



वार्षिक प्रतिवेदन | **ANNUAL REPORT** | 2011- 2012

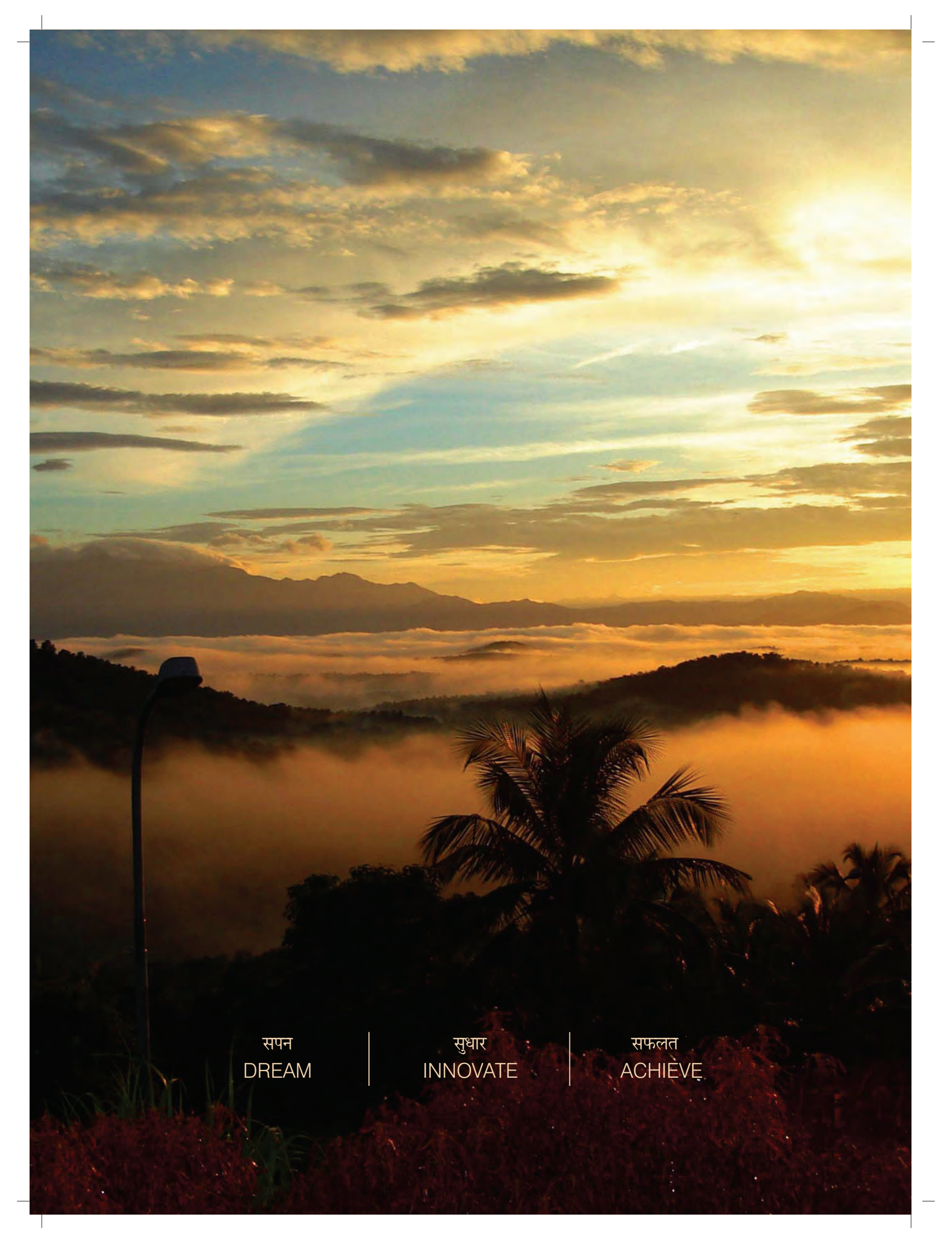


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भारतीय प्रबंध संस्थान कोषिकोड
**Indian Institute
of Management
Kozhikode**

भारतीय विचारधारा का वैश्वीकरण *Globalizing Indian Thought*

A scenic landscape at sunrise or sunset. The sky is filled with golden light and scattered clouds. Below the sky, a range of mountains is visible, with a thick layer of mist or fog filling the valley between them. In the foreground, there are silhouettes of palm trees and other vegetation. A street lamp is visible on the left side of the frame.

सपन
DREAM

सुधार
INNOVATE

सफलत
ACHIEVE



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DIRECTOR'S REPORT

From a modest beginning in 1996, Indian Institute of Management, Kozhikode is fast emerging as an internationally reckoned fully-integrated management Institute of higher learning. I believe that the three years of my tenure with IIM Kozhikode was significant, considering the progress made by the Institute in almost all fronts during the last year. Indeed, unstinted guidance, support and cooperation from the Chairman and esteemed members of the IIMK Society, Board of Governors, Faculty and Staff members and the Ministry of Human Resource Development, Government of India and the Govt. of Kerala has made all this possible.

The Institute continues to outdo itself with each passing year. The year 2011-12 was very eventful and exceeded our expectations in terms of quality and quantity of achievements. It is with pride that I would like to present the note of the achievements made by the Institute during last year.

During the year, the 14th batch of PGP students graduated. The fourteenth Convocation of the Institute for the PGP Batch 2010-12 was held on March 17, 2012 wherein 309 students (including one student of PGP 13th batch) received their diplomas. Shri E Ahamed, Honourable Minister of State for External Affairs and Human Resource Development delivered the Convocation Address. Mr. Resul Pookutty, Oscar Award Winner also graced the occasion as Guest of Honour.

The 15th batch of 328 students (*Gen: 176, OBC: 79, SC: 43, ST: 20 and PWD: 10*) were enrolled to the Post Graduate Programme. The Institute cut across an exemplary figure by being the first IIM in the country to admit more than 30 per cent female students.

Despite the recessionary trend prevailing in the country, the Institute has been able to provide placement to all its graduating students of 14th batch of PGP.

The Institute, which started the Interactive Learning programme in the year 2001-02 with a 300 contact hour (In Campus + Platform) programme, continued to offer diversified programmes to aspiring working Executives. The first batch of Executive Post Graduate Programme (EPGP) in Management over IDL platform was launched in 2009. This year, the valedictory functions of EPGP were conducted along with the regular PGP convocation on 17th March 2012. The objective of this two-year diploma programme is to impart management education to the working executives seeking skills and strategies to take their organizations to the next level. The course with over 810 classroom instruction hours provides the participants with skills for leadership in the knowledge economy through an innovative curriculum.

Management Development Programmes continued to be an important activity of the Institute. During the year, a total of 45 MDPs were conducted and 831 participants benefited from them.

Faculty Development Programmes continued to be yet another important area of activity of IIMK. During the year, as many as 9 FDPs were organized and 160 participants benefited from the FDPs.

The total revenue generated for this accounting year through MDP was Rs 3,80,18,303/- and FDP Rs 16,94,953/-.

Financial support to Fellow Programme participants continued to be Rs.17,000 per month for the first and second years, Rs.18,000 in the third, fourth years and in the first six months of the fifth year. During the year, the 5th batch of FPM consisting of 10 students was admitted to the programme. The total strength of the FPM participants in five batches is 24.

During the year, the Institute organized one national level conference and three international conferences.

Faculty contribution towards Research, Publication & Conference include authoring of 24 research articles, 2 books, editing of 1 book, 10 chapters in books, 27 working papers and 4 case studies, 42 conferences and presentations, 1 best paper award, Fellowships awards and honours for 6 faculty members, conduct of 12 research seminars, completion of 12 small grant research projects and undertaking of 15 new grant research projects.

In terms of Students and Faculty Exchange Programme, new partnership contracts were signed with Abu Dhabi University, IESEG School of Management, France, Leeds University Business School U.K, ESSCA School of Management, France and ISCTE University Institute of Lisbon. 35 students of the Institute spent a term in various partner Institutions and as many as 14 students from partner Institutions spent a term in IIMK Campus.

The Institute continued with its commitment to provide state of the art IT facilities to the IIMK user community. To achieve the above objective and also to improve pedagogy at IIMK, the computing facilities and services have continuously and significantly been improved over the year.

The newly completed buildings have been connected to the campus LAN and equipped with the required IT infrastructure and facilities.

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

During the year we had 39 permanent faculties and 20 visiting faculties out of which 16 were inducted newly, to strengthen the intellectual asset of the Institute. Apart from regular faculty, the Institute is backed by a large number of committed adjunct and visiting faculty from industry and leading management Institutes. Some Visiting Faculties from foreign Institutions complement the pool. All full time faculty members carry out research studies in diverse fields of management.

In line with the increase in the Institute's academic activities, the campus infrastructure facilities were further expanded with the completion of Phase-IV campus buildings. The construction of the Phase IV campus buildings were completed and, except the MDP Complex, the buildings were made occupiable. The interior furnishing & fit-out works of the MDP Complex were commenced during the year. The MDP Complex comprises 6 Nos. classrooms, an auditorium-type 360-seater seminar hall besides other state-of-the art facilities including well furnished guest rooms that can accommodate about 200 guests, delegates and participants of various programmes.

To meet the anticipated additional power requirement of the Institute, simultaneous action was taken to augment the existing power supply and distribution system in the campus.

In addition, various miscellaneous construction activities were also being taken up on the sidelines of the major campus development activities, for the value addition of the existing facilities in line with the Institute's growing academic requirements. Action was also taken to augment the sports facilities such as construction of basket ball and badminton courts during this period.

Apart from all these, the Institute is poised for expanding its campus infrastructure in the near future to meet its academic growth requirement. The conceptualization of the master plan & design of the proposed Phase V campus buildings/structures, to be constructed in the additional land recently acquired (adjoining the existing campus in Kunnamangalam, Kozhikode), was initiated during this period. Also, the interior furnishing & fit-out works of the proposed IIMK Satellite Campus in Infopark, Kochi were initiated during this period.

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

Prof. Debashis Chatterjee
Director

POST GRADUATE PROGRAMME IN MANAGEMENT (2011-12)

The two-year Post Graduate Programme in Management (PGP) is the flagship academic programme of the Institute which is accredited by the Association of MBAs (AMBA).

PGP 14th Batch(2nd year)

The classes for Term IV of PGP 14 batch commenced on June 09, 2011 after the summer placements during April and May 2011. In keeping with IIMK's tradition of continuously updating the courses that it offers, 6 new elective courses were introduced during the year. These were 1) Financial Engineering & Derivatives 2) Continuous Time Finance 3) Marketing for a Better Society 4) Social Media and Consumer Driven Marketing 5) IT Risk Management and 6) International Logistics. Workshops on Entrepreneurship, Consulting and Leadership were organized for the students as a part of curriculum in term IV, V and VI respectively.

PGP 15th batch(1st year)

PGP 15, the new batch activities started with a preparatory programme organized during June 13-15, 2011 to smoothen out any persisting weaknesses in mathematics, IT or communication abilities, for select students. Those who need remedial inputs were identified by the interview panels as well as based on the test scores.

The registration and inauguration of PGP 15 was held on June 27, 2011 in a simple but elegant function. Prof. Debashis Chatterjee, Director IIMK, delivered the inaugural address.

327 students registered for the programme including 118 girl students. Three students of Batch 14 who had opted for the newly introduced Differentially Paced Post Graduate Programme (DPP) joined the first year with PGP 15. The regular classes for term-1 commenced on June 30, 2011 after the orientation programme.

Convocation

The convocation of the fourteenth batch of the Post Graduate Programme was held on 17 March 2012. Dr. A.C. Muthiah, Chairman of the Board of Governors, IIMK awarded the Post Graduate Diploma in Management to 308 students of PGP 2010-12 batch and one student of



PGP 2009-2011 batch. Shri. E. Ahamed, Honorable Minister of State for External Affairs & Human Resource Development was the Chief Guest during the function. Shri. Resul Pookutty, Academy Award Winner, was the Guest of Honour. The Chief Guest presented the IIMK Gold Medal for scholastic performance to Mr. Madhukar Anand (First); Ms. Shipra Agarwal (Second) & Ms. Tina Gupta (Third) and IIMK Gold Medal for best all round performance to Mr. Arjun Mohan and Ms. Sneha Choudhry. Prof. Debashis Chatterjee, Director IIMK welcomed the gathering and also presented a report on the Institute activities. Shri. Resul Pookutty, Guest of Honour, also addressed the gathering.

After the final examination of the first year, the students of 15th Batch proceeded for their summer internship.

EXECUTIVE POST GRADUATE PROGRAMME

Admission to fourth batch of Executive Postgraduate Programme in Management (EPGP), Executive Education Programme in General Management (EEPGM-11) and fourth batch of specialization programmes – Executive Education Programme in Strategic Management (EEPSM), Executive Education Programme in Marketing (EETM), Executive Education Programme in Finance (EETPF) and Executive Education Programme in Operations Management (EETPOM) were announced in May, 2011. Entrance test (eMAT) and Interviews for selection of EPGP and EEPGM candidates were held during August 27-28, 2011. The entrance examination (eMAT) was administered by IIMK for the first time.

Based on admission notification followed by the entrance test (eMAT) and interviews conducted by IIMK for the fourth batch of EPGP, EEPGM-11 and fourth batch of specialization programmes EEPSM, EETM, EETPF and EETPOM, around 500 participants joined our programme during the current academic year, in addition to the existing batch of eMEP 10/ePGP 03.

Second in-campus (Term-II) module for participants of ePGP-03 and eMEP-10 was conducted at IIMK from May 1 to 7, 2011. Term – II first quarter platform sessions commenced from May 15, 2011.

The first in-campus module of EPGP-04/EEPGM-11 batch was conducted during October 8-15, 2011 (for Section A), October 15-22, 2011 (for Section B) and October 30-November 5, 2011 (for Section C). Total 359 participants from various parts of the country attended the module.

The in-campus module of the EEPSM-4, EETM-04, EETPF-04 and EETPOM-04 batches was conducted during December 3-9, 2011. 138 participants attended the campus module.

Platform classes for EPGP-04/EEPGM-11 commenced in December 2011 and for EEPSM-04, EETM-04, EETPF-04 & EETPOM-04, the platform classes started during January 2012.

First year classes of ePGP03/eMEP10 batch were over and the examinations were conducted successfully. The second year classes of ePGP 03 batch started in March 2012.

Convocation

The second Annual Convocation of EPGP was held on March 17, 2011 at IIMK Campus and 133 students of EPGP-02 batch were awarded the Executive Post Graduate Diploma in Management. Mr. Nitin Mukesh and Mr. Jomon P Jose were awarded the gold medals for Scholastic Performance.

MANAGEMENT DEVELOPMENT PROGRAMME

During the year (April 2011 – March 2012) the Institute conducted 46 Management Development Programs (MDPs) involving 335 days and 50 hours. Out of these, **20** were open MDPs, **25** were sponsored MDPs and **01** was conducted through Interactive Distance Learning Platform. In all, **816** participants attended these MDPs. Besides **09** Faculty Development Programmes (FDPs) for **46** days were also conducted by the institute. A total of **160** participants attended these programmes. **The total revenue from both MDP and FDP were around 4.03 Crores.** The details of the programmes are given below:

MDP conducted during 2011-12 (April 2011 – March 2012)

Sponsored MDPs

Sl. No.	Name of the Programmes	Facilitator	Dates	No. of participants	Duration (Days)
1	Academic Leadership for Excellence (KVASU - 1)	Prof. Debashis Chatterjee & Prof. Saji Gopinath	Aug 9-11, 2011	30	3



2	GIFT (for Cabinet Ministers)	Prof. Debashis Chatterjee & Prof. Saji Gopinath	Aug 18, 2012	19	1
3	General Management (NRHM)	Pro. Manoranjan Dhal	Aug 22-25, 2011	25	4
4	Academic Leadership for Excellence (KVASU - 2)	Prof. Debashis Chatterjee & Prof. Saji Gopinath	Aug 25-27, 2011	30	3
5	General Management (NTPC)	Prof. Rupesh Kumar Pati & Prof. Leena Mary Eapen	September 12-23, 2010	25	12
6	Managerial Effectiveness for BEL Managers Batch 1	Pro. Manoranjan Dhal & Prof. Debabrata Chatterjee	September 19-29, 2011	26	11
7	General Management (Indian Army)	Prof. Sridhar, Prof. Rajesh U, Prof. SSS Kumar & Prof. Kousik	October 03-15, 2012	23	13
8	Managerial Effectiveness for BEL Managers Batch 2	Prof. Manoranjan Dhal & Prof. Debashis Chatterjee	October 10-20, 2012	21	11
9	Building Learning Organization (NHPC)	Prof. T. N. Krishnan	September 28-30, 2011	26	3
10	Strategic Decision Making (NHPC)	Prof. Nanda Kumar M K & Prof. Saptarshi Purkayastha	Oct 03-07, 2011	26	5

11	Library Management in Present Scenario (NHPC)	Prof. M.G. Sreekumar	Oct 17-21, 2011	27	5
12	Creative Problem Solving & Decision Making (NHPC)	Prof. A.K Swain	Oct 17-21, 2011	17	5
13	International Financial Reporting Standards for Watanmal Group, Chennai	Prof. Sudershan Kuntluru	Oct 20-22, 2011	12	3
14	Mid Career Training Programme for CEO (NADP)	Prof. Mahesh Bhawe	November 07-11, 2011	18	3
15	Effective Training & Development Practices (NHPC)	Prof. Manoranjan Dhal	November 14-18, 2011	14	5
16	Expanding Business Perspectives (Firstsource)	Prof. Rajesh Upadhyayula	November 22-25, 2011	21	4
17	Workshop on leadership in higher education institutions - COL	Prof. Debashis Chatterjee	November 23-25, 2011	26	3
18	Managing Change (NHPC)	Prof. A. B. Unnithan	November 23-25, 2011	15	3



19	High Performance Leadership for operational Excellence for AGMs of Indian Ordnance Factory Services (NADP)	Prof. Saji Gopinath	Nov 21-26, 2011	26	6
20	General Management (Indian Army)	Prof. Sridhar, Prof. Rajesh U, Prof. SSS Kumar & Prof. Kousik	December 12-14, 2011	25	13
21	Creating Corporate University-Knowledge Management (NHPC)	Prof. Saji Gopinath	December 19-22, 2011	18	5
22	General Management (Indian Army)	Prof. G. Sridhar, Prof. Rajesh Upadhyayula, Prof. SSS Kumar & Prof. Kousik Guhathakurta	January 09-21, 2012	24	13
23	Foundation Course in General Management (NTPC)	Prof. Rupesh Kumar Pati & Prof. Leena Mary Eapen	January 30-February 09, 2012	26	26
24	Industrial Marketing Programme for BEL Executives	MDP Office	February 01-April 26, 2012	21	90

25	Strategic Problem Solving for GMR Group	Prof. Shubhasis Dey	March 06-09, 2012	34	20
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Open MDPs

26	Effective Hiring Skills	Dr. Manoranjan Dhal	April 18-20, 2011	4	3
27	Leading Schools	Prof. Debashis Chatterjee	April 21-23, 2011	49	3
28	Multivariate Data Analysis	Prof. Nandakumar, Prof. Joseph F. Hair, Jr. and Prof. Arthur Money	April 25-29, 2011	7	5
29	Problem Solving And Decision Making	Prof. Anjan Kumar Swain	May 18-20, 2011	14	3
30	Operational Excellence through Lean Six Sigma	Prof. G Thangamani	June 20-23, 2011	7	4
31	Capstone Business Strategy Simulation	Prof. Saptarshi Purkayastha & Prof. Nanda Kumar M K	July 06-09, 2011 July 7-9, 2011	11 6	4 3
32	International Financial Reporting Standards	Prof. Sudershan Kuntluru			



33	Effective Marketing Communication	Prof. Keyoor Purani & Suraja Kishore	August 22-25, 2012	9	4
34	Project Management	Prof. Rupesh Kumar Pati	September 26-28, 2011	15	4
35	Strategic Analysis for Managers	Prof. Saptarshi Purkayastha & Prof. Nanda Kumar M K	August 25-27, 2011	9	3
36	Strategic Marketing for Growing Brands	Prof. Atanu Adhikari	September 26-28, 2011	4	3
37	Accelerating Sales Force Performance	Prof. G. Sridhar	October 12-14, 2011	9	3
38	The Leadership Clinic	Prof. Debashis Chatterjee	Oct 17-20, 2011	17	4
39	Organizational Behavior inputs for enhancing employee performance and Humanistic Orientation in Workplace	Prof. Badrinarayan Shankar Pawar	November 23-25, 2011	5	3
40	Timeless Leadership: Discover your Leadership DNA!	Prof. Debashis Chatterjee	Nov 30-Dec 03, 2011	26	4

41	Service Excellence through Customer Orientation	Prof. A. B. Unnithan	December 14-16, 2011	8	3
42	Becoming & Being Leaders - A Programme for Young – Leaders in the Making	Prof. Unnikrishnan Nair	January 23-25, 2012	10	3
43	Personal Innovation, Creative Thinking and Decision Making	Prof. Anandakuttan B Unnithan	February 8-10, 2012	13	3
44	Unscrambling Data and Intelligent Decision Making with Quantitative Methods – Module 1	Prof. C. Raju	February 20-22, 2012	9	3
45	Advance Programme in Project Management (IDL)	Prof. Rupesh Kumar Pati	Feb 26 - April 29, 2012	24	50 Hrs

FACULTY DEVELOPMENT PROGRAMMES FOR THE YEAR 2011-12

Sl. No.	Name of the Programmes	Facilitator	Dates	No. of participants	Duration (Days)
1	Workshop on Data Analysis for Management Research	Prof. Anandakuttan B Unnithan	April 04-08,2011	47	5
2	Doctoral Research in Marketing and Behavioral Sciences	Prof. Joshy Joseph	April 04-08,2011	15	5
3	Advanced Corporate Finance	Prof. Abhilash S Nair	July 25-29, 2011	8	5
4	Workshop on Case Teaching & Case Writing	Prof. Anandakuttan B Unnithan	November 07-11, 2011	10	5
5	Econometrics for Management Research	Prof. Sthanu R Nair	November 14-18, 2011	14	5
6	Learning to Do Academic Research for Publishing in Academic Journals and for Doctoral Dissertations	Prof. Badrinarayan Shankar Pawar	January 23-27, 2013	12	5
7	Technology Enabled Teaching and Learning	Prof. M.P. Sebastian, Prof Mahesh P Bhave	Feb 13-17, 2012	9	5
8	Workshop on Data Analysis for Management Research	Prof. Anandakuttan B Unnithan	Feb 20-25, 2012	26	5
9	Management Teacher's Programme on Blue Ocean Strategy	Prof. Saji Gopinath	Feb 20-25, 2012	19	6
Total 9 Programmes				160	46

FELLOW PROGRAMME IN MANAGEMENT (FPM)

The Fellow Programme in Management (FPM) of IIM Kozhikode is a doctoral level programme that aims to produce a cadre of high quality management scholars. IIMK envisages the Fellow Programme as a crucial source of management researchers and faculty resources of top quality both to the academic institutions including Indian Institutes of Management, the industry, business, government and society at large. FPM is designed for a normal period of four and a half 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 work in the candidate's area of specialization. The course work also covers inputs on research methods and pedagogies in management.



