



भारतीय प्रबंध संस्थान कोषिकोड  
Indian Institute  
of Management  
Kozhikode

भारतीय विचारधारा का वैश्वीकरण *Globalizing Indian Thought*

# वार्षिक प्रतिवेदन Annual Report 2014-2015



स्वप्न  
DREAM

अन्वेषण  
INNOVATE

सफलता  
ACHIEVE



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## DIRECTOR'S REPORT



From a modest beginning in 1996 Indian Institute of Management Kozhikode has emerged as an internationally reckoned fully-integrated management Institute of higher learning. Unstinted guidance, support and cooperation from the Chairman and esteemed members of the IIMK Society, Board of Governors, Faculty and Staff members and the Ministry of Human Resource Development, Government of India and the Government of Kerala has made all this possible.

The Institute continues to outdo itself with each passing year. Providing value for money and value for many, the year 2014–15 was eventful and exceeded our expectations in terms of quality and quantity of achievements. As a melting pot of academia, consultancy and research, we could draw upon reserves of goodwill among the Diasporas of our alumni, reputation among recruiters and potential students, and a team of committed faculties. It is with pride that I present a note of our achievements during this year.

During the year, 17<sup>th</sup> Batch (2013-2015) of the PGP students graduated. The 17<sup>th</sup> Convocation of the Institute was held on April 04, 2015 wherein 348 students (including 4 students of PGP 16<sup>th</sup> batch) received their diplomas. Also 161 students of the 5<sup>th</sup> Batch of Executive Postgraduate Programme received their diplomas during the Convocation. Shri N. Ram, Chairman, Kasturi Group of Companies and former Editor of The Hindu delivered the Convocation Address.

The final placement of the 17<sup>th</sup> Batch students this year was completed in a record time of 10 days. Out of the 99 recruiters, 36 were first time recruiters. The highest domestic and international salary offered (per annum) was INR ₹ 29.5 and ₹ 45 lakhs respectively.

As a centre of excellence and centre of experience, Management Development Programmes continued to be an important activity of the Institute. During the year, a total of 87 MDPs were conducted and 2321 participants benefited from them. Faculty Development Programmes continued to be yet another important area of activity of IIMK. During the year, as many as 8 FDPs were organized and 123 participants benefited from the FDPs. Seven eMDPs were conducted during the year and 375 participants benefited it. The total revenue generated for this accounting year through MDP was INR ₹ 7,54,76,430, FDP was INR ₹ 16,99,427 and from eMDP was INR ₹ 1,40,60,600.

Fellow Programme in Management (FPM) of IIMK continued to attract good talent from across the nation. This year 17 students registered for the programme. The FPM students are given a fellowship of INR ₹ 21,000 per month for the first year and second years and INR ₹ 25,000 for the third year, fourth year and for the first six months of the fifth year.

During the year, the Institute organized two international conferences (2<sup>nd</sup> Pan IIM World Management Conference and 12<sup>th</sup> AIMS International Conference). Faculty contribution towards Research, Publication & Conference include authoring 48 Research Articles (out of this, one A\* and five A category journals), published 4 Books, 8 Book Chapters, 29 Working Papers and 15 Case Studies, made 165 Conference Presentations and completed 6 Small Grant Research Projects. Faculty members also received various awards for outstanding research.

IIMK's International Exchange Programme endeavors to work with partner institutions to develop activities that foster trusting, enduring and mutually beneficial scholarly and social engagements between students, faculty members, staff and the broader community in countries across the

globe. As part of international faculty and student exchange program of the Institute, two new collaborative agreements were signed during the year with National Tsing Hua University, Taiwan and Universite du Quebec a Montreal, Canada; making the total number of partner institutions 38. A total of 67 IIMK students spent a term in various partner institutions and as many as 45 international students spent a term in the Institute as part of student exchange programme.

The Institute continued with its commitment to provide state of the art IT facilities to the IIMK user community and strived to seize opportunities to create innovations. To achieve the above objective and also to improve pedagogy at IIMK, the computing facilities and services have continuously and significantly been improved over the year. Likewise, the Library facility also continued to grow during the year to cater to the growing academic population.

With its highly qualified and experienced faculty, backed by a large number of committed adjunct and visiting faculties from Industry and other leading management institutes including foreign universities, IIMK has always attracted the best brains from across the globe. During the year we had 57 permanent faculties and 6 visiting faculties out of which 4 were inducted new, to strengthen the intellectual asset of the Institute. A few Visiting Faculties from foreign institutions complement the pool. All full time faculty members carry out research studies in diverse fields of management.

In order to augment the infrastructure facilities of the campus, Phase V campus development work started in the newly acquired land. The Phase V infrastructure comprises 400 bed capacity hostel complex with dining and kitchen facilities, Classrooms and offices; 50 Apartments, augmentation of power supply and water supply system.

I look forward to the continued cooperation from all stakeholders to take the Institute to its cherished heights, and in scripting a path towards novelties in 'Globalizing Indian Thoughts'.

**Prof. Kulbhushan Balooni**  
Director (In-Charge)



## POST GRADUATE PROGRAMME IN MANAGEMENT

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

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

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

The classes for Term IV of PGP 17 batch commenced on June 09, 2014. A total of 351 students registered for Term IV. Eleven students of PGP 17 had opted for Differentially Paced Programme and two students had withdrawn from PGP 17 owing to personal reasons. One student had withdrawn from the programme due to academic shortfall in Term IV. Two students were terminated from the programme owing to academic shortfall and will be repeating with PGP 18 Batch.

### New Batch

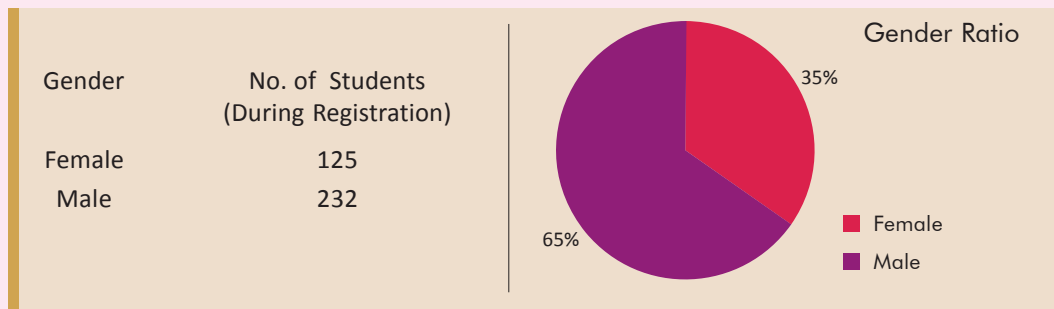
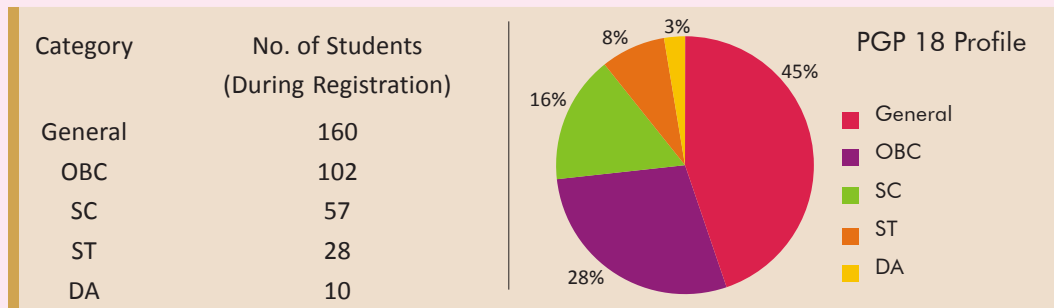
The Induction ceremony of the PGP 18 was held on July 01, 2014. The Orientation Programme for PGP 18 was held during June 24-30, 2014. During the orientation, different pedagogy and teaching methods were introduced to the students, workshops on Business History was also conducted. Prof. Debashis Chatterjee, Director, IIMK also conducted the workshop during the PGP 18 induction programme. Mr. Sandeep Chatterjee & Mr. Harshal Kalamker IIMK Alumni and Dr. Basavaraj M.S., Chief Medical Officer, University of Mysore had interacted with the new batch and handled sessions.

A total of 357 students finally registered for the Post Graduate Programme. Of the 357 students, the numbers of female students are 125. Eleven students of Batch 17 who had opted for the Differentially Paced Post Graduate Programme (DPP) joined the programme with PGP 18. Four



students had left the programme owing to personal / academic reasons. Thus, the total strength of PGP 18 batch is 364, and the details are as follows:

Particulars	Nos.	Remarks
Students Registered	357	4 students withdrawn 11 students joined as DPP Thus total 364 students in PGP 18
Female	125	123 (after withdrawal)
Male	232	230 (after withdrawal)



**Structure of the Programme:** A practical mix of different teaching methods, evolved using feedbacks from students and other programme participants, is employed at the Institute. The importance is on learning processes and learning outcomes for the augmentation of managerial abilities. The problem solving and analytical skills are honed through case studies, which are part of pedagogy in most of the courses. The Post Graduate Programme also provides direct student links with industry and enhancement of application skills through projects undertaken for industry by students.

The first year of the programme is devoted to building up basic competence in core areas and in developing a holistic and socially mindful attitude towards management. Courses in the first year are compulsory for all students. The aim of the compulsory package is to provide participants with the fundamental knowledge, skills and techniques, contextual understanding, and overall perspective, necessary for general management. Considering the importance of the compulsory, foundation-building courses offered in the first year, a substantial portion of the teaching load was taken on by the permanent faculty of the Institute. The Summer Internship and the Social Development Project provide the testing grounds for this intense learning experience.

The second year, as usual, provided the opportunity to reach greater depths of skills and capability

in chosen areas. Apart from the compulsory courses of International Business, the Institute offered the following optional courses in the second year of the PGP:

Course Title	Course Code	Credit
<b>Economics</b>		
Game Theory	PG2E-005	3
Business & Government	PG2E-015	3
Econometrics for Business	PG2E-016	2
Public Policy Analysis: Frameworks & Applications	PG2E-017	2
<b>Finance, Accounting &amp; Control</b>		
Financial Reporting & Analysis	PG2F-003	3
Financial Derivatives	PG2F-005	3
Strategic Financial Management	PG2F-008	3
Mergers, Acquisitions & Corporate Restructuring	PG2F-009	3
Project Management & Finance	PG2F-010	3
Strategic Cost Management	PG2F-013	3
Fixed Income Securities	PG2F-015	2
Financial Risk Measurement and Management	PG2F-023	2
Management of Financial Services	PG2F-025	2
Valuation & Real Options	PG2F-027	3
Investment Analysis and Portfolio Management	PG2F-031	3
Commercial Bank Management	PG2F-033	3
Simulation Techniques for Finance	PG2F-034	3
<b>Marketing</b>		
Sales and Distribution Management	PG2M-005	3
Strategic Marketing	PG2M-006	3
Business to Business Marketing	PG2M-007	3
Marketing of Services	PG2M-009	3
Consumer Behaviour	PG2M-011	3
Integrated Marketing Communications	PG2M-024	3
Product Policy and Brand Management	PG2M-025	3
Customer Relationship Management	PG2M-028	2
Retail Management	PG2M-029	3
Rural Marketing	PG2M-030	2
Social Media & Consumer Driven Marketing	PG2M-032	2
Advanced Methods in Marketing Research	PG2M-033	3
Internet Marketing	PG2M-034	3
<b>IT and Systems</b>		
Business Intelligence Systems	PG2IT-008	3
Enterprise Resource Computing	PG2IT-010	3
E- Business	PG2IT-015	3
IT Risk Management	PG2IT-017	3
Cloud Computing for Business	PG2IT-025	3
Ethics in IT	PG2IT-026	2
Planning and Designing the Information Environment	PG2IT-027	3
IT Strategy	PG2IT-028	3
Healthcare Management with IT	PG2IT-029	3
Management of IT Product & Services	PG2IT-031	3
Computational Advertising	PG2IT-034	3
Green & Sustainable Computing	PG2IT-036	3



<b>OB &amp; HR</b>		
Negotiations & Conflicts Resolutions	PG2OBHR-002	3
Discovering Self	PG2OBHR-006	3
Organization Change & Development	PG2OBHR-007	3
Compensation & Rewards Management	PG2OBHR-008	3
Some Recent OB Inputs for Enhancing Employee Performance & Humanistic Orientation in Work Place	PG2OBHR-014	3
Legal Aspects of HRM	PG2OBHR-017	3
Leadership: Applied, Conceptual and Evolving	PG2OBHR-025	3
Management Consulting : Profession & Practice	PG2OBHR-026	3
Behaviourial Analytics	PG2OBHR-027	3
Effective Hiring Skills	PG2OBHR-029	3
Strategic HRM	PG2OBHR-030	2
Performance Management	PG2OBHR-031	2
Learning & Development	PG2OBHR-036	2
Managing Employee Relations	PG2OBHR-037	2
Creativity & Innovation by Design	PG2OBHR-038	3
Talent Management	PG2OBHR-039	3
<b>QM &amp; OM</b>		
Supply Chain Management	PG2QM-001	3
Project Management	PG2QM-002	3
Six Sigma	PG2QM-004	3
Service Operations Management	PG2QM-006	3
International Logistics	PG2QM-013	2
Product Innovation and Development	PG2QM-014	2
Lean Systems	PG2QM-017	3
Green Business	PG2QM-018	2
<b>Strategy</b>		
Strategic Analysis of Joint Ventures and Alliances	PG2S-003	3
Entrepreneurship and New Ventures	PG2S-008	3
Economics of Strategy	PG2S-009	3
Mergers, Acquisitions Joint Ventures and Corporate Growth	PG2S-011	3
Strategy Implementation	PG2S-012	3
Strategic Flexibility and Resource Leverage in Organizations	PG2S-016	3
Strategic Management of Innovation	PG2S-020	3
Business Models for the 21st Century	PG2S-022	2
Corporate Governance & Social Responsibility	PG2S-021	3
Strategic Analytics : Insights from Sports	PG2S-024	3
Competitive Strategy – The Game of Poker	PG2S-026	3
<b>H&amp;LAM</b>		
Globalization and Culture	PG2HLAM-001	3
Communication as Impression Management	PG2HLAM-002	3
Geopolitics and International Business	PG2HLAM-004	2
Cross Cultural Communication	PG2HLAM-005	3
Industrialisation: Perspectives from World History	PG2HLAM-006	3
Understanding Emerging Markets	PG2HLAM-007	3
The Origins and Character of Multinational Corporations: A Global View	PG2HLAM-008	2
<b>Inter Disciplinary</b>		
Pricing	PG2ID-001	3
Applied Financial Econometrics	PG2ID-002	3

## Workshops & Training Programmes

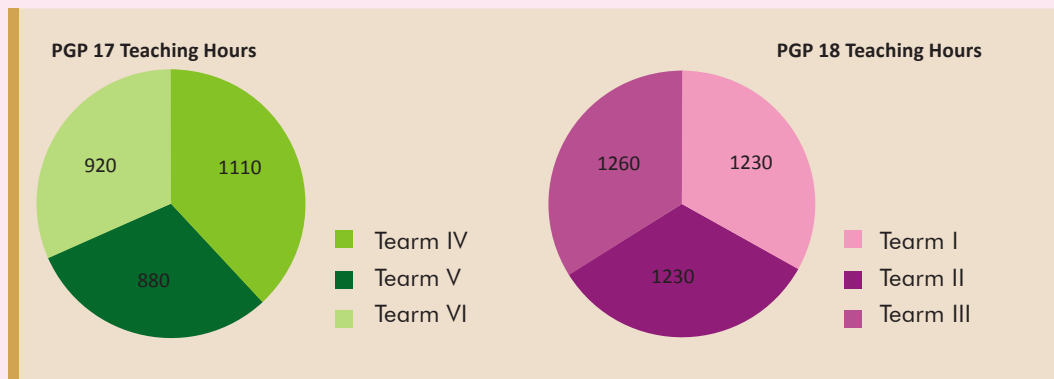
**Business Research Methods:** Prof. Arun Abraham Elias, Director, Victoria MBA, Victoria Management School, New Zealand conducted BRM Workshop during Term III for PGP 18 batch.

**Entrepreneurship, Leadership and Consultancy Workshops:** Organized three workshops for PGP 17 batch during 2014-15. Mr. S R Nair, Managing Director, Team Frontline Ltd., Cochin has handled the Entrepreneurship Workshop during Year II.

Prof. K Unnikrishnan Nair handled the Leadership Workshop and Consultancy Workshop in Term VI.

**NGO Summit:** A workshop for NGO organized in the campus during February 21-22, 2015 so as to ensure interaction among the representatives of NGOs and our PGP 18 batch. The same has immensely benefited our PGP 18 students so as to get various projects the Social Development Project (SDP), which is a non-credit compulsory component of the IIMK PGP.

**PGP Teaching Hours:** The PGP 17 courses during second year comprise of a total class room hours of 2910 and PGP 18 courses during the first year comprise of total 3720 hours.



## Convocation

The convocation of the Seventeenth batch of the Post Graduate Programme was held on April 04, 2015. Dr. A. C. Muthiah, Chairman of the Board of Governors, IIMK awarded the Post Graduate Diploma in Management to 348 students. Shri. N. Ram (Chairman, Kasturi & Sons Ltd, Former Editor-in-Chief and Publisher, The Hindu Group of Publications) was the Chief Guest during the function and delivered the convocation address. Prof. Kulbhushan Balooni, Director (In-Charge) of IIMK welcomed the gathering and also presented a report on the Institute and its activities. The Chief Guest presented the IIMK Gold Medal for scholastic performance to Mr. Ankit Goel (First) Ms. Anupama Prakash (Second) and Ms. Nishtha Jain (Third). The Indian Institute of Management Kozhikode Gold Medal for Best All Round Performance has been awarded to Ms. Prakriti Sharma.

After the final examination of the first year, the students belonging to the 18<sup>th</sup> Batch of the Post Graduate Programme proceeded for their summer internship.



## STUDENT ACTIVITIES

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

### 1. Industry Interaction Activities

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

- a. Dr. Pawan G. Agrawal, CEO, Mumbai Dabbawala Association : 8.6.2014
- b. Mr. Hitesh Raghavan, Investment Banker, Wall Street, USA : 22.8.2014
- c. Mr. Sathya Kumar, Senior Partner, KPMG : 13.9.2014
- d. Mr. Anil Nayak, Director-Risk Analysis and Reporting, Credit Suisse : 27.9.2014
- e. Mr. Malli Mastan Babu, Freelancer : 3.9.2014
- f. Mr. Sandeep Tyagi, Director-HR, Samsung : 3.10.2014
- g. Mr. Satya Kumar, Global Transfer Priving Services, BSR & Co. LLP : 25.10.2014
- h. Ms. Neha Lohia Kudecha, Consultant-Promotions & Marketing, MSM Motion Picture : 19.12.2014
- i. Mr. Sanjeev Dixit, VP, Allied Blenders & Distillers : 31.1.2015

“Consulting Induction Programme” was conducted by Mr. Karan Ahuja, Director, ZENeSYS on 21<sup>st</sup> July 2014.

A workshop on “Strategy Framework Application” was conducted by Mr. Karan Ahuja, Director, ZENeSYS on 22<sup>nd</sup> July 2014.

A Consulting Workshop was conducted by Mr. Jimmy Jain, CEO, Sequel Consulting on 15<sup>th</sup> August 2014.

A workshop on “Policy Research” was conducted by Mr. Shantanu Gupta, Associate Director; Mr. Amit Chandra, Senior Manager and Mr. Sadaf Hussein, Assistant Manager, Center for Civil Society, a think tank based in Delhi, during 6<sup>th</sup>-7<sup>th</sup> September 2014.

A GD/PI Workshop for preparing the students for summer placement interviews was conducted by Mr. Nitish Raj Gupta, Trainer, on 2<sup>nd</sup> October 2014.



## 2. Social Development Activities

“Expressions”, study class for support staff, was conducted by the Social Service Group on 16.8.2014. Raktdaan’15, blood donation camp, was organized by Social Service Group on 31.1.2015.

Aarogya’15, health check-up camp, for IIMK fraternity was organized by Social Service Group on 7.2.2015.

Calicut Mini Marathon was organized by the Marathon Committee on 1.3.2015. The theme this year was “Road Safety”

## 3. Entrepreneurship Development Initiatives

Backwaters, the annual management meet, was organized by the Backwaters Committee during 31<sup>st</sup> October-2<sup>nd</sup> November 2014. Students from B-Schools from various parts of the country participated in the programme. “Siksha”, a training programme for high school and college students to prepare them for various competitive examinations was a special feature in this year’s festival.

Vertical Summit was organized by Industry Interaction Cell during 15<sup>th</sup>-17<sup>th</sup> August 2014. Mr. Rahesh Agarwal, IAS; Mr. Angad Singh, Manater, KPMG; Mr. Aneesh Sen, Technical Marketing Head, A&Z; Mr. Prahalada V. Karnam, Supply Chain Head, IBM and Mr. Sunil Radhakrishna, Executive Advisor to the Director, DCM Shriram were the speakers.

Horizons, the annual management conclave, was organized by Industry Interaction Cell during 31<sup>st</sup> January-5<sup>th</sup> February 2015. The distinguished speakers this year were: (1) Mr. Madhukar Sabnavis, VC and Country Head, Ogilvy and Mather, (2) Mr. Rahul Roushan, Founder of Faking News, (3) Mr. Sam Pitroda, Father of India’s Communication Revolution, (4) Mr. Subir Gokarn, Former Deputy Governor of Reserve Bank of India and Chief Economist, CRISIL, (5) Justice N. Santhosh Hedge, Retd. Supreme Court Judge and Lok Ayukta, Karnataka, and (6) Mr. Shiv Vishwanathan, Social Anthropologist.

## 4. Student Accomplishments & Co-Curricular Activities

Sangram, the annual sports meet among IIM Kozhikode, IIM Bangalore and IIM Trichy was held during 14<sup>th</sup>-16<sup>th</sup> November 2014.

Echoes, the annual cultural festival, was organized by Cultural Committee during 20<sup>th</sup>-22<sup>nd</sup> February 2015. Students from B-Schools across the country participated in the event. Three pro-nites with well-known artists was the major attraction in this year’s festival. The festival came to an end with lighting of lanterns.



The essay “Having the Whole World and Keeping Our Soul” written by Joel Modestus was selected in the student category by the jury of Peter Drucker Society Europe. In appreciation of this achievement, he was invited to participate in the 6<sup>th</sup> Global Peter Drucier Forum, Vienna.

Chubasenla Jamir visited China as a part of 100 Youth Delegation to China organized and funded by Ministry of External Affairs, Government of India.

Students have participated in various national level competitions organized by top B-Schools and other organizations and have won many prizes/awards. Some of them are:

Corporate Competitions:

1. Anupama Prakash – CRISIL (CRISIL Youjg Thought Leader)
2. Keshav Kumar, Susnato Lahiri and Mayank Mehre – Tital corporate competition
3. Alka, Swati Agarwal and Pratyasha Burman Ray – Tata Steel corporate competition (Steel-a-Thon)

4. Alka, Swati Agarwal and Yuwali Dabur – L Oreal corporate competition
5. Suraj Prakash and Ashish Katyar – Business plan competition

**Business School Competitions:**

- a. Shristhy Barla, Sarika Chauhan and Viswa Teja Yalla – IIT Madras educational competition
- b. Mayank Mehre – IBS Hyderabad educational competition
- c. Sneha Gupta and Purba Tripathy – IIT Bombay educational competition
- d. Rohit Sardana – SIBM Pune educational competition

**5. Scholarships Achieved Through National/Global Competitions**

Venkatesh Balakrishnan was awarded OP Jindal Merit Scholarship by OP Jindal Group, New Delhi.

Jukta Basu Mallik, Nikki Kushwaha and Siddharth Garg were awarded SG GSC India Talent Scholarship by Societe Generale Global Solution Centre Pvt. Ltd., Bangalore.

Ankit Goel, Surbhi Paliwal, Anupama Prakash, Nishtha Jian and D.A.Subhashree were awarded Sir Ratan Tata Scholarship by Sir Ratan Tata Trust, Mumbai.

Shubhangini Suresh and Suraj Prakash were awarded Aditya Birla Scholarship by Aditya Birla Group, Mumbai.

**ADMISSIONS**

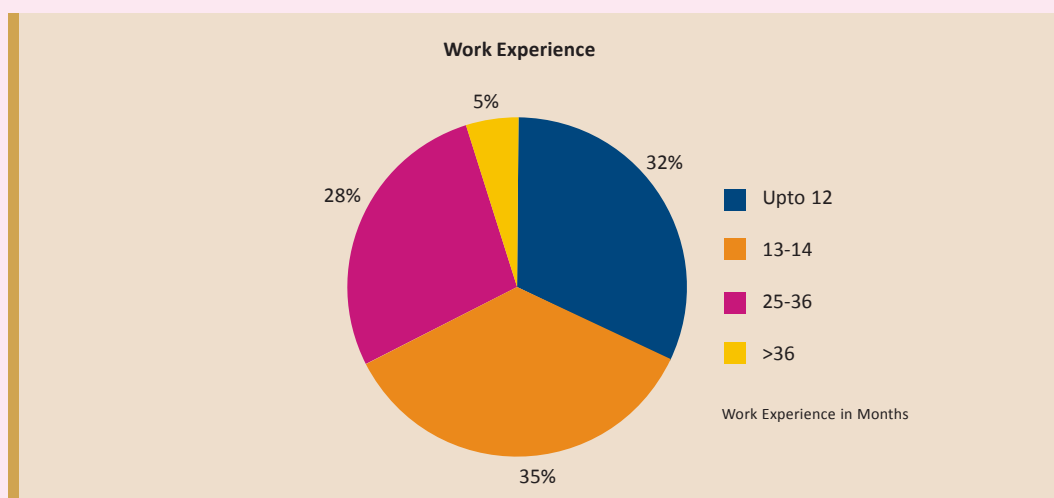
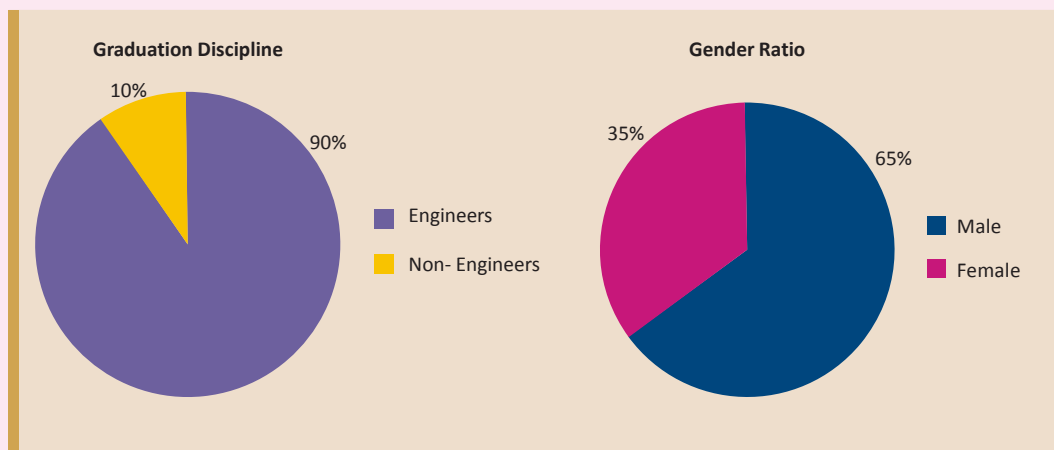
**PGP Admissions 2014**

**Selected indicators of the admission process are given below:**

	No. of candidates called for Interview		No. of candidates attended the Interview		
	2013-14	2014-15	2013-14	2014-15	
General	1514	1595	General	1083	1302
OBC	926	950	OBC	529	767
SC	599	647	SC	287	517
ST	309	314	ST	110	214
Physically Handicapped	110	134	Physically Handicapped	44	107
NRI	01	02	NRI	01	02
<b>Total</b>	<b>3459</b>	<b>3642</b>	<b>Total</b>	<b>2054</b>	<b>2909</b>

	Total Offers Made		Total Offers Accepted		
	2013-14	2014-15	2013-14	2014-15	
General	367	494	General	202	196
OBC	305	304	OBC	121	125
SC	191	166	SC	66	73
ST	110	89	ST	24	38
Physically Handicapped	44	43	Physically Handicapped	15	15
NRI	0	02	NRI	0	00
<b>Total</b>	<b>1017</b>	<b>1098</b>	<b>Total</b>	<b>428</b>	<b>447</b>

Students registered for the Post Graduate Programme							
Year	General	OBC	SC	ST	Physically handicapped	NRI	Total
2013-14	174	105	61	16	09	0	365
2014-15	160	102	57	28	10	0	357



#### Common Admission Test-2014

The Common Admission Test (CAT 2014) for admission to various Post Graduate Programmes of IIMs was held on 16<sup>th</sup> & 22<sup>nd</sup> November 2014. The results of CAT 2014 were declared on 27<sup>th</sup> December 2014.

#### PGP Admissions 2015

The interviews for selection of candidates for PGP 2015-17 batch were scheduled at Kozhikode, Kochi, Mumbai, Kolkata, Delhi, Hyderabad and Bangalore during February 12 to April 17, 2015. The details of candidates called for Writing Task and interview were as under:

Category	No. of candidates
General	1728
OBC-NC	938
SC	628
ST	304
Physically Handicapped	138
<b>Total</b>	<b>3736</b>

## FELLOW PROGRAMME IN MANAGEMENT (FPM)

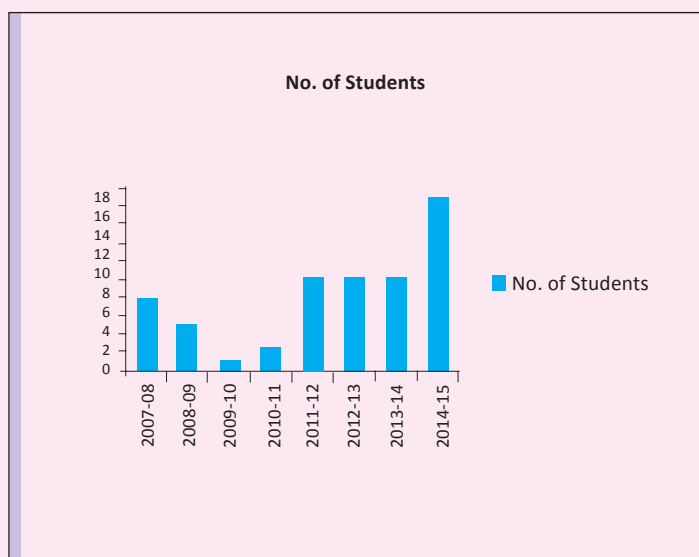
### Introduction

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

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

### FPM at IIMK

Presently seven areas of specialization are being offered viz., Economics, Finance, Accounting and Control, IT and Systems, Marketing, OB and Human Resources, QM and Operations Management and Strategic Management. The FPM Programme is designed for a normal period of 4 years. An FPM student is required to take a total of 61 credits and 64.5 credits during the first and second years respectively. Currently there are 48 students in the FPM Programme at IIM Kozhikode in six areas.



