



भारतीय प्रबंध संस्थान कोषिकोड
INDIAN INSTITUTE
OF MANAGEMENT
KOZHIKODE

भारतीय विचारधारा का वैश्वीकरण

Globalizing Indian Thought

वार्षिक प्रतिवेदन ANNUAL REPORT 2021-22





आईआईएमके परिदृष्टि IIMK VISION

सत्यम् | नित्यम् | पूर्णम्

को अंतर्निवेश करके

भारतीय विचारधारा का वैश्वीकरण

Globalizing Indian Thought by inculcating
Authenticity (Satyam)
Sustainability (Nityam)
Fulfillment (Purnam)





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DIRECTOR'S REPORT



With a mission to be a contextually relevant business school with world-class academic standards that develops socially-conscious managers, leaders and entrepreneurs, IIM Kozhikode is one of the fastest-growing institutions in India, today. Our vision is *Globalizing Indian Thought* inculcating authenticity, sustainability and fulfilment (Satyam, Nityam & Poornam). Since its inception in 1996, IIM Kozhikode has been aiming to groom socially conscious leaders, managers and entrepreneurs—who contribute not just to the society, but to the planet as well. IIM Kozhikode is committed to excellence in management education, research and training and establishing a presence in the emerging segments of management education. The institute has been consistently ranked as the premier management school in the country by several national agencies and is now on the verge of completing global triple accreditation.

It gives me great pleasure to briefly touch upon the Institute's achievements and accolades in the year under review, which are further detailed in the succeeding pages.

1. ENROLMENT OF STUDENTS TO REGULAR ACADEMIC PROGRAMMES

The Institute currently conducts five regular academic programmes viz. 1) Doctoral Programme in Management (DPM), 2) Post Graduate Programme in Management (PGP), 3) Post Graduate Programme in Finance (PGP-Finance), 4) Post Graduate Programme in Liberal Studies and Management (PGP-LSM), and 5) Post Graduate Programme in Business Leadership (PGP-BL). The programme-wise enrolment of students to the above academic programmes during the year 2021-22 are as under:

Programmes	DPM	PGP	PGP-Finance	PGP-LSM	PGP-BL
No. of students Enrolled	28	503	43	53	64
Percentage of female representation	54	39.36	19	49	30

2. ENROLMENT OF STUDENTS TO LONG DURATION EXECUTIVE EDUCATION PROGRAMMES

The Institute currently conducts three long duration Executive Education Programmes viz. 1) Doctoral Programme in Management-Practice Track (DPM-PT), 2) Executive Post Graduate Programme – Interactive Learning Mode (EPGP) and, 3) Executive Post Graduate Programme – Kochi Campus (EPGP-Kochi). The programme-wise enrolment of students to the above executive education programmes during the year 2021-22 are as under:



Programmes	DPM-PT	EPGP	EPGP-Kochi
No. of students Enrolled	29	501	92
Percentage of female representation	14	14.34	18.48

3. Management Development & Faculty Development Programmes

IIMK has been a pioneer in developing and offering short duration Management Development Programmes (MDPs) which are designed keeping in view the ever changing demands on business/professional executives. The programme content is constantly reviewed and changes made therein on a continuous basis. The objective of the MDPs is to help improve management systems and practices by providing relevant training to the executives of different sectors of the economy operating at different levels in the organizational hierarchy.

During the year, the Institute conducted one Faculty Development Programme (FDP) and a total of **103** Management Development Programmes (MDPs) which include one open MDP, 29 sponsored MDPs (conducted over a period of 116 days with 940 participants), 53 eMDPs (involving 6141 learning hours with 4141 participants) and 20 Asynchronous MDPs (involving 2528 learning hours with 1752 participants). A total of 6851 participants attended the MDPs conducted by the Institute during the reporting year.

4. Twentyfourth Annual Convocation

The 24th Annual Convocation of the Institute was held on 09th April 2022 wherein 468 students of PGP received their Degrees. Eleven (11) students of the Doctoral Programme in Management (DPM), 60 students of PGP-Business Leadership, 40 students of PGP-Finance, 40 students of PGP-Liberal Studies & Management, and 343 students of Executive Post Graduate Programme in Management also received their degrees during the Convocation. Shri Arif Mohammed Khan, Hon'ble Governor of Kerala delivered the Convocation Address.

5. Research, Publications & Conferences

The faculty members and Fellow students of the Institute undertake research on a wide range of interesting and important issues which get published in reputed scholarly publications.

During the year,

- the faculty members published 110 journal articles which include 8 'A*' and 33 'A' category publications and three FT-50 category publications,
- a total of 74 working papers and 49 case studies were published by the faculty members,
- two issues of IIM Kozhikode Journal '*Society and Management Review*' were published, and
- three Small Grant Research Projects were started and 7 research seminars conducted.

Conferences

During the year, the Institute organized the following Conferences:

- 08th Pan IIM World Management Conference was organised during December 16-18, 2021.
- 02nd International Conclave on *Globalizing Indian Thought* (GIT 2021) was conducted during December 16-18, 2021.

6. International Collaborations

The Institute's International Exchange Programme endeavours to work with partner institutions to develop mutually beneficial, scholarly and social engagements between students and faculty members across the globe. During the year, 16 students from the Institute attended exchange programme at 8 different partner universities spread across Europe. Memorandum of Understanding for international collaboration has been signed with 10 new Universities/B-Schools of USA, UK, France, Taiwan, Belgium and Italy.

7. Accreditations & Ranking

IIMK's career-best fourth rank in NIRF 2021, the second rank in ARIIA 2021, and bagging the coveted EQUIS Accreditation make its silver jubilee year all the more special.



By climbing two positions, IIMK attained fourth rank in the coveted NIRF (National Institutional Ranking Framework) or India Rankings 2021. IIMK's overall score improved from 69.96 in 2020 to 73.34 in 2021. IIM Kozhikode is the sole IIM to Feature in ARIIA (Atal Ranking of Institutions on Innovation Achievements) 2021 by securing second rank among Institutes of National Importance, Central University & CFIs (Non-Technical) category.

IIMK was awarded EQUIS (EFMD Quality Improvement System) Accreditation on 28 September 2021 by European Foundation for Management Development (EFMD) and became the fifth IIM to bag EQUIS Accreditation. IIMK was the first IIM to receive AMBA (Association of MBAs) Accreditation in 2010. In the QS Executive MBA Rankings 2021, IIMK's EPGP was ranked 151+ globally and 16+ in Asia. As per the QS Masters in Management Rankings 2022, IIMK's Post Graduate Programme (PGP) is among the top ten programmes in Asia. Globally, the programme is ranked in the 141-150 Category. IIMK enjoys the 4-palms category in the Eduniversal Rankings 2021. The fourth rank in 'The Week Hansa Research Best B School Survey 2021' and the 'Super League-1 category' in 'The Business Standard B School Survey 2021' are some of the other important achievements of the Institute in the year 2021-22.

8. Awards & Recognition

Of the various awards and recognitions that the Institute received during the year, a few are mentioned below:

- The Association of Indian Management Scholars selected IIM Kozhikode for the AIMS International Institutional Appreciation Award, in recognition of its outstanding contribution to AIMS International Management Education.
- The Institute has been selected for the award of District Green Champion 2021-22 by Mahatma Gandhi National Council of Rural Education, for the exemplary work done by the Institute at its campus and neighbourhood.
- Mr. Sandeep Yadav (doctoral student) received SAJBS- best paper editor's choice award for his paper titled "*Foreign Entry Timing, Time Since First Entry and Internationalization Speed of SMEs: Moderating Role of Manager Domestic Experience*" at INDAM-2022 Conference.
- Ms. Shailly Chaurasia, Ph.D. scholar, and co-authors Prof. Rupesh Kumar Pati, Prof. Sidhartha S. Padhi received *Emerging Market Showcase Award* in the prestigious DECISION SCIENCE INSTITUTE (DSI), 52nd Annual Conference for the paper titled "Is Localization Better than Globalization? Evidence from the Nutraceuticals for Indian Malnourished Children".
- Mr Harmeet Singh, PGP-BL student was one of the '*75 creative minds of tomorrow*' selected for the 52nd International Film Festival of India (IFFI). He was handpicked by the selection jury and grand jury appointed by the Ministry of Information and Broadcasting (MIB) (Govt. of India) from across the country for IFFI.
- Prof. G. Anand has been awarded the "Outstanding Professor in Lean Six Sigma" by the Industrial Engineering and Operations Management Society International headquartered in Michigan, USA
- Prof. Chitwan Lalji's joint proposal submission to the J-PAL Cash Transfers for Child Health (CaTCH) Initiative, titled "*Maternal knowledge, wellbeing & child health: Evidence from the Indian slums*" has been awarded full funding in the amount of \$19,764 by J-PAL which is a global research center working to reduce poverty.
- Prof. Prantika Ray was selected for the prestigious Paul R. Lawrence Fellowship in the **North American Case Research Association Conference 2021**.
- The paper co-authored by Prof. Keyoor Purani and Prof. Deepak S. Kumar, titled "*The indirect experience of nature: biomorphic design forms in servicescapes*" published in the Journal of Services Marketing has won the award for highly commended paper as part of Journal of Services Marketing Annual Best Papers Awards 2021.

9. Students' Placement

- **Summer Placements:** The Institute successfully closed the summer placements drive for the 25th batch of PGP and 2nd batches of PGP-LSM and PGP-Finance in three days' time. The entire process was carried out through a virtual placement drive which witnessed encouraging participation from recruiters. The season attracted participation from 132 reputed companies which rolled out offers to 559 students.



- **Final Placements:**

PGP Batch-24 and first batch of PGP-LSM & PGP-Finance: The Institute witnessed a 100% placement this year. Offers were rolled out by 116 recruiters for a cohort of 546 students from the 24th batch of PGP and the first batches of PGP-LSM and PGP-Finance.

PGP-BL: Final placements of the second batch of PGP-BL was successfully completed in the 2nd week of February 2022 in virtual mode. The Institute witnessed 100% placements for the 53 students participated in the process. Total of 52 conglomerates participated in the process.

10. Faculty strength & Enrichment

Our faculty is one of the finest in the country and is recognized internationally for their quality of research, teaching and curriculum development. There has been a substantial increase in faculty strength of the Institute during the year. With the joining of 8 new faculty members this year alone, the faculty strength of the Institute rose to 97. The number of female faculty members on the roll is 26 which corresponds to more than 26% of the total faculty strength.

Several Faculty members presented their papers in their area of expertise and interest in various conferences and seminars at national and international level. A few faculty members worked as resource persons in different workshops, and served as experts, and conducted and chaired sessions in conferences, seminars and workshops.

11. Augmentation of Campus Infrastructure

The campus development activities implemented during this period continued to keep pace with the Institute's growing academic requirements. As part of the 1st Stage of IIMK's Phase V Campus development, the construction of Package 1 sports facilities (comprising the multipurpose/football field) had been substantially completed and Package 2 sports facilities (consisting of outdoor tennis courts, indoor squash courts & swimming pool) was in advanced stage of completion during this period, following easing of the COVID-19 pandemic related restrictions.

The unique facility of IIMK 'Gurukul', created by carrying out refurbishment/ retrofitting works in the atrium space of the existing Library building in the Campus, was dedicated to the Institute's community.

12. IIMK LIVE

IIMK LIVE, business incubator and entrepreneurship development centre of IIM Kozhikode made significant progress in growing its influence within the fast evolving start-up ecosystem. During the year, the center admitted 17 new startups, conducted 23 online workshops/ webinars to support incubatees and provided seed funding of Rs. 2.5 Crores to 17 startups. The center was the first incubator to be selected by the Department for Promotion of Investment and Internal Trade (DPIIT) for executing its Startup India Seed Fund Scheme (SISFs) nationally. Under this scheme the center supported 6 startups with a total funding of Rs.1.8 Cr. The center has also been selected by the Department of Science and Technology(DST) to execute an Accelerator program under the theme 'AI/ML across sectors' in partnership with Deloitte and with Mangalore Refinery and Petrochemicals Limited (MRPL). The Centre supports students' entrepreneurship cell on campus and conducted various awareness programs for students including the annual start up-investor meet 'Start-O-Sphere' in March 2022, in which 30 shortlisted start-ups and 15 investors participated virtually.

I would like to acknowledge gratefully, the support received in abundant measure from the Faculty, Staff, Students and Alumni of the Institute who put in their best for the overall growth of the Institute. I am also highly indebted to the Chairman and Members of the Board of Governors of the Institute for their visionary guidance and support. The unconditional and wholehearted support of both the Govt. of India and Govt. of Kerala that we enjoy, reflects the trust the Centre and State have in us.

I seek the continued co-operation from all stakeholders in our endeavour to raise the bar and set higher benchmarks for ourselves and for the rest of the country.

Prof. Debashis Chatterjee
Director

**INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE****POST GRADUATE PROGRAMME IN MANAGEMENT**

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

The course structure has been adopted after conducting an in-depth exercise by a select committee with inputs from a variety of stakeholders including the Alumni, Recruiters and Faculty. The course curriculum also includes an Immersive Course (6 credits), Business Models for Digital Economy, Society and Business, Sustainability and Business, Innovation and Design Thinking. The details of the courses are as under;

A) First Year

Term	Course Code	Title	Credits
I	101	Organizational and Market Economics	3
I	102	Organization Behaviour	3
I	103	Financial Accounting	2
I	104	Data Analysis	3
I	105	Business Communication	3
I	106	Marketing Management	3
I	107	Financial Markets and Instruments	2
II	201	Optimisation with Spreadsheets	3
II	202	Economic Environment	3
II	203	Cost and Management Accounting	2
II	204	Human Resource Management	3
II	205	Information Systems	3
II	206	Corporate Finance	3
II	207	Legal and Ethical Perspectives for Managers	2
III	301	Strategic Management	3
III	302	Leadership and Change Management	2
III	303	Business Models for Digital Economy	2
III	304	Operations Management	3
III	305	Innovation and Design Thinking	2
III	306	Scientific Enquiry for Social Sciences	2
III	307	Society and Business	2
III	308	Sustainability and Business	2

B) Second Year

Term	Courses	Credits
IV	Electives	18-21 Credits
V	Electives	15-18 Credits
VI	Immersive Experience (Elective courses)	6-9 Credits
VI	Integrative Experience (Business Simulation)	3 Credits
VI	Contemporary Workshops (2x10 Hours)	Non Credits



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

The classes for Term IV of PGP 24 batch commenced on June 28, 2021 in online mode. A total of 470 students registered for Term IV (including 1 DPP, 1 repeater and one IE student). Two students of PGP 24 batch had opted for Differentially Paced PGP (DPP). Out of the total 469 students in PGP 24, 467 students were eligible to be promoted to the second year. Two students had opted for Differentially Paced PGP (DPP) and joined with PGP 25 first year. There was one DPP student from the PGP 23 batch and one student from PGP 23 batch was repeating the second year with PGP 24 batch.

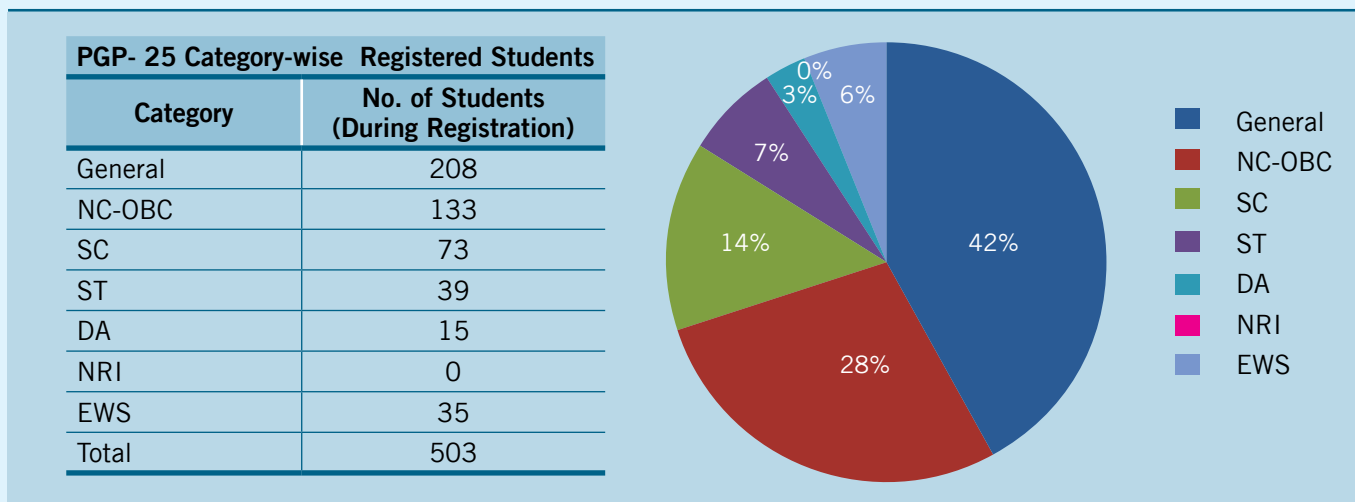
New Batch:

The Registration, Orientation and Inauguration of the PGP 25 batch was held in online mode. The Inauguration was held on June 30, 2021. The Orientation programme for the batch was held during June 23-29, 2021. During the orientation, HBSP (Harvard Business School Publishing) online course was conducted which included Excel Workshop – ‘Spreadsheet modelling online course Excel 2013 and Mathematics for Management’. ‘Etiquette Workshop’ highlighting on Preparing Future-Ready Professionals was conducted by Kavayata. Dr. R.S Sodhi, Managing Director at GCMF Ltd. (AMUL) was the Chief Guest at the event. PGP 25 Term I online classes started on 1st July 2021. A total of 503 students finally registered for the Post Graduate Programme and out of which the number of female students is 198. Two students of Batch 24 who had opted for the Differentially Paced Post Graduate Programme (DPP) joined the programme with PGP 25. Thirty one students had withdrawn due to various reasons.. Three students of PGP 25 had opted for DPP. Thus, the total strength of PGP 25 batch is 471 at the end of academic year 2021-22.

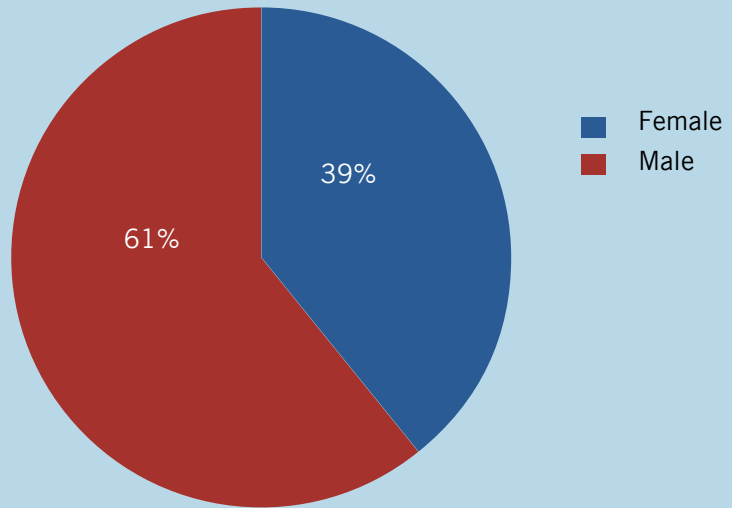
The details of students during registration of PGP 25 and final strength are as under;

Particulars	Nos.	Remarks
Students Registered	503	(i) 2 students of PGP 24 who opted for DPP joined with new batch. (ii) 31 students who registered had withdrawn due to various reasons. (iii) 3 students from the batch opted for DPP with the next academic year.
Female	198	184 (after withdrawal)
Male	305	287 (after withdrawal)

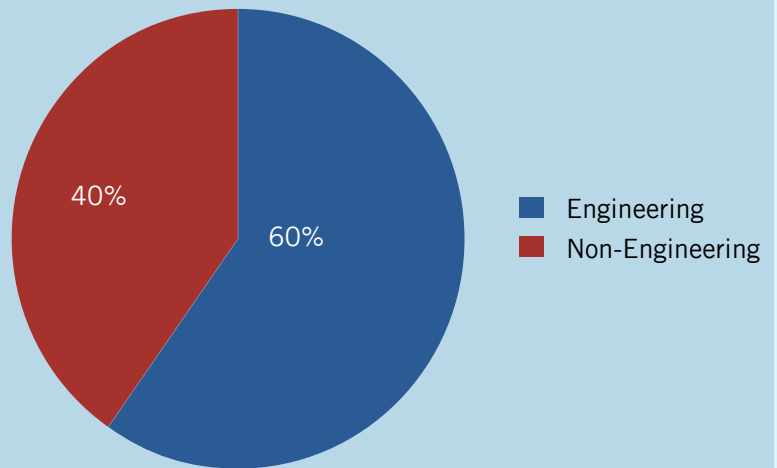
Thus, the total strength of PGP 25 batch is 471 at the end of academic year 2021-22.



Gender	No. of Students (During Registration)
Female	198
Male	305



Degree	No. of Students (During Registration)
Engineering	301
Non-Engineering	202



Structure of the Programme:

A practical mix of different teaching methods, evolved using feed-backs from students and other programme participants, is employed in the PGP. 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 PGP also provides direct student links with industry and enhancement of application skills through projects undertaken for industry by students.

The first year of the programme is devoted to building up basic competence among students 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 students 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 provide the testing grounds for intense learning experience.

The second year provides the opportunity to gain greater depth of skills and capability in chosen areas of study. Apart from the compulsory course of Integrative Business Simulation, the PGP offers the following optional courses in the second year of the course.



A) Elective Courses: -

Area	Course Title	Course Code	Credit
Economics	Game Theory	PG2E-005	3
	Business & Government	PG2E-015	3
Finance, Accounting & Control	Commercial Bank Management	PG2F-033	3
	Financial Derivatives	PG2F-005	3
	Corporate Valuation	PG2F-035	3
	Applied Financial Modelling	PG2F-037	3
	Investment Analysis & Portfolio Management	PG2F-031	3
	Financial Reporting & Analysis	PG2F-003	3
	Mergers, Acquisitions and Corporate Restructuring	PG2F-009	3
	Fixed Income Securities	PG2F-015	3
	Financial Risk Measurement & Management	PG2F-023	2
	Equity Research	PG2F-004	2
	Fin Tech Foundation for Finance	PG2F-038	3
	International Finance	PG2F-007	3
	Management of Financial Services	PG2F-025	3
	Project Finance	PG2F-010	3
Humanities & Liberal Arts in Management	Law, Management and Entrepreneurship	PG2HLAM-014	3
	Capital Market, Investment and Corporate Laws	PG2HLAM-018	3
	Democracy, Politics and Institutions	PG2HLAM-019	3
	Understanding Public Policy	PG2HLAM-020	3
	Social Media-Communication and Business	PG2HLAM-021	2
	Narratives of Wisdom	PG2HLAM-022	3
	Business and Transnational Governance	PG2HLAM-023	3
	Advanced Corporate Communication (ACC): The Practitioner's Approach	PG2HLAM-016	3
	Taxation Laws	PG2HLAM-011	3
	Cross Cultural Communication	PG2HLAM-005	3
Rethinking Corporate Communication (ACC): The Practitioner's Approach	PG2HLAM-015	3	
Information Technology and Systems	Artificial Intelligence for Business	PG2IT-041	3
	Business Intelligence and Big Data	PG2IT-008	3
	Digital Advertising	PG2IT-034	3
	Digital Disruptions Through Internet of Things	PG2IT-044	3
	E-Commerce	PG2IT-039	3
	Management of IT Product & Services	PG2IT-031	3
	Social Media Analytics	PG2IT-035	3
	Machine Learning for Business	PG2IT-045	3
	Artificial Intelligence for Business	PG2IT-041	3
	Block chain in Business and Management	PG2IT-042	3
	Digital Business Transformation	PG2IT-037	3
Data Visualization with Tableau	PG2IT-046	3	
Natural Language Processing	PG2IT-047	3	



Area	Course Title	Course Code	Credit
Marketing Management	Pricing: A Managerial Perspective	PG2M-041	2
	Marketing Research for Business Decision Making	PG2M-039	3
	The CMO's Playbook	PG2M-042	3
	Consumer Behaviour	PG2M-011	3
	Customer Analytics	PG2M-038	3
	Marketing of Services	PG2M-009	3
	Managing Business Markets	PG2M-035	3
	Strategic Marketing	PG2M-006	3
	Integrated Marketing Communications	PG2M-024	3
	Retail Management	PG2M-029	3
	Advanced Methods in Marketing Research	PG2M-033	3
	Sales and Distribution Management	PG2M-005	3
	Marketing in Interactive Media	PG2M-043	2
	Hospitality and Tourism Marketing	PG2M-037	3
Product Policy and Brand Management	PG2M-025	3	
Organizational Behaviour & Human Resources Management	Enhancing Employee Performance and Well-Being through Leadership, Justice, Support, and Spirituality	PG2OBHR-042	2
	Negotiation and Conflict Management	PG2OBHR-002	3
	Talent Management	PG2OBHR-039	3
	Labour Law and Industrial Relations	PG2OBHR-041	3
	Joy	PG2OBHR-044	3
	Right Hire, Pay Fair	PG2OBHR-043	3
	Discovering Self	PG2OBHR-006	3
	Emotional Intelligence for Managerial Effectiveness	PG2OBHR-045	2
International Human Resource Management	PG2OBHR-001	3	
Quantitative Methods & Operations Management	Project Management	PG2QM-002	3
	Supply Chain Management	PG2QM-001	3
	Data Analytics Using R	PG2QM-019	3
	Services Operations Management	PG2QM-006	3
	Lean Systems	PG2QM-017	3
	Operations Strategy	PG2QM-012	2
	International Logistics	PG2QM-013	3
	Six Sigma	PG2QM-004	3
Strategic Management	Patterns of Strategy and Sports (POSS)	PG2S-033	3
	Economics of Strategy	PG2S-009	3
	Strategic Business and Risk Analysis	PG2S-029	3
	Global Business Strategy	PG2S-031	3
	Corporate Governance	PG2S-007	3
	Strategic Management of Innovation	PG2S-020	3
	International Business	PG2S-032	3
	Historical Perspective on Strategy and Entrepreneurship	PG2S-034	3
	Behavioural Strategy	PG2S-035	3
	Managing Family Business	PG2S-028	3
	Models and Frameworks of Strategic Analysis	PG2S-002	3
	Strategy Implementation	PG2S-012	3
Strategic Flexibility & Resource Leverage in Organizations	PG2S-016	3	



Area	Course Title	Course Code	Credit
	Corporate Strategic Leadership	PG2S-030	3
	Competitive Strategy: Game of Poker	PG2S-026	3
	Mergers Acquisitions Joint Ventures & Corporate Growth	PG2S-011	3

B) Immersive Courses: -

Course Type	Course Title	Course Code	Credit
Immersive Leadership Discovery	Understanding Sustainable Development of Kerala State from Systems Thinking Perspective	PG2IT-IC-001	6
	T3-To The Top (ILD)	PG2OB-IC-001	6
	The Dancing Gods	PG2M-IC-001	6
	Public Policy Analysis	PG2E-IC-001	6
	Targeting the Millennials	PG2M-IC-002	6

C) Enrichment Course:-

Course Type	Course Title	Course Code	Credit
Enrichment Course	Managerial Learnings from Srimad Bhagavad Gita	PG2IT-ENC-001	0

Workshops & Training Programmes:-

Entrepreneurship, Leadership and Consultancy Workshop: Organized two mandatory workshops for PGP 24 batch during 2021-2022. One on Physical and Mental Wellness for Leaders -‘Self-Management IIMK’ and the other on Community Services – ‘Pathfinders; Impacting Communities’.





POST GRADUATE PROGRAMME IN BUSINESS LEADERSHIP (PGP-BL)

The one-year Post-Graduate Programme in Business Leadership is a uniquely designed management programme aimed at shaping young graduates with relevant work experience into potential business leaders through a high-intensity and holistic curriculum and regimen.

IIMK's Post-Graduate Programme in Business Leadership (PGP-BL) is specially crafted to combine academic instruction with global exposure, and deep sensitization to critical aspects of leadership and responsible business, fashioned through a development regime that enables personalized learning and reflection. By facilitating the holistic development of young professionals with experience, this programme aims to provide industry 'on a platter', well-rounded managers with strong leadership potential - Capable, confident, multi-dimensional, empathetic, mindful and values-centric future leaders who can 'hit the ground running'. A notable feature of this program is the infusion of Eastern values and timeless Indian leadership thought into the curriculum in a manner that can bring together the best of the East and the West in a holistic package.

Admission

Online Interview for selection of candidates to the O3 batch of PGP-BL were conducted in three phases. A total of 360 candidates attended the interview. 64 students from diverse backgrounds joined the PGP-BL O3 batch including 30% female students.

Academic Sessions

The Academic sessions of PGP-BL O1 batch concluded in the month of April 2021. Due to the Covid – 19 pandemic Convocation for the O1 batch was conducted through online mode.

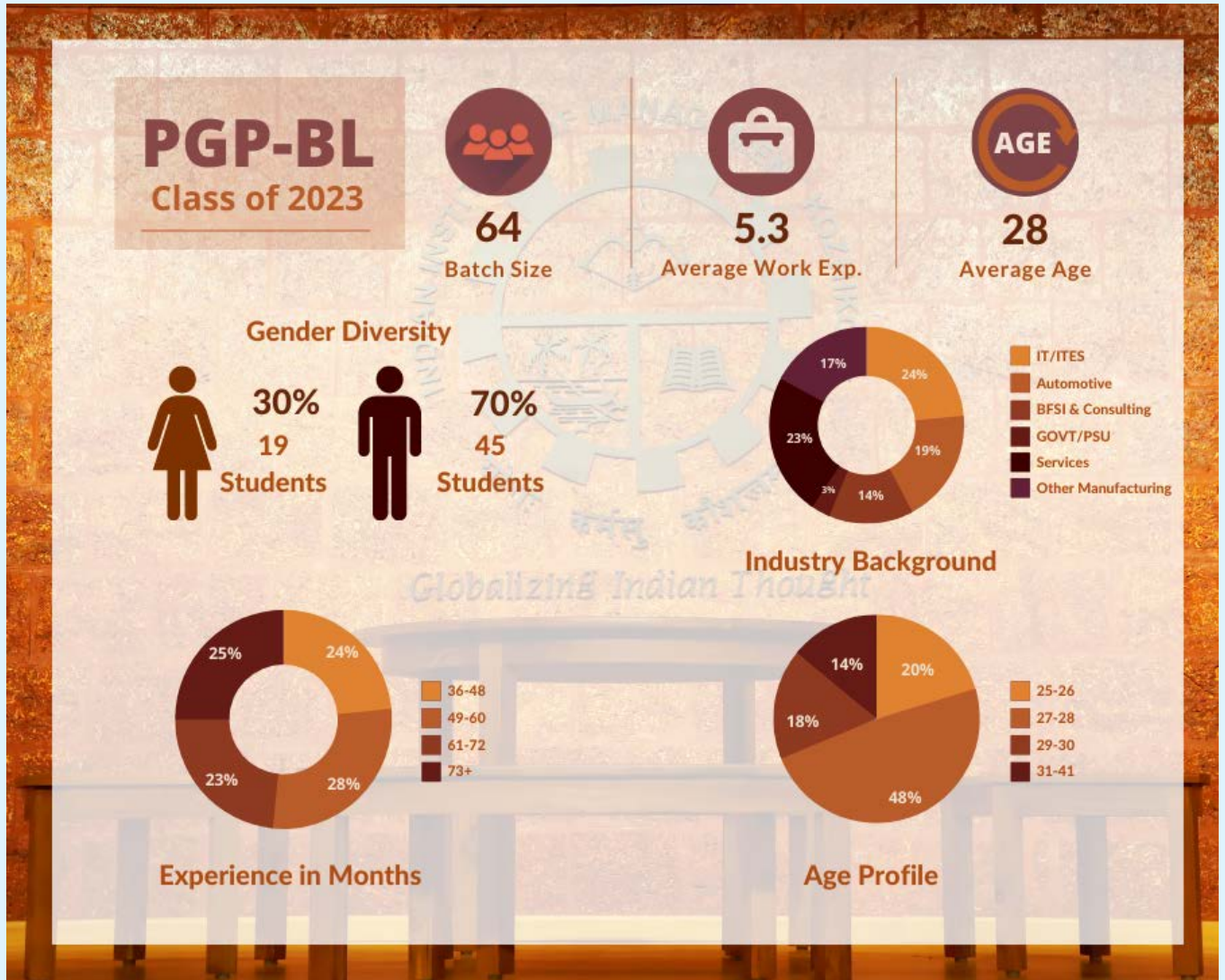
Academic sessions of PGP-BL O2 batch were held through a combination of online and physical mode. The sessions concluded in Dec 2021.

The International Immersion was carried out in online mode with SDA Bocconi as the partner institute. A course on International Business was delivered as part of the same.





