

IIMK News

Globalizing Indian Thought

The Newsletter of Indian Institute of Management Kozhikode, Kerala, India



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March 2011



Dr. Daggubati Purandeswari, Minister of State for HRD (Higher Education) releasing the proceedings of International Symposium on HRLS, **HR & Leadership Challenges for Businesses in India.** P6



Creating Aspirations

P33
Ms. Preeja Sreedharan
won the IIMK Mini Marathon 2010 and subsequently won the gold in Asian Games 2010.

IIMK joins the elite group of International Business Schools like London Business School, INSEAD-France, IMD-Switzerland, Said Business School-University of Oxford and Judge Business School-University of Cambridge... **P4**



Prof. M. K. Nandakumar
The man behind the achievement

THE OTHER 99% YOU CAN DARE TO LEAD

*If you dare, you may stumble
And sometimes lose your face.*

*If you do not dare,
You will surely lose yourself!*

Dr. Daggubati Purandeswari, Minister of State for HRD (Higher Education) Govt. of India released the book, "The other 99% you can dare to lead" written by Prof. Debashis Chatterjee, on 28th January 2011 at IIMK. In this book, Prof. Debashis Chatterjee gives unconventional ideas, principles and practice steps for life and leadership.

The entire royalty of this book will go toward transforming the lives of two underprivileged girl children.



Dr. Daggubati Purandeswari and Prof. Debashis Chatterjee

IIMK BAGS THE OUTSTANDING B-SCHOOL (SOUTH) STAR NEWS NATIONAL B-SCHOOL AWARDS



The STAR NEWS National B-School Awards recognizes institutions that are innovative, modern & industry related in their curriculum in Marketing, Advertising, Marketing Communications etc. The awards are well researched and chosen by an independent jury and a panel of professionals who believe in nurturing Talent and in recognizing the best of the best.



IIMK was awarded the **Prof. Anandakuttan B. Unnithan receiving the award. Outstanding B-School (South) STAR NEWS National B-School Awards** in an exclusive award function on 12th February 2011 at Taj Lands End, Bandra, Mumbai. The award is in recognition of leadership, development, marketing an institute and industry interface of Business school. Prof. Anandakuttan B. Unnithan received the award.

Editorial

Of bandwidth and greenhouse gases

How much bandwidth does a campus need? We confronted this issue recently at IIMK. This is not primarily a technical question though there is a bits and bytes component to it. Behind the technical need is the opportunity, through sufficient bandwidth, to amplify each individual human capacity.

In this newsletter, Mr. Ashok Pathak has highlighted the technical attributes of the network upgrade we just went through. The campus now has, for a population of about a thousand plus users, more than 77 mbps Internet connectivity. This is impressive. Yet bandwidth demand always grows. As the new MDP building complex comes up, we may need to upgrade again.

At IIMK, the issue is not merely about download speeds. We emphasize upload speeds too, for in the emerging Internet, the individual as content generator and publisher is at the center of the Internet.

Another issue we confront as a living planet is the demand for energy that today primarily comes from burning fossil fuels. The growth in automobiles and air-conditioners in every window attest to our ever-growing need for fossil-fuel based energy. This leads to carbon dioxide emissions, greenhouse gas effect, and contributes to global warming. What is a business manager to do? What role does renewable energy play in the emerging future? We expect our graduates to be engaged participants and leaders as the world begins to emphasize sustainable development. Sustainability at IIMK is more than Corporate Social Responsibility. We are developing new curriculum to address such topics that are seldom addressed in any business school.

IIMK has been achieving many "the first", the most recent being the first IIM accredited by AMBA. IIMK placed the 290 graduates internationally and nationally with attractive packages. We are pleased to share some of the significant events of social importance like the Calicut Marathon, MDP for NGOs, the annual on-campus alumni meet, the cultural festival etc.

We gratefully acknowledge the compliments, appreciations and suggestions received from many executives, Alumni, faculty, staff and students. We thank the timely help received from Prof. Shubhasis Dey, Prof. Keyoor Purani, Prof. G. Sridhar, the Dean, Prof. Sanal Kumar Velayudan and Ms. Apoorva Bhagat.

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AMBA accredited - The first among IIMs

“Through this accreditation, we have clearly differentiated IIMK from the other top institutes in India.”

- Prof. M. K. Nandakumar

Indian Institutes of Management have never felt the need to acquire international accreditations as they were operating in a closed education sector of India. The sector has changed in the last few years and India is all set to see the entry of international universities such as Harvard and Yale. Similarly the stage has been set for the IIMs to move out of India and establish themselves as global players in education. Indian Institute of Management Kozhikode is the first IIM which has woken up to this realisation and is the first IIM to have received the AMBA (Association of MBAs) accreditation.

Prof. Nandakumar who was the driving force behind the institute in its receiving accreditation said, “Through this accreditation, we have clearly differentiated IIMK from the other top institutes in India and have come to a level where we will be compared with top B-schools of Europe and America who will be our future competitors when we go global.” AMBA is part of the road map planned by Prof. Debashis Chatterjee, IIMK Director for transforming IIMK into one of the top B-Schools in the world. The strategic road map aspires to globalize Indian thought by being a pioneer in management with a social angle. During the interaction, Prof. Nandakumar spoke about how being a socially inclined institute helped IIMK win the accreditation; he said, “Our focus on society through the mandatory Social Development Projects and the brand equity we enjoy among MBA aspirants exhibited by an applied-to-accepted ratio of 600:1 were the critical reasons behind IIMK getting this accreditation”.

Speaking about the challenges faced during the accreditation process, he explained the hurdle faced initially in pitching the concept of accreditation to stakeholders since the process was a revolutionary step as far as IIMs are concerned. The voluminous documentation involved and the tough timelines added to the challenges. Prof. Nandakumar acknowledged

the immense help he received from the faculty members and students during the process, especially during the accreditation days. “The mock accreditation session we conducted a few days before the actual process helped us a lot in fine tuning the way we went through the process”, he



said when speaking about preparations for the process day. Most of the top B-schools in Europe and America possess accreditation from 3 top accrediting bodies – AACSB, EQUIS and AMBA. While AACSB and EQUIS accredit the B-School, AMBA certifies the MBA programme. About the future roadmap for accreditation and development, Prof. Nandakumar said, “AMBA will provide credibility to our courseware in the international space and will drive us to keep our course up-to-date and in tune with the international standards. So, it is a good space to begin with. With AMBA, we are in the same league as London School of Business, Saïd Business School at Oxford, Leeds University Business School etc. We will use the credibility from AMBA to propagate our institute internationally and build on the aspects required to make IIMK a truly global player in education. AACSB and EQUIS should be part of our road map in the near future.”

The C.K. Prahalad Memorial Annual Lecture Series

Emerging challenges of Indian Economy

- Dr. M. Govinda Rao

*Member, Economic Advisory Council to the Prime Minister &
Director, National Institute of Public Finance and Policy*



- Dr. M. Govinda Rao

In April 2010, Indian Institute of Management, Kozhikode (IIMK) set up the 'Pralhad Fund'- an endowment fund commemorating the contribution made by late Professor C.K. Prahalad. The purpose of this fund is to globalize Indian thought of leadership through knowledge creation and dissemination. Professor C.K. Prahalad, a world renowned management guru, passed away on April 16, 2010, following a brief period of illness, at San Diego in US, at the age of 68. He was the chief guest at IIMK's 2008 convocation and gave an inspiring and evocative vision for India. Professor Prahalad is acknowledged as one of the foremost management gurus of the world. He was best known for his work on 'Fortune at the Bottom of the Pyramid' and was also conferred the Padma Bhushan by the Government of India in 2009.

According to IIMK Director Debashis Chatterjee, IIMK was the first business school in the world to commemorate the contribution made by Professor Prahalad and the institute aspires to employ the resources generated through this endowment fund to promote the values Prahalad stood for. Prof. Chatterjee also announced an annual lecture series titled 'The C.K. Prahalad Memorial Annual Lecture Series'

which will be delivered each year at IIMK by an eminent management thinker and practitioner from around the world, with a view to inspire young Indians to rise to the challenge of leading India through inclusion and excellence.

In this direction, IIMK was honoured to welcome Dr. M. Govinda Rao, Member, Economic Advisory Council to the Prime Minister and Director, National Institute of Public Finance and Policy, to deliver the inaugural lecture in 'The C.K. Prahalad Memorial Annual Lecture Series' on February 9th, 2011. The topic of the seminar was 'Emerging challenges of Indian Economy'. Dr. Rao started off his speech with an acknowledgement of Prof. C.K. Prahalad's visions of the strata of BoP (Bottom of Pyramid). He discussed a variety of contemporary topics, including the growth story of Indian Economy, the inclusive growth model, poverty/income distribution, savings and investment trends, global financial crisis and its impact on India, co-ordinated exit from financial stimuli and Indian strategy and major challenges for sustainable growth. Dr. Rao noted that the economist-turned-diplomat, John Kenneth Galbraith might have called India a functioning anarchy; however the context of 'functioning' is very much debatable. Earlier, much talk was about bad governance of India, but the focus has now shifted to the thought of whether 'growth is sustainable in India.' He even cited an article from an American Journal on

Political economics which chronicles the transformation of 'roaming bandits' of yore into 'stationary bandits' in China. It was a classic example of the emergence of an autocracy from anarchy. He also mentioned that India's revival from the global recession was much faster than many other countries. He talked at length on the much talked about problem of inflation. According to him, most of the time, policy makers attribute the problem of inflation to exogenous factors. Moreover, supply response is poor in the Indian agricultural sector. He opined that the problem in policy-making is the prevalence of 'band-aid types of reforms'- quick fixes done without any long-term forecasting.

Dr. Rao also spoke about the tax structure in India and he drew the analogy of GST (Goods and Services Tax) with that of a bullock-cart which got stuck in the mud and wouldn't go forward or backward! According to him, in the face of crisis, some policy makers tend to wait for the 'mud' to dry up but they are not sure whether the 'rain' will bring 'the mud' again or not. In the concluding part of his lecture, Dr. Rao talked about the revival strategy of Indian economy, the fiscal and current account deficits, concern over prices and whether sustainable fiscal consolidation will be achievable or not.



INTERNATIONAL SYMPOSIUM ON HR & LEADERSHIP CHALLENGES FOR BUSINESSES IN INDIA



The International Symposium on HR & Leadership challenges for Businesses in India was launched in IIM Kozhikode on 28th January. The symposium was attended by distinguished dignitaries from across the industry, academia and students from different parts of the country.

Prof. Debashish Chatterjee, Director, IIMK delivered the welcome address in which he emphasised the role of HR function in imagining and institutionalising talent and leadership. He also provided an overview of the book on the symposium theme. The Honourable Minister of State for HRD, Dr. Purandeswari inaugurated the ceremony with the lighting of the lamp. The official release of the symposium book based on the theme of the symposium “HR & Leadership Challenges for Businesses in India” containing the research papers and thought notes of the speakers by the minister marked the beginning of the symposium.

“America is the land of opportunities; India is the land of Ideas.”

The theme of the symposium was introduced by the keynote speaker and a thought leader in her own right, Dr. Purandeswari. The Minister introduced the theme & the sub-themes of the symposium and addressed the prevalent issues with regard to HR & Leadership Challenges in the Indian context. She emphasised the role of an emerging country like India in the comity of nations. Dr. Purandeswari also voiced her concerns about the growing challenges in the field of education and signed off with a thought-“America is the land of opportunities; India is the land of Ideas.”

Prof. Debabrata Chatterjee then provided an overview of the sub-theme- “Talent Crisis: India @ Crossroads” and invited the speakers to present their views. Mr. Sanjeev Bikhchandani, CEO and Vice Chairman of Naukri.com, Mr. Prasanth Nair, President and Head HR of Thomas Cook, Mr. Jacob Jacob, Chief People Officer, Apollo Hospitals Enterprise Limited, Mr. Anand Shiv, VP, Head of Research, Star Network, Dr. Meena Wilson, Enterprise Associate, Center for Creative Leadership, Capt Girish S., GM HR, TCS shared their views on this sub-theme of “Talent crisis: India @ cross roads.” Sanjeev emphasised the need for having new models in promoting educational infrastructure while Dr. Meena

emphasised the need for developing leadership talent. Jacob, Capt. Girish and Anand Shiv shared their industry experiences in institutionalising and addressing talent gaps, while Prasanth talked about the changing socio-political environment in setting expectations of workforce and implications on people management.

In the afternoon session, Prof Unnikrishnan Nair provided an overview of the theme of “Socio-Political and Cultural challenges for managing the work force”. Mr. Arun Balakrishnan, Chairman, HPCL- Mittal Energy Limited, Prof. J P Dash, IOFS, Director, National



Academy of Defence Production, Mr. GVS Rao, VP HR, DS Construction FZCO, Dr. Neerpal Rathi, Academic Associate - Organizational Behaviour Area, Indian Institute of Management, Ahmedabad deliberated upon this theme of “Socio- Political & Cultural challenges for managing the work force” in the Indian Context. Mr. Arun Balakrishnan, based on his work experience of more than three decades, took the audience through the process of strategic and cultural transformation at one of the largest companies in India, HPCL. Citing instances in implementing such a mammoth exercise, the speaker highlighted the challenges and learning from such an exercise.

The panel discussion on “Transitioning from a student to a corporate leader: Challenges in the next decade” had prominent industry and academic leaders like Mr. Arun Balakrishnan, Chairman HPCL-MEL, Capt. Girish of TCS, Mr. Rohit Dhody of Intelligroup, Ms. Meena Wilson of Centre for Creative Leadership, Prof. Unnikrishnan Nair of IIMK. Students’ queries concerning various themes of preparing oneself like realistic expectation setting, handling difficult bosses were well addressed by the panel members. The first day drew to a close with a cultural programme held in the evening at the open amphitheatre, consisting of a classical dance recital by the students of IIMK followed by professional performances (Mohiniattam & Ghazals).

