

IIMK News

Globalizing Indian Thought

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

Thought

Convocation

13



IIMK celebrated 15th Annual Convocation with Dr. M M Pallam Raju, Hon'ble Minister of HRD, Govt. of India as the Chief Guest and Lord Meghnad Desai, Professor-Emeritus, London School of Economics as the Guest of Honour. P5



Indian Institute of Management Kozhikode organized the IIMK HR Summit 2013, on 8th of February centred on the theme "High-tech people, High-touch HR: Are we missing the humane touch?" P8

Republic Day Celebrations

Republic Day is celebrated every year to commemorate the date and moment when the Constitution of India came into effect. IIMK too celebrated the 64th Republic Day Celebrations on 26th January 2013. Members of the faculty, staff and students attended the function. The Director - Prof. Debashis Chatterjee hoisted the flag, which was followed by addresses by Prof. Rahul Kumar Sett, Prof. Anupam Das, Prof. Abhilash Nair, Col. (Retd.) Julius George - the Chief Administrative Officer (CAO) and Col. (Retd.) Cedric Thomas - the Senior Administrative Officer (SAO). A member of the student council - Mr. Utkarsh Rastogi too addressed the gathering. Patriotic songs were also played by the student members.



Social Conclave on Waste Management

The Social Service Group (SSG) organized a social conclave on the theme, 'Building Partnerships for Improved Waste Management'. The panel discussion had representatives from the State government, corporate sector, and NGOs discussing possible collaborative

measures to improve waste management. The panelists said that 90 per cent of waste could be recycled. They spoke about the constraints faced by the State, and referred to the developments and initiatives in cities such as Chennai and Bangalore.

Pulse Polio Immunization Campaign



Pulse Polio Immunization Campaign was carried out on January 20, 2013 and February 24, 2013 for children in the age group of 0-5 years as part of the Health and Family Welfare Ministry campaign against polio at IIMK.

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Editorial

Thought Power - 1

Human history is replete with umpteen real-time examples of conscious / unconscious manipulation of others' thoughts for their better / worse performance. The benevolent (or malevolent) impact of the Hawthorne Effect (better performance of employees because of managerial attention positively influencing their motivational thoughts) in organizations; the Pygmalion Effect (better / worse performance of students because of the encouraging / discouraging behavior of their teachers positively / negatively influencing the students' thoughts) particularly during schooling; and sledging as a mind-game in proactively dampening the spirits of the rival players in cricket – all these point to tinkering with others' emotional thoughts towards their better / worse performance. When such is the impact of manipulation of others' thoughts on their performance, one can easily imagine the impact of doing so with one's own thoughts for one's own excellence.

Right from the simple Placebo Effect (and spontaneous remission in medicine) through advanced Quantum Healing (Deepak Chopra) and Thought-Massaging (Rhonda Byrne) to Thought Culture & Transcendence (Swami Sivananda), the substantial influence of thoughts on our well-being, success and manifestation of many a desire of ours can be seen and felt, with due observation and experimentation over time. Indeed, building castles in the air is an indispensable precedent to building castles on the ground, no matter how paradoxical it might look on the surface. We can see this in the form of virtual simulation of hundreds and thousands of prototypes much before stereolithography and actual production / manufacturing and this is quite common in these modern times. Creative visualization (e.g., Shakti Gawain, shamans and hypnotists) and its benefits are gradually noticed by the world. World-class Physicist-Philosophers like Prof. Fritof Capra successfully bring out the thin line of distinction between physics and metaphysics by dint of their apt, apposite and appropriate scholarly discourses. Some saints explain as to how breath-mastery and death-mastery are intertwined, while some others bring out the causal linkages between thought-mastery and life-mastery. All these do not discount the indispensable action(s) that should follow the respective thoughts. While actions are indispensable for success in any endeavour, aligned thoughts do act as catalytic triggers that buttress and bolster our inner convictions and provide intense momentum to our actions with due support from like-minded souls. Rhonda Byrne takes this argument further and says that thoughts are magnetic and have a frequency and that our bodies are human electromagnetic towers transmitting thoughts thereby attracting the like-minded frequencies coming together for a common cause. Linda Goodman dwells at length on programming and deprogramming of our minds towards age reversals and physical immortality as well. Swami Sivananda talks in terms of our brains as antennae in the seemingly occult domains of telepathy, intuition, clairvoyance, clairaudience and other allied ostensibly esoteric arenas.

We often judge some of our own (or others') ideas as infeasible or day-dreams or pipe-dreams without second thought, often in the name of practicality. A former CEO of an MNC once said that individuals would not need computers and this drop error costed the firm a lifetime opportunity. What might look impossible or improbable today may one day become a reality. The extended list of novel uses of a washing machine to lassi-making, vegetable-washing, potato-peeling and other such smart jugaads clearly point out the immense latent potential of virtually every resource. The blue ocean strategy of Callaway Golf (through its Big Bertha) in enticing and embracing amateur golf-players who had been nonconsumers for want of decent hit-rates is a case in the point. There is no limit to human imagination while some myopic, traditional experts brush many such seemingly crazy yet immensely creative ideas as impractical / impossible. 'Where there is a will, there is a way' might be an old saying; but its truth remains intact even today. Indeed, imagination is more important than knowledge (Einstein) and many a time offbeat approaches result in upbeat results, whether it is science or business or any other human endeavor. Thousands of grassroots innovations such as the amphibious bicycle and the mobile-operated switch by illiterate / semi-literate villagers speak volumes for this cordial will power taking precedence over the so-called brainy / intellectual merit. No wonder, there is a quote which says "Impossible is the first word found in the dictionary of fools". Indeed, often the self-imposed cognitive limitations restrict our real-time achievements. Expansive thought horizons, uninhibited urge to achieve missions to mitigate human suffering, or unrelenting determination to arrive at a solution for a turbulent problem or unflinching resolve to alleviate and ameliorate the lives of the destitute and the deprived or unswerving dedication to undertake some value-creating activity for greater good can galvanize and unleash the immense latent energy towards achieving the mission of any human heart...