Batch Profile – PGP-BL 03 batch





POST GRADUATE PROGRAMME IN LIBERAL STUDIES & MANAGEMENT (PGP-LSM)

In line with the vision to innovate and excel in business education, Indian Institute of Management Kozhikode introduced an innovative Post Graduate Programme in Liberal Studies & Management. PGP-LSM is a two-year full-time residential programme that provides in-depth coverage in terms of lessons from liberal studies and core management principles in the first year followed by advanced courses and electives in the second year. The programme lays great emphasis on knowledge assimilation and towards this end, it uses a wide variety of pedagogies like lectures, case studies, exercises, role-plays, simulation, video shows etc. ensuring a holistic perspective on the economic, technical, cultural and global impact of business.

PGP-LSM concentrates on subjects in diverse functional areas during first year, equipping the student with basic skills and knowledge needed at the managerial level in any organization. During the second year, students can select subjects in their area of interest. Elective Courses are offered in Marketing Management, Quantitative Methods & Operations Management, Economics, Humanities & Liberal Arts in Management, and Organisational Behaviour & Human Resource Management. It also has modules on International and Rural immersion that the participants need to engage in the second year. Master's thesis and Business Plan Project in the second year are other unique features of course.

PGP-LSM programme is designed to integrate and equip participants to pursue careers in managerial roles in marketing, human resource management, media, social enterprise, hospitality, healthcare or in other people facing roles. These are the roles that require a holistic perspective and 'Diversity of thoughts' which PGP-LSM aims to develop. PGP-LSM is a unique offering, with the primary objective to prepare future managers by enabling them to acquire emotional, cultural, and creative intelligence.

PROGRAMME STRUCTURE

The importance is on learning processes and learning outcomes for the augmentation of managerial abilities. The problem solving and analytical skills are honed through case studies, which are part of pedagogy in most of the courses. The Post Graduate Programme also provides direct student links with industry and enhancement of application skills through projects undertaken for industry by students.

The first year of the programme is devoted to building up basic competence in core areas and in developing a holistic and socially mindful attitude 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 provides the testing grounds for intense learning experience.

1st Year: The first year core curriculum, which is compulsory, consists of the following courses:

Term	Course Title	Credits	Course Code
I	Marketing Management	3	101
	Economics for Management	3	102
	Legal Environment of Business	3	103
	Social Psychology	3	104
	Organisational Behaviour	3	105
	Accounting for Managers	2	106
	History and Evolution of Management Thought	2	107
II	Statistical Thinking and Analysis	3	201
	Business Communication	3	202
	Macroeconomics	2	203
	Sociology for Management	3	204



Term	Course Title	Credits	Course Code
	Operations and Supply Chain Management	3	205
	Readings in Literature	2	206
	Financial Management	2	207
III	Leadership	3	301
	Management of Corporate Accountability	3	302
	Social Transformation in India	3	303
	Economic History of Modern India	3	304
	Strategic Management	3	305
	Qualitative Inquiry	2	306
	Critical Reading and Writing	2	307
	Gandhian Leadership	1	308

2nd Year: The second year curriculum consists of Core Courses, Electives and rural immersion, BPP/SDP, Dissertation and Viva as well as international immersion.

Term	Courses (Core + Electives)	Credits
IV	Design Thinking and Innovation	2
	Discovering Self: Head to Heart	2
	Political Science and Management	2
	Electives	12-15
V	Social Innovation and Rural Immersion	3
	Management of Service Business	3
	Digital Innovation and Business Transformation	3
	Application of Linguistics	2
	Electives	4-7
VI	Integrative Simulation	3
	Business Plan Project/ Social Development Project	1
	Dissertation and Viva	3
	Negotiation and Influence (workshop)	0
	International Immersion	2

The second year provides the opportunity to reach greater depth of skills and capability in chosen areas. Apart from the compulsory courses listed above, the Institute offers the following optional courses in the second year of PGP-LSM along with electives offered in the flagship programme of PGP. Students will be able to choose one of the three major clusters while choosing electives:

1. Health, Hospitality and Tourism.
2. Social Enterprises and Non-Government entities.
3. Communication, Films and Entertainment.

S.NO	AREA	COURSE NAME
1	Organizational Behaviour & Human Resources Management	Human Resource Management
2	Organizational Behaviour & Human Resources Management	Responsible Leadership
3	Economics	An Introduction to Future Studies
4	Humanities and Liberal Arts in Management	Environment Society and Governance
5	Humanities and Liberal Arts in Management	Technology, Media and Law



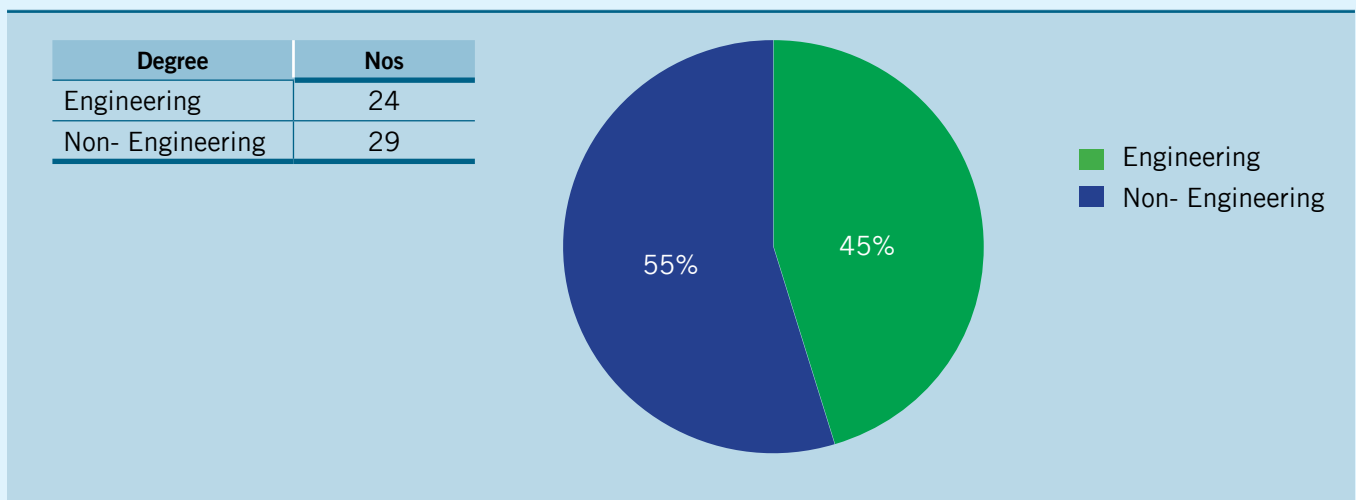
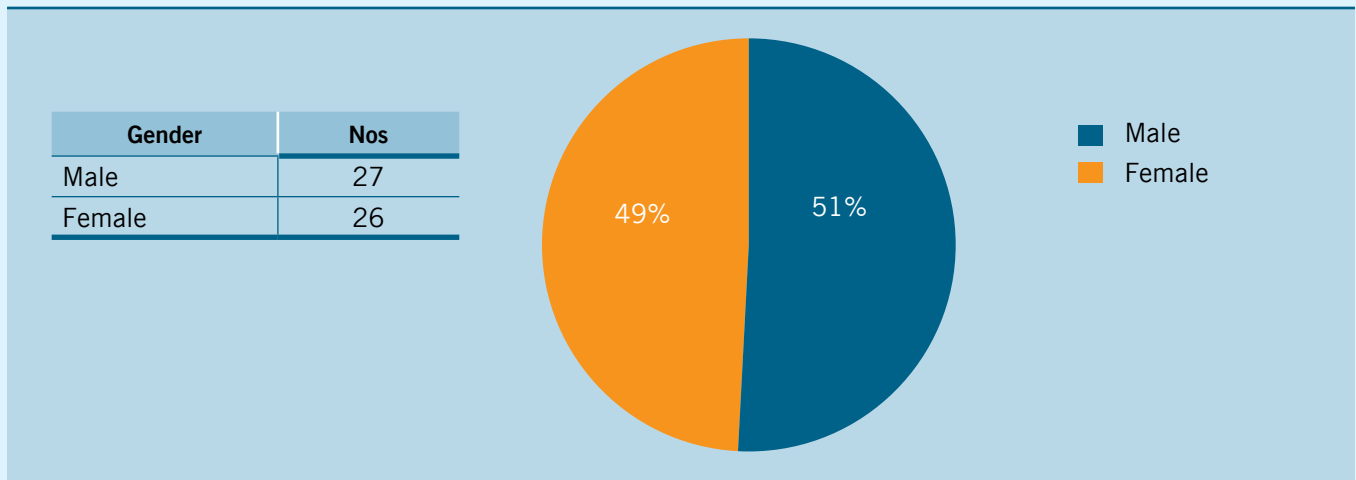
S.NO	AREA	COURSE NAME
6	Humanities and Liberal Arts in Management	Intellectual Property Rights
7	Quantitative Methods & Operations Management	Managing Operation in services-Healthcare, Hospitality and Tourism
8	Quantitative Methods & Operations Management	Six Sigma
9	Marketing Management	Hospitality and Tourism Management
10	Humanities and Liberal Arts in Management	Cross Cultural Communication
11	Area Neutral	Theories of Design
12	Area Neutral	Sustainability
13	Area Neutral	Aesthetics, Creativity & Innovation
14	Area Neutral	Film & Media Studies

Registration, Orientation & Inauguration

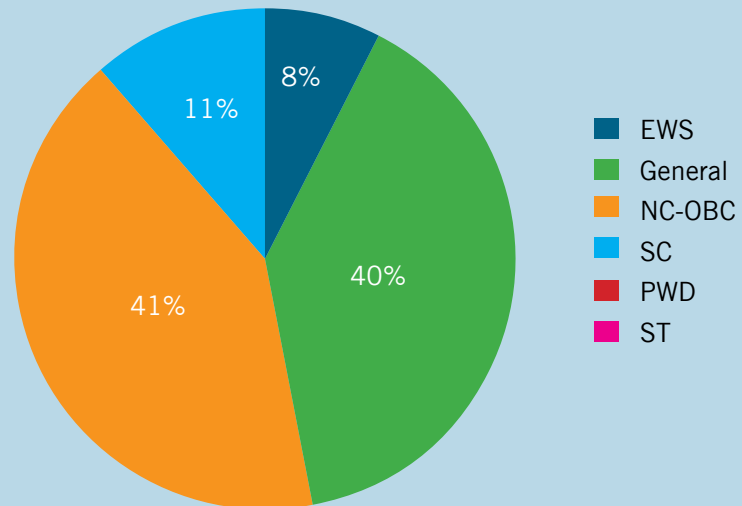
A total of 53 students (26 females and 27 males) registered for PGP-LSM 02 batch. The virtual inauguration ceremony of the batch with a diverse profile in terms of educational background, work experience and gender was held on 30 June 2021 along with other PGP programmes. Dr. R S Sodhi, Managing Director at Gujarat Co-operative Milk Marketing Federation Ltd (AMUL) was the Chief Guest for the inaugural function.

The orientation programme for the students was conducted during 23-29 June 2021. In addition to the usual PGP sessions, special interactive sessions on different topics by Guest faculty/experts were arranged for the PGP-LSM students during the said period. The 1st year of the batch began with the commencement of online classes for Term I on Wednesday, 1 July 2021.

BATCH PROFILE: PGPLSM 02



Category	Nos
EWS	4
General	21
NC-OBC	22
SC	6
PWD	0
ST	0



Conduct of Online Classes and Exams

The classes for Term IV of PGP-LSM 01 batch commenced on 28 June 2021. Due to the Pandemic scenario, classes were conducted in online mode through 'Zoom integrated through Moodle' platform, Webinars were also conducted. All 40 students were eligible for promotion to the second year.

The exams were conducted online using the Online examination tool during the AY 2020-21.

Workshop/events/activities

The following events/activities were organised for PGPLSM batch 02 batch students during the AY 2021-2022.

Tête-à-Tête: Dr. Martina Topic, Senior Lecturers in Public Relations, Leeds Beckett University was invited by the fest committee of PGPLSM students as part of the Tête-à-Tête expert talk series. 20 July 2021

Dr. Aravind Sharma, Birks Professor of Comparative Religion, McGill University, Montreal, Canada was invited by the fest committee of PGPLSM students as part of the Tête-à-Tête expert talk series. 9 July 2021

As part of the Tête-à-Tête expert talk series Dr. Mayowa T Babalola, Associate Professor, Nazarbayev University Graduate School of Business delivered a talk on 6 April 2022

The Integrative Simulation in Term VI of PGPLSM01 batch was held from 2-8 January 2022. Simulation Capstone Capsim and Comp-XM were used.

The International Immersion Program of PGPLSM01 batch was delivered online by SDA Bocconi School of Management during 14-18 February 2022.

IIMK LIVE coordinated the Business Plan Project course in Term VI of PGPLSM01 batch. The sessions started on 20 January 2022 and the final presentation was scheduled during 17-19 March 2022.



PGP FINANCE PROGRAMME

Introduction

In line with the vision to innovate and excel in business education, the Indian Institute of Management Kozhikode (IIMK) has introduced an innovative Post Graduate Programme in Finance (PGP Finance) to equip candidates with the necessary skills to lead the growth in the financial services sector in the Academic Year 2020-21.

PGP- Finance is a two-year full-time master's level programme designed to equip students to pursue careers in the financial world, in domains such as corporate finance, investment banking, and wealth management. It is developed in consultation with the various stakeholders in the core finance and allied services industry and aspires to meet the significant unmet industry needs that exist in India and South Asia. Nurturing dependable, capable and fair-minded professionals conversant with the latest models and techniques of finance is our mission.

The said programme is a unique offering, which is benchmarked against similar global programmes in terms of programme content and coverage while providing the participants with a strong grounding in the Indian context through means of immersive courses (International Immersion), interaction with industry leaders and on-site/ trading floor visits.

Programme Structure & Courses

The duration of the PGP is two academic years. Each academic year normally begins in June/July and ends in March and consists of three terms. The students go for the mandatory Summer Internship at the end of the third term.

Instructors choose from multiple pedagogical tools including lecture discussions, case study methods, behavioural and computer-based simulations, projects, class presentations, and various forms of technology-based learning such as multimedia case analysis, video conferencing, and e-learning, to facilitate effective learning in their courses.

First Year – Core Courses

The first-year courses are the foundational ones and are designed for providing the basic conceptual knowledge and analytical tools in finance related areas. The first year core curriculum, which is compulsory, consists of the following courses:

Term	Course Code	Course Title	Credit
I	101	Financial Accounting	3
	102	Financial Markets, Institutions and Instruments	3
	103	Microeconomics	3
	104	Mathematics for Finance	3
	105	Business Laws	2
	106	Business Communication	2
	107	Data Analysis	2
			18
II	201	Cost and Management Accounting	3
	202	Corporate Finance	3
	203	Macroeconomics	3
	204	Financial Econometrics	3
	205	Corporate and Securities Laws	2
	206	Principles of Management	2
	207	Accounting Information Systems	2
			18
III	301	Financial Reporting and Analysis	3
	302	Security Analysis and Portfolio Management	3



Term	Course Code	Course Title	Credit
	303	Commercial Bank Management	3
	304	Financial Derivatives	3
	305	Taxation Laws	2
	306	Marketing of Financial Services	2
	307	Financial Modelling	2
			18
	Total Credit		54

Second Year (Core Courses + Elective Courses)

The second-year has 10 core courses (indicated in the below Table) contributing a total of 30 credits. Further, a student should opt for six or more electives (two or more in each term) totalling not less than 18 credits from the offered electives. The elective offerings are expected to enable a student to gain deeper knowledge and understanding of the chosen areas they would like to pursue.

Term	Course Code	Course Title	Credit
IV	401	Corporate Valuation	3
	402	Fixed Income Securities	3
	403	Project Finance	3
	404	Strategic Thinking	3
V	501	Fintech	3
	502	Financial Risk Management	3
	503	Organizational Structure and Design	3
	504	International Finance	3
VI	601	Emotional Intelligence and Leadership	3
	602	Corporate Governance and Ethics	3

Second Year Elective Course

PGPFIN-FA-001	Mergers Acquisitions and Corporate Restructuring	3
PGPFIN-FA-002	Micro Finance	3
PGPFIN-FA-003	Behavioural Finance	3
PGPFIN-FA-004	Equity Research	2
PGPFIN-FA-006	Investment Strategies	2
PGPFIN-FA-007	Hedge Fund Strategies	3
PGPFIN-FA-008	Private Equity and Entrepreneurial Finance	3
PGPFIN-FA-010	Simulation Methods in Finance	2
PGPFIN-FA-011	Fraud Detection and Forensic Accounting	2

*Course title and contents are subject to change depending on curriculum and customization need

Admission

40 (Forty) candidates have accepted the offer of admission and joined the PGP-Finance Programme in the Academic Year 2021-22.

Orientation & Inauguration:

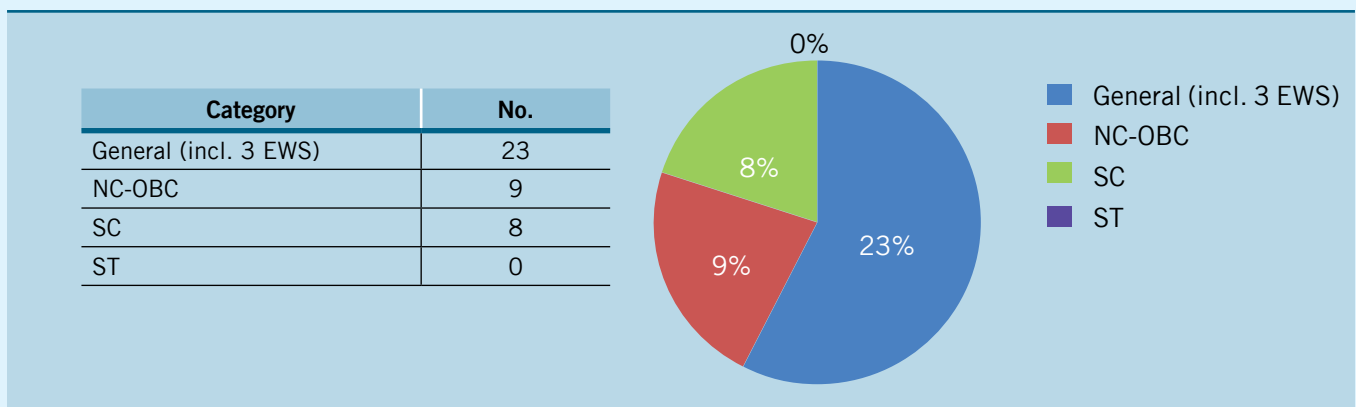
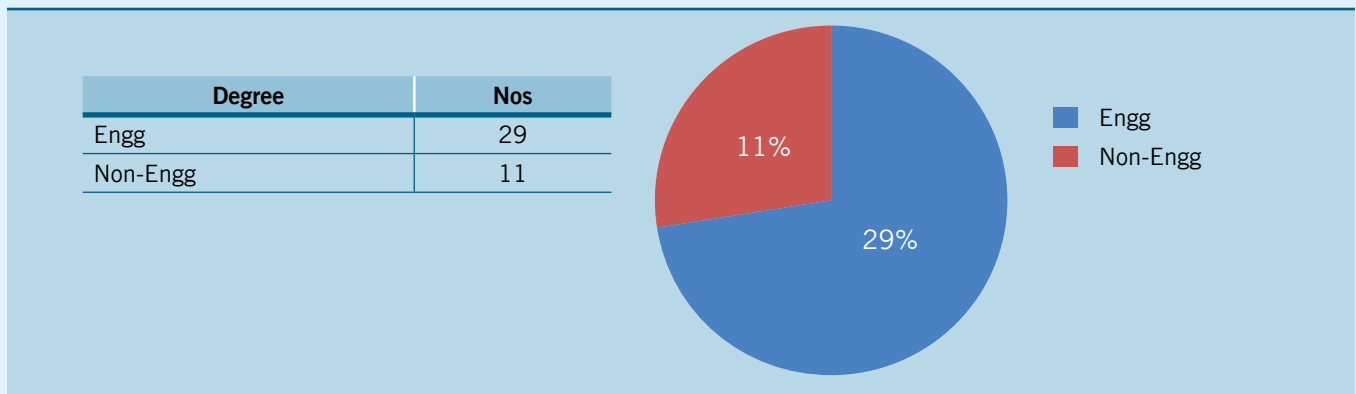
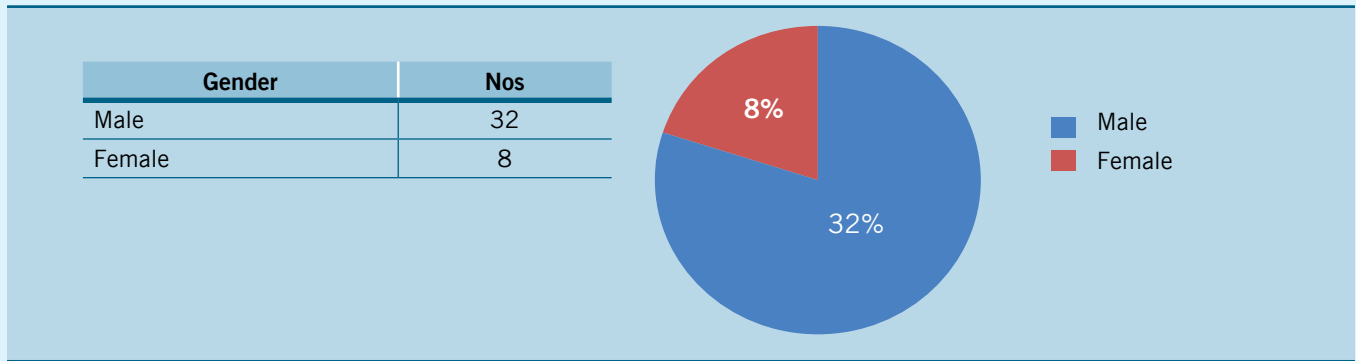
Due to the Covid-19 pandemic scenario, the Inauguration of the PGP-FIN 02 batch (1st year) was conducted virtually. The e-Inauguration of the programme was conducted on 30th June 2021. **Dr. R S Sodhi, Managing Director at Gujarat Co-operative Milk Marketing Federation Ltd (AMUL)** was the Chief Guest for the inaugural function. 40 students with a diverse profile in terms of educational background, work experience and gender participated in the ceremony. The orientation programme for the students was conducted during 23-29 June 2021. In addition to the usual PGP sessions, special interactive sessions on different topics by Guest faculty/experts/Alumni were arranged for the said



period.

1. Mr. Prashant Saxena, Vice President at Credit Suisse (Alumnus)
2. Mr.Dildar Ghotra, Investment Associate at Ontario Teachers’ Pension Plan(Alumnus)
3. Mr. Samir Paranjpe, Partner and Forensics Leader at Grant Thornton Bharat LLP-(Alumnus)

Batch Profile: PGP Finance 02 BATCH (2021-2023)



Classes and Exams

The classes for PGPFIN-02 batch commenced through the Online mode on July1st, 2021 and ended on March 18, 2022. The exams were conducted online using the Online examination tool during the AY 2021-22.

Industry Interaction Series: -

An Industry Interaction session with Ms. Geetha Bidan, Deputy Legal Advisor, SEBI has been conducted on **February 26, 2022**. The topic of the session was “ **Legal Aspects of regulator: Role of SEBI** ”



STUDENTS ACTIVITIES

STUDENT BODY ACTIVITIES AND ACCOMPLISHMENTS ARE ORGANIZED UNDER FOUR HEADS AS GIVEN BELOW:

- A. Activities fostering Industry Interaction, Career Development and Entrepreneurship
- B. Cultural Activities
- C. Social Service Activities
- D. External/Internal Scholarships awarded.

A. Activities fostering Industry Interaction, Career Development and Entrepreneurship

1. **Backwaters** is the Annual Management Fest of IIM Kozhikode. The Backwaters committee is responsible for organizing the inter-college management fest 'Backwaters' on an annual basis inviting participation from over 100 B schools across India and also organizing extra-curricular events throughout the year within the college which are centered around challenging the management skills of the participants.

Flagship Events

a. Section Wars (Roobaroo)

This event acted as an ice-breaker for the incoming batch where the maximum participation in a series of strategy and management events was ensured. Based on their performance/submission in Lead Sales Deals 2.0, 10 Flags, Alpha Wolf, Media Pedia, Shark Tank, Fin-O-Mania, Mad Ads, Hell's presentation, Koffee on Kampus, Dalal Street, Twitter Wars, IPL Bidding, Vyapar B-Quiz, Armageddon and Strategic Wager, the section with highest points was announced as winner.



b. Curtain Raiser (Lead-Up) events for the Management Fest

In the months leading up to the Flagship Management Event, curtain raiser event and lead-up events for our students were organized. The lead-up events for Backwaters 2021 included Quizzes, Strategic Wager, Pictionary, Tic Tac Throw, Twisted Relay race and Speed Networking.

c. Backwaters, Annual Festival

In our legacy edition of Backwaters, celebrating 25 years of existence at IIM Kozhikode, we conducted the fest around the theme of **India: The New Unicorn Hotspot**. In spite of the pandemic striking us with unprecedented times, we successfully hosted 20+ events spread across 2 days, featuring a flagship Panel Discussion on Unconventional Businesses, 3 workshops, 10 management competitions and the concluding Pro-Nites, featuring Mr.Rahul Dua.



2. Konquest

- Konquest has conducted various activities related to Junior Batch Placements Preparation (For PGP25). This included Introduction to the Konquest Mentorship Process, CV mentoring, HR Questions, GD sessions, Mock PI, Video Resume and Consulting Interview Workshop.
- Black Book** - A compilation of case studies, presented by the winners of case competitions from PGP 24 was shared with PGP 25 to better equip them with the case competitions they participate in.
- A Summer Internship KT was done by conducting interactive workshops with students from the senior batch to help the students to convert their internships to PPOs.
- Konquest prepared IIMK Knowledge Builder and IIMK interview experiences from the current batch students for the Incoming IIMK aspirants to help them prepare better for their IIMK interviews.



- e. Konquest conducted several Workshops, Mock GD sessions and Mock PI sessions in collaboration with the various Interest Groups, to ensure that the senior batch is better prepared for their Finals and Laterals.

3. Students Product Management Committee

- a. SPMC organized an inter-college national level case competition, **Matrix 2022**, with the highest ever participation both from engineering colleges and management schools with judges from one of the leading product companies Paytm to get more hands on the real product management experience. There were 2 events in this competition: Productopia and Prodathon.
- b. SPMC also organized the first Product Management case competition “PM Fabrik” 2021 exclusive to IIMK in partnership with one of the largest PM Communities - ‘PM School’

4. Public Relations Cell

- a. PR Cell Covered various online and offline campus events and promoted the IIMK YouTube channel throughout the year by posting various videos.
- b. Managing IIM Kozhikode’s presence on social media platforms- Facebook, Twitter, LinkedIn and Instagram via posts about the activities on campus such as festive posters and leadership talks.
- c. A yearbook was created by the Public Relations Cell for the graduating batch of 21.
- d. Built the ‘**Humans of IIM Kozhikode**’ page on Facebook and Instagram and shared the stories.

5. Management-Interest Groups

I. HRiday

- a. HRiday created HR Questions set for the batch to prepare for interview coupled with key examples of the kind of answers they must aim for.
- b. HRiday conducted HR Kaselets - a caselet solving competition for the student community of IIMK in order to identify HR Wizards of the batch and provide them a platform to showcase their knowledge and skills in the domain.

II. Konsult:

- a. Throughout the year Konsult organized sessions on careers in consulting and opportunities to grow. Industry experts from different domains, culture and background were brought in to give the best of knowledge to our student community. Alumni from HUL, RB, Airtel, Amazon, Mahindra, Nestle, and L’Oréal were the guests for some of the workshops organized.
- b. Konsult organized two case competitions. One Intra and other Inter case competition. Apart from this, Konsult also issued its first Casebook and improved upon the social media channel.

III. AbaKus

- a. AbaKus has provided it’s audience with regular technology news/updates and knowledge in the form of fun social media (Instagram and LinkedIn) posts and videos.
- b. A technology related competition was conducted by AbaKus in an online scenario (on Kahoot platform)
- c. Cybersecurity simulation about passwords was organised by AbaKus to understand how strong the user’s current password is.
- d. AbaKus conducted a Cybersecurity Crossword Puzzle Competition in Feb 2022 to help the student community stay secure in the digital world.

IV. mPower

- a. Case Closed Workshop sessions inviting Alumni to help the batch crack case competitions were held.
- b. Curated marketing preparation materials (Kotler Krasher – Summary of Phillip Kotler, Comprehensive

Marketing preparation material in collaboration with Marketing Weekly, GD topics, Cases, Company Flyers, etc.) to help the batch prepare for their placements

- c. Invited industry experts to conduct workshop sessions on cracking marketing interviews (Phoenix Mark Academy, Multiple Alumni working in companies like HUL & Nestle)
- d. Posted regular marketing related articles (10+ every month) on various social media platforms keep the batch updated on the recent industry happenings



mPower Presents
MARKETING BOOTCAMP
Get Placement Ready

MALAVIKA MENON
NESTLÉ

RAUNAQ SINGH WALIA
RECKITT

21ST NOVEMBER | 7:00 PM

- WHAT TO EXPECT IN LATERAL/ FINAL PLACEMENTS
- HOW TO ACE MARKETING INTERVIEWS
- CASES AND INTERVIEW QUESTIONS

6. Clubs

I. ProLitCult

Conducted Athenaeum a competitive soliloquy competition in the month of November 2021, Izhaar-e-Ishq, an OpenMic event on the eve of Valentine's day and BizKwiz – an online business and literary quiz with quizmaster Ravi Handa, in association with Unacademy in the month of March 2022.

II. Toastmasters

Held regular weekly meetings with unique themes of the day and ensured enrolment of members in the Toastmaster International Pathways. In association with the district toastmasters club, a club contest for the members of the IIMK was organised.



III. Atharva

- a. **POP Gear Quiz | 10 October 2021: Organized an** Online pop culture quizzing extravaganza exclusively for the students of IIM K.
- b. **Instagram Quiz :** Question of the day launched on Instagram, promoting the quizzing culture globally and providing traction for the Institute and Atharva. Questions were posted on Atharva’s Instagram account every Thursday. The winners are declared after 24 hours through the Instagram story.
- c. **sKam 2021 :** A quiz on Cybercrimes was conducted on 10th December as part of Cyber Jagrookta.

IV. Tripod

Photowalks inside the campus were organised. Created a digital photobook integrated on tripods official Instagram page for the passing out batch. Reworked and launched Tripod’s official LinkedIn Page.

B. Cultural Activities and Other Campus Activities

1. Calicut Marathon Committee

The Committee collaborated with “**Soles of Kollam**”, an Annual Marathon Team, to conduct an offline event this year on July 10th.

Soles of Kollam Proudly Presents:
10th JULY 2022
www.dskollam.com
DESINGANAD BACKWATERS MARATHON
 Run with the breeze along Ashtamudi Backwaters!

Categories: 21 Kms, 10 Kms, 5 Kms
Cash prize Details :

PRIZE MONEY DETAILS FOR HALF MARATHON (21 KMS)			
Categories	First Prize	Second Prize	Third Prize
MEN AND WOMEN OPEN (up to 35)	Rs. 10,000 + Trophy	Rs. 5,000	Rs. 3000/-
MEN AND WOMEN SENIORS (40-54)	Rs. 10,000 + Trophy	Rs. 5,000	Rs. 3000/-
MEN AND WOMEN VETERANS (55+ ABOVE)	Rs. 10,000 + Trophy	Rs. 5,000	Rs. 3000/-
PRIZE MONEY DETAILS FOR 10KMS			
Categories	First Prize	Second Prize	Third Prize
MEN AND WOMEN OPEN (up to 35)	Rs. 3,000 + Trophy	Rs. 2,000	Rs. 2000/-
MEN AND WOMEN SENIORS (40-54)	Rs. 3,000 + Trophy	Rs. 2,000	Rs. 2000/-
MEN AND WOMEN VETERANS (55+ ABOVE)	Rs. 3,000 + Trophy	Rs. 2,000	Rs. 2000/-

Cash Prize of Rs. 1000/- each, from 4th to 8th positions in all categories.
 All registered participants will get 3-able complimentary breakfast and all successful finishers will be issued with medals and Finishers certificates.

2. Onam

The harvest festival of the Gods own state was celebrated with traditional Mundus and Sarees. A day full of onam games such as tug of war, Uriyadi, sack race and with a bellyful of the delicious feast, Onam Sadhya. Pookalam, maveli and Chenda melam were also organized to honor the tradition. An online event was also organized with cultural performances and games.



3. Cadbury Anti-cyber bullying seminar (Online)

Organized a wellness session in collaboration with The Purple Heart Collective - a session on cyber safety awareness. Nirali Bhatia a renowned CyberPsychologist spoke on Cyberbullying, its various forms & impact and what role you can play to deal with this hate.

4. Krishna Janmashtami

An offline event was organized with rangolis across the campus, a special aarti and prasad distribution to the students.

5. Ganesh Chaturthi

The celebrations were conducted on campus with a special aarti. The event was live streamed on YouTube for those who were not on campus.

6. Navratri/Durga Puja

An event was organized for 3 days celebrating the various traditions across India. The first day had a special Durga Puja and Dhunchi dance. This was followed by a dandiya and Garba night culminating in Dussehra celebrations on campus with cultural performances.