On the morning of January 29th, the theme ‘Inspiring and Nurturing talent’ was introduced and various contributions were highlighted by Prof. Sukumaran Bhaskaran of Indian Institute of Management Kozhikode. Mr. Sridhar Ganesh, Director-HR, Murugappa group, Dr. V. Prakash, Advisor, Fowler Group, Dr. Abinash Panda, GM & Head, Talent Management, Suzlon Energy Limited, Mr. Rohit Dhody, Sr. Director-HR, Intelligroup, Mr. Yogesh Basnal, Founder & CEO, Apnacircle.com of the industry and researchers such as Mr. Anoop C. Nair and Dr. Sumita Mishra presented their papers on various themes related to inspiring and nurturing talent. Mr. Sridhar Ganesh of Murugappa group emphasized the critical role of line managers and put forth a four step process in inspiring and nurturing talent. He also emphasized that the CEO of a company should additionally wear the hat of the Chief Talent Officer.

Post-lunch, the theme “compensation, rewards and meaning of work in Indian context” was introduced and various contributions highlighted by Prof. Mahesh Bhawe of Indian Institute of Management Kozhikode. Speakers included Dr. KC Chakrabarty, Dy. Governor, RBI, Dr. Pallab Bandhopadhyay, Director HR at Citrix, Mr. Ashis Sen of HPCL, Mr. Makarand Rege and Prof. AG Balasubramanian.

Dr. KC Chakrabarty reflected on the theme what does work mean in India, and the meaning of rewards in a knowledge society. Dr. Pallab Bandhopadhyay emphasized the unique role ‘Indianness’ plays in administering people management practices in the Indian context. He emphasized that the various HR practices including performance and reward management practices have to reflect the cultural ethos of the Indian workforce.

In the concluding panel discussion session, Prof. Debashis Chatterjee, Director, Indian Institute of Management Kozhikode along with Mr. Aquil Busrai of Aquil Busrai consulting and Mr. Ashwin Ramesh of Organipex.com deliberated on the future role HR would need to undertake in the changing Indian context. Mr. Aquil Busrai based on his work experience of more than three decades in the HR field encapsulated the future trends in human resource management practices like the need to work in virtual environments, need for skill sharing with different employers, changing expectation of workforce and its impact on managing and communicating with a younger lot. The symposium concluded with a vote of thanks.

Infinite Bounds 2011

- the first edition of its annual open quiz fest

Quizzing, we believe is not about knowledge but about imagination. It is about discovering those quirky clues, those fun facts and the thrill of working out a question without knowing much about it. Quizzing is about the spontaneous applause a great question generates and it is about sharing trivia which we believe is a contronym. IIMK has a rich tradition of quizzers and quizmasters with the likes of Shamanth Rao – founder of the IIT Madras Open Quiz, content designer for KBC2 and KBC3 and quiz master of the Lone Wolf quiz at Nihilanth – the annual pan IIM-IIT quiz fest for the past 3 years. The IIMK quizzers under the aegis of Atharva – the quiz club, have won many accolades across competitions conducted all over India.

In 2010, Atharva conducted about 30 in-house quizzes. Backwaters 2010 also saw a national level open business quiz hosted by Avinash Mudaliar, the founder of RV Quizcorp at IIMK. Echoes 2011, the national level cultural fest of IIMK saw two quizzes conducted by Atharva. We at IIMK believe that there are no limits to the extent to which we can stretch our knowledge and imagination when it comes to quizzing, no boundaries and there is no such thing as an end to the quizzing year. Infinite Bounds – the national level open quiz fest was created with this precise idea. The first edition of Infinite Bounds 2011 was hosted by IIMK on the 11th and 12th of February 2011. The event kicked off to a packed house in the auditorium with the India Quiz conducted by Atharva. With questions that scanned the breadth and depth of one's knowledge about India, all questions held the audience spellbound

and stimulated the brain to dig out and connect the question to what they may have come across somewhere. The most memorable one was a long connect question in which the answers to the individual parts finally summed up to form the national anthem.

The second day saw two professional



quiz masters take stage - Thejaswi Udupa, an alumna of IIMB and a popular quiz master in the KQA circle raised the bar with MELAnge – the Music, Entertainment, Literature and Arts quiz. The audience were told the story of how Lord Byron kept a pet bear while in Trinity College (out of resentment of Trinity rules forbidding pet dogs, but the rules never mentioned anything about pet bears) and why there is a statue of a goat eating a book at Mananchira in Kozhikode (The sculpture of a renowned character - ‘the omnivorous goat - created by writer Vaikom Mohammed Basheer in his book ‘Pathummayude Aadu.’). The MELA quiz upped the ante at Infinite Bounds and set the stage for the grand finale - the General Quiz conducted by the most sought after quiz master in Indian quizzing circles – Shamanth

Rao. Doubtlessly one of the most memorable quizzes IIMK has ever witnessed, the general quiz explored, as Douglas Adams put it once, ‘Life, the universe and everything’

Infinite Bounds 2011 was a resounding success with over 1000 quizzers vying it out over two days for the top honours

in three quizzes. The prize distribution ceremony brought to a close what will be remembered as a landmark in the quizzing annals of IIMK and India as a whole. In the words of Thejaswi Udupa “By the time I got over being wowed by the campus, the quality of the quizzers who had turned up got me back squarely into the wowed-zone. There were some questions that I was hesitant to put in thinking it might be too tough for the quizzing backwaters of Kerala, only to see them answered with some conviction. Hope Infinite Bounds becomes a permanent fixture in the quizzing calendar. Selfish reasons - I definitely want to come back. There's nothing more you could ask for - beautiful campus, great quizzes, and the famed Kerala hospitality”.

TAS pays visit to IIMK Campus

Tata Administrative Services (TAS), the management training arm of TATAs styled based on the prestigious IAS academy, visited IIMK campus on the 18th and 19th of January as part of an assessment of IIMK. The objective of the visit was to identify avenues and forge future partnerships for association such as case studies, recruitment, faculty engagement and consulting. IIMK also hosted the campus round of Tata Business Leadership Awards (TBLA) 2011, an annual business school event organized by the Tata Group, was also held on 19th January. The team consisting of Mr. Radhakrishnan Nair, Chief Human Resource Officer, Tata Steel, Mr. Rahul Krishna, Head, TAS and Ms. Dharna Dhamija, Manager-TAS, Group Human Resources, Tata Sons visited the campus on 18th January and held interactions with Prof. Debashis Chatterjee, Director, IIMK and the faculty members.

TAS group also visited the library, academic block, sports facility, computer centre etc. Mr. Radhakrishnan Nair and Mr. Rahul Krishna later interacted with the students of IIMK. While Mr. Nair held a leadership talk, Mr. Krishna gave an engrossing talk introducing TAS and spoke about plenty of interesting anecdotes from the TAS training programmes. He also emphasized Tata group's commitment to social

responsibility and the various community initiatives taken by the group. He explained the uniqueness of TATA Corporation where corporate responsibility for a year is first planned and the annual budgeting is built around it as against the normal practice of doing CSR only for tax and advertising sake.

The Tata Business Leadership Awards campus round was held on 19th January. The teams participating in the event had a unique opportunity to present their opinions in front of the eminent panel of judges including Mr. P K Mohan Kumar, COO, Taj Gateway Hotels, Prof. M. K. Nandakumar, faculty member, IIM Kozhikode, Mr. Rahul Krishna and Ms. Dharna Dhamija. Reuben Philip Abraham was selected as the TBLA campus champion from IIMK. Abhishek Jangir, Ankit Kardam, Maanvi Ahuja and Ravindra Manvi from 'Team Jishnu' won the campus round of TBLA and made it to the national finals. The second place was won by 'Team Aria' (Arjun Mohan, Ansa Ephraim, Reuben Philip Abraham and Imtiazuddin Ahmed) and the third place by 'Team Three Musketeers & The Queen' (Abhishek Lahiri, Nishant Biswal, Punyata Tuli and Anurag Patra). The event came to a close with the distribution of the prizes by Mr. Mohan Kumar.



Ms. T. Sunitha receiving the best paper award for her paper "A Single-Sign-On and a Remote Login Solution to Library E-Journals and E-Resources" co-authored with M. G. Sreekumar, at the International Conference on Digital Libraries & Knowledge Organisation 2011 (ICDK 2011) held at the Management Development Institute (MDI), Gurgaon, during February 14-16, 2011. The Conference was attended by over 300 delegates and among them 70 of them were from abroad. There were 101 papers presented in this conference.

Congratulations

Dr. M.G. Sreekumar conducted the the UNESCO Sponsored Workshop on Digital Libraries on 14 February 2011.



FPM Activities

BEST PROPOSAL AWARDS

Three FPM students won best paper awards for their research proposals in the respective Early Proposal tracks of the 4th IIMA Doctoral Consortium held at IIMA on 3rd and 4th January, 2011. The winners and the titles of the award winning papers are:

Jayasankar R: Consumer Evaluation of Cross-natured Brand Extensions.

Krishnadas N: Reducing the Environmental Impact of IT in India.

Vaibhav Chawla: Spirituality in the Salesperson and Its Expression at Work: The Impact on Customer-Related Behaviours of Salespersons.

TRAVEL FELLOWSHIP

Vaibhav Chawla has won a Doctoral Travel Fellowship from the Academy of Marketing Science (AMS), to attend the 2nd Biennial AMS Doctoral Consortium to be held in conjunction with World Marketing Congress at Reims, France in July, 2011.

CONFERENCE PRESENTATIONS

Deepak S Kumar presented a paper titled “Modelling Servicescape Aesthetics and Consumer Response

Relationships” co-authored by his guide Prof. Keyoor Purani at the 10th International Marketing Trends Conference held at Paris, France during January 20-22, 2011.

Manish Shukla presented a paper titled “Applicability of ARIMA Models in Wholesale Vegetable Market: An Investigation” at the International Conference on Industrial Engineering and Operations Management Forum at Malaysia during January 22-24, 2011

Rakesh Kumar Pati presented a research paper titled ‘Impact of Strategic Planning in Social Entrepreneurial Organizations’ in the National Conference - Emerging India: Strategic Entrepreneurship (SMS 2010 Bangalore Conference and Research Workshop) at IIMB during December 10-12, 2010

Sushmita Narayana presented her proposal on “Reverse Logistics in the Indian Pharmaceutical Industry” in one of the Advance Proposal Tracks, in the 4th IIMA Doctoral Consortium held at IIMA on 3rd and 4th January, 2011.

BOOK REVIEW

Jayasankar R. (2010). Book Review of Academic Writing by M.M.Monipally & B.S. Pawar. In Decision, Vol.37, Issue 2, August, pp. 103-105.

Journey of a Lifetime: Sharing a unique experience

- Rakesh Pati, FPM

“Life is a journey, not a destination ...” - Ralph Waldo Emerson

Tata Jagriti Yatra is an ambitious train journey of discovery and transformation that takes hundreds of India’s highly motivated youth on an 18 day national odyssey, covering 9000 Km and 20 states in India. The aim is to awaken the spirit of entrepreneurship. The vision of Jagriti is of the Indian demographic diamond (₹.40 - ₹.120 enterprise. By doing so, they can turn from job selected from 20000 registrations. I was a part across India including 5 village enterprises, development. The models of Kuthambakkam, and replicated worldwide. We analyzed each vision, the struggle during the inception and the focused on understanding the self-sustaining environmental impact of these enterprises. We got social and economic entrepreneurs. We also related to “enterprise led development”. We always ended the day with an inspirational song “Jagriti Geet” by Prasoon Joshi and it still remains in my heart “Yaaro chalo badalne ki rut hai ...”



to inspire young Indians living in the middle per day) to lead development by taking to seekers to job creators. 400 participants were of this Yatra which took us to 13 enterprises each with a unique self-sustaining model of Gram Vikas and Barefoot is recognized enterprise, understanding their context and strategies used to overcome them. We also financial model and the social, economic and unique opportunity to visit many successful attended 4 panel discussion on curial themes

MANAGEMENT DEVELOPMENT PROGRAMME FOR NGOs



Ms. Ramadevi with the participants

The Social Service Group at IIM Kozhikode conducted its second edition of the Management Development Programme for small and medium-sized NGOs operating in Kerala during February 24-26, 2011. The MDP saw a participation of over 25 participants from around 10 organisations in and around Kozhikode working on issues as diverse as education, organic farming, etc.

From its humble beginning in 1999 till date, SSG has been involved in various activities concerning the society, primary among which was its work



Dr. Shiladitya Roy with the Participants

with various NGOs within and outside Kerala. SSG has been associated with numerous NGOs like Pain & Palliative Care, Uravu, Madhyam to name a few.

The official brochure for the NGO-MDP reads:

“From our associations with the NGOs, we have realized that there is a need to introduce the concepts of modern management to the people who are related

with managing various NGOs across our country. More often than not, the people who run these NGOs are individuals having great commitment towards the society. However, as an institution these NGOs often fail to reach the desired destination due to lack of managerial knowledge. So for this reason we have conceptualized a Management Development Programme (MDP) for people concerned with managing NGOs to address their specific needs.”

The programme was aimed at furnishing business concepts to experienced people in the NGO sector. The programme was divided into three modules: Financial Management, Team Building and Leadership, and Project Proposal and Report Writing. The content

of these modules was decided upon keeping in mind the feedback received from the participants of the previous MDP and efforts were made to keep the course as relevant as possible.

Widely acclaimed professors with expertise in the given areas were invited from outside to take sessions with the participants. The passion and patience with which Dr. Shiladitya Roy, a Professor in the area of Finance Accounting Costing at Institute of Rural Management, Anand conducted the finance sessions could be an inspiration to many teachers. The session on leadership and team building was conducted by Ms Ramadevi who



Mr. Abhijit Bhide during his session

has an enormous breadth of experience in many international NGOs and developmental organisations like UNICEF, World Bank, etc. Mr Abhijit Bhide, a software professional who has worked extensively with NGOs on community projects, concentrated on practical aspects of getting projects funded through effective drafting of project proposals.