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 India, and we have created an environment that is ideal for people to experiment new ideas and persistently inspire them to develop innovative directions. IIMK provide the students with the indelible tools so that they can be creative and inquisitive to seize the right opportunities and face the academic and research oriented challenges in this changing intellectual global scenario.

Presently there are eight areas of specialization; Economics, Finance, Accounting & Control, Information Technology & Systems, Marketing, Organizational Behavior & Human Resources, Quantitative Method & Operations Management, and Strategic Management. An FPM student is required to take a total of 61 credits and 64.5 credits during the first and second years respectively. Currently 24 students are pursuing FPM Programme at IIM Kozhikode and 17 candidates have already confirmed their participation in the seventh batch (2012-13).

Financial Support

The major attraction of the programme is the financial support to the candidates who come through the rigid selection process. The selection process ensures that the quality is checked at the input stage. The students joining the programme are exempted from paying tuition fee and hostel accommodation is free.

FPM students are given a fellowship of Rs.17,000/- per month during the first and second year; Rs.18,000 per month during third and fourth year. In case the programme is extended to the fifth year, stipend at the rate of Rs 1,800/- per month is paid for the first six months during fifth year. For the remaining period, payment of stipend shall be based on the recommendation of the Student's Research Advisory Committee. A contingency grant of Rs.1,20,000/- is made available to each FPM student to make use of the expenses on books, stationery, computers, etc. during their entire course of studies in the campus. Further, financial support of Rs.20,000/- is provided for attending National Conferences; and Rs.75,000/- for attending International Conferences held in India and abroad.

Fellow Achievement during 2011-12:

Academically, the students have already shown enormous development within few years of the programme. The following are some of the accomplishment of FPM students:

Fullbright-Nehru Doctoral and Professional Research Fellowship: Mr. Manish Shukla visited the Johnson Graduate School of Management at Cornell University, USA for a period of nine months starting from August 2011 as a Fullbright Scholar.

AWARDS

Krishnadas N., Ram Kumar D., Supriya, K.K and Pillai R. R. (2011) Won the Wipro Earthian Awards 2011. The project was about implementing Green IT in the Computer Center of IIM Kozhikode and it will be awarded INR 3 Lacs.

Krishnadas N and Pillai R. R. (2011) '*Emerald 2011 Indian LIS Research Fund Award Highly Commended*' for research proposal on Sustainability.

Krishnadas N (2011) '*International PhD Student Competition Award*' for the research paper titled 'Strategic leadership, Innovation & Sustainability: the management style of 21st century' Forum on the future of management in the 21st century, Adelaide, Australia.

Krishnadas N and Pillai R. R. (2011). Citation and cash award for the best research paper 'Green IT Implementation in India: A Cultural Perspective', The 11th Consortium of Students in Management Research (COSMAR), October 21, Indian Institute of Science, Bangalore

Shukla M. (2011) '*Emerging Economies Doctoral Student Award*' for the research proposal titled 'Fresh Supply Chain Management'.

Narayana, S., and Pati, R.K. (2011) '*Emerald / IAM Indian Management Research Fund Award Highly Commended*' for the research proposal titled 'Reverse Logistics in the Indian Pharmaceutical Industry'.

Chawla V. (2011) 'Most Promising Dissertation Award for Management', Spirituality and Religion Division, In 71st Annual Academy of Management Meeting, August 12-16, San Antonio, Texas, USA.

Tandon A. (2012). 'Best Reviewer Award', Entrepreneurship & Small Business Track, 2012 Annual Meeting of Southwest Academy of Management, Feb 29 - March 3, New Orleans, LA.

Krishnadas N. (2012). Won the 'St. Gallen Wings of Excellence Award' for the paper on "Risk Management in Sustainability", 42nd St. Gallen Symposium, April 2012 Switzerland.

CONFERENCE PRESENTATIONS - INTERNATIONAL

Chawla V. (2011), 'Indian Ethos in Management and Western Concept of Workplace Spirituality', In 71st Academy of Management Annual Meeting, August 12-16, San Antonio, Texas, USA.

Chawla V. and Sridhar G. (2011), 'Individual Spirituality at Work and its Link with Relational Selling Characteristics: A Study among Front-line Salespersons'. In 2nd Biennial Academy of Marketing Science (AMS) and World Marketing Congress Doctoral Consortium, July 19-23, Reims, France.

Chatterjee, D., Krishnan, T.N. & Tandon, A. (2011). 'Sustaining a Social Enterprise: Palash Eye Hospital'. In *Proceedings of 2011 Annual Meeting, North American Case Research Association*, October 13 - 15, San Antonio, Texas.

Krishnadas N. (2012). 'Risk Management in Sustainability'. In 42nd St. Gallen Symposium, April 30 – May 06, 2012, Switzerland.

CONFERENCE PRESENTATIONS - NATIONAL

Krishnadas, N and Pillai R. R. (2011) 'A model for assessment of Green IT implementation'. *International Conference on Information Technology, Systems and Management (ITSM 2011)* December 17-18, Indian Institute of Management Kozhikode, Kerala.

Krishnadas, N and Pillai R. R. (2011) 'A Model for Cost-Benefit Analysis of Cloud Computing'. *International Conference on Information Technology, Systems and Management (ITSM 2011)* December 17-18, Indian Institute of Management Kozhikode, Kerala.

Krishnadas, N and Pillai R. R. (2011) 'Information Systems Flexibility for Green Technologies'. *Eleventh Global Conference on Flexible Systems and Management (IIMK GLOGIFT 2011)* December 9-12, Indian Institute of Management Kozhikode, Kerala.

Krishnadas, N and Pillai R. R. (2011) 'Green IT Implementation in India: A Cultural Perspective'. In *11th Consortium of Students in Management Research (COSMAR)*, October 21, Indian Institute of Science, Bangalore.

Dhurkari R. K. and Swain, A.K (2011) 'Multi – Attribute Gain Loss (MAGL) A New Methods for Reference Dependent Multi – Attribute Ranking and Selection'. In *International Conference on Advances in Modelling, Optimization, and Computing*. December 5-7, IIT Roorkee.



Pati R. K. and Nandakumar, M.K. (2011). 'CEO Duality: Different Theoretical Perspectives'. In *2nd Indian Academy of Management (IAM) Conference*, December 18-20, IIM Bangalore.

Supriya, K.K, and Jharkharia, S (2011) 'IS Flexibbarrierility - A Conceptual Framework'. *Eleventh Global Conference on Flexible Systems Management (IIMK-GLOGIFT 2011)*, December 9-12, Indian Institute of Management Kozhikode, Kerala.

CASE STUDY

Krishnadas N. (2011). 'LifeSpring Hospitals: a social innovation in Indian healthcare', Emerald:(http://www.emeraldinsight.com/case_studies.htm?articleid=1917166).

BOOK REVIEW

Jayasankar, R. (2012). Book Review The Myth of the Ethical Consumer, T.M. Devinney, P. Auger, & G.M. Eckhardt. *Journal of Product and Brand Management*, 21(1):68.

Jayasankar, R. (2011). Book Review The No Asshole Rule: Building a Civilized Workplace and Surviving One That Isn't, R.I. Sutton. *Metamorphosis: A Journal of Management Research*, 10(1): 58-60.

INTERNATIONAL EXCHANGE PROGRAMME

During the past few years, India has emerged as a global destination for multinational companies and foreign institutional investors and 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 develop mutually beneficial strong trade and industry relationship between India and other countries in the world, IIMK has embarked upon an International exchange programme with leading management Institutions abroad.

The IIMK's International exchange program endeavors to work with 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 selective establishing partnerships with greater number of Institutions in different parts of the world.

During the year 2011-12, IIMK has entered into collaborative arrangements with five Institutions and the details are as follows:

a) **Abu Dhabi University (ADU), Abu Dhabi:** In order to establish a presence in the Middle East region, a MoU was signed between IIMK and ADU on January 9, 2012 by Prof. Debashis Chatterjee, Director of IIM Kozhikode and Prof. Dr. Terrence Motiuk, Vice Chancellor of Abu Dhabi University. The MoU encompass the following areas of mutual interest:

- i) PGP Students' Exchange Visits to ADU.
- ii) ePGP / eMBA students' Short Duration Visits.
- iii) Research Collaboration between IIMK and ADU.
- iv) Faculty Exchanges between IIMK and ADU.
- v) Opportunities for Doctoral Students' at ADU.

The MOU would give ample opportunities for IIMK Post Graduate Program students for Summer Internships at UAE. Currently bilateral discussions are going on about launching a dual degree programme at Abu Dhabi which will benefit the Indian managers and executives working in that region. This is a historic moment for both IIMK and ADU because it gives an opportunity for IIM Kozhikode to enter the Middle East Education Sector for the first time and offer its wide range of quality education program which are accepted worldwide. Further, with this MOU, ADU would be able to emphasis focus on the Indian communities in the UAE.

b) **Leeds University Business School, UK:** IIM Kozhikode has signed an Agreement of Cooperation with Leeds University Business School, UK on January 11, 2012.



The selected students of IIMK can do a semester at Leeds University Business School, UK. The most salient feature of this cooperation would be in the research segments. Both IIMK and Leeds will explore possibilities of collaboration in setting up of a Centre for Entrepreneurship at IIMK. Project aims for an awareness of the nature and dynamics of entrepreneurship in emerging markets and the likely implications it has for the economies of both the emerging markets and developed markets like UK and USA.

The Agreement of Cooperation was signed by Prof. Debashis Chatterjee, Director of IIM Kozhikode and Prof. Mark Smelik, Associate Dean (External Relations) of Leeds University Business School, UK.

c) **ESSCA School of Management, Angers, France:** The Memorandum of Understanding (MoU) was signed with the ESSCA School of Management, Angers, France on July 07, 2011. The MoU aims to promote faculty and student exchange and collaborative research activities between IIMK and ESSCA.

d) **IESEG School of Management, Lille, France:** IIM Kozhikode has signed an Agreement of Cooperation with IESEG School of Management, Lille, France on March 03, 2012. The MoU

aims to promote the exchange of information and materials that are of mutual interest, student and staff exchanges, joint research activities between IIMK and IESEG.

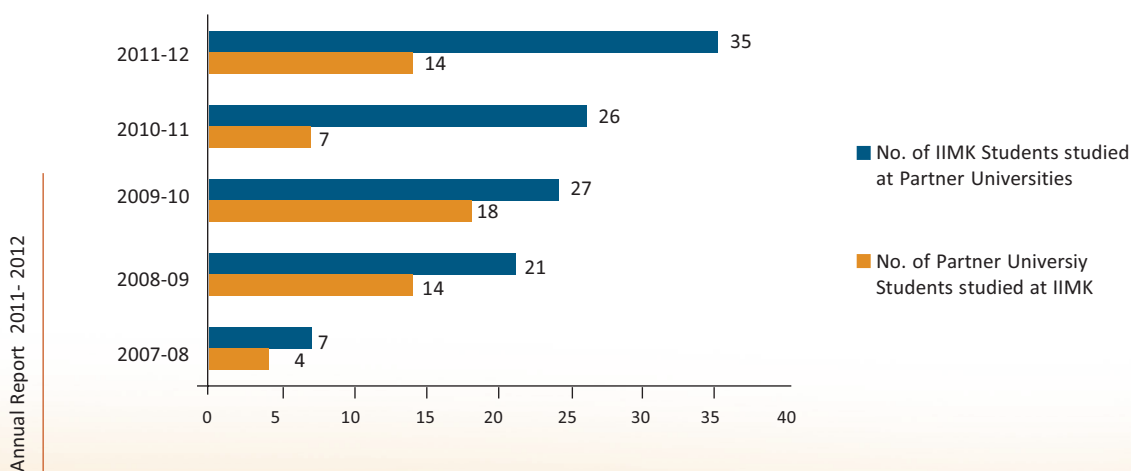
e) **ISCTE University Institute of Lisbon, Portugal:** The Memorandum of Understanding (MoU) has been signed with the ISCTE – University Institute of Lisbon, Portugal on July 07, 2011. The MoU aims to promote faculty and student exchange and collaborative research activities between IIMK and ISCTE.

Currently IIMK has established MoUs with the following Institutions:

- 1) Leeds University Business School, United Kingdom.
- 2) BEM Bordeaux Management School, France.
- 3) ESCP Europe, France.
- 4) Rouen Business School, France.
- 5) ESSCA, France.
- 6) EDHEC Business School, France.
- 7) IESEG School of Management, Lille, France.
- 8) European Business School, Oestrich-Winkel, Germany.
- 9) Leipzig Graduate School of Management, Germany.
- 10) Jonkoping International Business School, Sweden.
- 11) Copenhagen Business School, Denmark.
- 12) Queensland University of Technology, Australia.
- 13) Management Center Innsbruck, Austria.
- 14) Norwegian School of Economics, Norway.
- 15) Victoria University of Wellington, New Zealand.
- 16) Bocconi University, Milano, Italy.
- 17) ISCTE University Institute of Lisbon, Portugal.
- 18) Abu Dhabi University, Abu Dhabi.

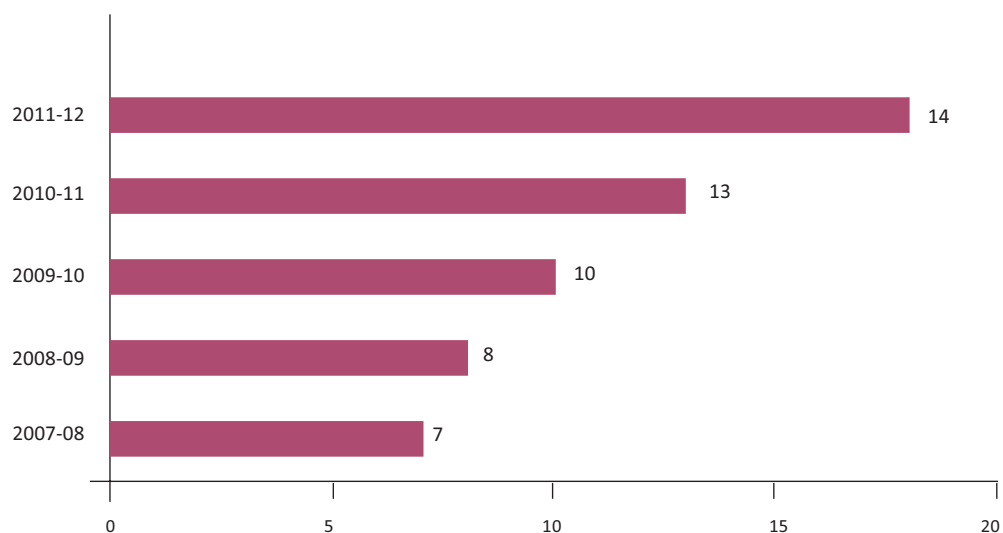
Other Important Activities

As part of students exchange, 35 students were sent to nine Institutions and IIMK received 14 students from various 5 Institutes. 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 five years student exchange programme at IIM Kozhikode as follows:



Further, the following graph depicts the number of MoUs IIMK had signed with International Exchange Partners during the past five 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.

Graph Showing No. of MOUs with International Exchange Partners



Intra-cultural Event: 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 friendship and network, both with students and faculty members. During the year 2011-12, the International Exchange Evening Day was held on November 3, 2011.

Induction Programme

IIM Kozhikode conducts Induction Programme for the International Exchange students during the registration day for the Post Graduate Programme of Term V. The students are given a brief understanding of the Institute by the Chairperson, International Exchange. The Chairperson of Post Graduate Programme introduces the students to course work, assignments, etc. during this induction programme. The programme manual is also explained to the students. The student group makes a presentation on life at IIMK campus. This is followed by an introduction to the taste of Kerala by the traditional Kerala lunch.

Business Environment in India (BEI) & Field Visits

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

Course Objectives

- 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, eleven students from five countries visited the following organizations in Bangalore during November 17-20, 2011:

- a) ITC.
- b) Cognizant Technology Solutions.
- c) Narayana Hrudayalaya at Bangalore.
- d) Tesco.

They have also visited cottage industries at Mysore.



International Visitors

IIMK hosted several International visitors in 2011-12. These visitors had interactions with IIMK faculty and students and it has resulted in the identification of various opportunities for collaboration. International visitors to IIMK in 2011-12 included:

Prof. Jacob Chacko, Dean and Prof. James E. Mackin, Provost from Abu Dhabi University, Abu Dhabi.

Prof. Peter Moizer, Dean and Mr. Marc Smelik, Associate Dean External Relations from Leeds University Business School, UK.

Prof. David Dickson, Director, Birmingham University Business School.

Prof. Alan Robinson, Associate Dean and Prof. Easwar Iyer, Professor of Marketing and Head, Marketing Department from Isenberg School of Management, University of Massachusetts.

ADMISSIONS 2011

Selected indicators of the admission process are given below:

No. of candidates called for Interview			No. of candidates attended the Interview		
	2010-11	2011-12		2010-11	2011-12
General	1175	1362	General	992	1174
OBC	439	832	OBC	380	744
SC	314	416	SC	228	354
ST	161	230	ST	113	191
Physically handicapped	29	88	Physically handicapped	23	82
NRI	07	06	NRI	04	04
Total	2125	2934	Total	1740	2594

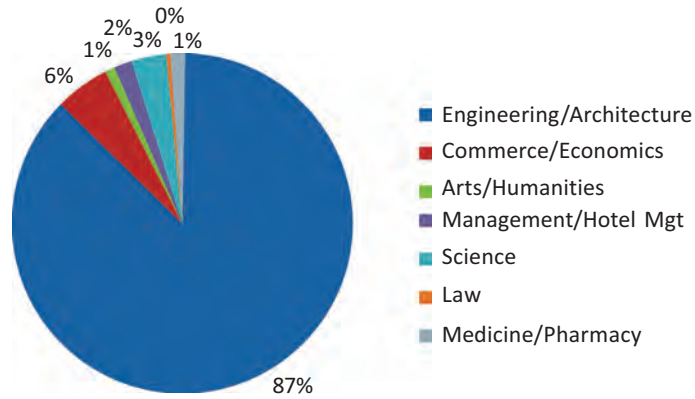
Total offers made			Total offers accepted		
	2010-11	2011-12		2010-11	2011-12
General	362	314	General	180	188
OBC	251	226	OBC	80	100
SC	143	126	SC	53	51
ST	74	78	ST	23	27
Physically handicapped	18	35	Physically handicapped	05	11
NRI	02	01	NRI	0	01
Total	850	780	Total	341	378

Students registered for the Post Graduate Programme							
Year	General	OBC	SC	ST	Physically handicapped	NRI	Total
2010-11	169	71	51	22	06	00	319**
2011-12	175	79	43	20	10	01	328*

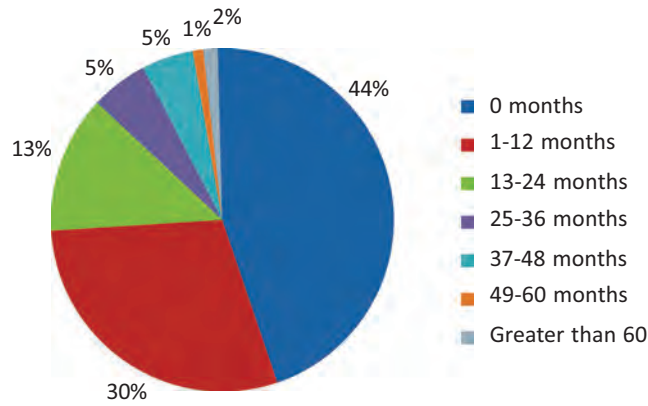
** Including repeating cases of Batch 2009-11

* Including 1 repeating case of Batch 2010-11

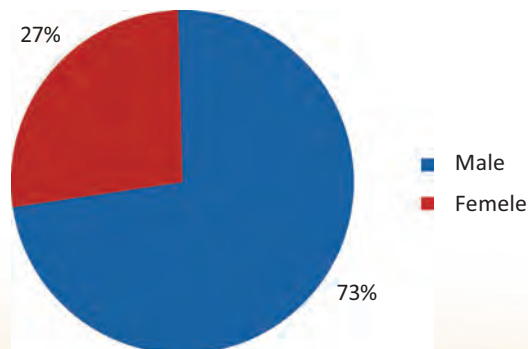
GRADUATION DISCIPLINE 2011-2013



WORK EXPERIENCE 2011-13



GENDER RATIO 2011-13



Common Admission Test-2011

The advertisement for CAT 2011 was released in leading newspapers on 07 August 2011. Online registration for CAT 2011 began on 17 August, 2011. A total of 2.05 lakhs candidates registered for the test. The test was scheduled during the period 22 October-18 November 2011. The test was conducted in 36 cities of the country. A total of 1, 86,229 candidates took the test and the results were declared on 11 January 2012.

Admissions 2012

The interviews for selection of candidates for PGP 2012-14 batch were scheduled at Kozhikode, Mumbai, Kolkata, Delhi and Bangalore during February 13 to March 31, 2012. The details of candidates called for Writing Task and interview are as under:

Category	No. of candidates
General	1657
OBC-NC	856
SC	530
ST	278
Physically Handicapped	96
Total	3417

PLACEMENT

Summer Placements for PGP-15 Batch

Indian Institute of Management Kozhikode announced the successful completion of the Summer Placements Process for the fifteenth batch of 345 students. Despite the increase in the number of students, IIM Kozhikode continued to maintain 100% placement record with over 100 firms making internship offers spanning across all verticals. In addition to the regular recruiters who are confident in the talents of IIMK students, 35 new firms made it to IIMK this year.

Global powerhouse brands like **HUL, Reckitt Benckiser, Nomura, Deutsche Bank, Citi, HSBC, Deloitte Consulting, JP Morgan Chase, Johnson & Johnson, Pepsi Co & Standard Chartered Bank** continued their strong association with IIM Kozhikode students by recruiting in large numbers. Some of India's most well known MNC like **ITC, Asian Paints, Reliance Industries, Axis Bank, Mahindra & Cognizant** also participated in the Summer Placements process where many students opted to do their internships over other global MNC's. The companies offered challenging profiles across different verticals that would allow the students to understand



market realities and apply their business acumen to solve live problems being faced in each of the core sectors.

IIM reestablished itself as the premier Marketing destination with over 30% of the batch bagging offers from the companies in this vertical. With the major upswing noticed in the sector FMCG companies attracted the largest talent with companies like **HUL, ITC, Marico, Reckitt Benckiser, Pepsico, Johnson, Kelloggs, Heinz & Perfetti, Hindustan Coco-Cola Beverages, Dabur & Britannia** making large number of offers.

Major players in the telecommunications sector like Bharti Airtel also participated in the process. Companies in other sectors like GSK Pharma, Medtronics, Apparel & Accessories – Madura Fashion & Lifestyle, Titan, Wildcraft, Home Décor – Asian Paints, Akzo Nobel & others like AVT, McCromick, & Pidilite also offered challenging roles in the Marketing vertical.

Investment Banks and other financial institutions lapped up 25% of the batch and made a higher number of offers as compared to last year despite concerns over recessionary trends appearing in European markets. Participation of the likes of **Duetsche Bank, JP Morgan Chase, Nomura, Macquarie Captial, American Express, Standard Chartered Bank, HSBC, Citigroup, Goldman Sachs, Edelweiss** ensured that there was no dearth of opportunities for students aspiring to a career in finance. In addition to the roles offered in assets management, equity markets and investment banking, Indian majors like ICICI, Axis offered commercial banking opportunities allowing students to choose between different areas of specialization. Companies like the L&T group, UST and Prism offered roles in corporate finance, Payments Enablement and other emerging areas in the Finance area.