Dr. S. Balasubrahmanyam

CONTENTS

Republic Day Celebrations	2	The 'Rural Man' Visits IIMK	12
Social Conclave on Waste Management	2	ECHOES at IIMK	12
Pulse Polio Immunization Campaign	2	NOSTALGIA 2013	13
Swiss Consul General for South India visits IIMK Satellite Campus, Kochi	4	Interview With Dr. Paritosh Basu, Group Controller, Essar Group	14
15 th Convocation at IIMK	5	SSG NGO Workshop	17
Indian Business Heritage Lecture Series	6	Blanket distribution for homeless in Delhi	17
Inauguration of National Museum of Indian Business History	7	Calicut Mini - Marathon - 2013	18
IIMK HR Summit 2013	8	IIMK Book Donation Scheme	18
Panel Discussion at IIMK	9	Faculty Publication	19
US - India Educational Foundation (USIEF) visits IIMK Satellite Campus, Kochi	10	Eighth Annual Welfare Day - February 09, 2013	20
Faculty Development Programme on Blue Ocean Strategy	11		

Swiss Consul General for South India visits IIMK Satellite Campus, Kochi



Mr Reji K Thomas, Mr K Kurian, Prof C Raju, Mr Rolf Frei, Prof Abhilash S Nair

The Swiss Consulate General for South India, Mr. Rolf Frei, visited the Indian Institute of Management Kozhikode (IIMK) Satellite Campus at Infopark, Kochi, on March 04, 2013. His two days trip to the city is a part of his maiden visit to Kochi. He was welcomed and facilitated on a tour of campus by a team of IIMK faculty members and staff comprising of Prof. C. Raju (Chairman EPGP), Prof. Abhilash Nair (Department of Finance), Col. Cedric Thomas (Academic Administration) and Mr. Bhupesh (Business Development & Campus Officer).

A presentation was made by Prof. Raju highlighting the IIM system with specific focus on IIM Kozhikode. The presentation highlighted that IIMK was the first IIM to collaborate with Yale University to develop a Centre for leadership in Academic Excellence as part of the Obama-Singh Initiative. IIMK is also the first IIM to give credence to gender diversity and champion the role of women in corporate India. The presentation also brought to light IIMK's pioneering effort to create a Museum showcasing Indian Business History. The different programs being offered in the Kochi Satellite campus were discussed. The campus would soon be launching an Executive Post Graduate Program in Management - Part Time (EPGP PT) in April, 2013. This would be followed by a one year full time, residential advanced post graduate program in Management for participants with substantial experience (PGPX). Simultaneously, short duration management development programs (MDPs) would also be offered.

The presentation was followed by a freewheeling discussion during which Mr. Frei focused on the various facets of Switzerland including its education system and commerce. He spoke on the vocational skill development

program offered by the institutions in Switzerland as a public private partnership initiative. He highlighted some interesting details such as about 65 percent of the young people go through the vocational training program to build up their skills. He also spoke on the education system and educational support system that provided thrust garnering the fame by acting as a centre for technological leadership and innovation. Prof. Raju mentioned about the 'Leading Schools' leadership programmes facilitated by Prof. Debashis Chatterjee where in principals and teachers of schools are trained for transformation of school education which was appreciated by Mr. Frei and he said it is one of the areas of his interest too.

During the discussion, Mr. Frei gave valuable insights on the export industry of Switzerland. "The main export in Switzerland now is coffee in the form of coffee capsules. We import coffee from all over the world including India and process it to a capsule", said Mr. Rolf Frei. Speaking about the IT parks in Kerala, he added, "Infopark is a great opportunity for the Swiss companies to invest in Kerala".

Finally, the meeting concluded with discussions on the following possible areas of collaboration:

- (i) Student exchange programs for students of the Fellow Program, the full time PGP program, the EPGP program and the final idea incubation module of the PGPX program.
 - (ii) Faculty exchange between different institutions in Switzerland and IIMK
 - (iii) Possible co branded short and long duration programs.
- Mr. Frei, also, highlighted a possible collaboration to train teachers on select aspects of academic leadership.

15th Convocation at IIMK



IIMK celebrated 15th Annual Convocation with Dr. M M Pallam Raju, Hon'ble Minister of HRD, Govt. of India as the Chief Guest and Lord Meghnad Desai, Professor-Emeritus, London School of Economics as the Guest of Honour.

After two years of gruelling schedules and academic rigour, the PGP class of 2013 saw 327 participants being awarded the Post Graduate Diploma in Management by this prestigious institute. The event was held in the august presence of the Hon'ble Minister of Human Resource Development, Dr. M M Pallam Raju, who spoke of consolidating the seven new IIMs in the 12th Five-Year Plan. He further stated that this would lead to better learning outcomes in higher education. He also emphasized greater need to accelerate the linkage between industry and education and hoped for better innovation from leading institutes like IIMK.

In addition, 2 students from the first batch of the Fellow Programme in Management (FPM) and 234 students from the third batch of the Executive Post Graduate Programme (EPGP) were also awarded the fellow titles and diplomas respectively.

Dr. Pallam Raju, Hon'ble Minister of HRD, Government of India in his address spoke of a transition from the world of ideas to a world of action. He encouraged the graduating class of 2013 to "choose risk, dare to fall greatly because only in that way you can ever achieve greatness." He also noted the myriad of challenges facing the country and called upon the graduating students to utilize the values imbibed in them during their stay at the institute in solving these problems. Speaking of the challenges facing his ministry, he mentioned the focus on 3E's- Expansion, Equity and Excellence. Further, he noted the increased emphasis on quality in all aspects of education in the 12th Five-Year Plan. He concluded with optimism that the students will keep the patriotic spirit at the forefront while taking up various roles in their professional lives and contribute to the welfare of the society at large.

During the convocation, Lord Meghnad Desai, Professor-Emeritus, London School of Economics, emphasized the ever-increasing opportunities for graduating students in the wake of an irreversible economic shift towards countries like India. "When you will retire, India will surely be among the top 3 countries in the world because of the hard work

done by your generation. Today's generation is the global generation and children of the new 21st century India", he said calling upon the graduating students to seize the opportunity at hand with zeal and vigour.

Dr. A.C. Muthiah, Chairman, Board of Governors, IIMK, delivered the convocation address where he advocated the philosophy of learning through unlearning and relearning. "IIMs are a national pride where structural infrastructure is not difficult to build, but building an intellectual structure is more of a challenge", he further added.

Prof. Debashis Chatterjee, Director of IIMK, urged the graduating students to take the roads less travelled in order to succeed in life. Emphasizing the importance of courage and independent thinking, he stated the need for being non-uniform and beating a different drum. "This is your moment. Seize it with all your might. You walked the steps Arjuna

once walked. You are the warriors of life", was his message to the graduating class of 2013.

The convocation was preceded by the inauguration of the Indian Business Museum by Dr. Pallam Raju, Hon'ble Minister of HRD, Govt of India. This world class museum intends to inspire aspiring entrepreneurs and show them the path to success through innovative ideas, perseverance and diligence. This endeavour is to consolidate and conserve the rare treasure of India's valuable wealth – India's business history for posterity.

