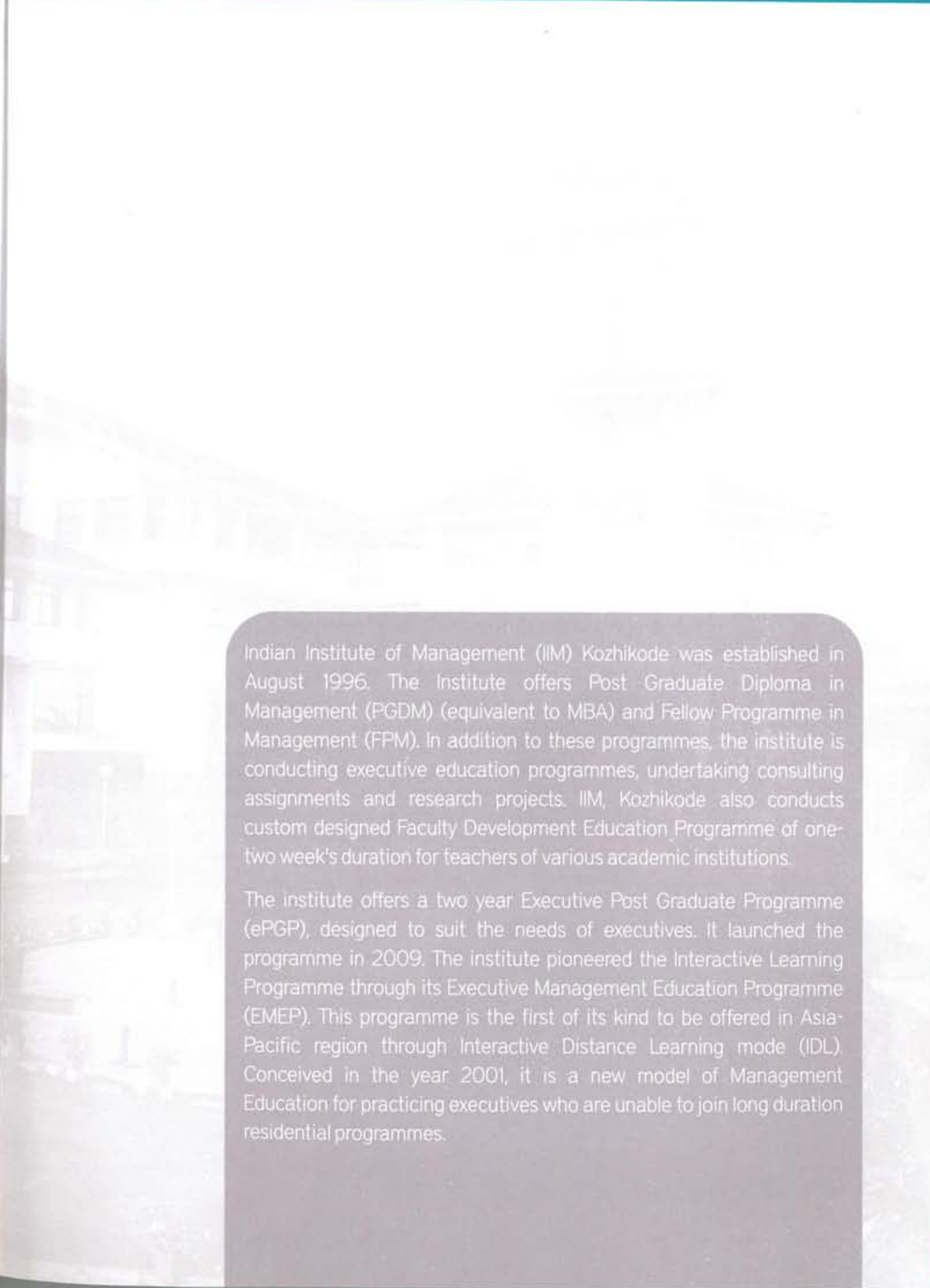
Indian Institute of Management Kozhikode
ANNUAL REPORT 2010 - 2011

Contents

1	Director's Report	04-07
2	Post Graduate Programme In Management	08-11
3	Executive Post Graduate Programme	12-13
4	Management Development Programme	14-15
5	Faculty Development Programme	16
6	Fellow Programme In Management	17-25
7	International Exchange Programme	26-30
8	Admissions	31-35
9	Placement	36-47
10	Alumni	48-49
11	Student Activities	50-55
12	Amba Accreditation	56-59
13	Research & Publications	60-77
14	Information Technology	78
15	Library & Information Centre	79-85
16	Creation of Indian Business History Museum At IIM Kozhikode	86
17	Campus Development	87
18	Personnel	88-92
19	Annual Accounts & Financial Positions-IIMK	93-96
20	Auditor's Report	97-110
21	Audited Annual Financial Statement	111-127
22	Board Of Governors & IIMK Society	128-131
23	Faculty & Administration	132-135







Indian Institute of Management (IIM) Kozhikode was established in August 1996. The Institute offers Post Graduate Diploma in Management (PGDM) (equivalent to MBA) and Fellow Programme in Management (FPM). In addition to these programmes, the institute is conducting executive education programmes, undertaking consulting assignments and research projects. IIM, Kozhikode also conducts custom designed Faculty Development Education Programme of one-two week's duration for teachers of various academic institutions.

The institute offers a two year Executive Post Graduate Programme (ePGP), designed to suit the needs of executives. It launched the programme in 2009. The institute pioneered the Interactive Learning Programme through its Executive Management Education Programme (EMEP). This programme is the first of its kind to be offered in Asia-Pacific region through Interactive Distance Learning mode (IDL). Conceived in the year 2001, it is a new model of Management Education for practicing executives who are unable to join long duration residential programmes.

Director's Report

I am pleased to report that the year 2010-11 fiscal and education year was one of the best in the history of Indian Institute of Management Kozhikode. I believe that the two years of my tenure with IIM Kozhikode was significant, considering the progress made by the Institute in almost all fronts during the last year. Indeed, unstinted guidance, support and cooperation from the Chairman and esteemed members of the IIMK Society, Board of Governors, Faculty and Staff members and the Ministry of Human Resource Development, Government of India has made all this possible.

Despite experiencing a year of unusual challenges, the year 2010-11 showed overall growth – in-take in Post Graduate Programme, number of Management Development Programmes, enrollment in Interactive Learning Programme & Fellow Programme in Management and in research publications. Our annual report includes summaries from each of our sections and I hope you will be interested to take note of the achievements made by the Institute during the last year.

During the year, the 13th batch of PGP students of IIMK graduated. The Thirteenth Convocation of the Institute for the PGP Batch 2009-11 was held on March 19, 2011 wherein 289 students of the 13th batch received their diplomas. Dr.C. Rangarajan, Chairman, Economic Advisory Council to the Prime Minister, was the Chief Guest on this occasion.

The 14th batch of 314 students (Gen: 168, OBC: 70, SC: 51, ST: 19 and PWD: 06) candidates has joined the 2010-12 PGP Batch. It is a matter of great pride that IIM Kozhikode has been the only IIM which achieved the intake of OBC students in tune with the Government of India instructions on the subject. that too, despite its constraints on infrastructure and manpower resources. Thus, IIM Kozhikode has the distinction of being one of the fastest growing B-Schools in the country to reach this landmark achievement. With the current intake, the Institute has grown five times in the last seven years.

Despite the recessionary trend prevailing in the country, the Institute has been able to provide placement to all its graduating students of 13th batch of PGP.

The Institute, which started the Interactive Distance Learning (IDL) programme (now renamed as Executive Post Graduate Programme (EPGP)) in the year 2001-02 with a 450



Director's Report

contact hour programme, continued to offer diversified programmes to aspiring working Executives. The first batch of Executive Post Graduate Programme (EPGP) in Management over IDL platform was launched in April 2009. This year, the valedictory functions of ePGP were conducted along with the regular PGP convocation on March 19th 2011. The objective of this two-year diploma programme is to impart management education to the working executives seeking skills and strategies to take their organizations to the next level. The course with over 810 classroom instruction hours provides the participants with skills for leadership in the knowledge economy through an innovative curriculum.

Management Development Programmes continued to be an important activity of the Institute. During the year, a total of 25 MDPs were conducted and 611 participants benefited from them.

Faculty Development Programmes continued to be yet another important area of activity of IIMK. During the year, as many as 9 FDPs were organized and 132 participants benefited from the FDPs. IIMK continued to be a major Quality Improvement Centre (QIP) of the All India Council for Technical Education in the field of management teachers' programmes.

It is the second consecutive time in the history of IIMK that the revenue generation from MDP & FDP crossed the land mark of rupees one crore during last year. The total revenue generated for this accounting year through MDP was Rs1, 63, 84,707 and FDP Rs15, 05,544.

Financial support to Fellow Programme participants has been substantially raised to Rs.17, 000 per month for the first and second years, Rs.18, 000 in the third and fourth years and Rs.9, 000 in the first six months of the fifth year. At present there are 14 participants for the programme in four batches.

Faculty of the Institute had authored 19 research articles, two books, edited one book, 10 chapters in books, 18 working papers and 3 case studies, 27 conferences/proceedings/presentations, 2 best paper awards, 18 working papers, received 5 Fellowships awards and honours, organised 12 research seminars, conducted 2 conferences at IIMK, completed 7 small grant research projects and undertook 11 new small grant research projects.

In terms of international exchange programme, 26 students of the Institute spent a term in various partner Institutions and as many as 07 students from partner Institutions spent a term in IIMK Campus. One new partnership was signed with MCI Austria besides the two partnerships signed – with Leipzig Graduate School of Management (HHL) Germany and with Norwegian School of Economics and Business Administration (NHH) Norway, during 2009-2010 for student and faculty exchange. The Institute has an International Exchange Programme for students and faculty with several leading Management Institutes like European Business School, Germany, ESCP-EAP Paris, Victoria University of Wellington, New Zealand, Bocconi University, Milan, Italy, Queensland University of Technology, Australia, Jonkoping International Business School, Sweden and Copenhagen Business School, Denmark.

The Institute continued with its commitment to provide state of the art IT facilities and services to the IIMK user fraternity. To meet the above objective, the computing facilities and services



Director's Report

New buildings in the campus that were completed during the year have been connected to the campus LAN and equipped with the required IT infrastructure and facilities. The Internet facility has further been improved by enhancing the existing bandwidth to 77 Mbps.

Blackboard Learning Management Solution (LMS) was procured and installed and the service was made available for use by both IDL as well as PGP. A new domain 'iimk.edu.in' was registered and configured for this purpose. Network Security System providing protection to institute LAN from various network threats has been further enhanced during the year by upgrading the existing system with a high end system.

An anti plagiarism solution 'Ephorus' has been subscribed to and service enabled during the year. The tool will enable us to check assignments and other research work against any possible plagiarism. All the faculty and staff members' old PCs have been replaced with the new PCs having latest configuration so that software and other services requiring higher hardware resources can be supported without any problem.

Work in respect of making our official web site in bi-lingual format has been initiated during the year and is expected to be completed shortly. During the year, all the IT facilities and services including the Videoconferencing facility have extensively been used for various academic needs.

To enable students/participants present in the classroom to respond to questions, vote during opinion polls and prioritize lists of goals or action items, a student's response system was procured and commissioned. Such a system is a proven way to increase attentiveness, knowledge uptake and content retention in a teaching/training environment. The system enables the faculty members to shorten in-class time, decrease retraining exercises and increase applied knowledge.

During the period we had 31 permanent faculties and 21 visiting faculties out of which Prof Jyothirmoy Bhattacharya and Prof KK Ramesh left institute and Prof. P Rameshan proceeded on Extraordinary Leave to IIM Rothak as the Director of that institute. Apart from regular faculty, the Institute is backed by a large number of committed adjunct and visiting faculty from industry and leading management institutes. Some visiting faculties from foreign Institutions complement the pool. All full time faculty members carry out research studies in diverse fields of management.

As part of the planned increase in the institute's implementation of the campus infrastructure-expansion, Phase-IV campus infrastructure development activities were implemented with an estimated cost of nearly Rs. 6200 lakhs. During the preceding one year period, critical infrastructure has been made operational before the commencement of the current academic session which included a 3rd Classroom Block (named as "C. K. Prahlad Block"), Students' Hostel 'L' having 48 double-occupancy rooms, a 3rd Faculty Block having 25 Faculty offices and an another Faculty Apartment Block having 12 housing units. Besides this, construction of



Director's Report

a Management Development Programme (MDP) Complex (comprising 4 Blocks) is in advanced stage of completion. The MDP Complex will have state-of-the-art academic and residential facilities for participants of various executive management programmes. The MDP Complex will be equipped with 3 Nos. 45-seater classrooms, 3 Nos. 70-seater classrooms, a 300-plus seater auditorium-type seminar room and other facilities such as office spaces, a fitness centre, a mini-library, an Ayurvedic Spa and a dining hall with kitchen. The MDP Complex can accommodate almost 200 delegates and guests in 116 well-furnished 3 to 4 star category guest rooms. With a view to making the MDP complex operational by the next academic year, action is being initiated for inviting Tenders for the Interior Furnishing and fit-out of guest rooms and other areas in the MDP Complex. The works of interior furnishing & fit out and Audio-Video facilities proposed for the MDP Complex is estimated to cost nearly Rs. 1300 lakhs.

In order to make the existing Sewage Treatment Plant (STP) capable to handle additional inflow of sewage resulting from anticipated increase in population of the campus and also as part of social commitment for an environment-friendly and sustainable solution for the treatment of sewage and harvested rain water in our campus, the capacity augmentation and up-gradation of the STP along with the miscellaneous works related to the Water Treatment Plant (WTP) have been carried out at a contract amount of Rs. 73,04,520/- and the augmented plants are fully operational.

In addition to providing excellent and state-of-the-art infrastructural facilities in picturesque settings, the campus also has sustainable and eco-friendly rainwater harvesting system comprising approximately 55,000 cubic metres (i.e. 5.5 crores litres) capacity ponds for storage of the harvested rainwater. We are extremely proud to state that our Institute has one of the largest and efficient water-resource management systems, among similar institutions in the country, which has successfully implemented rainwater harvesting for meeting its entire drinking water requirements. Besides this, we have also adopted several other environment-friendly and water-conservation measures including protection of road and other embankments within the campus by using bio-degradable coir geo-textiles for soil-erosion control and recycling of treated waste-water for horticulture irrigation.

Apart from all these, various other construction activities are also being undertaken from time to time on the side-lines of the major campus development activities, for the value addition of the existing facilities in line with the Institute's growing academic requirements.

I look forward to the continued cooperation from all stakeholders to take the Institute to its cherished heights.

Prof. Debashis Chatterjee, Director



Post Graduate Programme in Management

New Batch

The two-year Post Graduate Programme in Management (PGP) (equivalent to MBA) is the flagship academic programme of the Institute. The Programme has been accredited by the Association of MBAs in the year 2010-11.

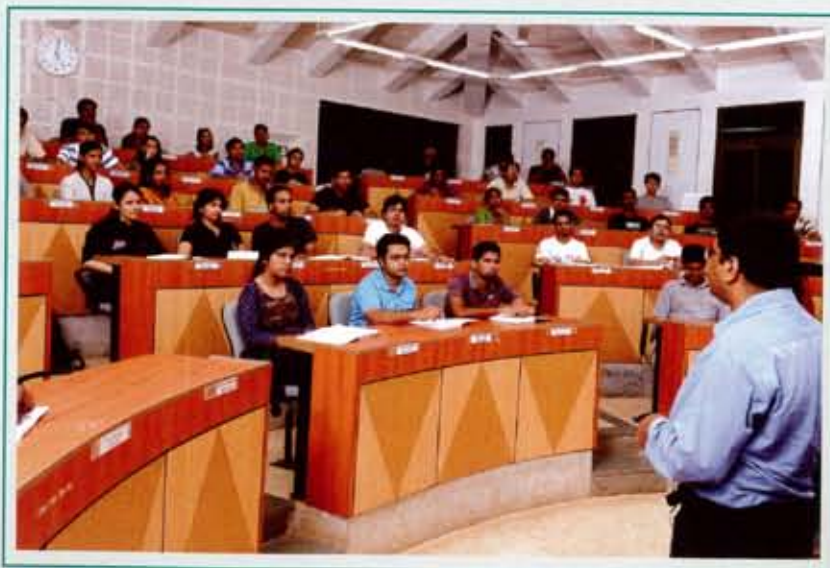
During the year, 320 students registered for the Post Graduate Programme. This includes twelve students of PGP batch 2009-11 who could not maintain the stipulated level of academic performance and were required to repeat the first year.

Of the 320 students registered, the gender break-up is 229 male and 91 female. It is worthwhile to note that the enrolment of more than 28% of girls of the total number of students registered for the programme itself is a record achieved by any IIM. The category-wise representation of students is: 169 from General, 71 from OBC, 51 from SC, 22 from ST, 6 from Physically Challenged. As in earlier years, the percentage of students with engineering degree was high (around 90.6%). About 70% of the incoming batch had work experience ranging from 12 months to more than 60 months.

Prior to the PGP registration, a Remedial Programme on Mathematics, Communication and Information Technology & Systems was conducted for those students who were required to improve their knowledge in these areas. In all, 78 students participated in the Remedial Programme which was conducted during the period June 14-25, 2010.

The formal inauguration of the Post Graduate Programme 2010-12 was held on 26th June 2010.

320 students registered	
229 Male	71.56%
91 Female	28.44%
General	169
OBC	71
SC	51
ST	22
Physically Challenged	6



Post Graduate Programme in Management

Structure of the Programme

The first year of the programme is devoted to building up basic competence in core areas and in developing a holistic and socially conscious attitude to management. Courses in the first year are compulsory for all students. The Summer Internship and the Social Development Project provide the testing grounds for this intense learning experience. All the compulsory courses in the first year had to be offered five times, once for each section of 65 plus students. This meant delivering about 3050 hours of compulsory courses. The aim of the compulsory package is to provide participants with the fundamental knowledge, skills and techniques, contextual understanding, and overall perspective, necessary for general management. Considering the importance of the compulsory, foundation-building courses offered in the first year, a substantial portion of the teaching load was taken on by the permanent faculty of the Institute.

The second year, as usual, provided the opportunity to reach greater depths of skills and competence in chosen areas. Apart from the compulsory courses of International Business, the Institute offered the following optional courses in the second year of the PGP:

Economics

- Econometrics.
- Game Theory.
- Business in a Changing Political & Global Environment.
- Micro Analytics for Managers.
- Management of Societies: Evaluation of Institutions and Legal Systems.

Finance, Accounting & Control

- Continuous Time Finance.
- Fixed Income Securities.
- Financial Reporting & Analysis.
- Financial Derivatives.
- International Finance.
- Strategic Financial Management.
- Mergers, Acquisitions & Corporate Restructuring.
- Project Management & Finance.
- Security Analysis & Portfolio Management.
- Management of Banks.
- Management of Financial Services.
- Valuations and Real Options.
- Financial Risk Measurement & Management.
- Financial Engineering and Derivative Applications.

2nd Year Optional Courses -

- Economics
- Finance, Accounting & Control
- Marketing
- Information Technology
- Organizational Behaviour & Human Resources Management
- Quantitative Methods & Operations Management
- Strategy

Post Graduate Programme in Management

Structure of the Programme

Marketing

- Sales & Distribution Management.
- Marketing of Services.
- Consumer Behaviour.
- Integrated Marketing Communication.
- Product Policy & Brand Management.
- Retail Management.
- Rural Marketing.
- Marketing for a Better Society.
- Business to Business Marketing.
- Social Media & Consumer Marketing.
- Customer Relationship Management.
- Marketing Strategies for High Technology Products.

Information Technology

- Business Intelligence Systems.
- Enterprise Resource Computing.
- Management of Technology and Innovation.
- IT Risk Management.

Organizational Behavior & Human Resources Management

Six new elective courses introduced

1. Financial Engineering & Derivative Applications.
2. Continuous Time Finance
3. Marketing for a Better Society
4. Social Media and Consumer Marketing
5. IT Risk Management
6. International Logistics

- Negotiations & Conflict Resolutions.
- HRD Systems.
- Organization Change Management.
- Compensation and Reward Management.
- Leadership: Inspiration, Dilemmas & Action.
- Organization Development.
- Some Recent OB Inputs for Enhancing Employee Performance and Humanistic Orientation in Workplace.

Post Graduate Programme in Management

Structure of the Programme

Quantitative Methods & Operations Management

- > Supply Chain Management.
- > Project Management.
- > Six Sigma.
- > Services Operations Management.
- > Simulation Modeling.
- > International Logistics.

Strategy

- > Systems & Process of Strategy Implementation.
- > Corporate Governance & Corporate Social Responsibility.
- > Entrepreneurship & New Ventures.

The optional courses together constituted about 1455 hours of class time. Attempting to achieve a good mix of theory and practice, many of the optional courses, as compared to the compulsory courses of the first year, were offered by adjunct faculty. In all, 37 adjunct faculty members, drawn both from industry and academia, contributed to the teaching of PGP courses during the year.

In keeping with IIMK's tradition of continuously updating the courses that it offers, six new elective courses were also introduced during the year. These were: 1) Financial Engineering & Derivative Applications, 2) Continuous Time Finance, 3) Marketing for a Better Society, 4) Social Media and Consumer Marketing, 5) IT Risk Management and 6) International Logistics.

Apart from the above, the students are encouraged to do Project Courses which basically means courses of independent study. The students identify suitable projects and undertake the study with the constant guidance of a Faculty Member. Six students have done the Project Course during the current academic year.

Convocation

The Thirteenth Convocation of the Institute (for the PGP Batch 2009-11) was held on 19th March 2011. Two hundred and eighty-nine students of PGP-13 (Batch 2009-11) were awarded the Post Graduate Diploma in Management in the function presided over by Dr. A. C. Muthiah (Chairman, Board of Governors, IIMK). Dr. C. Rangarajan, Chairman, Economic Advisory Council to the Prime Minister, delivered the convocation address.

IIMK Gold Medals for scholastic performance were awarded to Mr. Turakhia Sudeep Hemant. (First), Mr. Shivam Nayak (Second) and Mr. Love Sharma (Third). IIMK Gold Medal for Best All-round performance was jointly awarded to Mr. Hegde Santosh Rathna Varma and Ms. Rashmi Gupta.



Executive Post Graduate Programme

The admission to third batch of ePGP, tenth batch of eMEP and third batch of specialization programmes eEPSM, eEPM, eEPF and eEPOM were announced in April 2010. Entrance test (eMAT) for selection of ePGP and eMEP candidates were held on July 11, 2010 and the shortlisted candidates were interviewed in July-August 2010.

Based on admission notification followed by the entrance test (eMAT) conducted by All India Management Association (AIMA) for the third batch of ePGP, tenth batch of eMEP and third batch of specialization programmes eEPSM, eEPM, eEPF and eEPOM, 676 participants have joined our programme during the current academic year, in addition to the existing batch of eMEP 09/ePGP 02.

Second in-campus (Term-II) module for participants of ePGP-02 and eMEP-09 was conducted at IIMK from May 10 to 15, 2010. Term - II first quarter platform sessions commenced from May 22, 2010.

The new Blackboard Learning Management System (LMS) procured to supplement the interactive learning of EPGP was made operational and training and demonstration was organized for the students as well as the project associates and teaching assistants.

The first in-campus module of ePGP-03/eMEP-10 batch was conducted during September 26 - October 01, 2010. Total 264 participants from various parts of the country attended the module.

The in-campus modules of the elective courses were conducted as follows:

eEPSM-03 & eEPM-03: October 18 - 23, 2010 (72 Participants)

eEPOM-03 & eEPF-03: October 25 - 30, 2010 (63 Participants)

Platform Classes for ePGP-03/eMEP-10, eEPSM-03, eEPF-03 and eEPM-03 batches commenced in October 2010.



Executive Post Graduate Programme

The 2nd satellite Studio was commissioned by HECL in the campus and was inaugurated on 4th November, 2010 by Shri Sanjeev Bikhchandani, Co-founder & CEO of Info Edge (India) Ltd. In the presence of our Director, Prof. Debashis Chatterjee. With two studios available, two batches can be simultaneously managed and this has brought tremendous flexibility in scheduling the sessions.

1st year Classes of ePGP02/eMEP09 batch were over and the examination of which were conducted successfully. The 2nd year classes of ePGP 02 have started and also the four specialization modules in marketing, finance, strategy and operations management are in progress.

Implementation of Single Vendor Online Solution for purchase and delivery of books to the EPGP participants has been successfully launched.

Convocation

The First Convocation of EPGP Participants was held on March 19, 2011 at IIMK Campus. Thirty-Six (36) students were awarded the Post Graduate Diploma in Management along with the PGP 13 Batch.

The valedictory function of eMEP 09, eEPM 02, eEPF 02, eEPSM 02 and eEPOM 02 batch was organized on 2nd April 2011. Around 140 participants were eligible for the same from all the above specializations. One student each from all the above five categories was given gold medal for securing highest CGPA in his/her respective area.



Management Development Programme

During the year (April 2010 – March 2011) the institute conducted a total of 25 Management Development Programms (MDPs) involving 96 days and 100 hours. Out of these 11 were open MDPs, 12 were sponsored MDPs and 02 were conducted through Interactive Distance Learning Platform. In all 609 participants attended these MDPs. On the other hand, during the above period, 10 Faculty Development Programmes (FDPs) for 52 days were also conducted by the institute. A total of 132 participants attended these programmes. The total revenue from both MDP and FDP were around Rs. 1.78 crores.