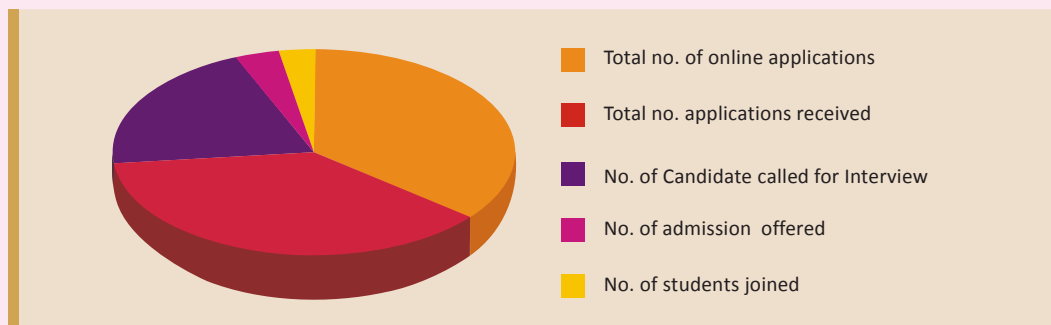
### Financial Support

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

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

### FPM Admission 2014-15

A total of 220 students had applied for the programme through online, and the interview was held during April 07-09, 2014. IIMK offered admission for twenty candidates into FPM Course for the FPM Eighth Batch (Academic Year 2014-15). Out of twenty offers twenty candidates had confirmed their participation. On the registration process only seventeen candidates had registered. Following are the break-up of the seventeen students in eighth batch of FPM:



Marketing Area	-	04
IT & Systems Area	-	01
Strategic Management	-	04
QM & OM Area	-	03
OB & HR Area	-	01
FAC Area	-	04

### Married Accommodation to FPM students

This year, financial assistance was extended to six FPM students for taking accommodation on rent outside campus as Institute was unable to provide family accommodation to the students who require family accommodation.

### Fellow Achievement during 2014-15

Presently IIMK have 48 fellow participants in the campus in six areas. Academically the students have already shown enormous development within few years of the programme. The following are some of the accomplishment of FPM students.

### Award of Fellow Title of IIMK

This year, Mr Mukundhan K.V., FPM Batch 03 was awarded the title of 'Fellow of Indian Institute of Management Kozhikode' in the 17<sup>th</sup> Annual Convocation.

### AWARDS

**Gopalakrishnan, N.** Received a special Prize for the research paper titled "Lean Thinking in Indian Healthcare" in the award ceremony held in connection with the Productivity Month Celebrations - 2014 organized by Kerala State Productivity Council (KSPC), Productivity House, Kerala, India on 29 September 2014 (actual paper presentation competition for management students on *Lean Management for Productivity Enhancement* happened on 26 February 2014).

**Milind S Padalkar.** (2015) Paper titled "Research trends in Project Management" was presented at PMI international research and academic conference at NITIE Mumbai on 18 February 2015, and won best student paper award.

**Aparna Venugopal.** (2015) Awarded full scholarship by the oikos Academy to attend the fifth oikos Young Scholars Entrepreneurship Academy held at Zurich & Weggis during Jan 18-22, 2015



**Sreevas Sahasranamam.** Research proposal selected for the Strategic Management Society (SMS) Strategic Research Foundation dissertation research program 2015-16.

**Sreevas Sahasranamam.** Research proposal selected amongst Top 15 from around to world to attend the oikos Young Scholars Entrepreneurship Academy 2015 held at Switzerland, January 2015

**Sreevas Sahasranamam.** Special mention for the research proposal at IIM Bangalore Doctoral Consortium, December 2014

**Sreevas Sahasranamam.** Best empirical paper award at ICIER-IIM Bangalore conference, January 2015

**Boby Chaitanya, V.** Best Doctoral Student Paper Award at 2nd Pan IIM World Management Conference

**Boby Chaitanya, V.** National Winner in IvyCamp Case study competition (competition among all IIMS, IITS, ISBs and BITS campuses).

**Boby Chaitanya, V.** National Finalist in “Digit” in Backwaters (IT & Systems event at IIM Kozhikode)

**Boby Chaitanya, V.** National Winner of TCS Smart Manager Contest #71 (organized by Tata Consultancy Services Magazine).

#### CONFERENCE PRESENTATIONS - INTERNATIONAL

**Janardan Krishna Yadav** and Omkumar Krishnan (2014). A paper was presented at “Strategica” International Academic Conference Bucharest, Romania, October 2-3, 2014. The paper was titled “Experiential marketing of tourism: an exploratory model”.

**Mukundhan, K.V.** and Nandakumar, M.K. (2014). Imitation in FDI-based Entry – The case of Emerging Market Firms entering International Markets. Presented at the 4th Copenhagen Conference on Emerging Multinationals, Copenhagen Business School, Denmark, Oct 9, 2014.

**Mukundhan, K.V.** (2014). “Railroads and the Genesis of Management Thought: A Comparison between the early American and the British-Indian Contexts.” Presented *in absentia* on the 4th August 2014, at the 74th Annual Meeting of the Academy of Management, Philadelphia.

**Supriya, K. K., & Gopalakrishnan, N.** (2014). Organization Vision – Experimentation on its Effective Communication. *The Conference on Digital Experimentation*, 10-11 October, MIT Sloan, Cambridge, Massachusetts, USA (Research study was accepted for poster presentation and due to our inability to attend the conference in short notice, organizing committee agreed to display our poster in the conference venue for participants feedback).

**Gopalakrishnan, N., Moser, R., & Sutter, Y.** (2014). Bottleneck identification in Indian healthcare value chain – A Delphi study. *2<sup>nd</sup> ISB – POMS Workshop-Socially Responsible Operations and Supply Chains*, 22-23 December, ISB, Hyderabad, Telangana, India.

Padalkar, M., **Gopalakrishnan, N., & Gopinath, S.** (2014). Recent Trends in Operations Management: A Meta-Analytic Study. *NITIE-POMS International Conference 2014*, 18-21 December, NITIE, Mumbai, Maharashtra, India.

**Gopalakrishnan, N., & Anand, G.** (2014). Process selection for implementing lean thinking: An AHP application. *NITIE-POMS International Conference 2014*, 18-21 December, NITIE, Mumbai, Maharashtra, India.

**Gopalakrishnan, N., & Anand, G.** (2014). Hospital leanness index – A fuzzy assessment method for hospitals implementing lean thinking. *XVIII Annual International Conference of the Society of Operations Management*, 12-14 December, Department of Management Studies, IIT Roorkee, Uttarakhand, India.

**Gopalakrishnan, N., & Anand, G. (2014).** Qualitative Leanness Assessment in Services – A Critical Review. *Second PAN-IIM World Management Conference*, 05-08 November, IIM Kozhikode, Kerala, India.

**Gopalakrishnan, N., & Anand, G. (2014).** A novel methodology for assessing leanness using graph theoretic approach. *Proceedings of the 21st European Operations Management Association Conference- Operations Management in an Innovation Economy (EurOMA 2014)*, 20-25 June 2014, Palermo, Italy.

**Gopalakrishnan, N., & Anand, G. (2014).** Lean Thinking in Healthcare Sector: Experience from an Indian Hospital. *Proceedings of the Twenty Fifth Annual Conference Production and Operations Management Society (POM 2014)*, 9-12 May 2014, Atlanta, USA.

**Gopalakrishnan, N., & Anand, G. (2014).** 7A Model - A Process Selection Guide for Lean Implementation. *Proceedings of the Twenty Fifth Annual Conference Production and Operations Management Society (POM 2014)*, 9-12 May 2014, Atlanta, USA.



Schaefer, T., Moser, R., & **Gopalakrishnan, N. (2015).** Overcoming ownership risks at the base of the pyramid with access-based services. 2015 AMA Winter Marketing Educators' Conference, 13-15 February, San Antonio, Texas, USA.

**Gopalakrishnan, N., Shyam Prasath, B., & Anand, G. (2014).** Lean thinking in Indian IT industry – A case study. *6<sup>th</sup> International Conference on Excellence in Research and Education (CERE) 2014*, 8<sup>th</sup> - 11<sup>th</sup> May 2014, IIM Indore.

**Aparna Venugopal. (Jan 18-22, 2015)** Nurturing Paradoxical cognition in Shared Leadership with Behavioral Integration- Pathways to Sustainability for Entrepreneurs. *oikos Fifth Young Scholars Entrepreneurship Academy*, Zurich.

**Aparna Venugopal., & Krishnan, T. N. (Jan 2-5, 2015).** Role of top management behavioral integration in managing innovation paradoxes. *Twelfth AIMS International Conference on Management*. Kozhikode: Indian Institute of Management Kozhikode.

**Aparna Venugopal., Krishnan, T. N., & Kumar, M. (Nov 5-8, 2014).** Who fosters innovation better? Learning or ambidextrous firms. *Pan IIM World Management Conference*. Kozhikode: Indian Institute of Management Kozhikode.

**Ram Kumar Dhurkari & Anjan Kumar Swain.** (2014). A New Method to Support Informed Managerial Decisions in Salespeople Performance Evaluation. *2<sup>nd</sup> International Conference on Business Analytics and Intelligence*, 18-20 December, Indian Institute of Sciences Bangalore, India.

**Milind S Padalkar,** (2014). Yatra Naryastu Pujyante? Domestic violence against women in India - a panel study. *Pan IIM World Management Conference*. 5-8 November, Indian Institute of Management Kozhikode. Co-authors: Milind Padalkar and Anubha Shekhar Sinha.

**Milind S Padalkar,** (2014). What influences student choices for elective courses? – An institution based study. *Pan IIM World Management Conference*. 5-8 November, Indian Institute of Management Kozhikode. Co-authors: Milind Padalkar and Pradeep Kumar Hota.

**Milind S Padalkar,** (2014). Delays in Projects - a Game-theoretic study. *Decision Sciences Institute annual meeting*. 21-25 November, Tampa, FL, USA. Co-author: Prof Saji Gopinath.

**Sreevas Sahasranamam** and Dr. M.K. Nandakumar (2014). Paper titled “Contingent effect of national culture on individual social entrepreneurship choice” presented at Strategic Management Society Conference, September 20 – 23, 2014, Madrid, Spain.

**Sreevas Sahasranamam** and Rajesh Srinivas Upadhyayula (2014). Paper titled “Moderating effects of economic context and social capital on individual social entrepreneurship choice” presented at British Academy of Management Conference, September 09-11, 2014, Belfast, United Kingdom.

**Sreevas Sahasranamam,** (2015). Paper titled “Moderating effect of formal institutions on individual resource commitment towards social enterprise entry” accepted for presentation at USASBE annual conference 2015, Florida, USA. Co-author: M.K. Nandakumar.

**Sreevas Sahasranamam,** (2015). Paper titled “Contingent effect of uncertainty avoidance and masculinity culture on micro-level drivers of social entrepreneurship entry” accepted for presentation at Strategic Management Society Special Conference 2015, Santiago, Chile. Co-author: M.K. Nandakumar.

**Sreevas Sahasranamam,** (2015). Paper titled “The fit between Miles & Snow typology and business model: Implications for firm performance” accepted for presentation at Strategic Management Society Special Conference 2015, Santiago, Chile. Co-author: M.K. Nandakumar.

**Sreevas Sahasranamam,** (2014). Paper titled “Trends in innovation management research in four Asian countries - An analysis of publications for the period 1991-2013” presented at 2nd Pan-IIM World Management Conference 2014, India. Co-author: Debabrata Chatterjee.

**Sreevas Sahasranamam,** (2014). Paper titled “Closed loop model for sustainable corporate socialresponsibility” presented at 2nd Pan-IIM World Management Conference 2014, India. Co-authors: Mahesh Bhavne and Anubha Shekhar Sinha.

**Sreevas Sahasranamam,** (2014). Paper titled “Yatra Naryastu Pujyante? Domestic violence against women in India – A panel study” presented at 2nd Pan-IIM World Management Conference 2014, India. Co-authors: Milind Padalkar and Anubha Shekhar Sinha.

**Sreevas Sahasranamam,** (2014). Paper titled “Factors influencing student choice for elective course – An institution based study” presented at 2nd Pan-IIM World Management Conference 2014, India. Co-authors: Milind Padalkar and Pradeep Kumar Hota.

**Sreevas Sahasranamam,** (2015). Paper titled “Individual level resources and entrepreneurial entry in China: The effect of property rights” presented at ICIER-IIM Bangalore International Conference on Entrepreneurship Education and Training, Bangalore, India, January 29-31. Co-author: Venkat Raman.

**Sreevas Sahasranamam,** (2014). Paper titled ‘Institutional transitions, R&D and internationalization: Evidence from Indian firms’ authored by Sreevas Sahasranamam and Saptarshi Purkayastha accepted for presentation at Academy of International Business - South East chapter conference 2014 at Florida, USA. Dates – October 23-25, 2014.



**Sreevas Sahasranamam**, (2014). Paper titled 'Tele-Consulting Through Rural Health Centres for Tribal Community – A Case Study from Wayanad' authored by Roshan Issac and Sreevas Sahasranamam accepted for Oral presentation at IEEE Global Humanitarian Technology Conference 2014, California, USA. Dates – October 10-13, 2014.

**Sreevas Sahasranamam**, (2014). Paper titled 'Mobile Phone Controlled Farm Management Aider - A field study' authored by Deepak Venkateswaran, Chandykunju Alex, Kevin Martin Jose and Sreevas Sahasranamam, accepted for Oral presentation at IEEE Region 10 Humanitarian Technology Conference 2014, Chennai, India. Dates – August 7-9, 2014.

**Merin Jacob**. (2014, November). *Combined effect of cross-cultural training approaches on expatriate adjustment*. Paper presented at the Second Pan IIM World Management Conference, Indian Institute of Management Kozhikode.

**Teidor Lyngdoh** and Guda Sridhar (2014) "Salesperson's happiness and the selling organisation: A conceptual framework", paper presented at Conference on Positive Psychology and Well-being (CPPWb), Suzhou, China. 26-28 August 2014.

**Teidor Lyngdoh** and Vaibhav Chawla (2014) "Salesperson's happiness as mediator for the effect of organizational virtuousness on salesperson ethical behavior", paper presented at Second PAN IIM World Management Conference, IIM Kozhikode, Kerala. 5-8 November 2014.

**Teidor Lyngdoh** and Saswath Suresh (2014) "Happiness as a Predictor of Job Satisfaction and Job Commitment: An Exploratory Study among Sales Professionals", paper presented at 9th Yale Great Lakes International Management Conference, Great Lakes, Chennai. 29 December 2014.

**Teidor Lyngdoh** and Saswath Suresh (2014) "Brand popularity of a destination among domestic tourists: A case study of Kerala", paper presented at 9th Yale Great Lakes International Management Conference, Great Lakes, Chennai. 29 December 2014.

**Teidor Lyngdoh** and Guda Sridhar (2015). "Bansara Eye Care: Expanding Affordable Eye Care to the Rural Population". 4th South Asian Management Research and Case Conference (AMRC), Graduate School of Business, Universiti Sains Malaysia, Penang, Malaysia. 10-12 January 2015.

**Boby Chaitanya**, V., & Mohammed Shahid A. (2014, November). Bandit Algorithms for Contextual Advertising: An Evaluation of SOFTMIX algorithm over the benchmark Yahoo! FrontPage Today Dataset. Paper presented at the 2nd Pan IIM World Management Conference, Kozhikode, India.

**Boby Chaitanya**, V., & Sanjay Jharkharia (2015, January). Critical Success Factors for ERP Implementation: A Classification. Paper presented at AIMS-12, 2015, IIM Kozhikode, India.

**Nikunj Agarwal** and M P Sebastian, "Technology investment determinants for usage patterns in different sized healthcare institutions," 2014 IEEE Technology Management Conference (ITMC14), June 12-15, 2014, Chicago, IL, USA.

**Nikunj Agarwal** and M P Sebastian, "Wireless infrastructure setup strategies for healthcare," The 7th International Conference on Pervasive Technologies Related to Assistive Environments (PETRA'14), ACM Publishers, May 27-30, 2014, Island of Rhodes, Greece.

**Neetha Azeez**. 2014. Because it is competencies that matter: Review of Competency based HRM. Paper presented at the 2<sup>nd</sup> Pan IIM World Management Conference, held at IIM Kozhikode, India during November 5-8, 2014.

#### CONFERENCE PRESENTATIONS – NATIONAL

**Gopalakrishnan, N.** Invited speaker at The Case Centre 40<sup>th</sup> Anniversary Conference held at Indian Institute of Management Bangalore, 8-9 September 2014 and presented the case titled "Providing Access to Water in Remote Areas: Trunz Water Systems in India" (co-authored with Prof. Roger Moser) which was declared as winner in Strategy & General Management track.

**Rastogi, A.** & Pati, S.P. (2014). *Towards a conceptualization of Karma Yoga*. Second PANIIM World Management Conference, IIM Kozhikode, Kerala, India, November 5-8.

**Rastogi, A.**, Pati, S.P. & Kumar, P. (2014). *Development of an instrument of Karma Yoga*. XXIV Annual Convention of National Academy of Psychology (NAOP), Bhopal, December, 12-14.

**Gopalakrishnan, N.**, Pati, R. K., & Anand, G. Green Practices and Performance Measures: A Literature Review. *Proceedings of National Conference and Workshop on Sustainable Manufacturing for Brighter Future*, 2-4 January 2014, Rajasthan, India (Organized by Department of Management Studies, Malviya National Institute of Technology (MNIT) Jaipur, Rajasthan, India) (in absence).

**Aparna Venugopal.**, & Krishnan, T. N. (Nov 21-22, 2014) Exploring new possibilities and exploiting old certainties of knowledge: A proposal for an empirical study. *Fourteenth Consortium of Students in Management Research*. Bangalore: Indian Institute of Science.

**Aparna Venugopal.**, & Krishnan, T. N. (Oct 18-19, 2014) Top Management Teams. The ones of who build an ambidextrous firm. *XLRI Doctoral Colloquium*. Jamshedpur: XLRI.

**Milind S Padalkar**, (2014). Recent trends in Operations Management - a Meta-analytic study. *Production & Operations Management Society meeting*. 18-21 December, NITIE, Mumbai. co-author: Gopalakrishnan N., Prof Saji Gopinath.

**Teidor Lyngdoh** and Guda Sridhar (2014) "Mawlynnong – Asia's Cleanest Village - Rural Tourism Vs Tragedy of Commons", paper presented at 3rd National Rural Management Symposium, KIIT School of Rural Management, Bhubaneswar. 20-21 November 2014.

**Neetha Azeez**. 2014. Employer Branding: Review and an Agenda for future research. Paper presented at COSMAR 2014, held at Indian Institute of Science, Bangalore, India during November 21-22, 2014.

#### JOURNAL PUBLICATIONS

**Aparna Venugopal.**, & Krishnan, T. N. (Accepted for publication in the upcoming issue) "TMT Behavioral Integration: Pathways to Eco-Innovation through Organizational Ambidexterity". *Indore Management Journal*.

**Milind S Padalkar**, Sreevas S & Anubha Shekhar Sinha (Submitted for publication) "Domestic Violence against Women in India and Effectiveness of Law Enforcement Agencies – A Panel Data Study". *Economic and Political Weekly*.

**Milind S Padalkar & Saji Gopinath** (Submitted for publication) “Do Indian Management Practices Drive Global Research Agenda? An Exploratory Analysis of Contemporary Management Literature”. *Journal of Indian Business Research*.

Debabrata Chatterjee and **Sreevas Sahasranamam**, “Trends in innovation management research in India – an analysis of publications for the period 1991–2013”, *Current Science*, Vol. 107, No. 11, 10 December 2014.



**Sreevas Sahasranamam**. Magazine column article titled “Legal structures of social enterprises” in *Emerging Kerala* published by DC media November 2014 issue.

**Sreevas Sahasranamam**. Magazine column article titled “How can social enterprises grow?” in *Emerging Kerala* published by DC media December 2014 issue.

**Sreevas Sahasranamam**. Magazine column article titled “From slums to Jamii Bora – Case of Ingrid Munro” in *Emerging Kerala* published by DC media January 2015 issue.

**Nikunj Agarwal & M P Sebastian** (2014). Utility of clinical technology-processes for developing countries. *Clinical governance: an international journal*, Emerald publishers, vol 19, issue 3.

Mitra S., & **Hota P.** (2014). Air India and Indian Airlines Merger: Is it Flying?. Ivey Publishing. Publication Date: 07/29/2014. Product number: 9B14M073.

#### CASE STUDY

Tyagi, S., Singh, S., Moser, R., & **Gopalakrishnan, N.** (2014). CROSSROADS Inc. (Part A & Part B), Case Reference no. 314-171-1 & 614-021-1 and Teaching note Reference no. 314-171-8 & 614-021-8 (Available in ECCH Case Centre).

**Gopalakrishnan, N.** Case study titled “Entering The Middle East Luxury Retail Sector” (co-authored with Prof. Roger Moser) is selected among the top ten best cases that has been submitted to 20<sup>th</sup> CEEMAN Case Writing Competition organized in cooperation with Emerald Emerging Market Case Study (EEMCS) publishing house.

**Gopalakrishnan, N.**, Hota, P. K., Pati, S. P., & Dhal, M. (2015). Maruti Manesar Lockout: The Flip Side of People Management. *Emerald Emerging Markets Case Studies*, 5(2), doi: 10.1108/EEMCS-06-2013-0088.

Moser, R., **Gopalakrishnan, N.**, & Callarman, T. (2014). The Successful Market Entry of Belcolor Ltd Flooring into China. *University of St Gallen (2014) Case Study Series*, Case Reference no. 314-330-1 and Teaching note Reference no. 314-330-8 (Available in ECCH Case Centre).

#### INTERNATIONAL COMPETITIONS

**Gopalakrishnan, N.**, (2014). Was funded to represent India in *oikos Model WTO 2014 - The Real Trade Simulation - Global Value Chains*, Switzerland organized by University of St. Gallen and World Trade Organization, 06– 11 April 2014.

## RESEARCH SEMINARS

### Open Research Proposal Seminars

**Rekha A. G.** Open Research Proposal Seminar on her research titled “Big Data and Machine Learning for Business Decision support”, 21 August 2014.

**Abhishek Kumar.** Open Research Proposal Seminar on his research titled “Three Essays on Efficiency and Benefits of Equity Options: Evidence from the Indian Market”, 26 August 2014.

**Aparna Venugopal.** Open Research Proposal Seminar on her research titled “Enabling mechanisms of the top management team processes necessary for organizational ambidexterity in small and medium enterprises”, 14 Oct 2014.

**Sreevas Sahasranamam.** Open Research Proposal Seminar on his research titled “Individual-level Resources and the Emergence of Social Entrepreneurship: The Contingent Effect of National Institutional Context”, 11 Nov 2014.

**Milind Shrikant Padalkar.** Open Research Proposal Seminar on his research titled “Role of Variability in Projects: Examination of Structural and Behavioral Aspects”, 01 Jan 2015.

**Gopalakrishnan N.** Open Research Proposal Seminar on his research titled “Methodologies for Assessing Lean Thinking – A Service Perspective” scheduled, 14 Jan 2015.

**Nikunj Agarwal.** Open Research Proposal Seminar on his research titled “IT Strategies to improve quality of healthcare in India”, 28 Jan 2015.

**Janardan K Yadav.** Open Research Proposal Seminar on his research titled “Moderating role of Flashbulb Memories on Houseboat experience – Product Evaluation and Effects on post-consumption outcomes”, 06 Feb 2015.

**Neetha Azeez,** Open Research Proposal Seminar on her research titled “How Co-workers Make Sense of Romance at Work: Testing an Attribution Model of Workplace Romance Motives”, 18 March 2015.

### Pre-submission Research Thesis Open Seminar

**Shyam A V,** Pre-submission Research Thesis Open Seminar on “Cognitive Business Intelligence System: Framework and Applications”, 24 September 2014.

**Ram Kumar Dhurkari,** Pre-submission Research Thesis Open Seminar on “Multi-Criteria Gain Loss Method for Informed Decision Making”, 24 September 2014.

**Mukundhan K.V,** Pre-submission Research Thesis Open Seminar on “An Isomorphism Perspective to FDI-Based Entry Mode Choices of Emerging Market Firms and Their Impact on Performance”, 16 October 2014.

**Sreevas Sahasranamam,** Pre-submission Research Thesis Open Seminar on “Individual-level Resources and the Emergence of Social Entrepreneurship: The Contingent Effect of National Institutional Context”, 30 March 2015.

## PLACEMENT

### Summer Placements – Batch of PGP 18

IIM Kozhikode continued its growth trajectory with its summer placements process this year. Placements were concluded in record 10 days, the lowest ever in the history of IIMK, with all the participating students being made internship offers across verticals by several prominent recruiters. The average monthly stipend at IIM Kozhikode witnessed a jump of 14% from the previous year. More than 50 first-time recruiters visited IIM Kozhikode this season and they were all impressed with the discipline of the institute curriculum, the wide-ranging talent pool on campus and the students’ fervor. Building upon an impressive track record, one of India’s most coveted conglomerate

once again offered the highest number of summer internships across all campuses to the students of IIM Kozhikode.

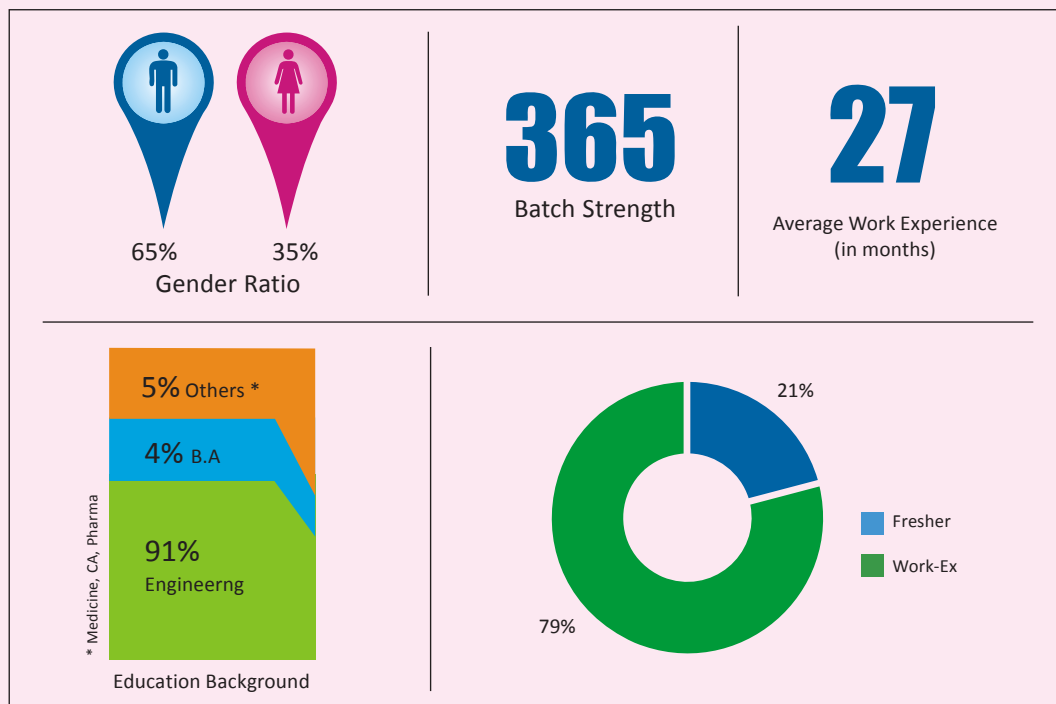
The Institute continues to bolster its relationships with past recruiters by providing them with quality students, thus ensuring a sustained means of engagement with industry bigwigs. The average number of offers made per recruiter increased by 19%, underlining the trust that IIM Kozhikode enjoys in the industry.

Summary		
365 Students	107 Recruiters	10 Record Days
50 +New recruiters	1.9 Lac Highest stipend	14% Average monthly stipend
19% Number of offers per recruiter	43% Sales & Marketing and 19% Finance	22% General Management and Consulting

#### PGP 18 Batch Profile: Class of 2014-16

IIM Kozhikode's commitment towards harbouring a diverse talent pool of students has continued in full swing, with the 18<sup>th</sup> post graduate batch housing students with a refreshing mix of educational backgrounds and work experience. Apart from a healthy assortment of engineering streams present, the batch has graduate students in agriculture, commerce, medicine, English literature, hospitality, and hotel management. There is a good balance between fresh graduates and candidates with prior work experience.

An average work experience figure of 27 months highlights the maturity level of the batch with respect to industry practices and domain knowledge. The pioneer in heralding gender diversity among B-schools, IIM Kozhikode stands true by that trend in its 18<sup>th</sup> PGP batch, with a strong 35% representation by female students.





## OFFERS

### Finance

The finance vertical saw an improvement in numbers and roles offered to the students, in line with the industry's revival. As many as 19% of total batch offers were made by reputed recruiters including Deutsche Bank, Goldman Sachs, JPMorgan, Altisource, HSBC, Nomura, ICICI, Citibank, Axis Bank, American Express and CRISIL. The above recruiters offered positions in investment banking, capital markets, asset management, risk analysis, and global investment research. Corporate finance roles were also offered by L&T Corp. Fin., OPC and Dell.

### Sales and Marketing

Students' affinity to Marketing and Sales continued this season as well, with 43% of total batch offers being made in this domain. Arvind Lifestyle, Asian Paints, Britannia, Dabur, Godrej, GSK Pharma, HUL, HCCB, Hindware, Idea, Kellogg's, L'Oreal, Madura F&L, Marico, Pidilite, Raymond, Tata Steel, Vodafone, and Zee Media were some of the major recruiters that participated this time. First-time recruiters like IIM Jobs, iNautix, Next Education, Nilgiri's Retail and Zee Media also hired for their management trainee programmes. Paramount Systems and Hector Beverages offered prime roles in Sales & Marketing.

