



Indian Institute of Management Kozhikode

वार्षिक प्रतिवेदन
ANNUAL REPORT
2007 - 2008

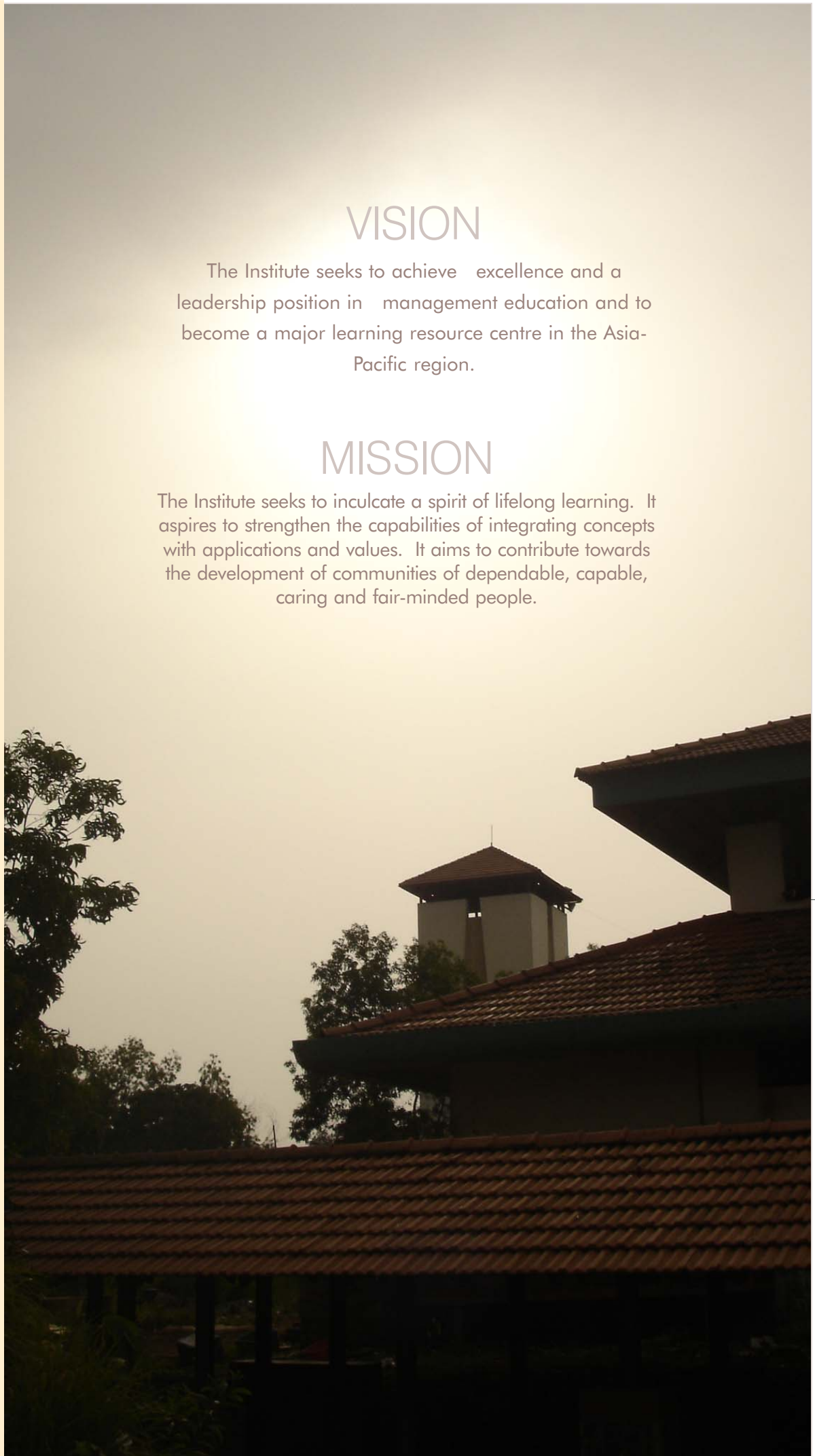
भारतीय प्रबंध संस्थान कोषिकोड
Indian Institute of Management Kozhikode

VISION

The Institute seeks to achieve excellence and a leadership position in management education and to become a major learning resource centre in the Asia-Pacific region.

MISSION

The Institute seeks to inculcate a spirit of lifelong learning. It aspires to strengthen the capabilities of integrating concepts with applications and values. It aims to contribute towards the development of communities of dependable, capable, caring and fair-minded people.

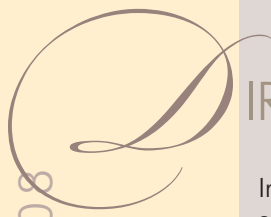




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DIRECTOR'S REPORT

Indian Institute of Management Kozhikode (IIMK) is on a high growth trajectory today, scaling up and diversifying its academic activities. The Institute offers today almost the widest range of academic programmes in the field of management education.

Starting in 1997 with a batch of 42 students in its Postgraduate Programme (PGP), it increased PGP intake to 120 in 2003, 180 in 2005 and to 261 in 2008, thus making it the fastest growing management school in the country to reach that landmark. This was done keeping the quality of the programme high, as the Institute continued to maintain its sound placement record, ranking among the top 5 Institutes in the country in 2008.

Its pioneering Interactive Distance Learning (IDL) initiative, the year-long Executive Management Education Programme for working executives in India, starting with 300 class contact hrs. in 2001-02, is today the richest one available in the country having 450 class contact hours. With the launch of 4 new 6-month long modular educational programmes in Strategic Management, Finance and Control, Marketing and Operations Management areas, the IDL platform offers 1350 contact hours of long duration programmes today. Preparations are on for the launching of one of the richest onsite Postgraduate Diploma Programme in Management for working executives.

The training activity has grown after the Institute moved to its new campus in January 2003. The number of programmes increased from 8 in 2003-04 to 26 in 2007-08, the number of participant days went up from 520 to over 5000. The training activity is expected to have rapid growth with the latest 64 room executive hostel now under completion and the construction of a modern 200 bed management development complex to be completed in 2010-11.

The Institute is today leader in Faculty Development Programmes (FDP). It is proposed to conduct largest number of programmes (18) totaling 20 weeks in 2008-09, and is the major QIP (Quality Improvement Programme) Centre of the All Indian Council of Technical Education, in the field of management education.

The Institute started its Fellow (Doctoral) Programme in Management in 2007 to complete full range of educational services expected from an Institution of higher learning. The Institute is also taking new initiative to give impetus to the post-doctoral research activities in the management field,





dedicating over 30000 sq. ft. library space for it, and creating 300 capacity boarding and lodging facilities in summers, for the post doctoral research scholars, having interest in specified area.

The institute facilitates sharing of knowledge and meeting of minds, through its National and International Conferences that it holds on a regular basis. It has conducted 15 conferences in the last 5 years and during 2008-09 sessions, 5 more conferences are to be held during Dec. 2008- May 2009.

During the academic year 2007-08, the Faculty of IIMK authored 13 research articles, two book chapters and edited one book.

The Institute's Consulting Assignments crossed Rs. 10 million marks in 2007.

The Institute has a strong International Exchange Programme for students and faculty with several leading Management Institutes in EU and ASEAN countries like SDA, Bacconi, Jonkoping, Sweden, Copenhagen Business School, Denmark, ESCAP-EAP, France; University of Queensland, Austria, Victoria University of Wellington, Newzealand etc.

The Institute has developed alliances to further its contribution to the field of management education and research. It is an active member of Strategic Management Forum, to organize Seminar/Conferences and conduct management teacher's programme. Leading Management Institutions like IIM Ahmedabad, Bangalore, Calcutta, Indore and Lucknow alongwith MDI, Gurgaon, XLRI, Jamshedpur and IIFT, New Delhi join hands to conduct week long faculty development programme on various subjects in the field of Strategic Management.

The Institute has successfully incubated a Centre of Excellence jointly with Government of Kerala, one of its kind in India, to help the Scheduled Caste/Tribe students overcome their deficiencies in communication, personality etc. Incidentally, IIMK is one of the few management institutes in the country who have filled full quota of SC/ST candidates in its Postgraduate Programme on regular basis with sound track record in job placement.

IIMK is also one of the few Centres for Development of Digital Libraries in the world and is a leader in the country.

The Institute has a set of highly qualified and experienced faculty. The academic portfolio of IIMK's full time faculty is one of the richest in the country, every faculty member engaging in 4-5 academic activities. It is backed up by a large number of committed adjunct and visiting faculty from Industry and leading management institutes. Some visiting faculty members from foreign institutions complement the pool. All the full-time faculty members carry out research studies in diverse fields of management.

Spread over about 100 acres of land, the Institute situated on two hillocks in Kunnangalam Area of ancient city of Calicut in Kerala, is one of the most picturesque oxy-rich campuses in the country. The world class infrastructure including air-conditioned classrooms, guest care areas and LAN/WAN connectivity enables IIMK to offer a life time experience to a visitor. Managed by a dedicated regular administrative staff of 33, it is one of the most efficient Institutions in the country, which knows how to keep the balance sheet green and make the stakeholders happy.

Prof. Krishna Kumar

POST GRADUATE PROGRAMME IN MANAGEMENT

The two-year Post Graduate Programme in Management (PGP) (equivalent to MBA) is the flagship academic programme of the Institute.

New Batch

During the year, 184 students registered for the Post Graduate Programme. Eight students of PGP batch 2006-08 who could not maintain the stipulated level of academic performance and were required to repeat the first year, also registered for the programme as fresh students. Therefore, the total number of students registered, stood at 192.

Of the 192 students registered, the gender break-up is 172 male and 20 female. The category-wise representation of students is 139 General, 32 SC, 18 ST, and three Physically Challenged. As in earlier years, the percentage of students with Engineering degree was high (around 94%). About 92% of the incoming batch had work experience ranging from 12 months to more than 60 months.

Structure of the Programme

The first year of the programme is devoted to building up basic competence in core areas and in developing a holistic and socially conscious attitude to management. Courses in the first year are compulsory for all students. The Summer Internship and the Social Development Project provide the testing grounds for this intense learning experience. As in the previous academic year, all the compulsory courses in the first year had to be offered thrice, once for each section of 64 students. This meant delivering about 1800 hours of compulsory courses. The aim of the compulsory package is to provide participants with the fundamental knowledge, skills and techniques, contextual understanding, and overall perspective, necessary for general management. Considering the importance of the compulsory, foundation-building courses offered in the first year, a substantial portion of the teaching load was taken on by the permanent faculty of the Institute.

The second year, as usual, provided the opportunity to reach greater depths of skills and competence in chosen areas, with the possibility of majoring in the functional areas. Apart from the two compulsory courses viz. 1) Strategic Management, and 2) International Business, the Institute offered the following optional courses in the second year of the PGP:

FINANCE

- Management of Banks
- Security Analysis for Portfolio Management
- Financial Reporting & Analysis
- Capital Markets & Investment Banking
- Financial Derivatives
- Mergers, Acquisitions & Corporate Restructuring
- Project Management & Finance



International Finance
Management Control Systems
Management of Financial Services
Valuations and Real Options
Strategic Financial Management

MARKETING

Consumer Behaviour
Sales Management
Advertising & Sales Promotion
Business to Business Marketing
Marketing of Services
Customer Relationship Management
Strategic Marketing
Retail Management
Brand Management and Product Policy
Channel Management
Internet Marketing
Marketing Modeling and Analytics
Marketing Strategies for High Technology Products

INFORMATION TECHNOLOGY

Enterprise Resource Computing
Software Engineering & Project Management
Business Intelligence
E-Business
Management of Technology & Innovation
Knowledge Management

OB & HUMAN RESOURCES MANAGEMENT

Discovering Self
Leadership: Inspiration, Dilemmas and Action



Organisational Identity (Seminar course)
 Negotiations and Conflicts Resolution
 Compensation and Reward Management
 International HRM
 HRD Systems
 Fair HR Processes for Organisational Excellence

QUANTITATIVE METHODS & OPERATIONS MANAGEMENT

Services Operations Management
 Supply Chain Management
 Six Sigma
 Operations Strategy
 Systems Thinking and Strategy Modeling
 Project Management
 Applications of Mathematical Programming

STRATEGY

Competitive Intelligence
 Models and Frameworks of Strategic Analysis
 Strategic Analysis of Joint Ventures and Alliances
 Systems & Process of Strategy Implementation
 Management of Service Organisations

The optional courses together constituted about 1375 hours of class time. Attempting to achieve a good mix of theory and practice, a larger proportion of the optional courses –as compared to the compulsory courses of the first year- were offered by Adjunct faculty. In all, 37 adjunct faculty members, drawn both from industry and academia, contributed to the teaching of PGP courses during the year. The adjunct faculty included two international academicians.

In keeping with IIMK's tradition of continuously updating the courses that it offers, 8 new elective courses were also introduced during the year. These were 1) Channel Management, 2) Marketing Modeling & Analytics, 3) Applications of Mathematical Programming, 4) Models & Frameworks of Strategic Analysis, 5) Strategic Analysis of Joint Ventures & Alliances, 6) Management of Service Organisations, 7) Systems & Process of Strategy Implementation and 8) Valuations & Real Options

Industry Interaction

Under the Industry Interaction Programme, which is aimed at providing the students with an opportunity to interact with eminent personalities in business, art and culture, many distinguished personalities visited IIMK and interacted with the students. The programme enables budding managers to get acquainted with contemporary issues of the society, concerns of the corporate world and benefit from the rich experience of the leaders.