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

Many of India's well known conglomerates participated in the process offering roles in operations and general management across their group companies. **TAS, Mahindra & Mahindra, Reliance Industries, TAFE, L&T, Jindal Steel, GMR** offered varied roles from Infrastructure hospitality and manufacturing including a role in Sports Management with a



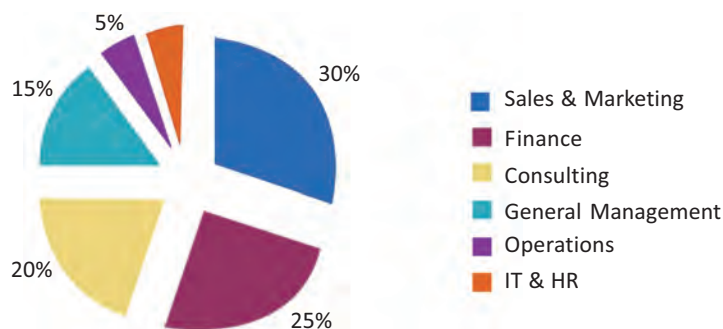
top-tier IPL team and a project on improving productivity at India's finest Airport, Business Development and IT consulting roles were also in huge demand with companies like **Infosys, TCS, Aricent, Genpact and Wipro.**

Several students chose to break the mould and preferred to take up roles in emerging sectors like Media, Sports Management, Non government enterprise, Healthcare, Online Commerce and Advertising Companies like **MSM India** (previously Sony Entertainment Television) **Bates 141, Milward Brown, HT Media, Outsmart 360 and Dr Hussain's City** attracted a large number of students in these growing alternate sectors. Emerging sectors of the Indian economy like realty, educational services and the social sector saw several organizations like **Edunirvana and Janaagraha** participate in the process with many students choosing them as preferred internship organizations.

The summer placements season of 2011 saw the participation of as many as 35 companies who visited the campus for the first time and were left impressed by the academic excellence & talent pool of the students of IIM Kozhikode. One of India's most admired and trusted company that participated for the first time was left extremely impressed with the quality of students and were ahead to make the largest number of offers in their history of recruiting across all campus. Several first time recruiters from across verticals like **TAS, Goldman Sachs, CLSA, Soceite Generale, Amazon, Avalon Consulting, Macquarie capital, Yahoo, Dabur, RPG Group, JDA, Mentor Graphics, OPC Assesst Management, Dawn Consulting, Ittiam Systems, UAE Exchange & Herbz** were appreciative of the talent on offer and offered senior roles in foreign locations like Hong Kong, London & Dubai.

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

Area wise break-up of offers for Summer Internship



Final Placements 2012: A Test of resilience (PGP-14 Batch)

Indian Institute of Management Kozhikode completed the final placements for the 2010-12 batch. 135 companies participated in the process and made offers to a batch of 317 students across Finance, Marketing, Operations, Consulting, General Management, IT and HR sectors.

Amidst recessionary pressures, IIM Kozhikode strived to carve out a niche for itself as India's leading B-School by placing its 14th batch in reputed companies like **Deutsche Bank, Nomura, Goldman Sachs, ICICI, Deloitte Consulting, HUL, ITC, Cognizant, Arvin Meritor, Ingersoll Rand** and many more.

A number of new companies hired from IIMK resulting in an increased number of first time recruiters. These include companies such as **TAS, Amazon, Zynga, Maruti Suzuki, Flipkart, Texas Instruments, Dell, Reserve Bank of India** and **UB Group**. Many companies offered senior managerial roles to students with relevant work-experience.

The average salary per student witnessed a rise of 7% over last year's figures.

IIM Kozhikode successfully completed placements despite concerns of global slowdown and an increased batch size.

The PPO Advantage

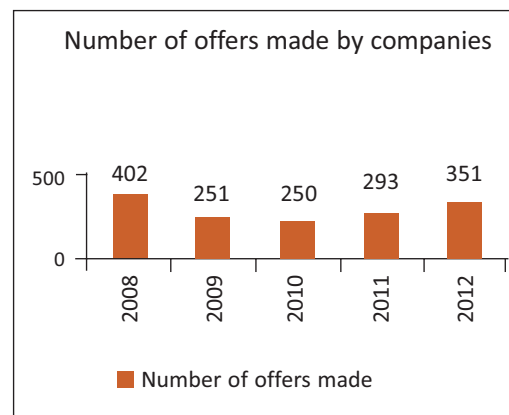
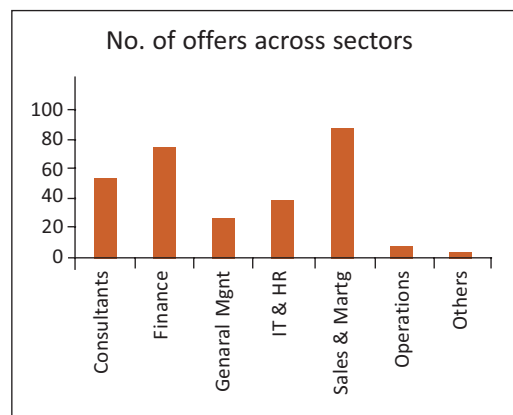
The silver lining of this year's placement was the significant increase in the number of PPOs offered to students. From 18 PPOs last year, the number increased to 51 PPOs offered to students across verticals. Industry stalwarts like **Colgate Palmolive, P&G, HUL, ITC, Deutsche Bank, Mahindra & Mahindra, Airtel, JP Morgan Chase, Citi Bank, Standard Chartered** and **Reliance Industries** preferred the PPO route.

Vertical Wise Offers

Finance

In spite of the fact that Finance sector suffered the most due to recession, IIMK was able to add new companies to their portfolio. Along with the regular recruiters **Deutsche Bank, Goldman Sachs, Nomura, Citi Bank, HSBC-GR** many multinational financial institutions such as **Societe Generale** also started recruiting from IIMK this year. Investment banks offered the highest salaries to the finance whiz kids of the institute.

The Indian banks were equally aggressive; hiring the best talent from IIMK for several financial institutions like **RBI, ICICI Bank, Yes Bank, Indus Valley Partners, SBI Caps, SBI General Life Insurance, Futures First, ICRA** etc.



Management and Investment Banking.

The roles offered ranged across Corporate Finance, Treasury and Risk.



Marketing

IIMK once again established itself as the favorite destination for both FMCG and B2B marketing firms. While **HUL, ITC, Pepsi** and **HCCB** led the FMCG offers; **3M, Asian Paints, Airtel, Idea** led the B2B and service marketing verticals. Indian marketing giant **Amul** visited the campus for the first time offering marketing roles to a few students.

In the broader marketing domain, firms like **Pfizer, Videocon, Arvin Meritor, GSK Pharma, Dell, FEI Cargo**, participated in the placements process. **Ingersoll Rand** recruited from IIM-K for the first time and offered roles to 4 students.

General Management & Consulting

TAS recruited for the first time and gave offers to 6 students, the highest across any IIM. Besides **TAS, Reliance Industries Ltd., Reliance ADAG, L&T, Mahindra & Mahindra, Olam International, Thomas Cook** and **Manipal Group** offered roles in General Management.

On the consulting side, **McKinsey, Gallup Consulting, PWC, Deloitte, KPMG, Cognizant Business Consulting, Wipro Consulting Services, HSBC Consulting** participated in the placements process.

IT / ITES

IT companies recruited in numbers with Capgemini, **HCL, HP, TCS, Wipro, Mindtree** and **Arcent** leading the pack. Along with IT services firm, product companies such as **Facebook, Yahoo, Microsoft** etc showed interest in IIMK students.

E-Commerce

This year e-commerce came up as a significant vertical showing the growth of online retail in India. **Amazon, eBay, Flipkart, Yebhi.com, Zynga** were some of the leading e-commerce giants that recruited from IIM Kozhikode for the first time bringing in a new hope and optimism in an otherwise slow economy.

Operations

The operations vertical also witnessed a few big names in the industry recruiting from IIMK. **P&G, Airtel, Asian Paints, Tata Motors** and **Amazon** are few of the names that offered roles in Supply Chain Management, Procurement, Logistics and Service delivery.

Strategy and alliances

An increased number of senior profiles were offered by the medium capital companies and SMEs. Roles of Chief Strategy Officer, Executive Assistant to the CEO and other similar leadership level roles were offered by companies which wanted IIM Kozhikode students to drive their organization towards higher levels of growth.

Corporate speak

“The professional manner in which the recruitment process was conducted is highly commendable. It was well planned and coordinated. There were no delays and waiting. The placement team was very cooperative and understanding. We had a good time at the campus” - Madura F&L.

Entrepreneurship

In pursuit of dreams there were many students who decided to join start-ups like Sports **Cradle**, Global Environment Concern, Neudesic and Heckyl to venture into the unexplored territories and test their entrepreneurial abilities. Students from IIMK were willing to experiment with going for better roles than bigger brands.

Corporate speak

“Our experience with IIM Kozhikode was excellent with the quality of candidates and the process. We were delighted to see absence of any pressure to take a decision on a student under time constraints. Not only could I talk to a candidate but also let other leadership team members talk to the candidates at ease. In the end, I am very confident of the decisions taken, even though we were hiring MBAs from campus for the first time. We will certainly increase our numbers next year.” - Idea Cellular

The Alumni Network

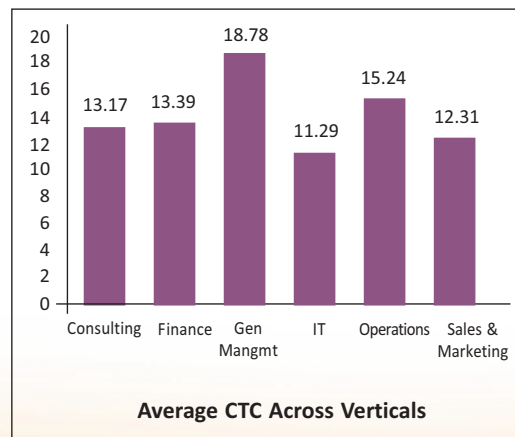
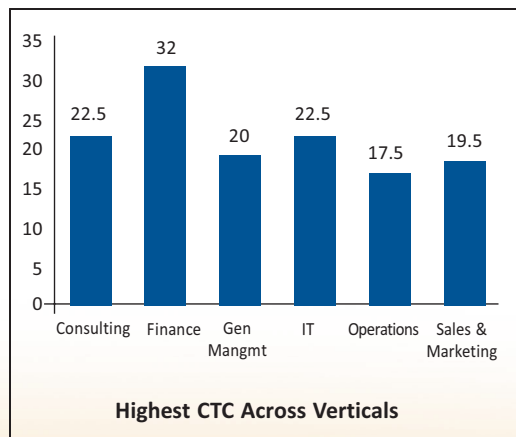
The Alumni of the institute played an integral role in this year’s placements by ensuring participation of some of the best companies in the industry in the placement process. Several alumnus having senior roles in companies personally accompanied their companies to IIM Kozhikode to assist in the on-campus recruitment process.

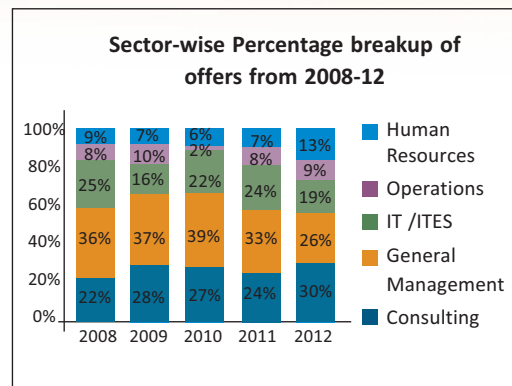
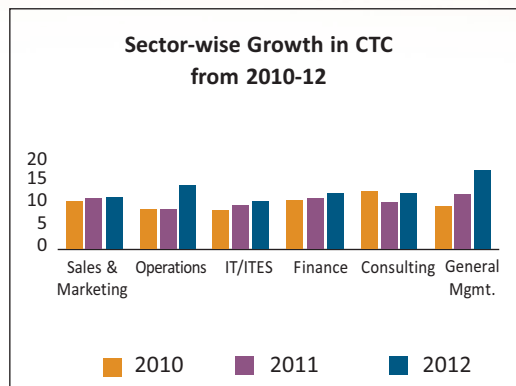
SME Advantage

IIMK also tapped the growing SMEs which are looking at expanding their business into new markets. Firms like **AVT Consumer products, Arbitron and Suntec** recruited students for their marketing and corporate strategy verticals. International offers were given by a few firms in the marketing and operations verticals. IIM Kozhikode had several first time recruiters. **Global Environment Concern (GEC), Innovation Labs-Customer 24*7, Xchanging, V2 Solutions Pvt. Ltd., String Infotech, Arbitron** etc participated in the placement process.

Corporate Speak

“We were extremely satisfied with the efficiency with which the process was conducted and the quality of the students.” TATA Motors





Final Placements 2012 – Key Statistics

Number of Companies Participated	135
Number of Students	317
Number of Offers made	351
Highest Domestic Salary per annum	Rs. 32 Lakhs
Number of Pre Placement Offers/Pre Placement Interviews	51
Total Number of Pre Placement Offers accepted	37
Average Salary offered by MNCs per annum	Rs. 14.05 Lakhs
Average Salary offered by Indian Corporates per annum	Rs. 11.14 Lakhs
Average Salary for Girl Students per annum	Rs. 13.18 Lakhs
Average Salary for Boy Students per annum	Rs. 12.48 Lakhs
Average Salary for OBC Students per annum	Rs. 12.12 Lakhs
Average Salary for SC/ST Students per annum	Rs. 9.83 Lakhs
% of Students joined MNCs	53.6
% of Students joined Indian Companies	46.4
% of students started own company	0

ALUMNI

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

The Alumni is involved in the admission/selection process of the Institute, bringing in an industry perspective to the student selection process. The alumni also help in sourcing live projects for the students thus giving them an industry perspective.

Nostalgia, the on-campus annual IIM Kozhikode Alumni Reunion is held in the month of January every year. This year Nostalgia was held during 14-15 January in campus.

Sangam, the Alumni-Fresher's Meet was organized in seven cities in the country viz. Delhi, Mumbai, Kolkata, Chennai, Bangalore and Hyderabad on 26 May 2012 which brought together the entire IIM Kozhikode fraternity, including the alumni.

Konnnect, meeting between IIMK Placement Committee and Alumni, was held during February-March 2012 in Delhi, Mumbai and Bangalore. Alumni from PGP-1 to PGP-11, EPGP and EPMP were invited for the meeting. This meeting was aimed at improving the interaction between the Institute and the alumni which will be helpful for placements.



STUDENTS' ACTIVITIES

1. An HR Conference was held during the academic year 2011-12 at IIM Kozhikode. Eminent personalities from industry and service sectors participated in the conference.
2. Calicut Mini Marathon was held under the auspice of students' Marathon Executive Committee.
3. Backwaters (annual national management festival), Horizons (annual leadership conclave) and Echoes (annual cultural events) were held.
4. Dr. Shashi Tharoor, author, UN peace-keeper, refugee activist, human rights activist, a former Minister of State for External Affairs and now an elected member of the Indian Parliament; Mr. Subrata Roy Sahara, Managing Director & Chairman, Sahara India Pariwar; Mr. E. Nandakumar, Executive Director, BPCL-Kochi Refinery Ltd. and Mr. Roy Edington Charles, Consultant and Trainer, and President & Mentor, Roy Eddington Charles and Associates visited IIMK and interacted with the students.
5. IIMK team consisting of three second year students won the first prize at the event "Citizen Act" organized by Societe Generale at Paris. The total participation in the competition was more than 800 teams from across the world. This is the first time that a team from the Indian sub-continent made it to the finals and went ahead to win the competition.
6. Five second year students were awarded the prestigious Sir Ratan Tata Scholarship by Sir Ratan Tata Trust.

RESEARCH & PUBLICATIONS

Articles in Journals	(22)
Forthcoming Journal Articles	(10)
Book Chapter	(10)
Book	(2)
Edited Books	(1)
Case Study	(4)
Conference Proceedings / Presentations	(42)

Forthcoming Conference Papers	(16)
Session Chair	(15)
Invited Talks/Workshops/Seminars	(12)
Forthcoming invited Talks/Workshops/Seminars	(1)
Working Papers	(27)
Small Grant Research Projects Completed during 2011-12	(12)
Small Grant Research Projects undertaken during 2011-12	(15)
Research Seminars	(12)
Fellowships/Awards/Honours	
Membership of Editorial Board	
Review/Referee	
Conferences / Convention forthcoming	

Articles in Journals (22)

1. **Anand, G.**, Kodali, R., & Kumar, B. S. (2011). Development of analytic network process for the selection of material handling systems in the design of flexible manufacturing systems. *Journal of Advances in Management Research*, 8(1): 123-147.
2. **Ambler, N.**, & Bui, T. (2012). Harnessing the Influence of Social Proof in Online Shopping: The Effect of Electronic Word of Mouth on Sales of Digital Microproducts. *International Journal of Electronic Commerce*, 16(2): 91-114.
3. **Anand, G.** & Kodali, R. (2012). An application of analytic hierarchy process for the selection of a methodology to improve the product development process. *Journal of Modelling in Management*, 7(1): 97-121.
4. **Anand, G.**, Kodali, R. & Dhanekula, C.S. (2012). An application of analytic network process for selection of a plant location: a case study. *International Journal of Services and Operations Management*, 12(1): 35-66.
5. Anitha, V. S., & **Sebastian, M. P.** (2011). Dominating Set Based, Distributed and Adaptive Clustering Algorithm for Mobile Ad Hoc Networks. *IET Communications*, 5(13): 1836-1853.
6. **Bahinipati, B. K.**, & Deshmukh, S.G. (2011). Vertical Collaboration in the Semiconductor Industry: A Decision Framework for Supply Chain Relationships. *Computers and Industrial Engineering*. 62(2): 504-526.
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8. **Bahinipati, B. K.**, & Deshmukh, S. G. (2011). Issues and perspectives of business transformations in semiconductor industry supply chain: reviews and insights. *International Journal of Business Insights and Transformations*, 4(1): 23-33.
9. Gandhi, P.J., Murthy, Z. V. P., & **Pati R.K.** (2011). Optimization of process parameters by Taguchi robust design method for the development of nano-crystals of sirolimus using sonication based crystallization. *Crystal Research Technology*, 1 – 20 / DOI 10.1002/crat.201100329
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11. **Joseph, J.,** & Sivakumaran, B. (2011). Consumer promotion in the Indian market. *Journal of International Consumer Marketing*, 23(2): 151-165.
12. **Krishnan, T. N.** (2011). Understanding employment relationship in Indian organizations through the lens of psychological contracts. *Employees Relations (Emerald Group Publishing Limited)*, 33(5): 551-569.
13. **Krishnan, T. N.** (2012). Diversity in career systems: The role of employee work values. *The Indian Journal of Industrial Relations*, 47(4): 685-699.
14. **Krishnan, T. N.,** & Maheswari, S. K. (2011). A re-conceptualization of career systems, its dimensions and proposed measures. *Career Development International*, 16 (7): 1362-0436.
15. **Kumar, M.,** & Singh, S. (2011). Leader-Member Exchange & Perceived Organizational Justice – An Empirical Investigation. *The Indian Journal of Industrial Relations*, 47(2): 277-289.



16. **Kumar, M.,** & Singh, S. (2011). Roles of perceived exchange quality and organizational identification in predicting turnover intention. *IIMB Management Review*, 24: 5-15.
17. **Mitra, S.,** & Thorpe, M. W. (2011). The Evolution of the Transport and Logistics Sector in Dubai. *Global Business and Economics Anthology*, 2 (2): 342-353.
18. **Nair, S. R., & Eapen, L. M.** (2011). Wheat Price Inflation in Recent Times: Causes, Lessons and New Perspectives. *Economic and Political Weekly*, XLVI (36): 58-65.
19. **Purkayastha, S.,** Manalova, T., & Edelman L. (2012). Diversification and Performance in Developed and Emerging Market Contexts: A Review of the Literature. *International Journal for Management Reviews*, 14 (18-38).
20. **Raju, C.,** & Raghottam, A. H. (2011). Minimum Average Total Inspection (ATI) Chain Sampling Plan (ChSP-1). *International Journal of Statistics and Analysis*, 1(4): 383-92.
21. Sajeew, G. P., & **Sebastian, M. P.** (2011). A Novel Content Classification Scheme for Web Caches. *Evolving Systems*, 2(2): 101-108.

22. **Sett, R. K.** (2012). Urbanized Young Indians: Are They Goal Oriented? A Scale-Validation Study of the Regulatory Focus Questionnaire in the Indian Context. *Asia Pacific Journal of Marketing and Logistics*, 24(3).

Forthcoming Journal Articles (10)

1. **Abdulla, M. S.** (2012). Multi-Criteria Decision Making with overlapping criteria. *IIMB Management Review*, September 2012.

2. **Anand, G., & Bahinipati, B. K.** (2012). Measuring horizontal collaboration intensity in supply chain: a graph-theoretic approach. *Production Planning & Control*, DOI:10.1080/09537287.2011.642164.

3. **Bahinipati, B.K., & Deshmukh, S. G.** (2012). A Conceptual Framework for Lateral Collaboration in Semiconductor Industry Supply Networks. *International Journal of Management & Enterprise Development*.

4. **Bahinipati, B.K., & Deshmukh, S.G.** (2014). Lateral Collaboration in Semiconductor Industry Supply Networks: A procurement Perspective. *International Journal of Information System and Supply Chain Management*, 7(2).

5. **Dey, S., & Nair, S. R.** (2012). State-level Borrowing Costs under Deregulation – An Indian Experience. *Journal of Asia Business Studies*.

6. **Haleem, A., & Sebastian, M. P.** (2012). An Energy Conserving Approach for Data Formatting and Trusted Data Exchange in Resource Constrained Networks. *Knowledge and Information Systems*.

7. **Jharkharia, S.** (2012). Supply Chain Issues in Mergers and Acquisitions: A Case from Indian Aviation Industry. *International Journal of Aviation Management*.

8. **Krishnan, T. N.** (2012). An exploratory study on executive management education through technology mediated distance learning in India. *Industrial & Commercial Training*, July/August.

9. **Shukla, M., & Jharkharia, S.** (2013). Fresh Supply Chain Management: A Literature Review. *International Journal of Operations and Production Management*, 33 (2).

10. **Thangamani, G.** (2012). Generalized Stochastic Petri Nets for Reliability Analysis of Lube Oil System with Common-Cause Failures. *American Journal of Computational and Applied Mathematics*, August.

Book Chapter (10)

1. **Anitha, V. S., & Sebastian, M. P.** (2011). Multi-Purpose DS-based Cluster Formation and Management in Mobile Ad Hoc Networks. In Ismail Khalil and Edgar R. Weippl (Eds.), *Innovations in Mobile Multimedia Communications and Applications: New Technologies*, IGI Global.

2. **Bahinipati, B. K.** (2011). A Multi-attribute Framework for Collaborative Supply Chain: Evaluation of Horizontal Relationships. In R. P. Mohanty & S.G. Deshmukh (eds.) *A Handbook on Supply Chain Management*, First Edition, pp. 208-234, Excel Books, New Delhi.

3. **Guhathakurta, K., Banerjee, S., & Dan, P. K.** (2012). Nonlinear dynamics of voltage fluctuation in power plants for strategic decisions. In edited volume *Chaos and Complexity Theory for Management: Nonlinear Dynamics*, IGI Global 701 E, USA.