### General Management

IIM Kozhikode again hosted a number of big names from General Management. TAS, Mahindra & Mahindra, Aditya Birla Group, Airtel, Reliance Industries, Bosch, and Muthoot Group recruited students for general management roles. 12% of the offers in the vertical clearly shows the reputation of IIM Kozhikode and its students in the industry.

### IT & ITES

About 6% of the batch secured jobs in IT and allied fields, with companies including Amazon, Asian Paints and Microsoft making offers. Recruiters like TCS, Wipro and Capgemini from the technology sector also participated in the process.

### Consulting

The consulting sector saw participation from big names like Deloitte, Cognizant Business Consulting and eBay. 10% of the total batch secured placements in this domain. Niche consulting roles were offered by Avalon Consulting and Green Evangelists.

### Strategy and Operations

10% of the total batch was offered roles in strategy and operations by companies like Amazon, Apollo Hospitals, Asian Paints, Bosch, Flipkart, eBay, Zamil Steel, Philips, RPG, HCCB, L&T, DDB Mudra, HCCB, Hero MotoCorp, Snapdeal and Maersk.

### Forging New Paths

The summer placements season this year saw participation from many organizations offering unconventional but fulfilling roles. Organizations that recruited from IIM Kozhikode included a firm offering sustainability policy development, roles in the education sector, media roles and sports management firms.

Many students chose to work in these new roles, highlighting the fact that the IIMK student fraternity is willing to adapt to the changing market needs and are open to newer opportunities. Students took up roles in infrastructure investment planning, food services industry, and ecommerce services sector.

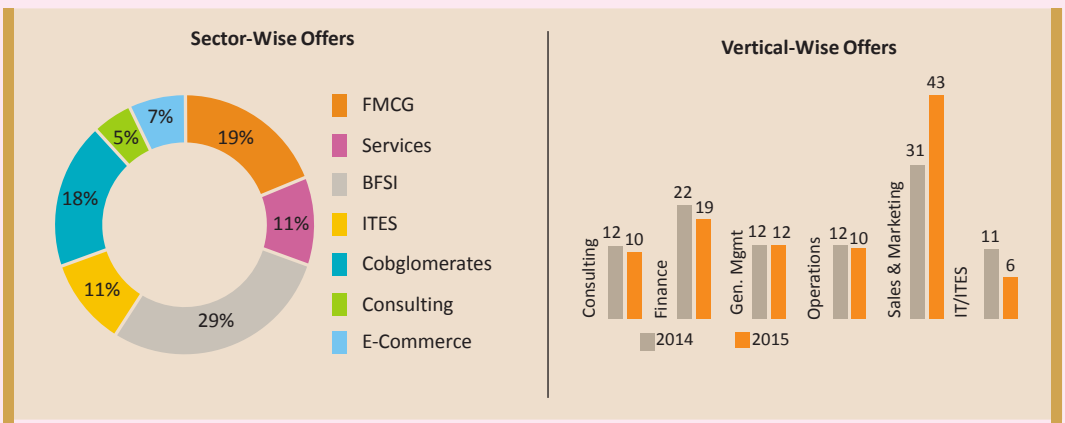
The wide variety of companies visiting IIMK with niche profiles offered a chance to the students to work in a domain of their choice and will give them a glimpse of having a career in these novel fields.



### Summer Placement – Snapshot View

#### Final Placements Season 2015

Number of Companies participating	107
Number of students participating	365
Number of New Recruiters	54
Highest Stipend: (INR)	190000
Average Stipend: (INR)	82000
Lowest Stipend: (INR)	20000
% of Regular Recruiters	50%
% of First Time Recruiters	50%



### Lateral and Final Placements, 2015 – Batch of PGP 17

347 students participated in the Lateral and Final placement process 2014-15 for the Batch of PGP 17 with 363 offers being made to them.

Final Placements was completed in a record time of 10 days at IIM Kozhikode. The average annual compensation figure for this year stands at INR 15.22 lakhs per annum. A total of 99 recruiters participated in the Final Placements, with 36 being first time recruiters.

The highest domestic and international salary was INR 29.5 & 43 lakhs per annum. The number of Pre Placement offers saw a marked rise of 38% over figures of last year.

The major recruiters this season were Goldman Sachs, IBM Consulting, KPMG, Samsung, Snapdeal and Vodafone, who made a total of 73 offers. New recruiters included Accenture Strategy, Axis Bank, Bluestone, Britannia, Cinopolis, Future Group, HP, Heinz, Hexaware, Idea, Infosys Management Consulting, In Mobi, Lenovo, Snapdeal, Tata Communications, The Royal Bank of Scotland, and ZS Associates, among others.

### Summary

349 Students	99 Recruiter	10 Days
72 PPOs	29.5 LPA Highest Domestic Salary	13% ↑ Number of Offers per Recruiter
15.22 LPA Average Salary	14.0 LPA Median Salary	36% New Recruiters

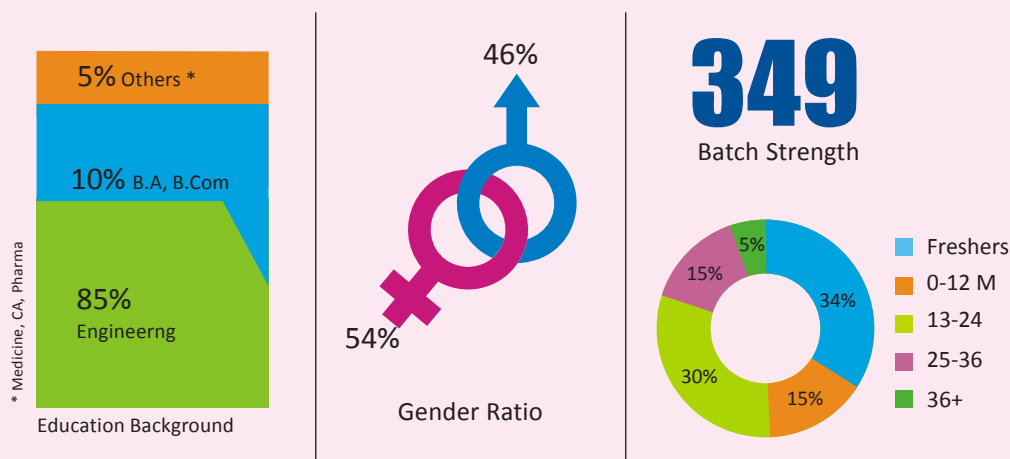
### PGP 17 BATCH PROFILE: CLASS OF 2013-15

#### Women to the Fore

IIM Kozhikode continues to be a trendsetter in promoting gender diversity as evidenced by the 54% intake of female students in the batch of 2015. In tune with this diversity, Citibank launched the Citi Women’s Leadership Programme, and J.P. Morgan and Goldman Sachs launched Women’s Mentorship Programme, among others.

#### Educational and Work-experience Diversity

In addition to a strong base of engineers, the batch has graduate students in pharmacy, medicine, nautical science, and architecture, among others. There is also a well-rounded balance between fresh undergraduates and students having prior work experience as detailed in the info graphic.



## OFFERS

### Finance

Finance firms made offers to 19% of the batch with prominent recruiters like American Express, Axis Bank, Citibank, CRISIL, Dell, Deutsche Bank, Edelweiss, Fidelity, Goldman Sachs, HP, HSBC, ICICI, ICRA, J.P.Morgan, Nomura, SBI, The Royal Bank of Scotland, and Yes Bank offered roles in Investment Banking, Risk Analysis, Global Investment Research, Commercial Banking, Indian and International Financial Institution Management, and Cards Management.



Catamaran Ventures, the venture fund backed by Mr. N R Narayana Murthy, also participated in the hiring process for the first time at IIM Kozhikode this year.

### Sales and Marketing

Sales and Marketing domain saw 23% of the batch securing offers in companies like Arvind Lifestyle, Bajaj Auto, Bluestone, Britannia, Coffee Day Beverages, GSK Pharma, HCCB, HansaCequity, Heinz, HUL, Idea, ITC, Lenovo, Marico, Mogae Media, Nestle, People Interactive, PepsiCo, Pidilite, Raymond, Samsung, Snapdeal, Tata Steel, and Vodafone.

### Consulting

Diverse roles in the Consulting domain were offered to 23% of the batch by Accenture Strategy, Avalon Consulting, Cognizant Business Consulting, Deloitte, EXL Services, Genpact, IBM, Infosys Management Consulting, KPMG, Mu Sigma, Paramount, and ZS Associates.

### General Management

Roles in General Management were offered to 15% of the batch by Airtel, Aditya Birla Group, Altisource, Bosch, Future Group, Godrej, ICICI Prudential, Mahindra Group, Philips, Reliance, RPG, Snapdeal, TAS, and Tata Communications. InMobi, the mobile advertising company, offered a niche profile in General Management, recruiting a student to be a part of the founder's staff.

### Strategy and Operations

In the Strategy domain, Ananda Bazar Patrika (ABP Group) and Cipla offered notable roles. Students were handpicked for niche roles in Financial and Marketing Strategy by Mr. George Muthoot, Chairman of Muthoot Finance. Roles in Operations were offered by Amazon, Asian Paints, Flipkart and Snapdeal.

### IT & ITES

The technology, business intelligence and allied fields vertical included companies like Asian Paints, Accenture Technology Solutions, Capgemini, Google, HCL, Hexaware, HUL, Indus Valley Partners, Mahindra Comviva, Matrimony.com, Microsoft, Mindtree, Mphasis, TCS, and Wipro.

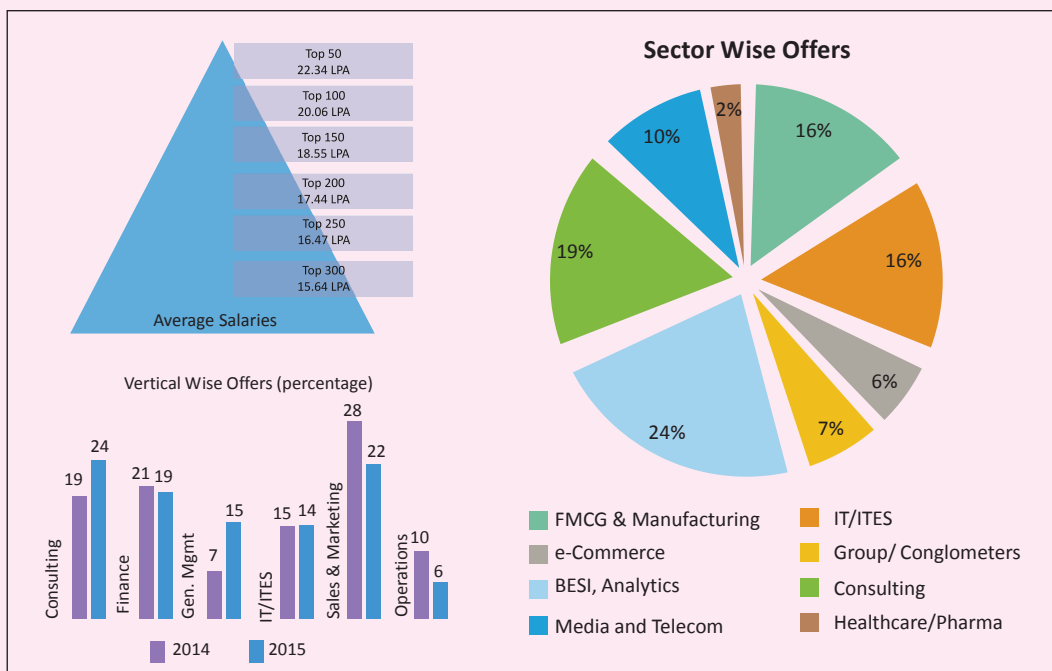
Companies making **international offers** included Tolaram Group and Paramount Systems, with roles being based out of Africa and the Middle East. Two students from the batch of 2015 opted to sign out from the Final Placements this season; they plan to undertake higher studies and entrepreneurship ventures respectively.

### DREAM OFFER

In larger interest of the student community, the provision of dream offer was continued wherein students get an opportunity to appear for their pre-selected dream job even after securing an offer.

## Final Placements – Snap shot view

Final Placements Season 2015	
Number of Companies participating	99
Number of students participating	347
Number of Offers	363
Average CTC	15.22 Lpa
Highest domestic CTC	29.5 Lpa
Highest International CTC	43.0 Lpa
Number of International Offers	15+
Number of sign-outs	2
Number of new recruiters	36



## ALUMNI

### Alumni Visits

Mr. Harshad Karandikar (PGP-12), Coordinator, Capacity Building and Sustainable Livelihoods at WWF-India (Previously Consultant at the PM's National Council of Skills Development, Office of the Prime Minister), and Mr. Sanket Bhale (PGP-12), Senior Manager – Sustainable Business, WWF India (Previously Senior Consultant in Public Policy at Athena Informatics) visited IIMK on 17.07.2014 and had interaction with PGP-18. The alumni shared their journey after IIMK and on alternative career paths.

### Activities

SANGAM, the annual alumni reunion was organized by the Students Alumni Committee on 8 May 2014 in seven cities, viz, Bangalore, Mumbai, Chennai, Delhi, Hyderabad, Kochi and Kolkata; and four international locations, viz. London, Singapore, New York and Dubai. The theme of the event was “Celebrating K’s Entrepreneurs”. An interactive session by the alumni who have started their own ventures was organized. The entrepreneurs spoke about how they conceived the ideas, how they gave shape to them, the hardships they faced, struggles they had to overcome and eventually how they succeeded.

Nostalgia, the annual alumni meet, was held during 21<sup>st</sup>-22<sup>nd</sup> February 2015. Around 156 alumni from Batch-1 to Batch-16 participated in the meet.

## MANAGEMENT DEVELOPMENT PROGRAMME (MDP)

102 Management Development Programmes (MDPs) and 8 Faculty Development Programmes (FDPs) were conducted during the period April 2014 to March 2015. Total 2300 participants ranging from Sales Managers to CEOs attended the MDPs and 123 faculty from different educational institutions attended the FDPs. Out of the 102 MDPs, 13 were open enrolment MDPs, 7 were eMDPs through interactive distance learning platform and 74 were customized MDPs. During this period we have conducted Customized MDPs for major Organizations like Bharat Electronics Limited (BEL) Reliance Industries Ltd., JK Group, Malayala Manorama, Cochin Shipyard Limited, Industries and Commerce Department, National Project Implementation Unit (Ministry of HRD), Power Grid Corporation of India Limited, Dept. of Atomic Energy, Punjab State Power Corporation Ltd., Electronics Corporation of India Limited (ECIL), Caterpillar etc. The total revenue from both MDPs and FDPs is around 10 crores. Details of the programmes are shown below:-

### Customized MDPs

Sl. No.	Programme Title	Organisation Name	Dates	No. of participants	Total Amount Receivable (including Service Tax)
1	Emerging Leaders Program for (Batch-3, Module-5)	GMR Group	April 21 - 25, 2014	15	606742
2	Academic Leadership Program for TEQIP Institutions (ALPT)	National Project Implementation Unit, Ministry of HRD, New Delhi	June 23-28, 2014	28	1415736
3	Management Leadership Programme (Module 1)	Agappe Diagnostics, Pattimattom	June 30 - July 01, 2014	36	304977
4	Strategic Leadership Programme for ECIL Senior Managers	Electronics Corporation of India Limited (ECIL)	July 02-07, 2014	25	1348320
5	“Business Skills for Managers of Calicut Urban Bank	Calicut Urban Bank	July 06 & July 13, 2014	26	191012
6	Project Management Orientation workshop for ASAP Managers	Dept of Education, Govt of Kerala	July 07-10, 2014	29	1348320

7	“Managers & Leaders: Wearing two hats but living one coherent life”	PSN Group, Kochi	July 11-12, 2014	15	280900
8	Enterprise Risk Management (Batch 1)-Ghaziabad	BEL	July 16-17, 2014	25	245788
9	Enterprise Risk Management (Batch 2) (Venue :Bangalore)	BEL	July 25-26, 2014	20	196630
10	Enterprise Risk Management (Batch 3) (Venue :Bangalore)	BEL	August 06-07, 2014	20	196630
11	Corporate Etiquette and Personality Development”	Oil India Limited	August 07-08, 2014	25	308990
12	Enterprise Risk Management (Batch 4) (Venue :Ghaziabad)	BEL	August 11-12, 2014	23	226125
13	Project Management Development Programme for senior Project Mangers of SPCL	Shapoorji Palloni @ Co Ltd (SPCL)	August 11-16, 2014	19	1174162
14	Emerging Leaders Programme - Manufacturing	Reliance Industries	August 12-October 18, 2014	31	8401157
15	Enterprise Risk Management (Batch 5) (Venue :Bangalore)	BEL	August 12-13, 2014	20	196630
16	Team Management Workshop for ASAP Mangers	Dept of Education, Govt of Kerala	August 22-23, 2014	19	449440
17	Academic Leadership Program for TEQIP Institutions (ALPT)	National Project Implementation Unit, Ministry of HRD, New Delhi	August 25-30, 2014	21	1264050
18	Management Leadership Programme (Module 2)	Agappe Diagnostics, Pattimattom	August 30 - September 01, 2014	36	457465
19	Project Management	Department of Public Enterprises, Govt of India	September 15-19	30	1685400
20	Thinking Differently Through Innovation (Batch 1)	Power Grid Corporation of India Limited	September 22-24, 2014	16	667419
21	Strategy Building & Competitive Intelligence for BEL (Batch 1) Venue: Bangalore	BEL	September 22-23, 2014	20	280900
22	Strategy Building & Competitive Intelligence for BEL (Batch 2)	BEL	September 25-26	24	280900
23	Thinking Differently Through Innovation (Batch 2)	Power Grid Corporation of India Limited	October 08-10, 2014	16	667419
24	Strategic Innovation Programme (Batch-1)-Venue: Bangalore	BEL	October 08-09, 2014	30	303372
25	Strategic Innovation Programme (Batch 2)- Venue: Bangalore	BEL	October 10-11, 2014	27	273035
26	HR for Non HR Executives (Batch 1)	BEL	October 13-17, 2014	30	1137645
27	Strategic Innovation Programme (Batch 3)-Venue: Bangalore	BEL	October 15-16, 2014	25	252810
28	Strategic Innovation Programme (Batch 4)-Venue: Bangalore	BEL	October 17-18, 2014	28	283147
29	Claims & Contract Management	Cochin Shipyard	October 13-15, 2014	25	561800

30	Strategic Innovation Programme (Batch 5)-Venue: Chennai	BEL	October 24-25, 2014	23	252810
31	General Management Programme	Directorate of Industries & Commerce	October 28-31, 2014	20	692138
32	Managerial Effectiveness	NHPC Limited	October 27-29, 2014	11	429777
33	Academic Leadership Program for TEQIP Institutions (ALPT)	National Project Implementation Unit, Ministry of HRD, New Delhi	October 27- November 01, 2014	16	1264050
34	Corporate Planning and Governance	Indian Rare Earth Limited	October 31, 2014	25	140450
35	HR for Non HR Executives-Batch 2	BEL	November 10-14, 2014	23	969105
36	Leading Teams for Synergy	NHPC Limited	November 10-12, 2014	13	429777
37	Leading for Business Excellence	Power Grid Corporation Of India Limited	November 11-13, 2014	16	667419
38	Strategic Innovation -Batch 6	BEL	November 14-15, 2014	26	252810
39	Project Management	Dept of Atomic Energy	November 17-21, 2014	29	1303376
40	Strategic Innovation -Batch 7	BEL	November 19-20, 2014	16	252810
41	Strategic Innovation For BEL Venue: - Batch 8	BEL	November 21-22, 2014	30	303372
42	HR for Non HR Executives -Batch 3	BEL	November 24-28, 2014	29	1221915
43	Developing Entrepreneurship Acumen	Power Grid Corporation of India Limited	November 24-26, 2014	21	700789
44	Strategic Innovation For BEL - Batch 9	BEL	November 28-29, 2014	25	252810
45	Mid -Carreer Training Programme Level II for JAG	NADP	November 19-20, 2014	20	292136
46	Mangement Leadership Programme (Module-3)	Agappe Diagnostics, Pattimattom	November 29-30, 2014	36	304977
47	Success Through Succession Planning	NHPC Limited	December 01-03, 2014	14	463485
48	HR for Non HR Executives (Batch 4)	BEL	December 01-05, 2014	26	1095510
49	Strategic Leadership Programme (Batch 1)	JK Organisations	December 01-06, 2014	23	1348320
50	Strategic Innovation Programme-Batch 10	BEL	December 05-06, 2014	30	303372
51	Strategic Leadership Programme (Batch 2)	JK Organisations	December 08-13, 2014	19	1348320
52	HR for Non HR Executives (Batch 5)	BEL	December 08-12, 2014	26	1095510
53	Knowledge Management for Competitive Excellence	NHPC Limited	December 08-10, 2014	11	463485
54	Communication Effectiveness Lab	MCFADYEN Solutions	December 12-14, 2014	19	582811



55	Leadership Training Programme	Neyveli Lignite	December 15-18, 2014	35	1179780
56	Supply Chain Management	Sundram Fastners	December 22-24, 2014	25	455058
57	Managerial Excellence Programme	Directorate of SC Development,	December 18-20, 2014	21	702250
58	Institution Development	Ilahia College of Engineering	December 19-21, 2014	20	498878
59	Softskills and Professional Effectiveness :Attitude and Skill Enhancement Lab	Coastal Energy Pvt Ltd	January 19-21, 2014	29	505620
60	Strategic Leadership & Change Management	NHPC Limited	January 12-14, 2015	10	463485
61	Supply Chain Management (Batch 2)	Sundram Fastners Limited	January 22-24, 2015	22	455058
62	Managerial Excellence Programme	Directorate of SC Development, Govt of Kerala	January 27-29, 2015	25	702250
63	Academic Leadership Program for TEQIP Institutions (ALPT) Batch 4	National Project Implementation Unit, Ministry of HRD, New Delhi	February 2-7, 2015	32	1617984
64	Managerial Competency enhancement lab for Senior Managers of Malayala Manorama	Malayala Manorama	February 02-04, 2015	21	766857
65	Managerial Competency enhancement lab for Middle Level Managers of Malayala Manorama	Malayala Manorama	February 04-06, 2015	18	674160
66	Managerial Competency enhancement lab for Junior Level Managers of Malayala Manorama	Malayala Manorama	February 09-11, 2015	20	674160
67	MDP on Communication Workshop	NTPC Kayamkulam	February 21	30	112360
68	Emerging Leaders Programme - Manufacturing	Reliance Industries	February - May 2015	70	23477562
69	General Mangement Programme for the Executives of Directorate of Industries & Commerce	Directorate of Industries & Commerce	March 02 - 05, 2015	20	795958
70	Academic Leadership Program for TEQIP Institutions (ALPT)Batch 5	National Project Implementation Unit, Ministry of HRD, New Delhi	March 02-07, 2015	24	1264050
71	Managerial Effectiveness Lab for senior Officers (Batch 1)	PSPCL , Patiala	March 09-14, 2015	25	1390455
72	Transformation for Social Leadership	SIGN (an NGO) Wayanad	March 08 2015	40	168540
73	Managerial Effectiveness Lab for senior Officers (Batch 2)	PSPCL , Patiala	March 23-28, 2015	21	1474725
74	Developmental Requirement	Catterpillar, Chennai	March 2015	14	408990
<b>Total</b>				<b>1752</b>	<b>79226435</b>

## Open Enrollment MDPs

Sl. No.	Programme Title	Dates	No. of participants	Total Amount Receivable (including Service Tax)
1	Project Planning, Implementation, Monitoring & Evaluation: A project Leadership Programme for High Performing Projects	August 26-28, 2014	20	751969
2	Communication Effectiveness Lab For Managers	August 25-27, 2014	11	376970
3	Problem Solving and Decision Making	September 04-06, 2014	14	485677
4	Leading Schools	September 18-20, 2014	31	598710
5	Soft Skills for Professional Effectiveness: Attitude & Skill Enhancement Lab	September 23-26, 2014	11	505657
6	Personal Innovation, Creative Thinking and Decision Making	September 25-27, 2014	16	627797
7	Financial Statement Analysis for Decision Making	October 15-17, 2014	6	207304
8	Finance for Non-Finance Executives	October 15-17, 2014	8	314608
9	General Management Program for Middle Level Managers	October 27- November 01, 2014	11	627250
10	Soft Skills for Professional Effectiveness: Attitude & Skill Enhancement Lab	November 03-06, 2014	9	335208
11	Corporate Etiquette and Personality Development	November 10 -12, 2014	13	466856
12	Communication Effectiveness Lab For Managers (open MDP)	November 20-22, 2014	14	396073
13	Strategic Thinking and leadership	March 09-11, 2015	9	272445
<b>Total</b>			<b>173</b>	<b>5966524</b>

## e MDPs (MDPs through interactive distance learning platform)

Sl. No.	Programme Title	Dates	Duration	No. of participants	Income (including Service Tax)
1	General Management Programme for middle level Managers	May 04 to July 2014	50 Hours	13	<b>496284</b>
2	Accelerating Sales Force Performance	June 22 August 24, 2014 (In-campus Module July 25-27, 2014)	50 Hours	7	<b>260120</b>
3	General Management Programme Batch 1)	June 27, 2014 -June 2015	120 Hours	57	<b>3266305</b>
4	General Management Programme (Batch 2)	November 2014- November 2015	120 Hours	68	<b>3814622</b>
5	Project Management	November 2014- May 2015	60 Hours	37	<b>876408</b>
6	Senior Leadership Programme (incampus in November 2014)	November 2014- May 2015	75 Hours	42	<b>1994843</b>
7	Strategic Management Programme	February 2015- June 2015	50 hours	151	<b>5089908</b>
<b>Total</b>				<b>375</b>	<b>15798490</b>

## FACULTY DEVELOPMENT PROGRAMMES (FDPS)

Sl. No.	Month	Programme Title	Dates	No. of participants	Total Amount Receivable (including Service Tax)
1	Apr 2014	Teaching Operations Research & its Applications (FDP)	April 28 - May 01, 2014	10	1,38,199
2	May 2014	Pre-Doctoral Workshop (PDW) on Research Proposal Development for Faculty in Marketing Management	May 5-9, 2014	5	73,594
3	Aug 2014	Technology Enabled Teaching and Learning	August 19-23, 2014	29	4,04,491
4	Sep 2014	Pedagogy in Management Education (Sep 08-12)2014	September 08-12, 2014	11	1,48,314
5	Sep 2014	Innovative Approaches in Management Teaching	September 15-19, 2014	8	1,07,864
6	Oct 2014	Advanced Financial Statement Analysis	October 27-31, 2014	11	1,66,291
7	Nov 2014	FDP - Innovative Approaches in Management Teaching (open FDP)	November 17-21, 2014	37	4,98,878
8	Dec 2014	Econometrics for Management Research	December 12-14, 2014	12	1,61,796
<b>Total</b>				<b>123</b>	<b>16,99,427</b>

### Summary

Sl. No.	MDP's	No. of participants	Income (including Service Tax)
1	Customized MDP	1752	79226435
2	Open MDP	173	5966524
3	e-MDP	375	15798490
4	FDP	123	1699427
<b>Total</b>		<b>2423</b>	<b>102690876</b>

## INTERNATIONAL EXCHANGE PROGRAMME

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

The IIMK's international exchange program endeavors to work with top partner institutions in the world to develop scholarly engagements for the benefit of students, faculty members and the broader community in the countries across the world. Such collaborative arrangements would result in knowledge enhancement in research, teaching and learning. They can also give the institution an opportunity to understand the best business practices and conventions in different parts of the world, especially the cultural dynamics that impact global business operations. Management scholars from institutions abroad, especially from the partner institutions, may find the research facilities and the natural setting very conducive for research. They would also find plenty of opportunities to associate with IIMK in organizing management development programmes, faculty development programmes, international conferences and a variety of industry interaction seminars.

IIMK plans to rapidly accelerate its international activities through selectively establishing partnerships with greater number of institutions in different parts of the world. During the year 2014-15 IIMK had entered into collaborative agreements with two top international institutions.

Currently IIMK has established MoUs with the following Institutions:

#### Partner Institutes

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

\* In 2014-15 *BEM Bordeaux Management School, France & Euromed Management, France* merged together to form KEDGE Business School, France.

\* In 2014-15 *Reims Management School, France & Rouen Business School, France* merged together to form NEOMA Business School, France

During the year 2014-15, IIM has entered into collaborative agreements with the following two Institutes:

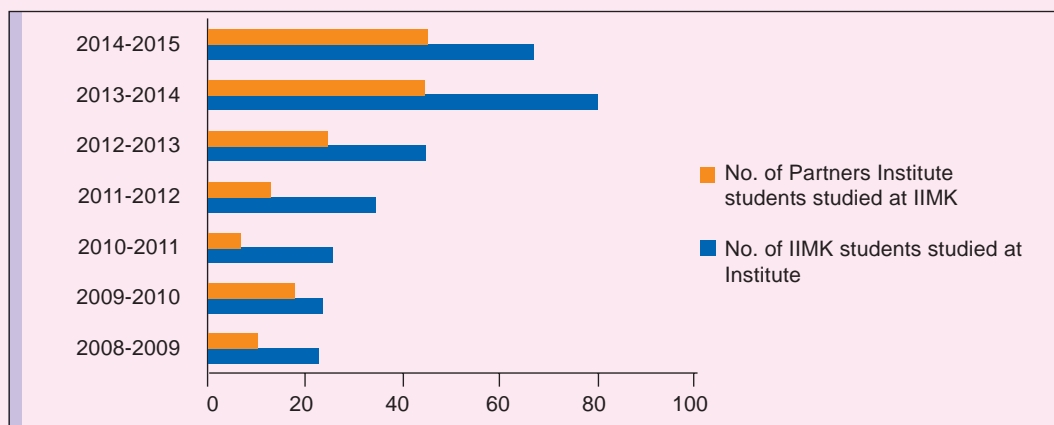
1. National Tsing Hua University, Taiwan
2. Universite du Quebec a Montreal, Canada

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

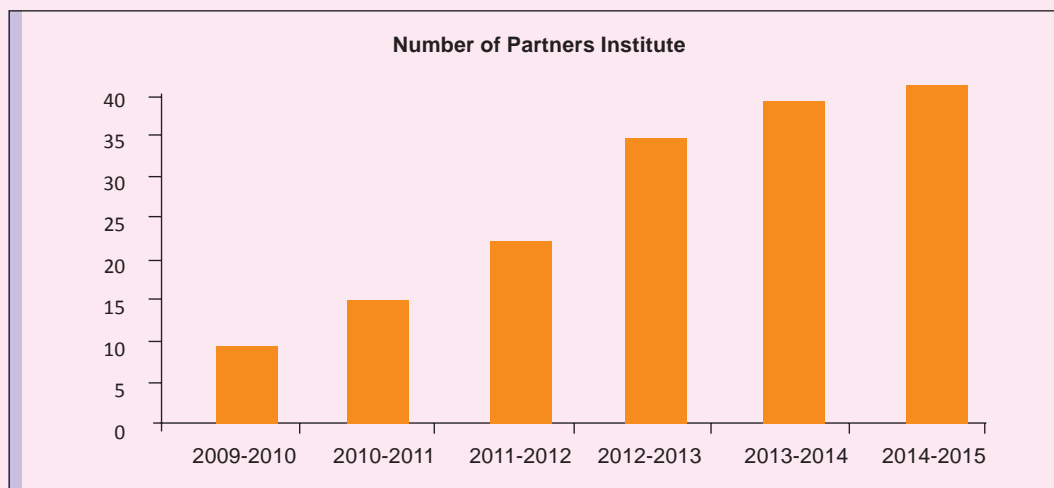
1. University of Wisconsin-Parkside-USA
2. MAYS Business School, Texas – USA

**Other Important Activities:**

A total of 67 IIMK students had gone to twenty partner institutes as part of International Exchange Programme and 45 international students arrived at IIMK from ten institutions abroad. It can be seen from the following graph that over the years the International Exchange Programme at IIMK is consistently increasing. The detailed graph highlighting past seven years student exchange programme at IIM Kozhikode is as follows:



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



## Other Activities

### 1. International Exchange Evening Day

IIMK celebrates an International Evening wherein the exchange students showcase their cultural talents followed by international food. This sensitizes IIMK community to foreign culture and food. They are also expected to develop personal friendships and networks, both with students and faculty members. During the year 2014-15, the International Exchange Evening Day was held on November 08, 2014.