STUDENT ACTIVITIES

Horizons

“Horizons”, the annual management seminar at IIMK has been a regular feature since the year 2000. Into its eighth edition this year, Horizons has been a great success in the past with overwhelming participation from industry, b-schools, academia, media and leaders from all walks of life. “Horizons” features a series of presentations from distinguished leaders across diverse fields. These presentations are followed by probing question and answer sessions which provide an enriching experience for all. In addition, the annual event also involves rich student participation through case-study competitions and paper presentations

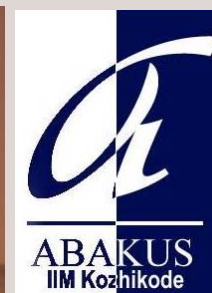
Arthanomics

Arthanomics, the annual Finance Seminar at IIM Kozhikode, is a forum where presentations by industry leaders on important topics are held. The theme of this year’s Arthanomics (held during August 11-12, 2007) was “India as the financial hub of Asia by 2015: Dream or Reality”. The talks were enlightening.

Apart from rigorous academic activities, IIMK students participate and enjoy a number of exciting extra-curricular events. As in the earlier years, the following events were organized with much enthusiasm, during the year under report.

Backwaters 2008, the annual management and cultural festival held during January 11-13, 2008 attracted participation from IIMs and other top B-Schools of the country. Online business games were held with participation from Institutions across the country. With a plethora of events Backwaters provided an unparalleled platform for the brightest minds from the top B-Schools and colleges across the country to excel and to learn.

AbaKus – The Systems & Technology Interest Group provides the students a forum of learning outside the classroom and an opportunity to think out of



the box and innovate. A number of seminars and workshops were organized throughout the year and esteemed leaders from the industry were invited to enlighten the students on the latest practices in the industry.

AIMS, the annual IT Management Summit, had the theme of “The New Frontiers of Technology – Consumer Internet, Wireless and Mobile” which had brought together innovators, investors, and the industry at IIM Kozhikode. Over two days of discussions, talks, breakout sessions, and networking dinners, participants have forged partnerships, showcased new products, engaged customers and found inspiration. The event saw overwhelming participation from major B-schools across the country.

Social Commitment

IIMK remains committed to the role that it has to play in contributing to society as a whole. As part of the Social Development Project (SDP) - which is an integral part of the PGP curriculum- students of the graduating batch (2006-08) worked closely with various not-for-profit organizations. The Social Service Group of IIMK organized and extended social services like extending support for purchasing medicines, conducting internal education drive, providing education kits to needy students of government schools, organizing meal a month drive for needy people with the help of IIMK student community, organized a workshop on ‘Stress Control for Personal Enhancement’ etc.

Distinguished Speakers

During the year the following speakers from academia/industry addressed/ interacted with the students on diverse topics:

- ◆ Mr. Lil Mohan. Managing Director, Wimax, Intel India
- ◆ Mr. Sanjai K. Director, Director, ERP, SAP Labs India
- ◆ Mr. Ananth Krishnan. VP and CTO, TCS
- ◆ Mr. Alok Mittal. Executive Director, Canaan Partners
- ◆ Mr. Sandeep Shrivastava. Director Search, Yahoo!
- ◆ Mr. Manoj Gupta. Vice-President, Nexus India Capital
- ◆ Mr. Hitesh Oberoi. Co-promoter and COO, Naukri.com
- ◆ Mr. Kiruba Shankar. Founder and Director, F5ive Technologies
- ◆ Mr. Murugavel Janakiraman. Founder and CEO, BharatMatrimony.com
- ◆ Mr. Abheek Singhi, Partner & Director, The Boston Consulting Group (BCG)
- ◆ Mr. Harish Bijoor, Brand-expert & CEO, Harish Bijoor Consults
- ◆ Mr. Paresh Chaudhry, Head - Corporate Communications, HUL
- ◆ Mr. Saugata Gupta, CEO, Consumer Products, Marico
- ◆ Mr. Sunil Chainani, Director, Fabindia Overseas Pvt. Ltd.
- ◆ Mr. D.K.Bose, Expert-Rural Media
- ◆ Dr. A. Jayathilak IAS, District Collector, Kozhikode
- ◆ Mr. Sheen Sunny Akkara, Director, Resource Management, Deloitte Consulting

- ◆ Mr. Narayanan Nair, VP – HR, Mphasis BPO
- ◆ Mr. V S Balasubramanian, Formerly with State Bank of India and Union Leader
- ◆ Mr. Arvind Agrawal, Vice-President & General Manager, American Express
- ◆ Mr. Stefano Pelle, Vice President and COO of the Business Unit - Russia and South Asia
- ◆ Mr. Rajdeep Sardesai, CEO, CNN-IBN
- ◆ Mrs. Vasumathi Kumar, Executive Director, United India Insurance Co.
- ◆ Dr. S. Chattopadhyay, General Manager, Bankers Training College, RBI

Sponsors and Scholarships

With a view to help the economically weaker students to pursue their Post Graduate Programme, the IIMK instituted the need-based Scholarships Scheme for the first and second year students of the PGP. An amount of Rs 26, 55,000/- was disbursed under this scheme during the current academic year and 35 students benefited.

The Institute continued to offer merit-based scholarships in the ratio of one scholarship for every 20 students in each year of the programme. HEIL and Sir Ratan Tata Trust continued their offer of scholarships for IIMK students.

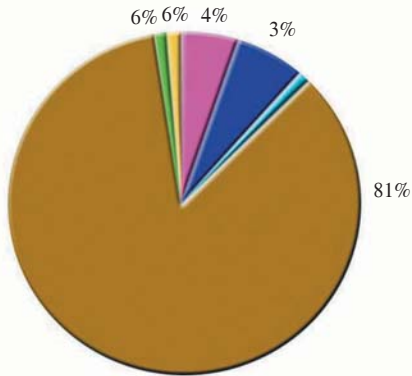
CONVOCATION

The Tenth Convocation of the Institute was held on Saturday, March 22, 2008, at the Open Air Theatre of the Institute Campus. The Chief Guest, Dr. C.K. Prahalad, Paul and Ruth McCracken Distinguished University Professor of Strategy at the Stephen M. Ross School of Business, University of Michigan, delivered the convocation address. 176 graduating students of the 2006-08 batch and one student of the 2005-07 batch were awarded the Post Graduate Diploma in Management by Dr. A.C. Muthiah, Chairman of the Board of Governors. Dr. Prahalad, in his Convocation address told the graduating students: "Managers are judged by what they do and how well they do it; not by what they say they want to do".

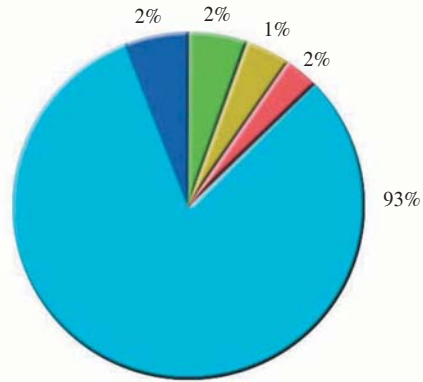
The IIMK Gold Medals for Scholastic Performance were awarded to Shri Venkatram Reddy Surreddy, (First) Ms. Ananya Tripathi (Second) and Shri Shah Sagar Rajendra (Third) and the IIMK Gold Medal for the Best All Round Performance was awarded to Shri Saurabh Garg by the Chief Guest.



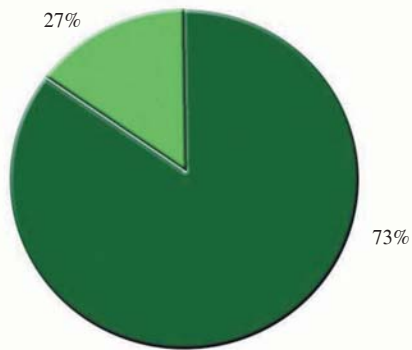
2005-2007



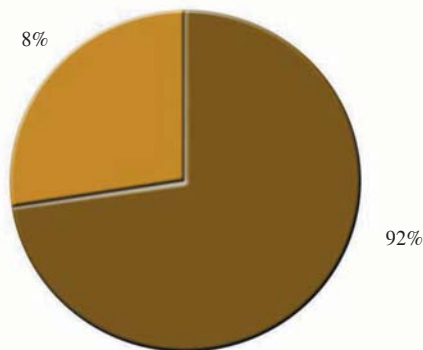
2007-2009



2006-2008



2007-2009



CAT 2007

The CAT 2007 was held on 18th November 2007. IIMK had coordinated three major centres viz. Chennai, Coimbatore and Kozhikode. There were 10,648 applicants for Chennai centre where the Test was held in 7 Test Venues. The number of candidates opted for Coimbatore centre was 2,909 and they were accommodated in 2 Test Venues in Coimbatore. The number of candidates opted for Kozhikode centre was 3,750 and they were accommodated in 5 Test Venues in Kozhikode. In all three centres, the Test was conducted in a successful manner. The overall attendance was 90.49 per cent.

Admissions 2008

the details of candidates called for GD and interview for Admissions 2008 are as under:

Category	No. of candidates
General	1246
OBC	254
SC	289
ST	155
Physically Challenged	50
Total	1994

FELLOW PROGRAMME IN MANAGEMENT (FPM)

The first batch of Fellow Programme in Management (FPM), the Doctoral Programme of Indian Institute of Management Kozhikode, started from the year 2007-08. The FPM programme of IIMK strives to incorporate the strengths of similar programmes in other IIMs along with the introduction of new state of the art innovative features into the programme. IIMK recognizes the fact that no top class academic institution of higher learning will be able to preserve its quality without emphasis on top quality research. The IIMs see the Fellow Programmes as a crucial source of management researchers and faculty resources of top quality to serve the academic institutions, industry, business, government and society.

Admission

Admission to the FPM is based on academic qualifications, performance in the qualifying examination, personal interviews and work experience. Candidates will be assessed for their intellectual abilities and research aptitude.

Programme Structure:

The planned duration of the programme is four years. All the course work related to the programme will be completed in the first two years.

Areas

FPM programme is presently offered by the Institute only in the following areas:

- 1) Information Technology and Systems; 2) Marketing; 3) Quantitative Methods & Operations Management; and 4) Strategic Management.

Financial Support to the Fellow Participants:

The following is the structure of the total financial support being extended to the Fellow participants.

Year	Total Academic Support	Hostel Accommodation	Contingency Support	Fellow-ship	Total Support
I	111000	15000	90000	139000	355000
II	112000	15000	(for 4 years)	144000	271000
III	74000	15000		150000	239000
IV	64500	15000		150000	229500
V (First 6 months)	33250	7500		37500	78250
V (After 6 months)	*	*	-	-	-

* Participants to pay user charges.

In addition to the support detailed above, the Fellow participants will also be given limited support for attending national and international conferences. Further, meritorious students are also eligible for the academic exchange visits to partner institutions in India and abroad.

First Batch of FPM (2007-08)

The first batch of FPM (FPM01) started with 7 participants. Area of specialisation and the number of participants are as follows: Information Technology & Systems: 2; Marketing: 3; Quantitative Methods & Operations Management: 2.



No. of Students = 177

Total No. of Offers
made = 402

Highest International
Salary = US\$ 175,000

Average Domestic
Salary = 14.83 lakh

Highest Domestic
Salary = Rs 29 lakh

PLACEMENT

IIM Kozhikode, the country's fastest-growing premier business school witnessed its best ever placements season, with the Class of 2008 scripting an unprecedented success story at Final Placement 2008.

The 10th PGP batch at IIM Kozhikode had good cause to be proud of its performance in Placements 2008. Two lively and fulfilling years of hard effort that had culminated in Corporate India reposing faith in their abilities to lead, inspire and make their mark in their chosen field. The 177 participating students got a total of 402 offers from 105 participating Indian and International recruiters. This included as many as 45 new Recruiters.

The highest number of offers made by the firms is a testament to the quality of talent at IIM Kozhikode. With students thus being spoilt for choice by the multiple offers, Placements 2008 helped get everyone their dream jobs.

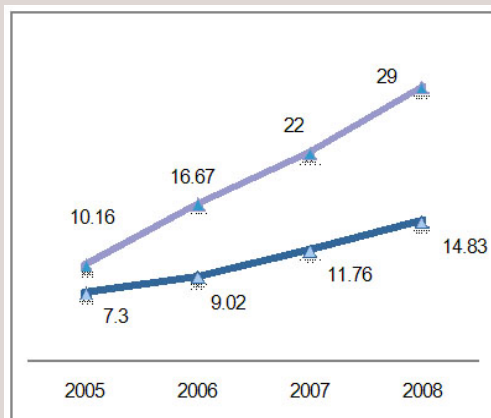
The average domestic salary being offered this year around to IIMK students stood at Rs 14.83 lakhs, an increase of 26% over the previous year. The highest domestic salary stood at Rs 29 lakhs, which was offered by an Indian Investment Bank. These figures reflect the buoyant perception of IIMK students within the industry, for whom quality, talent and leadership is essential in the coming years.