The programme was a grand success as could be gauged by the overwhelming response from the participants. SSG aims to increase the frequency of such programs in its next calendar year. Apart from providing valuable managerial expertise to NGOs, the NGO-MDP brings SSG in contact with various NGOs to whom it can provide management consulting services.

IIMK Student Winners

STUDENT WINNER	COMPETITION
Sumit Solanki	Second, Deloitte case study competition, 2010, IIMK Campus Finalist, Mahindra War room, 2010
Ujjwal Chopra	Second, Deloitte case study competition, 2010, IIMK
Abhishek Lahiri, Nishant Biswal, Punyata Tuli	National Finalists (Top 4), Yes Bank Transformation Series V2.0 Campus Third, TAS Business Leadership Awards, 2011, IIMK
Ankit Arora, Ankita Mukherjee, Deepika Negi, Kartik Desikan	National Level Second, Deloitte ERS Campus Case Challenge 2010
Abhishek Jangir, Ankit Kardam, Maanvi Ahuja, Ravindra Manvi	Campus Winners, TAS Business Leadership Awards, 2011, IIMK
Ansa Ephraim, Reuben Philip, Imtiazuddin Ahmed, Arjun Mohan	Campus Second, TAS Business Leadership Awards, 2011, IIMK
Ritesh Jain, Sanjeet Mishra, Niketa Narain	Finalists, Yajna, Manifest, IIML, 2010 National Finalists (Top 4), Henkel Innovation Challenge 4
Anuj Gupta, Vertika Pankaj, Ranjan Panda	Winner, Branded (Marketing), SIBM Bangalore, 2011
Biswa Bhushan	Second, Pagalguy B-School Shutterbug Photo Contest 2010
Ahmer Khan, Arifuddin Ahmed, Shivam Nayak	Second, 'Infinite Bounds', IIMK, 2010
Sukesh Kumar, Sajal Kumar, Soumya Barik, Anuj Gupta, Hari Vignesh, Rutvij Jadav, Anurag Pal, Niketa Narain	Finalists, The Midas Touch, Sankalp, MICA, 2010
Anuj Gupta, Vertika Pankaj	Second, Bramhastra, Abhyudaya, IFMR, 2011
Rahul Panwar and Abhishek Gour	Third, Bramhastra, Abhyudaya, IFMR, 2011
Tirthankar Saha	Finalist, Niyukthi, Abhyudaya IFMR, 2011

Charanyan Iyengar (PGP13, Class of 2011) has won the CRISIL Young Thought Leader Award, 2010. It is noteworthy to mention that IIMK has won this coveted award after a span of 7 years, and he also has the distinction of being 2nd such student from IIMK. He was presented with a Trophy, Writing Instrument with his name engraved on it, Citation from CRISIL in a felicitation ceremony on 18th Feb, 2011 and an opportunity for an Analyst Position at CRISIL. Other laurels won so far:

- National Finalists – McKinsey & Co. Case Challenge among 200 teams - 2011
- National Finalists -Deloitte Case-Study competition at Deloitte Consulting, Mumbai among 95 teams - 2010
- Won 2nd prize at VISTA'10 – IIMB's Strategy Case Competition - 2010
- National Champions - represented India at Stanford University's Global Innovation Tournament – 2010

International Exchange at IIMK

Dr. Michael Gray, Director, ESSCA Hungary Foundation visited the IIMK Campus during December 6-8, 2010 for exploring the possibility of signing an MOU between IIM Kozhikode and ESSCA Hungary Foundation, Hungary.

Prof. Stephen Murdoch, Associate Dean, Rouen Business School, France visited the campus on December 15, 2010 for signing an MOU between IIM Kozhikode and Rouen Business School, France. The same is under consideration.

Dr Rhama and Prof. Frank Hoffmann from HHL Germany visited the IIMK Campus on December 16, 2010 so as to strengthen the ongoing relationship between IIMK and Leipzig Graduate School of Management (HHL), Germany.

Prof. Antonio Robalo, Programme Director of ISCTE, Lisbon, visited the IIMK Campus on January 1, 2011 for exploring the possibility of establishing an MOU between IIM Kozhikode and ISCTE, Portugal.

NOSTALGIA '11 Annual on-campus Alumni meet

NOSTALGIA 2011, the annual on-campus Alumni meet, was scheduled to be a two day reunion and was held on 15th-16th January. The event comprised of a host of activities ranging from Faculty Interactions, Corporate Dinners to batch parties which have for long been a tradition on campus.

NOSTALGIA commenced with an open house which involved the participation of the Director, Prof. Debashis Chatterjee, Faculty members, Students and the Alumni. The inaugural presentation highlighted the phenomenal growth story of IIMK bringing together the picturesque images of IIMK, which struck a nostalgic chord with the alumni. Mr. Suraj Prasad, the President of the Executive Alumni Committee briefed the audience regarding the enriching activities carried out by them which keep the spirit of IIMK alive. Like every time, this year also NOSTALGIA served as a platform for the Faculty and Alumni to discuss the necessary changes and envision a path for a flourishing institute. Further, it provided an opportunity for all the IIMK family members to interact and plan the growth path for the future. The event also witnessed the launch of the new alumni website and the first ever IIMK alumni newsletter. The alumni also carried out a Career Workshop in order to share their experience and wisdom with the present participants of the Post Graduate Programme

who would soon be taking a new step in their careers. Activities like get-togethers at old time hang out places, batch party, karaoke etc. added to the informal quotient of the event. As the institute bade farewell to the alumni at the end of two days, it felt that

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



Nostalgia had succeeded in refreshing the fond memories of the IIMK life, for the alumni to cherish forever.

Alumni Committee is now preparing for Sangam 2011, the annual Alumni - Fresher's meet of IIM Kozhikode. Sangam is organized in May in 6 cities (New Delhi, Mumbai, Kolkata, Chennai, Bangalore and Hyderabad) each year which brings together the entire IIMK fraternity, including the Alumni, Present Students and the incoming batch of that year. However, Sangam 2011 is planned to be an International Event with alumni meets planned in USA and Singapore as well, for reaffirming the culture and bringing together the Alumni, now globally. Popularly known as ALCOM, the Student Alumni Committee serves as a link between IIMK and its alumni.

Over the past few months, ALCOM has undertaken several alumni-student activities. Alumni-Guest Lecture Series, 09-10, has seen some of the most eminent Alumni sharing their experiences in different fields with the enthusiastic participants, leading to some fruitful interactive sessions and lively discussions. The activities also include the launch of a Personality Development Programme for the First Year Students to help them gear up for the Summer Placement Process. A team of Alumni was called on campus to take sessions for all the students spread over a period of 2 days. With the help of an Alumnus in JRG Securities, a talk was conducted to introduce Real time projects for the second year students, aimed at providing hands on experience about the work done in the industry and has been a unique

experience for the students.

To complement the students learning by regular course lectures, guest lecturers by Alumni were conducted. Mr. Sunil Srinivasan, PGP01, Director, SAP India Pvt. Ltd spoke on “IT: Enabling Supply Chain” facilitating the discussion using practical case studies from the industry. Mr. Lakshminarayanan K G, PGP05, Practice Manager, McKinsey & Co and Mr. Suraj Prasad, PGP05, Account Delivery head, PharmARC Analytic Solutions, talked about “Career in Consulting and Industry Structure” taking a volley of questions from the students who were very enthusiastic

to know about his responsibilities at McKinsey & Co and consulting opportunities in growing Indian economy.

Mr. Firdaus Mantri, PGP09, L&T Finance, gave a lecture rich in real life examples, helping students in making an informed decision about careers in corporate finance. Mr. Mohit Malik, PGP04, founder and CEO, Annova Consulting Pvt Ltd., conducted a guest lecture on “Entrepreneurship: the challenges and opportunities” encouraging the audience to take up the path less travelled.

The Alumni Mentorship Programme

for the outgoing batch of 2011 for Career guidance and placement process witnessed a tremendous response in 2009-10 from the Alumni as well as the students, with around 120 Alumni mentors and 200 students registering for the same. The alumni also were made a part of the interview panels for preparing students for placement process.

The Alumni helped in sourcing Live Projects for the students thus giving them an industry perspective. The Alumni were actively involved in the process of assisting the institute attain the AMBA accreditation.

Enhancement of Internet Connectivity

- Mr.Ashok Pathak, Systems Manager, IIMK

An additional 55Mbps of Internet lease line connection was commissioned and made operational on Jan. 31, 2011. This makes a total of 77.7Mbps of Internet bandwidth available for IIMK community.

The Institute already had about 22.7 Mbps of Internet links which provided the Internet access to the IIMK community. These links were fully choked primarily due to the increase in the number of users and increase in the web based content and services currently available world over. Thus there was a genuine need to enhance the Internet connectivity for the institute.

It may be worth mentioning here that as per the IT and Internet Access Policy of the Institute, only genuine HTTP, FTP and SMTP traffic was allowed on the Internet and almost all bandwidth hungry services such as downloading audio/video, peer to peer connectivity etc. were blocked. Hence the load on the link was genuinely due to academic use as all the non-productive, bandwidth

consuming services were as such denied. Considering that even after implementing a very strict Internet Access Policy the links were fully choked, a real need was felt to upgrade the links so as to provide our users with a faster and reliable Internet facility.

The conventional dial-up Internet connection offering up to 56 Kbps bandwidth per user was used as a bench mark for assessing the actual bandwidth requirement and the facility was planned for providing reliable and stable Internet connection to about 1000 concurrent users which worked out to be approximately 55 Mbps (56Kbps * 1000/1024). It was thus proposed to enhance the Internet connectivity to 55Mbps. With this background and also the fact that a faster, reliable and stable Internet connection is the need of the day, it was finally decided to add additional 55Mbps bandwidth rather than just enhancing bandwidth to 55 Mbps making a total of 77.7Mbps of Internet connectivity now available to the user community of IIMK.



SAS Student Ambassador Award for 2011

Mr. Krishnadas Nanath, FPM Student of IIMK has been selected as the SAS Student Ambassador for 2011. As part of this conference, the highly competitive SAS Student Ambassador Programme selects top students to present their research at SAS Global Forum. Students compete against all the other SAS users to have their papers accepted by the conference. Mr. Krishnadas was selected as one of the only 10 students to be the SAS Student Ambassador from among many worldwide applicants. His research paper titled “Designing a Grid Computing Architecture: A case study of Green Computing”, guided by Prof. R. Radhakrishna Pillai has been selected in the Systems Architecture and Administration section. He has been invited to present his research at SAS Global Forum 2011 during April 3-9, 2011 in Las Vegas, Nevada.

FACULTY PUBLICATIONS

NOVEMBER 2010 - FEBRUARY 2011

ARTICLES IN JOURNALS

1. **Balooni, K.**, Lund, J.F, Kumar, C., Inoue, M. 2010. Curse or blessing? Local elites in Joint Forest Management in India's Shiwaliks. *International Journal of the Commons*, 4 (2): 707-728.
2. Lund, J. F., **Balooni, K.**, Puri, L. 2010. Perception-based methods to evaluate conservation impact in forests managed by popular participation. *Ecology & Society*, 15(3): 5.
3. George, V., **Sebastian, M.P.** 2010. An Efficient Homomorphic Coercion Resistant and E2E Verifiable Voting Scheme. *Computer and Information Science*, Canada, Vol.3, No.4, pp.125-130.
4. Abdul Nazeer, K.A., **Sebastian, M. P.**, Madhukumar, S. D. 2011. A Heuristic K-means Algorithm with Better Accuracy and Efficiency for Clustering Health Informatics Data. *Journal of Medical Imaging and Health Informatics*, USA, Vol.1, No.1, pp. 1-5.
5. Kodali, R., **Anand, G.** 2010. Application of analytic network process for the design of flexible manufacturing systems. *Global Journal of Flexible Systems Management*, Vol. 11 Nos. 1-2, pp.39-54.
6. Ghosh, A., **Gangopadhyay, K.**, Basu, B. 2011. Consumer Expenditure Distribution in India, 1983-2007: Evidence of a Long Pareto Tail. *Physica A*, 390(1): 83-97.
7. **Srinivasan, S.K.** 2010. What Does It Mean to Rethink the MBA? *The Journal of Management Research*, 2:2, pp. 46-47, Jan-June, 2010.
8. **Nandakumar, M.K.**, Ghobadian, A. and O'Regan, N. (2010). Business-level Strategy and Performance The moderating effects of environment and structure. *Management Decision*, Vol.48, pp 907-939
9. **Nandakumar, M.K.**, Ghobadian, A. and O'Regan, N. (2011) Generic strategies and performance - evidence from manufacturing firms. *International Journal of Productivity and Performance Management* 60(3), pp.222-251

BOOK CHAPTER

1. Gangopadhyay, K. 2011. **Income and Expenditure Distribution: A Comparative Analysis** (with Dr. B. Basu). In *Econophysics of Order-driven Markets*, Abergel, F., Chakrabarti, B.K., Chakraborti, A., Mitra, M. (Eds.), Springer Verlag Italia, 2011, ISBN: 978-88-470-1765-8, pp. 259-269.
2. Leena Mary Eapen (2011) *Impact of the Institutional Reforms on the Performance of the Indian Electricity Utilities* In *Infrastructure: The Key To Development* Edited by Rudra P. Pradhan, Macmillan Publishers India, Pages 360-373.