The details of the MDP Programmes conducted during 2010-11 are given below:

Sl. No.	Period	No. of Days	Title	Coordinator	No. of Participants
1	April 26-28, 2010	3	Negotiation Skills Workshop	Prof. D. P. Sinha	15
2	June 07-09, 2010	3	Balanced Scorecard in Practice – Process, Methodology & Techniques	Prof. D.P. Sinha	11
3	June 24-26, 2010	3	Leadership Clinic (At Mumbai)	Prof. Debashis Chatterjee and Dr. Srikumar S. Rao	37
4	July 14-16, 2010	3	Accelerating Sales Force Performance	Prof. G. Sridhar	17
5	August 05-07, 2010	3	Managing Change for NHPC	Prof. P. Rameshan	30
6	August 18-20, 2010	3	E 2.0: Unlocking the Power of Knowledge Management in the Smart Enterprises	Dr. M.G. Sreekumar	18
7	Sept. 08-10, 2010	3	Evaluating Financial Performance through Financial Statement Analysis	Prof. K. K. Ramesh	14
8	Sep.18-20, 2010	3	Leadership for Bajaj Auto Finance Executives	Prof. Debashis Chatterjee	24
9	Oct. 07-09, 2010	3	Leading Schools	Prof. Debashis Chatterjee	43
10	Oct. 13-15, 2010	3	Accelerating Sales Force Performance	Prof. G. Sridhar	29
11	Nov.08-11, 2010	4	MDP for Senior Doctors & Hospital Administrators	Dr. Manoranjan Dhal	27

Management Development Programme

Sl. No.	Period	No. of Days	Title	Coordinator	No. of Participants
12	Nov. 10-12, 2010	3	Competitive Intelligence (for NHPC)	Prof. P. Rameshan	25
13	Nov. 19-21, 2010	3	Leadership for Bajaj Auto Finance Executives	Prof. Debashis Chatterjee	28
14	Nov. 24-26, 2010	3	Timeless Leadership: Discover Your Leadership DNA	Prof. Debashis Chatterjee	50
15	Dec. 06-18, 2010	13	Foundation Course in General Management for NTPC	Prof. Rupesh Kumar Pati & Prof. Leena Mary Eapen	15
16	Dec. 9-11, 2010	3	Using Marketing Research by Frontline Managers	Dr. Atanu Adhikari	8
17	Dec. 13-18, 2010	6	General Management Tier 1 Programme for L&T Executives	--	33
18	Dec. 15-16, 2010	2	Timeless Leadership: Discover Your Leadership DNA for UST Global	Prof. Debashis Chatterjee	23
19	Jan. 20-22, 2011	3	Emotional Intelligence for Managerial Excellence	Prof. S. Jeyavelu	12
20	Jan. 21-25, 2011	5	Creative Problem Solving and Decision Making for NHPC Executives	Prof. A. K. Swain	26
21	Jan. 27-29, 2010	3	Corporate Governance	Prof. Anandakuttan B. Unnithan	26
22	Jan. 31-Feb 11, 2011	12	Foundation Course in General Management for NTPC	Prof. Rupesh Kumar Pati & Prof. Leena Mary Eapen	28
23	Feb. 07-12, 2011	6	Planning and Executing MSME Development Policies	Prof. Mahesh P. Bhawe	25
24	Feb. 26-April 23, 2011	50 Hrs.	Advanced Programme in Project Management	Prof. Rupesh Kumar Pati	36
25	March 23-May 17, 2011	50 Hrs.	Applied Finance for Executives	Prof. S. S. S. Kumar	9
TOTAL		96+10 Ohrs			609



Faculty Development Programme

The details of the FDP Programmes conducted during 2010-11 are given below:
(April 2010 – March 2011)

Sl. No.	Period	No. of Days	Title	Coordinator	No. of Participants
1	May 26-28, 2010	3	Teaching Operations Research and its Application	Prof. Rupesh Kumar Pati	16
2	Aug. 02-06, 2010	5	Workshop on Case Teaching and Case Writing	Prof. Anandakuttan B Unnithan	18
3	Aug. 16-20, 2010	5	Foundations in Strategic Management	Prof. P. Rameshan	9
4	Sep. 07 - 09, 2010	3	How to do Academic Research and Publish Papers for the Faculty of Symbiosis International University, Pune	Prof. Badrinarayan Shankar Pawar	30
5	Sep. 27-Oct. 01, 2010	5	Security Analysis and Portfolio Management	Prof. Sony Thomas	13
6	Nov. 15-19, 2010	5	Learning to do Academic Research for publishing in Academic Journals and for Doctoral Dissertations	Prof. Badrinarayan Shankar Pawar	11
7	Nov. 29-Dec. 03, 2010	5	Econometrics for Management Research	Prof. Sthanu R.Nair	17
8	Dec. 13-17, 2010	5	Greenstone Digital Libraries	Dr. M. G. Sreekumar	16
9	Dec. 15-25, 2010	11	Current Trends in Management Technology & Research for faculties of Invertis University	Prof. A. K. Swain	17
10	Jan. 10-14, 2011	5	Pre-Doctoral Workshop on Research Proposal Development for Faculty in Marketing Management	Prof. Joffi Thomas	12
Total		52			132

Fellow Programme in Management



The Fellow Programme in Management (FPM) of IIM Kozhikode is a doctoral level programme that aims to produce a cadre of high quality management scholars and researchers. IIMs see the Fellow Programme as a crucial source of management researchers and faculty resources of top quality both to the academic institutions including IIMs and to the industry, business, government and society. FPM is designed for a normal period of four years. The programme requires candidates to undergo a rigorous two year course work in which the first year is largely common with the first year of the Post Graduate Programme in Management, while the second year is devoted to advanced doctoral level course in the candidate's area of specialization. The course comprehensively covers inputs on research methods and pedagogy in management teaching.

Indian Institute of Management Kozhikode launched its FPM programme during the academic year 2007-08 so as to deliver high quality candidates with sufficient training. The programme aims to attract talented students from all over the world, and we have created an environment that is ideal for people to experiment new ideas and persistently inspire them to develop innovative directions. Further, IIMK provides the students with the requisite facilities and guidance so that they can be creative and inquisitive to seize the right opportunities and face the challenges and threats in this changing global scenario.



Fellow Programme in Management

FPM at IIMK

Presently seven areas of specialization are being offered viz, Economics, Finance, Accounting and Control, IT and Systems, Marketing, OB and Human Resources, QM and Operations Management and Strategic Management. The FPM Programme is designed for a normal period of 4 years. An FPM student is required to take a total of 61 credits and 64.5 credits during the first and second years respectively. Currently there are 14-students in the FPM Programme at IIM Kozhikode in five areas.

Financial Support

The important feature of the programme is that it offers attractive financial support to candidates, in lieu of which, the Institute is very selective in offering admission to the programme. This ensures that the quality is checked at the input stage. Further, the students joining the programme are exempted from paying tuition fee.

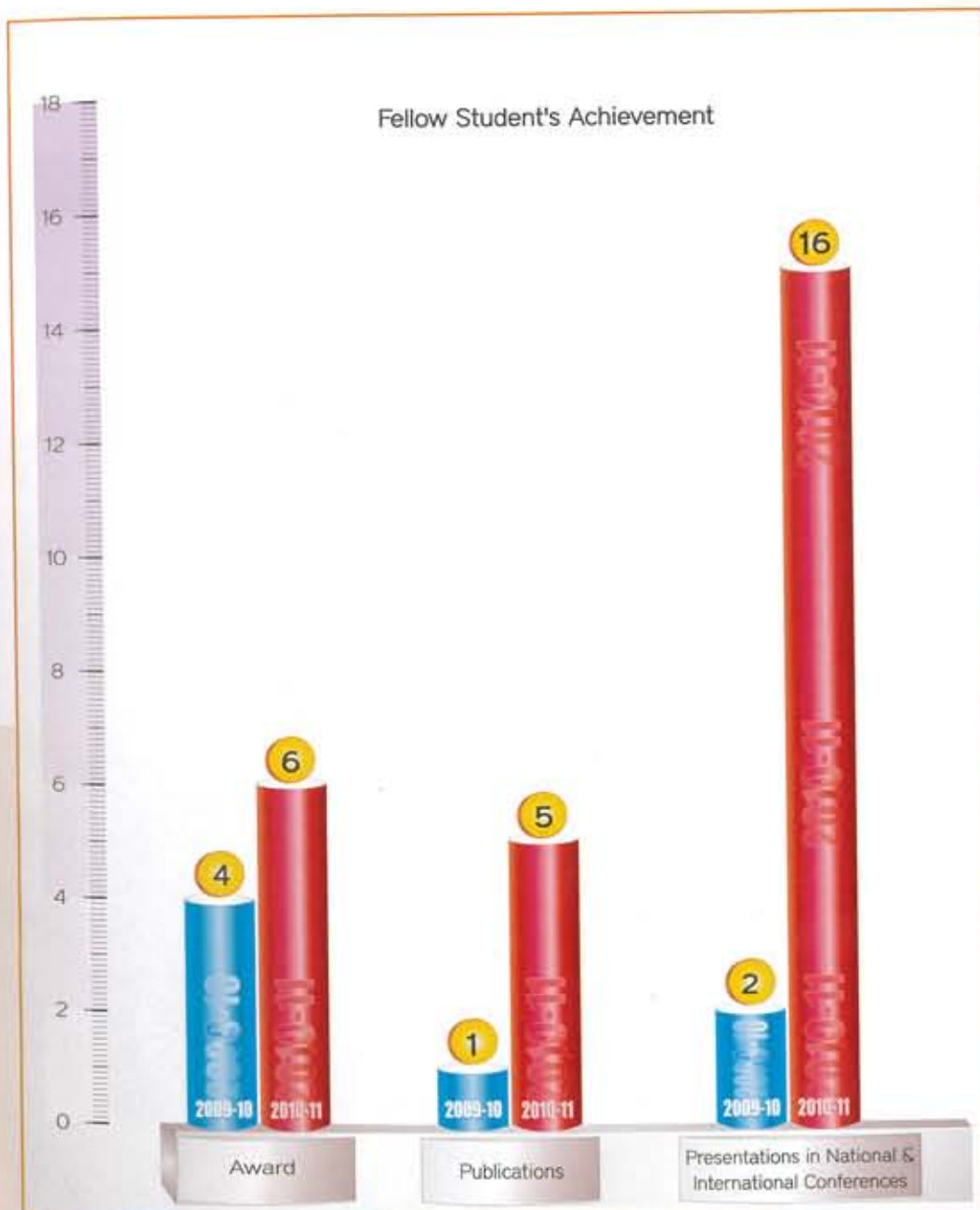
All Indian students joining the FPM are given a fellowship of Rs.17,000 per month for the first and second years, Rs.18,000 in the third and fourth years and Rs. 9,000 in the first six months of the fifth year. A contingency grant of Rs. 1,20,000 for the four years of the programme is provided for meeting the expenses on books, stationery, computers, etc. Further, financial supports for attending National (Rs.20,000/-) and International Conferences (Rs.75,000/-) held in India and abroad are also provided.



Fellow Programme in Management

Presently IIMK has 14 fellow participants in the campus in five areas. Academically, the students have already shown enormous development within few years of the programme. The following are some of the accomplishment of FPM students.

Fellow Achievement during 2010-11



Fellow Programme in Management

Awards



Jayasankar Ramanathan (2011).

Citation and cash award for the research paper 'Consumer Evaluation of Cross-natured Brand Extensions', 4th IIMA Doctoral Colloquium, January 3-4, Ahmedabad.

Krishnadas N. (2011).

Best paper award for research paper on 'Reducing the Environmental Impact of IT in India', 4th IIMA Doctoral Colloquium, January 3-4, Ahmedabad.

Krishnadas N. (2010).

TCS Smart Champion 2010 Award. TCS Smart Manager Contest - Case Study Competition for B-Schools. <http://www.thesmartmanager.com/issue46.aspx>.

Shyam, A. V. (2010).

Best research student paper award in the 'Annual International Conference on Business Intelligence and Data Warehousing' (BIDW 2010) and 'Data Analysis, Data Quality and Metadata Management' (DAMD 2010), Singapore, July 12-13.

Vaibhav Chawla (2011).

Best paper award for research paper on 'Spirituality in the Salesperson and its Expression at Work: The Impact on Customer-Related Behaviours of Salespersons'. 4th IIMA Doctoral Colloquium, January 3-4, Ahmedabad.

SAS Student Ambassador Award for 2011

Krishnadas N,

FPM student has been selected as the SAS Student Ambassador for 2011. His research paper titled "Designing a Grid Computing Architecture: A case study of Green Computing", guided by Prof. R.Radhakrishna Pillai has been selected in World top TEN. He had presented his research paper at SAS Global Forum 2011 during April 3-9, 2011 in Las Vegas, Nevada, USA.

This is the second time in the history of the above competition that an Indian University has been featured in top TEN (after IIM Lucknow in 2008).



Fellow Programme in Management

ETS.Chan, M. Shukla, M.K. Tiwari, R. Shankar and K.L. Choy (2010).

B2B Multiattribute E-procurement: An Artificial Immune System based Goal Programming Approach. *International Journal of Production Research*, 48:1-21.

Vaibhav Chawla and Dr. Sridhar Guda (2011)

Individual spirituality at work and its relationship with job satisfaction, propensity to leave and job commitment: An exploratory study among sales professionals. *Journal of Human Values*, 16.2: 157.

Articles Published



Fellow Programme in Management

Presentations in International / National Conferences



Ankita, T. (2011)

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

Deepak Kumar and Keyoor Purani (2010)

Modelling Servicescape Aesthetics and Consumer Response Relationships. In 10th International Marketing Trends Conference, January 20-22, Paris, France.

Jayasankar Ramanathan (2011).

Consumer Evaluation of Cross-natured Brand Extensions. In 4th IIMA Doctoral Colloquium, January 3-4, Ahmedabad.

Krishnadas, N. (2011).

Reducing the Environmental Impact of IT in India. In 4th IIMA Doctoral Colloquium, January 3-4, Ahmedabad.

Krishnadas, N. (2010)

Towards a framework for effective access to M-Government Services in Rural India. In seventh International Conference on E-Governance (ICEG, IIM Bangalore), April 22-24, Bangalore.

Krishnadas, N. and Radhakrishna Pillai R (2010)

Sustainability in Green IT. In 4th SIR Conference, September 04-07, Mount Abu.

Manish Shukla (2011)

Applicability of Arima Models in Wholesale Vegetable Market: An Investigation. In International Conference on Industrial Engineering and Operations Management Forum, January 22-24, Malaysia.

Manish Shukla and Sanjay Jharkharia (2010)

Vehicle Routing Problem with Time Windows for Fresh Produce Delivery: An Artificial Immune System based Approach. In XV Latin American Summer School on Operations Research ELAVIO 2010 International Conference, August 2-6, Pacoti /CE, Brazil.

Manish Shukla and Sanjay Jharkharia (2010)

Forecasting Demand of Fresh Produce using ARIMA Models. In National Conference Managing Agri-Food Supply Chain, April 9-11, IIM Lucknow.

Manish Shukla, Rupesh Kumar Pati and Sanjay Jharkharia (2010)

Green Supply Chain Management: Literature Review In Proceedings of the 22nd Annual NOFOMA Conference, pp. 925-934, June 10-11, University of Southern Denmark, Kolding, Denmark.

Narayana, S. and Pati, R.K. (2010)

Progress of Managerial Research on the Pharmaceutical Supply Chain In Proceedings of the 22nd Annual NOFOMA Conference, pp. 777-792, June 10-11, University of Southern Denmark, Kolding, Denmark.

Fellow Programme in Management

Narayana, S. (2011)

Reverse Logistics in the Indian Pharmaceutical Industry. In 4th IIMA Doctoral Colloquium, January 3-4, Ahmedabad.

Roy D.J. (2010)

Organizational Impact: Evaluation of IS Effectiveness in Business Organizations. In International Conference of Doctoral Consortium in Pacific Asia Conference for Information Systems – 2010, July 8-9, Taipei, Taiwan.

Rakesh Kumar Pati (2010)

Impact of Strategic Planning in Social Entrepreneurial Organizations. In National Conference – Emerging India: Strategic Entrepreneurship (SMS 2010: Bangalore Conference and Research Workshop), December 10-12, IIM Bangalore.

Shyam, A. V., and A. K. Swain (2010)

Conceptualizing a true business intelligence system In Proceedings of Annual International Conference on Business Intelligence and Data Warehousing 2010, July 12-13, Singapore.

Vaibhav Chawla (2011)

Spirituality in the Salesperson and its Expression at Work: The Impact on Customer-Related Behaviours of Salesperson, In 4th IIMA Doctoral Colloquium, January 3-4, Ahmedabad.

Presentations in International / National Conferences



Fellow Programme in Management

Book Review

Jayasankar Ramanathan (2010).

Book Review Designing Research for Publication by Anne S.H. (2009) Sage Publications, New Delhi, 374 pp. In Vikalpa: The Journal for Decision Makers, Vol. 53 (3): 152-153.

Jayasankar Ramanathan (2010).

Book Review of Theory Building for Hypothesis Specification in Organizational Studies by B.S. Pawar. In IIMB Management Review, Vol. 22(3): 130-131.

Jayasankar Ramanathan (2010).

Book Review of Academic Writing by M.M. Monipally and B.S. Pawar. In Decision, Vol. 37(2): 103-105.

Other Achievements/ Activities

Rakesh Kumar Pati (2010)

Participated in the Tata Jagriti Yatra 2010 with full sponsorship. The 18 days Yatra is aimed to meet 20-25 successful social/economic entrepreneurs and to understand and feel the real social issues of India.



Fellow
Programme in
Management



International Exchange Programme

Notwithstanding its belated foray into international business, in recent years India has emerged as one of the largest destinations for foreign direct and institutional investments, as a manufacturing base for international companies and as a base for offshoring and outsourcing activities. Indian companies have also increased their presence in international markets through acquisitions, exports and import of technology and resources. These developments dictate that students, faculty and staff members need to have greater knowledge of international business environments.

The Indian Institute of Management Kozhikode's (IIMK) international exchange program endeavors to work with partner institutions to develop activities that foster trusting, enduring and mutually beneficial scholarly and social engagements between students, faculty members, staff and the broader community in countries across the globe. We believe that these engagements would result in knowledge sharing regarding best practices in research, teaching and learning; experience and understanding of business practices and conventions in different countries, and appreciation of the social, political, economic and cultural dynamics that impact global business operations.

To date, IIMK's 'International Exchange Program' has focused primarily on student exchanges and, to a lesser extent, faculty exchange with partner institutions. Students from IIMK and partner institutions undertake courses for one or two semesters in their host institution and faculty members from IIMK and partner institutions pursue 'sabbatical' or 'study leave' at host institutions. Person-to-person and institution-to-institution collaborations in research projects, publications, and delivery of short courses, delivery of conferences and workshops, guest lectureships and other activities are low but are beginning to increase.

IIMK plans to rapidly accelerate its international activities through selectively establishing partnerships with greater numbers of institutions, particularly institutions in countries in which it does not currently have such collaborations. IIMK's decision to accelerate its international engagements are founded on evidence of the need for greater global exposure for IIMK's students and faculty members and interest shown by students and faculty in foreign business schools to develop practical knowledge and experience of India's complex business, social, cultural and political environment.

International Exchange Programme

Post the inception of its International Exchange Program in 2004, IIMK has established MoUs with the following institutions:

- a) BEM Bordeaux Management School, France
- b) Bocconi University, Milano, Italy
- c) Copenhagen Business School, Denmark
- d) ESCP-EAP, Paris, France
- e) European Business School, Frankfurt, Germany
- f) Jonkoping International Business School, Sweden
- g) Leipzig Graduate School of Management, Germany
- h) Management Center Innsbruck, Austria
- i) Norwegian School of Economics and Business Administration, Norway
- j) Queensland University of Technology, Australia
- k) Rouen Business School, France

Partner Institutions

Eligibility Requirements

IIMK only accepts exchange students from partner institutions as per the terms of the Memorandum of Understanding (MoU) with the partner institution.

International exchange students are expected to have successfully completed a Bachelor's degree in an appropriate discipline and the first year of an accredited postgraduate program in management.

International exchange students are only admitted in the second year of IIMK's 'Post Graduate Program in Management' (Semesters IV, V or VI). Students would need to select from courses on offer during the period that they propose to come to IIMK.

International exchange students are required to have a valid 'Student Visa', appropriate medical and travel insurance cover, and organize travel arrangements on their own.

International Exchange Program Modalities



International Exchange Programme

Support from IIMK

International exchange students at IIMK are guests of the Institution. They are provided full access to all facilities (such as library facilities; accommodation in student hostels; meals at student canteens; use of computing facilities; sports and recreational facilities; and medical consultation at the campus clinic) that are routinely provided to IIMK students.

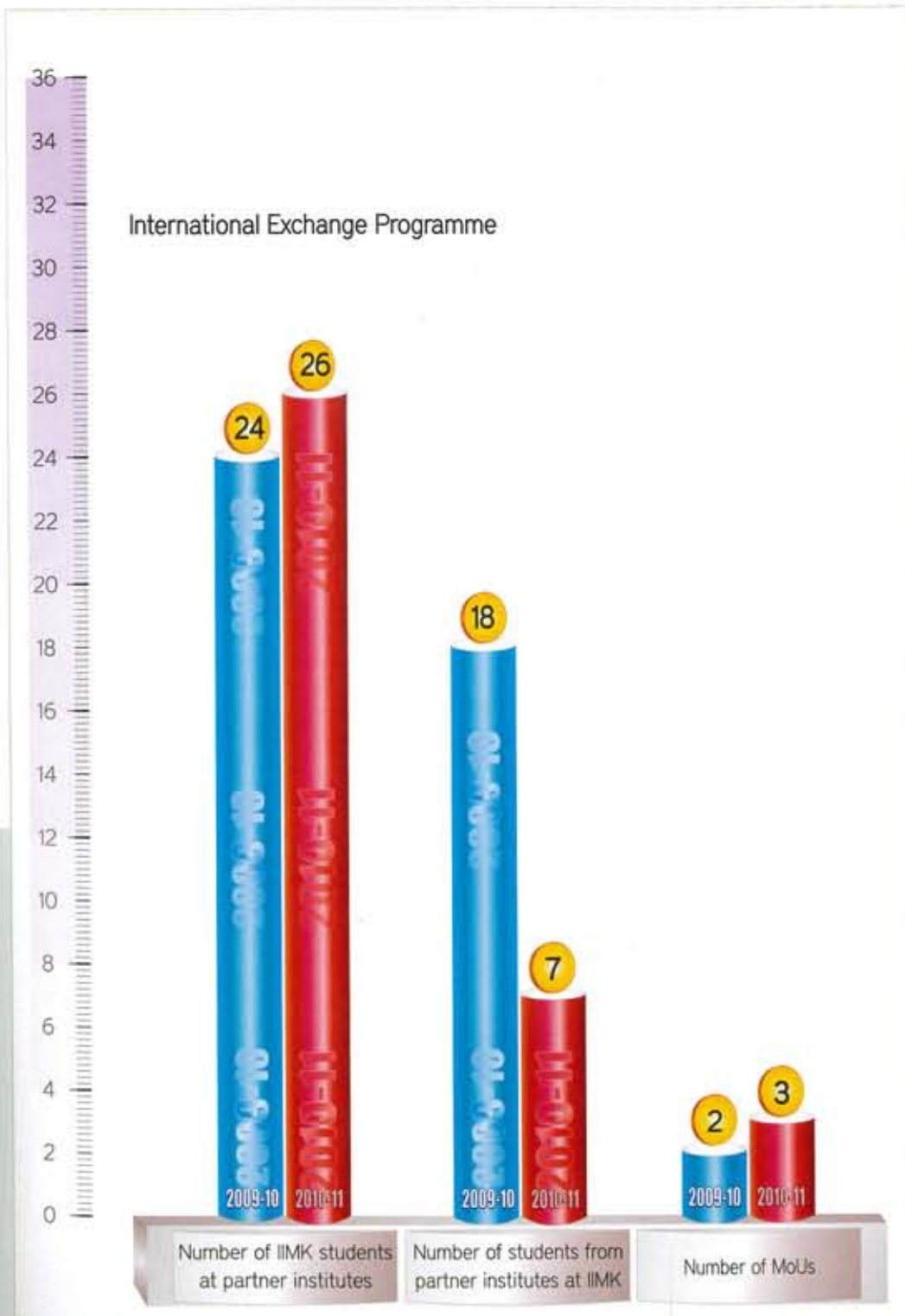
International exchange students are encouraged and invited to engage fully in campus and community activities organized by IIMK. Senior corporate executives and bureaucrats routinely visit IIMK for a range of programs including conferences, seminars and workshops. Also, IIMK students organize a variety of industry engagements, social and cultural events. These events provide good opportunities for students to understand the business, social, economic, cultural and political environment and the rapid transformations that are occurring in India and to establish valuable contact networks in India.

Review of Outcomes: 2010-11

IIMK commenced its International Exchange Program in 2004. To date it has established 11 MoUs. As shown in the table below, five of these MoUs were established in the last two years. This is a substantial increase in the number of new partnerships.

In 2010-11 in-bound exchange student numbers decreased sharply from 18 to 7. Out-bound student numbers (IIMK students going abroad) increased marginally from 24 to 26. There is need to actively promote more international students to undertake a semester of study at IIMK and also establish new partnerships.



International
Exchange
Programme

International Exchange Programme

New Initiatives in 2010-11

Customized Course Offering

In 2011 IIMK introduced the course 'Business Environment in India'. This course aims to disseminate knowledge about India's high growth and rapidly transforming business, social, cultural, political and economic environment. India, amongst the fastest growing major economies in the world, is rapidly becoming an important manufacturing and services hub and an important market for corporations worldwide. The objective of this course is to create greater understanding of the transformations that are occurring in India. In addition to the course component, students also undertake field studies and visit major business corporations and not-for-profit organizations in the country.