International and Lateral Placements

2008 can be looked upon as a watershed in terms of recognition of IIMK's global footprint by foreign recruiters, and placing IIMK students abroad by Indian recruiters. IIMK had the distinction of having the highest international lateral offer, at U.S.\$ 175,000 per annum across all campuses in the country. This is an amazing 60% jump on previous years' highest international offer. A total of 23 international offers were made by them across sectors and locations. Arthur D Little, Oliver Wyman, Reuters, Freudenberg and Dresdner Kleinwort, Aricent, Verizon etc. participated for the first time. Indian companies like ICICI Bank, Infosys and Essar Group gave international locations to IIMK recruits. Lateral Placements also saw excellent participation. 35 companies made 103 offers at an average of Rs.15.56 lakhs per annum to the experienced candidates from IIMK.

Keeping in mind long term career growth prospects, close to 20% of the batch elected to accept slightly lesser paying roles out of the multiple offers available to them, choosing role over pay. 90% of the batch signed out with offers well in excess of Rs 10 lakhs and above.

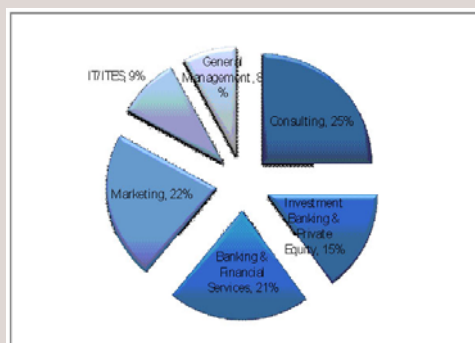




Sectoral Trends

Over the years, IIMK has managed to attract recruiters from all verticals in accordance with the varied career aspirations of students. Placements 2008 featured a well balanced recruiter's pie, giving every student a shot at his dream jobs, and establishing IIMK as a B-School with a strong cross-vertical orientation.

Consulting jobs were the most popular, with 25% of the batch opting for the same. IIMK has always been a happy hunting ground for Finance companies, with 15% of the batch taking up roles in Private Equity and Investment Banking, while another 21% with other BFSI firms. 22% of the batch opted for marketing roles. The marketing vertical had very strong participation during Placements 2008 and had offered a plethora of roles and competitive remuneration, challenging their Finance and Consulting counterparts. IT/ITES firms also made their mark by making a huge number of offers, especially during Lateral Placements. Students interested in HR, Operations and General Management were placed with jobs of their choice.



Finance

The Banking and Financial Services sector remained a strong favourite among students and saw a significant jump in activity this year with 36% of the batch being offered plum roles at top corporations. Investment Banking and Private Equity were the top choice of students looking for a career in finance.

AIG PE, Deutsche Bank, Edelweiss Capital, Goldman Sachs, J.P. Morgan, Lehman Brothers, o3 Capital, Reliance Capital, & Reliance Venture Fund were some of the recruiters who made offers which were snapped up by the students in this space.

Diverse banking profiles were offered by the leading MNC banks such as ABN AMRO, American Express, Bank of America, Barclays Plc, Citibank, HSBC, and Standard Chartered. Bank of America PAG recruited exclusively from IIMK. The Indian growth story was well represented with ICICI, Kotak, SEBI, and Yes Bank making a large number of offers. GE Commercial Finance and ICRA recruited for credit risk management and Share Micro Finance (India's largest and oldest) offered a unique field profile. Roles on offer this year included Asset Management, Corporate Finance, Corporate Banking, Credit Risk Management, Derivatives Structuring, Hedge Fund Management, Private Equity, and Treasury.

Consulting

IIMK strengthened its equity as a destination of choice for consulting firms with top consulting firms such as McKinsey & Co., Accenture Business Consulting, Arthur D. Little, Oliver Wyman, Stern Stewart & Co., Deloitte & Touché, E&Y, KPMG, and PricewaterhouseCoopers participating in Placements 2008. Accenture Business Consulting made the highest number of offers across campuses at IIMK.

Deloitte & Touché and PricewaterhouseCoopers strengthened their relationship with IIMK, recruiting for four Divisions each. Accenture, HP, GrowTalent and Hewitt Associates recruited for HR consulting from IIMK for the first time.

Marketing

Marketing continued to perform strongly, with no less than 22% of the Class of 2008 bagging top drawer marketing profiles. Students received offers from HUL, Nestle, Asian Paints, Britannia, Castrol, Colgate-Palmolive, Dabur, Himalaya, ITC, Marico, NIIT, Raymond, and Reckitt Benckiser amongst others.

Media and Pharma Companies found special favour among the students with recruiters such as DRL, Johnson & Johnson, NDTV, Pfizer, Reuters, SET, and Times Group participating in Placements 2008.

With such a diverse set of companies, the roles were equally diverse, from brand and product management, to operations and sales and general strategy profiles. Several companies gave tailored profiles to IIMK graduates keeping in mind the diverse backgrounds and interest (law, medicine, engineering and infrastructure).

IT/ITES

With a good number of students having IT and Engineering background, IT companies continue to visit IIMK in search of superior talent. Global telecom majors such as Aricent and Verizon recruited for the first time from IIMK



making a large number of offers. Infosys reiterated its faith in the Systems talent at IIMK by making not less than four offers for their much sought after Global Engagement Manager role.

The Institute also continued to strengthen the ties with traditional recruiters such as Cognizant, Exl, Genpact, HCL, Indus Valley Partners, Satyam, TCS, and Wipro. Nine per cent of the batch accepted offers in the IT/ITES domain.

Others

The retail sector was well represented with Bharti, Essar, Raymond, Reliance and RPG recruiting a large number of students for their retail lines. Operations, HR and General Management accounted for eight per cent of the roles that were accepted at Final Placements 2008.

Key Statistics – IIMK Final Placements 2008

No. of Companies Participated – 105
No. of Offers made – 402
No. of Students – 177
No. of Offers per student – 2.27
Highest foreign offer – U.S.\$ 175,000/-
Highest Indian Offer – Rs.29 lakhs
Average offer – Rs.14.83 lakhs
No. of PPOs/PPIs – 73
% of Students joining MNCs – 45
% of Students joining Indian Corporates – 55
Average Salary for girls –Rs. 16.10 lakhs
Average Salary for boys –Rs. 14.52 lakhs
Average Salary for SC/ST Students – Rs.11 lakhs
Average Salary offered by MNCs –Rs. 17.91 lakhs
Average Salary offered by Indian Corporates –Rs. 12.49 lakhs

ALUMNI MEET 2008.

NOSTALGIA, the IIMK Annual Meet is organised every year at the Institute campus. Nostalgia draws alumni from all parts of the country to the Campus. It provides the alumni an opportunity to interact with their batch mates and provides a platform to relive their glorious days at the Institute. The annual Alumni Meet provides a forum to express their opinions and offer suggestions to the Institute through the Annual General Body Meeting. The meeting was held during January 12 to 13, 2008. The meet was attended both by PGP as well as e-MEP batches of the Institute. The meet started on January 12, 2008 with a detailed presentation by the Junior Students Council illustrating the growth of IIM Kozhikode over eleven years. This was followed by presentation by IIMK Students Alumni Committee. The Committee had briefed about the activities of Students Alumni Committee, and plans for the future. .Shri Suraj Prasad was elected as the President of the IIMK Alumni Executive Committee and Shri Rohit Gupta as the Vice President.

SANGAM, the IIMK Alumni-Fresher Meet is an annual event organized



simultaneously at a number of cities across the globe. Sangam has been getting enthusiastic response from the alumni circles. The last Sangam meet attracted as many as 500 alumni and many freshers. The IIM Kozhikode has currently 8 City Chapters at Bangalore, Calcutta, Chennai, Cochin, Coimbatore, Delhi, Hyderabad and Mumbai.

MANAGEMENT DEVELOPMENT PROGRAMME

Management Development Programmes has been one of the most important components of IIMK's academic portfolio since its inception. During the year, the Institute conducted a total of 14 Management Development Programmes involving 133 days. Out of these 07 were sponsored MDPs conducted at IIMK Campus and 07 were off campus sponsored MDPs. In all 246 participants attended in these programme, making a total of 2507 participant days. Details are given below:

S No	Name of Programme	Period	No. of days	Partici-pants	No. of parti-cipants days
1	General Management Module of IOFS 2007 Batch	May 28 to July 08, 2007	42	21	882
2	Supply Chain Management	June 07-09, 07	03	11	33
3	Interpersonal Skills for Managerial Excellence for ABN Amro at Chennai.	July 27-29, 2007	03	24	72
4	Creativity for Competitive Advantage for Senior level Professionals of ABN Amro at Chennai	August 03-08, 07	06	19	114
5	Training in Management for NTPC Officials	August 13-24, 07	13	23	299
6	Lean Six Sigma	August 26-28, 07	03	08	24
7	Analysis of Financial Statements	Sept.24-26, 2007	03	21	63
8	Project Management	Dec.17-19, 2007	03	16	48
9	Training for Owners and Managers of Distribution Channel Outlets of IOC	Dec.20-22, 2007	03	20	60
10	Competitive Intelligence	Jan.03-05, 2008	03	08	24
11	General Management Module Of IOFS 2007 2 nd Batch	Jan.14-Feb.24, 08	17	42	714
12	Leadership Training for Federal Bank Officers	Jan.22-24, 2008	03	30	90
13	Practices in Logistics and Supply Chain Management	Jan.28-30, 2008	03	09	27
14	Creativity for Competitive Advantage	March 03-05, 2008	03	19	57
Total			133	246	2507

FACULTY DEVELOPMENT PROGRAMME:

Faculty development programmes has been an important academic activity of the Institute. IIMK has been actively involved in focused training programmes for the benefit of academic community in the country. The AICTE has chosen IIMK to set up a QIP Centre in recognition of its activities. The QIP Centre conducted 11 in-campus Faculty Development Programmes during the year under report. One programme was sponsored, while ten were open programmes. In all, 297 faculty members benefited by attending these programmes totaling 77 days and in terms of participant days, it stood at 2007. Details are given below.





S No	Name of Programme	Period	No. of days	Partici- pants	No. of parti- cipants days
1	Recent Trends in Information Technology Education And Research	April 23-28,2007	06	24	144
2	Data Analysis for Management Research	May 21-26, 2007	06	38	228
3	FDP on Financial Derivatives	July 09-14, 2007	06	25	150
4	Foundation Course of the Management Teachers' Programme on Strategic Management	August 06-11, 07	06	26	156
5	Econometrics for Management Research	Sept.03-08, 2007	06	28	168
6	Workshop on Case Teaching and Case Writing	Sept.10-15, 2007	06	33	198
7	Workshop on Greenstone Digital Library Software	Nov.26-Dec.01, 07	06	40	240
8	FDP on Advances in Marketing	Dec.03-08, 2007	06	22	132
9	Training Programme for the Principals of CBSE Schools.	Dec.16-18, 2007	03	23	69
10	Effective Course in Management Teachers' Programme on "Nuances of Strategy Implementation"	Feb.18-23, 2008	06	17	102
11	Induction Training Programme in Management for Young Teachers	March10-29, 2008	20	21	420
Total			77	297	2007

INTERNATIONAL EXCHANGE PROGRAMME

IIMK's International Exchange Programme was started in 2004. This year IIMK has signed three more collaboration agreements, making the number of partners to seven. The universities which entered into collaboration agreements with IIMK for student and faculty exchange during the year are: 1) Bocconi University, Milan, Italy; (2) Royal Holloway, University of London; and (3) Queensland University of Technology, Australia.

Student Exchange

This year six of our students spent a term in ESCP-EAP, Paris and one student at European Business School, Germany as exchange students. Four students from ESCP-EAP visited our campus and studied for a term at IIMK.

Faculty Exchange

Prof. R.P. Suresh, Professor, Quantitative Methods and Operations Management Area has been deputed to Victoria Management School, Victoria University of Wellington to spend a trimester there as Exchange Faculty. Prof. Arun Abraham Elias from Victoria Management School taught our Postgraduate students for a term.

Joint Faculty Development Programme with Partner University

The exchange programmes have also encouraged the Institute and some of its partners to explore other means of collaboration. For the first time IIMK joined hands with a foreign University, Victoria University of Wellington and jointly conducted a Faculty Development Programme for the young management teachers on the topic: "Current Frontiers in Management Research" during January 8 to 13, 2007, at IIMK Campus.



INTERACTIVE DISTANCE LEARNING CENTRE

The seventh batch of eMEP and two specialization programmes namely executive Education Programme in Finance (eEPF) and executive Education Programme in Strategic Management (eEPSM) were launched in April 2007. The executive Education Programme is conceived with the idea of providing specialized learning in the specific business function. The specialization programme offers a range of foundation, advanced and interactive courses in the specific functional area of working executives aiming to build specialized competency.

Selection process was completed as per schedule - eMAT for eMEP-07 was conducted on June 24, 2007 and interviews on technology platform were conducted from July 16 to 27, 2007. In eMEP-07, 139 candidates were selected for admission. In eEPSM and eEPF, candidates selected for admission were 66 and 43 respectively.

The one-week in-campus modules for the students of executive Education Programme in Finance (eEPF-01) and executive Education Programme in Strategic Management (eEPSM-01) were conducted at IIMK during September 17 to 22, 2007. Regular classes on technology platform for students of eEPF and eEPSM started on October 4, 2007

The first in-campus module for eMEP-07 batch students was conducted at IIMK during October 29 to November 3, 2007. Regular classes on technology platform started on November 14, 2007. The second in-campus module for eMEP-07 batch will be held in May 2008.

Classes and examinations for students of eMEP-06 batch were completed as per schedule. Out of a batch of 135, 115 students succeeded in getting the certification from IIMK.

