



वार्षिक प्रतिवेदन | annual report 2013-14



भारतीय प्रबंध संस्थान कोषिकोड
Indian Institute of Management
Kozhikode

भारतीय विचारधारा का वैश्वीकरण *Globalizing Indian Thought*





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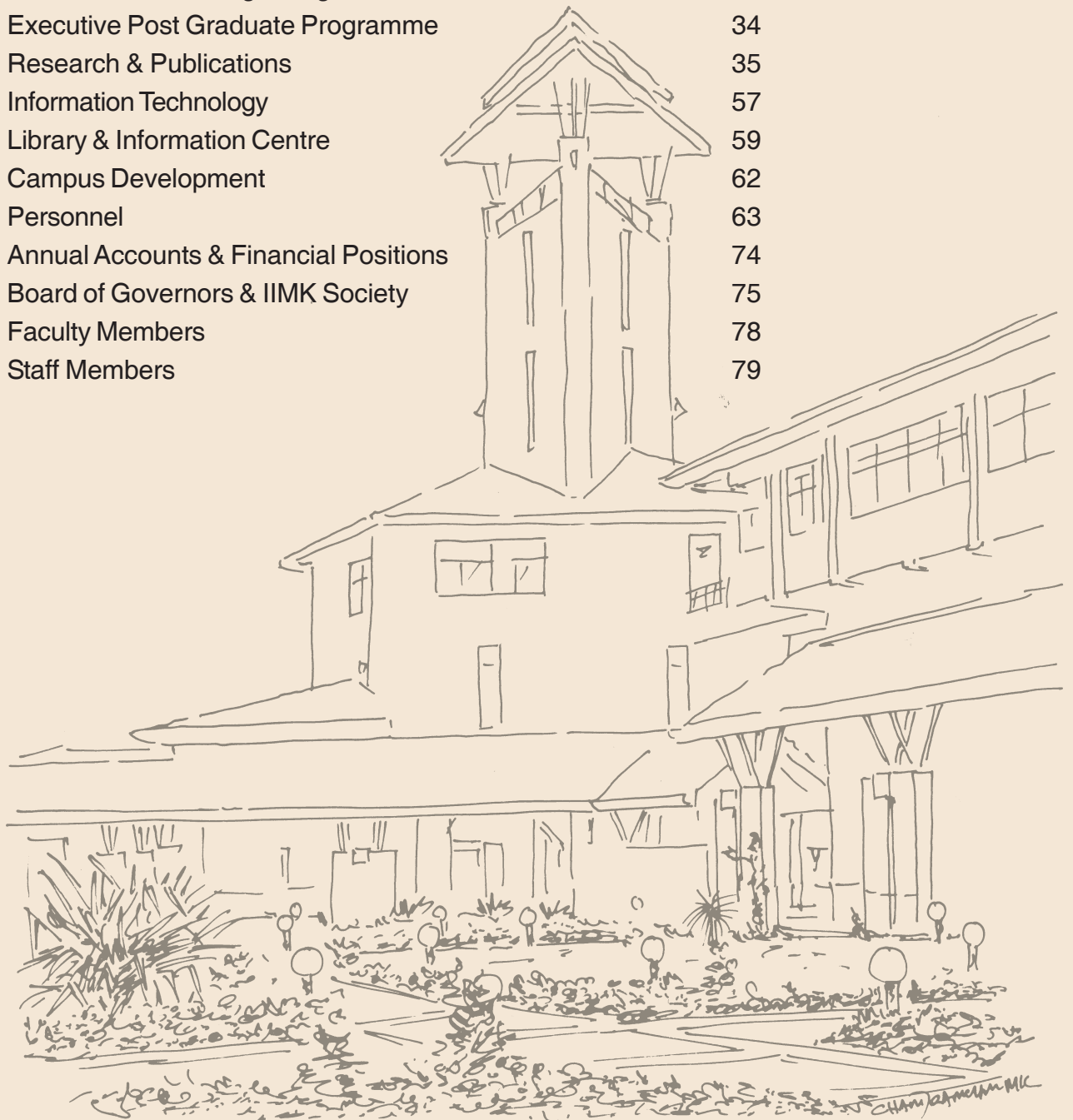
स्वप्न
DREAM

अन्वेषण
INNOVATE

सफलता
ACHIEVE

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IIM Kozhikode, for more than sixteen years, has been playing a seminal role in the growth of corporate sector and management education in India. IIMK, over the years, has produced very successful business leaders, management thinkers and wealth creators. I am delighted to share with all the stakeholders of the Institute, the exciting growth of IIM Kozhikode during the year 2013-14.

The 16th batch of Post Graduate Programme students graduated during the year. The sixteenth Convocation of the Institute for the PGP Batch 2012-14 was held on March 22, 2014 wherein 348 students received their diplomas. Ms. Ranjana Kumar (First Woman Chairman & Managing Director of a Public Sector Bank in India; First Woman Vigilance Commissioner, CVC, Government of India & First Woman to Head NABARD) was the Chief Guest during the function and delivered the convocation address. Ms. Chitra Ramkrishna, Managing Director & CEO, National Stock Exchange also graced the occasion as Guest of Honour.

The 17th batch of 365 students (*Gen: 174, OBC: 105, SC: 61, ST: 16 and PWD: 9*) were enrolled to the Post Graduate Programme during the year.

Despite the recessionary trend prevailing in the country, the Institute has been able to provide placement to all its graduating students of 16th batch of PGP.

The Interactive Learning Programme which was started in the year 2001-02 with a 300 contact hour (In Campus + Platform) programme, continued to offer diversified programmes to aspiring working Executives. This year, the valedictory function of ePGP was conducted along with the regular PGP convocation on March 22nd 2014. In all, 312 participants were awarded the Diplomas.

The Management Development Programmes continued to be an important activity of the Institute. During the year, a total of 96 MDPs were conducted and 2221 participants benefited from them.

Faculty Development Programmes continued to be yet another important area of activity of IIMK. During the year, as many as 14 FDPs were organized and 193 participants benefited from the FDPs.

The total revenue generated for this accounting year through MDP was Rs 6,82,57,731/- and FDP Rs 21,38,000/-.

Financial support to Fellow Programme participants has been revised from June 2013. The revised stipend is Rs.21,000 per month for the first and second years, Rs.25,000 in the third and fourth years and Rs.25,000 in the first six months of the fifth year. During the year, the 7th batch of FPM consisting of 9 students was admitted to the programme. The total strength of the FPM participants in five batches is 38. This year 6 FPM students were awarded with the title 'Fellow of IIM Kozhikode' during the convocation held on March 22, 2014.

Faculty contribution towards Research, Conference and Publication include a number of research articles published in eminent national and international journals, books, edited books, book chapters, case studies and working papers. Besides, the output of the research have also been presented in the eminent national and international conferences. Some of the papers have been also selected for the best paper awards. During the year, the Institute organized two national level and two international level conferences.

In terms of Students and Faculty Exchange Programme, new partnership contracts were signed with Business School, France, Plymouth University, UK, University of Lausanne, Switzerland, Group ESC Troyes, France, Sabanci University, Turkey, Asian Institute of Technology, Thailand, TuDelft University of Technology, Netherlands, Telecom E Cole De Management, France. A total of 76 students of the Institute spent a term in various partner Institutions and as many as 45 students from partner Institutions studied IIMK across 3 terms.

The Institute continued with its commitment to provide state of the art IT facilities to the IIMK user community. To achieve the above objective and also to improve pedagogy at IIMK, the computing facilities and services have continuously and significantly been improved during the year. The newly completed buildings have been connected to the campus LAN and equipped with the required IT infrastructure and facilities.

All the first phase residential houses were connected to campus LAN using ADSL technology to provide more reliable connectivity at these residences. This connectivity is in addition to the existing Wi-Fi connectivity to ensure redundancy and reliability.

The faculty strength of the Institute continued to rise and 7 new faculty members joined the Institute during the year. In terms of faculty enrichment, four faculty members attended the Harvard Business School Global Colloquium on Participant Centered Learning at Boston.

In line with the increase in the Institute's academic activities, the campus infrastructure facilities were further augmented with a view to boosting our in-campus capacity to accommodate our participants, delegates and other guests of various Management Development Programmes being organized by the institute. The Management Development Programme (MDP) Complex, having state-of-the-art academic and residential facilities had been partly (56 double-occupancy guest rooms) made occupiable. In addition, 3 Nos. 70-seater Classrooms, Auditorium, Office area, Business Centre (mini-conference room), Kitchen with Dining area, etc have also been made ready. While the interior furnishing & fit-outworks in the premium Guest rooms (30 Nos.) are getting ready, the next set of areas (including 3 Nos. 40-seater classrooms, Buzz rooms, etc.) are in various stages of completion and the works in the remaining areas have also been arranged for expeditious completion.

Meanwhile, as part of expanding the institute's infrastructure in accordance with its growing academic activities, a Satellite Campus of IIMK was set up in infopark premises, kochi in August 2012 for focusing on executive education in management besides other programs. The state-of-the-art infrastructure of IIMK's Satellite Campus, occupying about 12400 square feet of built-up area, was made operational in a short period of time.



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Apart from all these, the institute is poised for further expansion of its campus infrastructure in the near future to meet its academic growth requirement by way of developing the environment-friendly yet state-of-the-art Phase V campus buildings & structures planned to be constructed in the newly acquired land. The proposed Phase V campus infrastructure envisages world-class facilities that aim for some of the most ambitious GRIHA (i.e. Green Rating for Integrated Habitat Assessment) norms, with a view to minimize the carbon footprint of man-made structures, being attempted among any of the academic institutions for higher learning in our country. Besides an eco-friendly rainwater harvested pond for augmentation of water supply to the campus, there will also be multi-utility Hostels, Classrooms, Faculty Office, apartments and a state-of-the-art multi-purpose facility for sports and other academic/co-curricular activities together expected to cover a built-up area of more than 35,500 Square Meters. While the development of the first stage of the pond was taken directly by the Institute, the construction of other phase V campus building & structures have been entrusted to CPWD and out of which, the construction of the compound wall has already commenced and the works related to the other priority buildings and structures are expected to be taken up shortly.

The above achievements would not have been possible but for the unstinted guidance, support and cooperation from the Chairman and esteemed members of the IIMK Society, Board of Governors, Faculty and Staff members of the Institute and the Ministry of Human Resource Development, Government of India and the Govt. of Kerala.

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

The two year Post Graduate Programme (PGP) in Management of the Indian Institute of Management Kozhikode (IIMK) offers a judicious blend of theory and practice, alongwith deliberately designed to be change oriented. The course curriculum is continually reviewed and updated to cater to the requirements of the industry and reflect changes in the environment. A unique feature of the PGP is its in-built concern for the larger society as reflected in the design of the curriculum, which aims at nurturing ethically conscious and socially responsible leaders of the future. The Programme is accredited by the Association of MBAs (AMBA).

Consistent with the Institute's goal of creating business leaders who are socially, ethically and environmentally responsible, each student is required to provide active planning and execution to help non-profit organizations. The *Social Development Project* is a non-credit compulsory component of the IIMK PGP. The SDP is spread over two years, making it possible for them to carry out the project-related work at their convenience.

The PGP concentrates on subjects in diverse functional areas during first year, equipping the student with basic skills and knowledge needed at the managerial level in any organization. During the second year, students can opt subjects in their area of interest. Elective Courses are offered in Finance, Accounting & Control, Marketing, Information Technology & Systems, Quantitative Methods & Operations Management, Economics, Strategy, and Humanities & Liberal Arts. The programme lays great emphasis on knowledge assimilation and towards this end, it uses a wide variety of pedagogies like lectures, case studies, exercises, role-plays, simulation, video shows etc. ensuring a holistic perspective on the economic, technical, cultural and global impact of business.

The classes for Term IV of PGP 16 batch commenced on June 10, 2013. A total of 348 students registered for Term IV. Six students of PGP 16 had opted for Differentially Paced PGP, one student had withdrawn from the programme and two students were terminated from the programme owing to academic shortfall.

New Batch

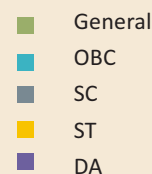
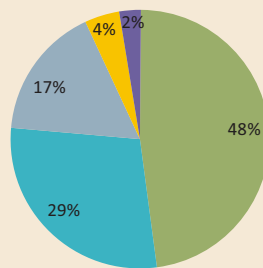
The Induction ceremony of the PGP 17 was held on June 25, 2013. Padma Vibhushan, Dr. E Sreedharan (formerly Managing Director of Delhi Metro Corporation Ltd. & CMD of Konkan Railway) was the chief guest. The Orientation Programme for PGP 17 was held during June 26- 29, 2013. During the orientation, different pedagogy and teaching methods were introduced to the students, workshops on Business History was also conducted. Prof. Debashis Chatterjee, Director, IIMK also conducted the workshop during the PGP 17 induction programme. Mr.Sandeep Chatterjee, IIMK





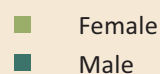
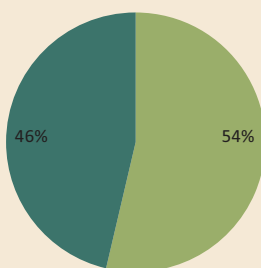
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Category	No. of Students (During Registration)
General	174
OBC	105
SC	61
ST	16
DA	9



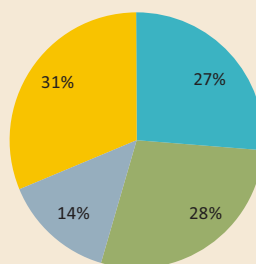
PGP 17 Profile

Gender	No. of Students (During Registration)
Female	196
Male	169



Gender Ratio

Region	No. of Students (During Registration)
North	97
South	101
East	53
West	114



Demographic Profile

Alumni interacted with the new batch and handled three sessions.

A total of 365 students were registered for the Post Graduate Programme. Of the 365 students, the numbers of female students are 196. Six students of Batch 16 who had opted for the Differentially Paced Post Graduate Programme (DPP) joined the programme with PGP 17. Eight students had left the programme owing to personal / academic reasons. Also one student who had opted for DPP had withdrawn owing to medical reasons. Thus, the total strength of PGP 17 batch is 362, and the details are as follows:

Particulars	Nos.	Remarks
Students Registered	365	8 students withdrawn 6 students joined as DPP (one withdrawn) Thus total 362 students in PGP 17
Female	196	192 (after withdrawal)
Male	169	165 (after withdrawal)

Structure of the Programme: A practical combination of different teaching methods, evolved using feed-backs from students and other programme participants, is employed at the Institute. The

importance is on learning processes and learning outcomes for the augmentation of managerial abilities. The problem solving and analytical skills are honed through case studies, which are part of pedagogy in most of the courses. The Post Graduate Programme also provides direct student links with industry and enhancement of application skills through projects undertaken for industries by the students.

The first year of the programme is devoted to building up basic competence in core areas and in developing a holistic and socially mindful attitude to management. Courses in the first year are compulsory for all students. 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 work was taken up by the permanent faculty of the Institute. The Summer Internship and the Social Development Project provide the testing grounds for these intense learning Experiences.

The second year, as usual, provides the opportunity to reach greater depths of skills and capability in opted areas. Apart from the compulsory courses of International Business, the Institute offers the following optional courses in the second year of the PGP:

Workshops & Training Programmes

Self Incorporated Workshop: The same is designed to help mold students of PGP 17 who have volunteered for the programme, support them in developing a holistic personality and grow as professionals. It aims at helping PGP students to discover their strengths, identify and develop areas that need improvement and learn how to leverage and communicate their capabilities for achieving success. The programme is designed for 28 students who have joined the programme voluntarily as they are keen to invest in their development, thereby prepare better for their career and life. Prof. Debashis Chatterjee, Prof. Priya Nair Rajeev, Mr. Paul Mathew, Founder Facilitator – Corporate Theater, Mr. Vishwas Parchure, Consultant, Mr. Arul Dev, Director of People First Consultants handled the sessions in the Self Incorporated Workshop.

Outbound Training Programme for PGP 17: The programme aims at self discovery of the students in today's competitive world, which required so much of physical and mental energy. The programme was conducted by M/s. Olive Green Outbound for few PGP 17 students.

Business Research Methods: Prof. Arun Abraham Elias, Director, Victoria MBA, Victoria Management School, New Zealand conducted BRM Workshop during Term III of PGP 17 batch.

Entrepreneurship, Leadership and Consultancy Workshops: Organized three workshops for PGP 16 batch during 2013-14. Mr. S R Nair, Managing Director, Team Frontline Ltd., Cochin; Mr. Harikrishnan Nair, Managing Director, Western India Cashew Co., Pvt. Ltd. Kollam; Mr. Mukund Krishna, CEO & MD, Suyati Technologies Pvt. Ltd. Cochin; Ms. Parveen Hafeez, Managing Director, Sunrise Group of Hospitals; Mr. Jose P Philip, MD, Tecpro Infraprojects Ltd. Cochin; Mr. Sanjeev Kumar, MD, Progne Financial Planning Systems Pvt., Ltd. Cochin; and Mrs. Ligi Abraham, MD, Headway Consultants Pvt. Ltd. Cochin handled the Entrepreneurship Workshop during Term IV.

Prof. K Unnikrishnan Nair handled the Leadership work during Term V for PGP 16, and Mr. Sanjay Badhe, Consultant, Mr. Bimal Balakrishnan Nair, Consultant; Mr. Lionel Aranha, Adjunct Faculty, IIMK; Mr. Prahalada Karnam, Consultant IBM India Pvt. Ltd.; Mr. Nilay Pratik and Mr. Ritesh Somani IIMK Alumni handled the Consultancy Workshop in Term VI during February 2014.

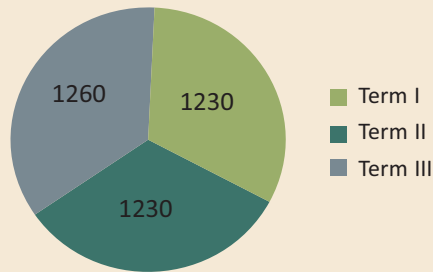
NGO Summit: A workshop for NGO organized in the campus during February 15-16, 2014 so as to ensure interaction between with the representatives of NGOs and our PGP 17 batch. The same has immensely benefited our PGP 17 students so as to get various projects the Social Development Project (SDP), which is a non-credit compulsory component of the IIMK PGP.



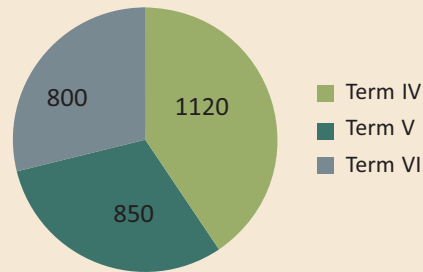
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PGP Teaching Hours: The PGP 16 courses during second year comprise of a total class room hours of 2770 and PGP 17 courses during the first year comprise of total 3720 hours. In all, 18 Adjunct / Guest Faculty members, drawn both from industry and academia, contributed to the teaching of PGP courses during the year 2013-14.

GRAPH



PGP 17 Teaching Hours



PGP 16 Teaching Hours

Convocation: The convocation of the Sixteenth batch of the Post Graduate Programme was held on March 22, 2014. Dr. A.C. Muthaiah, Chairman of the Board of Governors, IIMK awarded the Post Graduate Diploma in Management to 348 students. Ms. Ranjana Kumar (First Woman Chairman & Managing Director of a Public Sector Bank in India; First Woman Vigilance Commissioner, CVC, Government of India & First Woman to Head NABARD) was the Chief Guest during the function and delivered the convocation address. Ms. Chitra Ramkrishna (Managing Director & CEO, National Stock Exchange) was the Guest of Honour and also addressed the gathering. Prof. Debashis Chatterjee, Director of IIMK welcomed the gathering and also presented a report on the Institute and its activities. The Chief Guest presented the IIMK Gold Medal for scholastic performance to Mr. Balakrishnan V (First) Mr. Apoorva Bajaj (Second) and Mr. Biswa Prateem Das (Third). The Indian Institute of Management Kozhikode Gold Medal for Best All Round Performance has been jointly awarded to Ms. Sneha Gangadharan and Mr. Biswa Prateem Das.

After the final examination of the first year, the students belonging to the 17th Batch of the Post Graduate Programme proceeded for their summer internship.



STUDENT ACTIVITIES

Student activities and accomplishments during 2013-14 are listed below under the following heads: (1) Industry Interaction, (2) Social Development, (3) Entrepreneurship Development, (4) Student Accomplishments, and (5) Scholarships.

1. Industry Interaction Activities:

Guest lectures by eminent personalities from various fields were organized by the student committees during the year. They were:

- (a) Dr. Subramanian Swamy, Academician, Politician and Economist : 20.07.2013
- (b) Mr. Ranjit Nayar, Management Researcher, and Head of Computer Aided Manufacturing, ST Microelectronics (Europe's largest semiconductor chip maker) : 05.08.2013
- (c) Mr. Avinash Pant, Head (Marketing), Nike India: 21.08.2013
- (d) Dr. Shubro Sen, Director, Tata Management Training Centre: 12.09.2013
- (e) Mr. Rafiq Gangjee, VP-Marketing, YahRaj Films: 14.09.2013
- (f) Ms. Shruti Challa, Indian-American Serial Entrepreneur and International Public Speaker: 26.09.2013
- (g) Swami Dayanand Saraswati : 01.11.2013
- (h) Mr. Talmiz Ahmad, Senior Diplomat and former Ambassador to UAE and Saudi Arabia : 12.11.2013
- (i) Mr. Mansoor Khan, Director-Producer-Author : 19.03.2014

A workshop on "Branding and Communication" was conducted by Mr. Prashanth Parameshwaran, Head, Consumer Insights, General Mills India during 17th-19th August 2013.

An industry analysis workshop was conducted by Mr. Krishnamurthy Venkataraman, MD, Kenserve Business Solution during 18th-19th September 2013.



National Level Marketing Certification for B Schools was launched by Mr. Angak Keith, ITC and Mr. Anshuman Mishra, Mercadeo Education Pvt. Ltd. on 12th October 2013.

A session on "Careers in Consulting and Entrepreneurship" by Mr. Anshuman Mishra, KPMG Advisory India Ltd. and Mr. Sandip Yuwanati, Co-Founder & COO, TalentBridge Technologies was organized by the student committees mPower and Konzult on 8th December 2013.

An HR Analytic Workshop by Mr. Arvind Sadasivan, Lead BPHR, Infosys, Bangalore was organized by HRiday on 14th December 2013.

2. Social Development Activities:

"Expressions" (study class) for IIMK support staff was organized by the Social Service Group on 04.08.2013.

"Aarogya", the annual health camp for IIMK community was organized by the Social Service Group 23.11.2013.

International Day was celebrated on 23.11.2013. It was a platform for the foreign exchange students to display their culture through cuisine and performances. Dishes of their respective countries



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were prepared by the students and served to the participants. It was followed by cultural performances.

A career counseling workshop for high school students was conducted by the Social Service Group on 24.11.2013. It was an interactive session on different career options like engineering, commerce, medical, law, arts, accountancy etc.

The Calicut Mini-Marathon was organized by the Marathon Executive Committee on 23.02.2014. The social cause promoted by the Marathon this year was 'Gift a Life - Organ Donation' and the Mini-Marathon sought to help the masses overcome the negative beliefs about organ donation through public awareness campaigns.

3. Entrepreneurship Development Initiatives:

Backwaters, the annual management enclave, was organized by the Backwaters Committee during 25th-27th October 2013. Participants from various institutions from all over the country participated in the event.

Industry Deep Dive was organized by the Industry Interaction Cell during 26th-27th October 2013. Eminent personalities like Mr. Tamail Bandhopadhyay, author and leading financial journalist; Mr. Mahesh Murthy, marketing and communication expert and columnist; Mr. Sorav Jain, expert and trainer in the field of social media marketing and event branding; and Mr. Bhaskar Das, Group CEO, Zee News were the speakers.

Horizon, the annual national leadership conclave, was organized by the Industry Interaction Cell during 22nd-23rd November 2013.

4. Student Accomplishments & Co-Curricular Activities:

Echoes, the annual cultural meet, was organized by the Cultural Committee during 25th - 27th January 2014. Students from other institutions across the country participated in the event.

Sangram, the annual sports meet among IIM Kozhikode, IIM Bangalore and IIM Trichy was conducted in the campus during 15th - 17th November 2013.

A team of two students, namely Sneha Gangadharan and G.V.Sudheer, was the National Winners at the B-Plan Contest conducted by NITIE in their Golden Jubilee Management Fest "Avartan". The team's business plan was an agriculture consulting service which tries to solve the issues currently faced by farmers in the country and make this a profitable business for farmers, investors and end-customers.



A team of three students, namely Sneha Gangadharan, G.V.Sudheer and Jayashree Lanjekar, was selected for the Regional (South Zone) Round of Deloitte Case Challenge Competition "Maverick" from over 2300 entries from B-Schools across India. "Maverick" was a unique case study competition conducted by Deloitte that invited solutions to challenging problems from the best minds on the best campuses. This team was among 14 teams invited to ISB, Hyderabad to present the case in front of the senior leaders from Deloitte.

A team of two students, namely Sneha Gangadharan and Vineeli Uppaluri, was selected to represent IIMK to attend the Annual HCL meet "Emerging Women Leaders Event". The event focused on

women as successful entrepreneurs and leaders across various industries. The goal of the event was to celebrate the femininity and women in corporate world. Renowned business leaders from HCL were present and shared valuable insights on the dynamic role of women in the industry.

Two teams of five students, namely Ishita Kumar, Sumit Guri, Madhav Ladia, Richa and Ankit Verma, were awarded Wipro Earthian 2013 award. One of the teams submitted a live project on “Coastal Management of Kozhikode”. The other team addressed the water crisis in the world’s wettest region – Cherrapunjee. A special trophy was awarded to IIMK for winning the award in the last three consecutive years.

IIMK students, namely Yogyata Thareja, Anirudh Prasad and Apoorva Bajaj, were ranked first, second and third in the “Intercollegiate Round of the Campus2Corporate 2013-14”, the 4th Annual Contest for Engineering MBA students. Apooa Bajaj also stood first in the third round, i.e. the State Round of the Campus2Corporate 2013-14.

The award for HR Club adjudged “Centre of Excellence in Kozhikode” and “Centre of Excellence in Kerala” was presented to IIMK students in a conference attended by CEOs, HR heads and business heads from leading companies.

A team of four students, namely Himanshu Mittal, Arshia Gupta, Apurba Roy Choudhary and Arjun A.L., was selected for the “Lean Management and Productivity” paper presentation contest conducted by Kerala State Productivity Council.

5. Scholarships/Awards Achieved in National/Global Competitions:

Five second year students, namely Balakrishnan Vijay, Biswa Prateem Das, Arpita Agrawal, Yogyata Thareja and Priyank Bavishi, were awarded Sir Ratan Tata Scholarship by Sir Raten Tata Trust.

Two second year students, namely Roopali Dhingra and Biswa Prateem Das, were awarded OP Jindal Merit Scholarship by OP Jindal Group.

Two first year students, namely Kalpita Kaustubhan and Somya Barpanda, were awarded Aditya Birla Group Scholarship by the Aditya Birla Group.

Two first year students, namely Ishita Shewakramani and Arjun A.L., were awarded SGGSC Talent Scholarship by Societe Generale Global Solution Centre Pvt. Ltd.