Awareness Program

The International Exchange office facilitated an 'International Exchange Evening'. The event was held on 30th October 2010. Notwithstanding the small cohort of international exchange students, exchange students took this event very seriously and presented a number of programs that showcased the unique culture, cuisine and other characteristics of their countries. The event was well attended by students and faculty of IIMK.

International Visitors

IIMK hosted several international visitors in 2010-11. These visitors conducted lectures or engaged with IIMK faculty and students. International visitors to IIMK in 2010-11 included:



Dr. Michael Gray
Director, ESSCA, Hungary

Prof. Stephen Murdoch
Associate Dean, Rouen Business School, France

Dr. Rhama and Prof. Frank Hoffmann
HHL, Germany

Prof. Antonio Robalo
Programme Director, ISCTE, Portugal

Prof. Anne-Claire Charpentier
BEM Bordeaux Management School, France

Prof. Keith Chauvin
Associate Dean

Prof. Kissan Joseph and Prof. Tailan
The University of Kansas School of Business, USA



Admissions

Common Admission Test 2010 (CAT 2010)

The advertisement for CAT 2010 was released in leading newspapers on 22nd August 2010. Online registration for CAT 2010 began on 30th August, 2010. A total of 2,04,267 candidates registered for the test. The test was held during the period 27th October, 2010-24th November, 2010. The test was conducted in 33 cities of the country. A total of 1,86,229 candidates took the test and the results were declared on 12th January, 2011.

Admissions 2011

The interviews for selection of candidates for PGP 2011-13 batch were scheduled at Kozhikode, Mumbai, Kolkata, Delhi and Bangalore during February 26-April 01, 2011. The details of candidates called for GD and interview are as under:

Category	No. of Candidates
General	1362
OBC-NC	832
SC	416
ST	230
Physically Handicapped	88
Total	2928



Admissions

Selected indicators of the admission process are given below:

No. of Candidates Called for Interview			No. of Candidates Attended the Interview		
	2009-11	2010-12		2009-11	2010-12
General	1260	1175	General	1134	992
OBC	301	439	OBC	291	380
SC	329	314	SC	293	228
ST	105	161	ST	90	113
Physically Handicapped	32	29	Physically Handicapped	29	23
NRI	05	07	NRI	00	04
TOTAL	2032	2125	TOTAL	1837	1740

Total Offers Made			Total Offers Accepted		
	2009-11	2010-12		2009-11	2010-12
General	732	362	General	175	180
OBC	240	251	OBC	69	80
SC	242	143	SC	79	53
ST	69	74	ST	16	23
Physically Handicapped	24	18	Physically Handicapped	03	05
NRI	0	02	NRI	0	0
TOTAL	1307	850	TOTAL	342	341

Students Registered for the Postgraduate Programme							
	General	OBC	SC	ST	Physically Handicapped	NRI	Total
2009-11	163	60	69	17	04	00	313*
2010-12	169	71	51	22	06	00	319**

** Including repeating cases of Batch 2009-11

* Including repeating cases of Batch 2008-10

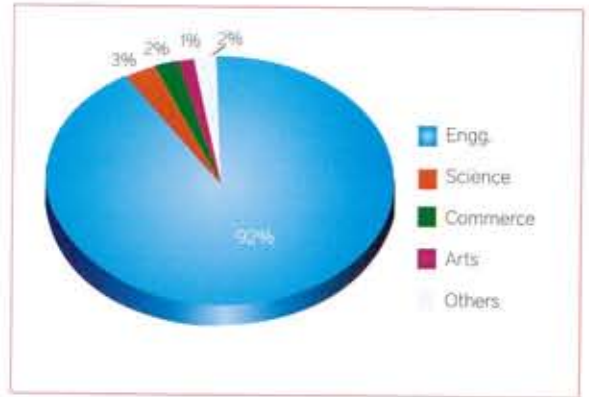
Admissions



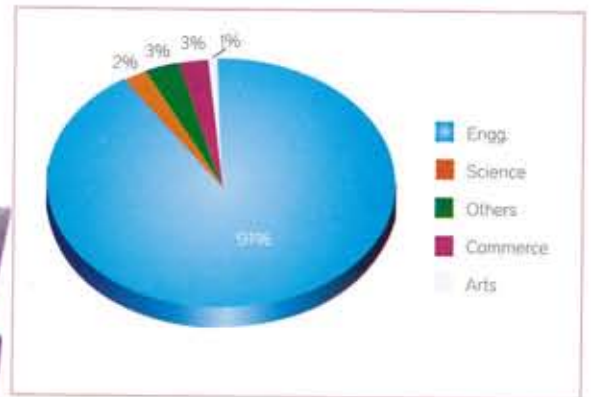
Admissions

Graduation Discipline

2009-2011



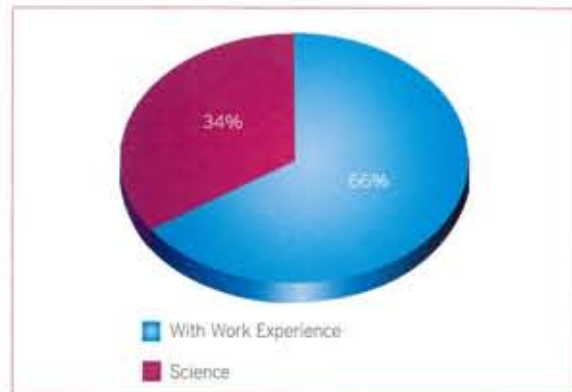
2010-2012



Admissions

Work Experience

2009-2011



2010-2012



Placement

Summer Placement
2010



Indian Institute of Management, Kozhikode announced the successful completion of the summer placements process for its fourteenth batch of PGP participants (2010-12). The selection process saw participation from over 130 firms. Participation of companies in such a large number reaffirmed the buoyancy in the industry and reflected strong market sentiments in terms of quality talent acquisition. With an increase in batch strength, IIM Kozhikode has made a concerted effort to move towards more well rounded profiles. The diversity in the batch was well appreciated by recruiters who seemed quite satisfied to find more varied profiles in terms of academic and professional backgrounds to choose from.

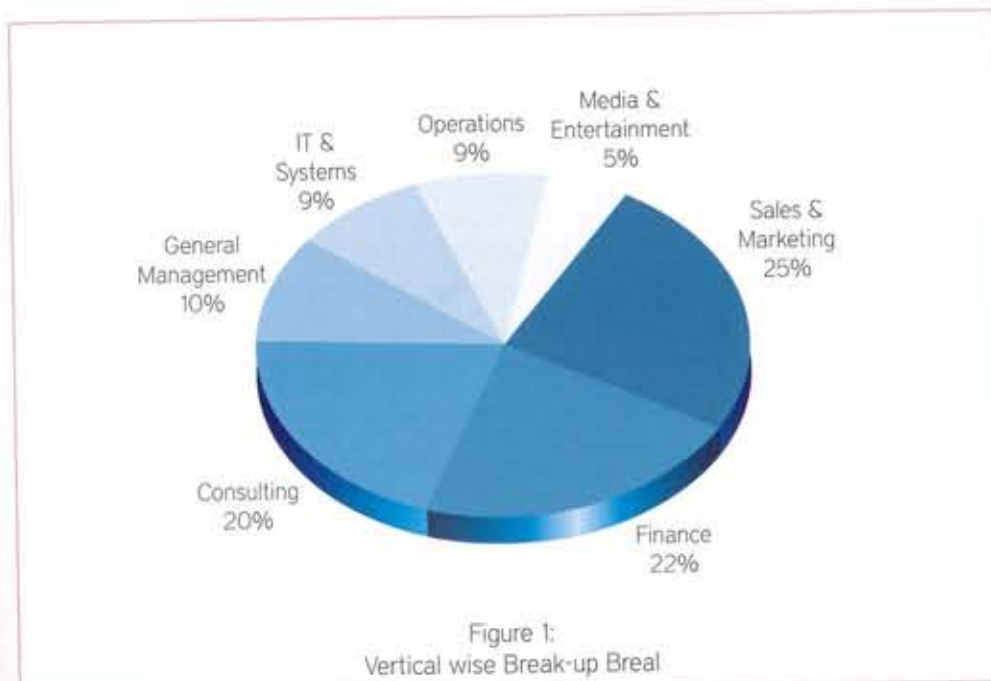
Behemoths on the global scene such as HUL, P&G, Deutsche Bank, Citi, HSBC, ITC, Deloitte, PWC, Arthur D. Little, JPMorgan Chase, Colgate-Palmolive, Johnson & Johnson, PepsiCo and Standard Chartered Bank again considered IIMK as a preferred destination for quality talent. The highest stipend offered this year was over 1.5 Lakhs and the average stipend saw an increase of over 80% from the previous year. It is really great to know that our regular recruiters have further fostered their relationship with IIM Kozhikode. This is indeed a good sign for the institute and for students who hope to secure challenging roles and profiles of their liking for internships.



Placement

Summer Placement
2010

Figure 1: Vertical wise Break-up Break



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

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

Placement

Summer Placement 2010

Firms that offered roles in the strategy and consulting vertical included Arthur D Little, Deloitte, PWC, Boston Analytics, Evolution Partners, Aqua MCG, Wipro, Capgemini, Knowledgefaber, Emergent Ventures, Asclepius Consulting, Littler Associates and Mindtree Consulting among many others.

Roles in operations and general management were offered by companies like Reliance Industries Ltd, Reliance Power (ADAG), Mahindra, Jindal Power and Steel, Apollo Hospitals, Ashok Leyland, L&T and Bertling Logistics. Prime recruiters among IT companies were Cognizant, TCS, Hewlett Packard, HCL, Patni, Aricent, Genpact and Tata Elxsi which dished out a variety of roles ranging from IT consulting to sales and project management.

Niche sectors: In a testimony to the increasing interest shown by students in non-conventional sectors such as media and entertainment, sports management, start-ups, health and wellness, etc. students were more than keen to take up opportunities with firms such as MSM India (previously Sony Entertainment Television), Bennett Coleman & Co, McCann Erikson, Ogilvy & Mather, PMG Sports, Apollo Hospitals, Gomolo, Drishtee Foundation and Idobro.

As many as 60 new firms which include Saint Gobain, Daimler India, Onida, Cinapolis, Grasim, HT Media, GSS Infotech, Reubro International, UST Global, Astro All Asia Networks Plc participated in this year's process. VCs/Incubators like Headstart Ventures, Indian Angel Network, Signal Point Partners also participated in the summer process for the first time. Some of the participating firms also went on to offer some unique managerial roles such as Executive Assistant to the CEO and other senior managerial positions to the interns.



Placement

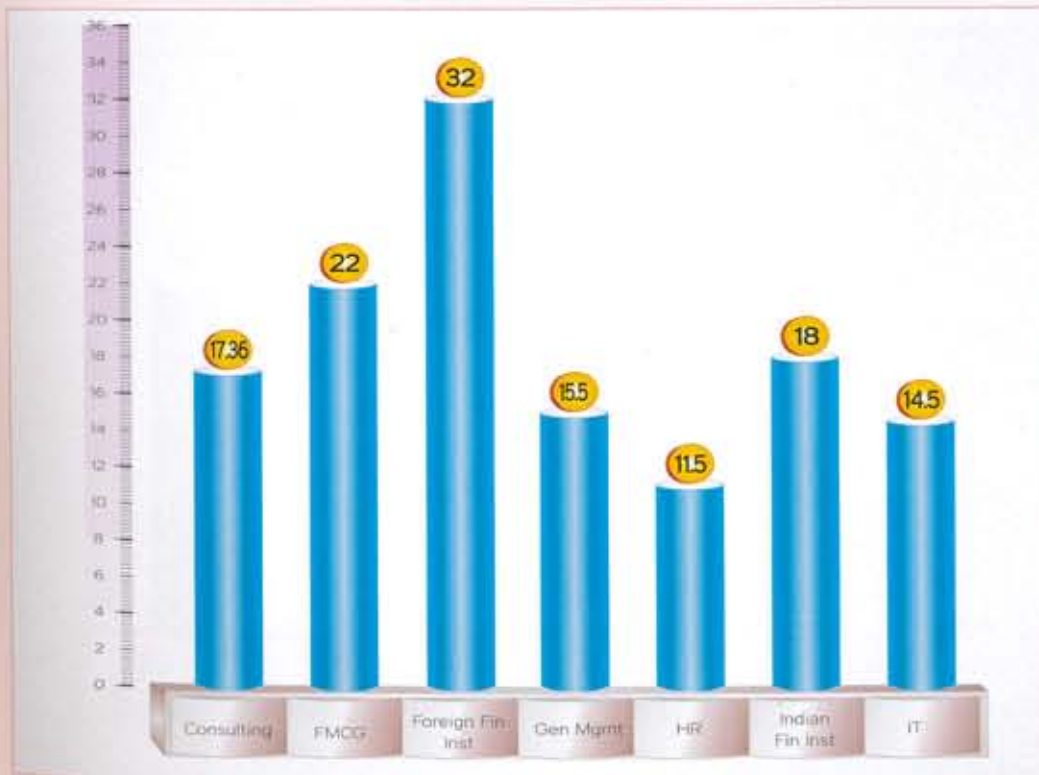
Final Placement
2010

IIMK concluded its final placement process for 2011 for PGP 13th batch on the 3rd of March, maintaining its unblemished 100 per cent placement record.

IIMK, the fastest growing IIM in India today, successfully placed its largest ever batch of 290 students in some of the most coveted profiles across industries. The outgoing batch was 16 per cent larger than previous year's batch of 250 and 56 per cent larger than the 2009 batch of 185.

A total of 110 firms participated in the Placement process this year. The participating firms included the who's who from the corporate world – prominent financial institutions and consultancy firms, the biggest FMCG and consumer durable companies, fast growing commodity trading companies, India's largest conglomerates and globally renowned IT firms. PSUs and NGOs provided the much sought diversity to students keen on getting an opportunity to serve in the government and social organizations. A few students also decided to join start-ups, and a few bold students opted for the Placement Holiday facility; seeking to ignite the entrepreneurial streak in them by starting their own ventures.

Deloitte and ICICI Bank were the largest recruiters at the Institute with each making a whopping 16 offers. The highest international package of USD 150,000 was offered by a commodities trading company while the highest domestic compensation of Rs 32 lakhs was offered by a Europe-based Investment Bank.



Placement

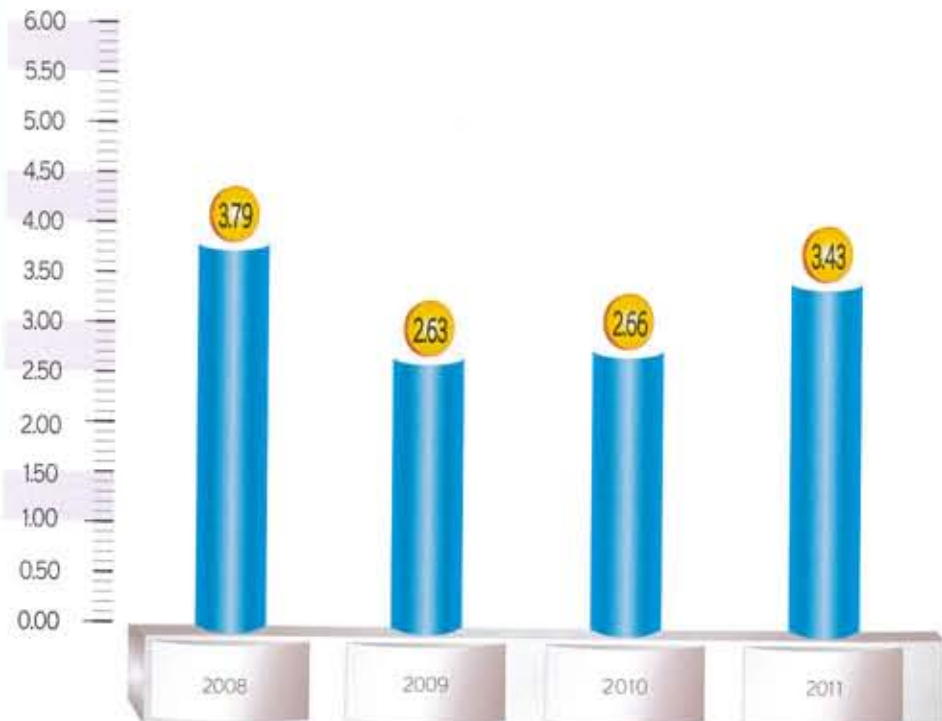
Highest Salary
across Sectors

Offers per Company on the Rise

Continuing with the initiative taken last year of spreading the placement process over a few weeks instead of days, IIMK gave the recruiters more time to conduct the process and the students the opportunity to make informed choices. The final placement process followed the day-based system of slotting companies and was completed in a month. In the interim the placement process had been suspended for a total duration of a week to accommodate the national-level HR & Leadership Symposium at the Institute and the students' examinations.

As a testimonial of the return of the industry to high-growth rates and also to the continuously improving quality of candidates at IIM Kozhikode, the number of offers per company experienced a significant jump, with only 110 firms needed to place the entire batch. The average number of offers per company has gone up from 2.66 last year to 3.43 in 2010-11.

Number of Offers per Company Participating in the Final Placements



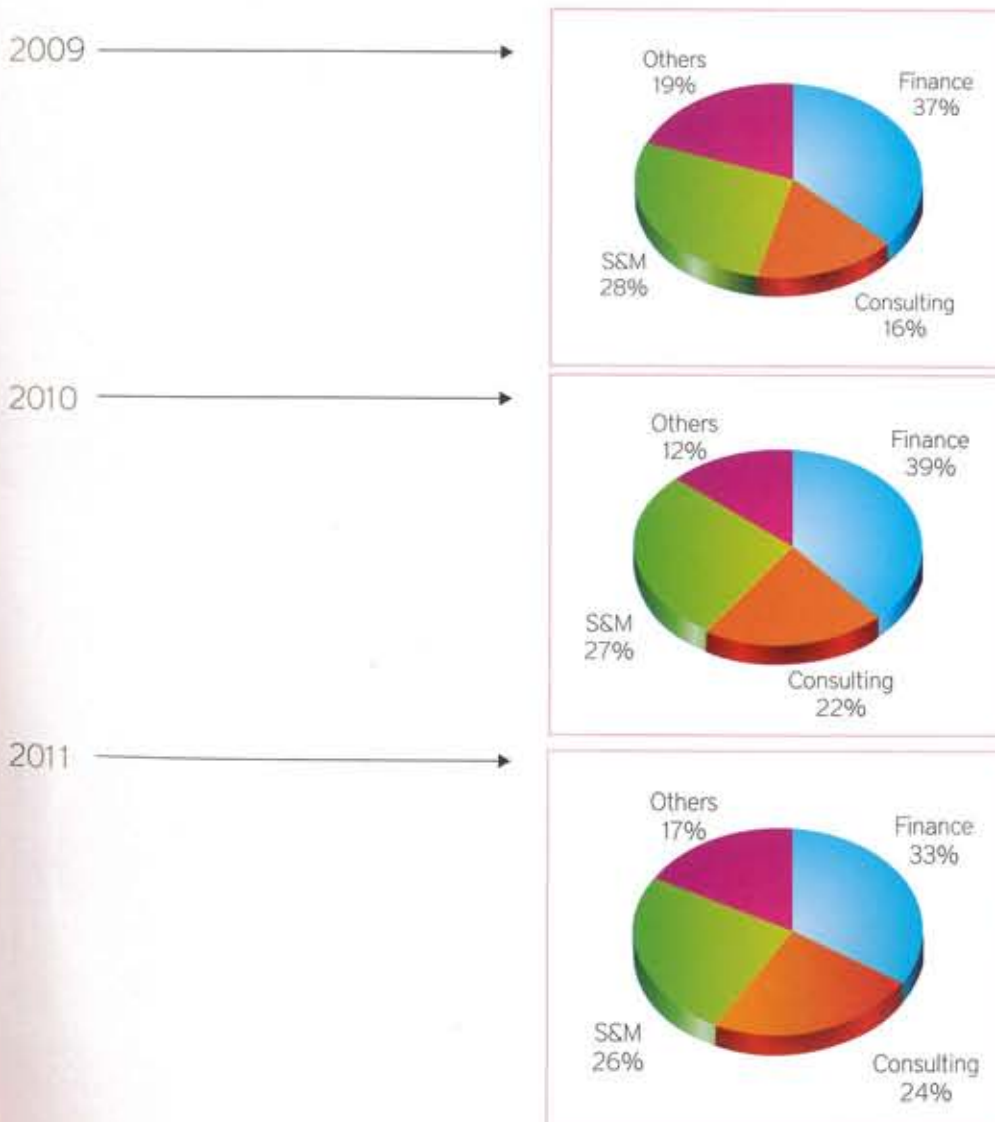
Placement

Highest Salary
across Sectors

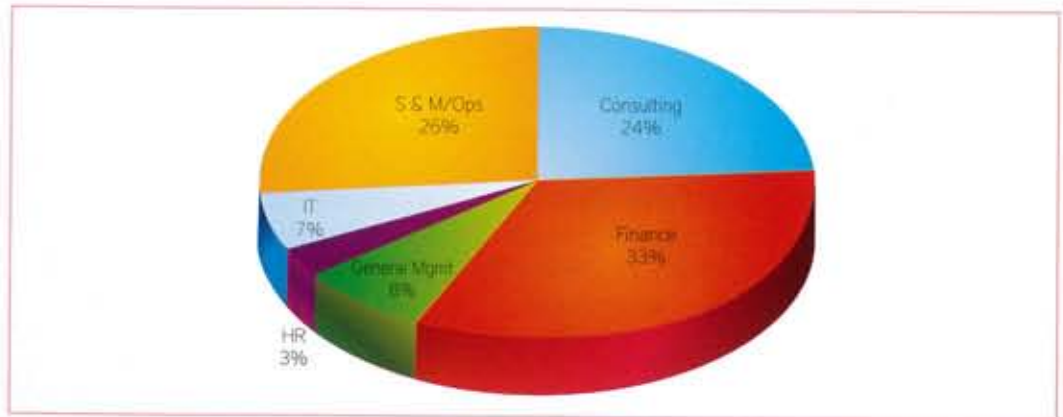
Vertical-wise Break-up

Finance continued to emerge as the most preferred vertical amongst students with about 33 per cent of the batch taking up roles in Finance. More than 26 per cent of the batch took up roles in the marketing and operations verticals, while 24 per cent of the students chose to take up profiles offering consulting roles. About 8 per cent of the batch took up general management roles in major conglomerates, commodity trading houses and other companies. Among other key verticals chosen, 7 per cent students chose IT roles while 3 per cent opted for HR roles.

Percentage Break-up of Jobs Across Sectors over the Years



Placement

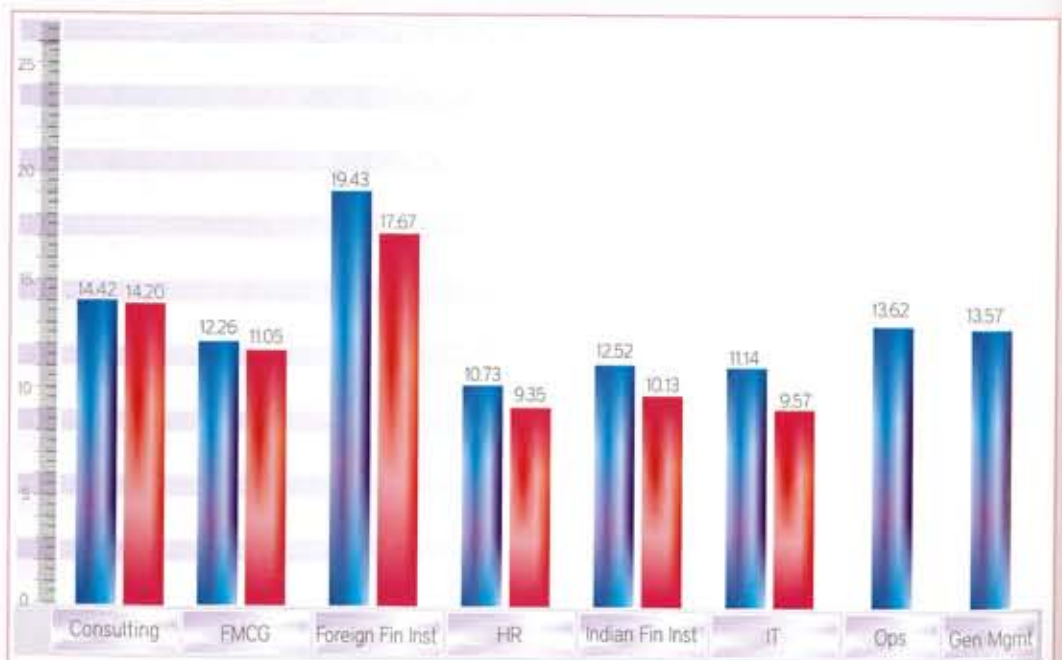


Vertical Wise Break-up for Year 2010-11

Average Salary across Sectors Increase

The Institute has decided to release average and highest salaries on a sector-wise basis to provide the MBA aspirants a clearer picture about the employment opportunities that await them in the sector of their choice on graduating from the Institute.

While the average salary in the Consulting sector remained more or less constant there was a jump of 18 per cent in Indian Financial Institutions, 16 per cent in the IT sector, 15 per cent in the HR roles on offer, 10 per cent in the profiles offered by Foreign Financial Institutions and 10 per cent in FMCG companies. Average Salary figures for the General management and Operations verticals were not calculated last year but are included this year to give a clearer picture.