The Chief Guest presented the IIMK Gold Medal for scholastic performance to Mr. Debi Prasanna Pati (First), Mr. Priyank Sharma (Second) and Ms. Sakshi Kohli (third). The Indian Institute of Management Kozhikode Gold Medal for Best All Round Performance was jointly awarded to Ms. Divya Sreenivas and Mr. Namith Najeeb. The IIMK Gold Medal for scholastic performance was awarded to Mr. Amit Ashok Nayak of EPGP batch.

Indian Business Heritage Lecture Series



The second lecture of the Indian Business Heritage Lecture Series was delivered by Prof. Raman Mahadevan on March 11, 2013 at the Indian Institute of Management, Kozhikode. Prof. Mahadevan is a senior economic and business historian who has been associated with teaching and research at IIMB, Centre

for Development Studies, Trivandrum, Jamia Millia Islamia, Delhi, among other institutions. His lecture was titled "An Overview of Entrepreneurship in Pre-Independent South India: A Case Study of the Nattukottai Chetty's."

Inauguration of National Museum of Indian Business History



Opening a window to the rich history of Indian trade and commerce over the past several centuries, the Indian Institute of Management, Kozhikode (IIMK) opened a national museum, the first of its kind in the country. The museum, with an area of 23,000 sq.ft, was opened to acknowledge the role played by India's eminent business leaders and corporate players in the making of the country. Over a dozen of top-level corporate including Tata, Reliance, Reserve bank of India and FACT have set up their exclusive pavilions in the museum. The pavilions run from ancient to medieval, later on to post Independence, business sector, technology sector, individual contributors and makers of modern India. It would also strive to inculcate in the youth a spirit of innovation and business entrepreneurship. "In an intellectual space, this is the first-of-its-kind in the country. Considering the benchmark achievements of our corporate world and the immensely rich tradition and history of our country, it is indeed important to preserve the memorabilia for posterity. Realising the museum was like conquering the Everest and

finally we did it," said the Director, Debashis Chatterjee. He added that the institute would introduce 'Evolution of Indian Business' as a new specialization subject in the postgraduate management courses from next year.



IIMK HR Summit 2013



2012)³, adequately represents the negligible importance received by the ‘soft intent’ of HR practices in the industry. The bloodshed at Maruti’s Manesar plant in late July 2012 significantly drives home the message that numbers do not drive businesses, people do. Thus the summit aspired to be an interface where eminent academicians and practitioners across the nation shall debate, discuss and design a cure for the ‘numerical’ and ‘strategic’ maladies that are haunting the industrial society.

The summit witnessed the converging of a number of minds, the likes of which include Mr. Sathish Pradhan (Group HR Head,

Indian Institute of Management Kozhikode organized the IIMK HR Summit 2013, on 8th of February centred on the theme “High-tech people, High-touch HR: Are we missing the humane touch?” Under the leadership of Prof. Debashis Chatterjee, who was the convenor of the conference, Prof. Manoranjan Dhal and Prof. Surya Prakash Pati steered the conference for three consecutive days.

The motivation for the conference was the realization that in the race with strategy for organizational sustenance and survival, the rationale behind the existence and design of HR practices has got shifted to the backyard of organizational memory. It was overlooked that employees, and not organizations are the primary reasons towards origin and existence of HR practices. No HR practice, and consequently no organization, can remain competitive if it stands in opposition to the employees’ interest. And, although least appreciated and much less understood, the employees’ interest lies primarily in the intangible, rather than the tangible, aspects of work. Work is more than simply a mode to earn a living; it is where employees find personal “meaning, stability, and a sense of community and identity”¹. Satisfaction with one’s work life has been found to be associated with ones’ overall life satisfaction². Thus the fundamental purpose of the HR practices is not strategic alignment of employees’ goals with organizational goals, but to ensure that every employee at every hierarchical level has an exalted working experience. This ‘softer intent’ behind the ‘hard policies’ if recognized and promoted in the organization, shall ensure the construction of a strong organizational work culture. Nevertheless, the registration of 108 industrial disputes (a 12% rise since 2011), with a loss of 960,089 man-days (as of 30th July,

TATA Sons. Ltd.), Mr. Radhakrishnan Nair, CHRO, Federal Bank; Mr. Thomas Verghese Simon, Vice President -HR, Global Talent Engagement, Tata Consultancy Services; Mr. Rajesh Nair, Vice President Markets, Ernst & Young Pvt. Ltd.; Mr. Ramaswamy Kavalapara, Head HR for Xcnganging in APAC; Dr. Prashant Nair, Head HR, Cipla; Mr. Sandip Dash, AGM, SAIL; Prof. Vishal Gupta, IIM Calcutta; Mr. Soum Chakraborty, VP- HR & A, RENAULT India Pvt. Ltd.; Mr. Rajiv Noronha AVP & Head-Organizational Effectiveness (BPO Services), TCS; and Ms. Kalpana Sinha, Co founder and CEO, COSMODE Consultant. A panel discussion between Shri K. K. Nair-National Treasurer, INTUC and Mr. Vishwanath Lele, Professor of Human Resource Management, NICMAR (& Ex- Head of HR– Shapoorji and Palloonji Co. Ltd.) was one of the main highlights of the event.

An edited book comprising of research papers authored by eminent academicians of India was released by Mr. Sathish Pradhan on the first day of the summit. Conceptualizing that the current maladies of the organization requires a three pronged HR strategy, the book expounds that the solutions can be found at the level of



HR policies, Employee Voice and Spirituality at Workplace. The book argues, through a meticulous selection of papers, that negation of the practice of spirituality at workplace, and the superficial level at which employee voice is allowed in the organizational decision making is the route cause behind wrongful interpretation and implementation of policies, thereby leading to unexpected and disastrous consequences.

The central message of the conference was beautifully echoed by a question that was raised to the audience by

Mr. Radhakrishnan Nair. He asked, “Are we cleansing ourselves before we clean the world?”. The audience and specifically the students were left to examine themselves with this question before they step out into the corporate madhouse.

¹ Cartwright, S. and Holmes, N. (2006). The meaning of work: the challenge of regaining employee engagement and reducing cynicism. *Human Resource Management Review*, Vol. 16, pp. 199 – 208

² Judge, T. A. and Watanabe, S. (1993). Another look at the job satisfaction – life satisfaction relationship, *Journal of Applied Psychology*, Vol. 78, pp. 939 – 948

³ Surabhi (2012). Industrial unrest may get worse: Labour department. *The Indian Express* (30th, July).