ADMISSIONS

Admissions 2013

Selected indicators of the admission process are given below:

	No. of candidates called for Interview		No. of candidates attended the Interview	
	2012-13	2013-14	2012-13	2013-14
General	1657	1514	1164	1083
OBC	856	926	454	529
SC	530	599	251	287
ST	278	309	93	110
Physically Handicapped	96	110	43	44
NRI	06	01	06	01
Total	3423	3459	2011	2054



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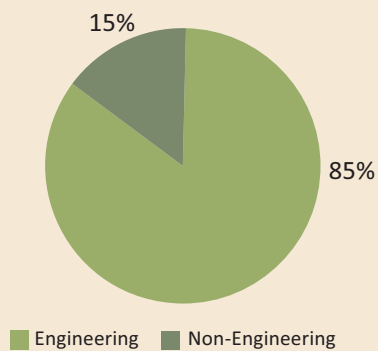
Total Offers Made		
	2012-13	2013-14
General	311	367
OBC	236	305
SC	137	191
ST	69	110
Physically Handicapped	25	44
NRI	03	0
Total	781	1017

Total Offers Accepted		
	2012-13	2013-14
General	194	202
OBC	109	121
SC	61	66
ST	26	24
Physically Handicapped	07	15
NRI	01	0
Total	398	428

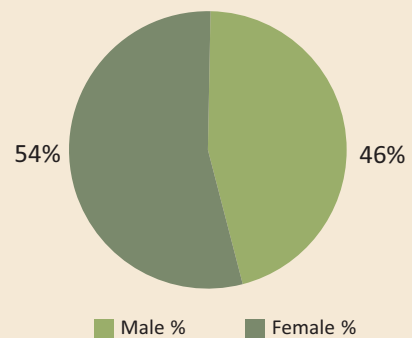
Students registered for the Post Graduate Programme							
Year	General	OBC	SC	ST	Physically handicapped	NRI	Total
2012-13	179*	96	55	20	06	01	356*
2013-14	174	105	61	16	09	0	365

* Including one NRI candidate

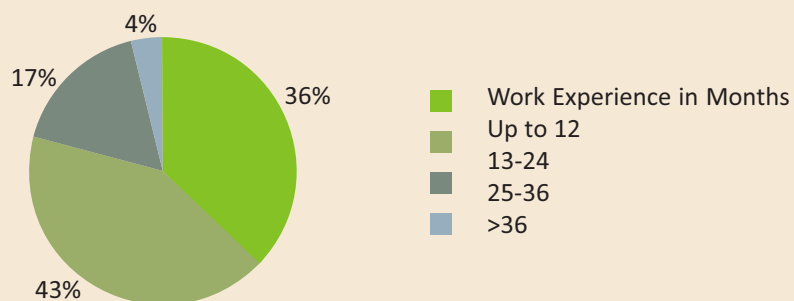
Graduation Discipline



Gender Ratio



Work Experience





Common Admission Test-2013

The Common Admission Test (CAT 2013) for admission to various Post Graduate Programmes of IIMs was held during October 16 and November 11, 2013. The results of CAT 2013 were declared on 14th January 2014.

PGP Admissions 2014

The interviews for selection of candidates for PGP 2014-16 batch were scheduled at Kozhikode, Kochi, Mumbai, Kolkata, Delhi, Hyderabad and Bangalore during February 05 to April 05, 2014. The details of candidates called for Writing Task and interview were as under:

Category	No. of candidates
General	1595
OBC-NC	950
SC	647
ST	314
Physically Handicapped	134
Total	3640

FELLOW PROGRAMME IN MANAGEMENT (FPM)

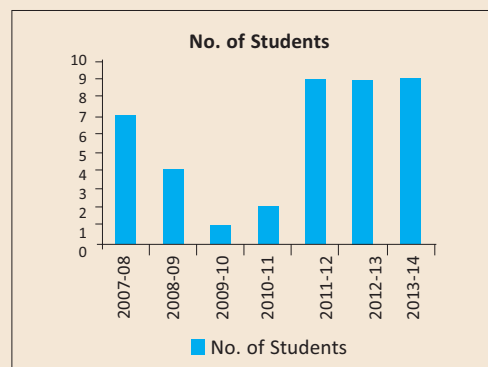
Introduction

The Fellow Programme in Management 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 attracts 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 provide the students with the indelible tools so that they can be creative and inquisitive to seize the right opportunities and face the challenges and threats in this changing global scenario.

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 38 students in the FPM Programme at IIM Kozhikode in six areas.





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Financial Support:

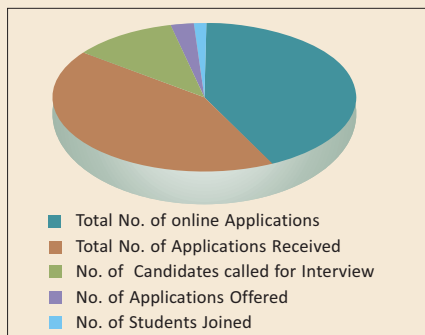
The important feature of the programme is that it offers attractive financial support to candidates, in lieu of which, the Institute is very selective in offering admission to the programme. This ensures that the quality is checked at the input stage. Further, the students joining the programme are exempted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

All Indian students joining the FPM are given a fellowship of Rs.21,000 per month for the first and second years, Rs.25,000 in the third year, fourth year and the first six months of the fifth year. During the last six months of the fifth year a stipend as decided by the student's Research Advisory Committee is given. A contingency grant of Rs. 1,20,000 can be used throughout the six years of the programme for meeting the expenses on books, stationery, computers, etc. Further, financial supports for attending National (Rs.20,000/-) and International (Rs.1,00,000/-) Conferences are also provided.

FPM Admission 2013-14:

A total of 297 students had applied for the programme through online, and the interview was conducted during April 08-10, 2013. IIMK offered admission for nineteen candidates into FPM Course for the FPM Seventh Batch (Academic Year 2013-14). Out of nineteen offers twelve candidates had confirmed their participation. On the registration process only nine candidates had registered. Following are the break-up of the nine students in seventh batch of FPM:

Marketing Area	-	01
IT & Systems Area	-	01
Strategic Management	-	02
QM & OM Area	-	03
OB & HR Area	-	02



Allotment of Married Accommodation

This year, we have arranged family accommodation for six married students inside the campus and financial assistance was extended to those who are taking family accommodation on rental as institute has not able to provide family accommodation to all the students who require family accommodation.

Computers for the FPM students Room

Institute has procured and installed ten computers at the FPM Students Rooms for the use of Research Scholars in the Fellow Programme.

Additional Classroom

One additional classroom, with 15 seating capacity, set up below the computer centre to overcome the shortage of classrooms to conduct FPM Classes.

Enhancement of Stipend

The existing stipend for FPM students has been revised from Rs. 17,000/-pm to Rs. 21,000/- pm for the first two years and from Rs. 18,000/- pm to Rs. 25,000/- pm from third year with effect from June 2013.

Equivalence of Fellow Programme to Ph.D. Degree

An application was submitted to Association of Indian Universities, Delhi in the prescribed proforma alongwith adequate supporting documents in the month of September 2013 for grant of Equivalence of Fellow Programme to Ph.D. Degree of a University.

Fellow Achievement during 2013-14

Presently IIMK have 38 fellow participants in the campus in six 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:

Award of Fellow Title of IIMK

Following six students (from Batch 01 & Batch 02) were awarded the title of ‘Fellow of Indian Institute of Management Kozhikode’ in the 16th Annual Convocation held on March 22, 2014:

Name of student	Area
Mr. Deepak S Kumar	Marketing
Mr. Jayasankar R	Marketing
Ms. Sushmita Aghalaya Narayana	QM & OM
Ms. Ankita Tandon	OB & HR
Mr. Rakesh Kumar Pati	Strategy
Mr. N Krishnadas	IT & Systems

Awards Sushmita Narayana Aghalaya. Won the Shastri Indo-Canadian Institute Internship for Indian students programme for the project titled “Green Supply Chains in the Pharmaceutical Industry: Insights from Canada and India”, HEC Montreal, Canada February 2013.

Krishnadas N & Supriya K K India winners of Acer Incredible Green Contest Awards 2013 at Taipei, Taiwan. The project was titled “Sustainable University at your Campus”.

Teidor Lyngdoh, Bahniman R, Saumarjit C, Monoj R and Ngaonii P Won the Manthan National Awards 2013. The proposal was about realizing the growth potential of tourism In North East India. (Venue –New Delhi, Presented Solution to Narendra Modi , Ram Jethmalani and few top politicians, Awards – Amazon Kindle).

Teidor Lyngdoh, Bahniman R, Monoj R, Ngaonii P, and Prof G Sridhar. Won the Wipro Earthian Awards 2013. The project was about addressing the water crisis in the world’s wettest region-Cherrapunjee. (Venue –Bangalore, Individual Certificates and trophy for College).

Venugopal, A. Won the Second Prize in the Research Proposal Contest at Yale-Great Lakes Annual Research Conference in Great Lakes, Chennai on Dec 30th 2013.

Conference Presentations - International

Jery althaf P.K, **Sreevas Sahasranamam** and Jewel James: Paper titled “Personal identification by ID tagging – A disaster management tool” has been selected for Poster presentation at IEEE Region 10-Humanitarian Technology Conference 2013, Japan.

Tandon, A. “Organizing for inclusive growth: capturing learning from stakeholders for programme effectiveness”. Presented at Oikos UNDP Young Scholars Development Academy, Sept. 2-6, UNDP IICPSD, Istanbul, Turkey.

Narayanamurthy, G., & Gurumurthy, A. “Lean thinking in education: A case study”, paper presented at Lean educator Conference, Fisher College of Business, The Ohio State University, Columbus, Ohio, USA. 3-5 October 2013.

Narayanamurthy, G., & Gurumurthy, A. Assessment of leanness – A literature review. 13th Consortium of Students in Management Research (COSMAR), 15-16 November 2013, Bangalore, India (Organized by the Department of Management Studies, Indian Institute of Science, Bangalore).

Narayanamurthy, G., & Gurumurthy, A. Benchmarking lean in healthcare – A case study of a hospital in India”, *Proceedings of the XVII Annual International Conference of the Society of Operations Management (SOM-2013)*, December 20-22, 2013, Chennai, India (Organized by Department of Management Studies, Indian Institute of Technology Madras (IITM), Chennai, India).

Narayanamurthy, G., Hota, P. K., & Pati, S.P. Maruti Manesar plant lockout. *3rd South Asian Management Research and Case Conference*, 27-29 December 2013, Bangalore, India (Organized



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by Indian Institute of Management Bangalore (IIMB) in association with Lahore University of Management Sciences (LUMS)).

Ram Kumar Dhurkari attended Decision Sciences Institute (DSI) 44th Annual meeting at Baltimore USA during 16-19 Nov 2013 and presented following paper. Ram Kumar Dhurkari, Anjan Kumar Swain, "MCGL: A new method for modelling the choice behavior of the decision maker". He was also selected to attend 1 day doctoral consortium of DSI on 16 Nov 2013.

Ram Kumar Dhurkari Paper title: "Multi Criteria Gain Loss: A new reference dependent method for Ranking and Selection" 5th International conference on excellence in research and education, at IIM Indore 09-12 May 2013.

Conference Presentations - National

Sreevas Sahasranamam and Sagar Khairnar: Paper titled "Self-sustainable Electricity Model for Academic Institutions Using Solar Energy" has been selected for Oral presentation at IEEE Global Humanitarian Technology Conference- South Asia Satellite (GHTC-SAS) 2013, Trivandrum, Kerala.

Venugopal, A. 'Motivations in the Teaching Business' Paper presented at the Yale-Great Lakes Annual Research Conference, in Great Lakes Chennai on Dec 30th 2013

Venugopal, A. (In Absentia) Paper Presentation 'Social Capital At Workplace' at the 11th AIMS International Conference on Management held at IMT Ghaziabad

Boby Chaitanya Villari, Pradeep Kumar Hota Paper, Piyush Kumar Paper Title: "Acceptance of Mobile Advertising among Smartphone Users in India: An Empirical Investigation" Conference : ICRM 2013 ,I.I.T -Delhi

Boby Chaitanya Villari, Piyush Kumar Paper Title: "A Systemic Analysis of Organizational Sustainability through Energy Conservation and Green Energy Utilization in the Context of Indian Academic Institutions" Conference : AIMS-11 ,IMT Ghaziabad

Boby Chaitanya Villari, Piyush Kumar Paper Title: "Systemic Analysis of the factors influencing Digital Media Piracy and its impact on firms in the digital age" Conference: AIMS-11 ,IMT Ghaziabad

Journal Publications.5

Neetha Azeez has published a book review on 'Managing The Older Worker: How to prepare for the New Organizational Order' by Peter Cappelli and Bill Novelli in the 'NHRD Network Journal', October Issue, 2013.

Case Study

Narayanamurthy, G., and Gurumurthy, A. "Launch of Roulette – a premium brandy in India by JDPL" accepted for publication in emerald Emerging Markets case Studies.

PLACEMENT

Summer Placements 2013

The Placement Team at IIM Kozhikode announced the successful completion of summer placements for the PGP batch of 2013-15. The team complimented the contribution of everyone who provided support to the students during the vital process; their efforts were commendable in achieving rewarding results.

They conveyed gratitude towards both the regular recruiters who continued their long-term relationship with IIM Kozhikode and the new recruiters who placed their trust in the students by

offering them challenging and enriching roles across verticals. Many organizations aligned their recruitment timelines with our placement cycle, which is a promising sign of IIM Kozhikode's consistent growth history.

The healthy placement performance was built-up on the bedrock of alumni support, and their un-ending backing and belief in the cause. They also thanked students of both batches for their patience, cooperation, and assistance throughout the season.



Statistics Snapshot	
Total Number of Students	366
Total Number of Companies	118
Highest Stipend	INR 200,000

Summary

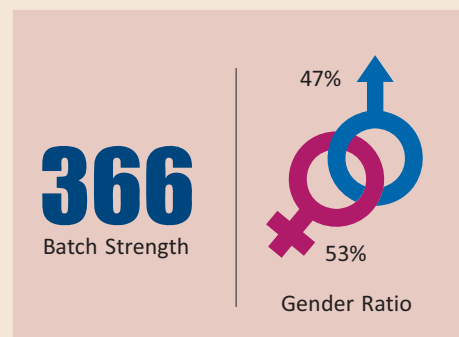
IIM Kozhikode continued to scale new heights with its summer placements process this year. Placements were concluded in record low time, with all participating students being made internship offers across different verticals by several recruiters.

In tight-fisted economic conditions and recessionary trend, IIM Kozhikode defied - as the average monthly stipend figure witnessed an appreciable increase of 36% - from the previous year. Many reputed firms visited IIM Kozhikode as a first-time recruiters this season; they were all impressed with the discipline of the college curriculum, the eclectic talent-pool available on campus and the students' infectious enthusiasm. Continuing an impressive track record, one of India's most sought-after conglomerates once again offered the highest number of summer internships across all campuses to the students of IIM Kozhikode.

The Institute continued to strengthen its relationships with regular recruiters by providing them with top quality students, thus ensuring a sustained means of engagement with industry giants. The average number of offers made per recruiter increased by 20%, highlighting the strengthening of trust between IIM Kozhikode and the corporate world.

Batch Statistics

IIM Kozhikode continues to be a trendsetter in promoting gender diversity as evidenced by the 53% intake of female students in the batch of -2013 There is a refreshing diversity in the educational background of students initiated into the programme this year. In addition to a strong base of engineers, the batch has graduate students in pharmacy, medicine, nautical science, and architecture, among others. There is also a well-rounded balance between fresh undergraduates and students having prior work experience. The batch consists of a diverse talent pool with a fine mix of





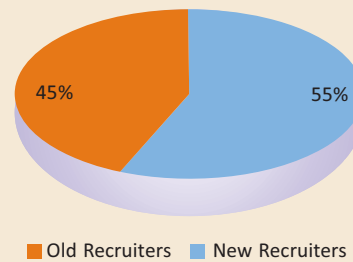
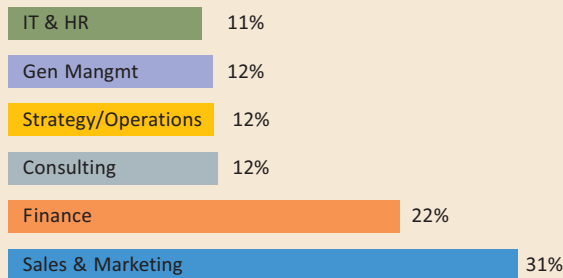
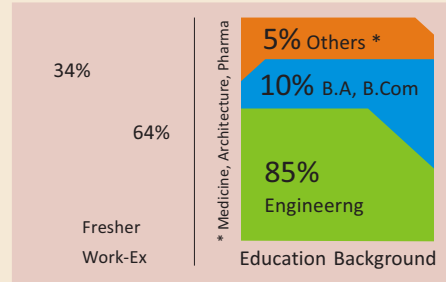
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academic excellence and extracurricular distinction. Students part of IIM Kozhikode's roster in the batch of 2015 include an all-India CBSE Topper, an international level skater, a professional photographer, a national finalist of Harvard Business Review's management competition, and a national level swimmer, basketball player, and chess player.

Vertical-wise Division

Finance and Sales & Marketing were once again the cornerstone verticals with over half the student populace choosing to pursue internships in these roles. The quality of finance profiles on offer was impressive, with multinational firms providing both banking and research based roles to students. There were also a good number of roles offered in both Corporate Strategy and Operations domains, highlighting the diverse work experience of the batch and the increased trust shown by recruiters to select students for these profiles.

IIM Kozhikode's maturity as a B-school was further reinforced as many recruiters increased their number of offers from previous years and opened new roles to students across different verticals.



Forging New Paths

This placements season, students got the opportunity to explore new avenues by opting for unconventional but equally fulfilling summer internships. Organizations that recruited from IIM Kozhikode included healthcare enterprises, sports management firms, crowd-funding start-ups, and career enhancement companies.

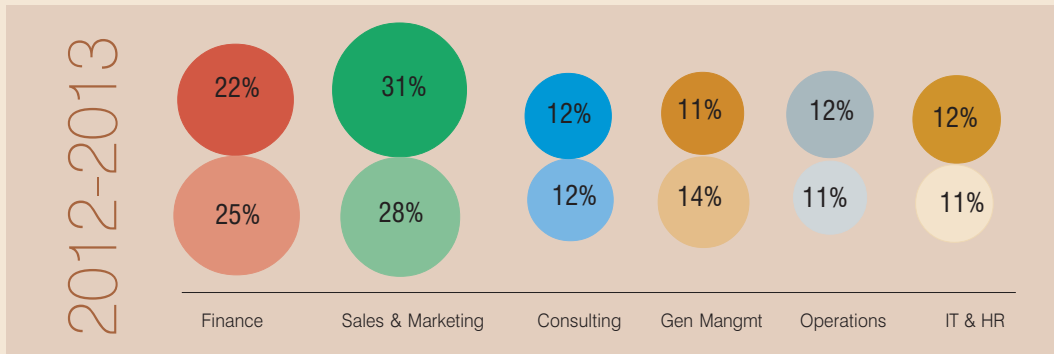
A good number of students took up roles in sectors such as education, print and media advertising, social development, and robotics. One of India's upcoming video game development studios offered product analyst roles to students, giving them a chance to pursue their passion in a professional capacity.

A leading conglomerate offered students a unique opportunity to help benchmark and fine-tune the firm's corporate social responsibility measures. Summer Placements gave a heartening insight into the student psyche as they had the conviction and clarity to choose internships in line with their career goals.

Comparison

There has been a marked jump in the average internship stipend as compared to last year, highlighting the confidence the recruiters placed in the students during tough economic times. The number of offers per recruiter has also seen a noticeable rise, with many companies providing new roles in acknowledgment of the students' varied capabilities. While Finance and Sales &

Marketing remained as the preferred verticals among students, there were also a good number of roles offered in the domains of Operations and Consulting, thus underlining the diverse skill-sets prevalent in the batch.



Lateral and Final Placements 2014

The Placements Team at IIM Kozhikode announced the successful completion of lateral and final placements for the PGP batch of 2012-14. The team expressed sincere thanks to everyone involved in the smooth coordination of placements; the collective effort resulted into rewarding results for students at a crucial juncture in their careers and lives.

Responding positively to a recovering economy, placements at IIM Kozhikode this year witnessed the presence of many mainstays in the industry, in addition to a large number of firms that recruited from campus for the first time, regular recruiters continued their strong relationship with us by offering students challenging roles across verticals; they were also grateful to new recruiters who aligned their hiring cycles with our placements timeline as a show of trust in IIM Kozhikode’s management programme and student quality.

The Institute’s continued growth owes much to its vast and well-connected alumni network, whose guidance, support, and backing was once again instrumental in the successful completion of placements. Finally, they appreciated the patience and cooperation extended by both batches of students during the course of the season.

Placement Season Summary	
Total Number of Students	348
Total Number of Companies	108
PPOs	52
Percentage of New Recruiters	34
Highest Domestic Salary	32 LPA
Average Salary	13.7 LPA

International Offers

More than 25 international offers were made this year, with roles being based out of Africa, South East Asia, and the Middle East. NMC Healthcare and Paramount Computer Systems offered UAE and Qatar based marketing and sales roles in information security and healthcare respectively. A multi-national consulting firm offered front end roles based out of Indonesia. Trading and supply chain roles based out of Nigeria, Kenya, Qatar, Saudi Arabia, and Oman were offered to the students.

Class of 2014

IIM Kozhikode has always extolled the virtues of diversity in its student roster, and the batch of 2014 is another testament to this fact. There is equitable distribution between fresh graduates

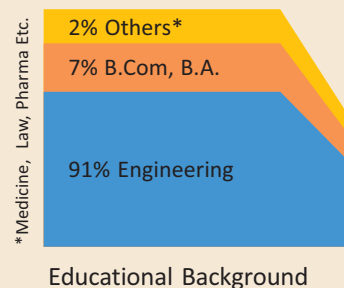
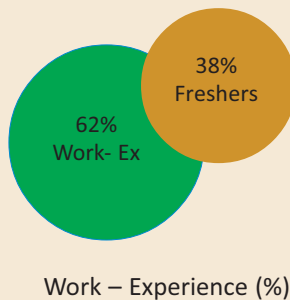
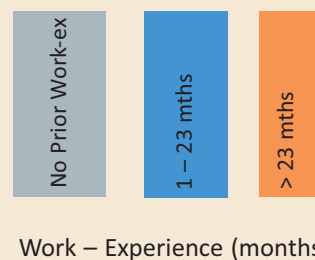
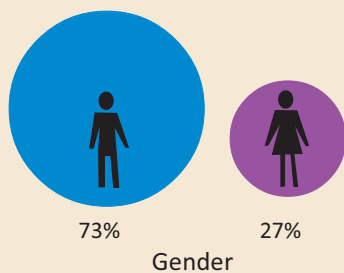


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and students with prior work experience in diverse fields of the industry. An average work experience of 20 months is indicative of a well-rounded mix of students equipped with both technical know-how and on-field expertise.

The Institute's continued advocacy of gender diversity in its admission policy is reflected by the healthy proportion of female students present in the batch of 2014. There is also good variety prevalent in the educational backgrounds of the students; in addition to the different engineering streams, students have also majored in fashion, commerce, and business administration.

Close to 15% of the batch secured Pre Placement Offers (PPOs), highlighting the dedication and competence of the students shown during internships and business competitions.



Finance

Finance has grown in leaps and bounds as a preferred vertical for students at IIM Kozhikode, and this upward trend was clearly visible as 21% of the offers were made by reputed recruiters including American Express, Citibank, CRISIL, Deutsche Bank, Goldman Sachs, HSBC, HSBC GR, ICRA, JP Morgan and SBI Caps. Dell hired for front-end corporate finance roles under its international leadership programme, while Nomura made offers to students in the investment banking division.

Sales & Marketing

Students' affinity to Marketing and Sales continued this season as well, with 28% of the offers being made in this domain. Airtel, Amul, Arvind Lifestyle, Asian Paints, Bajaj, Emami, GSK Pharma, HUL, ITC, Madura, Marico, Pidilite, Pepsico, Raymond, Tata Steel, Vodafone, and UB Group were some of the major regular recruiters that participated this time. First-time recruiters like Kellogg's, Samsung, and Jubilant Motors also hired for their management trainee programmes. Google recruited three students for their sales analytics and accounts optimization profile.

General Management

IIM Kozhikode remains a haven for the big names from General Management. TAS, Mahindra & Mahindra, Reliance Industries, L&T, and Jindal Steel recruited students for general management roles. BPCL, Cipla, Phillips, Powergrid and Ranbaxy also picked up students for their management leadership programmes.

IT & ITES

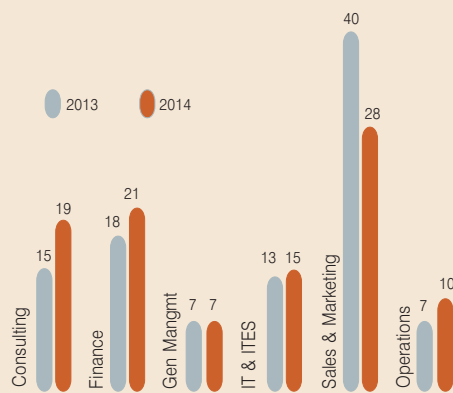
More than 15% of the batch secured jobs in IT and allied fields, as companies including Amazon, Asian Paints, Accenture, Capgemini, Comviva, Fidelity Investments, HCL, Latent View Analytics, Microsoft, TCS, and Wipro offered roles in IT SCM, IT consulting, fraud management, IT infrastructure, social media analytics, and ERP.

Consulting

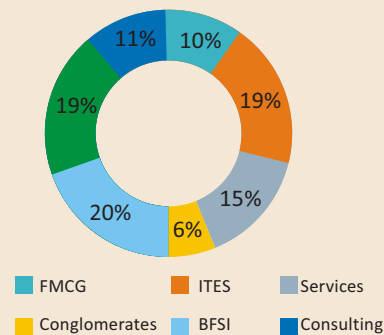
The consulting sector hired heavily from IIM Kozhikode this year, with 19% of the batch securing placements in firms such as Cognizant Business Consulting, Deloitte, EXL Services, IBM, KPMG, and PwC. Niche consulting roles were offered by Avalon Consulting, Collabera Solutions, MXV Consulting, and Takshashila Consulting.

Strategy/Operations

Roles in operations were offered by Amazon, Ambuja Cement, Asian Paints, Flipkart, HCCB, ING Vysya Bank, National Stock Exchange, and TVS Logistics. Notable roles in strategy were opened by Anand Bazaar Patrika, Matrimony.com, Mahindra & Mahindra, and Unisys. Mahindra hired a student as executive assistant to their Group Strategy Head – Defence Sector, and Chief Brand Manager.



Vertical wise offers



Sector wise offers

Comparison

This year witnessed a more balanced spread of offers across verticals compared to the previous year. The Consulting and Finance verticals saw a significant increase in the number of offers. The number of PPOs increased by 37% over those in 2013, highlighting the students’ impressive performance during their summer internship stints. The number of offers per recruiter increased by 25% this year as companies opened new roles in an acknowledgement to the students’ varied skill-sets.

