



भारतीय प्रबंध संस्थान कोपिकोड
Indian Institute
of Management
Kozhikode

भारतीय विचारधारा का वैश्वीकरण *Globalizing Indian Thought*

वार्षिक प्रतिवेदन
ANNUAL REPORT
2012- 2013



स्वप्न
DREAM

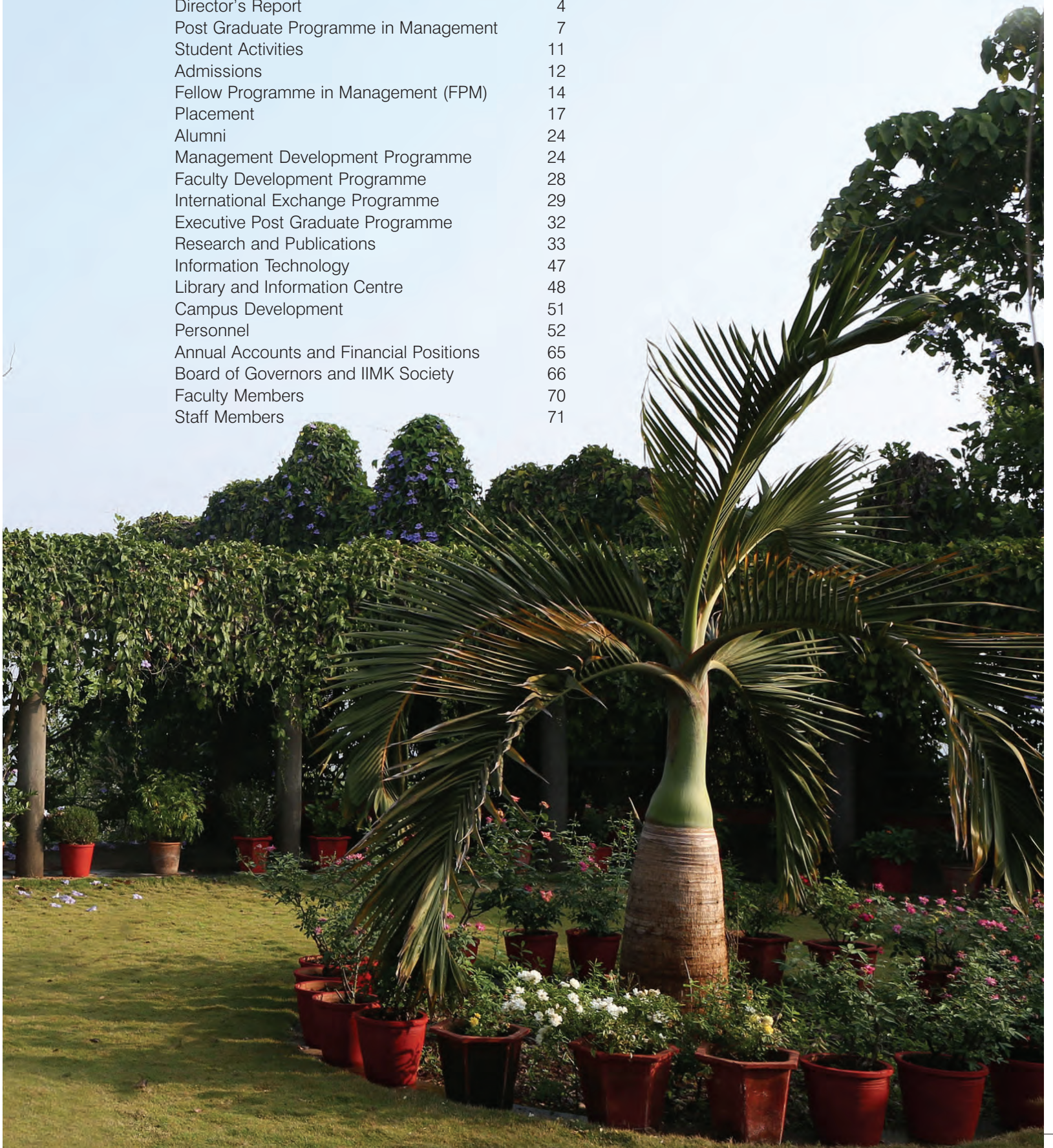
अन्वेषण
INNOVATE

सफलता
ACHIEVE



CONTENTS

Director's Report	4
Post Graduate Programme in Management	7
Student Activities	11
Admissions	12
Fellow Programme in Management (FPM)	14
Placement	17
Alumni	24
Management Development Programme	24
Faculty Development Programme	28
International Exchange Programme	29
Executive Post Graduate Programme	32
Research and Publications	33
Information Technology	47
Library and Information Centre	48
Campus Development	51
Personnel	52
Annual Accounts and Financial Positions	65
Board of Governors and IIMK Society	66
Faculty Members	70
Staff Members	71





DIRECTOR'S REPORT

IIM Kozhikode, for more than fifteen years, has been playing a seminal role in the growth of corporate sector and management education in India. IIMK, over the years, has produced very successful business leaders, management thinkers and wealth creators. I am delighted to share with all the stakeholders of the Institute, the exciting growth of IIM Kozhikode during the year 2012-13.

The 15th batch of Post Graduate Programme students graduated during the year. The fifteenth Convocation of the Institute for the PGP Batch 2011-13 was held on March 23, 2013 wherein 309 students (including one student of PGP 13th batch) received their diplomas. Dr. M. Pallam Raju, Honourable Minister of Human Resource Development delivered the Convocation Address. Lord Meganand Desai, Professor-Emiratus, London School of Economics also graced the occasion as Guest of Honour.

The 16th batch of 348 students (*Gen: 178, OBC: 93, SC: 54, ST: 15, DA: 6+2 DPP*) were enrolled to the Post Graduate Programme during the year.



Despite the recessionary trend prevailing in the country, the Institute has been able to provide placement to all its graduating students of 15th batch of PGP.

The Interactive Learning Programme which was started in the year 2001-02 with a 300 contact hour (In Campus + Platform) programme, continued to offer diversified programmes to aspiring working Executives. This year, the valedictory function of ePGP was conducted along with the regular PGP convocation on 23rd March 2013. In all, 234 participants were awarded the Diplomas.

The Management Development Programmes continued to be an important activity of the Institute. During the year, a total of 78 MDPs were conducted and 1953 participants benefited from them.

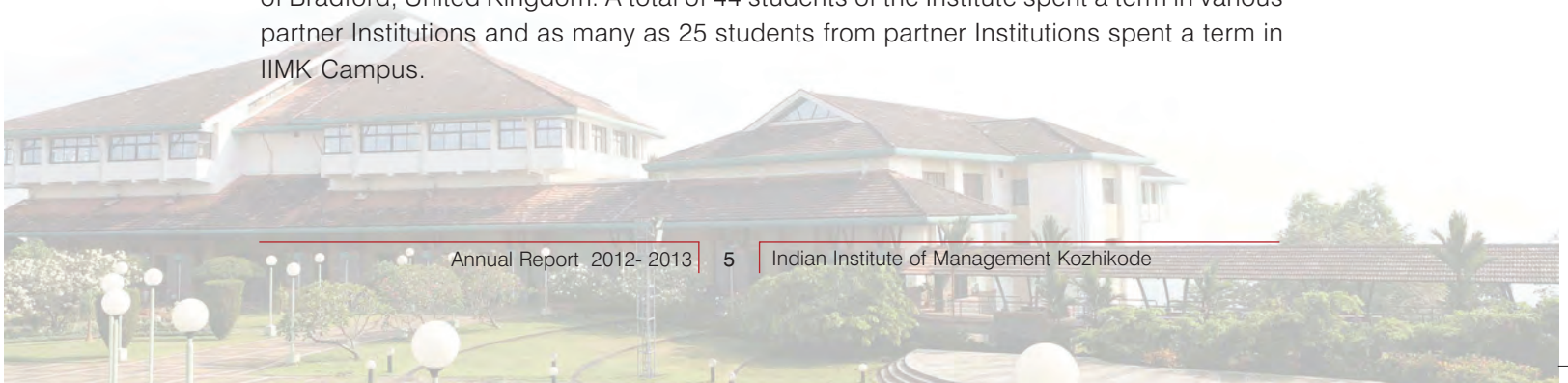
Faculty Development Programmes continued to be yet another important area of activity of IIMK. During the year, as many as 7 FDPs were organized and 120 participants benefited from the FDPs.

The total revenue generated for this accounting year through MDP was Rs 8,30,42,982/- and FDP Rs 15,72,606/-.

Financial support to Fellow Programme participants continued to be Rs.17,000 per month for the first and second years, Rs.18,000 in the third and fourth years and Rs.18,000 in the first six months of the fifth year. During the year, the 6th batch of FPM consisting of 9 students was admitted to the programme. The total strength of the FPM participants in five batches is 33.

Faculty contribution towards Research, Conference and Publication include a number of research articles published in eminent national and international journals, books, edited books, book chapters, case studies and working papers. Besides, the output of the research have also been presented in the eminent national and international conferences. Some of the papers have also been selected for the best paper awards. During the year, the Institute organized one national level and one international level conferences.

In terms of Students and Faculty Exchange Programme, new partnership contracts were signed with Audencia Nantes School of Management, France, Catolica Lisbon School of Business and Economics, Portugal, Collage of commerce, National Chengchi University, Taiwan, Cyprus International Institute of Management, Cyprus, EDHEC Business School, France, Euromed Management, France, Reims Management School, France, Sungkyunkwan University, Korea, University of Birmingham, United Kingdom, University of Bradford, United Kingdom. A total of 44 students of the Institute spent a term in various partner Institutions and as many as 25 students from partner Institutions spent a term in IIMK Campus.





The Institute continued with its commitment to provide state of the art IT facilities to the IIMK user community. To achieve the above objective and also to improve pedagogy at IIMK, the computing facilities and services have continuously and significantly been improved during the year. The newly completed buildings have been connected to the campus LAN and equipped with the required IT infrastructure and facilities.

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

The faculty strength of the Institute continued to rise and 5 new faculty members joined the Institute during the year. In terms of faculty enrichment, four faculty members attended the Harvard Business School Global Colloquim on Participant Centered Learning at Boston.

In line with the increase in the Institute's academic activities, the campus infrastructure facilities were further augmented with the completion of Phase-IV campus buildings. While the interior furnishing and fit-out of MDP Complex is in progress, a portion of the Complex comprising 56 double – occupancy guest rooms was made ready for occupation during this period.

The conceptual master plan for the additional stretch of land measuring 15.04 acres was finalized and structures are planned to be constructed in the newly acquired land. The proposed Phase V campus infrastructure envisages world-class facilities that aim for some of the most ambitious GRIHA (i.e. Green Rating for Integrated Habitat Assessment) norms, with a view to minimizing the carbon footprint of man-made structures

The satellite campus of IIMK was set up at Infopark premises, Kochi for focusing on executive education. The state-of-the-art infrastructure of IIMK's Satellite Campus, occupying about 12,400 square feet of built –up area, was made operational in a short period of time.

The above achievements would have not been possible but for the unstinted guidance, support and co-operation from the Chairman and esteemed members of the IIMK Society, Board of Governors, Faculty and Staff members of the Institute and the Ministry of Human Resource Development, Government of India and the Government of Kerala.

I look forward to the continued co-operation from all stakeholders to take the Institute to its cherished heights.

Prof. Debashis Chatterjee
Director





POST GRADUATE PROGRAMME IN MANAGEMENT

The two-year Post Graduate Programme in Management (PGP) is the flagship academic programme of the Institute that offers a judicious blend of theory and practice. The programme lays significant importance on many aspects of International business and related issues. The Programme is accredited by the Association of MBAs (AMBA).

The classes for Term IV of PGP-15 batch commenced on 11 June 2012. The workshop on Entrepreneurship was conducted for PGP-15 batch during the months of July and August 2012.

Management in a Dynamic Environment

Innovative and successful management is about challenging the *status quo* and prevailing paradigms, so that change is positive and continuous. Certain courses like Leadership, Applied Conceptual and Evolving Business and Government, Management Consulting: Profession and Practice etc. are designed to prepare the candidate both for managing the process of change itself, and for managing the physical and the human capital assets which help to bring about such changes.

Grooming Managers for the Twenty First Century

The academic programme of the Institute has shown ample evidence of innovation and change. Emphasizing on the best combinations of theory and practice and with idealism, the students are gradually groomed into the role of the manager in a globalized environment who can shoulder greater responsibilities. The inclusion of new courses and fresh subject topics and new modes of faculty-student and industry-student interactions makes this advancement possible.

New Batch

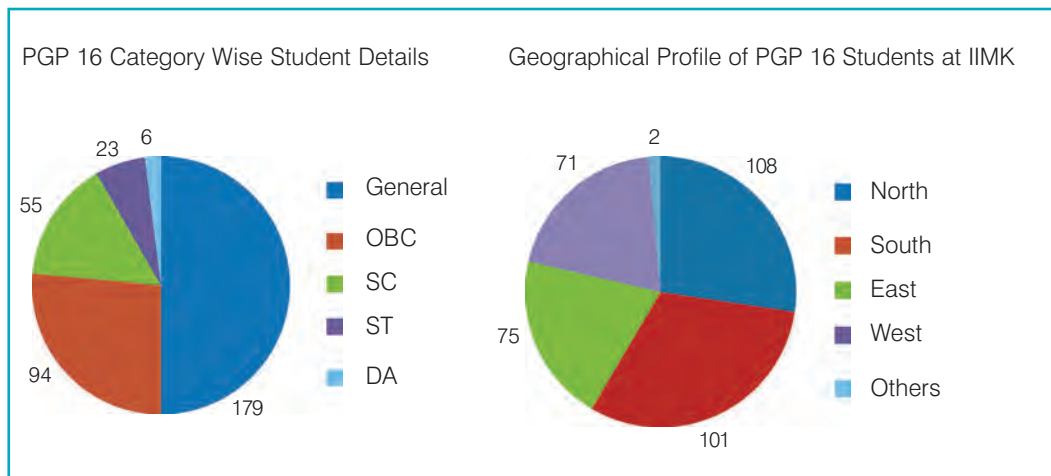
The registration and inauguration of PGP-16 was held on 02 July 2012. An Orientation and Perspective programme was organized from 02-06 July 2012 to smoothen out any persisting weakness in mathematics, computer, or communication abilities. Prof. Debashis Chatterjee, Director IIMK interacted with the new batch on the topic 'Leadership'. Ms. Neha Pai, Regional Director, South Asia, S P Jain School of Global Management addressed the PGP-16 batch on the topic 'Industry's Expectation from Management Graduates' in the orientation and perspective programme. Swami Dayananda Saraswati, eminent personality in the spiritual world of Arsha Vidya Pitham, Rishikesh addressed the students on 05 July 2012. Dr. D. Subba Rao, Governor, Reserve Bank of India addressed the PGP-16 students on 06 July 2012.



356 students registered for the Post Graduate Programme with 98 female students. Four students of PGP Batch-15 who had opted for the Differentially Paced Post Graduate Programme (DPP) joined the PGP-16 Batch. Three students had left the programme owing to personal reasons. Thus, the total strength of PGP-16 batch stood at 357. The details are as follows -

Students Registered	356
Female	98
Male	258
TOTAL	*357

*03 students withdrew from the Batch and 04 students joined the Batch as DPP.



Structure of the Programme

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

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

The second year, as usual, provided with the opportunity to reach greater depths of skills and capabilities in chosen areas. Apart from the compulsory courses of International Business, the Institute offers the following optional courses in the second year of the PGP -

Economics

- Game Theory
- Management of Societies: Evaluation of Institutions and Legal Systems
- Business and Government
- Econometrics for Business

Finance, Accounting and Control

- Financial Reporting and Analysis
- Financial Derivatives
- International Finance
- Strategic Financial Management
- Mergers, Acquisitions and Corporate Restructuring
- Project Management and Finance
- Fixed Income Securities
- Financial Risk Measurement and Management
- Management of Banks
- Management of Financial Services
- Valuations and Real Options
- Investment Analysis and Portfolio Management
- Behavioural Finance
- Capital Markets and Investment Banking

Marketing

- Sales and Distribution Management
- Strategic Marketing
- Business to Business Marketing
- Marketing of Services
- Consumer Behaviour
- Integrated Marketing Communication
- Product Policy and Brand Management
- Customer Relationship Management
- Retail Management
- Rural Marketing
- Marketing for a Better Society
- Social Media and Consumer Driven Marketing
- Advanced Methods in Marketing Research
- Internet Marketing

Information Technology and Systems

- Business Intelligence Systems
- Enterprise Resource Computing
- IT Risk Management
- Cloud Computing for Business
- Problem Solving and Decision Making
- Management of IT Products and Services
- Information Security Management
- Systems Thinking and Modeling
- Computational Advertising
- Human Factors in Information System Design
- Green and Sustainable Computing

Organizational Behaviour and Human Resources Management

- Negotiations and Conflicts Resolutions
- Discovering Self
- Compensation and Reward Management



- Organization Development
- Legal Aspects of HRM
- Leadership: Applied Conceptual and Evolving
- Management Consulting: Profession and Practice
- Organization Change Management
- Some Recent OB Inputs for Enhancing Employee Performance and Humanistic Orientation in Workplace
- Recruitment and Selection
- Strategic HRM
- Performance Management
- Managing Creativity
- Knowledge Oriented Designing of Enterprises

Quantitative Methods and Operations Management

- Supply Chain Management
- Project Management
- Six Sigma
- Services Operations Management
- International Logistics
- Product Innovation and Development
- Meta-Heuristics for Managers
- International Purchasing Management
- Lean Systems
- Operations Strategy
- Green Supply Chain Management and Practices

Strategy

- Strategic Analysis of Joint Ventures and Alliances
- Entrepreneurship and New Ventures
- Economics of Strategy
- Mergers, Acquisitions, Joint Ventures and Corporate Growth
- Strategy Implementation
- Strategic Management of Innovation
- Corporate Governance and Corporate Social Responsibility
- Business Models for the 21st Century
- Strategic Flexibility and Resource Leverage in Organizations
- Strategic Analytics- Insight from Sport

Humanities and Liberal Arts in Management

- Globalization and Culture
- Communication as Impression Management
- The Art of persuasion-Communicative and Social Psychological Approach

Inter Disciplinary

- Pricing

The PGP 15th batch during the second year comprises of a total 2,760 class room hours and PGP 16th batch during the first year comprises of a total 3,720 class room hours. In all, 23 Adjunct Faculty members, drawn from Industry and Academia, contributed to the teaching of PGP courses during the year 2012-13.

The students are also encouraged to do Project Courses which are basically independent study courses. The students identify suitable projects and undertake the study with the constant guidance of a Faculty Member. Two groups had undertaken Project Courses during the academic year 2012-13.



Convocation

The convocation of the 15th batch of the Post Graduate Programme was held on March 23, 2013. Dr. A. C. Muthaiah, Chairman of the Board of Governors, IIMK awarded the Post Graduate Diploma in Management to 325 students of PGP 2011-13 batch and two students of PGP 2010-2012 batch. Dr. Pallam Raju, Honorable Minister of Human Resource Development, Government of India was the Chief Guest during the function. Lord Meghnad Desai, Professor-Emeritus, London School of Economics was the Guest of Honour. Prof. Debashis Chatterjee, Director of IIMK welcomed the gathering and also presented a report on the Institute and its activities. Lord Meghnad Desai, Guest of Honour, also addressed the gathering. The Chief Guest presented the IIMK Gold Medals 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 has been jointly awarded to Ms. Divya Sreenivas and Mr. Namith Najeeb.



After the final examination of the first year, the students belonging to the 16th Batch of the Post Graduate Programme proceeded for their summer internship.

STUDENT ACTIVITIES

- Workshop on Supply Chain Management was organized by the Industry Interaction Cell.
- Lectures by eminent personalities from various fields were arranged by the Industry Interaction Cell.
- Blood donation camp, health check up initiative, Kartavya (contribution of sports equipments to Juvenile Home, and food kits to Pain and Palliative Care Centre) etc. were organized by the Social Service Group.
- E-Commerce Conclave was conducted by the Industry Interaction Cell. Eminent speakers from various industries participated in the conclave.
- E-Summit (National Entrepreneurship Event) was organized by the Entrepreneurship Cell.
- Backwaters (annual national management festival), Horizons (annual leadership conclave) and Echoes (annual cultural events) were held during the year.
- Shatranj (classes and symposium by eminent sports personalities) was organized by the Sports Committee.
- Workshop on Project Management for NGOs was conducted by the Social Service Group.
- HR Summit was held during the year. Eminent personalities from industry and service sectors participated in the summit.
- Social Conclave for outside students was organized by the Social Service Group.
- Calicut Mini Marathon was held under the auspice of students' Marathon Executive Committee. This year's theme was "War on Waste".
- One second year (PGP-15) female student was adjudged the Best Student in Management (Female) in the 20th Business School Affaire and Dewang Mehta Business School Awards.





She had won the Late Ms. Anita Gangal Award, which also included a scholarship of Rs.5 lakhs. In another event, the Presentation Competition (Topic – Brand Reputation: Present and Future), she secured the second position.

- A team of three first year (PGP-16) students (Team name: Triple Trouble) had won the Tata Motors Mindrover Case Challenge, the national finals which were held in Pune. Mindrover was a unique Tata Motors case study competition that invited solutions to challenging problems from the best minds on the best campuses. Over 1500 teams from more than 40 B-Schools had registered for the event. IIMK team was amongst the top Six finalists for the final round and went on to win the event.
- Five second year (PGP-15) students were awarded Sir Ratan Tata Scholarship by Sir Ratan Tata Trust.
- Two second year (PGP-15) students were awarded the OP Jindal Merit Scholarship by OP Jindal Group.
- One first year (PGP-16) student was awarded the Aditya Birla Group Scholarship by the Aditya Birla Group.
- One first year student (PGP-16) was awarded the SGGSC Talent Scholarship by Societe Generale Global Solution Centre Pvt. Ltd.

ADMISSIONS 2012

Selected indicators of the admission process are given below:

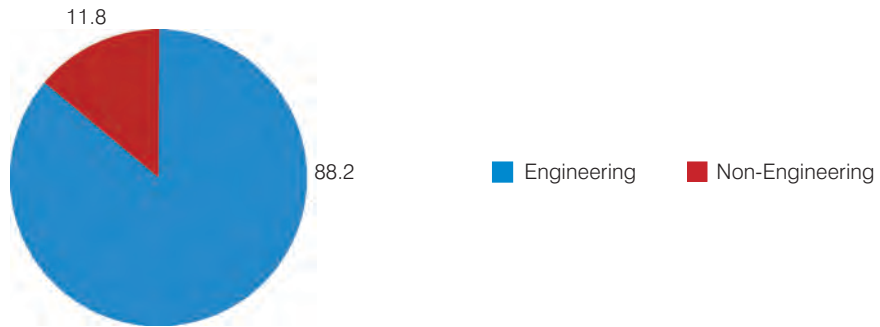
No. of candidates called for Interview			No. of candidates attended the Interview		
	2011-12	2012-13		2011-12	2012-13
General	1362	1657	General	1174	1164
OBC	832	856	OBC	744	454
SC	416	530	SC	354	251
ST	230	278	ST	191	93
Physically Handicapped	88	96	Physically Handicapped	82	43
NRI	06	06	NRI	04	06
Total	2934	3423	Total	2549	2011

Total Offers Made			Total Offers Accepted		
	2011-12	2012-13		2011-12	2012-13
General	314	311	General	188	194
OBC	226	236	OBC	100	109
SC	126	137	SC	51	61
ST	78	69	ST	27	26
Physically Handicapped	35	25	Physically Handicapped	11	07
NRI	01	03	NRI	01	01
Total	780	781	Total	378	398

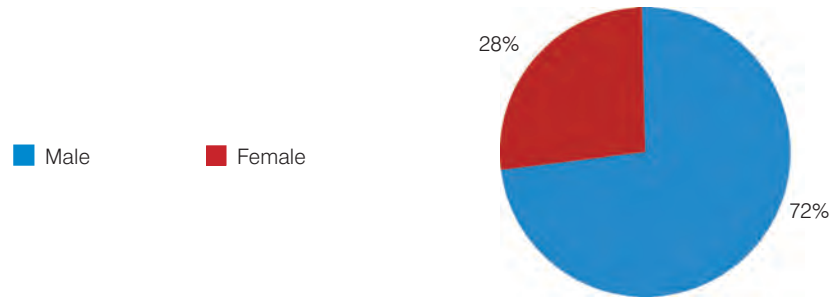
Students registered for the Post Graduate Programme							
Year	General	OBC	SC	ST	Physically handicapped	NRI	Total
2011-12	175	79	43	20	10	01	328*
2012-13	179**	96	55	20	06	01	356

* Including one repeater from Batch 2010-11
 ** Including one NRI candidate

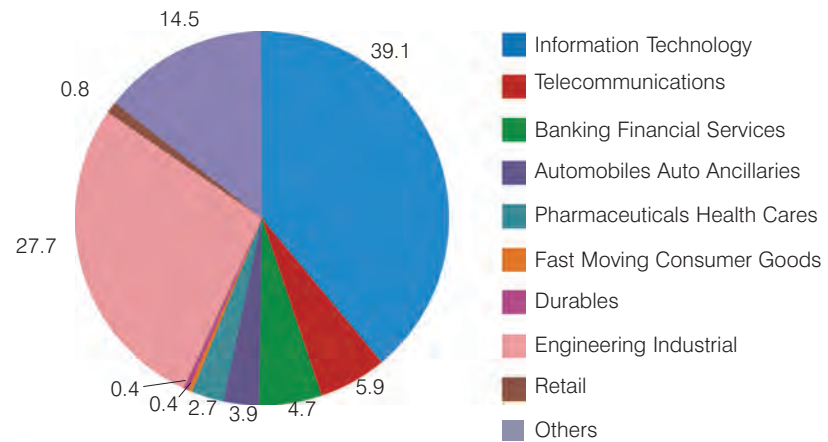
Graduation Discipline



Gender Ratio



Work Experience





Common Admission Test- 2012

The Common Admission Test (CAT 2012) for admission to various Post Graduate Programmes of IIMs was conducted by IIMK. CAT 2012 was held during the period 11 October to 06 November 2012. The total number of candidates registered for the test was 2,14,068 out of them 60,876 were females and the rest were males. The number of registrations for CAT 2012 is around 5% more than that of last year. In all, 1,91,642 candidates appeared for the test out of which 54,744 were female candidates. The results of CAT 2012 were declared on 09 January 2013.