Valedictory function for successful students of eMEP-06 batch was held on December 14, 2007. Prof. Krishna Kumar, Director, IIMK, presided over the function. Mr. Clas Neumann, President, SAP Labs India was the Chief Guest and Shri K.C. Mohan, Member, Board of Governors was the Guest of Honour on the occasion. The Chief Guest addressed the audience and distributed certificates to graduating participants. On this occasion, a seminar on "*Preparing for Managerial and Leadership Roles*" was organized for the benefit of the graduating participants. Prof. K. Unnikrishnan Nair made presentations in the seminar.

Classes for eMEP-07, eEPSM-01 and eEPF-01 batches have been completed as per schedule and examinations were also conducted as per schedule.

Two new specialization programmes – executive Education Programme in Marketing (eEPM) and executive Education Programme in Operations Management (eEPOM) – have been launched in January 2008.



CONSULTING PROJECTS.

An important activity of the Institute is undertaking Consultancy Projects. Five consultancy projects have been completed in 2007-08, and four consultancy projects started afresh during the year. Details are given below:

1. Development of a Model to treat a category A establishment of the army as an independent budget centre
Prof. Krishna Kumar, Prof. K K Ramesh
Rs. 16 lakhs 1st April 2006
Completed 17.9.2007
2. Evaluation Study for various schemes/undertaking under Accelerated Generation and Supply Programme (AG & SP) schemes Ministry of Power
Prof. Pritibhushan Sinha, Prof. S S S Kumar Prof. Krishna Kumar
Rs. 10.29 lakhs
14.11.2006 Completed (29.11.2007)
3. Analysis of Over-The-Counter (OTC) Business and Marketing Opportunities for an MNC Pharma Company
Dr. Keyoor Purani(5 days)
Rs. 1.25 lakhs
June-20,2007 August-5, 2007 Completed.
4. Ideas Generation Campaign for Emami across leading B-schools
Dr. Keyoor Purani(7 days)
Rs. 1.50 lakhs
July 25-November 15, 2007 Completed 3/2008
5. Expansion cum Diversification Project (EDP) at Hindustan Newsprint Limited (HNL)- Development of Special Economic Zone
Dr. R P Suresh, Dr. R Sthanumoorthy(10 days)
Rs. 5,59,125/-
August 6-September 30, 2007 Completed (20.11.07)
6. Functional Consultancy in Supply chain Management for Binary Semantics
Dr. S Jharkaria (Co-ordinator), Dr. Saji Gopinath (Member)
Rs. 5,50,000/-
Approved on 20.11.07 Starting on 15.12.07



RESEARCH & PUBLICATIONS

During the academic year 2007-08 IIMK Faculty and Staff members authored 13 research articles and two book chapters. In addition, one book has been edited and 28 presentations in national and international conferences and seminars were made. Further, four research projects were completed.

A Conference on “Marketing to Rural Consumers – Understanding and Tapping the Rural Market Potential” and a “Conference on Tourism in India – Challenges Ahead” were organized at IIM Kozhikode. Five Research Seminars were also organized under the P&RD Faculty Seminar Series during the period. Students, under the banner of various interest groups such as IT, Finance, Consulting, Marketing, Operations etc. organized talks by corporate leaders, consultants and full fledged seminars on themes of their choices.

Further details about the Research and Publication activities at the Institute during 2007-2008 are furnished below:-

Articles in Journals

Balooni, K. & Inoue, M., 2007. Decentralized Forest Management in South and Southeast Asia. *Journal of Forestry*, Vol. 105 (8), 414–420.

Chatterjee, D. & Srivastava, B. N. 2007. The Concept of Newness. *International Journal of Management Concepts and Philosophy*, Vol. 2 (3), 240–245.

Jeyavelu, S. 2007. Organizational Identity and Sustainable Competitive Advantage: Combining Resource Based View and Configuration Approach. *International Journal of Management Practices & Contemporary Thought*, Vol. 2 (2), 80-88.

Kumar, S. S. S. 2007. Short and Long-run Performance of Bookbuilt IPOs in India. *Impact*, Vol. 2 (2), 19-29.

Kumar, S. S. S. 2007. Why Foreign Institutional Investors are Investing in India?. *Foreign Trade Review*, Vol. XLII (3), 59-72.

Kumar, S. S. S. 2007. Price Pressure Hypothesis: Evidence from S&P CNX Nifty Index Changes. *Metamorphosis*, Vol. 6 (1), 9-32.

Nandakumar, P., Bala Batavia & Cheick Wague, 2007. Does the stock market matter for the determination of bond yields? *Journal of International Finance and Economics*, Vol. VI (1).

Nandakumar, P., Bala Batavia & Cheick Wague, 2007. The IT Sector, the Income Convergence Hypothesis and the Human Development Index. *International Journal of Business Research*, Vol. VII (2).

Nandakumar, P., Bala Batavia & Cheick Wague, 2007. Expected Purchasing Power Parity, Budget Imbalances and the Euro-Dollar Exchange Rate. *Journal of International Business and Economics*, Vol. VII (1).

Pati, R. K., Vrat, P. & Kumar, P. 2008. A Goal Programming Model for Paper

Recycling System. *Omega- The International Journal of Management Science*, Vol. 36, 405–417.

Sinha, P. 2008. A Quadratic Regression Model with an Application to Business School Ranking. *Opsearch*, Vol. 45 (1), 69-78.

Sreekumar, M. G. 2008. Open Access: The New Frontier Connecting the Learning Commons through to Hassle-Free and Seamless Scholarly Communication. *World Digital Libraries*, Vol. 1(1), 61-75.

Sridhar, G. 2007. Consumer Involvement in Product Choice – Role of Perceived Risk. *Decision* 35 (2).

Book Chapters

Rameshan, P. 2008. *WTO, India and Emerging Areas of Trade*, WTO, India and Emerging Areas of Trade: Challenges and Strategies, in Rameshan P. (Ed.), Excel Books, New Delhi. February.

Sridhar G. & Ballabh V. 2007. *Indian Agribusiness Institutions for Small Farmers – Role, Issues and Challenges*, Institutional Alternatives and Governance of Indian Agriculture, in Ballabh V. (Ed.), Academic Foundation, New Delhi

Books Edited

Rameshan, P. 2008. *WTO, India and Emerging Areas of Trade: Challenges and Strategies*, Excel Books, New Delhi.

Conference Proceedings/Presentations

Bhatt, P. R. 2008. *Global Strategy for Growth: A case of Ranbaxy Laboratories*, 3rd Conference on Global Competition and Competitiveness of Indian Corporate, IIM, Lucknow. May 29 to 31.

Gopinath, S. & Abhilash Nair, 2008. *Note on Improving Banks' Competitiveness while Lending to the Agriculture Sector*. 3rd Conference on Global Competition and Competitiveness of Indian Corporate, IIM Lucknow. May 29 to 31.

Gopinath, S., 2007. *Non Dominant Player Supply Chains: Issues & Solutions*. VIII International Conference on Operations and Quantitative Management (ICOQM), INFORMS, Bangkok. October 17 to 20.

Gopinath, S., 2007. *Risk based Sourcing Strategy for Improving*



Effectiveness of Humanitarian Supply Chains. XI Annual Conference of Society of Operations Management, SOM, Nashik. December 21 to 23.

Gopinath, S., 2008. *Information Technology Applications for Hospitality Industry: Emerging Paradigms*. Vision 2008: An International Conference on Hospitality Management, IIBM, Manipal. February 22 to 23.

Gopinath, S., 2008. *Life Cycle Stages and McDonaldisation of Tourist Destinations: Some Preliminary Evidence from Indian States*. Conference on Tourism in India: Challenges Ahead, IIM Kozhikode. May 15 to 17.

Jayan C Kurian, Sreekumar, M. G., Dion Hoe-Lian Goh, Diljit Singh, Abrizah Abdullah & Joy Lynn Wheeler, 2008. *An Architecture for Efficient Resource Discovery with Metadata Harvesting in a Multidisciplinary Distributed Repository*, Proceedings of Management 08, Cambridge, UK. August 5 to 8.

Jeyavelu, S. 2007 *Blocks to Creativity – An Identity Based Approach*. Sumedhas Academy for Human Context Annual Institutional Meet, Bangalore, India. October 7 to 10.

Jeyavelu, S. 2007 *Building a Case for Researching Organizational Identity in Turnaround Organizations*. Conference Proceedings, 21st ANZAM Conference 2007: Managing Our Intellectual and Social Capital, Sydney, Australia. December 4 to 7.

Jeyavelu, S. 2007 *Organizational Identity Dissonance in Organizational Decline and Turnaround*. APROS 12 Conference: Challenges in Organizing and Managing in Rapidly Emerging Economies, Gurgaon, India. December 9 to 12.

Jharkharia, S. 2008. *A Framework for Logistics Outsourcing*, International Conference on Issues and Challenges in Supply Chain Management, Banaras Hindu University, Varanasi (UP). March 28 to 30.

Jharkharia, S. 2008. *Advanced IT-Based Logistics Capabilities for Sustainable Competitive Advantage*, 3rd Conference on Global Competition and Competitiveness of Indian Corporate, IIM Lucknow. May 29 to 31.





Krishna Kumar. 2007 - Case studies "Is Small Beautiful (A) and (B)?" in the 10th Annual Convention of the Strategic Management Forum held at School of Management, IIT Bombay May 10-12, 2007

Krishnan, T. N. 2008. *Breach of Psychological Contracts – The role of Human Resource Systems*, 3rd Conference on Global Competition and Competitiveness of Indian Corporates, IIM Lucknow. May 29 to 31.

Nair, K. Unnikrishnan, 2008. *From Guest House Administrators to Leaders of Tourism Management: Restructuring the Orange Valley State Tourism Department*. Conference on Tourism in India : Challenges ahead, IIM Kozhikode. May 15 to 17.

Pathak, A. & Krishna Kumar 2008. *Adequacy and Effectiveness of Indian Tourism Websites for International Tourism in India*, Conference on Tourism in India – Challenges Ahead, IIM Kozhikode. May 15 to 17.

Pillai, R., 2007. *Engineering the Engineers*. International Conference on Global Trends in Engineering Education, TKM College of Engineering, Kollam. July 7.

Pillai, R., 2007. *Holistic Transformation of Organizations*. Fifth AIMS International Conference on Management (AIMS5), ICFAI Business School, Hyderabad. December 27 to 30.

Pillai, R., 2007. *Value Based Management of Technologies*. Fifth AIMS International Conference on Management (AIMS5), ICFAI Business School, Hyderabad. December 27 to 30.

Pillai, R., 2008. *Self Transformation Through Knowledge and Empowerment*. Ninth International Conference on Management of Transformation, New Delhi. January 3 to 5.

Sreekumar, M. G. & Nabeel M. K. 2007. *Ethical Issues in Biomedical E-Publishing*, Proceedings of the Second Bioethics Conference. Indian Journal of Medical Ethics, Bangalore. December 6 to 8.

Sreekumar, M. G. 2008. *Greenstone Open Source Digital Library Software: Feasibility, Features, Functionalities and the Futures*, Proceedings of the 2nd Special Library Conference (SLib2008), Petronas, Kuala Lumpur, Malaysia. February 18- to 20.

Sreekumar, M. G. 2008. *Unleashing Greenstone*, Proceedings of the 7th MANLIBNET Convention, New Delhi, India. May.

Sridhar, G. & Venugopal, K.S. 2008. *Consumer Involvement and Consumer Decision Making - A Reexamination of the Relationship in Emerging Economy*. NICOM 2008: Strategies and Trends in Marketing: A New Economy Perspective, Nirma University, Ahmedabad. January 9 to 11.

Sridhar, G., Debiprasad Mishra & Vaswani, L. K. 2008. *Executives Representation of Rural Markets*, Conference on Marketing to Rural

Consumers – Understanding and Tapping the Rural Market Potential, IIM Kozhikode. April 3 to 5.

Sridhar, G., Ravindranath, Narasimha Murthy, G. 2007. *Pilgrim Satisfaction of Religious Event*, 2nd International Research Seminar on “Brand India” by Yale - Great Lakes Center for Management Research, Great Lakes Institute of Management, Chennai. December 23.

Velayudhan, S. K. 2008. *Influence of Education on the Use of Informal Referent Groups as Information Source by Consumers in Rural Markets*, Conference on Marketing to Rural Consumers – Understanding and Tapping the Rural Market Potential, IIM Kozhikode. April 3 to 5.

Thomas, J. 2008. *Managing Customer Relationship to Create Sustained Competitive Advantage: Connecting Theory with Practice Systems*, 3rd Conference on Global Competition and Competitiveness of Indian Corporates, IIM Lucknow. May 29 to 31.

Velayudhan, S. K. 2008. *Substitutability of Haats and Retail Store in Rural Markets: A Study across the States in India*, Conference on Marketing to Rural Consumers – Understanding and Tapping the Rural Market Potential, IIM Kozhikode. April 3 to 5.

Articles in Other Periodicals/Magazines

Balooni, K., 2007. Viewpoints: Do agricultural subsidies in developed countries benefit or harm the majority of the poor in developing countries? *Natural Resources Forum* (Blackwell). Vol. 31, 320.

Jeyavelu, S. & Gopinath, S. 2008. *Jalanidhi: Success Through Participation*. *Smart Manager*. Vol. 2 (2): 85-101, Feb-March.