ALUMNI

Alumni Visits

The following alumni visited IIM Kozhikode during the year 2013-14, interacted with the students and conducted workshops, seminars and sessions on various topics:

Ronald Philip	:	PGP-07
Simon Jacob	:	PGP-09
Gaurav Sharma	:	PGP-09
Jayesh Jagasia	:	PGP-10
Rohit Koshy	:	PGP-10
Nikhil Jain	:	PGP-12



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Events

1. A session on “Careers in Finance” with Rupesh Thakare, PGP-12, as Associate in Goldman Sachs with the Asset Management Group was organized by the Students Alumni Committee. The session gave an overview of finance roles offered in campus and banking, corporate finance, capital markets. He concentrated on Capital Markets: Research, I banking roles, investing roles. He also enlightened the students on the everyday life for buy-side equity investing role with personal experience.
2. The Student Alumni Committee formed Google Groups whereby students are encouraged to interact with alumni who have offered to mentor them in their career.

Nostalgia

Nostalgia, the annual alumni meet, was held at the campus during 25th-26th January 2014. Nearly 90 alumni participated in the event. PGP-06 batch celebrated their tenth anniversary during the event. During the event, the alumni interacted with the current students. The discussion involved informal career counseling and inputs from the industry. The alumni guided the students on how to approach their career and life during and after PGP. They shared anecdotes and informed the students about the various career choices that are available to them in the industry.



MANAGEMENT DEVELOPMENT PROGRAMME (MDP)

96 Management Development Programmes (MDPs) and **14** Faculty Development Programmes (FDPs) were conducted during the period April 2013 to March 2014 which involved **483** days & **100** hours. Total **2221** participants ranging from Sales Managers to CEOs attended the MDPs and **193** faculty from different educational institutions attended the FDPs. Out of the **96** MDPs, **23** were open enrollment MDPs, **2** were e MDPs through interactive distance learning platform and **71** were customized MDPs. During this period we have conducted Customized MDPs for major Organizations like Defence Research and Development Organization, National Project Implementation Unit (Ministry of HRD), Kerala Veterinary and Animal Sciences University, British Council of India, Giani Zail Singh Punjab Technical University, National Institute of Technology Calicut, State Council of Education and Research (SCERT) Govt of Chhattisgarh, Bharath Electronics Ltd (BEL), National Hydroelectric Power Corporation (NHPC), Nuclear Power Corporation of India Ltd (NPCIL), Kotak Mahindra Bank, Vijaya Bank, GMR Group, JK Organization, Malabar Gold & Diamonds etc. Two long term MDPs for fresh recruits of Indian Railway Accounting service (IRAS) and Indian Railway personnel service (IRPS) for 3 month and 1 month duration each were also conducted during this period. The total revenue from both MDPs and FDPs is around **7** crores. Details of the programmes are shown below:-

Customized MDPs:

Sl. No.	Name of the Programmes	Facilitator	Dates	No. of participants	Duration (Days)
1	Managerial Excellence Lab for Scheduled Caste Development Department, Government of Kerala	Prof. Deepa Sethi & Prof. Manish Kumar	April 10-12, 2013	3	26
2	Emerging Leadership Program (Batch -2, Module 5) for GMR Group	Prof. Rajesh S Upadhyayula	April 16-19, 2013	4	21
3	Creative Project Management for Defence Research and Development Organization	Prof. Anjan Kumar Swain	May 07 - 09,2013	3	13
4	Leadership for Academic Administration for Kerala Veterinary and Animal Sciences University	Prof. C Raju	May 08 -10, 2013	3	25
5	Leadership for Academic Administration for Kerala Veterinary and Animal Sciences University	Prof. C Raju	May 13 -15, 2013	3	25
6	Business Leadership Program (Batch 2, Module-1) for Malabar Gold & Diamonds	Prof. Anandakuttan B Unnithan	May 21 - 24, 2013	4	29
7	Leadership Clinic for Executive Directors of Nationalized Banks	Prof. Debashis Chatterjee	May 27-29, 2013	3	30
8	Academic Leadership Program for TEQIP Institutions (Batch-2) (Sponsored by Ministry of HRD)	Prof. Saji Gopinath	June 03-13, 2013	10	23
9	Pricing the right way for TVS Sundaram Fastners (venue: Chennai)	Prof. Rahul Kumar Sett & Prof Sumit Mitra	June 05-07, 2013	3	21
10	Strategic decision making under uncertainty for Defence Research and Development Organization	Prof.Nandakumar M.K & Prof.Saptarshi Purkayastha	June 17-21, 2013	5	13
11	Business Leadership (Batch-3, Module-1) for Malabar Gold & Diamonds	Prof. Anandakuttan B Unnithan	June 18-21, 2013	4	30
12	Project Management Orientation Workshop for ASAP Managers of Department of Higher Education, Government of Kerala	Prof. Saji Gopinath	June 26-29, 2013	4	43
13	Business Leadership Program (Batch 2 - Module 2) for Malabar Gold & Diamonds	Prof. Anandakuttan B Unnithan	July 04-07, 2013	4	30
14	Strategic Leadership & Change Management for Defence Research and Development Organization	Prof. Priya Nair Rajeev	July 09-11, 2013	3	22
15	Transformational Leadership Programme for Educators for Govt. Vocational Higher Secondary School, Nadakkavu, Kozhikode	Prof. Saji Gopinath	July 15-16, 2013	2	38
16	Academic Leadership Program for TEQIP Institutions (Batch-3) sponsored by National Project Implementation Unit (Ministry of HRD)	Prof. Saji Gopinath	July 30- August 09, 2013	10	26
17	Implementing Change for Geojit BNP Paribas (Venue: Cochi Campus)	Prof. Abhilash S. Nair	July 29-30, 2013	2	25



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18	Academic Leadership for faculty Members Rajiv Gandhi Institute of Technology, Kottayam	Prof. Omkumar Krishnan	August 01-03, 2013	3	29
19	Business Leadership Program (Batch-3 , Module-2) for Malabar Gold & Diamonds	Prof. Anandakuttan B Unnithan	August 12-15, 2013	4	30
20	Business Leadership Program (Batch-2 , Module-3) for Malabar Gold & Diamonds	Prof. Anandakuttan B Unnithan	August 20-23, 2013	4	29
21	Decision Making and Problem Solving for Defence Research and Development Organization	Prof. Anjan Kumar Swain	August 26-30, 2013	5	11
22	Leadership Development Programme for National Project Implementation Unit, Ministry of HRD (Venue: Kochi, Singapore, New Delhi)	Prof. Rajesh S Upadhyayula	September 01-05, 2013	5	28
23	Leadership Transition Programme for Intersight Tours and Travels (Venue: Kochi Campus)	Prof. Priya Nair Rajiv	September 11-13, 2013	3	26
24	Business Leadership Program (Batch-3 , Module-3) for Malabar Gold & Diamonds	Prof. Anandakuttan B Unnithan	September 11-14, 2013	4	30
25	Strategic Leadership Programme for Kotak Mahindra Bank	Prof. G. Sridhar, Prof. Rajesh S. Upadhyayula, Prof. Kousik Gangopadhyay & Prof. S.S.S. Kumar	October 07-11, 2013	5	30
26	Business Leadership Programme (Batch-3, Module-4) for Malabar Gold & Diamonds	Prof. Anandakuttan B Unnithan	October 09-12, 2013	4	30
27	Contract Management & Managing Contract Labour for Nuclear Power Corporation of India Ltd	Prof. Manoranjan Dhal	October 17-19, 2013	3	13
28	Strategy Building and Competitive Intelligence-Batch-1 for Bharath Electronics Ltd (Venue: Bangalore)	Prof. Rajesh S. Upadhyayula & Prof. Sumit Mitra	October 21-22, 2013	2	24
29	Enterprise Risk Management (Batch-1) for Bharath Electronics Ltd (Venue: Bangalore)	Prof. Saji Gopinath & Prof. Rudra Sensarma	October 25-26, 2013	2	24
30	Business Leadership Programme (Batch-2, Module-4) for Malabar Gold & Diamonds	Prof. Anandakuttan B Unnithan	October 28-31, 2013	4	30
31	Academic Leadership for middle level faculty for Giani Zail Singh Punjab Technical University (Venue: Bathinda)	Prof. Saji Gopinath & Prof. Omkumar Krishnan	November 08-10, 2013	3	36
32	Academic Leadership for Chandigarh Engineering College, Punjab (Venue: Chandigarh)	Prof. Saji Gopinath & Prof. Omkumar Krishnan	November 11-12, 2013	2	50
33	Academic Leadership Program for TEQIP Institutions (ALPT) sponsored by National Project Implementation Unit, Ministry of HRD	Prof. C Raju	November 11-16, 2013	6	30
34	Enterprise Risk Management - Batch-2 for Bharath Electronics Ltd (Venue: Bangalore)	Prof. Saji Gopinath & Prof. Rudra Sensarma	November 12-13, 2013	2	18
35	Leadership Clinic for Vijaya Bank	Prof. Debashis Chatterjee	November 20-22, 2013	3	31



36	Strategic Leadership Programme for Top level Managers for JK Organizations	Prof. Sumit Mitra & Prof. Joffy Thomas	November 25-30, 2013	6	21
37	Project Management Department of Atomic Energy	Prof. Saji Gopinath & Prof. Rupesh Kumar Pati	November 26-30, 2013	5	16
38	Corporate Etiquette and personality Development for Oil India Limited, Assam (Venue: Jodhpur)		Prof. Deepa Sethi. December 02-04, 2013	3	20
39	Strategic Leadership Programme (Batch-2) for JK Organizations	Prof. Sumit Mitra & Prof. Joffy Thomas	December 02-07, 2013	6	22
40	Enterprise Risk Management (Batch 3) for Bharath Electronics Ltd (Venue: Ghaziabad)	Prof. Saji Gopinath & Prof. Abhilash S. Nair	December 09-10, 2013	2	28
41	Emerging Leaders Program (Batch-III, Module-1) for GMR Group	Prof. Shubbasis Dey	December 11-14, 2013	4	16
42	Enterprise Risk Management (Batch 5) for Bharath Electronics Ltd (Venue: Bangalore)	Prof. Saji Gopinath & Prof. Rudra Sensarma	December 12-13, 2013	2	19
43	Managerial Excellence Program for Scheduled Caste Development Department, Government of Kerala	Prof. Deepa Sethi & Prof. Manish Kumar	December 16-18, 2013	3	29
44	Business Leadership Program for JK Organizations	Prof. Rupesh Kumar Pati	December 16-28, 2013	13	27
45	Skill Enhancement Workshop on Project Management Department of Atomic Energy	Prof. Saji Gopinath & Prof. Rupesh Kumar Pati	December 16-20, 2013	5	18
46	Financial Management & Accounting for Indian Railway Accounts Service (IRAS) Probationers (Sponsored by National Academy of Indian Railways)	Prof. S.S.S. Kumar, Prof. Sudershan Kuntluru, Prof. K. K. Ramesh & Prof. Sony Thomas	December 23-February 14, 2014	54	30
47	Academic Leadership Program for Giani Zail Singh Punjab Technical University (venue: IIMK Kozhikode Campus and Kochi Campus)	Prof. Omkumar Krishnan	January 06-11, 2013	6	20
48	Emerging Leaders Program (Batch-III, module-2) for GMR Group.	Prof. Abhilash S. Nair	January 07-10, 2014	4	18
49	Business Leadership Program (Batch-3, Module-5) for Malabar Gold & Diamonds	Prof. Anandakuttan B Unnithan	January 08-11, 2013	4	30
50	Basics of Finance and Accounting for Synthite Industries (Venue: Kochi Campus)	Prof. K.K. Ramesh	January 10-11, 2013	2	14
51	Enterprise Risk Management for Bharath Electronics Ltd (Venue: Bangalore)	Prof. Saji Gopinath	January 10, 2014	1	29
52	Business Leadership Program (Batch-2, Module-5) for Malabar Gold & Diamonds	Prof. Anandakuttan B Unnithan	January 15-18, 2013	4	30
53	Strategy Building & Competitive Intelligence for Bharath Electronics Ltd (Venue: Ghaziabad)	Prof. Sumit Mitra	January 16-17, 2014	2	25
54	Emerging Leadership Program for JK Organizations (ELP1)	Prof. Sumit Mitra & Prof. Joffi Thomas	January 20 - 24, 2014	5	27



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55	Workshop on Project Formulation & Project Management “Leading Projects-Making Impact-Skill Enhancement programme” for Department of Atomic Energy	Prof. Saji Gopinath & Prof. Rupesh Kumar Pati	January 20-24, 2013	5	24
56	Enterprise Risk Management for Bharath Electronics Ltd (Venue: Bangalore)	Prof. Saji Gopinath & Prof. Rudra Sensarma	January 23-24, 2014	2	25
57	Emerging Leadership Program (ELP2) for JK Organizations	Prof. Sumit Mitra & Prof. Joffy Thomas	January 27-31, 2014	5	26
58	Young Women Social Entrepreneurship Development Programme for British Council of India	Prof. Priya Nair Rajeev & Prof. Sumit Mitra	February 03-08, 2014	6	25
59	Project Management Workshop for TVS Sundaram Fastners	Prof. Saji Gopinath & Prof. Rupesh Kumar Pati	February 10-11, 2014	2	22
60	Academic Leadership for middle level faculty -Module 2 for Giani Zail Singh Punjab Technical University (Venue: Bathinda)	Prof. Omkumar Krishnan	February 10-12, 2014	3	33
61	Emerging Leaders Program (Btatch-III, module-3) for GMR Group	Prof. Keyoor Purani	February 11-14, 2014	4	17
62	Communication Effectiveness Lab for Managers for National Hydroelectric Power Corporation (NPCIL)	Prof. Deepa Sethi.	February 19-21, 2014	3	15
63	Building and Leading Teams for National Hydroelectric Power Corporation (NHPC)	Prof. Manoranjan Dhal & Prof. Manish Kumar	February 24-26, 2014	3	15
64	Basics of Finance and Accounting for Synthite Industries (Venue: Kochi Campus)	Prof. Abhilash S. Nair	February 27-28, 2014	2	14
65	Academic Leadership for National Institute of Technology, Calicut	Prof. Omkumar Krishnan	February 27-March 01, 2014	3	30
66	Strategic Decision Making for National Hydroelectric Power Corporation (NHPC)	Prof. Nandakumar M.K & Prof. Saptarshi Purkayastha	March 03-05, 2014	3	15
67	Managing Change for National Hydroelectric Power Corporation (NHPC)	Prof. Suram Balasubrahmanyam	March 05-07, 2014	3	15
68	Academic Leadership for State Council Education Research and Training, Government of Chhattisgarh	Prof. Manish Kumar & Prof. Surya Prakash Pati	March 06-09, 2014	4	30
69	Emerging Leaders Program (Batch-III, module-4) for GMR Group	Prof. Rajesh S. Upadhyayula	March 11 - 14, 2014	4	17
70	Becoming and Being Leaders for National Hydroelectric Power Corporation	Prof. Surya Prakash Pati & Prof. Manish Kumar	March 19-21, 2014	3	15
71	Human Resource Management for Indian Railway Personnel Service (IRPS) probationers (Sponsored by National Academy of Indian Railways)	Prof. Manoranjan Dhal, Prof. Manish Kumar & Prof. Surya Prakash Pati	March 31 to April 26, 2014	27	20
Total				347	1736

Open Enrollment MDPs:

Sl. No.	Name of the Programmes	Facilitator	Dates	Duration (Days)	No. of participants
1	Leading Schools (Venue: Delhi)	Prof. Debashis Chatterjee	May 16-18, 2013	3	46



2	Basics of Accounting & Finance for Working Executives	Prof. Abhilash S. Nair	June 14 - 16, 2013	3	5
3	Entrepreneurship & New Ventures	Prof. Nandakumar MK	June 24 - 28, 2013	5	9
4	Operational Excellence through Lean Six Sigma	Prof. G Thangamani	June 26 - 29, 2013	4	4
5	Leadership Clinic (venue: Coimbatore)	Prof. Debashis Chatterjee	August 23, 2013	1	82
6	Project Planning, Implementation, Monitoring & Evaluation: A project Leadership Programme for High performing projects	Prof. Saji Gopinath	August 26-28, 2013	3	19
7	Self-Management & Crisis Management	Prof. Radhakrishna Pillai	July 15-17, 2013	3	9
8	Lean Manufacturing and Beyond	Dr. Anand G	August 05 - 08, 2013	4	6
9	Problem Solving and Decision Making	Prof. Anjan Kumar Swain	September 05 - 07, 2013	3	19
10	Personal Innovation, Creative Thinking and Decision Making	Prof. Anandakutan B Unnithan	September 25 -27, 3 2013	13	
11	Finance For Non-Finance Executives	Prof. Kousik Guhathakurta & Prof. SSS Kumar	October 16 - 18, 2013	3	8
12	Corporate Etiquette and Personality Development	Prof. Deepa Sethi	November 07 -09, 2013	3	5
13	Strategic Analysis for Managers	Prof. Saptarshi Purkayastha & Prof. Nandakumar MK	November 18 -22, 2013	5	8
14	Communication Effectiveness Lab For Managers	Prof. Deepa Sethi & Prof. Anupam Das	November 20 -22, 2013	3	8
15	Timeless Leadership	Prof. Debashis Chatterjee	November 27 -29, 2013	3	33
16	Accelerating Sales Force Performance (Venue: Mumbai)	Prof. G. Sridhar	December 02 - 04, 2013	3	12
17	Leadership Clinic (Venue: Goa)	Prof. Debasis Chatterjee	December 06, 2013	1	41
18	Transforming Executives Into Leaders – Essence Of Organizing And Organizations.	Prof. Manish Kumar	December 26 -28, 2013	3	12
19	Enterprise Risk Management: Managing the Organization's Knowns, Unknowns and Unknowables	Prof. Rudra Sensarma & Prof. Saji Gopinath	January 14 -16, 2014	3	7
20	Strategic Marketing for Growing Brands.	Prof. Atanu Adhikari	January 16 -18, 2014	3	9
21	Leadership Clinic	Prof. Debashis Chatterjee	February 13 - 15, 2014	3	27
22	Creativity for Competitive Advantage	Prof. Anjan Kumar Swain & Prof. S. Jeyavelu	February 25 - 27, 2014	3	10
23	Leadership Clinic (venue: Bangalore)	Prof. Debashis Chatterjee	March 08, 2014	1	55
Total				69	447

eMDPs (MDPs through Interactive Distance Learning Platform):

Sl. No.	Name of the Programmes	Facilitator	Dates	Duration (Days)	No. of participants
1	Project Management	Prof. Rupesh Kumar Patti	September 15 - December 15, 2013	50 hrs	26
2	Project Management	Prof. Rupesh Kumar Pati	March 01- May 25, 2014	50 hrs	12
Total				100 hrs	38



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FACULTY DEVELOPMENT PROGRAMME (FDP)

Sl. No.	Name of the Programmes	Facilitator	Dates	Duration (Days)	No. of participants
1	Teaching Operations Research & its Applications	Prof Rupesh Pati	April 2-5, 2013	4	5
2	Pre Doctoral workshop on Research Proposal Development for Faculty in Marketing Management	Prof Joffy Thomas	April 22-26, 2013	5	8
3	Doctoral Research in Marketing and Behavioral Sciences	Prof. Joshy Joseph	July 01-05, 2013	5	7
4	Basic Econometrics for Management Research	Prof. Sthanu R Nair	November 25-29, 2013	5	10
5	Structural Equation Modeling	Prof. Anandakuttan Unnithan	August 09-10, 2013	2	31
6	Applied Financial Econometrics	Prof. Kousik Guhathakurta, Prof. Kausik Gangopadhyay	September 30-October 4, 2013	5	11
7	Technology Enabled Teaching and Learning	Prof M P Sebastian & Prof Mahesh P Bhawe	November 4-8, 2013	5	17
8	Learning to Do Academic Research for Publishing in Academic Journals and Doctoral Dissertation	Prof. Badrinarayan Shankar Pawar	December 2-7, 2013	6	25
9.	Financial Derivatives	Prof. S S S Kumar & Prof. Sony Thomas	December 10-14, 2013	5	8
10	Enterprise Cloud Computing	Prof. M . P. Sebastian	January 14 -18, 2014	5	17
11	Security Analysis and Portfolio Management	Prof. S S S Kumar & Prof. Sony Thomas	January 27 -31, 2014	5	9
12	Doctoral Research in Marketing and Behavioral Sciences	Prof. Joshy Joseph	November 11-15, 2013	5	11
13	Innovative Approaches in Management Teaching	Prof. Deepa Sethi	January 13-17, 2014	5	23
14	Innovative Approaches in Management Teaching	Prof. Deepa Sethi	March 10-14, 2014	5	11
Total				67	193

INTERNATIONAL EXCHANGE PROGRAMME

During the past few years India has emerged as a global destination for multinational companies and Foreign Institutional Investors as a base for off shoring and outsourcing activities. Therefore, with a view to fostering a global perspective among the faculty and students, familiarizing them with emerging opportunities in global market place for Indian products and services and to help develop mutually beneficial strong trade and industry relationship between India and other countries, IIMK has embarked upon an international exchange programme with leading management institutions abroad.



The IIMK's international exchange program endeavors to work with top partner institutions in the world to develop scholarly engagements for the benefit of students, faculty members and the broader community in the countries across the world. Such collaborative arrangements would result in knowledge enhancement in research, teaching and learning. They can also give the institution

an opportunity to understand the best business practices and conventions in different parts of the world, especially the cultural dynamics that impact global business operations. Management scholars from institutions abroad, especially from the partner institutions, may find the research facilities and the natural setting very conducive for research. They would also find wide - opportunities to associate with IIMK in organizing management development programmes, faculty development programmes, international conferences and a variety of industry interaction seminars.

IIMK plans to rapidly accelerate its international activities through selectively establishing partnerships with greater number of institutions in different parts of the world. During the year 2013-14 IIMK had entered into collaborative agreements with eight top international institutions. Currently IIMK has established MoUs with the following Institutions:

Sl. No Partner Institute

1	Abu Dhabi University, Abu Dhabi
2	Asian Institute of Technology, Thailand
3	Audencia Nantes School of Management, France
4	BEM Bordeaux Management School, France
5	Bocconi University, Italy
6	Catolica Lisbon School of Business and Economics, Portugal
7	College of Commerce, National Chengchi University, Taiwan
8	Copenhagen Business School, Denmark
9	Cyprus International Institute of Management, Cyprus
10	EDHEC Business School, France
11	EM Strasbourg Business School, France
12	ESCP, France
13	ESSCA School of Management, France
14	Euromed Management, France
15	European Business School, Germany
16	Foreign Trade University, Vietnam
17	Group ESC Troyes, France
18	ICN Business School, France
19	IESEG School of Management, Lille, France
20	ISCTE University Institute of Lisbon, Portugal
21	Jonkoping International Business School, Sweden
22	Leeds University Business School, UK
23	Leipzig Graduate School of Management, Germany
24	Management Center Innsbruck, Austria
25	Norwegian School of Economics, Norway
26	Plymouth University, United Kingdom
27	Queensland University of Technology, Australia
28	Reims Management School, France
29	Rouen Business School, France
30	Sabanchi University, Turkey
31	Sungkyunkwan University, Korea
32	Telecom E Cole De Management, France
33	TuDelft University of Technology, Netherlands
34	University of Birmingham, UK
35	University of Bradford, UK
36	University of Lausanne, Switzerland
37	Victoria University of Wellington, New Zealand
38	Yale University, US



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During the year 2013-14, IIM has entered into collaborative arrangements with the following nine Institutions:

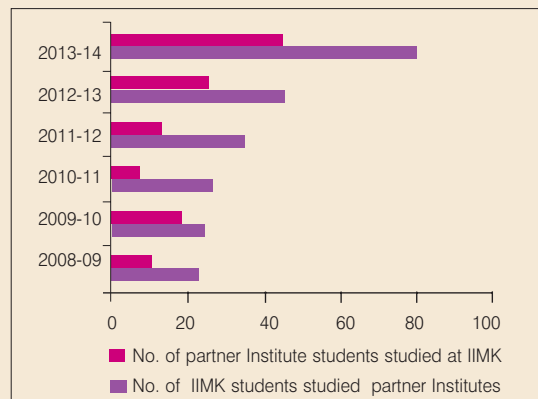
Sl. No	Partner Institute
1	ICN Business School, France
2	Plymouth University, UK
3	University of Lausanne, Switzerland
4	Groupe ESC Troyes, France
5	Sabancı University, Turkey
6	Asian Institute of Technology, Thailand
7	TuDelft University of Technology, Netherlands
8	Telecom E Cole De Management, France

The institute is in the process of signing more collaborative agreements with many of the leading business schools across the globe. Some of them are:

- INSEEC Business School, France
- University of Malaya, Malaysia
- Tel Aviv University, Israel
- National Tsing Hua University, Taiwan, PRC.

Other Important Activities

A total of 76 IIMK students had gone to 20 institutions as part of International Exchange Programme and 46 international students arrived at IIMK from 14 institutions abroad. It can be seen from the following graph that over the years the International Exchange Programme at IIMK is consistently increasing. The detailed graph highlighting past six years student exchange programme at IIM Kozhikode is as follows:



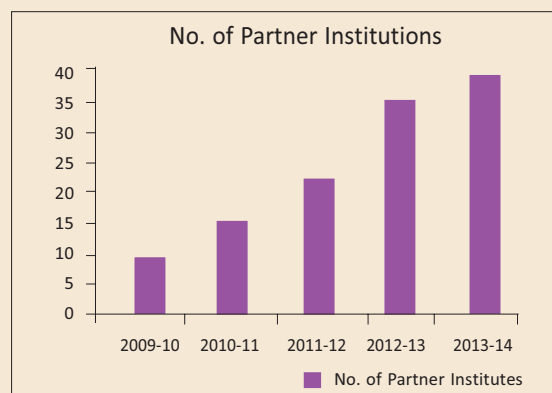
Further, the following graph depicts the number of MoUs IIMK had signed with International Exchange Partners during the past six years. The growth rate is quite encouraging, and IIMK plans to rapidly accelerate its international activities with greater number of institutions in the coming year. IIMK is certain that the students and faculty members at IIMK as well as from partner institutions will immensely benefit from the exchange collaborations. IIMK is confident that it will also lead to the development of more cultural, social and business relationships between our country and collaborative countries.

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Other Activities

1. International Exchange Evening Day

IIMK celebrates an International Evening wherein the exchange students showcase their cultural talents followed by international food. This sensitizes IIMK community towards foreign culture and food. They are also expected to develop personal friendships and networks, both with students and faculty members. During the year 2013-14, the International Exchange Evening Day was held on November 23, 2013.



2. Business Environment Course & Field Visits

Business Environment in India course is intended to develop an understanding of the external environment of business and its implications for managerial decisions. BEI would provide an introduction to various aspects of doing business in India.

Course Objectives:

- To provide an introduction to the macro environmental factors affecting businesses in India
- To discuss about the human resource management practices which are specific to the Indian context
- To discuss about the marketing management practices which are specific to the Indian context and
- To provide an overview of the business strategies followed by Indian companies.

As part of this course, thirty three students from six countries visited the following organizations in Bangalore during October 24-25, 2013.