Admissions 2013

The interview for selection of candidates for PGP 2013-15 batch were scheduled at Kozhikode, Mumbai, Kolkata, Delhi and Bangalore during the period 18 February to 06 April 2013. The details of candidates called for writing task and interview were as under -

Category	No. of Candidates
General	1514
OBC-NC	926
SC	599
ST	309
Physically Handicapped	110
Total	3458

FELLOW PROGRAMME IN MANAGEMENT (FPM)

Introduction

The Fellow Programme in Management of IIM Kozhikode is a doctoral level programme that aims to produce cadres of high quality management scholars and researchers. IIMs perceive the Fellow Programme as a crucial source, of management researchers and faculty resource of top quality for the academic Institutions including IIMs and for the industry, business, government and society. FPM is designed for a normal period of four years. The programme requires candidates to undergo a rigorous two year course work in which the first year is largely common with the first year of the Post Graduate Programme in Management, while the second year is devoted to advanced

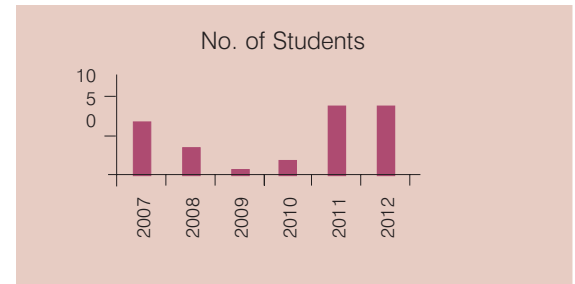


doctoral level course in the candidate's area of specialization. The course comprehensively covers inputs on research methods and pedagogy in management teaching.

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

FPM at IIMK

Presently seven areas of specialization are being offered viz., Economics, Finance, Accounting and Control, Information Technology and Systems; Marketing, Organizational Behaviour and Human Resources, Quantitative Methods & Operations Management; and Strategic Management. FPM students are required to take a total of 61 / 64.5 credits during the first and second years respectively. Currently there are 33 students in the FPM Programme at IIM Kozhikode in six areas.



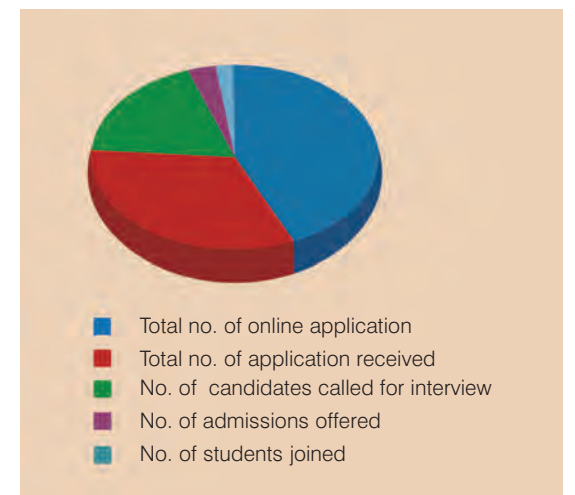
Financial Support

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

All Indian students joining the FPM are given a fellowship of Rs.17,000/- per month for the first and second years, Rs.18,000 in the third year, fourth year and the first six months of the fifth year. During the last six months of the fifth year a stipend as decided by the student's Research Advisory Committee is given. A contingency grant of Rs. 120,000/- can be used throughout the permitted time period of the programme for meeting the expenses on books, stationery, computers, etc. Further, financial supports for attending National (Rs.20,000/-) and International Conferences (Rs.75,000/-) held in India and abroad are also provided.

FPM Admission 2012-13

A total of 260 students were registered for the programme online, and the interview was held during 02 to 04 April 2012. IIMK offered admission to 22 candidates into FPM Course for the FPM Sixth Batch (Academic Year 2012-13). Out of 22 offers 17 candidates had confirmed their participation. On the registration day only 12 candidates registered and three candidates withdrew themselves from the programme later on. Following is the break-up of the 09 students in sixth batch of FPM -



Marketing Area	-	02
IT and Systems Area	-	02
Strategic Management	-	02
QM and OM Area	-	02
Finance and Accounting Control	-	01

Fellow Achievement during 2012-13

Presently IIMK has 33 fellow participants in the campus in six areas. Academically the students have already shown enormous development within few years of the programme. The following are some of the accomplishment of FPM students -

a) Award of Fellow Title of IIMK

Two FPM 01 Batch students, Mr. Vaibhav Chawla and Mr. Manish Shukla were awarded the title of 'Fellow of Indian Institute of Management Kozhikode' in the 15th Annual Convocation held on March 23, 2013.

b) Fullbright-Nehru Doctoral and Professional Research Fellowship

Mr. Rakesh Kumar Pati is visiting the Carlson School of Management at University of Minnesota, USA for a period of nine months starting from September 2012 as a Fullbright Scholar.



c) Awards

Sushmita Narayana Aghalaya (2013) won the Shastri Indo-Canadian Institute Internship for Indian students programme for the project titled “Green Supply Chains in the Pharmaceutical Industry; Insights from Canada and India”, HEC Montreal, Canada February 2013.

Krishnadas N. GSTF (Singapore) Outstanding PhD Fellow 2012 - Chosen as exceptional PhD Student by Global Science and Technology Forum (GSTF), Singapore for research work on Green IT and Cloud Computing. It includes research grants and invited publications.

Krishnadas N. Wings of Excellence Award 2012 (Switzerland) - Research paper on “Risk Management in Sustainability” was chosen among best papers across the globe and invited to attend all expenses paid event - St. Gallen Symposium 2012, Switzerland (1-6 May, 2012).

e) Conference Presentations - International

Deepak S. Kumar; Keyoor Purani and Sunil Sahadev (2012). “Appraising Visual Servicescape Aesthetics: An Environmental Psychology Approach” In Academy of Marketing Annual Conference, 3-6 July 2012, University of Southampton, United Kingdom.

Swain, A. K., and Shyam. A.V. 2012. A Cognitive Business Intelligence System for Scheduling. In the proceedings of the International Conference on Emerging Markets and the New Dynamics of Management, May 17-18, London, United Kingdom.

Sushmita Narayana Aghalaya, Arun A. Elias, Rupesh Kumar Pati (2012), “Analysing Reverse Logistics in the Indian Pharmaceuticals Industry: A Systems Approach”. In 26th Annual Australian and New Zealand Academy of Management (ANZAM) Conference, December 5-7, Perth, Western Australia

Ankita Tandon, 2012, Enterprise learning for social value creation: A research agenda for social enterprises, In 4th International Social Innovation Research Conference, Sept. 12-14, 2012, Third Sector Research Centre, University of Birmingham, U.K.

Krishnadas N and Radhakrishna Pillai R (2012), “A model for Sustainability of Green IT initiatives”, In proceedings of International Conference on Information Systems 2012 (ICIS 2012), Orlando, Florida

Krishnadas N and Radhakrishna Pillai R (2013), “Cloud Computing: Analysis using Stochastic Process”, In proceedings of 6th Annual International Conference on Computer Games, Multimedia and Allied Technology, GSTF, Singapore (all expenses paid).

Supriya, K.K and Sebastian, M.P. (2013). “ICT for Education – Its Readiness and Success”, In 7th Education without Borders International Student Conference, March 25-28, Higher Colleges of Technology, UAE.

f) Conference Presentations - National

Krishnadas N and Radhakrishna Pillai R (2012), “Innovation strategy for Business Sustainability in Indian firms”, In proceedings of Global Strategies for an Emergent India, IIM Kozhikode

Supriya, K.K and Sebastian, M.P. (2012). “E-Governance Readiness – Challenges for India”. In International Conference On Global Strategies for an Emergent India, December 27-28, Indian Institute of Management Kozhikode, Kerala.

Supriya, K.K and R. Radhakrishna Pillai. (2012). “A Systems Thinking Approach for Transforming Management Education”. Ninth AIMS International Conference on Management (AIMS-9), January 1-3, Foundation for Liberal And Management Education, Pune.

Venugopal, A. (2013). Gauging employee voices using quality function deployment. In D. Chatterjee, S. P. Pati, and M. Dhal, *High Tech people High touch HR, Are we missing the humane touch* (pp. 23-40). New Delhi: Bloombury

g) Paper Presentation

Aparna Venugopal presented a paper on 'Gauging employee voices with quality function deployment' at the HR Summit-2013, IIM Kozhikode, Kerala 8-10 February 2013.

h) Books

Krishnadas N and Radhakrishna Pillai R (2012), "Cloud Computing Diagnosis: A comprehensive study" (Book Chapter) in *Service-Oriented Methodology and Technologies for Cloud Computing* published by IGI Global.

Sreevas S, *Rural electrification using solar power – A model for developing country*, Lap Lambert Academic Publishing, February 4, 2013.

i) Journal Publications

Sushmita A. Narayana, Rupesh Kumar Pati and Prem Vrat (2012) "Research on management issues in the pharmaceutical industry: A literature review", *International Journal of Pharmaceutical and Healthcare Marketing* Vol. 6 (4), pp. 351-375.

j) Case Study

Krishnadas.N (2012), "GOONJ: the power of cloth", *Emerald Emerging Market Case Study Collection Journal*.

PLACEMENT

Summer Placement for PGP-16 Batch

The Placement Team at IIM Kozhikode takes great pride in announcing the successful completion of the Summer Placement process for the 16th batch of the flagship PGP (Post Graduate Programme). At this juncture, the Summer Placement Team would like to specifically thank all those people who have supported the students through this crucial time and helped us achieve noteworthy results.

Despite recessionary trends and an unfavorable economic situation, IIM Kozhikode boasts of a successful summer placement process. We would like to thank our regular recruiters and several new ones who participated in the process and expressed faith in our students. Over the past few years, IIM Kozhikode has become a preferred destination for recruiters across industries owing to the diverse educational and work-experience background of our students.

At the heart of this success, is the unflinching support from the distinguished Alumni of the Institute. Without their backing and strong conviction this would have been extremely difficult to achieve. Lastly we would also like to acknowledge the support from the students of both batches in getting the process done in an exemplary manner.

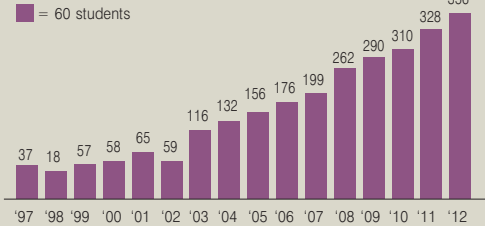


STATISTICS SNAPSHOT

No of students - 366
No of companies - 144
No. of new recruiters - 80
Highest stipened - INR 150,000



**Increase in batch strength (PGP)
Over the year (1997-2012)**



15 Years of Glory

Established in 1997, IIM Kozhikode is the 5th oldest Indian Institute of Management currently in its 16th year of glorious existence. Located at Kozhikode on the outskirts of the city of Calicut, Kerala, it is one of the most picturesque B-school campuses in India. While the batch strength has been growing year on year, the number of recruiters on campus has also grown proportionately thus providing students with ample opportunities to choose a career of their choice. The increasing number of foreign university partnerships has ensured the synergy building exercise which has resulted in exchange of ideas and networking. IIM Kozhikode offers PG Diploma in Management (PGDM), Fellow Programme in Management (FPM), Management Development Programmes (MDP) and several executive education programmes.

Fastest Placement Season Ever

366 students including PGP and FPM students participated in the summer placement process. IIM Kozhikode maintained its impeccable track record by ensuring excellent placement with over 140 recruiter's making internship offers spanning across different verticals, and that too in the shortest span of time ever. The first-time recruiters were impressed by the academic excellence and the rigor of the curriculum. The diverse talent pool available at IIM Kozhikode and the enthusiasm amongst the students made IIM Kozhikode the campus of preference for many recruiters. They were impressed by the variety of experience and the fresh perspective brought onto the table by the students. Taking forward the legacy of last year, one of India's most desired and trusted companies, once again offered the highest number of summer internships across all campuses, to the students of IIM Kozhikode.

STANDING THE TEST OF TIME

Even with the batch size increasing consistently over the past few years and impending economic pressures, IIM Kozhikode has been consistently placing all the participating students for summer internship at reputed organizations.

The Institute continued to meet the expectations of our regular recruiters providing them with the highest quality thereby cementing our ties with the industry stalwarts.

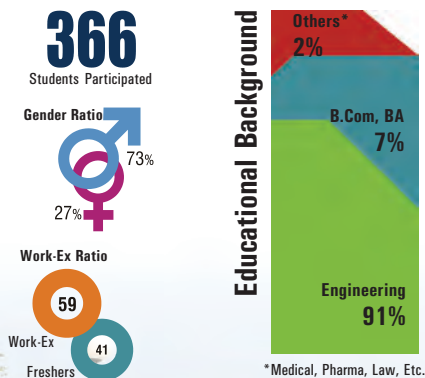
Key Statistics

Demographics

IIM Kozhikode was the first B-School in the country to promote gender diversity in its admission policy and the proportion of the intake of female students in the batch stands testimony to this fact. Also, there exists variety in terms of the educational background of the students inducted into programme every year. The Institute also has a sizeable number of students with non-engineering backgrounds as compared to other premier B-schools.

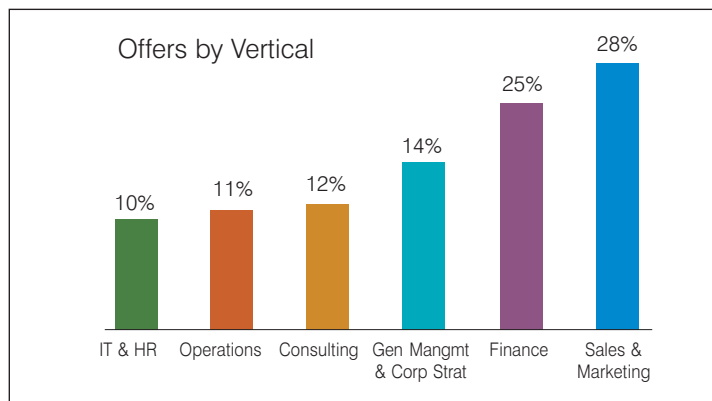
Graduates in commerce, fashion and business administration are a few of the distinct backgrounds available on campus along with the mix of engineers. In addition, there exists a healthy mix of fresh and keen under-graduates along with students having prior work experience in some of the reputed firms in the industry.

With an average work experience of 21 months, the batch proved to be completely up-to-date with the latest industry trends and developments.



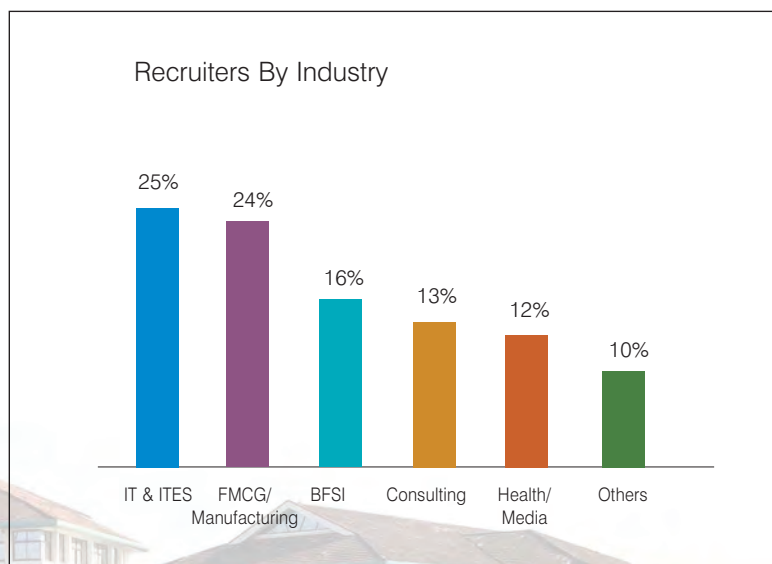
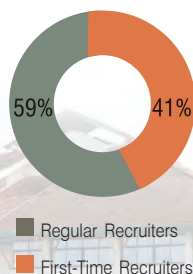
Offers

Sales & Marketing and Finance emerged as the most preferred verticals this year with more than 50% of the batch opting to pursue internship in these profiles. This season also witnessed a remarkable increase in the number of companies and roles in the Corporate Strategy and Consulting vertical as compared to previous years. The same can be attributed to the completion of 15 years of the Institute, because of which many new recruiters in the Consulting vertical put their trust in the capabilities of our students. The batch profile with a good number of students having relevant work experience in diverse sectors also justified the suitability to strategy roles. With a record number of companies visiting the campus for the first time, students had ample number of opportunities to secure an internship aligning with their skills & future career direction.



Recruiters

IIM Kozhikode had the privilege of hosting some of the biggest names from the industry for the Summer Placements this year. While our regular recruiters returned on campus with attractive offers, we also experienced an exponential increase in the number of new recruiters on campus thus emphasizing the ever increasing reach of IIM Kozhikode. While Banking, FMCG and ITES remained evergreen sectors offering a vast proportion of the offers, niche sectors like media, healthcare and sports management also made their presence felt.





Recruiters Speak

Philips: It was a great experience to start off the campus relationship with IIM Kozhikode. We want to take it forward in a big way in upcoming years.

NSE: The experience was thrilling and exciting at IIM Kozhikode. The quality of students is excellent and we got the best resources for the summer projects. We also appreciate the efforts of the Placements Committee for their help and the smooth process.

L&T: It's been a fruitful association with IIM Kozhikode since last three years. I feel the placements process is managed very professionally and has been a mutually beneficial relationship.

Pepsi: The process was well planned and the scheduling was great. We saw all the candidates we shortlisted and there was no waiting time. Also, the quality of students was really good and they were well prepared for the process. Overall, we enjoyed interacting with all of them.

Heinz: The summer internship process at IIM Kozhikode was well planned and organized. The interest shown by the students in Heinz India and support from the placement committee was commendable. We look forward to continuing our relationship with the institute in the years to come.

Out of the box

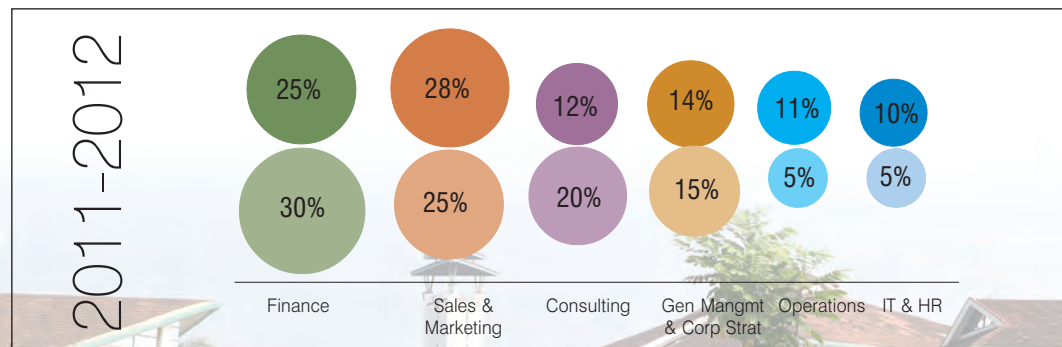
The Summer Placements season at IIM Kozhikode witnessed the students exploring the road less travelled and taking up projects that are closer to their hearts. With organizations ranging from Healthcare and Sports Management to a Central Ministry and a popular Political party, the students got the liberty of taking the bold step towards a challenging career, allowing them to chase their dreams and explore unconventional opportunities fearlessly. A lot of students took up roles in companies from the Education sector thus reaffirming the proclivity of the students towards societal concerns. Media management houses, PR firms providing innovative roles also participated in the summer placements process. One of India's popular rock bands participated and gave the music enthusiasts an opportunity to pursue their passion at a professional level. The Summer Placement season underlined the clarity that the students have about their careers and the conviction with which they are ready to pursue the same.

Emerging Companies & Start-up

A host of companies in the spectrum of the highly challenging emerging companies / start-ups also participated in the process with the intention of adding value to the organization and expediting their company's growth.

2012 v. 2011

There has been a remarkable increase in the proportion of roles offered in the Operations, IT & HR verticals reflecting the holistic competence of the batch. While the verticals of Sales and Marketing and Finance proved to be evergreen sectors with a number of offers from these verticals.



Alma mater 'matters'

IIMK's alumni proved yet again that the alma mater does matter to them. The involvement of alumni in the process and the support extended were instrumental in the successful placements season.

Lateral & Final Placements for PGP-15 Batch

The Placements Team at IIM Kozhikode takes great pride in announcing the successful completion of the Lateral & Final Placements processes for the 15th batch of the flagship Post Graduate Programme. At this juncture, the Placements Team thanked everyone involved in taking the process to completion and helping students at a crucial stage of their lives.

Despite recessionary trends and a slowdown in the economy, IIM Kozhikode successfully hosted all major industry stalwarts along with a large number of new recruiters. Over the past few years, IIM Kozhikode has become a preferred destination for recruiters across industries owing to the diverse educational and work-experience background of our students.

Central to this laudable achievement would be the unwavering support from the distinguished Alumni of this institute without whose backing and strong conviction, this accomplishment would have not been possible. Finally, we would like to acknowledge the continuous support from students of both the batches in ensuring a smooth and time-bound process.

Snapshots

HIGHLIGHTS

Number of students	325	Highest International salary	33.00
Number of companies	146	Average salary	12.31
No. of PPOs offered	38	Average salary of female students	13.17
No. of PPIs	49	Average salary of male students	11.82
Percentage of new recruiters	36%	Average salary of PSUs	11.64
Highest domestic salary	32.00		

* Salary in lakhs p.a

International offers

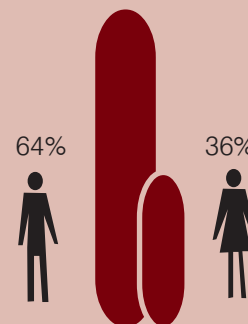
The numbers of International offers this year stood at 22 with roles being offered across locations like the Middle East, Africa and Asia Pacific in the Healthcare, FMCG, Information security and Commodities sector. This is significant increase over the previous years, thanks to the concerted effort from the team in this area.