BOOK REVIEW

1. Srinivasan, S.K. 2011. *Nudge: Improving Decisions about Health, Wealth, and Happiness*, Richard H. Thaler and Cass R. Sunstein (2008), New Haven-Yale University Press. In *Management and Change*, 14:1, pp. 239-243, Summer 2011.
2. Srinivasan, S.K. 2011. *Winning in Emerging Markets: A Road Map for Strategy and Execution*, Tarun Khanna et al (2010), Boston- Harvard Business Press. In *Gitam Journal of Management*, 9:1, pp. 242-245, Jan-March 2011.
3. Srinivasan, S.K. 2011. *Overcoming Obstacles: Straight Talk from the World's Top Business Leaders* (2009), Boston-Harvard Business School Press. In *Journal of Commerce and Management Thought*, 2:1, pp. 142-146, Jan-March, 2011.
4. Srinivasan, S.K. 2011. *The Drucker Difference*, Craig L Pearce et al (2010), New Delhi-Tata McGraw Hill. In *Global Business Review*, 12:1, pp. 177-178, 2011.
5. Srinivasan, S.K. 2010. *Handbook of Leadership Theory and Practice: A Harvard Business School Centennial Colloquium on Advancing Leadership*, Nitin Nohria and Rakesh Khurana (2010), Boston-Harvard Business Press. In *Vikalpa: The Journal for Decision Makers*, 35:4, pp. 122-129, Oct-Dec, 2010.

6. Srinivasan, S.K. 2010. *America: the Mother of All Brands*, Simon Anholt and Jeremy Hildreth (2009), New Delhi-Viva Books. In Vision, 14:3, pp. 225-226, July-Sept, 2010.
7. Srinivasan, S.K. 2010. *Flip: How to Succeed by Turning Everything You Know On its Head*, Peter Sheahan (2008), London-Harper Collins Publishers. Domain: The Journal of Management Research, 2:2, pp. 63-65, Jan-June, 2010.
8. Srinivasan, S.K. 2010. *Rethinking the MBA: Business Education at a Crossroads*, Srikant M. Datar et al (2010), Boston-Harvard Business School Press, Indian Reprint. In Indore Management Journal, 1:4, pp. 115-117, Jan-March, 2010.
9. Srinivasan, S.K. 2010. *Doing Business Globally: Straight Talk from the World's Top Business Leaders* (2008), Boston-Harvard Business School Publishing. In Global Business Review, 11: 3, pp. 463-469, 2010.
10. Srinivasan, S.K. 2010. *Giving: How Each of Us Can Change the World*, Bill Clinton (2007), New York-Alfred A. Knopf. In The Great Lakes Herald, 4:2, pp. 73-77, September, 2010.
11. Srinivasan, S.K. 2010. *Inside Drucker's Brain*, Jeffrey Krames (2008), New York- Portfolio, Penguin Group. In The Great Lakes Herald, 4:2, pp. 78-80, September, 2010.
12. Ming Zeng and Peter J. Williamson (2007). *Dragons at Your Door: How Chinese Cost Innovation is Disrupting Global Competition* (Boston: Harvard Business School Press), Frank T. Gallo (2008). *Business Leadership in China: How to Blend Best Western Practices with Chinese Wisdom* (Singapore: John Wiley & Sons), and Anil K. Gupta and Haiyan Wang (2009). *Getting China and India Right: Strategies for Leveraging the World's Fastest-Growing Economies for Global Advantage* (Hoboken, NJ: John Wiley & Sons), Vikalpa: The Journal for Decision Makers, 35:3, July-September, 2010, pp. 141- 147.
13. Srinivasan, S.K. 2009. *Leadership in the Era of Economic Uncertainty*, Ram Charan (2009), New Delhi-Tata McGraw Hill. In Nirma Journal of Management, 4:1/2, pp. 81-84, July-Dec, 2009.
14. Srinivasan, S.K. 2009. *Buy.ology: How Everything We Believe About Why We But is Wrong*, Martin Lindstorm (2008), London-Random House Business Books, Domain: The Journal of Management Research 2:1, pp. 76-77, July-Dec, 2009.
15. Srinivasan, S.K. 2009. *The Emerging Markets Century: How a New Breed of World-Class Companies is Overtaking the World*, Antoine van Agtmael (2007), London and New York-Free Press. In Great lakes Herald, 3:2, pp. 64-66, Sept 2009.
16. Srinivasan, S. K. 2010. *Fast Strategy: How Strategic Agility Will Help You Stay Ahead of the Game* Yvez Doz and Mikko Kosonen (2008). (New Delhi: Pearson Power/Wharton School Publishing), *Global Vistas*, 9, Dec 2010, pp. 40-41.
17. Srinivasan, S. K. 2010. *Harvard Business Review on Managing External Risk* (Boston: Harvard Business School Press, 2009), *Metamorphosis: A Journal of Management Research*, 9:1, pp. 77-79.
18. Srinivasan, S. K. 2010. *How to Write a Great Business Plan* William Sahlman (2008). (Boston: Harvard Business School Press, Harvard Business Review Classics Series), *Journal of Indian Management Research and Practices*, 1:2, Sept-Dec, p. 80.
19. Nandakumar, M.K. (2010). *Outsourcing-Design, Process and Performance* Michael J. Mol (2007). Cambridge University Press, Cambridge, England, 218 pp., ISBN: 978-0-521-68278-7 *In Canadian Journal of Administrative Sciences* 27(3), pp. 272-273

IIMK WORKING PAPERS

1. Srinivasan, S.K. 2010. Reflexive Dynamics: On the Uses of the Terms 'Strategy' and 'Strategic' in Case Teaching, IIMK Working Papers Series, IIMK/WP/74/MC/2010/13, November, 2010.
2. Srinivasan, S.K. 2010. Do We Have the Time for the Case Method?, IIMK Working Papers Series, IIMK/WPS/77/MC/2010/16, November, 2010.
3. Srinivasan, S.K. 2010. What is Psychoanalysis and Management?, IIMK Working Papers Series, IIMK/WPS/78/2010/17, November, 2010.
4. Srinivasan, S.K. 2010. Ben Franklin's Precepts of Virtue: Or, Anxiety and Desire in Self-Management, IIMK Working Papers Series, IIMK/WPS/79/MC/2010/18, December, 2010.
5. Bahinipati, B.K. 2010. The issues and perspectives in semiconductor industry supply chain: A review of literature, IIMK Working Paper Series, IIMK/WPS/75/QM&OM/2010/14, pp. 1-26.

6. Bahinipati, B.K. 2010. A framework for semiconductor industry supply chain planning: The procurement perspective, IIMK Working Paper Series, IIMK/WPS/76/QM&OM/2010/15, pp. 1-26.
7. Nandakumar, M.K. 2010 Strategy Making Theory and the Dominant Perspectives – A Synthesis

INTERNATIONAL CONFERENCE

1. Chatterjee, Debashis, Dhal, M., Krishnan, T.N. *International Symposium on HR and Leadership Challenges for Businesses in India* convened by Indian Institute of Management Kozhikode, January 28-29, 2011.
2. Nandakumar, M.K., Ghobadian, A. and O'Regan, N. (2010) Strategic Planning and Performance – the moderating effect of environment. *British Academy of Management Conference*, Sheffield, UK
3. Ram Dhurkari and Nandakumar M.K. (2010) Innovative Capability Assessment and Partner Selection for Innovation in Strategic Alliances. *Strategic Management Society Conference*, Rome, Italy (Accepted but not presented)

INVITED TALKS/ WORKSHOPS/ SEMINARS

1. Sebastian, M.P. 2010. *Keynote Address*, “Trends in Enterprise Cloud Computing”. In 2nd International Conference on Advanced Computing & Communication Technologies for High Performance Applications, FISAT, Cochin, December 7-10, 2010.
2. Sebastian, M.P. 2011. *Keynote Address*, “Software Technology Incubation Parks”. In Workshop on Software Technology Park in Thiruvambady, Calicut, January 30, 2011.
3. Sebastian, M.P. 2011. *Invited Speaker*, “Technology Enabled Teaching and Learning”, UGC Academic Staff College, Calicut University, January 17, 2011.
4. Srinivasan, S.K. 2011. *Communication Workshop* for PGP students at the Jansons School of Business, Coimbatore, January 27, 2011.
5. Srinivasan, S.K. 2010. 3-Sessions Communications Skills Workshops for an in-company training programme titled: ‘*Orientation Programme in Creative Leadership*’ organized by IIM Indore at the ONGC Academy, Dehradun, September 28-29, 2010.
6. Raju, C. 2011. Invited Speaker, “*Personality tips for MBA students*”, Maharaja Institute of Technology Mysore, Mysore, Karnataka, February 2011.
7. Thomas, Joffi 2011. *Invited Speaker*, “Earning Trust; Building Brands”, Kerala Marketing Conclave 2011, organized by CII Kerala, January 28, 2011.
8. Thomas, Joffi 2011. *Invited Speaker*, “Marketing: An Overview for Entrepreneurs”, Basics to Business: Workshop on Business Plan Development, organized by IIMK & TiE at IIM Kozhikode, January 30, 2011.
9. Thomas, Joffi 2011. *Invited Speaker*, “Customer Value Management in Business Markets”, organized by NASSCOM Emerge Forum at Malabar Chamber of Commerce Calicut, October 08, 2010.
10. Sreekumar, M.G. 2011. *Fulbright Delegate*, Workshop on “Building Partnerships”, USIEF (Fulbright-Nehru Fellowships), USIEF Chennai, February 24-25, 2011.
11. Sreekumar, M.G. 2011. *Session Chair*, Session on “Information Management using Web 2.0/3.0 Technologies”, International Conference on Digital Libraries and Knowledge Organization (ICDK 2011), MDI, Gurgaon, February 16, 2011.
12. Sreekumar, M.G. 2011. *Resource Person*, UNESCO-sponsored workshop on “Digital Libraries”, International Conference on Digital Libraries and Knowledge Organization (ICDK 2011), MDI, Gurgaon, February 14, 2011.
13. Sreekumar, M.G. 2011. *Resource Person*, “Knowledge Management”, Defence Services Staff College, Wellington, February 04, 2011.
14. Sreekumar, M.G. 2011. *Keynote Address*, “Digital Libraries and DL Initiatives at IIM Kozhikode”, UGC Symposium on “Digital Library Initiatives in”, University of Madras, January 24, 2011.
15. Sreekumar, M.G. 2011. *Invited Speaker*, “IPR and Security Aspects of Institutional Repositories”, National Workshop on Design and development of Digital Libraries using DSpace, University of Calicut, January 06, 2011.
16. Sreekumar, M.G. 2011. *Keynote Address*, “Digital Rights Management”, National Seminar on “Intellectual Property and Digital Rights Management”, National Institute of Technology, Calicut, November 26-27, 2010.
17. Nandakumar, M.K. (2010) Presented a paper during the seminar organized by Malayala Manorama on 29th October 2010 to discuss about the development of Calicut City.

CONFERENCE PROCEEDINGS/PRESENTATIONS

1. Nair, A.S., Ladha, L.S. 2011. *Valuation and Risk Based on Accounting Measures*. International Conference on Financial Innovations & Change for Survival & Growth, MDI, Gurgaon, jointly organized by MDI and University of Connecticut, USA, January 7-8.
2. Abdul Nazeer, K. A., Sebastian, M.P., Madhukumar, S.D. 2011. *Enhancing the k-means Clustering Algorithm by Using a O (n logn) Heuristic Method for Finding Better Initial Centroids*. 2nd International Conference on Emerging Applications of Information Technology (EAIT 2011), Kolkata, February 19-20.
3. Sajeev, G. P., Sebastian, M.P. 2011. *Comparing the Performance of Multinomial Logistic Regression and Neural Network Models in Web Cache Content Classification*. 3rd International Conference on Machine Learning and Computing (ICMLC 2011), Singapore, February 26-28.
4. Sunitha, T., Sreekumar, M.G. 2011. *A Single-Sign-On and a Remote Login Solution to Library E-Journals and E-Resources*. International Conference on Digital Libraries & Knowledge Organisation (ICDK 2011), MDI, Gurgaon, February 14-16. [Best Paper Award]
5. Sreejaya, P., Sreekumar, M.G. 2011. *Achieving Interoperability among Digital Libraries*. International Conference on Digital Libraries & Knowledge Organisation (ICDK 2011), MDI, Gurgaon, February 14-16.
6. Venkat Raman, G. Centre-Province Relations post 1994 Tax Reforms in Peoples' Republic of China" in the *Third All India Conference of China Studies*, December 20-21, 2010, Subarna Jayanti Bhavan, Jadavpur University, KOLKATA.
7. N. Ramachandran, & P. Sivaprakasam 2011. *The Imminent Convergence of the Technology Trio: Demystifying the super potential of 4G, CDN and Cloud Computing*, in IEEE International Conference on Computational Intelligence and Computing Research (2010 ICCIC), Tamilnadu College of Engineering (TCE), December 28-29, 2010, Coimbatore.

REVIEW OF REFERRED JOURNALS

1. Anand, G. Journal of Manufacturing Technology Management (JMTM) – 2, Business Process Management Journal (BPMJ) – 1, Science Reviews and Essays – 1
2. Bahinipati, B.K. Computers and Industrial Engineering (Elesvier Publishing)

SEMINARS ORGANIZED BY RESEARCH, CONFERENCE AND PUBLICATIONS OFFICE

Date	Topic	Speaker
December 6, 2010	Culture and the Fit of Managerial Practices	Prof. Alfredo Behrens, FIA, Brazil
December 27, 2010	The Future of Branding	Prof. Ramanuj Majumdar, Marketing Area, Indian Institute of Management Calcutta
January 18, 2011	Strategic Cost Management and Control	Prof. P.K. Sen, PhD Programme Director in Accounting at University of Cincinnati
January 20, 2011	Customer Connectivity and Frontline Learning in Service Organizations	Prof. Jagdip Singh, H. Clark Ford Professor of Marketing and Department Chair of Marketing and Policy Studies at the Weatherhead School of Management, Case Western Reserve University
February 9, 2011	Emerging Challenges of Indian Economy (Prof. C.K. Prahalad Memorial Lecture)	Dr. Govinda Rao, Director, National Institute of Public Finance and Policy and Member, Economic Advisory Council to the Prime Minister of India

SMALL GRANT RESEARCH PROJECTS – APPROVED

Project	Code	Coordinator	Duration
Case Development on IT enabled transformation for achieving operational excellence	SGRP/2011/38	Radhakrishna Pillai	Jan – Jun 2011
Diversification, Form Performance and the Current Financial Crisis: A study of Manufacturing firms in India	SGRP/2011/39	Saptarshi Purkayastha	Feb – Jul 2011

IIMK family welcomes the new officers



Lt. Col (Retd) Cedric Thomas
SAO

Colonel Cedric served the Indian Army for 26 long years in the elite Gorkha Regiment. He is an alumnus of the National Defence Academy (NDA), Indian Military Academy (IMA) and Army War College. He has served across the Country on varied key appointments. HR and Administration is his forte, which is inbuilt in The Army system. He also served on a prestigious appointment, as an Instructor at Indian Military Academy, training Officer Cadets. Colonel Cedric has been awarded Army medal twice, one by the Army Chief during 1988 for apprehending a group of terrorists in the Eastern Sector and the second by the Army Commander, Northern Command for his exemplary service.