- Toyota Kirloskar Motors
- ITC Ltd
- Mindtree Ltd &
- BHARAT Electronics Ltd

3. International Exchange Brochure:

International Exchange Brochure was printed and copies of the same were sent to higher learning institutions abroad.

4. Faculty Exchange Programme:

- Prof. Sony Thomas of IIMK visited Abu Dhabi University, UAE during the period between April and May 2013 as part of the Faculty Exchange Programme.
- Prof. S. Subramanian of IIMK visited Cyprus International Institute of Management, Cyprus during 28 August - 4 September, 2013 as part of the Faculty Exchange Programme.

5. International Visitors:

IIMK hosted several international visitors in 2013-14. These visitors had interactions with IIMK faculty and students and they have resulted into the identification of various opportunities for collaboration. International visitors to IIMK in 2013-14 included:

- Ms. Sharmishta Chatterjee, Head of International Relations and Prof. Stephen Hughes, Director of International Strategy & Professor of International Organizations from Newcastle University Business School, U.K visited IIMK campus on 11 February, 2014 and discussed about collaboration opportunities between IIM Kozhikode and Newcastle University with the Director, Prof. Debashis Chatterjee and Prof. Nandakumar M.K, Chairman, International Exchange Program. They also met the Deans and Activity heads at IIMK. The discussions centered around various topics like Research, Learning, Teaching, and potential collaboration on executive education, particularly in the areas of strategy and leadership. It was very informative and inspirational for the future collaborative programmes for IIMK with Newcastle University.



- Dr. P. A. Aravind, Assistant Professor from Tu Delft visited IIMK campus on 13th December, 2013 and signed an agreement for international exchange.



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EXECUTIVE POST GRADUATE PROGRAMME (EPGP)

Announced admission to sixth batch of Executive Post Graduate Programme in Management (EPGP); thirteenth batch of Executive Post Graduate Certificate in General Management (EPGCGM); sixth batch of specialization programmes - Executive Post Graduate Certificate in Strategic Management (EPGCSM), Executive Post Graduate Certificate in Marketing Management (EPGCMM), Executive Post Graduate Certificate in Financial Management (EPGCFM) and Executive Post Graduate Certificate in Operations Management (EPGCOM); and second batch of Executive Post Graduate Certificate in Human Resource Management (EPGCHRM) and Executive Post Graduate Certificate in Information Technology Management (EPGCITM). Entrance test (eMAT) and Interviews for selection of EPGP and EPGCGM candidates were held during September 28-29, 2013. The entrance examination (eMAT) was administered by IIMK.

Based on admission notification followed by the entrance test (eMAT) and interviews conducted by IIMK for the sixth batch of EPGP, thirteenth batch of EPGCGM, and online interviews conducted for the sixth batch of specialization programmes EPGCSM, EPGCMM, EPGCFM, EPGCOM and second batch of EPGCHRM & EPGCITM, 343 participants joined our programme during the current academic year, in addition to the existing batch of EPGP-05.

The first in-campus module of EPGP-06/EPGCGM-13 batch was conducted during December 2-7, 2013. Total 176 participants from various parts of the country attended the module.

The in-campus module of the EPGCSM-06, EPGCMM-06, EPGCFM-06, EPGCOM-06, EPGCHRM-02 & EPGCITM-02 batches was conducted during December 30, 2013 - January 4, 2014. Total 161 participants attended the campus module.

The third in-campus module of EPGP-04 batch was conducted during December 15-22, 2013. Total 318 participants attended the campus module.

Platform Classes for EPGP-06/EPGCGM-13 commenced in December 14, 2013 and for EPGCSM-06, EPGCMM-06, EPGCFM-06, EPGCOM-06, EPGCHRM-02 & EPGCITM-02, the platform classes started during the end of January 2014.

Two workshops for EPGP-04 were conducted in the month of January 2014 on the platform session.

First year classes of EPGP-05/EEPGM-12 batch were over and the examinations were conducted successfully. The 2nd year classes of EPGP-05 started in the month of March, 2014.

Convocation

The fourth Convocation of EPGP Participants was held on March 22, 2014 at IIMK Campus during the 16th Annual Convocation Ceremony. A total of 307 students of EPGP-04, 03 students of EPGP-03, 01 student of EPGP-02 and 01 student of EPGP-01 batches were awarded the Executive Post Graduate Diploma in Management. Mr. Roshan Unnikrishnan was awarded the Gold Medal for scholastic performance.



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Karna, A. Karthik, D. & Upadhyayula, R. S. (2013). What drives emerging multinationals? Internationalization and performance drivers of Indian IT firms. *Pan IIM World Management Conference*, Goa, India, May 30 – June 1.

Upadhyayula, R. S., Karthik, D., & Karma, A. (2013). Drivers of Internationalization of Emerging Multinationals: A Study of Indian IT firms. *Strategic Management Society Special Conference*, Mohali, December 16-18.

Session Chair/ Panel Discussions

Adhikari, A. (2013). *World Marketing Congress of Academy of Marketing Science*, Monash University, Melbourne, Germany, July 17-20.

Abdulla, M. S. (2013). Co-Chaired a session on Key success factors for strategic economic development, *India and Indigenous Strategies, XVI Annual Convention of Strategic Management Forum*, Indian Institute of Management Kozhikode, India, May 23-25.

Anand, G. (2013). Co-Chaired a session on Functional perspectives and paradigms for improved organizational performance, *India and Indigenous Strategies, XVI Annual Convention of Strategic Management Forum*, Indian Institute of Management Kozhikode, India, May 23-25.

Balasubrahmanyam, S. (2013). Chaired a session on Strategies for ecosystems and business analytics, *India and Indigenous Strategies, XVI Annual Convention of Strategic Management Forum*, Indian Institute of Management Kozhikode, India, May 23-25.

Balasubrahmanyam, S. (2013). Co- Chaired a session on Sustainable business strategies for corporate longevity, *India and Indigenous Strategies, XVI Annual Convention of Strategic Management Forum*, Indian Institute of Management Kozhikode, India, May 23-25.

Balooni, K. (2013). *14th Biennial Conference of the International Association for the Study of Commons*, Fujiyoshida, Japan, June 3 – 8.

Chowdhury, S. (2013). Co- Chaired a session on Strategies for ecosystems and business analytics, *India and Indigenous Strategies, XVI Annual Convention of Strategic Management Forum*, Indian Institute of Management Kozhikode, India, May 23-25.

Dey, S. (2013). Chaired a session on Trade in India – China relations. *6th All India Conference of China studies*, Indian Institute of Management Kozhikode, India, December 12 – 14.

Dhayanithy, D. (2013). Co- Chaired a session on Emerging paradigms in Strategic Management,

India and Indigenous Strategies, XVI Annual Convention of Strategic Management Forum, Indian Institute of Management Kozhikode, India, May 23-25.

Eapen, L. M. (2013). Co-Chaired a session on Trade in India – China relations. *6th All India Conference of China studies*, Indian Institute of Management Kozhikode, India, December 12 – 14.

Guda, S. (2013). *Co-Operatives in Transition in the Era of Globalisation*, Indian Institute of Management Kozhikode, India, September 19 – 20.

Gangopadhyay, K. (2013). Co- Chaired a session in *India and Indigenous Strategies, XVI Annual Convention of Strategic Management Forum*, Indian Institute of Management Kozhikode, India, May 23-25.

Guhathakurta, K. (2013). Chaired a closing session on *The 2nd International Conference on Econophysics*, Kavala, Greece, September, 13-14.

Guhathakurta, K. (2013). Chaired a session on Applications of Analytics, 3rd IIMA *International Conference on Advanced Data Analysis, Business Analytics and Intelligence*, Indian Institute of Management, Ahmedabad, India, April 13-14.

Guhathakurta, K. (2013). Chaired a session on Market Microstructure, Derivatives and Regulation-II, *India Finance Conference*, IIM-A, IIM-B and IIM-C, Indian Institute of Management Ahmedabad, India, December 18-20.

Guhathakurta, K. (2013). Chaired a session on *The International conference on cooperatives in transition in the era of Globalisation*, Indian Institute of Management Kozhikode, India September, 19-20.

Guhathakurta, K. (2013). Co-Chaired a session on India- China comparative economy studies. *6th All India Conference of China studies*, Indian Institute of Management Kozhikode, India December 12 – 14.

Jharkharia, S. (2013). Co-Chaired a session on Strategies for inclusive & sustainable growth, *India and Indigenous Strategies, XVI Annual Convention of Strategic Management Forum*, Indian Institute of Management Kozhikode, India, May 23-25.

Krishnan, O. (2013). *International Conference on Co-Operatives in Transition in the Era of Globalisation*, Indian Institute of Management Kozhikode, India September 19 – 20.

Kumar, M. (2014). Co-Chair of Best Paper Award, *HR Summit 2014*, Indian Institute of Management Kozhikode Kochi Campus, India March 14 – 16.

Ladha, K. K. (2013). Chaired a session in *India and Indigenous Strategies, XVI Annual Convention of Strategic Management Forum*, Indian Institute of Management Kozhikode, India, May 23-25.

Ladha, K. K. (2013). Chaired a session on Trade and economy in China. *6th All India Conference of China studies*, Indian Institute of Management Kozhikode, India, December 12 – 14.

Ladha, R. (2013). Chaired a session on India- China comparative economy studies. *6th All India Conference of China studies*, Indian Institute of Management Kozhikode, India, December 12 – 14.

Mathew, A. F. (2013). Discussant by IIM Calcutta for *The World Management Conference*, Goa, India, May 31.

Mitra, S. (2013). Chaired a session in *India and Indigenous Strategies, XVI Annual Convention of Strategic Management Forum*, Indian Institute of Management Kozhikode, India, May 23-25.

Nair, A. S. (2013). Co-Chaired a session in *India and Indigenous Strategies, XVI Annual Convention of Strategic Management Forum*, Indian Institute of Management Kozhikode, India, May 23-25.



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Nair, S. R. (2013). Chaired a session on Chinese reforms and social transformation. *6th All India Conference of China studies*, Indian Institute of Management Kozhikode, India, December 12 – 14.

Pati, S. P. (2014). 5th Asia Pacific Business Research Conference, Kuala Lumpur, Malaysia, February 17

Pati, S. P. (2014). IIMK HR Summit 2014. Indian Institute of Management Kozhikode, India, March 14-16.

Pillai, R. R. (2014). International Conference on Research and Sustainable Business, IIT Roorkee, India, March 8-9.

Pillai, R. R. (2013). First PAN IIM World Management Conference, Goa, India, May 30 – June 1.

Raju, C. (2013). Chaired a parallel session on *Statistics and Operational Research International Conference 2013 (SORIC 2013)*, Institute of Mathematical Research (INSPEM), University of Putra Malaysia, at Kuching, Sarawak, Malaysia, December 3-5.

Raju, C. (2013). *Operational Research International Conference 2013 (SORIC 2013)*, Institute of Mathematical Research (INSPEM), Sarawak, Malaysia, December 3-5.

Ramkumar. P. N. (2014). International conference on Technology, Business and Management. American University in the Emirates, Dubai, March 24 – 26.

Ramnath, A. (2013). Co-Chaired a session on Functional perspectives and paradigms for improved organizational performance, *India and Indigenous Strategies, XVI Annual Convention of Strategic Management Forum*, Indian Institute of Management Kozhikode, India, May 23-25.

Sebastian, M. P. (2013). Chaired the session on *Cloud Computing and Multimedia*, INTECH Conference, London, United Kingdom, August 29-31.

Sebastian, M. P. (2013). Chaired a session on Sustainable business strategies for corporate longevity, *India and Indigenous Strategies, XVI Annual Convention of Strategic Management Forum*, Indian Institute of Management Kozhikode, India, May 23-25.

Sethi. D. (2013). Co-Chaired a session on Strategies for ecosystems and business analytics, *India and Indigenous Strategies, XVI Annual Convention of Strategic Management Forum*, Indian Institute of Management Kozhikode, India, May 23-25.

Sinha, A. S. (2013). Co-Chaired a session in *India and Indigenous Strategies, XVI Annual Convention of Strategic Management Forum*, Indian Institute of Management Kozhikode, India, May 23-25.

Swain, A. K. (2013). Co-Chaired a session on Strategic corporate leadership for sustained competitive advantage, *India and Indigenous Strategies, XVI Annual Convention of Strategic Management Forum*, Indian Institute of Management Kozhikode, London, United Kingdom, May 23-25.

Thangamani. G. (2013). Co-Chaired a session on Innovative strategies and corporate governance mechanisms for profitable growth of firms, *India and Indigenous Strategies, XVI Annual Convention of Strategic Management Forum*, Indian Institute of Management Kozhikode, India, May 23-25.

Thomas, J. (2013). Co-Chaired a session on Social innovation & Entrepreneurship, *India and Indigenous Strategies, XVI Annual Convention of Strategic Management Forum*, Indian Institute of Management Kozhikode, India, May 23-25.

Unnithan, A. B. (2013). Chaired a session on Strategies for ecosystems and business analytics, *India and Indigenous Strategies, XVI Annual Convention of Strategic Management Forum*, Indian Institute of Management Kozhikode, India, May 23-25.

Upadhyayula, R. S. (2013). Co-Chaired a session in *India and Indigenous Strategies, XVI Annual*

Convention of Strategic Management Forum, Indian Institute of Management Kozhikode, India, May 23-25.

Upadhyayula, R. S. (2013). *International Conference on Cooperatives in Transition*. Indian Institute of Management Kozhikode, India, September 19-20.

Invited Talks / Workshops/ Seminars

Anand, G. (2013). Panelist on Six Sigma: Tools and Applications, *Malviya National Institute of Technology (MNIT)*, Jaipur, India, December 16-20.

Anand, G. (2013). Basics of Operations Management, *Department of Mechanical Engineering*, Engineering College Bikaner, Bikaner, Rajasthan, India, December 21-22.

Balooni, K. (2013). Not all the roads lead to REDD+. *Wageningen School of Social Sciences*, Wageningen University, Netherlands, July 16.

Chowdhury, S. (2013). Role of Statistics in business research, *National seminar on Advances in Statistics: Techniques and Applications*, Asutosh College, University of Calcutta, India, December 19.

Gopinath, S. (2013). Rupee Devaluation and Impact on Indian Economy. *National Seminar on Trends in Finance*, October 18 - 20.

Guhathakurta, K. (2014). Nonlinear dynamics of stock markets during critical periods, *Econophys-Kolkata VIII*, Saha Institute of nuclear Physics Kolkata, India, March 14- 17.

Guhathakurta, K. (2013). Using Recurrence Analysis to identify bubbles and endogenous crashes, *Institute of Management*, Nirma University, India, December 20.

Mathew, A. F. (2014). Indian Nation and the Outsider, *International Conference*, Waseda University, Tokyo, Japan, February 4.

Mathew, A. F. (2014). Nationality Movements, *International Conference*, Kyoto University, Kyoto, Japan, February 6.

Mathew, A. F. (2014). *Gender in Advertising*, Indian Institute of Management Calcutta, India, February 23.

Mathew, A. F. (2013). Key Note lecture on Caste in India, *Indian Institute of Technology Gandhinagar*, India, June 22.

Ramnath, A. (2013). The Engineering Profession in India: A historical perspective, *Ingersoll-Rand Engineering and Technology Centre*, Bangalore, India, November 15.

Raju, C. (2013). Invited keynote speaker on *3rd Annual International Conference on Operations Research and Statistics (ORS 2013)*, Global Science & Technology Forum, Singapore, April 22-23.

Sensarma, R. (2013). SWOT Analysis of the Indian Economy, *Bankers Club of Greater Kochi*, India, November 13.

Sethi, D. (2013). Health Communication: Special Focus on Doctors Nonverbal Communication with Patients & its Effect on Patients, *General Body Meet of Indian Medical Association (IMA)*, Kozhikode Branch, IMA Hall, Kozhikode, India, November 28.

Sethi, D. (2013). Invited panelist on Effective Teaching Methodology, *Younus Group of Institutions*, Kollam, India, December 20-21.

Unnithan, A. B. (2013). Marketing Database Analytics, *FIIIB, Marketing Analytics Conference 2013*, New Delhi, India, October 19.



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IIMK Research Seminars by Guest Speakers

- Abraham, R. H.** (2014). *Agent Based Modeling of Growth Processes*. February 18.
- Aulakh, P. S.** (2013). *How to publish in top ranked international journals*. July 22.
- Chakrabarti, B. K.** (2013). *Econophysics of Income & Wealth Distributions in Societies*. September 26.
- Chaudhuri, S.** (2013). *Patent protection and pharmaceutical industry: Should the TRIPS agreement be reviewed?*. July 16.
- De Vries, L. J.** (2014). *Energy research at the Faculty of Technology, Policy and Management*. March 27.
- Fouillet, C.** (2014). *Beyond borders. Perspectives on financial inclusion spatial dynamics*. February 13.
- Ghosh, P.** (2013). *Frailty Survival Model: some applications in Finance*. September 6.
- Kroesen, O.** (2014). *Water issues, rural development*. March 27.
- Miller, D.** (2013). *The Anthropology of Social Media*. July 11.
- Nair, S. R & Eapen, L. M.** (2014). *Farm Sector Performance and Food Price Inflation in India: Insights and Lessons from Pre- and Post- Economic Liberalisation Experiences*. January 2.
- Thite, M.** (2013). *Internationalization process, strategies and competitive advantages of emerging Indian Multinationals*. April 23.
- Veliyath, R.** (2013). *Undertaking process research in Corporate Governance: Needs, challenges and insights*. December 18.
- Yajnik, N.** (2013). *Global Virtual Teams and their Relevance in Management Education*. October 15.

Working Papers

- Amblee, N. C. & Bui, T. X.** (2014). Value proposition and social proof in online deals: how to predict sales and pick winners ongroupon. IIMK/WPS/158/MKTG/2014/16
- Amblee, N. C.** (2014). Analysis of the impact of online product reviews on temporal and cognitive search costs: an eye-tracking approach. IIMK/WPS/157/MKTG/2014/15
- Baag, P. K.** (2014). Exploring the relation between promoter's contribution and resubmitted Approved Loan Proposal in the Indian banks at the loan inception stage. IIMK/WPS/154/FIN /2014/12
- Baag, P. K.** (2014). Predicting the probability of default using asset correlation of a loan portfolio. IIMK/WPS/151/FIN /2014/09
- Bhattacharya, A. & Sensarma, R.** (2013). Non-linearities in emerging financial markets: evidence from india. IIMK/WPS/140/ECO/2013/26
- Chatterjee, D.** (2012). University isomorphism, globalization of western science and the prospects of local knowledge systems. IIMK/WPS/113/ OB&HR /2012/16
- Chatterjee, D.** (2013). An investigation of the role of university identities on the subject and mode of their research. IIMK/WPS/126/OBHR/2013/12
- Chowdhury, S.** (2014). Compounded generalized weibull distributions - a unified approach. IIMK/WPS/148/QM&OM/2014/06
- Chowdhury, S., Mukherjee, A. & Asok, K. N.** (2014). On a two-parameter discrete distribution and its applications. IIMK/WPS/144/QM&OM/2014/02

- Chowdhury, S., Mukherjee, A. & Chakraborti, S. (2014).** Distribution-free cusum control chart for joint monitoring of location and scale. IIMK/WPS/143/QM&OM/2014/01
- Dhal, M. (2014).** A qualitative study of training effectiveness. IIMK/WPS/149/OBHR /2014/07
- Dhal, M. (2014).** Impact of HR practices on union management relationship: Evidence from India. IIMK/WPS/150/OBHR /2014/08
- Dhayanithy, D. (2013).** Patterns of PED [1] Test Sanctions in Professional Sports – Baseline and implications for research. IIMK/WPS/122/STR/2013/08
- Dhayanithy, D. (2013).** What drives performance – diversity, selectivity, experience or methodology? IIMK/WPS/117/STR/2013/03
- Gangopadhyay, K., & Guhathakurta, K. (2013).** Agent based modeling of housing asset bubble: a simple utility function based investigation. IIMK/WPS/129/ECO/2013/15
- Gangopadhyay, K., Jangir, A. & Sensarma, R. (2014).** Forecasting the price of gold: An error correction approach. IIMK/WPS/155/ECO/2014/13
- Guhathakurta, K. (2013).** Investigating the nonlinear dynamics of emerging and developed stock markets. IIMK/WPS/142/FIN/2013/28
- Kohli, R. (2013).** Earnouts a risk mitigating strategy for cross Border acquisitions in India. IIMK/WPS/119/ FIN/2013/05
- Kohli, R. (2013).** Long run financial performance of cross border acquisitions of Indian acquiring companies and determinants thereof. IIMK/WPS/120/ FIN/2013/06
- Krishnadas, N. & Pillai, R. R. (2013).** Green IT at Wipro: A sustainable solution? IIMK/WPS/138/IT/2013/24
- Krishnan, O. (2013).** Customer Perception of B2b service quality and its relationship to company image: the case of a global high technology solutions company. IIMK/WPS/131/MKTG/2013/17
- Krishnan, T. N. & Poullose, S. (2013).** Response rate in industrial surveys conducted in India: trends and implications. IIMK/WPS/135/OBHR/2013/21
- Kumar, M. (2012).** Measuring humane orientation of organizations through social exchange and organizational identification facilitation and control of burnout and intent to quit. IIMK/WPS/111/OBHR/2012/14.
- Kumar, M. (2014).** Employee brand building behavior: scale development & validation in B2B services context. IIMK/WPS/153/OBHR /2014/11
- Kumar, M., Jauhari, H. & Singh, S. (2013).** An exploration into the consequences of organizational citizenship behavior for those who do. IIMK/WPS/132/OBHR/2013/18
- Kuntluru, S. (2013).** Infrastructure And FDI: evidence from district-level data in India. IIMK/WPS/130/FIN/2013/16
- Ladha, K. K. (2013).** Strategic opportunities for quality in higher education in India. IIMK/WPS/116/ECO/2013/02
- Ladha, R. & Menon, B.P. (2012).** Innovative practices for competitive advantage through behavioral finance. IIMK/WPS/112/FIN/2012/15.
- Ladha, R. (2013).** Healthcare accreditation: a game-theoretic view. IIMK/WPS/123/FIN/2013/09
- Ladha, R. (2013).** Merger of public sector banks in india under the rule of reason. IIMK/WPS/127/FIN/2013/13



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Mathew, A.F. (2013). Political economy and the media - Marxist approach to the nature and effects of media. IIMK/WPS/136/HLA/2013/22

Mukhoti, S. K. (2014). Dynamic feedback effect and skewness in non-stationary stochastic volatility model with leverage. IIMK/WPS/145/QM&OM/2014/03

Nair, A. S. & Ladha, R. (2013). Investor Characteristics, investment goals and choice: a test of the mediating effect of social investment efficacy on socially responsible investing behaviour in India. IIMK/WPS/124/FIN/2013/10

Nair, A. S. (2013). Existence of capital market equilibrium in the presence of herding and feedback trading. IIMK/WPS/121/ FIN/2013/07

Nandakumar, M. K. (2013). Strategic planning and organisational performance – the moderating effect of environment. IIMK/WPS/128/STR/2013/14

Nandakumar, M. K. (2014). Strategic planning and performance - a systematic review of the literature. IIMK/WPS/152/STR/2014/10

Pati, S. P. (2013). Development of a short form of employee engagement instrument. IIMK/WPS/137/OBHR/2013/23

Purkayastha, S. (2012). Diversification strategy and firm performance. IIMK/WPS/114/STR/2012/17.

Kumar, P. N. R. (2013). On modeling the step fixed-charge transportation problem. IIMK/WPS/134/QM&OM/2013/20

Sensarma, R. (2014). Determinants of crime across conflict and non-conflict states in India. IIMK/WPS/146/ECO /2014/04

Sethi, D. (2013). Nonverbal communication in doctor-patient interaction: an exploratory study of three major cities of Kerala (India). IIMK/WPS/141/HLA/2013/27

Sett, R. K. (2013). Designing the bundle: Choose your weapon! IIMK/WPS/133/MKTG/2013/19

Nair, S. R. & Eapen, L. M. (2013). Agrarian Performance and food price inflation in india: insights and lessons from pre- and post- economic liberalisation experiences. IIMK/WPS/115/ECO/2013/01

Sudhir, S. & Unnithan, A. B. (2013). Rumor sharing in the market place: What motivates the consumer? IIMK/WPS/139/MKTG /2013/25

Tandon, A. & Nair, U. K. (2014). Implicit boundaries, boundary configurations and key agents: tracing social enterprise learning. IIMK/WPS/147/OBHR /2014/05

Thomas, J. (2013). Chennai Super Kings (CSK): growing and leveraging brand equity. IIMK/WPS/125/MKTG/2013/11

Ullah, R., Kim, W., Amblee, N. C., Lee, H. & Oh, A. (2014). Do emotions matter? Exploring the distribution of emotions in online product reviews. IIMK/WPS/156/MKTG/2014/14

Velayudhan, S. K. (2013). Differences in perception of value between urban and rural consumers. IIMK/WPS/118/MKTG/2013/04

Small Grant Research Projects Undertaken

Adhikari, A. (2013). The New Amby: launch of new model of Ambassador Car.

Baag, P. K. (2013). Relationship between default probability and asset correlation in a loan portfolio in public sector banks in the Indian context.

Chatterjee, D. (2013). Evolution of knowledge clusters and the role of universities

- Chowdhury, S.** (2014). Some new lifetime distributions and their applications.
- Dhal, M.** (2013). Work from home: Aspects and prospects in an emerging market scenario.
- Guhathakurta, K.** (2013). Skewness and market efficiency: characterization based on emerging market data
- Joseph, J.** (2013). A study of collaborative Research patterns in Marketing.
- Kumar, M.** (2014). Effect of perceived autonomy on task performance and other individual level outcomes
- Kumar, M.** (2014). Exploration of role of Structure, Leadership and Organizational Priorities in Perception of Needs Fulfillment
- Mitra, S.** , Mukhoti, S. & **Guhathakurta, K.** (2013). Recruiters choice and management education in India: Evaluating the gaps
- Nair, S. R.** (2013). A Study of fiscal revenue capacity and effort of Kerala.
- Purani, K.** (2013). Sustainability Marketing and servicescapes: exploration of objective design theory in the context of servicescapes and effects of green service environments on consumer preferences
- Purkayastha, S.** (2013). The influence of ownership structure on the relationship between internationalization and firm performance: Evidence from a large emerging market
- Sensarma, R.** (2013). Performance of Microfinance Institutions in India
- Sridhar, G.** (2013). ASU' Mallesham- A rural innovator's tryst with his dreams.

Small Grant Research Projects Completed

- Adhikari, A.** (2014). Influence of subjective product features in repeat purchase of improved product variety.
- Adhikari, A.** (2014). Launching of Mita : Tanishq marketing strategy to bring jewellery to daily life.
- Joseph, J.** (2014). A study of collaborative Research patterns in Marketing
- Kuntluru, S.** (2014). International financial reporting standards.
- Purkayastha, S.** (2013). Heterogeneity of group diversity on internalization performance relationship
- Sethi, D.** (2013). Computer-related health issues among white collar employees of Kozhikode & Kochi: communicating an action plan.

Fellowships / Awards / Honours

Adhikari, A.

ISB-IVEY global case competition, August, 2013
 Commonwealth Academic fellowship, Oct 2013 - Dec 2013.

Mathew, A. F.

Research Fellow at University of Tokyo, Waseda University, Kyoto University, National Institutes for the Humanities, Japan

Raman, V. G.