Average Salary Across Sectors in 2011-10 and 2009-10

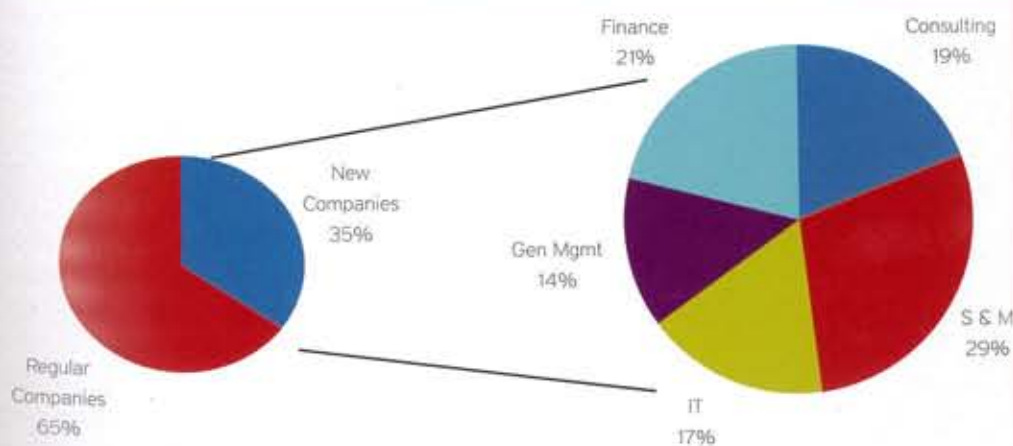


Placement

New Recruiters

About 35 per cent of the recruiters at the Institute either participated in the placements for the first time or re-visited the Institute after a gap of at least two years. More than 80 jobs were offered by the new recruiters. These companies included 3M, ADAG, Airtel, Apollo Hospitals, Arvin Meritor, Cargo, CRISIL, Dolcera, EXL, Fujitsu, Glenmark, HP, Idea, JDA, Lenovo, Madura F&L, MMTC, Mphasis, NDCEX, Suntec, Tally Solutions, Triton Group, Videocon, Wipro Consulting, etc. Niche Asset management firms like Nereus Capital also participated in the recruitment process.

Food commodities trading firm Triton Group, which recruited for the first time from an IIM picked up five students from IIM Kozhikode. Mr Vincent Fernandez, director of the company said that he was extremely satisfied with the efficiency with which the process was conducted and the quality of the students.



Distribution of New Recruiters in Final Placements 2011

Placement

The Placement Story - Vertical-wise

Finance

Finance continued to remain the top preference among students with more than 33% of the batch taking up roles ranging from Investment Banking, Corporate Finance, Corporate Banking, Risk Management, Equity Research and Retail Banking in Foreign and Indian Financial Institutions.

Foreign Financial Institutions

The top recruiters among foreign banks were Nomura, Deutsche Bank, Bank of America Merrill Lynch, JPMorgan Chase, Standard Chartered, Goldman Sachs, HSBC, Citi, Arvin Meritor, Altisource and American Express. The highest compensation offered was Rs 32 lakh per annum (CTC) for a role in Mumbai by a Europe-based Investment Bank. The average salary for Foreign Financial Institutions was Rs 19.43 lakhs.

Indian Financial Institutions

As an attestation to the fact that Indian Financial Institutions are on a very high growth trajectory, ICICI Bank recruited a record 16 students from the Institute. Other prominent recruiters included Edelweiss, Axis Bank, Yes Bank, Indus Valley Partners, IDBI, Futures First, Irevna, Bajaj Allianz, SBI Capital, etc. Companies like Hindustan Unilever, L&T, Airtel and Reliance Industries participated in the final placements offering roles in Corporate Finance. Rating agencies like CRISIL, ICRA and commodities derivative trading firms like NCDEX also recruited in large numbers. The average salary for Indian Financial firms was Rs 12.52 lakhs.

Consulting

Heavyweights in the sector like McKinsey & Co, Accenture Business Consulting, Deloitte, PricewaterhouseCoopers, Cognizant Business Consulting, etc. participated in the process this year. Consulting roles were also offered by companies like Capgemini, AON Hewitt, Wipro Consulting, and MXV Consulting among others. The average salary for this segment was Rs 14.42 lakh per annum. Deloitte was the largest recruiter among consulting firms this year with a total of 16 offers, while Cognizant Business Consulting was a close second with 14 offers.



Placement

The Placement Story
- Vertical-wise**Marketing and Operations**

The FMCG sector which predominantly offered roles in Sales & Marketing and Operations saw companies like HUL, P&G, ITC, Reckitt Benckiser, Marico, Hindustan Coca Cola Beverages (HCCB), Britannia, Kellogg's and Colgate Palmolive among others, make offers to students.

In the broader marketing domain, firms such as Airtel, Asian Paints, J&J Medical, 3M, Glenmark, Pfizer, Raymond, Titan, Idea, Videocon, Panasonic, Tata Motors, Tata Steel, Wipro Consumer Care, Madura F&L, HP, BILT, JDA Consulting and Zee Learn made offers to several marketing and operations enthusiasts. The highest salary in an FMCG company was Rs 22 lakhs while the average compensation was slightly more than Rs 12 lakhs.

General Management

The percentage of students interested in General Management roles was found to increase significantly this year. Various companies including India's largest conglomerates RIL and ADAG, and other companies like Mahindra & Mahindra, Cargo, Dolcera, L&T, Jindal, Olam International, Thomas Cook, Manipal Group and Triton Group offered roles in General Management.

HR

Companies that participated in the placements process offering roles in the HR domain were Infosys, AON Hewitt Consulting and Apollo Hospitals. The average salary was around Rs 10.75 lakhs for the HR roles offered.

IT

IT companies and the Information Technology sector was back in business. The average salary in this sector was Rs 11.14 lakhs per annum with prominent names from the IT domain including TCS, Wipro, IBM, Mindtree, Aricent, Capgemini, iGate, Fujitsu, etc.

Senior Roles Offered

Firms such as Lenovo, Thomas Cook, EXL and Manipal Group offered senior managerial roles at the Institute. Very impressed with the quality of students, firms willingly extended Senior Managerial roles to a few candidates. A student with close to three years of work experience was offered the role of Executive Assistant to the Chairman and Managing Director by Fujitsu.



Placement

The Placement Story - Vertical-wise

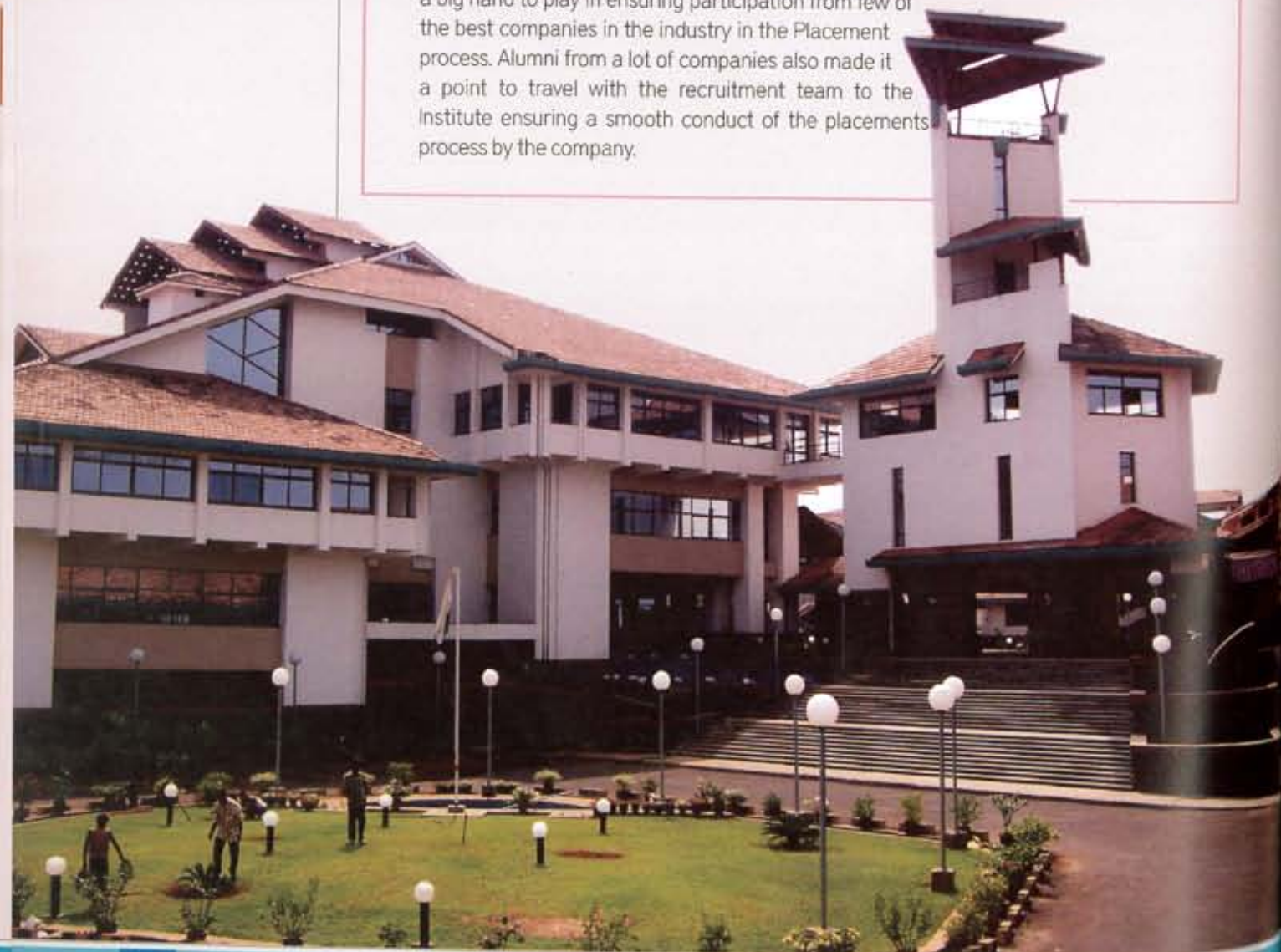
— NGOs and Entrepreneurial Streak —

Two students have opted for the placement holiday facility offered by the Institute in a bid to try and realise their dreams of being an entrepreneur by experimenting with starting their own business.

P. Satya Mani Kumar, an MBBS student, has decided to join an NGO, Healing Fields Foundation that works in the area of MicroHealth Insurance. This NGO caters to the bottom of the pyramid and targets rural areas and urban slums and as a Program Manager, he is trying to improve the general health environment in this section of society.

— For the Alma Mater —

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 conduct of the placements process by the company.



Placement

Final Placements 2011
- Key Statistics

No. of Companies Participated	110
No. of Students	290
No. of Offers Made	296
Highest Domestic Salary	Rs. 32 Lakhs
No. of PPOs/ PPIs	32 PPOs
Average Salary Offered by MNCs	Rs. 18.1 Lakhs
Average Salary Offered by Indian Corporates	Rs. 11 Lakhs
Average Salary offered by PSUs	Rs. 8.9 Lakhs
Average Salary for Girl Students	Rs. 12.67 Lakhs
Average Salary for Boy Students	Rs. 13.18 Lakhs
Average Salary for OBC Students	10.65 Lakhs
Average Salary for SC/ST Students	10.06 Lakhs
% of Students Joined MNCs	36%
% of Students Joined Indian Cos.	52%
% of Students Joined PSUs	13%
% of students Started Own Company	0.7%



Alumni



Alumni

Final Placements 2011 - Key Statistics



The Alumni Committee serves as a link between IIMK and its alumni. The committee, along with the Executive Alumni Committee and the Faculty Alumni Committee, is aimed at promoting the interests of IIMK as a world class management institute and strengthening the relationship with the alumni.

The Executive Alumni Committee consists of 12 City Chapter heads and three members from the Institute. The Alumni Committee coordinates various alumni activities such as guest lectures and alumni meet, both on campus as well as in city chapters.

A frequently updated database of the alumni is maintained and the standard mode of communication with the alumni includes various social platforms such as Twitter, Facebook, LinkedIn, etc. apart from telephonic as well as e-mail contact.

Guest lecturers were conducted by various illustrious alumni of the institute to enlighten and educate the participants about various sectors of the industry which also involve an informal interaction with the students.

Alumni Committee releases its newsletter 'Sparsh' every term, which makes a vivid note of all activities happening on campus, inviting articles and including alumni achievements as well. The Alumni have also been involved in the GD/PI selection process to the Institute, bringing in an industry perspective to the student selection process. The alumni also help in sourcing live projects for the students thus giving them an industry perspective.

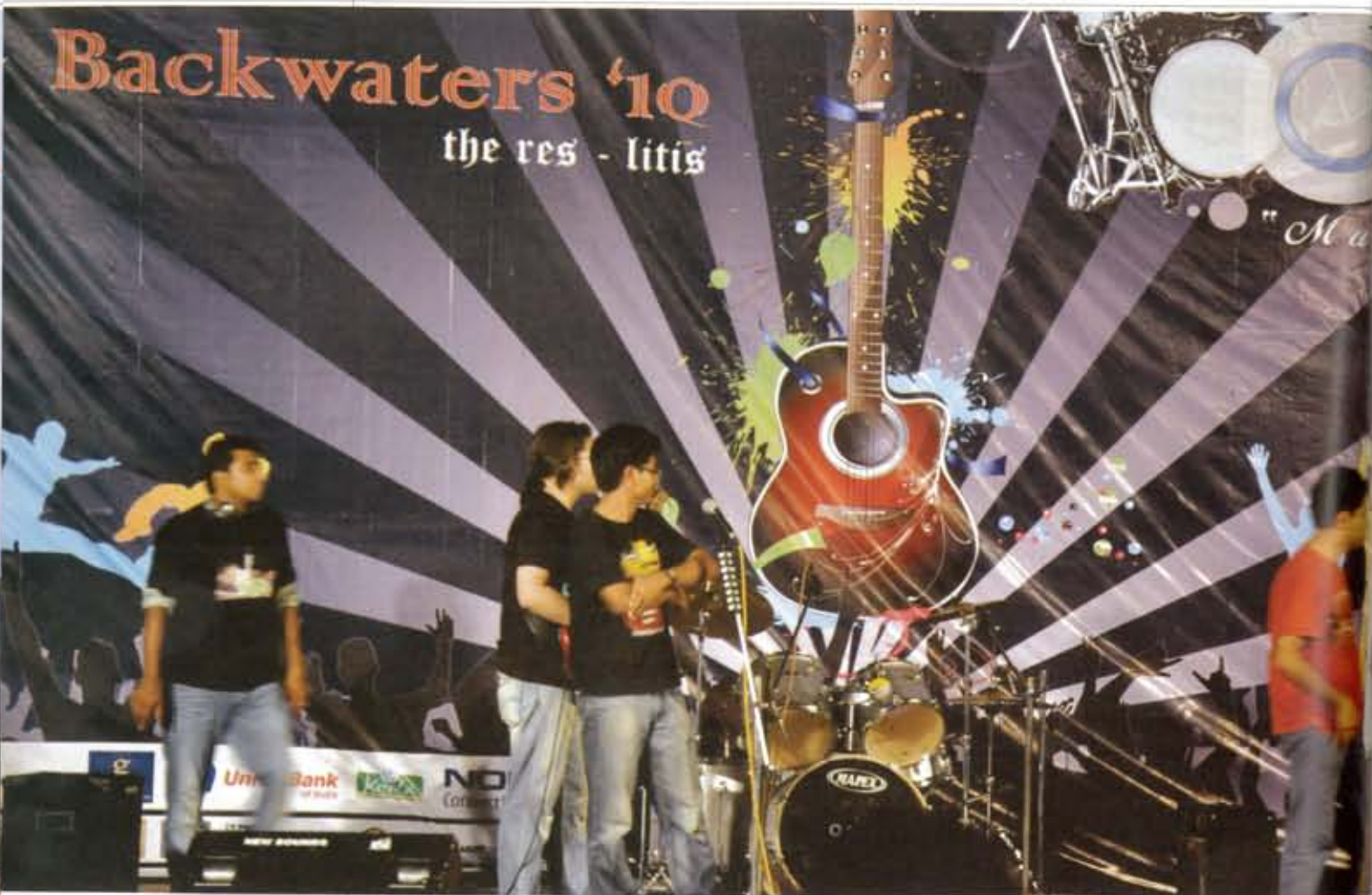
The Alumni Mentorship Programme is an important alumni-student involvement activity managed by the Alumni Committee. The main objective of this programme is to establish a culture of frequent interaction between the students and the alumni and with this view, an online open community has been formed where the students and the alumni can discuss and share important information. Nostalgia, the on-campus annual IIM Kozhikode Alumni Reunion, sees alumni from all over the world converge and relive their memories.

Sangam, the Alumni-Freshers' Meet was organized in six cities viz., Delhi, Mumbai, Kolkata, Chennai, Bangalore and Hyderabad, in May 2010, which brought together the entire IIMK Kozhikode fraternity, including the alumni.

Nostalgia-2011, the alumni annual meet, was held during January 15-16, 2011 at IIMK campus.



Student Activities



Citi Women Leader Award

Ms. Rashmi Gupta of PGP 13 won The Citi Women Leader Award sponsored by The Citi Bank NA.

Anti-Ragging Campaign

An anti-ragging campaign initiative "Bus Aur Nahin" was launched by 'Muthoot Pappachan Foundation' in association with 'M/s Axion Gen Nxt India Pvt. Ltd. in an effort to create awareness against ragging in educational institutions across the country. Their anti-ragging bus was first flagged off at the Delhi University, Delhi and then it traveled to prominent educational institutions across the country. The team from Muthoot Pappachan Foundation Group, in-charge of this campaign, arrived at IIM Kozhikode campus on 31st August, 2010 to flag off the Kerala stint of their "Bus Aur Nahin" campaign. The students of IIM Kozhikode actively participated by marking their presence at the inaugural function and expressed their solidarity towards the issue by taking part in the anti-ragging singing campaign.

Student Activities

Television Show

The Zee Business television channel organized a television show christened Music to Money Challenge: ICICIdirect.com ASPIRE at IIMK campus during the first week of September 2010. The show was aimed at exploring the music and money quotient of the 'professionals in making'.

Sangram 2010

The IIM Bangalore-IIM Kozhikode Sports Meet was held at IIM Bangalore during October 9-10, 2010. IIM Bangalore won the overall trophy.

Social service Group

Social service Group, in association with the student community, has initiated classes for Mess workers from 15th October 2010 in association with the student community. The mess workers were taught English on a weekly basis.

Navratri Celebrations and Dandiya Nite

Navratri Celebrations and Dandiya Nite was held on 15th October 2010. Several faculty and staff members participated in the celebrations.

Odissi Classical

Dance by Vidushi Dr. Ileana Citaristi(Italy) was organized by SPICMACAY on 26th October 2010.

International Day

International Day was held on 30th October 2010. The foreign exchange students put up stalls to showcase their respective countries. The day ended with a glorious cultural night packed with dance, comedy, skits and much more.

Carnatic Music Concert

Carnatic Music Concert by Dr. Bombay Jayashri was organised by SPICMACAY on 2nd November 2010.

Swami Thejomayananda

Head of Chinmaya Mission Worldwide visited IIM Kozhikode and spoke to the students on the spiritual aspects of the leadership on 7th November 2010. He has served as acharya, or dean, of the 'Sandeepany' Institutes of Vedanta both in India and California. He has written commentaries on scriptural texts and authored a number of books.

Student Activities

The Student Community

The student community participated in a nationwide initiative on 19th November 2010, by organizing a candle light march to help in awakening nation-wide consciousness about widespread corruption prevalent in the country marking the death anniversary of Manjunath Shanmugam, an alumnus of IIM Lucknow, who sacrificed his life while carrying out his professional duty as an honest individual.

Diwali Celebrations

Diwali Celebrations were held on 5th November 2010. Several faculty and staff members also participated in the pooja and in the hostel decoration competition.

Backwaters 2010

The annual management festival of IIM Kozhikode was held from November 19-21, 2010. The theme of the fest this year was "discover the difference", where the intention was to revive, redeem and reaffirm the unique facets of India.

Horizons 2010

The annual management conclave of IIM Kozhikode was held during the Backwaters. The conclave hosted several industry leaders, academicians and policy makers.



Student Activities

Echoes 2011

The first annual cultural festival of IIM Kozhikode was held during 14th-16th January 2011. The festival comprised of many fun-filled events in which many outside teams participated, and the campus was full of buzz during the festival.

Calicut Mini Marathon 2011

Second edition of the initiative of Calicut Marathon was launched on 18th January, 2011 with a press conference and was successfully held on 6th February, 2011 flagged off from Calicut beach. The Federal Bank was the title sponsor of Calicut Mini Marathon, with the theme 'Transforming Lives', dedicated to the cause of differently abled children. The campaign for the colleges in the city revolved around this theme, with the aim of encouraging young people to spend time in schools for the specially challenged; to understand their problems and to encourage them. All donations and profits made during the marathon were directed towards the Prasanthi School for Children with Special Needs, an exemplary Institution led by a team of devoted doctors that has gained state wide recognition.

Republic Day 2011

The Republic Day was celebrated on 26 January 2011 in the presence of faculty, staff and students. The Director addressed the audience.



Student Activities

Students Extra Curricular Achievements

Rasaal Dwivedi, Rashmi Gupta, Siddharth Srivastava & Dheeraj Kumar Tiwari represented IIM Kozhikode at Mahindra War Room in Mumbai. Rasal was adjudged 'Best Presenter' at the IIM Kozhikode Campus Round.

Rasaal Dwivedi & Siddharth Srivastava

won the second place at Bizwings, the flagship business plan event at IIM Bangalore, Vista 2010.

Chirantan Shah & Ashish Lingamneni

won the inter college marketing debate contest 'Bone of Contention' at Insight 2010, the annual Marketing Fair of IIM Ahmedabad.

Hitesh Chopra

won the first place in the Marketing Event, Excelsior at IIM Bangalore, Vista 2010.

Charan Iyenger & Archana Sivanna

won the second place in Trojan Horse, the Case Study Competition at IIM Bangalore, Vista 2010.

Magill Thomas Kunnath

won 1st place in 50m Backstroke Swimming and 1st Place in 50m Butterfly Swimming at IIMB-IIMK sports Meet, Sangram 2010.

Jovie Marie Katticaran, Reuben Philip Abraham, John Mathew and Nitish Raj Subarno

were national finalists for ICICI Music to money challenge.



Student Activities

Scholarships/ Awards

The following Scholarships/Awards have been received by our students:

i) **Central Sector Scholarship Scheme of Top Class Education for SC/ST Students:**

An amount of Rs.35,64,600/- was received from the Ministry of Tribal Affairs towards scholarship for ST students. This amount was distributed to seven students (four students from the 12th batch and three students from the 13th batch).

ii) **Need-based Financial Assistance**

Eighty-three students (47 students from PGP 13 batch and 36 students from PGP 14 batch) were selected for Need-based Financial Assistance for the year 2010-2011. The total amount disbursed worked out to Rs.1,44,40,00/- (Rs.78,00,000/- for PGP 13 batch and Rs.66,40,000/- for PGP 14 batch)

iii) **Societe Generale Global Solution Centre Scholarship**

Three first year PGP students were awarded the Societe Generale Global Solution Centre Scholarship sponsored by Societe Generale Global Solution Centre Pvt. Ltd., Bangalore. This scholarship covers full fee for two years.

iv) **Sir Ratan Tata Scholarship**

Five PGP-13 students were awarded Sir Ratan Tata Scholarship sponsored by Sir Ratan Tata Trust.

v) **IIMK Merit Scholarship**

Fourteen students from PGP-13 were awarded IIMK merit scholarship during March 2011 for their academic performance.



Amba Accreditation

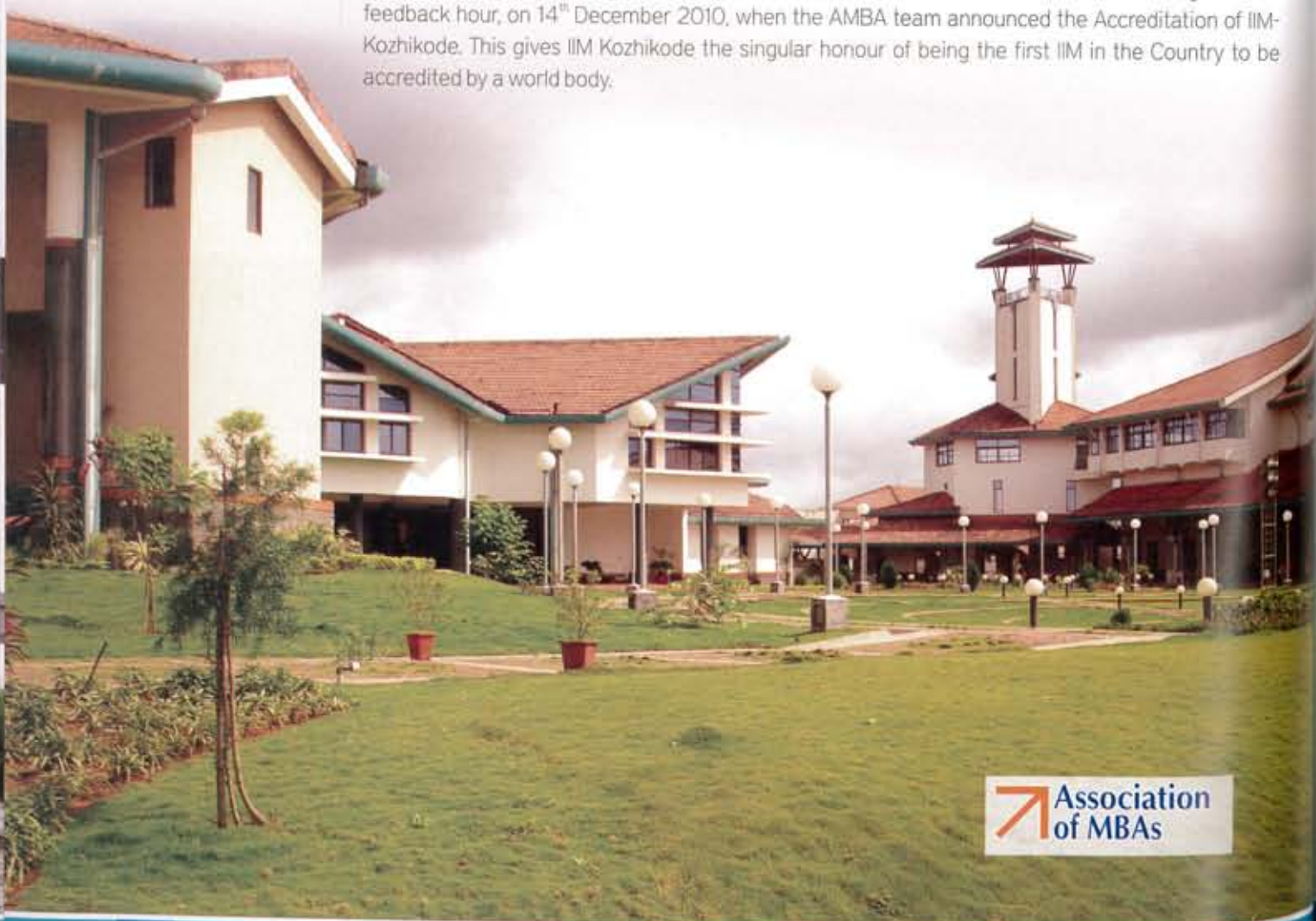
“Globalizing Indian thought”

December 14, 2010: AMBA Accreditation for IIM-Kozhikode.