Before joining IIMK, he served as Zonal Manager of out of Home Media (India) Pvt Ltd, a Digital media Company handling Business Development and Operations in South India till 27 Feb 2011. He is an MBA (HR) from Rani Durgavati Vishwavidyalaya, Jabalpur and has attended various courses in Logistics, Supply chain management, Junior level HR management, Senior level HR management and Database management during his service in the Army.



Shri. Madusoodanan P.G
SAO

Has a very strong Academic record having done his MA (Economics), B.Ed and LL.B from Calicut University, MBA (HR) from IGNOU, M.Phil (Management) from Alagappa University and currently pursuing Ph.D (Organizational Behaviour) since 2008 from IIT Madras.

Shri. Madusoodanan served in the Intelligence Bureau under MHA for about three years and in the Rajya Sabha Secretariat, New Delhi for about one year six months. Before joining IIMK he was serving in Central Electrochemical Research Institute (CSIR) and has rich experience in

Recruitment, Promotion, Legal and Vigilance, Labour legislations and other HR and Administrative tasks.

Book Fair at IIMK During December 13-15, 2010

A 3-Day National Book Fair was organized at IIMK during December 13-15, 2010. 15 major national/international book publishers/suppliers participated in the event. Faculty, researchers and students have visited the Fair and selected books for the Library collection. The Book Fair was inaugurated by the Director Prof. Debashis Chatterjee on 13 December 2010.



ECONOMICS

Business Forecasting

June 8-10, 2011 Facilitator: Prof. Kausik Gangopadhyay

The key objective of this programme is to familiarize managers with various techniques of time series with a focus towards forecasting in the context of business applications. Use of knowledge in econometrics methods in understanding the data structure and learning how econometrics techniques can be used to make rigorous inference from these data structures.

Learning Themes

- Basic ordinary least square regression: Prospects and problems
- Time series data: An introduction
- Secular trend and seasonality: De-trending and smoothing techniques
- Stationary and non-stationary time-series
- ARMA and ARMA processes: Box-Jenkins Methodology
- Integrated processes of order one and more: ARIMA models
- Cointegration and spurious regression
- Vector Error Correction methods
- Financial time series: ARCH and GARCH models

Predictive Analytics For Business Decision Making

December 14-16, 2011

Facilitator: Prof. Kausik Gangopadhyay

The key objective of this programme is to equip participants with basic concepts, tools and techniques in econometrics besides familiarizing them with some of the application of these techniques to real world business problems.

Learning Themes

- Data Mining Tools for discovering patterns
- Business Prediction
- Regression Analysis
- Techniques for handling missing data
- Classification and Regression trees
- Multivariable analysis
- Applications of these techniques in areas such as customer selection, customer retention, credit scoring, fraud detection, etc

Micro Analytics

June 15-17, 2011

Facilitator: Prof. Shubhasis Dey

This programme takes you to various techniques of micro econometrics and their business applications. In this programme we will use our knowledge of microeconomics to understand the generation of various microeconomic data structures and show how micro econometrics techniques can be used to make

rigorous business-related inferences from these data structures.

Learning Themes

- Distinctive aspects of micro econometrics
- Microeconomic data structures and data manipulation techniques
- Binary outcome models: Probit and Logit models and their applications
- Multinomial models and their applications
- Ordinal models and their applications
- Count Data Models and their applications
- Censored regression model: Tobit model and its application
- Regression model of selection and its application
- Duration models and their applications
- Structural models and their applications
- Panel data models and their applications

FINANCE AND ACCOUNTING

Spreadsheet Modeling For Financial Decision Making

March 12-14, 2012

Facilitators: Prof. Sony Thomas
Prof. S S S Kumar

This programme familiarizes the participants with the spreadsheet facilities which are quite utilitarian and help learning various features of the spreadsheets for creative use to develop models that aid in financial decision making.

Learning Themes

- Introduction to spreadsheet basics
- Performing basic financial calculations using Excel's built-in functions
- Understanding Excel's macro functions.
- Constructing proforma financial statements
- Excel models to value bonds and stocks.
- Portfolio construction
- Beta estimation
- Perform project risk analysis
- Build models to perform Monte Carlo simulation
- Value at risk computations

Human Capital Metrics and Valuation

June 2-4, 2011

Facilitators: Prof. Abhilash S. Nair
Prof. T. N. Krishnan

The broad objectives of the programme are to enable the organization to Identify and measure human capital and in the process manage and leverage investment in people, Measure the Return on Investment on HR investment, Signal to the different stakeholders, the value created by the organization's human capital decisions, and Arrive at a more comprehensive value of a target firm (for acquisition).

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Learning Themes

Phase 1: Introduction to human capital

- Role of Intangibles in creating Value
- What is Human Capital
- Perspective and Evolution of Human Capital
- Managerial Implications of Measuring human Capital

Phase 2: The Building Blocks

- Identifying Human capital which generates value
- Human capital development and measurement framework
- Factors driving human capital
- Maximizing the value of human capital – Assessing RoI

Phase 3: The Measurement Models

- Basics of Valuation
- Cost Based Models of Human Capital
- Economic Value based Models of Human Capital
- H.R. Valuation and Stock Prices

Phase 4: Performance Measurement, Rewards and Value Creation

- Economic Value Added – Linking compensation and performance
- Balanced Score Card – Aligning individual and organizational goals
- Management by objectives
- Incentive Strategies

Phase 5: Recent Developments

- H.R. valuation under uncertainty
- Application of HR Valuation techniques in own organizations

International Financial Reporting Standards

July 7 - 9, 2011

Facilitator: Dr. Sudershan Kuntluru

The training provides an in-depth analysis of the accounting and disclosure requirement under IFRS enables the participants to understand the IFRS framework by keeping into consideration the Indian financial reporting requirements (Indian GAAP) in perspective and explain the differences in Indian GAAP and IFRS and understand the approach to restate and interpret the financial statements as per IFRS.

Learning Themes

- Overview of Indian and International Accounting Standards
- Reporting Standards – Why, What, How and When
- IFRS frameworks
- Significant concepts in IFRS
- Impact of IFRS on Indian Economic environment
- Preparation and Presentation of Financial Statements (IAS 1)
- First-time adoption and Options available (IFRS 1)
- Revenue Recognition and related IFRICs

- Property, plant & equipment (PPE) and intangible assets
- Financial Instruments
- Consolidated financial statements
- The effect of change in foreign exchange rates
- Approach to IFRS conversion
- IFRS: impact on various industries and sectors
- Case Studies

Evaluating Financial Performance through Financial Statement Analysis

September 1-3, 2011

Facilitator: Prof. K. K. Ramesh

Learning Themes

- Financial Statements
- Contents
- Income Statement and balance sheet
- Analysis of financial statements
- Techniques
- Ratios
- Comparative statements

IT & SYSTEMS

Business Intelligence

May 11-13, 2011

Facilitator: Prof. Anjan Kumar Swain

The objectives of the programme are to familiarize the participants with handling large data bases to extract meaningful information about the business and to develop skills in using data for generating viable business strategies. The course focuses on the topics of business data analytics for effective decision making through data warehousing and data mining. Also, it discusses in detail the tools and techniques for classification and prediction systems in a variety of functional disciplines including Manufacturing, marketing and finance. The use of appropriate software will also be demonstrated.

Learning Themes

- Business Intelligence Systems
- Decision Making Under Uncertainty
- Business Analytics at various levels in an organization
- OLAP technology
- Data Warehousing, Data Mining
- Prediction, classification and association rule mining
- Soft computing techniques (Neural Networks, Evolutionary computations, Fuzzy logic etc.) for decision making
- Implementation of Business Intelligence Systems
- BI system for various applications such as Churn-Analysis, Market segmentation, Credit Scoring etc.

Introduction to Business Data Analytics

July 11-13, 2011

Facilitator: Prof. Asharaf. S

The objectives are to apprise the participants on the opportunities in Business Data Analytics; to impart the basic skill sets needed to practice Business Data Analytics; to provide the direction for engineers and business executives to explore opportunities in Data Analytics.

Learning Themes

- Business Data Analytics - opportunities and Challenges
- Basic Statistics – sampling and data summarization
- Introduction to some statistical packages
- Pictures make you smarter – scope of data visualization
- Art of falsification - Hypothesis Testing
- Evidence strengthen your belief - Bayesian Approach
- Decision making tools and techniques in analytics
- Analysis of Variance
- Predictive Analytics – Regression models
- Business analysis using cloud programming
- Mining for associations

Enterprise 2.0: Enterprise Knowledge Management

September 19-20, 2011 - DUBAI

Facilitator: Dr. M. G. Sreekumar

The 2-Day programme shall rigorously map and capture the strengths of Knowledge Management systems that enable the meticulous extraction, access and coordination of knowledge assets that are embodied in people as well as embedded in the processes and procedures being practiced by the enterprise. Technologies reviewed will include intranets, discussion groups/ collaborative spaces, social software & Web 2.0 tools, content management systems and knowledge repositories, in both individual and organizational contexts. The training shall enrich the participants to deploy appropriate knowledge organization tools and techniques such as ontologies, taxonomies, knowledge structures and mapping that shall enhance the organizational knowledge utility, consumption and its reuse; systematically devise strategies and methods for the meticulous capturing, integration and transformation of the unstructured, disconnected and disparate pieces of information into useful knowledge assets; to design, launch and operate customized collaborative discussion groups and knowledge sharing platforms for improved collective intelligence of the enterprise and ensures the seamless flow of information and knowledge through the enterprise digital nervous system.

MARKETING MANAGEMENT

Nationwide Branding

April 14-16, 2011

Facilitator: Prof. Atanu Adhikari

This programme is designed to provide opportunities to learn about the several concepts related to brand management traverse through branding techniques including identifying branding problems, conducting several types of researches and then applying the research findings in developing effective branding initiatives.

- After the programme, you will be able to walk into your workplace with new ideas, new strategies and new ways to resolve branding challenges.
- Gain a deeper understanding of how to know your customers' perception about your brands, competitors' brands. You will have a through understanding of what brand stands for.
- Learn qualitative and quantitative research skills necessary to about brand differentiation and brand positioning.
- Apply the learned concepts in your own brand.
- Understand effective strategies to exceed customer expectations

Marketing Research for Frontline Managers

July 7-9, 2011

Facilitator: Prof. Atanu Adhikari

This programme is designed to provide opportunities to learn about several techniques including identifying management problem, converting them into research problem, and finding prospective solutions of these problems by way of developing instrument to collect data, analyzing data and interpreting the analysis to find the best solution of the problem in hand.

- After the , you will be able to walk into your workplace with new ideas, new strategies and new ways to resolve business and managerial challenges.
- Gain a deeper understanding of how to capture relevant information of your customers, competitors and products / brands that influence business success.
- Learn qualitative and quantitative research skills necessary for day to day operation and to have leadership in an entrepreneurial business world.
- Learn how to understand consumer's perceptions about your products, competitors' products and what type of product they actually need.
- Understand effective strategies to exceed customer expectations

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Accelerating Sales Force Performance

July 14-16, 2011 & October 12-14, 2011

Facilitator: Prof. G. Sridhar

Sales force is at the vortex of the rapidly changing customers, competitors, products, technologies and markets. This makes their job more challenging than any other counterparts in the organization. A core challenge in front of a sales manager is to enhance the sales force performance under demanding and rapidly changing environment. This is designed for executives to discuss and analyze the aspects of accelerating the sales force performance.

After the , the participants would be able to

- Explore the key issues in developing a go-to-market strategy
- Develop a framework for a sales force diagnosis
- Understand the nuances of structuring the sales force in an organization, territorial design and quota allocations
- Explore key personnel issues like recruitment, selection and training of sales forces.
- Develop better understanding on the motivational tools like compensation, and performance management
- Understand how technology enhances sales force performance
- Assess the sales force culture

Marketing Strategy Laboratory

June 27-30, 2011

Facilitator: Prof. Keyoor Purani

The programme has very unique, sandwich structure. Marketing concepts are taught through case discussions/ faculty presentations while these concepts are practically applied and tested by the participants through simulation sandwiched between classroom sessions. Just as a flight simulator allows flight crews to practice in a risk-free setting, the programme allows executives to practice their skills in a concentrated amount of time before trying them out in a real business environment. Experience-based training has proven to be the most efficient training methodology. The programme design allows participants to go beyond strategy formulation and implement their strategic plan through decisions at the tactical level, a challenge not provided by traditional pedagogical methods. In particular, the possibility of assessing the success or failure of marketing implementation over time is an important benefit offered by this programme.

Social Media and Consumer Driven Marketing

August 3-5, 2011

Facilitators: Prof. Keyoor Purani
Prof. Anandakuttan B. Unnithan

This programme is designed to provide a fresh perspective on marketing using social media; effective marketing approaches

to use social media; application of communications using word-of-mouth and word-of-mouse; planning and decision making frames for effective marketing using these media.

Learning Themes

- Understanding Social Media and Word-of-mouth
- Antecedents and consequences of consumer conversations
- Social Media Landscape
- Framework of Managing Consumer-driven Marketing Communications
- Social Media Mix and Platform alternatives
- Buzz Marketing
- Influencer-led Consumer conversations
- Viral Marketing
- Social Networking and other online conduits
- Blog Marketing

Strategic Marketing for Growing Brands

September 7-9, 2011

Facilitator: Prof. Atanu Adhikari

This programme enables one to acquire new ideas, new strategies and new ways of resolving branding challenges.