4. **Guhathakurta, K.**, Bhattacharya, S. N., Banerjee, S., & Bhattacharya, B. (2012). Examining the relative non linear dynamics of stock and commodity indices in emerging and developed market. In edited volume *Chaos and Complexity Theory for Management: Nonlinear Dynamics*, IGI Global 701 E, USA.
5. Haleem, A., & **Sebastian, M. P.** (2011). Optimizing Resource Consumption for Secure Messaging in Resource Constrained Networks. In Ismail Khalil and Edgar R. Weippl (Eds.), *Innovations in Mobile Multimedia Communications and Applications: New Technologies*, IGI Global.
6. Lingras, P., Bhalchandra, P., Butz, C, & **Asharaf, S.** (2011). Rough Support Vectors: Classification, Regression, Clustering. In Andrzej Skowron (Warsaw University, Poland) & Zbigniew Suraj(Rzeszow University, Poland), (Eds.), *Special Volume in Series: Intelligent Systems Reference dedicated to the memory of the computer science pioneer Professor Zdzislaw Pawlak*, Springer.
7. Pillai, M., & **Sebastian, M. P.** (2011). Improving Energy Efficiency and Throughput in Heterogeneous Mobile Ad Hoc Networks. In Ismail Khalil and Edgar R. Weippl (Eds.), *Innovations in Mobile Multimedia Communications and Applications: New Technologies*, IGI Global.
8. Sajeev, G. P., & **Sebastian, M. P.** (2011). Analyzing the Traffic Characteristics for Evaluating the Performance of Web Cache Systems. In Ghazi Alkhatib (Ed.), *Web Engineered Applications for Evolving Organizations: Emerging Knowledge*, IGI Global.
9. **Sethi, D.** (2012). An Introduction to Far from the Madding Crowd. A critical introduction in *Far from the Madding Crowd by Thomas Hardy*, Rama Brothers India Pvt. Ltd, New Delhi.
10. **Sumit, M** & Thorpe, M. (2012). Transport and Logistics in Dubai- A High Stakes Play. In Cases on *Supply Chain and Distribution Management: Issues and Principles*, IGI-Global.

Book (2)

1. Chatterjee, D. (2012). Timeless Leadership: 18 Leadership Sutras from the Bhagavad Gita. Wiley; 1 ed, 234p.
2. Chatterjee, D. (2012). *Ningalile Agniye Jwalippikkuka*, DC Books.

Edited Books (1)

1. Thomas, J., Sebastian, M. P., & Asharaf (2012). Information Technology and Business innovations – Challenges and future directions. New Delhi: Macmillan.

Case Study (4)

1. **Dhayanithy, D., & Gopinath, S.** (2012). Vibram Five Fingers – Blue Ocean strategy? IIMK/CS/28/STR/2012/02.
2. Ramachandran, L L., **Pillai, R. R., & Sebastian, M. P.** (2012). Making IT Happen at BPCL Kochi Refinery: Defining New Paradigms of Operational Excellence Through IT Transformation. *IIMK/CS/27/IT/2012/01*.
3. **Thomas, J.**, Arora, A. P., & Gupta, R. K. (2011). Ballarpur Industries Ltd.: Aligning Marketing Strategy in a Turbulent Environment. *Emerald Emerging Markets Case Studies Collection*, September.
4. **Velayudhan, S. K.**, Sundaram, M. R., & Thulasiraj, R. D. (2011). Aravind Eye Care System: Providing total eye care to the rural population. *IIMK/CS/26/MKTG/2011/01*.



Conference Proceedings / Presentations (42)

1. **Anand, G.**, Kodali, R. & Chimakurthy, B.M. (2011). Selection of a CNC Vertical Machine Centre for the Design of Flexible Manufacturing Systems – A Case Study. In Proceedings of the *Eleventh Global Conference on Flexible Systems Management (IIMK-GLOGIFT 11)*, Indian Institute of Management Kozhikode, Kerala, India, December 9-12.
2. **Balasubrahmanyam, S.**, Kaipa, P., & Akhilesh, K. B. (2011). The impact of a firm's financial flexibility on its strategic renewal – An elementary assessment of the Literature Review. *Eleventh Global Conference on Flexible Systems Management (GLOGIFT 11)*, Indian Institute of Management Kozhikode, Kozhikode
3. **Balooni, K.** (2011). Analysis of policy framework, structural obstacles and financing barriers for teak investment in Asia. *International Conference on Planted Teak Forests – a Globally Emerging Forest Resource*, Food and Agricultural organization (FAO) of the United Nations at San José, Costa Rica, October 31 – November 2.
4. **Balooni, K.** (2011). Declining indigenous teak business: A case study of the historic timber market in India. *International Conference on Planted Teak Forests – a Globally Emerging Forest Resource*, Food and Agricultural organization (FAO) of the United Nations at San José, Costa Rica, October 31 – November 2.
5. Basant, R., Chandra, P., & **Upadhyayula, R. S.** (2011). Knowledge Flows and Capability Building in the Indian IT Sector: A Comparative Analysis of Cluster and Non-Cluster Locations. *VI Annual International Conference of Knowledge Forum on theme Agglomeration, Technology Clusters and Networks*, Department of Economics, University of Goa, November 18-20.
6. **Bhave, M. P.** (2012). Fostering Innovations for a Sustainable Future. *US-India Energy Partnership Summit 2012, TERI & Yale University, Washington DC*, April 24-25.
7. Chandrashekar, A. & **Anand, G.** (2011). Re-engineering the software development process using lean thinking – A case study. In Proceedings of the *International Conference on Information Technology Systems and Management (ITSM-2011)*, Indian Institute of Management Kozhikode, Kerala, India, December 17-18.
8. **Chatterjee, D., Krishnan, T. N.** & Tandon, A. (2011). Sustaining a Social Enterprise: Palash Eye Hospital. *Program of the North American Case Research Association (NACRA)*, NACRA , San Antonio, Texas, US, October 13-15.



9. Chawla, V., & Guda, S. (2011). Individual Spirituality at Work and its Link with Relational Selling Characteristics: A Study among Front-line Salespersons. *2nd Biennial Academy of Marketing Science (AMS) and World Marketing Congress Doctoral Consortium*, Reims, France, July 19-23.

10. Dhurkari, R. K., & Swain, A.K. (2011). Multi – Attribute Gain Loss (MAGL) A New Methods for Reference Dependent Multi – Attribute Ranking and Selection. *International Conference on Advances in Modeling, Optimization, and Computing*, IIT Roorkee, December 5-7.

11. Gangopadhyay, K. (2011). A tale of Indian cities. *Econophysics Rourkela –I*, Neelashail Mahavidyalaya, Rourkela, Sep 17-18.

12. George, V., & Sebastian, M. P. (2011). Implementing the Secure Remote Poll Station Voting: Challenges and Opportunities. *International Conference on Information Technology, Systems and Management (ITSM2011)*, IIM Kozhikode, December 17-18.

13. Jharkharia, S. (2011). Interrelations of Critical Failure Factors in ERP Implementation: An ISM-based Analysis. *International Conference on Advanced Management Science*, Kuala Lumpur, Malaysia, November 04-06.

14. Jharkharia, S. (2011). IT-Specific SCM Practices in Indian Industries: An Investigation. *2nd National Conference On Innovation & Entrepreneurship In Information and Communication Technology (NCIEICT)*, Mahamaya Technical University, NOIDA, India, May 14-15.

15. Jharkharia, S. (2011). Supply Chain Issues in Mergers and Acquisitions: A Review in Indian Context. *International Conference on Innovation and Management*, Kuala Lumpur, Malaysia, July, 12-15.

16. Joseph, J. (2011). Do you sway with the Music? Effects of store atmospherics on product selection. *Great Lakes NASMEI International Marketing Conference 2011*, December 29-30.

17. Joshua, R., & Pillai, R. R. (2011). A taxonomy of the drivers of information system effectiveness of enterprise systems. *International Conference on Information Technology, Systems and Management (ITSM 2011)*, Indian Institute of Management Kozhikode, Kerala, December 17-18.

18. Karthik, D., & **Upadhyayula, R. S.** (2011). Performance Implications of Diversification in Professional Service Firms: The Role of Synergies. *Indian Academy of Management Conference*, IIMB, Bangalore, December 18-20.
19. **Kohli, R.** (2011). Impact of Earn out offers on Acquiring Company Wealth Gains in India. *Indian Finance Conference*, Indian Institute of Management, Bangalore, December 21-23.
20. Krishnadas, N., & **Pillai, R. R.** (2011). A Model for assessment of Green IT implementation. *International Conference on Information Technology, Systems and Management (ITSM 2011)*, Indian Institute of Management Kozhikode, Kerala, December 17-18.
21. Krishnadas, N., & **Pillai, R. R.** (2011). A Model for Cost-Benefit Analysis of Cloud Computing. *International Conference on Information Technology, Systems and Management (ITSM 2011)*, Indian Institute of Management Kozhikode, Kerala, December 17-18.
22. Krishnadas, N., & **Pillai, R. R.** (2011). Green IT Implementation in India: A Cultural Perspective. *11th Consortium of Students in Management Research (COSMAR)*, Indian Institute of Science, Bangalore, October 21.
23. Krishnadas, N., & **Pillai, R. R.** (2011). Information Systems Flexibility for Green Technologies. *Eleventh Global Conference on Flexible Systems Management (IIMK GLOGIFT 2011)*, Indian Institute of Management Kozhikode, Kerala, December 9-12.
24. Krishnadas, N., & **Pillai, R. R.** (2011). Designing a Grid Computing Architecture: A case study of Green Computing. *SAS Global Forum 2011*, Las Vegas, Nevada, USA, April 4-7.
25. **Kumar, M.**, & Singh, S. (2011). Social Exchange Mechanisms and Organizational Identification as Predictors of Turnover Intention. *2nd Indian Academy of Management Conference*, IIMB, Bangalore, December 18-20.
26. **Ladha, K. K.**, & Miller, G. J. (2011). The Paradox of Unbiased Public Information. *Applications of Game Theory in Policies and Decisions*, Institute of Public Enterprises, Central University of Rajasthan, University of Hyderabad and CR Rao Advanced Institute of Mathematics, Statistics and Computer Science, Hotel Marriott & Convention Center, Hyderabad, December 12-13.
27. **Ladha, K. K.**, & Sen, P. K. (2011). Aristotle's Politics on Corporate Governance: In Pursuit of the Common Good. *Midwest Political Science Association Meetings*, Midwest Political Science Association Meetings, Chicago, USA, April 3.
28. **Ladha, L. S.**, & Menon, B. (2011). Innovative Practices for Competitive Advantage through Behavioral Finance. *International Conference on Innovative Strategies for Global Competitiveness*, RVIM, Bangalore.
29. Mazumdar, P., Mohapatra, A., **Anand G. & Bahinipati, B.K.** (2011). Implementation barriers for achieving lean supply – A perspective from the original equipment manufacturer in India. In *Proceedings of the Eleventh Global Conference on Flexible Systems Management (IIMK-GLOGIFT 11)*, Indian Institute of Management Kozhikode, Kerala, India, December 9-12.
30. **Nair, S. R.** (2011). The Impact of Tax Rate Differentials on the Tax Revenues - The Case of Sales Tax Competition among a Group of Border-Sharing Indian States. In *Annual Congress of the International Institute of Public Finance*, Ross School of Business, University of Michigan, Ann Arbor, USA, August 8-11.

31. Pati, R. K., & **Nandakumar, M. K.** (2011). CEO Duality: Different Theoretical Perspectives'. *2nd Indian Academy of Management (IAM Conference)*, IIM Bangalore, December 18-20.
32. Payyazhi, J. & **Mitra, S.** (2011). *Changing Mindsets: Stimulating deep learning through innovative case assessment involving peers. In proceedings of the 25th Australia New Zealand Academy of Management (ANZAM) Conference*, University of Canterbury, NZ, December 7-9, 2011.
33. **Pillai, K. R. C., & Sebastian, M. P.** (2011). A Novel Threshold Public Key Certificate Scheme for Integrated Heterogeneous Network. *International Conference on Information Technology, Systems and Management (ITSM2011)*, IIM Kozhikode, December 17-18.
34. **Pillai, R. R.** (2012). Holistic managerial decision making based on the ancient wisdom. *9th AIMS International Conference on Management (AIMS-9)*, FLAME, Pune, January 1-4.
35. **Pillai, R. R.** & Supriya, K. K. (2012). Systems thinking approach for Transforming Management Education. *9th AIMS International Conference on Management (AIMS-9)*, FLAME, Pune, January 1-4.
36. Ramesh, A., **Bahinipati, B.** (2011). The Indian Apparel Industry: A Critical Review of Supply Chains. *International Conference on Operations and Quantitative Management*, Nashik, India, June.
37. Ramya, K. N., & **Joseph. J.** (2011). Active philanthropy or corporate dog bite: An investigation in to the CSR initiatives of companies. *Great Lakes NASMEI International Marketing Conference 2011*, December 29-30.
38. **Sett, R. K.** (2012). Design your Bundle: Choose your Weapon!. *34th INFORMS Marketing Science Conference*, INFORMS, June.
39. Shukla, M., & **Jharkharia, S.** (2011). An Artificial Immune System Approach to Manage Fresh Produce Inventory. *22nd Annual POM Conference*, Reno, Nevada, USA, April 29-May 02.
40. Srinivas, J., & **Anand, G.** (2011). A meta-data analysis of literature on implementation of lean manufacturing. In proceedings of the *International Conference on Sustainable Manufacturing: Issues, Trends and Practices (ICSM 2011)*, Mechanical Engineering Department, Birla Institute of Technology & Science (BITS) Pilani, Pilani Campus, Pilani, Rajasthan, India, November 2011.
41. Supriya, K. K., & **Jharkharia, S.** (2011). Information System Flexibility: A Conceptual Framework. *Eleventh Global Conference on Flexible Systems Management (IIMK-GLOGIFT 11)*, IIM Kozhikode, December 09-12.
42. **Thangamani, G.** (2011). Availability Analysis of a Lube Oil System Using Generalized Stochastic Petri Net. *2011 IEEE International Conference on Quality and Reliability*, Bangkok, Thailand, September 14-17.

Forthcoming Conference Papers (17)

1. **Abdulla, M. S.** (2012). Reputation schemes among cloud-based e-commerce agents when using Multi-Criteria Decision Making for the case of overlapping assessments. *International Conference on Advances in Cloud Computing*, Bangalore, July 26-28, 2012.



2. **Abdulla, M. S.** (2012). MCS-like algorithms for efficient Mutual Exclusion in cloud and multi-core settings. *International Conference on Advances in Cloud Computing*, Bangalore, July 26-28, 2012
3. **Amblee, N.** (2012). Invited Paper for Special Track. *International Conference on Electronic Commerce*. Singapore Management University, Singapore, August 7 – 8.
4. **Bhave, M. P.** (2012). Renewable Energy as the core of Sustainability. EABIS – IMD ‘Strategic Innovation for Sustainability, Lausanne, Switzerland, July 2-4.
5. **Bhave, M. P.** (2012). Entrepreneurship as Art and Execution: Opportunity projected at the Core of Two Interesting Value Creation Loops. *Schumpeter 2010*, Aalborg Congress and Culture Centre, Aalborg University, Denmark, June 21-24.
6. **Dhayanithy, D., & Gopinath, S.** (2012). Creating an Uncontested Market Space? The case of Vibram Five Fingers. *XVI Annual conference of Strategic Management Forum of India SMFI*, IIM Indore, May 2-5.
7. **Gopinath, S.** (2012). Social Entrepreneurship, value Innovation and TRIZ. *International Conference on Innovation and Entrepreneurship- ICIE2012*, SIIMS, Pollachi, Tamil Nadu, May 10-11.
8. **Gopinath, S.** (2012). A risk based material planning model for enhancing effectiveness of humanitarian supply chains. *Academy Business Research Fall 2012 Conference*, Atlantic City, New Jersey, September 10-12.
9. Karna, A., Karthik, D., & **Upadhyayula, R. S.** (2012). Ethnic Ties vs. Agglomeration Density: Demystifying Multi-cluster Location Choices of Emerging MNCs. *Academy of International Business 2012 Annual Meeting*, July.
10. Kumar, D., **Purani, K.**, & Sahadev, S. (2012). Appraising Visual Services cape Aesthetics: An Environmental Psychology Approach. Paper accepted for presentation at *Academy of Marketing Annual Conference in Southampton, UK* to be held between July 2- 4.
11. **Purani, K** et. al. (2012). Antecedents of Home and Foreign Product Country Images in Developed and Developing Countries: A Comparative Study. Paper accepted for presentation at *Academy of International business annual meet in Washington DC*, to be held between June 30- July 3.

12. **Purani, K., & Sahadev, S.** (2012). Exploring the role of Technology Readiness in Developing Trust and Loyalty for E-services. Paper accepted for presentation at *Academy of Marketing Annual Conference in Southampton, UK* to be held between July 2- 4.

13. **Purkayastha, S.** (2013). Diversification strategy and firm performance: evidence from Indian manufacturing firms. *Global Business Review*, Jan-March.

14. **Thangamani, G.** (2012). Technology Selection Framework using Analytic Hierarchy Process (AHP) – A Case Study. *International Conference on Marketing and Business Strategy (INCOMBS-2012)*, IBS Hyderabad, India, May 10-11.

15. **Thangamani, G.** (2012). Improving New Product Development Performance by applying TOC thinking Process. *International Conference on Marketing and Business Strategy (INCOMBS-2012)*, IBS Hyderabad, India, May 10-11.

16. **Upadhyayula, R. S.,** Karthik, D., & Karna, A. (2012). Connected with Roots, or Attracted to Competition? Strategic Drivers of Emerging MNC Location Choices. *Strategic Management Society Special Conference*, Singapore, June.

17. **Upadhyayula, R. S.,** Karthik, D., & Karna, A. (2012). Connected with Roots, or Attracted to Competition? Strategic Drivers of Emerging MNC Location Choices. *Strategic Management Society Annual Conference*. Prague, October.

Session Chair (15)

1. Amblee, N. (2011). Enterprise Cloud Computing. *International Conference on Information Technology, Systems and Management (ITSM 2011)*, IIM Kozhikode, December.

2. Asharaf, S. (2011). *IEEE Recent Advances in Intelligent Computational Systems*, Trivandrum, September.

3. Gangopadhyay, K. (2011). *Eleventh Global Conference on Flexible Systems Management (GLOGIFT 11)*, IIM Kozhikode, December.

4. Joseph, J. (2011). *International Conference on Information Technology, Systems and Management (ITSM 2011)*, IIM Kozhikode, December.

5. Joseph, J. (2011). *Eleventh Global Conference on Flexible Systems Management (GLOGIFT 11)*, IIM Kozhikode, December.

6. Krishnan, T. N. (2011). Human Resource Flexibility. *Eleventh Global Conference on Flexible Systems Management*, IIM Kozhikode, December 9-12.

7. Ladha, L. S. (2011). Innovative Practices in Human Resource Policy. *International Conference on Innovative Strategies for Global Competitiveness*, RVIM, Bangalore.

8. Mitra, S. (2011). Technical Session. *Eleventh Global Conference on Flexible Systems Management (GLOGIFT)*, December.

9. Nair, S. R. (2011). Strategy and Behavior. *Annual Congress of the International Institute of Public Finance*, Ross School of Business, University of Michigan, USA, August 8-11.

10. Pillai, R. R. (2012). Ninth AIMS International Conference on Management (AIMS-9), FLAME, Pune, January 1-4.

11. Thangamani, G. (2011). Session 1, *Eleventh Global Conference on Flexible Systems Management (GLOGIFT)*, December.

12. Thomas, J. (2011). Practitioner's forum chair. *International Conference on Information Technology, Systems and Management (ITSM 2011)*, IIM Kozhikode, December.

13. Thomas, J. (2011). Enterprise Resource Computing. *International Conference on Information Technology, Systems and Management (ITSM2011)*, IIM Kozhikode, December 17-18.

14. Thomas, J. (2011). Flexible Systems. *Eleventh Global Conference on Flexible Systems Management (GLOGIFT)*, December.

15. Upadhyayula, R. S. (2011). Technical Session. *Eleventh Global Conference on Flexible Systems Management*, December.

INVITED TALKS/WORKSHOPS/SEMINARS (12)

1. Bhava, M. P. (2011). Innovation, Ethics, Entrepreneurship. *Rajagiri Centre for Business Studies*, Kochi, India, November 17.

2. Bhava, M. P. (2012). Corporate Governance, Stratify and Contemporary Issues in Management. HLL Corporate Headquarters, Thiruvananthapuram, March 30.

3. Bhava, M. P. (2012). Renewable Energy: Opportunity of the Century. Central University of Kerala, Kasargod, March 27.

4. Bhava, M. P. (2012). Renewable Energy and Utilities of the Future. Keynote speaker at National Workshop on Managing Costs of Energy, Kerala State Electricity Board Engineers Association, Kozhikode, January 20.

5. Gangopadhyay, K. (2011). Econophysics Kolkata VI: Econophysics of systemic risk and network dynamics. *Saha Institute of Nuclear Physics*, Kolkata and Ecole Centrale Paris, October 21-25.



6. Gangopadhyay, K. (2011). Extent of poverty in India: A different dimension. *Indian Statistical Institute*, October 25.
7. Gopinath, S. (2012). UGC National Conference on Maintenance of Quality in Higher Education, *University Grants Commission*, Farook College, Calicut, March 08.
8. Nair, S. R. (2011). Agricultural Value Chain Management for Sustainable Growth of Kerala Agro- Economy, *College of Co-operation, Banking and Management, Kerala Agriculture University*, Thrissur, November 16.
9. Nair, S. R. (2011). Food Price Inflation in India: Implications for Kerala, *Mar Dionysius College*, Thrissur, October 12-13.
10. Thomas, J. (2011). Sustainability Oriented Marketing. One day seminar for *Indian Society of Advertsing (ISA)*, Mumbai, December 15.
11. Thomas, J. (2012). Addressing Business Challenges in the Retail Sector. *Gold and Silver Merchants Association*, Calicut, February 5.
12. Sreekumar, M. G. (2011). Two-day workshop on Greenstone digital library software and information management applications at the invitation of the Center for Human Research & Development Foundation, Philippines, at the *International Conference on Libraries, Archives and Museums (I-CLAMS)*, CSB Hotel, Manila, Philippines, on August 29-30.

Forthcoming Invited Talks/Workshops/Seminars (1)

1. Gopinath, S. (2012), PMI Kerala: Conference 2012. Project Management Institute, Kochi, June 09.

Working Papers (27)

1. **Balooni, K., Gangopadhyay, K., & Mohan Kumar, B.** (2011). Urban Sustainability and Changing Private Green Spaces: Some Insights from an Indian City (Asia Research Institute (National University of Singapore) working paper.)
2. **Balooni, K., Inoue, M., Nath, T. K., & Zoysa, M. D.** (2011). How social is socially oriented forest tenure and land use change in Bangladesh and Sri Lanka? ARI Working Paper, No. 166, October 2011, Asia Research Institute, National University of Singapore, Singapore.
3. **Balooni, K., Gangopadhyay, K., Kumar, & B. M.** (2011). Urban sustainability and private green spaces: Some insights from an Indian city. ARI Working Paper, No. 169, November 2011, Asia Research Institute, National University of Singapore, Singapore.
4. **Balooni, K., Menon, V., & Asokan, S. M.** (2012). *The role of state in lift irrigation schemes of the pre-decentralization era.* IIMK/WPS/98/ECO/2012/01.
5. **Balooni, K., Gangopadhyay, K., Turakhia, S., & Karthik, R. G.** (2011). Challenges in the sustainability of a targeted health care initiative in India. IIMK/WPS/93/ECO/2011/13.
6. **Basant, R., Chandra, P., & Upadhyayula, R. S.** (2011). Knowledge flows and capability building in the Indian IT sector: A comparative analysis of cluster and non- cluster locations. IIMK/WPS/89/STR/2011/09.
7. **Basant, R., Chandra, P., & Upadhyayula, R. S.** (2011). Knowledge flows and Capability building in the Indian IT Sector: A Comparative analysis of cluster and non-cluster locations. Working paper at IIM Ahmedabad. W.P. No. 2011-10-02.