The Institute worked on the AMBA accreditation process right from Jan 2010, after the approval by the Board during the 49th BOG meeting. Prof. Nandakumar M. K. with his team worked round the clock to prepare the Audit report and other details required for assessment. The Process was ably supported by faculty and staff members who worked relentlessly towards the AMBA Audit requirement.

The AMBA team members, Dr. Mark Oakley, Dr. Mark Stoddard and Dr. Abraham Elias arrived in the Campus on 13th December 2010. The Assessment exercise was carried out over a period of two days from 13th to 14th December 2010. The Agenda included the Tour of Campus facilities, meeting with Institute's Strategic team members, presentation by Dean, meeting with ePGP strategic team, meeting with ePGP stakeholders, meeting with PGP stakeholders, meeting with PGP strategic team and finally meeting with ePGP and PGP faculty.

The Institute's hard work and preparation for over a period of one year was paid off during the final feedback hour, on 14th December 2010, when the AMBA team announced the Accreditation of IIM-Kozhikode. This gives IIM Kozhikode the singular honour of being the first IIM in the Country to be accredited by a world body.



 Association
of MBAs

Amba
Accreditation

17 February 2011



Professor Debashih Chatterjee
Director
Indian Institute of Management, Kozhikode
IIMK Campus
P. O., Kozhikode
Kerala
India
PIN - 673 570

Dear Professor Chatterjee

Accreditation

May I re-confirm that accreditation of the MBA: Executive Post Graduate Programme (ePGP) – Distance Learning and of the MBM: Post Graduate Programme (PGP) – Full Time, offered by Indian Institute of Management, Kozhikode, has been endorsed by the Association's International Accreditation Advisory Board.

Accreditation is to be granted for two years in the first instance. Subject to the successful completion of the conditions presented in the Assessment Report (December 2010), including the outcome of a possible onsite review in December 2012, the next full re-assessment of the MBA and MBM programmes at the School will be undertaken in December 2015 to complete the maximum five-year cycle.

On behalf of the Association of MBAs, may I wish you and your colleagues continued success.

Yours sincerely

Dr Robert Owen
Director
Accreditation and Business School Services

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Amba
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"Globalizing Indian thought"

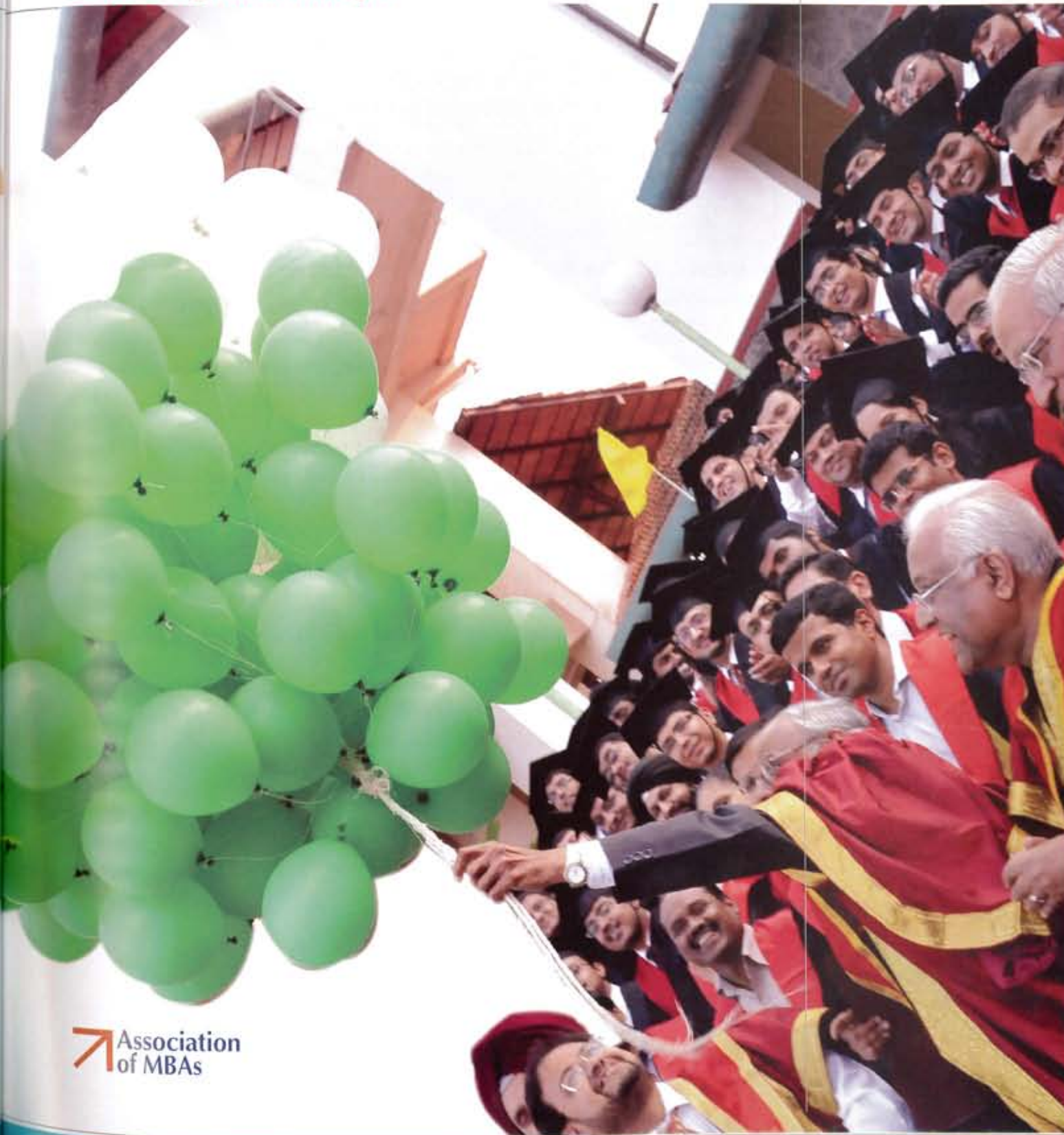
A brief of activities during the period 2010-11 ending on March 31st under Research, Conference and Publication division of the institute is given below.

Articles in Journals (National and International)	19
Forthcoming Journal Article	1
Articles in Periodicals	17
Book Chapters	10
Edited Books	1
Books	2
Case Study	3
Book Review	3
Conference/Proceedings/Presentations	27
Forthcoming Conference Papers	1
Best Paper Award	2
Keynote Address	1
Invited Talks/Workshops/Seminars/ Session Chair	6
Working Papers	18
Small Grant Research Projects Completed	7
Small Grant Research Projects Undertaken	11
Research Seminars	12
Fellowships/Awards/Honors	5
Membership of Editorial Board	4
Review/Referee	9
Conference at IIMK	2
International Conferences (Forthcoming)	2

 **Association
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Accreditation



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Research & Publications

(Cont'd)

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/Presentations



Research & Publications

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Forthcoming
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Research & Publications

(Cont'd)

Best Paper Award

Jayasankar, R. 2011.

Consumer Evaluation of Cross-natured Brand Extensions. 4th IIMA Doctoral Colloquium, January 3-4, 2011 (Citation and Cash award).

Sunitha, T. & Sreekumar, M.G. 2011.

A Single-Sign-On and a Remote Login Solution to Library E-Journals and E-Resources. International Conference on Digital Libraries & Knowledge Organisation (ICDK 2011), Management Development Institute (MDI), Gurgaon, February 14-16.

Keynote Address

Anand, G. 2011.

A Study on Implementation of Lean Manufacturing Elements in India Using Meta-Data Analysis. Proceedings of the 26th National Convention of Production Engineering & National Seminar on New Vistas in Production Technologies, Institute of Engineers (IEI), Rajasthan State Chapter, Jaipur, May 7-8

Session Chair

Nair, A. S. 2011.

Financial Markets. International Conference on Financial Innovations and Change for Survival and Growth, MDI Gurgaon and University of Connecticut, January.

Invited Talks/ Workshops/Seminars

Das, A. 2011.

Interpersonal Relationship and Linguistic Greetings Online: A South Asian Perspective. Northeastern Illinois University, Chicago, March 7.

Ladha, K. K. 2011.

The Rise of India's Judiciary as a Key Political Actor. Copenhagen Business School, Copenhagen, Denmark, May.

Ladha, K. K. 2011.

Aristotle's Politics on Corporate Governance: In Pursuit of the Common Good. Centre for Finance, School of Business, Economics and Law, University of Gothenburg, Gothenburg, Sweden, May.

Research & Publications

(Cont'd)

Purkayastha, S. 2011.

Business Groups and Emerging Economy. ICN Business School, Nancy France, March 1, 2011.

Purkayastha, S. 2011.

Family Businesses in the Asian Context. ICN Business School, Nancy France, March 1, 2011.

Raman, V.G. 2010.

India-China Relations: 60 years of cooperation in Economy & Business, Education and Culture. Co-hosted by the Embassy of the Peoples' Republic of China in India and GITAM School of International Business, Visakhapatnam in Hyderabad, November 12-13.

Sebastian, M.P. 2010.

Trends in Enterprise Cloud Computing. 2nd International Conference on Advanced Computing & Communication Technologies for High Performance Applications, FISAT, Cochin.

Invited Talks/Workshops
/Seminars *contd*



Research & Publications

(Cont'd)

Working Papers

1	IIMK/WPS/65/MKTG/2010/04	Modeling trust in customer relationships	Joffi Thomas Arora A P
2	IIMK/WPS/66/OBHR/2010/05	A new conceptualization of Career system, its dimensions and proposed measures	T.N.Krishnan
3	IIMK/WPS/67/OBHR/2010/06	Understanding employment relationship in Indian organizations through the Lens of psychological contracts	T.N.Krishnan
4	IIMK/WPS/68/STR/2010/07	Strategy making theory and the dominant perspectives – a synthesis	Nandakumar M.K.
5	IIMK/WPS/69/ECO/2010/08	Income and expenditure distribution: a comparative analysis	Kausik Gangopadhyay Banasri Basu
6	IIMK/WPS/70/ECO/2010/09	Income and expenditure distribution: a comparative analysis	Bala Batavia P. Nandakumar
7	IIMK/WPS/71/ECO/2010/10	Once hallowed like hollywood: credit rating agencies and the subprime loans crisis	Bala Batavia P. Nandakumar Cheick Wague
8	IIMK/WPS/72/ECO/2010/11	Impact of Restructuring of SEBs on Financial Performance of State Level Electricity Utilities in India	Leena Mary Eapen
9	IIMK/WPS/73/ECO/2010/12	Urban Environmental Degradation in Modern India: Culture and Technology in Perspective	Kausik Gangopadhyay Kulbhushan Balooni
10	IIMK/WPS/74/MC/2010/13	Reflexive-Dynamics: On the Uses of the Terms 'Strategy' and 'Strategic' in Case Teaching	Shiva Kumar Srinivasan
11	IIMK/WPS/75/QM&OM/2010/14	The Issues and Perspectives in Semiconductor Industry Supply Chain: A Review of Literature	Bikram K. Bahinipati
12	IIMK/WPS/76/QMSOM/2010/15	A Framework for Semiconductor Industry Supply Chain Planning: The Procurement Perspective	Bikram K. Bahinipati
13	IIMK/WPS/77/MC/2010/16	Do We Have the Time for the Case Method?	Shiva Kumar Srinivasan
14	IIMK/WPS/78/MC/2010/17	What is Psychoanalysis and Management?	Shiva Kumar Srinivasan
15	IIMK/WPS/79/MC/2010/18	Ben Franklin's Precepts of Virtue: Or, Anxiety and Desire in Self-Management	Shiva Kumar Srinivasan
16	IIMK/WPS/80/MKTG/2011/01	Influences on inter-format retail competition: Study of periodic markets and retail store in rural markets of India	Sanal Kumar Velayudhan
17	IIMK/WPS/81/MKTG/2011/02	Sub culture influence on antecedents of expectations and perceived quality: a study of rural and urban consumers	Sanal Kumar Velayudhan
18	IIMK/WPS/82/OBHR/2011/03	Work from home: Aspects and prospects in an emerging market scenario	Manranjan Dhal



Research & Publications

(Cont'd)

Small Grant Research Projects Completed During 2010-11

1.	Case Study on Aravind Eye Hospital	SGRP/2009/26	Sanal Kumar Velayudhan
2.	Understanding the Changing Resource Endowment and Management within the Periphery of Households in Urban Indian Context	SGRP/2009/27	Kausik Gangopadhyay
3.	Differentiating Subjective and Objective Product Attributed in Consumer Choice Decision	SGRP/2010/31	Atanu Adhikari
4.	Field Research Case on UTV and Disney: A Strategic Alliance	SGRP/2010/32	Atanu Adhikari
5.	Building Technological Capabilities through Technological Development of Industrial Clusters: The case of IT and Electronic Clusters in India	SGRP/2010/35	Rajesh Srinivas Upadhyayula
6.	Challenges of Talent Management in Small and Medium Enterprises in India	SGRP/2010/36	T N Krishnan
7.	Examining the relationship between Scores in Entrance Test and Academic Performance in a Business Management Programme	SGRP/2010/40	Varsha Singh

Research Seminars

August 30, 2010	BPM (Business Process Management): A holistic approach to enterprise application integration	Dr. Roy Abraham, US based BPM Consultant
September 5, 2010	The evolution of Macroeconomic Decision Making Environment in India	Prof. B.B Bhattacharya, V.C, JNU
October 9, 2010	Management of higher education - Challenges and opportunities	Prof. S. N. Hegde, Former VC, University of Mysore
December 6, 2010	Culture and the fit of managerial practices	Prof. Alfredo Behrens, Editorial Board Member, Thunderbird International Business Review
December 7, 2010	Thought Leadership series seminar	Dr. Dipankar Chakravarti, Professor, The Johns Hopkins Carey Business School
December 27, 2010	The future of branding	Prof. Ramanuj Majumdar, Indian Institute of Management Calcutta
January 19, 2011	A research tutorial on accounting based valuation models	Prof. P.K. Sen, Programme Director, University of Cincinnati
January 20, 2011	Customer connectivity and frontline learning in service organizations	Dr. Jagdip Singh, Professor, Case Western Reserve University
February 9, 2011	Emerging challenges of Indian Economy	Dr. Govinda Rao, Director, National Institute of Public Finance and Policy
February 25, 2011	Infrastructure and FDI: Evidence from district level data in India	Prof. Sudershan Kuntluru, IIMK
March 8, 2011	Rethinking affirmative action in admission to higher education - IIMK-CREST Lecture series	Prof. Tom Weisskopf, Professor Emeritus of Economics, University of Michigan
March 18, 2011	The rise of India: Getting to the top of the pyramid - Second C.K.Prahalad Memorial Lecture	Mr Rajat Nag, Managing Director General, ADB



Research & Publications

(Cont'd)

Small Grant Research Projects Undertaken during 2010-11

1. Financial Crisis and Foreign Direct Investment in Emerging Economies	SGRP/2010/29	Sudershan K
2. Exploring Organisation Designs in Care Giving Organisations	SGRP/2010/30	Debabrata Chatterjee
3. Differentiating Subjective and Objective Product Attributes in Consumer Choice Decision	SGRP/2010/31	Atanu Adhikari
4. Field research Case on UTV and Disney: A Strategic Alliance	SGRP/2010/3	Atanu Adhikari
5. Beating Systematic Investment Plans with Value: A Dynamic Investing Tool for Investors	SGRP/2010/33	Sony Thomas
6. Volatility Dynamics in Indian Future Market Using Range Based, Extreme Value and Conditional Estimators	SGRP/2010/34	Sony Thomas
7. Building Technological Capabilities through Technological Development of Industrial Clusters: The Case of IT and Electronic Clusters in India	SGRP/2010/35	Rajesh Srinivas Upadhyayula
8. Challenges of Talent Management in Small and Medium Enterprises in India	SGRP/2010/36	T N Krishnan
9. Field Research Multimedia Case on Edible Agro Products Ltd.	SGRP/2010/37	Atanu Adhikari
10. Case Development on IT Enabled Transformation for Achieving Operational Excellence	SGRP/2010/38	Radhakrishna Pillai
11. Diversification Firm Performance and the Current Financial Crisis – A Study of Manufacturing Firms in India	SGRP/2010/39	Saptarshi Purkayatha

Fellowships/Awards/Honours

Chatterjee, Debashis

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

Nair, Abhilash

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



Research & Publications

(Cont'd)

Adhikari, A.

Selected as "Emerging Scholar" by Academy of Marketing Science and invited to Emerging Scholar Faculty Consortium and World Marketing Congress to be held in Reims, France during 19-22 July.

Balooni, K

Visiting Fellowship at Department of Global Agricultural Sciences, The University of Tokyo.

Gangopadhyay, K

Invited Panelist for Urban Management for An Urban Future - International Workshop, University of Ljubljana with fund from Asia Europe Foundation, University of Ljubljana, Slovenia

▶ Asharaf, S.

Asian Journal of Management Applications and Research

▶ Nair, A. S.

SCMS Journal of Indian Management, School of Communication and Management Studies, Cochin

▶ Sebastian, M.P.

Associate Editor, International Journal of Secure Information Age
Editor, Journal of Next Generation Information Technology

▶ Purani, K.

Member, Editorial Board, IMT Case Journal

Membership of Editorial Board



Research & Publications

(Cont'd)

Review/Referee

- ▶ **Anand, G.**
Business Process Management Journal
Science Reviews and Essays
International Journal of Energy Sector Management
International Journal of Product Development.
- ▶ **Balooni, K.**
Article in Advances in Agroforestry, Book Series (Springer)
International Journal of the Commons
Research Proposal – Consultative Research Committee for Development Research (FFU), Denmark
South Asian Water Studies
- ▶ **Nair, A.S.**
Evaluated Ph.D. thesis entitled "Analysis of Hedging in the Indian Capital Market" submitted by Mr. Sanjay Kumar Thakur to School of Management, Indian Institute of Technology, Bombay
Reviewed a paper titled, "Volatility Clustering in Financial Time Series: Sensex V/S Nasdaq" for Vikalpa (IIM A).
- ▶ **Pati, R.K.**
International Journal of Environment and Waste Management: (2 papers)
Transportation Research Part E (TRE): (1 paper)
- ▶ **Purkayastha, S.**
Reviewer for Academy of Management Conference, San Antonio, 2011
Reviewer for Strategy Management Conference, Florida, 2011
- ▶ **Asharaf, S.**
Journal Web Intelligence and Agent Systems (WIAS)
ICISTM-2011, IIM, Ahmedabad
RAICS2011, Trivandrum
- ▶ **Purani, K.**
IMT Case Journal
EMAC (European Marketing Academy Conference) 2011
- ▶ **Ladha, K. K.**
American Journal of Political Science
British Journal of Political Science
- ▶ **Kohli, R.**
International Business Review - Journal of Science Direct, Elsevier.



Research & Publications

(Cont'd)

- ▶ Financial Sector Reforms and the Indian Economy November 11-13, 2010
Dr. Arif Khurshed, Dr. Shubhasis Dey, Dr. Sthanu R. Nair
- ▶ HR and Leadership Challenges for Businesses in India January 28-29, 2011
Prof. Debashis Chatterjee, Prof. Manoranjan Dhal, Prof. T. N. Krishnan
- ▶ Eleventh Global Conference on Flexible Systems Management (GLOGIFT 11)
December 09-12, 2011
Dr. Nandakumar M.K., Dr. Sanjay Jharkharia & Dr. Abhilash S. Nair
- ▶ Information Technology, Systems and Management (ITSM 2011)
December 17-18, 2011
Prof. Debashis Chatterjee, Prof. M. P. Sebastian & Prof. Radhakrishna Pillai

Conferences/
Convention at IIMK

Conferences/
Convention
(Forthcoming)



Information Technology



The Institute continued with its commitment to provide state of the art IT facilities and services to the IIMK user fraternity. To meet the above objective, the computing facilities and services have been continuously improved during the year.

New buildings in the campus that were completed during the year have been connected to the campus LAN and equipped with the required IT infrastructure and facilities.

The Internet facility has further been improved by enhancing the existing bandwidth to 77 Mbps.

Blackboard Learning Management Solution (LMS) was procured and installed and the service was made available for use by both IDL as well as PGP. A new domain 'iimk.edu.in' was registered and configured for this purpose.

Network Security System providing protection to institute LAN from various network threats has been further enhanced during the year by upgrading the existing system with a high end system.

An anti plagiarism solution 'Ephorus' has been subscribed to and service enabled during the year. The tool will enable us to check assignments and other research work against any possible plagiarism.

All the faculty and staff members' old PCs have been replaced with the new PCs having latest configuration so that software and other services requiring higher hardware resources can be supported without any problem.

Work in respect of making our official web site in bi-lingual format has been initiated during the year and is expected to be completed shortly.

During the year, all the IT facilities and services including the Video conferencing facility have extensively been used for various academic needs.

Library & Information Centre (lic)



The Library and Information Center (LIC) at IIMK (<http://intranet.iimk.ac.in/libintra>) offers a seamless learning space to its stakeholders. The LIC is envisaged as IIMK's knowledge hub and it acts as the nerve center of scholarly as well as corporate information. The LIC therefore caters to the role as the chief learning resource center of the Institute. The LIC aims at providing state-of-art information backup and support to its instructional processes and research, through world class resources and value-added information services in all areas of management and related disciplines.

Over the years the LIC has registered significant progress and has brought worldwide recognition and laurels to IIMK. The E-Learning Platform developed by the Center for Development of Digital Libraries (CDDL) for the WHO India Office (<http://www.medinfoguide.net>), the Information Portal for the Coir Board (<http://coirboard.nic.in>), the Greenstone Support Network for South Asia (<http://greenstonesupport.iimk.ac.in>) are just a few to mention. IIMK's ambitious Digital Library project (<http://iimk.ac.in/gsd/cgi-bin/library>), sponsored by the Ministry of HRD (Government of India), received the status of an example collection from the world renowned "Greenstone" family of the University of Waikato, New Zealand. Another important landmark has been the commissioning of the Smart-Card based Access Control System and the Smart-Gate based E-Security System. The latest in the series of services is the "Leadership Compass" (<http://leadership.iimk.ac.in>) targeted towards the management fraternity. The LIC at IIMK is a digital delight, available 24 hours a day, and spans throughout the campus. It is a perfect blend of



Library & Information Centre (lic)

(Cont'd)

digital, audio, video and print media with cutting-edge technology. It is an outstanding knowledge-centre catering to the faculty, students and research scholars. It houses over 29975 books in print form, over 297 print journals, over 30000 E-Books, 3500 Bound Volumes of research Journals, over 15000 corporate annual reports and more than 15500 E-Journals from India and abroad, in addition to as many as 2555 CD-ROM publications on contemporary issues.

The audio/visual unit in the LIC hosts over 254 educational videos covering a wide range of disciplines in management. The Video Digital Library streams out the educational videos throughout the entire campus. A host of full-text/bibliographic CD-ROM databases on scholarly information coupled with a set of national and international databases on companies, industries and the markets are available to users through a local area network (LAN). The LIC digital catalogue (OPAC) is also available via the LAN. The Library Web Portal is a unique feature of IIMK's Library & Information Center. The portal is an integrated network of information sources. Besides serving as a web-based interface to the in-house resources, the portal also provides links to strategic sources of information. IIMK is an active member in the IIMs' Library Consortium as well as the Ministry of HRD's INDEST Consortium (<http://paniit.iitd.ac.in/indest/>). The annual Rupee equivalent of document resourcing in the LIC is around 5 Crores. With a view to promote cross-border research and bilateral industrial-economic relations, the scholarly publications of the faculty and researchers of the Institute are captured and hosted in the open access Institutional Repository DSpace@ IIMK (<http://dspace.iimk.ac.in>). A mirror of this scholarly archive is also published as Eprints@IIMK (<http://eprints.iimk.ac.in>). IIMK is also developing special documentation centers on 'European Union' and the 'ASEAN' countries.