Class of 2012

AMBA accredited IIM Kozhikode, was the B-School in the country to promote gender diversity in its admission policy and the proportion of the intake of female students in the batch stands testimony to this fact. Many other Institute have followed suit seeing the impact such an initiative has been made.

Also, there exists variety in terms of the educational background of the students inducted into the programme every year. The Institute also has a considerable number of students with non-engineering background as compared to other premier B-Schools.

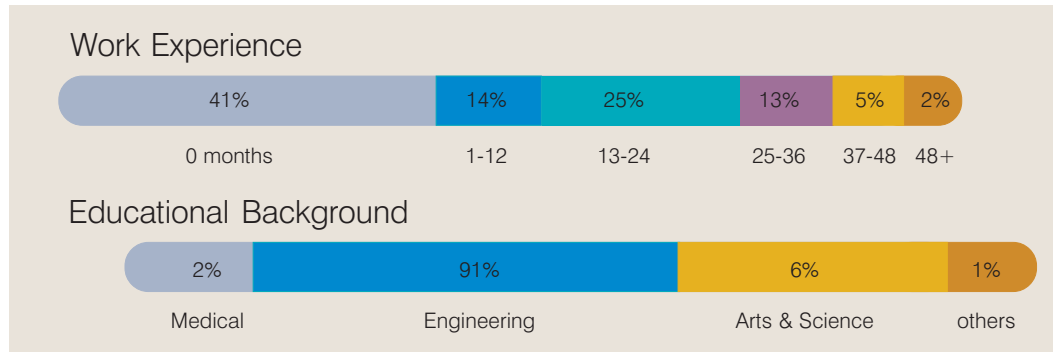
325
students





Graduates in commerce, fashion and business administration are a few of the distinct backgrounds available on campus along with the mix of engineers. In addition, there exists a healthy mix of fresh graduates along with students having prior work experience in some of the reputed firms in the industry with an average experience of close to 21 months.

Close to 12% of the batch had pre-placement offers from their summer internship companies showcasing the dedication and the talent of the class of 2013.



OFFERS

Finance

Deutsche Bank, Goldman Sachs, JP Morgan, Citi Bank, HSBC, DE Shaw, Fidelity Investments were the top names this years. Indian Financial Services firms like ICICI, Axis Bank, SBI Caps, FINO and Futures First also recruited in good numbers. Roles offered were Corporate Finance, Treasury, Risk Management and Investment Banking.

Marketing

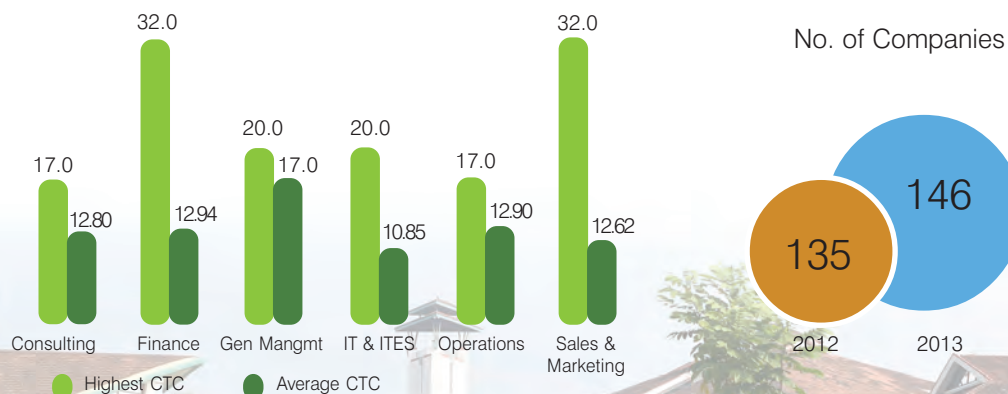
In FMCG, HUL, ITC, Nestle, Pepsi, Amul, HCCB, Britannia, Pidilite were the top names. In B2B and Service marketing verticals, Asian Paints, Airtel, Idea, Vodafone, Ranbaxy, Bajaj and Maruthi participated.

General Management

The big names continued to recruit from IIMK for General Management roles, with the likes of TAS, Reliance Industries, L&T, Mahindra & Mahindra and many more. This year saw Cipla, Ranbaxy and Bosch offering their leadership roles on campus.

Consulting

Top recruiters include McKinsey, Deloitte, KPMG, Cognizant Business Consulting, IBM Consulting, and Wipro Consulting Services.



IT&ITES

Immune to the economic slowdown, Information Services firms continued to recruit in bulk with companies like Cognizant, Accenture Technologies, TCS, IBM Consulting, MU-Sigma Capgemini, Wipro, Infosys, HCL and Mindtree all making offers to the candidates.

The average salary in the IT vertical was 10.8 l.p.a while the highest package offered was 20 l.p.a.

Other companies participating in the process included Microsoft, Zynga, Mahindra Comviva and Zycus Infotech.

OPERATIONS

Some of the big names of the industry in the Operations domain like Asian Paints, Tata Steel, RPG, Ambuja Cements, Jindal Steel and L&T made offers to the students.

First time recruiters included leaders like Sodexo and Yepme with roles in Supply Chain Management, procurement, Logistics and Service Delivery.

Citi Bank also recruited for an operations profile at IIMK. Some of the major firms like Sudarshan Chemicals also opened up roles in the operations vertical for the candidates,

While, the average remuneration was 12.3 l.p.a., the highest offer made was 17 l.p.a.

TRENDS

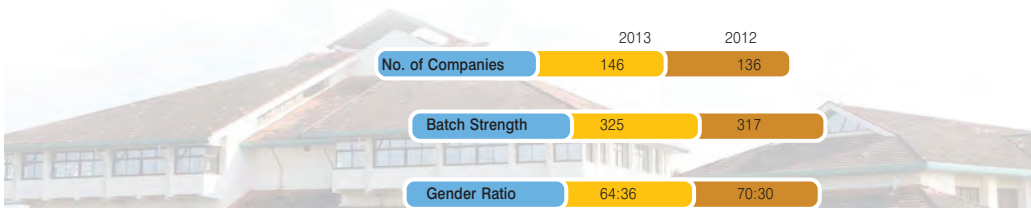
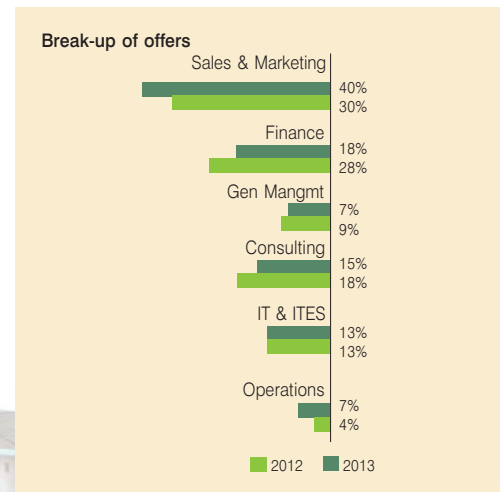
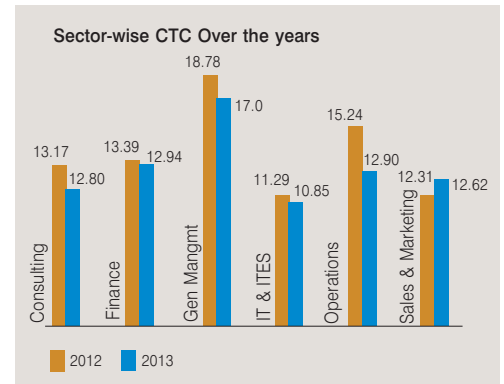
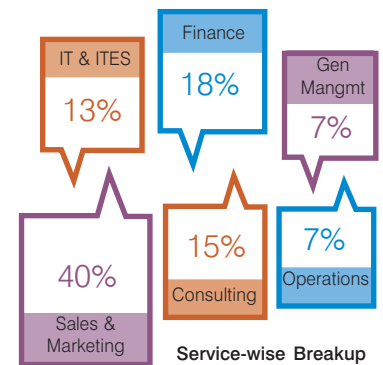
The year 2013 has been a year of ups and downs for various sectors, and hence IIM Kozhikode proactively decided to diversify the spectrum of recruiters that visited campus.

In line with this decision, sector such as Education, Healthcare and Energy sectors were focused on.

Sports management is another niche area where some of the students have been offered challenging roles. The real Estate Sector and the Media & Advertising companies were among the other attractive unconventional sectors to recruit this year.

2013 vs 2012

The year 2013 saw an increase in the total number of companies participating in the process as compared to 2012, and the number of international offers saw a significant increase. Sales & Marketing and Finance continued to be the forte this year. The Operations vertical saw a significant increase in the number of offers.





ALUMNI

Sangam

The interaction between alumni, current students and the incoming batch was held during May 2012 in Mumbai, Bangalore, Delhi, Hyderabad, Cochin, Kolkata and Chennai. Sangam was also held internationally in the cities of New York, London, Dubai, Dallas and Singapore.

Nostalgia

The annual alumni meet was held in January 2013. A total of 48 alumni representing batches PGP-3 to PGP-14 participated in the meet. 'Batch Wars', a series of fun events and surprise quizzes for the alumni was a part of this year's meet.



The alumni took up the mantle of being mentors to the students and helped them to choose elective courses and decide their specializations. 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.

MANAGEMENT DEVELOPMENT PROGRAMME

Activity Report for the Period April 2012 – March 2013

During the year (April 2012 – March 2013) the Institute conducted a total of 77 Management Development Programmes (MDPs) involving 226 days. Out of these, 15 were open MDPs, 58 were sponsored MDPs and 4 programmes conducted through Interactive Distance Learning Platform. A 1928 participants have attended these MDPs. On the other hand, during the above period, Faculty Development Programmes (FDPs) for 37 days were also conducted by the Institute. A total of 120 participants attended these programmes. The total revenue from both MDP and FDP was Rs. 6,61,35,185/- (excluding Service Tax). The details of the programmes are given below:

MDPs conducted during April 2012 – March 2013

Management Development Programmes (Sponsored)

Sl. No.	Name of the Programmes	Facilitator	Dates	No. of participants	Duration (Days)
1	Customer Management for Senior Management	Prof. Joffi Thomas	April 04, 2012	22	1
2	Functional Skills for Management Leadership (Module – 2)	Prof. Abhilash S. Nair	April 10-13, 2012	29	4
3	General Management Programme	Prof. G. Thangamani and Prof. Leena Mary Eapen	April 23- May 18, 2012	33	26
4	High Performance Leadership for Operational Excellence for AGMs of Indian Ordinance Factory Services	Prof. Saji Gopinath	April 25-27, 2012	18	3
5	Functional Skills for Management Leadership-2 ELP for GMR Group (Module-3)	Prof. Rahul Kumar Sett	May 15-18, 2012	30	4

6	Competency mapping and Succession Planning	Prof. T. N. Krishnan	May 17-18, 2012	14	2
7	Customer Management for Senior Management	Prof. Joffi Thomas	May 28, 2012	12	1
8	Strategic Negotiations	Prof. A. B. Unnithan	June 19-21, 2012	27	3
9	Academic Leadership for Excellence for	Prof. Saji Gopinath	June 20-22, 2012	30	3
10	Strategy and Leadership Management Skills; ELP for GMR Group (Module – 4)	Prof. Rajesh S. Upadhyayula	June 12-15, 2012	30	4
11	Managerial Effectiveness-Batch 1	Prof. Manoranjan Dhal, Prof. G. Sridhar, Prof. A. K. Swain	July 9-19, 2012	29	10
12	Integrative Management skills: Blue Ocean Strategy Simulation ELP for GMR Group (Module-5)	Prof. Saji Gopinath	July 23-26, 2012	30	4
13	Strategic Leadership	Prof. Keyoor Purani	July 25-August 3, 2012	15	10
14	Managerial Effectiveness-Batch 2	Prof. Manoranjan Dhal, Prof. G. Sridhar, Prof. A. K. Swain	July 30- August 09, 2012	25	10
15	Legal Aspects of People Management	Prof. Manoranjan Dhal	August 13-14, 2012	25	2
16	Emerging Leaders' Programme: Manufacturing : Batch 1	Prof. Rupesh K. Pati, Prof. G. Thangamani, Prof. A. B. Unnithan	August 20- Oct 27, 2012	30	68
17	Managerial Effectiveness-Batch 3	Prof. Manoranjan Dhal, Prof. G. Sridhar, Prof. A. K. Swain	September 03-13, 2012	24	11
18	Business Leadership Programme (Module-1)	Prof. A.B. Unnithan	September 06-09, 2012	30	4
19	Transformational Project Leadership Programme	Prof. Saji Gopinath	September 24-28, 2012	27	5
20	Academic Leadership for Excellence	Prof. Saji Gopinath, Prof. C. Raju	October 04-06, 2012	30	3
21	Business Leadership Programme (Module-2)	Prof. A. B. Unnithan	October 12-15, 2012	30	4
22	General Management Programme	Prof. G. Sridhar, Prof. SSS Kumar, Prof. Rajesh U, Prof. Koushik G.	October 15-26, 2012	26	12
23	Academic Leadership for Excellence	Prof. Saji Gopinath, Prof. C. Raju	October 18-20, 2012	30	3
24	Academic Leadership for Excellence	Prof. Saji Gopinath, Prof. C. Raju	October 30- November 01, 2012	30	3
25	Leadership Development Programme	Prof. Manoranjan Dhal	October 29-30, 2012	17	2
26	Managerial Effectiveness Programme for Managerial Excellence	Prof. Manoranjan Dhal, Prof. Deepa Sethi	November 2-7, 2012	25	6



27	Logistics Management	Prof. Saji Gopinath	November 14, 2012	25	1/2
28	Service Delivery For Dept. of Posts	Prof. Sanal Kumar Velayudhan	November 15-16, 2012	25	2
29	Workshop on Effective customer Management (Venue Pune)	Prof. Joffi Thomas	November 19, 2012	35	1
30	Business Leadership Programme (Module-3)	Prof. A.B. Unnithan	November 19-22, 2012	30	4
31	General Management Programme	Prof. G. Sridhar, Prof. SSS Kumar, Prof. Rajesh U, Prof. Koushik G.	November 19-30, 2012	24	12
32	Institutional Leadership	Prof. Omkumar Krishnan	November 21-23, 2012	21	3
33	General Management Programme	Prof. G. Sridhar, Prof. SSS Kumar, Prof. Rajesh U, Prof Koushik G.	December 10-21, 2012	25	12
34	Emerging Leaders Programme (Module- 1)	Prof. Shubasis Dey	December 10-14, 2012	22	5
35	Problem Solving and Decision Making (Venue Pune)	Prof. A. K. Swain	December 10-12, 2012	10	3
36	Managerial Effectiveness Lab (Batch-1)	Prof. Manish Kumar, Prof Deepa Sethi	December 17-19, 2012	27	3
37	Business Leadership Programme (Module-4)	Prof. A.B. Unnithan	January 1-4, 2013	30	4
38	Managerial Effectiveness Lab (Batch-2)	Prof. Manish Kumar Prof. Deepa Sethi	January 2-4, 2013	27	3
39	Strategic Decision Making	Prof. Nandakumar M.K., Prof. Saptarshi P.	January 7-11, 2013	14	5
40	Orchestrating Change	Prof. S. Balasubrahmanyam	January 9-11, 2013	18	3
41	Institutional Leadership	Prof. Omkumar Krishnan	January 17-19, 2013	30	3
42	Emerging Leaders Programme (Module 2)	Prof. Abhilash S. Nair	January 22-25, 2013	21	3
43	Value Ethics and Corporate Governance	Prof. Radhakrishna Pillai, Prof. G. Venkat Raman	January 23-25, 2013	15	3
44	Creative Problem Solving and Decision Making	Prof. A.K. Swain	January 28-February1, 2013	16	5
45	Managerial Effectiveness Lab (Batch-4)	Prof. Manish Kumar, Prof Deepa Sethi	January 28-30, 2013	27	3
46	Managerial Effectiveness Lab	Prof. Manish Kumar, Prof. Deepa Sethi	February 05-07, 2013	25	3
47	Workshop on Project Formulation and Project Management	Prof. Saji Gopinath	Feb 09-10, 2013	34	2
48	Managerial Effectiveness Lab	Prof. Manish Kumar, Prof. Deepa Sethi	February 11-13, 2013	24	3
49	Service Delivery and Logistics	Prof. Sanal Kumar Velayudhan, Rupesh Kumar Pati	February 14-15, 2013	25	3
50	Emerging Leaders Programme (Module 3)	Prof. Rahul Kumar Sett	February 19-22, 2013	21	4
51	Business Leadership Programme	Prof. A.B. Unnithan	February 20-23, 2013	30	4



52	Academic Leadership	Prof. Omkumar Krishnan	February 20-22, 2013	30	3
53	Project Management	Prof. Saji Gopinath Prof. Rupesh Kumar Pati	March 04-08, 2013	18	5
54	Academic Leadership	Prof. Omkumar Krishnan	March 07-09, 2013	30	3
55	Project Management	Prof. Saji Gopinath, Prof. Rupesh Kumar Pati	March 11-15, 2013	25	5
56	Academic Leadership for TEQIP Institutions	Prof. Saji Gopinath	March 12-22, 2013	25	11
57	Training need assessment workshop for ASAP Managers	Prof. Manoranjan Dhal	March 19-21, 2013	42	3
58	Strategy and Leadership Management Skills-Batch-2 (Module 4)	Prof. Rajesh S.U.	March 26-29, 2013	21	4

Management Development Programmes (Open)

Sl. No.	Name of the Programmes	Facilitator	Dates	No. of participants	Duration (Days)
1	Applied Finance for Executives (through Eduspire Platform)	Prof. S. S. S. Kumar	May 12- August 05, 2012	14	60 Hours
2	Publishing 2.0 – Business Strategies For The 21St Century	Dr. M. G. Sreekumar	May 21 - 23, 2012	19	3
3	Leading Schools (Venue IIMK Campus)	Prof. Debashis Chatterjee	May 27-30, 2012	48	4
4	General Management Programme.(through Hughes Platform)	Prof. C. Raju	May 28, 2012 - April 2013	64	120 Hours
5	Project Management	Prof. Rupesh K Pati	August 21-24, 2012	7	4
6	Problem Solving And Decision Making	Prof. A. K. Swain	September 05-07, 2012	9	3
7	General Management Programme For Middle Level Managers	Prof AB Unnithan	September 10-15, 2012	21	6
8	Accelerating Sales force Performance	Prof. G. Sridhar	October 10-12, 2012	16	3
9	Becoming and Being Leaders - A Programme For Young – Leaders In The Making	Prof. Unnikrishnan K Nair	October 17-19, 2012	19	3
10	Enterprise 2.0 Enterprise Knowledge Management	Dr. M. G. Sreekumar	November 19-21, 2012	11	3
11	Communication Effectiveness for Lab Managers	Prof. Deepa Sethi, Prof. Anupam Das	November 22-24, 2012	7	3
12	Timeless Leadership	Prof. Debashis Chatterjee	November 28-30, 2012	47	3



13	Project Management (through Eduspire platform)	Prof. Rupesh Kumar Pati	November 2012- February 2012	27	50 Hours
14	Leading School-Dubai Venue : Dubai	Prof. Debashis Chatterjee	December 18-20, 2012	60	3
15	Leadership Clinic	Prof. Debashis Chatterjee	January 10-12, 2013	24	3
16	Leading School, Hyderabad	Prof. Debashis Chatterjee	January 29-31, 2013	28	3
17	Personal Innovation, Creative Thinking and Decision Making	Prof. A. B. Unnithan	February 04-06, 2013	17	3
18	Applied Finance for Executives	Prof.S.S.S.Kumar, Prof Sony Thomas.	February 10- April 07, 2013	16	50 Hours
19	Creativity for Competitive Advantage	Prof. A. K. Swain, Prof. S. Jeyavelu	February 25-27, 2013	14	3

FACULTY DEVELOPMENT PROGRAMMES

FDPs conducted during April 2012 – March 2013

Sl. No.	Name of the Programmes	Facilitator	Dates	No. of participants	Duration (Days)
1	Pre-Doctoral Workshop (PDW) on Research Proposal Development for Faculty in Marketing Management	Prof. Joffi Thomas	April 16-20, 2012	13	5
2	Workshop on Data Analysis For Management Research	Prof. A.B. Unnithan	April 23-27, 2012	21	5
3	Learning to do Academic Research for Publishing in Academic Journals and for Doctoral Dissertations	Prof. Badrinarayan Shankar Pawar	May 21-26, 2012	24	6
4	Doctoral Research in Marketing and Behavioral Sciences	Prof. Joshy Joseph	July 16-20, 2012	16	5
5	International Workshop on Digital Libraries using Greenstone	Dr. M. G. Sreekumar	August 20-24, 2013	15	5
6	Econometrics for Management Research	Prof. Sthanu R. Nair	October 01-05, 2012	11	5
7	Management Teachers' Programme on Blue Ocean Strategy	Prof. Saji Gopinath	February 11-16, 2013	20	6



INTERNATIONAL EXCHANGE PROGRAMME

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

The IIMK's International Exchange Programme endeavors to work with top partner Institutions in the world to develop scholarly engagements for the benefit of students, faculty members and the broader community in the countries across the world. Such collaborative arrangements would result into knowledge enhancement in the field of research, teaching and learning. They also give the Institution an opportunity to mould further the best business practices and conventions in different parts of the world especially the cultural dynamics that impact global business operations. Management scholars from Institutions abroad, especially from the partner Institutions, may find the research facilities available at IIMK and the natural setting very conducive for research. They would also find plenty of opportunities to associate with IIMK in organizing Management Development Programmes (MDPs), Faculty Development Programmes (FDPs), international conferences and a variety of industry interaction seminars.

IIMK plans to rapidly accelerate its International activities through selectively establishing partnerships with greater number of institutions in different parts of the world. During the year 2012-13 IIMK had entered into collaborative agreements with additional eleven top International Institutions.

Currently IIMK has established MoUs with the following Institutions -

Sl. No	Partner Institute
1	Abu Dhabi University, Abu Dhabi
2	Audencia Nantes School of Management, France
3	BEM Bordeaux Management School, France
4	Bocconi University, Italy
5	Catolica Lisbon School of Business and Economics, Portugal
6	College of Commerce, National Chengchi University, Taiwan
7	Copenhagen Business School, Denmark
8	Cyprus International Institute of Management, Cyprus
9	EDHEC Business School, France





- 10 EM Strasbourg Business School, France
- 11 ESCP, France
- 12 ESSCA School of Management, France
- 13 Euromed Management, France
- 14 European Business School, Germany
- 15 IESEG School of Management, Lille, France
- 16 ISCTE University Institute of Lisbon, Portugal
- 17 Jonkoping International Business School, Sweden
- 18 Leeds University Business School, UK
- 19 Leipzig Graduate School of Management, Germany
- 20 Management Center Innsbruck, Austria
- 21 Norwegian School of Economics, Norway
- 22 Reims Management School, France
- 23 Rouen Business School, France
- 24 Sungkyunkwan University, Korea
- 25 University of Birmingham, UK
- 26 University of Bradford, UK
- 27 Victoria University of Wellington, New Zealand
- 28 Yale University, US

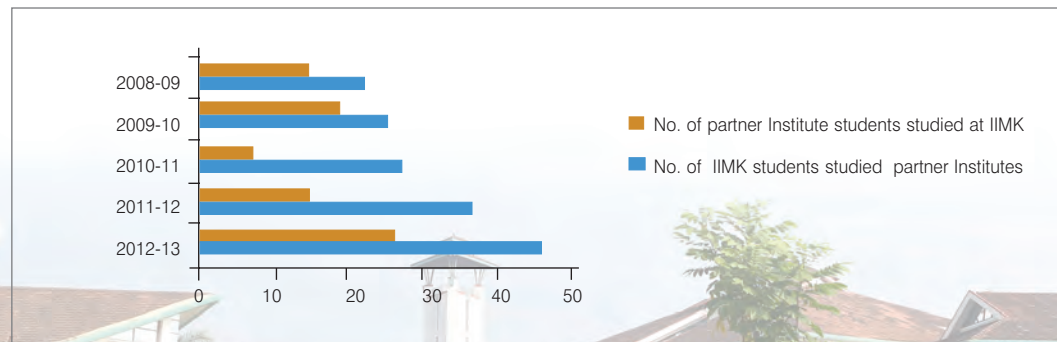
During the year 2012-13, IIMK has entered into collaborative arrangements with the following eleven Institutions -

Sl. No Partner Institute

- 1 Audencia Nantes School of Management, France
- 2 Catolica Lisbon School of Business and Economics, Portugal
- 3 College of Commerce, National Chengchi University, Taiwan
- 4 Cyprus International Institute of Management, Cyprus
- 5 EDHEC Business School, France
- 6 EM Strasbourg Business School, France
- 7 Euromed Management, France
- 8 Reims Management School, France
- 9 Sungkyunkwan University, Korea
- 10 University of Birmingham, UK
- 11 University of Bradford, UK

Other Important Activities

A total of 44 students of IIMK had gone to 13 Foreign Institutions as part of International Exchange Programme and 25 Foreign students arrived at IIMK from 08 Institutions abroad. It can be seen from the following graph that over the years the International Exchange Programme at IIMK has been consistently increasing. The detailed graph highlighting past five years International Students Exchange programme at IIMK is as follows -



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



OTHER ACTIVITIES

International Exchange Evening

IIMK celebrates an International Evening wherein the exchange students showcase their cultural talents followed by International food. This sensitizes IIMK community to Foreign culture and food. They are also expected to develop goodwill and network, both with students as well as faculty members. During the year 2012-13, the International Exchange Evening was held on October 30, 2012.