8. Chawla, V., **Guda, S.** (2011). Workplace spirituality as precursor to relationship oriented selling characteristics. *IIMK/WPS/84/MKTG/2011/05*.
9. Chawla, V., **Guda, S., Krishnan, T.N., & Unnithan, A.B.** (2011). Individual spirituality at work and its link with relational selling characteristics. *IIMK/WPS/83/MKTG/2011/04*.
10. Dasgupta, N., & **Anand, G.** (2011). Implementation of lean manufacturing in India – a Meta - data analysis. *IIMK/WPS/91/QM&OM/2011/11*.
11. **Dey, S., & Nair, S. R.** (2011). Impact of deregulation of government securities market on interest costs of the states in India. *IIMK/WPS/95/ECO/2011/15*.
12. **Gangopadhyay, K., & Basu, B.** (2011). A tale of Indian cities: 1981-2010. *IIMK/WPS/94/ECO/2011/14*.
13. **Gopinath, S. & Nair, A.** (2012). KERALA INFRASTRUCTURE BONDS: A New Mechanism for Smoothing the Land Acquisition Process. *IIMK/WPS/101/FIN/2012/04*.
14. Karthik, D., & **Upadhyayula, R. S.** (2011). Performance Implications of Diversification in Professional Service Firms: The Role of Synergies. Working paper at IIM Ahmedabad. W.P. No. 2011-01-01.
15. **Kumar, M., & Singh, S.** (2011). Learning and performance needs fulfillment and employees' attachment to the organization. *IIMK/WPS/92/OB&HR/2011/12*.
16. **Ladha, K. K. & Miller, G. J.** (2012). The Paradox of Unbiased Public Information. *IIMK/WPS/102/ECO/2012/05*.
17. **Ladha, K. K.** (2011). Perfection of the Jury Rule by Rule-Reforming Voters. *IIMK/WPS/103/ECO/2012/06*.
18. **Ladha, K. K.** (2011). Aristotle's *Politics*: On Constitutions, Justice, Laws and Stability. *IIMK/WPS/104/ECO/2012/07*.
19. **Ladha, L. S., & Nair, A.S.** (2011). Valuation and risk based on accounting measures. *IIMK/WPS/85/FIN/2011/06*.
20. **Nair, S., R. & Eapen, L. M.** (2011). Food price inflation in India: A commodity-wise analysis of the causal factors. *IIMK/WPS/97/ECO/2011/17*.



21. Nair, S.R., & Eapen, L. M. (2011). Food grain management and prices in India: Lessons and new perspectives from recent experience with food Inflation. *IIMK/WPS/87/ECO/2011/08*.

22. Pati, S. P. (2012). Development of a measure of employee engagement. *IIMK/WPS/99/OBHR/2012/02*.

23. Purkayastha, S. (2012). Are business group affiliation advantages and diversification premium contingent on macro-economic environments? Evidence from India. *IIMK/WPS/100/2012/03*.

24. Singh, V. (2011). Factors predicting academic and economic outcome of a business management program. *IIMK/WPS/88/ECO/2011/08*.

25. Singh, V. (2011). Role of 'quantitative' and 'non- quantitative' skills in business education: Testing two key outcomes of an MBA program. *IIMK/WPS/90/OBHR/2011/10*.

26. Sridhar, G., Unnithan, A. B., Iyengar, C., Gupta, R., & Kumar, D. (2011). Value-conscious, ethical position and perceived risk influence on attitude towards music piracy among Indian young adult. *IIMK/WPS/96/MKTG/2011/16*.

27. Unnithan, A.B. (2011). Susceptibility to television advertising: Some evidence on unidimensionality and validity. *IIMK/WPS/86/FIN/2011/07*.

Small Grant Research Projects Completed During 2011-12 (12)

1. Adhikari, A. (2010). Differentiating Subjective and Objective Product Attributed in Consumer Choice Decision. *SGRP/2010/31*.

2. Adhikari, A. (2010). Field research multimedia case on Edible Agro Products Ltd. *SGRP/2010/37*.

3. Gangopadhyay, K. (2011). Study of evolution of food consumption in India 1990-2008. *SGRP/2011/41*.

4. Krishnan, T. N. (2010). Challenges of talent management in small and medium enterprises in India. *SGRP/2010/36*.

5. Pillai, R.R (2011). Case development on IT enabled transformation for achieving operational excellence. *SGRP/2011/38*.

6. Purkayatha, S. (2011). Diversification firm performance and the current financial crisis – A study of manufacturing firms in India. *SGRP/2011/39*.
7. Singh, V. (2011). Examining the relationship between scores on entrance test and academic performance in a Business Management Programme. *SGRP/2011/40*.
8. Singh, V. (2011). Understanding risk, fairness and social cooperation via two decision making tasks. *SGRP/2011/43*.
9. Sebastian, M. P. (2011). An E-Governance Framework for India. *SGRP/2011/48*.
10. Thomas, S. (2010) Beating Systematic Investment Plans with Value: A Dynamic Investing Tool for Investors. *SGRP/2010/33*.
11. Thomas, S. (2010). Volatility Dynamics in Indian Future Market Using Range Based, Extreme Value and Conditional Estimators. *SGRP/2010/34*.
12. Upadhyayula, R. S. (2010). Building Technological Capabilities through Technological Development of Industrial Clusters: The case of IT and Electronic clusters in India. *SGRP/2010/35*. IIMK.

Small Grant Research Projects Undertaken During 2011-12 (15)

1. Adhikari, A. (2011). Field Research Multimedia Case on Ideaforge: A mechanical charger. *SGRP/2011/42*.
2. Adhikari, A. (2011). Influence of subjective product features in repeat purchase of improved product variety. *SGRP/2011/49*.
3. Das, A. (2012). Photo Blogging and Small Talk on Facebook: A Managerial Perspective. *SGRP/2012/53*.
4. Dhayanithi, D. (2011). Baby Memorial Hospital (BMH) Streamlining Healthcare Project. *SGRP/2011/50*.
5. Gangopadhyay, K. (2011). Study of evolution of food consumption in India: 1990-2008. *SGRP/2011/41*
6. Purkaystha, S. (2011). Diversification strategy and firm responses. *SGRP/2011/47*.
7. Sebastian, M. P. (2011). An e-governance framework for India. *SGRP/2011/48*.
8. Sethi, D. (2012). Computer-related Health Issues among White collar Employees of Kozhikode & Kochi: Communicating an Action Plan. *SGRP/2012/54*.
9. Sethi, D. (2012). Non-verbal communication in Doctor-patient interaction: An exploratory study of three major cities of Kerala. *SGRP/2012/51*.
10. Sett, R. K. (2012). Understanding the efficacies of brand alliances in advertising. *SGRP/2012/52*.
11. Singh, V. (2011). Examining the relationship between cases on entrance test and academic performance in a business management programmed. *SGRP/2011/40*.
12. Singh, V. (2011). Understanding gender effects in risk fairness and social cooperation via two decision making facts. *SGRP/2011/46*.

13. Singh, V. (2011). Understanding risk, fairness and social cooperation via two decision making tools. *SGRP/2011/43*.

14. Sudershan, K. (2011). International financial reporting standards. *SGRP/2011/45*.

15. Velayudhan, S. K. (2011). Case Development on Theme Park Wonderla. *SGRP/2011/44*.

Research Seminars (12)

1. Banerjee, A. (2011). *Marketing Analytics in Banking Services*, December 8.

2. Bhattacharya, S. (2012). *The practice of the management of occupation health and safety in the global regulatory environment*, May 2.

3. Ghosh, C. (2011). *Does Cross-listing Mitigate Agency Problems of Excess Cash? Evidence from International Acquisitions*, October 17.

4. Jacob, V. (2011). *MIS research over the Years – Rolling Stone or Leading Edge*. July 7.



5. Lahkar, R. (2012). *Entry of Profit-Motivated Microfinance Institutions and Borrower Welfare*, February 23.

6. Malloch, T. R. (2012). *Practical wisdom for management from the Indian religious and spiritual traditions*. The third lecture in CK Prahalad memorial lecture series, January 11.

7. Nair, S. R. (2011). *Food Price Inflation in India: Understanding the 'New Monster'*, December 15.

8. Nandakumar. (2012). *Refining Industry Perspective & Pricing*, February 7.

9. Narayanan, V. K. (2011). *Research and Publishing in Management: A US Perspective*, August 5.

10. Padmakumar. (2011). *Leadership and Theory of Life*, July 12.

11. Ramalingam, A. (2011). *'Can Firms Benefit from Employees' Status Concerns?* July 14.

12. Tharoor, S. (2012). *Globalizing Indian thoughts*. Leadership series session, February, 4.

FELLOWSHIPS/AWARDS/HONOURS

Chatterjee, D.

Achievers & Leaders Award (Academics), Bengal Chamber

Balooni, K.

Visiting Senior Research Fellowship, Asia Research Institute, National University of Singapore, April 2011.

Invited Panelist, Food and Agricultural organization (FAO) of the United Nations, Rome, October 2011.

Gangopadhyay, K.

Econophysics Kolkata VI: Econophysics of systemic risk and network dynamics, organized by Saha Institute of Nuclear Physics, Kolkata and Ecole Centrale Paris, October 21-25, 2011.

Gopinath, S.

Knowledge Economy Partnership Fellowship 2012-13, British Council, June 2012.

Pillai, R. R (with Krishnadas, N for the first two & with Krishnadas, N., Kumar, R., & Supriya, K. K for the last.)

Best paper award. 11th Consortium of Students in Management Research (COSMAR), Indian Institute of Science, Bangalore, October 21, 2011..

Emerald 2011 Indian LIS Research Fund Award Highly Commended for research proposal on Sustainability.

Wipro Earthian Awards 2011 for the project on implementing Green IT in the Computer Centre of IIMK.

Nair, S. R.

Rashtriya Gaurav Award 2011 along with Certificate of Excellence instituted by India International Friendship Society, New Delhi

Membership of Editorial Board

Adhikari, A

Associate Editor - IIM Kozhikode Society & Management Review

Asharaf, S.

International Journal of Applied Pattern Recognition (IJAPR)

Balooni, K

Editorial Review Board Member, IIM Kozhikode Society & Management Review

Dey, S.

Managing Editor, IIM Kozhikode Society & Management Review

Gangopadhyay, K.

Associate Editor - IIM Kozhikode Society & Management Review

Gopinath, S.

International Journal of Intelligent Enterprise

Ladha, K. K

Editorial Review Board Member, IIM Kozhikode Society & Management Review

Nair, A.

Associate Editor - IIM Kozhikode Society & Management Review

Nair, U. K

Editorial Review Board Member, IIM Kozhikode Society & Management Review

Pati, R. K

Associate Editor - IIM Kozhikode Society & Management Review

Pawar, B. S.

Associate Editor - IIM Kozhikode Society & Management Review

Pillai, R. R

AIMS International Journal of Management

Purkayastha, S

Associate Editor - IIM Kozhikode Society & Management Review

Raman, V. G

Associate Editor - IIM Kozhikode Society & Management Review

Sebastian, M. P

Editor, Journal of Next Generation Information Technology, Korea.

Member, Editorial Board, the IUP Journal of Computer Sciences, India.

Member, Editorial Board, Journal of Advanced Networking and Applications, India

Associate Editor - IIM Kozhikode Society & Management Review

Sett, R. K.

Managing Editor, IIM Kozhikode Society & Management Review

Upadhyayula, R. S.

Editorial and Reviewer Board, Synergy

Journal of K J Somaiya Institute of Management Studies

Review / Referee

Amblee, N.

International Journal of Electronic Commerce

Electronic Commerce Research and Applications

Journal of Indian Business Research

Emerald Emerging Markets Case Studies

International Conference in Marketing

Anand, G.

Journal of Engineering Design

Management Research Review

Bahinipati, B.

European Journal of Operational Research

Computers and Industrial Engineering



Balooni, K.

GeoJournal

Journal of Environmental Planning and Management

Research Proposal – Department of Social Sciences, Netherlands Organization for Scientific Research (NWO)

Research Proposal – South Asian Network for Development and Environmental Economics (SANDEE), Nepal

Forest Policy and Economics

Singapore Journal of Tropical Geography

Space and Polity

Gangopadhyay, K.

Urban Studies

An FPM thesis for IIM Lucknow

Metamorphosis

Gopinath, S.

International Journal of Production Research

International Transactions in Operations Management

Journal of Technology Management

Systems Dynamics Review

IIMB Management Review

Joseph, J.

Thesis review:

An exploratory study to determine the factors influencing customer satisfaction in Grocery Retailing in India: A study in Chennai. Indian Institute of Technology Madras.

Paper review:

Vikalpa

IIMB Management Review

Two Papers reviewed for Association for consumer research – North American Conference.



Kohli, R.

International Business Review
Emerald Emerging Markets Case Studies

Krishnan, T. N.

Emerald Emerging Markets Case Studies

Pillai, R. R

AIMS International Journal of Management
International Conference on Information Technology, Systems, and Management (ITSM-2011).

Thomas, J.

Management Review, Indian Institute of Management Bangalore
Journal of Indian Business Research, Emerald Group Publishing

CONFERENCES / CONVENTION AT IIMK

1. Chatterjee, D. (2012). *International Symposium on Practical Wisdom for Management from the Indian Spiritual Traditions*, January 12-13.
2. Chatterjee, D., Dhal, M., & Kumar, M. (2012). *HR Summit 2012*. February 3-4.
3. Chatterjee, D., Sebastian, M. P., & Pillai, R. (2011). *Information Technology, Systems and Management (ITSM 2011)*, December 17-18.
4. Nandakumar, M. K., & Jharkharia, S., & Nair, A. S. (2011). *Eleventh Global Conference on Flexible Systems Management (GLOGIFT 11)*, December 09-12.

INFORMATION TECHNOLOGY

The Institute is committed to provide state of the art IT facilities to the IIMK user community. To achieve the above objective and also to improve pedagogy at IIMK, the computing facilities and services have continuously and significantly been improved over the year.

The newly completed buildings have been connected to the campus LAN and equipped with the required IT infrastructure and facilities.

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

During the year, software(s) such as PGP grades preparation, students' attendance capturing and managing, online submission of applications for recruitment, student mess billing, online application for FPM admission 2012, Faculty activity plan, online leave management etc. were designed and made operational. A portal for providing support to various academic activities has also been designed and released for use.

Facility for making payment of various fees online through credit/debit cards and also through net banking has been implemented.

Websites for IIMK Glogift and TEDx designed, developed and hosted. The first draft of IIMK's official web site was released in Hindi and the same is under refinement. The institute website is thus bi-lingual now.

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

LIBRARY & INFORMATION CENTRE (LIC)

The Library and Information Center (LIC) at IIMK (<http://intranet.iimk.ac.in/libintra>) offers a seamless learning space to its stakeholders. The LIC is envisaged as IIMK's knowledge hub and it acts as the nerve center of scholarly as well as corporate information. The LIC therefore caters the role as the chief learning resource center of the Institute. The LIC aims at providing state-of-the-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 accolade 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>) deserve special mention. . IIMK's ambitious Digital Library project (<http://iimk.ac.in/gsd/cgi-bin/library>), sponsored by the Ministry of HRD



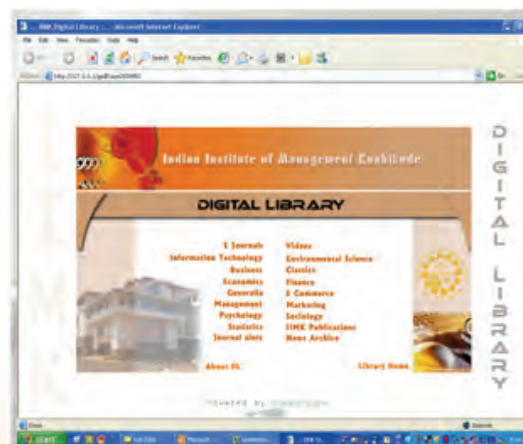
(Government of India), received the status of an example collection from the world renowned "Greenstone" family of the University of Waikato, New Zealand. Another important landmark has been the commissioning of the Smart-Card based Access Control System and the Smart-Gate based E-Security System. The 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, round the clock and 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 31300 books in print form, over 265 print journals, over 30000 E-Books, 3500 Bound Volumes of research Journals, over 15000 corporate annual reports and more than 15500 E-Journals from India and abroad, in addition to as many as 2555 CD-ROM publications on contemporary issues.

The audio/visual unit in the LIC hosts over 254 educational videos covering a wide range of disciplines in management. The Video Digital Library streams out the educational videos throughout the entire campus. Around 50 full-text/bibliographic CD-ROM databases on scholarly information coupled with a set of national and international databases on companies, industries and the markets are available to users through a local area network (LAN). The LIC digital

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

ONLINE SERVICES

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

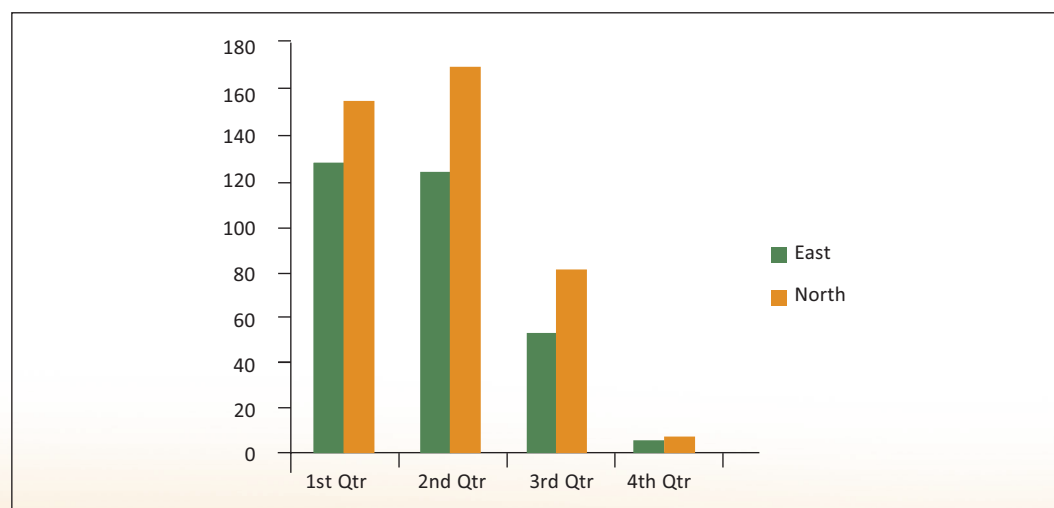


CD ROM DATABASES

1. Alpha (CMIE)
2. Business Beacon (CMIE)
3. Capex (CMIE)
4. Company Annual Report Database (15000 companies)
5. Economic Intelligence Service (CMIE)
6. First Source (CMIE)
7. IECO (CMIE)
8. Indian Harvest (CMIE)
9. India Trade (CMIE)
10. Industry Analysis Service (CMIE)
11. MRMR
12. Prowess (CMIE)

Collection Development Statistics : 2011-2012

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	1344	31319	28	417.3
2	E-Books	-	30,000	2.11	11.82
3	Journals (Print)	-	297	48.21	554.39
4	Databases on CD/Web Bibliographic & Full Text Online Corporate Databases Value added services/ Info Gateways	1	47—	35—	313.77—
5	E-Journals through Aggregators	-	15500+	-	-
6	E-Journals Full-Text directly from Publishers	-	2279	50.16	141.1
7	Educational Videos	3	262	00.075	8.85
8	Bound Volumes of Journals	-	3514	-	-
				Total: 163.56	1447.23





Prof Debashis Chatterjee, Director IIMK leads the Hon'ble Chief Minister of Kerala Shri Oommen Chandy with his Cabinet Ministers, through the Indian Business Museum, on 18 August 2011 at IIMK

INDIAN BUSINESS MUSEUM AT IIM KOZHIKODE

IIM Kozhikode, during the end of 2010, has embarked on an ambitious programme to create a **Museum of Indian Business History** which will be first of its kind, unique, monumental and a significant step in acknowledging the contribution of India's business leaders in the making of India. The ancient and historical city of Kozhikode (earlier known as Calicut), located in the southern most part of the country, made history when Vasco Da Gama landed here for the first time around 500 years ago. Trade, Commerce, Business Corporate and the Industry have varied as well as rich tradition and a vast history in the Indian sub-continent, yet there are no business history museums or archives attempted/ created so far in India. All these vouched the dire need for a national Business History Museum for India.

The Vision has been to create a world class national Museum of Indian Business History at the Indian Institute of Management Kozhikode (IIMK), which shall shape the aspiration of young entrepreneurs and propel business entrepreneurship in the country.

The Mission has been to collect, display and preserve an outstanding collection of artifacts, objects, sculptures, photographs, historical documents, letters, miniature models, videos, audios, digital objects, books etc., showcasing the wealth of Indian Business History; To portray and display systematically the development of trade, commerce and business in the Indian subcontinent over the past several centuries; To inspire and ignite the entrepreneurial skills and business innovation among the talented youth of India; and, To collect, display and preserve the memorabilia of Indian Trade, Commerce and Business for the posterity.

The objective has been to acknowledge befittingly and consciously recognize the contribution of India's business leaders/ corporate in the making of India; To inculcate the spirit of innovation and business entrepreneurship among the youth of India; To inspire the aspiring and budding business entrepreneurs in India.

The Institute takes pride in announcing that the first ever Business Museum of India, which has been under creation at IIMK for the past one year, is ready for opening. The first phase of the Museum work has been completed. All works pertaining to the various theme-based sections of Museum, such as the ancient, medieval, colonial, pre-independence, post-independence, business sector, public sector, banking sector, technology sector, individual contributors, makers of modern India etc. are completed.

The Institute has spent close to Rs. 1.5 Crores to complete the first phase. The Malabar Chamber of Commerce also generously donated to the Museum by sponsoring the Malabar Pavilion and a large model of the Uru, the ancient ship which was used for trade and commerce between India and the rest of the world. The Museum spans over 23000 sq. ft. area.

Over a dozen top level corporate from India have consented to set up their own exclusive pavilions in the Museum and already TATA, Godrej, Reliance, SBI, Infosys and FACT have reached. Bajaj, Sahara Group and ICICI Bank would be joining the Museum soon.

The Reserve Bank of India (RBI) is setting up their exclusive pavilion in the Museum. The Indian Space Research Organization (ISRO) is also setting up their pavilion.

The theme of the Museum was unveiled by Shri Oommen Chandy, the Hon'ble Chief Minister of Kerala, in the presence of the Cabinet Ministers and Prof. Debashis Chatterjee on 18 August 2011.