More specifically

- Gain a deeper understanding of what brand stands for and how to know the customers' perception about a particular brand and competitors' brands.
- Learn qualitative and quantitative research skills necessary to learn about brand differentiation and brand positioning.
- Apply the learned concepts in branding.
- Understand effective strategies to exceed customer expectations.

Pricing: The Right Way

November 2-4, 2011

Facilitators: Prof. Shubhasis Dey
Prof. Rahul Kumar Sett

The course is designed to deliver the following:

- Fundamentals: An in-depth understanding of pricing
 - Pricing from the firm's perspective
 - Strategies of price discrimination
 - Pricing in different markets
 - Pricing from the consumers' perspective
 - Behavioral aspects of pricing
 - Synthesis
 - Bringing together the two perspectives
- Pricing techniques and strategies
- Two-part pricing
- Willful overpricing
- Product line pricing
- Tools for setting the price
- Regression based conjoint analysis

- Regression based conjoint analysis
- Pricing of non conventional goods
 - Pricing and information
 - Pricing of public goods
- Bringing it all together: strategic marketing implications of pricing

Changing the Game: Decision Making Through Research

November 10-12, 2011

Facilitator: Prof. Atanu Adhikari

This programme is designed to provide opportunities to learn about the several techniques including identifying management problem, converting them into research problem, and finding prospective solutions of these problems by way of developing instrument to collect data, analyzing data and interpreting the analysis to find the best solution of the problem in hand. In only 3 days one can expand and update his/her business knowledge and acumen by knowing how to diagnose a particular management problem and use research to address it in most effective way. This management development programme will be conducted by instructor who is trained by leading universities in the USA. Each session of the programme will give you an opportunity to learn some critical as well as very useful techniques on how to develop research tools, and use several analytical techniques to use in your day to day business activities.

Marketing Essentials for IT Professionals

December 7-9, 2011

Facilitator: Prof. Joffi Thomas

This programme is designed to help develop an in-depth understanding of basic concepts of marketing especially in the context of business to business services; develop decision making abilities required for customer management and augment their abilities to understand, create and deliver value in business markets with special emphasis on IT market. The programme primarily employs a mix of case discussions, presentations and experience sharing sessions. Broadly, the programme would cover the following themes.

- Marketing & IT Industry: Basics of Marketing, Business to Business Marketing
- Understanding IT industry: Opportunities and Challenges
- Understanding, Creating and delivering value for IT customers: Identifying and Selecting Market
- Opportunities, Creating a Value Model, Crafting Value Proposition, Realizing Value, Gaining New Customers, Sustaining Customer Relationships

Service Excellence through Customer Orientation

December 14-16, 2011

Facilitators: Prof. Sanal Kumar Velayudhan
Prof. Jayavelu. S

This delivers an understanding of the methods for creating delivering and monitoring customer satisfaction, understanding the use of customer orientation as differentiator and recognize and use the customer–employee interface for enhancing customer satisfaction.

Learning Themes

- Seek service differentiation: Search for superior service delivery points. Understanding service needs by consumer groups that service provider can effectively and efficiently meet.
- Identifying and using customer contact points to improve and to innovate on service delivery
- Managing People Processes for Excellence in Service Organizations. Employee-customer fit for effective service delivery interface. This requires identifying and developing the service personnel that enhances the quality of service interactions.
- Create a customer orientation organization culture.
- Customer satisfaction measures to understand and improve service delivery. Examine performance measures and incentives that encourage customer orientation.

Rural Marketing

January 9-11, 2012

Facilitators: Prof. Sanal Kumar Velayudhan
Prof. G. Sridhar

The objectives of this programme:

- Sensitize participants on the nuances of rural marketing environment
- Develop capabilities for clearly identifying, complex, real life rural marketing problems in a holistic perspective
- Identify and assess rural market potential for products and services
- Equip participants with mindset and skill set to help them develop appropriate marketing mix strategies for products and services in different stages of their life cycle.

Learning Themes

- Understanding rural markets potential
- Understanding rural consumers
- Distribution in rural markets
- Rural promotion strategies
- Competitive strategies for rural markets

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ORGANIZATIONAL BEHAVIOR & HUMAN RESOURCES

Compensation Strategy in HRM

April 8-10, 2011. Venue : Bangalore

Facilitators: Prof. Manoranjan Dhal
Prof. Ananda Das Gupta

Learning Themes

Module I: Job Evaluation-traditional and new techniques-performance appraisal-basic concepts-performance standards-appraisal methods

Module II: Compensation-definition-classification-types-incentives-fringe benefits-wages-theories-wage structure-wage fixation-wage payment- salary administration.

Module III: Wage Boards-Pay Commissions- managing the compensation system -compensation management in Multi National Corporations (MNCs).

Effective Hiring Skills

April 18-20, 2011 Facilitator: Prof. Manoranjan Dhal

Learning Themes

- Human Resource Planning (HRP)- Job analysis – job description, person specification. Demand and supply forecasting.
- Recruitment – Methods and channels, legal aspects
- Selection – Hiring process. Competency based hiring, Use of psychometric testing, interviewing technique, behavioral interview. The will have a major focus on interviewing process.
- Offer, Placement, Induction – Appointment letter – format, content, and legality, use of digital signature.

Leading Schools

April 21-23, 2011 Facilitator: Prof. Debashis Chatterjee

Programme Themes

- Schools of the future: the challenge of reshaping schools for the 21st century.
- Decoding the attributes of a school that leads.
- How to bring about teaching and learning excellence.
- How to create a learning community based on shared meaning and shared values.
- How to create a blueprint for personal effectiveness.

Learning Outcome

Through the uniquely designed experiential and participatory sessions, you shall:

- Redefine and fine-tune your leadership signature.
- Map the connections between leadership, students, school community, society and environment.
- Recognize the challenges that you face as educational leaders of this millennium of the mind

- Update your knowledge of global school leadership practices
- Learn how effective leadership has changed and reshaped schools into leading schools
- Enhance your skills for effectively managing leadership challenges of the millennium
- Visualize future trends for schools of tomorrow
- Establish a network with other school leaders
- Be recognized as a School Leader

Performance Management

July 8-10, 2011; Venue: Bangalore

Facilitators: Prof. Manoranjan Dhal
Prof. Ananda Das Gupta

Learning Themes

- Identify employee training needs.
- Document criteria used to allocate organizational rewards.
- Forming a basis for personnel decisions: salary increases, promotions, disciplinary actions, etc.
- Provide the opportunity for organizational diagnosis and development.
- Facilitate communication between employee and administrator.

The Other 99%: A Leadership Clinic

September 27-30, 2011 (Bangalore)

January 19-21, 2012 (Dubai)

February 9-11, 2012 (Singapore)

Facilitator: Prof. Debashis Chatterjee

This workshop is designed for senior executives who are CEO material. At this level, executives accomplish what they do through others, not by individual effort. Their success depends on their ability to inspire their subordinates, engage them in a common cause and direct them to work harmoniously to achieve that objective.

Learning Outcome

- On a personal level: You will no longer have a sense of anxiety or dread even when confronted with starkly adverse circumstances. You will be comfortable dealing with ambiguity and able to quickly see opportunities that would have previously escaped your notice.
- On an interpersonal level: Your relationships will improve across the board – with subordinates, with peers and with those above you on the hierarchy. You will be more authentic and this will be recognized in many ways and reciprocated.
- On a professional level: You will become more creative than you ever thought you were capable of. Solutions to previously intractable problems will occur to you frequently and some of these will result in dramatic business improvement. You will become more engaged at work and this will be noticed and will rub off on others.

Organizational Behaviour Inputs For Enhancing Employee Performance and Humanistic Orientation in Workplace

November 23-25, 2011

Facilitator: Prof. Badrinarayan Shankar Pawar

This programme seeks to provide inputs on the topics of:

- Organizational Citizenship Behaviors of Employees
- Organizational Justice
- Organizational Support
- Transformational Leadership
- Workplace Spirituality

Learning Themes

These inputs can help managers to try to:

- Adopt a broader view of your subordinates' performance to include their organizational citizenship behaviors
- Adopt transformational leadership towards their subordinates
- Create the conditions of organizational justice, organizational support, and workplace spirituality in their work units.

Timeless Leadership: Discover Your Leadership DNA!

November 30 - December 3, 2011

Facilitator: Prof. Debashis Chatterjee

Learning Outcomes

- "Discover the Real You!"
 - You have the mind of a leader, but do you have the right mindset?
 - Define your default Leadership signature
 - Discover, Decode & Deliver your peak Leadership performance
 - Wherever your focus goes, energy follows!
 - What do you do when your networking stops working?
- "Decode Your (Leadership) Identity"
 - Think beyond managerial mindsets
 - Assess yourself and master your energy by deepening attention
 - Deconstruct and reconstruct your mental models
 - Enhance your visual literacy in an increasingly visual world
 - Achieve execution excellence in a day of your life.
 - Understand how leaders integrate self, others and systems
 - Use coaching and mentoring skills to nurture leaders
- "Deliver The Result"
 - What leaders really don't do
 - Think genetically: The new science of leadership
 - Create a day in your life: Your "Execution Compass"
 - Moving beyond the myth of personality to the

essence of Leadership ecology

- Tell your story, sell your leadership vision
- Make your core values your key Leadership skills
- Be the catalyst of change: The secret of Leadership

Learning Themes

- How do you solve your most persistent problem? - Winning the war with yourself
- What is that one thing that you would transform? - Who would you be without your business card?
- Seeing in the dark - Enhancing your visual literacy: Thinking in images
- Stories Leaders Tell: Crafting The Leadership Mindset - How mental models make or break leaders?
- The Art of Effortless Effort: Is Execution That Simple? - A day in my life: Action energy audit
- Space Meditation - Explore the zone of effortless performance.
- Silence! Your Currency of Communication - How do you use reflection to organize your most valuable asset: Your own experience
- The Invincible connection - Experience the power of emotional resonance

Becoming & Being Leaders - A MDP for Young Leaders in the Making

January 23-25, 2012

Facilitator: Prof. Unnikrishnan K Nair

The is designed to enable the participants to:

- Appreciate and gain a deeper understanding of:
 - Their self,
 - Their leadership style(s),
 - Fundamental human processes in organizations such as communication, power-politics-influence, conflict resolution, etc., and
 - Concepts like vision, mission, idealism, values, beliefs, rituals, symbols, dreams, etc.
- Build sensitivity to the experiences associated with leadership; and to apply these understanding and skills to make better sense of modern organizational functioning and to enhance one's potential to emerge and to continue as a leader.

Learning Themes

- Essence & Meaning of Leadership
- Leadership Personality & Styles
- Interpersonal Relations
- Gender Issues in Leadership
- Redundancy of Leadership
- Conflict Resolution
- Value Based Leadership
- Leadership in a Multi-Cultural Milieu
- Leadership & Organizational Change/Renewal/Transformation

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- Leadership, Organizational Learning & Learning Organizations
- Postmodernism & Leadership

QUANTITATIVE METHODS & OPERATION MANAGEMENT

Project Management

April 27-30, 2011

Facilitator: Prof. Rupesh Kumar Pati

Through this course the participants will learn how to initiate, execute, control and close a project as well as analyze the information in order to draw conclusions that will benefit the organization from the outcomes. Upon completion of this course the participants are expected to be able to: Apply project management principles to business situations, apply tools and techniques for effective management of time and costs in projects, managing uncertainty in projects, hands on training with MS project software.

Learning Themes

- Introduction to Project Management
- Project Selection & Formulation
- Project Time and cost estimation
- Developing Project Plan
- Resource Management
- Managing uncertainty in project
- Progress, Performance measurement and evaluation
- Critical Chain Project Management
- Project Quality
- Project Organisation, Teams & leadership
- Negotiation and conflict management in projects
- Software Project Management (Frame works & Models)

Operational Excellence through Lean Six Sigma

June 20-23, 2011

Facilitator: Dr. G. Thangamani

This course is intended to take the participants to the concepts and methodologies of "Lean" and "Six Sigma", handling Lean Six sigma projects and illustrated case studies.

Learning Themes

- Six sigma and Lean Philosophies and Principles
- Integrating Lean and Six sigma
- Project selection for Lean Six sigma
- Lean Six sigma methodologies
- Tools and Techniques of Lean Six sigma
- Demonstrating methodology thro' case studies
- Ensuring success of a Lean Six sigma initiative

Lean Manufacturing and Beyond

September 19-22, 2011

Facilitators: Prof. G. Anand

Prof. Bikram K. Bahinipati

This programme aids the participants to understand the fundamental concepts of Lean Manufacturing and Supply Chain Management, the utility and capability of Lean Manufacturing, implement various lean tools not only in manufacturing, but also in supply chain and other business processes and finally adjust and adapt to the lean culture that may prevail within an organisation

Learning Themes

- Lean Manufacturing
 - An overview of lean manufacturing: concepts, capabilities and limitations
 - LM elements – concepts, applications and limitations
 - Implementation – approach, hurdles and case studies
 - Assessment – performance measures and methodology
 - Application of lean in other business processes such as R&D, maintenance
- Lean Supply Chain
 - An overview of supply chain concepts
 - Impact of LM on supply chain
 - LM elements for supply chain
 - Applications and examples

Managing Service Operations in Healthcare

December 5-7, 2011

Facilitator: Prof. Rupesh Kumar Pati

Learning Themes

- Introduction to Healthcare Operations (provides an overview of the challenges and opportunities found in today's healthcare environment).
- Developing service concept, service strategy vision and market position, service blueprinting for Health care service.
- Healthcare facility location/ layout,
- Forecasting customer demand in healthcare service,
- Manage demand and human resources to address patient needs,
- Providing resource efficiency in healthcare (scheduling): utilization of scarce resource.
- Productivity measurement and quality improvement with tools like DEA, QFD, Robust quality, six sigma, lean management etc.
- Supplier selection issues and Managing Projects in Healthcare
- Applications of simulation tools to improve healthcare operational issues etc.