Radha, A. & Jeyavelu, S. 2008. *Talent Management: An Integrated Model*. *PES Business Review*.

Sreekumar, M. G. 2008. *Overseas Education: Financial Assurances*. *Kerala Calling* (Govt. of Kerala). Vol. 28 (6): 12-15, April.

Case Studies

Jeyavelu, S. & Gopinath, S. 2007. *Jalanidhi: Success Through Participation*. Aditya V. Birla India Centre at London Business School. September.

Jeyavelu, S. 2008. *Bharat Petroleum Corporation Ltd*. In: Azhar Kazmi. *Strategic Management and Business Policy* 3rd Ed. Tata McGraw Hill: New Delhi, India.

Jeyavelu, S. & Radha, A. 2008. *Bharti Airtel 2008*. IIMK/CS/20/OB&HR/2008 /01.

Krishna Kumar, 2007 “Is Small Beautiful (A) and (B)” Atanu Ghosh and Gargi Bannerji (Ed.) *Strategic Management for Firms in Developing Countries* (2007) Allied Publishers.



Krishna Kumar, 2007- "Fragility of Indian Corporate Sector" in Development and Economic Asymmetries, Athenian Policy Forum, (2007)

Working Papers

Gopinath, S. 2007. *A New Material Planning Model for Enhancing Effectiveness of Humanitarian Supply Chains*. IIMK/WPS/28/QM&OM/2007 /16.

Jeyavelu, S. 2008. *Restructuring Configurations: An Exploratory Study of Indian Organizations*. IIMK/WPS/33/ OB&HR/2008/03.

Jeyavelu, S. 2007. *Organizational Identity Dissonance in Organizational Decline and Turnaround*. IIMK/WPS/30/ OB&HR/2007/18.

Jeyavelu, S. 2007. *Building a Case for Inclusion of Organizational Identity in Turnaround Research*. IIMK/WPS/26/OB&HR/2007/14.

Radha, A. & Jeyavelu, S. 2008. *Talent Management: An Integrated Model*. IIMK/WPS/32/OB&HR/2008/02.

Sinha, P. 2008. *A Note on some Exponential Smoothing Forecasting Methods*. IIMK/WPS/34/OM&QM/2008/04.

Sinha, P. 2007. *Heuristics for Large-scale Capacitated Facility Location Problems*. IIMK/WPS/29/QM&OM/200 /17

Teaching Note

Jeyavelu, S. 2007 *Introduction to Case Method: Analyzing & Reporting Management Cases*. IIMK Technical Note: IIMK/TNS/01/2007/01.

Completed Research Projects

Balooni, K., Bagalkoti, S.T. & Kalro, A.H., *Case Studies and Performance of Traditional Water Harvesting Methods in Dry Regions of Karnataka*, Sponsored by MHRD.

Nair, K. Unnikrishnan, *Study on Need for Cognition of Individuals in the Indian Context*, Sponsored by SGRP, IIMK .

Rameshan, P. *Establishing a Centre for Strategic Research and Information Network on India's Global Competitiveness and WTO System*. February 2007.

Sreekumar, M.G. *Single Sign-on Digital Library Information System for the University of Malaya, Malaysia*. 2007-08.



Invited Talks/Workshops/Seminars

Gopinath, S. 2007. Monthly Invited Seminar of Victoria Management School, New Zealand, Victoria University Wellington. October 04.

Gopinath, S. 2007. Outlook 2007, Oriental School of Hospitality Management Vythiri. December 08.

Krishnan, T. N. 2008. Career Planning, Centre for Excellence, Kozhikode. April 30.

Krishnan, T. N. 2008. Internship Programme in Process Work, Sumedhas, Agra. May 10-24.

Krishnan, T. N. 2008. Performance Management – Towards a HR Scorecard, University of Calicut, Kozhikode. March 25.

Krishnan, T. N. 2008. Session on Personnel Management for District Educational Officers (Kerala), State Institute of Educational Management and Training at Trivandrum. June 27.

Nair, K. Unnikrishnan, 2007. An Invited Address to eMEP06 as part of their Valediction Day Programme. Title: Seminar on Preparing for Managerial and Leadership Roles: A Quantum Mechanics, Post Modernism and Management–I in a new understanding of my confusion, IIM Kozhikode. December 14.

Rameshan, P. 2007. Seminar on WTO & Globalization, Division of Economics, Lulea University of Technology, Lulea, Sweden. May 28.

Rameshan, P. 2008. Seminar on New Nuances of WTO, Calicut University Management Association & SISI Trichur. March 24.

Rameshan, P. 2008. Workshop on Geographical Indications, Textile Committee, Ministry of Textiles, Govt. of India, Trivandrum. February 2.

Rameshan, P. 2008. Workshop on Professional Management in Handloom Cooperatives, Irinac Consortium of Handloom Cooperatives, Kannur. March 5.

Rameshan, P. 2008. WTO & Strategy, KSR Business School, Erode. March 8.

Sreekumar, M.G. 2007. Chief Faculty, 5-Day International Workshop on Greenstone, IIM Kozhikode. November 26 - December 01.

Sreekumar, M.G. 2007. Workshop on E-Publishing, 2nd National Conference on Bioethics, NIMHANS, Bangalore. December 6-8.

Sreekumar, M.G. 2008. Chief Faculty, 3-Day Workshop on Greenstone for Experts, UNECA/UNESCO, Addis Ababa, Ethiopia. May 4–6.

Sreekumar, M.G. 2008. Chief Faculty, 4-Day Regional Workshop on Greenstone, University of Malaya, Malaysia. May 12-15.



Sreekumar, M.G. 2008. Chief Faculty, 5-Day Workshop on Greenstone for Beginners, UNECA/UNESCO, Addis Ababa, Ethiopia. 29 April – 3 May.

Thomas, J. 2008. Marketing Strategy: Building Customer Trust. AICTE-ISTE STTP on “Marketing Strategy for Small and Medium Enterprises”, Department of Mechanical Engineering, MES College of Engineering, Kuttippuram. June 26.

Unnithan, A. B. 2007 Corporatization of Retail – Is it an Opportunity for the Economic Revival of the State? Malabar Chamber of Commerce, Kozhikode. November 19.

Unnithan, A. B. 2007. Marketing of Coir –The Intangibles during the International Seminar on Coir as a part of India International Coir Fair 2007. International Seminar on Coir India International Coir Fair 2007, Kochi. December 9.

Unnithan, A. B. 2008 Marketing the Agency –Management of Advertising. Kerala Advertising Agencies Association (K3A), Kochi. January 26.

Fellowship/Awards/Honour

Jeyavelu, S. & Gopinath, S. 2007 Jalanidhi – Success Through Participation. The case proposal was selected competitively from over 100 case proposals as a finalist in the first Indian Case Study Development Initiative by the Aditya V. Birla India Centre at London Business School.

Nominations:

Prof. Krishna Kumar, Director was nominated to the following Boards/Committees during the year under report:

1. Director, Kerala Finance Corporation, Thiruanantpuram (2007 onwards)
2. Director, Neyveli Lignite Corporation, Chennai (2007 onwards)
3. Visitor’s Nominee for Faculty Selection, Indian Institute of Technology, Kanpur (2007)

Conference: Session Chairs

Gopinath, S. 2007. XI Annual Conference of SOM. Topic: Risk Management. December.

Gopinath, S. 2008. Conference on Tourism in India, Challenges Ahead, IIM Kozhikode. Topic: Tourism And Technology. May 15-17.



Jeyavelu, S. 2008. 21st ANZAM Conference 2007: Managing Our Intellectual and Social Capital, Sydney, Australia; Topic: Organizational Change Stream. December 4-7.

Jeyavelu, S. 2008. Conference on Marketing to Rural Consumers – Understanding and Tapping the Rural Market Potential, IIM Kozhikode; Topic: Information Sources in Rural Marketing. April 3-5.

Jeyavelu, S. 2008. International Conference on Innovation for Competitive Advantage, PESIT and Indiana University of Pennsylvania; Topic: HR stream. January 5-6.

Jharkharia, S. 2008. Conference on 3rd Global Competition and Competitiveness of Indian Corporates, IIM Lucknow. May 29-31.

Jharkharia, S. 2008. Conference on Marketing to Rural Consumers – Understanding and Tapping the Rural Market Potential, IIM Kozhikode. Topic: Rural Retailing. April 3-5.

Jharkharia, S. 2008. Conference on Tourism in India, Challenges Ahead, IIM Kozhikode. Topic: Tourism Infrastructure, Technology And Operations. May 15-17.

Krishna Kumar. 2007- Chaired 2nd Session on “Strategic Issues Relevant for Indian Corporate Sector: Research Agenda for Academia”, 10th Annual Convention of the Strategic Management Forum held at School of Management, IIT Bombay May 10-12, 2007.

Krishnan, T. N. 2008. Conference on 3rd Global Competition and Competitiveness of Indian Corporates, IIM Lucknow. Topic: HR Issues in Global Competition. May 29-31.

Nair, K. Unnikrishnan, 2008. Conference on Marketing to Rural Consumers – Understanding and Tapping the Rural Market Potential, IIM Kozhikode. Topic: Definitional Issues and Rural Environment. April 3-5.

Purani, K. 2008. Conference on Marketing to Rural Consumers – Understanding and Tapping the Rural Market Potential, IIM Kozhikode; Topic: Issues in Rural Communications. April 3-5.

Purani, K. 2008. Conference on Marketing to Rural Consumers –





Understanding and Tapping the Rural Market Potential, IIM Kozhikode; Topic: Case Studies in Rural Markets. April 3-5.

Rameshan, P. 2008. Conference on Marketing to Rural Consumers – Understanding and Tapping the Rural Market Potential, IIM Kozhikode; Topic: Rural Marketing Strategies. April 3-5.

Sreekumar, M.G. 2007. ICoLIS2007. International Conference on Library, Information and Society 2007, Kuala Lumpur, Malaysia. Topic: Information Management. June 26-27.

Sridhar, G. 2008. Conference NICOM 2008 Strategies and Trends in Marketing: A New Economy Perspective, Nirma University , Ahmedabad. January 9-11.

Sthanumoorthy, R. 2008. Conference on Marketing to Rural Consumers – Understanding and Tapping the Rural Market Potential, IIM Kozhikode; Topic: Social Issues in Marketing. April 3-5.

Sthanumoorthy, R. 2008. Conference on Tourism in India, Challenges Ahead, IIM Kozhikode. Topic: Medical Tourism. May 15-17.

Thomas, J. 2008. Conference on 3rd Global Competition and Competitiveness of Indian Corporates, IIM Lucknow. Topic: Global Competition and Competitiveness of Indian Corporates. May 29-31.

Thomas, J. 2008. Conference on Marketing to Rural Consumers – Understanding and Tapping the Rural Market Potential, IIM Kozhikode. Topic: Understanding Rural Consumer. April 3-5.

Thomas, J. 2008. Conference on Tourism in India - Challenges Ahead, IIM Kozhikode. Topic: Customer Satisfaction. May 15-17.

Membership of Editorial Board

Gopinath, S.

- International Journal of Intelligent Enterprises
- International Journal of Management Practices and Contemporary Thought

Jeyavelu, S.

- Member, Board of Studies, VIT Business School, VIT University, Vellore, Tamil Nadu, 2007

Jharkharia, S.

- International Journal of Business Excellence
- International Journal of Applied Management Science
- International Journal of Information Systems and Supply Chain Management
- Asian Journal of Information Technology

Pillai, R.

- AIMS international Journal of Management

Sreekumar, M.G.

- World Digital Libraries
- Malaysian Journal of Library and Information Science
- Journal of Library and Information Science

Reviewer/Referee

Balooni, K.

- Journal of Small-scale Forestry

Gopinath, S.

- International Journal of Production Research
- International Transactions on Operations Research (ITOR)

Jharkharia, S.

- Strategic Outsourcing: An International Journal
- International Journal of Applied Management Science
- International Journal of Business Excellence
- International Journal of Information Systems and Supply Chain Management
- Management Research News

Krishnan, T. N.

- IIMB Management Review

Nair, K. Unnikrishnan

- IIMB Management Review

Pati, R. K.

- International Journal of Systems Science
- Applied Mathematical Modelling

Pillai, R.

- Computer Communications

Purani, K.

- 37th European Marketing Academy Conference, EMAC 08, 27-30 May 2008

Rameshan, P.

- IIML Metamorphosis
- IIMB Management Review

Sreekumar, M.G.

- DESIDOC (Ministry of Defense) Journal of Library & Information Technology
- Annals of Library and Information Science (CSIR, Govt. of India)

Thomas, J.