Business Environment Course and Field Visits

A compulsory academic course on “*Business Environment in India (BEI)*” is intended to develop an understanding of the external environment of business and its implications for managerial decisions. BEI would provide an introduction to various aspects of doing business in India.

Course Objectives

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

As part of this course, 19 students from six countries visited the following organizations in Bangalore during November 08-09, 2012:

- Infosys
- Bharat Electronics Limited
- Narayana Hrudayalaya
- Bharat Earth Movers Limited
- Godrej Properties

Faculty Exchange Programme

Dr. John D. McLellan from Abu Dhabi University had visited IIMK during August 11 to September 07, 2012 as part of the International Exchange of Faculty for teaching a PGP course on “Management Accounting”.



International Visitors

IIMK hosted several International visitors in 2012-13. These visitors had interactions with IIMK faculty members and students and they have resulted into the identification of various opportunities for collaboration. International visitors to IIMK in 2012-13 included –

a) Prof. Roger Mumby-Croft from Lord Ashcroft International Business School, UK visited IIMK during June 20-22, 2012 for exploring the possibility of signing a MoU between IIMK and Lord Ashcroft International Business School, UK.

b) Dr. Michael Gray, Director of ESSCA Hungary Foundation, Hungary and France visited IIMK on 13 and 14 February, 2013 to discuss about various possibilities to strengthen the partnership between IIMK and ESSCA School of Management. As a result of this discussion both the schools will extend the collaborations to the following activities in addition to the student exchange:

- Research collaboration between faculty members
- Exchange of faculty members
- Collaboration in delivering Management Development Programmes

EXECUTIVE POST GRADUATE PROGRAMME

Announcement of admission to fifth batch of Executive Post Graduate Programme in Management (EPGP), Executive Education Programme in General Management (EEPGM-12) and fifth batch of specialization programmes - Executive Education Programme in Strategic Management (EESPM), Executive Education Programme in Marketing (EEMP), Executive Education Programme in Finance (EEPF) and Executive Education Programme in Operations Management (EEPOM). The admission notification for two year programmes namely Executive Education Programme in Human Resource Management (EEPHR) and Executive Education Programme in Information Technology Management (EEPITM) were also released. Entrance test (eMAT) and Interviews for selection of EPGP and EEPGM candidates were held during September 15-16, 2012. The entrance examination (eMAT) was administered by IIMK.

Based on admission notification followed by the entrance test (eMAT) and interviews conducted by IIMK for the fifth batch of EPGP, EEPGM-12 and fifth batch of specialization programmes EESPM, EEMP, EEPF and EEPOM and first batch of EEPHR and EEPITM, around 351 participants joined our programme during the current academic year, in addition to the existing batch of EPGP-04/EEPGM-11.

The first in-campus module of EPGP-05/EEPGM-12 batch was conducted during December 4-9, 2012. Total 190 participants from various parts of the country attended the module.

The in-campus module of the EESPM-05, EEMP-05, EEPF-05, EEPOM-05, EEPHR-01 and EEPITM-01 batches was conducted during January 7-12, 2013. Total 161 participants attended the campus module.

Platform Classes for EPGP-05/EEPGM-12 commenced in December, 2012 and for EESPM-05, EEMP-05, EEPF-05, EEPOM-05, EEPHR-01 and EEPITM-01, the platform classes started during February, 2013.

First year Classes of EPGP-04/EEPGM-11 batch were over and the examinations were conducted successfully. The Second year classes of EPGP-04 started in March, 2013.

Convocation

The third Convocation of EPGP Participants was held on March 23, 2013 at IIMK Campus during the Annual Convocation Ceremony. 227 students of EPGP-03 batch and 7 students of ePGP-02 batch were awarded the Executive Post Graduate Diploma in Management. Mr. Amit Ashok Nayak was awarded the Gold Medal for Scholastic Performance.



RESEARCH AND PUBLICATION

Articles in Journals
 Forthcoming Journal Articles/Conference Papers
 Articles in Newspapers and Periodicals
 Book Chapters
 Book
 Edited Books
 Translation
 Case Study
 Conference Proceedings / Presentations
 Session Chair
 Invited talks/Workshops/Seminar
 Research Seminars
 Working Papers
 SGRP Completed
 SGRP Undertaken
 MGRP Undertaken
 Presentations in Symposia, Seminars
 Fellowships/Awards/Honours
 Membership of Editorial Board
 Review / Referee
 Conferences / Conventions at IIMK
 Conferences / Conventions Forthcoming

Articles in Journals

Abdulla, M. S. (2012). Multi-Criteria Decision Making with overlapping criteria. *IIMB Management Review*, 24(3): 137-142.

Adhikari, A., and Rao, A. K. (2012). Individual Preference and Bargaining Behavior in Families' Buying decisions of Restaurant service. *Cornell Hospitality Quarterly*, 20(10): 1-14

Adhikari, A., Rao, A. K. (2012). Eliciting Individual Preference and Bargaining Behavior in Family Buying Decision. *Cornell Hospitality Quarterly*, 53(4).

Anand, G., and Bahinipati, B. K. (2012). Measuring horizontal collaboration intensity in supply chain: a graph-theoretic approach. *Production Planning and Control*, 23(10-11): 801-816.

Bahinipati, B. K., and Deshmukh, S. G. (2012). A Conceptual Framework for Lateral Collaboration in Semiconductor Industry Supply Networks. *International Journal of Management and Enterprise Development*, 12(2): 132-157.

Balasubrahmanyam, S., Prasad, K., and Akhilesh, K.B. (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*, 13(3): 165-175.



Balooni, K., and Gangopadhyay, S. (2012). Technological Infusion and the Change in private, urban green space. *Urban Forestry and Urban Greening*, 11(2): 205–210.

Balooni, K., Gangopadhyay, S., Turakia, S., and Karthik, R. G. (2012). Challenges in the Sustainability of a Targeted Health Care Initiative in India. *IIMK Society and Management Review*, 1(1): 21–32.

Chowdhury, S. and Mukherjee, S. P. (2013). Estimation of Traffic Intensity Based on Queue Length in a Single M/M/1 Queue. *Communications in Statistics - Theory and Methods*, Taylor and Francis, May, 42 (13): 2376-2390

Dey, S., and Nair, S. R. (2013). State-level Borrowing Costs under Deregulation – An Indian Experience. *Journal of Asia Business Studies*, 7(1): 68-83.

Gangopadhyay, K. and Singh, K. (2013). Extent of Poverty in India: A different dimension. *Economic and Political weekly*, 48 (6): 75-83.

Gupta, M. A., Kumar, R., and Upadhyayula, R. S. (2012). Success of a Merger or Acquisition – A Consideration of Influencing Factors. *International Journal of Management Practice*, 5(3): 270-286.

Haleem, A., and Sebastian, M. P. (2012). An Energy Conserving Approach for Data Formatting and Trusted Data Exchange in Resource Constrained Networks. *Knowledge and Information Systems*, 32(3): 559-587.

Jharkharia, S. (2012). Supply Chain Issues in Mergers and Acquisitions: A Case from Indian Aviation Industry. *International Journal of Aviation Management*, 1(4): 293-303.

John, L., and Ramesh, A. (2012). Humanitarian supply chain management in India: a SAP-LAP framework, *Journal of Advances in Management Research*, 9(2): 217-235.

Kohli, R. and Mann, B. J., (2012). Acquiring Company Wealth Gains in Domestic and Cross Border Acquisitions in India”, *International Business Review*, 21(6): 998-1016.

Krishnan, O. (2012). Economy, Markets and Consumption: A Critical Review, *Crescent Journal of Business*, 2(1).

Krishnan, T. N. (2012). An exploratory study on executive management education through technology mediated distance learning in India. *Industrial and Commercial Training*, 44(7): 389-397.

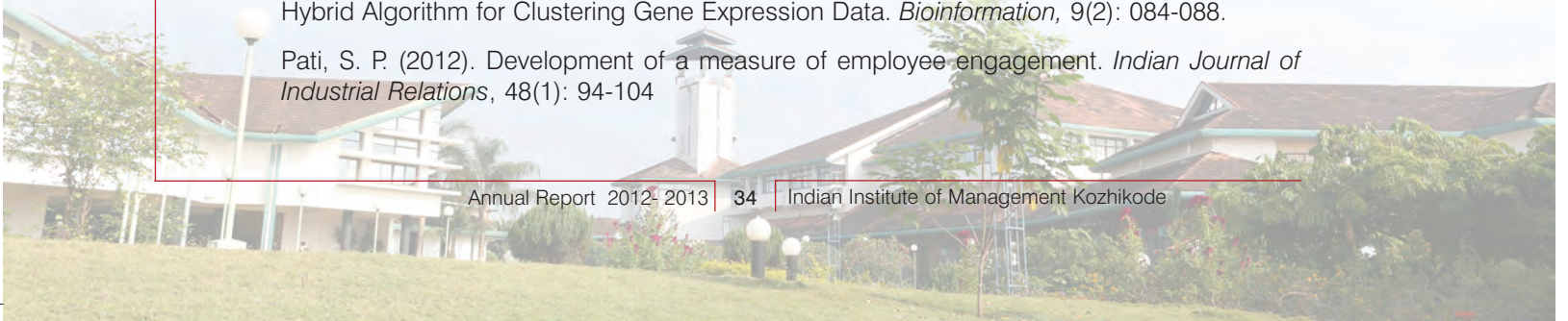
Kumar, M., Singh, S., Rai, H., and Bhattacharya, A. (2012). Measuring Humane Orientation of Organizations through Social Exchange and Organizational Identification Facilitation and Control of Burnout and Intent to Quit. *International Journal of Organization Theory and Behavior*, 15 (4): 520-547.

Kumar, R., and Sivakumar, A. I. (2013). Simulated annealing-based algorithm for the capacitated hub routing problem. *International Journal Services and Operations Management*, 14 (2): 221-235.

Mondal, D., and Gangopadhyay, K. (2012). Does stronger protection of intellectual property stimulate innovation? *Economics Letters*, 116(1):80–82.

Nazeer, A., Sebastian, M. P. and Kumar, M. (2013). A Novel Harmony Search – K means Hybrid Algorithm for Clustering Gene Expression Data. *Bioinformation*, 9(2): 084-088.

Pati, S. P. (2012). Development of a measure of employee engagement. *Indian Journal of Industrial Relations*, 48(1): 94-104





Paurav, S., and Purani, K. (2012). Comparing the Importance of Luxury Value Perceptions in Cross-national Contexts. *Journal of Business Research*, 65(10): 1417-1424.

Purkayastha, S. (2013). Diversification strategy and firm performance: evidence from Indian manufacturing firms. *Global Business Review*, 14(1): 1-23.

Ramachandran, N., and Sivaprakasam, P. (2012). Real-Time Analysis of CDN in an Academic Institute: A Simulation Study, *Journal of Algorithms and Computational Technology*, 6 (3): 483 – 498.

Saha, B., and Sensarma, R. (2013). State ownership, credit risk and bank competition: a mixed oligopoly approach, *Macroeconomics and Finance in Emerging Market Economies*, 6 (1): 1-13.

Sethi, D. (2012). Task-based Oral Communication Teaching. *English for Specific Purposes World*, 35 (12).

Sethi, D. (2012). Using Extempore as a Task to Improve Oral Communication Skills. *English for Specific Purposes World*, 36 (12).

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

Shukla, P., and Purani, K. (2012). Comparing the Importance of Luxury Value Perceptions in Cross-national Contexts. *Journal of Business Research*, 65 (10): 1417– 1424.

Sikdar, A., and Mitra, S. (2012). Gender-role stereotypes: perception and practice of leadership in the Middle East. *Education, Business and Society: Contemporary Middle Eastern Issues*, 5(3): 146-162.

Sreekumar, M.G. (2012). Strategies on e-resources management for smart information systems. *Annals of Library and Information studies*, 59: 155-169.

Sushmita, A., Pati, R. K., and Vrat, P. (2012). Research on management issues in the pharmaceutical industry: a literature review. *International Journal of Pharmaceutical and Healthcare Marketing*, 6(4): 351 – 375.

Thangamani, G. (2012). Generalized Stochastic Petri Nets for Reliability Analysis of Lube Oil System with Common-Cause Failures. *American Journal of Computational and Applied Mathematics*, 2(4): 152-158.

Thangamani, G. (2012). Technology Selection for Product Innovation Using Analytic Network Process (ANP) - A Case Study. *International Journal of Innovation, Management and Technology*, 3(5): 560-565.

Thangamani, G. (2013). Availability Estimation of a Cooling Tower Using GSPN. *International Journal of Performability Engineering*, 9(2): 211-220.

Yang, J., Kim, W., Amblee, N., and Jeong, J. (2012). The heterogeneous effect of WOM on product sales: why the effect of WOM valence is mixed? *European Journal of Marketing*, 46 (11): 1523 – 1538.



Forthcoming Journal Articles/Conference Papers

Chatterjee, D., Krishnan, T. N., and Tandon, A. (2014). Sustaining a Social Enterprise: Palash Eye Hospital. *Asian Case Research Journal*.

George, V. and Sebastian, M. P. (2013). A Secure and Efficient Scheme for Remote Poll Station Voting. *Journal of Electronic Commerce Research*.

Pati, R. K. and Nandakumar, M. K. (2013). Decision-Making and Business-Model: Effectuation Perspective. *Strategic Management Society (SMS) Annual Conference*, Atlanta, Georgia, USA.

Pati, R. K. and Nandakumar, M. K. (2013). Effectiveness of Business Model for Young and Established Firms: Evidence from Indian SMEs. *Academy Of Management (AOM) Annual Meeting*, Orlando, Florida, USA, August.

Pati, R. K., Jans, R., and Tyagi, R. K. (2013). Green Logistics Network Design: A Critical Review. *POMS 2013 24th Annual Conference*, Denver, Colorado, USA, May 3-7.

Sahadev, S. and Purani, K. (2013). Internet Banking Adoption in Developing Countries: A Meta-Analysis of the findings so far. *Academy of Marketing Annual Conference*, Cardiff, UK, July 9 – 11.

Sajeev, G. P. and Sebastian, M. P. (2013). Building Semi-Intelligent Web Cache Systems with Light Weight Machine Learning Techniques: Admission Control and replacement. *Computers and Electrical Engineering (Elsevier)*.

Supriya, K. K. and Sebastian, M. P. (2013). E-governance Readiness: Challenges for India. *IIM Kozhikode Society and Management Review*.

Articles in Newspapers and Periodicals

Bhave, M. P. (2012). A chance for Scindia to light up India. *The Hindu Business Line*, November 29.

Bhave, M. P. (2012). Solar power, Amul style. *The Hindu Business Line*, November 2.

Bhave, M. P. (2012). Watch your e-mail language. *The Hindu Business Line*, December 3.

Bhave, M. P. (2013). Microgrids by Mail Can Contribute to Rural Electrification. *Renewable energy world.com*, March 15.

Bhave, M. P. (2013). Our railway network is a huge dustbin. *The Hindu Business Line*, March 21.

Bhave, M. P., and Chatterjee, D. (2012). Solar power on every rooftop. *The Hindu Business Line*, September 19.

Chatterjee, D. (2012). Gandhi is the source; Anna Re-source! Values in Business, *The Economic Times*, December 29.

Chatterjee, D. (2012). Karma Capitalism. Values in Business, *The Economic Times*, November 24, pg. 6.

Chatterjee, D. (2013). Elections 2014: Rethinking Democracy. Values in Business, *The Economic Times*, January 26.

Raman V. G. (2012). Hu's Legacy: Social Governance. *China Daily*, (published from Beijing), November 21.

Raman V. G. (2012). The Legacy of Hu Jintao. *The New Indian Express*, (published from New Delhi), November 7.

Sensarma, R. (2013). Banking on reform. *The Indian Express*, Jan 15.

Book Chapters

Dhal, M., and Sabat, A. R. (2013). Driving Women Empowerment by Ensured Learning Transfer: A Case Study of Hindustan Aeronautics Ltd. (HAL). In edited volume *High-Tech People, High-Touch HR – Are we missing the humane touch?* Bloomsbury Publishing India Pvt. Ltd., New Delhi.

Gangopadhyay, K. and Basu, B. (2013). Evolution of Zipfs Law for Indian Urban Agglomerations Vis-a-Vis Chinese Urban Agglomerations. In *Econophysics of Systemic Risk and Network Dynamics* edited by Abergel, F., Chakrabarti, B.K., Chakraborti, A., and Ghosh, A. Springer Verlag Italia, Pp: 119-129.

Krishnadas, N. and Pillai, R. R. (2013). Cloud Computing Diagnosis: A comprehensive study. *Service-Oriented Methodology and Technologies for Cloud Computing*, IGI Global, January, pp: 1 - 18.

Pawar, B.S. (2012) An Overview of Workplace Spirituality and its Likely Relationship with Employee Well-being In N.P. Reilly, M.J. Sirgy and C.A. Gorman (Eds.), *Work and Quality of Life: Ethical Practices in Organizations* edited by Published by Springer Pages 449-460

Venugopal, A. (2013). Gauging Employee voices with Quality Function deployment. *High tech people, High touch HR: Are we missing the humane touch*, Bloomsbury, pp: 23 – 40, February.

Book

Chatterjee, D. (2013). Kaun Banega Narayana Murthy: karmayogikalum vijayavazhikalum, Mathrubhumi Books. (Malayalam translation)

Sahasranamam, S., Althaf, J., and Sankar, R. (2013). *Rural electrification using solar power – A model for developing country*. Lap Lambert Academic Publishing, February.

Zikmund, W. G., Adhikari, A., Babin, B. J., Carr, J. C., and Griffin, M. (2012). *Business Research Methods*, South-Western, Cengage learning, USA, December.

Edited Books

Basu, B, Chakrabarti, B.K., Chakravarty, S.R., Gangopadhyay, K (2013) *Econophysics and Economics of Games and Social Choices and Quantitative Techniques*, Springer-Verlag Italia New Delhi.

Chatterjee, D., Dhal, M., and Pati, S. P. (2013). *High-Tech People, High-Touch HR – Are we missing the humane touch?* Bloomsbury Publishing India Pvt. Ltd., New Delhi.

Translation

Madhusoodan, V. (2013). Kaun Banega Narayana Murthy: karmayogikalum vijayavazhikalum (Chatterjee, D, Trans.) Mathrubhumi Books.



Case study

Dhayanithy, D. (2013). Aspire Foundation - Charting a Social Bricoleur's Growth. *IIMK/CS/30/STR/2013/02*

Krishnadas, N. (2012). GOONJ: the power of cloth. *Emerald Emerging Market Case Study Collection*.

Krishnadas, N. (2012). Lifespring Hospitals: A Social Innovation. *Emerald Emerging Market Case Study Collection*.

Mitra, S., and Kwan Tan, A. W. (2012). Lessons learned from large construction project in Saudi Arabia. *Benchmarking: An International Journal*, 19(3): 308 - 324.

Sridhar, G., Chawla, V., and Singh, D. (2013). Candy and Chocolate India (CCI): Last Mile Distribution Challenge. *Globalens Publishing*, Product ID. 1-429-325. <http://globalens.com/casedetail.aspx?cid=1429325>

Velayudhan, S. K. (2013). Wonder La. *IIMK/CS/29/MKTG/2013/01*

Conference Proceedings / Presentations

Abdulla, M. S. (2012). MCS-like algorithms for efficient Mutual Exclusion in cloud and multi-core settings. *International Conference on Advances in Cloud Computing*, Bangalore, July 26-28.

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

Amblee, N. and Bui, T. (2012). Value Proposition and Social Proof in Online Deals: An Exploratory Study of Groupon.com. *Proceedings of the 14th Annual International Conference on Electronic Commerce*, Singapore, August 6 – 8.

Balasubrahmanyam, S. (2012). A Comparative Study of Network-Centric Innovation Models – Global Business Prospects for Emerging Economies. *International Conference on Global Strategies for an Emergent India*, IIM Kozhikode and University of Sydney Business School, December, 27 – 28.

Balasubrahmanyam, S. (2012). Strategic Schemas as Enablers of Stretch towards Novel Business Innovation Models. *6th International Conference on Contemporary Business*, IIT Delhi and Curtin University, Australia, October 18 – 20.

Bhave, M. P. (2012). Renewable Energy as the core of Sustainability. *EABIS – IMD 'Strategic Innovation for Sustainability*, Lausanne, Switzerland, July 2-4.

Gangopadhyay, K. and Guhathakurtha, K. (2012). Econophys-Kolkata VII: An international conference on Econophysics of Agent Based Computation, Saha Institute of Nuclear Physics (Kolkata), Nov. 8–12.

Gangopadhyay, K., Nishimura, A. and Pal, R. (2012). Co-movement of Skill Premium and Stock Prices. *8th Annual Conference on Economic Growth and Development*, Indian Statistical Institute, Delhi. December 17-19.

Gopinath, S. (2012). A risk based material planning model for enhancing effectiveness of humanitarian supply chains. *Academy Business Research Fall 2012 Conference*, Atlantic City, New Jersey, September 10-12.

Jharkharia, S. (2012). IT Applications in Supply Chain Management: A Review of Issues. *4th*



International Conference on IT and Business Intelligence, Bhubaneswar, November 23-25. Chaired a technical session in the same conference.

John, L., and Ramesh, A. (2012). Location of warehouse in Asia for the Humanitarian Supply Network. *XVI Annual International Conference of Society of Operations Management*, IIT Delhi, New Delhi, Dec 21-23.

Joseph, J. (2012). From 'I' to 'We': The Case of increasing Multiple Author papers in Marketing. *Sixth Great Lakes-NASMEI International Marketing Conference*, Chennai, India, December 29-30. Chaired the technical session "Integrated Marketing Communications" in the same conference.

Joseph, J., and Mathew .S. (2012). Do They Mix Well? The Impact of Transliterated Expressions in Print Advertisements. *Sixth Great Lakes-NASMEI International Marketing Conference*, Chennai, India, Dec 29-30.

Karna, A., Upadhyayula, R.S., and Karthik, D. (2012). Ethnic Ties vs. Agglomeration Density: Demystifying Multi-cluster Location Choices of Emerging MNCs. *Academy of Management 2012 Annual Meeting*, Boston, MA, USA, August 3-8.

Krishnadas, N. and Pillai, R. R. (2012). A model for Sustainability of Green IT initiatives. *International Conference on Information Systems 2012*, AIS, Orlando, Florida, December.

Krishnadas, N. and Pillai, R. R. (2013). Cloud Computing: Analysis using Stochastic Process. *6th Annual International Conference on Computer Games, Multimedia and Allied Technology*, GSTF, Singapore, April.

Krishnadas, N. (2012). Innovation strategy for Business Sustainability in Indian firms. *Global Strategies for an Emergent India*, IIM Kozhikode, Kerala, November

Krishnan, O., and Nafees, L. (2012). The Role of Image Formation Agents in Destination Branding: The Case of Seven Sisters of India. *IV Destination Branding and Marketing Conference*, Cardiff Metropolitan University, Cardiff, Wales, December 5-7.