BRICE Centre, Fudan University, Visiting Fellowship

Membership of Editorial Board

Adhikari, A.

Associate Editor, IIM Kozhikode Society & Management Review



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Balasubrahmanyam, S.

International Journal of Organizational Analysis

Balooni, K.

Editorial Review Board Member, IIM Kozhikode Society & Management Review

Chatterjee, D.

Editor-in-Chief, IIM Kozhikode Society & Management Review

Dey, S.

Managing Editor, IIM Kozhikode Society & Management Review

International Journal of Business Analytics and Intelligence

Gangopadhyay, K.

Associate Editor, IIMK Society & Management Review

Guhathakurta, K.

Managing Editor, IIM Kozhikode society & Management review

Jharkharia, S.

International Journal of Information Systems and Supply Chain Management

Asian Journal of Information Technology

International Journal of Operational Research

International Journal of Business Excellence

Kumar, P. N. R.

Journal of Defense Modeling and Simulation

Ladha, K

Editorial Review Board Member, IIM Kozhikode Society & Management Review

Mitra, S.

International Journal of Busienss and Economics Research-Science Publishing Group, USA

Nair, A.

Associate Editor, IIM Kozhikode Society & Management Review

Nair, U. K.

Editorial Review Board Member, IIM Kozhikode Society & Management Review

Pati, R. K.

Associate Editor, IIM Kozhikode Society & Management Review

Pawar, B. S.

Associate Editor, IIM Kozhikode Society & Management Review

Purkayastha, S.

Associate Editor, IIM Kozhikode Society & Management Review

Raman, V. G

Associate Editor, IIM Kozhikode Society & Management Review

Raju, C.

Journal of Mathematics, Statistics and Operations Research (JMSOR), Singapore.

Sebastian, M. P.

Associate Editor, IIM Kozhikode Society & Management Review

Review / Referees

Abdulla, M. S.

IEEE Transactions

Adhikari, A.

Consumer behaviour searching for driving forces in the homemade food market (Article Review)

Assessment of Supplier Selection of Malaysian Fish-Based Smes, (Article Review)

Willingness to pay of Cassava wheat bread (Article Review)

Evaluating the effect of participation in decision making on relationship quality: An investigation of retailer-supplier relationship in Bangladesh (Article Review)

Anand, G. (2013).

Journal of Advanced Manufacturing Technology (JAMT)
 Journal of Enterprise Transformation (UJET)
 Journal of Modelling in Management (JMM)
 Journal of Manufacturing Technology Management (JMTM)
 International Journal of Manufacturing Technology and Management (IJMTM)
 International Journal of Production Research (IJPR)
 International Journal of Sustainable Engineering (TSUE)
 International Journal of Product Development (IJPD)

Amblee, N. C. (2013).

International Journal of Electronic Commerce
 Journal of Interactive Marketing.
 Electronic Commerce Research, September 2013

Baag, P. K.

An empirical analysis of factors causing non-performing assets and remedial measures of selected public and private sector banks from northern states of India (Article Review)
 Implementation of IFRS in India – challenges ahead (Article Review)

Balooni, K.

World Development
 Forest Policy and Economics
 International Journal of Organizational Analysis
 International Journal of Social Forestry
 Journal of Tropical Forest Science
 Human Ecology

Chowdhury, S.

Naval Research Logistics (NRL, Wiley)
 Statistics and Probability Letters (SPL, Elsevier)
 Statistical Methodology (STATMET, Elsevier) (2)
 Quality and Reliability Engineering International (QREI, Wiley) (2)

Dhal, M.

An Empirical study on the intricacies of occupational stress on employees in the banking sector. (Article Review)

Gangopadhyay, K.

IIMB Management Review (3 Article Reviews)
 Economic Interaction and Coordination (Article Review)

Guda. S.

The importance of being earnest (Article Review)
 The role of sales and marketing in innovation implementation (Article Review)
 Motorola's venture into touch screen cell phones: marketing case in India (Article Review)

Guhathakurta, K.

IIMB Management Review, March 2014
 VIKALPA, August 2013

Jharkharia, S.

AIMS International Journal of Management, February 2014
 International Journal of Information System and Supply Chain Management, January 2014.



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International Conference on supply chain and logistics management, BIMTECH and University of Hull, December 2013.

Kumar, M.

3rd Indian Academy of Management Conference 2013
IIMB Management Review
IIMK Society and Management Review
International Journal of Organizational Analysis

Kuntluru, S.

Vikalpa, IIMA.

Mitra, S.

Innovation under condition of high uncertainty: a real options perspective (Article Review)
Influence of top management team characteristics on firm performance in high growth environment (Article Review)

Nandakumar, M. K.

Performance measurement, strategy and organizational performance: a contingency approach (Article Review)
Ready, Aim, Fire: a longitudinal analysis of performance and performance measure use (Article Review)
Strategy as activity system: a review and conceptualization (Article Review)
How SMEs' innovativeness affect ISO certification strategy and its outcome (Article Review)

Pati, R. K.

Supply Chain Management an International Journal, February, 2014.
Resource, Conservation and Recycling, March, 2014.
International Journal of Advanced Manufacturing Technology, December, 2013.
International Journal of Advanced Manufacturing Technology, September, 2013.
Journal of Pharmaceutical Science and Emerging Drugs, February, 2014
ANZAM International Conference, July, 2013

Pati, S. P.

International Journal of Human Resource Management (3)
International Journal of Organizational Analysis
Pan IIM Conference paper review

Purkayastha, S.

Developments and challenges of doing business in India: an institutional perspective, October 2013. (Article Review)
Changes at Corporate headquarters : A review and a research agenda, May 2013. (Article Review)
Service Quality : A systematic review of the literature, February 2014. (Article Review)
Should geographic diversification precede product diversification?, February 2014. (Article Review)
How Aspirations lead to risk taking in global investment banks?, February 2014 (Article Review)
Internal and external consequences of direct and distance effects of institutions for MNC and the role of social capital, February 2014. (Article Review)

Sebastian, M. P.

Sap Labs India: Co-Innovation in Public Procurement System (Article Review)
Mitigating risks of knowledge transfer in organization networks - Evidence from case studies. (Article Review)

Sensarma, R.

Operational currency mismatch and firm level performance: evidence from India, August 2013. (Article Review)

First mover advantage in launch of platform based variants: a leader-follower game with upper bound on prices, March 2014. (Article Review)

Sethi, D.

International Journal of Applied Management and Technology, July 2013
The 64th Annual Conference of the International Communication Association (6)

Swain, A. K.

2014 IMRA-Kean International Conference, New Jersey, USA, 2014.
CARE Journal, 2013
3rd International Conference, ACODS-2014, IIT Kanpur
IMT Case Journal, 2013

Kumar, S. S. S.

Vikalpa
Studies in Economics and Finance

Thomas, J.

IIMB Management Review

Thomas, S.

Vikalpa Journal, an IIMA Publication
Studies in Economics and Finance Journal, Emerald Publication
IIMB Management Review

Upadhyayula, R. S.

Services Industries Journal. (Article Review)
Indian academy of management. (3 Article Reviews)

Conferences / Conventions at IIMK

Chatterjee, D., Pati, S. P., Rajeev, P. N. & Dhal, M. (2014). *IIMK HR Summit 2014*, March 14 -16.

Gopinath, S., & Kumar, P. N. R. (2013). *International Conference on Co-operatives in transition in the Era of Globalization*, September 19 – 20.

Chatterjee, D., Gopinath, S., Dhayanithy, D., & Balasubrahmanyam, S. (2013). *XVI Annual Convention of Strategic Management Forum*, May 23 – 25.

Acharya, A., & Raman, V. G. (2013). *Sixth All India Conference of China Studies*, December 12 – 14.

Conference / Conventions Forthcoming

Pillai, R. R., Raju, C., Gopinath, S. & Purani, K. (2014). *Second Pan IIM World Management Conference*, November 5 – 8.

Chatterjee, Debashis & Pillai, R.R., (2015). 12th AIMS International conference on Management, January 2-5.

INFORMATION TECHNOLOGY

The computing facilities and services have further been improved significantly over the year so as to be able to provide latest and state of the art IT facilities and services to the user fraternity at IIMK campus.

To improve the services and to enhance the network storage, additional servers, and storage system were procured, installed and configured.

During the year, institute's new website was designed, developed and launched.



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The work for upgradation/remodeling of Auditorium and Classrooms and Setting up of a Media Lab in the IIMK Campus, has been virtually completed during the year.

During the year, SPSS 20.0 Software was upgraded to its latest version SPSS 22.0. The number of licenses of SPSS were also increased from 50 to 75 licenses.

We continued to provide all necessary IT support to all other offices and also to the entire user community of the institute.

To further improve the IT facilities and services, tender to augment/upgrade existing Campus Network including commissioning and integration of Wi-Fi Network is being released shortly.

Following application software(s) were either developed or modified to meet the changing needs of the institute:

- Decentralization of website updation of the institute has been implemented so that various departments can directly update the website content concerning their areas of activities. Similarly, faculty members can also update their profiles on the institute website on their own
- For managing the booking of rooms in the MDP Complex, a prototype of a room booking system was developed and demonstrated
- A prototype for online transport management system developed and demonstrated
- Development of software applications for automating EPGP, MDP and Kochi-EPGP function was started and released for the user acceptance testing
- E-notice application for publishing office orders on IIMK Intranet has been developed
- For PGP elective course bidding application, a dedicated server was installed. The server was configured with required applications and the same were configured and fine-tuned to meet the requirements
- Online application submission for EPGP Admissions made operational with facility for online fee payment
- EPGP elective course bidding application designed, developed and made operational
- Online application for EPGP Grade calculation developed and made operational.
- Faculty Activity Reporting Tool has been modified to meet the changes in the functionality required
- For maintaining the details of IIMK Alumni, online application has been designed, developed and made operational
- HR-Summit 2014 website developed with features such as online registration and online payment facility.
- To replace the commercial Black Board Learning Management System, a new Open Source Learning Management System (Moodle) has been configured and made operational, resulting in significant cost savings
- Online application for updating list of Seminars on IIMK website developed and made operational.
- Online application software for admissions to FPM 2014 developed and made operational.
- Online project status update for FPM developed and made operational.
- PGP, Academic Portals and Faculty Activity Plan applications have been regularly modified to suit changing needs.
- Software application for automating activities of International Exchange Cell has been developed and made operational
- Software application for automating Kochi-EPGP activity has been completed and implemented for use.
- Two modules of the software application for automating MDP operations have been completed

and implemented for use. The development of remaining modules is in progress and is expected to be ready soon.

During the year, all the IT facilities and services including the Videoconferencing facility have extensively been used by the user community at IIMK.

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 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 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 33925 books in print form, over 265 print journals, over 1,85,000 E-Books, 4600 Bound Volumes of research Journals, over 15000 corporate annual reports and more than 18000 E-Journals from India and abroad, in addition to as many as 3700 CD-ROM publications on contemporary issues.

The audio/visual unit in the LIC hosts over 274 educational videos covering a wide range of disciplines in management. The Video Digital Library streams out the educational videos throughout the entire campus. Around 50 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>). IIMK is also developing special documentation centers on 'European Union' and the 'ASEAN' countries.

Library & Information Services at Kochi Satellite Campus

A state-of-art library has been set up in the satellite campus at Kochi. The students and faculty at Kochi campus will be able to access all the electronic resources that are available at IIMK main campus. The library computerization at Kochi campus has been configured by using the world renowned open source software KOHA.





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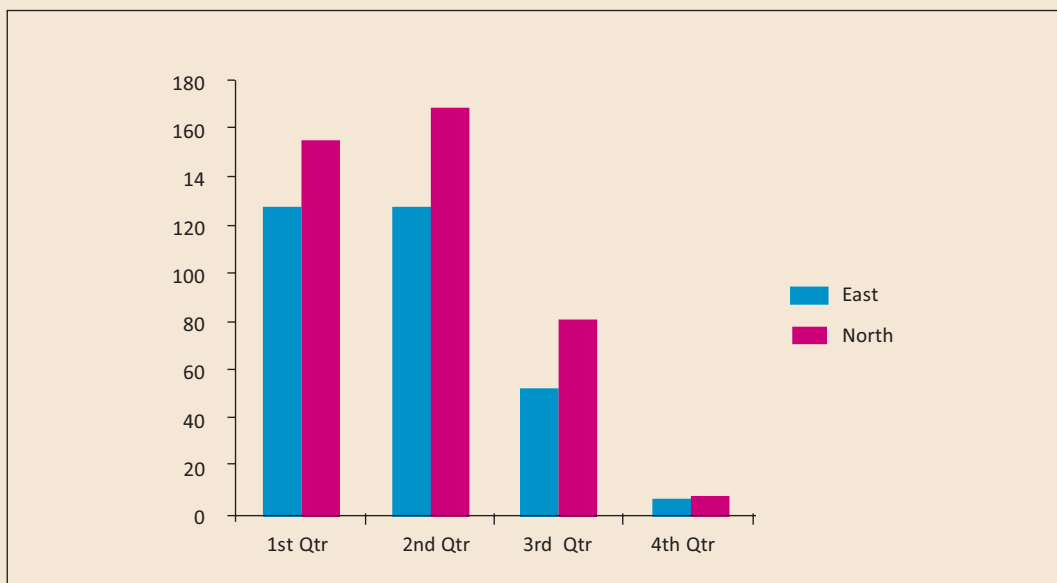
Online Databases & Services	
ABI Inform Global (Full-Text journals)	ACM Digital Library (Full-Text journals)
ACE Knowledge Portal	Business Source Complete (Full Text Journals)
CAPEX (CMIE): Provides information and insights on the new capacities coming up in India	Capitaline PLUS (Corporate Database)
CII Knowledge Resource Centre Membership	CIPD (Chartered Institute of Personnel and Development) : Institutional Membership
Commodities (CMIE) Indian Commodity Prices, Market Intelligence, Crop forecasts & Time- series data for Commodities	CRISIL Research: Industry Information Service on Economy, Industry and Companies
DELNET Membership	EBSCO E-Books Academic collection: (100000+ E-Books)
Ebrary.Com : (E-Book Library: (2,00,000 + E-Books)	Economic & Political Weekly (EPW) Archives
Economic Outlook: Macro-economic forecasts & insights, Real-time analysis of data releases & copious time-series data	EDS (EBSCO Discovery Services) : One Search Facility
Elsevier Science (Science Direct) (Full-Text journals)	Emerald Online (Full-Text journals)
EPWRF India Time series	Financial Times online (ft.com):Business news & analysis covering global business, finance, politics, business education, Management, Business School ranking etc
GMID (Global Market Information Database): Euro monitor	GARTNER Research
IEEE Online (Full-Text journals)	IMF eLibrary: Contains over 12,000 publications & over 9,500 financial and economic data concepts.
India Business Insight Database (IBID): Compilation of vital information on Indian Business & Industry	Indiastat.Com: Revealing India statistically
Industry Analysis Service (CMIE): Comprehensive analysis for the entire range of industries	Insight: A comprehensive India focused research platform
ISI Emerging Markets: INDIA: Emerging Markets Information service	JCCC @INDEST: An online resource sharing service on journal literature among IIMs/IITs
JSTOR (Full-Text journals)	Library Press Display (Newspapers online): Online newspaper and magazine kiosk, provides access to more than 2200+ Publications on the web
Market line (Data Monitor 360): An International business information and industry analysis service.	MICA Indian Marketing Intelligence (MIMI)
NASSCOM Membership	National HRD Network: Institutional Membership



Project Muse E-Journals Premium Collection (Full-Text journals)	Projects Today: Comprehensive Database on Projects
Prowess (CMIE): Database of the financial performance of over 27,000 companies	PsycArticles: American Psychological Association (APA) Full-Text journals
Sage HSS collection (Full-Text journals)	Springer Online (Full-Text journals)
States of India (CMIE): A Comprehensive compilation of State-level Statistics supported by Official Statistical documents from State governments	Synthesis Lecture series (Computer & Information Science collection II)
Taylor & Francis online (Full-Text journals)	Thomson One.com: Investment banking Foundation Solution
Warc.com : 25,000 Articles, Case Studies, Research Reports on Marketing	Wiley Online Journals (Full-Text journals)

Collection Development Statistics : 2013-2014

Sl.No	Nature of Document added to the collection	Quantity Added	Cumulative Quantity	Cost (Rs. in Lakhs)	Total Asset Value (cumulative)
1	Books, CDs, CBTs	625	33925	6.75	437.93
2	E-Books	1,15,000	2,00,000	3.11	17.90
3	Journals (Print)	12	277	67.28	686.67
4	Databases on CD/Web Bibliographic & Full Text Online Corporate Databases Value added services/Info Gateways	4	49	82.48	461.25
5	E-Journals (through Aggregators)	500	17,000+	-	-
6	E-Journals (Full-Text directly from Publishers)	500	3000	84.63	290.73
7	Educational Videos	-	274	-	8.99
8	Bound Volumes of Journals	2466	5980	-	-
Total				244.25	1903.47





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Indian Business Museum @ IIMK

In 2010, under the visionary leadership of its Director, the Institute after a series of debates and discussions, conceived the idea of creating a business museum at a national level. The Indian Business Museum project was officially launched in 2010 with the Director as the chief mentor, several faculty members and staff as members of several activity committees. The theme of the Museum was unveiled by Shri Oommen Chandy, the Hon'ble Chief Minister of Kerala, in the presence of his entire Cabinet Ministers on 18 August 2011. The project Indian Business Museum became a success and it was officially inaugurated by Dr. M.M. Pallam Raju, the Hon'ble Minister of HRD, Government of India on 23 March 2013. Besides the creation of a strong repository of business artefacts, historical articles, trade treaties, documents and narratives, the major objectives of the museum included : i. acknowledging the contribution of India's Business Leaders in the making of Corporate India and ii. inspire the aspiring business entrepreneurs in the country and show them the path to success through innovative ideas, diligence and perseverance. Phase I of the project has been successfully completed. The ISRO Space Gallery is a welcome addition to the Museum, which is getting ready at the mezzanine.



Indian Business Heritage Lecture Series @ IIMK

Another landmark development has been the institution of the 'Indian Business Heritage Lecture Series' at IIMK in November 2012, in partnership with the Calicut Heritage Forum. Eminent historians and citizens of Calicut are its members, and Prof. MGS Narayanan, Padmabhushan awardee and former Chairman of Indian Council of Historical Research, is the current President of the forum. The lecture series aims to lend a connecting thread to the contemporary business managers on India's rich business traditions, glory as well as the past failures. The goal is to turn the Museum as the focal point of activities relating to the trade, commerce, businesses and industrial events of the past. The management committee of the initiative is composed of faculty members of IIMK and eminent historians from the Calicut Heritage Forum. Three lectures have already been conducted under this initiative, by eminent experts in the field.

CAMPUS DEVELOPMENT

The pace of the campus infrastructural development activities continued to be at par with the undeterred growth of the Institute.

As part of the expansion of the campus infrastructure development activities, the construction of the first stage of the rain water harvesting Pond in the newly acquired land had been taken up during this period. In addition, the construction of Compound Wall (forming part of the Phase V campus buildings & structures of IIMK which has been entrusted to CPWD) has also commenced.

In addition to providing excellent and state-of-the-art infrastructural facilities in picturesque settings, several environment-friendly water and energy conservation measures have been adopted in this Institute's campus including protection of road and other embankments within the campus by using bio-degradable coir geotextiles for soil-erosion control, recycling of treated waste-water for horticulture irrigation, replacement of most of the conventional lighting fixtures with energy efficient ones, implementing a pilot project with solar powered lighting, etc.

Painting and other maintenance and miscellaneous construction activities were also carried out on the side-lines of the major campus development activities, as part of continuing value addition of the existing infrastructural facilities.

While the interior furnishing & fit-out of MDP Complex is in progress, a portion of the Complex comprising 56 double-occupancy guest rooms had been made occupiable. Interior works in the some more areas (including 30 Nos. Premium Guest Rooms, 3 Nos. 70-seater Classrooms, a 400-seater Auditorium, etc.) were also taken up with a view to boosting our in-campus capacity to accommodate our participants, delegates and other guests of various management development programmes being organized by the Institute.

Meanwhile, as part of expanding the Institute's infrastructure in line with its growing academic activities, the state-of-the-art satellite campus of IIMK (set up in Infopark premises, Kochi) has been successfully functioning for imparting executive education.

PERSONNEL

As on March 31, 2014 the strength of Faculty and Staff is as under:

Faculty - 65
Staff - 65

During the year, two Associate Professors were elevated as Professors and six Assistant Professors were elevated as Associate Professors.

During the year under review, Five Visiting Assistant Professors have been appointed as Assistant Professors and in all one Associate Professor, seven Assistant Professors and one Visiting Assistant Professor, have been appointed.

During the year one Professor, one Associate Professor and two Visiting Assistant Professors have resigned and relieved, from the Institute.

Extra Ordinary Leave

Dr. B S Pawar, Professor, has been joined duty on completion of Extraordinary Leave with effect from 23.07.2012 to 07.07.2013.

Prof. Rahul Kumar Sett, Assistant Professor, has been sanctioned extra ordinary leave for a period of one year with effect from August 19, 2013 to August 18, 2014.

Prof. T N Krishnan, Assistant Professor, has been sanctioned Sabbatical Leave for a period of one year with effect from June 03, 2013 to May 31, 2014 to undertake research work as part of Fulbright-Nehru Senior Research Fellowship for the year 2013-14.

Professional Development

The following faculty members were nominated for attending workshops/ seminars and conferences and they presented papers at various conferences as detailed below:

National Level

Prof. Deepak Dhayanithy, Assistant Professor, attended the National conference on "India Water Week" organized by Ministry of Water Resources during April 18-12, 2013 at New Delhi, where he presented a paper titled "Impact of Deepening Colonial Navigation Canals on Wetland Systems in India – The Case of Canoly Canal and Kottuli Wetlands, Kozhikode, Kerala" co-authored with Ms. Anjana Bhagyanathan.

Prof. Kousik Guhathakurta, Visiting Assistant Professor, attended the 3rd IIMA conference on "Advanced Data Analysis, Business Analytics and Intelligence" organized by Indian Institute of Management Ahmedabad during April 13-14, 2013 at Ahmedabad, where he presented a paper titled "Comparing nonlinear dynamics of emerging and developed stock markets using Empirical Mode Decomposition".

Prof. Shovan Chowdhury, Visiting Assistant Professor attended the IIMA International conference on "Advanced Data Analysis, Business Analytics and Intelligence" organized by Indian Institute of



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Management Ahmedabad during April 13-14, 2013 at Ahmedabad, where he presented a paper titled "Distribution-free Control Chart for Joint Monitoring of Location and Scale Parameters".

Prof. Deepak Dhayanithy, Assistant Professor, attended the 3rd IIMA conference on "Advanced Data Analysis, Business Analytics and Intelligence" organized by Indian Institute of Management Ahmedabad during April 13-14, 2013 at Ahmedabad, where he presented a paper titled "Patterns of PED Test Sanctions in Professional Sports – Baseline and Implications for Research".

Prof. Lakshmi S Ladha, Visiting Professor, attended the "2nd National conference of the Health Economics Association of India" co-hosted by SRM University in Chennai and IIT Madras during May 29-31, 2013 at Chennai, India.

Prof. Krishna K Ladha, Professor attended the "XVI Annual Conference of Strategic Management Forum" organized by Strategic Management Forum during May 23-25, 2013 at IIM Kozhikode.

Prof. Saptarshi Purkayastha, Assistant Professor, attended the "PAN-IIM world Management Conference" organized by IIM Calcutta during May 30 – June 01, 2013 at Goa, where he presented a paper titled "Institutional Transitions and Diversification outcomes of Indian Business Groups".

Prof. Anindita Paul, Assistant Professor, attended the "Design Thinking Workshop" organized by SAP labs Bangalore, during June 12-13, 2013 at Bangalore, India.

Prof. Lakshmi S Ladha, Visiting Professor, attended the 'Fourth Annual Great Lakes-Union Bank's Conference on Emerging Issues in Banking and Finance' organized by the Great Lakes Institute of Management, Chennai on September 3rd 2013 and presented the paper titled 'Mergers of Public Sector Banks in India under the Rule of Reason'.

Prof. Mahesh P Bhawe, Visiting Professor attended the '13th Sustainable Energy Summit 2013' organized by India Energy Forum on August 23, 2013 at New Delhi.

Prof. Manoranjan Dhal, Assistant Professor, attended the National Workshop on 'Basic Laboratory on Human Process (BLHIP)' organized by Indian Society for Applied Behavioural Science (ISABS) during September 24-28, 2013 at Mumbai.

Prof. Kausik Gangopadhyay, Assistant Professor attended the '1st International Conference on Business Analytics and Intelligence' organized by IIM Bangalore during December 11-13, 2013 and presented a paper titled 'Forecasting the Price of Gold: An Error Correction Approach'.

Prof. Saptarshi Purkayastha, Assistant Professor attended the 3rd Biennial Conference of the IAM during December 12-14, 2013 organized by Indian Academy of Management (IAM) at the Indian Institute of Management Ahmadabad (IIMA) and presented a paper titled 'Business Group Affiliation and Diversification Premium in Emerging Economies: A Longitudinal Study'.

Prof. Surya Prakash Pati, Visiting Assistant Professor has been nominated to participate at the XXIII Annual Convention of National Academy of Psychology at NIT Rourkela during Dec 13-15, 2013. His paper titled 'Development of Short Form of Employee Engagement Instrument' has been accepted for oral presentation at the convention.

Prof. Manish Kumar, Visiting Assistant Professor, attended the XXIII Annual Convention of National Academy of Psychology at NIT Rourkela during Dec 13-15, 2013. His paper titled 'Explicators of Employee Perception of Fulfillment of Growth Needs' has been accepted for oral presentation at the convention.

Prof. Suram Balasubrahmanyam, Visiting Assistant Professor, attended the '13th Global Conference on Flexible Systems Management (GLOGIFT 2013)', organized by Global Institute of Flexible Systems Management during December 13-15, 2013 at Department of Management Studies, IIT Delhi and presented a paper titled 'The key role of a firm's technology flexibility in its strategic renewal-Evidential support from business across industries'.

Prof. Rajesh S Upadhyayula, Assistant Professor, attended the SMS Special Conference on Strategic Leadership-An Emerging Market Perspective during December 17-19, 2013. The Conference is organized by Strategic Management Society at Indian School of Business, Mohali.

Prof. Anubha Shekhar Sinha, Assistant Professor, attended the SMS Special Conference on Strategic Leadership-An Emerging Market Perspective during December 17-19, 2013. The Conference is organized by Strategic Management Society at Indian School of Business, Mohali.

Prof. Sthanu R Nair attended the 'National Conference on Economic Reforms, Growth and Social Welfare', organized by Central University of Kerala during December 16-18, 2013 at Central University of Kerala, Kasargod and presented a paper (co-authored with Dr. Leena Mary Eapen) titled 'Farm Sector Performance and Food Prices in India: Insight and Lessons from Pre-and Post-Economic Liberalization Experiences'.

Prof. Leena Mary Eapen attended the 'National Conference on Economic Reforms, Growth and Social Welfare', organized by Central University of Kerala during December 16-18, 2013 at Central University of Kerala, Kasargod and presented a paper (co-authored with Dr. Sthanu R Nair) titled 'Farm Sector Performance and Food Prices in India: Insight and Lessons from Pre-and Post-Economic Liberalization Experiences'.