- Journal of India Business Research
- Management Review



Research Seminars held at IIMK

November 21, 2007

Prof. Michael R V Hodd, Westminster Business School London

Topic/Theme

The End of Poverty

January 14, 2008

Prof. Murgie Krishnan, Yeshiva University New York

Topic/Theme

Liquidity in an Emerging Market Evidence from India's National Stock Exchange

January, 14, 2008

Prof. Kashi Balachandran, Stern School of Business, New York University, New York

Topic/Theme

Academic Publishing: Reflections of an Author and Journal Editor

January, 17, 2008

Prof. Suresh Nair, University of Connecticut Storrs CT 06269-1041

Topic/Theme

Optimization in Financial Services

February, 9, 2008

Prof. David Kimber, University of Lille, France

Topic/Theme

Ethics Integrity and Corporate Governance

Conference/Convention held at IIMK

Conference on 'Marketing to Rural Consumers – Understanding and Tapping the Rural Market Potential' held at IIM Kozhikode

3-5 April 2008

Conference Co-ordinators

Prof. Sanal Kumar Velayudhan and Prof. G Sridhar



Conference on 'Tourism in India - Challenges Ahead' held at IIM Kozhikode, jointly with IIML

15-17 May 2008

Conference Co-ordinators

Prof. Anandakuttan B Unnithan, IIMK and Prof. Devashish Das Gupta, IIML

Centre of Excellence

Centre of Excellence, which was initiated by the Scheduled Castes and Scheduled Tribes Development Department, Government of Kerala in 2002, has been incubated by the Indian Institute of Management, Kozhikode with the objective of equipping the graduates from the Scheduled communities of Kerala to compete in open market for jobs as well as higher studies in India and abroad. Since its inception, the Centre has been carrying its flagship programme, the Certificate Course for Professional Development (CCPD). Other activities of the Centre include Research, Management Development Programs, and National Seminars & workshops for the benefit of Scheduled communities. The CCPD is of 5 month's duration and graduates in any discipline are eligible for admission. Of the 40 seats available, 20% seats are reserved for candidates from Scheduled Tribe communities. The selected candidates are given a stipend of Rs. 2000/- per month for their boarding and lodging. This course focusses on developing the personality, Communication Skills, Arithmetic & Quantitative Skills, Information Technology skills, and Entrepreneurship.

Various activities of the Centre during the period 2007-08 are given below.

Certificate Course for Professional Development

As of 1st April 2007, 39 students of the 9th batch were undergoing the course, which began on 12 February 2007. The Valedictory function for the 9th batch was held on July 12, 2007 at IIMK Seminar Hall, followed by a cultural programme by the outgoing students. Dr. P. Chandramohan, Hon'ble Vice Chancellor, Kannur University was the Chief guest. Thirty six students completed the course in the 9th batch.

Classes for the 10th batch commenced on December 17, 2007. As of 31 March 2008, a total of 37 candidates were undergoing the course.

Visitors

The following international dignitaries visited the Centre during 2007-08.

- Ms. Linta Hiltmann, Researcher, University of Malmo, Sweden
- Dr. Frank Heidemann, Professor, Department of Anthropology, Munich University, Germany
- Dr. P Bhaskaran Nair, Senior Lecturer in Language Communication, Dept. of Communication & English, University of Lincoln, Brayford Pool, Lincoln, UK
- Dr. David Kenyon, Faculty, Communication, Dept. of Communication & English, University of Lincoln, Brayford Pool, Lincoln, UK
- Mr. Morten Fredricksen, Westerdals, School of Communication, Oslo, Norway

Workshops

- Workshop on worli painting was held on May 10, 2007

Study Tours

- An Educational tour was conducted for the 9th batch to Mysore, Belur, Sravanbalegule and Halebidu during July 5-7, 2007
- A Study tour was conducted for the 10th batch to Silent Valley during Mar 13-15, 2008

Committee Meetings

- A meeting of the Sub-committee on the proposal for Centre for Research and Education for Social Transformation (CREST) as the successor institution to the Centre of Excellence-IIMK was held in the chamber of the Principal Secretary, SC/ST Development Department, Trivandrum on August 22, 2007.
- Monitoring Committee Meeting of the Centre was held on September 14, 2007 at Trivandrum.
- A meeting of the Monitoring Committee of the Centre was held at Trivandrum on January 23, 2008.

Special Lectures

During the year, 19 special lectures/sessions were conducted at CEx, covering a wide range of topics. The details are provided in the Annexure.

Funding

During 2007-08, the Centre has received Rs.1,00,00,000/- as grant from the Government of Kerala.

Centre of Excellence – now as Autonomous Body

The Government of Kerala has accorded administrative sanction for the transformation of the Centre of Excellence being incubated by the IIM Kozhikode from June 2002 to March 2008, into an autonomous institution, viz. Centre for Research and Education for Social Transformation – CREST with effect from April 01, 2008. Accordingly, the Registration of CREST was done on March 31, 2008.



Details of Special Lectures:

Sl. No	Date	Topic	Name and address of the Speaker
1.	4/4/2007	Human Rights, Non-discrimination & Affirmative Action.	Ms. Linta Hiltmann, Researcher, University of Malmo, Sweden.
2.	5/4/2007	Refugees & Resettlement: The Srilankan Repatriates in India	Dr.Frank Heidemann, Professor, Department of Anthropology, Munich University, Germany
3.	1/4/2007	Workshop on Theater - I	Mr. Jayaprakash Kulur
4.	17/4/2007	Workshop on Theater – II	Mr.Jayaprakash Kulur
5.	30/4/2007	Neuro linguistic Programming	Mr. K V George, National Trainer, Indian Junior Chamber
6.	1/5/2007	Language skills in communication.	Ms. Lekha Nandakumar, National Trainer, Chennai
7.	10/5/2007	Lecture-cum-demonstration on Worli Art	Ms. Rohita Elizabeth John
8.	14/5/2007	Internet information Infrastructure	Dr. M.G. Sreekumar, Librarian, <u>Indian Institute of Management Kozhikode</u>
9.	28/5/2007	Leadership	<u>Mr. K V George, National Trainer, Indian Junior Chamber</u>
10.	5/6/2007	Conflict Management	<u>Prof. Umer Farooq, Calicut University</u>
11.	7/6/2007	Total Quality Personality	Sri EV Swaminathan, Senior Consultant, Luence Consulting (I), Mumbai
12.	11/6/2007	Making India untouched – Sharing of experience by K Stalin	Mr. K Stalin, Director of the Documentary
13.	11/6/2007	Counselling for Health	Dr. Asma Rehman, Medical College, Calicut
14.	20/6/2007	Careers & Higher Studies	Mr. MK Santhosh, Sub Editor, Mathrubhoomi Thozhilvartha
15.	19/12/07	Say what you mean and mean what you say	Dr. P Bhaskaran Nair, Senior Lecture in Language Communication, Dept. of Communication & English, University of Lincoln, Brayford Pool, Lincoln, UK
16.	02/01/08	Persuading Your Audience	Dr. David Kenyon, Faculty, Communication, Dept. of Communication & English, University of Lincoln, Brayford Pool, Lincoln, UK
17.	05/01/08	YOU – The Leader Manager	Mr. Balachandran Gopinath, International Trainer, JAYCEES
18.	09/01/08	Communicating Globally	Dr. P Bhaskaran Nair, Senior Lecturer in Language Communication, Dept. of Communication & English, University of Lincoln, Brayford Pool, Lincoln, UK
19.	23/01/08	Career Opportunities:- Emerging Areas	Mr. Abraham Kurien IPS (Retd), Formerly Director General of Police, UP

INFORMATION TECHNOLOGY

In order to enhance the quality of education and research work at IIMK, the Institute is committed to provide state of the art IT facilities to the IIMK user community. Towards meeting the above objective the computing facilities and services have been continuously improved during the year.

The storage capacity of the Network Storage (SAN) has been enhanced to 6 TB from 2TB by adding additional Fiber Channel Disks to meet the demand for increased storage due to increase in the student intake.

The new hostels and other buildings in the campus have been connected to the campus LAN.

The Internet facility has been further improved by upgrading 1 Mbps link from BSNL to 2 Mbps. The institute's Internet bandwidth now is – 8 Mbps (1:4) from Reliance Communications, 2 Mbps (1:1) from BSNL and 256 Kbps (1:1) from Asianet. This has resulted in an increase in the overall reliability and redundancy for the internet services. Videoconferencing facility has been extensively used for placement and also for other academic needs.

With a view to make the Institute's web-site more effective the process for completely restructuring and redesigning the existing website is going on.

The hardware and software resources have been further enhanced by procuring and installing new software tools.

Library & Information Centre (LIC)

The Learning Resource Center at IIMK (<http://intranet.iimk.ac.in/libintra/index.htm>) continued its activities during the year with value added services and strengthened its resources and functions to suit the requirements of the faculty, students, researchers and the staff. The LIC continued to provide state-of-art information 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. IIMK also has the distinction of having mooted the IIM Library Consortium movement, the first of its kind in India, which has culminated as India's largest and appreciated INDEST Consortium, led by the Ministry of MHRD, Government of India.

The Library Web Portal is a unique feature of IIMK's Library and 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.

IIMK has an excellent Library and Information Centre (LIC) which is a hybrid system having an exquisite match of digital, audio/video and print media, with cutting edge technology infrastructure. The LIC 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 25002 books in print form, over 435 print journals, over 30000 E-Books, over 15000 corporate information and more than 13000 E-Journals from India and abroad, in addition to as many as 2705 CD-ROM publications on contemporary issues. The audio/visual unit in the LIC hosts over 238 educational videos covering a wide range of disciplines in management. The Video Digital Library streams out the educational videos throughout the entire campus. A host of full-text/bibliographic CD-ROM databases on scholarly information coupled with a set of national and international databases on companies, industries and the markets are available to users through a local area network (LAN). The LIC digital catalogue is also available via the LAN.

A comprehensive set of databases and information services on CD/DVD-ROM/Web, listed below, are being subscribed to with a view to support the research of the faculty, students and researchers.

With a view to promote cross-border research and bilateral industrial-economic relations, IIMK is now developing Post-Doctoral Research Centers on WTO, 'European Union' and 'ASEAN' countries.

1. Alpha (CMIE)
2. ABI/Inform (Global, Full-Text journals)
3. Business Beacon (CMIE)
4. Business Source Premier (Full-Text journals)
5. Capex (CMIE)
6. Capitaline
7. CRIS Infac
8. Datamonitor
9. DELNET Services
10. Ebrary.com
11. EBSCO "A to Z" service
12. Economic Intelligence Services (CMIE)
13. First Source (CMIE)
14. GMID (Euromonitor)
15. Indian Harvest (CMIE)
16. Insight



17. Indiatat.Com
18. India Trade (CMIE)
19. Industry Analysis Service (CMIE)
20. International Financial Statistics Browser (IMF)
21. IECO (CMIE)
22. International Financial Statistics Browser
23. ISI Emerging Markets
24. Projects Today
25. Prowess (CMIE)
26. PsycArticles
27. Merger & Acquisition (CMIE)
28. MRMR (Mica Rural Market Rating)
29. OECD Stan Industry Analysis Database
30. OECD Monthly International Trade
31. State Analysis Service (CMIE)
32. Un-Comtrade
33. Warc.com

Full-fledged photocopying facility is offered to faculty and students. The Institute also retained its institutional membership facility at the Developing Library Network (DELNET). The advanced training program in Information Science & Technology, towards equipping the fresh professionals to meet the challenges of the digital era, is ongoing.

Center for Development of Digital Libraries (CDDL)

Among the successful consultancy services accomplished include the Coir Board Information Portal Consultancy and the E-Learning project consultancy sponsored by the HIN Program of WHO, and the service is now available at “www.medinfoguide.net”.

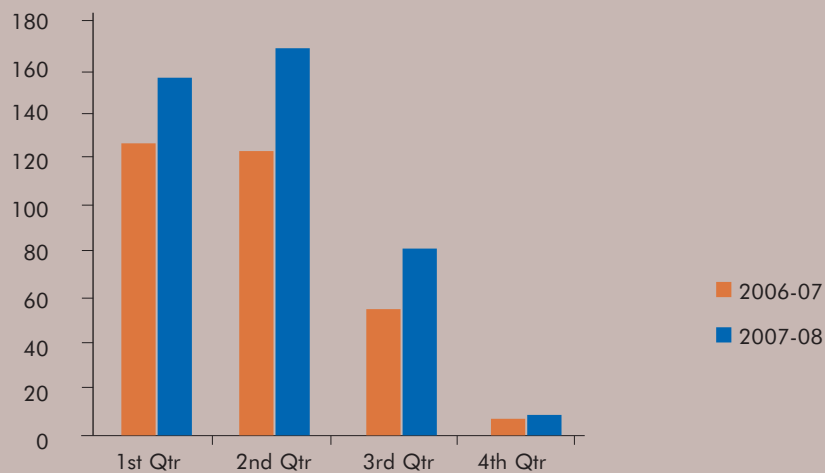
IIMK has successfully coordinated for the past two years, the South Asia Support Network for ‘Greenstone’ Digital Library Software at IIMK at the request of UNESCO (<http://greenstonesupport.iimk.ac.in>). IIMK now hosts the Greenstone support web site for South Asia region, and also maintains an eList to cater to the software support and guidance requirements of the professionals in the region.



Collection Development Statistics : 2007-2008

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	1511	25002	21.68	272.69
2	E-Books	30,000	30,000	1.65	3.90
3	Journals (Print)	75	435	60.0	329.59
4	Databases on CD/Web Bibliographic & Full Text Online Corporate Databases Value added services/Info Gateways	-	33—	20.0—	194.61—
5	E-Journals through Aggregators		12500+	-	-
6	E-Journals Full-Text directly from Publishers	370	1873	7.60	31.48
7	Educational Videos		238		8.50
8	Bound Volumes of Journals	-	3402	-	
				Total: 110.93	840.77

Growth of Assets (In Lakhs) : 2007 - 2008





CAMPUS DEVELOPMENT

The following construction activities were either taken up or completed during the year 2007-2008 in connection with the Institute's campus development works : —

1. Augmentation of Power Supply and allied External Electrical Works:

As part of the expansion of the campus infrastructure under Phase-III (ongoing) and Phase-IV (proposed) Campus buildings, augmentation works for power supply was taken up, involving enhancement of capacities of the Sub-Stations (additional D.G. Sets, transformers, etc.) and additional external electrical works (cables, feeder-pillars, etc.). For this purpose, a 1250 KVA D.G. Set was procured during this period. Further, allied external electrical works involving enhancement of capacities of both the existing Sub-Stations, cabling, etc. were also carried out.