7. Halloween

Online and Offline Halloween celebrations were organized for the students. The online events had costume contests and a fun Quiz. Local vendor details were shared for costume procurement with the students. The offline events included neon bands, a face painting booth, a ramp walk and Halloween decor in the MN Common room for photos.

8. Anuv Jain Concert (Online)

Collaborated with TribeVibe to arrange an online concert with Anuv Jain for a live performance. Anuv Jain is an extremely talented singer and has given us some soulful songs like 'Baarishein Riha Alag Aasmaan Mishri' and many more.

9. Sunburn Freshers Fest + Bollyboom (Online)

Collaborated with TribeVibe to organize an exclusive online concert across 2 days. The first day had performances by International artists like Yellow Claw, Julia Bass and Teri Miko. This was followed by a Bollyboom concert with artists like Anuv Jain, Asees Kaur and Yellow Diary performing live.

10. Diwali

The festival of lights was celebrated in grandeur both online and offline. Festival decor in the form of clay diyas and rangoli colours were available to the students to buy. The online events included cultural performances and a chocolate dedication pre-event. The offline event included sky lanterns, cultural performances and cards-based games.

11. Christmas

Keeping up with the legacy of celebrating Christmas every year on 25th December while adhering to the COVID protocols, the committee decorated parts of the campus with festive lights and a Christmas tree that offered a delightful sight and helped to spread Christmas joy and cheer.

12. Valentine's Week – Oh K? Oh K!

Giving a twist to Valentine's Day, the committee introduced "Oh K? Oh K!" on its Instagram handle, encouraging everyone to share their most loved moments and places at IIMK. The students shared pictures of their most cherished memories of the year and a wave of nostalgia was felt all across.

13. February 2022 - Starry Night

The committee organized an exclusive evening that celebrated the talents of the 'stars' of IIMK, its students! The online live event saw enthusiastic participation and viewership in large numbers and acted as a rejuvenating start to the forthcoming month of exams.

14. Kalakriti

- Conducted 5-day art sessions on acrylic painting in collaboration with “MadCap Art Workshops” and other sessions on mandala and abstract art for art enthusiasts in the campus.
- Hosted an annual art exhibition which lasted for 2 days which showcased the paintings and artworks of IIMK students in Phase V premises.
- Organized a vocational training workshop for rural children in collaboration with an NGO, along with the Social Service Group of IIM Kozhikode.
- Contributed in the area redevelopment project by covering the walls of common rooms with graffiti art.

C. Social Service Activities

1. 10 Days of Little Joy: August 23 to September 1

The core idea of the event was to ease the pressure of students, mainly first year students. In this event, the students share their little moments of happiness on their Instagram handles and spread a ray of happiness which eased the entire IIMK community.

2. Sweet distribution to Chetas & Chechis for Diwali: November 6

We collaborated along with Student Council to give sweets to our beloved Chetas and Chechis to make their Diwali memorable.

3. Women’s Day Celebration: March 8

Social Service Group celebrated the Women’s day by sharing cakes and sweets with the non-technical staffs who play a major role in helping the campus activities. The event was relished by the presence of our director Prof. Debashis Chatterjee and mentor Prof. Deepa Sethi.

4. Joy of Giving: March 26

Joy of Giving is an event conducted to show our gratitude towards the staffs of IIM Kozhikode. In this event, interested students contribute from which we give gifts to the staffs.

5. National Unity Day – 75 plants adoption drive: November 1

75 plants were arranged from three different nurseries around Kozhikode and distributed it to 75 interested students, in the presence of SA Chairperson.



6. Blood Donation Camp: November 21

In association with Blood Connect and IQRAA International Hospital and Research Centre and organized a blood donation camp for the students of IIM Kozhikode.

7. Lekhanam – Rare Diseases Awareness: December 11

Lekhanam is a new series of articles and poems aimed to raise awareness about a set of rare diseases that affects 5% of the entire population. We collaborated with Rachit Shah, who has over 13 years of experience in Investment Banking, to raise awareness about these diseases by providing articles based on his personal experience.

8. Wish Tree: December 25

The wishes of the children living in orphanages are collected and those wishes were fulfilled by the student community & made their Christmas memorable.

SPORTSCOM**1. IIMK Yoga week challenge**

(June 21st – June 27th) During the Yoga week, promoted yoga and its related benefits across the batches in IIM Kozhikode. Conducted online yoga challenge.

2. IIMK Football Fantasy premier league & IIMK Fantasy Euro league

An online strategy event where participants selected an imaginary team of real-life football players from English premier league & the Euro tournament and competed for points

**3. Poker Tournament**

(25th July): IIMK Sportscm conducted an online poker tournament in association with Spartan Poker on Sunday, 18th July 1900 Hours with a total prize pool of INR 5,000. The event was a great success with 120 registrations and the price money was distributed to the winners.



4. AFO B-School Fitness Competition

(19th – 26th Aug):

IIMK Sports committee in collaboration with AFO fitness conducted fitness competition (which was open to other B-schools) for all students, faculty and alumni of IIMK from 19th to 26th August. All the participants were provided with e-certificate and exclusive invites to AFO social media. The event was a great success with 50+ registration.

5. Kombat Tournament

Conducted Football, Cricket and Table Tennis tournament for the entire batch of 2022, 2023 and BL. The tournament saw a participation of 400+ student participations in all events combined.

D. External/Internal Scholarships Awarded

1. Aditya Birla Scholarship

Mr. Anshul Prakash & Mr. Vivek Dharnia from PGP Finance Batch were awarded the Aditya Birla Scholarship.

2. IDFC First Bank MBA Scholarship

28 Students from PGP-25 batch, 2 Students from PGP FIN batch and 2 students from PGPLSM batch were awarded the IDFC First Bank MBA Scholarship.

3. OP Jindal Engineering and Management Scholarship

Ms. Agrawal Vidhi Mahendra from PGP-24 batch was awarded with OPJEM Scholarship.

4. Mirae Asset Foundation (MAF) Scholarship

5 Students from PGP-25 Batch were awarded the MAF Scholarship

5. IIMK Merit Scholarship 2020-21

24 students from PGP 24, 2 students from PGP Finance and 2 students from PGP LSM were awarded the 'IIMK Merit Scholarship', based on their performance during one academic year, as determined by their CGPA.

6. IIMK Need Based Financial Assistance (NBFA)

15 students from PGP-25, 17 students from PGP-24, 2 students from PGPFIN and 2 students from PGPLSM were awarded the IIMK Need Based Financial Assistance.

7. Top Class Education Scheme for SC Students

10 students from first year PGP and 6 students from Second year PGP were received Central Sector Scholarship Scheme of National Fellowship and Scholarship for Higher Education for SC Students.

8. National Fellowship and Scholarship for Higher Education of ST Students Scholarship.

10 Students from second year of PGP and 6 students from first year of PGP were received the scholarship for ST students.

9. Merit Cum Means Schelanship for Professional and Technical Courses CS

15 students have applied for the Scheme of 'Merit cum Means Based Scholarship' For Students Belonging to the Minority Communities for the year 2021-22.

10. Scholarship for top class education for students with Disability

3 students from PGP 25 batch have applied for the scholarship for top class education for students with Disability.



ADMISSIONS

Selected indicators of the admission process are given below:

No. of candidates called for Interview				
Category	PGP		PGP F	PGP LSM
	2020-21	2021-22	2021-22	2021-22
GENERAL	2000	2000	487	487
EWS	350	350	51	51
NC-OBC	1200	1200	266	267
SC	720	720	130	112
ST	387	217	17	8
PERSONS WITH DISABILITY	158	91	15	3
NRI	1	1	0	0
Total	4816	4579	966	928

No. of candidates attended the Interview				
Category	PGP		PGP F	PGP LSM
	2020-21	2021-22	2021-22	2021-22
GENERAL	1722	1872	390	384
EWS	320	329	45	50
NC-OBC	1014	1097	221	210
SC	559	624	107	90
ST	290	160	15	7
PERSONS WITH DISABILITY	121	81	14	2
NRI	1	1	0	0
Total	4027	4164	792	743

Total Offers Made				
Category	PGP		PGP F	PGP LSM
	2020-21	2021-22	2021-22	2021-22
GENERAL	544	640	59	36
EWS	82	109	14	8
NC-OBC	392	484	96	60
SC	242	336	55	23
ST	129	142	15	7
PERSONS WITH DISABILITY	73	78	11	1
NRI	1	1	0	0
Total	1463	1790	250	135

Total Offers Accepted				
Category	PGP		PGP F	PGP LSM
	2020-21	2021-22	2021-22	2021-22
GENERAL	290	254	26	23
EWS	41	44	6	4
NC-OBC	205	177	14	25
SC	122	103	12	6
ST	53	46	0	0
PERSONS WITH DISABILITY	34	28	1	0
NRI	0	1	0	0
Total	745	653	59	58

STUDENTS REGISTERED FOR THE POST GRADUATE PROGRAMME									
PROGRAMME	YEAR	GENERAL	EWS	NC-OBC	SC	ST	PERSONS WITH DISABILITY	NRI	TOTAL
PGP	2020-21	220	32	139	67	36	13	0	494
	2021-22	220	35	134	73	39	15	0	501
PGP F	2021-22	19	4	11	9	0	0	0	43
PGP LSM	2021-22	21	4	22	6	0	0	0	53



PGP - Business Leadership Admissions 2021

Selected indicators of the admission process are given below:

No. of candidates called for Interview 2021-22	
Phase 1	65
Phase 2	78
Phase 3	214
Total	357

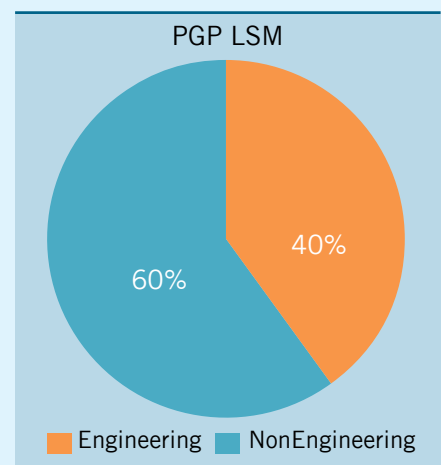
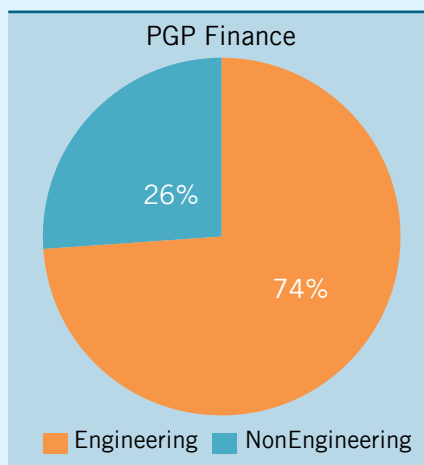
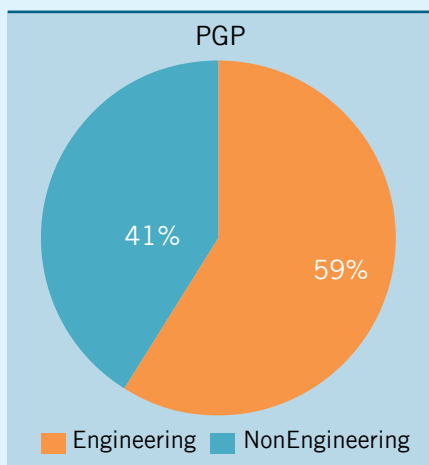
No. of candidates attended the Interview 2021-22	
Phase 1	63
Phase 2	76
Phase 3	195
Total	334

Total Offers Made 2021-22	
Phase 1	19
Phase 2	21
Phase 3	57
Total	97

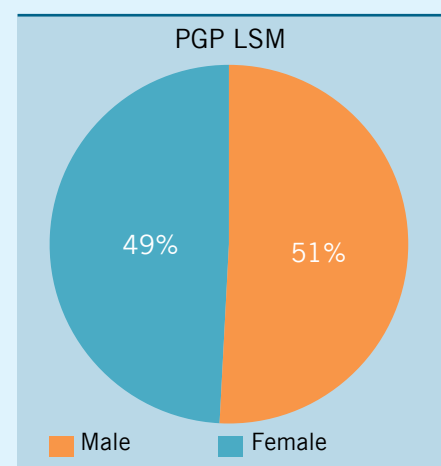
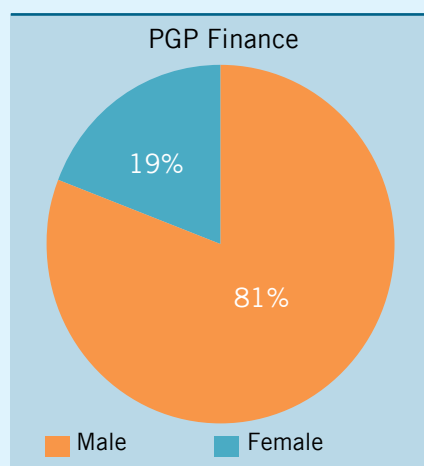
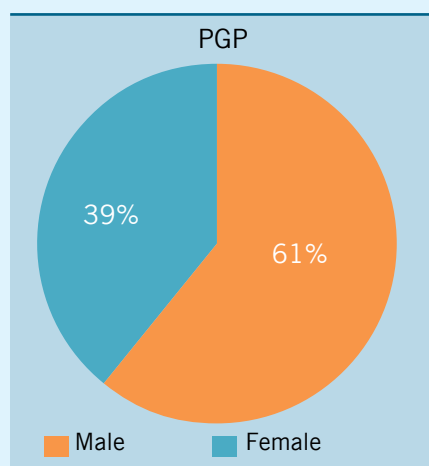
Total Offers Accepted 2021-22	
Phase 1	10
Phase 2	15
Phase 3	46
Total	71

Total of 64 students registered for the PGP-BL 03 batch

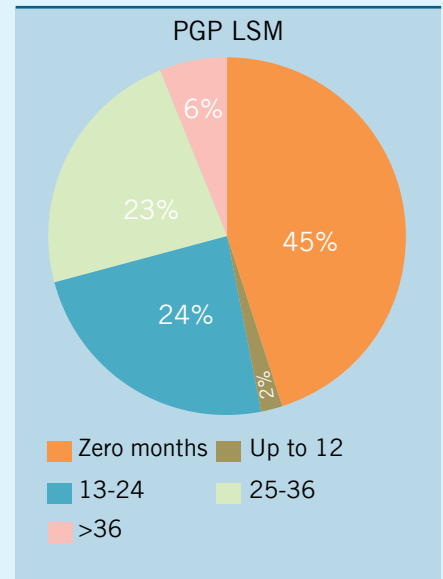
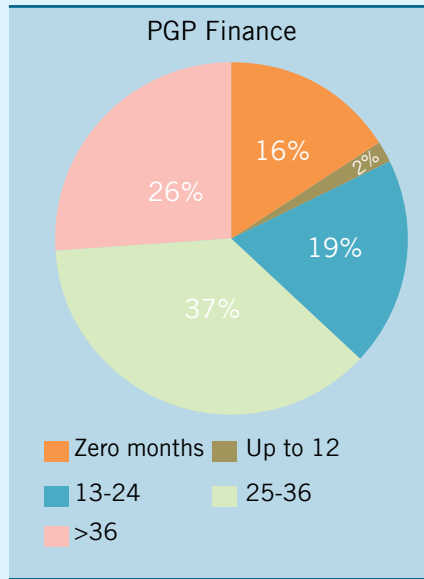
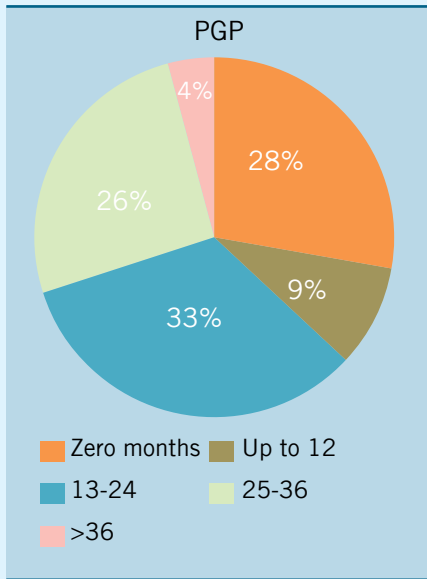
Graduation Discipline (2021-22):



Gender Ratio (2021-22):



Work Experience (2021-22)



Common Admission Test-2021

The Common Admission Test (CAT 2021) for admission to various Post Graduate Programmes of IIMs was held on 28th November 2021. The results of CAT 2021 were declared on 03rd January 2022.

PGP, PGP-Finance and PGP-LSM Admissions 2022

The interviews for selection of candidates for PGP, PGP-F and PGP-LSM 2022-24 batches were conducted via online mode during February 01 to April 22, 2022. A total of 4500 candidates for PGP, 750 candidates for PGP-Finance and 741 candidates for PGP-LSM were called for online interviews as per the following details

Category	No. of candidates called for online interviews		
	PGP	PGP Finance	PGP LSM
General	1800	360	360
EWS	350	40	40
NC-OBC	1200	207	207
SC	750	101	101
ST	300	30	21
Persons with Disability	100	12	12
Total	4500	750	741

DOCTORAL PROGRAMME IN MANAGEMENT (DPM)

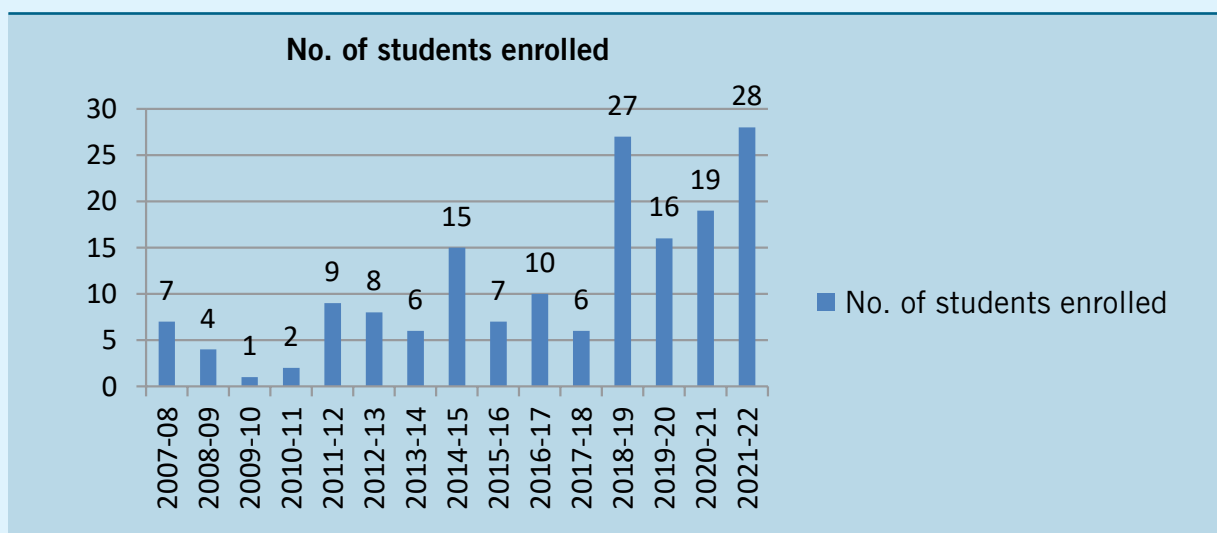
Introduction:

The Doctoral Programme in Management (DPM) is a full time, residential, fully financially supported doctoral programme of the Indian Institute of Management Kozhikode. This programme provides rigorous, world-class, interdisciplinary training in all areas of business management to equip students with the ability to conduct cutting-edge research of international standard. Our graduates are crucial source for management researchers and faculty resources in top quality for academic institutions, industry, business, government and society.

DPM is designed for a normal period of four and half years. In the first two years students focus on course work including advanced research and doctoral seminar courses. This is followed by in-depth research on a thesis topic including thesis examination and successful defence.

DPM at IIMK

Indian Institute of Management Kozhikode launched its Fellow Programme in Management (FPM) during the academic year 2007-08. From the year 2019 onwards this programme is renamed as Doctoral Programme and the degree awarded is PhD. Presently seven areas of specialization are being offered viz., Economics, Finance Accounting and Control, Information Systems, Marketing Management, Organizational Behaviour and Human Resources, Quantitative Methods and Operations Management, and Strategic Management. Currently there are 105 students pursuing the Doctoral Programme at IIM Kozhikode in seven 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 PhD would be given a stipend of Rs. 35,000/- per month for the first and second years, Rs.37,500/ per month on successful completion of Comprehensive qualifying examination and Rs.40,000/- per month after successful presentation and defense of Thesis proposal. During the last six months of the fifth year a stipend as decided by the student's Research Advisory Committee is given. A contingency grant of Rs. 1,20,000 can be used throughout the six years of the programme for meeting the expenses on books, stationery, computers, etc. Further, financial supports for attending National (Rs.20,000/-) and International Conferences (Rs.1,75,000/-) are also provided.

Doctoral Programme Admissions 2021 - 22

IIMK offered admission for 30 candidates to the DPM Fifteenth Batch (Academic Year 2021-22). Out of 30 offers, twenty eight candidates had registered for the programme.



The programme registration for the new batch was conducted from June 22, 2021. Academic Area wise joining details of participants are furnished below:

Economics	Finance Accounting & Control	Information Systems	Marketing Management	Organization Behaviour & Human Resources	Quantitative Methods & Operations Management	Strategy
04	04	04	04	04	05	03

During the year, eleven doctoral students, who had completed their programme successfully were awarded PhD degree, during the Convocation 2022.

Sl. No	Name	Area
1	Parimal Kumar	Marketing Management
2	Sumod S.D.	Strategic Management
3	Sandeep S.	Strategic Management
4	Deepika Dixit	Strategic Management
5	Md Gyasuddin Ansari	Economics
6	Shalique M.S.	Quantitative Methods & Operations Management
7	Atma Prakash Ojha	Strategic Management
8	Shailly Chaurasia	Quantitative Methods & Operations Management
9	Remya Tressa Jacob	Economics
10	Jagriti Srivastava	Finance Accounting & Control
11	Kavitha P	Finance Accounting & Control

PhD Admissions 2022- 23

IIMK is launching a new specialization Humanities & Liberal Arts in Management (HLAM) in PhD course in 2022.

IIMK received 507 applications from 332 PhD applicants for the Academic Year 2022-23. 254 candidates were called for online interview in eight academic areas.

Achievements of PhD participants during the year 2021-22

During the year 2021-22, IIMK had 105 PhD participants in the campus in seven academic areas. Following are some of their accomplishments in the year:

AWARDS

Shailly Chaurasia, FPM/10/09/Q, won 2021 DSI Annual Conference Emerging Markets Showcase Award for her paper titled *“Is Localization Better than Globalization? Evidence from the Nutraceuticals for Indian Malnourished Children”* presented online at the DSI 52nd Annual Conference held during November 17-20, 2021

Nishi Malhotra, FPM/13/06/F, IIM Visakhapatnam Doctoral Colloquium, best paper runner up award, November 09-10, 2021, IIM Vizag’s first management doctoral colloquium nurtures research culture - Times of India (indiatimes.com).

Nishi Malhotra, FPM/13/06/F won special prize under Track II (Advanced Research Paper track), paper *“A systematic literature review of Joint Liability Group through theoretical lens of Agency Theory”*, Doctoral Colloquium on Management and Development (DOCMAD-2021), IRMA during November 12 to 17, 2021.

Ms. Priya Premi, (FPM/12/15/M) won the *“Sethuraman NASMEI Research Grant Award”* Research Grant Proposal Competition, 15th Great Lakes NASMEI Marketing Conference, Great Lakes Institute of Management, proposal titled *“Impression for Expression: Artificially Intelligent Virtual Agent and Customer-Brand Intimacy”*.

Geethika Raj, (FPM/13/11/O) proposal titled *“Do women leaders promote sustainability? How can technology help?”* won IIMK Silver Jubilee Future Scholars Program Award, in the competition held at IIMK.

Sandeep Yadav, FPM/12/27/S, Editor’s choice best paper award for paper titled *“Foreign Entry Timing, Time Since First*



Entry and Internationalization Speed of SMEs: Moderating Role of Manager Domestic Experience Matter?”, INDAM 2022 (Online), January 7-9, 2022, IIM Rohtak, India

Thasni T FPM 11/03/E, (co-authored with Reddy Sai Shiva Jayanth, and Sthanu R Nair), paper titled *“Assessing the Impact of Agriculture Market Digitization on Farmers’ Price Realization: The Case of Indian eNAM”*, best paper award in the PAN IIM WMC organised by IIM Kozhikode.

Nishi Malhotra & Dr Pankaj Baag, Best Paper Award paper titled *“Grounded Theory on Peer Mechanism in Group Lending”* 5th Rajagiri Conference on New Paradigms in Management: RCNPM, Rajagiri College of Social Sciences, Kochi, India with Kangwon National University, Republic of Korea, 22 - 25 Jan 2022

CONFERENCE PRESENTATIONS - INTERNATIONAL

Mohammed Nawazish, R K Pati, **“Role of Industry 4.0 Technologies in Humanitarian Supply Chains”**, Production and Operations Management Society (POMS) Conference, 03rd May, 2021, Online Mode.

Yadav S. & Upadhyayula R. S., 2021. “Geographic cluster or global linkages? What accelerate emerging market firms foreign entry speed,” AIB-2021, June 28- July 2, Florida International University’s College of Business (FIU Business), Miami

Yadav S. & Upadhyayula R. S., 2021. “Timing and speed of small and young firm’s internationalization: A critical review and future research agenda,” AIB-2021, June 28- July 2, Miami

Srivastav, D., John, L. and Gurumurthy, A. (2021), “Coordination in Humanitarian Supply Chain Management: A Literature Review”, presented in 31st European Conference on Operational Research (EURO 2021) held in Athens, Greece from the 11-14 July 2021

Rai Siddhant Sinha, co-authored by Prof. Nandakumar (CCed), “A Growth Mindset Intervention: Enhancing Students’ Entrepreneurial Intent & Unravelling the Dark Side of the Entrepreneurial Mindset”, Academy of Management Entrepreneurship Doctoral Consortium, July 26, 28, and 30.

Athira A, “Does MAT is effective in Reducing Tax Avoidance? Differential Impact on Business Groups”, 2021 FMCG Conference, La Trobe Business School, Australia, online presentation.

Thasni T, “Structural Transformation and Poverty Reduction in India”, The 37th EBES Conference - Berlin” organized jointly by The Global Labor Organization and FOM University of Applied Sciences, Germany, virtual meeting from the 6-8 October 2021, presentation on 8 October 2021

Yadav S. & Srivastava J. (2021). *Which Firms Accelerate Internationalization During COVID-19 Pandemic? A Cross-Country Examination*, 7th AIB-CEE Chapter Conference (online), November 17-19, 2021

Yadav S. (2021). *Export mode, and SMEs speed of internationalization during COVID-19: Exploring the dark side of informal institutions*, 7th AIB-CEE Chapter Conference (online), November 17-19, 2021

Anjali G Nath, *“Sustainable Human Resource Management: A Systematic Literature Review”*, 34th ANZAM Conference, School of Business & Law, Edith Cowan University, Perth, December 01-02, 2021.

Urvashi, “Do engaged employees create resources daily? The role of family-to-work conflict and conscientiousness” 34th ANZAM Conference, School of Business & Law, Edith Cowan University, Perth, December 01-02, 2021.

Yadav S. & Srivastava J. (2021). *“Temporal verticality in internationalization process: digitalization, entry mode and SMEs speed of internationalization during COVID-19”*, AIB SOUTH ASIA Conference 2022 (online), January 23-25, 2021, IIM Visakhapatnam, India.

Nishi Malhotra & Dr Pankaj Baag, *“Grounded Theory on Peer Mechanism in Group Lending”* 5th Rajagiri Conference on New Paradigms in Management: RCNPM”, Rajagiri International Conference, Rajagiri College of Social Sciences, Kochi, India with Kangwon National University, Republic of Korea, 22 - 25 Jan 2022

CONFERENCE PRESENTATIONS –NATIONAL

Deepak Srivastav, *“Does Salary Dispersion Affect Team Performance in Cricket? - The Context of IPL”* has been accepted for presentation at the 2021 POMS Annual Conference, online from April 30 to May 5, 2021.



Deepak Srivastav, *“Sustainability In E-Commerce: A Triple Bottom-Line View”* has been accepted for presentation at the 2021 POMS Annual Conference, online from April 30 to May 5, 2021.

Puram Praveen, *“We will Bowl First! - Understanding Decision Making and Team Performance in T20 Cricket”* has been accepted for presentation at the 2021 POMS Annual Conference, online from April 30 to May 5, 2021.

Kushagra Sharan, *“Video-based Learning and Attention Span”*, accepted for presentation, 1st IIM Bodh Gaya Management Conference 2021 on the topic “Post COVID Management Strategies: Recovery, Resilience and Adaptation” to be held from April 23-24, 2021 (Virtual) at IIM Bodh Gaya, India.

Mohammed Nawazish, P N Ramkumar, *“Multi-depot Multi-trip Vehicle Routing Problem with Soft Time Windows in Humanitarian Crisis”* IIM Bodhgaya Management Conference 2021, by online mode, 23rd April, 2021

Kundu, S. & Pati, R. (2021). *“Sustainability Practices in the Fashion Industry: From Design to Disposal”*, POMS 31st Annual Conference of the Production and Operations Management Society, April 30- May 5, 2021.

Kundu, S. & Pati, R. (2021). *“Sustainability Practices in Indian Apparel Firms: Manufacturing to Retail”*, POMS 31st Annual Conference of the Production and Operations Management Society, April 30- May 5, 2021.

Puram, P., & Kundu, S. (2021), *“Digital Learning: Factors affecting e-Learning Persistence”*, 11th Conference on Excellence in Research and Education (CERE-2021), Indian Institute of Management Indore, June 18 - 20, 2021.

Yadav, S. & Srivastava J., (2020)., *“CSR, Audit Quality and Firm Performance During COVID-19: An Organizational Legitimacy Perspective”*, CERE-2021, IIM Indore, June 18-20, 2021

Nishi Malhotra & Dr Pankaj Baag, *“SHG Linkage a Literature Review”*, First International Conference on Sustainable Finance, Economics & Accounting, July 30 -31, 2021.

Madhurima Basu, *“Business Development of Digital Healthcare Ecosystem using Dynamic Capabilities: Reflections on the new paradigm in healthcare”* 11th edition of Conference on Excellence in Research and Education (CERE), 18–20th June 2021, Indian Institute of Management Indore.

Thasni T, FPM 11/0/E, co-authored paper titled *“Measuring Structural Transformation of the Indian States: 1983–2018”* has been accepted to the conference “The 2021 Asian Meeting of the Econometric Society (2021 AMES)”, 25-27 June 2021.

Thasni T, *“A General Equilibrium Model of Structural Transformation in India”*, 8th Annual International Conference on Sustainability (SUSCON), 26-30th July 2021, Indian Institute of Management Shillong, virtual presentation on 30 July 2021.

Malhotra, N., Baag P.K., *“Process View of Peer Monitoring”*, 8th International Conference on Sustainability (SUSCON 2021), Indian Institute of Management Shillong (virtual) during 26-30 July 2021.

Malhotra, N., Baag, P.K., *“Evaluation of Financial Inclusion in villages of India Precursor to Digital Gaon Qualitative Research (Grounded Theory Approach)”* Sixteenth International Conference on Public Policy & Management, Indian Institute of Management Bangalore, August 23-25, 2021

Malhotra, N., Baag, P.K., *“SHG Bank Linkage Programme - A Literature Review Study”* in the First Virtual International Conference on Sustainable Finance, Economics & Accounting in the Pre- and Post- Pandemic Era, IIM Jammu, July 30-31, 2021.

Aarya Sen Co-authored with Swarn Rajan, *“Velocity of Money and Demonetisation in India: Trends and Determinants”* Indian Institute of Management Visakhapatnam, Shodh Samagam, Management Doctoral Colloquim Conducted online, 9-10 December 2021.

Thasni T, (Co-authors Kausik Gangopadhyay, and Deabsis Mondal) *“Structural Transformation and Poverty Reduction in India”*, Delhi Winter School 2021, Delhi School of Economics and Econometric Society, Dec 15-18 2021

Remya Tressa Jacob, *“Does Credit Usage of Rural Households depend on their Debt Literacy? Evidence from a Primary Survey”* (Co-Author: Rudra Sensarma), presentation at the India Finance Conference, jointly organised by IIM-Bangalore, IIM-Ahmedabad and IIM-Calcutta during December 16-18, 2021.