### 2. Business Environment Course & Field Visits

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

#### Course Objectives

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

As part of this course, thirty-three students from six countries visited the following organizations in Bangalore during October 29- November 01, 2014.

- a) Hindustan Coca-Cola Limited ITC Ltd.
- b) Bharat Electronics Limited (BEL).
- c) ITC Limited.
- d) TE Connectivity.

### 3. International Visitors

IIMK hosted several international visitors in 2014-15. These visitors had interactions with IIMK faculty and students and they have resulted in the identification of various opportunities for collaboration. International visitors to IIMK in 2014-15 included:

1. Mr. Jacob Chacko, Dean & Mr. Charles Diab the Director of University Advancement visited IIM-Kozhikode November 30-December 3 to finalize the details of the dual degree, students exchange, and research partnerships between the two institutions." Prof. P.N. Ram Kumar, Chairperson International Relations & Prof. Anandakuttan B Unnithan, Chairperson MDP have already visited Abudhabi University on 23-May-2014 to discuss about the possibilities. They had a meeting with Deans & Director (In-Charge) Prof. Kulbhooshan Balooni and the proposal was accepted by both the parties.
2. Prof. Abey Kuruvila, Special Assistant to Chancellor for International Relations University of Wisconsin-Parkside-USA visited IIMK on 10-October-2014 to explore possibilities of entering into collaborative agreement to facilitate Students & Faculty exchange.
3. Delegates from University Jean Moulin Lyon, France named Prof. Christine Chojnacki, Academic Director & Michael Faure, Administrative Programme Co-ordinator for India visited IIMK on 15-Jan-2015 to explore the various possibilities of Students & Faculty Exchange Programme.
4. Dr. Michele V Gee, the Associate Dean for Business Economics and Computing and Director of MBA program University of Wisconsin, USA visited IIMK on 19-Jan-2015 to explore the possibility of partnership following the visit of Prof. Abey Kuruvila.
5. Dr. Julian Gasper, delegate from Mays Business School, Texas – USA visited IIMK to explore the possibility of partnership.

## EXECUTIVE POST GRADUATE PROGRAMME

The valedictory ceremony for the one year programmes for EEPGM-12, EEPF-05, EEPM-05, EEPSM-05, EEPOM-05, EEPHRM-01 & EEPITM-01 batches were held on 21st June 2014 at IIMK premises. A Total of 166 Participants received Certificates of EEPGM-12, EEPF-05, EEPM-05, EEPSM-05, EEPOM-05, EEPHRM-01 & EEPITM-01. The ceremony was presided over by the Chief Guest, Prof. Debashis Chatterjee, Director of the Institute, Prof.R.Radhakrishna Pillai, Dean-Administration and Prof. Atanu Adhikari, Chairman-EPGP. Prof. Debashis Chatterjee, Director of the Institute distributed the certificates to the graduating students and gold medals for the outstanding scholastic performer in each specialisation programme and general management programme.

Mr. Vineet Agrawal (EEPGM-12), Mr. Mandar Shashikant Mahajan (EEPF-05), Mr. Nikhil Mahajan (EPM-05), Mr. Sreekant A N (EEPOM-05), Ms. Rashmi A(EEPSM-05), Ms. Swati Chandra (EEPHRM-01) and Mr. Sirish Kumar (EEPITM-01) have received the Gold Medal & Certificate for the outstanding scholastic performance.

Announced admission to seventh batch of Executive Post Graduate Programme in Management (EPGP); seventh batch of specialization programmes - Executive Post Graduate Certificate in Strategic Management (EPGCSM), Executive Post Graduate Certificate in Marketing Management (EPGCMM), Executive Post Graduate Certificate in Financial Management (EPGCFM) and Executive Post Graduate Certificate in Operations Management (EPGCOM) and third batch of Executive Post Graduate Certificate in Human Resource Management (EPGCHRM) and Executive Post Graduate Certificate in Information Technology Management (EPGCITM). Entrance test (eMAT) and Interviews for selection of EPGP candidates were held during November 29-30, 2014. The entrance examination (eMAT) was administered by IIMK.

Based on admission notification followed by the entrance test (eMAT) and interviews conducted by IIMK for the seventh batch of EPGP, seventh batch of specialization programmes EPGCSM, EPGCMM, EPGCFM, EPGCOM and third batch of EPGCHRM & EPGCITM, 221 participants joined our programme during the current academic year, in addition to the existing batch of EPGP-06.

The first in-campus module of EPGP-07 batch was conducted during December 27, 2014 – 1st January 2015. Total 98 participants from various parts of the country attended the module.

The in-campus module of the EPGCSM-07, EPGCMM-07, EPGCFM-07, EPGCOM-07, EPGCHRM-03 & EPGCITM-03 batches was conducted during January 19-24, 2015. Total 123 participants attended the campus module.



The third in-campus module of EPGP-05 batch was conducted during December 13-20, 2014. Total 165 participants attended the campus module.

Platform Classes for EPGP-07 commenced on 06th January 2015 and for EPGCSM-07, EPGCMM-07, EPGCFM-07, EPGCOM-07, EPGCHRM-03 & EPGCITM-03, the platform classes started during the end of January 2015.

First year classes of EPGP-06/EPGCGM-13 batch were over and the examinations were conducted successfully. The 2nd year classes of EPGP-06 started on 2nd March, 2015.

The valedictory ceremony for the one year programmes EPGCFM-06, EPGCMM-06, EPGCSM-06, EPGCOM-06, EPGCHRM-02, EPGCITM-02 and EPGCGM-13 batches, was held at the Auditorium on March 7, 2015 at IIMK premises. A Total of 152 Participants received Certificates of EPGCFM-06, EPGCMM-06, EPGCSM-06, EPGCOM-06, EPGCHRM-02, EPGCITM-02 and EPGCGM-13. The ceremony was presided over by Prof. R. Radhakrishna Pillai, Dean-Administration & Prof. Atanu Adhikari, Chairperson-EPGP. Prof. R. Radhakrishna Pillai, Dean-Administration distributed the certificates to the graduating students and gold medals for the outstanding scholastic performer in each specialization programme.

Ms. Archana Vinay Badera (EPGCFM-06); Mr. Sonawane Girish Devidas (EPGCMM-06); Ms. Haripriya and Mr. Renjith Kumar Manhachery (2 participants from EPGCSM-06); Mr. Amith Nag N A (EPGCOM-06); Ms. Anitha R Menon (EPGCHRM-02) and Mr. Prabhudesai Shyam Dayaghan (EPGCITM-02) received the Gold Medal & Certificate for the outstanding scholastic performance.

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72. **Rekha A. G. & Abdulla, M. S.** (2014). Harnessing the power of Big Data with Machine Learning for Business Decision Support, *International Conference on Big Data & Analytics for Business*, New Delhi, December 28-29.
73. **Rekha A. G., Abdulla, M. S. & Asharaf, S.** (2015). A Novel Lightly Trained Support Vector Data Description for Novelty Detection, *INFORMS Computing Society*, Richmond, January 11-13.
74. **Rekha A. G., Abdulla, M. S. & Asharaf, S.** (2015). Driving Business Analytics through Machine Learning and Big Data. *Twelfth AIMS International conference on Management*, IIM Kozhikode, Kerala, India, January 2 – 5.
75. **Sahasranamam, S. & Nandakumar, M. K.** (2014). Impediments to social entrepreneurship among Indian youth. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
76. **Sahasranamam, S. & Upadhyayula, R. S.** (2014). Moderating effect of economic context and social capital in individual social entrepreneurship choice. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.



77. Sarkar, S & **Sensarma, R.** (2014). The relationship between competition and risk taking behavior of Indian Banks. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
78. Agarwal, N. & **Sebastian, M. P.** (2014). Technology investment determinants for usage patterns in different sized healthcare institutions. *2014 IEEE Technology Management Conference (ITMC14)*, Chicago, IL, USA, June 12-15.
79. Agarwal, N. & **Sebastian, M. P.** (2014). Wireless infrastructure setup strategies for healthcare, *The 7th ACM International Conference on Pervasive Technologies Related to Assistive Environments (PETRA 14)*, Island of Rhodes, Greece, May 27-30.
80. **Sensarma, R.** & Kumar, N. (2014). Efficiency of micro finance institutions in India: A stochastic distance function approach. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
81. Seth, M. & **Sethi, D.** (2014). Managing talent through magnetic employer branding. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
82. **Sethi, D.** (2014). Executive perceptions of top ten skills at work: Developing these through SAIF. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
83. **Shyam, A. V.** & **Swain, A. K.** (2015). An investment strategy to beat the nifty index returns: A cognitive Bi approach. *Twelfth AIMS International conference on Management, January 2 – 5.*
84. **Sudhir, S. Unnithan, A. B.** (2014). Identifying consumer motivations to share rumors: Literature review. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
85. **Supriya, K. K., & Sebastian, M. P.** (2014). ICT for Education in India: Challenges and Readiness. *IPID 9 Symposium*, Kadir Has University, Istanbul, Turkey, November 3-4.
86. **Supriya, K. K., & Sebastian, M. P.** (2014). Towards a Model for User Technology Readiness in ICT4D Initiatives. *Proceedings of the 25th Australasian Conference on Information Systems*, Auckland, New Zealand, December 8-10.
87. Lahiri, S., Kumar, K. & **Thomas, J.** (2015). Go to market strategies for emerging business opportunities in E- tailing industry. *Twelfth AIMS International conference on Management*, IIM Kozhikode, Kerala, India, *January 2 – 5.*
88. **Tandon, A. & Nair, U. K.** (2014). Learning about learning routines: Insights from the Indian social enterprise sector. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
89. Dhandapani, K., **Upadhyayula, R.** & Karna, A. (2014). Why do firms locate across Multiple clusters? Cluster density, capabilities and ethnic ties. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
90. Varghese, G. & **Eapen, L. M.** (2015). Power sector in India- Recent challenges and measures undertaken. *International Conference on Economic Reforms, Growth and Sustainable development, Changing role of Institutions*, Department of Economics, School of Global studies, Central University of Kerala, Kasargod, February 16 -18.
91. Venugopal, A. & **Krishnan, T. N.** (2015). Role of top management behavioral integration in managing innovation paradoxes. *Twelfth AIMS International conference on Management*, IIM Kozhikode, Kerala, India, *January 2 – 5.*
92. **Vidya,P, Mitra, S., & Sensarma. R.** (2014). Foreign Ownership and Corporate Governance

Characteristics in Indian IT Firms. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.

93. **Villari, B. C. & Abdulla, M. S.** (2014). Bandit Algorithms for Contextual Advertising: An Evaluation of SOFTMIX algorithm over the benchmark Yahoo! FrontPage Today Dataset. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
94. Villari, B. C. (2015). Critical success factors for ERP implementation: A classification. *Twelfth AIMS International conference on Management*, IIM Kozhikode, Kerala, India, January 2 – 5.

#### **BEST PAPER AWARD**

1. Tandon, A. & **Nair, U. K.** (2014). Learning about learning routines: Insights from the Indian social enterprise sector. Best Research Paper Award. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
2. Dhandapani, K., **Upadhyayula, R.** & Karna, A. (2014). Why do firms locate across Multiple clusters? Cluster density, capabilities and ethnic ties. Highly Commendable Research Paper Award. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
3. Villari, B. C. & **Abdulla, M. S.** (2014). Bandit Algorithms for Contextual Advertising: An Evaluation of SOFTMIX algorithm over the benchmark Yahoo!. Best Doctoral Student Paper Award. *Second PAN IIM World Management Conference*, IIM Kozhikode, November 5 – 8.
4. Jauhari, H. **Kumar, M.** & Singh, S. (2014). Employee Brand Building Behavior: Scale Development & Validation In B2b Services Context. Highly Commendable Doctoral Student Award. *Second PAN IIM World Management Conference*, IIM Kozhikode, November 5 – 8.

#### **SESSION CHAIR**

1. **Anand, G.** (2014). Supply Chain Management. *XVIII Annual International Conference of the Society of Operations Management*, IIT Roorkee, Uttarakhand, India, December 12 – 14.
2. **Baag, P. K.** (2014). Banking and financial markets. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
3. **Baag, P. K.** (2014). Corporate Governance and Performance. *6<sup>th</sup> International Conference on Corporate Governance*, IPE, Hyderabad, November 21 – 22.
4. **Baag, P. K.** (2014). Financial Inclusion: Jan Dhan Yojana and Other Issues. *1<sup>st</sup> International Conference on Financial Inclusion*, IPE, Hyderabad, December 29 – 30.
5. **Baag, P. K.** (2015). Social Development Issues. *Twelfth AIMS International conference on Management*, IIM Kozhikode, Kerala, India, January 2 – 5.
6. **Baag, P. K.** (2015). Banking Industry. *Twelfth AIMS International conference on Management*, IIM Kozhikode, Kerala, India, January 2 – 5
7. **Balasubrahmanyam, S.** (2014). Strategy, innovation and entrepreneurship. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
8. **Chatterjee, D.** (2014). Education and pedagogy. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
9. **Chowdhury, S.** (2014). One contributed session, *Seventh International Workshop on Applied Probability (IWAP 2014)*, Antalya, Turkey, June 16 –19
10. **Chowdhury, S.** (2014). An invited session on “Applied Probability”, *Seventh International Workshop on Applied Probability (IWAP 2014)*, Antalya, Turkey, June 16 –19

11. **Dey, S.** (2014). New thinking in public policy. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
12. **Dhal, M.** (2014). Employees and talent. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
13. **Dhayanithy, D.** (2014). Strategy, innovation and entrepreneurship. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
14. **Eapen, L. M.** (2014). New thinking in public policy. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
15. **Gangopadhyay, K.** (2014). New thinking in public policy. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
16. **Krishnan, O.** (2014). Governance, society and environment. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
17. **Krishnan, S.** (2014). Information technology and systems. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
18. **Kumar, M.** (2014). Organizations and leadership. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
19. **Kumar, S. S. S.** (2014). New thinking in financial policy. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
20. **Lukose, J.** (2014). Banking and financial markets. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
21. **Mitra, S.** (2014). Strategy, innovation and entrepreneurship. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
22. **Nair, P. N.** (2014). Organizations and leadership. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
23. **Nair, S. R.** (2014). New thinking in public policy. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
24. **Nair, U. K.** (2014). Employees and talent. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
25. **Pati, S. P.** (2014). Employees and talent. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
26. **Pati, S. P.** (2014). Employees and talent. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
27. **Pillai, R. R.** (2014). Organizations and leadership. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
28. **Rajeev, P. N.** (2014). Organization and Leadership; *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
29. **Rajeev, P. N.** (2015). Innovation: taking ideas to the market, *Annual Convention*, CMA, Kozhikode, Kerala, India, February 22.

30. **Raman, V.** (2014). Governance, society and environment. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
31. **Ramnath, A.** (2014). Co-chaired a session for *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
32. **Ramnath, A.** (2014). Governance, society and environment. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
33. **Ramprasath, L.** (2014). New thinking in financial policy. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
34. **Sinha, A. S.** (2014). Strategy, innovation and entrepreneurship. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
35. **Thangamani, G.** (2014). Supply chain, manufacturing & Quality. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
36. **Thomas, J.** (2014). Customers and market. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
37. **Thomas, S.** (2014). New thinking in financial policy. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
38. **Unnithan, A. B.** (2014). Customers and market. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
39. **Upadhyayula, R.** (2014). Strategy, innovation and entrepreneurship. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
40. **Velayudhan, S, K.** (2014). Customers and market. *Second PAN IIM World Management Conference*, IIM Kozhikode, Kerala, India, November 5 – 8.
41. **Velayudhan, S, K.** (2015). Accelerating acceptance of innovations and inventing as management challenges in uncertain environment. *Twelfth AIMS International conference on Management*, IIM Kozhikode, Kerala, India, *January 2 – 5*.

#### BLOG

1. **Sensarma, R.** (2014). Some Thoughts on the Union Budget 2014-15. July 31.
2. **Bhave, M. P.** (2014). Access Paths to Goods and Services. July 11.
3. **Gangopadhyay, K.** (2014). 2nd Pan IIM World Management Conference at IIMK: Let a thousand schools of thought bloom. October 28.
4. **Mitra, S.** (2014). 2nd Pan IIM World Management Conference at IIMK: Hunting for the elusive Indian Thought. October 25.
5. **Amblee, N.** (2014). 2nd Pan IIM World Management Conference at IIMK: The flipside of globalizing Indian thought — let's forget about Jugaad. November 5.
6. **Purani, K.** (2014). 2nd Pan IIM World Management Conference at IIMK: An introduction to the conference theme "Globalizing Indian Thought". November 2.
7. **Purani, K.** (2014). What drives collective decision- making – Spirit or minutes?, December 18.
8. **Padalkar, M.** (2014). Transformational change redux: Old wine in a used bottle?, December 9.
9. **Purani, K.** (2015). Able enough for sustainability?. February 23.

## WORKING PAPERS

1. **Rastogi, A. & Pati, S. P.** (2014). Towards a conceptualization of Karma Yoga. IIMK/WPS/159/OBHR/2014/17.
2. **Sethi, D.** (2014). Executive Perceptions of Top Ten Soft Skills At Work: Developing These Through SAIF. IIMK/WPS/160/HLA/2014/18.
3. **Gopalakrishnan, N. & Anand, G.** (2014). Lean Thinking in Healthcare Sector: Experience from an Indian Hospital. IIMK/WPS/161/QM&OM/2014/19.
4. **Chowdhury, S.** (2014). Stochastic Comparisons of Parallel Systems of Heterogeneous Generalized Exponential Components. IIMK/WPS/162/QM&OM/2014/20.
5. **Chowdhury, S.** (2014). A Phase-II Nonparametric Cusum Chart With An Application To Exchange Rates Data. IIMK/WPS/163/QM&OM/2014/21
6. **Dey, S.** (2014). Inflation Hedging in India. IIMK/WPS/164/ECO/2014/22.
7. **Pati, S. P. & Kumar, P.** (2015). Work engagement and work alienation: distinct or opposites?. IIMK/WPS/165/OBHR/2015/01.
8. **Kumar, M. & Jauhari, H.** (2015). Satisfaction of Learning, Performance, and Relatedness Needs at Work and Employees' Organizational Identification. IIMK/WPS/166/OBHR/2015/02.
9. **Rastogi, A., Pati, S. P. & Kumar, P.** (2015). Measurement of karma yoga: Development and validation of karma yoga instrument (kyi-6). IIMK/WPS/167/OBHR/2015/03.
10. **Gangopadhyay, K.** (2015). Sexual Violence: A Model of Occupational Choice and Gender Wage Gap. IIMK/WPS/168/ECO/2015/04.
11. Chandrashekar, L., Chi Vo, L. & **Ladha, R.** (2015). Equity Portfolio Incentives to CEOs for Downsizing: Differential impacts on survivors vs. victims in three countries. IIMK/WPS/169/FIN/2015/05.
12. **Ladha, R. & Dwivedi, R.** (2015). Gaps in the National Accreditation Standards. IIMK/WPS/170/FIN/2015/06.
13. **Sethi, D.** (2015). Computer-Related Health Issues Among White-Collar Employees: Communicating An Action Plan. IIMK/WPS/171/HLA/2015/07.
14. **Ramprasad, L.** (2015). Role of Stylized features in constructing estimators for regime switching models. IIMK/WPS/172/FIN /2015/08.
15. **Chowdhury, S.** (2015). Bayes Estimation with Bivariate Prior in M=M=1 Queues. IIMK/WPS/173/QM&OM/2015/09.
16. **Sinha, A. S. & Rajeev, P. N.** (2015). Social Obligation: Proposing a Compliment to Psychological Contract. IIMK/WPS/174/OBHR/2015/10.
17. **Rajeev, P. N. & Kalpathi, S.** (2015). Ready for Change: Use of Improvisation in Change Management Training. IIMK/WPS/175/OBHR/2015/11.
18. Amaral, A., Bandyopadhyay, S., & **Sensarma, R.** (2015). Public Work Programs and Gender-based Violence: The Case of NREGA in India. IIMK/WPS/176/ECO/2015/12.
19. **Nair, A., & Vinod, R.** (2015). Determinants of allocative, scale and scope efficiencies of Indian banks. IIMK/WPS/177/FIN/2015/13.
20. Bandyopadhyay, S., Bhattacharya, S., & **Sensarma, R.** (2015). An Analysis of the Factors Determining Crime in England and Wales: A Quantile Regression Approach. IIMK/WPS/178/ECO/2015/14.

21. **Dhal, M.** (2015). Deregulation of labour market: A comparative study of secondary sector in India and China IIMK/WPS/179/OBHR/2015/15.
22. **Sinha, A. S.,** Ray, S., & Aulakh, P. S. (2015). Institutional traction: how state owned enterprises can harness their position from their institutional context? IMK/WPS/180/SM/2015/16.
23. **Sinha, A. S.,** Ray, S., & Aulakh, P. S. (2015). Is institutional traction a double edged sword? : a case of state owned enterprises. IIMK/WPS/181/SM/2015/17.
24. **Rajeev, P. N** & Kalagnanam,S. (2015). Section 135 of Companies Act (2013): Implementation challenges faced by Companies and NGOs. IIMK/WPS/182/OBHR/2015/18.
25. **Tandon, A., & Nair, U. K.** (2015). Enactment of knowledge brokering: Agents, roles, processes and the impact of immersion. IIMK/WPS/183/OBHR/2015/19

#### **IIMK RESEARCH SEMINARS BY GUEST SPEAKERS**

1. **Saha, B.** (2014). Corrupt Bookmaking and betting in sports, April 11.
2. **Paul, A.** (2014). Role of ICT in Indian Women's Daily Lives, June 9.
3. **Purkayastha, S.** (2014). How do institutional transitions impact performance outcomes of the diversification choices of business groups? The Indian experience, June 9.
4. **Bhave, M.** (2014). Entrepreneurial Opportunities in Electricity, June 23.
5. **Shukla, P.** (2014). Status Consumption: A Journey through Time & Cultures, July 16.
6. **Zelenkauskaitė, A.** (2014). User-generated content and audience autonomy, July 24.
7. **Cayla, J.** (2014). Ethnography and the Power of Storytelling, July 30.
8. **Tharyan, R.** (2014). Why TMT international experience and diversity may (Not) improve acquisition performance?, August 8.
9. **Pereira, V.** (2014). IB and Management Research on India: Past Present and Future, August 20
10. **Gadgil, M.** (2014). Moving from a predatory to a mutualistic economy, September 16.
11. **Balaram, A.** (2014). Scope for closer interaction between policy makers and management faculty/students, November 19.
12. **Lynch, R.** (2014). The relationship between consumer ethnocentrism, cosmopolitanism and product country image among younger generation consumers: The moderating role of country development status, December 5.
13. **Papageorgiadis, N.** (2014). International Patent Systems Strength 1998-2011, December 19.
14. **Schommer, M.** (2014). The Joint Effects of Strategy and Structure on the Performance of Professional Service Firms, December 19.
15. **Sardeshmukh, S. R.** (2015). Microfoundations of Business Exit Intentions, January 12.
16. **Madhok, A.** (2015). Think globally, act cooperatively: Exploring internationalization and innovation strategies at the MNE - INV interface, January 21.
17. **Gee, M.** (2015). Strategic Corporate Social Responsibility: Contrasting Views in the U.S., January 20.
18. **Kanabar, V.** (2015). Innovation in Computing - Bits and Bytes on its Impact from Business to Education, February 5.
19. **Raghavan, T. E. S.** (2015). Resolving two Legal Disputes via Game Theory, March 4

## EXTERNAL RESEARCH FUND

**Lukose, J. & Sekhar, S.** The Decision to Go Public: Does Business Group Affiliation Matter?. *NSE-IGDR Corporate Governance Research Initiative*.

## FELLOWSHIPS/ AWARDS/ HONOURS

### **Ramnath, A**

- Selected as an International Scholar for the years 2015 and 2016 by the Society for the History of Technology (SHOT), USA.
- Awarded a Charles Wallace India Trust (CWIT) Short Research Grant for archival research in the UK; research visit undertaken in summer 2014.

### **Research project**

- Invited to be a member of a research project 'ENGIND—Ingénieurs et société en Inde coloniale et post-coloniale' under the French National Research Agency (ANR). Undertook a research visit to Kolkata for two weeks (Nov/Dec 2014)

## INVITED TALK/ WORKSHOP / SEMINARS

1. **Rajeev, P. N.** (2014). Facing the future with confidence, Govt College Madappally, April 22.
2. **Rajeev, P. N.** (2014). Life Goals and Career Design, CREST Kozhikode, April 5.
3. **Rajeev, P. N.** (2015). Kudumbashree: Vision 2020, Kozhikode, March 7
4. **Ramnath, A.** (2014). Engineers, Technology and Industry in India: Perspectives from History, 'R&D Day' of Shell Technology Centre, Bangalore, August.
5. **Ramnath, A.** (2014). Professional institutions and the emergence of an Indian identity among Engineers, c. 1900-47. IIM Calcutta, IIMC's Public Policy and Management group, March.
6. **Ramnath, A.** (2014). Prospects for Business History Education in India. *Business History in Africa, Asia and Latin America: Integrating Course Development and New Research*, Harvard Business School.
7. **Ramnath, A.** (2014). Steel, Planes and Engineers: Indian Industry's American Connection, c. 1920-50'. Texts, Instruments, Experts: Practices of Knowledge-production in Colonial South Asia, Nehru Memorial Museum and Library, New Delhi, December.



8. **Sensarma, R.** (2014). Changing India: Economic, Social and Leadership Challenges, Calicut Management Association, January 11
9. **Sensarma, R.** (2014). Equitable Growth through Financial Inclusion, Government College, Mokeri, January 21
10. **Unnithan, A. B.** (2014). Doctoral Workshop, Second PAN IIM World Management Conference, IIM Kozhikode, November 5 – 8.

#### REVIEW / REFEREE

##### **Anand, G.**

- International Journal of Production Research (IJPR)
- Management Research Reviews (MRR)
- Reviewed a case for IIM Bangalore
- International Journal of Manpower (IJM)
- Journal of Enterprise Transformation (JET)
- International Journal of Advanced Manufacturing Technology (IJAMT)
- Journal of Modelling in Management (JMM)

##### **Baag, P**

- Journal of Indian Business research
- Paradigm (Journal of IMT)
- 2<sup>nd</sup> Pan-IIM World Management Conference at IIM Kozhikode

##### **Chowdhury, S**

- Computational Statistics and Data Analysis
- Statistics and Probability Letters
- Statistical Methodology
- Communications in Statistics-Theory and Methods,
- Quality and Reliability Engineering International
- Naval Research Logistics
- National Academy of Science

##### **Rajeev, P. N**

- Indian Management Review (Elsevier)
- Global Journal of Library and Information Science (Emerald)
- International Journal of Business, Governance and Ethics (Inderscience)
- SAGE Publications India
- Cengage India

##### **Ramnath, A**

- Ad-hoc reviewer for an NSF (National Science Foundation, USA) grant proposal, 2014.
- Special issue of *IIM Kozhikode Society and Management Review*, 4(1).