Online Services

Online Services

1. ABI Inform Global (Full-Text journals)
2. ACM Digital Library (Full-Text journals)
3. Business Source Premier (Full Text journals)
4. Carma.com
5. Capitaline
6. CIPD (Chartered Institute of Personnel and Development) Membership
7. Crisis Research
8. Cygnus Knowledge Portal
9. Delnet Membership
10. Ebrary.com
11. Emerald Insight (Full-Text journals)
12. Elsevier Science (Science Direct) (Full-Text journals)
13. Financial Times online (ft.com)
14. GMID
15. IEEE Online (Full-Text journals)
16. Indiatat.com
17. Insight
18. International Financial Statistics Browser
19. ISI Emerging Markets
20. JCCC
21. JSTOR
22. Library Press Display (Newspapers online)
23. Marketline Database
24. OECD Monthly International Trade
25. OECD STAN Industry Analysis Database
26. Projects Today
27. PsycArticles (Full-Text journals)
28. Sage HSS collection (Full-Text journals)
29. Springer online (Full-Text journals)
30. Taylor & Francis online (Full Text journals)
31. UN Comtrade Database
32. Warc.com
33. Wiley/Blackwell Journals (Full-Text journals)

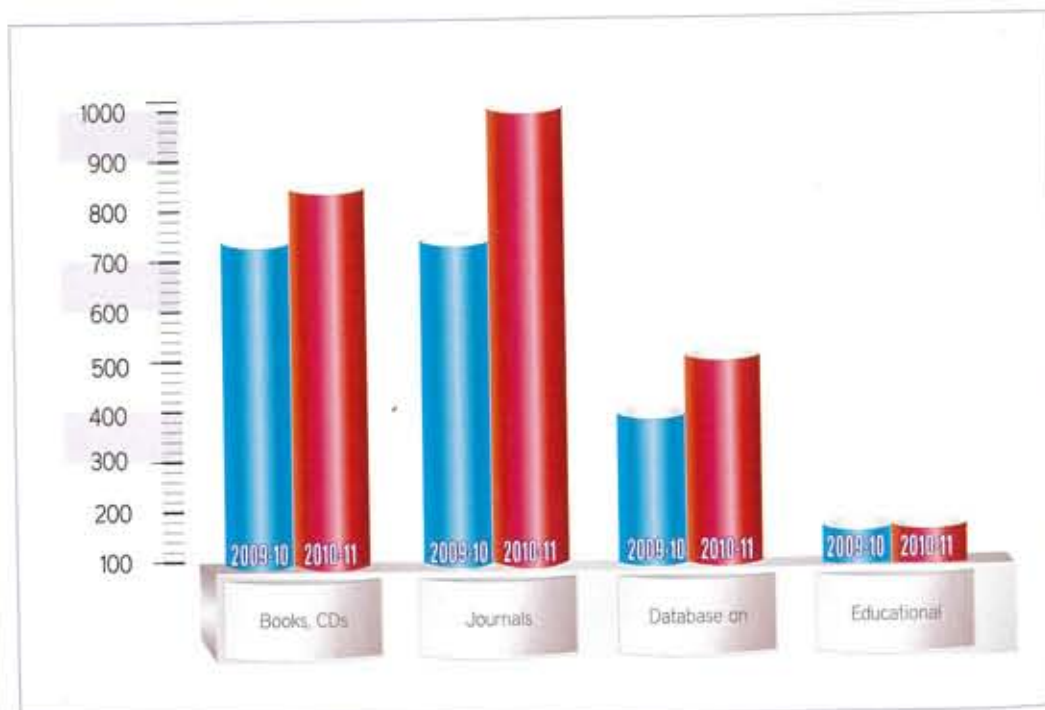
CD ROM Databases

1. Alpha (CMIE)
2. Business Beacon (CMIE)
3. Capex (CMIE)
4. Company Annual Report Database (1500 companies)
5. Economic Intelligence Service (CMIE)
6. First Source (CMIE)
7. IEEO (CMIE)
8. Indian Harvest (CMIE)
9. India Trade (CMIE)
10. Industry Analysis Service (CMIE)
11. MRMR
12. Prowess (CMIE)
13. State Analysis Service (CMIE)

Collection Development Statistics: 2010-2011

Review/Referee

Sl.No.	Nature of Document Added to the Collection	Quantity Added	Cumulative Quantity	Cost (Rs. in Lakhs)	Total Asset Value (Cumulative) (Rs. In Lakhs)
1	Books, CDs, CBTs	1277	29975	48.18	389.3
2	E-Books	-	30,000	2.11	9.71
3	Journals (Print)	-	297	48.50	506.18
4	Databases on CD/Web Bibliographic & Full Text	-	46	32.25	278.77
	Online Corporate Databases	†	-	-	-
	Value Added Services/Info Gateways	-	-	-	-
5	E-Journals through Aggregators	-	15500+	-	-
6	E-Journals Full-Text Directly from Publishers	-	2279	50.10	90.94
7	Educational Videos	21	259	00.27	8.77
8	Bound Volumes of Journals	-	3514	-	-
				Total: 181.41	1283.67



Library &
Information
Center (LIC)

Library & Information Center (LIC)

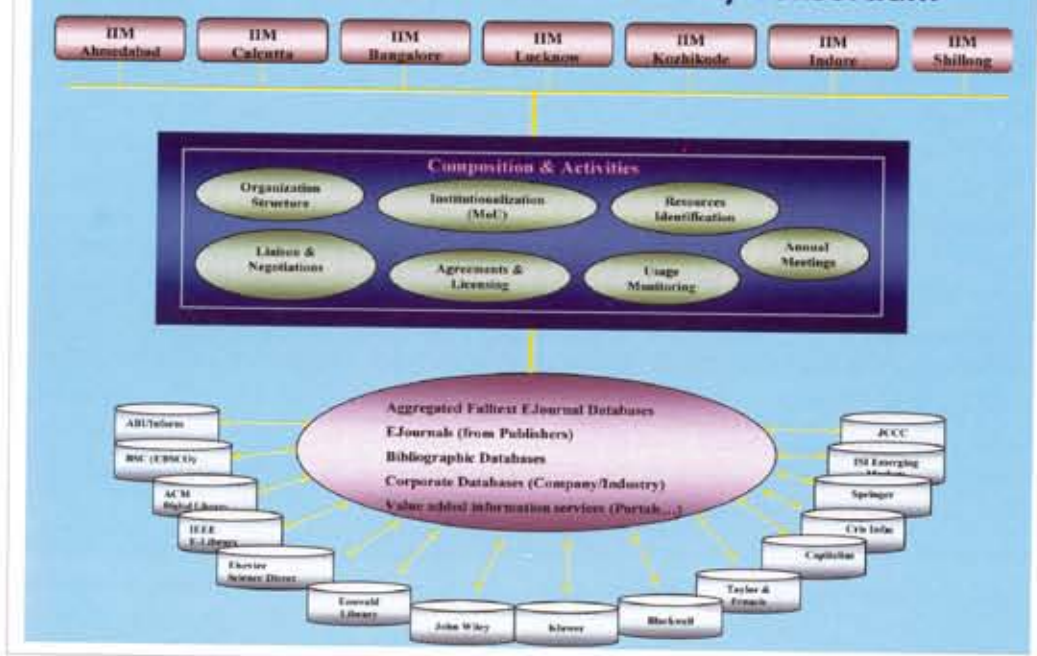


Library & Information Center (LIC)

(Cont'd)



Three-Tier Architecture of IIM Library Consortium



10th IIM Library Consortium Meet

October 30-31, 2009

@

Indian Institute of Management Kozhikode
(IIMK)

**The IIM Library Consortium was initiated by
IIM Kozhikode in 1999**

Creation of The Indian Business History Museum at IIM Kozhikode

IIM Kozhikode, during 2010, embarked on an ambitious journey to create a Museum of Indian Business History. This museum will house business-related historical artefacts, objects, sculptures, models, photographs, documents, illustrations, etc. This initiative is unique, monumental and a significant step in acknowledging the contribution of India's Business Leaders in the making of Corporate India. The endeavour is to consolidate and conserve the rare treasure of India's invaluable wealth, the memorabilia of Indian Business History for our posterity.

The novel objective behind the museum concept is to seamlessly inspire the aspiring and the budding business entrepreneurs in the country to the promising world of business and entrepreneurship.

IIMK contacted around 500 CEOs and leaders of major business houses including Tatas, Ambanis, Birlas for their humble contribution to this museum. The Institute received overwhelming response and oral pledges for exclusive pavilions in the Museum, from major business stakeholders in the country such as RBI, SBI, ICICI, ONGC, Tata Group, Godrej Group, Bajaj Group, Infosys, FACT Ltd., Bharat Petroleum Corporation Ltd., ISRO, Cochin Shipyard, Malabar Chamber of Commerce, Kerala Chamber of Commerce & Industry, etc. The Institute proposes to formally open the museum on its 16th Foundation Day, which falls on 21st August 2011. The initial investment for this project is estimated around Rupees one Crore.

IIMK is committed to take utmost care and show case these artefacts with professional expertise in its world class library premises.



Campus Development

The campus development activities have been going on keeping pace with the infrastructural requirements of the Institute demanded by its lofty academic goals which include, among other things, an annual intake of about 320 students planned for the flagship PGP programme.

As part of the implementation of the campus infrastructure-expansion, construction of the Phase-III campus buildings – including Students' Hostel 'J' having 64 double-occupancy rooms, Students' Hostel 'K' with 60 single-occupancy rooms, a spacious 2nd Students Dining Block and a Faculty Apartment Block having 12 housing units – were completed – totaling to a contract amount of Rs. 1390 lakhs.

In line with the planned increase in the Institute's academic activities, it was decided to further expand the campus infrastructure facilities with the proposal to add Phase-IV campus buildings consisting of a 3rd Classroom Block, a 3rd Faculty Block, Students' Hostel 'L' having 48 double-occupancy rooms, another Faculty Apartment Block having 12 housing units and last but not the least a Management Development Programme Complex, having state-of-the-art academic and residential facilities, for participants of various executive management programmes. Besides 7 Nos. classrooms (i.e. 3 Nos. 45-seater and 3 Nos. 70-seater classrooms), provision is there for an auditorium-type 300-seater seminar room in the proposed MDP Complex. The MDP Complex can also accommodate almost 200 delegates and guests in 120 well-furnished rooms. The works of the ongoing campus buildings & structures under Phase-IV, estimated to cost nearly Rs. 6100 lakhs, have been entrusted with the Central Public Works Department (CPWD).

To meet the anticipated additional power requirement of the Institute, simultaneous action has been taken to augment the existing power supply and distribution system in the campus. As a result, the capacities of the two existing Sub-Stations have been enhanced by adding two more captive 1250 KVA DG Sets and two more 1600 KVA Transformers (including carrying out additional cabling and other external electrical & allied works, which are in progress) costing nearly Rs. 640 lakhs.

In addition to providing excellent and state-of-the-art infrastructural facilities in picturesque settings, the campus also has sustainable and eco-friendly rainwater harvesting system comprising approximately 55,000 cubic meters (i.e. 5.5 crores litres) capacity ponds for storage of the harvested rainwater. We are extremely proud to state that our Institute is one among the very few institutions in the country which has successfully implemented rainwater harvesting for meeting its entire drinking water requirements. Besides this, we have also adopted several other environment-friendly measures such as recycling of treated wastewater for horticulture irrigation and protection of road and other embankments within the campus by using bio-degradable coir geotextiles for soil-erosion control.

Apart from all these, various miscellaneous construction activities are also being taken up on the side-lines of the major campus development activities for the value addition to the existing facilities to meet the Institute's academic requirements from time to time.

The Institute is poised for further expansion of its boundaries in the near future with the proposal to acquire additional land adjoining the existing campus primarily to augment the water-resources of the Institute with a potential additional source for sustainable rain-water harvesting.



Personnel

As on March 31, 2011, the total sanctioned strength is as under:

Faculty:	58
Non faculty:	64

Professional Development

The following faculty and non-faculty employees were nominated for attending workshops/seminars and conferences. Faculty members presented papers at various conferences as detailed below.



Personnel

Faculty Members:
National Conference/
Training

Prof. T. N. Krishnan

Assistant Professor, attended the Faculty Development Programme organized by Capstone Business Stimulation, BIMTECH, Greater Noida during April 19-21, 2010 at Delhi.

Dr. Leena Mary Eapen

Visiting Assistant Professor, attended the International Conference on 'Infrastructure Finance' organized by Indian Institute of Technology Kharagpur during June 03-05, 2010 at Kharagpur.

Dr. R. Radhakrishna Pillai

Professor, attended the AIMS International Conference on Value Based Management organized by AIMS International held at Dev Sanskriti Vishwavidyalaya, Haridwar during August 11-13, 2010 at Haridwar, where he presented the papers titled "On Spiritual Empowerment Through Teachings of the Srimad Bhagavad Gita" and "Excellence in Management Through Spiritual Empowerment and Value Based Actions".

Dr. Gopal Chaudhuri

Associate Professor, attended the International Conference on Modeling, Optimization and Computing organized by NIT Durgapur, West Bengal during October 28-30, 2010 at Durgapur, where he presented the paper titled "Survival in Random Environment".

Dr. G.Venkat Raman

Visiting Assistant Professor, attended the International Conference on "India-China Relations: 60 years of Achievement in Economy and Business, Education, and Culture" organized by Gitam School of International Business, Visakhapatnam and Embassy of the Peoples' Republic of China, Delhi during 12-13, November 2010 at Hyderabad, India.

Dr. Gopal Chaudhuri

Associate Professor, attended the MDP Programme on "World Class Maintenance and Operational Excellence" organized by NITIE Bombay during November 22-24, 2010 at Mumbai.

Personnel

(Cont'd)

Faculty Members: National Conference/ Training

Dr. Atanu Adhikari

Visiting Assistant Professor, attended the Case Writing & Case Teaching Workshop organized by ISB Hyderabad and MDI Gurgaon during November 24-27, 2010 at Gurgaon, India.

Dr. Saptarshi Purkayastha

Visiting Assistant Professor, attended the Case Writing & Case Teaching Workshop organized by ISB Hyderabad and MDI Gurgaon during November 24-27, 2010 at Gurgaon, India.

Prof. G. Chaudhuri

Associate Professor, attended the third International Conference on "Doing Business in India", organized by IFIM Business School from Dec. 16 to 17, 2010 at Bangalore

Prof. G. Venkat Raman

Visiting Assistant Professor, attended the National Workshop on Chinese studies in India, organized by the Institute of Chinese Studies Jadavpur University from December 20 to 21, 2010 at Kolkata.

Prof. G. Sridhar

Assistant Professor, attended the first International Marketing conference (MARCON) organized by IIM Calcutta from December 27 to 29, 2010 at Kolkata, India, where he presented a paper titled "Product Adaptation in Indian Rural Markets".

Prof. Lakshmi S. Ladha

Visiting Professor and Abhilash S Nair, Assistant Professor, attended the International Conference on "Innovation & Change for Survival & Growth", organized by Management Development Institute, Gurgaon and University of Connecticut, USA from Jan 7 to 8, 2011 at MDI Gurgaon, where they jointly presented a paper titled "Valuation and Risk based on Accounting Measures".

Prof. Sudershan Kuntluru

Visiting Associate Professor, attended the International Conference 2011 organized by IIM Calcutta on January 09, 2011 at Kolkata, where he presented the paper titled "EVA vs MVA: Empirical Evidence from Indian Companies".

Prof. S. S. S. Kumar

Associate Professor, attended the International Finance Conference organized by IIM Calcutta from January 10 to 12, 2011 at Kolkata.

Prof. Anjan Kumar Swain

Associate Professor, attended the International Finance Conference organized by IIM Calcutta from January 10 to 12, 2011 at Kolkata.



Personnel (Cont'd)

Prof. Abhilash S. Nair

Associate Professor, attended the International Finance Conference organized by IIM Calcutta from January 10 to 12, 2011 at Kolkata.

Prof. Rajesh S.

Assistant Professor, attended SMS Research Workshop on 'Emerging India: Strategy, Innovation and Sustainability', organized by Strategic Management Society, from February 26 to 28, 2011 at IIM Calcutta. His paper titled "Performance implications of Diversification in professional service firms: the role of Synergies", co-authored with Prof. Karthik Dhandapani was accepted for presentation

Mr. Jayakrishnan K.S.

Assistant Administrative Officer, attended a two day residential training programme at Goa on "Modern Office Management" organized by Institute of Public Administration, Bangalore from March 21 to 22, 2011.

Mr. Prasheeb Kumar K.K.

Assistant, attended two day residential training programme at Goa on "Modern Office Management" organized by Institute of Public Administration, Bangalore from March 21 to 22, 2010.

Mr. T.S. Ramakrishnan

Accounts Officer attended a three-day training programme on "Modified Assured Career Progression and Important Changes in Pay Fixation under Fundamental Rules with Special Reference to Recent Orders" organized by Parsam Institute of Statutory Rules during January 19-21, 2011 at Bangalore.

Smt. Sunitha T.

Assistant Librarian, attended a three day conference on "Digital Libraries and Knowledge Organisation (ICDK) 2011" at Gurgaon wherein she had presented a paper entitled " A Single-Sign-On and Remote Login Solution to Library E-Journals and E-Resources" co-authored with Dr. M.G. Sreekumar. The paper bagged the Best Paper Award in this international Conference. The conference was organized by Management Development Institute (MDI) and INDEST-AICTE Consortium, during February 14-16, 2011.

Smt. Sreejaya P.

Assistant Librarian, attended a three day conference on "Digital Libraries & Knowledge Organisation (ICDK) 2011" at Gurgaon wherein she had presented a paper entitled "Achieving Interoperability Among Digital Libraries" co-authored with Dr. M.G. Sreekumar. The conference was organized by Management Development Institute (MDI) and INDEST-AICTE Consortium, during February 14-16, 2011.

Mr. N. Ramachandran

Programmer, attended international Conference on "Computational Intelligence and Computing Research" at Tamil Nadu Engineering College, Coimbatore during December 28-29, 2010. He had presented a paper in the Conference entitled "The Imminent Convergence of the Technology Trio: Demystifying the Super Potential of 4G, CDN and Clour Computing" which has been published in the IEEE Conference proceedings.

Administrative Staff : Conference/Training



Personnel

(Cont'd)

Faculty: Seminars/ Training Abroad

Dr. Rupesh Kumar Pati

Assistant Professor, attended the International Conference titled "22nd Nofoma Conference" organized by University of Southern Denmark, Kolding, Denmark during June 10-11, 2010 at Denmark, where he presented a paper titled "Green Supply Chain Management: Literature Review".

Prof. P.R. Bhatt

Professor, attended the "7th International Conference Developments in Economic Theory and Policy" organized by the Department of Applied Economics V of the University of Basque Country (Spain) and the Cambridge Centre for Economic and Public Policy, Department of Land Economy of the university of Cambridge (UK) during July 1-2, 2010 at Bilbao, Spain. He presented a paper titled "Why China Poised to become a World Leader" at the Conference.

Mr. Shyam A. V.

FPM third year student in IT & Systems Area, participated in the International Conference on Business Intelligence and Data Warehousing (BIDW 2010) during July 12-13, 2010 at Singapore, where he presented a paper co-authored by Mr. Shyam and Prof. A. K. Swain, titled "Conceptualising a True Business Intelligence System".

Prof. Debabrata Chatterjee

Associate Professor, attended the International Conference titled "Academy of Management Annual Meeting" organized by Academy of Management during August 06-10, 2010 at Montreal, Canada, where he presented a paper titled "Beyond Daring: Identities Conflicts and Structures in Care-giving Organizations".

Prof. Keyoor Purani

Associate Professor, attended the '2010 Global Marketing Conference' organized by Korean Academy of Marketing Science (KAMS) & Society of Marketing Advances during September 09-12, 2010 at Tokyo, Japan, where he presented a paper titled "Comparing Luxury Value Perceptions in Cross-national Context".

Prof. Nanda Kumar M. K.

Assistant Professor, attended the British Academy of Management Conference 2010 organized by Academy of Management during September 14-16, 2010 at Sheffield, United Kingdom, where he presented paper titled "Strategic Planning and Performance - the Moderating Effects of Environment".

Prof. Kausik Gangopadhyay

Assistant Professor, attended the International Workshop titled "Urban Management for an Urban Future" organized by University of Ljubljana, Hong Kong Baptist University and ASEF, Singapore during October 15-16, 2010 at Ljubljana, Solvenia.

Prof. P.Rameshan

Professor attended the "NACRA 2010 Annual Conference" organized by the North American Case Research Association during October 28-30, 2010 at the Edgewater, Gatlinburg, Tennessee, USA.



ANNUAL STATEMENT OF ACCOUNTS
2010-2011



Indian Institute of Management Kozhikode

Annual Financial Statement and Financial Position

The Annual Financial Statement of the Institute for the financial year 2010-11 duly audited by the Principal Accountant General (Audit), Kerala is annexed to this report. The Separate Audit Report and the Institute's replies on the points raised in the Report are also annexed. The Internal Audit of the accounts of the Institute was carried out by M/s. Varma & Varma, Chartered Accountants. The Audited Annual Financial Statements and the Separate Audit Report together with the replies of the Institute were approved by the Board of Governors in the meeting held on September 21, 2011.

The main highlights of the Annual Financial Statement are furnished below: -

Grant-in-Aid

During the financial year 2010-11, the Institute received the following grant-in-aid from the Department of Secondary and Higher Education, Ministry of Human Resource Development, Government of India:-

1.	Plan - General	Rs. 2,500.00 Lakhs
2.	Plan - OSC	Rs. 294.00 Lakhs

Total	Rs. 2,794.00 Lakhs

Annual Financial Statement and Financial Position (Cont'd)

During the financial year 2010-11, the Institute had transferred Rs.1,114.67 Lakhs to the Corpus Fund created under the Block Grant Scheme of the Department of Secondary and Higher Education, Ministry of Human Resource Development, Government of India. The interest earned during the year on the investment made is Rs.852.14 Lakhs. The closing balance of the Corpus Fund as on 31-03-2011 is Rs.11,029.02 Lakhs.

Corpus Fund

During the financial year 2010-11, the Institute had transferred Rs.823.69 lakhs to the Depreciation Fund created in accordance with the decision taken in the 43rd meeting of the Board of Governors held on 27-06-2008. The interest earned during the year on the investment made is Rs.108.09 Lakhs. The closing balance of the Depreciation Fund as on 31-03-2011 is Rs. 2,445.81 Lakhs.

Depreciation Fund

During the financial year 2010-11, the Institute paid Rs. 26.64 Lakhs towards Gratuity Premium to the LIC authorities. The interest earned during the year on the Fund is Rs. 7.67 Lakhs. The closing balance of the Gratuity Fund is Rs. 95.03 Lakhs. It is stated that Institute had taken Group Gratuity Scheme with LIC authorities for the gratuity liability of the Institute.

Gratuity Fund

During the financial year 2010-11, the Institute had provided Rs.19.49 Lakhs towards pension liability. The interest earned during the year on the investment made is Rs. 6.56 Lakhs. The closing balance of the Pension Fund as on 31-03-2011 is Rs.197.47 Lakhs. The liability of Pension Fund is arrived by assessing the amount of pension payable had all the eligible employees retired as at the end of the financial year. The commuted value as on 31-03-2011 of the entire pension as per Govt. of India Pension / Commutation Rules is provided for in the books of accounts of the Institute.

Pension Fund



Annual Financial Statement and Financial Position

Accounts Of IIM Kozhikode Employees Contributory Provident Fund Trust

During the year, the Income & Expenditure account shows a deficit of meager Rs.0.60 Lakhs after allowing interest to the members. This is mainly due to the reason that the interest rate during the financial year was very much less compared to the interest payable to the members and the performance of the investment made in mutual funds were almost flat.

The Corpus Fund stood as Rs.391.47 Lakhs, out of which Rs. 324.83 Lakhs has been invested in various interest-bearing securities, Rs. 21.01 Lakhs is under accrued interest and Rs. 2.29 Lakhs as refundable loans to its members. The funds are invested as per the guidelines for investment of Provident Funds prevailing from time to time. The accounts are also approved by the Trust in its meeting held on 23-05-2011.



AUDITOR'S REPORT
2010-2011



Indian Institute of Management Kozhikode

Auditor's Report

Annual Report 2010-11

Separate Audit Report of the Comptroller & Auditor General of India on the accounts of the Indian Institute of Management, Kozhikode for the year ended 31 March 2011

1. We have audited the attached Balance Sheet of Indian Institute of Management (IIM), Kozhikode as at 31 March 2011 and the Income & Expenditure Account / Receipts & Payment Account for the year ended on that date under Section 20(1) of the Comptroller & Auditor General's (Duties, Powers and Conditions of Service) Act, 1971 read with Rule 18 of the Memorandum of Association of the IIM, Kozhikode Society. The audit has been entrusted for the period up to 2010-2011. These financial statements are the responsibility of the Institute's management. Our responsibility is to express an opinion on these financial statements based on our audit.
2. This separate Audit Report contains the comments of the Comptroller & Auditor General of India (CAG) on the accounting treatment only with regard to classification, conformity with the best accounting practices, accounting standards and disclosure norms, etc. Audit observations on financial transactions with regard to compliance with the Law, Rules and Regulations (Propriety and Regularity) and efficiency-cum-performance aspects, etc., if any, are reported through Inspection Reports/CAG's Audit Reports separately.
3. We have conducted our audit in accordance with auditing standards generally accepted in India. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material mis statements. An audit includes examining, on the test basis, evidences supporting the amounts and disclosure in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of financial statements. We believe that our audit provides a reasonable basis for our opinion.
4. Based on our audit, we report that:
 - i. We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purpose of our audit.
 - ii. The Balance sheet and Income & Expenditure Account / Receipt & Payment Account dealt with by this report have been drawn up in the format approved by the Ministry of Finance, Government of India.
 - iii. In our opinion, proper books of accounts and other relevant records have been maintained by the Indian Institute of Management, Kozhikode as required under Rule 12 (xvii) of the Memorandum of Association of the IIM, Kozhikode Society in so far as it appears from our examination of such books.

iv. We further report that:

A. Balance Sheet

A.1 Current Liabilities and Provisions (Schedule 4)

Current Liabilities

Sundry Creditors for Supplies and Services Rs. 1.72 crore

This is understated by Rs.1.99 lakh due to adjusting advance paid to three suppliers against liability to sundry creditors, instead of including under advances recoverable in cash or in kind under current assets. Consequently, current asset also is understated to the same extent.