- Soumya Mudgal, Kumar Rahul, *“Chanakya Niti and Its Implications in Current Management Practices”*, 2nd International Conclave on Globalizing Indian Thoughts 2021, Indian Institute of Management Kozhikode, Kerala, December 16-18, 2021.
- Thasni T, (Co-authors Kausik Gangopadhyay, and Deabsis Mondal), *“The Contribution of Structural Transformation in the Productivity Growth for India”*, Pan IIM WMC, IIM Kozhikode, Dec 16-18 2021
- Thasni T, (Co-authors Sai Shiva Jayanth, and Sthanu R Nair) *“Assessing the Impact of Agriculture Market Digitization on Farmers’ Price Realization: The Case of Indian eNAM R”* Pan IIM WMC, IIM Kozhikode - Dec 16-18 2021
- Visalakshi Sasikala, *“Gender Diversity Performance in Global Mining Companies: An Exploration”* 8th PAN IIM WMC 2021 IIM Kozhikode, December 16 – 18, 2021 Online.
- Madhurima Basu, *“Glass-ceiling and the appointment of Women in the Board of Directors: A literature review and research agendas”*, PAN IIM Conference, IIM Kozhikode, December 16 – 18, 2021 Online.
- Geethika Raj, *“Workplace romance: A review and agenda for future research”*, co-author: Prof. Payal Anand PAN IIM Conference presentation, Indian Institute of Management Kozhikode, December 16-18, 2021 online.
- Geethika Raj, *“An optimistic view on HR digitalization: Organizational change perspective”*, co-author: Prof. Roopak Kumar Gupta, PAN IIM Conference presentation, Indian Institute of Management Kozhikode, December 16-18, 2021 online.
- Thasni T, (Co-authors Kausik Gangopadhyay, and Debasis Mondal) *“The Contribution of Structural Transformation in the Productivity Growth for India and Heterogeneity Among the Indian States”* INDAM conference, Jan 7-9 2022 IIM Rohtak
- Yadav S., Hazarika L. & Srivastava J. (2022). *“Impact of Spiritual Intelligence on Pedagogical Success: Evidence from Management Education”*, INDAM 2022 (Online), January 7-9, 2022, IIM Rohtak, India
- Yadav S. (2022). *“Foreign Entry Timing, Time Since First Entry and Internationalization Speed of SMEs: Moderating Role of Manager Domestic Experience Matter?”*, INDAM 2022 (Online), January 7-9, 2022, IIM Rohtak, India
- Yadav S. (2022). *“How Does Home Country Institutional Harshness Effect Emerging Market SMEs Internationalization: A Strategy Tripod Perspective”*, INDAM 2022 (Online), January 7-9, 2022, IIM Rohtak, India
- Rona Elizabeth Kurian, *“Let’s do it and not you do it”: Role of mentoring in facilitating change readiness”* 7th Biennial Conference of INDAM, 7-9th of January 2022, IIM Rohtak
- Shilpa C T, *“A Conceptual Model of Euphoric and Eudaimonic Employee Well-Being : Exploring Dual Aspects of Employee Well-Being to Buffer Challenges in a Covid Induced Work-from-Home”*, 7th Biennial Conference of the Indian Academy of Management 2022, Indian Academy of management conference, 7 - 9th January 2022 IIM Rohtak (online)
- Sandeep Yadav, *“Foreign Entry Timing, Time Since First Entry and Internationalization Speed of SMEs: Moderating Role of Manager Domestic Experience Matter?”*, INDAM 2022 (Online), January 7-9, 2022, IIM Rohtak, India
- Visalakshi Sasikala, *“Achieving Diversity & Inclusion Goals - Learnings from the Gender Bias Faced By Indian Women Managers”* INDAM 2022 conference, IIM Rohtak, 7 - 9 January 2022, Online.
- Thasni T, (Co-authors Kausik Gangopadhyay, and Debasis Mondal) *“A DGE model of structural transformation for India”* 38th Eurasia Business and Economic Society Conference, Faculty of Economics Sciences University of Warsaw, Jan 12-14 2022
- Aariya Sen, Co-authored with Swarn Rajan *“Foreign aid and trade openness: do domestic factors play a mediating role? Evidence from south asian economies”* Academy of International Business South Asia Chapter, hosted by Indian Institute of Management Visakhapatnam, Conducted online, 23-25 January 2022.
- Ansari M G, Sensarma R. *“Monetary Policy, Liquidity Shock and Bank lending: The Case of Currency Demonetization in India”*, 8th PAN IIM World Management Conference, Indian Institute of Management Kozhikode, held during December 2021.



Ansari M G, Sensarma R. “*Monetary Policy, Liquidity Shock and Bank lending: The Case of Currency Demonetization in India*”. 10th India Finance Conference, Indian Institute of Management Bangalore, held during December 2021.

Kundu.S and Sarkar. A, “*Beyond Bass: Recent Advances in Forecasting New Product Adoptions and Product Life Cycles*”, ISDSI-Global Conference 2021, IIM Nagpur. December 27th-30th, 2021.

Kundu.S and Roy. S, “*Sustainability Reporting in Emerging Economies: Using Topic Modelling for Better Understanding of Practices and Future Directions*”, ISDSI-Global Conference 2021, IIM Nagpur. December 27th-30th, 2021.

JOURNAL PUBLICATIONS

Kundu, S., 2021. “*One Ring to Rule Them All: Is Kirana the Answer to India’s Retail Dominance?*”. Economic & Political Weekly. (Accepted: June, 2021).

Nishi Malhotra & Dr Pankaj Baag, “*How Financial Inclusion Impacts Women Empowerment, Springer Nature Singapore Pvt Limited - Industry 4.0 and the Digital Transformation of International Business*”

Soral, P., Pati, S.P. (2021). “*Coping with dirty work: A meta-synthesis from a resource perspective*” Human Resource Management Review; <https://doi.org/10.1016/j.hrmr.2021.100861>, (in press), <https://www.sciencedirect.com/science/article/pii/S1053482221000401#!>, September 2021.

Yadav S. (2021). *A socioemotional wealth perspective on innovation in family firms: Review and theoretical extension*, International Journal of Indian Culture and Business Management (ABS-1) (accepted)

Nishi Malhotra, Pankaj Baag, Article “*Finance Literacy as a tool for Microfinancing: A Literature Review*”, published in International Journal of Business and Economics (IJBE), spring’s online edition Vol.6(2), 2021.

Nishi Malhotra, Article “*A Literature Review: Self-help Group Bank Linkage Programme*” Journal of Internet Banking and Commerce, Volume 26, Issue 9, 2021

Nishi Malhotra, Pankaj Baag, “*Issues in Group Lending as a Source of Micro Finance – A Literature Review*”, The IUP Journal of Bank Management, Vol. 20, No. 4, 2021.

Rajan, S. I., Sivadasan, T. M., Jayanth, R. S. S., & Batra, P. (2021), “*Household Pandemic Response: The Socioeconomic Impact of COVID-19 on Migrant Households in India*” Asian Economics Letters, 3, 25382, 2021.

Balaji G, Gagandeep Sharma, Sai Shiva Jayanth, R, “*Forest Cover in India: A victim of Technicalities*”, Ecological Economics (ABDC A), 2021

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Book

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Book Chapter Publication

Yadav S. (2021). *Agency Theory and Internationalization: A Critical Assessment of Literature* [Online First], IntechOpen, DOI: 10.5772/intechopen.99192. Available from: <https://www.intechopen.com/online-first/78622>

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Blog Post

Remya Tressa Jacob, blog post of *job market paper* (co-authored with Dr. Rudra Sensarma), posted on the World Bank website. This is featured in the ‘All About Finance’ blog by Asli Demirgüç-Kunt (Chief Economist, Europe, and Central Asia Region) and Claudia Ruiz (Economist, DECFP) of the World Bank. <https://blogs.worldbank.org/allaboutfinance/knowledge-power-story-debt-literacy-and-credit-usage-rural-india>

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Kundu.S, “Little Guy Stands Tall”, The Telegraph, December 28th, 2021, <https://www.telegraphindia.com/opinion/the-friendly-neighbourhood-kirana-is-going-nowhere/cid/1845080>.

RESEARCH SEMINARS

Open Research Proposal Seminars

Ms. Thasni T, FPM/11/03/E, **Open Research Proposal Seminar** on her research titled “Structural Transformation of India: Measurement, Modelling and Implications” July 08, 2021.

Jagriti Srivastava, FPM/12/06/F, Open Research Proposal Seminar on her research titled “Essays on Firm Financing during COVID-19” September 24, 2021

Jithesh A, FPM/11/04/IT, Open Research Seminar on his research titled “Social media and societal issues: Insights from cross-country data” October 12, 2021.

Sandeep Yadav, FPM/12/27/S, Open Research Seminar on his research titled “Home country pro-market reform and cross-border acquisitions speed of emerging market firms” October 26, 2021.

Anjali G Nath, FPM/12/16/O, Open Research Seminar on her research titled “Management Development Through Experience: A Configurational Perspective on Developing Competencies for Managerial Roles” November 30, 2021.

Nishi Malhotra, FPM/13/06/F, Open Research Seminar on her research titled “Analysis of SHG bank Linkage Mechanism - Systems Theory Perspective”, December 01, 2021.

Prakriti Soral, FPM/11/08/O, Open Research Seminar on her research titled “Deflecting the occupational stigma of dirty work: Role of individualization, socialization, and occupational branding” December 13, 2021.

Priya Premi, FPM/12/15/M, Pre-submission Research Thesis Open Seminar on her research titled “Impression for Expression: Artificially Intelligent Voice Agent, Consumer Self Disclosure and Consumer-Brand Intimacy” December 14, 2021.



Latasri Hazarika, FPM/12/26/S, Pre-submission Research Thesis Open Seminar on her research titled *“Happy-Go-Lucky: The Role of Affect in Individual Ambidexterity”* December 20, 2021.

Soumyadeep Kundu, FPM/12/23/Q, Open Research Seminar on his research titled *“Product Differentiation, Channel Conflicts and Competition: Manufacturer’s Retail Format Choice”* January 06, 2022.

Chinmayi Sreekanth, FPM/12/01/E, Open Research Seminar on his research titled *“Essays on Identity and Disadvantage”* February 16, 2022.

Liji James, FPM/10/04/O, Open Research Seminar on his research titled *“Exploring the challenges and responses of HR to the Covid-19 crisis”* March 18, 2022.

Pre-submission Research Thesis Open Seminar

Ms. Kavitha P, FPM/08/03/F, Pre-submission Research Thesis open Seminar on her research titled *“Three Essays on the Effect of Bank Monitoring on Borrower Decisions: Evidence from India”* on 26.05.2021.

Mr. Vishnu K, FPM/10/10/F, Pre-submission Research Thesis open Seminar on his research titled *“Three Essays in Empirical Corporate Finance”* on 28.05.2021

Ms. Shambhavi, FPM/09/09/S, Pre-submission Research Thesis Open Seminar on her research titled *“A process view of Social Innovation”* on 24.06.2021

Reddy Sai Shiva Jayanth, FPM/10/07/E, Pre-submission Research Thesis Open Seminar on his research titled *“Technology Adoption in Indian Agriculture: Three Essays”* November 23, 2021

Jagriti Srivastava, FPM/12/06/F, Pre-submission Research Thesis Open Seminar on her research titled *“Essays on Firm Financing during COVID-19”* November 26, 2021.

Remya Tressa Jacob, FPM/10/08/E, Pre-submission Research Thesis Open Seminar on her research titled *“A Study of Household Financial Management in a Developing Country Context”* December 07, 2021.

Md Gyasuddin Ansari, FPM/10/05/E, Pre-submission Research Thesis Open Seminar on his research titled *“Essays on Monetary Policy, Liquidity, and Lending Behavior of Banks in India”* December 10, 2021.

Ms. Bipasha Ray, FPM/08/01/F, Pre-submission Research Thesis Open Seminar on her research titled *“Essays on Hedging, Pricing and Risk-estimates of Dynamic Fund Protection – A Comparative Study”* December 29, 2021.

Ms. Shailly Chaurasia, FPM/10/09//Q, Pre-submission Research Thesis Open Seminar on her research titled *“Localization and Sustainable Innovation in Nutraceutical: A Potential Opportunity to Reduce Malnutrition in India”* January 13, 2022.

Ms. Thasni T, FPM/11/03/E, Pre-submission Research Thesis Open Seminar on her research titled *“Structural Transformation of India: Measurement, Modelling and Implications”* January 18, 2022.

Jithesh A, FPM/11/04/IT, Pre-submission Research Thesis Open Seminar on his research titled *“Social media and societal issues: Insights from cross-country data”*, January 24, 2022.

Final Research Thesis Open Seminar

Mr. Parimal Kumar, FPM/09/04/M, Final Thesis Defence on his research titled *“Avatar’s Smile in Online Service Encounters”* 26 July, 2021.

Mr. Sumod S.D., FPM/08/20/S, Final Thesis Defence on his research titled *“Board Capital, CSR Engagement and Firm Performance: Empirical Evidence from India”* 10 September 2021.

Mr. Sandeep S, FPM/07/11/S, Final Thesis Defence on his research titled *“Impact of Institutional Distance on the Entry Mode Choices of Emerging Market Multinationals: Evidence from India”*, 10 March 2022.

Ms. Deepika Dixit, FPM/01/15/S, Final Thesis Defence on her research titled *“Women Entrepreneurs in a Gendered World: Does Incubation Help Overcome their Social Network Challenges?”*, 16 March 2022.



Mr. Md Gyasuddin Ansari, FPM/10/05/E, **Final Thesis Defence on his research titled “Monetary Policy, Liquidity, and Lending Behavior of Banks in India”** 22 March 2022.

Mr. Shalique M S, FPM/09/07/Q, **Final Thesis Defence on his research titled “Decision Reversals and Symbolic Practices Among Sustainable Suppliers: The Case of Sustainable Food Supply Chains”** 24 March 2022.

Mr. Atma Prakash Ojha, FPM/09/08/S, **Final Thesis Defence on his research titled “Impact of Shame on Entrepreneurial Decision Making”** 25 March 2022.

Ms. Remya Tressa Jacob, FPM/10/08/E, **Final Thesis Defence on her research titled “Essays on Household Finance in a Developing Country”** 30 March 2022.

Ms. Shailly Chaurasia, FPM/10/09/Q, **Final Thesis Defence on her research titled “Localization and Sustainable Innovation in Nutraceutical: A Potential Opportunity to Reduce Malnutrition in India”** 30 March 2022.

Ms. Jagriti Srivastava, FPM/12/06/F, **Final Thesis Defence on her research titled “Essays on Firm Financing During Covid-19”** (2022).

Ms. Kavitha P, FPM/08/03/F, **Final Thesis Defence on her research titled “Three Essays on the Effect of Bank Monitoring on Borrower Decisions: Evidence from India”** (2022).

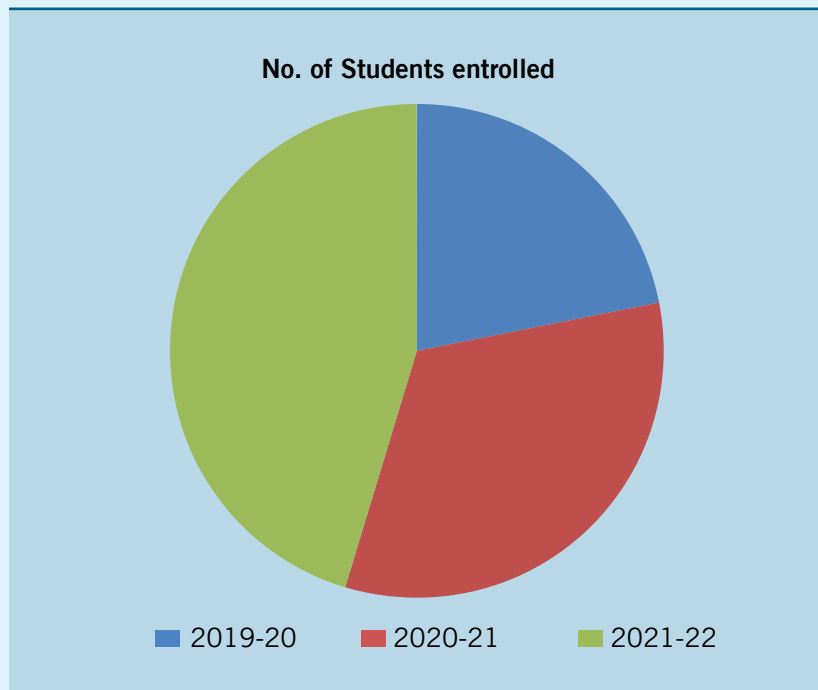
PhD. (PRACTICE TRACK)

Introduction

The PhD (Practice Track (PT)) programme of the Indian Institute of Management Kozhikode (IIMK) commenced from the academic year 2019-20.

This programme provides rigorous, world-class, inter-disciplinary training in different areas of business management to equip students with the ability to conduct cutting-edge research of international standard. The executive participants of this programme enrich business knowledge armed with their industry experience and academic exposure.

The aim of the programme is to help industry executives explore research based careers at both academic institutions as well as research roles in public/private sector organizations.





PHD (PRACTICE TRACK (PT) ADMISSIONS 2021-22

During the academic year 2021-22, received 645 applications from 372 candidates. Out of which, 203 candidates were called for an online interview held through zoom platform during June 28-July 13, 2021. Total 187 candidates attended the interview and 50 candidates were shortlisted in seven academic areas.

Offers were given to top 35 candidates in the rank list. Total 29 candidates joined the programme. The 0 (zero) semester, which is, optional for participants with post graduate management degree/ diploma, for the new batch has been conducted during July-October 2021. The programme registration for the new batch was conducted online on September 30, 2021. Semester 01 classes are started on October 18, 2021. Academic Area wise joining details of participants are furnished below:

Economics	Finance Accounting & Control	Information Systems	Marketing Management	Organization Behaviour & Human Resource	Quantitative Methods & Operations Management	Strategy
5	2	5	5	5	4	3

PhD (PT) Admissions 2022-23

Advertisement in national dailies and social media were released for PhD (PT) Fourth batch admission-2022.

Open Research Proposal Seminar (PhD Practice Track)

Sumit Kumar, PhD(PT)/01/04/F, Open Research Seminar on his research titled *“Four Essays on ESG integration with Special reference to Conventional Energy Sector”* November 05, 2021.

Ranit Sinha, PhD(PT)/01/11/Q, Open Research Seminar on his research titled *“Industry 4.0 applications in sustainable apparel supply chain”* January 12, 2022.



PLACEMENTS OFFICE

Summer Placements 2021 - PGP, PGP LSM & PGP Finance

The summer placements process for the 25th batch of PGP & 2nd batch of PGP LSM & PGP Finance of IIMK Kozhikode was conducted during 21st – 23rd September 2021. This year we had the largest batch of 559 students participating in the placement process out of a total strength of 565.

The season attracted participation from 132 prestigious companies which rolled out offers to 559 students.

Consulting saw a 27% increase in the number of offers with 22% students recruited, up from 18% last year. A host of marquee recruiters like Accenture Strategy, Bain, BCG, Deloitte India, Deloitte USI Consulting, Everest Group, EY, GEP and PwC participated in Summer Placements 2021. This domain saw an increase of 27% in offers compared to last year.

General Management witnessed many new recruiters comprising 58% of the total offers made. Business houses and conglomerates like ABInBev, ACT, Capgemini, Mahindra, Rebel Foods, Reliance India Limited, Tata Administrative Services among others recruited 12% of students for the prestigious general management programs.

IT/Analytics has seen a 12% increase in the average stipend with 33% offers made by new recruiters. Recruiters like American Express, Google, Microsoft, MX Player, Walmart and Unacademy along with in-house divisions of Healthcare companies like GE, Optum, Phable also participated and offered roles in Analytics, Product Management and allied fields.

Operations witnessed an increase of 8% in the mean stipend over the previous year. Recruiters like Flipkart, Maersk, Myntra, RPG and Uber extended offers for multiple roles, while regular recruiter Amazon rolled out the maximum number of offers.

Front-end IB and PE/VC roles was one of the major highlights of this placements season. Axis Bank, Citi Bank, Credit Suisse, DE Shaw, Deutsche Bank, Goldman Sachs, JP Morgan Chase, and Nomura offered diverse finance roles and recruiters including The Rohatyn Group offered PE/VC role.

Sales and Marketing has retained its position as the most preferred vertical for the batch. Close to 25% of the batch got placed in the domain with participation from marquee recruiters like Asian Paints, DRL, HUL, ITC, L'oreal, Nestle and PepsiCo.

Lateral Placements 2021 - PGP, PGP LSM & PGP Finance

For the PGP 24, PGP LSM 01 & PGP Finance 01 batches, Lateral Placements was conducted during 12th - 23rd December, 2021. A total of 214 students were eligible to take part and 195 among them got offers from 49 companies. Meanwhile, 192 students received PPO from various companies.

Final Placements 2022 - PGP, PGP LSM & PGP Finance

Final placements of PGP 24, PGP LSM 01 & PGP Finance 01 batches was successfully completed during 6th - 10th January, 2022. We witnessed 100% placements for the 546 students participated in the placements process with offers being rolled out by 116 recruiters, where around 38% of them are PPOs reflecting the trust the recruiters have built with the Institute over the years. Around 15% of the recruiters are startups including many Unicorns that offered multiple roles.

The number of consulting offers increased by more than 50% over the previous year with a host of marquee recruiters participating, including Accenture, Bain, BCG, Blue Yonder, Clarivate, Deloitte, Everest, EY, EYParthenon, GEP, McKinsey, Optum, PwC, and Synergy recruiting.

Axis Bank, Citi Bank, Credit Suisse, D.E. Shaw, Deutsche Bank, Goldman Sachs, JP Morgan Chase and Standard Chartered offered diverse finance roles and recruiters including Avendus Capital, Equirus, Merisis and TRMG offered front-end Investment Banking roles.

General Management witnessed a 46% increase in the number of offers from last year. Among others, conglomerates such as ABInBev, Adani, Axis Bank, Capgemini, CityMall, Diageo, Mahindra and Reliance recruited for their prestigious management programs.



IT/Analytics witnessed an increase of 43% in the average CTC with recruiters such as American Express, CarDekho, Google, Meesho, Microsoft, Navi, PhonePe, Walmart, and Zebpay recruiting for Data Analytics, Product Management and other diversified roles in the E-commerce market.

Operations witnessed an increase of 47% in the number of offers over the previous year. Recruiters such as Amazon, Flipkart, Ola, Porter, RPG and Uber extended offers for multiple roles, while Garena and Schindler are among the first-time recruiters.

Sales & Marketing witnessed an increase of 40% in the average CTC with major recruiters such as Asian Paints, HUL, JSW, Marico, Nestle, OfBusiness, Omnibiz, Pidilite, Reckitt Benckiser, Samsung, Tolaram and Udaan showing their confidence in our talent pool.

Final Placements 2022 - PGP BL

Final Placements of PGP-BL Second batch was successfully completed in the 2nd week of February-2022. We witnessed 100% placements for the 53 students participated in the placements process. 52 Conglomerates participated in the process and rolled out offers from various domains to the batch of 2021, who gleamed their knowledge over IIMK.

Some of the leading companies that participated in the placement process included: Accenture Strategy, Amazon, AstraZenaca, Atos, Bain & Co, Blend 360, Barclays, Blueyonder, Blackberrys, Conga, Crisil, Cognizant, Deloitte, EY, Gramener, IBM, Infosys Consulting, KPMG, Mphasis, Microsoft, Paramount, PhonePe, Publicis Sapient, Reliance, Standard Chartered, Searce, Thoughtworks, Zinnov amongst others.

ALUMNI

The strength of IIMK alumni has crossed 12000 mark during the year. Various programmes and activities were conducted by the alumni members across the globe during the year. Alumni Relations Office and Students Alumni Cell (SAC) conducted various activities in the Institute with active participation of our alumni members. These are interactions, alumni meet, Donations, Alumni Clinic, Leadership talks, Student Mentorships, etc. Important activities during the year are given below. Due to the Covid-19 protocol and the restrictions imposed by the government most of the interactions were online.

IIMK Alumni Association (IIMKAA) Annual General Meeting

Annual General Body meeting of the IIMK Alumni Association was convened on 25th June, 2021 through the digital platform and another reconvened Annual General Body meeting of the IIMK Alumni Association was held on the 23rd of July 2021 through online digital platform as per the agenda decided by the IIMK-AA. Director, IIMK and the Chairperson, Alumni Relations addressed the AGM.

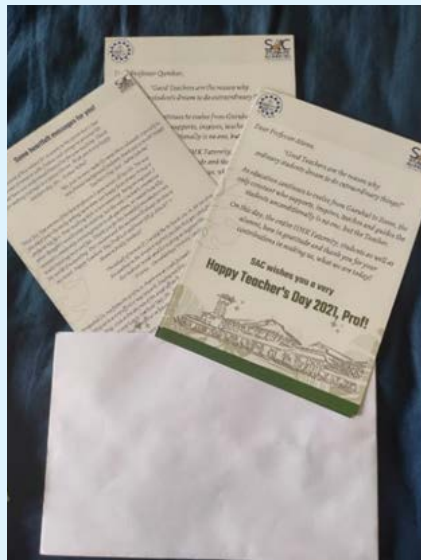
SAC Across Batches Meet

Students Alumni Cell (SAC) across batch meet was organized by the SAC with previous Alumni Committee/Students Alumni Cell Members across all batches of Post Graduate Programme on 08th August 2021 through the digital platform Zoom. It provided an update to previous SAC members over initiatives planned by the current SAC team during the year and welcome their feedback for any improvements.

Teachers Day Celebration 2021

Students Alumni Cell (SAC) celebrated Teacher's Day on 5th September 2021 by presenting exclusive cards to the faculty members incorporating messages and greetings received from alumni and students of the Institute. Along with the cards, all the professors were gifted potted plants which are also called fortune trees.

Election of Dubai Executive Committee



The IIMK Dubai Chapter has elected a core Executive Committee of IIMK Alumni Association for the Middle East Chapter in the month of October 2021.

MEET THE EXECUTIVE COMMITTEE (EXCOM)



- Rahul Arya, President
- Rejoy Kurup, Vice President
- Diptiranjana Panda, Hon. Secretary
- Sharath Nair, Hon. Treasurer
- Shrimati Damal, Core Member
- Shruti Dewen, Core Member
- Ranjit Rajan, Core Member
- Pratyush Shastri, Core Member
- Raghu Vamsi, Core Member



Election to the Executive Committee of IIMK Alumni Association (IIMKAA)

Election to the Executive Committee of IIMKAA for the term 2022-24 was held during the period from 4th to 10th March, 2022 through Kasebook (online Alumni Portal of IIMK).

The following are the Executive Committee members elected as office bearers for the IIMK Alumni Association for the period 2022-2024.

SI No	Full Name (in alphabetical order)	Batch	Designation & Organisation
1	Amit Kulshreshtha	PGP-01	Founder-Director, Ask FinTrust Private Limited
2	Babu Gopalakrishnan	EPGP-KOCHI-04	General Manager, Euroasia BIM Services Pvt Ltd
3	Kanika Goyal	PGP-08	VP - Alliances & Strategic Projects, Progcap
4	Liz Thomas	EPGP-KOCHI-04	Director, Valiant Cinque Pvt Ltd
5	Nisha K R	EPGP-KOCHI-04	Co-Founder, Consoul Associates LLP
6	Parvatharaj SB	EPGP-KOCHI-04	Engagement Manager, Tata Consultancy Services Ltd
7	Pavithra Poonacha	PGP-08	Assistant Vice President, Wells Fargo India

Women's Day Celebration 2022

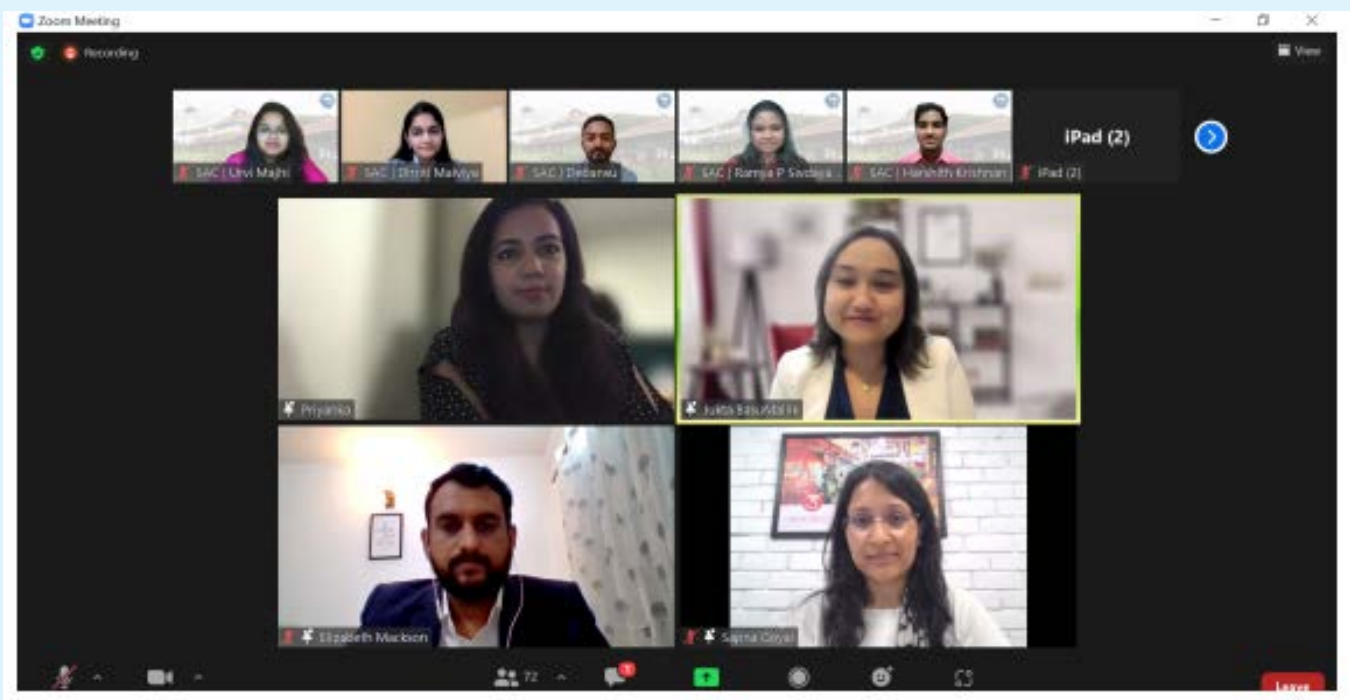
The Students' Alumni Cell hosted the Institute's International Women's Day celebrations on 8th March 2022. The event was hosted online on Zoom and had an attendance of 120-150 people comprising students, teaching and non-teaching staff from the IIMK community.

In keeping with the invincible spirit of women over the world and to laud their dedicatory efforts to shine bright in every sphere of life, SAC chose to align with the International Women's Day theme of "Break the Bias" for the event. Each segment of the event and the line-up of guests was planned keeping this theme in mind. The event began with an address by the Dean of Executive Education, Prof. G. Sridhar followed by an address by the Alumni Relations Chairperson, Prof. Shovan Chowdhury.

The guest speaker for the evening was Ms Kajal Singh, Principal Commissioner of Customs & Indirect Taxes, Government of India. She spoke to the audience about her inspiring journey as a female in the administrative services, especially in a male-dominated field such as the Indian Revenue Services. The event was also graced by Mrs. Aditi Chatterjee, an educationist by profession, who shared her articulated thoughts on the topic.

The next segment was a special in-house segment by our female faculty members. Four professors, Prof. Deepa Sethi, Prof. Payal Anand, Prof. Aishwarya Ramasundaram, and Prof. Shannu Narayan shared their views and opinions on the theme 'Break the Bias' and truly engaged the audience in a meaningful discussion.

The event concluded with the last segment that constituted an alumni panel discussion. Illustrious IIMK alumni presently employed in varied domains shared actionable insights on the important topic of "Women in Leadership - How to Break the Glass Ceiling?". The panelists namely were Ms. Priyanka Bakshi (PGP 14), Ms. Jukta Basu Mallik (PGP 18), Ms. Sapna Goyal (PGP 14) and Mr. Mackson Joseph Mathew (EPGP 09).



Engagement of Alumni with the Institute

Alumni e-Klinic

With the concept that serves as a platform for the bonding of the Alumni and the students in order to exchange their corporate experience and career development aspects, the Students' Alumni Cell (SAC) conducted the following online Alumni e-Klinics in the year 2021 through the digital platform Zoom.



Alumnus of PGP Class of 2003-2005 Mr. Balpreet Singh, AVP, Digital Transformation, and Reliance Industries was invited to conduct Alumni e-Klinic on 06th June 2021.

Alumnus of PGP Class of 2009-2011 Mr. Shivam Nayak, Co founder of Rezofin, based in New York was invited to conduct Alumni e- Klinik on 06th June 2021.

Alumnus of PGP Class of 2011-22013 Mr. Sudip Chakrabarty, Founder of Consumer Internet Start-up Kolbo, was invited to conduct Alumni e-Klinic on 20th June 2021

Alumnus of EPGP Class of 2014-2016 Ms. Sunita Shaw, Senior Product Manager, Myntra , was invited on 07th August 2021.

Alumnus of PGP Class of 2009-2011 Mr. Vimal S Warriar, Corporate Strategy Advisor, Inker Robotics and Strategic Advisor, Project SMART, was invited on 10th August 2021.

Alumnus of PGP Class of 2002-2004 Mr. Vipin Mahajan, Director, Consulting at Iris Software Inc. was invited on 29th August 2021.

Alumnus of PGP Class of 2009-2011 Mr. Vimal S Warriar, Corporate Strategy Advisor, Inker Robotics and Strategic Advisor, Project SMART, was invited on 04th September 2021.