Kumar, D., Purani, K., and Sahadev, S. (2012). Appraising Visual Servicescape Aesthetics: An Environmental Psychology Approach. Paper accepted for presentation at *Academy of Marketing Annual Conference in Southampton*, UK, July 2- 4.

Kumar, M., and Jauhari, H. (2012). Belongingness, Burnout and Health as Explicators of Relationship between Organizational Citizenship Behaviour and Turnover Intention. *XXII National Academy of Psychology Conference*, Christ University, Bangalore, December.

Kumar, M., and Singh, S. (2012). Exploring Relationship among Relationship Quality, Support, Belongingness, Burnout and Intent to Turnover. *XXII National Academy of Psychology Conference*, Christ University, Bangalore, December.

Ladha, K. K. (2011). The Rise of India's Judiciary as a Key Political Actor. *American Political Science Association Meeting*, New Orleans, USA, August 30 - September 2.



Modi, A., Soni, G. and Anand, G. (2012). A critical review on supply chain management research from an Indian perspective. *International Conference on Global Strategies for Emergent India*, Indian Institute of Management Kozhikode, Kozhikode, Kerala, India, December 27-28.

Nair, S. R., and Eapen, L. M. (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*. IIM Calcutta, February 7-9.

Nandakumar, M.K., Ghobadian, A., and O'Regan, N. (2012). Strategic Planning and Performance - The Moderating Effect of Structure. *British Academy of Management Conference*, Cardiff, UK, September 11-13.

Pati, S. P. and Kumar, P. (2012). A conceptualization of spirituality. *22nd Annual Convention of the National Academy of Psychology*, Christ University, Bangalore, December 10-12.

Paul, A. (2012). Role of ICT in Indian Women's Information Seeking Behaviour: A Systematic Review of ICT Use by Women for Information Seeking. *Technology, Innovation and Social Change*, Tata Institute of Social Sciences, Mumbai, India, Augusts 16 - 18.

Paul, A. (2013). Role of ICT in Indian Women's Everyday Lives. *International Conference on 'Technology, Innovation and Social Change'*, Tata Institute of Social Sciences (TISS), Mumbai, January.

Paul, A., Yadamsuren, B. and Erdelez, S. (2012). An Experience with Measuring Multi-User Online Task Performance. *2nd World Congress on Information and Communication Technologies*, IIITM-Kerala, Trivandrum, October 30- November 1.

Purani, K et. al. (2012). Antecedents of Home and Foreign Product Country Images in Developed and Developing Countries: A Comparative Study. Paper accepted for presentation at *Academy of International business 2012 Annual Meeting*, Washington DC, June 30- July 3.

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

Raj, S.A., Vimal, K.E.K., Shama, M.S., Vinodh, S., Anand, G. and Chowdiah, M.P. (2012). A mathematical model to evaluate the workforce role in an agile environment. Proceedings of the *International Conference on Agile Manufacturing Systems (ICAM- 2012)*, Indian Institute of Technology, Varanasi, Uttar Pradesh, India, December 16-19.

Raman V. G. (2012). Political Economy of China during the Hu Jintao-Wen Jiabao Era: Leap from Economic to Social Governance. *Indian Council of World Affairs*, Sapru House, New Delhi, October.

Raman V. G. (2012). Social Governance in Contemporary China. *5th All India China Scholars Conference*, Santiniketan, Vishwabharati, December 15- 16.

Sethi, D. (2012). Bilingual Advertisements in India: Recommendations based on Literature Review. *6th International Conference on Contemporary Business*, Department of Management Studies, Indian Institute of Technology, New Delhi, October 18-20.

Shiv Shankar, K. and Anand, G. (2012). Application of a multi-criteria decision making approach in the design of a supply chain – a case study. *Proceedings of the XVI Annual International Conference of the Society of Operations Management (SOM-2012)*, Indian Institute of Technology Delhi (IITD), New Delhi, India, December 21-23.

Supriya, K. K. and Sebastian, M. P. (2012). E-governance Readiness: Challenges for India. *International Conference on Global Strategies for an Emergent India*, IIM Kozhikode, December.

Sushmita, A., and Pati, R. K. (2012). Reverse logistics in the Indian pharmaceutical industry: A case study. *XVI Annual International Conference of The Society of Operations Management*, The Society of Operations Management, IIT Delhi, December.

Sushmita, A., Pati, R. K., and Elias, A. (2012). Analysing Reverse Logistics in the Indian Pharmaceuticals Industry: A Systems Approach. *26th Annual Australian and New Zealand Academy of Management Conference 2012*, Australian and New Zealand Academy of Management, Perth Australia, December.

Swain, A. K., and Shyam, A. V. (2012). A Cognitive Business Intelligence System for Scheduling. *Proceedings of the International Conference on Emerging Markets and the New Dynamics of Management*, London, May 17-18.

Tandon, A. (2012). Enterprise learning for social value creation: A research agenda for social enterprises. *4th International Social Innovation Research Conference*, Third Sector Research Centre, University of Birmingham, U.K., September 12 – 14.

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

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

Upadhyayula, R. S., Karthik, D., and Karna, A. (2012). Connected with Roots, or Attracted to Competition? Strategic Drivers of Emerging MNC Location Choices. *Strategic Management Society Annual Conference*. Prague, October 6-9.

Venkatramanah, S. (2012). Managing ramp-up in demand with workforce learning and product yield. *Society of Operations Management (SOM) Annual International Conference*, New Delhi, December 21- 23.

Venugopal, A. (2013). Gauging employee voices with quality function deployment. *HR Summit-2013*, IIM Kozhikode, Kerala, February 8 – 10.





Session Chair

Gangopadhyay, K. (2012). Session 5. *Conference on Global Strategies for an Emergent India*, IIM Kozhikode, December 27 – 28.

Pati, S. P. (2013). Spirituality at the workplace, *IIMK HR Summit 2013*, IIM Kozhikode, February 09.

Veliyath, R. and Purani, K. (2012). Day 1, Session 3. *Conference on Global Strategies for an Emergent India*, IIM Kozhikode, December 27 – 28.

Invited Talks/Workshops/Seminar

Gangopadhyay, K. (2012). Co-movement of Skill Premium and Stock Prices, Individual Seminar. *Indira Gandhi Institute of Development Research*, Mumbai, October.

Krishnadas, N. (2013). Seminar: Designing ideal Grid for Green IT. *SAP Labs*, January.

Sahasranamam, S. (2013). Young Innovators Meet. *Chevening and UK Alumni Meet*, Taj Vivanta, Thiruvananthapuram, February 27.

Sebastian, M. P. (2012). International Conference on Data Science and Engineering (ICDSE) (invited speaker). *Cochin University of Science and Technology*, Kochi, July.

Narayanan, V. K. (2012). The role of Epistemological analysis in theory development. July 20.

Research Seminars

Chowdary, T. H. (2012). The Telecom Miracle – May It Not End In a Bubble. September 21.

Sinha, S. (2012). Duration Dependence of Donation Behavior: Explaining Heterogeneity in Donation Incidence and Amount through Community Characteristics. August 2.

Kishore, S.R. (2012). Pharma markets in India. October 22.

Mingming, S. (2012). 'Is China's Growth Sustainable'. December 6

Sengupta, S. (2013). The Role of Mass Media and Personal Information Sources on the Intention to get Vaccinated. January 16.

Jithendranathan, T. (2013). How does the derivative trading activity affect the underlying asset returns and volatility? A study of Indian equity markets. January 17.

Thite, M. (2013). Internationalization process, strategies and competitive advantages of emerging Indian Multinationals. April 23.

Working Papers

Adhikari, A. (2012). Differentiating Subjective and Objective Product Attributes for Pricing Experience Products. *IIMK/WPS/108/MKTG/2012/11*

Adhikari, A. (2012). Micro Modeling of Individual Level Information Seeking Behavior: A Heterogeneity Specific Study. *IIMK/WPS/109/MKTG/2012/12*.

Adhikari, A. (2012). The Effects of economic and time resources: an Inter-individual analysis of information seeking. *IIMK/WPS/110/MKTG/2012/13*.

Chatterjee, D. (2012). University Isomorphism, Globalization Of Western Science And The Prospects Of Local Knowledge Systems. *IIMK/WPS/113/ OBandHR /2012/16*.

Chatterjee, D. (2013). An investigation of the role of university identities on the subject and mode of their research. *IIMK/WPS/126/OBHR/2013/12*.



Dayanithy, D. (2013). Patterns of Ped Test Sanctions in Professional Sports – Baseline and Implications for Research. *IIMK/WPS/122/STR/2013/08*.

Dhayanithy, D. (2013). What drives performance – diversity, selectivity, experience or methodology?. *IIMK/WPS/117/STR/2013/03*.

Gangopadhyay, K. and Guhathakurtha, K. (2013). Agent Based modeling of Housing Asset Bubble: A Simple Utility Function Based Investigation. *IIMK/WPS/129/ECO/2013/15*.

Gangopadhyay, K. (2012). Does stronger protection of intellectual property stimulate innovation?. *IIMK/WPS/106/ECO/2012/09*.

Gangopadhyay, K. (2012). Extent of poverty in India: A different dimension. *IIMK/WPS/105/ECO/2012/08*.

Gangopadhyay, K., Nishimura, A. and Pal, R. (2012). Co-movement of Skill Premium and Stock Prices. *Indira Gandhi Institute of Development Research working paper WP-2012-024*.

Guhathakurta, K. (2012). Exploring presence of long memory in emerging and developed stock markets. *IIMK/WPS/107/FIN/2012/10*.

Kohli, R. (2013). Analyzing The Long Run Financial Performance Of Cross Border Acquisitions Of Indian Acquiring Companies And Determinants Thereof. *IIMK/WPS/120/ FIN/2013/06*

Kohli, R. (2013). Earnouts a risk mitigating strategy for cross Border acquisitions in India. *IIMK/WPS/119/ FIN/2013/05*.

Kumar, M. (2012). Measuring humane orientation of organizations through social exchange and organizational identification facilitation and control of burnout and intent to quit. *IIMK/WPS/111/OBHR/2012/14*.

Ladha, K. K. (2013). Strategic Opportunities for Quality in Higher Education in India. *IIMK/WPS/116/ECO/2013/02*.

Ladha, R. and Menon, B. P. (2012). Innovative practices for competitive advantage through Behavioral Finance. *IIMK/WPS/112/FIN/2012/15*.

Ladha, R. (2013). Healthcare Accreditation: A Game-Theoretic View. *IIMK/WPS/123/FIN/2013/09*.

Ladha, R. (2013). Merger of Public Sector Banks in India under the Rule of Reason. *IIMK/WPS/127/FIN/2013/13*.

Nair, A. S. and Ladha, R. (2013). Investor Characteristics, Investment Goals and Choice: A Test of the Mediating Effect of Social Investment Efficacy on Socially Responsible Investing Behaviour in India. *IIMK/WPS/124/FIN/2013/10*.



Nair, A. S. (2013). Existence of Capital Market Equilibrium In The Presence Of Herding and Feedback Trading. *IIMK/WPS/121/ FIN/2013/07*.

Nandakumar M.K. (2013). Strategic Planning And Organisational Performance – The Moderating Effect Of Environment. *IIMK/WPS/128/STR/2013/14*.

Purkayastha, S. (2012). Diversification Strategy and Firm Performance. *IIMK/WPS/114/STR/2012/17*

Sthanumoorthy, R. and Eapen, L.M. (2013). Agrarian Performance And Food Price Inflation In India: Insights And Lessons From Pre- And Post- Economic Liberalisation Experiences. *IIMK/WPS/115/ECO/2013/01*.

Thomas, J. (2013). Chennai Super Kings (CSK): Growing and Leveraging Brand Equity. *IIMK/WPS/125/MKTG/2013/11*.

Velayudhan, S. K. (2013). Differences In Perception Of Value Between Urban And Rural Consumers. *IIMK/WPS/118/MKTG/2013/04*.

SGRP Completed

Gangopadhyay, K. (2012). Study of evolution of food consumption in India: 1990-2008. *SGRP/2011/41*.

Purkayastha, S. (2011). Diversification Strategy and Firm Performance. *SGRP/2011/47*.

Sethi, D. (2011). Computer-related health issues among White collar employees of Kozhikode and Kochi: Communicating an action plan. *SGRP/2011/54*.

Sethi, D. (2011). Non-verbal communication in Doctor patient interaction: An exploratory study of three major cities of Kerala. *SGRP/2011/51*.

Velayudhan, S.K. (2011). Case Development on theme park Wonderla. *SGRP/2011/44*

SGRP Undertaken

Adhikari, A. (2012). Launching of Mita: Tanishq Marketing Strategy to bring Jewellery to daily life. *SGRP/2012/57*

Krishnan, T. N. (2012). Response rate in organizational survey research undertaken in India. *SGRP/2012/56*

Purkayastha, S. (2012). Heterogeneity of group diversity on internalization performance relationship. *SGRP/2012/55*

Purkayastha, S. (2013). Ownership effects on the innovation-internationalization relationship: A study of the Indian Pharmaceutical sector. *SGRP/2013/58*

MGRP Undertaken

Paul, A. (2013). ICT use by Indian Women. *MGRP/2012/01/IT/01*.

Presentations in Symposia, Seminars

Eapen, L. M. (2013). Invited Panelist for “Tomorrow's Kerala”, An expert panel discussion with Chief Minister Sri Oommen Chandy, Malayala Manorama, Ernakulam, February 2.

Raman V. G. (2012). Why do the Chinese Say they are a Developing Country?. *Inauguration Ceremony Institute of Contemporary Chinese Studies, Mahatma Gandhi University, Kottayam, November 1-3.*





Fellowships/Awards/Honours

Gangopadhyay, K. Invited Speakership, Invited Speakership, Econophys-Kolkata VII: Econophysics of Agent-based models, Saha Institute of Nuclear Physics, November 8-12, 2012.

John, L. Best Paper Award, Doctoral Consortium, XVI Annual International Conference of Society of Operations Management, December Dec 21-23, 2012.

Krishnadas, N. GSTF Outstanding PhD student award, GSTF, Singapore, November 2012.

Pati, R. K. Nehru-Fulbright Doctoral and Professional Fellow, Fulbright Foundation and United States India Education Foundation (USIEF), Sep 2012 – Jun 2013.

Pati, R. K. Partnership Development Seed Grant 2012-13, Shastri Indo Canadian Institute.

Purani, K. Curriculum Research and Development of Learning Resources in Sustainable Marketing – A collaborative project between IIM Kozhikode and University of Sheffield, UK. British Council's Knowledge Economy Partnerships Programme 2012. GBP 7000. British Council, India, 2012.

Membership of Editorial Board

Adhikari, A. Associate Editor - IIM Kozhikode Society and Management Review

Balooni, K. Editorial Review Board Member, IIM Kozhikode Society and Management Review

Dey, S. Managing Editor, IIM Kozhikode Society and Management Review

Gangopadhyay, K. Associate Editor - IIM Kozhikode Society and Management Review

Kumar, R. Associate Editor, *Journal of Defense Modeling and Simulation*, SAGE publishers

Ladha, K. K. Editorial Review Board Member, IIM Kozhikode Society and Management Review

Nair, A. Associate Editor - IIM Kozhikode Society and Management Review

Nair, U. K. Editorial Review Board Member, IIM Kozhikode Society and Management Review

Pati, R. K. Associate Editor - IIM Kozhikode Society and Management Review

Pawar, B. S. Associate Editor - IIM Kozhikode Society and Management Review

Purkayastha, S. Associate Editor - IIM Kozhikode Society and Management Review

Raman, V.G. Associate Editor - IIM Kozhikode Society and Management Review



Sebastian, M. P. Associate Editor - IIM Kozhikode Society and Management Review; Journal of Next Generation Information Technology

Sensarma, R. Journal of Accounting in Emerging Economies; Risk Governance and Control: Financial Markets and Institutions

Sett, R, K. Managing Editor, IIM Kozhikode Society and Management Review

Review / Referee

Amblee, N. Special Issue on ITSM 2012, July 2012; International Conference on Information Systems (ICIS), June; Journal of Indian Business Research, June; International Journal of Electronic Commerce, May; Emerald Emerging Markets Case Studies, April

Anand, G. International Journal of Enterprise Transformation - a Taylor and Francis Publication; Journal of Manufacturing Technology Management - an Emerald Publication; Management Research Reviews - an Emerald Publication. Journal of Manufacturing Systems - a Society of Manufacturing Engineering Publication.

Gangopadhyay, K. Urban Studies (2); International review of Economics and Finance; Journal of Quantitative Economics; Economics Bulletin (2); Indian Growth and Development Review

Krishnadas, N. European Journal of Information Systems

Kumar, R. International Journal of Organizational Analysis; International Journal of Operational Research

Kumar, M. International Journal of Organization Theory and Behavior

Pati, R. K. International Journal of Production Economics; International Journal of Environment and Waste Management;

Pati, S. P. International Journal of Organizational Analysis; International Journal of Organizational Theory and Behaviour.

Paul, A. Information Technology and Management; Asian Case Research Journal

Purani, K. Journal of Managerial Psychology

Raju, C. Journal of the Operational Research Society; International Journal of Quality and Reliability Management; Model Assisted Statistics and Applications.

Sahasranamam, S. IEEE Global Humanitarian Technology Conference (GHTC) 2012, Seattle, USA

Sebastian, M. P. International Journal of Management and Information Technology; Arabian Journal for Science and Engineering (Springer)

Sensarma, R. International Journal of Financial Markets and Derivatives
Journal of Macroeconomics

Conferences / Conventions at IIMK

Chatterjee, D., Dhal, M., and Kumar, M. (2013). *IIMK HR Summit 2012*, February 03-04.

Purkayastha, S., Nandakumar, M. K., and Kumar, V. (2012). *Conference on Global Strategies for an Emergent India*, December 28-29.

Conferences / Conventions Forthcoming

Gopinath, S. (2013). *SMFI Annual Conference*. May 21 -24.

Raman, V.G. (2013) Sixth All India China Scholar's Conference, December 12-14.



INFORMATION TECHNOLOGY

The Institute continued with its commitment to provide state of the art IT facilities and services to the IIMK user community. Towards meeting these objectives, the computing facilities and services have been continuously and regularly improved during the year.

The newly built spaces have been connected to the campus LAN. Some of the hostels were enabled with Wi-Fi facility so as to meet the IT needs of increased number of students per room. IIMK was connected to the prestigious National Knowledge Network (NKN) during the year.

To improve the services and to enhance the network storage, the services were migrated to newly procured server, storage and backup systems. An additional server was added to the existing setup to increase redundancy and to avoid any single point of failure resulting in increased reliability for the services offered to the user fraternity.

During the year, Institute's new website was designed, developed and launched.

A new email client with improved features was configured and made operational to take care of the shortfalls that the earlier email client had. Both new as well as old email clients are made available to the users.

Work related with installation and integration of AV equipment for the classrooms, installation and integration of LAN and Wi-Fi at our satellite campus at Kochi and implementation of a point-to-point leased line between IIMK campus and satellite campus to interconnect two campuses was completed during the year.

During the year, following applications were either developed or modified to meet the changing needs:

- Online leave management for both faculty and staff
- Application for applying online for admission to EPGP and Senior Management Programme
- Complaint management software for submitting complaints online
- Online applications for admissions to EPGP at Kochi campus
- Online applications for participation in Strategic Management Forum's annual convention
- PGP and Academic Portals
- Faculty Activity Reporting Tool
- Online applications for International Exchange Programme
- Online application for maintaining the details of IIMK Alumni
- Elective course bidding application for PGP and EPGP
- Facility for applying online for employment at IIMK
- Facility for making payment of various fees online through credit/debit cards and also through net banking
- Websites for various important institutional events

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



LIBRARY & INFORMATION CENTRE (LIC)

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

Over the years the LIC has registered significant progress and has brought worldwide recognition and laurels to IIMK. The E-Learning Platform developed by the Center for Development of Digital Libraries (CDDL) for the WHO India Office (<http://www.medinfoguide.net>), the Information Portal for the Coir Board (<http://coirboard.nic.in>), the Greenstone Support Network for South Asia (<http://greenstonesupport.iimk.ac.in>) are just a few to mention. IIMK's ambitious Digital Library project (<http://iimk.ac.in/gsd/cgi-bin/library>), sponsored by the Ministry of HRD (Government of India), received the status of an example collection from the world renowned "Greenstone" family of the University of Waikato, New Zealand. Another important landmark has been the commissioning of the Smart-Card based Access Control System and the Smart-Gate based E-Security System. The latest in the series of services is the "Leadership Compass" (<http://leadership.iimk.ac.in>) targeted towards the management fraternity. The LIC at IIMK is a digital delight, available 24 hours a day, and spans throughout the campus. It is a perfect blend of digital, audio, video and print media with cutting-edge technology. It is an outstanding knowledge-centre catering to the faculty, students and research scholars. It houses over 33300 books in print form, over 265 print journals, over 85000 E-Books, 3500 Bound Volumes of research Journals, over 15000 corporate annual reports and more than 15500 E-Journals from India and abroad, in addition to as many as 2555 CD-ROM publications on contemporary issues.

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

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

Library & Information Services at Kochi Satellite Campus

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

Online Services

1. ABI Inform Complete (Full-Text journals)
2. ACM Digital Library (Full-Text journals)
3. Business Source Premier (Full-Text journals)
4. Carma.com
5. Capitaline
6. CII Membership
7. CIPD (Chartered Institute of Personnel and Development) Membership
8. Crisil Research
9. Delnet Membership
10. Ebrary.com
11. Emerald Insight (Full-Text journals)
12. Elsevier Science (Science Direct) (Full-Text journals)
13. EPWRF India Time Series Database
14. Financial Times online (ft.com)
15. GMID
16. IEEE Online (Full-Text journals)
17. IMF E-Library & IMF Data Library
18. Indiatstat.com
19. Insight
20. ISI Emerging Markets
21. JCCC
22. JSTOR
23. Library Press Display (Newspapers online)
24. Marketline Database
25. NASSCOM Membership
26. NHRD Membership
27. Project Muse Premium collection (Full-Text journals)
28. Projects Today
29. PsycArticles (Full-Text journals)
30. Sage HSS collection (Full-Text journals)
31. Springer online (Full-Text journals)
32. Synthesis Lecture Series





- 33 Taylor & Francis online (Full-Text journals)
- 34 ThomsonOne.com Investment Banking solution
- 35 Warc.com
- 36 Wiley/Blackwell Journals (Full-Text journals)

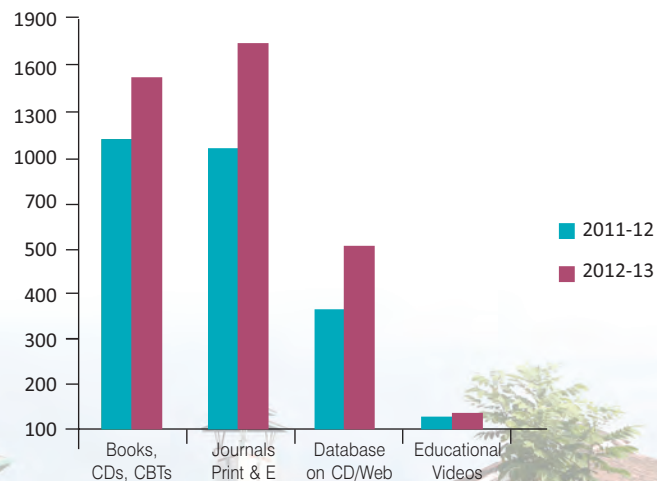
CD ROM DATABASES

- 1. Capex (CMIE)
- 2. Commodities(CMIE)
- 3. Company Annual Report Database(15000 companies)
- 4. Economic Outlook (CMIE)
- 5. India Trade (CMIE)
- 6. Industry Analysis Service (CMIE)
- 7. MRMR
- 8. Prowess (CMIE)

Collection Development Statistics: 2012-2013

Sl.No	Nature of Document added to the collection	Quantity Added	Cumulative Quantity	Cost (Rs. in Lakhs)	Total Asset Value (cumulative)
1	Books, CDs, CBTs	1497	33300	13.88	431.18
2	E-Books	55,000	85,000	2.97	14.79
3	Journals (Print)	-	265	65.00	619.39
4	Databases on CD/Web Bibliographic & Full Text Online Corporate Databases Value added services/ Info Gateways	1	46	65.00	378.77
5	E-Journals through Aggregators	-	16500+	-	-
6	E-Journals Full-Text directly from Publishers	-	2500	65.00	206.10
7	Educational Videos	12	274	00.14	8.99
8	Bound Volumes of Journals	-	3514	-	-
				Total: 211.99	1659.22

Growth of Assets (In Lakhs): 2012-2013





Indian Business Museum @ IIMK

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

Indian Business Heritage Lecture Series @ IIMK

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



CAMPUS DEVELOPMENT

The pace of the campus infrastructural development activities continued to be at par with the undeterred growth of the Institute which included, among other things, a steady increase in the annual intake of Students for the flagship PGP programme. While the interior furnishing and fit-out of MDP Complex is in progress, a portion of the Complex comprising 56 double-occupancy guest rooms was made ready for occupation during this period and this has boosted our in-campus capacity to accommodate our participants, delegates and other guests of various management development programmes being organized by the Institute.