Prof. Debashis Chatterjee, Director IIM Kozhikode took this opportunity to urge the corporate houses, business leaders and historical collectors in the country to generously donate business related historical artifacts, objects, sculptures, models, photographs, documents, illustrations etc. and the receipt of which will be befittingly acknowledged, documented and carefully preserved in the Museum. Donors are requested to forward the items/ enquiries to The Convener, Indian Business Museum, Indian Institute of Management Kozhikode, IIMK Campus P.O., CALICUT – 673 570, INDIA (Phone: Off. 0495-2809140; Mob. 09447654066; Email: mgsree@iimk.ac.in).

CAMPUS DEVELOPMENT

The ongoing campus development activities have been keeping pace with the infrastructural requirement of the Institute demanded by its lofty academic goals which included, among other things, increase in the annual intake of over 320 Students for the flagship PGP programme.

During this period, as part of the Phase IV campus buildings (entrusted to C.P.W.D.), construction of the Management Development Programme (MDP) Complex (comprising 4 Blocks) was virtually completed. Meanwhile, in order to make the MDP Complex operational, the interior furnishing & fit out works of the MDP Complex were commenced during this period. The MDP Complex will have state-of-the-art academic and residential facilities for participants of various executive management programmes. This Complex will be equipped with 3 Nos. 45-seater classrooms, 3 Nos. 70-seater classrooms, a 300-plus seater auditorium-type seminar room and other facilities such as office spaces, a fitness centre, a mini-library, an Ayurvedic Spa and a dining hall with kitchen.

As part of the major maintenance activities for the existing campus infrastructure, the painting & allied maintenance works related to the Phases I & II academic and residential buildings were carried out during this period.

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



To meet the anticipated additional power requirement of the Institute, simultaneous action was taken to augment the existing power supply and distribution system in the campus.

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

PERSONNEL

Approval of the Board of Governors has been received for creation of 19 more Faculty positions. The total sanctioned strength of Faculty as on 31.03.2012 in the Institute is 77.

During the year, one Associate Professor was elevated as Professor and one Assistant Professor was elevated as Associate Professor.

During the year under review, one Visiting Associate Professor had been appointed as Associate Professor and two Visiting Assistant Professors had been appointed as Assistant Professors. In all, three Associate Professors, five Assistant Professors, one Visiting Associate Professor and six Visiting Assistant Professors, had been appointed.

During the year one Visiting Professor, one Visiting Associate Professor and one Visiting Assistant Professor had been relieved on completion of their term.

Dr. Sanjay Jharkharia, Associate Professor, proceeded on deputation for secondment to Asian Institute of Technology, Bangkok for January 2012 term with effect from 12 February 2012 to 06 June 2012 after sanction from MHRD.

Personnel profile of faculty at the end of the year is 59.

As on March 31, 2012 the sanctioned strength of Staff is as under:

Sanctioned strength	-	85	On rolls	-	56
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New Joining

The following new staff joined in the year 2011-12:-

Sl. No	Name	Designation	Date of Joining
1.	Shri Ramadasan M.	Stenographer D (Re-designated as Junior Assistant)	11.04.2011
2.	Smt Asha Babu K.K.	Assistant	09.05.2011
3.	Shri Subair V.	Junior Engineer (Civil)	10.06.2011
4.	Shri Adburahiman P.P.	Junior Assistant	08.12.2011
5.	Shri M Renjith	Assistant	29.12.2011



Deputation

Shri.Murugan M, Administrative Officer, rejoined on the forenoon of 02.04.2012 after one year deputation from IIM Tiruchirappally as Administrative Officer-cum-Secretary to Director.

Promotions

The following staff were promoted and joined new post in the year 2011-12 (up to 31.03.2012)

Sl. No	Name	Promotion		Date of Joining
		From	To	
1.	Shri Vinod Kumar K.	Assistant Administrative Officer	Administrative Officer	03.10.2011
2.	Shri Joshy Kuriakose	Junior Library & Information Assistant	Granted Higher Grade Pay for Junior Library & Information Assistant	03.10.2011
3.	Shri Biju R.	Junior Library & Information Assistant	Granted Higher Grade Pay for Junior Library & Information Assistant	03.10.2011
4.	Shri Prasheeb Kumar K.K.	Assistant	Assistant Administrative Officer	16.12.2011
5.	Shri Shaji C.P.	Assistant	Assistant Administrative Officer	16.12.2011
6.	Shri V. Madhusoodan	Assistant	Superintendent	16.12.2011

Extra Ordinary Leave

Dr. Gopal Chaudhuri, Associate Professor had been sanctioned extra ordinary leave for a period of one year with effect from June 29, 2011 to take up appointment as Professor & Dean of Indian Institute of Planning & Management, Kolkata.

Professional Development

Grant of Staff Competency Enrichment and Development Fund (SCEDF) to regular staff, to the tune of five times the existing grade pay, commenced in financial year 2011-12 to provide encouragement and organizational support to develop and enrich staff competency levels by updating them professionally in their respective areas has been continued in the year 2012-13 also.

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

National Level

Dr. Gopal Chaudhuri, Associate Professor, attend the Workshop entitled "CARISMA – IIM Calcutta Workshop on Optimization Methods and its Financial Applications" during April 06-09, 2011 at IIM Calcutta, India.

Dr. G Anand, Assistant Professor, attended the "26th National Convention of Production Engineers & National Seminar on New Vistas in Production Technologies" organized by The Institution of Engineers (India) during May 07-08, 2011 at Jaipur, India.

Dr. Manoranjan Dhal, Visiting Assistant Professor attended the Professional Development Programme (PDP) organized by Indian Society of Applied Behavioral Science (ISABS) during May 12-24, 2011 at Goa, India.

Dr. Sanjay Jharkharia, Associate Professor, attended the 2nd National Conference on Innovation & Entrepreneurship in Information & Communication Technology organized by CSI Ghaziabad and Mahamaya Technical University, UP during May 14-15, 2011 at Noida, India, where he presented a paper titled "IT-Specific SCM Practices in Indian Industries: An Investigation"

Dr. Sudershan Kuntluru, Visiting Associate Professor, attended a one day programme on the topic of International Financial Reporting Standards organized by CII & NISM on May 18, 2011 at Mumbai, India.

Dr. Bikram K Bahinipati, Visiting Assistant Professor, attended the Tenth International Conference on Frontiers of Operations and Management organized by Symbiosis Institute of Management during June 28-30, 201, at Nasik, India, where he presented a paper titled "The Indian Apparel Industry: A Critical Review of Supply Chain".

Prof. M P Sebastian, Professor, attended the "SAP Business By-Design Workshop" organized by SAP Laboratories, Bangalore during September 28-30, 2011 at Bangalore, India.

Prof. Shubhasis Dey, Assistant Professor, attended a two-day Conference on "Management Education: The Road Ahead – Meeting the Challenges of Globalization" jointly organized by Indian Institute of Management Calcutta and Indian Institute of Management Ahmedabad during October 14-15, 2011 at Kolkata, India.

Prof. Kausik Gangopadhyay, Assistant Professor attended the International Conference on "Econophysics Kolkata VI: Econophysics of Systematic Risk and Network Dynamics" organized by Saha Institute of Nuclear Physics, Kolkata during October 21-25, 2011 at Kolkata, India.

Prof. G Venkat Raman, Visiting Assistant Professor, attended the All India Conference on China Studies organized by ICS – Department of Political Science, Central University of Hyderabad during November 08-09, 2011 at Hyderabad, India, where he presented a paper titled "China Rise".

Prof. G Anand, Assistant Professor, attended the International Conference on "Sustainable Manufacturing: Issues, Trends and Practices" organized by Birla Institute of Technology & Science (BITS) Pilani during November 10-12, 2011 at Pilani, Rajasthan, India, where he presented a paper titled "A Meta-Data Analysis of Literature on Implementation of Lean Manufacturing".

Prof. Rajesh S Upadhyayula, Assistant Professor, attended the Conference on "Agglomeration, Technology Clusters and Networks" organized by Forum for Global Knowledge Sharing www.fgks.in during November 18-20, 2011 at Dona Paula, Goa, India.

Prof. Sudershan Kuntluru, Associate Professor, attended the Global Commerce Education Summit organized by the Institute of Chartered Accountants of India, New Delhi on December 05, 2011 at New Delhi, India as an invited participant and presented his research work on the topic of IFRS.

Prof. G Venkat Raman, Visiting Assistant Professor, attended International Conference on “Entrepreneurship in BRIC Countries: International Models and Benchmarks” organized by Indian Institute of Management Bangalore, during December 08-10, 2011 at Bangalore, India.

Prof. Lakshmi S Ladha, Visiting Professor, attended the International Conference on “Innovative Strategies for Global Competitiveness” organized by R V Institute of Management during December 08-10, 2011 at Bangalore, India, where she presented a paper titled “Innovative Practices for Competitive Advantage through Behavioral Finance”.

A paper titled “Reward-punishment sensitivity in Iowa Gambling Task: Tale of two variants” written by Prof. Varsha Singh, Visiting Assistant Professor, was presented in her absentia at the International Conference on “Decision Making” organized by Centre for Behaviour & Cognitive Sciences, University of Allahabad, during December 09-12, 2011 at Allahabad, India.

Prof. Krishna K Ladha, Professor, attended the International Conference on “Application of Game Theory in Policies and Decisions” organized by Institute of Public Enterprises, Central



University of Rajasthan, CR Rao Advanced Institute of Mathematics, Statistics & Computer Science and University of Hyderabad during December 12-13, 2011 at Hyderabad where he presented a paper titled “The Paradox of Unbiased Public Information”.

Prof. Lakshmi S Ladha, Visiting Professor, attended the International Conference on “Application of Game Theory in Policies and Decisions” organized by Institute of Public Enterprises, Central University of Rajasthan, CR Rao Advanced Institute of Mathematics, Statistics & Computer Science and University of Hyderabad during December 12-13, 2011 at Hyderabad India.

Prof. G Venkat Raman, Visiting Assistant Professor, attended “60 Years of Sino-Indian Interactions: Comprehending Multifarious Dimensions of Inter-relationship” organized by Sree Kerala Varma College, Thrissur, during December 12-14, 2011 at Thrissur, India, where he presented a paper titled “Cultural Dimensions of the Chinese Business Negotiations”.

Prof. Rajesh S Upadhyayula, Assistant Professor, attended the Indian Academy of Management Conference organized by Indian Institute of Management Bangalore during December 18-20,

2011 at Bangalore, India, where he presented a paper titled “Performance Implications of diversification in Professional Service Firms: The Role of Synergies”.

Prof. Saptarshi Purkayastha, Visiting Assistant Professor, attended the Indian Academy of Management Conference organized by Indian Institute of Management Bangalore during December 18-20, 2011 at Bangalore, India, where he presented a paper titled “Effect of Business Group in India”.

Prof. Manish Kumar, Visiting Assistant Professor, attended the Indian Academy of Management Conference organized by Indian Institute of Management Bangalore during December 18-20, 2011 at Bangalore, India, where he presented a paper titled “Social Exchange Mechanisms and Organizational Identification as Predictors of Turnover Intention”.

Prof. S S S Kumar, Associate Professor, attended the India Finance Conference 2011 (IFC 2011) organized by Indian Institute of Management Bangalore during December 21-23, 2011 at Bangalore, India, where he presented a paper titled “Relevance of Emerging Markets in Portfolio Diversification: Analysis in a Downside Risk Framework”.

Prof. Sudershan Kuntluru, Associate Professor, attended the India Finance Conference 2011 (IFC 2011) jointly organized by Indian Institute of Management Bangalore and Indian Institute of Management Kolkata during December 21-23, 2011 at Bangalore, India where he presented a paper titled “Board Characteristics and Corporate Value: Evidence from India”.

Prof. Reena Kohli, Visiting Assistant Professor, attended the India Finance Conference 2011 (IFC 2011) organized by Indian Institute of Management Bangalore during December 21-23, 2011 at Bangalore, India, where she presented a paper titled “Impact of earnout offers on acquiring companies wealth gains in cross border acquisitions in India”.

Prof. Joshy Joseph, Assistant Professor, attended the “Fifth Great Lakes NASMEI Marketing Conference” organized by North American Society for Marketing Education in India during December 29-30, 2011 at Chennai, India. He has presented the papers titled “Do you sway with the music? Effect of store atmospherics on product selection” and Active Philanthropy or Corporate Dog Bite: An Investigation into the CSR Initiatives of Companies” in the above conference.

Prof. Sudershan Kuntluru, Associate Professor, attended the International Conference on Frontiers of Infrastructure Finance (ICFIF 2011) organized by IIT Kharagpur during December 29-30, 2011 at Kharagpur, India, where he presented a paper titled “What Does IFRS Mean for Indian Infrastructure Companies? Evidence from Power Sector”.

Prof. R Radhakrishna Pillai, Professor, attended the “9th AIMS International Conference on Management” organized by AIMS International during January 01 -04, 2012 at Federation for Liberal & Management Education (FLAME) Pune, India.

Prof. Atanu Adhikari, Visiting Assistant Professor, attended the Marketing Conference 2012 (Marcon 2012) organized by Indian Institute of Management Lucknow during January 12-14, 2012 at IIML Noida Campus, India, where he presented a paper titled “Modeling Optimum Cognitive and Affective Advertisement Content with a View to Maximize Purchase Intention”.

Prof. Anandakuttan B Unnithan, Associate Professor, attended the Seminar on ‘Innovations in the Teaching of Marketing’ organized by SP Jain Institute of Management & Research (SPJIMR) on 14 January 2012 at Mumbai, India.



Prof. Omkumar Krishnan, Associate Professor, attended the Seminar on 'Innovations in the Teaching of Marketing' organized by SP Jain Institute of Management & Research (SPJIMR) on 14 January 2012 at Mumbai India.

Prof. Krishna K Ladha, Professor, attended the Tenth Anniversary Conference titled "The Global Economy in a Time of Uncertainty: Capitalist Trajectories and Progressive Alternatives" organized by International Development Economics Associates (IDEAs) during January 24-26, 2012 at Chennai, India.

Prof. Lakshmi S Ladha, Visiting Professor, attended the Tenth Anniversary Conference titled "The Global Economy in a Time of Uncertainty: Capitalist Trajectories and Progressive Alternatives" organized by International Development Economics Associates (IDEAs) during January 24-26, 2012 at Chennai, India.

Prof. T N Krishnan, Assistant Professor, attended the National Workshop on "Coaching from a Systems Perspective" organized by Society for Organizational Learning, during February 02-04, 2012.

Dr. M.G. Sreekumar, Librarian delivered a lecture on 12.09.2011 on the topic "Digital Rights management, Digital Library and Institutional Repositories" during a workshop on "Digitalization of Library & Archival Matters" conducted at Regional Training Institute, (AIR &DD), Thiruvananthapuram.

Dr. M.G. Sreekumar, Librarian was Inaugural Keynote Speaker on the topic "The Changing Landscape of Scholarly Publishing", National Conference on Knowledge Dissemination through Journal Publications, from 28-30 September 2011, Christ University, Bangalore.

Dr. M.G. Sreekumar, Librarian was Invited Speaker on the topic "Digitally Literacy & ICT Enabled Teaching and Learning for Schools", at Pearson Education, held on 03 November 2011, at Hotel Taj Gateway, Kozhikode.

Dr. M.G. Sreekumar, Librarian was Keynote Speaker on the topic "Institutional Repositories for Scholarly Knowledge Management in Academic and Research Institutions", 14th National Convention on Knowledge, Library & Information Networking, from 15-17 November 2011, at Viswa-Bharati, Shantiniketan, West Bengal.

Dr. M.G. Sreekumar, Librarian was (1) Keynote Speaker on the topic "Information Management Strategies for 21st Century", and (2) invited paper on the topic "Digital Library Services" at National Conference on Strategies for Libraries in the Future, from 7-9 December 2011, at IIM Ahmedabad.

Dr. M G. Sreekumar, Librarian was invited Faculty for Pre-Conference Tutorial on "Digital Archiving Strategies" in the National Conference on Information Technology – READIT : 2011

at Indira Gandhi Center for Atomic Research (IGCAR), Kalpakkam near Chennai on December 27, 2011.

Dr. M G. Sreekumar, Librarian was the Keynote Speaker on “Advanced Digital Library Infrastructure” in the National Conference on Recent Advances Information Technology – READIT : 2011 at Indira Gandhi Center for Atomic Research (IGCAR) at Kalpakkam near Chennai on December 28, 2011.

Dr. M G. Sreekumar, Librarian was the Keynote Speaker on “Advanced Digital Library Services” in the National Conference on Innovative Library services in the Digital Era, at Dr. Mahalingam College of Engineering & Technology, Pollachi on January 21, 2012.

Dr. M G. Sreekumar, Librarian was invited Faculty for the “Public Library Skill Development Programme” at Dr. Chennai Reddy Institute of Andhra Pradesh, Hyderabad on January 30,



2011. The programme was organized by National Mission on Libraries, National Knowledge Commission & Raja Ram Mohan Roy Library Foundation (RRRLF).

Shri. N Ramachandran, Programmer (now promoted as System Analyst), Computer Centre attended two days “National Workshop on Grid and Cloud Computing 2012” organized by Bharathiar University from 15.03.2012 to 16.03.2012 at Maruthamalai near Coimbatore.

Others

Dr. Kulbhushan Balooni, Associate Professor participated in the Expert Panel Discussion on “Climate Proofing conservation and Afforestation Programmes on September 22, 2011 organized by Ministry of Environment and Forests, Government of India, at New Delhi, India.

International Conferences/ Visit

Prof. Krishna K Ladha, Professor, attended the Annual Meeting of the Midwest Political Science Association during March 31-April 03, 2011 at Chicago, IL, USA, where he presented a paper titled “Aristotle’s Politics on Corporate Governance: In Pursuit of the Common Good”.

Prof. Sanjay Jharkharia, Associate Professor, attended the International Conference on “Innovation and Management” organized by National Taipei University, Electronic Business Management Society, Kuala Lumpur during July 12-15, 2011 at Kuala Lumpur, Malaysia, where he presented a paper titled “Supply Chain Issues in Mergers and Acquisitions- A Review in Indian Context”.

Prof. Joshy Joseph, Assistant Professor, participated in the Asia Summer Institute in Behavioral Economics during July 18-29, 2011 held at the National University of Singapore.

Prof. Sudershan Kuntluru, Visiting Associate Professor, attended the “12th International Conference on Global Business” organized by Singapore Management University, Singapore, during July 21-23, 2011 at Singapore, where he presented paper titled “Corporate Governance and Firm Performance: Evidence from India”.

Prof. Atanu Adhikari was selected as an Emerging Scholar by the Academy of Marketing Science and was invited to the First Biennial Seth Emerging Scholars Faculty Consortium and World Marketing Congress held on July 22, 2011 at Reims, France. He attended the World Marketing Conference organized by the Academy of Marketing Science during July 19-23, 2011 at Reims, France.

Prof. Sthanu R Nair, Assistant Professor, attended the 67th Annual Congress of the International Institute of Public Finance (IIPF) organized by IIPF during August 08-11, 2011 held at Ross School of Business, University of Michigan, Ann Arbor, USA where he presented a paper titled “The Impact of Tax Rate Differentials on the Tax Revenues – The Case of Sales Tax Competition among a Group of Border-sharing Indian States”.

Mr. Vaibhav Chawla, FPM01/07-M student in Marketing Area attended the “71st Annual Meeting of the Workplace Spirituality” held at San Antonio, Texas, USA during August 12-16, 2011. He has presented a paper titled “Indian Ethos in Management and Western Concept of Workplace Spirituality” in the Conference.

Prof. Nandakumar M K, Assistant Professor, attended the 2011 British Academic of Management Conference held at Aston University, Birmingham during September 13-15, 2011, where he presented a paper titled “Experience-based and Readiness-based Approaches for Implementing Business level Strategies”.

Prof. G Thangamani, Visiting Assistant Professor, attended the 2011 IEEE International Conference on Quality and Reliability organized by IIEE & Thammasat University, Bangkok during September 14-17, 2011 held at Bangkok, Thailand, where he presented a paper titled “Availability Analysis of Lube Oil System Using Generalized Stochastic Petri Net”.

Prof. T N Krishnan, Assistant Professor, attended the “North American Case Research Association 2011 Annual Meeting Global Business” organized by North American Case Research Association (NACRA) during October 13-15, 2011 at San Antonio, Texas, USA, where he presented paper titled “Sustaining a Social Enterprise: Palash Eye Hospital”.

Prof. Kulbhushan Balooni, Associate Professor, attended the International Forestry Conference on “Planted Teak Forests – A Globally Emerging Forest Resource” jointly organized by Centro Agronomic Tropical de Investigacion y Ensenanza (CATIE), San Jose, Costa Rica, Food and Agriculture Organization of the United Nations (FAO), Rome, Italy and International Teak Information Network (TEAKNET) during October 31 - November 05, 2011 at San Jose, Costa Rica, where he presented paper titled “Declining Indigenous teak business: A case study of the

historic timber market in India". He also contributed a Chapter entitled 'The marketing of Teak' (with R Moya, H.V. Straten and J. Solera), to be published in book entitled "Myths and Facts about Teak Investments in Latin America: Building the Foundation for Sound Investments", by the organizers.

Prof. Sanjay Jharkharia, Associate Professor, attended the 3rd International Conference on "Advanced Management Science ICAMS 2011)" organized by International Economics Development and Research Center, Hong Kong during November 04-06, 2011 at Kuala Lumpur, Malaysia, where he presented a paper titled "Interrelations of Critical Failure Factors in ERP Implementation: An ISM-based Analysis".

Prof. Debabrata Chatterjee, Associate Professor, attended the International Conference on "Education, Research & Innovation 2011" organized by International Association of Technology, Education and Development, Madrid during November 14-16, 2011 at Madrid, Spain, where he presented paper titled "A Model of Research Productivity of Universities".

Prof. Manoranjan Dhal, Visiting Assistant Professor, attended the International Conference on "Human Resource Management and Professional Development for the Digital Age" organized by Global Science & Technology Forum (GSTF) at Kuala Lumpur during December 03-06, 2011 where he presented a paper titled "Impact of HR Practices on Union Management Relationship: Evidence from India".

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

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

Professional Development Programme (International)

Prof. K Unnikrishnan Nair, Professor, attended the Programme on "Global Colloquium on Participant-Centered Learning" (first session) conducted by Harvard Business School, United States of America during July 24 – 30, 2011 at USA.

Prof. R Radhakrishna Pillai, Professor, attended the Programme on "Global Colloquium on Participant-Centered Learning" (first session) conducted by Harvard Business School, United States of America during July 24 – 30, 2011 at USA.

Prof. Keyoor Purani, Associate Professor, attended the Programme on "Global Colloquium on Participant-Centered Learning" (first session) conducted by Harvard Business School, United States of America during July 24 – 30, 2011 at USA.

External Lecture/Talk

Prof. Atanu Adhikari, visiting Assistant Professor, was invited by ICN Business School, France, to deliver a lecture on different aspects on Marketing in India in The International Business Seminar scheduled between 5th and 9th March, 2012 at France.



Prof. Krishna K Ladha, Professor was invited by Copenhagen Business School presentation of the topic “The Rise of India’s Judiciary as a Key Political Actor” on 24 May 2011 at The USA.