Alumnus of PGP Class of 2013-2015 Mr. Vaibhav Bhargava, Product Head, Privilege Banking Segment, ICICI Bank was invited on 11th September 2021.

Alumnus of PGP Class of 2005-2007 Mr. Balpreet Singh, Assistant Vice President- Digital Transformation Initiatives at Reliance Industries Ltd was invited on 04th December 2021.

Alumnus of EMEP- 07 Class of 2008-2009 Mr. Rahul Kapur, Client Partner, Fractal Analytics was invited on 04th December 2021.

Alumnus of PGP Class of 2013-2015 Mr. Sandeep Lanjewar, Associate Director, Palladium Consulting India was invited on 11th December 2021.

Alumnus of PGP Class of 2003-2005 Mr. Abhishek Sinha, Group Category Head, Merchandising, Tanishq, was invited on 11th December 2021.

Alumnus of EPGP Class of 2019-2020 Mr. Harsh Raj Mandloi, Manager, Corporate treasury, ICICI Bank was invited on 12th December 2021.

Alumnus of PGP Class of 2015-2017 Mr. Apoorva Mittal, Product Manager, Myntra was invited on 12th December 2021.

Alumnus of PGP Class of 2011-2013 Mr. Abhishek Anand, Vice President (Credit Analyst), Invesco Asset Management (India) Private Ltd was invited on 12th December 2021.

K2C (Kampus to Corporate)

The Students' Alumni Cell launched a new initiative Kampus to Corporate (K2C) this year, the first ever series of alumni workshops for the students with the aim to transfer knowledge from the alumni, who are industry experts, to students willing to know more about different domains. It was organised virtually through digital platform Zoom in the month of August, September, November and December 2021. Ms. Sravanthi Pothineedi (PGP-19), Mr. Vikram Singh (PGP-15), Ms. Leah Zacharias (PGP-18), Mr. Charanyan Iyengar (PGP-13), Aniruddha Ghosh (PGP-18) Mr. Debanjan Bhadury (PGP-09), Ms. Bhavna Nahata, (PGP-17), Sriram Karra (PGP-09), and Mr Debrup Ganguly (PGP 16), was invited as guest speakers for the sessions and mementos (Plants) were presented in a personalized vase as a token of gratitude.



Placement Niti

The Students' Alumni Cell, IIM Kozhikode, had launched the first-ever initiative of Placement Niti for the students with the aim to gain practical and valuable advice from the alumni, who are industry experts preparatory to final placement. Before the onset of the final placement process, the initiative aimed to lower the anxiety among the 2nd year students by aiding them with adequate guidance from experts of various verticals (Sales and Marketing, Consulting, IT, General Management, Finance, IT analytics, Project Management, etc.). The initiative was spread over almost a month, starting from 27th October 2021, and it was wrapped up by 8th December 2021. After the wrapping up of the event, review feedback was also initiated by us for the alumni, and it was received by a great applaud from the Alumni Family of IIM Kozhikode.

Intern Konnect

“Intern Konnect”, the new initiative from Students Alumni Cell (SAC) makes each student who is gearing up with their Summer Internships to connect with a senior alumnus currently working in their respective internship organisation. The purpose of this program is to help the batch fully prepared for the upcoming summer internship in terms of what to expect and how to perform your best, under the guidance of our alumni.

Issue of Unique Lifetime IIMK e-mail ids to Alumni

In an endeavour to build a vibrant alumni network, maintain endless relationship and establish stable and smooth communication, IIMK has provided a unique lifetime email ID to all the alumni members in the year 2021 with the help of our Computer Centre

Issue of e-ID Cards for the Alumni Members

Alumni Relations Office initiated issue of e-ID cards to all the alumni members by rolling out a form for collecting data for the same. Alumni e-ID cards were issued to all the alumni members who have filled up the form so far. The members can download their ID Card instantly by logging into the website with the unique credentials provided.

IIMK Distinguished Alumni Award 2021

IIMK has constituted Distinguished Alumni Awards (DAA) to recognise alumni for their achievements of exceptional merit and excellence in their chosen field of endeavour - be it corporate, start-up, research, academia, or social



service. The announcement for IIMK Distinguished Alumni Award has been made through Kasebook, LinkedIn, Alumni Email Id, Instagram, etc. Nomination form was circulated to the Alumni of the Institute for submitting the nominations and received around 28 nominations. The nominations received are being evaluated by a Committee constituted for the purpose

Contributions from Alumnus

Aegis

As a part of the in-kind donation, former Students' Alumni Cell members from the PGP 23 and PGP 22 batches contributed sports equipment's as a part of the New Year gift for the Sports Committee and torchlights for the security staff on campus, to help them navigate campus roads safely during the nighttime.



Achievements and Recognition of IIMK Alumni during the year



Congratulations to Class of 2005 alumna Ruchi Agarwal who has taken on a new role as Account Director, Sales at SAP after 16 years at IBM, which she joined from campus in 2005



Congratulations to Class of 2013 alumna Khushboo Aggarwal, Founder at Zyla Health, who was featured in a [YourStory Media](#) article on women at the heart of India's health tech revolution.



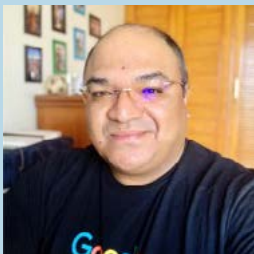
Congratulations to Class of 2013 alumnus Swaroop Vijayakumar, Co-Founder and CEO of Fieldproxy, which has raised Rs 2 crores in a seed round.



Congratulations to EPGP Class of 2017 alumnus Gopal A Iyer for taking on a new role as Vice President of the JSW School of Public Policy at Indian Institute of Management Ahmedabad.



Congratulations to Class of 2012 alumna Maanvi Ahuja for being elevated to Principal at CPP Investments.



Congratulations to Class of 2006 alumnus Abhilash Nair, APAC Recruiting Leader at Google, for winning the second leg of the Prestige Masters Series 2021 golf tournament in Bangalore.



Congratulations to Class of 2008 alumnus Jaspreet Singh Arora for taking on a new role as CFO of Cogent E Services.



Congratulations to Class of 2009 alumnus Revant Bhate, Co-Founder and CEO at Mosaic Wellness for raising \$24 million in a Series A funding round, led by Sequoia Capital India.



Congratulations to Class of 2013 alumnus Raghav Rohila, Co-founder of ElectricPe, an electric-vehicle charging platform, which has raised \$3 million in a seed funding round led by Blume Ventures and Micelio Fund.



Congratulations to Class of 2011 alumnus Dheeraj Tiwari, Co-founder and CEO of CapGrid, a B2B commerce company specialising in sourcing and procurement of direct-material supplies, which has raised Rs.4.1 crore (\$550,000) in seed a funding from Anicut Angel Fund, Axilor Ventures, and First Cheque.



Congratulations to Class of 2005 alumnus and entrepreneur Neel Kothari, CEO at iZooto: Owned Audience Marketing Platform which is in the news for its expansion in the MENA region.



Congratulations to Class of 2004 alumnus Rohit Banerji who has taken on a new role as Partner in EY in London. Rohit is a Partner in Technology Transformation responsible to help Energy and Resources companies with data and technology driven transformations.



Congratulations to class of 2013 alumnus Dr. Krishnadas Nanath, Associate Professor & CPC at Middlesex University Dubai was featured by CDO Magazine as one of its 2022 Leading Academic Data Leaders.



Congratulations to Class of 2012 alumna Nidhi Pandey for taking on a new role as Product Marketing Manager at Meta. She was previously Vice President of User Growth at Paytm.



Congratulations to Class of 2006 alumnus Yash Sehgal, Co-Founder and COO of BeatO, an application that provides personalised healthcare advice, which has been recognized as the winner in the National Startup Awards 2021 in the Health Category for bringing access to healthcare to India.



Congratulations to our Class of 2015 alumna entrepreneur Diksha Singh who pitched her startup STREE on Horses Stable recently. Good luck building STREE, Diksha!



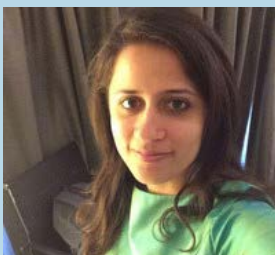
Congratulations to class of 2005 alumnus Rahul Gandhi, Chief Marketing Officer at iD Fresh Food (India) Pvt. Ltd. was featured on Young Turks talking about the company's growth plans, including new products and new markets.



Congratulations to class of 2006 alumnus Sandeep Reddy, co-founder at Propstack and Zapkey was featured in a YourStory Media feature along with his co-founders chronicling their journey and the problem they are working on.



Congratulations to class of 2019 alumnus Akshay Sharma, Arijit Goswami, Nikunj Manpuria and Ritika Gupta has been recognized as Global Winners in Ideas 4 Action (Africa Edition) of The Wharton School and The World Bank.



Congratulations to class of 2012 alumna Saumya Rathor, Category Lead at Pepsico has been recognized as award winner for the title of "Digital Marketer of the Year" at the #etdigiplus awards 2022!



Congratulations to class of 2006 alumnus Anurag Pandey, Head of Platform and Partnerships at APAC has been recognized as a leading Wealth-as-a-Service (WaaS) provider to the wealth management industry, to drive their platform business and ecosystem partnership development in APAC.



Congratulations to class of 2003 alumnus Vijoy Basu, Sr. Director at Cognizant has been recognized twice in a row (2021 & 2022) as a Top 50 Global Qlik Luminary.



Congratulations to class of 2019 alumna Rajashiri Sai, Founder & CEO at Impacttree Data Technologies has been selected as one of the tech enterprises to be featured by the Tamil Nadu government at the world economic forum in Davos.



Congratulations to class of 2003 alumnus Srinivas Seshadri, Investment Manager at Mirabilis Investment Trust has been recognized as a winner in “Best family office - Fixed income investing” at the Family Office Awards 2022.



Congratulations to class of 1999 alumnus Nitin Gupta has been recognized as winner at the prestigious Mercedes Golf Trophy regional rounds.



MANAGEMENT DEVELOPMENT PROGRAMME

During the financial year (April 2021 to March 2022), the Institute conducted a total of **103** Management Development Programmes (MDPs) and one Faculty Development Programme (FDP). These 103 MDPs include one open MDP, 29 sponsored MDPs which were conducted over a period of 116 days with 940 participants, 53 eMDPs which involved 6141 learning hours with 4141 participants and 20 Asynchronous MDPs which involved 2528 learning hours with 1752 participants. A total of 6851 participants attended the MDPs organized by the Institute.

Some of the prominent clients during 2021-22 were Bharat Electronics Ltd, Chennai Petroleum Corporation Limited, Smith Medicals India Private Limited, Novo Nordisk India Private Limited, Department of Industries and Commerce-Government of Kerala, Kotak Life Insurance, Indian Railway Service of Signal Engineers, Kerala Start-up Mission, etc.

The details concerning every programme are mentioned below:

Open FDPs

Sl. No:	Programme Title	Coordinator (s)	Date	Duration (Hours)	No of participants
1	Advanced Certificate in Academic Research & Data Analysis	Prof. Sreejesh S & Prof. Anandakuttan B Unnithan	July 5 2021 to June 2022	130	55

Open MDPs

Sl. No:	Programme Title	Coordinator (s)	Date	Duration (Days)	No of participants
1	IIMK-CII Management Development Programme on Post Pandemic Business Models - Cost Competitive Strategies	IIMK & CII	August 26-28, 2021	3	18

CUSTOMIZED MDPs:

Sl. No	Programme Title	Coordinator (s)	Date	Duration (days)	No of participants
1	Operational Leadership Competency Development Programme for Chennai Petroleum Corporation Ltd(CPCL)-Batch 2	Prof. Ashutosh Sarkar & Prof. Arqum Mateen	April 27-28,2021	2	25
2	Strategy Building & Competitive Intelligence Programme(SBCI)for Bharat Electronics Ltd	Prof. S Subrahmanian & Prof. Nandakumar M K	July 14-16,2021	3	30
3	Operational Leadership Competency Development Programme for Chennai Petroleum Corporation Ltd(CPCL)-Batch 4	Prof. Ashutosh Sarkar & Prof. Arqum Mateen	July 28-29,2021	2	25
4	Operational Leadership Competency Development Programme for Chennai Petroleum Corporation Ltd(CPCL)-Batch 5	Prof. Ashutosh Sarkar & Prof. Arqum Mateen	August 04-05,2021	2	25
5	Finance for Biomedical Engineers for Smiths Medical India Private Limited	Prof. Ekta Sikawar	October 2-December 18, 2021	6	60
6	Leadership Acceleration Programme (LEAP)for Bharat Electronics Ltd – Batch 1	Prof. Surya Prakash Pati & Prof. Kapil Verma	September 13 - 15, 2021	3	30
7	Finance for Non Finance Executives Programme (FNF) for Bharat Electronics Ltd - Batch 1	Prof. Sudershan Kuntluru & Prof. Sony Thomas	September 16 - 18, 2021	3	30
8	Leadership Acceleration Programme (LEAP) for Bharat Electronics Ltd - Batch 2	Prof. Surya Prakash Pati & Prof. Kapil Verma	October 4 - 6, 2021	3	30
9	Finance for Non Finance Executives Programme (FNF) for Bharat Electronics Ltd -Batch 2	Prof. Sudershan Kuntluru & Prof. Sony Thomas	October 20-22, 2021	3	30



Sl. No	Programme Title	Coordinator (s)	Date	Duration (days)	No of participants
10	DISCOVER: An MDP for Executives of Novo Nordisk India Pvt. Ltd - Batch 1	Prof.G. Sridhar	October 18-19, 2021	2	30
11	Leading Projects- Making Impact -Skill Enhancement Programme for Kerala Water Authority	Prof. Rupesh Kumar Pati	November 8-12, 2021	5	60
12	Leadership Acceleration Programme (LEAP) for Bharat Electronics Ltd-Batch 3	Prof. Surya Prakash Pati & Prof. Kapil Verma	November 08-10, 2021	3	30
13	Navigator: An MDP for Executives of Novo Nordisk India Pvt. Ltd - Batch 1	Prof.G. Sridhar	November 15-16, 2021	2	30
14	DISCOVER: An MDP for Executives of Novo Nordisk India Pvt. Ltd - Batch 2	Prof.G. Sridhar	November 22-23, 2021	2	32
15	Professional certificate programme in My Pathway - The Business Management Course for Merck Specialities Pvt. Ltd,Mumbai	Prof.G. Sridhar	November 27 , 2021 - May 14, 2022	6 Months	30
16	Navigator: An MDP for Executives of Novo Nordisk India Pvt. Ltd - Batch 2	Prof.G. Sridhar	December 08-09, 2021	2	30
17	Capacity Building and Entrepreneurship Development Programme for Directorate of Industries&Commerce,Govt of Kerala-Batch1	Prof. Anandakuttan B. Unnithan & Prof. Venkataraman S	December 06-11, 2021	6	32
18	Interpersonal & Sales Effectiveness Lab for Kotak Life Insurance	Prof. Deepa Sethi	January 4,5,18 & 19, 2022	4	30
19	DISCOVER: An MDP for Executives of Novo Nordisk India Pvt. Ltd - Batch 3	Prof.G. Sridhar	January 14-15, 2022	2	30
20	DISCOVER: An MDP for Executives of Novo Nordisk India Pvt. Ltd - Batch 4	Prof.G. Sridhar	February 10-11, 2022	2	30
21	DISCOVER: An MDP for Executives of Novo Nordisk India Pvt. Ltd - Batch 5	Prof.G. Sridhar	February 18-19, 2022	2	30
22	Operational Leadership Competency Development Program for Chennai Petroleum Corporation Ltd (CPCL)	Prof. Ashutosh Sarkar & Prof. Arqum Mateen	Feb 16 - 17, 2022	2	25
23	Change Leadership Competency Development Program for Chennai Petroleum Corporation Ltd(CPCL)	Prof.Roopak Kumar Gupta	Feb 24-25, 2022	2	25
24	Management Training for IRSSE Probationary officers	Prof. Ashutosh Sarkar & Prof. Ram Kumar P. N.	Feb 14, 2022 - Mar 11, 2022	4 weeks	47
25	Capacity Building and Entrepreneurship Development Programme for Directorate of Industries & Commerce, Govt.of.Kerala -Batch 2	Prof. Anandakuttan B. Unnithan & Prof. Venkataraman S	March 7-12, 2022	6	32
26	Capacity Building and Entrepreneurship Development Programme for Directorate of Industries & Commerce, Govt.of.Kerala-Batch 3	Prof. Anandakuttan B. Unnithan & Prof. Venkataraman S	March 14-19, 2022	6	32
27	Capacity Building and Entrepreneurship Development Programme for Directorate of Industries & Commerce, Govt.of.Kerala-Batch 4	Prof. Venkataraman S&Prof.Salman Ali	June 24-29, 2022	6	40
28	Entrepreneurship Development Program for Kerala Start-up Mission (KSUM)	IIMK & IIMK LIVE	March 11 - April 18, 2022	5	25
29	IEDC Nodal Officers Training Programme for Kerala Start-up Mission (KSUM)	IIMK & IIMK LIVE	March 21-24, 2022	4	35



eMDPs

Sl. No:	Programme Title	Coordinator (s)	Date	Duration (hours)	No of participants
1	Professional Certificate Programme in General Management - Batch 4	Prof. Venkataraman S & Prof. Arqum Mateen	11 April, 2021- March 2022	135	128
2	Professional Certificate Programme in Applied Financial Risk Management - Batch 3	Prof. Jijo Lukose P J, Prof. Sony Thomas & Prof. Balagopal Gopalakrishnan	04 April, 2021- November 2021	75	55
3	Professional Certificate Programme in Advanced Operations Management and Analytics - Batch 1	Prof. P N Ram Kumar	11 April, 2021- January 2022	120	48
4	Professional Certificate Programme in Management for Business Excellence	Prof. Sudershan Kuntluru & Prof. Praveen S.	April 17 2021 - April 2022	150	28
5	Professional Certificate Programme in Advanced Data Analytics for Managers - Batch 2	Prof. Anandakuttan B Unnithan & Prof. Sreejesh S	April 03,2021- Jan/Feb, 2022	120	43
6	Professional Certificate Programme in AI & ML for Business Excellence - Batch 1	Prof. Anjan Kumar Swain & Prof. M. P. Sebastian	March 28, 2021 - February, 2022	120	71
7	Professional Certificate Programme in Information Technology Management - Batch 2	Prof. Anjan Kumar Swain & Prof. M.P. Sebastian	April 17, 2021 - Feb/Mart 2022	120	33
8	Professional Certificate Programme in Senior Management Programme - Batch 4	Prof. Anandakuttan B Unnithan & Prof. Venkataraman S	18, April, 2021- Mar/Apr, 2022	150	80
9	Professional Certificate Programme in Design Thinking & Innovation Management - Batch 2	Prof. Thangamani G.	April 22, 2021 - Sep/Oct 2021	60	51
10	Professional Certificate Programme in Supply Chain Strategy & Management - Batch 3	Prof. Ashutosh Sarkar & Prof. Arqum Mateen	April 23, 2021 - May 13, 2022	120	101
11	Professional Certificate Programme in Project Management Programme - Batch 5	Prof. Rupesh Kumar Pati.	June 19, 2021- October 2021	50	130
12	Professional Certificate Programme in AI & ML for Business Excellence -Batch 2	Prof. Anjan Kumar Swain & Prof. M. P. Sebastian	June 30, 2021 - June 2022	120	49
13	Professional Certificate Programme in Business Management - Batch 2	Prof. Deepa Sethi	July 04, 2021 - June 2022	130	108
14	Professional Certificate Programme in Business Analytics - Batch 4	Prof. Shovan Chowdhury & Prof. Atanu Adhikari	July 04, 2021 - December 2021	72	75
15	Professional Certificate Programme in Product Strategy - Batch 4	Prof. Atanu Adhikari & Prof. Sreejesh S.	July 7, 2021 - November 2021	60	72
16	Professional Certificate Programme in Marketing and Sales Management- Batch 4	Prof. Anandakuttan B Unnithan, Prof. Sreejesh S & Prof. Geetha M	July 04, 2021- July 2022	125	82
17	Professional Certificate Programme in Advanced Data Science for Managers - Batch 2	Prof. Anandakuttan B Unnithan & Prof. Sreejesh S	July 11, 2021- July 2022	150	54
18	eMDP on Advanced Operations Management and Analytics - Batch 2	Prof. Ramkumar P N	July 17, 2021- July 2022	120	61
19	Professional Certificate Programme in Strategic Human Resource Management - Batch 1	Prof. Manoranjan Dhal & Prof. Surya Prakash Pati	July 18, 2021- May 2022	120	88



Sl. No:	Programme Title	Coordinator (s)	Date	Duration (hours)	No of participants
20	Professional Certificate Programme in Healthcare Management & Analytics - Batch 2	Prof. Sumit Mitra & Prof. Shovan Chowdhury	July 24, 2021 - April 2022	120	80
21	Professional Certificate Programme in Digital Marketing & Analytics - Batch 2	Prof. Priya Narayanan & Prof. Nivedita Bhanja	July 25, 2021 - April 2022	120	103
22	Professional Certificate Programme in Digital Strategy and Transformation – Batch 1	Prof. Rupesh Kumar Pati	Jul 25, 2021 - Feb 2022	75	124
23	Professional Certificate Programme in Advanced Strategic Management Programme - Batch 3	Prof. Nandakumar M.K	July 31, 2021 - July/Aug 2022	144	90
24	Professional Certificate Programme in Senior Management Programme - Batch 5	Prof. Anandakuttan B. Unnithan and Prof. Venkataraman S.	July 24, 2021 - June 2022	150	85
25	Professional Certificate Programme in Data Analytics for Business Strategy (DABS) – Batch 1	Prof. Anandakuttan B. Unnithan & Prof. Sreejesh S.	July 24, 2021 - April 2022	120	53
26	Professional Certificate Programme in Financial Analysis and Financial Management - Batch 3	Prof. Jijo Lukose P J & Prof. Balagopal Gopalakrishnan	September 19, 2021 – July 2022	120	103
27	Professional Certificate Programme in Supply Chain Management and Role of Analytics - Batch 1	Prof. Rupesh Kumar Pati & Prof. Saparya Suresh	September 19, 2021 – August 2022	120	104
28	Professional Certificate Programme in Advanced Marketing Strategy - Batch 1	Prof. Atanu Adhikari	October 03, 2021 - February 2022	60	52
29	Professional Certificate Programme in General Management Programme for Business Excellence - Batch 2	Prof. Sudershan Kuntluru & Prof. Praveen S.	October 17, 2021 - July 2022	120	100
30	Professional Certificate Programme in Advanced strategic Management Programme - Batch 4	Prof. Nandakumar M.K	October 17, 2021 - Sep 2022	144	120
31	Professional Certificate Programme in General Management for IT Professionals – Batch 1	Prof. Abhipsa Pal & Prof. Vidushi Pandey	November 14, 2021 to Oct/ Nov 2022	150	56
32	Professional Certificate Programme in Senior Management Programme – Batch 6	Prof. Anandakuttan B. Unnithan & Prof. Venkataraman S	October 24, 2021 to Oct/ Nov 2022	150	83
33	Professional Certificate Programme in Advanced Data Analytics for Managers - Batch 3	Prof. Anandakuttan B. Unnithan & Prof. Sreejesh S.	October 28, 2021 - July/ August 2022	120	50
34	Professional Certificate Programme in Strategic Sales Management & New Age Marketing – Batch 1	Prof. G Sridhar & Prof. Aishwarya Ramasundaram	November 14, 2021 to Oct/ Nov 2022	120	59
35	Professional Certificate Programme in Advanced Management - Batch 1	Prof. Deepa Sethi & Prof. Prantika Ray	November 28, 2021 -October 17, 2022	150	68
36	Professional Certificate Programme in Entrepreneurship and New Venture Creation - Batch 1	Prof. Nandakumar M.K & Prof. Pankaj Kumar Baag	November 27, 2021 -July 2022	90	95
37	Professional Certificate Programme in Business Management - Batch 3	Prof. Deepa Sethi	December 05, 2021 – January 2023	130	95



Sl. No:	Programme Title	Coordinator (s)	Date	Duration (hours)	No of participants
38	Professional Certificate Programme in Marketing and Sales Management - Batch 5	Prof. Sreejesh S & Prof M Geetha	December 12, 2021 – November 2022	125	73
39	Professional Certificate Programme in Advanced Data Science for Managers - Batch 3	Prof. Sreejesh S	January 9, 2022 – January 2023	150	61
40	Professional Certificate Programme in Advanced Management Programme for IT Professionals -Batch3	Prof. Anjan Kumar Swain & Prof. M.P. Sebastian	January 15, 2022 - October 2022	120	92
41	Professional Certificate Programme in Data Analytics for Business Strategy - Batch 3	Prof. Sreejesh S	January 16, 2022 - October 2022	120	50
42	Professional Certificate Programme in Supply Chain Strategy & Management - Batch 4	Prof. Ashutosh Sarkar & Prof. Arqum Mateen	January 14, 2022-December 2022	120	63
43	Professional Certificate Programme in Advanced Strategic Management Programme - Batch 5	Prof. Nandakumar M.K.	January 16, 2022 - January 2023	144	65
44	Professional Certificate Programme in Advanced Operations Management and Analytics - Batch 3	Prof. Ramkumar P N	January 16, 2022 - December 2022	120	76
45	Professional Certificate Programme in Product Strategy - Batch 5	Prof. Atanu Adhikari & Prof. Sreejesh S.	January 08, 2022 - June 2022	60	84
46	Professional Certificate Programme in Senior Management Programme-Batch 7	Prof. Anandakuttan B Unnithan & Prof. Venkatraman S	January 22, 2022 - January 2023	150	67
47	Professional Certificate Programme in Strategic Human Resource Management(SHRM) -Batch 2	Prof Roopak Kumar Gupta & Prof. Prantika Ray	February 05,2022 - Nov/ Dec, 2022	120	49
48	Professional Certificate Programme in Project Management programme - Batch 6	Prof. Rupesh Kumar Pati	February 26,2022 -September,2022	75	130
49	Professional Certificate Programme in Business Analytics - Batch 5	Prof. Atanu Adhikari and Prof. Shovan Chowdhury	February 20, 2022 - August 2022	72	85
50	Professional Certificate Programme in General Management - Batch 5	Prof. Venkataraman S & Prof. Arqum Mateen	March 05, 2022 - February 2023	135	110
51	Professional Certificate Programme in Advanced Marketing Analytics Batch1	Prof. Atanu Adhikari and Prof. Shovan Choudhury	March 05, 2022 - August 2022	60	85
52	Professional Certificate Programme in Strategy in the Digital Age – Batch 2	Prof. Rajesh S. Upadhyayula, Prof. Arqum Mateen, Prof. Aiswarya Ramasundaram & Prof.Anita Kerai	February 26, 2022 – January 2023	120	60
53	Professional Certificate Programme in Business Management -Batch 4	Prof. Deepa Sethi	March 26, 2022 – December 2022	130	114



Asynchronous MDPs

Sl. No:	Programme Title	Coordinator (s)	Date	Duration (hours)	No of participants
1	Certificate Programme in Data Science - Batch 1	Prof. M P Sebastian & Prof. Anjan Kumar Swain	June 29, 2021 to September 2021	48	75
2	Professional Certificate Programme in HR Management and Analytics-Batch1	Prof. T. N. Krishnan, Prof. Kapil Verma & Prof. Prantika Ray	June 30, 2021 – December 01, 2021	120	108
3	Professional Certificate Programme in Data Science for Business Decision Making - Batch 2	Prof. Raju C & Prof. Sandip Barui	June 30, 2021 - Dec 2021	326.5	165
4	Certificate Programme in Data Science - Batch 2	Prof. Anjan Kumar Swain & Prof. M P Sebastian	September 08, 2021 – December 2022	48	88
5	Professional Certificate Programme in HR Management and Analytics - Batch 2	Prof. T. N. Krishnan, Prof. Kapil Verma & Prof. Prantika Ray	September 30, 2021 – March, 2022	120	200
6	Certificate Programme in Product Strategy for Business Success - Batch 1	Prof. Atanu Adhikari	September 22, 2021-December 2021	55	47
7	Certificate programme in Data Science for Business Decision Making - Batch 3	Prof. Raju C & Prof. Sandip Barui	September 30, 2021-April 2022	326.5	110
8	Certificate Programme in Data Science - Batch 3	Prof. Anjan Kumar Swain & Prof. M P Sebastian	October 28, 2021 to January 2022	48	66
9	Certificate Programme in Business Analytics for Decision Making - Batch 1	Prof. Soumya Roy & Prof. Anirban Ghatak	December 27, 2021 - March 2022	38	53
10	Professional Certificate Programme in Data Science for Business Decision Making - Batch 4	Prof. Raju C & Prof. Sandip Barui	December 30, 2021-August 2022	326.5	76
11	Certificate Programme in Product Analytics - Batch 1	Prof. Atanu Adhikari	December 29, 2021 - April 2022	80	17
12	Professional Certificate Programme in HR Management and Analytics - Batch 3	Prof. T. N. Krishnan, Prof. Kapil Verma & Prof. Prantika Ray	December 30, 2021 – May 29, 2022	120	165
13	Certificate Programme in Design Thinking for Customer Centric Innovation -Batch 1	Prof. Anandakuttan B Unnithan & Prof. Deepak S Kumar	December 29, 2021 – Mar 2022	48	40
14	Certificate Programme in Data Science - Batch 4	Prof. Anjan Kumar Swain & Prof. M P Sebastian	December 28, 2021 to March 2022	48	60
15	Certificate Programme in Data Science - Batch 5	Prof. Anjan Kumar Swain & Prof. M P Sebastian	February 02, 2022 to May 2022	48	77
16	Certificate Programme in Design Thinking for Customer Centric Innovation -Batch 2	Prof. Anandakuttan B Unnithan & Prof. Deepak S Kumar	March 15 2022 to June 14 2022	48	29
17	Certificate Programme in Business Analytics for Decision Making (BADM) - Batch 2	Prof. Anirban Ghatak & Prof. Soumya Roy	Mar 22,2022 to May 2022	38	57
18	Professional Certificate Programme in Data Science for Business Decision Making - Batch 5	Prof. Raju C & Prof. Sandip Barui	March 31, 2022 to Dec 2022	326.5	48
19	Professional Certificate Programme in HR Management and Analytics - Batch 4	Prof. T. N. Krishnan, Prof. Kapil Verma & Prof. Prantika Ray	March 31, 2022 to Sep 2022	120	220
20	Professional Certificate Programme in Product Management - Batch 1	Prof. Atanu Adhikari	March 31, 2022 to Sep 2022	195	51

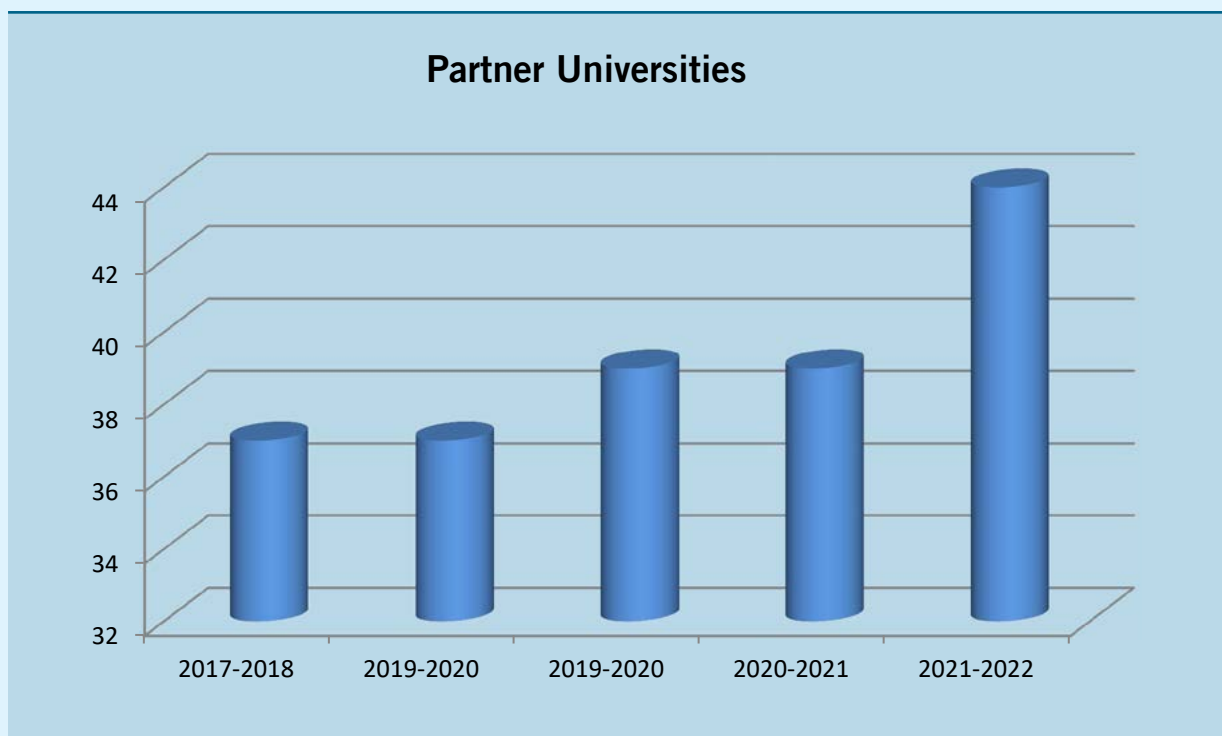
INTERNATIONAL EXCHANGE PROGRAMME

Introduction

IIMK, in its endeavour to globalise Indian thoughts, developed a bespoke internationalisation strategy covering academic collaboration, student mobility, cultural exchange, collaborative research, and faculty mobility across the globe. The primary focus of the office was to establish student exchanges with leading B-schools from the west. The partnership with leading academic institutions is growing by numbers as well as innovative new arenas of collaboration such as joint research consultancy, cultural exchange, and publications. The institute has initiated a new initiative in the area of recruiting full time foreign students to the campus as well as an office to support international research funding and scholarship applications for the students and faculties.