Practices in Logistics and Supply Chain Management

January 16-18, 2012 Facilitator: Prof. Sanjay Jharkharia

This programme aims to apprise the participants of the potential advantages of implementing the Supply Chain Management Practices and motivate and train them in that direction.

Learning Themes

- Introduction to SCM Practices in various sectors of industries.
- Review of SCM practices being followed in Indian Industries.
- Best practices being followed by Global Leaders (case studies).
- Application of IT Tools such as Bar-coding, Extranet, ERP etc. towards supply chain effectiveness.
- Partnership and Vendor related issues such as selection, optimum number to employ, development, and their rating etc.
- Logistics related issues such as outsourcing, 3PL etc.
- Performance measures for Supply Chains.

Unscrambling Data and Intelligent Decision Making with Quantitative Methods – Module 1

January 18-20, 2012 Facilitator: Prof. C. Raju

This hands on course is aimed at facilitating good understanding of data, quantitative and qualitative analytical skills, using appropriate statistical software, interpreting analyses results leading to intelligent decision making

Learning Themes

- Data
 - Data quality: accuracy, completeness, consistency, timeliness, believability, interpretability
 - Data cleaning: e.g. missing/noisy values, outliers
 - Data integration from multiple sources
 - Data reduction
 - Data transformation and data discretization – Normalization - hierarchy generation (Real life data from different domain will be used to demonstrate the various topics mentioned above)
- Presentation of data using descriptive measures, percentages and contingency tables will be illustrated. Appropriate use of such measures will be discussed with ample examples.
- Decision theory - probability and probability distributions – data analyses using real life data
- Samples and Statistical Inference (including testing of hypotheses) - data analyses using real life data
- Relationships – Correlation and Regression Analysis; Detecting and Correcting Violations of Regression Assumptions - data analyses using real life data

- Analysis of Variance - data analyses using real life data
- Forecasting methods
- Outliers and procedures to deal with outliers

Operations Strategy

February 8-10, 2012 Facilitator: Prof. Sanjay Jharkharia

The on Operations Strategy deals with operating decisions that have long-term and irreversible impact on a firm's profitability, and enhances the ability of the firm to compete effectively and deal with the rapidly changing environment. While the focuses on different aspects of operations strategy, three basic themes will be stressed throughout the course. First, developing operations strategy involves considering factors beyond the traditional boundaries of the operations function. Such factors include the overall competitive position of the firm, the nature of market demand, competitor's actions, government regulations, and so on. Second, there is a strong linkage between a firm's competitive strategy and its operations strategy. If this linkage is maintained, operations can become a formidable competitive weapon. If this linkage is neglected, even the best-designed strategies can fail. Finally, the will consider operations strategy issues in an integrative manner by developing the interrelationship between operations, finance, and accounting.

Unscrambling Data and Intelligent Decision Making with Quantitative Methods – Module 2

February 20-22, 2012 Facilitator: Prof. C. Raju

This hands on course is aimed at facilitating good understanding of data, quantitative and qualitative analytical skills, using appropriate statistical software, interpreting analyses results leading to intelligent decision making.

Learning Themes

- Brief introduction to data, data quality, accuracy, completeness, consistency, timeliness, believability, interpretability, check and prepare your data
- Introduction to Multivariate Data, Multivariate Linear Regression (MLR) and methods of analyses
- Introduction to Principles of projection methods: Principal Component Analysis (PCA)
- Principal Component Regression (PCR) and Projected Latent Structure Regression (PLSR). Comparison of MLR, PCR and PLSR
- Outliers in PCA and PLSR. Validating and interpreting a regression model and prediction
- Data and model checks; model validation; refining a model.
- Classification – Cluster Analyses
- Factor Analyses
- Discriminant Analysis and Logistic Regression
- Conjoint Analysis

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STRATEGIC MANAGEMENT

Selling to Major Accounts - An MDP for IT Executives

February 15 - 17, 2012

Facilitators: Prof. G. Sridhar
Prof. Rajesh Upadhyaulu

This will provide a framework for understanding several nuances of selling to major accounts in the Information Technology domain. The would broadly cover the following four aspects in major account selling;

- Understanding the nature of IT business
- Strategizing the major account planning
- Key issues in selling to major accounts
- Managing the Major Account Team for productivity and value creation

Learning Themes

This offers several tools and techniques that

- improve the sales performance, especially when selling to major accounts
- enables to understand the needs of the customers and buying centers
- enables to create value to the customer as expected by them
- helps in planning and implementing major account relationship strategies
- helps in motivating and leading sales teams involved in major sales.

Renewable Energy: Opportunity of the Century

April 4-8, 2011

Facilitator: Prof. Mahesh P. Bhave

This course helps in understanding core issues relating to Renewable Energy, magnitudes & metrics and scale and scope of opportunities and challenges with respect to public policy context, national and global, Role for customers, producers, sizing projects and their financial evaluation, sources of information for future self-study

Learning Themes

- Efficiency, Conservation, Sustainable Generation
- Metrics – Of Joules, Therms, and Cubic Miles of Oil
- Technologies – Solar, Wind, Hydro; SmartGrid, SmartMeters, more
- Opportunity areas – India in a global context
- Public policy - Jawaharlal Nehru National Solar Mission
- Distributed Generation (DG) and rural India
- Key players – companies, institutions
- Economic analysis, solar generation as illustration

Multivariate Data Analysis

April 25-29, 2011

Facilitators: Prof. Joseph F. Hair Jr.
Prof. Arthur H. Money
Prof. Nandakumar, M. K

This course will enable participants to acquire the skills to:

- Determine which statistical methods best explain relationships between variables.
- Decide when and how to apply a particular statistical method.
- Apply the SPSS and AMOS software packages to analyze data.
- Understand what the numbers in the output mean and how to interpret them.
- Write a report using the results of the data analysis.

Learning Themes

- Overview of Multivariate Data Analysis
- Exploratory Factor Analysis
- Multiple Regression Analysis
- Covariance-based Structural Equations Modeling using AMOS
- Confirmatory Factor Analysis
- Partial Least Squares Path Modeling

Problem Solving and Decision Making

May 18-20, 2011

Facilitator: Prof. Anjan Kumar Swain

The basic objective of this course is based on the tenets that creativity can be effectively taught through systematic learning and training methodologies. The purpose is to encourage the participants to exercise their imagination and originality to become an effective and creative decision maker. This course will walk the participants through Problem solving, Decision Making, Creativity for problem solving and Decision Making,

Learning Themes

- How to formulate problem and evaluate its solutions?
- How to make rational decisions
- How to own the responsibly?
- How to think differently?
- How to be more comfortable with your own creative abilities?

Business Strategy Simulation

July 6-9, 2011

Facilitators: Prof. Saptarshi Purkayastha
Prof. Nanadakumar, M.K.

The participants would be introduced to the fundamentals of three functional areas that are essential to get the best value of the simulation package: Finance & Accounting, Marketing and Strategy. The simulation would start from the second day. Each round would take on an average about 1-2 hrs of brainstorming among the Team members to come up with business decisions for that round. After each round there are several detailed and

comprehensive reports generated. These include Capstone® Courier (industry journal), round analysis report, 5 Star Report, and Analyst's report.

Managing Growth for Small & Medium Business

August 17-19, 2011

Facilitators: Prof. Rajesh S Upadhyayula
Dr. Sandeep K. Krishnan

The key objective of this programme is to help participants overcome tradeoffs between growth and profitability in their respective organizations. The would also equip them to adapt various management tools & techniques for effective decision making in a small and medium business environment.

Learning Themes

- Organization Essentials: Vision, Mission and Values
- Organizational Strategy: Strategic Positioning & Creativity
- Organizational Performance: Balanced Score Card and Performance Management
- Managing Marketing for growth: Marketing techniques for growth, Corporate Communications and Organizational Marketing

- Managing Finance for growth: Optimal capital structure, Managing Private Equity & venture capital, IPO,
- Managing Human Resources for growth – Recruitment, Training and Development and compensation
- Technology for growth – innovation, technology absorption, patenting

Strategic Analysis for Managers

September 26-28, 2011

Facilitators: Prof. Saptarshi Purkayastha
Prof. Nanda Kumar M. K.

This provides an opportunity to understand and examine the various strategies that firms can adopt to achieve sustainable and profitable growth in the new global and competitive environment. It recognizes that while formulating and implementing strategies, organizations are required to address the needs of their shareholders and accept responsibilities towards a larger set of stakeholders, namely, customers, suppliers, and members of the society. Specific objective of the are,

- to inculcate strategic thinking, thereby understanding power play within and between organizations.
- analyzing the industrial landscape of a firm
- implications of different growth strategies

Teaching the 'Basics to Business'

In its ongoing efforts to support and promote entrepreneurship in and around Kerala, the Entrepreneurship Cell (E Cell) of IIMK conducted a workshop on 'Basics to Business' on 30th of January 2011 in partnership with The Indus Entrepreneurs (TiE) Kerala. The workshop, the first of its kind jointly organized by E Cell and TiE Kerala, acted as a stepping stone for many budding and aiming-to-be entrepreneurs in Kerala to know the nuances of doing business from a legal, financial, technological as well as motivational perspective.

The individual sessions were conducted by many respected and successful entrepreneurs in Kerala. Mr. Wg Cdr K. Chandrasekhar, the Executive Director of TiE Kerala, set the tone of the workshop by discussing sharing his experiences and discussing various aspects to be taken care of while opting for entrepreneurship. Prof. Joffi Thomas of IIMK gave his valuable insights on marketing in an entrepreneurship scenario while Prof. Mahesh Bhave took an inspiring session on motivation and the risks involved in

entrepreneurship by sharing his personal experiences of the crests and troughs of his life.

The event saw a participation of more than 70 people in the form of 35 teams from all across the Kerala. Participants varied in their age-group, work experience as well as educational and cultural background. The profile of the participants was as diversified as students from colleges with fresh ideas in their minds and business plans in their hands, to doctors running their own set of hospitals and looking for assistance in expansion.

The workshop acted as a great opportunity for the existing and budding entrepreneurs in Kerala to network, not only with each other but also with TiE Kerala whose main purpose is to foster entrepreneurship by providing support through advice, guidance and assistance, and also with IIM Kozhikode faculty and students, who by virtue of their experience and expertise can be of immense help in promoting these businesses in the society.

Ascending into the future

Rahul Panwar



“Hey what’s up??”

“Hmmm ... I have been very busy!!! Just completed my new invention of a device called RoboTrap..!!! It is what mankind has desired since the time it came into being.”

“Oh!! That sounds great!! What is it exactly??”

“Ahh! It’s a slave...a mechanical slave. It will do all kinds of work for man. It will be an All-In-One Robot. It will fly in the air, swim in water, run on roads. It will be your desktop, your laptop or even your mobile phone. It will change its shape, size and function to take the form of any device you want.”

“That’s unbelievable!!!”

This is where mankind has reached today. Its intelligence is mind-boggling. Its mind has reached places where even GOD will hesitate to go at first. Today, mankind has extracted maximum use of every resource that nature has bestowed upon it. The human mind has aggressively leaped for innovations in the last hundred years. From industrial revolution to technological revolution, man has come a long way and it surely deserves the crown of the most intelligent animal on planet Earth. People say that the golden (or rather platinum) age of mankind has come and the day is not far when a miracle will happen which will convert every sorrow into joy, all hatred into love and bring peace and harmony in the lives of humans.

But, let us wait here and think if it is all that simple. No, it is not! Go back to see what we have done, and we find

that we have become what we never wanted to become. Take a look at our souls, and we find that our tomorrow is not going to be the same as we have dreamt it to be. All that is there in the future is--- you and me locked up and in the grip of pain!

Our gradual disconnection from nature and its other life forms is the main cause of all our miseries and sufferings. The early man lived closest to Mother Nature and other life forms. He lived a superior life compared to all of us. He was structurally simple. He had some invisible connection with nature. Then came the era of kings and kingdoms when the humans were just fighting with each other to gain more and more power. This era of human beings had weaker connections with nature, but they still evolved with other forms of nature - plants and animals. Further evolving, human beings started extracting resources in the form of minerals. The miner had even weaker connections with nature. The human now became structurally more complex and started calling himself ‘intelligent’. This trend of losing connections and increasing intelligence continued with the evolution of ‘industrial human’ to ‘technological human.’ This human has the most complex structure. It processes information at tremendous rates. This technological human is the one who exists today.

Well one question you might ask me now is what the next evolution of human would be like?

Well to put it succinctly, I don’t know! Actually no one knows! We may grow

a long index finger to support our growing fascination with clicking the computer mouse. We may get up the next morning and see our feet replaced with wheels. This ‘technological human’ has a fetish for travelling! Or, we may develop huge ears to listen to communication of others who are planning to attack against us. Ahh, this “technological human” is an increasingly paranoid man, with the threat of terrorism, it is!

We are perhaps the most intelligent humans who ever existed on planet Earth. But, why are we then unable to process the reality that exists today? Why is it that Mother Nature seems most upset with this technological human? Why is it that this human’s intelligence fails to understand that something very fundamental is going wrong?

Well the answer is simple! This technological human seems to have the weakest link between itself and nature. It has evolved faster than other life forms. It has disconnected itself from nature and other forms of life and perhaps it does not feel itself to be the part of the natural world. What could be more depressing than to abandon your Mother in whose bosom you have grown up?

If we have progressed too much, it does not mean that we are at the pinnacle of human civilization. This progress might be an illusion which all of us are unable to notice today. This intelligence might be a misleading reality which is driving us in a direction away from the real purpose of our lives. This complex structure

might be making it more difficult for our brain to understand the real meaning of being human. The ‘growth’ that we are valuing today might be totally opposite to what the purpose of mankind is. I am not sure what the real purpose of mankind is but I am sure what mankind is achieving today is definitely not the real purpose. Well, if this intelligence and growth were real, then why do we have hatred and animosity in every mind? Why do we have people dying from hunger? Why do we have terrorists? Why do we have crime? Why do we discriminate amongst our brothers? Why do we enjoy the failure of others? Why don’t we care about our future generations? Why don’t we care for our mother nature?