2. Construction of Phase III Campus buildings:

Construction of Phase-III campus buildings, which commenced during the previous year, for meeting the growing requirements of the Institute's academic activities, is progressing in the Academic and Residential Hills at a total contract value of Rs. 1390.67 lakhs. The following are the Phase-III Campus Buildings:-

- Students' Hostel 'K' (in two Blocks), having 60 Nos. single-occupancy rooms;
- Students' Hostel 'J' having 64 Nos. double-occupancy rooms;
- Students' Dining Block-2;
- Faculty Apartment Block having 12 units.

Out of the above, the Students' Hostel 'K' was completed and handed over for occupation during this period.

3. Construction of Structural Steel Roof for existing Staff Dining Block and Providing Connecting Links:

This work, commenced during the previous year at a contract value of Rs. 159.67 lakhs, was completed during the period.

4. Construction of Campus Buildings - Phase IV to C.P.W.D. :

In line with the planned increase in the Institute's academic activities, it was decided to further expand the campus infrastructure with the addition of the following structures:-

- i) Management Development Programme (MDP) Complex
- ii) 3rd Faculty Block
- iii) 3rd Classroom Block
- iv) 2nd Faculty Apartment Block (having 12 apartments)
- v) Students' Hostel 'L' (in two Blocks – having 47 double-occupancy rooms)



As per the decision of the Board of Governors, the campus development works under Phase-IV were entrusted to the Central Public Works Department (C.P.W.D.) at their estimated cost of Rs. 38,00,28,000/-. Accordingly, a Memorandum of Understanding (MoU) was executed with C.P.W.D. and an amount of Rs. 12.667 crores had been deposited with them during the period.

5. Other Works :

The following important works were also taken up for execution, which were either completed or are in advanced stage of completion, as part of the Campus development activities during the period.

- i) Air-conditioning for Staff Dining Block – 1st & 2nd Floors :
Air-conditioning, using ductable split A.C. units, was provided for the existing 1st floor and the newly constructed 2nd(top) floor of the Staff Dining Block at a total contract value of Rs. 9.45 lakhs and Rs. 11.86 lakhs respectively.
- ii) Service Lift for Staff Dining Block :
The work of installation, testing and commissioning of the Service Lift (elevator) for the existing Staff Dining Block was carried out during the period at a contract value of Rs. 16.52 lakhs.
- iii) Fencing, Walkway and other protective works in the surrounding area of New (Additional) Rain Water Harvesting Pond :
The protective measures around the periphery of the New (Additional) RWH Pond and other protective works in the surrounding area, involving a contract amount of Rs. 8.89 lakhs, were completed during the period.
- iv) WBM access road from existing service road to WTP towards west side of field area :
As part of the development works in the area adjoining the acquired houses, a water-bound macadam (WBM) access road was constructed from the existing service road to WTP towards west side of field area at a contract amount of Rs. 4.15 lakhs.
- v) Electrical work for lighting of New Pond, Street lighting for proposed access road and permanent electrical connection for acquired houses :
The electrical works involving lighting around the Mini Pond and Additional RWH Pond and walkway (jogging track), street lighting for the newly





constructed access road in field area (including provision for permanent connection for acquired houses), etc. were completed at an estimated cost of Rs. 5.90 lakhs.

- vi) Landscaping (Planting) and turfing work in the Academic Hill–Phase II
Consequent upon completion of construction activities related to the covered link, connecting the existing Staff Dining Block to the Phase-II Classroom Block and Hostel 'J', landscaping and turfing work was extended in the Academic Hill towards the open area enclosed between the Seminar Hall, Students' Dining Block, Overhead Water Tank and the covered link at a contract amount of Rs. 8.49 lakhs.

PERSONNEL

As on March 31, 2008, the sanctioned strength of the Institute is as under:

Faculty	: 40
Non-Teaching	: 44

During the year under review, one Professor, one Associate Professor, one Assistant Professor, six Visiting Faculty, one Secretary to Director, one Assistant Programmer, one Office Support Staff (Academic), and two Driver-cum-Office Staff have been appointed.

During the year, one Professor, two Assistant Professors, one Visiting Faculty and one Accounts Officer have resigned and were relieved.

Personnel profile at the end of the year was as under:

Faculty	22
Non faculty	33
Advisor	01

OFFICIAL LANGUAGE IMPLEMENTATION

The Institute is fully committed to the implementation of official language policy of Government of India. Letter Heads, Visiting Cards and Rubber Stamps etc. are made in bilingual form. Similarly, invitation letter for convocation ceremony is also being arranged in bilingual form. In recognition of the work done by IIM Kozhikode in the field of official language implementation, RAJABHASHA shield was awarded to the Institute at the 12th All India Official Language Conference organized by the Bharatiya Bhasha Evam Sanskriti Kendra, New Delhi, held at Kovalam during October 02 to 04, 2007. IIM Kozhikode has been made a member of the Town Official Language Implementation Committee, Kozhikode and the Institute has volunteered to host the 39th meeting of the Town Official Language Implementation Committee at the Institute premises on May 27, 2007.

IMPLEMENTATION OF RTI ACT, 2005.

The Institute had started implementing the provisions of the RTI Act during the year 2005 itself immediately after the Act was promulgated by the

Parliament. Shri K. Kunhikrishnan, Chief Administrative Officer was appointed the Public Information Officer, and Prof. Krishna Kumar, Director, as the Appellate Authority under the Act. The PIO had received 26 applications under the RTI Act and disposed 35 applications during the year 2007-08. Number of appeals received during the year was 2 and both were disposed during the year.

GRIEVANCE REDRESSAL MACHINERY

In accordance with the instructions issued by the Government of India, the Institute has nominated one of the faculty members, Prof. R. Radhakrishna Pillai, as the Officer to handle Public Grievances in regard to the affairs of the Institute. No such complaints have been received by the Officer during the year.

COMMITTEE TO PREVENT SEXUAL HARASSMENT AT WORKPLACE.

The Institute has constituted a Committee, headed by a woman employee and comprising women employees as majority members to protect the women employees of the Institute against sexual harassment at work place, in accordance with the instructions issued by the Government in this regard. There were no instances of sexual harassment reported during the year

PROFESSIONAL DEVELOPMENT

The Institute gives special emphasis for enriching the knowledge and updating the capabilities of its employees. In furtherance to this objective, the following faculty and non faculty employees were nominated for attending workshops/seminars and conferences. Faculty members presented papers at various conferences as detailed herein.

FACULTY

Dr. Gopal Chaudhuri, Associate Professor attended the first National Conference on Next Generation Computing and Information System” at the Model Institute of Engineering and Technology, Jammu, during May 12-13, 2007 and presented a paper titled “The CHA Algorithm and some of its Applications”.





Dr. P.R. Bhatt, Professor, attended the Conference on Global Competition and Competitiveness of Indian Corporate at IIMK during May 18-19, 2007, and presented a paper titled “Trade Competitiveness of ASEAN”.

Dr. G. Sridhar, Assistant Professor, attended the Conference on Global Competition and Competitiveness of Indian Corporate at IIMK during May 18-19, 2007, and presented a paper titled “Product Adaptation in Rural Markets – Preliminary Findings”.

Dr. Anandakuttan B. Unnithan, Assistant Professor, attended the Stirring Research Conference on Management organized by the Faculty of Management Studies, Goa University, Goa, during August 18-19, 2007.

Dr. S. Jeyavelu, Assistant Professor, attended the Workshop titled “Learning Theatre: Inner Work Through Yoga and Theatre” organized by the Sumedhas, the Academy for Human Context, during September 17-22, 2007.

Dr. S. Jeyavelu, Assistant Professor, attended the 12th International Colloquium, Asia Pacific Researchers in Organisation Studies organized by the Management Development Institute, Gurgaon, during December 09-12, 2007 and presented a paper titled “Organisational Identity Dissonance in Turnaround”.

Dr. Sweta Srivastava Malla, Visiting Assistant Professor, attended the XVII NAOP Conference organized by the National Academy of Psychology at Kanpur during December 17-19, 2007 and presented a paper titled :Organisational Justice and Psychological Well Being: Explorations in a Security Service Organisation”.

Dr.Saji Gopinath, Associate Professor, attended the XIth Annual Conference of the Society of Operations Management at Nasik during December 20-23, 2007, and presented a paper titled “Risk Based Sourcing Strategy for Improving Effectiveness of Humanitarian Supply Chains”.

Dr. Dr. R. Radhakrishna Pillai, Associate Professor, attended the 5th AIMS International Conference on Management organized by the AIMS International during December 27-30, 2007 at IBS, Hyderabad and presented papers titled “Value Based Management of Technologies” and “Holistic Transformation of Organisations”.

Shri Abhilash Nair, Visiting Assistant Professor attended the Conference on Globalisation: Opportunities and Challenges organized by the ICFAI Business School, Ahmedabad during December 27-29, 2007, and presented a paper titled “Conditional CAPM: Evidence from Indian Stock Markets – a Multivariate of GARCH Analysis”.

Dr. G. Sridhar, Assistant Professor, attended the NICOM 2008 Conference organized by the Institute of Management, Nirma University, during January 09-11, 2008, and presented a paper titled “Consumer Involvement and Consumer Decision Making – A Reexamination of the Relationship in Emerging Economy”.



Dr. R. Radhakrishna Pillai, Associate Professor, attended the 9th Conference on Management of Transformation, organized by the Delhi School of Professional Studies and Research during January 03-05, 2008, and presented a paper titled "Management of Self Transformation Through Knowledge and Empowerment".

Shri Abhilash Nair, Visiting Assistant Professor, attended the Xth Annual Conference on Money and Finance at the IGIDR, Mumbai, during January 18-19, 2008, and presented a paper titled "Impact of Derivative Trading on Volatility of the Underlying: Evidence from Indian Stock Market".

Dr. Sanjay Jharkharia, Associate Professor, attended the International Conference on Issues and Challenges in Supply Chain Management organized by the Department of Mechanical Engineering, Institute of Technology, BHU, Varanasi, during March 27-30, 2008 and presented a paper titled "A Framework for Logistic Outsourcing".

NON- TEACHING STAFF

Shri G. John, Assistant Administrative Officer, attended the three day Workshop on Noting and Drafting organized by the Institute of Secretariat Training and Management, New Delhi, during April 23-25, 2007.

Shri A.K. Shantharaman, Financial Advisor and Chief Accounts Officer, attended programme on Financial Management for NGOs and Autonomous Bodies organized by the Institute of Cost and Works Accountants of India at Chennai during September 25-26, 2007.

Shri T.S. Ramakrishnan, Accounts Officer, attended the programme on Financial Management for NGOs and Autonomous Bodies organized by the Institute of Cost and Works Accountants of India, at Chennai, during September 25-26, 2007.

Shri John Gheevarghese, Stenographer, attended the Technical Workshop on Staff Development: Improving Efficiency and Effectiveness of Personal Secretaries/Assistants and Office Staff, organized by the Institute of Socio Economic Research and Action, New Delhi, during October 11-13, 2007.

Shri K.S. Jayakrishnan, Stenographer, attended the Technical Workshop on Staff Development: Improving Efficiency and Effectiveness of Personal Secretaries/Assistants and Office Staff, organized by the Institute of Socio Economic Research and Action, New Delhi, during October 11-13, 2007.

Shri Vinod Kumar K., Office Assistant, attended the Technical Workshop on Purchase Policy and Procedures in Government Departments, Autonomous Bodies and Public Sector Undertakings organized by the Centre for Training and Social Research, New Delhi, during November 21-23, 2007.

Shri Shaji C.P., Assistant, attended the training programme on DTP Softwares organized by the Vision Inc. Bangalore, during February 04 -10, 2008.

Smt. T. Sunitha, Assistant Librarian, attended the Workshop on Newgenlib



(Open Source Integrated Library Management ILMS Software) organized by the SDM Institute of Management, Mysore, in association with the Kesavan Institute of Information and Knowledge Management Hyderabad, during February 25-27, 2008.

Smt. Sreejaya P, Library and Information Assistant, attended the Workshop on Newgenlib (Open Source Integrated Library Management ILMS Software) organized by the SDM Institute of Management, Mysore, in association with the Kesavan Institute of Information and Knowledge Management Hyderabad, during February 25-27, 2008.

Shri Biju R, Junior Library and Information Assistant, attended the Workshop on Newgenlib (Open Source Integrated Library Management ILMS Software) organized by the SDM Institute of Management, Mysore, in association with the Kesavan Institute of Information and Knowledge Management Hyderabad, during February 25-27, 2008.

Shri Kesavan Nair P., Assistant, attended the two day training programme on Delivering High Quality Services in Guest Houses organized by the Office of Continuing Education and Quality Improvement Programmes, IIT Bombay, during March 14-15, 2008.

SEMINARS/TRAINING ABROAD.

Dr. P.R. Bhatt, Associate Professor, participated in the Conference of Academy for Global Business Advancement during May 21-25, 2007 at Malaysia and presented a paper titled "Determinants of FDI in ASEAN".