IIMK Partnerships:

Currently IIMK is successfully partnered with 47 universities from around the globe.



Data

Year	2017-18	2018-2019	2019-2020	2020-2021	2021-2022
No. of Universities	37	37	39	39	44

Partner Universities

EUROPE

1	Audencia Nantes School of Management	France
2	Bocconi University	Italy
3	EDHEC Business School	France
4	ESCP	France
5	IESEG School of Management, Lille	France
6	Management Center Innsbruck	Austria
7	Neoma Business School	France
8	Catolica Lisbon School of Business and Economics	Portugal
9	Cyprus International Institute of Management	Cyprus
10	EM Strasbourg Business School	France



11	ESSCA School of Management	France
12	Montpellier Business School	France
13	Group ESC Troyes	France
14	ICN Business School	France
15	ISCTE University Institute of Lisbon	Portugal
16	Jean Moulin Lyon 3 University	France
17	HHL Leipzig Graduate School of Management	Germany
18	Norwegian School of Economics	Norway
19	Telecom E Cole De Management	France
20	Kozminzki University, Warsaw	Poland
21	University of Hull	UK
22	University of Salford, Manchester	UK
23	Leeds University Business School	UK
24	Brunel University London	UK
25	Toulouse Business School	France
26	University of Liverpool	UK
27	Louvain School of Management	Belgium
28	University of Excelia	France
29	Università Ca' Foscari Venezia	Italy
30	Cardiff School of Management, Cardiff Metropolitan University	UK
31	King's College London	UK
32	Queen Mary University of London	UK

ASIA

1	College of Commerce, National Chengchi University	Taiwan
2	College of Technology Management, National Tsinghua University	Taiwan
3	Foreign Trade University	Vietnam
4	Sungkyunkwan University	Korea
5	Asian Institute of Technology	Thailand
6	Sabanci University	Turkey
7	Abu Dhabi University	UAE
8	Kainan University	Taiwan

NORTH AMERICA

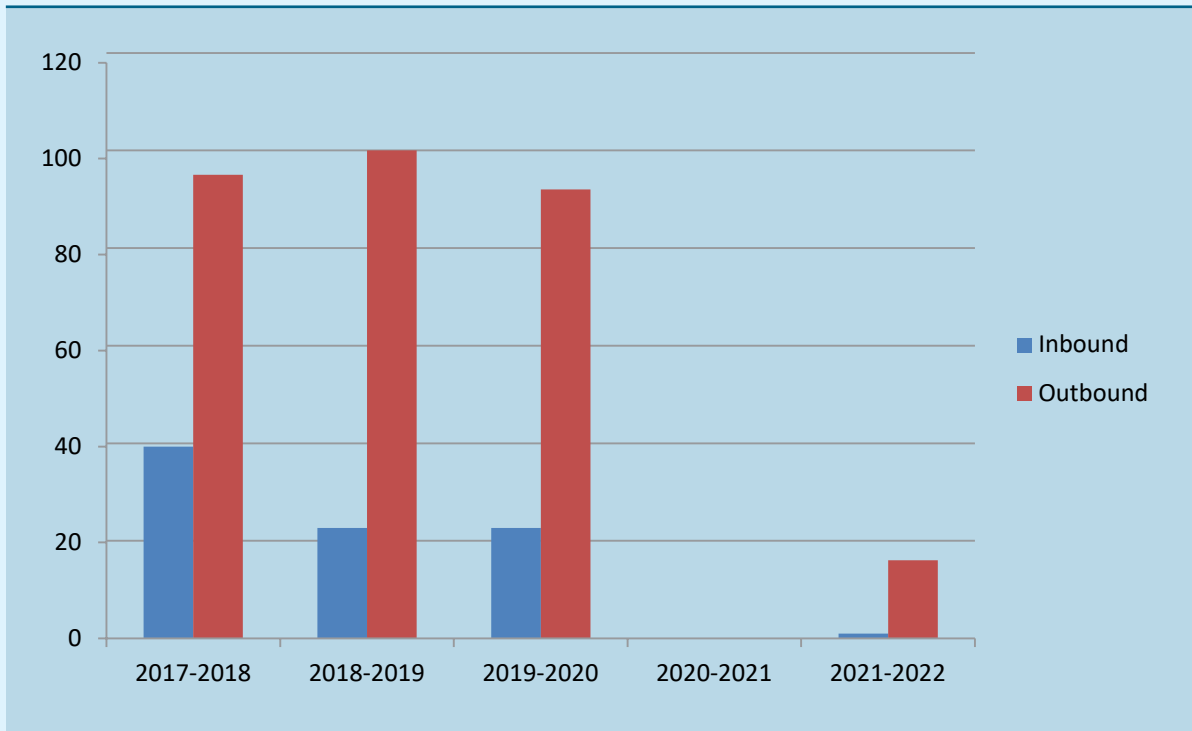
1	Universite du Quebec a Montreal	Canada
2	University of North Texas	USA
3	Yale University	USA
4	University of Akron, Ohio	USA

OCEANIA

1	Western Sydney University	Australia
2	Wollongong University	Australia
3	Victoria University of Wellington	New Zealand



International Exchange Incoming and Outgoing



Year	2017-18	2018-2019	2019-2020	2020-2021*	2021-2022
Incoming Students	40	23	23	0	1
Outgoing Students	95	100	92	0	16

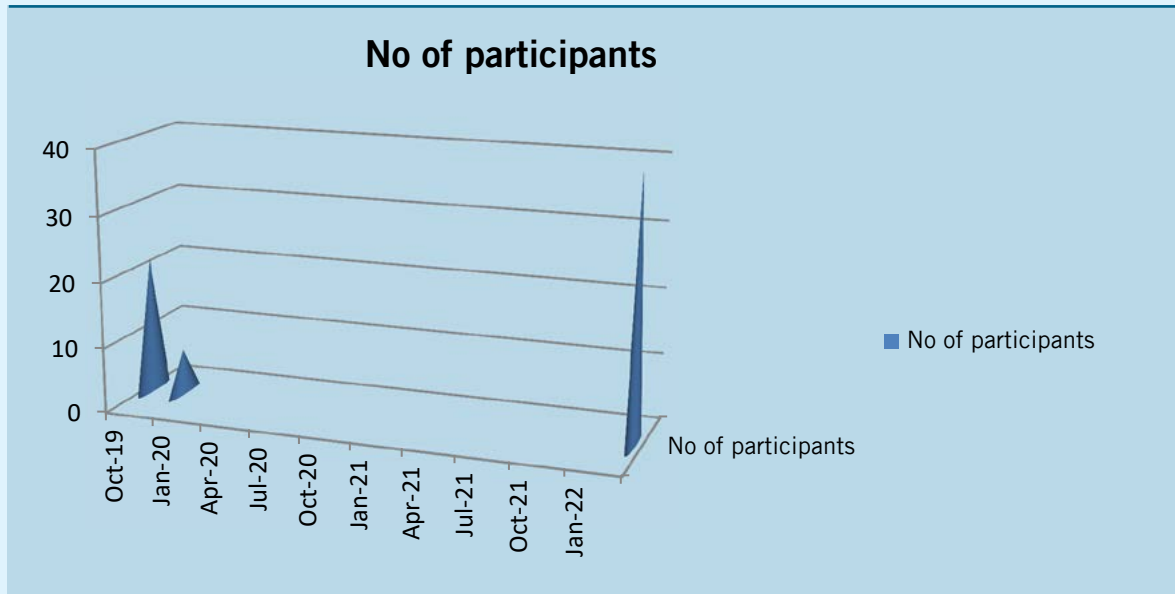
Even though there were fewer incoming students from partner universities abroad during 2021-22 due to the COVID outbreak, we have managed to send 16 students to 8 partner universities across the world, especially France, Portugal, Taiwan, Norway, etc. One student from Kozminzki University, Poland, also joined in Term IV of the PGP program.

International Admissions

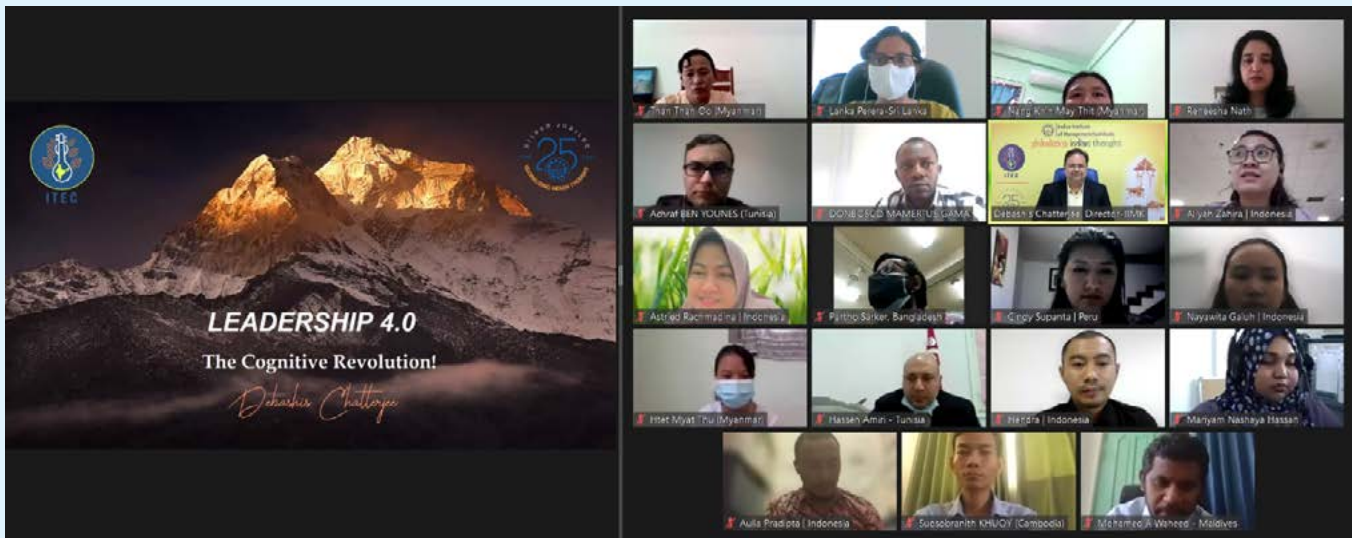
This was our first year in promoting our programs to selected countries in Asia and Africa to admit full-time international students to our campus. We received approximately 133 registrations from five Asian countries: the United Kingdom, Australia, New Zealand, and the United States; 33 completed IIMK application processes; and selected 10 students for the 2022-2024 batch, which includes our first full-time student from New Zealand on campus..

ITEC Programme:

IIM Kozhikode has hosted 68 ITEC trainees from countries such as the Maldives, Indonesia, Sri Lanka, Tanzania, Peru, Tunisia, Algeria, Cambodia, Bangladesh, South Africa, and Myanmar on topics such as leadership and management. 4.0: Management & Governance in the Emerging World of Disruption, Doing Business in India: An India Immersion Programme, Leadership 4.0: The Digital Leadership etc.



Month and Year	October 2019	December 2019	March 2022
No of Participants	21	7	40



International Immersion:

We have completed international immersion for PGP-BL, LSM, and Finance students through online (due to pandemic restrictions) by our partners, namely Bocconi University Italy and Brunel University London, UK. In the coming year, these programmes will be conducted at partner campuses abroad.

New Initiatives activities

We are pursuing an MoU with the Japan International Cooperation Agency (JICA) to host the JICA chair at IIMK.

We signed an MoU with the African Asian Rural Development Organization to initiate knowledge exchange, development consulting, and advising in capacity building for the agency in the area of agriculture and development.

We have started a virtual support centre for notifying and supporting faculties and students in applying to international grant funding, scholarship, and fellowships from agencies such as Fulbright, DAAD, UKERI, British Council Education, funds for research, scholarship, and faculty exchange.



EXECUTIVE POST GRADUATE PROGRAMMES

Convocation

The eleventh Convocation of the EPGP was held on 12 June 2021. The event was held online adhering completely to Covid protocols and aligning with the 23rd Annual Convocation Ceremony of the institute. A total of 207 participants, 4 of EPGP-10 batch and 203 of EPGP-11batch were awarded the Master of Business Administration. Mr. Vivek Chary was awarded the Gold Medal for the scholastic performance. The Chairman, Board of Governors conferred Degrees and Medal. Shri. A. Vellayan, Chairperson, Board of Governors and Prof. Debashis Chatterjee, Director, IIMK addressed the graduating batch.

Course completion of EPGC Participants

140 Participants have successfully completed the one-year duration certificate programmes in Financial Management (EPGCFM- Batch 11), Marketing Management (EPGCMM- Batch 12), Strategic Management (EPGCSM- Batch 12), Operations Management (EPGCOM- Batch 11), Human Resources Management (EPGCHRM- Batch 07) and Information Technology Management and Analytics (EPGCITMA-Batch 07).

Mr. Dinesh Anand (EPGCFM-11-008), Mr. Sagar Kaushik (EPGCMM-12-015), Ms. Deepa Suresh (EPGCSM-12-013), Mr. Gowtham D (EPGCOM-11-006), Ms. Bindu Viswanath (EPGCHRM-07-002) and Mr. Ullas Nettath (EPGCITMA-07-034) have been awarded the Certificate of Merit for the scholastic performance.

Admission Report – EPGP 14

Admission process to the 14th batch of Executive Post Graduate Programme in Management (EPGP) was completed with a record number of 529 participants. The batch witnessed a growth compared to the 501 participants of the previous batch. Adhering to the pandemic protocol, the induction ceremony of 14th Batch of Executive Post Graduate Programme (EPGP 14) was held on virtual platform on 13 December 2021. The batch was inaugurated by the Chief Guest, Ms Sreedevi Raghavan, Founder & CEO of Tattvamassi and Member of Board of Governors of IIM-Kozhikode on virtual platform ceremony presided over by Prof. Debashis Chatterjee, Director, IIMK. Prof G Sridhar, Dean (Executive Education) and Prof. G Thangamani, Chairperson EPGP addressed the batch.

Batch profile

Age Diversity		
	No of Participants	Percentage
23-29 years	160	30.25%
30-39 years	305	57.66%
40-49 years	61	11.53%
50 years & above	3	0.57%
Grand Total	529	

Experience Diversity		
	No of Participants	Percentage
10-15 years	149	28.17%
15-20 years	76	14.37%
3-5 years	87	16.45%
5-10 years	205	38.75%
Above 20	12	2.27%
Grand Total	529	

Gender Diversity		
	No of Participants	Percentage
Female	102	19.28%
Male	427	80.72%
Grand Total	529	

Admission Report – EPGC 2021

Admission to the various one-year duration certificate programmes (Financial Management, Marketing Management, Strategic Management, Operations & Supply Chain Management, Data Analytics For Decision Making, Digital Transformation & Analytics, Artificial Intelligence & Machine Learning, and Public Policy Management) were completed in time. The batch with 189 participants was inaugurated on 17 January 2022. Prof. Anandakuttan B Unnithan was the Guest of Honour. Prof G Sridhar, Dean (Executive Education) and Prof. G Thangamani, Chairperson (EPGP) addressed the batch.



The Induction programme for the EPGC 2021 batch (EPGCFM-13, EPGCMM-14, EPGCSM-14, EPGCOSCM-13 EPGCDADM-01 EPGCDTA-09 EPGCAIML-01 EPGCPPM-01) was held online in line with Covid protocols during 10 to 15 January and 17 to 22 January 2022 in two phases.

Batch profile

Gender Diversity		
Gender	No of Participants	Percentage
Female	41	21.7%
Male	148	78.3%
Grand Total	189	

Age Diversity		
Age Band	No of Participants	Percentage
23-29 years	26	13.76%
30-39 years	94	49.74%
40-49 years	62	32.80%
50 years & Above	7	3.70%

Experience Diversity		
Exp. Band	No of Participants	Percentage
3-5 years	24	12.70%
5-10 years	50	26.46%
10-15 years	47	24.87%
15-20 years	48	25.40%
Above 20 years	20	10.58%

EPGP-14 Batch Profile

Gender Diversity	No of Participants	Percentage
Female	102	19.28%
Male	427	80.72%
Grand Total	529	

Age Diversity	No of Participants	Percentage
23-29 years	160	30.25%
30-39 years	305	57.66%
40-49 years	61	11.53%
50 years & Above	3	0.57%
Grand Total	529	

Experience Diversity	No of Participants	Percentage
10 - 15 Years	149	28.17%
15 - 20 Years	76	14.37%
3 - 5 Years	87	16.45%
5 - 10 Years	205	38.75%
Above 20 Years	12	2.27%
Grand Total	529	

EPGC 2021 BATCH PROFILE

Gender Diversity

Gender	Number of Participants	Percentage
Female	41	21.70%
Male	148	78.30%
Total	189	

Age Diversity

Age Band	Percentage	No of Participants
23-29 years	13.76%	26
30-39 years	49.74%	94
40-49 years	32.80%	62
50 years & Above	3.70%	7

Experience Diversity

Exp. Bank	Count of Application No.	Count of Roll Number
3 - 5 Years	12.70%	24
5 - 10 Years	26.46%	50
10 - 15 Years	24.87%	47
15 - 20 Years	25.40%	48
Above 20 Years	10.58%	20



IIMK- KOCHI CAMPUS

1. Academic

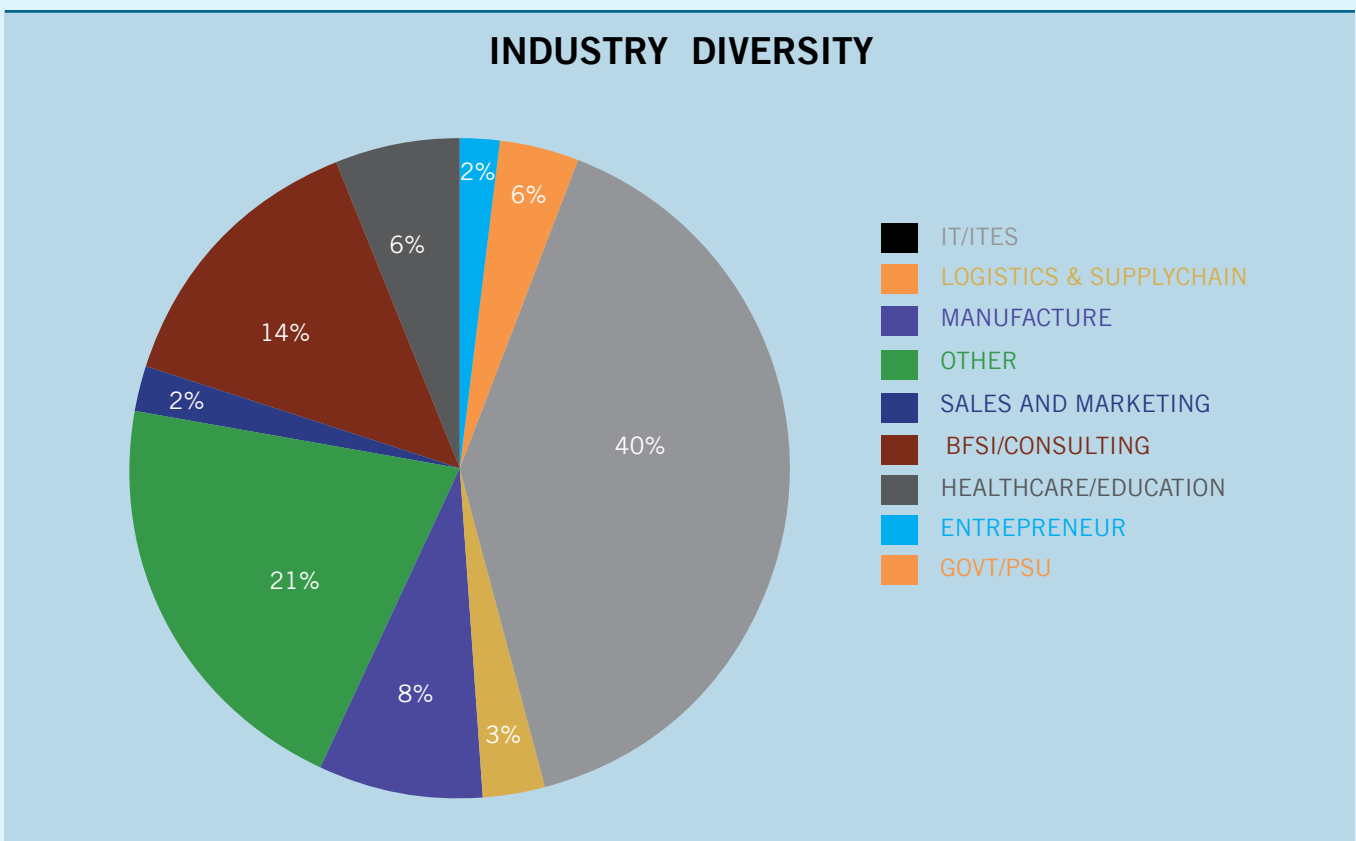
Seventy-nine Participants of EPGP-07 Batch and Eighty-nine of EPGP-08 Batch are undergoing their second year and first year of the programme respectively.

2. Admission for EPGP-09 Batch

Notification for admission to EPGP-09 Batch was published on August 16, 2021. 292 applications were received in response to the notification. After due screening for eligibility criteria, 227 candidates were administered the entrance test entitled Executive Management Aptitude Test (EMAT). The admission process was managed in four phases, and accordingly the EMAT was held on November 06, 2021, January 08, 2022, February 05, 2022 & April 02, 2022. Final selections were made on the basis of the performance of the candidates in the Interviews held during November 6-7, 2021, January 08-09, 2022, February 05-06, 2022 & April 02-03, 2022. 185 Candidates, were offered admission to the Programme on the basis of final selection list for EPGP-09 Batch. 127 candidates have since joined the programme.

A highlight of the EPGP-09 admissions was the relatively high geographical and gender diversity compared to previous years. Over 72% of the admitted candidates, 69% were from outside of Kerala and the batch witnessed 3% international participants. 20% of the batch were females.

Profile of EPGP 09, IIMK Kochi Campus – Class of 2022-24



3. Induction ceremony for Executive Post Graduate Programme- Batch 09

A virtual induction ceremony for EPGP-09 Batch was held on April 23, 2022. Prof. Debashis Chatterjee, Director, IIM Kozhikode presided over the function. The Chief Guest at the function was Mr. Ramprasad Padmanabha, Vice President, Product Management, Publicis Sapient. Prof. Venkataraman S, Chairperson - Kochi Campus welcomed the gathering. Prof Anandakuttan B Unnithan, Dean (FA & D) and Dean in charge of Kochi Campus also addressed the participants and encouraged them to step out of their comfort zones to actively pursue learning, and alongside, leverage the strong Alumni community and build enduring networks.



In his address, Prof. Debashis Chatterjee expressed his happiness over the rapid strides IIMK Kochi Campus has gained and added that “IIM Kozhikode’s experience in delivering executive education has come a long way since its inception a decade ago and has now gained worldwide recognition.” Prof. Geetha M, member of the Kochi Programmes Executive Committee proposed the vote of thanks.

All participants attended workshops and case pedagogy sessions conducted by Prof. Geetha M and Prof. Priya Nair Rajeev. Sessions on academic, Library, IT facilities at IIM Kozhikode and Kochi were also facilitated for the participants.

4. Academic activities in the Campus

On account of pandemic related restrictions, all academic sessions were held online/ hybrid during the year.

As part of keeping the participants engaged in such circumstances, Prof. Anandakuttan B. Unnithan, Dean (FA & D) of Kochi Campus and Prof. Venkataraman S, Chairperson-Kochi Campus made it a practice of conducting regular open houses.

5. Speaker series

The following career development series were conducted at Kochi Campus.

- Union Budget discussion Panel held on February 20, 2022
- Leadership Session by Mr. Vivendra Sharma (Niti Aayog Govt of India) held on November 07, 2021
- Webinar on “ How to choose the right ITR and tax computation “ held on November 26, 2021

6. Report of Management Development Programmes (MDP)/Faculty Development Programmes (FDP) /New Programmes

The Post Graduate Certificate in Management (PGCM)

A Certificate programme of 350 hours duration, customized for Bharat Electronics Ltd (BEL) and delivered over Webex Platform to 25 participants selected through a rigorous selection test and interview process was held. Classes began during March, 2022.

Advanced Management Certificate in Transformational Customer Experience Management

A Certificate programme of 172 hours duration with 120 IIMK teaching hours and the rest by Wiley Industry experts was held. The selection is through prior working experience and educational qualification. This is the first programme in the IIMK partnering with Wiley-NXT, the education provider segment of John Wiley & Sons, Inc., commonly known as Wiley for their strength in publishing and educational content capabilities. The programme was over on February 2022 and all certificates were issued.

Advanced Certification in Academic Research and Data Analysis - FDP

It is a fully structured Certificate programme for research scholars and faculty to enable them fully conversant with collecting and analysis data for academic research and academic publishing. The selection was held by verifying their academic and research background. Classes for Batch-1 was completed in November 2021 and all certificates were issued. Classes for Batch-2 were started in January 2022.

Management Development Programmes

They are short duration executive development programmes customised for client requirement.

MDP: Accelerating Sales Force Performance - 6 batches

MDP: Prahaar 2.0 Accelerating Retail Excellence – 2 batches

eMDP: Emerging Leaders Programme – 1 batch

Mahatma Gandhi National Fellowship (MGNF)

IIMK was awarded this prestigious project in its second phase in January 2021. This is a two-year certificate program in public policy and management, sponsored by Ministry of Skill Development & Entrepreneurship, Govt. of India. Under this program, IIMK is training and mentoring 65 candidates assigned for experiential immersion to various



districts across the States of Kerala (14), Nagaland (12), Chhattisgarh (28) and National Capital Territory of Delhi (11). MGNF is a blended academic program where the Fellows receive academic input from IIMK and gain field exposure while working with the district administration under the guidance of State Skill Development Missions (SSDM).

Mahatma Gandhi National Fellowship (MGNF) program Phase-II was launched by the Ministry of Skill Development and Entrepreneurship (MSDE), Government of India (GoI) on October 25, 2021. The program has reached the following achievements since its inception in October 2021.

- Recruitment of the Program Management Team of 7 members for the implementation of MGNF program.
- Deployment of the Fellows in all the 65 districts
- Completion of Academic Module-I, Academic Module -II, and District Immersion-I.
- Activated Academic Mentoring Program for Fellows by involving 22 Faculty Members of IIMK.
- Practitioners / industry experts were invited to address the Fellows during Academic Modules, which in turn helped fellows to get better clarity on best practices to be followed in the program for better outcomes.
- Fellows have facilitated and assisted the District Administration in formation of District Skill Committees in most of the districts which is one of the key result areas of Fellows in this program.
- Conducted District Indicator Workshop for Fellows graded by 2 faculty panels from IIMK.
- Workshops / Seminars were conducted by IIMK for the SSDMs & District authorities during District Immersion -1, which helped all the stakeholders to understand the role of Fellow and the importance of including the Fellow in the skilling activities.
- MGNF team visited almost 50% of allotted districts as a part of the field visits as per the agreement with MSDE.
- Performance evaluation of all the 65 Fellows during Academic Module-1 and District Immersion-1 were conducted and shared the performance reports to MSDE.
- Submitted monthly reports from October 2021 – March 2022 to MSDE.
- Achieved the following 2 out of total 5 milestones as per the agreement with MSDE

SI No:	Milestones	Revenue against milestone
1	Inception Report	10% of total project cost
2	Academic Module-1 Report	20% of total project cost

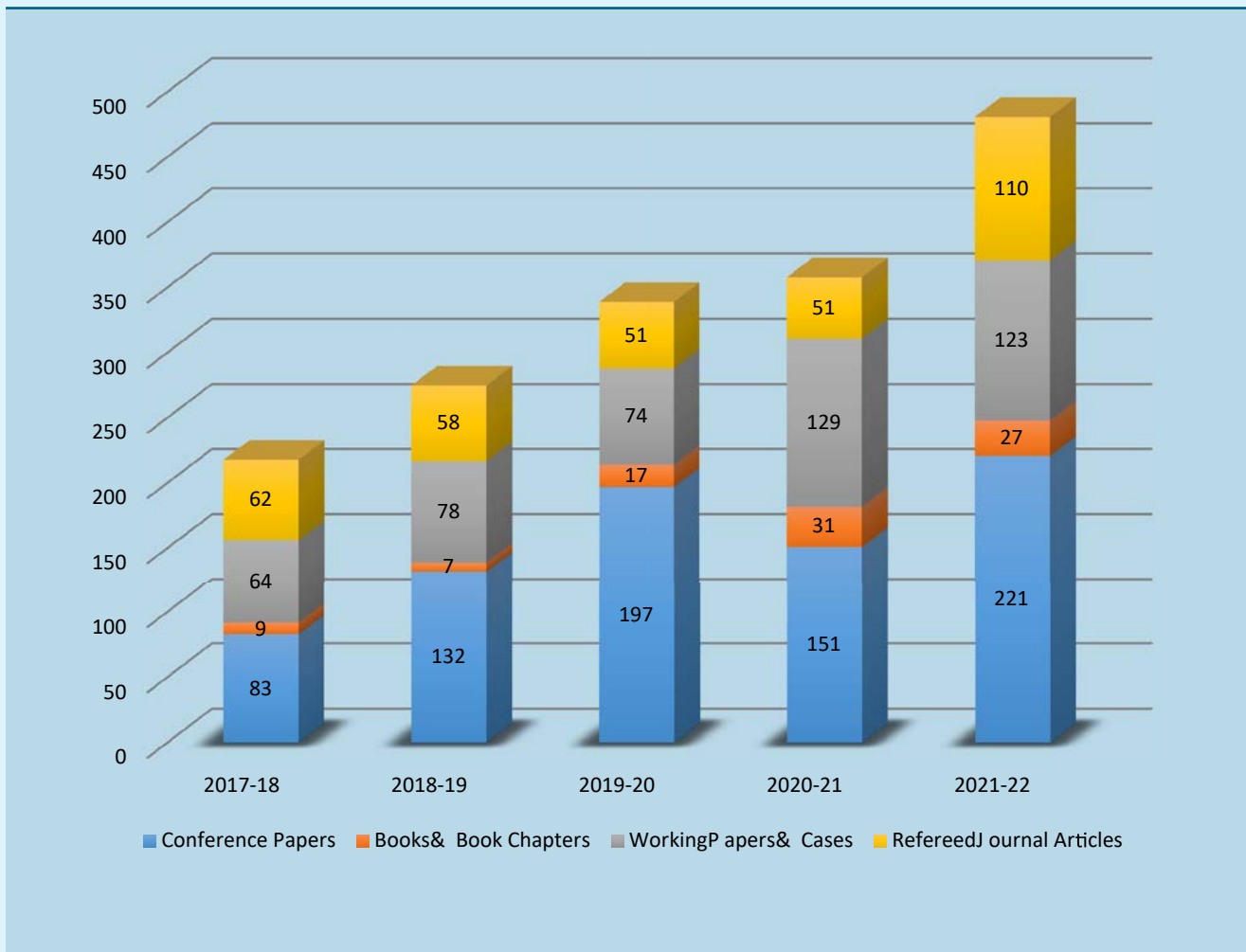


RESEARCH & PUBLICATIONS

HIGHLIGHTS

A total of 110 research articles were published in reputed peer reviewed journals out of which 8 are in A* category journals, 33 are in A category journals and 28 are in B category journals. The category of a journal is identified using a ranking scheme combining the well-known ABDC, ABS and Scopus rankings. Further, 22 research articles have been selected for publication and identified as ‘forthcoming’. 3 Research Projects have been initiated during the current year, and 7 Research Seminars were also conducted.