Prof. S. Subramanian, Assistant Professor attended the India Finance Conference, organized jointly by IIM Ahmedabad, IIM Bangalore and IIM Calcutta during December 18-20, 2013 at IIM Ahmedabad and presented a paper titled 'Corporate Governance, Ownership Structure and Firm Performance in Publicly Listed Indian PSUs'.

Prof. Kousik Guhathakurta, Visiting Assistant Professor attended the India Finance Conference, organized jointly by IIM Ahmedabad, IIM Bangalore and IIM Calcutta during December 18-20, 2013 at IIM Ahmedabad and presented a paper titled 'Using Recurrence Analysis to Identify Bubbles & Endogenous Crashes'.

Prof. Sudershan Kuntluru, Associate Professor attended the India Finance Conference, organized jointly by IIM Ahmedabad, IIM Bangalore and IIM Calcutta during December 18-20, 2013 at IIM Ahmedabad and presented a paper titled 'Corporate Governance and Performance in Family and Non-Family Owned Firms in India'.

Prof. Joshy Joseph, Assistant Professor has been nominated to participate at the 7th NASMEI Marketing Conference during 27-28 December 2013. NASMEI (North American Society for Marketing Education in India) marketing conference is an annual conference held at Great Lakes Institute of Management, Chennai organized by the Kotler-Srinivasan Center for Research in Marketing.

Prof. G. Venkat Raman, Assistant Professor attended the Global Ethics Forum 2014 Conference at IIM Bangalore during 03-05 January 2014.

Prof. Joshy Joseph, Assistant Professor, attended the 2014 Annual Conference of the Emerging Markets Conference Board held at IIM Lucknow (Noida campus) organized by Centre for Marketing in Emerging Economies during January 8-11, 2014 and presented a paper titled 'Can Sales Promotion Build Brand Equity? Yes, At Times'.

Prof. Sthanu R Nair, Assistant Professor, attended the workshop on 'Food inflation in India: Causes, consequences and policy implications'. The workshop is organized by National Institute of Public Finance and Policy, New Delhi and the Foreign and Commonwealth Office, UK during February 25, 2014 at National Institute of Public Finance & Policy (NIPFP), New Delhi. His paper titled 'Agrarian Performance & food inflation in India since independence' has been accepted for presentation at the workshop.

Prof. R Radhakrishna Pillai, Professor, attended the 'International Conference on Research and Sustainable Business' organized by Dept. of Management Studies, IIT Roorkee during March 8-9, 2014.



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Prof. Kousik Guhathakurta, Assistant Professor, attended the 'Econophys-Kolkata VIII conference', to be held at Saha Institute of Nuclear Physics, Kolkata during March 14-17, 2014. He has been invited to deliver a seminar on a topic related to the Conference theme 'Econophysics and data driven modeling of market dynamics'.

Prof. Kausik Gangopadhyay, Assistant Professor, attended the 'Econophys-Kolkata VIII conference', to be held at Saha Institute of Nuclear Physics, Kolkata during March 14-17, 2014. He has been invited to deliver a seminar on a topic related to the Conference theme 'Econophysics and data driven modeling of market dynamics'.

International Conferences/ Visits

Prof. Krishna K Ladha, Professor attended the International Conference on "Midwest Political Science Association Annual Meeting 2013" organized by the Midwest Political Science Association during April 11-14, 2013 at Chicago, IL, USA, where he presented a paper titled "Democracy and Corruption: Implications for Democratic Institutions".

Prof. Sudershan Kuntluru, Associate Professor attended the International conference on "Internaional Journal of Arts & Science Conference for Academic Disciplines" organized by IJAS Conference during May 26-30, 2013 at Harvard University Campus, Cambridge, MA, where he presented a paper titled "Evaluation of E-Government Projects in the empowerment of rural citizens of India – A case study".

Prof. Rupesh Kumar Pati, Associate Professor attended the "POM 2013, Twenty fourth Annual Conference" organized by Production and Operations Management during May 03-06, 2013 at Denver, Colorado, USA, where he presented a paper titled "Green Logistics Network Design: A Critical Review".

Prof. Sthanu R Nair, Associate Professor and Prof. Leena Mary Eapen, Assistant Professor, attended the 3rd Annual International Conference on "Qualitative and Quantitative Economic Research" organized by the Global Science & Technology Forum at Bangkok during May 20-21, 2013 at Bangkok, where they presented a paper titled "Agrarian Performance and Food Price Inflation in India: Insight and Lessons from Pre and Post-Economic Liberalization Experiences".

Prof. Kulbhushan Balooni, Professor attended the International conference on "The Commons: Commoners and the Changing Commons: Livelihoods, Environmental Security & Shared Knowledge, 14th Glob at Conference of the International Association for the Study of the Commons" organized by International Association for the Study of the Commons to held during June 03-07, 2013 at Kita Fiju (Mount Fuji), Japan, where he presented a paper titled "Eroding Community Norms and Sustainability of Irrigation Tanks in a Predominantly Agrarian Tribal Community in South India".

Prof. Sony Thomas, Assistant Professor attended the International conference on "Performance of Financial Markets" organized by School of Accounting, Economics and Finance, Deakin University, Melbourne during June 27-28, 2013 at Melbourne, where he presented a paper titled "Interdependence and Dynamic Interactions among Fundamental Factors and Stock Prices".

Prof. Venkat Raman, Assistant Professor attended the International Symposium on "State-Society Relations in the New Era: Lessons from and for China" organized by Fudan Institute for Advanced Study in social Sciences, during June 29-30, 2013 at Shanghai, China, where he presented a paper titled "Governance of Social Transformation in China".

Prof. Rajesh S Upadhyayula, Assistant Professor attended the "2013 AIB Meeting" organized by Academy of International Business, during July 03-06, 2013 at Istanbul, Turkey.

Prof. Venkat Raman, Assistant Professor attended the International Symposium on "State-Society Relations in the New Era: Lessons from and for China" organized by Fudan Institute for Advanced Study in social Sciences, during June 29-30, 2013 at Shanghai, China, where he presented a paper titled "Governance of Social Transformation in China".



Prof. Joshy Joseph, Assistant Professor attended the “*Second Biennial Sheth Emerging Scholars Faculty consortium and World Marketing Congress*” organized by The Academy of Marketing Science, on July 16, 2013 at Melbourne, Australia..

Prof. Deepak Dhayanithy, Assistant Professor attended the “*AIB Annual Conference*” organized by Academy of International Business, during July 03-06, 2013 at Istanbul, Turkey, where he presented a paper titled “*Avoiding Relegation – Diversity, Selectivity, Experience or Methodology*”.

Prof. Saptarshi Purkayastha, Assistant Professor attended the “*AIB Annual Conference*” organized by Academy of International Business, during July 03-06, 2013 at Istanbul, Turkey, where he presented a paper titled “*Business Group Heterogeneity and the Internationalization-Performance Relationship: Evidence from Indian Business Groups*”.

Prof. Debabrata Chatterjee, Associate Professor attended the “*Triple Helix International Conference 2013*” organized by The Triple Helix during July 08-10, 2013 Organization at University of London, U.K., where he presented a paper titled “*Conceptualizing the Triple Helix Framework for Emerging Economies*”.

Prof. Keyoor Purani, Associate Professor, attended the “*Academy of Marketing Annual Conference 2013*” organized by Academy of Marketing, U.K. during July 08-11, 2013 at Cardiff, UK, where he presented a paper titled “*Internet Banking Adoption in Developing Counties: A Meta-Analysis of the Findings so far*”.

Prof. A F Mathew, Associate Professor attended the International Conference on “*Women’s Studies 2013*” organized by the Centre for Research & Development (ICRD) during July 15-16, 2013 at Colombo, Sri Lanka, where he presented a paper titled “*Privileging Patriarchy*”.

Prof. Atanu Adhikari, Assistant Professor attended the “*World Marketing Congress*” and chaired the sessions organized by Academy of Marketing Science during July 17-20, 2013 at Melbourne, Australia, where he presented a paper titled “*Pay What You Want: Willingness to Pay under No, Part, and Full Information about Cost of Product*”.

Prof. Nandakumar M K, Associate Professor, attended the “*Academy of Management Conference 2013*” organized by Academy of Management during August 09-13, 2013 at Orlando, USA, and presented a paper titled “*Effectiveness of Business Model for Young and Established Firms: Evidence from Indian SMEs*”.

Prof. Naveen C Amblee, Assistant Professor attended the ‘*2013 Annual Conference of China Marketing Science*’, organized by School of Economics and Management during August 17- 18, 2013 at Tsinghua University, Beijing, China, where he presented a paper titled ‘*Do Product Reviews Really Reduce Search Costs and Increase Decision Confidence?*’



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Prof. M.P. Sebastian, Professor, attended the '3rd International Conference on Innovative Computing Technology (INTECH 2013), organized by IEEE Consumer Electronics and Broadcast Technology Chapters, UK&RI during August 29-31, 2013 at London UK, where he presented a paper titled 'QoS Aware Adaptive Multipath Routing in MANETs.

Prof. Kousik Guhathakurta, Assistant Professor, attended the '2nd International Conference on EconoPhysics', Organised by Kavala Institute of Technology during September 13-14, 2013 at Kavala, Greece, and presented a paper titled '*Investigating the nonlinear dynamics of emerging and developed stock markets*'.

Prof. Naveen C Amblee, Assistant Professor, attended the 'International Symposium on Marketing, Logistics and Business (MLB 2013)', organized by Nagoya University, Japan during September 24-26, 2013 at Nagoya Japan, and presented a paper titled 'The impact of price on customer satisfaction expressed via online product reviews' at the Conference.

Prof. Sanjay Jharkharia, Professor, attended the 'Asia Pacific Conference on Management and Business', organized by Higher Education Forum, Taiwan during September 27-29, 2013 at Kuala Lumpur, Malaysia and presented a paper titled '*An study of unorganized grocery stores supply chain in India*' at the Conference.

Prof. Nandakumar M.K., Associate Professor, attended the *2013 SMS 33rd Annual International Conference* during September 28- October 1, 2013 at Atlanta, USA, and presented a paper titled 'Decision –Making and Business Model: Effectuation Perspective' at the Conference.

Prof. Saptarshi Purkayastha, Assistant Professor, attended the 'SMS 2013 Annual Conference', organized by Strategic Management Society during 28th September to 1st October 2013 at Atlanta, USA, and presented a paper titled 'Does Business Group Heterogeneity Effect its Internationalization? Evidence from India' at the conference.

Prof. G. Anand, Associate Professor, attended the '2013 Lean Educator Conference (LEC) to be held at Fisher School of Business, The Ohio State University, Columbus, Ohio, USA during October 3-5, 2013, and presented a paper titled 'Lean Thinking in Education: A Case Study' at the Conference.

Prof. Omkumar Krishnan, Associate Professor, attended the '*International Academic Conference on Education, Teaching and E-learning*', organized by Institute AV consulting O.S. during October 17-18, 2013 at Prague, Czech Republic, and presented a paper entitled '*Simulation as a pedagogical tool: Measurement of impact on perceived effective learning*'.

Prof. Abhilash S Nair, Associate Professor, attended the '2013 Annual Meeting of North American Case Research Association (NACRA)' during October 17-19, 2013 at British Columbia, Canada, and presented a paper titled '*Delhi International Airport Limited: Vision of an Ambitious Entrepreneur*'.

Prof. Anindita Paul, Assistant Professor, attended the International Conference titled '*The Second Asian Conference on Information Systems*' to be held at Phuket, Thailand during October 31 to November 02, 2013, and presented a paper titled 'ICT use and Adaption by Indian Women: An Analysis of Two Cases'.

Prof. Anindita Paul, Assistant Professor, attended the International Conference titled '*The Second Asian Conference on Information Systems*' held at Phuket, Thailand during October 31 to November 02, 2013.

Prof. A.F. Mathew, Associate Professor, attended the '9th International Conference on Humanities & Social Sciences (ICHUSO) 2013 held from November 14-15, 2013 at Khon Kaen University, Thailand and presented a paper titled 'Marx and the Media Issues and Perspectives' jointly written with Dr. Tattwamasi Paltasingh, Associate Professor ICSSR.

Prof. Manoranjan Dhal, Assistant Professor, attended the '6th International Conference of

Education, Research and Innovation (ICERI2013)' at Seville, Spain during 18-20 November 2013 and presented a paper entitled 'A Qualitative Study of Training Effectiveness'.

Prof. Naveen C Amblee attended the International Conference on Applied & Theoretical Information Systems Research (ATISR 2013), organized by ATISR in Taipei, Taiwan during November 22-24, 2013 and presented a paper titled 'Do product reviews really reduce search costs and increase decision confidence?'.

Prof. C. Raju, Professor, attended the Statistics and Operational Research International Conference (SORIC 2013), organized by Institute for Mathematical Research, University of Putra Malaysia during 3-5 December 2013 at Kuching, Malaysia and presented a paper titled 'Selection of Optimum AOQL Multiple Deferred State MDS-1 (C1, C2) for given AQL and LQL (ST080)'.

Prof. Omkumar Krishnan, Associate Professor attended at The Case Centre Start Writing Workshop to be held at Macquarie University, Sydney Australia during 9-10 December 2013

Prof. Kulbhusan Balooni, Professor, attended the 'International Conference on Adopting REDD+ for Conservation, Sustainable Community Livelihood and Climate Change Mitigation' organized by The Chinese University of Hong Kong from 13-15 December 2013 at Hong Kong and presented a paper titled 'Forest rights: The hard currency of REDD+'.

Prof. Sanjay Jharkaria, Professor, attended the '4th International Conference on Industrial Engineering and Operations Management (IEOM)' sponsored by Institute of Industrial Engineers, Institute for Operations Research and the Management Science and The Boeing Company at the Grand Hyatt Bali, Indonesia during January 7-9, 2014 and presented a paper titled 'Characteristics of Automotive Supply Chains- As Exploratory Study'.

Prof. Surya Prakash Pati, Visiting Assistant Professor, attended the '5th Asia-Pacific Business Research Conference', organized by World Business Institute Australia during February 17 to 18, 2014 at Kuala Lumpur, Malaysia. His paper titled 'Development of Three-Item Utrecht Work Engagement Scale (Uwes-3)' has been accepted for presentation at the above International conference.

Prof. Aparajith Ramnath, Visiting Assistant Professor, attended the 'World Business History Conference 2014', organized by the Johann Wolfgang Goethe University (GUG) Frankfurt, Germany during March 16-17, 2014. His paper titled 'Extra-imperial influences in Indian industrialization: the technical experts of the Tata steel works, c. 1900-40' has been accepted for presentation at the conference.

Prof. G. Thangamani, Associate Professor, attended the International Conference on Technology and Business Management (ICTBM-14), organized by American University in the Emirates during March 24-26, 2014 at Dubai, UAE. His paper titled 'Innovation FMEA: Risk Assessment Methodology for Product Innovation Value Chain' has been accepted for presentation at the Conference.

Prof. P N Ram Kumar, Assistant Professor, attended the International Conference on Technology and Business Management (ICTBM-14), organized by American University in the Emirates during March 24-26, 2014 at Dubai, UAE. His paper titled 'On Modelling the Step Fixed Charge Transportation Problem' has been accepted for presentation at the Conference.

Prof. Joffi Thomas, Assistant Professor, attended the 50th Annual International MBAA Conference organized by MBAA International during March 26-28, 2014 at Chicago, USA. His paper titled 'Chennai Super Kings' has been accepted for presentation at the Conference.

Prof. Lakshmi Ladha, Professor, attended the Academy of Business Research Conference in New Orleans, LA, USA during March 26-28, 2014. Her paper (co-authored with Prof. Abhilash Nair) titled 'Determinants of non-economic Investment Goals among Indian Investors' has been accepted for presentation at the Conference.



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Prof. Abhilash S Nair, Associate Professor attended the 'Academy of Business Research Conference' in New Orleans, LA, USA during March 26-28, 2014. His paper (co-authored with Prof. Lakshmi Ladha) titled 'Determinants of non-economic Investment Goals among Indian Investors' has been accepted for presentation at the Conference.

Prof. Sanjay Jharkharia, Professor, attended the Second International Conference on Business, Economics and Accounting, organized by CAAL, Jakarta during 26-28 March, 2014 at Hong Kong. His paper titled 'Analysis of Barriers in Environmental Supply Chain Management' has been accepted for presentation at the Conference.

HBS Professional Development Programme (International)

Prof. Saji Gopinath, Professor & Dean (D), attended the Programme "Global Colloquium on Participant-Centered Learning (first session) conducted by Harvard Business School, United States of America during July 21 – 27, 2013 at USA.

Prof. Joffi Thomas, Assistant Professor, attended the Programme "Global Colloquium on Participant-Centered Learning (first session) conducted by Harvard Business School, United States of America during July 21 – 27, 2013 at USA.

Prof. Shubhasis Dey, Assistant Professor, attended the Programme "Global Colloquium on Participant-Centered Learning (first session) conducted by Harvard Business School, United States of America during July 21 – 27, 2013 at USA.

Prof. Nandakumar M K, Assistant Professor, attended the Programme "Global Colloquium on Participant-Centered Learning (first session) conducted by Harvard Business School, United States of America during July 21 – 27, 2013 at USA.

Faculty Exchange Programme

Prof. Sony Thomas has been invited by the Abu Dhabi University, Abu Dhabi, as Assistant Professor to teach two courses during April 23, 2013 to May 30, 2013 as per the faculty exchange programme between the Indian Institute of Management Kozhikode and the Abu Dhabi University.

Prof. S Subramanian, Assistant Professor, has been invited by the Cyprus International Institute of Management, Nicosia, Cyprus, to teach a course "Public Private Partnership" during August 26, 2013 to September 06, 2013 as per the Faculty Exchange Programme.

Prof. Rajesh S Upadhyayula, Assistant Professor, has been invited by the National University of Singapore, Singapore, to co-ordinate "Leadership development Programme - TEQIP" as an MDP during September 02, 2013 to September 10, 2013.

Honours and Recognition

Prof. Saji Gopinath, Professor & Dean, was awarded UK-India Knowledge Economy Partnership 2012 Fellowship for the project "A comparative Study of Good Governance Practices in UK and India Higher Education Institutions for enhancing performance".

Prof. Atanu Adhikari, Assistant Professor, has been invited by BEM Bordeaux Management School as a Visiting Professor to teach in the MScM Programme at BEM Management School during April 02-08, 2013.

Prof. G Venkat Raman, Assistant Professor has been invited by ICSSR as official member of ICSSR Delegation to visit CASS for Seminar on "Sino-Indian Cooperation: New Opportunities and New Ideas" during April 17-18, 2013 at Beijing, China and present a paper on the sub-theme entitled "Bilateral Economic Relations Between China and India".

Prof. Lakshmi S Ladha, Visiting Professor, has been invited by BEM Bordeaux Management School as a Visiting Professor to teach Marketing and Financial Management in India in the MScM Programme at BEM Management School during April 07-16, 2013.

Prof. Mohammed Shahid Abdulla, Assistant Professor, has been invited by the Global Science and Technology Plaza, Singapore, as Presenter at Big Data Science Analyst (Hadoop) Workshop during April 21-25, 2013.

Prof. C Raju has been invited by the Global Science and Technology Forum, Singapore, to attend the 3rd Annual International Conference on Operations Research and Statistics (ORS 2013) at Singapore during April 22-23, 2013 and deliver a key note address and deliver two lectures in the Big Data Science Workshop.

Prof. Kulbhushan Balooni, Professor, has been invited by Wageningen University, Department of Social Sciences, Environmental Policy Group, the Netherlands, as a guest researcher for the period of three months from May 01, 2013 to July 29, 2013 to undertake collaborative research on 'Decentralized forest governance in developing counties: Lessons for United Nations' REDD+ programme implementation to combat global warming'.

Prof. Abhilash S Nair, Assistant Professor, has been invited by the Edward School of Business, University of Saskatchewan, Canada, on October 21 and 22, 2013 to present the paper titled "Determinants of Socially Responsible Investment Behaviour Among Indian Investors" in the Departmental Seminar and Risk Assessment in the context of Emerging Markets for their second year Masters specialization students.

Prof. Keyoor Purani, Associate Professor, has been invited by the Sheffield University Management School, Sheffield, to conduct the project related meetings and workshops for the projects under "Sustainability Marketing Teaching – British Council" and to work on the research along with Dr. Paurav Shukla of Glasgow Caledonian University, London, under British Academy International Partnership and Mobility Scheme, during November 19, 2013 to December 01, 2013.

Prof. Atanu Adhikari, Assistant Professor, has been selected for Commonwealth Academic Fellowship 2013 tenable at London Business School and has completed three months Fellowship from October 1, 2013 to December 31, 2013.

Prof. G. Venkat Raman, Assistant professor, has been selected for Fellowship in the BRICS Centre, Fudan University, Shanghai for a period of two months from February 15, 2014 to 15 April 2014.

Prof. A F Mathew, Associate Professor, has been invited by Waseda University, Tokyo, Japan and Kyoto University to participate in the research programme under the theme "Islamic Area Studies" sponsored by National Institutes for the humanities of Japan (NIHU) during January 31, 2014 to February 11, 2014.

Prof. Mohammed Shahid Abdulla, Assistant Professor, has been invited by School of Information Systems (SIS), Singapore Management University (SMU) as Visiting Faculty from February 11, 2014 to March 12, 2014.





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New Employees

The following staff joined during the year 2013-14

Sl. No	Name	Designation	Date of Joining
1	Mukul Bhooshan Singh	Assistant-cum-Hindi Translator	01.08.2013
2	Ravindran P.K	Manager-EPGP	02.09.2013

Superannuation/Resignation

The following staff retired/resigned during the year 2013-14

Sl. No	Name	Designation	Date of Resignation
1	Shantharaman A.K	FA&CAO	17.01.2014
2	Biju P	Junior Assistant	18.02.2014

Promotion

The following staff were promoted and joined new post during the year 2013-14;

Sl. No	Name	Promotion		Date of Joining
		From	To	
1	Anil A.M	Assistant Programmer	Programmer	01.05.2013
2.	Sadanandan K	Administrative Officer	Senior Administrative Officer	22.11.2013

National Conferences / Training

Dr. M.G Sreekumar, Chief Librarian & Information Officer was the Keynote Speaker during the National Workshop on “Smart Management of E-Resources” held at KIIT University, Bhubhaneswar on 12.04.2013.

Shri. Augustine George, Assistant & Shri. Asokan P.T., Junior Assistant attended training “Payroll Preparation and Statutory Compliance” on 20.04.2013 held at The Quilon Beach Hotel, Kollam, organized by Corporate Relations Pvt. Ltd, Gold Link Road, Kowdiar, Thiruvananthapuram – 695 003.

Dr. M.G Sreekumar, Chief Librarian & Information Officer was the Resource Person during the Sessions of MDP on Knowledge Management on the subject “Enterprise Knowledge Management” held at National Institute of Technology (NIT), Trichy on 22.04.2013.

Shri. Sanal Kumar G, Accounts Officer attended Seminar on “Service Tax Voluntary Compliance Encouragement Scheme, 2013 & An Overview of Changes in Service Tax Laws” on 24.05.2013 held at Trivandrum, organized by Corporate Relations Pvt. Ltd, Gold Link Road, Kowdiar, Thiruvananthapuram – 695 003.

A Training Programme on ‘Functional Filing System in the Institute’ was conducted for all the Administrative Staff of the Institute from 11.30 AM to 01.00 PM on 12.08.2013 at Round Table Conference Hall. The training program was conducted by Shri. Madusoodanan P.G, SAO (PGP) and attended by a total number of 104 personnel (62 Regular staff & 42 Contract staff).

Dr. M.G Sreekumar, Chief Librarian & Information Officer delivered an Invited lecture on the subject “Web Scale Discovery Services at IIM Kozhikode” during National Workshop on “Web-scale Discovery Services: Transforming Access to Library Resources” at Jawaharlal Nehru University (JNU), New Delhi on 10.09.2013.

Dr. M.G Sreekumar, Chief Librarian & Information Officer delivered an Invited lecture on the subject “Web Scale Discovery Services” during National JSTOR Forum Meet held at Indian Institute of Technology (IIT) Madras on 04.10.2013.

Dr. M.G Sreekumar, Chief Librarian & Information Officer delivered an Invited lecture on the subject “Developing Academic Resources for Achieving Excellence” during TEQIP Programme on “Digital Age Pedagogy” held at Coimbatore Institute of Technology, Coimbatore on 06.10.2013.

Shri. N Ramachandran, System Analyst and Shri. Anil A.M, Programmer attended the NKN annual workshop for various government institutions connected under the National Knowledge Network Project (NKN) on the theme “ Enhancing Research Collaborations through NKN” organized by National Informatics Centre (NIC) at IISc Bangalore from 17.10.2013 to 19.10.2013.

Shri. Mohanan T, Administrative officer & Smt. Lakshmi Viswanathan, Finance & Accounts Officer attended One day workshop on “Sexual Harassment against women at workplace “ on 07.11.2013 held at Hotel Hyson Heritage, Bank Raod Calicut organized by Corporate Relations Pvt. Ltd, Gold Link Road, Kowdiar, Thiruvananthapuram – 695 003.

Shri. Ravindan V.V, Administrative Officer (Estate) and Shri Sanjay A.P, Junior Engineer (Electrical), attended Executive Development Programme on “Legal Aspects of Contract Management” conducted from 08.11.2013 to 10.11.2013 at Bagmallo, Beach Resort, Goa organized by Engineers Development Council (*Estd by the Planning Commission, Govt of India*), Plt No 94, Triveni Apartment, Jhilmil Colony, New Delhi -110095.

An In-House training programme on “administrative procedures” for all regular staff was conducted from 11.11.2013 to 13.11.2013. 27 Regular staff attended the same. The training programme was conducted by Integrated Training & Policy Research (Training Division), 201, Lal Ratan building, West Patel Nagar, New Delhi – 110008. It covered the subjects broadly (1) Accounts & Administration (2) Allowances/Advances (3) New Pension Scheme 2004 (4) Management of Officer & Office Procedures (5) Recruitment Rules & Reservation in Services.

Dr. M.G Sreekumar, Chief Librarian & Information Officer delivered an Invited lecture on the subject, “Open Source Software for Digital Libraries : A Case Study of Greenstone” held at Aravind Eye Hospital, Coimbatore on 23.11.2013.

Dr. M.G Sreekumar, Chief Librarian & Information Officer had made Keynote address during National Workshop on Digital Libraries Using Greenstone on . “Landscaping the Future of Digital Libraries”, held at Mudra Institute of Communications Ahmedabad (MICA) on 10.01.2014.

An In-House Workshop on ‘Gender Sensitisation at Workplace’ for all Students, Faculty and Staff was conducted on 11.03.2014. The workshop was conducted by M/s Supriti Supriti, Consultant “Diversity and Inclusion’ Bengaluru.