Panel Discussion at IIMK

A panel discussion on the theme, ‘How the best of India will reach out to the rest of India?’ was conducted at IIM Kozhikode on March 24, which attempted to raise suggestions on how to make education accessible to all. The panelists comprised M M Pallam Raju, Union HRD Minister, Lord Meghnad Desai, Professor Emeritus, London School of Economics, Prof. Debashis Chatterjee, Director, IIMK. Mr. Govindraj Ethiraj, formerly Founder Editor-in-Chief, Bloomberg UTV, was the moderator of the discussion.



Hon'ble Minister Dr. Pallam Raju during Panel Discussion. Prof. Chatterjee Director IIMK and Lord Desai, London School of Economics were distinguished panellists

Clearly not a fan of self sufficient learning, Desai began by voicing his thoughts on how borrowing from other countries isn't a dent on our progress. He said, “The English we speak today is borrowed from the British. Of course, not everything might be relevant to our system; take the good, ignore the rest.” He urged India to not focus just on higher education but on further education like in the UK and suggested we create other pockets of excellence besides the IITs and IIMs and groom youngsters in other fields as well. He validated his point by adding, “Create vocationally sound degrees that can sneak in higher education. In the West, some of the highest earners don't necessarily hold degrees.”

The Minister was the next to voice his opinion. Everyone in the audience comprising academicians, corporate and students yearned to listen to his thoughts. While Shri Raju seemed happy with parents wanting the best education for their wards, he said it pained him that one's mother tongue, which reflects highly on our rich heritage, is increasingly being meted out step-motherly treatment. “A

lot of course corrections have to be done. We need to make vernacular languages much more than mere subjects,” he said. He explained with statistics, that our priorities lie in increasing the Gross Enrolment Ratio from 18.8 per cent to 30 by 2020 and increasing the number of teachers to 20 lakh, which at present stands at 12.5.

Prof. Chatterjee's final words were measured in comparison to his colleagues on the panel, but nevertheless packed a punch. Beginning on the need for IIMs to go the university way, the director opined that higher education institutes are not led by markets but by intellectual capital. He admitted that there are certain restrictions on institutes to take forward their ideas and put the onus on the government to make things happen. Along with Prof. Desai, Prof. Chatterjee rooted for vocational education to give the much-needed fillip to higher education in India.

Questions from the audience led to deliberation on issues such as teachers pay, parents forcing children to live their dreams, decline of Humanities etc.

US – India Educational Foundation (USIEF) visits IIMK Satellite Campus, Kochi

India Institute of Management (IIMK) hosted 12 US University administrators brought by US- India Educational Foundation (USIEF) at their Satellite Campus in Kochi on March 19, 2013. US Universities aspire to strengthen relationship with Indian Institutes to expand educational ties with India.

The dignitaries were addressed by IIMK faculty members, Prof. Raju and Prof. Shubhasis Dey, about the Indian Higher Education System and opportunities for US-India Higher Education Co-operation in a meeting held at Hotel Taj Malabar, Kochi on March 18, 2013. Speaking on the occasion, Prof. Raju, briefed the dignitaries on the Institute's establishment and presented the different arenas of collaborations such as student exchange programmes in associated subjects of IIMK, research collaboration, teacher exchange programmes etc. He also spoke about issues and solutions present in such internationalization of higher education. Prof. Shubhasis Dey, emphasized how India & US can benefit from each other in various domains. He also presented how Kerala is not plagued by concerns of security, infrastructure, and accessibility. Foreign students can also earn credits by associating with IIMK's involvement in social projects during the exchange programmes. Shri Sreenivasan, Former Ambassador, permanent representative of India in UN and current Vice Chairman of Higher Education Council, State of Kerala addressed some questions on internationalization of higher education before elaborating on the state of higher education in India and Kerala.

Prof. Raju guided the dignitaries through the IIMK Satellite campus property. The dignitaries lauded the state-of-the-art facilities of the Satellite campus and enquired about admissions of international students in the executive programmes.

The convoy of these 12 US Universities mainly included



decision makers in their Institutes, who visited Delhi, Mumbai and Kochi as part of their India tour from March 9 to 24, 2013. The team envisions learning about policies, planning and administration of higher education in India by visiting various Central Universities, affiliated colleges and non-Governmental organizations in order to interact with higher education administrators, teachers, students and policy planners.

Prof. Debashis Chatterjee, Director, IIMK, said, "As the country is working towards liberalizing the Indian education system, IIMK aims to work as a catalyst for creating serious academic collaborations with Institutions of international repute. This will help in our endeavour to Globalize Indian thought leadership."

The possible collaborations include exchange programmes for American students in India, faculty, framing and delivery of curricula by a consortium of Universities etc. For example, one such outstanding exchange opportunities offered to Indian citizens by USIEF is 'The Fulbright – Nehru International Education Administrators program' which aims to provide US Higher Education Administrators first-hand knowledge of the higher education sector in India to enable informed decisions with regard to potential academic and institutional collaborations in India.

IIMK Family Welcomes...

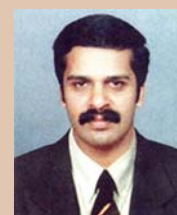
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Faculty Development Programme on Blue Ocean Strategy

Prof. Saji Gopinath of IIM Kozhikode conducted a unique MTP (Management Teachers' Programme) on a contemporary and futuristic business topic BLUE OCEAN STRATEGY during 11th–16th February, 2013 at IIMK. The programme was aimed at grooming next generation faculty in the area of strategic management from various renowned business schools spread across the country. Several faculty members from diverse Business Schools from every nook and corner of the country participated in this programme. This MTP was facilitated by Strategic Management Forum (SMF) in association with Indian Institute of Management Kozhikode (IIMK).

Prof. Saji Gopinath, with his team of experts steered this hands-on training programme with a world-class simulation software BOSS (Blue Ocean Strategy Simulation) of the global StratX Group. It was perhaps for the first time in the country that such a state-of-the-art tutelage on blue ocean strategy was meticulously adopted and tested in the class with due simplification and exemplification, justification and demystification of an otherwise elusive strategic topic of the times. With the rigorous training imparted, each of the participants could eventually come up with one's own blue ocean initiative that made business sense.