##### **Sensarma, R**

- Economic Modeling
- Macroeconomics & Finance for Emerging Market Economies
- Journal of Accounting in Emerging Economies
- IIMB Management Review



#### SMALL GRANT RESEARCH PROJECTS ONGOING

1. **Baag, P. K.** (2013). Relationship between default probability and asset correlation in a loan portfolio in public sector banks in the Indian context. *SGRP/2013/64*
2. **Nair, S. R.** (2013). A Study of fiscal revenue capacity and effort of Kerala. *SGRP/2013/65*
3. **Mitra, S.** (2013). Recruiters choice and management education in India: Evaluating the gaps. *SGRP/2013/66*
4. **Sridhar, G.** (2013). ASU' Mallesham- A rural innovator's tryst with his dreams. *SGRP/2013/69*
5. **Dhal, M.** (2013). Work from home: Aspects and prospects in an emerging market scenario. *SGRP/2013/70*
6. **Kumar, M.** (2014). Exploration of role of Structure, Leadership and Organizational Priorities in Perception of Needs Fulfillment. *SGRP/2014/71*
7. **Kumar, M.** (2014). Effect of perceived autonomy on task performance and other individual level outcomes. *SGRP/2014/73*
8. **Kumar, P. N. R.** (2014). On the suitability of Ant colony optimization for the convoy movement problem. *SGRP/2014/74*
9. **Krishnan, S.** (2014). Determinants of Electronic Government Maturity: A Cross-National Analysis. *SGRP/2014/76*
10. **Krishnan, T. N.** (2014). Managing Female Talent in the IT Sector. *SGRP/2014/77*
11. **Rajeev, P. N.** (2014). A Study on an Emergent Organizational Architecture: Evidences from Kudumbashree. *SGRP/2014/78*
12. **Krishnan, S.** (2014). Antecedents of Virtual Social Networks Diffusion: Insights from Cross-Country Data. *SGRP/2014/79*

#### SMALL GRANT RESEARCH PROJECTS COMPLETED

1. **Das, A.** (2012). Photo Blogging and Small Talk on Facebook: A Managerial Perspective. *SGRP/2012/53*



2. **Purani, K.** (2013). Sustainability Marketing and services capes: exploration of objective design theory in the context of services capes and effects of green service environments on consumer preferences. *SGRP/2013/60*
3. **Sensarma, R.** (2013). Performance of Microfinance Institutions in India. *SGRP/2013/61*
4. **Adhikari, A.** (2013). The New Amby: launch of new model of Ambassador Car. *SGRP/2013/63*
5. **Chowdhury, S.** (2014). Some new lifetime distributions and their applications. *SGRP/2014/72*
6. **Rajeev, P. N. & Sekhar, A.** (2014). Preliminary development of a scale for Social obligation: A study on Kudumbashree members. *SGRP/2014/75*

#### **MEDIUM GRANT RESEARCH PROJECTS ONGOING**

1. **Paul, A.** (2012). ICT use by Indian women. *MGRP/2012/01*
2. **Sebastian, M. P. & Agarwal, N.** (2014). Patient centered Medical home. *MGRP/2014/02*
3. **Das, A.** (2015). Impact of Social Media on the lives of the Women of the Kantha Embroidery Industry. *MGRP/2014/04.R1*

#### **CONFERENCES/ CONVENTIONS AT IIMK**

1. **Pillai, R. R., Purani, K., Raju, C. & Gopinath, S.** (2014). *Second Pan IIM World Management Conference*, Indian Institute of Management Kozhikode (IIMK), Kozhikode, November 5-8.
2. **Pillai, R. R. & Agrawal, S.** (2015). Twelfth AIMS International Conference on Management. AIMS International - The Association of Indian Management Scholars International and Indian Institute Management Kozhikode, January 2 – 5.

#### **IIM KOZHIKODE SOCIETY & MANAGEMENT REVIEW**

1. IIM Kozhikode Society & Management Review, Volume 3, Number 1, January 2014
2. IIM Kozhikode Society & Management Review, Volume 3, Number 2, June 2014

#### **MEMBERSHIP OF EDITORIAL BOARD**

##### **Rudra Sensarma**

Journal of Accounting in Emerging Economies  
 Risk Governance and Control: Financial Markets & Institutions  
 Journal of Reviews on Global Economics

##### **Rajeev, P. N**

Rajagiri Management Journal

#### **INFORMATION TECHNOLOGY**

IIMK has set up IT facilities for providing support for diverse computing requirements, access to bibliographic databases and archives for rapid retrieval of relevant information and for updating and dissemination of academic and research material. The academic environment at IIMK makes extensive use of modern technology to supplement the conventional classroom based teaching.

To improve the IT facilities at the institute, the IT hardware, software and services are regularly and continuously improved. The existing Campus Network has recently been augmented and a state-of-the-art Wi-Fi facility has been implemented in the campus.

The classrooms have recently been equipped with the state-of-the-art AV facilities and the work for upgradation/remodeling of Auditorium has also been completed recently.

IIMK is, perhaps, the only IIM where a Media LAB has been set up, which has state-of-the-art facilities to meet multipurpose requirements such as moderated/monitored & observational discussions and monitoring of the same, conferences, seminars, meetings etc.

Services such as the PGP Portal, Faculty Portal, PGP grades preparation, students' attendance capturing and managing, online submission of applications for recruitment, student mess billing, online application for FPM and EPGP admissions, Faculty Activity Reporting Tool, online leave management for both faculty and staff, online applications for International Exchange Programme, online application for maintaining the details of IIMK Alumni, elective course bidding application for PGP and EPGP, academic feedback system, facility for applying online for employment at IIMK, Research Portal etc. have been designed, developed and made operational in-house. IIMK's official web site, websites for all the conferences being held at IIMK, seminars and other important events taking place at IIMK and various other academic portals have also been developed and hosted in-house.

At IIMK we have created a virtual classroom environment using an Open Source Course Management System called Moodle LMS to support teaching and learning.

IIMK is one of the few IIMs where online fee payment facilities using credit/debit cards and also through net banking has been implemented.

The videoconferencing facilities implemented at IIMK are extensively used for placements activities and also for other academic purposes. We have also implemented web streaming facility for streaming important academic events live as well as streaming of recorded videos of the events held in the past.

Institute is committed to provide state of the art IT facilities and services to the IIMK user fraternity. In this endeavor, the computing facilities and services are not only continuously improved but are also enhanced so as to be able to meet the increasing demands of the ever increasing user base.

### LIBRARY & INFORMATION CENTRE (LIC)

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

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





of services is the “Leadership Compass” (<http://leadership.iimk.ac.in>) targeted towards the management fraternity. The LIC at IIMK is a digital delight, available 24 hours a day, and spans throughout the campus. It is a perfect blend of digital, audio, video and print media with cutting-edge technology. It is an outstanding knowledge-centre catering to the faculty, students and research scholars. It houses over 35923 books in print form, over 270 print journals, over 2,00,000 E-Books, 6119 Bound Volumes of research Journals, over 15000 corporate annual reports and more than 18000 E-Journals from India and abroad, in addition to as many as 3700 CD-ROM publications on contemporary issues.

The audio/visual unit in the LIC hosts over 274 educational videos covering a wide range of disciplines in management. The Video Digital Library streams out the educational videos throughout the entire campus. Around 54 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).

#### **Online Databases & Services**

The LIC digital catalogue (OPAC) is also available via the LAN. The Library Web Portal is a unique feature of IIMK’s Library & Information Center. The portal is an integrated network of information sources. Besides serving as a web-based interface to the in-house resources, the portal also provides links to strategic sources of information. IIMK is an active member in the IIMs’ Library Consortium as well as the Ministry of HRD’s INDEST Consortium (<http://paniit.iitd.ac.in/indest/>). The annual Rupee equivalent of document resourcing in the LIC is around 5 Crores. With a view to promote cross-border research and bilateral industrial-economic relations, The scholarly publications of the faculty and researchers of the Institute are captured and hosted in the open access Institutional Repository DSpace@ IIMK (<http://dspace.iimk.ac.in>). IIMK is also developing special documentation centers on ‘European Union’ and the ‘ASEAN’ countries.

#### **Library & Information Services at Kochi Satellite Campus**

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

## Online Databases & Services

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

**Project Muse E-Journals Premium Collection** (Full-Text journals)

**Prowess (CMIE):** Database of the financial performance of over 27,000 companies

**Sage HSS collection** (Full-Text journals)

**States of India (CMIE):** A Comprehensive compilation of State-level statistics supported by official statistical documents from state governments

**Taylor & Francis online** (Full-Text journals)

**Warc.com :** 25,000 Articles, Case Studies, Research Reports on Marketing

**Projects Today:** Comprehensive Database on Projects

**PsycArticles:** American Psychological Association (APA) Full-Text journals

**Springer Online** (Full-Text journals)

**Synthesis Lecture series** (Computer & Information Science collection II)

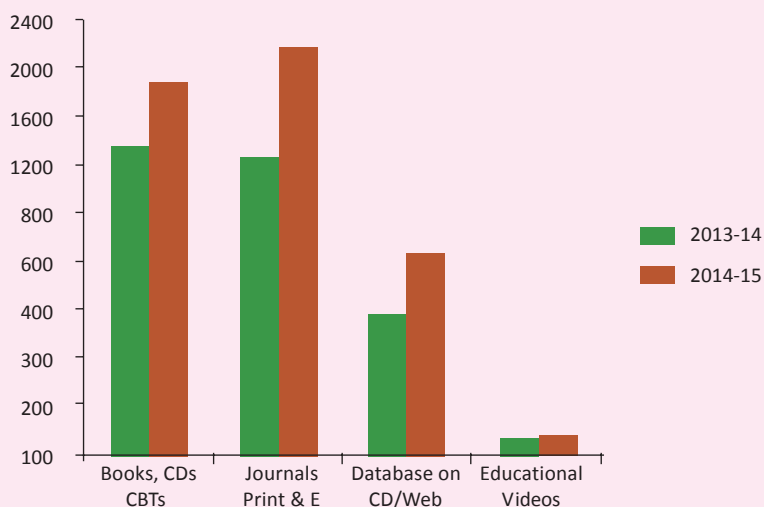
**Thomson One.com:** Investment banking Foundation Solution

**Wiley Online Journals** (Full-Text journals)

#### Collection Development Statistics : 2014-2015

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	1998	35923	84.30	522.23
2	E-Books		2,00,000	3.11	21.01
3	Journals (Print)		270	75.29	761.96
4	Databases on CD/Web		49	82.48	461.25
	Bibliographic & Full Text		54	118.06	579.31
	Online Corporate Databases	5	-	-	-
	Value added services/Info Gateways		-	-	-
5	E-Journals (through Aggregators)		17,000+	-	-
6	E-Journals (Full-Text directly from Publishers)	225	3225	84.13	374.86
7	Educational Videos	-	274	-	8.99
8	Bound Volumes of Journals	139	6119	-	-
<b>Total</b>				<b>364.89</b>	<b>2268.36</b>

#### Growth of Assets (In Lakhs): 2014 - 2015





#### **Indian Business Museum @ IIMK**

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

#### **Indian Business Heritage Lecture Series @ IIMK**

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

### **CAMPUS DEVELOPMENT**

The campus infrastructure facilities were further augmented, in line with the increase in the Institute's academic activities, for boosting our in-campus capacity to accommodate our participants, delegates and other guests of various management development programmes being

organized by the Institute. The Management Development Centre (MDC), having state-of-the-art academic and residential facilities, was made fully operational during this period.

Besides providing excellent and state-of-the-art infrastructural facilities in picturesque settings, we have implemented sustainable and eco-friendly water-resource management systems besides initiating other environment-friendly energy conservation measures including solar powered lighting, replacement of lighting fixtures with energy efficient ones, etc.

Value addition of existing infrastructural facilities, including maintenance and miscellaneous construction activities were also taken up on the side-lines of the major campus development activities.

Apart from all these, the Institute is poised for further expansion of its campus infrastructure in the near future to meet the requirements commensurate with its academic growth by way of developing the environment-friendly yet state-of-the-art Phase V campus buildings & structures that envisage world-class facilities which aim for ambitious GRIHA (i.e. Green Rating for Integrated Habitat Assessment) norms. The development of the first stage of the eco-friendly rain water harvesting Pond (forming part of the Phase V campus buildings & structures) has been completed and the water stored in it was utilized for augmenting the water supply requirements of the Institute's campus. While the construction of compound wall for the Phase V campus premises has already been completed, the construction of the other priority Phase V campus buildings & structures including internal roads, multi-utility Hostels and residential apartments are in progress.

## PERSONNEL

As on March 31, 2015 the strength of Faculty and Staff is as under:

Faculty	-	63
Non faculty	-	66

During the year, seven Assistant Professors were elevated as Associate Professors.

During the year under review, Five Visiting Assistant Professors have been appointed as Assistant Professors and on the whole one Associate Professor, six Assistant Professors and two Visiting Assistant Professors, have been appointed.

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

Prof. Anandakuttan B. Unnithan, Associate Professor, Marketing Management Area, went on deputation to Asian Institute of Technology, Bangkok for their January 2015 term, sanctioned by Ministry of Human resource Development, Department of Higher Education, Government of India. The period of deputation is from 25.01.2015 to 30.05.2015.

### Sabbatical Leave/ Extra Ordinary Leave

Prof. Rahul Kumar Sett, Assistant Professor, was on Extraordinary Leave for the period from August 19, 2013 to September 04, 2014.

Prof. T N Krishnan, Assistant Professor, was on Sabbatical Leave for a period of one year with effect from June 03, 2013 to May 31, 2014.

Prof. Nandakumar M K, Associate Professor, has proceeded on Extraordinary Leave for one and half year with effect from December 01, 2014 to take up an academic position at University of Salford, UK.

### Professional Development

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



Prof. C. Raju, Professor, attended the Global Colloquim on Participant Centered Learning (GloColl) at Harvard Business School, Boston, USA during July 20-26, 2014.

Prof. M P Sebastian, Professor, attended the Global Colloquim on Participant Centered Learning (GloColl) at Harvard Business School, Boston, USA during July 20-26, 2014.

Prof. Abhilash S Nair, Associate Professor, attended the Global Colloquim on Participant Centered Learning (GloColl) at Harvard Business School, Boston, USA during July 20-26, 2014.

Prof. Sudershan Kuntluru, Associate Professor, attended the Global Colloquim on Participant Centered Learning (GloColl) at Harvard Business School, Boston, USA during July 20-26, 2014.

Prof. Nandakumar M K, Assistant Professor, attended the Global Colloquim on Participant Centered Learning (GloColl) at Harvard Business School, Boston, USA during July 20-26, 2014.

#### **CONFERENCE/SEMINAR/WORKSHOP IN INDIA**

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

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

Dr. Omkumar Krishnan, Associate Professor, attended the 'Workshop on Leveraging Power of Qualitative Marketing Research for Achieving Marketing Excellence', organized by Centre for Marketing in Emerging Economics during April 21-22, 2014 at IIM Lucknow, Noida Campus.

Prof. Satish Krishnan, Visiting Assistant Professor attended the 9th Annual International Conference on Public Policy and Management, organized by Centre for Public Policy, IIM Bangalore during August 11-13, 2014 at IIM Bangalore and presented a paper (co-authored with Prof. R Radhakrishna Pillai) titled '*The relationship between E-government maturity and sustainability: The mediating influence of governance*' at the conference.

Prof. Sudershan Kuntluru, Associate Professor, attended the National Seminar on 'Commodity Derivatives Trading in India-Issues and Concerns' at University College of Commerce & Business Management, Osmania University, Hyderabad during 7-8 August, 2014.

Prof. Anindita Paul, Assistant Professor, attended the 'Women's World Congress', organized by International Interdisciplinary Congress on Women during 17-22 August 2014 at University of Hyderabad, where she presented a paper titled '*The changing role of Indian women in the information age*'.

Prof. Debabrata Chatterjee, Professor, attended the training programme on 'Creativity, Design strategy and opportunity Mapping' at National Institute of Design Ahmedabad during August 25-29, 2014.

Prof. Mohammed Shahid Abdulla, Assistant Professor, attended the 'Gartner Symposium ITxpo 2014', organized by Gartner Inc., during October 14-17, 2014 at Goa.

Prof. Rachappa Shette, Assistant Professor, attended the 15th Annual Conference of the Asian Academic Accounting Association at Bangalore during 15-17 October 2014, where he presented a paper titled '*Earnings Management during IPOs: Evidence from India*'.

Prof. Omkumar Krishnan, Associate Professor, attended the 24th Annual Market Research Seminar organized by Marketing Research Society of India at Gurgaon during 10 & 11 November 2014.

Prof. T N Krishnan, Associate Professor, attended the 18<sup>th</sup> NHRDN National Conference on 'Sustainable growth in VUCA Times – The New Talent Agenda', during November 20-22, 2014 at Mumbai.

Prof. G Venkat Raman, Assistant Professor, attended the 7th All India Conference of China Studies (AICCS), organized by Institute of Chinese Studies (ICS) and Banaras Hindu University (BHU) during November 14-16, 2014 at BHU, Varanasi, Uttar Pradesh, where he presented a paper entitled '*Environmental Governance in China*'.

Prof. G. Sridhar, Associate Professor, attended the 3rd National Rural Management Symposium, 2014 organized at KIIT School of Rural Management, KIIT University Bhubaneswar during November 20-21, 2014, where he presented a paper entitled '*Mawlynnong- Asia's Cleanest Village*'.

Prof. Pankaj Kumar Baag, Visiting Assistant Professor, attended the 6th International Conference on Corporate Governance during 20-21 November 2014 at Institute of Public Enterprises, Hyderabad, where he presented a paper entitled '*Owner's Contribution and Resubmitted Approved Loan Proposal in the Indian Banks at the Loan Inception Stage*'.

Prof. P N Ram Kumar, Assistant Professor, attended the 18th Annual International Conference of Society of Operations Management (SOM), organized by IIT Roorkee during December 12-14, 2014, where he presented a paper entitled '*On the amenability and suitability of Ant Colony Algorithms for the Convoy Movement Problem*'.

Prof. Sudershan Kuntluru, Associate Professor, attended the 4th India Finance Conference 2014 jointly organized by IIMA, IIMB & IIMC during December 17-19, 2014 at IIM Bangalore campus, where he presented a paper titled '*A two-stage DEA model to evaluate the financial performance of manufacturing companies*'.

Prof. Suraya Prakash Pati, Assistant Professor, attended the XXIV Annual Conference of National Academy of Psychology (NAOP), organized by IIFM Bhopal during December 12-14, 2014 at National Institute of Technical Teacher's Training and Research, Bhopal where he presented a paper entitled a paper (Co-authored with Shri. Ashish Rastogi & Prof. Pankaj Kumar) entitled '*Development of an Instrument of Karma Yoga*'.

Prof. Manish Kumar, Assistant Professor, attended the '24th Annual Convention of National Academy of Psychology (NAOP)' Organized Jointly by Indian Institute of Forest Management (IIFM) and National Institute of Technical Teachers Training and Research (NITTTR) from 12-14 December 2014 at IIFM, Bhopal.

Prof. G Anand, Associate Professor, attended the '18th Annual International Conference of the Society of Operations Management (SOM 2014)' at IIT Roorkee during December 12-14, 2014, where he presented a paper entitled '*Hospital Leanness Index- a Fuzzy Assessment Method for Hospitals Implementing Lean Thinking*'.

Prof. R. Radhakrishna Pillai, Professor attended the 3rd International Conference on 'Eco-friendly Computing and Communication Systems (ICECCS)' at NITK Surathkal, Mangalore during December 18-21, 2014.

Prof. G. Venkat Raman, Assistant Professor, attended the the 'Fourth Interdisciplinary Symposium for Emerging Scholars on India China Studies' organized by the India China Institute, The New School, New York, during December 19-20, 2014 at Punjab University, Chandigarh.

Prof. Joshy Joseph, Associate Professor, attended the '8th Great Lakes-NASMEI Marketing Conference' during December 26-27, 2014 at Great Lakes Institute of Management Chennai, where he presented a paper entitled '*Puffery in Advertisements: Effects of Celebrity Endorsements and Consumer Product Category Knowledge*'.

Prof. R. Radhakrishna Pillai, Professor, attended the 12th AIMS International Conference on Management, jointly organized by AIMS International and Indian Institute of Management Kozhikode (IIMK) at IIM Kozhikode during January 2-5, 2015.

Prof. G. Anand, Associate Professor, attended the National Conference and Workshop on Sustainable Manufacturing for Brighter Future held during January 2-4, 2015 at Malviya National Institute of Technology, Jaipur, Rajasthan where he presented a paper entitled '*Green Practices and Performance Measures: A Literature Review*'.

Prof. T N Krishnan, Associate Professor, attended the 12th AIMS International Conference on Management jointly organized by AIMS International and Indian Institute of Management Kozhikode (IIMK) at IIM Kozhikode during January 2-5, 2015.

Prof. Pankaj Kumar Baag, Visiting Assistant Professor, attended the 12th AIMS International Conference on Management jointly organized by AIMS International and Indian Institute of Management Kozhikode (IIMK) at IIM Kozhikode during January 2-5, 2015, where he presented a paper entitled '*Indian Bank's performance and Policies & Principles of Financial Inclusion*'.

Prof. Mohammed Shahid Abdulla, Assistant Professor, attended the 'First Indian Control Conference (ICC 2015)' at IIT Madras, Chennai, during January 5-7, 2015, where he presented two research publications that are accepted for presentation viz., 1. *Stochastic Multi-Armed Bandit algorithms based on simulated annealing (Co-authored with Shalabh Bhatnagar)*. 2. *Solving uncertain MDPs using repeated applications of dynamic programming (Co-authored with Pradeep Varakantham)*.

Prof. Sumit Mitra, Associate Professor, attended the Third International Conference on 'Creativity and Innovations at Grassroots (ICIG 3)', organized by IIM Ahmedabad during January 19-22, 2015, where he presented a paper entitled '*Challenges of Grassroots Innovation: Designing effective organizations for weaver community*'.

Prof. Rupesh Kumar Pati, Associate Professor, attended at the 'Project Management Research & Academic Conference 2015', organized by Project Management Institute during February 13-15, 2015 at NITIE, Mumbai. His paper entitled '*Positives, Negative and Future of AADHAR- a Project Management Perspective*' has been presented at the conference.

Prof. G Anand, Associate Professor, attended a Business Accreditation Seminar organized by AACSB International during February 24-25, 2015 at New Delhi.

Prof. Sthanu R Nair, Associate Professor, attended the International Conference on 'Economic Reforms, Growth and Sustainable Development: Changing Role of Institutions', during February 16-18, 2015 at Central University of Kerala, Kasaragod. His paper entitled '*Tax efforts of state Governments in India during the post-economic reforms period*' has been presented at the conference.

Prof. Leena Mary Eapen, Assistant Professor, attended the International Conference on 'Economic Reforms, Growth and Sustainable Development: Changing Role of Institutions', during February 16-18, 2015 at Central University of Kerala, Kasaragod. Her paper entitled '*Power sector in India-Recent challenges and measures undertaken*' has been presented at the conference.

Prof. Rachappa Shette, Assistant Professor, attended the International Conference on 'Implications of IFRS on Corporate Reporting Practices' at Osmania University, Hyderabad during March 13-15, 2015. His paper (co authored with Prof. Sudershan Kuntluru) entitled '*Comparative Study of Accounting for Provisions and Contingent Liabilities under IFRS & IGAAP: A Case Study of Cement Industry*' has been presented at the Conference.

#### **CONFERENCE/SEMINAR/WORKSHOP ABROAD**

Prof. Krishna Ladha, Professor, attended the 72nd Annual Conference, organized by the Midwest Political Science Association (MPSA) during April 3-6, 2014 at Chicago, USA, where he presented a paper entitled '*Bargaining between the Rich and Poor: Political Polarization and Income Inequality*'.

Prof. Laskhmi Ladha, Visiting Professor attended the 72nd Annual Conference, organized by the Midwest Political Science Association (MPSA) during April 3-6, 2014 at Chicago, USA, where she presented a paper entitled '*Limits to Gain from Accreditation*'.

Dr. G. Anand, Associate Professor, attended the 25th Annual conference on production and operations management society (POM 2014), Organized by POMS, USA during May 9-12, 2014 at Atlanta, USA, where he presented a paper entitled. '*7A Model- A process selection guide for lean implementation*'.

Prof. S.S.S. Kumar, Professor, attended the Conference on Global Derivatives: Trading & Risk Management 2014, organized by International Centre for Business Information during May 13-15, 2014 at Amsterdam, Netherlands.

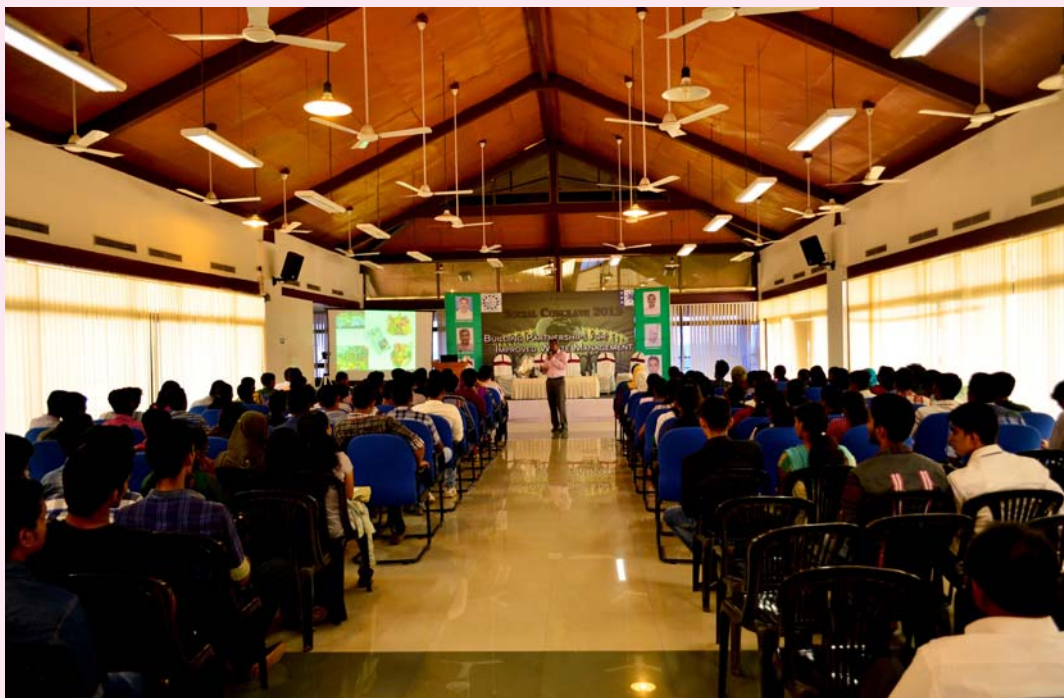
Dr. Sony Thomas, Assistant Professor, attended the Conference on Global Derivatives: Trading & Risk Management 2014, organized by International Centre for Business Information during May 13-15, 2014 at Amsterdam, Netherlands.

Prof. R Radhakrishna Pillai, Professor, attended the 2014 IEEE International Symposium on Ethics in Engineering, Science, and Technology, Ethics'2014, during 23-24 May, 2014 at Chicago Marriott O'Hare, Chicago, IL, USA.

Prof. R Radhakrishna Pillai, Professor, attended the 2014 14th IEEE/ACM International Symposium on Cluster, Cloud and Grid Computing (CCGrid), during 26-29 May, 2014 at Hyatt Regency Chicago, 151 E Wacker Dr, Chicago, IL, USA.

Prof. Atanu Adhikari, Associate Professor, attended the 'INFORMS Marketing Science Society Conference 2014', organized by Institute for Operations Research and the Management Sciences (INFORMS) at Atlanta, USA during June 11-14, 2014. He presented a paper titled '*Pay What You Think Fair (PWYTF)*' at the above conference.

Prof. Aparajith Ramnath, Visiting Assistant Professor, attended the International Conference on "Business History in Africa, Asia, and Latin America: Integrating Course Development and New



Research”, Organized by The Business History Initiative at Harvard Business School during June 13-14, 2014. He presented a paper titled *‘Prospects for Business History Education in India’* at the above conference.

Prof. Shovan Chowdhury, Assistant Professor, attended the ‘7th International Workshop on Applied Probability’ to be held during June 16-19, 2014 in Antalya, Trukey. He presented a paper titled *‘A new three parameter lifeline distribution’* at the above workshop.

Prof. Debabrata Chatterjee, Professor, attended the 30th EGOS Colloquium 2014 in Rotterdam, organized by European Group of Organization Studies at Rotterdam School of Management, Erasmus University, The Netherlands during July 1-5, 2014 (including pre-conference workshops). He presented a paper titled *‘Organizational responses to vertically nested institutional logics’* at the Conference.

Prof. Sudershan Kuntluru, Associate Professor, attended the two-day Workshop on ‘Financial Statement Fraud’ organized by Associate of Certified Fraud Examiners (ACFE), San Francisco, USA during July 14 - 15, 2014

Dr. Rupesh Kumar Pati, Associate Professor, attended the international conference titled POMS 2014. The conference is organized by Production and Operations Management Society during July 21-23, 2014 at Singapore, where he presented a paper (co-authored with Ms. Sushmita Narayana Aghalaya) entitled *‘Improving sustainability in the Indian pharmaceuticals industry through reverse logistics: a conceptual study’*.

Prof. Nandakumar M K, Associate Professor, attended the Academy of Management Conference 2014 held at Philadelphia, Pennsylvania during 1-5 August 2014 and presented a paper titled *‘Impact of Decision Making Approaches on Business Model Attributes: Evidence from Indian SMEs’* at the conference.

Prof. Rajesh Srinivas Upadhyayula, Associate Professor, attended the Academy of Management Conference 2014 to be held at Philadelphia, Pennsylvania during 1-5 August 2014 and presented a paper titled *‘Strategic Archetypes of Emerging Market Multinationals: Outward FDI Analysis of Indian Firms’* at the conference.

Prof. Unnikrishnan K Nair, Professor, attended the 74th Annual Meeting of the US Academy of Management held during 1-5 August 2014 in Philadelphia, Pennsylvania, USA and presented a paper (co-authored with Prof. Debabrata Chatterjee) titled *‘Documenting Organizational Culture: Not Just a Bottom-Up or Top-Down Act’* at the conference.

Prof. Sthanu R Nair, Associate Professor, attended the 70th Annual Congress of the International Institute of Public Finance at Lugano, Switzerland during 20-23 August 2014, where he presented a paper titled *‘Tax Competition and Race to the Bottom in Tax Rates: Evidence from India’*.

Prof. G Sridhar, Associate Professor, attended the International Conference on ‘Positive Psychology and Well-being 2014’ organized by Engineering Information Institute during 26-28 August 2014 at Suzhou, China, where he presented a paper (co-authored with Mr. Teidorlang Lynddoh) titled *‘Sales Person’s Happiness and the Selling Organisation: A conceptual Framework and Research Propositions’*.

Prof. Anindiata Paul, Assistant Professor, attended the 2014 ISIC Conference jointly organized by the University of Leeds Business School, University of Sheffield iSchool and the Department of information Studies, university of Aberystwyth at University of Leeds, UK and presented a paper titled *“use of ICT in the everyday lives of Indian Women: a normative behavior perspective”*

Prof. Nandakumar M K, Associate Professor, attended the Strategic Management Society Annual Conference 2014 held at Madrid, Spain between 20-23 September 2014, where he presented a paper titled *‘Contingent Effect of National Culture on Individual Social Entrepreneurship Choice’*.



Prof. Omkuamr Krishnan, Associate Professor, attended the 'Strategica International Academic Conference 2014', organized by college of Management, National University of Political Studies and Public Administration, during October 2-3, 2014 at Bucharest, Romania where he presented a paper (Co-authored with Janard K Yadav) entitled '*Experiential Marketing of Tourism: An Exploratory Model*'.

Prof. Suram Balasubrahmanyam, Visiting Assistant Professor, attended the joint conferences 14th GLOGIFT conference and 7th International conference on contemporary business 2014, organized by Curtin Business School, Curtin University and GIFT Society during October 15-17, 2014 at Singapore, where he presented a paper entitled '*The key role of a firm's strategic flexibility in its strategic renewal during business cycle- evident support from businesses across industries*'.