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ANNUAL ACCOUNTS AND FINANCIAL POSITIONS

The Annual Financial Statements for the year 2013-14, approved by Finance committee was further approved and adopted by the BoG on 27th September 2014 and submitted to the principal Accountant General (Audit) Kerala for Audit Certification. The Annual Financial Statement of the Institute for the financial year 2013-14 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 main highlights of the Annual Financial Statement are furnished below: -

GRANT-IN-AID UNDER PLAN

During the financial year 2013-14, the Institute received Rs. 29.25 Crore as Grants-in-aid under Plan against the total allocation was Rs. 38.75 Crore from the Department of Secondary and Higher Education, Ministry of Human Resource Development, Government of India

INTERNAL REVENUE GENERATION

The internal revenue generation has increased from 60.42 crores to 62.34 crores. However, cash operating expenses have gone from 37.64 crores to 41.60 crores.

CORPUS FUND

During the financial year 2013-14, the Institute had transferred Rs. 4.95 Crores (Approx) 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. 13.64 Crores. The balance of the Corpus Fund as on 31-03-2014 is Rs. 161.93 Crores.

DEPRECIATION FUND

During the financial year 2013-14, the Institute had transferred Rs. 14.24 Crores to the Depreciation Fund towards the depreciation for the financial year 2013-14. The interest earned during the year on the investment made is Rs. 6.81 Crores. The closing balance of the Depreciation Fund as on 31-03-2013 is Rs. 101.09 Crores. The investment in Depreciation Fund is Rs.96.00 Crores as on 31-03-2014.

Accounts of IIM Kozhikode Employees Contributory Provident Fund Trust:-

During the year 2013-14, the Income & Expenditure account shows a surplus of Rs. 3.22 lakhs after allowing interest to the members of the Trust.

The Corpus Fund stood as Rs. 762.59 Lakhs, out of which Rs. 594.13 Lakhs has been invested in various interest bearing securities as per CPF Investment guidelines, Rs. 52.00 Lakhs is under accrued interest and Rs. 0.98 Lakhs is being bank balance as on 31-03-2014 and Rs. 122.46 Lakhs being amount receivable from the IIM Kozhikode towards Institute's share of contributory provident fund to the members.



BOARD OF GOVERNORS & IIMK SOCIETY
Board of Governors (as on 31 March 2014)

List of Members of the IIMK Board of Governors as on 31 March 2014, is given below:

1. **Dr. A.C. Muthiah**
(Former President BCCI)
Chairman
Southern Petrochemical Industries Corp. Ltd., Chennai
2. **Shri K.C. Mohan**
Former Chairman & Managing Director
MECON (SAIL), Chennai
3. **Shri Onkar S. Kanwar**
Chairman, Apollo Tyres Ltd, Gurgaon
4. **Shri N. Sankar**
Chairman Sanmar Group, Chennai
5. **Shri Ashok Thakur**
Secretary
Department of Higher Education, MHRD, New Delhi
6. **Shri Yogendra Tripathi**
Joint Secretary & Financial Advisor, MHRD, New Delhi
7. **Dr. K.M. Abraham**
Principal Secretary to Govt. of Kerala
Higher Education Department, Thiruvananthapuram
8. **Shri Jacob Mathew**
Executive Editor & Director
Malayalam Manorama
9. **Dr. Pritam Singh**
Director General
International Management Institute, New Delhi
10. **Prof S. L. Rao**
Past President AIMA, Bangalore
11. **Shri T.T. Thomas**
(Former MD FACT), Kochi
12. **Prof. S.S. Mantha**
Chairman
All India Council for Technical Education, New Delhi
13. **Prof. Debashis Chatterjee**
Director, IIMK
14. **Prof. Saji Gopinath**
Professor, IIMK
15. **Lt. Col M. Julius George (Retd)**
Chief Administrative Officer & Secretary to the Board, IIMK

The Board met on four occasions during the year 2013-14. The date and venue of the meeting were as under:

- 63rd Meeting on 08 Jun 2013 at Chennai
- 64th Meeting on 28 Sep 2013 at Kochi
- 65th Meeting on 04 Jan 2014 at Chennai
- 66th Meeting on 22 Mar 2014 at IIMK



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IIMK Society Members

The list of members of the IIMK Society as on 31 March 2014 is given below:

1. **Dr. A.C. Muthiah**
(Former President BCCI)
Chairman
Southern Petrochemical Industries Corp. Ltd.
Chennai
2. **Shri K.C. Mohan**
Former Chairman & Managing Director
MECON (SAIL), Chennai
3. **Shri Onkar S Kanwar**
Chairman
Apollo Tyres Ltd., Gurgaon
4. **Shri N. Sankar**
Chairman
Sanmar Group, Chennai
5. **Shri Ashok Thakur**
Secretary
Department of Higher Education
MHRD, New Delhi
6. **Shri Yogendra Tripathi**
Joint Secretary & Financial Advisor
MHRD, New Delhi
7. **Dr. K.M. Abraham**
Principal Secretary to Govt. of Kerala
Higher Education Department
Thiruvananthapuram
8. **Shri Jacob Mathew**
Executive Editor & Director
Malayalam Manorama
9. **Dr. Pritam Singh**
Director General
International Management Institute, New Delhi
10. **Prof S.L. Rao**
Past President AIMA, Bangalore
11. **Shri T.T. Thomas**
(Former MD FACT), Kochi
12. **Prof. S.S. Mantha**
Chairman
All India Council for Technical Education, New Delhi
13. **Prof Bhaskar Ramamurthy**
Director, IIT Madras
14. **Prof P. Balaram**
Director, IISC Bangalore
15. **Dr. Prafulla Agnihotri**
Director, IIM Tiruchirappalli
16. **Prof Uday B. Desai**
Director, IIT Hyderabad

17. **Prof. Jancy James**
Vice Chancellor
Central University of Kerala
18. **Dr. M.N. Bandyopadhyay**
Director NIT Calicut
19. **Smt. Sheela Thomas**
Chairperson Rubber Board
Kerala
20. **Dr. K.S. Dasgupta**
Director IISST
Thiruvananthapuram
21. **Prof. Debashis Chatterjee**
Director, IIMK
22. **Prof. Saji Gopinath**
Professor, IIMK
23. **Lt. Col M. Julius George (Retd)**
Chief Administrative Officer &
Secretary to the IIMK Society

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

28th Meeting on 28 Sep 2013 at Kochi

29th Meeting on 22 Mar 2014 at IIMK





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FACULTY MEMBERS (As on 31 Mach 2014)

Director

Prof. Debashis Chatterjee

Faculty Members

Professors

1. Prof. Kulbhushan Balooni
2. Prof. Saji Gopinath
3. Prof. K Unnikrishnan Nair
4. Prof. R Radhakrishna Pillai
5. Prof. P Rameshan
6. Prof. Badrinarayan S Pawar
7. Prof. Sanjay Jharkharia
8. Prof. Keyoor Purani
9. Prof. SSS Kumar
10. Prof. Sanal Kumar Velayudhan
11. Prof. Debabrata Chatterjee
12. Prof. Krishna Kumar Ladha
13. Prof. M P Sebastian
14. Prof. C Raju

Associate Professors

15. Prof. Anjan Kumar Swain
16. Prof. Anandakuttan B Unnithan
17. Prof. Sudershan Kuntluru
18. Prof. Sumit Mitra
19. Prof. Omkumar Krishnan
20. Prof. Rudra Sensarma
21. Prof. A F Mathew
22. Prof. G Sridhar
23. Prof. Rupesh Kumar Pati
24. Prof. Sthanu R Nair
25. Prof. Abhilash S Nair
26. Prof. Nandakumar M K
27. Prof. Shubhasis Dey
28. Prof. G Anand
29. Prof. Atanu Adhikari
30. Prof. G Thangamani
31. Prof. L. Ramprasath

Assistant Professors

32. Prof. Joffi Thomas
33. Prof. T N Krishnan
34. Prof. Rajesh S Upadhyayula
35. Prof. Joshy Joseph
36. Prof. Kausik Gangopadhyay
37. Prof. Sony Thomas
38. Prof. Leena Mary Eapen
39. Prof. Anindita Paul
40. Prof. Deepak Dhayanithy
41. Prof. Mohammed Shahid Abdulla
42. Prof. Manoranjan Dhal
43. Prof. Rahul Kumar Sett
44. Prof. P N Ram Kumar
45. Prof. Saptarshi Purkayastha
46. Prof. G Venkat Raman
47. Prof. Anupam Das
48. Prof. S Subramanian
49. Prof. Anubha Shekhar Sinha
50. Prof. Priya Nair Rajeev
51. Prof. Naveen C Amblee
52. Prof. Deepa Sethi
53. Prof. Kousik Guhathakurta
54. Prof. Rachappa Shette
55. Prof. Surya Prakash Pati

Visiting Professors

56. Prof. Lakshmi S Ladha
57. Prof. Mahesh P Bhave

Visiting Associate Professor

58. Prof. K K Ramesh

Visiting Assistant Professor

59. Prof. Manish Kumar
60. Prof. Suram Balasubrahmanyam
61. Prof. Aparajith Ramnath
62. Prof. Pankaj Kumar Baag
63. Prof. Shovan Chowdhury
64. Prof. Sujay Kumar Mukhoti
65. Prof. Satish Krishnan

STAFF MEMBERS (As on 31 March 2014)

1) Lt. Col M. Julius George (Retd.)	Chief Administrative Officer
2) Dr. M.G. Sreekumar	Chief Librarian & Information Officer
3) Shri. Ashok Pathak	Chief System Manager
4) Shri. Rajiv Varma	Chief Manager (Infrastructure)
5) Shri. Pawan Kumar Singh	Senior Administrative Officer (MDP)
6) Lt. Col. Cedric Thomas (Retd.)	Senior Administrative Officer (GA)
7) Shri. Madusoodanan P.G.	Senior Administrative Officer (AA)
8) Shri. Sadanandan K.	Senior Administrative Officer
9) Shri. Ravindran V.V.	Administrative Officer
10) Shri. Muraleedharan P.G.	Administrative Officer
11) Shri. K. Murugan	Administrative Officer
12) Shri. Vinod Kumar K.	Administrative Officer
13) Shri. N. Ramachandran	System Analyst
14) Shri. Mohanan T.	Administrative Officer
15) Shri. John G.	Administrative Officer
16) Smt. Sunitha T.	Assistant Librarian (HG)
17) Shri. Anil Kumar P.	Manager (Infrastructure)
18) Smt. Sreejaya P.	Assistant Librarian (HG)
19) Shri. Bose K.T.	Assistant Executive Engineer (Ele.)
20) Dr. (Smt.) Lakshmi Viswanathan	Finance & Accounts Officer
21) Shri. Muhammed Ashraf A.R.	Manager-MDP
22) Shri. Ravindran P.K.	Manager-EPGP
23) Shri. John Gheevarghese	Assistant Administrative Officer
24) Shri. Jayakrishnan K.S.	Assistant Administrative Officer
25) Shri. Rejeesh M.P.	Assistant Engineer (Civil)
26) Shri. Shaji C.P.	Assistant Administrative Officer
27) Shri. Prasheeb Kumar K.K.	Assistant Administrative Officer
28) Shri. Madhusoodan V.	Assistant Administrative Officer
29) Shri. Sanal Kumar G.	Accounts Officer
30) Shri. Anil A.M.	Programmer
31) Shri. Raghupathy Hari	Assistant
32) Shri. Muhammed Mustafa A.	Technical Assistant
33) Shri. Sudheesh Kumar K.M.	Technical Assistant (Dig Library)
34) Shri. Sojan George	Executive Assistant
35) Dr. (Smt.) Yamuna George	Executive Assistant
36) Shri. Sanjay A.P.	Junior Engineer (Electrical)
37) Shri. Augustine George	Assistant
38) Smt. Asha Babu K.K.	Assistant
39) Shri. Subair V.	Junior Engineer (Civil)
40) Shri. Joshy Kuriokose	Library & Information Assistant
41) Shri. Biju R.	Library & Information Assistant
42) Shri. M. Renjith	Assistant
43) Shri. Kishore Kumar T.K.	Junior Engineer (Electrical)



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44) Smt. Simmi K.G.	Assistant
45) Smt. Sheena V.R.	Assistant
46) Shri Shiju N.K.	Technical Assistant (WA)
47) Shri. Mukul Bhooshan Singh	Assistant-cum-Hindi Translator
48) Smt. Sandhya T.V.	Junior Assistant
49) Smt. Zeena K	Junior Assistant
50) Shri. Sudhir Rajan	Junior Assistant
51) Shri. Alekh P.	Junior Assistant
52) Smt. Divya Sasi	Junior Assistant
53) Shri. Shensha C.	Stores Assistant
54) Smt. Sindhu J.	Junior Assistant
55) Shri. Ramadasan M.	Junior Assistant
56) Shri. Abdurahiman P.P.	Junior Assistant
57) Shri. Asokan P.T.	Junior Assistant
58) Shri. Kavitha K.P.	Junior Assistant
59) Shri. Binoy P.	Junior Manager-EPGP
60) Shri. Baburajan. P.	Driver-cum-Office Staff
61) Shri. Vijayan K.	Driver-cum-Office Staff
62) Shri. Kumaran. K.P.	Office Support Staff (Academic)
63) Shri. Ramesh Bahadur. K.C.	Multi Skilled Support Staff
64) Shri. Rajesh P.M.	Driver-cum-Office Staff
65) Shri. Dalhath E.K.	Driver-cum-Office Staff



वार्षिक लेखा विवरण
Annual Statements of Accounts
2013 - 2014

**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 2014**

1. We have audited the attached Balance Sheet of Indian Institute of Management (IIM), Kozhikode as at 31 March 2014 and the Income & Expenditure Account for the year ended on that date under Section 20(1) of the Comptroller & Auditor General's (Duties, Powers & Conditions of Service) Act, 1971. The audit has been entrusted for the period upto 2015-2016. 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 & 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 misstatements. An audit includes examining, on a 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 dealt with by this report have not 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

I Sources of Funds

i) Current Liabilities & Provision (Schedule-6)-Rs.2327.28 lakh

- a) This is understated by Rs.2.39 lakh due to non-provision of liability for the amount payable for the construction of Two Wheeler Parking near Guest House L1 & L2 for which final bill was submitted in March 2014 and payment made in May 2014. This has also resulted in the corresponding understatement of fixed assets for the year by similar amount.
- b) This is understated due to non-provision for the value of materials supplied by the contractor for completing the balance work of Interior furnishing & fit out of classrooms, auditorium and other common areas in MDP Complex.

ii) Designated/Earmarked Funds- Depreciation Fund-Rs.101.09 crore

- a) This is overstated by Rs.19.23 lakh due to provision of depreciation from the 2nd half of 2012-13 on capitalized value of the incomplete work of interior



annual report 2013-14

furnishing & fit out of class Rooms, auditorium and other common areas in MDP Complex with corresponding understatement of Fixed Assets with similar amount.

b) This is understated by Rs.10.75 lakh due to short provision of depreciation on the work of Construction of retaining wall, road and drains near MDP block which was completed in July 2011 but was capitalized and depreciation was provided from the second half of 2012-13. This has resulted in the corresponding overstatement of Fixed Assets by similar amount.

C) This is understated by Rs.4.57 lakh due to short provision of depreciation on the work of construction of approach road to hostel L1 and L2 under phase IV completed in February 2011 but capitalized and depreciation provided during the second half of 2012-13. This has resulted in the corresponding overstatement of Fixed Asset by the similar amount.

II. Application of fund

i. Fixed Assets- (Schedule-7)- Rs.14708.87 lakh

This is understated by Rs.37.11 lakh (excluding depreciation of Rs.10.78 lakh) due to non-capitalization of expenditure incurred for the electrical work (AC Work) for 56 rooms carried out in the building constructed by CPWD under phase IV and IIMK though expenditure incurred for civil portion was capitalized. This has resulted in the corresponding overstatement of Capital Work in Progress by Rs.47.89 lakh.

B. Income & Expenditure account

I. Income

i) Academic Receipt (Schedule-11)- CAT Income- Rs.100.00 lakh

This is understated by Rs.50lakh as the proportionate share of surplus income of CAT 2013 was shown in the accounts as Rs.100.00 lakh instead of Rs.150 lakh. This short accounting has resulted in the corresponding understatement of Sundry Debtors by similar amount. Consequently Excess of Income over Expenditure for the year is understated by Rs.50 lakh.

II. Expenditure

i) Academic Expenses (Schedule-16)-Direct PGP Expenses-Rs.526.56 lakh

This is overstated by Rs.6.14 lakh being the value of 800 nos. of blue colour stole supplied by M/s Vysali Creations in April 2014 and the payment made in April 2014 with corresponding overstatement of Current Liabilities.

C. Grant-in-aid

The Institute has received grant-in-aid of RS.5177.92 lakh (including Rs.2252.92lakh brought forward from previous year) from the Government of India during 2013-14. Out of this Rs.2314.80 lakh was utilized during the year leaving Rs.2863.12 lakh as unspent grant-in-aid.

D. General

General- Format of Accounts

Ministry of Finance, GOI had introduced Uniform Format of Accounts for all Central Autonomous Bodies in 2001 in consultation with CAG of India. Accounts of the Indian Institute of Management, Kozhikode have been prepared in the new format of account introduced by Ministry of Human Resource Development, Government of India for institutions of Higher Education, which is still under finalization in consultation with CAG of India.

E. 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 & Expenditure 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 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 2014 : and
- b. In so far as it relates to Income & Expenditure Account of the surplus for the year ended on that date.

Place: Chennai
Date: 05 February 2015

Sd/-
Director General of Audit (Central), Chennai



Indian Institute of Management Kozhikode

ANNUAL STATEMENTS OF ACCOUNTS

2013-2014

Indian Institute of Management Kozhikode

BALANCE SHEET AS AT 31-03-2014

(Rupees in lakhs)

SOURCES OF FUNDS	Schedule	Current Year	Previous Year
UNRESTRICTED FUNDS			
Corpus Fund	1	16,200.93	14,335.53
General Fund	2	-	-
Designated/Earmarked Funds	3	10,470.56	8,322.26
RESTRICTED FUNDS		-	-
Capital Fund Fixed Assets	4	19,028.32	17,390.48
LOANS/BORROWINGS	5	-	-
Secured		-	-
Unsecured		-	-
CURRENT LIABILITIES & PROVISIONS	6	2,327.28	3,212.96
TOTAL		48,027.09	43,261.23
APPLICATION OF FUNDS			
FIXED ASSETS	7		
Tangible Assets		12,579.75	13,122.94
Intangible Assets		-	-
Capital Work-In-Progress		2,129.12	949.82
INVESTMENTS	8	-	-
Long Term		3,699.92	3,650.10
Short term		26,292.69	22,540.00
CURRENT ASSETS	9	1,189.66	343.95
LOANS, ADVANCES & DEPOSITS	10	2,135.95	2,654.42
TOTAL		48,027.09	43,261.23
Significant Accounting Policies	22		
Contingent Liabilities and Notes on Accounts	23		

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

Sd/-
Prof. K.K. Ramesh
FA & CAO (Officiating)

Sd/-
Lt. Col M. Julius George (Retd)
CAO

Sd/-
Prof. Debashis Chatterjee
DIRECTOR

Indian Institute of Management Kozhikode
INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2014

(Rupees in lakhs)

PARTICULARS	Schedule	Current Year					Previous Year	
		Unrestricted Funds			Restricted Fund	Total		Total
		Corpus	Designated fund	General fund				
INCOME								
Academic Receipts	11	5,872.26	-	-	-	5,872.26	5,445.58	
Grants & Donations	12	-	-	-	-	-	-	
Income from investments	13	-	-	-	-	-	-	
Other Incomes	14	361.55	-	-	-	361.55	597.02	
TOTAL (A)		6,233.80	-	-	-	6,233.80	6,042.60	
EXPENDITURE								
Staff Payments & Benefits	15	1,670.62	-	-	-	1,670.62	1,408.45	
Academic Expenses	16	1,271.46	-	-	-	1,271.46	1,231.61	
Administrative and General Expenses	17	555.46	-	-	-	555.46	505.13	
Transportation Expenses	18	23.12	-	-	-	23.12	15.49	
Repairs & maintenance	19	556.84	-	-	-	556.84	601.51	
Finance costs	20	0.54	-	-	-	0.54	0.50	
Other Expenses	21	1,506.48	-	-	-	1,506.48	1,208.12	
TOTAL (B)		5,584.52	-	-	-	5,584.52	4,970.82	
Balance being excess of Income over Expenditure (A-B)		649.28	-	-	-	649.28	1,071.78	
Transfer of Depreciation (Fixed Assets) to Capital Fund A/c.		-	1,424.07	-	-	1,424.07	1,206.27	
Transfer of Depreciation (Fixed Assets-Projects) to Capital Fund		-	0.10	-	-	0.10	0.10	
Transfer to Depreciation Fund		-	(1,424.17)	-	-	(1,424.17)	(617.13)	
Transfer to CPF General Reserve		-	-	(3.22)	-	(3.22)	5.22	
Transfer to Staff Welfare Fund		-	(150.93)	-	-	(150.93)	(123.66)	
Balance Being Surplus (Deficit) Carried to General Fund		649.28	(150.93)	(3.22)	-	495.13	1,542.58	
Significant Accounting Policies	22							
Contingent Liabilities and Notes on Accounts	23							

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

Sd/-
Prof. K.K. Ramesh
FA & CAO (Officiating)

Sd/-
Lt. Col M. Julius George (Retd)
CAO

Sd/-
Prof. Debashis Chatterjee
DIRECTOR

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31-03-2014

(Rupees in lakhs)

PARTICULARS	Current Year		Previous Year	
SCHEDULE 1 - GENERAL FUND/CORPUS				
A. Corpus Fund				
Balance at the beginning of the year				
a) Corpus Fund	14,335.10	-	11,534.55	-
b) CPF General Reserve A/c.	(3.81)	-	1.41	-
c) CPF Forfeited A/c.	4.24	14,335.53	4.24	11,540.20
Add Contribution towards Corpus				
a) Loan Amount recovered during the year	1.46	-	4.03	-
b) Amount transferred from Income & Expenditure A/c	498.35	-	1,537.37	-
c) Interest on Corpus Fund Investment	1,363.64	-	1,254.00	-
d) Interest Charged on Recoverable Loan A/cs.	0.94	-	0.85	-
e) Previous year's profit on sale of assets rectified	0.34	-	2.20	-
f) Amount forrfeited from CPF	4.19	1,868.92	-	2,798.44
Deduct Aount transferred from Corpus				
a) Recoverable Loan paid from corpus Fund	3.51	3.51	3.11	3.11
b) Deficit transferred from CPF forfeited a/c	-	-	-	-
BALANCE AT THE YEAR END	-	16,200.93	-	14,335.53

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

Sd/-
Prof. K.K. Ramesh
FA & CAO (Officiating)

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31-03-2014

(Rupees in lakhs)

PARTICULARS	FUND WISE BREAKUP			Current Year	Previous Year
	Pension fund	Depreciation fund	Staff Welfarefund		
SCHEDULE 3 - DESIGNATED/EARMARKED FUNDS					
a) Opening balance of the funds	170.00	8,003.71	148.56	8,322.26	7,160.19
b) Additions to the Funds :					
i. Grants received / Contributions made	-	1,424.17	153.54	1,577.71	740.79
ii. Income from Invesments / Savings Bank A/c	13.60	680.75	-	694.35	577.26
iii. Fees / Contributions received	-	-	-	-	0.04
iv. Prior Period income/Amount recd from Advance	-	-	0.92	0.92	1.16
TOTAL (a+b)	183.60	10,108.63	303.01	10,595.24	8,479.44
c) Utilisation/Expenditure towards objectives of funds	-	-	-	-	-
i. Capital Expenditure	-	-	-	-	-
- Fixed Assets	-	-	-	-	-
TOTAL	-	-	-	-	-
ii. Revenue Expenditure	-	-	-	-	-
- Salaries, Wages and Allowances etc.	9.91	-	-	9.91	3.29
- Other Administrative expenses	-	-	114.15	114.15	80.78
- Payment to Members	-	-	-	-	-
TOTAL	9.91	-	114.15	124.06	84.07
iii . Balance fund amount remitted/refunded	-	-	-	-	71.46
TOTAL	-	-	-	-	71.46
iv . Other Debits/Advances	-	-	0.63	0.63	1.65
TOTAL	-	-	0.63	0.63	1.65
TOTAL (c)	9.91	-	114.78	124.69	157.18
NET BALANCE AS AT THE YEAR END (a+b-c)	173.69	10,108.63	188.23	10,470.56	8,322.26

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

Sd/-
Prof. K.K. Ramesh
FA & CAO (Officiating)

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2014

(Rupees in lakhs)

PARTICULARS	FUND WISE BREAKUP			Current Year	Previous Year
	Capital fund-fixed assets	Capital fund-grant in aid	CPF Members a/c		
SCHEDULE 4 - RESTRICTED FUNDS					
a) Opening balance of the funds	14,072.76	2,692.67	625.04	17,390.48	14,831.82
b) Additions to the Funds					
Capital Expenditure incurred during the year	2,060.87	-	-	2,060.87	1,757.04
Accumulated Depreciation on Assets disposed of	0.73	-	-	0.73	22.50
Grant-in-Aid received from Govt. of India	-	2,925.00	-	2,925.00	3,625.00
Paid for Land	-	-	-	-	24.50
Subscriptions	-	-	183.39	183.39	141.60
Interest credited	-	-	52.78	52.78	44.26
TOTAL (a+b)	16,134.37	5,617.67	861.21	22,613.26	20,446.72
c) Utilisation/Expenditure towards objectives of funds					
Depreciation written off during the year	1,424.17	-	-	1,424.17	1,206.37
Cost of Assets disposed off during the year	1.33	-	-	1.33	26.40
Transferred to Capital Fund (FA)	-	2,060.81	-	2,060.81	1,778.17
Amount realized on disposal of assets	-	-	-	-	2.20
Withdrawals made	-	-	98.62	98.62	43.10
TOTAL (c)	1,425.50	2,060.81	98.62	3,584.93	3,056.24
NET BALANCE AS AT THE YEAR -END (a+b-c)	14,708.87	3,556.86	762.59	19,028.32	17,390.48

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

Sd/-
Prof. K.K. Ramesh
FA & CAO (Officiating)

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2014

(Rupees in lakhs)

PARTICULARS	Current Year		Previous Year	
SCHEDULE 6 - CURRENT LIABILITIES & PROVISIONS				
A. CURRENT LIABILITIES				
a) Caution Deposits from Students				
i) From current students	190.57	-	171.16	-
ii) From ex-students	1.72	192.29	1.54	172.70
b) Sundry Creditors for goods/services				
i) Electricity & Water charges payable	20.53	-	22.60	-
ii) Telephone Charges payable	0.95	-	1.08	-
iii) Others	0.01	21.49	106.41	130.10
c) Advances received				
i) Consultancy Projects A/c.	55.52	-	17.39	-
ii) Income received in advance	0.81	56.33	20.64	38.03
d) Other current Liabilities				
i) Salaries & Wages Payable	104.07	-	87.66	-
ii) Scholarship Payable	60.61	-	-	-
iii) Travel expenses(Admission) Payable	17.45	-	3.84	-
iv) Group Gratuity Premium payable	23.52	-	25.24	-
v) Honararium payable	72.50	-	80.83	-
vi) Retention Money	127.45	-	86.48	-
vii) Earnest Money Deposits	18.78	-	62.50	-
viii) IIMK Students Mess a/c payable	71.44	-	39.50	-
ix) Undivided Revenue payable-EPGP	185.82	-	40.39	-
x) Others liabilities	21.93	703.56	25.08	451.51
e) CAT 2012 Account		737.16		1,561.49
TOTAL (A)		1,710.83		2,353.82
B. PROVISIONS				
a) Accumulated Leave Encashment	293.87	-	234.73	-
b) Others:	-	-	-	-
i) Provision for Capital Expenditure	247.91	-	306.03	-
ii) Provision for Revenue Expenditure	74.66	616.45	318.38	859.14
TOTAL (B)		616.45		859.14
TOTAL (A + B)		2,327.28		3,212.96