Prof. Krishna K Ladha, Professor was invited by The University of Gothenburg, School of Business, Economics and Law, for presentation of the topic “Aristotle’s Politics on Corporate Governance: In Pursuit of the Common Good” on 27 May 2011 at The USA.

ANNUAL FINANCIAL STATEMENT AND FINANCIAL POSITION

The Annual Financial Statement of the Institute for the financial year 2011-12 duly audited by the Principal Accountant General (Audit), Kerala is annexed to this report. The Separate Audit Report and the Institute’s replies on the points raised in the Report are also annexed. The Internal Audit of the accounts of the Institute was carried out by M/s. Varma & Varma, Chartered Accountants. The Audited Annual Financial Statements and the Separate Audit Report together with the replies of the Institute were approved by the Board of Governors in the meeting held on 17 October 2012.

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

Grant-In-Aid

During the financial year 2011-12, the Institute received the following grant-in-aid from the Department of Secondary and Higher Education, Ministry of Human Resource Development, Government of India:-

1.	Plan – General	Rs. 2,242.48 Lakhs
2.	Plan – OSC	Rs. 294.00 Lakhs
	Total	Rs. 2,536.48 Lakhs

Internal Revenue Generation

For the first time in the Institute’s history, the internal revenue generation has crossed the milestone of Rs. 50.00 Crores. This is mainly due to increase in PGP Fee (Rs. 31.97 Crores), EPGP Fee (Rs. 10.33 Crores) and MDP Fee (Rs. 3.13 Crores) Collections. EPGP Fee collection crossed a milestone of Rs. 10.00 Crores and MDP Fee collection crossed Rs. 3.00 Crores.

Corpus Fund

During the financial year 2011-12, the Institute had transferred Rs. 14.51 Crores 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. 8.78 Crores. The balance of the Corpus Fund as on 31-03-2012 is Rs. 115.35 Crores.

Depreciation Fund

During the financial year 2011-12, the Institute had transferred Rs. 10.77 Crores to the Depreciation Fund towards the depreciation for the financial year 2011-12. During the year, Institute also transferred Rs. 28.70 Crores to the Depreciation Fund being the back log depreciation since inception of the Institute to the year 2007-08. The interest earned during the year on the investment made is Rs. 4.30 Crores. The closing balance of the Deprecation Fund as on 31-03-2012 is Rs. 68.24 Crores, which is equal to the accumulated depreciation as on 31-03-2012.

Accounts of IIM Kozhikode Employees Contributory Provident Fund Trust

During the year, the Income & Expenditure account shows a deficit of meager Rs. 40,172.61 after allowing interest to the members of the Trust. This is mainly due to the reason that the performance of the investment made in mutual funds was almost flat, as global economic scenario is weak.

The Corpus Fund stood as Rs. 487.93 Lakhs, out of which Rs. 457.75 Lakhs has been invested in various interest bearing securities, Rs. 28.62 Lakhs is under accrued interest and Rs. 1.56 Lakhs as refundable loans to its members. The funds are invested as per the guidelines for investment of Provident Funds prevailing from time to time. The accounts are also approved by the Trust in its meeting held on 21-05-2012.

BOARD OF GOVERNORS

List of Members of the IIMK Board of Governors as on 01 September 2012, is given below:

1. **Dr. A.C. Muthiah**
(Former President BCCI)
Chairman
Southern Petrochemical Industries Corp. Ltd.
Chennai
2. **Shri T.K.A. Nair**
Advisor to the Prime Minister
Prime Minister's Office, New Delhi
3. **Shri K.C. Mohan**
Former Chairman & Managing Director MECON (SAIL)
Chennai
4. **Shri Onkar S Kanwar**
Chairman
Apollo Tyres Ltd, Gurgaon
5. **Shri N Sankar**
Chairman, Sanmar Group
Chennai
6. **Shri Ashok Thakur**
Secretary, Department of Higher Education
MHRD, New Delhi
7. **Shri A.N.Jha**
Joint Secretary & Financial Advisor
MHRD, New Delhi



8. **Dr. K.M. Abraham**
Principal Secretary to Govt. of Kerala
Higher Education Department, Thiruvananthapuram
9. **Shri Jacob Mathew**
Executive Editor & Director
Malayalam Manorama
10. **Dr. Pritam Singh**
Director General
International Management Institute, New Delhi
11. **Prof S.L.Rao**
Past President AIMA, Bangalore
12. **Shri T.T. Thomas**
(Former MD FACT), Kochi
13. **Prof. S.S. Mantha**
Chairman
All India Council for Technical Education, New Delhi
14. **Prof. Debashis Chatterjee**
Director, IIMK
15. **Prof. R. Radhakrishna Pillai**
Professor, IIMK
16. **Prof. K. Unnikrishnan Nair**
Professor, IIMK
17. **Lt. Col M. Julius George (Retd)**
Chief Administrative Officer &
Secretary to the Board, IIMK

The Board met on four occasions during the year 2011-12. The date, venue and attendance in the meeting were as under:

55th Meeting on 7 Jun 2011 at Chennai

56th Meeting on 21 Sep 2011 at Kozhikode

57th Meeting on 21 Jan 2012 at Kochi

58th Meeting on 17 Mar 2012 at Kozhikode

IIMK SOCIETY MEMBERS

The list of members of the IIMK Society as on 01 September 2012 is given below:

1. **Dr. A.C. Muthiah**
(Former President BCCI)
Chairman
Southern Petrochemical Industries Corp. Ltd.
Chennai
2. **Shri T.K.A. Nair**
Advisor to the Prime Minister
Prime Minister's Office, New Delhi
3. **Shri K.C. Mohan**
Former Chairman & Managing Director
MECON (SAIL), Chennai
4. **Shri Onkar S. Kanwar**
Chairman
Apollo Tyres Ltd, Gurgaon
5. **Shri N. Sankar**
Chairman, Sanmar Group, Chennai
6. **Shri Ashok Thakur**
Secretary
Department of Higher Education
MHRD, New Delhi
7. **Shri A.N. Jha**
Joint Secretary & Financial Advisor
MHRD, New Delhi
7. **Dr. K.M. Abraham**
Principal Secretary to Govt. of Kerala
Higher Education Department
Thiruvananthapuram
8. **Shri Jacob Mathew**
Executive Editor & Director
Malayalam Manorama
9. **Dr. Pritam Singh**
Director General
International Management Institute
New Delhi





10. **Prof. S.L. Rao**
Past President AIMA, Bangalore
11. **Shri T.T. Thomas**
(Former MD FACT), Kochi
12. **Prof. S.S. Mantha**
Chairman
All India Council for Technical Education
New Delhi
13. **Prof. Bhaskar Ramamurthy**
Director, IIT Madras
14. **Prof. P. Balaram**
Director, IISC Bangalore
15. **Prof. Pankaj Chandra**
Director, IIM Bangalore
16. **Dr. Prafulla Agnihotri**
Director, IIM Tiruchirappalli
17. **Prof. Uday B. Desai**
Director, IIT Hyderabad
18. **Prof. Jancy James**
Vice Chancellor
Central University of Kerala
19. **Dr. M.N.Bandyopadhyay**
Director, NIT Calicut
20. **Smt. Sheela Thomas**
Chairperson, Rubber Board, Kerala
21. **Dr. K.S. Dasgupta**
Director, IISST
Thiruvananthapuram
22. **Prof. Debashis Chatterjee**
Director, IIMK
23. **Prof. R. Radhakrishna Pillai**
Professor, IIMK
24. **Prof. K. Unnikrishnan Nair**
Professor, IIMK
25. **Lt. Col M. Julius George (Retd)**
Chief Administrative Officer &
Secretary to the IIMK Society

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

24th Meeting on 21 Sep 2011 at Kozhikode

25th Meeting on 17 Mar 2012 at Kozhikode



FACULTY MEMBERS

(As on 31st March 2012)

Professors

1. Prof. Debashis Chatterjee
2. Prof. K. Unnikrishnan Nair
3. Prof. P. Rameshan
4. Prof. P.R. Bhatt
5. Prof. Sanal Kumar Velayudhan
6. Prof. Badrinarayan S. Pawar
7. Prof. R. Radhakrishna Pillai
8. Prof. Saji Gopinath
9. Prof. Krishna Kumar Ladha
10. Prof. M.P. Sebastian
11. Prof. Kulbhushan Balooni

Associate Professors

12. Prof. S.S.S. Kumar
13. Prof. Anjan Kumar Swain
14. Prof. Sanjay Jharkharia
15. Prof. Gopal Chaudhuri
16. Prof. Keyoor Purani
17. Prof. Debabrata Chatterjee
18. Prof. C. Raju
19. Prof. Anandakuttan B Unnithan
20. Prof. Sudershan Kuntluru
21. Prof. Sumit Mitra
22. Prof. Omkumar Krishnan
23. Prof. Rudra Sensarma
24. Prof. G. Sridhar
25. Prof. Rupesh Kumar Pati

Assistant Professors

26. Prof. Sthanu R. Nair
27. Prof. Joffi Thomas
28. Prof. Abhilash S. Nair
29. Prof. Nandakumar M.K.
30. Prof. Shubhasis Dey
31. Prof. T.N. Krishnan
32. Prof. Rajesh S. Upadhyayula
33. Prof. Joshy Joseph
34. Prof. G. Anand
35. Prof. Kausik Gangopadhyay
36. Prof. S. Asharaf
37. Prof. Sony Thomas
38. Prof. Leena Mary Eapen
39. Prof. Anindita Paul
40. Prof. Deepak Dhayanithy
41. Prof. Mohammed Shahid Abdulla

Visiting Professors

42. Prof. Lakshmi S. Ladha
43. Prof. Mahesh P. Bhave

Visiting Associate Professors

44. Prof. K.K. Ramesh

Visiting Assistant Professors

45. Prof. Manoranjan Dhal
46. Prof. Atanu Adhikari
47. Prof. Rahul Kumar Sett
48. Prof. G. Thangamani
49. Prof. P.N. Ram Kumar
50. Prof. Saptarshi Purkayastha
51. Prof. G. Venkat Raman
52. Prof. Anupam Das
53. Prof. Reena Kohli
54. Prof. Manish Kumar
55. Prof. Suram Balasubrahmanyam
56. Prof. Naveen Amblee
57. Prof. Deepa Sethi
58. Prof. Kousik Guhathakurta
59. Prof. Surya Prakash Pati

STAFF MEMBERS (As on 31st March 2012)

- | | |
|------------------------------------|----------------------------------|
| 1. Lt. Col M. Julius George (Retd) | Chief Administrative Officer |
| 2. Dr M.G. Sreekumar | Librarian |
| 3. Shri Ashok Pathak | System Manager |
| 4. Shri Rajiv Varma | Civil Engineer |
| 5. Shri A.K. Shantharaman | FA & CAO |
| 6. Shri Pawan Kumar Singh | SAO (PR&L) |
| 7. Lt. Col Cedric Thomas (Retd) | SAO (AA) |
| 8. Shri Madusoodanan P.G. | SAO (GA) |
| 9. Shri Ramakrishnan T.S. | Accounts Officer |
| 10. Shri Ravindran V.V. | OIC Estate |
| 11. Shri K. Sadanandan | Administrative Officer |
| 12. Shri P.G. Muraleedharan | Administrative Officer |
| 13. Shri K. Murugan | Administrative Officer |
| 14. Shri Vinod Kumar K. | Administrative Officer |
| 15. Shri N. Ramachandran | Programmer |
| 16. Shri T. Mohanan | Assistant Administrative Officer |
| 17. Shri G. John | Assistant Administrative Officer |
| 18. Shri John Gheevarghese | Assistant Administrative Officer |
| 19. Shri K.S. Jayakrishnan | Assistant Administrative Officer |
| 20. Smt Sunitha T. | Assistant Librarian |
| 21. Shri Anil Kumar P. | Assistant Engineer |
| 22. Smt Lakshmi Viswanathan | Accounts Officer |
| 23. Smt Sreejaya P. | Assistant Librarian |
| 24. Shri K.T. Bose | Assistant Engineer |

25. Shri Rajeesh M.P.	Assistant Engineer
26. Shri Shaji C.P.	Assistant Administrative Officer
27. Shri Prasheeb Kumar K.K.	Assistant Administrative Officer
28. Shri Madhusoodan V.	Superintendent
29. Shri Kesavan Nair P.	Assistant
30. Shri Anil A.M.	Assistant Programmer
31. Shri Raghupathy Hari	Assistant
32. Shri Muhammed Mustafa A.	Technical Assistant
33. Shri Sudheesh Kumar K.M.	Technical Assistant
34. Shri Sojan George	Executive Assistant
35. Dr. Yamuna George	Executive Assistant
36. Shri A.P. Sanjay	Junior Engineer
37. Shri Augustine George	Assistant
38. Smt Asha Babu K.K.	Assistant
39. Shri Subair V.	Junior Engineer
40. Shri Joshy Kuriokose	Jr. Library & Information Assistant
41. Shri Biju R.	Jr. Library & Information Assistant
42. Shri Renjith M.	Assistant
43. Smt Sandhya T.V.	Junior Assistant
44. Smt Zeena K.	Junior Assistant
45. Shri Sudhir Rajan	Junior Assistant
46. Shri Alekh P.	Junior Assistant
47. Smt Simmi K.G.	Assistant
48. Smt Divya Sasi	Junior Assistant
49. Shri Shensha C.	Stores Assistant
50. Smt Sindhu J.	Junior Assistant
51. Shri Ramadasan M.	Junior Assistant
52. Shri Abdurahiman P.P.	Junior Assistant
53. Shri Baburajan P.	Driver cum Office Staff
54. Shri K. Vijayan	Driver cum Office Staff
55. Shri Kumaran K.P.	Office Support Staff
56. Shri Ramesh Bahadur K.C.	Multi skilled Support Staff



वार्षिक लेखा विवरण
Annual Statements of Accounts
2011 - 2012

भारतीय प्रबंध संस्थान कोषिकोड
Indian Institute of Management Kozhikode



**Separate Audit Report of the Comptroller & Auditor General of India
on the accounts of Indian Institute of Management Kozhikode for
the year ended 31st March 2012**

1. We have audited the attached Balance Sheet of Indian Institute of Management (IIM), Kozhikode as at 31 March 2012, and the Income & Expenditure Account / Receipts & Payment Account for the year ended on that date under Section 20(1) of the Comptroller & Auditor General's (Duties, Powers and Conditions of Service) Act, 1971. The audit has been entrusted for the period up to 2015-2016. These financial statements are the responsibility of the Institute's management. Our responsibility is to express an opinion on these financial statements based on our audit.

2. This separate Audit Report contains the comments of the Comptroller & Auditor General of India (CAG) on the accounting treatment only with regard to classification, conformity with the best accounting practices, accounting standards and disclosure norms, etc. Audit observations on financial transactions with regard to compliance with the Law, Rules and Regulations (Propriety and Regularity) and efficiency-cum-performance aspects, etc., if any, are reported through Inspection Reports/ CAG's Audit Reports separately.

3. We have conducted our audit in accordance with auditing standards generally accepted in India. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatements. An audit includes examining, on a test basis, evidences supporting the amounts and disclosure in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of financial statements. We believe that our audit provides a reasonable basis for our opinion.

4. Based on our audit, we report that:

- i. We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purpose of our audit:
- ii. The Balance sheet and Income & Expenditure Account/ Receipt & Payment Account dealt with by this report have been drawn up in the format approved by the Ministry of Finance, Government of India.
- iii. In our opinion, proper books of accounts and other relevant records have been maintained by the Indian Institute of Management, Kozhikode as required under Rule 12 (xvii) of the Memorandum of Association of the IIM, Kozhikode Society in so far as it appears from our examination of such books.

iv. We further report that:

A. Balance Sheet

A.1 Current Liabilities and Provisions – Rs. 13.56 crore

A.1.1 Sundry Creditors for Supplies and Services – Rs. 2.59 crore

This is understated by Rs.7.85 lakh due to non-provision of liability to the suppliers & creditors with corresponding understatement of expenditure. Consequently, the excess of income over expenditure is overstated by Rs. 7.85 lakh.

B. Income & Expenditure Account

B.1 Income: Rs. 56.13 lakh.

This is overstate by Rs. 6.67 lakh as also Current Assets due to inclusion of interest on Mess account as income of the Institute, instead of transferring to Mess account as the Mess is managed out of students, fund. Consequently, Excess of Income over Expenditure is overstated by Rs. 6.67 lakh.

C. Grand in aid

Out of the total grants in aid amounting to Rs. 40.95 crore (Rs. 25.36 crore received during the year and opening balance of Rs. 15.59 crore), the institute could utilize Rs. 39.64 crore leaving a balance of Rs. 1.31 crore as unutilized grant as on 31 March 2012.

D. Management letter

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

- v. Subject to our observations in the preceding paragraphs, we report that the Balance Sheet, Income and Expenditure Account and Receipt & Payment Account dealt with by this report are in agreement with the books of accounts.
- vi. In our opinion and to the best of our information and according to the explanations given to us, the said financial statements read together with the Accounting Policies and Notes on Accounts, and subject to the significant matters stated above and other matters mentioned in Annexure I to this Audit report give a true and fair view in conformity with accounting principles generally accepted in India:
 - a. In so far as it relates to the Balance Sheet, of the state of affairs of the Indian Institute of Management, Kozhikode as at 31 March 2012; and
 - b. In so far as it relates to Income & Expenditure Account of the surplus for the year ended on that date.

For and on behalf of the C&AG of India

**S/d
Director General of Audit (Central)**

**Place : Chennai
Date : 17 October 2012**

Annexure I

1) Adequacy of Internal Audit System:

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

2) Adequacy of Internal Control System:

Though an Accounting Manual was prepared it is yet to be approved by the Board and put to use.

3) System of physical verification of assets:

Annual Physical Verification of assets have been conducted. Fixed Asset Register indicating location wise details of assets in maintained and updated regularly.

4) System of Physical Verification of Inventory:

Independent physical verification of inventories was conducted by the Internal Auditor

5) Regularity in payment of statutory dues

The Institute is regular in payment of statutory dues.

S/d
Deputy Director (DT)-II

**Para-wise replies to the Separate Audit Report of the Comptroller & Auditor
General of India on the accounts of Indian Institute of Management Kozhikode
for the year ended 31st March 2012**

Para 1 to 3 **Introductory** **No comments**

Para 4 i to iii **No comments**

Para 4 iv

A. Balance Sheet

A.1 Current Liabilities and Provisions – Rs. 13.56 crore

A.1.1 Sundry Creditors for Supplies and Services – Rs. 2.59 crore

Noted.

B. Income & Expenditure Account

B.1 Income: Rs. 56.13 lakh.

Students Mess accounts are maintained separately for control purpose only by the Institute and as such Interest earned out of Mess accounts are considered as Institute's Income

C. Grand in aid

The facts and figures are confirmed

D. Management letter

Remedial / corrective actions were carried out for the deficiencies pointed out by the audit

Para 4 v to vi

No comments

Annexure – I

1) Adequacy of Internal Audit System:

No comments

2) Adequacy of Internal Control System:

Accounting Manual was approved by the Board during the current year and the same is put to use.

3) System of physical verification of assets:

No comments

4) System of Physical Verification of Inventory:

No comments

5) Regularity in payment of statutory dues

No comments



Indian Institute of Management Kozhikode

ANNUAL STATEMENTS OF ACCOUNTS

2011-2012

Indian Institute of Management Kozhikode

BALANCE SHEET AS AT 31-03-2012

(Rupees in lakhs)

PARTICULARS	Schedule No.	As at 31-March-2012	As at 31-March -2011
CORPUS / CAPITAL FUND AND LIABILITIES			
CORPUS / CAPITAL FUND ACCOUNT	1	14,831.82	14,619.08
RESERVES AND SURPLUS	2	11,540.20	11,035.06
EARMARKED/ ENDOWMENT FUNDS	3	7,160.19	2,811.47
CURRENT LIABILITIES AND PROVISIONS	4	1,356.36	779.73
TOTAL		34,888.57	29,245.34
ASSETS			
FIXED ASSETS	5	13,501.49	11,192.13
INVESTMENTS - FROM EARMARKED/ENDOWMENT FUNDS	6	7,162.23	3,089.86
INVESTMENTS - FROM CORPUS FUND	7	11,350.00	10,400.00
CURRENT ASSETS, LOANS , ADVANCES ETC.	8	2,874.85	4,563.35
TOTAL		34,888.57	29,245.34
SIGNIFICANT ACCOUNTING POLICIES	15		
CONTINGENT LIABILITIES AND NOTES ON ACCOUNTS	16		

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

Place: Kozhikode
Date : 07-06-2012

Sd/-
A.K. Shantharaman
FA & CAO

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

Sd/-
Prof. Debashis Chatterjee
DIRECTOR

Indian Institute of Management Kozhikode
INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2012

(Rupees in lakhs)

PARTICULARS	Schedule No.	2011-2012	2010 -2011
INCOME			
Fees	9	5,025.31	3,785.93
Grants-in-aid		294.00	294.00
Interest Earned on Investment	10	0.00	0.00
Interest Earned	11	251.47	149.81
Other Income	12	42.34	20.43
TOTAL		5,613.12	4,250.17
EXPENDITURE			
Establishment Expenses	13	1,054.28	837.72
Other Administrative Expenses etc.	14	1,962.37	1,438.49
Depreciation	5	1,077.09	823.24
Depreciation on Assets procured under sponsored projects	5	0.20	0.45
TOTAL		4,093.94	3,099.90
Balance being excess of Income over Expenditure (A-B)		1,519.18	1,150.27
Transfer of Depreciation (Fixed Assets) to Capital Fund A/c.		1,077.09	823.24
Transfer of Depreciation (Fixed Assets-Projects) to Capital Fund		0.20	0.45
Transfer to Depreciation Fund		(1,077.29)	(823.69)
Transfer to CPF General Reserve		0.40	0.60
Transfer to Staff Welfare Fund		(68.70)	(36.20)
BALANCE BEING SURPLUS/(DEFICIT) TRANSFERRED TO CORPUS FUND		1,450.88	1,114.67
SIGNIFICANT ACCOUNTING POLICIES	15		
CONTINGENT LIABILITIES AND NOTES ON ACCOUNTS	16		

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

Place: Kozhikode
Date : 07-06-2012

Sd/-
A.K. Shantharaman
FA & CAO

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

Sd/-
Prof. Debashis Chatterjee
DIRECTOR

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31-03-2012

(Rupees in lakhs)

PARTICULARS	2011-2012	2010-2011
SCHEDULE: I - CAPITAL FUND		
A1. Capital Fund (Fixed Assets):		
(A) Non-Depreciable Assets		
Balance as at the beginning of the year	796.14	791.04
Add: Paid for Land during the year	1,550.80	5.10
Balance at the year end (A)	2,346.94	796.14
(B) Depreciable Assets		
Balance as at the beginning of the year	10,395.29	9,269.98
Add: Capital Expenditure incurred during the year	1,837.35	1,948.55
Less: Depreciation written off during the year	(1,077.09)	(823.24)
Less: Cost of Assets disposed off during the year	(6.08)	0.00
Add: Accumulated Depreciation on Assets disposed off	4.58	0.00
Balance at the year end (B)	11,154.05	10,395.29
TOTAL AT THE YEAR END (A+B) (A1)	13,500.99	11,191.43
A2. Capital Fund (Fixed Assets-Projects):		
Balance as at the beginning of the year	0.70	1.15
Add: Capital Expenditure incurred during the year	0.00	0.00
Less: Depreciation written off during the year	(0.20)	(0.45)
Balance at the year end (A2)	0.50	0.70
TOTAL AT THE YEAR END (A1+A2) (I)	13,501.49	11,192.13