Research Trends @ IIMK – An Overview (2017-18 to 2021-22)



RESEARCH SEMINARS 2021-2022

SPEAKER	TOPIC	DATE	YEAR
Dr. Subramanian R. Iyer Associate Professor, Anderson School of Management, The University of New Mexico	The Politics of Share Repurchases: What does the evidence say?	08 July	2021
Prof. S. Arunachalam Assistant Professor of Marketing Academic Director - Centre of Innovation and Entrepreneurship Indian School of Business, Hyderabad Campus	Throwdown (A Multi-Segment Sales Contest) vs. Traditional (Single Segment) Sales Contest: Evidence from Field and Lab Experiments	30 September	2021
Dr. Ritika Jain Assistant Professor, Centre for Development Studies, Trivandrum	Effect of COVID-19 lockdown on the profitability of firms in India	21 October	2021



SPEAKER	TOPIC	DATE	YEAR
Prof. Sarang Deo Professor, ISB Hyderabad	Integrated operations and disease modeling to evaluate COVID-19 pandemic response: Illustrative examples from India	25 November	2021
Prof. Priya Narayanan Assistant Professor, IIM Kozhikode	Re(de)fining Dual-Process Theories of Information Processing: The ACCU Model	17 February	2022
Prof. Anirban Ghatak Assistant Professor, IIM Kozhikode	T-Metric: a New Citation Metric for Time-Dependent Impact Measurement	10 March	2022
Prof. Ashutosh Sarkar & Prof. Shovan Chowdhury Professors, IIM Kozhikode	Forecasting & Supply Chain Planning in an Indian Ethnic Wear Industry - A Case Study	31 March	2022

RESEARCH GRANT PROJECTS 2021-2022

PRINCIPAL INVESTIGATOR	TITLE	AREA
Prof. Satish Krishnan	The Role of Creative Mindsets in Reducing Daily Rudeness: Insights from a Field Experiment <i>SGRP/2021-22/02</i>	Information Systems
Prof. Pronobesh Banerjee	Rating and Choice Deferral: How rating attribute values from real to a standard scale (10 GB RAM to 80/100) impacts choice. <i>SGRP/2021-22/04</i>	Marketing Management
Prof. Payal Anand	Investigating factors affecting workplace loneliness in the COVID 19 context <i>SGRP/2021-22/05</i>	Organizational Behaviour and Human Resources

ECONOMICS**REFEREED JOURNAL PUBLICATIONS**

AUTHOR(S)	TITLE	JOURNAL	YEAR
Ayush Agrawal, Chitwan Lalji & Debayan Pakrashi	He Has Gone to a Better Place, but She Has Not: Health Status of Hindu Widows in India	<i>The Journal of Development Studies</i>	2021
Paul Frijters, Chitwan Lalji & Debayan Pakrashi	Daily weather only has small effects on wellbeing in the US	<i>Journal of Economic Behavior & Organization</i>	2020
Kausik Gangopadhyay & Debasis Mondal	Productivity, Relative Sectoral Prices, and Total Factor Productivity: Theory and Evidence	<i>Economic Modelling</i>	2021

Agrawal, A., **Lalji, C.** & Pakrashi, D. (2021) He Has Gone to a Better Place, but She Has Not: Health Status of Hindu Widows in India, *The Journal of Development Studies*, Volume 57, Issue 5, Pages: 750-771

Frijters, P., **Lalji, C.**, & Pakrashi, D. (2020) Daily weather only has small effects on wellbeing in the US, *Journal of Economic Behavior & Organization*, Volume 176, Pages 747-762

Gangopadhyay, K. & Mondal, D. (2021) Productivity, Relative Sectoral Prices, and Total Factor Productivity: Theory and Evidence, *Economic Modelling*, Volume 100, Published online

FORTHCOMING REFEREED JOURNAL ARTICLES

AUTHOR(S)	TITLE	JOURNAL
Ghatak, A.	How to Stop Collusion in Peer Review Exercises: Evidence from the Classroom	<i>Resonance</i>

CONFERENCE PAPERS, PRESENTED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Gangopadhyay, K.	A General Equilibrium Model of Structural Transformation in India	<i>8th International Conference on Sustainability (SUSCON 2021)</i>	2021
Nair, S. R.	Assessing the Impact of Agriculture Market Digitization on Farmers' Price Realization: The Case of Indian eNAM	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021



AUTHOR(S)	TITLE	DETAILS	YEAR
Thomas, A.	Cognitive and Non-cognitive traits and Financial Outcome: Evidence from Spousal Data	7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January	2022
Sensarma, R.	Does Credit Usage of Rural Households depend on their Debt Literacy? Evidence from a Primary Survey	10th India Finance Conference (IFC), 16 – 18, December	2021
Thomas, A.	Financial Literacy, Entrepreneur Orientation, and Impact on Financial Wellbeing for Low Income Rural Woman Entrepreneurs: Evidence from India	International Conference on Global Financial and Business Environment (ICGFBE 2021), 23-24 December	2021
Thomas, A.	Fiscal Prudence and Economic Recovery: Understanding the Indian Growth Story	3rd Annual Economics Conference, Ahmedabad University, 11-12 March	2022
Thomas, A.	How Policy Makers Shift their Economic Perspectives Concerning Environment	7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January	2022
Gangopadhyay, K.	Measuring Structural Transformation of the Indian States: 1983–2018	2021 Virtual Asian Meeting of the Econometric Society, 25-27 June	2021
Sensarma, R.	Monetary policy, liquidity shock and bank lending	8th Pan IIM World Management Conference, 16-18 December	2021
Nair, S. R.	Role of Social Networks on Farmers' Adoption of Smartphones	8th Pan IIM World Management Conference, 16-18 December	2021
Lalji, C.	Sleeping pattern and psychological wellbeing	2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December	2021
Gangopadhyay, K.	Structural Transformation and poverty reduction in India	37th Eurasian Business and Economic Society	2021
Gangopadhyay, K.	The Contribution of Structural Transformation in the productivity growth for India	8th Pan IIM World Management Conference, 16-18 December	2021
Thomas, A.	The determinants of Stock Market Participation: Panel Evidence form English Longitudinal Survey of Ageing	7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January	2022
Thomas, A.	Wealth Accumulation among Indian Households What matters	8th Pan IIM World Management Conference, 16-18 December	2021

CASE STUDIES/ PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS
Ghatak, A.	Covid19 Vaccination Dilemma	IIMK/CS/134/ECO/2021/12

Ghatak, A. (2021) Covid19 Vaccination Dilemma, IIMK/CS/134/ECO/2021/12

NON- REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Nair, S. R.	Electoral bonds have been a mixed bag	The New Indian Express	2021	Popular Press
Nair, S. R.	Finding the right public-private mix in farming	The Hindu Business Line	2021	Popular Press
Nair, S. R.	Kerala's growth prospects, a long-term view	The Hindu Business Line	2021	Popular Press
Sensarma, R.	Reforms can immunise Indian economy against shocks in 2022	Moneycontrol	2021	Others
Sensarma, R.	With volatile growth and inflation, RBI has to keep re-inventing monetary policy	Moneycontrol	2021	Others
Sensarma, R.	Budget 2022 makes Digital India work for development	Moneycontrol	2022	Others
Nair, S. R.	Indian government bows to pressure, repeals farm laws	East Asia Forum	2022	Others
Sensarma, R.	Kerala Budget 2022: A forward-looking budget, but some misses too	The Times of India	2022	Popular Press

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Sarkar, A. & Sensarma, R.	The Success Of Agriculture Sector Depends On Reforms By Stealth	<i>Swarajya</i>	2022	Others
Sensarma, R.	Ukraine War: How serious is the risk of stagflation in India?	<i>Moneycontrol</i>	2022	Others

WORKING PAPERS

AUTHOR(S)	TITLE	DETAILS	YEAR
Gangopadhyay, K. Mondal, D. & Thajudeen, T.	A Dynamic General Equilibrium (DGE) Model of Structural Transformation for India	<i>IIMK/WPS/467/ECO/2021/10</i>	2021
Ghatak, A., Rajendran, B., Gujraniya, D. & Singh, S.	A Game-Theoretic Modeling of Deception-based Security System with Strategic Signaling	<i>IIMK/WPS/479/ECO/2021/12</i>	2021
Reddy Sai Shiva Jayanth, Sthanu R Nair & Thasni Thajudeen	Assessing the Impact of Agriculture Market Digitization on Farmers' Price Realization: The Case of Indian eNAM	<i>IIMK/WPS/491/ECO/2022/04</i>	2022
Lalji, C.	Autonomy in partner choices: Evidence from the Indian marriage market	<i>IIMK/WPS/538/ECO/2022/13</i>	2022
Ghatak, A.	Averting Collusion in Reciprocal Rating Systems	<i>IIMK/WPS/474/ECO/2021/11</i>	2021
Sensarma, R.	Does Economic Freedom Influence the FDI - Growth Nexus in BRICS-ASEAN Economies?	<i>IIMK/WPS/530/ECO/2022/11</i>	2022
Sensarma, R.	Does knowledge empower? A story of debt literacy and credit usage in rural consumer finance	<i>IIMK/WPS/529/ECO/2022/10</i>	2022
Ghatak, A.	Estate Division Problem: The Core and The Godly Interference	<i>IIMK/WPS/497/ECO/2022/06</i>	2022
Lalji, C.	Family's meal arrangement practices and health outcomes of women	<i>IIMK/WPS/483/ECO/2022/15</i>	2022
Nair, S. R., Jayanth, R. S. S. & Deva Prasad, M.	India's Contract Farming Act – A Critical Assessment	<i>IIMK/WPS/490/ECO/2022/02</i>	2022
Lalji, C.	Inter-economic group marriages and health status of (ever) married women in India	<i>IIMK/WPS/482/ECO/2022/14</i>	2022
Thomas, A., Gangopadhyay, K., Balooni, K., Balasubramanian, S. & Padmanabhan, M.	Is Government Health Subsidy Targeted Enough in India? Estimation of Private and Public Treatment Costs for Cancer Patients	<i>IIMK/WPS/523/ECO/2022/07</i>	2022
Lalji, C.	Keep in touch (with the natal family): Evidence from (ever) married women in India	<i>IIMK/WPS/479/ECO/2022/12</i>	2022
Ghatak, A.	The Interplay of Identity and Social Network from an Evolutionary Game Theoretic Perspective	<i>IIMK/WPS/496/ECO/2022/05</i>	2022
Ghatak, A.	Think it, don't overthink it: Learning from a children's puzzle	<i>IIMK/WPS/486/ECO/2022/01</i>	2022
Ghatak, A.	T-Metric: a New Citation Metric for Time-Dependent Impact Measurement	<i>IIMK/WPS/487/ECO/2022/02</i>	2022
Sensarma, R.	What Explains Excess Liquidity of Banks? Empirical Evidence from India	<i>IIMK/WPS/525/ECO/2022/07</i>	2022
Lalji, C.	What's in a name: Does your name on home ownership or rental papers matter?	<i>IIMK/WPS/542/ECO/2022/16</i>	2022

Gangopadhyay, K., Mondal, D. & Thajudeen, T. (2021) A Dynamic General Equilibrium (DGE) Model of Structural Transformation for India, *IIMK/WPS/467/ECO/2021/10*

Ghatak, A., Rajendran, B., Gujraniya, D. & Singh, S. (2021) A Game-Theoretic Modeling of Deception-based Security System with Strategic Signaling, *IIMK/WPS/479/ECO/2021/12*



Jayanth, R. S. S., Nair, S. R. & Thajudeen, T. (2022) Assessing the Impact of Agriculture Market Digitization on Farmers’ Price Realization: The Case of Indian eNAM, *IIMK/WPS/491/WPS/2022/04*

Lalji, C.(2022) Autonomy in partner choices: Evidence from the Indian marriage market, *IIMK/WPS/538/ECO/2022/13*

Ghatak, A. (2021) Averting Collusion in Reciprocal Rating Systems, *IIMK/WPS/474/ECO/2021/11*

Sensarma, R. (2022) Does Economic Freedom Influence the FDI - Growth Nexus in BRICS-ASEAN Economies? *IIMK/WPS/530/ECO/2022/11*

Sensarma, R. (2022) Does knowledge empower? A story of debt literacy and credit usage in rural consumer finance, *IIMK/WPS/529/ECO/2022/10*

Ghatak, A. (2022) Estate Division Problem: The Core and The Godly Interference, *IIMK/WPS/497/ECO/2022/06*

Lalji, C. (2022) Family’s meal arrangement practices and health outcomes of women, *IIMK/WPS/483/ECO/2022/15*

Nair, S. R., Jayanth, R. S. S. & Deva Prasad, M. (2022) India’s Contract Farming Act – A Critical Assessment, *IIMK/WPS/490/ECO/2022/02*

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Thomas, A., Gangopadhyay, K., Balooni, K., Balasubramanian, S. & Padmanabhan, M. (2022) Is Government Health Subsidy Targeted Enough in India? Estimation of Private and Public Treatment Costs for Cancer Patients, *IIMK/WPS/523/ECO/2022/07*

Lalji, C. (2022) Keep in touch (with the natal family): Evidence from (ever) married women in India, *IIMK/WPS/479/ECO/2022/12*

Ghatak, A. (2022) The Interplay of Identity and Social Network from an Evolutionary Game Theoretic Perspective, *IIMK/WPS/496/ECO/2022/05*

Ghatak, A. (2022) Think it, don’t overthink it: Learning from a children’s puzzle, *IIMK/WPS/486/ECO/2022/01*

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Sensarma, R. (2022) What Explains Excess Liquidity of Banks? Empirical Evidence from India, *IIMK/WPS/525/ECO/2022/07*

Lalji, C. (2022) What’s in a name: Does your name on home ownership or rental papers matter?, *IIMK/WPS/484/ECO/2022/16*

FINANCE, ACCOUNTING & CONTROL

REFEREED JOURNAL PUBLICATIONS

AUTHOR(S)	TITLE	JOURNAL	YEAR
Nishi Malhotra & Pankaj Kumar Baag	A Literature Review: Self-help Group Bank Linkage Programme	<i>Journal of Internet Banking and Commerce</i>	2021
Nemiraja Jadyappa, L. Emily Hickman, Ram Kumar Kakani & Qambar Abidi	Auditor tenure and audit quality: an investigation of moderating factors prior to the commencement of mandatory rotations in India	<i>Managerial Auditing Journal</i>	2021
Nishi Malhotra & Pankaj Kumar Baag	Finance Literacy As A Tool For Microfinancing: A Literature Review	<i>International Journal of Business and Economics</i>	2021
S S S Kumar	Is There a Bubble in the Indian Stock Market?	<i>Economic and Political Weekly</i>	2021
Nishi Malhotra & Pankaj Kumar Baag	Issues in Group Lending as a Source of Microfinance: A Literature Review	<i>The IUP Journal of Bank Management</i>	2021



AUTHOR(S)	TITLE	JOURNAL	YEAR
Athira A & Pankaj Kumar Baag	Literature Review on Methodological Aspects of Audit Independence & Materiality Perspective	<i>AIMS International Journal of Management</i>	2021
Partha Mohapatra, Ajit Dayanandan, Sudershan Kuntluru & Athira A	Audit partner rotation, and its impact on audit quality: Evidence from India	<i>Cogent Economics & Finance</i>	2021
Nishi Malhotra & Pankaj Kumar Baag	How Social Capital Impacts The Sustainability Of Group Lending Programmes - A Grounded Theory Approach	<i>International Journal of Business and Economics</i>	2021
Balagopal Gopalakrishnan, Joshy Jacob, & Sanket Mohapatra	Risk-sensitive Basel regulations and firms' access to credit: Direct and indirect effects	<i>Journal of Banking & Finance</i>	2021
Ekta Sikarwar	Time-varying foreign currency risk of world tourism industry: effects of COVID-19	<i>Current Issues in Tourism</i>	2021
Harikrishnan Ramesh Varma & Ram Kumar Kakani	A district magistrate's call on a disaster warning: paranoid or pragmatic?	<i>The CASE Journal</i>	2022
Prakriti Soral, Surya Prakash Pati & Ram Kumar Kakani	Knowledge Hiding As A Coping Response To The Supervisors' Dark Triad Of Personality: A Protection Motivation Theory Perspective	<i>Journal of Business Research</i>	2022
Ekta Sikarwar	Board Attributes, Hedging Activities And Exchange Rate Risk: Multi-Country Firm-Level Evidence	<i>Economic Modelling</i>	2022
Rachappa Shette, Sudershan Kuntluru & Ajit Dayanandan	Do Indian Firms Manage Earnings To Avoid Losses?	<i>International Journal of Corporate Governance</i>	2022
Surya Prakash Pati & Ram Kumar Kakani	Explaining High Performance Among Indian Administrative Service (IAS) Officers: A Job Demands-Resources Perspective	Review of Public Personnel Administration	2022
Sumit Kumar & Pankaj Kumar Baag	Impact of Size, Future Earning, and growth to the Sustainability performance of US Sustainable Corporate Bonds	<i>International Journal of Business and Economics</i>	2022
Nishi Malhotra & Pankaj Kumar Baag	Process Views of Peer Mechanism in Joint Group Lending through the Theoretical Lens of Agency Theory: A Systematic Review of Literature	<i>IIMS Journal of Management Science</i>	2022

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Sikarvar, E. (2022) Board Attributes, Hedging Activities and Exchange Rate Risk: Multi-Country Firm-Level Evidence, *Economic Modelling*, Volume 110, Issue 2

Shette, R., Kuntluru, S. & Dayanandan, A. (2022) Do Indian Firms Manage Earnings To Avoid Losses?, *International Journal of Corporate Governance*, Volume 12, Pages 283-303

Pati, S. P. & Kakani, R. K. (2022) Explaining High Performance Among Indian Administrative Service (IAS) Officers: A Job Demands-Resources Perspective, *Review of Public Personnel Administration*, Pages 1–21, Published online

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Nishi, M. & Baag, P. K. (2022) Process Views of Peer Mechanism in Joint Group Lending through the Theoretical Lens of Agency Theory: A Systematic Review of Literature, *IIMS Journal of Management Science*, Volume 12, Issue 3, Pages 144-162

FORTHCOMING REFEREED JOURNAL ARTICLES

AUTHOR(S)	TITLE	JOURNAL	YEAR
Kumar, S., Shaji, K. V. & Baag, P. K.	Impact of ESG Integration on Equity Performance between Developed and Developing Economy: Evidence from S and P 500 and NIFTY 50	<i>Empirical Economics Letters</i>	2021
	Factors Impacting Financial Inclusion An Empirical Study	<i>Prajnan</i>	2021
	Sustainability of Self-Help Groups: A Literature Review	<i>The IUP Journal of Entrepreneurship Development</i>	2021
Nishi, M. & Baag, P. K.	Organizational Agility achieved through Acceptance of technology: A conceptual model of how digitization improves Organizational Agility	<i>International Journal of Technology Management and Sustainable Development</i>	2022
	How Financial Literacy and Peer Effect Influence Financial Outcomes in Self-Help Groups in India?	The IUP Journal of Bank Management	2022
	Evaluation of impact of peer monitoring on sustainability of SHGs.	<i>International Journal of Business and Economics</i>	2022
Bansal, A., Gopalakrishnan, B. , Jacob, J. & Srivastava, P.	Impact of operational fragility on stock returns: Lessons from COVID-19 crisis	<i>International Review of Finance</i>	2022

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Malhotra, N. & Baag, P. K.	Handbook of Research on Innovative Management Using AI in Industry 5.0 --Chapter 3	IGI Global	2021	Book Chapters
Abidi, Q.	Shifting Orbits: Decoding the Trajectory of the Indian Start-up Ecosystem	Universities Press India Pvt. Ltd.	2021	Book Chapters
Baag, P. K., Malhotra, N. & Balachandran, R.	Commercial Bank Management	SYBGEN Learning Pvt Ltd.	2023	Book (Forthcoming)
Baag, P. K., Arun, K. G. & Ramesh, K. K.	Management Accounting 2nd edition	SYBGEN Learning Pvt Ltd.	2023	Book (Forthcoming)
Malhotra, N. & Baag, P. K.	Evaluation of Credit Card Scheme in Redefining Global Economic Thinking for Welfare Society	APP (T & F)	2023	Book Chapter (Forthcoming)



CONFERENCE PAPERS, PRESENTED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Malhotra, N. & Baag, P. K.	A systematic literature review of Joint Liability Group through theoretical lens of Agency Theory	DOCMAD -2021 - IRMA -Dr Verghese Kurien Centenary	2021
Ramprasath, L. & Abdulla, M. S.	BBECT: Bandit Based Ethical Clinical Trials	2021 Winter Simulation Conference	2021
Kuntluru, S.	Determinants of Sustainability Reporting Practices of Financial Institutions in India	8th Pan IIM World Management Conference, 16-18 December	2021
Kuntluru, S.	Do ownership Groups Influence Audit Qualifications? Empirical Study from India	World Finance Conference, Turin, 1st-3rd August	2021
Lukose, J. P. J.	Does MAT is effective in reducing tax avoidance? Differential impact on Business groups	Financial Markets and Corporate Governance Conference (FMCG), 7th-10th April 2021	2021
Kuntluru, S.	Does Promoter ownership impact Audit outcomes? Evidence from India	The Sixth Cross Country Perspective in Finance (CCPF) Symposium	2021
Lukose, J. P. J.	Earnings quality among Private firms in Indi	Financial Markets and Corporate Governance Conference (FMCG), 7th-10th April 2021	2021
Sikarvar, E.	Effect of foreign exchange interventions on corporate hedging activities: Evidence from Indian firms	8th Pan IIM World Management Conference, 16-18 December	2021
Lukose, J. P. J.	Effect of founder family's management control and ownership on R&D activities	Financial Markets and Corporate Governance Conference (FMCG), 7th-10th April 2021	2021
Nishi, M. & Baag, P. K.	Evolution of Financial Inclusion in Villages of India	XVI International Public Policy and Management Conference Proceedings- IIMB	2021
Nishi, M. & Baag, P. K.	Factors Impacting Women Empowerment through Financial Inclusion	First Annual Management Doctoral Colloquium 'Shodh Samagam' of Indian Institute Of Management Visakhapatnam	2021
Nishi, M. & Baag, P. K.	How Financial Literacy & Gender impact the Financial Inclusion among Women participants in Indian Handicraft sector?	ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur	2021
Nishi, M. & Baag, P. K.	How Financial Literacy Impacts Financial Inclusion among SHGs in Handicraft Sector in India?	NASPAA South Asia Virtual Conference 2021 - IIMA	2021
Kuntluru, S.	Impact of promoter ownership on Modified Audit opinion	ASAC 2021 Annual Conference	2021
Gopalakrishnan, B.	In-kind financing during a pandemic: Trade credit and COVID-19	Vietnam Symposium in Banking and Finance	2021
Lukose, J. P. J.	Insider Ownership and Choice of Equity Selling mechanisms - Evidence from India	Financial Markets and Corporate Governance Conference (FMCG), 7th-10th April 2021	2021
Kumar, S. S. S.	Institutional Herding in India: Evidence from Panel Causality Tests	9th International E-Conference on Emerging Trends in Corporate Finance and Financial Markets	2021
Sampath, A. & Gopalakrishnan, B.	Is CSR the key to unlocking debt financing during COVID-19? A multicountry perspective	Rajagiri Conference on Economic and Finance	2021
Kuntluru, S.	Ownership, Governance and Agency Cost: Evidence from India	India Finance Conference 2021	2021
Gopalakrishnan, B.	Pandemic Panic? Effects of Health System Capacity on Firm Confidence During COVID-19.	RCEA Money-Macro-Finance Conference: The Pandemic Crisis, Macro-Financial Distress, Risks and Opportunities	2021
Nishi, M. & Baag, P. K.	Process View of Peer Monitoring	8th International Conference on Sustainability (SUSCON 2021) Indian Institute of Management Shillong	2021
Nishi, M. & Baag, P. K.	SHG Bank Linkage Programme - A Literature review Study	International Conference on Sustainable Finance, Economics & Accounting in the Pre- and Post- Pandemic Era -IIM Jammu	2021



AUTHOR(S)	TITLE	DETAILS	YEAR
Kuntluru, S.	Sustainability Reporting by Indian corporates: Evidence from Banking Sector	8th International Conference on Sustainability by IIM Shilong	2021
Gopalakrishnan, B.	Trade Credit and the COVID-19 pandemic: Role of country connectedness and work from home amenability	8th Pan IIM World Management Conference, 16-18 December	2021
Kuntluru, S.	Value Relevance of CSR spending: Evidence from India	8th International Conference on Sustainability by IIM Shilong	2021
Gopalakrishnan, B.	Work from home amenability and venture capital financing during COVID-19	International Conference on Business Analytics and Intelligence (ICBAI)	2021
Kuntluru, S.	Blockchain technology: An accounting reporting perspective	19th AIMS & 4th Jaipuria International Conference on Management	2022
Shette, R.	Cash Flows from Operations: Which is suitable method?	19th AIMS International Conference on Management	2022
Sampath, A.	Did work from home 'really' work during COVID-19? Global evidence	Management Doctoral Colloquium VGSOM IIT Kharagpur	2022
Shette, R.	Do Indian Companies Manage Earnings to Avoid Decrease in Earnings?	19th AIMS International Conference on Management	2022
Kumar, S & Baag, P. K.	ESG Integration and path to sustainable investment: A review of global perspective	International Conference on Sustainable Finance, Economics & Accounting in the Pre- and Post- Pandemic Era -IIM Jammu	2022
Nishi, M. & Baag, P. K.	Evaluation of various Public Policy Schemes & Microfinance initiatives on the economic welfare of people in India	2nd Lumiere Research Symposium, Great Lakes Chennai	2022
Sikarvar, E.	Firm-level exchange rate risk around the world: The effects of COVID-19	7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January	2022
Nishi, M. & Baag, P. K.	Grounded Theory of Peer Mechanism in group lending	5th International Conference on New Paradigms in Management by RBS, Kochi and KNU, South Korea	2022
Sampath, A.	The Impact of EPU on Investment and Financing Decisions of Private Firms: Evidence from India	AIB South Asia Conference 2022	2022

CASE STUDIES/ PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Kumar, S. S. S. & Thomas, S.	Big Bazaars Big Offer?	The Case Centre	2022
Varma, H. R. & Kakani, R. K.	Do not let it derail: the district head's dilemma	The CASE Journal	2021
Varma, H. R., Kakani, R. K. & Poovathingal, J. S.	Governing changes in government: the water story of Mahabubnagar	The CASE Journal	2021
Ramprasath, L.	Incorporating inflation in a key planning exercise	IIMK/CS/161/FIN/2022/02	2022
Thomas, S. & Kumar, S. S. S.	Indus Financials: Cost of Loan Moratorium	Case Centre	2021
Deva Prasad, M. & Sampath, A.	Is Over Regulation Good? A case of SEBI and Mutual Fund Regulation in India	IIMK/CS/143/HLA/2022/01	2022
Ghalke, A., Kakani, R. K. & Varma, H.	Pythagoras global: emerging market funds and the conundrum of family ownership	Ivey Case Publishing	2022
Basu, P., Kuntluru, S. & Jain, A.	SCAK Textiles: The way forward for next-generation entrepreneurs	Ivey Case Publishing	2021

Kumar, S. S. S. & Thomas, S. (2022) Big Bazaars Big Offer?, *The Case Centre*

Varma, H. R. & Kakani, R. K. (2021) Do not let it derail: the district head's dilemma, *The CASE Journal*, Volume 17, Issue 3, Pages 438-455

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Ghalke, A., **Kakani, R. K.** & Varma, H. (2022) Pythagoras global: emerging market funds and the conundrum of family ownership, *Ivey Case Publishing*

Basu, P., **Kuntluru, S.** & Jain, A. (2021) SCAK Textiles: The way forward for next-generation entrepreneurs, *Ivey Case Publishing*

NON- REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Thomas, S. & Kumar, S. S. S.	Commodities: A Catalyst in Portfolio Diversification	The Hindu Business Line	2021	Popular Press

WORKING PAPERS

AUTHOR(S)	TITLE	DETAILS	YEAR
Aneesha, M. A. & Baag, P. K.	Financial Inclusion Among Transgender Community: A Perspective	<i>IIMK/WPS/462/FIN/2021/05</i>	2021
Chacko, K. T. & Baag, P. K.	Financial Inclusion in India: An approach through FinTech as a solution	<i>IIMK/WPS/463/FIN/2021/06</i>	2021
Krishna, G. P. S. V. & Baag, P. K.	Financial Intermediaries: Its different role	<i>IIMK/WPS/464/FIN/2021/07</i>	2021
Srivastava, J., Sampath, A. & Gopalakrishnan, B.	Is CSR the key to unlocking debt financing during COVID-19? A multicountry perspective	<i>IIMK/WPS/481/FIN/2021/10</i>	2021
Ramprasath, L. & Abdulla, M. S.	Patients-at-Risk (PaR): A new performance measure for response-adaptive trials	<i>IIMK/WPS/468/FIN/2021/08</i>	2021
Thomas, S. & Kumar, S. S. S.	Why Commodities should be included in an Investment Portfolio? An analytical study	<i>MCX Working paper</i>	2021
Sekhar, C. S. & Lukose, J. P. J.	Banker on Board and the Debt-Equity Choice - Evidence from India	<i>IIMK/WPS/515/FIN/2022/03</i>	2022
Sikarvar, E.	Effect of Foreign Exchange Interventions on Corporate Hedging Activities: Evidence from Indian Firms	<i>IIMK/WPS/503/FIN/2022/01</i>	2022
Sekhar, C. S. & Lukose, J. P. J.	Insider Ownership and Private Placement - Evidence from India	<i>IIMK/WPS/514/FIN/2022/02</i>	2022
Gopalakrishnan, B., Jacob, J. & Mohapatra, S.	Government responses, business continuity, and management sentiment: Impact on debt financing during COVID-19	<i>IIMA Working Papers</i>	2021

Aneesha, M. A. & Baag, P. K. (2021) Financial Inclusion Among Transgender Community: A Perspective, *IIMK/WPS/462/FIN/2021/05*

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SESSION CHAIR/ TRACK CHAIR

AUTHOR(S)	DETAILS	YEAR
Abidi, Q.	Finance, Accounting and Control, Session: Corporate Finance and Governance , 8th Pan IIM World Management Conference, 16-18 Dec	2021
Baag, P. K.	International Conference on Sustainable Finance, Economics & Accounting in the Pre- and Post-Pandemic Era -IIM Jammu	2021

MEMBERSHIP OF EDITORIAL / REVIEW BOARD / ADHOC REVIEW

NAME	TITLE	DESIGNATION
Abidi, Q.	Managerial Auditing Journal	<i>Adhoc Reviewer</i>
Baag, P. K.	Quality and Quantity	<i>Reviewer</i>
	Macroeconomics and Finance in Emerging Market Economies	<i>Reviewer</i>
	Paradigm: A Management Research Journal	<i>Reviewer</i>
	FIIB Business Review	<i>Reviewer</i>
	AIMS International Journal of Management	<i>Reviewer</i>
	Amity Journal of Finance	<i>Editorial Review Board</i>

HUMANITIES & LIBERAL ARTS IN MANAGEMENT

REFEREED JOURNAL PUBLICATIONS

AUTHOR(S)	TITLE	JOURNAL	YEAR
Shannu Narayan	Corporate Board Governance from Critical Mass Theory Lens: Revisiting Indian Companies Act 2013	<i>GLS KALP: Journal of Multidisciplinary Studies</i>	2021
Deepa Sethi, Vijay Pereira & Vikas Arya	Effect of Technostress on Academic Productivity: E-Engagement Through Persuasive Communication	<i>Journal of Global Information Management (JGIM)</i>	2021
Shannu Narayan	Envisaging Inclusiveness through Transgender Person’s Rights Law in India	<i>International Journal of Law Management and Humanities</i>	2021
Deva Prasad	Integrating Commercial Interest with Community Concerns: Analysis of India’s CSR Policy	<i>GLS KALP: Journal of Multidisciplinary Studies</i>	2021
Salamah Ansari & R. Rajesh Babu	North American Free Trade Agreement (NAFTA) Disputes	<i>Yearbook of International Environment Law</i>	2021
Yusuf Hassan, Jatin Pandey, Biju Varkkey, Deepa Sethi & Hugh Scullion	Understanding Talent Management for Sports Organizations- Evidence from an Emerging Country	<i>International Journal of Human Resource Management</i>	2021
Abraham Pizam, Ahmet Bulent Ozturk, Adela Balderas-Cejudo, Dimitrios Buhalis, Galia Fuchs, Tadayuki Hara, Jessica Meira, Mercedes Raquel Garcia Revilla, Deepa Sethi , Ye Shen, Olimpia State, Ahmet Hacikara & Suja Chaulagain	Factors Affecting Hotel Managers’ Intentions To Adopt Robotic Technologies: A Global Study	<i>International Journal of Hospitality Management</i>	2022



AUTHOR(S)	TITLE	JOURNAL	YEAR
Salamah Ansari, Deva Prasad M. & R. Rajesh Babu	Fixing The Collective Action Problem In Sovereign Debt Restructuring: Significance Of Global South Solidarity	<i>Third World Quarterly</i>	2022
Abha R. Dixit, Nishtha Malik, Manisha Seth & Deepa Sethi	The role of social entrepreneurial leadership and benchmarking in women empowerment	<i>Benchmarking: An International Journal</i>	2022

Narayan, S. (2021) Corporate Board Governance from Critical Mass Theory Lens: Revisiting Indian Companies Act 2013, *GLS KALP Journal of Multidisciplinary Studies*, Volume 1, Issue 3, Pages 1-11

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Narayan, S. (2021) Envisaging Inclusiveness through Transgender Person's Rights Law in India, *International Journal of Law Management and Humanities*, Volume 4, Issue 5, Pages 404 – 414

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Ansari, S. & Babu, R. R. (2021) North American Free Trade Agreement (NAFTA) Disputes, *Yearbook of International Environment Law*