Prof. Priya Nair Rajeev, Assistant Professor, attended the 2014 meeting of the North American Case Research Association (NACRA) during 23-25 October, 2014 at Texas, USA and presented her Research-in-progress case proposal (co-authored with Prof. Sumit Mitra and Prof. Suresh Kalagnanam) titled '*Graamsudhar: Implications of Companies Act 2013 Section 135 for NGOs*'.

Prof. Debabrata Chatterjee, Professor, attended the Centre for the Advancement of Research Methods and Analysis (CARMA) Short Course Program on management and organizational research methods topics during November 17-21, 2014 at the University of South Australia, Adelaide.

Prof. Omkumar Krishnan, Associate Professor, attended the 5th International Conference on Destination Branding and Marketing, hosted by the Institute of Tourism Studies, Macau, China during December 3-5, 2014, where he presented a paper entitled '*Marketing Barrier free Tourism in India: Destination Branding for the Disabled*'.

Prof. S. Subramanian, Assistant Professor, attended 'The 5th World Business Ethics Forum' conference, organized by The World Business Ethics Forum (WBEF) at the University of Macau, China during 9-11 December, 2014, where he presented a paper entitled '*Corporate Governance and CSR Practices of Murugappa Group- A Case Study on India's Family Owned Business Conglomerate*'.

Prof. Mahesh P Bhawe, Visiting Professor, attended the 'Renewable Energy World Conference & Expo North America', to be held at Orange Country Convention Center, Orlando, FL, USA during December 9-11, 2014.

Prof. Satish Krishnan, Visiting Assistant Professor, attended the Organization and Society in Information Systems (OASIS) workshop held in conjunction with the International Federation for Information Processing (IFIP) 2014 Conference during December 11-12, 2014, where he presented a paper entitled '*E-Government Payoffs: Insights from a Global Perspective*'.

Prof. Satish Krishnan, Visiting Assistant Professor, attended the International Conference on Information Systems 2014, organized by Association of Information Systems during December 14-17, 2014 at Auckland, New Zealand, where he presented a paper entitled '*Moderating Effects of Uncertainty Avoidance on ICT Infrastructure, Human Capital, and Virtual Social Network Diffusion*'.

Prof. C. Raju, Professor, attended the Third International Conference on 'The Interface between Statistics and Engineering (ICISE 2014)', organized by City University of Hong Kong during December 15-17, 2014 at Hong Kong, where he presented a paper (co-authored with H. Akamanchi Raghottam) entitled '*On Dodge-Romig Single Sampling Inspection Tables under Average Quality Protection*'.

Prof. P N Ram Kumar, Assistant Professor, attended the 4th edition of the Winter School on Network Optimization, organized by the European Network Optimization Group, University of Lisbon at Estoril, Portugal during January 12-16, 2015.

Prof. Manish Kumar, Assistant Professor attended the 2015 Annual Conference of the Emerging Markets Conference Board, January 20-22, 2015, Institute of Management Technology, Dubai. His paper entitled '*Employee Brand Building Behavior: an Investigation of its Outcome for the Employer*' has been accepted for presentation at the conference.

Prof. Surya Prakash Pati, attended the '2015 Annual Conference of the Emerging Markets Conference Board', January 20-22, 2015, Institute of Management Technology, Dubai, where he presented a paper entitled '*Development of a General Work Engagement Instrument*'.

Prof. Keyoor Purani, Professor, attended the '2015 American Marketing Association (AMA) Winter Marketing Educators' Conference held in San Antonio, Texas, USA from February 13-15, 2015. His co-authored research paper entitled '*The Impact of Personality Traits on Customer Orientation among Call Center Workers: The Moderating Effect of Work-Family Conflict and Role Conflict*' has been presented at the above Conference.

Prof. Anjan Kumar Swain, Associate Professor, attended the 'ICBPM 2015: XIII International Conference on Business Process Management' at London, UK during February 16-17, 2015. His paper (Co-authored with Mr. Ram Kumar Dhurkari) entitled '*An Experiment on the Effectiveness of AHP for Informed Decision Making*' has been presented at the above Conference.

Prof. SSS Kumar, Professor, attend the '2nd International Conference on Economics & Finance', organized by Nepal Rashtra Bank during February 26-28, 2015 at Kathmandu, Nepal, where he presented a paper entitled '*Institutional Investors and the Stock Market Behavior – Evidence from India*'.

Prof. Deepak Dhayanithy, Assistant Professor, attended the '9th Annual MIT Sloan Sports Analytics Conference', February 27-28, 2015 at Boston, USA. His paper entitled '*Accentuated Loss Aversion in PGA Tournaments: Does Company Matter?*' has been presented as a poster at the above conference.

Prof. G. Thangamani, Associate Professor, attended the International Conference on Advances in Business Management and IT, organized by International Institute of Engineers & Research during March 21st at Hong Kong. His paper entitled '*Applying Theory of Constraints for Improving Business Results in a NPD Process*' has been presented at the conference.

Prof. P N Ram Kumar, Assistant Professor, attended the International Conference on Technology and Business Management (ICTBM-15), organized by American University in the Emirates during March 23-25, 2015 at Dubai, UAE. His paper entitled 'On Aggregating Supplies from Single Supplier to a Cluster of Buyers-Role of 3PL' has been presented at the conference.

Prof. Mahesh P Bhawe, Visiting Professor attended the 15th Annual Clean Energy Conference and the 2nd Annual Microgrid Global Summit 2015 at the University of California, Irvine during March 25-26, 2015.

Prof. Anjan Kumar Swain, Associate Professor, attended the International Conference on Business and Economic Development (ICBED) at New York, USA during March 30-31, 2015. His two papers entitled 'An experiment on the effectiveness of AHP for informed decision making' and 'A cognitive business intelligence system for surgery scheduling' have been presented at the conference.

As on 31.03. 2015 the sanctioned strength of Non-Faculty Staff is as under:

Non faculty Sanctioned - 88

#### NEW JOINING

The following new staff joined in the year 2014-15:-

Sl. No	Name	Designation	Date of Joining
1	Shri. Anu Francis John	Manager-Kochi Campus	20.10.2014
2	Shri. M Ravichandra Kiran	Accounts Officer	02.03.2015

#### OBITUARY

It is with deep grief that we intimate the untimely demise of the staff Shri. Ramesh Bahadur K.C, Multi-Skilled Support Staff due to Cerebral Haemorrhage on 19.01.2015.

#### PROMOTIONS

The following staff were promoted and joined the new post in the year 2014-15 :-

Sl. No.	Name	Promotion		Date of Joining
		From	To	
1	Jayakrishnan K.S	Assistant Administrative Officer	Administrative Officer	26.06.2014
2	Raghupathy Hari	Assistant	Assistant Administrative Officer	29.07.2014

#### PROFESSIONAL DEVELOPMENT

Staff Competency Enrichment and Development Fund (SCEDF) was granted to regular staff, to the tune of five times the existing grade pay, to provide encouragement and organizational support to develop and enrich staff competency and efficiency levels.

#### NATIONAL CONFERENCES / TRAINING

Shri Vinod Kumar K & Shri. John G, Administrative Officers attended training of one day Awareness Session on "Performance Excellence Framework" held at Hotel Hyson Heritage, Kozhikode on 06.05.2014 from 09.30 A.M to 04.00 PM organized by the Confederation of Indian Industry (CII), 92, 93, 10<sup>th</sup> Floor, Abad Nucleus Mall & Office, NH 49, Kundannoor – Petta Road, Marudu P.O, Kochi – 682304.



Shri Mukul Bhooshan Singh, Assistant-cum-Hindi Translator attended “26<sup>th</sup> Hindi Conference & Workshop” from 21.05.2014 to 23.05.2014 held at Hotel Singaar International, 5/22, Main Road, Kanyakumari (TN) – 629702.

Dr. M.G. Sreekumar, Chief Librarian & Information Officer attended 15<sup>th</sup> Annual Consortia Meeting of IIM Librarians held at IIM Shillong from 20.10.2014 to 21.10.2014.

Shri Sanal Kumar G, Accounts Officer attended an Awareness Session on the subject “Service Tax and Implications of GST” held at Hotel Aide, Kottayam on 16.01.2015 from 09.30 A.M to 01.30 PM organized by Confederation of Indian Industry (CII).

An In-House training on ‘Service Jurisprudence’ for all Staff was conducted on 22.01.2015 from 11.30 AM to 1.00 PM at Class Room A-1. Total number of attendees including contract staff was 78. The training was conducted by Shri. Madusoodanan P.G, Senior Administrative Officer (AA).

An In-House training on ‘Basics of Computer Networks’ for all Staff was conducted on 11.02.2015 from 09.45 AM to 11.15 AM at Class Room B-2. Total number of attendees including contract staff was 66. The training was conducted by Shri. N Ramachandran, System Analyst.

Shri N Ramachandran, System Analyst and Shri Anil A.M, Programmer attended “Tech Programs on Mobility with Apple for Education” on 17.03.2015 held at Kochi organized by Apple Technology.

Shri. Anil Kumar Pathiyath, Manager (Infrastructure) attended one day workshop on “Durable Road Infrastructure – Approaches and Technologies” held at Hotel Taj Gateway Kozhikode on 05.05.2014 from 09.00 A.M to 05.00 P.M organized by the Calicut Management Association.

#### **INTERNATIONAL CONFERENCES:**

Dr. M.G. Sreekumar, Chief Librarian & Information Officer was selected for a research study by the Harvard University South Asia Institute and the Harvard Business School, in the Fall semester, from 01.09 2014 to 07.10.2014. The study was jointly sponsored by Sir Ratan Tata Trust and IIMK.

Dr. M.G. Sreekumar, Chief Librarian & Information Officer was nominated to M/s. EBSCO’s International Academic Advisory Board. Dr. Sreekumar attended the Board meeting at Los Angeles, USA during 8-11 February 2015.



## ANNUAL ACCOUNTS AND FINANCIAL POSITIONS

The Annual Financial Statements for the year 2014-15 was approved and adopted by the BOG on 07<sup>th</sup> October 2015 and submitted to the Principal Accountant General (Audit) Kerala for Audit Certification. The Annual Financial Statement of the Institute for the financial year 2014-15 duly audited by the Principal Accountant General (Audit) Kerala is annexed to this report. The Separate Audit Report and the Institute's replies to the points raised in the report are also annexed. The Internal Audit of the Accounts of the Institute was carried out by M/s .Varma & Varma, Chartered Accountants.

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

### **GRANT-IN-AID UNDER PLAN**

During the Financial Year 2014-15, the Institute received Rs 4.65 crore as Grants-in-aid under Plan from the Department of Secondary and Higher Education, Ministry of Human Resource Development, Government of India.

### **INTERNAL REVENUE GENERATION**

The Internal Revenue Generation has increased from Rs. 62.34 crores to Rs. 64.83 crores. However, cash operating expense have gone up from Rs. 41.60 crore to Rs. 49.11 crores.

### **CORPUS FUND**

During the Financial Year 2014-15, the Institute had transferred Rs 7.48 crores (approx) to the Corpus Fund created under the Block Grant Scheme of the Department of Secondary and Higher Education, Ministry of Human Resource Development, Government of India. The Interest earned during the Year on the investment made is Rs 12.53 crores. The balance of the Corpus Fund as on 31.03.2015 is Rs 182.01 crores.

### **DEPRECIATION FUND**

The Institute had a balance of Rs 101.08 crores in Depreciation Fund on 01.04.2014. The interest earned during the year on the investments made is Rs 10.09 crores. The closing balance of the Depreciation Fund as on 31.03.2015 is Rs 111.17 crores. The investment in Depreciation Fund is Rs 107.82 crores as on 31.03.2015.

### **Accounts of IIM Kozhikode Employees Contributory Provident Fund Trust:-**

During the Year 2014-15, the Income & Expenditure account shows a deficit of Rs 2.80 lakhs after allowing interest to the members of the Trust.

The Corpus Fund stood as Rs 365.30 lakhs out of which Rs 323.74 lakhs has been invested in various interest bearing securities as per CPF Investment guidelines. Rs 43.83 lakhs is under accrued interest and Rs 2.33 lakhs is being bank balance as on 31.03.2015



## BOARD OF GOVERNORS & IIMK SOCIETY

### Board of Governors (as on 31 March 2015)

List of Members of the IIMK Board of Governors as on 31 March 2015, is given below:

1. **Dr. A.C. Muthiah**  
(Former President BCCI)  
Chairman  
Southern Petrochemical Industries Corp. Ltd.  
Chennai
2. **Shri K.C. Mohan**  
Former Chairman & Managing Director MECON (SAIL)  
Chennai
3. **Shri Onkar S Kanwar**  
Chairman  
Apollo Tyres Ltd  
Gurgaon
4. **Shri N. Sankar**  
Chairman Sanmar Group  
Chennai
5. **Shri Satyanarayan Mohanty, I.A.S**  
Secretary, Department of Higher Education  
128 'C' wing, Govt. of India  
Shastri Bhavan,  
New Delhi – 110115
6. **Shri Yogendra Tripathi**  
Joint Secretary & Financial Advisor  
MHRD  
New Delhi
7. **Dr. K.M. Abraham**  
Principal Secretary to Govt. of Kerala  
Higher Education Department  
Thiruvananthapuram
8. **Prof. S.L. Rao**  
Past President AIMA  
Bangalore
9. **Shri T.T. Thomas**  
(Former MD FACT)  
Kochi
10. **Prof. Kulbhushan Balooni**  
Director (In-Charge), IIMK
11. **Prof. Saji Gopinath**  
Professor, IIMK
12. **Lt. Col M. Julius George (Retd)**  
Chief Administrative Officer and  
Secretary to the Board  
IIMK

The Board met on four occasions during the year 2014-15. The date and venue of the meeting were as under:

67<sup>th</sup> Meeting on 14 Jun 2014 at Chennai

68<sup>th</sup> Meeting on 27 Sep 2014 at Kochi

69<sup>th</sup> Meeting on 24 Jan 2015 at Chennai

70<sup>th</sup> Meeting on 04 Apr 2015 at IIMK

### **IIMK Society Members**

The list of members of the IIMK Society as on 31 March 2015 is given below:

1. **Dr. A.C. Muthiah**  
(Former President BCCI)  
Chairman  
Southern Petrochemical Industries Corp. Ltd.  
Chennai
2. **Shri K.C. Mohan**  
Former Chairman & Managing Director MECON (SAIL)  
Chennai
3. **Shri Onkar S Kanwar**  
Chairman  
Apollo Tyres Ltd  
Gurgaon
4. **Shri N. Sankar**  
Chairman Sanmar Group  
Chennai
5. **Shri Satyanarayan Mohanty, I.A.S**  
Secretary, Department of Higher Education  
128 'C' wing, Govt. of India  
Shastri Bhavan,  
New Delhi – 110115
6. **Shri Yogendra Tripathi**  
Joint Secretary & Financial Advisor  
MHRD  
New Delhi
7. **Dr. K.M. Abraham**  
Principal Secretary to Govt. of Kerala  
Higher Education Department  
Thiruvananthapuram
8. **Prof S.L. Rao**  
Past President AIMA  
Bangalore
9. **Shri T.T. Thomas**  
(Former MD FACT)  
Kochi
10. **Prof. Bhaskar Ramamurthy**  
Director IIT Madras

11. **Dr. G. Gopakumar**  
Vice Chancellor  
Central University of Kerala  
Kasaragod
12. **Prof. Anurag Kumar**  
Director  
Indian Institute of Science  
Bangalore – 560012
13. **Dr. Prafulla Agnihotri**  
Director IIM Tiruchirappalli
14. **Prof. Uday B. Desai**  
Director IIT Hyderabad
15. **Prof. Sushil Vachani**  
Director  
Indian Institute of Management Bangalore  
Bannerghatta Road, Bangalore-560 076
16. **Dr. G. R. C. Reddy**  
Director NIT Calicut
17. **Prof. S S Mantha**  
Chairman  
All India Council for Technical Education  
7<sup>th</sup> Floor, Chandralok Building, Janpath  
NEW DELHI- 110 001
18. **Dr. K.S. Dasgupta**  
Director IISST  
Thiruvananthapuram
19. **Prof. Kulbhushan Balooni**  
Director (In-Charge), IIMK
20. **Prof. Saji Gopinath**  
Professor, IIMK
21. **Lt. Col M. Julius George (Retd)**  
Chief Administrative Officer and  
Secretary to the IIMK Society

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

30<sup>th</sup> Meeting on 27 Sep 2014 at Kochi

31<sup>st</sup> Meeting on 04 Apr 2015 at IIMK

#### FACULTY MEMBERS (As on 31 March 2015)

##### **DIRECTOR (In-Charge)**

Prof. Kulbhushan Balooni

##### **FACULTY MEMBERS**

###### **Professors**

1. Prof. Kulbhushan Balooni
2. Prof. Saji Gopinath
3. Prof. K. Unnikrishnan Nair

4. Prof. R. Radhakrishna Pillai
5. Prof. P. Rameshan (on EOL)
6. Prof. Keyoor Purani
7. Prof. S.S.S. Kumar
8. Prof. Sanal Kumar Velayudhan
9. Prof. Debabrata Chatterjee
10. Prof. Krishna Kumar Ladha
11. Prof. M P Sebastian
12. Prof. C. Raju

**Associate Professors**

13. Prof. Anjan Kumar Swain
14. Prof. Anandakuttan B. Unnithan
15. Prof. Sudershan Kuntluru
16. Prof. Sumit Mitra
17. Prof. Omkumar Krishnan
18. Prof. Rudra Sensarma
19. Prof. A.F. Mathew
20. Prof. G. Sridhar
21. Prof. Rupesh Kumar Pati
22. Prof. Sthanu R. Nair
23. Prof. Abhilash S. Nair
24. Prof. Nandakumar M.K. (on EOL)
25. Prof. Shubhasis Dey
26. Prof. G. Anand
27. Prof. Atanu Adhikari
28. Prof. G. Thangamani
29. Prof. L. Ramprasath
30. Prof. Joffi Thomas
31. Prof. Joshy Joseph
32. Prof. Sony Thomas
33. Prof. Rajesh S. Upadhyayula
34. Prof. T.N. Krishnan
35. Prof. Kausik Gangopadhyay
36. Prof. Jijo Lukose P.J.
37. Prof. Manoranjan Dhal

**Assistant Professors**

38. Prof. Leena Mary Eapen
39. Prof. Anindita Paul
40. Prof. Deepak Dhayanithy
41. Prof. Mohammed Shahid Abdulla
42. Prof. Rahul Kumar Sett
43. Prof. P.N. Ram Kumar
44. Prof. Anupam Das
45. Prof. S. Subramanian
46. Prof. Anubha Shekhar Sinha
47. Prof. Priya Nair Rajeev
48. Prof. Naveen C. Amblee
49. Prof. Deepa Sethi
50. Prof. Rachappa Shette
51. Prof. Surya Prakash Pati

52. Prof. Manish Kumar
53. Prof. Sidhartha S. Padhi
54. Prof. Shovan Showdhury
55. Prof. Suram Balasubrahmanyam
56. Prof. Aparajith Ramnath
57. Prof. Pankaj Kumar Baag

#### **VISITING PROFESSOR**

58. Prof. Lakshmi S. Ladha
59. Prof. Mahesh P. Bhawe

#### **VISITING ASSOCIATE PROFESSOR**

60. Prof. K.K. Ramesh

#### **VISITING ASSISTANT PROFESSOR**

61. Prof. Satish Krishnan
62. Prof. Soumya Roy
63. Prof. Arqum Mateen

#### **STAFF MEMBERS (As on 31 March 2015)**

- |                                    |                                       |
|------------------------------------|---------------------------------------|
| 1. Lt. Col M. Julius George (Retd) | Chief Administrative Officer          |
| 2. Dr. M.G. Sreekumar              | Chief Librarian & Information Officer |
| 3. Shri Ashok Pathak               | Chief System Manager                  |
| 4. Shri Rajiv Varma                | Chief Manager Infrastructure          |
| 5. Shri Pawan Kumar Singh          | SAO (Development)                     |
| 6. Lt. Col. Cedric Thomas (Retd)   | SAO (GA)                              |
| 7. Shri Madusoodanan P.G.          | SAO (AA)                              |
| 8. Shri Sadanandan K.              | SAO                                   |
| 9. Shri Ravindran V.V.             | Administrative Officer                |
| 10. Shri P. G. Muraleedharan       | Administrative Officer                |
| 11. Shri K. Murugan                | Administrative Officer                |
| 12. Shri Vinod Kumar K.            | Administrative Officer                |
| 13. Shri N. Ramachandran           | System Analyst                        |
| 14. Shri T. Mohanan                | Administrative Officer                |
| 15. Shri G. John                   | Administrative Officer                |
| 16. Shri K.S. Jayakrishnan         | Administrative Officer                |
| 17. Smt Sunitha T.                 | Assistant Librarian (HG)              |
| 18. Shri Anil Kumar P.             | Manager Infrastructure                |
| 19. Smt Sreejaya P.                | Assistant Librarian (HG)              |
| 20. Shri K.T. Bose                 | AEE (Electrical)                      |
| 21. Dr. Lakshmi Viswanathan        | Finance & Accounts Officer            |
| 22. Shri Muhammed Ashraf A.R.      | Manager MDP                           |
| 23. Shri Ravindran P.K.            | Manager EPGP                          |
| 24. Shri Anu Francis John          | Manager Kochi Campus                  |
| 25. Shri John Gheevarghese         | Assistant Administrative Officer      |
| 26. Shri Rejeesh M.P.              | Assistant Engineer                    |
| 27. Shri Shaji C.P.                | Assistant Administrative Officer      |
| 28. Shri Prasheeb Kumar K.K.       | Assistant Administrative Officer      |
| 29. Shri Madhusoodan V.            | Assistant Administrative Officer      |
| 30. Shri Raghupathy Hari           | Assistant Administrative Officer      |
| 31. Shri Sanal Kumar G.            | Accounts Officer                      |

32. Shri Ravi Chandra Kiran	Accounts Officer
33. Shri Anil A.M.	Programmer
34. Shri Muhammed Mustafa A.	Technical Assistant
35. Shri Sudheesh Kumar K.M.	Technical Assistant
36. Shri Sojan George	Executive Assistant
37. Dr. Yamuna George	Executive Assistant
38. Shri A.P. Sanjay	Junior Engineer
39. Shri Augustine George	Assistant
40. Smt Asha Babu K.K.	Assistant
41. Shri Subair V.	Junior Engineer
42. Shri Joshy Kuriakose	Jr. Library & Information Assistant
43. Shri Biju R.	Jr. Library & Information Assistant
44. Shri M. Renjith	Assistant
45. Smt Simmi K.G.	Assistant
46. Smt Sheena V.R.	Assistant
47. Shri Shiju N.K.	Technical Assistant (WA)
48. Shri Mukul Bhooshan Singh	Assistant-cum-Hindi-Translator
49. Shri Kishore Kumar T.K.	Junior Engineer (Electrical)
50. Smt Sandhya T.V.	Junior Assistant
51. Smt Zeena K.	Junior Assistant
52. Shri Sudhir Rajan	Junior Assistant
53. Shri Alekh P.	Junior Assistant
54. Smt Divya Sasi	Junior Assistant
55. Shri Shensha C.	Store Assistant
56. Smt Sindhu J.	Junior Assistant
57. Shri Ramadasan M.	Junior Assistant
58. Shri Abdurahiman P.P.	Junior Assistant
59. Shri Asokan P.T.	Junior Assistant
60. Smt Kavitha K.P.	Junior Assistant
61. Shri Binoy P.	Junior Manager - EPGP
62. Shri Baburajan P.	Driver cum Office Staff
63. Shri K. Vijayan	Driver cum Office Staff
64. Shri Kumaran K.P.	Office Support Staff
65. Shri Rajesh P.M.	Driver-cum-Office Staff
66. Shri Dalhath E.K.	Driver-cum-Office Staff





वार्षिक लेखा विवरण  
Annual Statements of Accounts  
2014 - 2015





## Separate Audit Report on the Accounts of IIMK for the Year Ended 31 March 2015

### A. Balance Sheet

#### I. Source of Fund

##### i. Current Liabilities and Provisions – Rs. 1656.55 Lakh (Schedule- 6)

- a) This is overstated by Rs. 7.03 lakh due to provision for the earned leave surrender of the faculties working on contract basis (Visiting faculties) at a consolidated monthly pay with corresponding overstatement of current year expenses. As per the CCS Leave Rules only permanent staffs are entitled for the surrender of earned leave.

#### II. Application of Funds

##### i. Fixed Assets – Rs. 13872.06 lakh ( Schedule no 7)

###### Tangible Assets.

This is understated by Rs. 1049.33 lakh due to charging of excess depreciation during the year as a result of non adoption of the rate of depreciation specified by the MHRD in the new format / guidelines issued for the preparation of the accounts of the higher education institution during the year 2014-15. This has resulted into overstatement of current year expenses.

##### ii. Current Assets – Rs. 627.33 lakh (Schedule no 9)

###### Debtors – Rs. 210.23 lakh

A credit balance of Rs. 13.88 Lakh of the suspense account is in the nature of unidentified credit. This should have been reconciled. It should be accounted in the respective head after verification.

##### iii. Loans, Advances and Deposit – Rs. 5648.89 lakh (Schedule no 10)

###### Advances and other amount recoverable in cash or kind – Rs. 4845.77 lakh

This is overstated by Rs. 16.20 lakh due to non-adjustment of the amount received by IIMK by revoking the Bank Guarantee submitted by M/s Innovative Security against the 'pending amount receivable' from the contractor. This BG was revoked to recover the amount due to the poor performance of the contractor. This has resulted in corresponding overstatement of the Current Liabilities.

### B. Income and Expenditure Account

#### I) Income

##### i. Academic Receipt – Rs. 6156.95 lakh (Schedule 11)

- a) This is overstated by 1.50 lakh due to accounting of the income received from the MDP SP 85 programme twice. The double accounting of same income has resulted into corresponding overstatement of the sundry debtors.
- b) Placement Fee – Rs. 72.15 lakh
- This is understated by Rs. 1.17 lakh due to the non-accounting of the actual income due to wrongly issued credit notes for the balance amount which is actually receivable from the customers. This has resulted in understatement of the respective sundry debtors account.
- c) This is understated by Rs. 86.64 lakh being the non-shared income from the fees received for various EPGP courses. The fees received for EPGP courses have to be shared between the IIMK and the IOL platform facilitator (private party) in the ratio of 46:54. But the income sharing in respect of fees received from some courses conducted from 2009 onwards were not shared. Hence the non-recognition of income for long period has resulted into understatement of current year income and corresponding overstatement of current year liabilities by Rs. 86.64 lakh.

**ii) Other Income – Rs. 326.16 lakh (Schedule no 14)**

This is understated by Rs. 3.38 lakh due to non-recognition of the accrued interest on the deposit with KSEB. This has resulted into corresponding understatement of Current assets – Loans, Advances and Investments.

**B) Expenditure**

**i) Staff Payment and Benefits – Rs. 1898.34 lakh (Schedule no 15)**

This is overstated by Rs. 12.54 lakh due to accounting of the interest paid on the belated filing/ uploading of outstanding balances amount of contribution (legacy amount as on 31 March 2014) of the members in the account of the CPF trust to the New Pension Scheme (NPS). Since a separate Trust was formed to manage the fund of CPF, the liability of IIMK is limited to the employer contribution payable to CPF trust and hence, the entire expenses has to be borne by the CPF trust. So the wrong accounting of the interest in the accounts of IIMK resulted into overstatement of current year expenses with corresponding understatement of CPF general reserve.

**ii) Administrative and general expenses – Rs. 477.02 lakh (Schedule no 17)**

This is overstated by Rs. 0.12 lakh due to accounting the amount given to KSEB for the capital works to be carried out to enhance the connected load of the existing electric connection. Since the payment is for the capacity addition of the existing facility, it should have been treated as capital expenses instead of revenue expenses. The wrong treatment of the capital expenses as revenue expenses resulted into overstatement of revenue expenses and corresponding understatement of Capital work in Progress.

**C. General**

**i) Disclosure and presentation**

The Ministry of Human Resources Development Government of India has issued format for the Balance Sheet, Income and Expenditure statement and schedules and other statement forming part of the accounts. But the schedules of IIMK was not in conformity with the format of schedules prescribed by MHRD and separate balance sheet and Income and expenditure account prescribed for the NPS, GPF and CPF accounts were not prepared and shown along with the annual statements of IIMK.

**ii) Corpus Funds – Rs. 18206.40 lakh (Schedule no 1)**

This is understated by Rs. 764.05 lakh due to the creation of a specific pension fund for meeting the pension liability of nine officials who were joined in IIMK prior to 01 January 2004 from those institutions where there was GPF cum pension scheme. The creation of a specific pension fund without having a specific order from MHRD and concurrence from Ministry of Finance, GOI has resulted in understatement of Corpus Fund and corresponding overstatement of Pension Fund. Institute has not made provision for retirement benefit as per actuarial valuation as prescribed in MHRD format. The accounting policy may be revised accordingly.

**iii) Current Asset – Closing Stock**

As per Accounting standard 2, the stock have to be valued either at cost price or at net realizable price whichever is lower. But the stock in the accounts was valued at cost price only. Hence the valuation of stock is in violation of the guidelines stipulated in Accounting Standard 2.

**iv) The following records were not produced to audit**

- a) Form No 26 AS, issued by the income tax department for the current year and previous years to know about the tax credit available to the IIMK. Due to non production of the Form No 26 AS, audit could not ascertain the total amount of tax credit and such unaccounted income thereto, in the books of IIMK for the current year and previous years.

- b) The accounts of the IIMK and Contributory Provident Fund Trust were maintained in the Tally software. Audit has given access to the Tally data for the current year only. So the authenticity of the previous years figure which were brought down to current year could not be verified.
- c) Audit has requested to submit a list of transactions conducted in foreign currency which was not submitted to audit. Hence the impact on foreign currency variation in accounts on the outstanding payables / receivables in foreign currency and accounting of transactions in foreign currency during the year could not be verified in line with the directions stipulated in the Accounting standard 11 issued by ICAI.

**D. Grant-in-aid**

The Institute received grant-in-aid of Rs. 33.28 crore (including Rs. 28.63 crore brought forward from previous year) from the Government of India during 2014-15. The amount utilized during the year was Rs. 58.0 crore leaving a minus balance of Rs. 24.72 crore.

**E. Management Letter:**

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

Subject to our observations in the preceding paragraphs, we report that the Balance sheet and Income & Expenditure Account dealt with by this report are in agreement with the books of accounts.