A.2 Assets

A.2.1 Fixed Assets (Schedule-5)

Buildings-on Freehold Land (Academic) Rs. 46.99 crore

This is understated by Rs. 0.18 crore due to non capitalizing Architect fee pertaining to construction of building in phases I, II and III, the value of which had already been capitalized prior to 2010-11. Consequently, the capital work-in-progress is overstated by Rs.0.18 crore.

As the architect fee forms part of cost of building which has been capitalized and put to use, the non-capitalization of the above also resulted in short provision of depreciation for the year by Rs.1.80 lakh (10 per cent) with consequent overstatement of the surplus transferred to corpus fund by Rs.1.80 lakh.

A.2.2 Investments-from earmarked/endowment funds (Schedule 6)
Rs. 30.90 Crore.

This is overstated by Rs. 0.95 crore due to accounting of annual contribution made to LIC of India towards the Group Gratuity Scheme of LIC as investment. As the Institute has created liability for an equal amount as gratuity fund under 'Earmarked Funds' (Schedule 3) the liability is also overstated to the same extent.

B. Grants in aid

Out of the grants in aid of Rs. 29.06 crore received during the year (including the opening balance of Rs. 1.12 crore), the organization could utilize a sum of Rs.13.47 crore leaving a balance of Rs.15.59 crore as unutilized grant as on 31 March 2011.

Auditor's Report (Cont'd)

Annual Report 2010-11
(Cont'd)

C. Management letter

Deficiencies which have not been included in the Audit Report have been brought to the notice of the Director, Indian Institute of Management, Kozhikode through a management letter issued separately for remedial / corrective action.

- v. Subject to our observations in the preceding paragraphs, we report that the Balance Sheet and Income and Expenditure Account / Receipt & Payment Account dealt with by this report are in agreement with the books of accounts.
- vi. In our opinion and to the best of our information and according to the explanations given to us, the said financial statements read together with the Accounting Policies and Notes on Accounts, and subject to the significant matters stated above and other matters mentioned in Annexure I to this Audit report give a true and fair view in conformity with accounting principles generally accepted in India:
 - a. In so far as it relates to the Balance Sheet of the state of affairs of the Indian Institute of Management, Kozhikode as at 31 March 2011; and
 - b. In so far as it relates to Income & Expenditure Account of the surplus for the year ended on that date.

For and on behalf of the C&AG of India

Sd/-
Principal Accountant General
(C&CA), Kerala

Place: Thiruvananthapuram
Date: 6 September 2011

Auditor's
Report

(Cont'd)

Annual Report 2010-11
(Cont'd)

Annexure I

1. Adequacy of Internal Audit System:

The Internal audit system is adequate and commensurate with the size and nature of transactions of the Institute.

2. Adequacy of Internal Control System:

The Institute has not so far prepared an Accounting Manual.

3. System of physical verification of assets

The Institute has not maintained updated fixed assets register indicating location wise details of assets held.

In the absence of an updated register the verification report was limited to physical count of items available and any variance between book stock and actual physical stock was not ascertained. As such shortages, if any, in respect of any item were not ascertainable.

Many items of furniture and library books are reported to be damaged / missing. No adjustments have been made in the accounts towards such damaged or obsolete items. In the absence of value of each item the impact of shortage on account could not be quantified.

4. System of Physical Verification of Inventory

Position of inventories at the close of the year is reported by the respective sections. Independent physical verification of inventories has not been carried out.

5. Regularity in payment of statutory dues

Payment of statutory dues is regular except the disputed service mentioned under contingent liabilities under Schedule-16

Sd/-
Deputy Accountant General (Central Expenditure)

Auditor's Report (Cont'd)

Final Audit Report and Institute's Report

Para-wise replies to the Separate Audit Report of the Comptroller & Auditor General of India on the Accounts of the Indian Institute of Management Kozhikode for the year ended 31st March 2011

Para 1 to 3 Introductory No comments

Para 4 i to iii No Comments

Para 4 iv A Balance Sheet

A.1 Current liabilities and provisions (Schedule 4)

Current liabilities

Sundry creditors for supplies and services Rs. 1.72 crore

Noted

A.2 Assets

A.2.1 Fixed Assets (Schedule 5)

Buildings on Freehold Land (Academic) Rs. 46.99 Crore

Necessary rectification entry made in the books of accounts during the year 2011-12

Necessary rectification entry made in the books of accounts during the year 2011-12

A.2.2 Investments from earmarked / endowment funds (Schedule 6) Rs. 30.90 crore

Noted. Appropriate action has been taken during the year 2011-12

Para 4 iv B Grants-in-aid

The facts and figures are confirmed.

Para 4 iv C Management Letter

Remedial / corrective actions were taken for the deficiencies pointed out by the Audit.

Para 4 v & vi

No Comments

**Auditor's
Report**

(Cont'd)

**Final Audit Report
and Institute's
Report (Cont'd)****Annexure I**

1. Adequacy of Internal Audit System

No Comments

2. Adequacy of Internal Control System

Accounts Manual is being prepared during the year 2011-12

3. System of physical verification of assets

Noted for compliance. Appropriate action is being taken during the year 2011-12

4. System of physical verification of inventory

Noted. Independent physical verification of inventories will be carried out during the year 2010-12

5. Regularity in payment of statutory dues

No Comments

Auditor's Report (Cont'd)

Schedules

Indian Institute of Management Kozhikode
Schedules forming part of the accounts for the period ended 31st March 2011

Schedule 15 – significant accounting policies: -

1. Accounting Convention

The financial statements are prepared on the basis of historical cost convention, unless otherwise stated, and on the accrual method of accounting following Going concern concept.

2. Revenue Recognition

- 2.1 From the year 2005-06 the Institute is covered under the 'Block Grant Scheme' of the Govt. of India. Under 'Block Grant Scheme' Non plan grant is released on the basis of pre-fixed amount on revenue account. Accordingly from the year 2005-06 the institute has been recognizing Non plan Grant as income.
- 2.2 Interest on Investment and Mobilization Advances is recognized on accrual basis whereas interest on Savings Bank Account is taken on actual receipt basis as and when credited by banks.
- 2.3 Placement Fee is recognized on realization basis.
- 2.4 Consultancy income is recognized on completion of the consultancy projects.

3. Investments

- 3.1 Investments classified as "Long Term Investments" are carried at cost. Provision for decline, other than temporary decline, is made in carrying cost of such investments.
- 3.2 Investments classified as "current" are carried at cost. Provision for shortfall on the value of such investments is made for each investment considered individually and not on a global basis.

Place : Kozhikode
Date : 31-05-2011

A.K. Shantharaman
FA & CAO



Auditor's
Report

(Cont'd)

Schedules

Indian Institute of Management Kozhikode
Schedules forming part of the accounts for the period ended 31st March 2011

Schedule 15 – significant accounting policies: -

4. Fixed Assets

- 4.1 Fixed Assets of the institute are acquired out of grants from the Government of India and the Government of Kerala. Funds utilized for acquisition of assets are shown under Capital Fund (Fixed Assets) in the corresponding schedule 1 to the Balance sheet.
- 4.2 Fixed Assets Acquired out of Earmarked/Sponsored Project account are booked as expenditure in concerned project account. These assets are included in Fixed Assets by corresponding credit to Capital Fund (Fixed Asset - Project) in Schedule 1 to the balance sheet.
- 4.3 Fixed Assets are stated at cost of acquisition inclusive of inward Freight, duties and taxes and incidental and direct expenses related to acquisition of assets.
- 4.4 In respect of projects under construction, all direct expenses connected with the construction are capitalized under different sub-heads and apportionment of this expenditure to the specific assets are done on completion of the project on pro-rata basis. Fixed Assets received by way of non-monetary grants (other than towards the Corpus Fund) are capitalized at values stated on receipt and corresponding credit to Capital Fund.

5. Depreciation

- 5.1 Depreciation is provided on written down value method as per rates specified in the Income-tax Act, 1961 except depreciation on cost adjustments arising on account of conversion of foreign currency liabilities for acquisition of fixed assets, which is amortized over the residual life of the respective assets.
- 5.2 In respect of additions to/deductions from fixed assets during the year, depreciation for the full year is charged for the assets acquired and put to use for 180 days and above and 50% of the depreciation is charged for the assets acquired and put to use for less than 180 days.
- 5.3 Though depreciation is taken to Income & Expenditure account to ascertain the total Recurring Expenditure, corresponding amount is reduced from the Capital Fund (Fixed Assets) and Capital Fund (Fixed Assets-Projects) so that the surplus of Income over expenditure is excluding the provision for depreciation.

Place : Kozhikode
Date : 31-05-2011

A.K. Shantharaman
FA & CAO



Auditor's Report (Cont'd)

Schedules

Indian Institute of Management Kozhikode
Schedules forming part of the accounts for the period ended 31st March 2011

Schedule 15 – significant accounting policies: -

6. Government Grants/Subsidies

- 6.1 The Institute is financed by the Government of India and Government of Kerala for setting up the infrastructure of the Institute. The Government of Kerala has committed to provide the land free of cost to the Institute.
- 6.2 The Plan Grants received is accounted as Capital Fund (Grant-in-aid) from where the share of Capital expenditure is transferred to Capital Fund (Fixed Assets) and the balance, if any, carried forward for the utilization/adjustment during the next year.
- 6.3 Government grants utilized towards capital cost of setting up Institute are treated as capital Fund (Fixed Assets). Grants in respect of specific fixed assets acquired are shown as a Deduction from the cost of related assets.
- 6.4 Govt. grant is accounted on accrual basis subject to the condition that the sanction orders for grant is received on or before balance sheet date.

7. Corpus Fund

- 7.1 Institute is covered under the block grant scheme of Govt. of India from the year 2005-06 onwards and accordingly the entire Surplus/Deficit in the income & expenditure account is transferred to Corpus Fund.
- 7.2 Interest accrued on Corpus Fund Investment and Loans and Advances granted out of Corpus Fund are directly credited to the Corpus Fund Account without taking to Income & Expenditure Account. This change is done in compliance with requirement of 'Block Grant Scheme'.

8. Depreciation Fund

Depreciation Fund created by transferring the amount of depreciation charged every year to ensure availability of sufficient funds as and when the old assets has to be replaced.

AK. Shantharaman
FA & CAO

Place : Kozhikode
Date : 31-05-2011



Auditor's
Report

(Cont'd)

Schedules

Indian Institute of Management Kozhikode
Schedules forming part of the accounts for the period ended 31st March 2011

Schdule 15 – significant accounting policies: -

9. Foreign Currency Transactions

Transactions denominated in foreign currency are accounted at the exchange rate prevailing on the date of the transaction.

10. Lease

Lease rentals are expensed with reference to lease terms.

11. Retirement Benefits

- 11.1 Liability towards gratuity payable on death/retirement of employees is provided through the Group Gratuity Scheme of the Life Insurance Corporation of India. Investment portion of premium paid to LIC is accounted as Investment.
- 11.2 Provision for accumulated leave encashment benefit to the employees is computed on the assumption that employees are entitled to receive the benefits as at each year end.
- 11.3 In respect of employees covered under the Pension Scheme the amount received from their previous employers towards discharge of their pension liability is taken to a separate Pension Fund account and invested suitably.
- 11.4 Provision for payment of pension in respect of the service rendered in the Institute has been made as per Govt. of India pension / commutation rules.
Pension payment made during the year is charged off to the revenue.

A.K. Shantharaman
FA & CAO

LT. COL. (Retd) Julius George
CAO

Prof. Debashis Chatterjee
Director

Place : Kozhikode
Date : 31-05-2011



Auditor's Report (Cont'd)

Schedules

Indian Institute of Management Kozhikode
Schedules forming part of the accounts for the period ended 31st March 2011

Schedule 16 - Contingent Liabilities And Notes On Accounts: -

1. Contingent Liabilities

Claims against the institute not acknowledged as debts	Rs. 229.76 Lakhs (Previous Year Rs.114.07 lakhs)
In respect of:	
Bank guarantees given by/on behalf of the Institute	Rs . NIL (Previous Year Rs.NIL)
Letters of Credit opened by Bank on behalf of the Institute	Rs. NIL (Previous Year Rs.NIL)
Bills discounted with Banks	Rs NIL (Previous Year Rs.NIL)
Disputed demand in respect of:	
Income Tax	Rs NIL (Previous Year Rs.NIL)
Sales Tax	Rs NIL (Previous Year Rs.NIL)
Service Tax	Rs. 227.31 Lakhs (Previous Year Rs. 114.07 Lakhs)
Municipal Taxes	Rs. NIL(Previous Year Rs.NIL)
In respect of claims from parties for non-execution of orders, but Contested by the Institute	Rs. 2.45 Lakhs (Previous Year Rs. NIL)

2. Capital Commitments

Estimated value of contracts remaining to be executed on capital account and not provided for (net of advances)	Rs. 409.52 (Previous Year Rs.1,586.82 lakhs)
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3. Current Assets, Loans and Advances

In the opinion of the Management, the current assets, loans and advances have a value on realization in the ordinary course of business, equal at least to the aggregate amount shown in the Balance Sheet.

Place: Kozhikode
Date : 31-05-2011

A.K. Shantharaman
FA&CAO



Auditor's
Report

(Cont'd)

Schedules

Indian Institute of Management Kozhikode
Schedules forming part of the accounts for the period ended 31st March 2011

Schedule 16 - Contingent Liabilities And Notes On Accounts: -

4. Foreign Currency Transactions

Value of Imports Calculated on CIF Basis:	Current Year.	Previous Year
Capital Goods/Equipments	NIL	USD 90000
Expenditure in foreign currency		
a) Travel & Seminar fee for faculty	USD 10935	USD 7235
	GBP 440	
	EUR 555	
	CHF 13500	
	SGD 920.20	
b) Remittances and interest payment to financial Institutions/Banks in foreign currency	NIL	
c) Other Expenditure:		
Institutional Membership	USD 650	USD 758
	GBP 4789	
	AUD 3740	
Purchase of books, Journals,	USD 22572.94	USD 175
	GBP 1607.05	GBP 8381.68
		AUD 3740
Software etc	USD 21418.08	USD 665
	GBP 3140.80	GBP 3284.84
		AUD 3740
	EUR 3502.50	EUR 2250
Legal and Professional Expenses	NIL	NIL
Miscellaneous Expenses	NIL	NIL
Earnings : Fees from NRI Students	NIL	NIL

Place: Kozhikode
Date : 31-05-2011

A.K. Shantharaman
FASCAO



Auditor's Report (Cont'd)

Schedules

Indian Institute of Management Kozhikode
Schedules forming part of the accounts for the period ended 31st March 2011

Schedule 16 - Contingent Liabilities And Notes On Accounts: -

5. Taxation

- 1. The Institute is exempt from Income Tax under Section 10 (23 C) (iii ab) of the Income - Tax Act 1961, and therefore, no provision for income tax has been made in the accounts.
- 2. CAT Group has not intimated Institute's share of CAT Income for the current year till the date of finalization of accounts. Accordingly, the CAT Income is not accounted for in the books of accounts and to this extent income of the Institute is understated. Rs. 283.15 Lakhs shown as CAT Income is pertaining to the year 2009-10, received during the current year.
- 3. Statutory audit fee for the financial years and 2009-10 and 2010-11 is not provided for in the books of accounts as the quantum of audit fee has not been intimated by the audit. Rs. 0.95 Lakh shown as statutory audit fee is pertaining to the year 2008-09, paid during the current year.
- 4. The Institute has reclassified 'Buildings' from Non-Residential to Residential, which amounted to Rs. 692.64 lakhs during the previous year. During the year, the Institute has reworked the depreciation with retrospective effect on residential building and has written back excess depreciation of Rs. 84.47 lakhs, which has reduced from current year depreciation.
- 5. Depreciation Fund of Rs. 823.69 Lakhs is created during the current year, total being 2,445.81 Lakhs. Depreciation Fund Investment of Rs. 2,500.00 Lakhs is made during the current year.
- 6. The provision for Architect Fee is not made pertaining to the work of Phase IV Campus construction carried out by CPWD as it could not be ascertained due to the fact that the building-wise cost break up is not provided by CPWD.
- 7. Corresponding figures of the previous year have been regrouped/rearranged wherever necessary.
- 8. Schedules 1 to 16 are annexed to and form an integral part of the Balance Sheet as at 31-03-2011 and the Income and Expenditure Account for the year ended on that day.

A.K. Shantharaman
FA & CAO

LT. COL. (Retd) Julius George
CAO

Prof. Debashis Chatterjee
Director

Place : Kozhikode
Date : 31-05-2011





Indian Institute of Management Kozhikode

ANNUAL FINANCIAL STATEMENTS

2010-2011

Indian Institute of Management Kozhikode
BALANCE SHEET AS AT 31-03-2011

PARTICULARS	Schedule No.	(Rs. In Lakhs)	
		As at 31-Mar-2011	As at 31-Mar-2010
CORPUS / CAPITAL FUND AND LIABILITIES			
CORPUS / CAPITAL FUND ACCOUNT	1	14,619.08	11,806.35
RESERVES AND SURPLUS	2	11,035.06	10,115.33
EARMARKED/ ENDOWMENT FUNDS	3	2,811.47	1,793.61
CURRENT LIABILITIES AND PROVISIONS	4	779.73	684.72
TOTAL		29,245.34	24,400.01
ASSETS			
FIXED ASSETS	5	11,192.13	10,062.17
INVESTMENTS - FROM EARMARKED/ENDOWMENT FUNDS	6	3,089.86	1,340.46
INVESTMENTS - FROM CORPUS FUND	7	10,400.00	8,650.00
CURRENT ASSETS, LOANS, ADVANCES ETC.	8	4,563.35	4,347.38
TOTAL		29,245.34	24,400.01
SIGNIFICANT ACCOUNTING POLICIES	15		
CONTINGENT LIABILITIES AND NOTES ON ACCOUNTS	16		

PLACE: KOZHIKODE
DATE : 31-05-2011

Sd/-
A.K. SHANTHARAMAN
F.A.&C.A.O.

Sd/-
LT. COL. (Retd) JULIUS GEORGE
C.A.O.

Sd/-
Prof. DEBASHIS CHATTERJEE
DIRECTOR

Indian Institute of Management Kozhikode
INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2011

PARTICULARS		Schedule No.	2010-2011	2009-2010
			(Rs. In Lakhs)	
INCOME				
Fees		9	3,785.93	2,832.20
Non Plan Grant			294.00	1,214.39
Interest Earned on Investment		10	-	-
Interest Earned		11	149.81	180.30
Other Income		12	20.43	15.29
TOTAL (A)			4,250.17	4,242.18
EXPENDITURE				
Establishment Expenses		13	837.72	827.85
Other Administrative Expenses etc.		14	1,438.49	1,001.68
Depreciation		5	823.24	809.11
Depreciation on Assets procured under sponsored projects		5	0.45	1.06
TOTAL (B)			3,099.90	2,639.70
Balance being excess of Income over Expenditure (A-B)				
Transfer of Depreciation (Fixed Assets) to Capital Fund A/c.			1,150.27	1,602.48
Transfer of Depreciation (Fixed Assets-Projects) to Capital Fund			823.24	809.11
Transfer to Depreciation Fund			0.45	1.06
Transfer to CPF General Reserve			(823.69)	(810.17)
Transfer to Staff Welfare Fund			0.60	(8.12)
			(36.20)	(30.61)
BALANCE BEING SURPLUS/(DEFICIT) TRANSFERRED TO CORPUS FUND			1,114.67	1,563.75
SIGNIFICANT ACCOUNTING POLICIES				
CONTINGENT LIABILITIES AND NOTES ON ACCOUNTS				
		15		
		16		

PLACE: KOZHIKODE
 DATE : 31-05-2011

Sd/-
A.K. SHANTHARAMAN
 F.A.&C.A.O.

Sd/-
LT. COL. (Retd) JULIUS GEORGE
 C.A.O.

Sd/-
Prof. DEBASHIS CHATTERJEE
 DIRECTOR

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31-03-2011

PARTICULARS	2010-2011	2009-2010
(Rs. In Lakhs)		
SCHEDULE: I - CAPITAL FUND:		
A1. Capital Fund (Fixed Assets):		
(A) Non-Depreciable Assets		
Balance as at the beginning of the year	791.04	790.91
Add: Paid for Land during the year	5.10	0.13
Balance at the year end (A)	796.14	791.04
(B) Depreciable Assets		
Balance as at the beginning of the year	9,269.98	7,123.87
Add: Capital Expenditure incurred during the year	1,948.55	2,956.64
Less: Depreciation written off during the year	(823.24)	(809.11)
Less: Cost of Vehicles disposed off during the year	-	(13.93)
Add: Accumulated Depreciation on Vehicles	-	12.51
Balance at the year end (B)	10,395.29	9,269.98
TOTAL AT THE YEAR END (A+B) (A1)	11,191.43	10,061.02
A2. Capital Fund (Fixed Assets-Projects):		
Balance as at the beginning of the year	1.15	2.21
Add: Capital Expenditure incurred during the year	-	-
Less: Depreciation written off during the year	(0.45)	(1.06)
Balance at the year end (A2)	0.70	1.15
TOTAL AT THE YEAR END (A1+A2) (I)	11,192.13	10,062.17

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PLACE: KOZHIKODE

DATE : 31-05-2011



Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31-03-2011

PARTICULARS	2010-2011	2009-2010
(Rs. In Lakhs)		
II. Capital Fund (Grant-in-Aid)		
A. Govt. of India - Plan - Capital Assets		
Balance as at the beginning of the year	1,441.27	2,775.46
Add : Grant-in-Aid received from Govt. of India	2,420.00	1,000.00
Add : Amount transferred from Corpus Fund	1,050.00	
Less: Transferred to Capital Fund (FA)	(1,873.65)	(2,336.14)
Add: Amount released on disposal of Vehicles	-	1.95
Balance as at the year end (A)	3,037.62	1,441.27
B. Govt. of India - Plan - General		
Balance as at the beginning of the year	-	-
Add : Grant-in-Aid received from Govt. of India	80.00	-
Less: Transferred to Capital Fund (FA)	(80.00)	-
Balance as at the year end (B)	-	-
C. Govt. of India - Plan - OSC (Recurring and Non-Recurring)		
Balance as at the beginning of the year	-	-
Add : Grant-in-Aid received from Govt. of India	294.00	1,005.00
Less: Transferred to Capital Fund (FA) being Grants towards Non-Recurring Expenditure received	-	(620.50)
Less: Transferred to Income and Expenditure Account being Grants towards Recurring Expenditure received	(294.00)	(384.50)
Balance as at the year end (C)	-	-

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PLACE: KOZHIKODE
DATE : 31-05-2011

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31-03-2011

PARTICULARS	2010-2011	2009-2010
(Rs. In Lakhs)		
D. Govt. of India - Non-Plan - towards Pay Revision		
Balance as at the beginning of the year	-	49.70
Add : Grant-in-Aid received from Govt. of India	-	97.19
Less: Transferred to Income and Expenditure Account being 80% of amount incurred towards pay revision	-	(146.89)
Balance as at the year end (D)	-	-
E. Govt. of Kerala		
Balance as at the beginning of the year	2.90	3.03
Add: Grant-in-Aid received	1.00	-
Less: Paid for Land	0.00	(0.13)
Balance as at the year end (E)	3.90	2.90
F. CPF MEMBERS ACCOUNT		
Balance at the beginning of the year	300.01	214.77
Add : Subscriptions during the year	77.92	81.27
Add : Interest credited during the year	24.25	18.28
Add : Amount transferred from previous employers	5.31	-
Less: Withdrawals made during the year	(20.63)	(13.84)
Less: Amount forfeited to members during the year	(1.43)	(0.47)
Balance as at the year end (F)	385.43	300.01
TOTAL BALANCE AT THE YEAR END (A+B+C+D+E+F) II	3,426.95	1,744.18
TOTAL (I+II)	14,619.08	11,806.35

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PLACE: KOZHIKODE
DATE : 31-05-2011



Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31-03-2011

PARTICULARS	2010-2011	2009-2010
(Rs. In Lakhs)		
SCHEDULE 2 - RESERVES AND SURPLUS		
A. Corpus Fund		
Balance at the beginning of the year	10,110.12	7,828.02
Add : Loan Amount recovered during the year	1.93	2.53
Add : Amount transferred from Income & Expenditure A/c	1,114.67	1,563.75
Add : Interest on Corpus Fund Investment	852.14	716.05
Add: Interest Charged on Recoverable Loan A/cs.	0.65	0.85
Less: Amount transferred to Plan - General - Capital Assets	(1,050.00)	-
Less: Recoverable Loan paid from corpus Fund	(0.49)	(1.08)
Balance as at the year end (A)	11,029.02	10,110.12
B. CPF General Reserve A/c.		
Balance at the beginning of the year	2.40	(5.72)
Add: Surplus / (Deficit) transferred from Income & Expenditure A/c.	(0.60)	8.12
Balance as at the year end (B)	1.80	2.40
C. CPF Forfeited A/c.		
Balance at the beginning of the year	2.81	2.33
Add: Amount forfeited during the year	1.43	0.48
Balance as at the year end (C)	4.24	2.81
TOTAL (A + B + C)	11,035.06	10,115.33

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PLACE: KOZHICODE
 DATE : 31-05-2011

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31-03-2011

SCHEDULE 3 - EARMARKED/ENDOWMENT FUNDS

PARTICULARS	EARMARKED FUNDS						As at 31st March 2011	As at 31st March 2010
	Pension Fund	Gratuity Fund	Depreciation Fund	Staff Welfare Fund	IDL Research Grant			
							(Rs. In Lakhs)	
a) <u>Opening balance of the funds</u>	171.42	61.33	1,514.03	30.61	16.23			866.78
b) <u>Additions to the Funds :</u>								
i. Grants received / Contributions made	19.49	26.64	823.69	36.20	-			856.59
ii. Income from Investments / Savings Bank A/c	6.56	7.67	108.09	-	-			8.28
iii. Fees / Contributions received	-	-	-	-	-			91.74
iv. Prior Period income/Amount recd from Advance	-	-	-	-	-			-
TOTAL (a+b)	197.47	95.64	2,445.81	66.81	16.23			1,823.39
c) <u>Utilisation/Expenditure towards objectives of funds</u>								
i. <u>Capital Expenditure</u>								
- Fixed Assets	-	-	-	-	-			-
ii. <u>Revenue Expenditure</u>								
- Salaries, Wages and Allowances etc.	-	-	-	-	-			0.48
- Other Administrative expenses	-	-	-	9.88	-			19.85
- Payment to Members	-	0.61	-	-	-			7.20
iii. <u>Balance fund amount remitted/refunded</u>	-	0.61	-	9.88	-			27.53
iv. <u>Other Debits/Advances</u>	-	-	-	-	-			2.25
TOTAL	-	-	-	-	-			2.25
TOTAL (c)	-	0.61	-	9.88	-			-
NET BALANCE AS AT THE YEAR END (a+b-c)	197.47	95.03	2,445.81	56.93	16.23			1,793.61

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F.A.&C.A.O.