Dr. Pritibhushan Sinha, Assistant Professor, participated in the International Conference on Operations Research 2007 at the Universitat des Saarlandes, Saarbrucken, Germany, during September 05 to 07, 2007, and presented a paper titled : "Heuristics For Large Scale Capacitated Facility Location Problems"

Dr. S. Jeyavelu, Assistant Professor, attended the ANZAM 2007 nternational Conference at Sydney, Australia, during December 04 to 07, 2007, and presented a paper titled "Building a Case For Inclusion of Organisational Identity in Turnaround Research"

Dr. Gopal Chaudhuri, Associate Professor, attended the German Open onference on Probability and Statistics during March 04 to 07, 2008, at Aachen, Hermany, and presented a paper titled "On The Availability of a Coherent System".



ANNUAL ACCOUNTS AND FINANCIAL POSITION

The Annual Accounts of the Institute for the financial year 2007-2008 duly audited by the Principal Accountant General (Audit), Kerala are annexed to this report. It is stated that as pointed out by the statutory auditors and the Principal Accountant General (Audit), Kerala, in their previous year's report, the Annual Accounts of the IIMK Employees Contributory Provident Fund Trust and Centre of Excellence are merged with the Annual Accounts of the Institute and Consolidated Annual Accounts are prepared.

The Audit Certificate, Audit Report and the Institute's remarks on the points raised in the audit report are also annexed. The Internal Audit of the accounts of the Institute was done by M/s. Varma & Varma, Chartered Accountants. The Annual Statements of Accounts and the Audit Report together with the remarks of the Institute on the audit report were approved by the Board of Governors and the IIMK Society in the meeting held on———. The main highlights of the Annual Accounts are furnished below: -

GRANT-IN-AID

During the financial year 2007-2008, the Institute received the following grant-in-aid from the Department of Secondary and Higher Education, Ministry of Human Resource Development, Government of India: -

Plan	2,381.00 lakhs
Non-Plan	683.00 lakhs
Matching Grant for the year 2007-08	1,108.00 lakhs
Total	4,172.00 lakhs

The Institute did not receive any grant-in-aid from Government of Kerala during the financial year 2007-2008, except for the Centre of Excellence, which is stated separately below.





CORPUS FUND

During the financial year 2007-2008, the Institute had transferred Rs. 1,259.43 lakhs to Corpus Fund created under the Block Grant Scheme of the Department of Secondary and Higher Education, Ministry of Human Resource Development, Government of India. Institute received Matching Grant of Rs.1,108.00 lakhs for the year 2006-2007 from the Ministry of Human Resource Development, Government of India. The closing balance of the Corpus Fund as on March 31, 2008 is Rs. 6,647.20 lakhs and Corpus Fund Investment is Rs. 5,942.67 lakhs.

The status of Government Funded Research Projects: -

The following Projects were completed during the year 2007-08 and Project Reports, Completion Certificates and Utilization Certificates submitted to the Ministry of HRD and Ministry's concurrence obtained: -

S.No.	Name of Project	Faculty Coordinator
1	Global Competitiveness	Krishna Kumar
2	Developing a Marketing Information portal for selected agri-commodities (of Kerala) in the context of WTO induced Market Scenarios	Saji Gopinath
3	Establishing a Centre for Strategic Research Information Network on India's global Competitiveness and WTO System	P. Rameshan, P. Nandakumar, A.H. Kalro
4	Case Studies and Performance of Traditional Water Harvesting Methods in Dry Regions of Karnataka	Kulbhushan Balooni, Suma Damodaran & A.H. Kalro

The following Project is in progress and time limit for completion is available.

S.No.	Name of Project	Faculty Coordinator	Project Sanctioned on	ProjectMaturity date
1	Indian Strategy Towards ASEAN for High Economic Growth	P.R. Bhatt	31-03-2005	30-09-2008

Accounts of IIM Kozhikode Employees Contributory Provident Fund Trust

The Provident Fund accounts of the employees of the Institute are maintained separately by the Trust constituted for the purpose. The Institute is presently having General Provident Fund as well as Contributory Provident Fund. Employees, who were earlier working in organizations where Pension & GPF schemes were available and the earlier service benefits have been transferred to the Institute, are allowed to continue in GPF Scheme and for others CPF Schemes has been introduced. The accumulations in the Provident Fund accounts are invested as per the guidelines for investment of Provident Funds.

During the year, the Provident Fund Trust was recognized with effect from November 20, 1997 by the Government vide Notification No. 4 (1) – EV / 2006(I) dated July 12, 2007.

During the year, the Income & Expenditure account shows a deficit of Rs. 0.81 lakhs after allowing interest to the members' accounts at 8%. This is mainly due to the reason that the Institute had to pay 8% interest to its members, while investment made in State Government Bonds earns less interest. This has been adjusted against the accumulated Reserves and Surpluses of earlier years and as on March 31, 2008, the Reserves and Surplus shows a balance of Rs. 3.01 lakhs. The Corpus Fund shows Rs. 172.69 lakhs, out of which Rs. 161.20 lakhs has been invested in various interest bearing securities, Rs. 8.43 lakhs is under accrued interest and Rs. 3.06 lakhs as refundable loans to its members. The accounts are also approved by the Trust in its meeting held on June 13, 2007.

Accounts of Centre of Excellence: -

The Centre of Excellence was set up by the Government of Kerala, with the object of capacity building of SC/ST graduates to excel in the competitive examinations for jobs and higher education. The Government of Kerala entrusted the Institute with the responsibility of incubating the Centre of Excellence till its formation as a separate entity. Separate account books are maintained by the Institute and the highlights of the Accounts are furnished below: -

		(Rs. in lakhs)
S.No.	Particulars	Amount
1	Opening balance of Grants as on 1-Apr-2006	55.36
2	Grants received during the year 2006-2007	100.00
3	Less: Recurring Expenditure (Net of interest and other income)	(28.27)
4	Less: Non-Recurring Expenditure	(2.31)
5	Unutilized Grant at the end of the year	124.78

The creation of separate Society for Centre of Excellence is made by the name "Centre for Research and Education for Social Transformation (CREST) Society" on April 01, 2008. The Institute is awaiting the approval/sanction from Government of Kerala towards 20% service charges of Rs. 5,62,790/- for the financial year 2006-07 and Rs. 5,40,830/- for the financial year 2007-08 totaling to Rs. 11,03,620/-.





BOARD OF GOVERNORS

List of Members of the IIMK Board of Governors as on March 31, 2008, is given below:

Dr. A.C. Muthiah

Chairman, Board of Governors, IIM Kozhikode
Chairman, SPIC, Chennai

Shri T.K.A. Nair

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

Shri S.K. Ray

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

Shri Ravi Mathur

Joint Secretary
Ministry of Human Resource Development, New Delhi

Dr. K.M. Abraham

Principal Secretary (Higher Education),
Government of Kerala, Thiruvananthapuram

Prof. R.A. Yadav

Vice Chairman
All India Council for Technical Education, New Delhi

Dr. Rashpal Malhotra

Director General
Center for Research in Rural & Industrial Development, Chandigarh

Shri K.C. Mohan

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

Dr. Arvind Pandalai

Chairman & Managing Director, State Trading Corporation of India Limited, New Delhi

Shri Syamal Gupta

Director, TATA Sons, Mumbai

Prof. Diwakar Minz

Ranchi, Jharkhand

Dr. Uddesh Kohli

Chairman Eriutus, Construction Industry Development Council, New Delhi.

Shri T.T. Thomas

Former Chairman & Managing Director, FACT Limited, Kochi

Prof. K. Unnikrishnan Nair

Professor, IIM Kozhikode

Prof. P. Rameshan

Professor, IIM Kozhikode

Prof. Krishna Kumar

Director, IIM Kozhikode

Shri K. Kunhikrishnan

Chief Administrative Officer, IIM Kozhikode
(Secretary to the Board)



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

Sl.No.	Meeting No.	Date	Venue	Members present
1.	38 th Meeting	23.06.2007	Kozhikode	09
2.	39 th Meeting	29.09.2007	Chennai	10
3.	40 th Meeting	24.12.2007	Thiruvananthapuram	11
4.	41 st Meeting	22.03.2008	Kozhikode	09

THE INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE SOCIETY

The list of members of the IIMK Society as on March 31, 2008 is given below:

Dr. A.C. Muthiah

Chairman, Board of Governors, IIM Kozhikode
Chairman, SPIC, Chennai

Shri T.K.A. Nair

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

Shri K.M. Acharya

Additional Secretary, Ministry of Human Resource Development, New Delhi.

Shri S.K. Ray

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

Shri Ravi Mathur

Joint Secretary, Ministry of Human Resource Development, New Delhi

Dr. K.M. Abraham

Principal Secretary (Higher Education), Government of Kerala, Thiruvananthapuram

Prof. R.A. Yadav

Vice Chairman, All India Council for Technical Education, New Delhi

Dr. Rashpal Malhotra

Director General

Center for Research in Rural & Industrial Development, Chandigarh

Shri K.C. Mohan

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

Shri T.T. Thomas

Former Chairman & Managing Director, FACT Limited, Kochi

Dr. Devi Singh

Director, IIM Lucknow, Lucknow

Dr. C.V. Jayamani

Professor, CUSAT, Kochi

Prof. (Mrs) Anwar Jahan Zuberi

Vice Chancellor, University of Calicut, Kozhikode

Prof. K. Unnikrishnan Nair

Professor, IIM Kozhikode

Prof. P. Rameshan

Professor, IIM Kozhikode

Prof. Krishna Kumar

Director, IIM Kozhikode

Shri K. Kunhikrishnan

Chief Administrative Officer, IIM Kozhikode
(Secretary to the Society)





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

Sl. No.	Meeting No.	Date	Venue	Members Present
1.	16 th Meeting	29.09.2007	Chennai	07
2.	17 th Meeting	22.03.2008	Kozhikode	09

FACULTY & ADMINISTRATION

Faculty

Prof. Krishna Kumar	Director
Prof. P Nandakumar	Professor
Prof. K Unnikrishnan Nair	Professor
Prof. P Rameshan	Professor
Prof. P R Bhatt	Professor
Prof. Sanal Kumar Velayudhan	Professor
Prof. R Radhakrishna Pillai	Associate Professor
Prof. Kulbhusan Balooni	Associate Professor
Prof. Saji Gopinath	Associate Professor
Prof. Gopal Chaudhuri	Associate Professor
Prof. SSS Kumar	Associate Professor
Prof. Anjan Kumar Swain	Associate Professor
Prof. Sanjay Jharkharia	Associate Professor
Prof. Debabrata Chatterjee	Associate Professor
Prof. Keyoor Purani	Assistant Professor
Prof. S Jeyavelu	Assistant Professor
Prof. Pritibhushan Sinha	Assistant Professor
Prof. Anandakuttan B. Unnithan	Assistant Professor
Prof. G. Sridhar	Assistant Professor
Prof. K K Ramesh	Visiting Faculty
Prof. Sweta Srivastava Malla	Visiting Faculty
Prof. Sthanumoorthy Ramachandran	Visiting Faculty
Prof. Rupesh Kumar Pati	Visiting Faculty
Prof. T.N. Krishnan	Visiting Faculty
Prof. Abhilash Nair	Visiting Faculty
Prof. Pankaj Gupta	Visiting Faculty
Prof. Jyotirmoy Bhattacharya	Visiting Faculty
Prof. Joffi Thomas	Visiting Faculty



Administration

Dr. M.G. Sreekumar	Librarian
Mr. K. Kunhikrishnan	Chief Administrative Officer
Mr. Ashok Pathak	Systems Manager
Mr. G.B. Kurup	Sr. Administrative Officer
Mr. Rajiv Varma	Civil Engineer
Mr. A.K. Shantharaman	Financial Advisor & Chief Accounts Officer
Mr. T.S. Ramakrishnan	Accounts Officer
Mr. N. Ramachandran	Programmer
Mr. Ravindran V V	Secretary to Director
Mr. T. Mohanan	Assistant Administrative Officer
Mr. P.G. Muraleedharan	Assistant Administrative Officer
Mr. K. Sadanandan	Assistant Administrative Officer
Mr. G. John	Assistant Administrative Officer
Mr. Anil Kumar Pathiyath	Assistant Engineer (Civil)
Smt. T. Sunitha	Assistant Librarian
Mr. Anil A.M.	Assistant Programmer
Mr. John Gheevarghese	Stenographer
Mr. K.S. Jayakrishnan	Stenographer
Mr. K. Murugan	Assistant
Mrs. P. Sreejaya	Library and Informaion Assistant
Mr. Vinod Kumar K	Office Assistant
Mr. K.T. Bose	Junior Engineer (Electrical)
Mr. Rejeesh M.P	Junior Engineer (Civil)
Mr. Kesavan Nair P	Assistant
Mr. Shaji C.P.	Assistant
Mr. V. Madhusoodan	Assistant
Mr. Prasheeb Kumar K.K.	Assistant
Mr. Joshy Kuriakose	Junior Library and Information Assistant
Mr. Biju R	Junior Library and Information Assistant
Mrs. Nisha Madhu	Jr. Assistant (Accounts)
Mr. Kumaran K.P.	Office Support Staff (Academic)
Mr. K. Vijayan	Driver-cum-Office Staff
Mr. Baburajan P.	Driver-cum-Office Staff