In our opinion and to the best of our information and according to the explanations given to us, the said financial statements read together with the Accounting Policies and Notes on Accounts, and subject to the significant matters stated above and other matters mentioned in Annexure I to this Audit Report give a true and fair view in conformity with accounting principles generally accepted in India.

In so far as it relates to the Balance Sheet, of the state of affairs of the Indian Institute of Management, Kozhikode as at 31 March 2015; and

In so far as it relates to Income & Expenditure Account of the surplus for the year ended on that date.

For and on behalf of the C & AG of India

Place : Chennai  
Date : 01 March 2016

Sd/-  
**Director General of Audit (Central)**

## Annexure I

### 1. Adequacy of Internal Audit System

Internal Audit has been done upto the financial year 2014-15.

### 2. Adequacy of Internal Control System

IIMK has prepared Accounting Manual. However the system of Internal Control is inadequate since the physical verification of assets has not been done for the period 2013-14 & 2014-15, the institute is not regular in payment of statutory dues such as service tax and VAT and fixed assets registers were not maintained properly.

### 3. System of Physical Verification of Assets

IIMK is not maintaining Fixed Asset Register in conformity to the generally accepted accounting procedure as per GFR 40 & AS-10. As per the normal procedure the fixed asset register should show the details of each item of fixed asset, date of capitalisation, value of capitalisation, date of addition, value of addition, date of deletion, depreciation rate, location, general asset group under which it falls, if the item is written off such details and in the case of land details of area, type of possession, survey number, value etc. The fixed asset register submitted based on audit requisition shows only the item name, location and quantity / no. of items only. Further it shows the details of furniture only and there were no details of electrical equipments, fittings, land under the possession, computers and hardware utensils machinery etc.

Annual Physical Verification of assets has been conducted only upto the year 2012-13.

### 4. System of Physical Verification of inventory

Annual Physical Verification of inventory was conducted during the year 2014-15 by the internal auditors.

### 5. Regularity in payment of statutory dues

IIMK is not regular in payment of statutory dues as several show cause notices were received from the Central Excise and Customs department due to non payment of service tax of EPGP courses for the period 2011-13.

IIMK is not collecting and remitting the VAT on the sale of tender forms.

Sd/-  
Dy. Director (DT) II

**Institute Reply to Separate Audit Report on the accounts IIMK for the year ended 31 March 2015**

AUDIT OBSERVATION	INSTITUTE REPLY
<p>A. Balance Sheet. Source of Fund</p> <p>i. Current Liabilities and Provisions – Rs. 1656.55 Lakh (Schedule- 6)</p> <p>a) This is overstated by Rs. 7.03 lakh due to provision for the earned leave surrender of the faculties working on contract basis (Visiting faculties) at a consolidated monthly pay with corresponding overstatement of current year expenses. As per the CCS Leave Rules only permanent staffs are entitled for the surrender of earned leave.</p>	<p>The monetary value of eligible holiday leave which is not utilised by the Visiting Faculty is estimated and termed as “earned leave”. This amount is not ‘paid out ‘to any of the Visiting Faculty when their contract of service not renewed further. Also,the Institute has constituted a committee to look in to the matter. Keeping in view of the above, it is requested that the audit query may please be dropped.</p>
<p>II. Application of Funds</p> <p>i. Fixed Assets – Rs. 13872.06 lakh ( Schedule no 7)</p> <p>Tangible Assets.</p> <p>This is understated by Rs. 1049.33 lakh due to charging of excess depreciation during the year as a result of non adoption of the rate of depreciation specified by the MHRD in the new format / guidelines issued for the preparation of the accounts of the higher education institution during the year 2014-15. This has resulted into overstatement of current year expenses.</p>	<p>The rates were not included in the format received by the Institute from MHRD. Noted for future compliance.</p>
<p>ii. Current Assets – Rs. 627.33 lakh (Schedule no 9)</p> <p>Debtors – Rs. 210.23 lakh</p> <p>A credit balance of Rs. 13.88 Lakh of the suspense account is in the nature of unidentified credit. This should have been reconciled. It should be accounted in the respective head after verification.</p>	<p>The details of credit were not available to us for accounting the amount. Point noted for future compliance</p>
<p>iii. Loans, Advances and Deposit – Rs. 5648.89 lakh (Schedule no 10)</p> <p>Advances and other amount recoverable in cash or kind – Rs. 4845.77 lakh</p> <p>This is overstated by Rs. 16.20 lakh due to non-adjustment of the amount received by IIMK by revoking the Bank Guarantee submitted by M/s Innovative Security against the pending amount receivable’ from the contractor. This BG was revoked to recover the amount due to the poor performance of the contractor. This has resulted in corresponding overstatement of the Current Liabilities.</p>	<p>Bank Guarantee submitted by M/S Innovative security was revoked on account of the poor performance of the contractor and not against pending amount recoverable from the contractor. The proceeds were accounted as advance received as on 31.03.2015, as settlement had not materialized as on 31.03.2015. The final settlement was reached after negotiations on penaltychargeable for poor performance, on 11.08.2015.</p> <p>As there has not been any corresponding overstatement of current liabilities. It is requested that the comments may please be dropped.</p>

<p>B. Income and Expenditure Account</p> <p>l) Income</p> <p>i. Academic Receipt – Rs. 6156.95 lakh (Schedule 11)</p> <p>a) This is overstated by 1.50 lakh due to accounting of the income received from the MDP SP 85 programme twice. The double accounting of same income has resulted into corresponding overstatement of the sundry debtors.</p>	<p>Rectification entries already passed in the books of accounts. Point noted for future compliance.</p>
<p>b) Placement Fee – Rs. 72.15 lakh</p> <p>This is understated by Rs. 1.17 lakh due to the non-accounting of the actual income due to wrongly issued credit notes for the balance amount which is actually receivable from the customers. This has resulted in understatement of the respective sundry debtors account.</p>	<p>The amount stated in the Audit query could not be confirmed in the books of accounts maintained in the Institute . In many cases the deduction were not of the nature of Tax deduction as no entry was reflected in the 26AS statement of the Institute.</p> <p>Institute would file the Income Tax return henceforth for claiming the refund for the tax deducted.</p> <p>Considering the above facts, it is requested that the query may please be dropped.</p>
<p>c) This is understated by Rs. 86.64 lakh being the non-shared income from the fees received for various EPGP courses. The fees received for EPGP courses have to be shared between the IIMK and the IOL platform facilitator (private party) in the ratio of 46:54. But the income sharing in respect of fees received from some courses conducted from 2009 onwards were not shared. Hence the non-recognition of income for long period has resulted into understatement of current year income and corresponding overstatement of current year liabilities by Rs. 86.64 lakh.</p>	<p>The Accounting Policies (Schedule 22), states that <b>“ePGP income has been considered for the total fee shared during the year.”</b> ePGP courses are conducted with the aid of the IOL platform facilitator (M/s HCIL). As per the terms of the contract the income sharing can be done on the fulfilment of all the academic activities. Unless the course is completed in all respects and a conformity is obtained that there is no conversion and that the fee can be shared, the same will not be considered as Institute Income. Accounting policy has been to recognise income shared during the year and there is no deviation from what has been stated in schedule 22.</p> <p>As per the above facts, we request you to please drop the query.</p>
<p>ii) Other Income – Rs. 326.16 lakh (Schedule no 14)</p> <p>This is understated by Rs. 3.38 lakh due to non-recognition of the accrued interest on the deposit with KSEB. This has resulted into corresponding understatement of Current assets – Loans, Advances and Investments.</p>	<p>As the adjustment stated by Audit, is not seen done in the KSEB bills issued to us even as on date Institute has entered into contract with KSEB for 2 HT connections with Contract demand of 750 KVA &amp; 200KVA. From the bills it seems that Institute is receiving some other incentives which are available for HT connection. Considering the fact the Institute has HT connection, and the other incentives are available ,the accrued interest on deposit is not seen in the contract with KSEB. Hence the query may please be dropped.</p>
<p>B) Expenditure</p> <p>i) Staff Payment and Benefits – Rs. 1898.34 lakh (Schedule no 15)</p> <p>This is overstated by Rs. 12.54 lakh due to accounting of the interest paid on the belated filing/uploading of outstanding balances amount of contribution (legacy</p>	<p>The Institute is consistently maintaining separate books of accounts for CPF trust and separate Income &amp; expenditure account is drawn Ultimately the</p>



<p>amount as on 31 March 2014) of the members in the account of the CPF trust to the New Pension Scheme (NPS). Since a separate Trust was formed to manage the fund of CPF, the liability of IIMK is limited to the employer contribution payable to CPF trust and hence, the entire expenses has to be borne by the CPF trust. So the wrong accounting of the interest in the accounts of IIMK resulted into overstatement of current year expenses with corresponding understatement of CPF general reserve.</p>	<p>balance in the CPF General Reserve Account is netted to the Corpus Fund and the net deficit in the CPF General Reserve Account is to be met by the employer. Considering the above, it is requested that the Audit query may please be dropped.</p>
<p>ii) Administrative and general expenses – Rs. 477.02 lakh (Schedule no 17) This is overstated by Rs. 0.12 lakh due to accounting the amount given to KSEB for the capital works to be carried out to enhance the connected load of the existing electric connection. Since the payment is for the capacity addition of the existing facility, it should have been treated as capital expenses instead of revenue expenses. The wrong treatment of the capital expenses as revenue expenses resulted into overstatement of revenue expenses and corresponding understatement of Capital work in Progress.</p>	<p>Noted for compliance.</p>
<p>C. General i) Disclosure and presentation The Ministry of Human Resources Development Government of India has issued format for the Balance Sheet, Income and Expenditure statement and schedules and other statement forming part of the accounts. But the schedules of IIMK was not in conformity with the format of schedules prescribed by MHRD and separate balance sheet and Income and expenditure account prescribed for the NPS, GPF and CPF accounts were not prepared and shown along with the annual statements of IIMK.</p>	<p>Noted for future compliance.</p>
<p>ii) Corpus Funds – Rs. 18206.40 lakh (Schedule no 1) This is understated by Rs. 764.05 lakh due to the creation of a specific pension fund for meeting the pension liability of nine officials who were joined in IIMK prior to 01 January 2004 from those institutions where there was GPF cum pension scheme. The creation of a specific pension fund without having a specific order from MHRD and concurrence from Ministry of Finance, GOI has resulted in understatement of Corpus Fund and corresponding overstatement of Pension Fund. Institute has not made provision for retirement benefit as per actuarial valuation as prescribed in MHRD format. The accounting policy may be revised accordingly.</p>	<p>The pension fund was instituted to accommodate the receipts received from employees who joined this Institute from other Institutes, where they were covered by the CCS pension Rules. As no new fund has been created during the year, and the balance in the fund which was created in 2001 is only maintained to match with the actuarial valuation report ( in compliance of Draft SAR comments 2011-12), it is requested that the audit query may please be dropped. Audit comment regarding MHRD format is noted for compliance.</p>
<p>iii) Current Asset – Closing Stock As per Accounting standard 2, the stock have to be valued either at cost price or at net realizable price whichever is lower. But the stock in the accounts was valued at cost price only. Hence the valuation of stock is in violation of the guidelines stipulated in Accounting Standard 2.</p>	<p>Institute follows the Going Concern Concept and also as it is an Educational Institution whose main business activity is to impart Quality education. Further, all the above items in stock were obtained for self use and not for sale and as such valuation of stock at cost price is followed as a practice in a consistent manner over the years. Considering the above it is requested that the query may please be dropped.</p>

<p>iv) The following records were not produced to audit</p> <p>a) Form No 26 AS, issued by the income tax department for the current year and previous years to know about the tax credit available to the IIMK. Due to non production of the Form No 26 AS, audit could not ascertain the total amount of tax credit and such unaccounted income thereto, in the books of IIMK for the current year and previous years.</p>	<p>Before the day of Audit commencement, our password to login to access our 26AS was hacked and the same was informed to the audit team. Proof for the same was also produced to the audit team.</p>
<p>b) The accounts of the IIMK and Contributory Provident Fund Trust were maintained in the Tally software. Audit has given access to the Tally data for the current year only. So the authenticity of the previous years figure which were brought down to current year could not be verified.</p>	<p>Due to the breakdown of the Tally backup data, soft copy was not accessible during the time of audit. However, the audit team was provided with the hard copy of old financial records including, trial balance of previous year, which has been already audited and certified by C &amp; AG.</p>
<p>c) Audit has requested to submit a list of transactions conducted in foreign currency which was not submitted to audit. Hence the impact on foreign currency variation in accounts on the outstanding payables / receivables in foreign currency and accounting of transactions in foreign currency during the year could not be verified in line with the directions stipulated in the Accounting standard 11 issued by ICAI.</p>	<p>Complete set of ledger accounts , Trial balance and bank books were provided to the audit team along with the access to the Tally. The sought data was also provided to the audit team.</p>
<p>D. Grant-in-aid The Institute received grant-in-aid of Rs. 33.28 crore (including Rs. 28.63 crore brought forward from previous year) from the Government of India during 2014-15. The amount utilized during the year was Rs. 58.0 crore leaving a minus balance of Rs. 24.72 crore.</p>	<p>The figures are confirmed.</p>
<p>E. Management Letter: Deficiencies which have not been included in the Audit Report have been brought to the notice of the Director, Indian Institute of Management, Kozhikode through a management letter issued separately for remedial/corrective action. Subject to our observations in the preceding paragraphs, we report that the Balance sheet and Income &amp; Expenditure Account dealt with by this report are in agreement with the books of accounts. In our opinion and to the best of our information and according to the explanations given to us, the said financial statements read together with the Accounting Policies and Notes on Accounts, and subject to the significant matters stated above and other matters mentioned in Annexure I to this Audit Report give a true and fair view in conformity with accounting principles generally accepted in India. In so far as it relates to the Balance Sheet, of the state of affairs of the Indian Institute of Management, Kozhikode as at 31 March 2015; and In so far as it relates to Income &amp; Expenditure Account of the surplus for the year ended on that date.</p>	<p>Noted for compliance.</p>
<p>Annexure I 1. Adequacy of Internal Audit System: Internal Audit has been done upto the financial year 2014-15.</p>	<p>The fact is confirmed</p>

<p>2. Adequacy of Internal Control System: IIMK has prepared Accounting Manual. However the system of Internal Control is inadequate since the physical verification of assets has not been done for the period 2013-14 &amp; 2014-15, the institute is not regular in payment of statutory dues such as service tax and VAT and fixed assets registers were not maintained properly.</p>	<p>Noted for future action.</p>
<p>3. System of Physical Verification of Assets: IMK is not maintaining Fixed Asset Register in conformity to the generally accepted accounting procedure as per GFR 40 &amp; AS-10. As per the normal procedure the fixed asset register should show the details of each item of fixed asset, date of capitalisation, value of capitalisation, date of addition, value of addition, date of deletion, depreciation rate, location, general asset group under which it falls, if the item is written off such details and in the case of land details of area, type of possession, survey number, value etc. The fixed asset register submitted based on audit requisition shows only the item name, location and quantity / no. of items only. Further it shows the details of furniture only and there were no details of electrical equipments, fittings, land under the possession, computers and hardware utensils machinery etc. Annual Physical Verification of assets has been conducted only upto the year 2012.13</p>	<p>Noted for future action.</p>
<p>4. System of Physical Verification of inventory Annual Physical Verification of inventory was conducted during the year 2014-15 by the internal auditors.</p>	<p>The fact is confirmed.</p>
<p>5. Regularity in payment of statutory dues: IIMK is not regular in payment of statutory dues as several show cause notices were received from the Central Excise and Customs department due to non payment of service tax of EPGP courses for the period 2011-13. IIMK is not collecting and remitting the VAT on the sale of tender forms.</p>	<p>Show cause notice has been issued to the Institute on grounds that the courses conducted by IIM are not “recognised by law”. This is being contested and the matter has been taken up with Ministry as well. The Institute has not collected any Sales Tax on the Sale of Tender Forms as the total turnover is not exceeding the taxable limit as per the KVAT Rules.</p>





# Indian Institute of Management Kozhikode

## ANNUAL STATEMENTS OF ACCOUNTS

2014-2015



# Indian Institute of Management Kozhikode

BALANCE SHEET AS AT 31-03-2015

(Rupees in lakhs)

SOURCES OF FUNDS	Schedule	Current Year	Previous Year
<b>UNRESTRICTED FUNDS</b>			
Corpus Fund	1	18,206.40	16,200.93
General Fund	2		-
Designated/Earmarked Funds	3	12,221.91	10,470.56
<b>RESTRICTED FUNDS</b>			-
Capital Fund Fixed Assets	4	17,554.93	19,028.32
<b>LOANS/BORROWINGS</b>	5		
Secured			-
Unsecured			-
<b>CURRENT LIABILITIES &amp; PROVISIONS</b>	6	1,656.55	2,327.28
<b>TOTAL</b>		<b>49,639.79</b>	<b>48,027.09</b>
<b>APPLICATION OF FUNDS</b>			
<b>FIXED ASSETS</b>	7		
Tangible Assets		13,872.36	12,579.75
Intangible Assets			-
Capital Work-In-Progress		1,325.38	2,129.12
<b>INVESTMENTS</b>	8		-
Long Term		4,868.75	3,699.92
Short term		23,297.08	26,292.69
<b>CURRENT ASSETS</b>	9	627.33	1,189.66
<b>LOANS, ADVANCES &amp; DEPOSITS</b>	10	5,648.89	2,135.95
<b>TOTAL</b>		<b>49,639.79</b>	<b>48,027.09</b>
Significant Accounting Policies	22		
Contingent Liabilities and Notes on Accounts	23		

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

Place: Kozhikode  
Date : 04-06-2015

Sd/-  
Ms. Shiny George Ambat  
CFO

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

Sd/-  
Prof. Kulbhushan Balooni  
DIRECTOR (In-Charge)

**Indian Institute of Management Kozhikode**  
INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2015

(Rupees in lakhs)

PARTICULARS	Schedule	Current Year					Previous Year Total
		Unrestricted Funds			Restricted Fund	Total	
		Corpus	Designated fund	General fund			
<b>INCOME</b>							
Academic Receipts	11	6,156.95	-	-	-	6,156.95	5,870.95
Grants & Donations	12	-	-	-	-	-	-
Income from investments	13	-	-	-	-	-	-
Other Incomes	14	326.16	-	-	-	326.16	362.85
<b>TOTAL (A)</b>		<b>6,483.11</b>	-	-	-	<b>6,483.11</b>	<b>6,233.80</b>
<b>EXPENDITURE</b>							
Staff Payments & Benefits	15	1,898.34	-	-	-	1,898.34	1,670.62
Academic Expenses	16	1,865.06	-	-	-	1,865.06	1,271.46
Administrative and General Expenses	17	477.02	-	-	-	477.02	542.23
Transportation Expenses	18	19.64	-	-	-	19.64	23.76
Repairs & maintenance	19	541.72	-	-	-	541.72	569.43
Finance costs	20	0.55	-	-	-	0.55	0.54
Other Expenses	21	1,653.65	-	-	-	1,653.65	1,506.48
<b>TOTAL (B)</b>		<b>6,455.98</b>	-	-	-	<b>6,455.98</b>	<b>5,584.52</b>
Balance being excess of Income over Expenditure (A-B)		27.13				27.13	649.28
Transfer of Depreciation (Fixed Assets) to Capital Fund A/c.		-	1,545.33	-	-	1,545.33	1,424.07
Transfer of Depreciation (Fixed Assets-Projects) to Capital Fund		-	0.06	-	-	0.06	0.10
Transfer to Depreciation Fund		-	0.00	-	-	0.00	-1,424.17
Transfer to CPF General Reserve		-		2.81	-	2.81	-3.22
Transfer to Pension Fund		-	-764.05			764.05	0.00
Transfer to Staff Welfare Fund		-	-62.45			-62.45	-150.93
<b>Balance Being Surplus (Deficit) Carried to General Fund</b>		<b>27.13</b>	<b>718.89</b>	<b>2.81</b>	<b>0.00</b>	<b>748.83</b>	<b>495.13</b>
Significant Accounting Policies	22						
Contingent Liabilities and Notes on Accounts	23						

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

Place: Kozhikode  
Date : 04-06-2015

Sd/-  
Ms. Shiny George Ambat  
CFO



## Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31-03-2015

(Rupees in lakhs)

PARTICULARS	Current Year		Previous Year	
<b>SCHEDULE 1 - GENERAL FUND/CORPUS</b>				
<b>A. Corpus Fund</b>				
<b>Balance at the beginning of the year</b>				
a) Corpus Fund	16,193.09		14,335.10	
b) CPF General Reserve A/c.	-0.58		-3.81	
c) CPF Forfeited A/c.	8.43	16,200.93	4.24	14,335.53
<b>Add Contribution towards Corpus</b>				
a) Loan Amount recovered during the year	6.79		1.46	
b) Amount transferred from Income & Expenditure A/c	746.02		498.35	
c) Interest on Corpus Fund Investment	1,253.34		1,363.64	
d) Interest Charged on Recoverable Loan A/cs.	0.66		0.94	
e) Previous year's profit on sale of assets rectified	-		0.34	
f) Amount forfeited from CPF	0.17	2,006.97	4.19	1,868.92
<b>Deduct Amount transferred from Corpus</b>				
a) Recoverable Loan paid from corpus Fund	1.51	1.51	3.51	3.51
<b>BALANCE AT THE YEAR END</b>		<b>18,206.40</b>		<b>16,200.93</b>

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

Place: Kozhikode  
Date : 04-06-2015

Sd/-  
Ms. Shiny George Ambat  
CFO

**Indian Institute of Management Kozhikode**  
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31-03-2015

(Rupees in lakhs)

PARTICULARS	FUND WISE BREAKUP			Current Year	Previous Year
	Pension fund	Depreciation fund	Staff Welfarefund		
<b>SCHEDULE 3 - DESIGNATED/EARMARKED FUNDS</b>					
<b>a) Opening balance of the funds</b>	<b>173.69</b>	<b>10,108.63</b>	<b>188.23</b>	<b>10,470.56</b>	<b>8,322.26</b>
<b>b) Additions to the Funds :</b>					
i. Grants received / Contributions made	764.05		63.63	827.68	1,577.71
ii. Income from Invesments / Savings Bank A/c	13.53	1,009.41		1,022.94	694.35
iii. Fees / Contributions received				-	-
iv. Prior Period income/Amount recd from Advance	-	-	0.83	0.83	0.92
<b>TOTAL (a+b)</b>	<b>951.27</b>	<b>11,118.04</b>	<b>252.69</b>	<b>12,322.01</b>	<b>10,595.24</b>
<b>c) Utilisation/Expenditure towards objectives of funds</b>					
i. Capital Expenditure					
- Fixed Assets	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	-
ii. Revenue Expenditure					
- Salaries, Wages and Allowances etc.	10.97			10.97	9.91
- Other Administrative expenses			88.38	88.38	114.15
- Payment to Members	-	-	-	-	-
<b>TOTAL</b>	<b>10.97</b>	<b>-</b>	<b>88.38</b>	<b>99.35</b>	<b>124.06</b>
iii . Balance fund amount remitted/refunded	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	-
iv . Other Debits/Advances	-	-	0.75	0.75	0.63
<b>TOTAL</b>	-	-	<b>0.75</b>	<b>0.75</b>	<b>0.63</b>
<b>TOTAL ( c )</b>	<b>10.97</b>	<b>-</b>	<b>89.13</b>	<b>100.10</b>	<b>124.69</b>
<b>NET BALANCE AS AT THE YEAR END (a+b-c)</b>	<b>940.30</b>	<b>11,118.04</b>	<b>163.57</b>	<b>12,221.91</b>	<b>10,470.56</b>

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

Place: Kozhikode  
Date : 04-06-2015

Sd/-  
Ms. Shiny George Ambat  
CFO

**Indian Institute of Management Kozhikode**  
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2015

(Rupees in lakhs)

PARTICULARS	FUND WISE BREAKUP			Current Year	Previous Year
	Capital fund-fixed assets	Capital fund-grant in aid	CPF Members a/c		
<b>SCHEDULE 4 - RESTRICTED FUNDS</b>					
<b>a) Opening balance of the funds</b>	<b>14,708.87</b>	<b>3,556.86</b>	<b>762.59</b>	<b>19,028.32</b>	<b>17,390.48</b>
<b>b) Additions to the Funds :</b>					
Capital Expenditure incurred during the year	2,160.04	-	-	2,160.04	2,060.87
Accumulated Depreciation on Assets disposed of or adjusted	3.94	-	-	3.94	0.73
Grant-in-Aid received from Govt. of India	-	465.34	-	465.34	2,925.00
Unutilised deposit for land received back from Tehasildar	(-129.72)	129.72	-	-	-
Subscriptions	-	-	57.35	57.35	183.39
Interest credited	-	-	39.12	39.12	52.78
<b>TOTAL (a+b)</b>	<b>16,743.13</b>	<b>4,151.92</b>	<b>859.06</b>	<b>21,754.10</b>	<b>22,613.26</b>
<b>c) Utilisation/Expenditure towards objectives of funds</b>					
Depreciation written off during the year	1,545.39	-	-	1,545.39	1,424.17
Cost of Assets disposed off during the year	-	-	-	-	1.33
Transferred to Capital Fund (FA)	-	2,160.04	-	2,160.04	2,060.81
Amount realized on disposal of assets	-	-	493.75	493.75	98.62
NPS Settlement/ Withdrawals /Forefieture made	-	-	-	-	-
<b>TOTAL ( c )</b>	<b>1,545.39</b>	<b>2,160.04</b>	<b>493.75</b>	<b>4,199.17</b>	<b>3,584.93</b>
<b>NET BALANCE AS AT THE YEAR -END (a+b-c)</b>	<b>15,197.74</b>	<b>1,991.88</b>	<b>365.31</b>	<b>17,554.93</b>	<b>19,028.32</b>

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

Place: Kozhikode  
Date : 04-06-2015

Sd/-  
Ms. Shiny George Ambat  
CFO

**Indian Institute of Management Kozhikode**  
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2015

(Rupees in lakhs)

PARTICULARS	Current Year		Previous Year	
<b>SCHEDULE 6 - CURRENT LIABILITIES &amp; PROVISIONS</b>				
<b>A. CURRENT LIABILITIES</b>				
a) Caution Deposits from Students				
i) From current students	191.22		190.57	
ii) From ex-students	3.69	194.91	1.72	192.29
b) Sundry Creditors for goods/services				
i) Electricity & Water charges payable	26.41		20.53	
ii) Telephone Charges payable	1.65		0.95	
iii) Others	23.99	52.05	0.01	21.49
c) Advances received				
i) Consultancy Projects A/c.	64.62		55.52	
ii) Income received in advance	10.68	75.30	0.81	56.33
d) Statutory Liabilities		0.96		
e) Other Current Liabilities				
i) Salaries & Wages Payable	101.75		104.07	
ii) Scholarship Payable	2.40		60.61	
iii) Travel expenses(Admission) Payable	0.14		17.45	
iv) Group Gratuity Premium payable	4.73		23.52	
v) Honararium payable	40.96		72.50	
vi) Retention Money	151.15		127.45	
vii) Earnest Money Deposits	21.64		18.78	
viii) IIMK Students Mess a/c payable	20.42		71.44	
ix) Undivided Revenue payable-EPGP	197.71		185.82	
x) Others liabilities	39.85	580.75	21.93	703.56
f) CAT Account	99.95	99.95	737.16	737.16
<b>TOTAL ( A )</b>		<b>1,003.91</b>		<b>1,710.83</b>
<b>B. PROVISIONS</b>				
a) Accumulated Leave Encashment	404.74		293.87	
b) Others:				
i) Provision for Capital Expenditure	69.14		247.91	
ii) Provision for Revenue Expenditure	178.75	652.64	74.66	616.45
<b>TOTAL ( B )</b>		<b>652.64</b>		<b>616.45</b>
<b>TOTAL ( A + B )</b>		<b>1,656.55</b>		<b>2,327.28</b>

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

Place: Kozhikode  
Date : 04-06-2015

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**Indian Institute of Management Kozhikode**  
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2015

(Rupees in lakhs)

Description	GROSS BLOCK				DEPRECIATION					NET BLOCK	
	Cost/valuation as at 01-Apr-14	Additions during the year	Adjustments during the year	Cost/Valuation as at 31-Mar-15	Rate under WDV method	As at 01-Apr-15	On Additions during the year	Adjustments during the year	Total up to 31-Mar-15	As at 31-Mar-15	As at 31-Mar-14
<b>SCHEDULE 7- FIXED ASSETS</b>											
<b>A. NON DEPRECIABLE ASSETS</b>											
1. LAND											
a) Freehold	2,371.44	-	(129.72)	2,241.73	-	-	-	-	-	2,241.73	2,371.44
<b>TOTAL A</b>	<b>2,371.44</b>	<b>-</b>	<b>(129.72)</b>	<b>2,241.73</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,241.73</b>	<b>2,371.44</b>
<b>B 1. DEPRECIABLE ASSETS</b>											
1. BUILDING :											
a) On freehold Land (Academic)	9,537.32	1,034.87	-	10,572.20	10%	3,862.47	621.63	(19.23)	4,464.86	6,107.34	5,674.85
b) On freehold Land (Residential)	2,623.00	2.04	-	2,625.04	5%	472.22	107.59		579.81	2,045.23	2,150.78
c) Road,boudarywalls,Drains etc	977.99	131.70	-	1,109.69	10%	553.64	49.15	15.32	618.11	491.58	424.35
d) Water Harvesting Pond	-	547.19	-	547.19			27.36		27.36		519.83
2. PLANT & MACHINERY											
a) Electrical Installations	1,290.88	630.33	(0.17)	1,921.04	10%	663.66	124.82	(0.02)	788.46	1,132.59	627.22
b) Water supply Installation	255.41		-	255.41	15%	182.52	10.93		193.45	61.96	72.89
3. VEHICLES	61.86		-	61.86	15%	36.03	3.87		39.90	21.95	25.82
4. FURNITURE & FIXTURES											
a) IIMK Campus	1,291.94	15.09	-	1,307.04	10%	633.64	66.66		700.30	606.73	658.30
b) Kochi Campus	303.41	4.35	-	307.75	10%	71.71	23.39		95.09	212.66	231.70
5. OFFICE EQUIPMENT	262.65	13.38	-	276.03	15%	167.51	15.75		183.25	92.78	95.14
6. COMPUTER/PERIPHERALS	1,159.16	209.01	-	1,368.16	60%	1,033.39	140.46		1,173.85	194.31	125.76
7. LIBRARY BOOKS											
a) Books/Database/Videos	1,067.79	169.41	-	1,237.20	60%	969.72	151.66		1,121.38	115.82	98.07
b) Journnals	738.08	206.56	-	944.65	100%	715.13	202.05		917.17	27.47	22.95
8. OTHER FIXED ASSETS	0.38		-	0.38	15%	0.28	0.01		0.30	0.08	0.10
<b>TOTAL B 1</b>	<b>19,569.86</b>	<b>2,963.94</b>	<b>(0.17)</b>	<b>22,533.63</b>		<b>9,361.91</b>	<b>1,545.33</b>	<b>(3.94)</b>	<b>10,903.30</b>	<b>11,630.33</b>	<b>10,207.95</b>
<b>B 2. CAPITAL, WORK-IN-PROGRESS</b>											
Add: Additions During the Year										1,531.05	1,497.11
Less: Capitalised During the Year										2,334.78	317.82
Closing WORK -IN- PROGRESS										1,325.38	2,129.12
<b>TOTAL B (B1 + B2)</b>										<b>12,955.72</b>	<b>12,337.07</b>
<b>C. PROJECT DEPRECIABLE ASSETS: -</b>											
1. FURNITURE, FIXTURES	0.79		-	0.79	10%	0.48	0.03		0.51	0.28	0.31
2. COMPUTER/PERIPHERALS	62.06		-	62.06	60%	62.02	0.03		62.04	0.02	0.04
3. LIBRARY BOOKS	2.73		-	2.73	100%	2.73	-		2.73		
<b>TOTAL C)</b>	<b>65.59</b>		<b>-</b>	<b>65.59</b>		<b>65.23</b>	<b>0.06</b>		<b>65.29</b>	<b>0.30</b>	<b>0.36</b>
<b>GRAND TOTAL (A+B+C)</b>	<b>22,006.90</b>	<b>2,963.94</b>	<b>(129.89)</b>	<b>24,840.95</b>	<b>-</b>	<b>9,427.15</b>	<b>1,545.39</b>	<b>(3.94)</b>	<b>10,968.59</b>	<b>15,197.74</b>	<b>14,708.87</b>