PLACE: KOZHIKODE
DATE : 31-05-2011



Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2011

PARTICULARS	As at 31-Mar-2011	As at 31-Mar-2010
(Rs. In Lakhs)		
SCHEDULE 4 - CURRENT LIABILITIES AND PROVISIONS		
A. CURRENT LIABILITIES		
1. Sundry Creditors:		
a) For Supplies and Services		
2. Advances, Deposits, etc.,	172.08	151.81
a) Caution Deposits from Students		
b) Retention Money	76.09	54.09
c) Earnest Money Deposits	37.81	43.38
d) Consultancy Projects A/c.	20.22	11.58
3. Statutory Liabilities:	8.86	5.03
4. Other current Liabilities	-	5.10
5. Income received in advance	38.64	154.47
	0.76	0.08
TOTAL (A)	354.46	425.54
B. PROVISIONS		
1. Accumulated Leave Encashment	134.70	96.85
2. Provision for Capital Expenditure	71.18	162.20
3. Provision for Revenue Expenditure	219.39	0.13
TOTAL (B)	425.27	259.18
TOTAL (A + B)	779.73	684.72

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PLACE: KOZHIKODE
DATE : 31-05-2011

Indian Institute of Management Kozhikode SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2011

SCHEDULE 5 - FIXED ASSETS

DESCRIPTION	GROSS BLOCK				DEPRECIATION				NET BLOCK	
	Cost/valuation as at 1-Apr-2010	Additions during the year	Adjustments during the year	Cost/valuation as at 31-Mar-2011	As at 1-Apr-2010	On Additions during the year	Adjustments during the year	Total upto 31-Mar-2011	As at 31-Mar-2011	As at 31-Mar-2010
A. NON DEPRECIABLE ASSETS: -										
1. LAND										
a) Freehold	791.04	5.10	-	796.14	-	-	-	-	796.14	791.04
TOTAL A	791.04	5.10	-	796.14	-	-	-	-	796.14	791.04
B 1. DEPRECIABLE ASSETS: -										
1. BUILDINGS :										
a) On Freehold Land (Academic)	5,067.38	1,821.91		6,889.29	1,768.89	420.98		2,189.87	4,699.42	3,298.49
b) On Freehold Land (Residential)	1,096.09	434.39		1,530.48	223.04	54.51	(84.47)	193.08	1,337.40	873.05
c) Road, Boundary walls, Drains etc	873.88	-		873.88	363.35	51.05		414.40	459.48	510.53
2. PLANT MACHINERY										
a) Electrical Installations	775.90	13.65		789.55	258.52	79.25		337.77	451.78	517.37
b) Water supply Installation	214.13	-		214.13	123.09	13.66		136.75	77.38	91.04
3. VEHICLES	47.38	(0.10)		47.28	19.03	4.24		23.27	24.01	28.34
4. FURNITURE, FIXTURES	868.27	149.86		1,018.13	361.70	61.83	(0.12)	423.41	594.72	506.57
5. OFFICE EQUIPMENT	234.74	16.22		250.96	129.51	17.49		147.00	103.96	105.23
6. COMPUTER/PERIPHERALS	649.39	100.73		750.12	608.19	74.86		683.05	67.07	41.20
7. LIBRARY BOOKS										
- BOOKS/DATABASE/VIDEOS	582.99	122.73		705.72	533.84	83.20		617.04	88.68	49.15
- JOURNALS	479.29	46.56		525.85	473.54	46.73		520.27	5.58	5.75
8. OTHER FIXED ASSETS	0.30	0.08		0.38	0.20	0.02		0.22	0.16	0.11
TOTAL B (1)	10,889.74	2,706.03	-	13,595.77	4,862.90	907.82	(84.59)	5,686.13	7,909.64	6,026.83
B 2. CAPITAL, WORK - IN - PROGRESS										
TOTAL B (B1 + B2)									2,485.65	3,243.15
									10,395.29	9,269.98
C. PROJECT DEPRECIABLE ASSETS: -										
1. FURNITURE, FIXTURES	0.79	-	-	0.79	0.32	0.05		0.37	0.42	0.48
2. COMPUTER/PERIPHERALS	62.00	-	-	62.00	61.32	0.40		61.72	0.28	0.67
3. LIBRARY BOOKS	2.73	-	-	2.73	2.73	-		2.73	-	-
TOTAL (C)	65.52	-	-	65.52	64.37	0.45	-	64.82	0.70	1.15
GRAND TOTAL (A+B+C)	11,746.30	2,711.13	-	14,457.43	4,927.27	908.27	(84.59)	5,750.95	11,192.13	10,062.17

(Rs. in Lakhs)

Sd/-

A. K. SHANTHARAMAN
F.A. & C.A.O.

PLACE: KOZHIKODE
DATE : 31-05-2011



Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2011

PARTICULARS	As at 31-Mar-2011	As at 31-Mar-2010
SCHEDULE 6 - INVESTMENTS FROM EARMARKED/ENDOWMENT FUNDS		
1. Pension fund Investment	170.00	29.50
2. Group Gratuity Fund with LIC of India	95.03	61.32
3. CPF Investment	324.83	249.64
4. Depreciation Fund Investment	2,500.00	1,000.00
TOTAL	3,089.86	1,340.46
SCHEDULE 7 - INVESTMENTS - OTHERS - CORPUS FUND		
1. In Govt. of India Bonds 8%	3,900.00	4,650.00
2. Term Deposits with Banks	6,500.00	4,000.00
TOTAL	10,400.00	8,650.00
SCHEDULE 8 - CURRENT ASSETS, LOANS, ADVANCES ETC.,		
A. CURRENT ASSETS:		
1. Stock in Hand	28.99	20.92
2. Cash balances in hand (including cheques/drafts and imprest)		-
3. Bank Balances : a) With Scheduled Banks :		
- On Savings Accounts	565.05	230.93
- On Term Deposit	1,450.00	2,056.90
TOTAL (A)	2,044.04	2,308.75
B. LOANS, ADVANCES AND OTHER ASSETS		
1. Advances and other amounts recoverable in cash or in kind or for value to be received :		
a) On Capital Account: Mobilisation/Contractors Advances	1,595.39	1,518.33
b) Prepayments	81.56	74.14
c) Advances to Staff	20.86	7.81
d) Deposits	18.66	15.49
2. Interest accrued on Investment and Funds	782.82	397.55
3. Other Receivables including CPF Loans to the members	20.02	25.31
TOTAL (B)	2,519.31	2,038.63
TOTAL (A+B)	4,563.35	4,347.38

(Rs. In Lakhs)

Sd/-

A.K. SHANTHARAMAN
F.A.&C.A.O.

PLACE: KOZHIKODE
DATE : 31-05-2011

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31-03-2011

PARTICULARS	2010-2011	2009-2010
(Rs. In Lakhs)		
<u>SCHEDULE 9 - FEES</u>		
A. PGP Tuition Fees	2,751.31	1,979.87
Total (A)	2,751.31	1,979.87
B. Other than Tuition Fees		
1) MDP and Consultancy fees	142.30	91.08
2) FDP Programme fees	17.27	6.78
3) Income from Seminars / Conferences	4.33	5.63
4) IDL Programme Fees	560.49	263.54
5) FPM Application Fees	0.69	0.80
6) Placement Fee	26.39	13.50
7) Income from CAT Activities	283.15	471.00
Total (B)	1,034.62	852.33
TOTAL (A + B)	3,785.93	2,832.20

Sd/-

A.K. SHANTHARAMAN
F.A.&C.A.O.

PLACE: KOZHIKODE
DATE : 31-05-2011



Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31-03-2011

PARTICULARS	2010-2011	2009-2010
(Rs. In Lakhs)		
<u>Schedule 10 Income From Investments</u>		
Interest: a) <u>Bonds / Funds</u>		
Corpus Fund	340.52	361.45
Pension Fund Investments	6.56	3.40
Gratuity Fund Investment With LIC of India	7.67	4.84
TOTAL (a)	354.75	369.69
b) <u>On Bank Deposits</u>		
Corpus Fund	511.62	354.60
Depreciation Fund	108.09	-
Indian Strategy towards High Economic Growth	-	0.04
TOTAL (b)	619.71	354.64
GRAND TOTAL OF (a + b)	974.46	724.33
Transferred to Earmarked / Endowment Funds	974.46	724.33
Balance taken to Income & Expenditure A/c.	-	-

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Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31-03-2011

PARTICULARS	(Rs. In Lakhs)	
	2010-2011	2009-2010
<u>SCHEDULE 11 - INTEREST EARNED</u>		
1) On Term Deposits		
a) With Scheduled Banks	126.90	169.09
2) On Savings Accounts:		
a) With Scheduled Banks	22.38	10.05
3) On Loans:		
a) Others: Interest on advances etc	0.53	1.16
TOTAL	149.81	180.30
<u>SCHEDULE 12 - OTHER INCOME</u>		
1) Licence Fee/Guest House Charges	12.54	10.54
2) Application Form- Contractors	0.55	0.35
3) Miscellaneous Income	4.70	4.26
4) Prior Period Income	2.64	0.14
TOTAL	20.43	15.29

PLACE: KOZHIKODE
DATE : 31-05-2011

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F.A. & C.A.O.



Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31-03-2011

PARTICULARS	2010-2011	2009-2010
(Rs. In Lakhs)		
<u>SCHEDULE 13 - ESTABLISHMENT EXPENSES</u>		
Salaries and Wages	590.15	540.09
Allowances and Bonus	47.51	40.01
Contribution to PF	33.77	33.76
Staff Welfare Expenses	81.33	41.88
Expenses on Employees' Retirement and Terminal Benefits	80.98	167.56
Stipend to Trainees	3.83	4.21
Stipend to Apprentices	0.15	0.34
TOTAL	837.72	827.85
<u>SCHEDULE 14 - OTHER ADMINISTRATIVE EXPENSES ETC.:</u>		
Electricity and Water Charges	104.72	97.04
Insurance on Assets	5.29	6.58
Repairs and Maintenance Expenses	343.40	220.79
Rent Rates and Taxes	0.70	1.95
Vehicle Running and maintenance	7.35	9.51
Postage Telephone & Communication Charges	20.30	15.53
Printing and Stationery	35.61	31.92
Travelling and Conveyance Expenses	111.93	58.93

PLACE: KOZHIKODE
 DATE : 31-05-2011

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Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31-03-2011

PARTICULARS	(Rs. in Lakhs)	
	2010-2011	2009-2010
Board of Governors Meeting Expenses	4.23	5.13
Membership and subscription Charges	4.19	1.42
Legal & Professional Charges	2.23	3.76
Auditor's Remuneration	0.95	0.81
Hospitality Expenses	5.88	3.55
Advertisement and publicity	71.32	51.79
IT & Communication Activity Expenses	50.75	37.78
Recruitment Expenses	8.52	7.53
Direct PGP Expenses	329.61	286.73
Direct MDP Expenses	112.57	41.45
Direct FDP Expenses	6.39	0.00
Direct IDL HECL Expenses	116.30	55.48
FPM Expenses	40.45	31.03
Research Expense	1.64	0.97
Conferences, Seminar & Workshop Expenses	13.40	7.69
International Interaction/Linkage expenses	0.16	0.46
Other Administrative Expenses	40.32	22.04
Prior Period Expenditure	0.28	1.81
TOTAL	1,438.49	1,001.68

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A.K. SHANTHARAMAN
F.A.&C.A.O.

PLACE: KOZHICODE
DATE : 31-05-2011



Indian Institute of Management Kozhikode
RECEIPTS AND PAYMENTS ACCOUNT FOR THE YEAR ENDED 31-03-2011

(Rs. In Lakhs)

RECEIPTS		PAYMENTS		2010-11	2009-10	2010-11	2009-10
Particulars	Particulars	2010-11	2009-10	Particulars	Particulars	2010-11	2009-10
I. Opening Balance:							
a) Cash in hand		-	-			822.97	754.95
b) Cash at Bank		230.92	523.19			1,208.74	984.52
II. Grants Received						10.49	29.78
a) From Govt. of India :Plan		2,794.00	2,005.00				
b) From Govt. of India : Non Plan		-	882.52				
c) From Govt. of Kerala		1.00	1.00			33.71	401.91
d) For sponsored projects		-	0.62			1,750.00	18.22
III. Interest Received						140.50	210.00
a) On Investments		539.00	409.35			1,500.00	1,000.00
b) On Bank Deposits							
c) on others		149.20	130.57				
IV. Other Income						2,004.20	2,838.90
a) PGP Tuition fees		2,751.30	1,985.33				
b) Income from MDP		151.28	75.38			61.09	196.17
c) Income from IDL		473.29	319.65			32.75	34.83
d) Income from Seminars, Conferences		4.33	4.34				8.64
e) Income from Consultancy		7.83	5.39			1.93	18.87
f) Placement Fee receipts		26.39	13.50			91.01	0.02
g) Miscellaneous Receipts		38.72	107.31				
V. Other Receipts							
a) Earmarked endowment fund receipts		159.80	111.90			565.04	230.92
b) CAT Receipts		283.70	77.09				
c) Out of Term Deposits		606.91	-				
d) Deposits from students		0.96	66.72				
e) EMD/SD/Retention Money		3.06	-				
f) Miscellaneous Receipts		-	6.45				
Total		8,222.43	6,727.73	Total		8,222.43	6,727.73

Sd/-

PLACE: KOZHIKODE
DATE : 31-05-2011

Sd/-

A.K. SHANTHARAMAN
F.A.&C.A.O.

Sd/-

LT. COL. (Retd) JULIUS GEORGE
C.A.O.

Prof. DEBASHIS CHATTERJEE
DIRECTOR

Board of Governors

List of Members of the IIMK Board of Governors as on March 31, 2011 is given below:

1. **Dr. A.C. Muthiah**
Chairman
Board of Governors, IIM Kozhikode
Chairman
SPIC House, Chennai
2. **Shri T.K.A. Nair, IAS**
Principal Secretary to Prime Minister of India
Prime Minister's Office, New Delhi
3. **Shri S.K. Ray**
Additional Secretary and Financial Advisor
Ministry of Human Resource Development, New Delhi
4. **Shri N.K. Sinha**
Additional Secretary
Ministry of Human Resource Development, New Delhi
5. **Shri Tom Jose, I A S**
Principal Secretary (Higher Education)
Government of Kerala, Thiruvananthapuram
6. **Shri K. C. Mohan**
Former Chairman & Managing Director
MECON (SAIL), Chennai
7. **Prof. Diwakar Minz, D.Litt**
Ranchi, Jharkhand
8. **Dr. Uddesh Kohli**
Chairman Emeritus
Construction Industry Development Council, New Delhi
9. **Shri T. T. Thomas**
Former Chairman & Managing Director
FACT Limited, New Delhi
10. **Shri N. Sankar**
Chairman & Managing Director
Sanmar Group, Chennai
11. **Shri Onkar S. Kanwar**
Chairman, Appollo Tyres, New Delhi



Board of Governors

(Cont'd)

12. **Prof. S. S. Mantha**
Actg. Chairman
All India Council for Technical Education, New Delhi

13. **Shri Jacob Mathew**
Executive Editor & Director
Malayala Manorama, Kottayam

14. **Dr. Pritam Singh**
Director General
International Management Institute
B- 10, Qutab Institutional Area
Tara Crescent, New Delhi

15. **Prof. Debashis Chatterjee**
Director, IIM Kozhikode

16. **Prof. B.S. Pawar**
Professor, IIM Kozhikode

17. **Prof. Sanal Kumar Velayudhan**
Professor, IIM Kozhikode

18. **Lt. Col. (Retd.) Julius George**
Chief Administrative Officer, IIM Kozhikode
(Secretary to the Board)

The Board met on four occasions during the year 2010-11. The date, venue and attendance in the meeting were as under:

- 51st Meeting on July, 24, 2010 at Kozhikode
- 52nd Meeting on October, 04, 2010 at New Delhi
- 53rd Meeting on January, 06, 2011 at Chennai
- 54th Meeting on March, 19, 2011 at Kozhikode

IIMK Society

The list of members of the IIMK Society as on March 31, 2010 is given below:

Dr. A.C. Muthiah

Chairman
Board of Governors, IIM Kozhikode
Chairman SPIC, Chennai

Shri T.K.A. Nair

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

Shri S.K. Ray

Additional Secretary and Financial Advisor
Ministry of Human Resource Development, New Delhi

Shri N.K. Sinha

Additional Secretary
Ministry of Human Resource Development, New Delhi

Shri Tom Jose, IAS

Principal Secretary (Higher Education)
Government of Kerala, Thiruvananthapuram

Shri K. C. Mohan

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

Dr. Uddesh Kohli

Chairman Emeritus
Construction Industry Development Council, New Delhi

Shri T. T. Thomas

Former Chairman & Managing Director, FACT Limited, New Delhi

Prof. S. S. Mantha

Actg. Chairman
All India Council for Technical Education, New Delhi

Prof. N. Ravichandran

Director, IIM Indore

Shri M. Damodaran

The Damodaran Group
Pragati Bhavan, Mezzanine floor
Jai Singh Road, New Delhi-110001



IIMK Society

(Cont'd)

Shri R. Seshasayee

Managing Director

Ashok Leyland Ltd.

No-1, Sardar Patel Road Guindy, Chennai- 600032

Dr. K. Madhavan Kutty

Poonthanam, Chinthavalappu, Kozhikode

Dr. S. R. K. Prasad

Managing Director, Krishna Industrial Corporation Ltd, Coimbatore

Prof. Debashis Chatterjee

Director, IIM Kozhikode

Prof. B.S. Pawar

Professor, IIM Kozhikode

Prof. Sanal Kumar Velayudhan

Professor, IIM Kozhikode

Lt. Col. (Retd.) Julius George

Chief Administrative Officer, IIM Kozhikode

(Secretary to the IIMK Society)

The society held two meetings during the year as shown below:

22nd Meeting on October, 04, 2010 at New Delhi

23rd Meeting on March, 19, 2011 at Kozhikode



Faculty (As on 31st March 2011)

Dr. K. Unnikrishnan Nair	Professor
Dr. P. Rameshan	Professor
Dr. P. R. Bhatt	Professor
Dr. Sanal Kumar Velayudhan	Professor
Dr. Badrinarayn Shankar Pawar	Professor
Dr. R. Radhakrishna Pillai	Professor
Dr. Saji Gopinath	Professor
Dr. Krishna Kumar Ladha	Professor
Dr. M.P. Sebastian	Professor
Dr. Kulbhushan Balooni	Associate Professor
Dr. Gopal Chaudhary	Associate Professor
Dr. Anjan Kumar Swain	Associate Professor
Dr. Sanjay Jharkharia	Associate Professor
Dr. S. S. S. Kumar	Associate Professor
Dr. Debabrata Chatterjee	Associate Professor
Dr. Keyoor Purani	Associate Professor
Dr. C. Raju	Associate Professor
Dr. Anandakuttan B Unnithan	Assistant Professor
Dr. G. Sridhar	Assistant Professor
Dr. Sthanu R. Nair	Assistant Professor
Dr. Joffi Thomas	Assistant Professor
Dr. Abhilash S. Nair	Assistant Professor
Dr. T. N. Krishnan	Assistant Professor
Dr. Rupesh Kumar Pati	Assistant Professor
Dr. Nandakumar M. K.	Assistant Professor
Dr. Shubhasis Dey	Assistant Professor
Dr. Rajesh S Upadhyayula	Assistant Professor
Dr. Joshy Joseph	Assistant Professor
Dr. G. Anand	Assistant Professor
Dr. Kausik Gangopadhyay	Assistant Professor
Dr. S Asharaf	Assistant Professor



Visiting Faculty (As on 31st March 2011)

Dr. Lakshmi S Ladha	Professor
Dr. Sukumaran Bhaskaran	Professor
Dr. Mahesh P. Bhave	Professor
Dr. Sudershan Kuntluru	Associate Professor
Dr. Arun Abraham Elias	Associate Professor
Dr. Leena Mary Eapen	Assistant Professor
Dr. ShivaKumar Srinivasan	Assistant Professor
Dr. Sony Thomas	Assistant Professor
Dr. Rahul Kumar Sett	Assistant Professor
Dr. Manoranjan Dhal	Assistant Professor
Dr. Atanu Adhikari	Assistant Professor
Dr. G. Thangamani	Assistant Professor
Dr. P.N. Ram Kumar	Assistant Professor
Dr. Saptarshi Purkayastha	Assistant Professor
Dr. G. Venkat Raman	Assistant Professor
Dr. Bikram Bahinipati	Assistant Professor
Dr. Anupam Das	Assistant Professor
Dr. Varsha Singh	Assistant Professor
Dr. Reena Kohli	Assistant Professor



Non Faculty
(As on 31st
March 2011)

Lt.Col. (Retd.) Julius George	Chief Administrative Officer
Dr. M. G. Sreekumar	Librarian
Shri Ashok Pathak	System Manager
Shri Rajiv Varma	Civil Engineer
Shri A. K. Shantharaman	Financial Advisor&Chief Accounts Officer
Pawan Kumar Singh	Senior Administrative Officer (Public Relations and Liaison)
Lt Col.(Retd) Cedric Thomas	Senior Administrative Officer (Academic Administration)
Madusoodanan P. G.	Senior Administrative Officer (General Administration)
Shri T. S. Ramakrishnan	Accounts Officer
Shri N. Ramachandran	Programmer
Shri V. V. Ravindran	Secretary to Director
Mrs. Lakshmi Viswanathan	Accounts Officer
Shri P. G. Muraleedharan	Administrative Officer
Shri K. Sadanandan	Administrative Officer
Shri T. Mohanan	Asst. Administrative Officer
Shri G. John	Asst. Administrative Officer
Shri Anil Kumar Pathiyath	Assistant Engineer
Smt. T. Sunitha	Asst. Librarian
Smt. P Sreejaya	Asst. Librarian
Shri K. Murugan	Asst. Administrative Officer
Shri Vinod Kumar K.	Asst. Administrative Officer
Shri K. T. Bose	Assistant Engineer
Shri John Gheevargese	Asst. Administrative Officer
Shri K. S. Jayakrishnan	Asst. Administrative Officer
Shri Anil A. M.	Assistant Programmer
Shri Rejeesh M. P.	Assistant Engineer
Shri P. Kesavan Nair	Assistant

Non Faculty
(As on 31st
March 2011)
(Cont'd)

Shri Shaji C. P.	Assistant
Shri Prasheeb Kumar K. K.	Assistant
Shri V. Madhusoodan	Assistant
Shri Raghupathy Hari	Assistant
Shri Sojan George	Executive Assistant
Dr. (Mrs.) Yamuna George	Executive Assistant
Shri Sudheesh Kumar K. M.	Technical Assistant
Shri Augustine George	Stenographer Grade-C
Shri Joshy Kuriakose	Jr. Library & Information Assistant
Shri Biju R.	Jr. Library & Information Assistant
Mrs. Sandhya T. V.	Junior Assistant
Mrs. Zeena K.	Junior Assistant
Shri Alekh P.	Junior Assistant
Mrs. Simmi K. G.	Junior Assistant
Shri Sanjay A. P.	Junior Engineer(Electrical)
Mrs. Divya Sasi	Stenographer Grade - D
Mrs. Sindhu J.	Stenographer Grade - D
Shri Shensha C.	Stores Assistant
Shri Kumaran K. P.	Office Support Staff (Academic)
Shri Ramesh Bahadur K. C.	Multi skilled Staff
Shri Vijayan K.	Driver cum Office Staff
Shri Baburajan P.	Driver cum Office Staff



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