Following the recent acquisition of an additional stretch land measuring of 15.04 acres adjoining our present Campus, the conceptual master plan was finalized for the environment-friendly yet state-of-the-art Phase V campus buildings and structures planned to be constructed in the newly acquired land. The proposed Phase V campus infrastructure envisages world-class facilities that aim for some of the most ambitious GRIHA (i.e. Green Rating for Integrated



Habitat Assessment) norms, with a view to minimize the carbon footprint of man-made structures, being attempted among any of the academic institutions of higher learning in our country. Besides a rainwater harvested Pond for augmentation of water supply to the campus, there will also be multi-utility Hostels, Classrooms, Faculty offices, apartments and a state-of-the-art multi-purpose facility for sports and other academic/co-curricular activities together expected to cover a built-up area of more than 35,500 Square Metres as part of the proposed Phase-V campus infrastructure. While the construction of the first stage of the Pond has already commenced, the construction of roads, boundary walls along with other priority buildings and structures is planned to be taken up shortly.

In addition to providing excellent and state-of-the-art infrastructural facilities in picturesque settings, our campus also has sustainable and eco-friendly water-resource management systems, among similar institutions in the country, which has successfully implemented rainwater harvesting for meeting its drinking water requirements. Besides this, several other environment-friendly water and energy conservation measures were adopted including protection of road and other embankments within the campus by using bio-degradable coir geo textiles for soil-erosion control, recycling of treated waste-water for horticulture irrigation, replacement of lighting fixtures with energy efficient ones, etc.

Painting and other maintenance and miscellaneous construction activities were also carried out on the side-lines of the major campus development activities, as part of value addition of the existing infrastructural facilities.

Meanwhile, as part of expanding the Institute's academic activities, a satellite campus of IIMK was set up in Infopark premises, Kochi, for focusing on executive education. The state-of-the-art infrastructure of IIMK's Satellite Campus, occupying about 12400 square feet of built-up area, has since been made operational in a short period of time.

PERSONNEL

As on March 31, 2013 the strength of Faculty and Staff is as under:

Faculty	-	60
Staff	-	56

During the year, three Associate Professors were elevated as Professors and three Assistant Professors were elevated as Associate Professors.

During the year under review, Eight Visiting Assistant Professors have been appointed as Assistant Professors and three Associate Professors, nine Assistant Professors and two Visiting Assistant Professors, have been appointed.

During the year one Professor was relieved on superannuation and one Associate Professor one Assistant Professor and two Visiting Assistant Professors have resigned and relieved, from the Institute.

Prof Keyoor Purani and Dr. G Sridhar, Associate Professors of Marketing Area, went on deputation to Asian Institute of Technology, Bangkok for their January 2013 term, sanctioned by Ministry of Human Resource Development, Department of Higher Education, Government of India. The period of deputation is up to 16 weeks from 07 January 2013.

Extra Ordinary Leave

Dr. P R Bhatt, Professor, joined duty on completion of Extraordinary Leave for a period of two years with effect from 27.07.2010 to 26.07.2012.

Extraordinary leave sanctioned to Dr. Gopal Chaudhuri, Associate Professor has been extended for a further period of one year with effect from June 29, 2012 to continue the assignment as Professor and Dean of Indian Institute of Planning and Management, Kolkata.

Dr. Badrinarayan S Pawar, Professor, has been sanctioned extra ordinary leave for a period of one year with effect from July 30, 2012 to 29 July 2013.

Professional Development

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

National Level

Prof. Manoranjan Dhal, Visiting Assistant Professor, attended the 2nd National Conference on HRM organized by Management Development Research Foundation, New Delhi on April 08, 2012 at New Delhi, where he presented a paper titled “Do Workers Need Union? – a Study of Union Function and Effectiveness”.

Prof. G Thangamani, Visiting Assistant Professor, attended the International Conference on “Marketing and Business Strategy” organized by IBS Hyderabad during May 10-11, 2012 at Hyderabad, India, where he presented his papers titled “Technology Selection Framework using Analytic Hierarchy Process (AHP) – A Case Study” and “Improving New Product Development Performance by applying TOC Thinking Process” .

Prof. Krishna K Ladha, Professor, attended the “Annual Convention of Strategic Management Forum of India” at Indian Institute of Management Indore during May 03-05, 2012.

Prof. Lakshmi S Ladha, Visiting Professor, attended the “Annual Convention of Strategic Management Forum of India” at Indian Institute of Management Indore during May 03-05, 2012.

Prof. Saji Gopinath, Professor, attended the “SMFI Annual Conference” organized by the Strategic Management Forum, at IIM Indore, India, during May 03-05, 2012.

Prof. Mohammed Shahid Abdulla, Assistant Professor, attended the International Conference on “Advances in Cloud Computing ACC-2012” organized by Computer Society of India, Bangalore Chapter during July 27-28, 2012 at Bangalore, India, where he presented the papers titled MCS-like Algorithms for efficient Mutual Exclusive in cloud and multicore settings” and “Reputation Schemes among cloud-based e-commerce agents when using Multi-Criteria Decision Making for the case of overlapping assessments”.



Prof. Anindita Paul, Assistant Professor, attended the National Conference on “*Technology Innovation and Social Change*” organized by Tata Institute of Social Sciences during August 16-18, 2012 at Mumbai, where she presented her paper titled “Role of ICT in the Indian Women’s Information Seeking Behaviour”.

Prof. Mahesh Bhawe, Visiting Professor, participated in the roundtable discussion on “*Renewable Energy Procurement through Competitive Building: Challenges and way forward*” organized by Prayas Energy Group on September 11, 2012 at India Habitat Centre, New Delhi, India.

Prof. G Venkat Raman, Assistant Professor, attended the “*ICWA Conference on China*” organized by Indian Council of World Affairs during October 08-09, 2012 at New Delhi, where he presented his paper titled “Political Economy of the Hu-Wen era: Leap from Economic to Social Governance”.

Prof. Omkumar Krishnan, Associate Professor, attended the “*3rd MRSI Quantitative Annual Research Seminar*” organized by the Market Research Society of India on 12 October 2012 at Bangalore.

Prof. Deepa Sethi, Visiting Assistant Professor, attended the “*6th International Conference on Contemporary Business*” organized by Indian Institute of Technology Delhi and Curtin University during October 18-20, 2012 at Delhi, where she presented a paper titled “Bilingual Advertisements in India: Recommendations Based on Literature Review”.

Prof. Saptarshi Purkayastha, Assistant Professor, attended the “*6th International Conference on Contemporary Business*” organized by Indian Institute of Technology Delhi and Curtin University during October 18-20, 2012 at Delhi, where he presented a paper titled “Impact of macro-economic environment on diversification-performance relationship: A cross country study of India and Japan”.

Prof. Suram Balasubramanyam, Visiting Assistant Professor, attended the “*6th International Conference on Contemporary Business*” organized by Indian Institute of Technology Delhi and Curtin University during October 18-20, 2012 at Delhi, where he presented a paper titled “Strategic Schemas as Enablers of Stretch towards Novel Business Innovation Models”.

Prof. Anindita Paul, Assistant Professor, attended the “*Second World Congress on Information and Communication Technologies (WICT 2012)*” organized by Machine Intelligence Research Labs and Indian Institute of Information Technology and Management Kerala during October 30 – November 02, 2012 at Thiruvananthapuram, Kerala, where she presented a paper titled “An Experience with Measuring Multi-User Task Performance”.

Prof. G Venkat Raman, Assistant Professor, participated as an invited speaker in the International Conference on “*China (CoC 2012)*” jointly organized by Mahatma Gandhi University Kottayam, Association of Asia Scholars New Delhi, ICWA and Institute of Chinese Studies, New Delhi, during November 01-03, 2012.

Prof. Sudershan Kuntluru, Associate Professor, attended the “*Case Writing Workshop for Finance and Accounting Cases*” organized by Indian School of Business in partnership with Richard Ivey School of Business, The university of Western Ontario, Canada, during November 02-03, 2012 at ISB Campus, Hyderabad.

Prof. Kausik Gangopadhyay, Assistant Professor, attended the “*Econophys-Kolkata VII: Econophysics of Agent Based Model*” organized by Saha Institute of Nuclear Physics during November 08-12, 2012 at Kolkata and delivered a lecture on the topic related to the theme “Econophysics of Agent-based Models”.

Prof. Kausik Guhathakurtha, Visiting Assistant Professor, attended the “*Econophys-Kolkata*”





VII: *Econophysics of Agent Based Model*” organized by Saha Institute of Nuclear Physics during November 08-12, 2012 at Kolkata.

Prof. Sanjay Jharkharia, Associate Professor attended the “4th International Conference on Information Technology and Business Intelligence (ITBI-12)” organized by the Institute of Management Technology, Nagpur, during November 23-25, 2012 at Bhubaneswar, Odisha, where he presented a paper titled “IT-Applications in Supply Chain Management: A Review of Issues”.

Prof. M P Sebastian, Professor, attended the “1st Train the Trainer Workshop” in India on “SAP HANA” organized by SAP A.G. during November 27-28, 2012 at SAP Labs, Bangalore.

Prof. G Anand, Assistant Professor, attended the “1st Train the Trainer Workshop” in India on “SAP HANA” organized by SAP A.G. during November 27-28, 2012 at SAP Labs, Bangalore.

Prof. Mohammed Shahid Abdulla, Assistant Professor, attend the “1st Train the Trainer Workshop” in India on “SAP HANA” organized by SAP A.G. during November 27-28, 2012 at SAP Labs, Bangalore.

Prof. Sthanu R Nair, Assistant Professor, attended the national conference on “Development: Successes and Challenges: Achieves Economic, Social and Sustainable Progress” organized by Indira Gandhi Institute of Development Research during December 01-03, 2012 at Mumbai.

Prof. Manish Kumar, Visiting Assistant Professor attended the “XXII Annual Convention of National Academy of Psychology” organized by National Academy of Psychology during December 10-12, 2012 at Bangalore, where he presented a paper titled “Belongingness, Burnout and Health as Explicators of Relationship between Organizational Citizenship Behaviour and Turnover Intention”.

Prof. Surya Prakash Pati, Visiting Assistant Professor attended the “XXII Annual Convention of National Academy of Psychology” organized by National Academy of Psychology during December 10-12, 2012 at Bangalore, where he presented a paper titled “A Conceptualization of Spirituality”.

Prof. Krishna K Ladha, Professor, attended the International Conference on “Game Theory and Management Applications” organized by Institute of Public Enterprises, Indian Statistical Institute, Hyderabad, CR Rao Advanced Institute of Mathematics, Statistics and Computer



Science and Centre for Economics and Finance London during December 17-18, 2012 at Hyderabad.

Prof. Lakshmi S Ladha, Visiting Professor, attended the International Conference on “*Game Theory and Management Applications*” organized by Institute of Public Enterprises, Indian Statistical Institute, Hyderabad, CR Rao Advanced Institute of Mathematics, Statistics and Computer Science and Centre for Economics and Finance London during December 17-18, 2012 at Hyderabad.

Prof. R Radhakrishna Pillai, Professor, attended the “*International Conference on Green Technologies (ICGT 12)*” organized by Mar Baselios College of Engineering and Technologies Trivandrum and University of Dayton during December 19-20, 2012 by invitation and presented a paper titled “Sustainability of Green IT”.

Prof. Kulbhushan Balooni, Professor, participated in the International Conference on “*Democratic Decentralisation*” jointly organized by Kerala Institute of Local Administration (KILA), Thrissur and RV 10 International Sociological Association “Participation, Organizational Democracy and Self-Management” during December 20-23, 2012 at KILA Campus, Thrissur, India, where he presented a paper titled “Continued State Responsibility in Pre-decentralisation Era Lift Irrigation Schemes” co-authored with Vineetha Menon and Shilpa M Ashokan.

Prof. S Venkataramanaiah, Associate Professor, attended the “*SOM 2012 International Conference*” organized by Society of Operations Management held during December 21-22, 2012 at IIT Delhi, where he presented a paper titled “Managing ramp-up in demand with workforce learning and product yield”.

Prof. Joshy Joseph, Assistant Professor, attended the “*6th Great Lakes-NASMEI Marketing Conference*” organized by Great Lakes Institute of Management held during December 29-30, 2012 at Chennai, where he presented the two papers titled “*From ‘I’ to ‘We’: The Case of increasing Multiple Author papers in Marketing*” and “*Do They Mix Well? The Impact of Transliterated Expressions in Print Advertisements*”.

Prof. Sudershan Kuntluru, Associate Professor, attended the “*Tenth AIMS International Conference on Management*” organized by Associate of Indian Management Studies during January 06-09, 2013 at IIM Bangalore, where he presented a paper titled “Financial Instruments: Challenges in Measurement and Reporting”.

Prof. M P Sebastian, Professor, attended the “*Art and Craft of Discussion Leadership Seminar*” organized by Harvard Business Publishing in collaboration with the Case Research Society of India during January 06-08, 2013 at IIM Bangalore.

Prof. Anindita Paul, Assistant Professor, attended the “*Art and Craft of Discussion Leadership Seminar*” organized by Harvard Business Publishing in collaboration with the Case Research Society of India during January 06-08, 2013 at IIM Bangalore.

Prof. Mohammed Shahid Abdulla, Assistant Professor, attended the “*Art and Craft of Discussion Leadership Seminar*” organized by Harvard Business Publishing in collaboration with the Case Research Society of India during January 06-08, 2013 at IIM Bangalore.

Prof. Anindita Paul, Assistant Professor, attended the International Conference on “*Technology, Innovation and Social Change*” organized by Tata Institute of Social Science Mumbai during January 22-24, 2013 at Mumbai, India, where she presented her paper titled “Role of ICT in the Indian Women’s Everyday Lives”.

Prof. K K Ramesh, Visiting Associate Professor, attended a Seminar “JNANOTSAVAM” organized by ICAI at Ooty during January 18-20, 2013.





Prof. Sthanu R Nair, Associate Professor and Prof. Leena Mary Eapen, Assistant Professor, attended the International conference on “*Contemporary Debates in Public Policy and Management*” organized by IIM Calcutta during February 07-09, 2013 at Kolkata. A paper titled “Agrarian Performance and Food Price Inflation in India, 1951 to present” co-authored by them has been presented at the conference.

Prof. M P Sebastian, Professor, attended the “*Wipro Earthian 2012-13 awards Programme*” on February 15 and 16, 2013 at Bangalore. The team consist of three PGP Students, viz., Mr. Vikas Rai Arora, Mr. Rupesh Kumar Verma, Mr. Ravi Rakesh headed by Prof. M P Sebastian, was submitted the paper titled “Green Computing Where does India Stand?”.

Prof. G Venkat Raman, Assistant Professor, attended the national conference on “*Leadership Changes in China: Domestic and External Impact*” organized by Chennai Centre for Contemporary China Studies on 02 March 2013 at Chennai, where he presented a paper titled “Impact of Leadership Changes in China on the country’s domestic economy”.

International Conferences/ Visits

Prof. Saptarshi Purkayastha, Visiting Assistant Professor, attended the International Conference on “*Leveraging India: Strategies for Global Competitiveness*” organized by University of Sydney Business School and Fox School of Business, Temple University, USA during April 11-12, 2012 at Sydney, Australia, where he presented a paper titled “Diversification-Performance Relationship and Macroeconomic Environment: Evidence from India”.

Prof. C Raju, Associate Professor has attended the 2nd Annual International Conference on Operations Research and Statistics (ORS-2012)” organized by the Global Sciences and Technology Forum, Singapore during May 07-08, 2012 at Bali, Indonesia, where he presented a paper titled “On Dodge-Roming Double Sampling Inspection Tables Under Lot Quality Protection”.

Prof. Anjan Kumar Swain, Associate Professor attended the “IMRA 2012 Emerging Markets and the New Dynamics of Management Conference” organized by International Management Research Academy (IMRA), during May 17-18, 2012 at London, United Kingdom, where he presented a paper titled “A Cognitive Business Intelligence System for Scheduling” and “American Put Option Pricing Using a Hybrid Evolutionary Computation and Mote-Carto Simulation Method”.

Prof. Kulbhushan Balooni, Professor, has attended the International Conference on “Forests for People – International Experiences and the Vital Role for the Future” organized by University of Natural Resources and Life Sciences, Vienna, Austria, during May 22-25, 2012 at Alpbach, Tyrol/Austria, through incentive scheme for Faculty Members on the basis of his additional publication in International Journals. His paper titled “How Social is Socially Oriented Forest Tenure and Land Use Change in Bangladesh and Sri Lanka?” has been presented at the above Conference.



Prof. Rahul Kumar Sett, Visiting Assistant Professor has attended the International Conference on “34th INFORMS Marketing Science Conference” organized by the Institute of Operations Research and the Management Science during June 07-09, 2012 at Boston, USA, where he presented a paper titled “Designing the Bundle: Choose your Weapon!”

Prof. Saptarshi Purkayastha, Visiting Assistant Professor, attended a Workshop on “Panel Data Linear Analysis” at Barcelona GSE Summer School during June 25-29, 2012.

Prof. M P Sebastian, Professor has attended the “SAP Academic Conference Asia Pacific Japan 2012” organized by the SAP University Alliances during July 03-07, 2012 at Hong Kong, China, where he presented a paper titled “Designing the Bundle: Choose your Weapon!”

Prof. Debabrata Chatterjee, Associate Professor, attended the International Conference on “2012 EGOS Colloquium” organized by European Group of Organization Studies, Helsinki, Spain during July 04-07, 2012 at Helsinki, where he presented a paper titled “University Isomorphism, Globalization of Western Science and the Prospects of Local Knowledge Systems”.

Prof. Rajesh S Upadhyayula, Assistant Professor has attended the International Conference on “*The Informal Economy*” organized by the Academy of Management organized by the Council for Advancement of Support of Education (CASE) during August 03-08, 2012 at Boston, USA.

Prof. Naveen C Amblee, Visiting Assistant Professor attended the “*International Conference on Electronic Commerce (ICEC-2012)*” organized by Singapore Management University, during August 06-08, 2012 at Singapore, where he presented a paper titled “Value Proposition and Social Proof in Online Deals: An Explanatory Study of Groupon.com”.

Prof. Joshy Joseph, Assistant Professor, has attended the “*Asia Pacific Institute in Alumni Relations (APIAR 2012)*” during August 07-09, 2012 at the Nanyang Technological University, Singapore.

Prof. G Venkat Raman, Visiting Assistant Professor attended the International Conference on “The Chinese Model of Modern Economic Development and ST: Theory and Debate” organized by the New Zealand Contemporary China Research Centre and School of Government of Peking University, during August 13-14, 2012 at Wellington, New Zealand, where he presented a paper titled “Governance and the Challenge of ‘Social Management’ in China”.

Prof. Saji Gopinath, Professor has attended the “Academy Business Research Conference” organized by the Academy Business Research, during September 10-12, 2012 at Atlantic City, New Jersey, where he presented a paper titled “A Risk Based Material Planning Model for Enhancing Effectiveness of Humanitarian Supply Chains”.

Prof. Sanjay Jharkharia, Associate Professor has attended the “Academy Business Research Conference” organized by the Academy Business Research, during September 10-12, 2012 at Atlantic City, New Jersey, where he presented a paper titled “Analysis of Barriers to Environmental Supply Chain Management”.

Prof. Nandakumar M K, Assistant Professor has attended the “British Academy of Management Conference 2012” organized by the British Academy of Management during September 11-13, 2012 at Cardiff University, UK, where he presented a paper titled “Strategic Planning and Performance – The Moderating Effect of Structure”.

Ms. Ankita Tandon, FPM Student (FPM 01/01/0) attended the “4th International Social Innovation Research Conference organized by 3rd Sector Research Centre, Birmingham University, during September 13-14, 2012 at Birmingham, UK, for presentation of her paper.

Prof. Kulbhushan Balooni, Professor, attended the IUFRO Conference on “Forests for Cities, Forests for People – Perspectives on Urban Forest Governance” organized by the IUFRO Research Group on Urban Forestry and Croatian Forest Research Institute during September 27-28, 2012 at Zagreb, Croatia, where he presented a paper titled “Does Business Group Heterogeneity Impact Internationalization-Performance Relationship? Evidence from India”.

Prof. Anupam Das, Visiting Assistant Professor attended the “Association of Internet Researchers Conference on 2012” organized by the Association of Internet Researchers during October 18-21, 2012 at Greater Manchester, UK, where he presented a paper titled “Impression Management on Facebook and Orkut: A Cross Cultural Study of Brazilians and Indians”.

Prof. Saptarshi Purkayastha, Visiting Assistant Professor attended the International Conference on the “Academy of International Business Conference” organized by the Academy of International Business Southeast USA, during October 31-November 02, 2012 at Florida, USA, where he presented a paper titled “Does Business Group Heterogeneity Impact Internationalization-Performance Relationship? Evidence from India”.

Prof. Saji Gopinath, Professor attended the “*DSI Annual Conference (A* level conference in Operations Area)*” organized by the Decision Sciences Institute, held during November 17-20, 2012 at San Francisco, USA.

Prof. Omkumar Krishnan, Associate Professor, attended the International Conference on “*Destination Branding and Marketing*” organized by the Cardiff Metropolitan University, Cardiff, UK, during December 05-07, 2012 at Cardiff, where he presented a paper titled “Role of Image Formation Agents in Destination Branding: The Case of Seven Sisters of India”.

Mr. Krishnadas N, FPM Student (FPM/02/02/IT), attended the 2012 International Conference on “*Information Systems (ICIS 2012)*” held during December 16-19, 2012 at Orlando, Florida, where he presented a paper titled “A Sustainability Model of Green IT Initiatives” co-authored with Prof. R Radhakrishna Pillai.

Prof. Rupesh Kumar Pati, Associate Professor and Ms. Sushmita A Narayana, FPM Student



(FPM 01/06-Q), attended the “26th ANZAM Conference” held from December 05-07, 2012 at Perth, Australia, where they presented a paper titled “A Systems Approach” co-authored by them.

Prof. Atanu Adhikari, Assistant Professor, attended “*International Business Seminar*” organized by INSEEC Business School, France, during 28 January to 02 February 2013, where he delivered a talk on “Different aspects of Marketing in India”.

Prof. Anjan Kumar Swain, Associate Professor, attended the “*Global Colloquium on Participant Centered Learning – Boston module of Case Writing Workshop (CWW)*” organized by Harvard Business School during January 07-10, 2013 at Boston.

Prof. Prof. Debabrata Chatterjee, Associate Professor, attended the “*Global Colloquium on Participant Centered Learning – Boston module of Case Writing Workshop (CWW)*” organized by Harvard Business School during January 07-10, 2013 at Boston.

Prof. Anandakuttan B Unnithan, Associate Professor, attended the “*Global Colloquium on Participant Centered Learning – Boston module of Case Writing Workshop (CWW)*” organized by Harvard Business School during January 07-10, 2013 at Boston.

Prof. Sanal Kumar Velayudhan, Professor, attended the “*Global Colloquium on Participant Centered Learning – Shanghai Module of Case Writing Workshop*” organized by Harvard Business School, Boston, during March 18 – 21, 2013 at Shanghai, China.

Prof. Sanjay Jharkharia, Professor, attended the “*WEI International Academic Conference*” organized by the West East Institute, during March 21-23, 2013 at Orlando, USA, where he presented a paper titled “Operation Strategy in E-business Operations”.