Blue Ocean Strategy has been an emerging topic of strategy across the globe that transcends traditional industry boundaries, conventional competitive approaches, clichéd market positioning perspectives and other stereotyped business paradigms that often limit a firm's market horizons. The course on Blue Ocean Strategy is designed to have an in-depth understanding of the principles of formulating and executing Blue Ocean Strategy through reconstructing the market boundaries, reaching beyond conventional demand/

Prof. Saji Gopinath made the course multi-dimensional in nature covering the strategic, organizational, and human resource management issues, familiarizing participants with subtle nuances of blue ocean strategy formulation and implementation. The course brought about the frameworks of Blue Ocean in detail to equip participants to apply the same in a variety of contexts. This programme has brought many laurels and accolades to IIMK from all over. Training programmes of this kind



consumers so as to develop the right strategic sequence needed to implement the same. As against the conventional value-cost tradeoff this new approach of Blue Oceans advocates the new approach of value innovation by smartly applying principles of value engineering, systems management and design thinking.

often take birth at IIMK, thanks to the unrelenting efforts, unwavering inspiration, unflinching support and unswerving encouragement of the director of IIMK Prof. Debashis Chatterjee, who is well-known for galvanizing, practicing and advocating offbeat approaches for upbeat results both in academics and industry circles.

The 'Rural Man' Visits IIMK



IIM Kozhikode witnessed its tryst with destiny when it played host to Dr. P. Sainath, the rural affairs reporter of The Hindu on 8th Feb. 2013. In a discussion attended by the students and faculty of the Institute, the erudite speaker brought rural India

right into the classroom, and in his inexplicable way the Magsaysay awardee charmed the hearts of the audience to work for rural development.

Drawing from his rich experience, he illuminated the eager crowd by inviting questions and answering the same using his numerous experiences and factual observations. He elaborated the vast diversity of India by revealing the number of languages spoken (which is 400+ incidentally) across the country. He emphasized that this is a proof of the varied cultural forces which are much deeply embedded in the nation. According to him the Indian constitution needs to recognize these languages in order to lessen the mutual detachment that the rural and the urban classes of India have seemed to gather over the centuries.

Citing many examples, he recollected with nostalgia his coinage of the phrase 'Resident Non-Indian, which denotes an Indian who never becomes a national citizen owing to myriad factors. He said that Urban India is blindly aping the west. He illustrated the same by citing that while poorer

neighbourhoods of the developed countries depend on McDonalds, in India it is seen as a status symbol to consume its product!

He also distinguished between news and paid news and in his inimitable style observed that off late it has become a contest between Mass Media versus Mass Reality. He spoke at length while responding questions on the national water policy and water sharing issues. He emphasized that majority of states in India are engaged in water politics with the government off late trying to 'Nationalize rivers' and 'Privatize water'. Finally he was sadly amazed that even after 65 years of Independence and centuries of newspaper publishing we still lack a full time agricultural correspondent in any fourth estate.

Dr. Sainath signed off his lecture by stating that India needs to respect the artisan, the farmer and a multitude of other craftsmen. He placed before the audience his ambitious venture, touted as the Rural Wikipedia, 'People Archives of a Rural India', the philosophy of which he elaborated that as more information about a segregated tribe, a downtrodden society and traditional arts come to light, the more would be the respect for rural India and hence an end to the rampant predatory commercialization practiced by many corporate houses.

Dr. Sainath's presence gave a chance for the students to reflect on the different aspects in society their managerial knowledge can be put to use, nay a better use. IIMK remains deeply indebted to him.

ECHOES at IIMK

The cultural fest of IIM Kozhikode was celebrated in the month of January from 25th-27th. The event included a wide variety of events like Music, Dance, Theatre, Quizzes and Literary Events spread over a period of three days. The theme of the event was indomitable spirit of humankind that was exemplified through cultural, artistic and innovative capabilities of the participants. The event was also marked with the special performances by Anushka Manchanda, Suraj Jagan and Junkyard Groove.



NOSTALGIA 2013



presented a token of memento to all alumni. Prof Rashakrishna Pillai, the PGP chair and the other senior professors also shared their experiences and asked the students to think big in current scenario and not have a laid back approach by waiting for incremental change. Mr. Suraj Prasad, alumnus of the PGP 05 batch addressed the gathering after launching his book. He also narrated his own story and how he revived and went on to write the novel which truly promised to be one of the bestsellers. Prof. Joshy Joseph - Chairperson (Alumni Activities) advocated a vote of thanks towards the alumni gathered at the occasion.

The formal programs were followed by the first-time ever 'Batch wars', a

The annual alumni meet, Nostalgia - an evocative event that marks homecoming, celebration and unparalleled joy of communion with the Alma Mater was organized at the 'IIM Kozhikode campus on 26th and 27th January 2013. The two day program was inaugurated by Prof. Debasish Chatterjee, Director of IIM Kozhikode.

Nostalgia marked a new beginning of Reunion from this year held for alumni of PGP 05, Batch of 2003. Alumni holding positions of repute in multinational companies and entrepreneurial ventures visited back the Kampus after ten years of their passing out. The reunion saw a bunch of enthusiastic PGP03ers. Being one of the first few batches to initiate the concept of committees and club, it was

in fact the first time they visited the campus as the campus was not ready at the time of their study (classes were held in the NIT Calicut Campus). They were amazed by the true beauty of the campus, the number of activities and the way things have evolved.

Faculty members of IIM Kozhikode addressed the gathering by expressing their hope that our alumni would bring bigger laurels to the institute. Prof. Debasish Chatterjee enlightened the audience with his words and emphasized on role of a teacher in a student's life. He then



series of fun events and surprise quizzes for the alumni.

On Sunday, 27th of January, the alumni took up the mantle of being mentors to the students and help them choose elective courses and decide their specializations. They also narrated their stories from IIMK and beyond. The Career Counseling Session was highly appreciated by the students as they got first-hand information about the current industry expectations and tips on how to position themselves better for the placements and a fruitful career ahead.



Interview With Dr. Paritosh Basu, Group Controller, ESSAR Group

The views and opinion expressed by Dr. Paritosh Basu, Controller, Essar Group are his personal views and do not represent the views of his employer in any manner what so ever.

What Budget 2013 has for India Incorporated?

As far as expectations from the Budget 2013 are concerned, it will bring in some of the provisions of Direct Tax Code which could not be introduced earlier. Shome Committee has already submitted its recommendations in which some of the critical issues of GAAR have been addressed. Several recommendations of the Committee have been accepted by the Finance Ministry. A few more of them are likely to find place in the next finance bill.

The GoI is also working on Tax Accounting Standards (TAS). The underlying objective of TAS is predominantly to prepone government revenue, which could have been postponed by making several provisions in accounts as permitted by the Accounting Standards covered in Section 211 (3C) of the Companies Act. So the audited financial statements published for shareholders under the Companies Act will have to be changed and profits will have to be recalculated. Secondly there might be some changes in Section 115 JB of the Income Tax Act related to MAT where some provisions, emanating from TAS, may be introduced.