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

Place: Kozhikode
Date : 07-06-2012

Sd/-
A.K. Shantharaman
FA & CAO

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31-03-2012

(Rupees in lakhs)

PARTICULARS	2011-2012	2010-2011
II. Capital Fund (Grant-in-Aid)		
A. Govt. of India - Plan - Capital Assets		
Balance as at the beginning of the year	3,037.62	1,441.27
Add : Grant-in-Aid received from Govt. of India	1,406.16	2,420.00
Add : Amount transferred from Corpus Fund	(1,050.00)	1,050.00
Less: Transferred to Capital Fund (FA)	(2,547.93)	(1,873.65)
Add: Amount realized on disposal of Assets	2.20	-
Balance as at the year end (A)	848.05	3,037.62
B. Govt. of India - Plan - General		
Balance as at the beginning of the year		-
Add : Grant-in-Aid received from Govt. of India	836.32	80.00
Less: Transferred to Capital Fund (FA)	(836.32)	(80.00)
Balance as at the year end (B)	-	-
C. Govt. of India - Plan - OSC (Recurring and Non-Recurring)		
Balance as at the beginning of the year		
Add : Grant-in-Aid received from Govt. of India	294.00	294.00
Less: Transferred to Capital Fund (FA) being Grants towards Non-Recurring Expenditure received	-	-
Less: Transferred to Income and Expenditure Account being Grants towards Recurring Expenditure received	(294.00)	(294.00)
Balance as at the year end (B)	-	-

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

Place: Kozhikode
Date : 07-06-2012

Sd/-
A.K. Shantharaman
FA & CAO

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31-03-2012

(Rupees in lakhs)

PARTICULARS	2011-2012	2010-2011
E. Govt. of Kerala		
Balance as at the beginning of the year	3.90	2.90
Add: Grant-in-Aid received	-	1.00
Less: Paid for Land	(3.90)	-
Balance as at the year end (D)	0.00	3.90
F. CPF MEMBERS ACCOUNT		
Balance at the beginning of the year	385.43	300.01
Add : Subscriptions during the year	98.03	77.92
Add : Interest credited during the year	32.58	24.25
Add : Amount transferred from previous employers	0.01	5.31
Less: Withdrawals made during the year	(33.77)	(20.63)
Less: Amount forfeited to members during the year	0.00	(1.43)
Balance as at the year end (E)	482.28	385.43
TOTAL BALANCE AT THE YEAR END (A +B+C+D) II	1,330.33	3,426.95
TOTAL (I +II)	14,831.82	14,619.08

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

Place: Kozhikode
Date : 07-06-2012

Sd/-
A.K. Shantharaman
FA & CAO

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31-03-2012

(Rupees in lakhs)

PARTICULARS	2011-2012	2010-2011
SCHEDULE 2 - RESERVES AND SURPLUS		
A. Corpus Fund		
Balance at the beginning of the year	11,029.02	10,110.12
Add : Loan Amount recovered during the year	3.36	1.93
Add : Amount transferred from Income & Expenditure A/c	1,450.88	1,114.67
Add : Interest on Corpus Fund Investment	877.60	852.14
Add: Interest Charged on Recoverable Loan A/cs.	0.68	0.65
Less: Amount transferred to Plan - General - Capital Assets	1,050.00	(1,050.00)
Less: Amount transferred to Depreciation Fund	(2,870.12)	0.00
Less: Recoverable Loan paid from corpus Fund	(6.86)	(0.49)
Balance as at the year end (A)	11,534.56	11,029.02
B. CPF General Reserve A/c.		
Balance at the beginning of the year	1.80	2.40
Add: Surplus / (Deficit) transferred from Income & Expenditure A/c.	(0.40)	(0.60)
Balance as at the year end (B)	1.40	1.80
C. CPF Forfeited A/c.		
Balance at the beginning of the year	4.24	2.81
Add: Amount forefeited during the year		1.43
Balance as at the year end (C)	4.24	4.24
TOTAL (A + B + C)	11,540.20	11,035.06

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

Place: Kozhikode
Date : 07-06-2012

Sd/-
A.K. Shantharaman
FA & CAO

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31-03-2012

(Rupees in lakhs)

SCHEDULE 3 - EARMARKED/ENDOWMENT FUNDS

PARTICULARS	EARMARKED FUNDS					As at 31st March 2012	As at 31st March 2011
	Pension fund	Gratuity fund	Depreciation fund	Staff Welfare fund	IDL Research grant		
a) Opening balance of the funds	197.47	95.03	2,445.81	56.92	16.23	2,811.46	1,793.62
i. Grants received / Contributions made	-	-	-	-	-	-	906.02
ii. Income from Investments / Savings Bank A/c	16.64	-	430.45	-	-	447.09	122.32
iii. Fees / Contributions received	-	-	3,947.42	69.64	-	4,017.06	-
iv. Prior Period income/Amount received from Advance	-	-	-	-	-	-	-
TOTAL (a)	214.11	95.03	6,823.68	126.56	16.23	7,275.61	2,821.96
b) Utilisation/Expenditure towards objectives of funds							
i. Capital Expenditure							
- Fixed Assets	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-
ii. Revenue Expenditure							
- Salaries, Wages and Allowances etc.	-	-	-	-	-	-	-
- Other Administrative expenses	-	-	-	20.19	-	20.19	9.88
- Payment to Members	-	-	-	-	-	-	0.61
TOTAL	-	-	-	20.19	-	20.19	10.49
iii . Balance fund amount remitted/refunded	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-
iv . Other Debits/Advances	-	95.03	-	0.20	-	-	-
TOTAL	-	95.03	-	0.20	-	95.23	-
TOTAL (b)	-	95.03	-	20.39	-	115.42	10.49
NET BALANCE AS AT THE YEAR -END (a-b)	214.11	-	6,823.68	106.17	16.23	7,160.19	2,811.47

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

Place: Kozhikode
Date : 07-06-2012

Sd/-
A.K. Shantharaman
FA & CAO

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2012

(Rupees in lakhs)

PARTICULARS	As at 31-March-2012	As at 31-March -2011
SCHEDULE 4 - CURRENT LIABILITIES AND PROVISIONS		
A. CURRENT LIABILITIES		
1. Sundry Creditors:		
a) For Supplies and Services	259.73	172.08
2. Advances, Deposits, etc.,		
a) Caution Deposits from Students	130.14	76.09
b) Retention Money	59.32	37.81
c) Earnest Money Deposits	61.37	20.22
d) Consultancy Projects A/c.	4.18	8.86
3. Statutory Liabilities:	-	-
4. Other current Liabilities	64.09	38.64
5. Income received in advance	17.55	0.76
TOTAL (A)	596.38	354.46
B. PROVISIONS		
1. Accumulated Leave Encashment	185.22	134.70
2. Provision for Capital Expenditure	166.00	71.18
3. Provision for Revenue Expenditure	408.76	219.39
TOTAL (B)	759.98	425.27
TOTAL (A + B)	1,356.36	779.73

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

Place: Kozhikode
Date : 07-06-2012

Sd/-
A.K. Shantharaman
FA & CAO

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2012

(Rupees in lakhs)

SCHEDULE 5 - FIXED ASSETS											
Description	GROSS BLOCK				DEPRECIATION					NET BLOCK	
	Cost/valuation as at 01-Apr-11	Additions during the year	Adjustments during the year	Cost/Valuation as at 31-Mar-12	Rate under WDV method	As at 01-Apr-11	On Additions during the year	Adjustments during the year	Total up to 31-Mar-12	As at 31-Mar-12	As at 31-Mar-11
A. NON DEPRECIABLE ASSETS											
1. LAND											
a) Freehold	796.14	1,550.80	-	2,346.94	-	-	-	-	-	2,346.94	796.14
TOTAL A	796.14	1,550.80	-	2,346.94	-	-	-	-	-	2,346.94	796.14
B 1. DEPRECIABLE ASSETS											
1. BUILDINGS											
a) On Freehold Land (Academic)	6,889.29	161.75		7,051.04	10%	2,189.87	485.71	4.08	2,679.66	4,371.38	4,699.42
b) On Freehold Land (Residential)	1,530.48	101.06		1,631.54	5%	193.08	71.87	0.97	265.92	1,365.62	1,337.40
c) Road, Boundarywalls,Drains etc	873.88	-		873.88	10%	414.40	45.95		460.35	413.53	459.48
2. PLANT MACHINERY											
a)Electrical Installations	789.55	328.54		1,118.09	15%	337.78	96.66	17.64	452.08	666.01	451.78
b)Water supply Installation	214.13	41.14		255.27	15%	136.75	17.78		154.53	100.74	77.38
3. VEHICLES	47.28	18.19	(3.61)	61.86	15%	23.27	6.16	(3.33)	26.10	35.76	24.01
4. FURNITURE, FIXTURES	1,018.13	40.95		1,059.08	10%	423.41	62.25	0.22	485.88	573.20	594.72
5. OFFICE EQUIPMENT	250.96	9.71	(2.47)	258.20	15%	147.00	16.27	(1.26)	162.01	96.19	103.96
6. COMPUTER/PERIPHERALS	750.12	137.73		887.85	60%	683.05	95.84		778.89	108.96	67.07
7. LIBRARY BOOKS											
- BOOKS/DATABASE/VIDEOS	705.72	113.63		819.35	60%	617.04	106.17		723.21	96.14	88.68
- JOURNALS	525.85	50.57	-	576.42	100%	520.27	49.50		569.77	6.65	5.58
8. OTHER FIXED ASSETS	0.38	-	-	0.38	15%	0.22	0.02		0.24	0.14	0.16
TOTAL B (1)	13,595.77	1,003.27	(6.08)	14,592.96		5,686.14	1,054.18	18.32	6,758.64	7,834.32	7,909.64
B 2. CAPITAL, WORK - IN - PROGRESS										3,319.74	2,485.65
TOTAL B										11,154.06	10,395.29
C. PROJECT DEPRECIABLE ASSETS: -											
1. FURNITURE, FIXTURES	0.79	-	-	0.79	10%	0.37	0.04	-	0.41	0.38	0.42
2. COMPUTER/PERIPHERALS	62.00	-	-	62.00	60%	61.73	0.16	-	61.89	0.11	0.28
3. LIBRARY BOOKS	2.73	-	-	2.73	100%	2.73		-	2.73	-	-
TOTAL C)	65.52	-	-	65.52		64.83	0.20	-	65.03	0.49	0.70
GRAND TOTAL (A+B+C)	14,457.43	2,554.07	(6.08)	17,005.42	-	5,750.97	1,054.38	18.32	6,823.67	13,501.49	11,192.13

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

Place: Kozhikode
Date : 07-06-2012

Sd/-
A.K. Shantharaman
FA & CAO

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2012

(Rupees in lakhs)

PARTICULARS	As at 31-March-2012	As at 31-March -2011
SCHEDULE 6 - INVESTMENTS FROM EARMARKED/ENDOWMENT FUNDS		
1. Pension Fund Investment	195.00	170.00
2. Group Gratuity Fund with LIC of India	-	95.03
3. CPF Investment	417.23	324.83
4. Depreciation Fund Investment	6,550.00	2,500.00
TOTAL	7,162.23	3,089.86
SCHEDULE 7 - INVESTMENTS - OTHERS - CORPUS FUND		
1. In Govt. of India Bonds 8%	3,300.00	3,900.00
2. Term Deposits with Banks	8,050.00	6,500.00
TOTAL	11,350.00	10,400.00
SCHEDULE 8 - CURRENT ASSETS, LOANS, ADVANCES ETC.		
A. CURRENT ASSETS:		
1. Stock in Hand	30.66	28.99
2. Cash balances in hand (including cheques/drafts and imprest)		
3. Bank Balances : a) With Scheduled Banks :		
- On Savings Accounts	139.05	565.05
- On Term Deposit	690.00	1,450.00
TOTAL (A)	859.71	2,044.04
B. LOANS, ADVANCES AND OTHER ASSETS		
1. Advances and other amounts recoverable in cash or in kind or for value to be received :		
a) On Capital Account: Mobilisation/Contractors Advances	883.18	1,595.39
b) Prepayments	72.50	81.56
c) Advances to Staff	15.59	20.86
d) Deposits	18.73	18.66
2. Interest accrued on Investment and Funds	395.98	782.82
3. Other Receivables including CPF Loans to the members	629.16	20.02
TOTAL (B)	2,015.14	2,519.31
TOTAL (A+B)	2,874.85	4,563.35

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

Place: Kozhikode
Date : 07-06-2012

Sd/-
A.K. Shantharaman
FA & CAO

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2012

(Rupees in lakhs)

PARTICULARS	2011-2012	2010-2011
SCHEDULE 9 - FEES		
A. PGP Tuition Fees	3,196.94	2,751.31
Total (A)	3,196.94	2,751.31
B. Other than Tuition Fees		
1) MDP and Consultancy fees	312.90	142.30
2) FDP Programme fees	14.21	17.27
3) Income from Seminars / Conferences	11.41	4.33
4) EPGP Programme Fees	1,032.50	560.49
5) FPM Application Fees	1.17	0.69
6) Placement Fee	47.13	26.39
7) Income from CAT Activities	409.05	283.15
Total (B)	1,828.37	1,034.62
TOTAL (A + B)	5,025.31	3,785.93

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

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SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2012

(Rupees in lakhs)

PARTICULARS	2011-2012	2010-2011
Schedule 10 Income From Investments		
Interest: a) Bonds / Funds		
Corpus Fund	297.57	340.52
Pension Fund Investments	16.64	6.56
Gratuity Fund Investment With LIC of India	-	7.67
TOTAL (A)	314.21	354.75
b) On Bank Deposits		
Corpus Fund	580.03	511.62
Depreciation Fund	430.45	108.09
TOTAL (B)	1,010.48	619.71
GRAND TOTAL OF (A + B)	1,324.69	974.46
Transferred to Earmarked / Endowment Funds	1,324.69	974.46
Balance taken to Income & Expenditure A/c.	-	-

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

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SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2012

(Rupees in lakhs)

PARTICULARS	2011-2012	2010-2011
SCHEDULE 11 - INTEREST EARNED		
1) On Term Deposits		
a) With Scheduled Banks	228.25	126.90
2) On Savings Accounts:		
a) With Scheduled Banks	22.03	22.38
3) On Loans:		
a) Others: Interest on advances etc	1.19	0.53
TOTAL	251.47	149.81
SCHEDULE 12 - OTHER INCOME		
1) Licence Fee/Guest House Charges	23.75	12.54
2) Application Form- Contractors	-	0.55
3) Miscellaneous Income	10.53	4.70
4) Prior Period Income	8.06	2.64
TOTAL	42.34	20.43

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

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SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2012

(Rupees in lakhs)

PARTICULARS	2011-2012	2010-2011
SCHEDULE 13 - ESTABLISHMENT EXPENSES		
Salaries and Wages (includes pay revision arrears)	766.95	590.15
Allowances and Bonus	59.49	47.51
Contribution to PF	42.02	33.77
Staff Welfare Expenses	87.39	81.33
Expenses on Employees' Retirement and Terminal Benefits	93.31	80.98
Stipend to Trainees	4.94	3.83
Stipend to Apprentices	0.18	0.15
TOTAL	1,054.28	837.72
SCHEDULE 14 - OTHER ADMINISTRATIVE EXPENSES ETC..		
Electricity and Water Charges	117.29	104.72
Insurance on Assets	3.01	5.29
Repairs and Maintenance Expenses	541.95	343.40
Rent Rates and Taxes	2.38	0.70
Vehicle Running and maintenance	9.64	7.35
Postage Telephone & Communication Charges	27.36	20.30
Printing and Stationery	39.19	35.61
Travelling and Conveyance Expenses	137.68	111.93

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

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SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2012

(Rupees in lakhs)

PARTICULARS	2011-2012	2010-2011
Board of Governors Meeting Expenses	7.64	4.23
Membership and subscription Charges	14.83	4.19
Legal & Professional Charges	2.37	2.23
Auditor's Remuneration	2.90	0.95
Hospitality Expenses	9.15	5.88
Advertisement and publicity	57.86	71.32
IT & Communication Activity Expenses	72.30	50.75
Recruitment Expenses	4.23	8.52
Direct PGP Expenses	372.07	329.61
Direct MDP Expenses	221.78	112.57
Direct FDP Expenses	5.25	6.39
Direct IDL HECL Expenses	170.13	116.30
FPM Expenses	49.35	40.45
Research Expense	2.52	1.64
Conferences, Seminar & Workshop Expenses	30.16	13.40
International Interaction/Linkage expenses	0.68	0.16
Other Administrative Expenses	47.82	40.32
Prior Period Expenditure	12.83	0.28
TOTAL	1,962.37	1,438.49

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

Place: Kozhikode
Date : 07-06-2012

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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2012

SCHEDULE 15 – SIGNIFICANT ACCOUNTING POLICIES: -

1. ACCOUNTING CONVENTION

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

2. REVENUE RECOGNITION

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

3. INVESTMENTS

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

4. FIXED ASSETS

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

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

Place: Kozhikode
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Sd/-
Prof. Debashis Chatterjee
DIRECTOR

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2012

5. DEPRECIATION

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

6 GOVERNMENT GRANTS / SUBSIDIES

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

7. CORPUS FUND

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

8. DEPRECIATION FUND

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

9. FOREIGN CURRENCY TRANSACTIONS

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

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

Place: Kozhikode
Date : 07-06-2012

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DIRECTOR

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2012

10. LEASE

Lease rentals are expensed with reference to lease terms.

11. RETIREMENT BENEFITS

11.1 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.

11.2 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.

11.3 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.

11.4 Pension payment made during the year is charged off to the revenue.

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

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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2012

SCHEDULE 16 - CONTINGENT LIABILITIES AND NOTES ON ACCOUNTS:

1. CONTINGENT LIABILITIES

Claims against the institute not acknowledged as debts In respect of:	– Rs. 229.71 Lakhs	(Previous Year Rs.229.76 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. 227.31Lakhs	(Previous Year Rs. 227.31 Lakhs)
Municipal Taxes	– Rs. NIL	(Previous Year Rs.NIL)
In respect of claims from parties for non – execution of orders, but Contested by the Institute	– Rs. 2.40 Lakhs	(Previous Year Rs. 2.45 Lakhs)

2. CAPITAL COMMITMENTS

Estimated value of contracts remaining to be executed on capital account and not provided for (net of advances)	– Rs. NIL Lakhs	(Previous Year Rs. 409.52 lakhs)
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For and on behalf of the Board of Governors of the Institute

Place: Kozhikode
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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2012

3. CURRENT ASSETS, LOANS AND ADVANCES

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

4. FOREIGN CURRENCY TRANSACTIONS

Value of Imports Calculated on CIF Basis:	Current Year.	Previous Year.
Capital Goods/Equipments	NIL	NIL
Expenditure in foreign currency		
a) Travel & Seminar fee for faculty	USD 16417.40 GBP 440 EUR 15000 SGD 4040.32	USD 10935 GBP 440 EUR 555 CHF 13500 SGD 920.20
b) Remittances and Interest payment to financial Institutions/Banks in foreign currency	NIL	NIL
c) Other Expenditure:		
Institutional Membership	USD 500 GBP 16007.77 AUD 3400	USD 650 GBP 4789 AUD 3740
Purchase of books, Journals,	USD 96886.73 GBP 1616.90	USD 22572.94 GBP 1607.05
Software etc	USD 4790 GBP 3250	USD 21418.08 GBP 3140.80 EUR 3502.50
Legal and Professional Expenses	NIL	NIL
Miscellaneous Expenses	USD 1000	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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SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2012

5. TAXATION

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

6. CAT Group has not intimated Institute's share of CAT Income for the current year till the date of finalization of accounts. Hence, the CAT Income provision is made for Rs. 200.00 Lakhs in the books of accounts

5. Statutory Audit Fee for the financial years and 2010-11 and 2011-12 are provided for Rs. 2.00 Lakhs (Rs. 1.00 Lakh for each year) in the books of accounts as the quantum of audit fee is not intimated by the audit.

6. The provision for Architect Fee of Rs. 89.66 Lakhs is made pertaining to the work of Phase IV Campus construction carried out by CPWD and Phase V campus construction, which is in initial stage.

9. LIC policy towards Gratuity liability is not reflected in the Books of Accounts from the current year. This is as per Accounting Standard 15.

10. Corresponding figures of the previous year have been regrouped / rearranged wherever necessary.

11. Schedules 1 to 16 are annexed to and form an integral part of the Balance Sheet as at 31-03-2012 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 : 07-06-2012

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DIRECTOR

Indian Institute of Management Kozhikode
Consolidated Receipts and payments for the year ended 31st March 2012

(Rupees in lakhs)

RECEIPTS			PAYMENTS		
Particulars	2011-2012	2010-2011	Particulars	2011-2012	2010-2011
I. Opening Balance:			I. Expenses		
a) Cash in hand			a) Establishment Expenses	963.90	822.96
b) Cash at Bank	565.05	230.93	b) Administrative Expenses	1,741.33	1,208.74
II. Grants Received			II. Payments made against funds for various projects	-	10.49
a) From Govt. of India :Plan	2,147.64	2,794.00			
b) From Govt. of India : Non Plan			III. Investments and deposits made		
c) From Govt. of Kerala	-	1.00	a) Out of Gratuity fund	-	33.71
d) For sponsored projects			b) Out of Corpus fund	950.00	1,750.00
III. Interest Received			c) Out of Pension Fund	25.00	140.50
a) On Investments	1,733.78	538.99	d) Depreciation fund investment	4,050.00	1,500.00
b) On Bank Deposits	204.59	149.16	e) CPF Investments	92.39	
c) On others	25.31	0.75	VI. Expenditure on fixed assets and Capital Work in Progress		
IV. Other Income			a) Purchase of Fixed Assets	3,289.63	2,004.20
a) PGP Tutition fees	3,196.94	2,751.31	V. Other Payments		
b) Income from MDP	324.92	151.28	a) Advances on Capital Account	-	61.09
c) Income from EPGP	1,030.55	473.30	b) Advances on Revenue Account & others	-	32.75
d) Income from Seminars, Conferences	11.41	4.33	c) Other Advances	-	
e) Income from Consultancy	0.08	8.16	d) Statutory Payments	-	1.93
f) FPM Income	1.17	-	e) Deposits	0.07	
g) Placement Fee receipts	47.13	26.39	e) Miscellaneous Payments	20.38	91.01
h) Miscellaneous Receipts	154.34	38.39	VI. Closing Balance:		
V. Other Receipts			a) Cash in hand		
a) Advances adjusted on Capital Account	669.49	159.80	b) Cash at Bank	139.58	565.05
b) CAT Receipts	208.41	283.71			
c) Out of Term Deposits	760.00	606.91			
c) Deposits from students/Mess A/C	81.60	0.96			
d) EMD/SD/Retention Money	62.67	3.06			
e) Advances adjusted on Revenue Account	42.72				
f) Advances adjusted on Others Account	2.49				
g) Miscellaneous Receipts	1.99				
Total	11,272.28	8,222.43	Total	11,272.28	8,222.43

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

Place: Kozhikode
Date : 07-06-2012

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भारतीय प्रबंध संस्थान कोषिकोड

आई. आई. एम. के. कैम्पस (पि.ओ.)

कुन्नमंगलम, कोषिकोड - 673 570, केरल

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