Prof. C Raju, Associate Professor, visited Inka International Institute Co., Kuwait during 05-06, February 2012, to study the capabilities and local standing in hosting IIMK’s e-PGP and MDP Programmes in Kuwait.

HBS Professional Development Programme (International)

Prof. Sanal Kumar Velayudhan, Professor, attended the Programme “Global Colloquium on Participant-Centered Learning (first session) conducted by Harvard Business School, United States of America during July 22 – 28, 2012 at USA.

Prof. Anjan Kumar Swain, Associate Professor, attended the Programme “Global Colloquium on Participant-Centered Learning (first session) conducted by Harvard Business School, United States of America during July 22 – 28, 2012 at USA.

Prof. Debabrata Chatterjee, Associate Professor, attended the Programme “Global Colloquium on Participant-Centered Learning (first session) conducted by Harvard Business School, United States of America during July 22 – 28, 2012 at USA.

Prof. Anandakuttan B Unnithan, Associate Professor, attended the Programme “Global Colloquium on Participant-Centered Learning (first session) conducted by Harvard Business School, United States of America during July 22 – 28, 2012 at USA.

External Lecture/Talk (International)

Prof. Atanu Adhikari, Visiting Assistant Professor, has delivered lecture on Marketing in India for 24 hours for International Students of BEM Management School, organized during April 02-15, 2012 at Bordeaux, France.

Prof. Rahul Kumar Sett, Assistant Professor, has conducted a course on Business Research Methods of the Institute of Management Technology (IMT), Dubai on invitation, during November 20, 2012 to December 26, 2012.





Research

Prof. Rupesh Kumar Pati, Associate Professor, has conducted a research work under "Partnership Development Seed Grant (PDSG) 2012-13" awarded by the Shastri Indo-Canadian Institute to HEC Montreal, during November 20, 2012 to December 16, 2012.

Prof. Kulbhushan Balooni, Professor, has conducted a Research visit to case study sites in Bandarban District in Chittagong, Bangladesh during November 26-December 01, 2012 on invitation from Institute of Forestry and Environmental Sciences, Chittagong, Bangladesh.

New Employees

The following staff joined during the year 2012-13

<i>Sl. No</i>	<i>Name</i>	<i>Designation</i>	<i>Date of Joining</i>
1	Rajesh P.M	Driver-cum-Office Staff	30.05.2012
2	Dalhath E.K	Driver-cum-Office Staff	05.06.2012
3	Asokan P.T	Junior Assistant	22.06.2012
4	Biju P	Junior Assistant	04.07.2012
5	Kishore Kumar T.K	Junior Engineer (Electrical)	06.07.2012
6	Sheena V.R	Assistant	10.09.2012
7	Muhammed Ashraf A.R	Manager MDP	30.10.2012
8	Shiju N.K	Technical Assistant (Web Applications)	17.12.2012
9	Kavitha K.P	Junior Assistant	15.02.2013
10	Binoy P	Junior Manager-EPGP	18.02.2013
11	Sanal Kumar G	Accounts Officer	28.02.2013

Superannuation

The following staff retired during the year 2012-13

<i>Sl. No</i>	<i>Name</i>	<i>Designation</i>	<i>Date of Superannuation</i>
1	Kesavan Nair P	Assistant Administrative Officer	31.05.2012
2	Ramakrishnan T.S	Accounts Officer	30.06.2012



Promotion

The following staff were promoted and joined new post during the year 2012-13 (State up to 31.03.2013)

Sl. No	Name	Promotion From	To	Date of Joining
1	N Ramachandran	Programmer	System Analyst	02.05.2012
2	Anil Kumar Pathiyath	Assistant Engineer	Manager (Infrastructure)	02.05.2012
3	K T Bose	Assistant Engineer	Assistant Engineer Higher Grade	02.05.2012
4	T Sunitha	Assistant Librarian	Assistant Librarian Higher Grade	02.05.2012
5	P Sreejaya	Assistant Librarian	Assistant Librarian Higher Grade	02.05.2012
6	Lakshmi Viswanathan	Accounts Officer	Finance and Accounts Officer	02.05.2012
7	T Mohanan	Assistant Administrative Officer	Administrative Officer	02.05.2012
8	G John	Assistant Administrative Officer	Administrative Officer	02.05.2012
9	V Madhusoodan	Superintendent	Assistant Administrative Officer	02.05.2012
10	Kesavan Nair P	Assistant	Assistant Administrative Officer	02.05.2012
11	Smt Simmi K.G	Junior Assistant	Assistant (Direct Recruitment)	01.08.2012

Introduction of Group Savings Linked Insurance Scheme for Faculty and Staff

Group Savings Linked Insurance Scheme (GSLIS) for Faculty and Staff has been operated through Life Insurance Corporation of India from August 2012. The details of monthly premiums and insurance coverage are as under;

Group	Monthly Premium Payable (in Rs)	Insurance cover in case of death due to accident (in Rs)
A	531.25	10,00,000
B	425.00	8,00,000
C	318.75	6,00,000



National Conferences / Training

Smt. Divya Sasi, Junior Assistant, Accounts Section attended two days training programme on Tally ERP09 organised by M/s Corporate Relations, Thiruvananthapuram from 20.04.2012 and 21.04.2012 at Kozhikode.

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

Shri. N Ramachandran, System Analyst, Computer Centre attended two days "National Knowledge Network Workshop" organized by National Informatics Centre, Thiruvananthapuram from 09.05.2012 to 10.05.2012 at National Institute of Interdisciplinary Science and Technology, Thiruvananthapuram.

Shri. Sanjay A.P, Junior Engineer (Electrical), attended two days training on "Operation and Maintenance of Electrical Equipment and Machines" organized by Kerala State Productivity Council from 06.06.2012 to 07.06.2012 at Productivity House, Kalamassery, Kochi.

Shri. Bose K.T, Assistant Engineer Higher Grade, attended two days training on "Introduction to Energy Conservation and Management" from 11.06.2012 to 12.06.2012 at the Larsen and Toubro Training Centre at Coonoor (Tamil Nadu).

Smt. Lakshmi Viswanathan, Finance and Accounts Officer attended "44th Regional Conference of ICAI" organized by Southern India Regional Council of the Institute of Chartered Accountants of India from 17.08.2012 to 18.08.2012 at Bangalore.

Shri. Shensha C, Store Assistant, attended one day Seminar on "New Service Tax Regime and The Negative List" organized by M/s Corporate Relations Pvt. Ltd., Thiruvananthapuram on 10.08.2012 at Thrissur.

Shri Bose K.T, Assistant Engineer Higher Grade attended training for two days on "Energy Conservation and Management" from 12.09.2012 to 13.09.2012 at Kerala State Productivity Council (KSPC) Kalamassery, Kochi organized by KSPC Centre.

Dr. M.G. Sreekumar, Chief Librarian and Information Officer, delivered a talk on "Advanced Digital Library Services" at National Institute for Technical Teachers Training and Research, Kalamassery, Kochi on 14.09.2012.

Dr. M.G. Sreekumar, Chief Librarian and Information Officer invited Lecture on "Current Trends in Information Management Strategies" at Indian Institute of Management Raipur, Raipur on 14.09.2012.

Dr. M.G. Sreekumar, Chief Librarian and Information Officer participated and conducted the 2-Day 13th IIM Consortium Meet at Indian Institute of Management Raipur during 28-29 September 2012.

Shri N. Ramachandran, System Analyst and Shri. Anil A.M, Assistant Programmer have attended workshop on IPv6 at Chennai from 20.11.2012 to 22.11.2012 organized by Asia Pacific Network Information Centre (APNIC).



Smt. Lakshmi Viswanathan, F&AO attended CPE Seminar on Service Tax held at ICAI Bhawan, Calicut from 09.30 AM to 01.00 P.M on 30.11.2012 organised by Calicut Branch of Southern India Regional Council of the Institute of Chartered Accountants of India.

Dr. M.G. Sreekumar, Chief Librarian and Information Officer, attended workshop on “Digital Library” organized by DRDO Bangalore on 07.12.2012.

Shri Anil Kumar Pathiyath, Manager (Infrastructure) and Shri. Bose K.T, Assistant Engineer (Higher Grade) attended workshop on “Energy Efficiency in Pumping Systems” at Kalamassery, Kochi on 19.12.2012 organized by Kerala State Productivity Council, Productivity House, Kalamassery, Kochi.

Dr. M.G. Sreekumar, Chief Librarian and Information Officer, attended workshop on “Interdisciplinary Initiatives” organized by Ministry of HRD, Govt of India on 03.01.2013 at India International Centre, New Delhi.

Dr. MG. Sreekumar, Chief Librarian and Information Officer, attended Annual Meet and Workshop of INDEST-AICTE Consortium held at Indian Institute of Management Ahmadabad (IIMA), jointly organized by IIMA and IIT Gandhinagar from 18.01.2013 to 19.01.2013

Smt. Sunitha T. and Smt Sreejaya P, Assistant Librarians (HG) attended “National Conference on E-Resources and E-Learning : Challenges and Opportunities for Library” from 01.02.2013 to 02.02.2013 organized by Department of Library and Information Science and CHMK Library, University of Calicut.

Shri. Muraleedharan P.G, Administrative Officer, attended training course on “Purchase Management in Government” from 04.03.2013 to 06.03.2013 held at and organized by Institute of Secretariat Training and Management (ISTM), Govt of India, JNU Campus (Old), New Delhi – 110 067.

International Conferences

Shri M.G. Sreekumar, Librarian attended Joint Conference of the Academic Business Library Directors (ABLD), European Business Schools Librarians’ Group (EBSLG) and the Asia Pacific Business Librarians’ Group (APBSLG) from 17.04.2012 to 20.04.2012 at the Stanford Graduate School of Business, Stanford, California.

Shri M.G. Sreekumar, Librarian visited the Harvard Business School on 23 April 2012 and held discussions with various division heads on the latest services they offer to the clientele, delivered lecture at Harvard Business School and shared the information management strategies that are being adopted and followed at IIM Kozhikode. The lecture was well attended and followed by interactions from the participants.

ANNUAL FINANCIAL STATEMENT AND FINANCIAL POSITION

The Annual Financial Statement of the Institute for the financial year 2012-13 duly audited by the Principal Accountant General (Audit), Kerala is annexed to this report. The Separate Audit Report and the Institute's replies on the points raised in the Report are also annexed. The Internal Audit of the accounts of the Institute was carried out by M/s. Varma & Varma, Chartered Accountants. The Audited Annual Financial Statements and the Separate Audit Report together with the replies of the Institute were approved by the Board of Governors and Society by circulation on 04 January 2014.

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

Grant-In-Aid Under Plan

During the financial year 2012-13, the Institute received Rs. 36.25 Crore as Grants-in-aid under Plan against the total allocation was Rs. 39.50 Crore from the Department of Secondary and Higher Education, Ministry of Human Resource Development, Government of India

Internal Revenue Generation

For the first time in the Institute's history, the internal revenue generation has crossed the milestone of Rs. 60.00 Crore, more than 15% increase compared to the previous year. This is mainly due to increase in PGP Fee (Rs. 33.47 Crores), EPGP Fee (Rs. 9.95 Crores) and MDP Fee (Rs. 6.88 Crores). The main highlight of the internal revenue generation is MDP Income which is doubled compared to previous year figure of Rs.3.13 crores to the current year figure of Rs. 6.88 Crores

Corpus Fund

During the financial year 2012-13, the Institute had transferred Rs. 15.43 Crores (Approx) to the Corpus Fund created under the Block Grant Scheme of the Department of Secondary and Higher Education, Ministry of Human Resource Development, Government of India. The interest earned during the year on the investment made is Rs. 12.54 Crores. The balance of the Corpus Fund as on 31-03-2013 is Rs. 143.35 Crores. The investment in Corpus Fund is Rs. 140.00 Crores as on 31-03-2013.

Depreciation Fund

During the financial year 2012-13, the Institute had transferred Rs. 6.17 Crores to the Depreciation Fund towards the depreciation for the financial year 2012-13. The interest earned during the year on the investment made is Rs. 5.63 Crores. The closing balance of the Depreciation Fund as on 31-03-2013 is Rs. 80.04 Crores, which is equal to the accumulated depreciation as on 31-03-2013. The investment in Depreciation Fund is Rs. 78.00 Crores as on 31-03-2013.

Accounts of IIM Kozhikode Employees Contributory Provident Fund Trust

During the year 2012-2013, the Income & Expenditure account shows a deficit of meager Rs. 5.22 lakhs after allowing interest to the members of the Trust. This is mainly due to the reason that the performance of the investment made in mutual funds was not at expected level. RBI Bonds, in which large investments has been made earns 8.00% p.a., however members had to be paid at an interest rate of 8.80% p.a.,

The Corpus Fund stood as Rs. 624.99 Lakhs, out of which Rs. 520.10 Lakhs has been invested in various interest bearing securities as per CPF Investment guidelines, Rs. 37.33 Lakhs is under accrued interest and Rs. 22.39 Lakhs is being bank balance as on 31-03-2013 and Rs. 45.17 Lakhs being amount receivable from the IIM Kozhikode towards Institute's share of contributory provident fund to the members. The accounts were approved by the Trust in its meeting held on 25-06-2013.



BOARD OF GOVERNORS AND IIMK SOCIETY

Board of Governors (As on 31 March 2013)

List of Members of the IIMK Board of Governors as on 31 March 2013, is given below:

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



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



The Board met on four occasions during the year 2012-13 as under:

- 59th Meeting on 07 June 2012 at Chennai
- 60th Meeting on 11 September 2012 at IIMK
- 61st Meeting on 21 January 2013 at Kochi
- 62nd Meeting on 23 March 2013 at IIMK





IIMK Society Members

The list of members of the IIMK Society as on 31 March 2013 is given below:

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



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

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

26th Meeting on 11 Sep 2012 at Kozhikode

27th Meeting on 23 Mar 2013 at Kozhikode





FACULTY MEMBERS (As on 31 Mach 2013)

Professors

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

Associate Professors

13. Prof. Anjan Kumar Swain
14. Prof. Keyoor Purani
15. Prof. Debabrata Chatterjee
16. Prof. Anandakuttan B. Unnithan
17. Prof. Sudershan Kuntluru
18. Prof. Sumit Mitra
19. Prof. Omkumar Krishnan
20. Prof. Rudra Sensarma
21. Prof. A.F. Mathew
22. Prof. G. Sridhar
23. Prof. Rupesh Kumar Pati
24. Prof. S. Venkataramanaiah
25. Prof. Sthanu R. Nair

Assistant Professors

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



42. Prof. Rahul Kumar Sett
43. Prof. G. Thangamani
44. Prof. P N Ram Kumar
45. Prof. Saptarshi Purkayastha
46. Prof. G. Venkat Raman
47. Prof. Anupam Das
48. Prof. S. Subramanian

Visiting Professor

49. Prof. Lakshmi S. Ladha
50. Prof. Mahesh P. Bhawe

Visiting Associate Professor

51. Prof. K K Ramesh

Visiting Assistant Professor

52. Prof. Reena Kohli
53. Prof. Manish Kumar
54. Prof. Suram Balasubrahmanyam
55. Prof. Naveen Amblee
56. Prof. Deepa Sethi
57. Prof. Kousik Guhathakurta
58. Prof. Surya Prakash Pati
59. Prof. Aparajith Ramnath
60. Prof. Pankaj Kumar Baag



STAFF MEMBERS (31 March 2013)

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



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

वार्षिक लेखा विवरण
Annual Statements of Accounts
2012 - 2013

भारतीय प्रबंध संस्थान कोषिकोड
Indian Institute of Management Kozhikode



**Separate Audit Report of the Comptroller & Auditor General of India
On the Accounts of the Indian Institute of Management, Kozhikode
for the year ended 31 March 2013**

1. We have audited the attached Balance Sheet of Indian Institute of Management (IIM), Kozhikode as at 31 March 2013, Income & Expenditure Account and Receipts & Payment Account for the year ended on that date under Section 20(1) of the Comptroller & Auditor General's (Duties, Powers and Conditions of Service) Act, 1971 read with Rule 18 of the Memorandum of Association of the IIM, Kozhikode Society. The audit has been entrusted for the period up to 2015-2016. These financial statements are the responsibility of the Institute's management. Our responsibility is to express an opinion on these financial statements based on our audit.
2. This separate Audit Report contains the comments of the Comptroller & Auditor General of India (CAG) on the accounting treatment only with regard to classification, conformity with the best accounting practices, accounting standards and disclosure norms, etc. Audit observations on financial transactions with regard to compliance with the Law, Rules and Regulations (Propriety and Regularity) and efficiency-cum-performance aspects, etc., if any, are reported through Inspection Reports/ CAG's Audit Reports separately.
3. We have conducted our audit in accordance with auditing standards generally accepted in India. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatements. An audit includes examining, on the test basis, evidences supporting the amounts and disclosure in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of financial statements. We believe that our audit provides a reasonable basis for our opinion.
4. Based on our audit, we report that:
 - i. We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purpose of our audit.
 - ii. The Balance sheet and Income & Expenditure Account and Receipt & Payment Account dealt with by this report have been drawn up in the format approved by the Ministry of Finance, Government of India.
 - iii. In our opinion, proper books of accounts and other relevant records have been maintained by the Indian Institute of Management, Kozhikode as required under Rule 12 (xvii) of the Memorandum of Association of the IIM, Kozhikode Society in so far as it appears from our examination of such books.
 - iv. We further report that:





A. Comments on Accounts

Nil

B. Grants in aid

Out of the grants in aid of Rs 3755.86 lakh (including the opening balance of Rs 130.86 lakh, and this year grant Rs 3625.00 lakh), the organization could utilize a sum of Rs 1502.94 lakh leaving a balance of Rs 2252.92 lakh as unutilized grant as on 31 March 2013.

C. Management letter;

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

- v. Subject to our observations in the preceding paragraphs, we report that the Balance Sheet, Income and Expenditure Account and Receipt & Payment Account dealt with by this report are in agreement with the books of accounts.
- vi. In our opinion and to the best of our information and according to the explanations given to us, the said financial statements read together with the Accounting Policies and Notes on Accounts, and subject to the significant matters stated above and other matters mentioned in Annexure to this Audit report give a true and fair view in conformity with accounting principles generally accepted in India:
 - a. In so far as it relates to the Balance Sheet, of the state of affairs of the Indian Institute of Management, Kozhikode as at 31 March 2013; and
 - b. In so far as it relates to Income & Expenditure Account of the surplus for the year ended on that date.

For and on behalf of the C&AG of India

Place: Chennai
Date: 04 January 2014

Sd/-
Director General of Audit (Central), Chennai



Annexure

1) Adequacy of Internal Audit System

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

2) Adequacy of Internal Control System

Internal Control System of the institute is adequate. Accounting manual of the IIMK has been prepared and approved by the Board.

3) System of Physical verification of fixed assets

Physical verification of fixed assets has been done for the year 2012-13.

4) System of Physical verification of inventories

Physical verification of inventories was conducted for the year 2012-13.

5) Regularity in payment of dues

The Institute is regular in payment of statutory dues.





Indian Institute of Management Kozhikode

ANNUAL STATEMENTS OF ACCOUNTS

2012-2013

Indian Institute of Management Kozhikode

BALANCE SHEET AS AT 31-03-2013

(Rupees in lakhs)

PARTICULARS	Schedule No.	2012-2013	2011 -2012
CORPUS / CAPITAL FUND AND LIABILITIES			
Corpus / Capital Fund Account	1	17,390.48	14,831.82
Reserves and Surplus	2	14,335.53	11,540.20
Earmarked / Endowment Funds	3	8,322.26	7,160.19
Current Liabilities and Provisions	4	3,212.96	1,356.36
TOTAL		43,261.23	34,888.57
ASSETS			
Fixed Assets	5	14,072.76	13,501.49
Investments - From Earmarked / Endowment Funds	6	9,990.10	7,162.23
Investments - From Corpus Fund	7	14,000.00	11,350.00
Current Assets, Loans, Advances, etc.,	8	5,198.37	2,874.85
TOTAL		43,261.23	34,888.57
Significant Accounting Policies	15		
Contingent Liabilities and Notes on Accounts	16		

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

Place: Kozhikode
Date : 10-09-2013

Sd/-
A.K. Shantharaman
FA & CAO

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

Sd/-
Prof. Debashis Chatterjee
DIRECTOR

Indian Institute of Management Kozhikode
INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2013

(Rupees in lakhs)

PARTICULARS	Schedule No.	2012-2013	2011 -2012
INCOME			
Fees	9	5,445.58	5,025.31
Grants-in-aid		0.00	294.00
Interest Earned on Investment	10	0.00	0.00
Interest Earned	11	448.23	251.47
Other Income	12	148.79	42.34
TOTAL		6,042.60	5,613.12
EXPENDITURE			
Establishment Expenses	13	1,389.76	1,054.28
Other Administrative Expenses etc.	14	2,374.68	1,962.37
Depreciation	5	1,206.27	1,077.09
Depreciation on Assets procured under sponsored projects	5	0.10	0.20
TOTAL		4,970.81	4,093.94
Balance being excess of Income over Expenditure (A-B)		1,071.79	1,519.18
Transfer of Depreciation (Fixed Assets) to Capital Fund A/c.		1,206.27	1,077.09
Transfer of Depreciation (Fixed Assets-Projects) to Capital Fund		0.10	0.20
Transfer to Depreciation Fund		(617.13)	(1,077.29)
Transfer to CPF General Reserve		5.21	0.40
Transfer to Staff Welfare Fund		(123.66)	(68.70)
BALANCE BEING SURPLUS/(DEFICIT) TRANSFERRED TO CORPUS FUND		1,542.58	1,450.88
Significant Accounting Policies	15		
Contingent Liabilities and Notes on Accounts	16		

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

Place: Kozhikode
Date : 10-09-2013

Sd/-
A.K. Shantharaman
FA & CAO

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

Sd/-
Prof. Debashis Chatterjee
DIRECTOR

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31-03-2013

(Rupees in lakhs)

PARTICULARS	2012-2013	2011-2012
SCHEDULE I - CAPITAL FUND		
A1. Capital Fund (Fixed Assets):		
(A) Non-Depreciable Assets		
Balance as at the beginning of the year	2,346.94	796.14
Add: Paid for Land during the year	24.50	1,550.80
Balance at the year end (A)	2,371.44	2,346.94
(B) Depreciable Assets		
Balance as at the beginning of the year	11,154.05	10,395.29
Add: Capital Expenditure incurred during the year	1,757.04	1,837.35
Less: Depreciation written off during the year	(1,206.27)	(1,077.09)
Less: Cost of Assets disposed off during the year	(26.39)	(6.08)
Add: Accumulated Depreciation on Assets disposed off	22.50	4.58
Balance at the year end (B)	11,700.93	11,154.05
TOTAL AT THE YEAR END (A+B) (A1)	14,072.37	13,500.99
A2. Capital Fund (Fixed Assets-Projects):		
Balance as at the beginning of the year	0.50	0.70
Add: Capital Expenditure incurred during the year		0.00
Less: Depreciation written off during the year	(0.11)	(0.20)
Balance at the year end (A2)	0.39	0.50
TOTAL AT THE YEAR END (A1+A2) (I)	14,072.76	13,501.49

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

Place: Kozhikode
Date : 10-09-2013

Sd/-
A.K. Shantharaman
FA & CAO

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31-03-2013

(Rupees in lakhs)

PARTICULARS	2012-2013	2011-2012
II. Capital Fund (Grant-in-Aid)		
A. Govt. of India - Plan - Capital Assets		
Balance as at the beginning of the year	848.05	3,037.62
Add : Grant-in-Aid received from Govt. of India	2,295.75	1,406.16
Add : Amount transferred from Corpus Fund	0.00	(1,050.00)
Less: Transferred to Capital Fund (FA)	(448.92)	(2,547.93)
Add: Amount realized on disposal of Assets	(2.20)	2.20
Balance as at the year end (A)	2,692.68	848.05
B. Govt. of India - Plan - General		
Balance as at the beginning of the year		-
Add : Grant-in-Aid received from Govt. of India	1,329.25	836.32
Less: Transferred to Capital Fund (FA)	(1,329.25)	(836.32)
Balance as at the year end (B)	-	-
C. Govt. of India - Plan - OSC (Recurring and Non-Recurring)		
Balance as at the beginning of the year		294.00
Add : Grant-in-Aid received from Govt. of India	-	-
Less: Transferred to Capital Fund (FA) being Grants towards Non-Recurring Expenditure received	-	-
Less: Transferred to Income and Expenditure Account being Grants towards Recurring Expenditure received	-	(294.00)
Balance as at the year end (B)	-	-