If I continue with this hypothetical evolution process where humans are consistently losing connection with nature, I will have to say that since the

last few decades a new generation of human has developed that probably has tried to regain its lost connection with nature and other forms of life. This is clearly visible from the actions of the leaders of all nations (although they never seem to reach any agreement, but at least these poor fellows are trying), which suggests that humans are keen to find its connection with the planet. It has started to decipher the signal that nature has been sending since ages. But the task is huge. Each one of us needs to ask the question – is this the society that we would want our children to live in?

We are currently in a critical phase of human evolution and if we do not take adequate steps for re-connecting with nature, our future generations will have to face the consequences. But, if we start working today, we can certainly hope for a generation that will look for peaceful solutions,

relieve hunger and poverty, and use renewable energy. It is hard to accept that we really are doing something wrong, that we need to re-connect with nature, but, it will be a lot easier to accept if we understand that the FUTURE is already bearing down upon us and we are running short of time!

And you might again ask which “FUTURE” am I referring to and what does it hold for us. Well, that is a question for the entire world. Don’t ring me, phone the president of United States! All I can tell you about the future is that you will soon have the chance to see it because (surprise!) it is just around the corner, lurking there in the shadows, waiting with its hand out-stretched, asking for a spare CHANGE!

Will you give any? Only the “FUTURE” knows!

IIMK family welcomes the new faculty



Varsha Singh

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Varsha Singh, an Assistant Professor of OBHRM at IIMK, has done her PhD in Psychology from IIT Bombay. Her doctoral dissertation was titled ‘Testing asymmetry in reward and punishment in Iowa Gambling Task (IGT)’ which critically evaluated a neural theory of economic decision making. She has worked as an Editorial Associate at IIMB (Book title: ‘Enterprise Support System: An International Perspective’, Sage-India). Her research lies in understanding risk perception, profit-loss sensitivity, and decision making.



Reena Kohli

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Presently appointed as Visiting Assistant Professor in Accounting and Finance area at IIM Kozhikode. Before joining IIMK, she has worked as Assistant Professor in Finance area at Guru Nanak Dev University, Amritsar and has taught various M. Com. and MBA classes. Her principal research area is shareholder value creation in mergers and acquisitions. She has obtained doctorate degree in the area of strategic finance and the topic of dissertation was ‘Evaluating strategic Factors Influencing value Creation in Mergers and Acquisitions’ whereby she has tried to identify the determinants of shareholder wealth creation in mergers and acquisitions in India. She has got publications in national and international journals of repute and also presented research papers at various national conferences.

IIMK presents

Federal Bank Calicut Mini Marathon '11

Every moment, across the globe, a great mind is setting itself a new goal, a personal milestone, a target- towards which it will focus its energies and exert every sinew to conquer. Once the target is set, there will be blueprints and plans, tireless days and sleepless nights, moments of dismay and infusions of new found enthusiasm in every hurdle overcome. And none of this will compare to the sweetest taste of accomplishing the improbable.



The Calicut Mini Marathon was an ambitious event conceptualized by the Social Service Group (SSG) of IIM Kozhikode as a phenomenon that would bring together the citizens of the city on a common platform to address a social cause. Its debut was a runaway success that saw thousands come together under the theme 'Be the Change'. The feather in the crown of mini-marathon's success was the winner Ms. Preeja Shreedharan who went on to win gold at Asian Game 2010.

The Federal Bank Calicut Mini Marathon 2011(second edition of the Calicut Mini Marathon) was launched with great aplomb on 18th January 2011. The launch was done at the Indian Institute of Management Kozhikode Campus and was well attended by many dignitaries including Prof. Debashis Chatterjee, Director of IIMK, Mr. K.J. Mathai- the President of the District Sports Council, , Mr. C.P. Mohandas- the Deputy General Manager of Federal Bank, Mr. R. Madhusakar - President of the Calicut Press Club,

Mr. Krishnakumar of Prashanthi School and many others.

The Federal Bank Calicut Mini Marathon 2011 took place on Sunday, 6th February, at the Calicut Beach. It was held in association with the District Sports Council and the Usha School of Athletics. The theme of this year's marathon was 'Transforming Lives' and aimed to create awareness and sensitivity towards differently abled children in our

society. As part of the cause, ₹.1,00,000 collected from the proceeds of the marathon was presented to Prashanthi School for Children with Special Needs, an exemplary institution led by a team of devoted doctors, that has gained statewide recognition. The school works to provide remedial therapy and training to children with developmental disabilities, facilitate mainstreaming of children with disabilities and provide parental counseling and awareness programs. The school has received the award for the best school for disabled children instituted by the social welfare department of the Government of Kerala for 2005 and 2007.



Mini marathon 2011 was attended by a slew of dignitaries; some of them were Dr P.B.Salim, the District Collector of Kozhikode, Prof Debashis Chatterjee, Director of IIM Kozhikode, Shri. K J Mathai, President of the District Sports Council, Shyam Sreenivasan, MD and CEO of Federal Bank, Mr. R. Madhusanker, President of the Calicut Press Club among several other noted personalities.

The marathon brought together over 5000 people in and around Calicut, of which about 3000 participated in the 10km and 3km versions. The 10 km race saw runners aged



from 6 to 60, with about 500 men and 50 women vying for the top honors. The milling crowds at the registration desks on the Calicut beach bore testimony to the enthusiasm exhibited by the city's youth and the young at heart. While the men's mini marathon was flagged off by the Collector at about 7:15 am, the women's mini marathon was flagged off by popular film actress Ann Augustine.

Along with the 10km Mini Marathon, a 3km Dream Run was also organized where the dignitaries walked shoulder to shoulder with students and members from various organizations in the city. The aim of this run was to exhibit



the solidarity of the different groups with the theme of the event "Transforming Lives". Students from colleges across Calicut had visited special schools prior to the marathon, and had spent time with the differently abled children to interact with them and understand the challenges they faced. The participant teams from the colleges came up with some thought provoking campaigns through banners, posters, slogans and even skits in the 3 km run. Students from NIT Calicut, Farook College, Holy Cross College and KMCT Polytechnic participated in this unique event termed 'Catalysts of Transformation'.

The Men's 10 km mini marathon was won by Soji Mathew from Railways. The 2nd and 3rd prizes went to Irappa D. Akki from MRC Sports Club and Chahar Y. S. from Navy (Ernakulam) respectively. The women's mini marathon was won by Priyanka Singh Patel. The 2nd and 3rd prizes went to Sushama Devi from Haryana and Rmaeshwari from Palakkad respectively. The winners took home a cash prize of ₹.1,00,000 while the runners up got ₹.50000 and the second runners up, ₹.25000. The other runners in the top 20 were awarded consolation prizes of ₹.2000 each for their efforts. The trophy for the college with the most enthusiastic participation in terms of creativity, dynamism and strength went to NIT Calicut.

An amount of ₹.1,00,000, collected from the marathon,



was donated to Prashanti School for children with special needs run by the Navajyothi Trust. The school has twice received the award for the best school in Kerala catering to children with disabilities.

The title sponsor for this year's event was Federal Bank, the numero uno bank in Calicut. The associate sponsor was Hilite Builders. Mathrubhumi was the official print media partner, Red FM was the radio partner and Asianet CV the channel partner. MIMS Hospital was the medical partner. Rotary Club of Calicut Midtown, National Service Scheme and Focus Mall were also event partners.



IIMK Placements 2011

IIMK achieves another milestone to its exemplary placement track record. The institute successfully placed 290 students of the thirteenth batch in about 120 firms that visited the campus. The thirteenth batch (2009–11) of IIMK was 16% larger than previous year's size of 250 and 56% bigger than the 2009 batch of 185. The salaries offered for domestic roles increased by an average of about 30%. Also the number of job offers per company increased by 30% over the last year. Deloitte and ICICI Bank were the largest recruiters with each making whopping 16 offers. The highest International package of USD 150,000 was offered by a Commodities Trading Company while the highest domestic compensation was offered by a Europe-based Investment Bank. There has been sharp increase of average salaries, number of offers and variety in the roles.

Placements at IIMK are now clustered around few weeks providing an opportunity for a student to pitch herself/himself accordingly. Clustering resulted in the function wise split of final placement being less skewed towards a specific domain or vertical. Finance continued to remain the top preference among students with more than 33 per cent of the batch taking up roles ranging from Investment Banking, Corporate Finance, Corporate Banking, Risk Management, Equity Research and Retail Banking in Foreign and Indian Financial Institutions. Though finance roles still dominate, the clear winner this year was Consulting that gained its past glory of representing quarter of the batch. Some other substantial gainers were Operations and Information Technology. This is a testimony to the conscious effort from IIMK to bring in diversity in several aspects of its functioning.

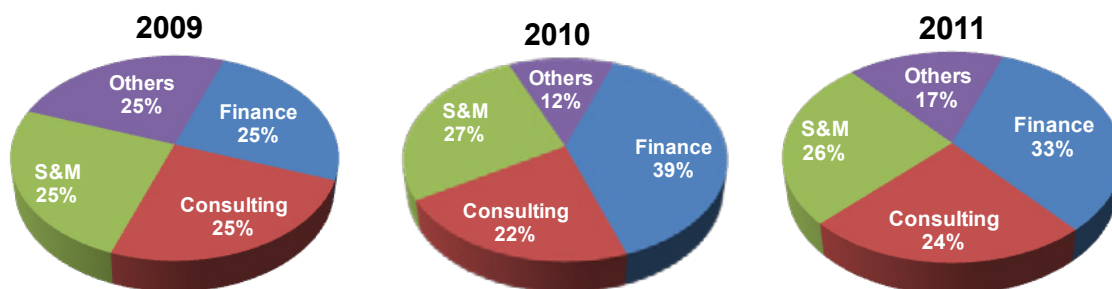
A growing diversity was seen in the companies that participated in placement process. This year saw new industry domain like manufacturing participating in the placements process. In addition to the impressive list of companies, about 35% of the companies that participated this year are first time recruiters. Most of these are prominent

players in their domains like 3M, ADAG, Airtel, Apollo Hospitals, Arvin Meritor, CRISIL, Dolcera, EXL, Fujitsu, Glenmark, HP, Idea, JDA, Lenovo, Madura, MMTC, Mphasis, NCDEX, Suntec, Tally Solutions, Triton Group, Videocon, and Wipro Consulting.

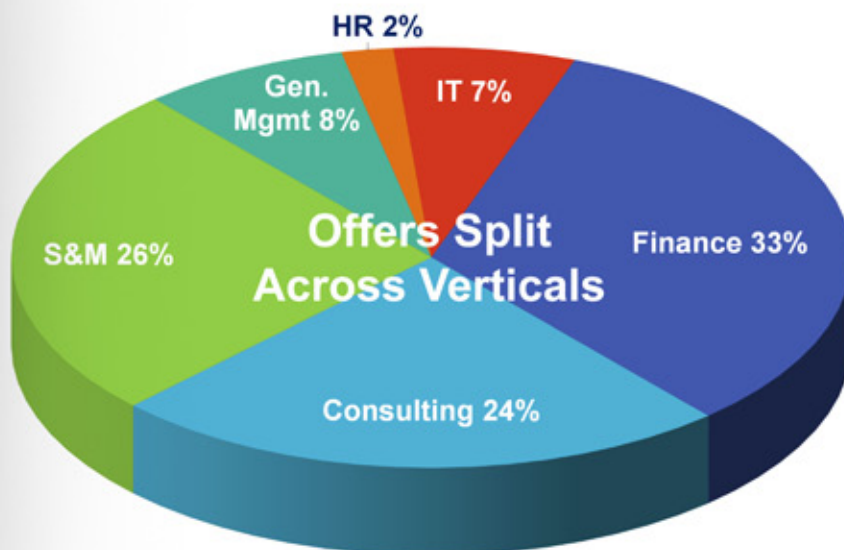
An interesting trend this year has been the rise of pre placement offers. Compared to last year the IIM K's PPOs doubled. This clearly indicates the growing faith of companies on the abilities of our students and the institute.

The participating firms included the who's who from the corporate world – prominent financial institutions and consultancy firms, the biggest FMCG and consumer durable companies, fast growing commodity trading companies, India's largest conglomerates and globally renowned IT firms. Heavyweights across sectors included Nomura, Deutsche Bank, Bank of America – Merrill Lynch, JPMC, Standard Chartered, Goldman Sachs, HSBC, Citi, Edelweiss, Axis Bank, Yes Bank, Indus Valley Partners, IDBI, SBI Capital, Hindustan Unilever, P&G, ITC, Reckitt Benckiser, Marico, Hindustan Coca Cola Beverages L&T, Airtel, Britannia, Kellogg's and Colgate Palmolive and Reliance Industries, Mckinsey & Co, Accenture Business Consulting, Deloitte, PricewaterhouseCoopers, Cognizant Business Consulting, TCS, Wipro, IBM, Mindtree, Aricent, Capgemini, iGate, Fujitsu etc. PSUs and NGOs provided the much sorted diversity and addressed the greater calling of students keen on getting an opportunity to serve in the government and social organizations. A few students also decided to join start-ups, and a few bold ones opted for the Placement Holiday facility to ignite the entrepreneurial streak in them by starting their own ventures.

Overall placements this year have been tremendously encouraging. Regular recruiters have shown enormous faith in our students and the new recruiters expressed extreme happiness for starting their relationship with us. Alumni have been another pillar of support for the placements this year.



IIMK Placements 2011



Highlights

- Highest International package of \$150,000
- Highest Domestic package of ₹32,00,000
- Average domestic salary increases by 30%
- Number of offers per company increases by 28%
- Finance profiles still the favourite with 33% of the batch
- 290 students placed across 122 firms