Another interesting point which the Deputy Chairman of the Planning Commission has hinted is regarding the rich paying more tax. Rates for personal income tax may be raised at certain high end slabs. From corporate perspective, Dividend Distribution Tax



(‘DDT’) may be reduced and dividend may be taxed in the hands of the earner. In that context a major impact will come in mutual fund industry. Also Securities Transaction Tax (‘STT’) may be changed because there is a trade-off between STT and DDT in the hands of the investor. Some provisions with impetus for Research and Development activities may be expected. One can expect certain changes under Section 80 series, for encouraging investments. The level playing ground between Indian investors and investors coming through Foreign Direct Investment route may be improved further.

On the macroeconomic front the budget is expected to be growth oriented with cautions and specific focus towards management of the fiscal deficit and integration of India with Bharat.

The Companies Bill 2012 awaits approval from the Upper House and the President. It is expected to change India Inc.’s perception and definition of Corporate Governance. Will it help better to deal with the fraud?

Fraudsters are always thinking three steps ahead of the Regulators and software innovators. So one will not be able to stop them. What one can do is to make fraudsters think, stretch and sweat more to inflict fraud. However the Bill surely will bring in certain deterrents to proactively minimise incidences of fraud. The list of “Key Managerial Personnel” (KMP) has been enlarged and now KMPs include CFO, Company Secretary and certain executive officers who are not in the Board. Under the new Law a KMP in default will also include an External Advisor, who will advise on critical matters involving large monetary sums and strategic management decisions. If it is proved that the person who is advising the firm did not fulfil his/her duties in a professional manner, he/she will also be personally liable. Persons in default will be punishable with imprisonment and/or fine.

CFOs will now onwards be asked to sign annual financial statements. The Audit Committee will have to be constituted with a majority of independent Directors. For certain prescribed companies there has to be at least one women Director in the Board.

The present Companies Bill has about 470 Sections and in about 75% of the cases it has been said that the Government will prescribe rules and procedures. Hence, until and unless Regulatory Provisions, as prescribed by the Government, are known one cannot gauge the exact format of the bill and how much strength it will have in its biting teeth to ensure world class governance. Two more path breaking provisions have been included. The first one is the Class Action Suit, which

will enable say, a prescribed number of shareholders, who feel that a fraud has been committed and for that they have lost the value of their investment in the company, can sue the company. The other one is , in certain cases, a company's minority shareholders will be allowed to appoint a Director in the Board, which will help improve Corporate Governance and protect minority interest.

The recent Essar Zisco deal ran into trouble due to political problems. Do you think the political situation in Zimbabwe is a stumbling block for investments in the country?

I shall not make any comment on the present position and prospects of Essar's Investment proposition in that country. Let me tell you my own thoughts. As I could see and come to know during my stay there for about five days and studies . In Zimbabwe, commercial agriculture is insignificant and subsistence agriculture exists. Mining and manufacturing activities are not being given the needful boosters.

I have visited the steel plant which was closed for the last three years. I have spoken to the people in the vicinity. Their livelihood is dependent on these plants coming back to production. Their question is how will that happen? Suppose the mining activities are made operational, not only the plants will be fed but also the minerals can be exported which can benefit the country men. They also need huge railway and ports infrastructure to transport minerals to the nearest sea port and moving out. It is perhaps the government and not industries that is responsible for the situation there.

We read an article a few months back that Essar Group became the first Indian corporate to get the nod for refinancing expensive rupee loans with cheaper dollar credit. Could you please throw some light on it?

Actually what happened was that external commercial borrowings (ECB) which were earlier not permitted for refinancing already existing internal rupee loans, was then permitted by the RBI. If you ask me about the objective, predominantly it was done to improve inflows of foreign currency to India. There are two routes, one is the automated route and the other is the approval route. In the automated route, there are criteria regarding certain investments in capital assets. Approvals are dependent on a certain percentage of the last three years' revenue earnings in foreign currency and position of net worth. In other words, there are prescribed calculation rules. If you fall into that category, then the maximum ECB that can be drawn is up to 75 % of average foreign exchange earnings of the last three years or 50 % of the highest earnings in any of the last 3 years, whichever is higher.

The IIMs are increasing their intake every year. From a recruiter's point of view do you think that it will have a negative effect on its placements?

IIM graduates are the crème de la crème of the country by virtue of their creative thinking, logical and analytical skills and plethora of knowledge and domain expertise. So companies will always need IIM graduates in jobs with enriched and strategic roles, requiring them to think differently out of the box, and applying their creativity, knowledge and information to good use. So increasing intake would not have much effect on IIM placements in the long run. There can be temporary aberrations in between.

How will the Essar group be influenced by the installation of Disaster Management systems by Sanovi Technologies and how will it help the controlling functions of such a huge conglomerate as Essar?

Essar is a USD 32 -35 bn group. Its IT systems are very robust. We have the

best in class, state of the art IT systems. Let me elaborate about an IT enabled system ideated and logically framed out by me and my core team members. An application on this software has been hosted in the website of the World Intellectual Property Organisation, Switzerland and it is presently in the process of being patented. This system, popularly called as 'Conversion Engine', can transform the entire financial statements prepared in a country's local GAAP to IFRS and vice versa. This has been integrated with Oracle's Hyperion software for consolidation of financial statements. The software for the engine has been written in MS.Net. IT professionals from Deloitte's consulting arm wrote the programme in total collaboration with Essar based on all required inputs provided to them.

Essar has also pioneered another customised configuration of IT enabled solution in SAP which has a 13 modular treasury management system. This internal initiative was taken and successfully implemented without any technical advice from external consultants. Right from ideation to testing, everything was done by a team of Essar professionals led by me.

Let me speak about another innovative solution that we have configured with innovative ideation. We integrated an image management system with SAP's transaction processing facilities in FI-CO. Using this solution billions of dollars of transactions are processed without the use of paper in Essar's Shared Services Center. Such is the power and influence of IT in Essar. Any transaction related document used by the SSC is recallable, as Laserfiche's image management solution, MOSS-DMS, and SAP are highly integrated. For Example, when an invoice is received in the Hazira plant its digital image is despatched to the SSC in Mumbai through the high end IT system. This initiative was

highly commended by SAP and Laserfiche. SAP has published a write up on this in their website which is a window for the world. They have awarded 20,000 points as reward for this successful initiative.

Essar also has a very strict IT policy covering inter alia information security system. For example, no documents are authorised to be copied out from anyone's laptop without appropriate approval.

Any words of wisdom that you would like to share with the young professionals?

Be a good human being before being a professional. Have your dreams in your heart and not in your eyes because dreams in eyes would get washed away with drops of tears but dreams in the heart would remind you of your milestones with every single heartbeat. Approach each and every problem situation with a positive attitude. Do

read a lot and do not confine yourself only to the course being pursued. Lead with passion and empathy. As a professional you have to make prophesies which will be the outputs of your knowledge, experiential learning and wisdom. Try maintaining a balance between work and life as well as good health. Keep your childhood habits on, nurture your soft skills so that you remain evergreen in your mind.