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

Sd/-

Prof. K.K. Ramesh
FA & CAO (Officiating)

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2014

(Rupees in lakhs)

SCHEDULE 7- FIXED ASSETS											
Description	GROSS BLOCK				DEPRECIATION					NET BLOCK	
	Cost/valuation as at 01-Apr-13	Additions during the year	Adjustments during the year	Cost/Valuation as at 31-Mar-14	Rate under WDV method	As at 01-Apr-13	On Additions during the year	Adjustments during the year	Total up to 31-Mar-14	As at 31-Mar-14	As at 31-Mar-13
A. NON DEPRECIABLE ASSETS											
1. LAND a) Freehold	2,371.44	-	-	2,371.44	-	-	-	-	-	2,371.44	2,371.44
TOTAL A	2,371.44	-	-	2,371.44	-	-	-	-	-	2,371.44	2,371.44
B 1. DEPRECIABLE ASSETS: -	-	-	-	-	-	-	-	-	-	-	-
1. BUILDING :	-	-	-	-	-	-	-	-	-	-	-
a) On freehold Land (Academic)	9,247.48	289.84	-	9,537.32	10%	3,222.05	640.42	-	3,862.47	5,674.85	6,025.44
b) On freehold Land (Residential)	2,610.47	12.53	-	2,623.00	5%	359.35	112.87	-	472.22	2,150.78	2,251.12
c) Road,boudarywalls,Drains etc	969.59	8.40	-	977.99	10%	506.49	47.15	-	553.64	424.35	463.10
2. PLANT MACHINERY &	-	-	-	-	-	-	-	-	-	-	-
a)Electrical Installations	1,200.35	90.53	-	1,290.88	15%	558.32	105.34	-	663.66	627.22	642.03
b)Water supply Installation	255.41	-	-	255.41	15%	169.66	12.86	-	182.52	72.89	85.76
3. VEHICLES	61.86	-	-	61.86	15%	31.47	4.56	-	36.03	25.82	30.38
4(a). FURNITURE, FIXTURES	1,250.63	41.31	-	1,291.94	10%	561.69	71.95	-	633.64	658.30	688.94
4(b). Kochi Campus - Furniture	275.62	27.79	-	303.41	20%	13.78	57.93	-	71.71	231.70	261.83
5. OFFICE EQUIPMENT	254.58	8.78	(0.71)	262.65	15%	151.64	16.17	(0.31)	167.51	95.14	102.94
6. COMPUTER/PERIPHERALS	969.94	189.49	(0.28)	1,159.16	60%	886.26	147.22	(0.08)	1,033.39	125.76	83.68
7. LIBRARY BOOKS	-	-	-	-	-	-	-	-	-	-	-
- BOOKS/DATABASE/VIDEOS	947.48	120.64	(0.33)	1,067.79	60%	845.63	124.42	(0.33)	969.72	98.07	101.85
- JOURNALS	645.90	92.20	(0.01)	738.08	100%	631.98	83.16	(0.01)	715.13	22.95	13.92
8.OTHER FIXED ASSETS	0.38	-	-	0.38	15%	0.26	0.02	-	0.28	0.10	0.12
TOTAL B (1)	18,689.68	881.51	(1.33)	19,569.86		7,938.57	1,424.07	(0.73)	9,361.91	10,207.95	10,751.11
B 2. CAPITAL, WORK - IN - PROGRESS				-	-	-	-	-	-	949.82	3,319.75
Add: Additions During the Year						-	-	-	-	1,497.11	1,403.34
Less: Capitalised During the Year						-	-	-	-	317.82	3,773.27
Closing WORK -IN- PROGRESS						-	-	-	-	2,129.12	949.82
TOTAL B (B1 + B2)						-	-	-	-	12,337.07	11,700.93
C. PROJECT DEPRECIABLE ASSETS: -						-	-	-	-	-	-
1. FURNITURE, FIXTURES	0.79	-	-	0.79	10%	0.45	0.03	-	0.48	0.31	0.35
2. COMPUTER/PERIPHERALS	62.00	0.07	-	62.06	60%	61.95	0.07	-	62.02	0.04	0.04
3. LIBRARY BOOKS	2.73	-	-	2.73	100%	2.73	-	-	2.73	-	-
TOTAL C)	65.52	0.07	-	65.59		65.13	0.10	-	65.23	0.36	0.39
GRAND TOTAL (A+B+C)	21,126.65	881.58	(1.33)	22,006.90	-	8,003.71	1,424.17	(0.73)	9,427.15	14,708.87	14,072.76

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

Sd/-

Prof. K.K. Ramesh
FA & CAO (Officiating)

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2014

(Rupees in lakhs)

PARTICULARS	Current Year	Previous Year
SCHEDULE 8 - INVESTMENTS		
INVESTMENTS- Short term funds		
1. Investment from Earmarked/Endowment Funds		
a) Depreciation Fund Investment	9,600.00	7,800.00
2. Investment -Others	-	-
a) Term Deposits with Banks	1,300.00	2,200.00
b) CAT Funds Investments	728.48	1,500.00
c) Term Deposits with Banks (Corpus Fund Investment)	14,600.00	11,000.00
d) CPF Investments	64.21	40.00
TOTAL	26,292.69	22,540.00
INVESTMENTS -Long term Funds		
1. Investment from Earmarked/Endowment Funds	-	-
a) Pension Fund Investments	170.00	170.00
2. Investment -Others	-	-
a) In Govt. of India Bonds 8%	3,000.00	3,000.00
b) CPF Investments	529.92	480.10
TOTAL	3,699.92	3,650.10
GRAND TOTAL	29,992.61	26,190.10

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

Sd/-
Prof. K.K. Ramesh
FA & CAO (Officiating)

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2014

(Rupees in lakhs)

PARTICULARS	Current Year		Previous Year	
SCHEDULE 9 - CURRENT ASSETS				
1. Stock in Hand	-	35.85	-	23.47
2. Debtors	-	-	-	-
Outstanding for more than six months	39.97	-	-	-
Others	196.60	236.58	112.31	112.31
3. Cash balances in hand (including cheques/drafts and imprest)	-	-	-	-
4. Bank Balances				
a) With Scheduled Banks	-	-	-	-
- On Savings Accounts	-	917.24	-	208.18
TOTAL (A)	-	1,189.66	-	343.95

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

Sd/-
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FA & CAO (Officiating)

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2014

(Rupees in lakhs)

PARTICULARS	Current Year		Previous Year	
SCHEDULE 10 - LOANS, ADVANCES ETC.				
1. Advances to Employees				
a) Festival advances	0.09		0.02	
b) LTC advances	9.53		3.56	
c) TA/DA advances	18.80		3.07	
d) Temporary advances	19.76	48.19	4.76	11.41
2. Advances and other amounts recoverable in cash or in kind or for value to be received				
a) On Capital account	941.66		745.78	
b) To Suppliers	2.31		4.74	
c) Others	209.53	1,153.49	364.09	1,114.61
3. Prepaid Expenses				
a) Insurance	6.77		7.28	
b) Other Expenses	42.07	48.85	35.32	42.60
4. Deposits				
a) Telephone	0.15			
b) Electricity	16.28		17.52	
c) Others	19.24	35.67	18.86	36.38
5. Interest accrued on Investment and Funds				
On Earmarked Funds				
a) Depreciation Fund	256.66		429.52	
b) Pension fund	2.27	258.92	2.27	431.79
On others:				
a) Corpus fund	432.94		751.48	
b) Term deposit fund	61.96		132.45	
c) KSEB deposit	2.23		1.26	
d) CPF	52.01		37.33	
e) CAT Investment	1.12		84.23	
f) Loans & Advances	4.17	554.42	3.39	1,010.14
6. Cenvat	36.40	36.40	7.49	7.49
TOTAL (B)	-	2,135.95	-	2,654.42

Place: Kozhikode
Date : 27-08-2014

Sd/-
Prof. K.K. Ramesh
FA & CAO (Officiating)

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2014

(Rupees in lakhs)

PARTICULARS	Current Year	Previous Year
SCHEDULE 11 - ACADEMIC RECEIPTS		
A. PGP Tuition Fees		
1. Tuition	1,589.33	1,566.16
2. IT & Infrastructure	473.27	452.03
3. Library	473.27	452.03
4. Hostel (Room Rent)	211.91	260.18
5. Books & Study Material	353.18	334.13
6. Medical & Student Welfare	84.76	100.22
7. Admission Fees	20.86	21.22
8. Orientation	13.90	14.15
9. Student Support Services	70.86	50.76
10. Workshops	70.64	35.37
11. Examination Fees	42.38	21.22
12. Alumni	21.53	12.84
	3,425.89	3,320.31
13. DPP FEES	12.22	23.62
14. PGP Misc.Income	6.34	2.95
15. Placement Fees	47.65	56.98
16. CAT Income	100.00	330.63
Total (A)	3,592.10	3,734.49
B. FPM Incomes		
1. Acceptance Money	0.24	0.34
2. Fee paid at the time of joining	0.18	-
3. Application Fee	0.95	1.16
TOTAL B	1.37	1.50
TOTAL (A+B)	3,593.46	3,735.98

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

Sd/-
Prof. K.K. Ramesh
FA & CAO (Officiating)

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2014

(Rupees in lakhs)

PARTICULARS	Current Year	Previous Year
SCHEDULE 11(continued) -OTHER ACADEMIC RECEIPTS		
1) EPGP Programme Fees		
a) EPGP Fees	580.58	524.97
b) Study material	319.25	446.43
c) Others	4.87	23.17
Total	904.71	994.57
2) EPGP Programme Fees(Kochi)	674.95	4.58
3) MDP Income	663.05	685.48
4) FDP Programme fees	22.80	14.43
5) Consultancy Income	1.31	2.67
6) Income from Seminars / Conferences	11.99	7.86
Total	1,374.09	715.02
GRAND TOTAL	5,872.26	5,445.58

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

Sd/-
Prof. K.K. Ramesh
FA & CAO (Officiating)

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2014

(Rupees in lakhs)

PARTICULARS	Current Year		Previous Year	
SCHEDULE -13				
Interest: a) Bonds / Funds				
Corpus Fund				
Received	200.00		204.28	
Accrued	40.00	240.00	40.00	244.28
Pension Fund Investments				
Received	11.33		12.09	
Accrued	2.27	13.60	2.27	14.36
TOTAL (A)		253.60		258.65
Interest: b) Bank deposits				
Corpus Fund				
Received	730.70		393.20	
Accrued	392.94	1,123.64	616.52	1,009.72
Depreciation Fund				
Received	424.10		302.25	
Accrued	256.66	680.75	260.65	562.90
TOTAL (B)				
GRAND TOTAL OF (A + B)		1,804.39		1,572.62
Transferred to Earmarked / Endowment Funds		2,057.99		1,831.26
Balance taken to Income & Expenditure A/c.		-		-

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

Sd/-
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FA & CAO (Officiating)

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2014

(Rupees in lakhs)

PARTICULARS	Current Year	Previous Year
SCHEDULE 14 - OTHER INCOME		
A. Income from Land & Building		
1) Licence Fee Guest House Charges	28.51	19.71
2) Accomodation in Guest House	6.69	
B. Interest on Term Deposits		
1) With Scheduled Banks	233.61	424.90
C. Interest on Savings accounts		
1) With Scheduled Banks	23.25	22.28
D. Interest on Loans/Deposits		
1) On KSEB deposit	0.98	1.05
E. CPF Income	56.01	39.05
F. Others		
1) Income from Agricultural Products	1.50	1.86
2) Excess Provision Written Back	-	55.23
3) Miscellaneous Receipts (Others)	3.75	10.34
4) Facilitation Charges	0.55	3.44
5) Sponsorship fee Income	-	9.46
6) Cost of Forms/Quotation	0.75	1.05
7) Bus fare receipts	1.55	-
8) Registration Fee(Suppliers)	1.80	-
9) Royalty Income	0.72	-
10) Prior period income	1.69	5.28
11) Application fee for Right to Information	0.01	0.01
12) Receipt for use of Staff Car	0.07	0.06
13) Application fee for Jobs	0.09	0.89
14) Profit on Sale of Fixed Assets	-	2.42
TOTAL	361.55	597.02

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

Sd/-
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FA & CAO (Officiating)

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2014

(Rupees in lakhs)

PARTICULARS	Current Year	Previous Year
SCHEDULE 15 - Staff Payments & Benefits		
Salaries and Wages (includes pay revision arrears)	1,243.10	1,032.48
Allowances and Bonus	117.02	87.09
Contribution to PF	81.09	62.29
Staff Welfare Expenses	8.50	15.13
Retirement & Terminal Benefits	137.51	132.05
Leave Travel Concession Expenses	21.86	26.08
Medical expenses	20.60	25.68
Children education allowances	13.14	8.04
Honararium	0.66	1.71
TA/DA Expenses	4.02	4.31
Other Staff Payments	23.12	13.59
TOTAL	1,670.62	1,408.45

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

Sd/-
Prof. K.K. Ramesh
FA & CAO (Officiating)

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2014

(Rupees in lakhs)

PARTICULARS	Current Year	Previous Year
SCHEDULE 16 - ACADEMIC EXPENSES		
Direct PGP Expenses	526.56	523.85
Direct MDP Expenses	316.31	324.09
Direct FDP Expenses	4.30	6.03
Direct EPGP Expenses	250.22	298.10
FPM Expenses	88.39	63.26
Research Expense	22.18	16.29
Academic Expenses-KOCHI	63.50	-
TOTAL	1,271.46	1,231.61

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

Sd/-
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FA & CAO (Officiating)

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2014

(Rupees in lakhs)

PARTICULARS	Current Year	Previous Year
SCHEDULE 17 - ADMINISTRATIVE AND GENERAL EXPENSES		
Electricity and Water Charges	189.24	194.37
Insurance Premium	2.98	4.47
Rent Rates and Taxes	2.22	2.83
Postage Expenses (General)	10.17	9.15
Telephone Expenses (Gen)	13.02	11.25
Printing and Stationary (Gen)	20.69	5.35
Printing and Stationary (Admissions)	-	0.85
Travelling and Conveyance	-	-
Travel Faculty	13.51	32.70
Travel (Non Faculty)	0.20	5.59
Travel (Visiting Faculty)	-	7.94
Travel-General	5.07	7.99
Hospitality Expenses	-	-
Hospitality Expenses (Director)	3.54	0.45
Hospitality Expenses (General)	11.03	12.52
Professional fee to Internal Auditors	0.61	-
Statutory Audit Fee	1.00	1.00
Legal and Professional Charges	2.50	1.97
Advertisement and Publicity (General)	142.16	121.47

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

Sd/-
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FA & CAO (Officiating)

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2014

(Rupees in lakhs)

PARTICULARS	Current Year	Previous Year
SCHEDULE 17 - ADMINISTRATIVE AND GENERAL EXPENSES-Contd.		
Advertisement and Publicity Development	4.49	-
News Papers and Periodicals	1.63	1.52
BOG Meeting Expenses	13.27	12.05
International Interaction/Linkage expenses	-	1.25
CPF Interest to Members	-	-
Dispensary Expense(Others)	8.36	-
Others (Administrative Expenses)		
Institute Functions	6.29	12.92
Institutional Membership and Subscription	5.17	10.60
Parliamentary Committee Expenses	1.84	-
Miscellaneous Exps (General)	0.53	1.26
Miscellaneous Expenses - Recruitment	-	0.31
Kochi Campus Expenses	-	-
Advertisement & Publicity(Kochi)	12.90	9.72
V Sat and Internet Charges-Kochi	0.21	0.13
Campus Miantenance Exps(Kochi)	6.59	0.97
Consumables(IT) Expenses & Other Maintenance(Kochi)	0.31	-
Converyanace Hire Charges (Kochi)	0.64	0.04

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2014

(Rupees in lakhs)

PARTICULARS	Current Year	Previous Year
SCHEDULE 17 - ADMINISTRATIVE AND GENERAL EXPENSES-Contd.		
Electrical Repairs & Maint.(Kochi)	0.52	0.09
Electricity & Water Charges (Kochi)	5.02	0.25
Hospitality Expenses (Kochi)	5.84	0.99
Hostel Guest House Expenses(Kochi)	1.34	0.58
Institute Functions (Kochi)	0.50	-
Institutional Membership and Subscription(Kochi)	0.27	-
Internet Charges (Kochi)	7.36	-
Journals & Subscriptions (Kochi)	0.20	-
Miscellaneous Expenses(Kochi)	0.10	-
News Paper & Periodicals (Kochi)	0.10	-
Postage (Kochi)	0.04	0.01
Printing & Satationery (Kochi)	3.75	1.07
Rent Rates & Taxes Kochi	40.76	22.15
Repairs and Maintanance (Kochi)	0.01	-
Telephone Exp (Kochi)	2.05	0.15
Travel EPGP (Kochi)	1.46	1.63
Travel EPDM (Kochi)	-	0.02
Kochi Campus Launch Expenses	-	6.13
Kitchen Equipments-Kochi	-	0.37
Kochi Campus Expenditure	-	0.07
AMC - Kochi	5.99	0.93
TOTAL	555.46	505.13

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

Sd/-
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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2014

(Rupees in lakhs)

PARTICULARS	Current Year	Previous Year
SCHEDULE 18 - TRANSPORTAION EXPENSES		
1. Vehicles (Owned by Educational Institution)		
Vehicle Running(P.O.L) Expenses	7.73	6.95
Vehicle Maintenance Expenses	9.65	3.65
Vehicle Insurance	0.71	0.73
2. Vehicles taken on lease/expenses	5.04	4.16
TOTAL	23.12	15.49

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2014

(Rupees in lakhs)

PARTICULARS	Current Year	Previous Year
SCHEDULE 19 - REPAIRS & MAINTENANCE		
Civil Repairs and Maintenance	95.39	173.06
Furniture Repairs and Maintenance	9.08	4.77
Electrical Repairs and Maintenance	77.82	66.23
DG Set Maintenance Expenses	28.39	30.25
Consumables(IT) Expenses & Other Maintenance	20.38	21.24
V Sat and Internet Charges	36.12	40.26
Cable Charges (TV)	1.01	1.21
AMC for Equipments	37.60	47.48
Hostel Guest House Expenses	7.43	8.67
House Keeping Consumable Items	2.44	-
Campus Maintenance Expenses	200.63	159.14
Campus Green Initiative Expenses	0.67	3.45
Horticultural Expenses	30.51	25.09
WTP Maintenance Expenses	9.37	10.65
MDC Maintenance Expenses	-	9.95
Web Hosting charges	-	0.05
TOTAL	556.84	601.51

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2014

(Rupees in lakhs)

PARTICULARS	Current Year	Previous Year
SCHEDULE 20 - FINANCE COSTS		
Bank Charges	0.54	0.50
TOTAL	0.54	0.50

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2014

(Rupees in lakhs)

SCHEDULE 21 - OTHER EXPENSES		
Prior Period Expenses	82.31	1.75
Depreciation expenses	1,424.07	1,206.27
Depreciation on Project Assets	0.10	0.10
TOTAL	1,506.48	1,208.12

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

Sd/-
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FA & CAO (Officiating)

Indian Institute of Management Kozhikode
CASH FLOW STATEMENT FOR THE YEAR ENDED 31ST MARCH 2014

(Rupees in lakhs)

PARTICULARS	Current Year			Previous Year		
Cash Flow from operating Activities:						
Surplus/Deficit for the Year			495.13			1,542.58
Adjustments for the non operating incomes/Expenses:						
Add Transfer to Depreciation Fund		1,424.17		617.13		
Transfer to CPF General Reserve		3.22		(5.22)		
Transfer to Staff Welfare Fund		150.93		123.66		
Less Interest Earned		(257.84)	1,320.49	(448.23)		287.35
Surplus/Deficit before changes in the current assets/current liabilities			1,815.61			1,829.93
Add Decrease in Current Assets						
Opening balance (Less Bank balance)	2,790.20			2,045.80		
Closing balance (Less Bank balance)	2,408.37	381.82		2,790.20	(744.39)	
Less Decrease in Current Liabilities						
Opening balance	3,212.96			1,356.36		
Closing balance	2,327.28	(885.68)	(503.86)	3,212.96	1,856.60	1,112.20
Net Cash from Operating Activities	A		1,311.76			2,942.13
Cash Flow from Investing Activities:						
Less Additions to Fixed Assets		(2,060.81)		(1,778.17)		
Less Additions to Investments						
Opening balance	26,190.10			19,202.23		
Closing balance	29,992.61	(3,802.52)		26,190.10	(6,987.87)	
Add Interest Received		257.84		448.23		
Net Cash from Investing Activities	B		(5,605.48)			(8,317.82)
Cash Flow from Financing Activities:						
Add Additions to general fund during the year		1,504.60		1,398.53		
Grants received						
Grants for fixed Assets		2,925.00		3,625.00		
Endowment Fund		573.19		421.28		
Net Cash from Investing Activities	C		5,002.79			5,444.81
Net Increase/Decrease in Cash Equivalents	A + B + C		709.06			69.13
Bank A/C -Opening balance			208.18			139.05
Bank A/C -Closing balance			917.24			208.18

For and on behalf of the Board of Governors of the Institute

Sd/-

Prof. K.K. Ramesh
FA & CAO (Officiating)

Place: Kozhikode
Date : 27-08-2014

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2014

SCHEDULE 22 – SIGNIFICANT ACCOUNTING POLICIES:

1. ACCOUNTING CONVENTION

The financial statements are prepared on the basis of historical cost convention, unless otherwise stated, following going concern concept and on accrual method of accounting. Accrual method of accounting has been followed as far as possible and the deviations are as stated below. Since the format of presentation has been altered for the current year as per the MHRD guidelines, regrouping has been made for previous year figures wherever applicable and incorporated.

2. REVENUE RECOGNITION AND CHANGE IN THE ACCOUNTING POLICY

- 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 Saving Bank Account is taken on actual receipt basis as and when credited by banks.
- 2.3 Placement Fee is recognized on realization basis, though all invoices raised have been accounted.
- 2.4 Consultancy income is recognized on completion of the consultancy projects.
- 2.5 ePGP income has been considered for the total fee collected during the year as well as for fee collected during 2012-13 and shared during the year.
- 2.6 Since on the above stated items the income is not fully as per Accounting Standard 9. The quantum of deviation will be approximately 2.33 crores for ePGP and 6.42 lakhs for MDP. Quantification of other items are not possible due to lack of adequate data.

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

Sd/-
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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2014

3. EXPENSES

- 3.1 Expenses are accounted on the basis of accrual method of accounting except the following.
- 3.2 We have prior period expenses of Rs.1.93 crores in 2014-15 which was not recognized in 2013-14

4. INVESTMENTS

- 4.1 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.
- 4.2 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.
- 4.3 Fixed deposits with Bank for less than 12 months have been shown as short term investments in the current year as it is investment of surplus funds of the Institute for a short term.

5. FIXED ASSETS

- 5.1 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 4 to the Balance sheet.
- 5.2 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 4 to the balance sheet.
- 5.3 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.
- 5.4 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.

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

Sd/-
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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2014

6. DEPRECIATION

- 6.1 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.
- 6.2 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.
- 6.3 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.
- 6.4 Cost of Fixtures constructed on leased asset is amortised over the lease period. This has been done from current year in order to ensure that its treatment is in line with Accounting Standard 17

7. GOVERNMENT GRANTS / SUBSIDIES

- 7.1 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 initial years.
- 7.2 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.
- 7.3 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.
- 7.4 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.

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

Sd/-
Prof. K.K. Ramesh
FA & CAO (Officiating)

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2014

8. CORPUS FUND

- 8.1 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.
- 8.2 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'

9. DEPRECIATION FUND

- 9.1 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. The amount transferred for last year was the depreciation for the year less the interest received from the depreciation investment. In the current year, the entire amount of depreciation has been apportioned to the fund account so that there is no understatement of the fund balance.

10. FOREIGN CURRENCY TRANSACTIONS

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

11. LEASE

Lease rentals are expensed with reference to lease terms.

12. RETIREMENT BENEFITS

- 12.1 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.
- 12.2 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 the Pension Fund account and invested suitably.
- 12.3 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.
- 12.4 Pension payment made during the year is charged off to the revenue.

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

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FA & CAO (Officiating)

Sd/-
Lt. Col M. Julius George (Retd)
CAO

Sd/-
Prof. Debashis Chatterjee
DIRECTOR

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2014

SCHEDULE 23 - CONTINGENT LIABILITIES AND NOTES ON ACCOUNTS

1. CONTINGENT LIABILITIES

Claims against the institute not acknowledged as debts	– Rs. 781.74 Lakhs	(Previous Year Rs. 289.95 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. 778.41 Lakhs	(Previous Year Rs. 284.55 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. 3.33 Lakhs	(Previous Year Rs. 5.40 Lakhs)

2. CAPITAL COMMITMENTS

Estimated value of contracts remaining to be executed on capital account and not provided for (net of advances)	–Rs.1131.40 Lakhs	(Previous Year Rs. 940.37 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.

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

Sd/-
Prof. K.K. Ramesh
FA & CAO (Officiating)

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2014

4. FOREIGN CURRENCY TRANSACTIONS

Value of Imports Calculated on CIF Basis:	Current Year.	Previous Year.
Capital Goods/Equipments	NIL	NIL
Expenditure in foreign currency		
a) Travel & Seminar fee for faculty	USD 486.36 GBP EUR 131.21 NZD SGD	USD 25320.00 GBP 521.00 EUR 440.00 NZD 65.00 SGD 2650.00
b) Remittances and Interest payment to financial Institutions/Banks in foreign currency	NIL	NIL
c) Other Expenditure:		
Institutional Membership	USD 24480.00 GBP 2548.00 AUD EUR 3710.00	USD 1646.15 GBP 134.00 AUD 3400 CHF 7000.00
Purchase of books, Journals,	USD 195431.22 GBP 6297.50 EUR 11026.05	USD 71829.69 GBP 2068.80

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2014

Software etc	USD 19100.00	USD 43597.50
	GBP	GBP 8610.00
Honorarium	USD 800.00	USD 150.00
Advertisement	USD 2548	NIL
Miscellaneous Expenses	NIL	USD 1000
Earnings : Fees from NRI Students	NIL	NIL

5. TAXATION

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

- CAT Group's account has not been finalized and settled for both 2012 and 2013 . Hence, the CAT Income provision is made for Rs. 100.00 Lakhs in the books of accounts .
- LIC policy towards Gratuity liability is not reflected in the Books of Accounts as per Accounting Standard 15.
- Schedules 1 to 21 are annexed to and form an integral part of the Balance Sheet as at 31-03-2014 and the Income and Expenditure Account for the year ended on that day.

For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
Date : 27-08-2014

Sd/-
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FA & CAO (Officiating)

Sd/-
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DIRECTOR



भारतीय प्रबंध संस्थान कोषिकोड

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