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

Place: Kozhikode
Date : 10-09-2013

Sd/-
A.K. Shantharaman
FA & CAO

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31-03-2013

(Rupees in lakhs)

PARTICULARS	2012-2013	2011-2012
D. Govt. of Kerala		
Balance as at the beginning of the year		3.90
Add: Grant-in-Aid received		0.00
Less: Paid for Land		(3.90)
Balance as at the year end (D)	0.00	0.00
E. CPF MEMBERS ACCOUNT		
Balance at he beginning of the year	482.28	385.43
Add : Subscriptions during the year	141.60	98.03
Add : Interest credited during the year	44.26	32.58
Add : Amount transferred from previous employers	0.00	0.01
Less: Withdrawals made during the year	(43.10)	(33.77)
Less: Amount forefieted to members during the year	-	-
Balance as at the year end (E)	625.04	482.28
TOTAL BALANCE AT THE YEAR END (A +B+C+D) II	3,317.72	1,330.33
TOTAL (I +II)	17,390.48	14,831.82

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

Place: Kozhikode
Date : 10-09-2013

Sd/-
A.K. Shantharaman
FA & CAO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31-03-2013

(Rupees in lakhs)

PARTICULARS	2012-2013	2011-2012
SCHEDULE 2 - RESERVES AND SURPLUS		
A. Corpus Fund		
Balance at the beginning of the year	11,534.55	11,029.02
Add : Loan Amount recovered during the year	4.03	3.35
Add : Amount transferred from Income & Expenditure A/c	1,542.58	1,450.88
Add : Interest on Corpus Fund Investment	1,254.00	877.60
Add: Interest Charged on Recoverable Loan A/cs.	0.85	0.68
Add: Previous years profit on sale of assets rectified	2.20	
Less: Amount transferred to Plan - General - Capital Assets	-	1,050.00
Less: Amount transferred to Depreciation Fund	-	(2,870.12)
Less: Recoverable Loan paid from corpus Fund	(3.11)	(6.86)
Balance as at the year end (A)	14,335.10	11,534.55
B. CPF General Reserve A/c.		
Balance at he beginning of the year	1.41	1.81
Add: Surplus / (Deficit) transferred from Income & Expenditure A/c.	(5.22)	(0.40)
Balance as at the year end (B)	(3.81)	1.41
C. CPF Forfeited A/c.		
Balance at he beginning of the year	4.24	4.24
Add: Amount forfeited during the year		-
Balance as at the year end (C)	4.24	4.24
TOTAL (A + B + C)	14,335.53	11,540.20

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

Place: Kozhikode
Date : 10-09-2013

Sd/-
A.K. Shantharaman
FA & CAO

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31-03-2013

(Rupees in lakhs)

SCHEDULE 3 - EARMARKED/ENDOWMENT FUNDS	EARMARKED FUNDS					
	Pension fund	Depreciation fund	Staff Welfare fund	IDL Research grant	As at 31st March 2013	As at 31st March 2012
PARTICULARS						
a) Opening balance of the funds	214.11	6,823.68	106.17	16.23	7,160.19	2,811.46
b) Additions to the Funds :						
i. Grants received / Contributions made	-	617.13	123.66	-	740.79	-
ii. Income from Invesments / Savings Bank A/c	14.36	562.90	-	-	577.26	447.09
iii. Fees / Contributions received	0.05	-	-	-	0.05	4,017.06
iv. Prior Period income/Amount recd from Advance	-	-	1.15	-	1.15	-
TOTAL (a+b)	228.52	8,003.71	230.98	16.23	8,479.44	7,275.61
c) Utilisation/Expenditure towards objectives of funds						
i. Capital Expenditure						
- Fixed Assets	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-
ii. Revenue Expenditure						
- Salaries, Wages and Allowances etc.	3.29	-	-	-	3.29	-
- Other Administrative expenses	-	-	80.78	-	80.78	20.19
- Payment to Members	-	-	-	-	-	-
TOTAL	3.29	-	80.78	-	84.07	20.19
iii. Balance fund amount remitted/refunded	55.23	-	-	16.23	71.46	-
TOTAL	55.23	-	-	16.23	71.46	-
iv .Other Debits/Advances	-	-	1.65	-	1.65	95.23
TOTAL	-	-	1.65	-	1.65	95.23
TOTAL (c)	58.52	-	82.43	16.23	157.18	115.42
NET BALANCE AS AT THE YEAR -END (a+b-c)	170.00	8,003.71	148.55	-	8,322.26	7,160.19

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

Place: Kozhikode
Date : 10-09-2013

Sd/-
A.K. Shantharaman
FA & CAO

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2013

(Rupees in lakhs)

PARTICULARS	2012-2013	2011 -2012
SCHEDULE 4 - CURRENT LIABILITIES AND PROVISIONS		
A. CURRENT LIABILITIES		
1. Sundry Creditors:		
a) For Supplies and Services	327.67	259.73
2. Advances, Deposits, etc.,		
a) Caution Deposits from Students	172.70	130.14
b) Retention Money	86.47	59.32
c) Earnest Money Deposits	62.50	61.37
d) Consultancy Projects A/c.	17.39	4.18
3. Statutory Liabilities:	-	-
4. CAT 2012 Account	1,561.49	-
5. Other current Liabilities	104.96	64.09
6. Income received in advance	20.64	17.55
TOTAL (A)	2,353.82	596.38
B. PROVISIONS		
1. Accumulated Leave Encashment	234.73	185.22
2. Provision for Capital Expenditure	306.03	166.00
3. Provision for Revenue Expenditure	318.38	408.76
TOTAL (B)	859.14	759.98
TOTAL (A + B)	3,212.96	1,356.36

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

Place: Kozhikode
Date : 10-09-2013

Sd/-
A.K. Shantharaman
FA & CAO

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2013

(Rupees in lakhs)

SCHEDULE 5 - FIXED ASSETS											
Description	GROSS BLOCK				DEPRECIATION					NET BLOCK	
	Cost/valuation as at 01-Apr-12	Additions during the year	Adjustments during the year	Cost/Valuation as at 31-Mar-13	Rate under WDV method	As at 01-Apr-12	On Additions during the year	Adjustments during the year	Total up to 31-Mar-13	As at 31-Mar-13	As at 31-Mar-12
A. NON DEPRECIABLE ASSETS											
1. LAND											
a) Freehold	2,346.94	24.50	-	2,371.44	-	-	-	-	-	2,371.44	2,346.94
TOTAL A	2,346.94	24.50	-	2,371.44	-	-	-	-	-	2,371.44	2,346.94
B 1. DEPRECIABLE ASSETS: -											
1. BUILDINGS :											
a) On Freehold Land (Academic)	7,051.04	2,196.43		9,247.47	10%	2,679.66	545.75	(3.36)	3,222.05	6,025.42	4,371.38
b) On Freehold Land (Residential)	1,631.54	978.94		2,610.48	5%	265.93	93.43		359.36	2,251.12	1,365.62
c) Road, Boudarywalls,Drains etc	873.88	95.72		969.60	10%	460.35	46.14		506.49	463.11	413.53
2. PLANT MACHINERY											
a)Electrical Installations	1,118.09	82.26		1,200.35	15%	452.08	106.25		558.33	642.02	666.01
b)Water supply Installation	255.27	0.15		255.42	15%	154.53	15.13		169.66	85.76	100.74
3. Vehicles	61.86	-		61.86	15%	26.11	5.36		31.47	30.39	35.76
4. Furniture and Fixtures	1,059.08	467.17		1,526.25	10%	485.88	89.59		575.47	950.78	573.20
5. Office Equipments	258.20	23.25	(26.87)	254.58	15%	162.01	12.60	(22.98)	151.63	102.95	96.19
6. Computer / Peripherals	887.85	82.09		969.94	60%	778.89	107.36		886.25	83.69	108.96
7. LIBRARY BOOKS											
- Books / Database / Videos	819.35	128.12		947.47	60%	723.21	122.43		845.64	101.83	96.14
- Journals	576.42	69.47		645.89	100%	569.76	62.21		631.97	13.92	6.65
8.Other Fixed Assets	0.38			0.38	15%	0.24	0.02		0.26	0.12	0.14
TOTAL B (1)	14,592.96	4,123.60	(26.87)	18,689.69		6,758.65	1,206.27	26.34	7,938.58	10,751.11	7,834.32
B 2. CAPITAL, WORK - IN - PROGRESS										949.82	3,319.74
TOTAL B (B1 + B2)										11,700.93	11,154.06
C. PROJECT DEPRECIABLE ASSETS: -											
1. Furniture and Fixtures	0.79	-	-	0.79	10%	0.41	0.04	-	0.45	0.34	0.38
2. Computer / Peripherals	62.00	-	-	62.00	60%	61.89	0.06	-	61.95	0.05	0.11
3. Library Books	2.73	-	-	2.73	100%	2.73	-	-	2.73	-	-
TOTAL C)	65.52	-	-	65.52		65.03	0.10	-	65.13	0.39	0.49
GRAND TOTAL (A+B+C)	17,005.42	4,148.10	(26.87)	21,126.65	-	6,823.68	1,206.37	26.34	8,003.71	14,072.76	13,501.49

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

Place: Kozhikode
Date: 10-09-2013

Sd/-
A.K. Shantharaman
FA & CAO

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2013

(Rupees in lakhs)

PARTICULARS	2012-2013	2011 -2012
SCHEDULE 6 - INVESTMENTS FROM EARMARKED/ENDOWMENT FUNDS		
1. Pension fund Investment	170.00	195.00
2. CAT 2012 Funds Investments	1,500.00	-
3. CPF Investment	520.10	417.23
4. Depreciation Fund Investment	7,800.00	6,550.00
TOTAL	9,990.10	7,162.23
SCHEDULE 7 - INVESTMENTS - OTHERS - CORPUS FUND		
1. In Govt. of India Bonds 8%	3,000.00	3,300.00
2. Term Deposits with Banks	11,000.00	8,050.00
TOTAL	14,000.00	11,350.00
SCHEDULE 8 - CURRENT ASSETS, LOANS, ADVANCES ETC..		
A. CURRENT ASSETS:		
1. Stock in Hand	23.47	30.66
2. Cash balances in hand (including cheques/drafts and imprest)		
3. Bank Balances : a) With Schduled Banks :		
- On Savings Accounts	208.18	139.05
- On Term Deposit	2,200.00	690.00
TOTAL (A)	2,431.65	859.71
B. LOANS, ADVANCES AND OTHER ASSETS		
1. Advances and other amounts recoverable in cash or in kind or for value to be received :		
a) On Capital Account: Mobilisation/Contractors Advances	750.51	883.18
b) Prepayments	50.09	72.50
c) Advances to Staff	11.41	15.59
d) Deposits	36.38	18.73
2. Interest accrued on Investment and Funds	1,441.93	395.98
3. Other Receivables including CPF Loans to the members	476.40	629.16
TOTAL (B)	2,766.72	2,015.14
TOTAL (A+B)	5,198.37	2,874.85

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

Place: Kozhikode
Date: 10-09-2013

Sd/-
A.K. Shantharaman
FA & CAO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2013

(Rupees in lakhs)

PARTICULARS	2012-2013	2011-2012
SCHEDULE 9 - FEES		
A. PGP Tuition Fees	3,346.88	3,196.94
Total (A)	3,346.88	3,196.94
B. Other than Tuition Fees		
1) MDP and Consultancy fees	688.15	312.90
2) EPGP Programme Fees	994.57	1,032.50
3) FDP Programme fees	14.43	14.21
4) Income from Seminars / Conferences	7.86	11.41
5) FPM Application Fees	1.50	1.17
6) Placement Fee	56.98	47.13
7) Kochi SAT Application Fee Income	4.58	-
8) Income from CAT Activities	330.63	409.05
Total (B)	2,098.70	1,828.37
TOTAL (A + B)	5,445.58	5,025.31

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

Place: Kozhikode
Date: 10-09-2013

Sd/-
A.K. Shantharaman
FA & CAO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2013

(Rupees in lakhs)

PARTICULARS	2012-2013	2011-2012
SCHEDULE 10 INCOME FROM INVESTMENTS		
Interest: a) Bonds / Funds		
Corpus Fund	244.28	297.57
Pension Fund Investments	14.36	16.64
TOTAL (A)	258.64	314.21
b) On Bank Deposits		
Corpus Fund	1,009.72	580.03
Depreciation Fund	562.90	430.45
TOTAL (B)	1,572.62	1,010.48
GRAND TOTAL OF (A + B)	1,831.26	1,324.69
Transferred to Earmarked / Endowment Funds	1,831.26	1,324.69
Balance taken to Income & Expenditure A/c.	-	-

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

Place: Kozhikode
Date: 10-09-2013

Sd/-
A.K. Shantharaman
FA & CAO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2013

(Rupees in lakhs)

PARTICULARS	2012-2013	2011-2012
SCHEDULE 11 - INTEREST EARNED		
1) On Term Deposits		
a) With Scheduled Banks	424.90	228.25
2) On Savings Accounts:		
a) With Scheduled Banks	22.28	22.03
3) On Loans:		
a) Others: Interest on advances etc	1.05	1.19
TOTAL	448.23	251.47
SCHEDULE 12 - OTHER INCOME		
1) Licence Fee/Guest House Charges	19.71	23.75
2) Application Form- Contractors	1.05	-
3) Excess Provision written back	55.23	-
4) Miscellaneous Income	67.52	10.53
5) Prior Period Income	5.28	8.06
TOTAL	148.79	42.34

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

Place: Kozhikode
Date: 10-09-2013:

Sd/-
A.K. Shantharaman
FA & CAO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2013

(Rupees in lakhs)

PARTICULARS	2012-2013	2011-2012
SCHEDULE 13 - ESTABLISHMENT EXPENSES		
Salaries and Wages (includes pay revision arrears)	1,032.48	766.95
Allowances and Bonus	70.12	59.49
Contribution to PF	62.29	42.02
Staff Welfare Expenses	133.81	87.39
Expenses on Employees' Retirement and Terminal Benefits	89.48	93.31
Stipend to Trainees	1.37	4.94
Stipend to Apprentices	0.21	0.18
TOTAL	1,389.76	1,054.28
SCHEDULE 14 - OTHER ADMINISTRATIVE EXPENSES ETC.		
Electricity and Water Charges	194.62	117.29
Insurance on Assets	4.47	3.01
Repairs and Maintenance Expenses	541.70	541.95
Rent Rates and Taxes	24.98	2.38
Vehicle Running and maintenance	11.33	9.64
Postage Telephone & Communication Charges	36.55	27.36
Printing and Stationery	74.15	39.19
Travelling and Conveyance Expenses	155.40	137.68

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

Place: Kozhikode
Date: 10-09-2013

Sd/-
A.K. Shantharaman
FA & CAO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2013

(Rupees in lakhs)

PARTICULARS	2012-2013	2011-2012
Membership and subscription Charges	10.60	14.83
Legal & Professional Charges	1.97	2.37
Auditor's Remuneration	1.00	2.90
Hospitality Expenses	17.70	9.15
Advertisement and publicity	140.08	57.86
Board of Governors Meeting Expenses	6.54	7.64
IT & Communication Activity Expenses	62.88	72.30
Recruitment Expenses	6.33	4.23
Direct PGP Expenses	397.49	372.07
Direct MDP Expenses	292.09	221.78
Direct FDP Expenses	6.03	5.25
Direct IDL HECL Expenses	247.58	170.13
FPM Expenses	58.61	49.35
Research Expense	2.05	2.52
Conferences, Seminar & Workshop Expenses	10.13	30.16
International Interaction/Linkage expenses	1.25	0.68
Other Administrative Expenses	67.40	47.82
Prior Period Expenditure	1.75	12.83
TOTAL	2,374.68	1,962.37

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

Place: Kozhikode
Date: 10-09-2013

Sd/-
A.K. Shantharaman
FA & CAO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2013

SCHEDULE 15 – SIGNIFICANT ACCOUNTING POLICIES

1. ACCOUNTING CONVENTION

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

2. REVENUE RECOGNITION

- 2.1 Interest on Investment and Mobilization Advances is recognized on accrual basis whereas interest on Saving Bank Account is taken on actual receipt basis as and when credited by banks.
- 2.2 Consultancy income is recognized on completion of the consultancy projects.
- 2.2 Income from Fee is accounted on accrual basis.

3. INVESTMENTS

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

4. FIXED ASSETS

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

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

Place: Kozhikode
Date: 10-09-2013

Sd/-
A.K. Shantharaman
FA & CAO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2013

5. DEPRECIATION

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

6. GOVERNMENT GRANTS / SUBSIDIES

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

7. CORPUS FUND

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

8. DEPRECIATION FUND

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

9. FOREIGN CURRENCY TRANSACTIONS

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

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

Place: Kozhikode
Date: 10-09-2013

Sd/-
A.K. Shantharaman
FA & CAO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2013

10. RETIREMENT BENEFITS

- 10.1 Provision for accumulated leave encashment benefit to the employees is computed on the assumption that employees are entitled to receive the benefits as at each year end.
- 10.2 In respect of employees covered under the pension Scheme the amount received from their previous employers towards discharge of their pension liability is taken to the Pension Fund account and invested suitably.
- 10.3 Provision for payment of pension in respect of the service rendered in the Institute has been made as per Govt. of India pension / commutation rules.
- 10.4 Pension payment made during the year is charged off to the revenue.

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

Place: Kozhikode
Date: 10-09-2013

Sd/-
A.K. Shantharaman
FA & CAO

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

Sd/-
Prof. Debashis Chatterjee
DIRECTOR

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2013

SCHEDULE 16 - CONTINGENT LIABILITIES AND NOTES ON ACCOUNTS

1. CONTINGENT LIABILITIES

Claims against the institute not acknowledged as debts In respect of:		
Bank guarantees given by/on behalf of the Institute	– Rs. 289.95 Lakhs	(Previous Year Rs.229.71 lakhs)
Letters of Credit opened by Bank on behalf of the Institute	– Rs . NIL	(Previous Year Rs.NIL)
Bills discounted with Banks	– Rs. NIL	(Previous Year Rs.NIL)
Disputed demand in respect of:		
Income Tax	– Rs NIL	(Previous Year Rs.NIL)
Sales Tax	– Rs NIL	(Previous Year Rs.NIL)
Service Tax	– Rs. 284.55Lakhs	(Previous Year Rs. 227.31 Lakhs)
Municipal Taxes	– Rs. NIL	(Previous Year Rs.NIL)
In respect of claims from parties for non – execution of orders, but Contested by the Institute	– Rs. 5.40 Lakhs	(Previous Year Rs. 2.40 Lakhs)

2. CAPITAL COMMITMENTS

Estimated value of contracts remaining to be executed on capital account and not provided for (net of advances)	– Rs. 1,131.40 Lakhs	(Previous Year Rs. NIL Lakhs)
--	----------------------	--------------------------------

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

Place: Kozhikode
Date 10-09-2013:

Sd/-
A.K. Shantharaman
FA & CAO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2013

3. CURRENT ASSETS, LOANS AND ADVANCES

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

4. FOREIGN CURRENCY TRANSACTIONS

Value of Imports Calculated on CIF Basis:

Capital Goods/Equipments

Current Year.

NIL

Previous Year.

NIL

Expenditure in foreign currency

a) Travel & Seminar fee for faculty

USD 25320.0

GBP 521

EUR 440

NZD 65

SGD 2650

USD 16417.40

GBP 440

EUR 15000

SGD 920.20

b) Remittances and Interest payment to financial

Institutions/Banks in foreign currency

NIL

NIL

c) Other Expenditure:

Institutional Membership

USD 1646.15

GBP 134

AUD 3400

USD 500

GBP 16007.77

AUD 3400

Purchase of books, Journals,

USD 71829.69

GBP 2068.80

USD 96886.73

GBP 1616.90

Software etc

USD 43597.50

GBP NIL

EUR 8610

USD 4790

GBP 3250

EUR NIL

Honorarium

USD 150

NIL

Legal and Professional Expenses

NIL

NIL

Miscellaneous Expenses

NIL

USD 1000

Earnings: Fees from NRI Students

USD 36000

NIL

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

Place: Kozhikode

Date: 10-09-2013

Sd/-

A.K. Shantharaman

FA & CAO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2013

5. TAXATION

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

6. CAT Group account has not been finalized and settled. Hence, the CAT Income provision is made for Rs. 250.00 Lakhs in the books of accounts on ad-hoc basis.

7. During the current year, Institute had convened CAT group activities and hence an amount of Rs. 1,561.49 Lakhs is reflected in the current liabilities. The CAT group account is yet to be settled.

8. Balance in 'Provision for revenue expenses 2011-12' account amounting to Rs. 1,00,000/- is towards fee for statutory audit for that financial year. Fresh provision of Rs 1.00 lakh for 2012-13 has been made in the current year.

9. Schedules 1 to 16 are annexed to and form an integral part of the Balance Sheet as at 31-03-2012 and the Income and Expenditure Account for the year ended on that day.

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

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

Place: Kozhikode

Date: 10-09-2013

Sd/-
A.K. Shantharaman

FA & CAO

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

CAO

Sd/-
Prof. Debashis Chatterjee

DIRECTOR

Indian Institute of Management Kozhikode
RECEIPTS AND PAYMENTS FOR THE YEAR ENDED 31ST MARCH 2013

(Rupees in lakhs)

RECEIPTS			PAYMENTS		
Particulars	2012-2013	2011-2012	Particulars	2012-2013	2011-2012
I. Opening Balance:			I. Expenses		
a) Cash in hand	-	-	a) Establishment Expenses	1,418.03	963.90
b) Cash at Bank	139.05	565.05	b) Administrative Expenses	2,326.93	1,741.33
II. Grants Received			II. Investments and deposits made		
a) From Govt. of India :Plan	3,913.84	2,147.64	a) Out of Corpus fund	2,950.00	950.00
III. Interest Received			b) Out of Pension Fund	-	25.00
a) On Investments	996.91	1,733.78	c) Depreciation fund investment	1,250.00	4,050.00
b) On Bank Deposits	328.66	204.58	d) CPF Investments	102.87	92.39
c) On others	32.10	25.31	e) CAT Investments	1,500.00	-
IV. Other Income			f) Term Deposits	1,510.00	-
a) PGP Tution fees	3,346.88	3,196.94	III. Expenditure on fixed assets and Capital Work in Progress		
b) Income from MDP	705.66	325.01	a) Purchase of Fixed Assets	1,552.36	3,289.63
c) Income from EPGP	978.34	1,030.55	V. Other Payments	117.10	20.45
d) Income from Seminars, Conferences	7.86	11.41	VI. Closing Balance:		
e) FPM Income	1.50	1.17	a) Cash in hand	-	-
f) Placement Fee receipts	56.98	47.12	b) Cash at Bank	208.18	139.58
g) Miscellaneous Receipts	201.86	154.34			
V. Other Receipts					
a) Advances adjusted on Capital Account	42.55	714.71			
b) CAT Receipts	280.63	208.41			
c) Out of Term Deposits	-	760.00			
d) Govt.of India 8%savingsbond (Pension Fund)	25.00	-			
e) Corpus Fund Govt of India 8 % RBI Bond 2003	300.00	-			
f) Current Assets	17.91	-			
g) EMD/SD/Retention Money	28.29	62.67			
h) Miscellaneous Receipts	1,531.45	83.59			
Total	12,935.47	11,272.28	Total	12,935.47	11,272.28

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

Place: Kozhikode
Date: 10-09-2013

Sd/-
A.K. Shantharaman
FA & CAO

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

Sd/-
Prof. Debashis Chatterjee
DIRECTOR



भारतीय प्रबंध संस्थान कोषिकोड

आई. आई. एम. के. कैम्पस (पि.ओ.)

कुन्नमंगलम, कोषिकोड - 673 570, केरल

Indian Institute of Management Kozhikode

IIMK Campus (P.O.), Kunnamangalam

Kozhikode - 673 570, Kerala

Telephone: 0495-2809001-9, Fax: 0495-2809010-11