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

Place: Kozhikode  
Date : 04-06-2015

Sd/-  
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CFO

**Indian Institute of Management Kozhikode**  
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2015

(Rupees in lakhs)

PARTICULARS	Current Year	Previous Year
<b>SCHEDULE 8 - INVESTMENTS</b>		
<b>INVESTMENTS- Short term funds</b>		
1. Investment from Earmarked/Endowment Funds		
a) Depreciation Fund Investment	10,782.00	9,600.00
2. Investment -Others		
a) Term Deposits with Banks	2,272.62	1,300.00
b) CAT Funds Investments	99.75	728.48
c) Term Deposits with Banks (Corpus Fund Investment)	10,142.71	14,600.00
d) CPF Investments	0.00	64.21
<b>TOTAL</b>	<b>23,297.08</b>	<b>26,292.69</b>
<b>INVESTMENTS -Long term Funds</b>		
1. Investment from Earmarked/Endowment Funds		
a) Pension Fund Investments	170.00	170.00
2. Investment -Others		
a) Long Term Deposits with Banks (Corpus Fund Investment)	1,375.00	
b) In Govt. of India Bonds 8%(Corpus Fund Investment)	3,000.00	3,000.00
c) CPF Investments	323.75	529.92
<b>TOTAL</b>	<b>4,868.75</b>	<b>3,699.92</b>
<b>GRAND TOTAL</b>	<b>28,165.83</b>	<b>29,992.61</b>

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

Place: Kozhikode  
Date : 04-06-2015

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## Indian Institute of Management Kozhikode

### SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2015

(Rupees in lakhs)

PARTICULARS	Current Year		Previous Year	
<b>SCHEDULE 9 - CURRENT ASSETS</b>				
1. Stock in Hand		41.49		35.85
2. Debtors				
Outstanding for more than six months	117.32		39.97	
Others	92.91	210.23	196.60	236.58
3. Cash balances in hand (including cheques/drafts and imprest)				
4. Bank Balances :   a) With Scheduled Banks :				
- On Savings Accounts		375.60		917.24
<b>TOTAL (A)</b>		<b>627.33</b>		<b>1,189.66</b>

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

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## Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2015

(Rupees in lakhs)

PARTICULARS	Current Year		Previous Year	
<b>SCHEDULE 10 - LOANS, ADVANCES ETC.</b>				
1. Advances to Employees				
a) Festival advances	0.11		0.09	
b) LTC advances	2.94		9.53	
c) TA/DA advances	16.80		18.80	
d) Temporary advances	10.97	30.82	19.76	48.19
2. Advances and other amounts recoverable in cash or in kind or for value to be received:				
a) On Capital account	4,533.36		941.66	
b) To Suppliers	23.51		2.31	
c) IIM Punjab	7.51		0.00	
d) Others	281.39	4,845.77	209.53	1,153.49
3. Prepaid Expenses				
a) Insurance	4.55		6.77	
b) Other Expenses	35.72	40.27	42.07	48.85
4. Deposits				
a) Telephone	0.15		0.15	
b) Electricity	37.59		16.28	
c) Others	19.18	56.92	19.24	35.67
5. Interest accrued on Investment and Funds				
On Earmarked Funds:				
a) Depreciation Fund	212.89		256.66	
b) Pension fund	2.20	215.09	2.27	258.92
On others:				
a) Corpus fund	293.91		432.94	
b) Term deposit fund	83.75		61.96	
c) KSEB deposit	0.00		2.23	
d) CPF	43.83		52.01	
e) CAT Investment	2.33		1.12	
f) Loans & Advances	3.34	427.15	4.17	554.42
6. Cenvat	32.86	32.86	36.40	36.40
<b>TOTAL (B)</b>		<b>5,648.89</b>		<b>2,135.95</b>

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

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## Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2015

(Rupees in lakhs)

PARTICULARS	Current Year	Previous Year
<b>SCHEDULE 11 - ACADEMIC RECEIPTS</b>		
<b>A. ACADEMIC—PGP Tuition Fees</b>		
1. Tuition	2,005.65	1,589.33
2. IT & Infrastructure	515.02	473.27
3. Library	479.62	473.27
4. Books & Study Material	385.40	353.18
5. Admission Fees	20.76	20.86
6. Orientation	13.84	13.90
7. Student Support Services	80.78	70.86
8. Workshops	52.30	70.64
<b>Total (a)</b>	<b>3,553.37</b>	<b>3,065.30</b>
9. DPP FEES	36.66	12.22
10. PGP Misc.Income	18.96	6.34
11. Placement Fees	72.15	47.65
<b>Total (b)</b>	<b>127.78</b>	<b>66.21</b>
<b>B. EXAMINATIONS—(PGP)</b>		
1. Examinations Fees	56.16	42.38
2. CAT Income	212.78	100.00
<b>Total (c)</b>	<b>268.94</b>	<b>142.38</b>
<b>C. Others fees- (PGP)</b>		
1. Medical & Student Welfare	94.62	84.76
2. Hostel (Room Rent)	210.00	211.91
3. Alumni	53.10	21.53
<b>Total (d)</b>	<b>357.72</b>	<b>318.20</b>
<b>Total A</b>	<b>4,307.81</b>	<b>3,592.10</b>
<b>D. FPM Incomes</b>		
1. Acceptance Money	0.40	0.24
2. Fee paid at the time of joining	0.53	0.18
3. Application Fee	0.34	0.95
<b>TOTAL B</b>	<b>1.27</b>	<b>1.37</b>
<b>TOTAL (A+B)</b>	<b>4,309.08</b>	<b>3,593.46</b>

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

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## Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2015

(Rupees in lakhs)

PARTICULARS	Current Year	Previous Year
<b>SCHEDULE 11(continued) -OTHER ACADEMIC RECEIPTS</b>		
<b>E) EPGP Programme Fees</b>		
a) EPGP Fees	151.45	580.58
b) Study material	221.25	319.25
c) Others	5.31	4.87
<b>Total</b>	<b>378.02</b>	<b>904.71</b>
2) EPGP Programme Fees(Kochi)	539.76	674.95
3) MDP Income	787.27	663.05
4) FDP Programme fees	13.31	22.80
5) Income from Seminars / Conferences	129.51	11.99
<b>Total</b>	<b>1,469.85</b>	<b>1,372.78</b>
<b>GRAND TOTAL</b>	<b>6,156.95</b>	<b>5,870.95</b>

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

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## Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2015

(Rupees in lakhs)

PARTICULARS	Current Year		Previous Year	
<b>SCHEDULE -13</b>				
<b>Interest: a) Bonds / Funds</b>				
Corpus Fund				
Received	200.00		200.00	
Accrued	38.79	238.79	40.00	240.00
Pension Fund Investments				
Received	11.33		11.33	
Accrued	2.20	13.53	2.27	13.60
<b>TOTAL ( A )</b>		<b>252.33</b>		<b>253.60</b>
<b>Interest: b) Bank deposits</b>				
Corpus Fund				
Received	759.43		730.70	
Accrued	255.12	1,014.55	392.94	1,123.64
Depreciation Fund				
Received	796.52		424.10	
Accrued	212.89	1,009.41	256.66	680.75
<b>TOTAL ( B )</b>		<b>2,023.96</b>		<b>1,804.39</b>
<b>GRAND TOTAL OF ( A + B )</b>		<b>2,276.28</b>		<b>2,057.99</b>
<b>Transferred to Earmarked / Endowment Funds</b>		<b>2,276.28</b>		<b>2,057.99</b>

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## Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2015

(Rupees in lakhs)

PARTICULARS	Current Year	Previous Year
<b>SCHEDULE 14 - OTHER INCOME</b>		
<b>A. Income from Land &amp; Building</b>		
1) Licence Fee Guest House Charges	26.08	28.51
2) Accomodation in Guest House	22.30	6.69
<b>B. Interest on Term Deposits</b>		
1) With Scheduled Banks	187.83	233.61
<b>C. Interest on Savings accounts</b>		
1) With Scheduled Banks	26.02	23.25
<b>D. Interest on Loans/Deposits</b>		
1) On KSEB deposit	0.13	0.98
<b>E. CPF Income</b>	36.31	56.01
<b>F. Others</b>		
1) Income from Agricultural Products	2.16	1.50
2) Consultancy Income	12.01	1.31
3) Miscellaneous Receipts (Others)	5.30	3.75
4) Facilitation Charges	2.20	0.55
5) Cost of Forms/Quotation	1.15	0.75
6) Bus fare receipts	1.51	1.55
7) Registration Fee(Suppliers)	0.01	1.80
8) Royalty Income	0.16	0.72
9) Prior period income	2.16	1.69
10) Application fee for Right to Information	0.03	0.01
11) Receipt for use of Staff Car	0.08	0.07
12) Application fee for Jobs	0.71	0.09
<b>TOTAL</b>	<b>326.16</b>	<b>362.85</b>

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## Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2015

(Rupees in lakhs)

PARTICULARS	Current Year	Previous Year
<b>SCHEDULE 15 - Staff Payments &amp; Benefits</b>		
Salaries and Wages (includes pay revision arrears)	1,354.77	1,243.10
Allowances and Bonus	112.65	117.02
Contribution to PF	23.13	81.09
Staff Welfare Expenses	10.66	8.50
Retirement & Terminal Benefits	192.28	137.51
Leave Travel Concession Expenses	36.45	21.86
Medical expenses	32.70	20.60
Children education allowances	14.90	13.14
Honararium	1.33	0.66
TA/DA Expenses	5.01	4.02
Other Staff Payments	114.45	23.12
<b>TOTAL</b>	<b>1,898.34</b>	<b>1,670.62</b>

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

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## Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2015

(Rupees in lakhs)

PARTICULARS	Current Year	Previous Year
<b>SCHEDULE 16 - ACADEMIC EXPENSES</b>		
Direct PGP Expenses	745.12	526.56
Direct MDP Expenses	504.69	316.31
Direct FDP Expenses	7.82	4.30
Direct EPGP Expenses	240.79	250.22
FPM Expenses	132.39	88.39
Research Expense	108.53	22.18
Academic Expenses-KOCHI	125.74	63.50
<b>TOTAL</b>	<b>1,865.06</b>	<b>1,271.46</b>

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## Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2015

(Rupees in lakhs)

PARTICULARS	Current Year	Previous Year
<b>SCHEDULE 17 - ADMINISTRATIVE AND GENERAL EXPENSES</b>		
Electricity and Water Charges	239.23	189.24
Insurance Premium	6.10	2.98
Rent Rates and Taxes	2.29	2.22
Postage Expenses (General)	6.19	10.17
Telephone Expenses (Gen)	15.24	13.02
Printing and Stationary (Gen)	0.50	20.69
Travelling and Conveyance		
Travel Faculty	10.14	13.51
Travel (Non Faculty )	0.17	0.20
Travel-General	5.47	5.07
Hospitality Expenses		
Hospitality Expenses (Director)	0.49	3.54
Hospitality Expenses (General )	3.90	11.03
Professtional fee to Internal Auditors	1.08	0.61
Statutory Audit Fee	-	1.00
Legal and Professional Charges	3.50	2.50
Advertisement and Publicity (General)	43.84	142.16

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Date : 04-06-2015

Sd/-  
Ms. Shiny George Ambat  
CFO

## Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2015

(Rupees in lakhs)

PARTICULARS	Current Year	Previous Year
<b>SCHEDULE 17 - ADMINISTRATIVE AND GENERAL EXPENSES-Contd.</b>		
Advertisement and Publicity Development	4.39	4.49
News Papers and Periodicals	1.68	1.63
BOG Meeting Expenses	7.99	13.27
Dispensary Expense(Others)	14.33	8.36
Others (Administrative Expenses)		
Institute Functions	2.05	6.29
Institutional Membership and Subscription	7.83	5.17
Parliamentary Committee Expenses	-	1.84
Miscellaneous Exps (General)	0.52	0.53
Kochi Campus Expenses		
Advertisement & Publicity(Kochi )	13.98	12.90
V Sat and Internet Charges-Kochi	0.12	0.21
Consumables(IT) Expenses & Other Maintenance(Kochi)	1.31	0.31

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

Place: Kozhikode  
Date : 04-06-2015

Sd/-  
Ms. Shiny George Ambat  
CFO



## Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2015

(Rupees in lakhs)

PARTICULARS	Current Year	Previous Year
<b>SCHEDULE 17 - ADMINISTRATIVE AND GENERAL EXPENSES-Contd.</b>		
Electrical Repairs & Maint.(Kochi)	1.68	0.52
Electricity & Water Charges (Kochi)	7.41	5.02
Hospitality Expenses ( Kochi )	10.68	5.84
Hostel Guest House Expenses(Kochi)	1.90	1.34
Institute Functions (Kochi)	0.38	0.50
Institutional Membership and Subscription(Kochi)	2.49	0.27
Internet Charges (Kochi )	7.22	7.36
Journals & Subscriptions (Kochi)	0.18	0.20
Miscellaneous Expenses(Kochi)	0.06	0.10
News Paper & Periodicals (Kochi)	0.14	0.10
Postage (Kochi)	0.05	0.04
Printing & Satationery ( Kochi)	1.32	3.75
Rent Rates & Taxes Kochi	41.23	40.76
Telephone Exp ( Kochi)	2.35	2.05
Travel EPGP (Kochi)	7.58	1.46
<b>TOTAL</b>	<b>477.02</b>	<b>542.23</b>

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

Place: Kozhikode  
Date : 04-06-2015

Sd/-  
Ms. Shiny George Ambat  
CFO

## Indian Institute of Management Kozhikode

### SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2015

(Rupees in lakhs)

PARTICULARS	Current Year	Previous Year
<b>SCHEDULE 18 - TRANSPORTAION EXPENSES</b>		
1. Vehicles(Owned by Educational Institution)		
Vehicle Running(P.O.L) Expenses	7.34	7.73
Vehicle Maintenance Expenses	6.76	9.65
Vehicle Insurance	0.98	0.71
2. Vehicles taken on lease/expenses	4.44	5.04
3. Kochi Conveyance Hire charges	0.12	0.64
<b>TOTAL</b>	<b>19.64</b>	<b>23.76</b>

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

Place: Kozhikode  
Date : 04-06-2015

Sd/-  
Ms. Shiny George Ambat  
CFO

## Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2015

(Rupees in lakhs)

PARTICULARS	Current Year	Previous Year
<b>SCHEDULE 19 - REPAIRS &amp; MAINTENANCE</b>		
Civil Repairs and Maintenance	78.86	95.39
Furniture Repairs and Maintenance	0.97	9.08
Electrical Repairs and Maintenance	80.29	77.82
DG Set Maintenance Expenses	25.52	28.39
Consumables(IT) Expenses & Other Maintenance	24.33	20.38
V Sat and Internet Charges	35.42	36.12
Cable Charges (TV)	3.11	1.01
AMC for Equipments	43.72	37.60
Hostel Guest House Expenses	5.79	7.43
House Keeping Consumable Items	4.19	2.44
Campus Maintenance Expenses	182.84	200.63
Campus Green Initiative Expenses	0.67	0.67
Horticultural Expenses	34.46	30.51
WTP Maintenance Expenses	8.66	9.37
MDC Guest House expenses	2.43	
Kochi Campus Expenses		
Repairs and Maintenance (Kochi )	0.33	0.01
AMC - Kochi	7.67	5.99
Campus Maintenance Exps(Kochi)	2.46	6.59
<b>TOTAL</b>	<b>541.72</b>	<b>569.43</b>

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

Place: Kozhikode  
Date : 04-06-2015

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CFO

## Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2015

(Rupees in lakhs)

PARTICULARS	Current Year	Previous Year
<b>SCHEDULE 20 - FINANCE COSTS</b>		
Bank Charges	0.55	0.54
<b>TOTAL</b>	<b>0.55</b>	<b>0.54</b>

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

Place: Kozhikode  
Date : 04-06-2015

Sd/-  
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CFO

## Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2015

(Rupees in lakhs)

<b>SCHEDULE 21 - OTHER EXPENSES</b>	Current Year	Previous Year
Prior Period Expenses	108.19	82.31
Interest paid on service Tax	0.08	0.00
Loss of Library Books	(0.01)	0.00
Depreciation expenses	1,545.33	1,424.07
Depreciation on Project Assets	0.06	0.10
<b>TOTAL</b>	<b>1,653.65</b>	<b>1,506.48</b>

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

Place: Kozhikode  
Date : 04-06-2015

Sd/-  
Ms. Shiny George Ambat  
CFO

**Indian Institute of Management Kozhikode**  
CASH FLOW STATEMENT FOR THE YEAR ENDED 31ST MARCH 2015

(Rupees in lakhs)

PARTICULARS	Current Year			Previous Year		
<b>Cash Flow from operating Activities:</b>			748.83			495.13
Adjustments for the non operating incomes/Expenses:						
Add Transfer to Depreciation Fund		-		1,424.17		
Transfer to CPF General Reserve		(2.81)		3.22		
Transfer to Staff Welfare Fund		62.45		150.93		
Transfer to Pension Fund		764.05		-		
Less Interest Earned		(213.98)	609.71	(257.84)		1,320.49
<b>Surplus/Deficit before changes in the current assets/current liabilities</b>			<b>1,358.54</b>			<b>1,815.61</b>
Less Increase in Current Assets						
As on 31.3.2014 (Less Bank balance)	2,408.37			2,790.20		
As on 31.3.2015 (Less Bank balance)	5,900.61	(3,492.24)		2,408.37	381.83	
Less Decrease in Current Liabilities						
As on 31.3.2014	2,327.28			3,212.96		
As on 31.3.2015	1,656.55	(670.73)	(4,162.97)	2,327.28	(885.68)	(503.85)
<b>Net Cash from Operating Activities</b> A			<b>(2,804.44)</b>			<b>1,311.76</b>
<b>Cash Flow from Investing Activities:</b>						
Less Additions to Fixed Assets		(2,160.04)		(2,060.81)		
Add Reduction in Investments						
As on 31.3.2014	29,992.61			26,190.10		
As on 31.3.2015	28,165.83	1,826.78		29,992.61	(3,802.51)	
Add Interest Received		213.98		257.84		
<b>Net Cash from Investing Activities</b> B			<b>(119.27)</b>			<b>(5,605.48)</b>
<b>Cash Flow from Financing Activities:</b>						
Add Additions to general fund during the year		862.16		1,504.60		
Grants received						
Grants for fixed Assets		595.06		2,925.00		
Endowment Fund		924.85		573.19		
<b>Net Cash from Investing Activities</b> C			<b>2,382.07</b>			<b>5,002.79</b>
<b>Net Increase/Decrease in Cash Equivalents</b> A + B + C			<b>(541.63)</b>			<b>709.07</b>
Bank A/C balance as on 01.04.2014			<b>917.24</b>			<b>208.18</b>
Bank A/C balance as on 31.03.2015			<b>375.60</b>			<b>917.25</b>

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

Place: Kozhikode  
Date : 04-06-2015

Sd/-  
Ms. Shiny George Ambat  
CFO

# Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2015

## **SCHEDULE 22 – SIGNIFICANT ACCOUNTING POLICIES:**

### **1. ACCOUNTING CONVENTION**

The financial statements are prepared on the basis of historical cost convention, unless otherwise stated, following going concern concept and on accrual method of accounting. Accrual method of accounting has been followed as far as possible and the deviations are as stated below.

### **2. REVENUE RECOGNITION AND CHANGE IN THE ACCOUNTING POLICY**

- 2.1 From the year 2005-06 the Institute is covered under the 'Block Grant Scheme' of the Govt. of India. Under 'Block Grant Scheme' Non plan grant is released on the basis of pre-fixed amount on revenue account. Accordingly from the year 2005-06 the institute has been recognizing Non plan Grant as income.
- 2.2 Interest on Investment and Mobilization Advances is recognized on accrual basis whereas interest on Saving Bank Account is taken on actual receipt basis as and when credited by banks.
- 2.3 Consultancy income is recognized on completion of the consultancy projects.
- 2.4 ePGP income has been considered for the total fee shared during the year. Fee accruing for the year but shared during previous year has not been considered as the same has been accounted in the previous year.

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

Place: Kozhikode  
Date : 04-06-2015

Sd/-  
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CFO

# Indian Institute of Management Kozhikode

## SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2015

### 3. EXPENSES

- 3.1 Expenses are accounted on the basis of accrual method of accounting except the following.
- 3.2 We have prior period expenses of Rs.33.39 Lakhs in 2014-15 which was not recognized in 2013-14

### 4. INVESTMENTS

- 4.1 Valuation of investments have been made as per letter no.21-16/2012-TS.II dated 21.02.2012 of MHRD

### 5. FIXED ASSETS

- 5.1 Fixed Assets of the Institute are acquired out of grants from the Government of India and the Government of Kerala. Funds utilized for acquisition of assets are shown under Capital Fund (Fixed Assets) in the corresponding schedule 4 to the Balance sheet.
- 5.2 Fixed Assets Acquired out of Earmarked/Sponsored Project account are booked as expenditure in concerned project account. These assets are included in Fixed Assets by corresponding credit to Capital Fund ( Fixed Asset - Project ) in Schedule 4 to the balance sheet.
- 5.3 Fixed Assets are stated at cost of acquisition inclusive of inward freight, duties and taxes and incidental and direct expenses related to acquisition of assets.
- 5.4 In respect of projects under construction, all direct expenses connected with the construction are capitalized under different sub-heads and apportionment of this expenditure to the specific assets are done on completion of the project on pro-rata basis. Fixed Assets received by way of non-monetary grants (other than towards the Corpus Fund) are capitalized at values stated on receipt and corresponding credit to Capital Fund.
- 5.5 Fixed Assets constructed and put to use during the year has been capitalized. The certified value of water harvesting pond has been capitalized during the year.
- 5.6 Work done for Audio Visual project has been capitalized during the year under electrical installation considering the total expenses incurred as towards one single project.
- 5.7 The balance amount due to M/s GFE for Rs.40/-lacs(approximate) has been set aside against their liabilities on account of their non performance of the contracts besides other recoveries (including outstanding payments,if any,to local agencies engaged by M/s GFE ).How ever a separate accounting entry has not been recorded in our Books.

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

Place: Kozhikode  
Date : 04-06-2015

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CFO



# Indian Institute of Management Kozhikode

## SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2015

### 6. DEPRECIATION

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

### 7. GOVERNMENT GRANTS / SUBSIDIES

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

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

Place: Kozhikode  
Date : 04-06-2015

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## Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2015

### 8. CORPUS FUND

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

### 9. DEPRECIATION FUND

- 9.1 Depreciation Fund created by transferring the amount of depreciation charged every year to ensure availability of sufficient funds as and when the old assets has to be replaced. During the current year there is no transfer to depreciation fund as the balance in the depreciation fund with interest is sufficient when compared to the total accumulated depreciation.

### 10. PENSION FUND

- 10.1 Transfer of Rs.7.64 crores to Pension Fund is made during the year on the basis of the actuarial valuation of the liability.

### 11. Significant events during the year

- 11.1 During the year there was loss by fire at MDP complex . An amount of Rs.8,07,868/- received as Insurance claim has been credited to suspense account as the final bills of lost assets have not been received from contractors .
- 11.2 IIMK was appointed as mentor for the new IIM Punjab by the Government of India during the year.
- 11.3 During the year New Pension Scheme was implemented from 1.4.2015 for all employees who have joined the Institute after 1.1.2004. CPF Investments where accordingly re allocated for meeting the pension liability.

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

Place: Kozhikode  
Date : 04-06-2015

Sd/-  
Ms. Shiny George Ambat  
CFO

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

Sd/-  
Prof. Kulbhushan Balooni  
DIRECTOR (In-Chage)

## Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2015

### 12. FOREIGN CURRENCY TRANSACTIONS

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

### 13. RETIREMENT BENEFITS

13.1 Provision for accumulated leave encashment benefit to the employees is computed on the assumption that employees are entitled to receive the benefits as at each year end.

13.2 In respect of employees covered under the Pension Scheme the amount received from their previous employers towards discharge of their pension liability is taken to the Pension Fund account and invested suitably.

13.3 Provision for payment of pension in respect of the service rendered in the Institute has been made as per Govt. of India pension / commutation rules.

13.4 We have New Group Gratuity Cash Accumulation Scheme Master Policy No.604000243 & Group Gratuity Cash Accumulation Scheme Master No.405475 with Life Insurance Corporation towards our liability for Gratuity payments. Premium paid/due for the year has been accounted as expenditure for the year.

14. Corresponding figures for the previous year have been regrouped/rearranged, wherever necessary to make them comparable with those of current year.

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

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# Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2015

## SCHEDULE 23 - CONTINGENT LIABILITIES AND NOTES ON ACCOUNTS

### 1. CONTINGENT LIABILITIES

Claims against the institute not acknowledged as debts In respect of:	– Rs. 1,023.55 Lakhs	(Previous Year Rs. 779.21 Lakhs)
Bank guarantees given by/on behalf of the Institute	– Rs. NIL	(Previous Year Rs.NIL)
Letters of Credit opened by Bank on behalf of the Institute	– Rs. NIL	(Previous Year Rs.NIL)
Bills discounted with Banks	– Rs. NIL	(Previous Year Rs.NIL)
Disputed demand in respect of:		
Income Tax	– Rs. NIL	(Previous Year Rs.NIL)
Sales Tax	– Rs. NIL	(Previous Year Rs.NIL)
Service Tax	– Rs. 1,023.15 Lakhs	(Previous Year Rs. 778.81 Lakhs)
Municipal Taxes	– Rs. NIL	(Previous Year Rs.NIL)
In respect of claims from parties for non – execution of orders, but Contested by the Institute	– Rs. 0.40 Lakhs	(Previous Year Rs. 0.40 Lakhs)

### CAPITAL COMMITMENTS

Estimated value of contracts remaining to be executed on capital account and not provided for ( net of advances )	– Rs. 543.97 Lakhs	(Previous Year Rs. 1131.40 lakhs)
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### 2. CURRENT ASSETS, LOANS AND ADVANCES

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

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

Place: Kozhikode  
Date : 04-06-2015

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## Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2015

### 3. FOREIGN CURRENCY TRANSACTIONS

Value of Imports Calculated on CIF Basis:	Current Year	Previous Year.
Capital Goods/Equipments	NIL	NIL
Expenditure in foreign currency		
a) Travel & Seminar fee for faculty	USD 6647.74	USD 486.36
	GBP 0.00	GBP 0.00
	EUR 1325.00	EUR 131.21
	NZD 0.00	NZD 0.00
	SGD 0.00	SGD 0.00
b) Remittances and Interest payment to financial Institutions/Banks in foreign currency	NIL	NIL
c) Other Expenditure:		
Institutional Membership	USD 46587.33	USD 24480.00
	GBP 4725.00	GBP 2548.00
	AUD 0.00	AUD 0.00
	EUR 0.00	EUR 3710.00
	CHF 0.00	CHF 7000.00
Purchase of books, Journals,	USD 179475.63	USD 195431.22
	GBP 7217.77	GBP 6297.50
	EUR 6615.00	EUR 11026.05
Software etc	USD 0.00	USD 19100.00
	GBP 0.00	GBP 0.00
Honorarium	USD 400.00	USD 800.00
Advertisement	USD 0.00	USD 5780.00
Miscellaneous Expenses	NIL	NIL
Earnings: Fees from NRI Students	NIL	NIL

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

Place: Kozhikode  
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CFO

## Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2015

### 4. TAXATION

The Institute is exempt from Income Tax under Section 10 (23 C) (iii ab) of the Income – Tax Act 1961, and therefore, no provision for income tax has been made in the accounts

5. CAT Group's account has not been finalized and settled for 2014. However provision for CAT Income for Rs.1.5 crores is made in the books of accounts .
6. The balance in the depreciation fund as on 31.3.15 is Rs.111.18 crores where as the total accumulated depreciation on that date is Rs.109.59 crores
7. LIC policy towards Gratuity liability is not reflected in the Books of Accounts as per Accounting Standard 15.
8. Schedules 1 to 21 are annexed to and form an integral part of the Balance Sheet as at 31-03-2015 and the Income and Expenditure Account for the year ended on that day.

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

Place: Kozhikode  
Date : 04-06-2015

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CFO

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

Sd/-  
Prof. Kulbhushan Balooni  
DIRECTOR (In-Charge)



भारतीय प्रबंध संस्थान कोषिकोड  
आई. आई. एम. के. कैम्पस (पि.ओ.), कुन्नमंगलम, कोषिकोड - 673 570, केरल  
Indian Institute of Management Kozhikode  
IIMK Campus (P.O.), Kunnamangalam, Kozhikode - 673 570, Kerala  
Telephone: 0495-2809001-9, Fax: 0495-2809010-11  
[www.iimk.ac.in](http://www.iimk.ac.in)