IIMK Family Welcomes New Faculty Members at IIMK



Aparajith Ramnath
Asst. Professor
Humanities & Liberal Arts in
Management

Aparajith Ramnath received a Ph.D. in the history of science, technology and medicine from Imperial College London, where he was a Hans Rausing scholar, and a master's degree in the same field from the University of Oxford, as a Bharat Petroleum scholar. Earlier he completed his bachelor's degree in electrical and electronics engineering at BITS Pilani, and worked briefly at a computer networks company. While his doctoral research focused on the history of engineers as a profession in twentieth-century India, he is also interested in technical education policy, the history of industrialisation in India, and the history of Indian business.



Pankaj Kumar Baag
Asst. Professor
Finance, Accounting & Control Area

Pankaj Kumar Baag has just submitted his thesis on "Analysis of Loan Covenants" using primary data for the first time ever in the Finance, Accounting and Control area at IIM Calcutta. He has over 14 years of experience in the Commercial Banking Sector in India and USA. Earlier, he completed CAIIB, MCom, MFM and PGD in Banking and was an NCERT scholar. His current research interests include Commercial Banking Credit Risk, Economic Capital and Brand Valuation of Financial Institutions using risk parameters. He also has a few publications in Journals and Magazines, a chapter in a Book and has been awarded with the Best Paper Award in the second International conference held at BIMT in 2009.



S Subramanian
Asst. Professor
Strategic Management Area

Dr. S. Subramanian has 15 years of teaching, research and consultancy experience in the field of management. He teaches courses like Strategic Management, Corporate Governance, Business Ethics and Entrepreneurship courses to MBA, Executive MBA, MDP and Ph.D. students at IBS Hyderabad, IMT, NMIMS, BITS Pilani and University of Bedfordshire, UK.

He has published almost 30 research papers and articles in reputed journals (like Asian Business Management and Decision), magazines and newspapers. He has done consultancy assignments in the field of Strategic Management, Enterprise Risk Management and corporate governance. He has also helped start-up ventures and is actively involved in corporate training programs.

SSG NGO Workshop



IIM Kozhikode played host to a day-long management workshop for NGOs from Kerala. This workshop was organized by the Social Service Group(SSG) of IIMK on the February 3, 2013 and was attended by top management personnel from many NGOs across Kerala. It was designed to impart management knowledge to NGOs and help them achieve their goals in a more effective manner. The workshop consisted of five sessions, which were conducted by IIMK professors from different areas and a Retd. UNDP employee, Mrs. Ramadevi, who has had a rich experience in the social service sector.

The workshop started with an interaction between the NGOs and IIM K students, where the students tried to get a broad understanding of the problems faced by the NGOs. These concerns were passed on to the professors from different areas and were addressed in their respective sessions.

This was followed by a session on project management by Prof. Ram Kumar from the Quantitative Methods and Operations Management area. He lucidly explained, how different project management techniques can be used by NGOs to plan and implement their projects more efficiently. Many of the NGOs participating in the workshop cited

issues in Human Resource management due to the complex nature of work that they were involved in. Prof T N Krishnan from Organizational Behavior and Human Resources area conducted a powerful one hour session where he focused on different HR problems like compensation and motivation of employees.

Prof.Mohammed Shahid Abdullah from Information Technology and Systems area, conducted the first post-lunch session about how low-cost IT solutions can be leveraged to improve NGO operations. His session conveyed the power of mobile technology and open source ERP systems. This was followed by a session on strategic management by Prof. Deepak Dayanithy. By taking three small practical cases, Prof. Deepak conveyed the different aspects of strategy relevant to NGOs, including parameters of success, competition for resources and 'Business and NGOs'.

Mrs. O.T. Ramadevi, LLB in labor laws and a Retd. UNDP employee, who has been in the social service field for many years, conducted the last session on 'Change Management and motivation'.

The session was attended by top management personnel, including directors, project managers and coordinators from nine well-established NGOs like, WWF, A-Tree, Health care foundation, JDT Islam, JVALA, Habitat Technology group, CRD, Association for welfare of handicapped.

The feedback from the participants revealed that the day-long workshop was extremely useful to them in gaining a broad understanding of different areas of management. The Social Service Group is committed to organizing similar management workshops for NGOs in the future.

Blanket distribution for homeless in Delhi

Although winter is pleasant for city dwellers basking in the heat of a concrete jungle, for the homeless in Delhi and NCR region it proved to be deadly in the 1st and 2nd week of January 2013 when the temperature in Delhi had reached its lowest in 44 years. Few homeless in the region had lost their lives and the ones who were breathing cold were trying in their capacity to survive. The Part time batch at IMT Ghaziabad came forward to help the homeless in NCR region to fight the cold waves. They needed financial assistance to buy blankets, which was later personally distributed to the homeless and needy.

The Social Service Group (SSG) of IIM Kozhikode

managed to raise Rs. 32540 from faculty, staff and students of the institute, in a span of 2 days. Although many students were not on campus at that time, they were able to donate wholeheartedly because of the existing mess account system. The event was initiated by Prof. Omkumar and coordinated by Team SSG. The program was a huge success. Thanks to the wholehearted support of the IIMK community.

The success of the event bolsters the image of IIMK as a socially conscious B school and SSG's commitment towards the society.

Calicut Mini - Marathon – 2013



In tune with its vision of being a social thought leader, IIMK played host to the fourth edition of the mini marathon on 24th Feb. 2013. The dawn of the day saw many bright faces across ages and gender line up by the sea. The theme for this year's meet was "War on Waste", where the Institute tried to mobilize minds and bodies on the issue of solid waste management in the State.

The event comprised of a 10 km run conducted separately for both men and women, and a 3 km dream run attended by celebrities, dignitaries and the general public. Mr. M. K. Muneer, Minister for Social Justice and Panchayat, Govt. of Kerala flagged off the men's event at the Kozhikode beach, while the women's event was flagged off at the same place by the noted actress Nithya Das. The runners thereafter had to take the CH Flyover, English

Church junction, then proceed through the Wayanad road and finally the P.T. Usha Road to reach the beach.

In the 10- km men's category, G. Lakshmanan (Tamil Nadu) of the Indian Army bagged the first position by clocking 32.24 minutes, and the women's category winner was U.P. Jaisha (Kerala) of Indian Railways, who crossed the finishing line in 37.24 minutes. In the 3-km, Jamsheed and Shayna Cedric bagged the first position in the men's and women's category respectively.

In the run up to the Mini Marathon, IIMK had held a host of events which included national level business idea competition for innovative waste management solution and an Open Day@IIMK for school students which included a variety of competitions.

IIMK Book Donation Scheme

Over 250 students and 20 faculty members from around 26 colleges affiliated to the University of Calicut and the University of Kannur participated in a "book donation programme" of the Indian Institute of Management, Kozhikode.

Students and teachers from colleges received books from IIMK Director, Prof. Debashis Chatterjee. This was the second book donation programme at the campus.

Prof. Chatterjee said the book donation programme was one of IIMK's gesture to reinforce to its Social Educational Responsibility. He highlighted the importance of sharing fortunes with the needy and the need for nurturing the culture of giving in society.

Prof. Radhakrishna Pillai, Dean (Academics), IIMK said



that more than 6000 books belonging to a wide range of disciplines such as business and management communication, literature, economics, and research were distributed. About 1000 college students will benefit from the scheme.

Faculty Publication

Articles in Journals

1. **S. Balasubrahmanyam.**, Prasad, Kaipa., & K.B.Akhilesh (2013). The Impact of a Firm's Financial Flexibility on its Strategic Renewal: Key Concepts with Evidential Support from Businesses Across Industries. *Global Journal of Flexible Systems Management*, Vol. 13(3): 165-175.
2. **S. Deepa.**, & Seth, Manisha (2013). Do Soft Skills Matter? – Implications for Educators Based on Recruiters' Perspective. *The IUP Journal Of Soft Skills*, Vol. VII, No. 1: 7-20.

Book/s Published

1. **Adhikari, Atanu.**, William Zikmund., Barry Babin., John Carr., & Mitch Griffin (2013). "Business Research Methods", Cengage Publishing (South Western - Thomson).

Book/Research Paper Review

1. **Kohli, Reena** (2013). "Performance effects of foreign strategic investments on Chinese banks", *International Business Review, Elsevier*.
2. **Venkat Raman G.** (2013). "Reconciling State, Market and Society in China; The Long March Towards Prosperity" by Paolo Urio, Routledge 2010, *Journal of Chinese Political Science*, Springer, Vol. 18, No.1.

Papers Presented in Conferences

1. **Jharkaria, Sanjay** (2013). "Operations Strategy in E-business", WEI International Academic Conference, Orlando (US), March 21-23, 2013.
2. **Kuntluru, Sudershan** (2013). "Financial instruments: challenges in measurement and reporting", 10th AIMS International Conference, IIM Bangalore, January 5-8, 2013. Chaired a session on the theme of "Finance II" at the same conference.
3. **Nair, Sthanu R., & Leena Mary Eapen** (2013). "Agrarian Performance and Food Price Inflation in India: Insights and Lessons from Pre- and Post-Economic Liberalisation Experiences", International Conference on Contemporary Debates in Public Policy and Management, Indian Institute of Management, Calcutta, February 7-9, 2013.
4. **Raju, C** and Akamanchi Raghottam, H (2013): Minimum ATI ChSP-4(c1,c2) Plans, Proceedings of the 2nd Annual International Conference on Computational Mathematics, Computational Geometry and Statistics (CMCGS 2013), 4-5 February 2013, pp. 107-111, published & organized by Global Science & Technology Forum (GSTF), Singapore.
5. Vidya, R and **Raju, C** (2013): Designing chain Sampling Plan (ChSP-1) under Lot Quality Protection, Proceedings of the 2nd Annual International Conference on Computational Mathematics, Computational Geometry and Statistics (CMCGS 2013), 4-5 February 2013, pp.103-105, published & organized by Global Science & Technology Forum (GSTF), Singapore.

Invited Talks/Lectures

1. **Leena Mary Eapen** (2013). "Tomorrow's Kerala", An

expert panel discussion with Chief Minister Sri Oommen Chandy, organized by Malayala Manorama, Ernakulam, February 23, 2013.

2. **Venkat Raman G.** (2013). "Governance and Social Transformation: Challenges for the New Leadership in China", National Conference organized by the Chennai Centre for China Studies, March 2, 2013.

Articles in Newspapers

1. **Venkat Raman G.** (2013). "Wen to Leave Behind Busy Legacy", China Daily, March 4, 2013.

Working Papers

1. **Kohli, Reena** (2013). "Earnouts a risk mitigating strategy for cross border acquisitions in India" under working paper series of IIMK, Working Paper No. IIMK/WPS/119/FIN/2013/05.
2. **Kohli, Reena** (2013). "Long Run Financial Performance of Cross Border Acquisitions of Indian Acquiring Companies", under working paper series of IIMK, Working Paper No. IIMK/WPS/120/FIN/2013/06.

Awards & Achievements

1. **Adhikari, Atanu** (2013). Runners-up and Highly Commended in EFMD Case Writing Competition 2012 for case study on Tata Power: Corporate Social Responsibility and Sustainability, in the category of Indian Management Issuers and Opportunities. (<http://www.efmd.org/index.php/research/awards/case-writing-competition-winners>).

Student Accomplishments

1. **Chheda, Pranav** (2013). EPGP student won the Bank of America Green Belt Certification. His team also won internally held Six Sigma Challenger Quiz, Finance & Accounting Knowledge Center (FAKC), Mumbai.
2. **Mukherjee, Madhuri** PGP-15 student, has been selected as one of the Leaders of Tomorrow representing India in the St. Gallen Symposium. The St. Gallen Symposium aims to foster the inter-generational and inter-cultural dialogue between the Leaders of Today and the Leaders of Tomorrow and will take place at the University of St. Gallen, Switzerland. The event involves interaction between 200 Leaders of Tomorrow selected from over 350 universities representing 81 countries with various business and political heads and media representatives from all over the globe.

3. **Rehan Abhishek., Garg, Ankit., & Garg, Sanchit** (Team name: Triple Trouble), PGP-16 students, won the Tata Motors Mindrover Case challenge, the national finals which were held in Pune on February 7, 2013. Mindrover is a unique Tata Motors case study competition that invites solutions to challenging problems from the best minds on the best campuses. This year over 1500 teams from more than 40 B-schools registered for the event. IIMK team was amongst the top 6 finalists for the final round and went on to win the event.

Eighth Annual Welfare Day



Eighth Annual Welfare Day was celebrated with pomp on February 9, 2013. The event was organized by the Social Welfare Committee (SWC) of the institute. SWC holds annual get-together of IIMK Community, which provides forum for showcasing talents, family members' interaction etc.

Cultural programmes of faculty, staff and family were attractions of the day. Awards for excellence in academics and sports were distributed on the day.



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