Hassan, Y., Pandey, J., Varkkey, B., **Sethi, D.** & Scullion, H. (2021) Understanding Talent Management for Sports Organizations- Evidence from an Emerging Country, *International Journal of Human Resource Management*, Volume 33, Issue 11, Pages 2192-2225

Pizam, A., Ozturk, A. B., Cejudo, A. B., Buhalis, D., Fuchs, G., Hara, T., Meira, J., Revilla, M. R. G., **Sethi, D.**, Shen, Y., State, O., Hacikara, A. & Chaulagain, S. (2022) Factors Affecting Hotel Managers' Intentions To Adopt Robotic Technologies: A Global Study, *International Journal of Hospitality Management*, Volume 102

Ansari, S., Deva Prasad, M. & Babu, R. R. (2022) Fixing The Collective Action Problem In Sovereign Debt Restructuring: Significance Of Global South Solidarity, *Third World Quarterly*, Published online

Dixit, A. R., Malik, N., Seth, M. & **Sethi, D.** (2022) The role of social entrepreneurial leadership and benchmarking in women empowerment, *Benchmarking: An International Journal*, Published online

FORTHCOMING REFEREED JOURNAL ARTICLES

AUTHOR(S)	TITLE	JOURNAL
Arya, V. Paul, J. & Sethi, D.	Like it or not! Brand communication on social networking sites triggers consumer-based brand equity	<i>International Journal of Consumer Studies</i>
Ansari, S.	Sovereignty and Status in East Asian International Relations by Seo-Hyun PARK	<i>Asian Journal of International Law</i>
Sharma, S., Gamoura, S., Deva Prasad, M. & Aneja, A.	Emerging Legal Informatics Towards Legal Innovation: Current Status and Future Challenges and Opportunities	<i>Legal Information Management</i>
Ansari, S. & Ranjan, A.	Towards an Equitable and Universal Health Coverage amidst COVID 19 Pandemic: Learnings from 75th Round National Sample Survey, 2017-18	<i>Social Action: A Quarterly Review of Social Trends</i>

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Rajesh, B. R. & Ansari, S.	Foreign State Immunity: Indian Law and Practice	<i>Encyclopedia of Public International Law in Asia Online</i>	2021	Book Chapters
Sethi, D.		Globalizing Indian Thought , Sage	2021	Book Chapters
Ansari, S.	Immunities of UN and other International Organizations in India	<i>Brill Publishing</i>	2021	Book Chapters
Narayan, S.		Encyclopedia of Public International Law in Asia (EPILA)	2021	Book Chapters



AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Sethi, D.	Globalizing Indian Thought: Insights from Indian Knowledge Systems	Sage	2021	Books
Deva Prasad, M.	Quality Matters: Standards, Regulations and Guidelines in Agriculture	Centre for Innovation in Science and Social Action (CISSA)	2021	Books

CONFERENCE PAPERS, PRESENTED & FORTHCOMING

AUTHOR (S)	TITLE	DETAILS	YEAR
Ansari, S.	Alternative to Market Mechanisms: Human Rights based approach to Sovereign Debt	ICMD 2021: 16th Biennial Conference of The International Society of Markets and Development, 16 - 18, December	2021
Ansari, S.	An Analysis of Belt and Road Initiative of China in the Context of Sovereign Debt	8th Pan IIM World Management Conference, 16-18 December	2021
Das, A.	An Inclusive and Equitable Pedagogical Model of Business Case Analysis through WhatsApp Text-Chat	2nd Malaysian Association of Applied Linguistics International Conference	2021
Sethi, D.	Bridging the Competency Gap between Corporate World and Job Seekers: Evidence from India	2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December	2021
Ansari, S.	Disappearing Sovereign in Sovereign Debt Restructuring	ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur	2021
Sethi, D.	Fun(va)cation: Communicating Millennials' Expectations of Tourism Experience post Covid-19	8th Pan IIM World Management Conference, 16-18 December	2021
Ansari, S.	Human Rights and Diluted Sovereignty: Rethinking Contemporary Sovereign Debt Restructuring	Asian Society of International Law 8th Biennial Conference	2021
Das, A.	Impact of Teacher Training Initiatives in an Indian Ed-tech Organization: A Qualitative Study	8th Pan IIM World Management Conference, 16-18 December	2021
Deva Prasad, M.	Legally Mandated Corporate Social Responsibility and Re-orienting Corporate Purpose: Exploring the Indian Law and Policy Experiment	2nd International Conclave on 'Globalizing Indian Thought 2021	2021
Ansari, S.	Logic of Governance: Performance Measurement in Public Administration	2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December	2021
Deva Prasad, M.	Online Dispute Resolution Process in India- A Law and Policy Analysis"	Two Days Virtual Conference On International Arbitration Contemporary Issues And Challenges	2021
Ansari, S.	Post COVID-19 Urban Resilience And Adaptation	International Management Conference	2021
Ansari, S.	Public Management Reforms: A Review	2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December	2021
Narayan, S.	Repositioning Approaches of India in Inter(trans)national Law: A Postulation	8th Asian SIL Biennial Conference	2021
Ansari, S.	Resilience of Urban Infrastructure to Achieve Sustainable Ecosystem	2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December	2021
Deva Prasad, M.	Role Of International Law In Responsible Business Conduct For Sustainable Development	8th Pan IIM World Management Conference, 16-18 December	2021
Ansari, S.	Structural Reforms in Public Management: A Review	ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur	2021
Ansari, S.	Sustainability of Wellness Tourism: Systems Thinking Perspective	2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December	2021
Ansari, S.	Systems Thinking Perspective In Ensuring Health Tourism Sustainability	ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur	2021
Deva Prasad, M.	The Pregnancy And Maternity-Related Discrimination At Work For Women- A Business And Human Rights Approach	The International Conference on Reproductive Choice Of Women: A Fundamental Right	2021



AUTHOR (S)	TITLE	DETAILS	YEAR
Ansari, S.	Third World Experiences of International Initiatives for Debt Relief	ICMD 2021	2021
Ansari, S.	Understanding Sustainability of Health Tourism from Systems Thinking Perspective: Evidence from Kerala	International Management Conference	2021
Deva Prasad, M.	Will India have its Urgenda moment?: Analysing the Indian Environmental Law Landscape.	Social and Scientific Uncertainties in Environmental Law: 8th Annual EELF (European Environmental Law Forum Conference) at Bournemouth University.	2021
Deva Prasad, M. & Praveen, S.	How Policymakers Shift Their Economic Perspectives Concerning Environment	7th Biennial Conference of the Indian Association of Management	2022
Deva Prasad, M.	Indian Sui-Generis Agro-Biodiversity Legal Framework- Lessons for an Inclusive Global Model	Global Dialogue on Biodiversity Law and Governance	2022

CASE STUDIES/ PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Deva Prasad, M. & Sampath, A.	Is Over Regulation Good? A case of SEBI and Mutual Fund Regulation in India	IIMK/CS/143/HLA/2022/01	2022
Sreejith, A. & Deva Prasad, M.	Metaverse Gaming Companies: Emerging Concerns under ESG Investing	IIMK/CS/148/ITS/2022/01	2022

Deva Prasad, M. & Sampath, A. (2022) Is Over Regulation Good? A case of SEBI and Mutual Fund Regulation in India, IIMK/CS/143/HLA/2022/01

Sreejith, A. & Deva Prasad, M. (2022) Metaverse Gaming Companies: Emerging Concerns under ESG Investing, IIMK/CS/148/ITS/2022/01

NON- REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Das, A.	Online teaching during COVID-19 :mockery or an opportunity	ONmanorama	2021	Non Refereed
Sethi, D.	Why engineers need to unlearn to learn	The Times of India	2021	Non Refereed
Deva Prasad, M.	Why India Needs A Better Public Participation Framework For Environmental Governance	JURIST	2021	Non Refereed
Sethi, D.	Winning Worlds	Live Encounters	2021	Non Refereed
Das, A	A prejudiced mind with crafty oratory skills leads nowhere	ONmanorama	2022	Non Refereed
Deva Prasad, M.	COP-26: Dilution of Equity by the Global North	Countercurrents	2022	Non Refereed
Deva Prasad, M.	Emerging Changes in the Arbitration Law Framework in India: An Overview	Manupatra	2022	Non Refereed
Deva Prasad, M. & Narayan, S.	Invoking International Law Language In Indian Diplomacy	Live Law	2022	Non Refereed
Deva Prasad, M.	Plant Variety Authority Revokes The Breeder's Right: Is This A New... The Protection Of Plant Varieties And Farmers' Rights Act,2001 ?	Live Law	2022	Non Refereed

WORKING PAPERS

AUTHOR(S)	TITLE	DETAILS	YEAR
Das, A.	A Pedagogical Schema of Storytelling for Managers	IIMK/WPS/488/HLA/2022/01	2022
Deva Prasad, M. & Ansari, S.	Evaluating the Pragmatism of TRIPS Waiver Proposal: An Analysis from Legal and Policy Perspective	IIMK/WPS/502/OB&HR/2022/01	2022
Das, A.	Fair & Lovely is now Glow & Lovely: Two Sides of the Colorism Coin	IIMK/WPS/489/HLA/2022/02	2022



AUTHOR(S)	TITLE	DETAILS	YEAR
Narayan, S., Barui, S. & Suresh, S.	Glocal Regulatory Business Compliance on Data Protection Law: Comparative Analysis / Note on Global and Indian Law	IIMK/WPS/485/HLA/2022/01	2022
Nair, S. R., Jayanth, R. S. S. & Deva Prasad, M.	India's Contract Farming Act – A Critical Assessment	IIMK/WPS/490/ECO/2022/02	2022

Deva Prasad, M. & Ansari, S. (2022) Evaluating the Pragmatism of TRIPS Waiver Proposal: An Analysis from Legal and Policy Perspective, *IIMK/WPS/502/OB&HR/2022/01*

Das, A. (2022) Fair & Lovely is now Glow & Lovely: Two Sides of the Colorism Coin, *IIMK/WPS/489/HLA/2022/02*

Narayan, S., Barui, S. & Suresh, S. (2022) Glocal Regulatory Business Compliance on Data Protection Law: Comparative Analysis / Note on Global and Indian Law, *IIMK/WPS/485/HLA/2022/03*

Nair, S. R., Jayanth, R. S. S. & Deva Prasad, M. (2022) India's Contract Farming Act – A Critical Assessment, *IIMK/WPS/490/ECO/2022/02*

INFORMATION SYSTEMS

REFEREED JOURNAL PUBLICATIONS

AUTHOR(S)	TITLE	JOURNAL	YEAR
Trevor Watkins, Satish Krishnan & Christopher M Barnes	A sleep and self-control model of cyber incivility at work	<i>Sleep Health</i>	2021
Supunmali Ahangama & Satish Krishnan	Are E-Participation Initiatives Related to Quality of Life of Nations Dependent on Cultural Dimensions? A Country-Level Empirical Investigation	<i>e-Service Journal</i>	2021
Anupriya Khan & Satish Krishnan	Citizen engagement in co-creation of e-government services: a process theory view from a meta-synthesis approach	<i>Internet Research</i>	2021
Anupriya Khan, Satish Krishnan & Amandeep Dhir	Electronic government and corruption: Systematic literature review, framework, and agenda for future research	<i>Technological Forecasting and Social Change</i>	2021
Ben Krishna & Sebastian M. P.	Examining the relationship between e-government development, nation's cyber-security commitment, business usage and economic prosperity: a cross-country analysis	<i>Information and Computer Security</i>	2021
Vidushi Pandey, Sumeet Gupta & Hee-Woong Kim	Exploring the Role of Technology Affordance and Social Capital in Promoting Citizen's Political Participation on Social Media	<i>Pacific Asia Journal of the Association for Information Systems</i>	2021
Jithesh Arayankalam, Anupriya Khan & Satish Krishnan	How To Deal With Corruption? Examining The Roles Of E-Government Maturity, Government Administrative Effectiveness, And Virtual Social Networks Diffusion	<i>International Journal of Information Management</i>	2021
Michael Schaerer, Trevor Foulk, Christilene du Plessis, Min Hsuan Tu & Satish Krishnan	Just Because You're Powerless Doesn't Mean They Aren't Out To Get You: Low Power, Paranoia, And Aggression	<i>Organizational Behavior and Human Decision Processes</i>	2021
Anupriya Khan & Satish Krishnan	Moderating Effects Of Business-Systems Corruption On Corruption In Basic National Institutions And Electronic Government Maturity: Insights From A Dynamic Panel Data Analysis	<i>International Journal of Information Management</i>	2021
Sushant Kumar, Shalini Talwar, Satish Krishnan, Puneet Kaur & Amandeep Dhir	Purchasing Natural Personal Care Products In The Era Of Fake News? The Moderation Effect Of Brand Trust	<i>Journal of Retailing and Consumer Services</i>	2021
Jithesh Arayankalam & Satish Krishnan	Relating Foreign Disinformation Through Social Media, Domestic Online Media Fractionalization, Government's Control Over Cyberspace, And Social Media-Induced Offline Violence: Insights From The Agenda-Building Theoretical Perspective	<i>Technological Forecasting and Social Change</i>	2021



AUTHOR(S)	TITLE	JOURNAL	YEAR
Anindita Paul, T N Krishnan & Hugh Scullion	Talent and Career Issues of female executives in the Indian IT industry	<i>The Indian Journal of Industrial Relations</i>	2021
Parvathi Jayaprakash & Radhakrishna Pillai R	The Role Of ICT And Effect Of National Culture On Economic Growth	<i>Information Technology for Development</i>	2021
Parvathi Jayaprakash & Radhakrishna Pillai R	The Role of ICT and Effect of National Culture on Human Development	<i>Journal of Global Information Technology Management</i>	2021
Krishnadas Nanath & Radhakrishna Pillai R	Towards a framework for sustaining Green IT initiatives: an empirical investigation	<i>Information Technology and Management</i>	2021
Ram Kumar Dhurkari, Anjan Kumar Swain & Sanjeeb Kumar Patjoshi	Vehicle Routing and Capacity Planning: A Three-Phase Algorithm	<i>Journal of Information & Optimization Sciences</i>	2021
Klodiana Lanaj, Remy E Jennings, Susan J Ashford & Satish Krishnan	When Leader Self-Care Begets Other Care: Leader Role Self-Compassion and Helping at Work	<i>Journal of Applied Psychology</i>	2021

Watkins, T., **Krishnan, S.** & Barnes, C. M. (2021) A sleep and self-control model of cyber incivility at work, *Sleep Health*, Volume 7, Issue 4, Pages 468-473

Ahangama, S. & **Krishnan, S.** (2021) Are E-Participation Initiatives Related to Quality of Life of Nations Dependent on Cultural Dimensions? A Country-Level Empirical Investigation, *e-Service Journal*, Volume 12, Issue 3, Pages 1-42

Khan, A. & **Krishnan, S.** (2021) Citizen engagement in co-creation of e-government services: a process theory view from a meta-synthesis approach, *Internet Research*, Volume 31, Issue 4, Pages 1318-1375

Khan, A., Krishnan, S. & Dhir, A. (2021) Electronic government and corruption: Systematic literature review, framework, and agenda for future research, *Technological Forecasting and Social Change*, Volume 167

Krishna, B. & Sebastian, M. P. (2021) Examining the relationship between e-government development, nation's cyber-security commitment, business usage and economic prosperity: a cross-country analysis, *Information and Computer Security*, Volume 29, Issue 5, Pages 737-760

Pandey, V., Gupta, S. & Kim, H. W. (2021) Exploring the Role of Technology Affordance and Social Capital in Promoting Citizen's Political Participation on Social Media, *Pacific Asia Journal of the Association for Information Systems*, Volume 13, Issue 4

Arayankalam, J., Khan, A. & Krishnan, S. (2021) How To Deal With Corruption? Examining The Roles Of E-Government Maturity, Government Administrative Effectiveness, And Virtual Social Networks Diffusion, *International Journal of Information Management*, Volume 58

Schaerer, M., Foulk, T. Plessis, C. D., Tu, M. H. & **Krishnan, S.** (2021) Just Because You're Powerless Doesn't Mean They Aren't Out To Get You: Low Power, Paranoia, And Aggression, *Organizational Behavior and Human Decision Processes*, Volume 165, Pages 1-20

Khan, A. & Krishnan, S. (2021) Moderating Effects Of Business-Systems Corruption On Corruption In Basic National Institutions And Electronic Government Maturity: Insights From A Dynamic Panel Data Analysis, *International Journal of Information Management*, Volume 59, Published online

Kumar, S., Talwar, S., **Krishnan, S.,** Kaur, P. & Dhir, A. (2021) Purchasing Natural Personal Care Products In The Era Of Fake News? The Moderation Effect Of Brand Trust, *Journal of Retailing and Consumer Services*, Volume 63, Published online

Arayankalam, J. & Krishnan, S. (2021) Relating Foreign Disinformation Through Social Media, Domestic Online



Media Fractionalization, Government’s Control Over Cyberspace, And Social Media-Induced Offline Violence: Insights From The Agenda-Building Theoretical Perspective, *Technological Forecasting and Social Change*, Volume 166

Paul, A., Krishnan, T. N. & Scullion, H. (2021) Talent and Career Issues of female executives in the Indian IT industry, *The Indian Journal of Industrial Relations*, Volume 56, Issue 4, Pages 551-567

Jayaprakash, P. & Pillai, R. R. (2021) The role of ICT and effect of national culture on economic growth, *Information Technology for Development*, Published online

Jayaprakash, P. & **Pillai, R. R.** (2021) The Role of ICT and Effect of National Culture on Human Development, *Journal of Global Information Technology Management*, Volume 24, Issue 3, Pages 183-207

Nanath, K. & **Pillai, R. R.** (2021) Towards a framework for sustaining Green IT initiatives: an empirical investigation, *Information Technology and Management*, Volume 22, Pages 193–206

Dhurkari, R. K., **Swain, A. K.** & Patjoshi, S. K. (2021) Vehicle Routing and Capacity Planning: A Three-Phase Algorithm, *Journal of Information & Optimization Sciences*, Volume 42, Issue 8, Pages 1923–1942

Lanaj, K., Jennings, R. E., Ashford, S. J. & **Krishnan, S.** (2021) When Leader Self-Care Begets Other Care: Leader Role Self-Compassion and Helping at Work, *Journal of Applied Psychology*, Published online

FORTHCOMING REFEREED JOURNAL ARTICLES

AUTHOR(S)	TITLE	DETAILS
Sebastian, M. P.	A study on password strength estimators and recommendations	<i>Academic Journal of International Economics and Management Research</i>

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Pandey, V.	Ethical Issues Surrounding AI Applications	<i>Artificial Intelligence and Machine Learning in Business Management, Pages: 223-236, CRC PRESS (Taylor & Francis)</i>	2021	Book Chapters

CONFERENCE PAPERS, PRESENTED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Pandey, V.	A Conceptual Framework to understand Customers’ Multi-Homing Behaviour in Mobile Payment was reviewed through a blind-review process	<i>ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur</i>	2021
Swain, A. K.	A Prescriptive Study of COVID-19 Situation in India	<i>ICMIS-21-International Conference on Management and Information Systems</i>	2021
Pandey, V.	An Investigation of Global & Local Brand Positioning In Consumers Electronic Word of Mouth (E-WOM)	<i>ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur</i>	2021
Pillai, R. R.	Are Holism, Harmony & Happiness Being Renewed Through Ancient Rajayoga ?	SUSCON 2021: 8th Annual International Conference on Sustainability	2021
Ramprasath, L. & Abdulla, M. S.	BBECT: Bandit Based Ethical Clinical Trials	<i>2021 Winter Simulation Conference</i>	2021
Vasist, P. N. & Pillai, R. R.	Digital Asceticism: The power of mindfulness and emotions in regulating Nomophobia	<i>Globalizing Indian Thought (GIT 2021)</i>	2021
Pal, A.	For better or for worse? A framework for critical analysis of ict4d for women	<i>IFIP: Virtual Conference on Implications of Information and Digital Technologies for Development</i>	2021
Pillai, R. R.	Globalizing the Practice of Swadharma: A Spiritual Perspective	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Pandey, V.	Impact of Gamification on Autonomous and Controlled Motivations of Mobile Payment App Users	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Pandey, V.	Indian Approach to maintaining the circular economy for e-waste disposal– Selection of disposal mechanism for smartphones waste in India	<i>2nd International Conclave on Globalizing Indian Thoughts</i>	2021



AUTHOR(S)	TITLE	DETAILS	YEAR
Pal, A.	Interpreting Human Values for Information and Communication Technology: Evidence from Three Cases in India	2nd International Conclave on Globalizing Indian Thoughts	2021
Vasist, P. N. & Pillai, R. R.	Is Nomophobia an early indicator of developing Problematic Smartphone Use?	Australasian Conference on Information Systems 2021 (ACIS 2021)	2021
Sebastian, M. P.	Letmein- A study on password strength estimators and recommendations	International Academic Conference Management, Economics, Business and Marketing	2021
Pillai, R. R.	Simple Solutions for Complex Problems – Developing the Right Mental Model Based on the Godly Wisdom	2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December	2021
K, Labeeba & Paul, A.	Social Media and Information Seeking: A Qualitative Study of Female Instapreneurs' Information Seeking Behaviour	8th Pan IIM World Management Conference, 16-18 December	2021
Swain, A. K.	Study of the Obsessive Behaviour with the use of Self-Monitoring Devices	ICMIS-21-International Conference on Management and Information Systems	2021
Paul, A., Yadamsuren, B. & Thompson, K.M.	Using Factors for Digital Inclusion to Assess Changes in Digital Use Behavior During COVID Times	8th Pan IIM World Management Conference, 16-18 December	2021
Vasist, P. N. & Pillai, R. R.	Can the practice of mindfulness prevent smartphone addiction?	International Research Conference on Mindfulness 2022 (IRCM 2022)	2022
Swain, A. K.	Deep Neural Network Based Black- Scholes- Merton Option Pricing	19th AIMS International Conference on Management	2022
Pal, A.	Do Food Delivery Platforms promote Sustainable Development? Comparative Evidence from the Delivery Workers of Developing Countries	Paper Development Workshop - Digitally Enabled Sharing Economy Model at the Base of the Pyramid (DESEM)	2022
Pandey, V.	Impact Of Hedonic Features In Driving Usage Of Utilitarian Applications: An Exploration In Context Of E-Banking Applications	Seventh Biennial Conference of the Indian Academy of Management (INDAM 2022), IIM Rohtak	2022
Swain, A. K.	Self-tracking Devices Leads To Obsessive Compulsive Disorder	19th AIMS International Conference on Management	2022

CASE STUDIES/ PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Sreejith, A. & Deva Prasad, M.	Metaverse Gaming Companies: Emerging Concerns under ESG Investing	IIMK/CS/148/ITS/2022/01	2022

Sreejith, A. & Deva Prasad, M. (2022) Metaverse Gaming Companies: Emerging Concerns under ESG Investing, IIMK/CS/148/ITS/2022/01

NON- REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Pal, A.	Future of Mobile Payment Technologies	Outlook Money	2021	Non Refereed

WORKING PAPERS

AUTHOR(S)	TITLE	DETAILS (PAPER ID/ JOURNAL)	YEAR
Chandran, L. T. V. & Abdulla, M. S.	1+ Click buy options for Digital Ads suited to Consumer-facing Micro- and Small Businesses in India	IIMK/WPS/465/ITS/2021/06	2021
Abdulla, M. S.	ALS-ORAN 5G: Adapting to Lowpower-WAN & Satellite - Open Radio Access Network in 5G	IIMK/WPS/476/ITS/2021/10	2021
Chandran, L. T. V. & Abdulla, M. S.	MPVIDS-SVB: Mobile Phone Virtual ID system based on smartphone volunteers' Blockchain	IIMK/WPS/466/ITS/2021/07	2021



AUTHOR(S)	TITLE	DETAILS (PAPER ID/ JOURNAL)	YEAR
Ramprasath, L. & Abdulla, M. S.	Patients-at-Risk (PaR): A new performance measure for response-adaptive trials	<i>IIMK/WPS/468/FIN/2021/08</i>	2021
	SAHEB: Securing the Access to Hardware for an Exam Browser	<i>IIMK/WPS/472/ITS/2021/09</i>	2021
Abdulla, M. S.	Video and Audio Streaming Over Bluetooth in order to maintain quiet zones	<i>IIMK/WPS/469/ITS/2021/08</i>	2021
	A survey of Low-Code/No-Code software development tools with an application	<i>IIMK/WPS/524/ITS/2022/08</i>	2022
Abdulla, M. S.	Games with strategic decision making: Poker algorithms and an application to Tic-tac-toe with accelerating modifications	<i>IIMK/WPS/536/ITS/2022/07</i>	2022
Desai, A. Joshi, S. & Pal, A.	Mobile Payment as an Enabler of Sharing Economy: Evidence from Rural Microentrepreneurs	<i>IIMK/WPS/495/ITS/2022/04</i>	2022
	Sharing Economy and Sustainable Development: Evidence from Food Delivery Apps	<i>IIMK/WPS/492/ITS/2022/01</i>	2022
Pal, A.	Technology and Inequality across Three Eras: An Investigation of the Green Revolution, Yellow Revolution, and the Mobile Payments Evolution	<i>IIMK/WPS/493/ITS/2022/02</i>	2022
	Technology for a Better World: Evidence from Three ICTs in India	<i>IIMK/WPS/494/ITS/2022/03</i>	2022
Paul, A., Yadamsuren, B. & Thompson, K.M.	Using Factors for Digital Inclusion to Assess Changes in Digital Use Behavior During Covid-19	<i>IIMK/WPS/516/ITS/2022/05</i>	2022

Chandran, L. T. V. & **Abdulla, M. S.** (2021) 1+ Click buy options for Digital Ads suited to Consumer-facing Micro- and Small Businesses in India, *IIMK/WPS/465/ITS/2021/06*

Abdulla, M. S. (2021) ALS-ORAN 5G: Adapting to Lowpower-WAN & Satellite - Open Radio Access Network in 5G, *IIMK/WPS/476/ITS/2021/10*

Chandran, L. T. V. & **Abdulla, M. S.** (2021) MPVIDS-SVB: Mobile Phone Virtual ID system based on smartphone volunteers' Blockchain, *IIMK/WPS/466/ITS/2021/07*

Ramprasath, L. & Abdulla, M. S. (2021) Patients-at-Risk (PaR): A new performance measure for response-adaptive trials, *IIMK/WPS/468/FIN/2021/08*

Abdulla, M. S. (2021) SAHEB: Securing the Access to Hardware for an Exam Browser, *IIMK/WPS/472/ITS/2021/09*

Abdulla, M. S. (2021) Video and Audio Streaming Over Bluetooth in order to maintain quiet zones, *IIMK/WPS/469/ITS/2021/08*

Abdulla, M. S. (2022) A survey of Low-Code/No-Code software development tools with an application, *IIMK/WPS/524/ITS/2022/08*

Abdulla, M. S. (2022) Games with strategic decision making: Poker algorithms and an application to Tic-tac-toe with accelerating modifications, *IIMK/WPS/536/ITS/2022/07*

Desai, A. Joshi, S. & **Pal, A.** (2022) Mobile Payment as an Enabler of Sharing Economy: Evidence from Rural Microentrepreneurs, *IIMK/WPS/495/ITS/2022/04*

Pal, A. (2022) Sharing Economy and Sustainable Development: Evidence from Food Delivery Apps, *IIMK/WPS/492/ITS/2022/01*

Pal, A. (2022) Technology and Inequality across Three Eras: An Investigation of the Green Revolution, Yellow Revolution, and the Mobile Payments Evolution, *IIMK/WPS/493/ITS/2022/02*

Pal, A. (2022) Technology for a Better World: Evidence from Three ICTs in India, *IIMK/WPS/494/ITS/2022/03*

Paul, A., Yadamsuren, B. & Thompson, K.M. (2022) Using Factors for Digital Inclusion to Assess Changes in Digital Use Behavior During Covid-19, *IIMK/WPS/516/ITS/2022/05*



SESSION CHAIR/ TRACK CHAIR

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Pandey, V.	Business Analytics and Big Data	<i>ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur, 27 Dec – 30 Dec</i>	2021	Session Chair
	Reviews in Information Systems Research	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021	Session Chair
	India for all	2nd International Conclave on Globalizing Indian Thoughts, 16 Dec – 18 Dec	2021	Track Chair
	India's Diverse Knowledge System	<i>2nd International Conclave on Globalizing Indian Thoughts, 16 Dec – 18 Dec</i>	2021	Track Chair

MEMBERSHIP OF EDITORIAL / REVIEW BOARD / ADHOC REVIEW

NAME	TITLE	DESIGNATION
Vidushi Pandey	Asia Pacific Journal of Information Systems	Associate Editor

MARKETING MANAGEMENT

REFEREED JOURNAL PUBLICATIONS

AUTHOR(S)	TITLE	JOURNAL	YEAR
Viswanathan Venkateswaran, Deepak S. Kumar & Deepak Gupta	'To Trust or Not': Impact of camouflage strategies on trust in the sharing economy	Journal of Business Research	2021
Keyoor Purani & Krishnan Jeesh	Community Based Brand Equity As Brand Culture: Advancing Brand Equity Conceptualization For A Connected World	<i>Academy Of Marketing Science Review</i>	2021
Ranjitha G P, Anandakuttan B Unnithan & Russell W. Belk	Consumption To Compensate For The Feeling Of 'Loss Of Ownership Of Self" Women'S Journey Through The Liminal Transitions Of Marriage	<i>International Journal of Consumer Studies</i>	2021
Priya Premi, Joffi Thomas, & Keyoor Purani	Conversational Agent Design and Consumer Decision Journey: Research Synthesis; Direction	<i>Advances in Consumer Research</i>	2021
Ramesh Darbha, Abhilash Ponnampal, Rik Paul & S. Sreejesh	Discerning The Antecedents Determining Empowerment Of Life Insurance Agents: An Empirical Examination	<i>Journal of Financial Services Marketing</i>	2021
Sreejesh S, Yogesh K Dwivedi & Tathagata Ghosh	How Does A Brand's Psychological Distance In An Advergame Influence Brand Memory Of The Consumers?	<i>Journal of Consumer Behaviour</i>	2021
Deva Rangarajan, Vishag Badrinarayanan, Aditi Sharma, Rakesh Kumar Singh & Sridhar Guda	Left To Their Own Devices? Antecedents And Contingent Effects Of Workplace Anxiety In The WFH Selling Environment	<i>Journal of Business & Industrial Marketing</i>	2022
Sreejesh S, Justin Paul & Anandakuttan B Unnithan	Resolving Complaints Online: Development And Validation Of Customers' Perceived Webcare Scale	<i>Journal of Strategic Marketing</i>	2020
Aravind Reghunathan & Josh Joseph	Winning the loyalty cup: impact of symbol-related brand elements on brand loyalty of sports clubs	<i>International Journal of Sport Management and Marketing</i>	2021
S. Sreejesh, Juhi Gahlot Sarkar & Abhigyan Sarkar	Digital healthcare retail: role of presence in creating patients' experience	<i>International Journal of Retail & Distribution Management</i>	2021
Shubhomoy Banerjee & S. Sreejesh	Examining the role of customers' intrinsic motivation on continued usage of mobile banking: a relational approach	<i>International Journal of Bank Marketing</i>	2021
Rahul Ramachandran, Subin Sudhir & Anandakuttan B Unnithan	Exploring the relationship between emotionality and product start ratings in online reviews	<i>IIMB Management Review</i>	2021
Mahuya Adhikary & Atanu Adhikary	Hygiene orientation: transformation of the hospitality business post covid-19 and a case study from an emerging economy	<i>IOSR Journal of Business and Management</i>	2021



AUTHOR(S)	TITLE	JOURNAL	YEAR
Juhi G. Sarkar, S. Sreejesh , Abhigyan Sarkar & Yogesh K. Dwivedi	Impact of self-brand connection on willingness to pay premium: Relevant mediators and moderators	<i>Psychology and Marketing</i>	2021
S.Sreejesh , Tathagata Ghosh & Yogesh K.Dwivedi	Moving Beyond The Content: The Role Of Contextual Cues In The Effectiveness Of Gamification Of Advertising	<i>Journal of Business Research</i>	2021
Neeru Malhotra, Sunil Sahadev, P. S. H. Leeflang & Keyoor Purani	New Insights into e-Loyalty of Internet Banking Users in an Emerging Market Context: A Multilevel Analysis	<i>Information Systems Frontiers</i>	2021
C. Manu, S.Sreejesh & Justin Paul	Tell us your concern, and we shall together address! Role of service booking channels and brand equity on post-failure outcomes	<i>International Journal of Hospitality Management</i>	2021
Burhanudin Burhanudin & Anandakuttan B Unnithan	The determinants of eco-friendly tourist behaviour: perspectives from Indian and Indonesian tourists travelling abroad	<i>Anatolia: An International Journal of Tourism and Hospitality Research</i>	2022
Vishwanathan V, Deepak S Kumar & Deepak Gupta	To Trust or Not: Impact of Camouflage Strategies on Organizational Trustworthiness	<i>Journal of Business Research</i>	2021
Sangeetha Gunasekar, Deepak S Kumar , Keyoor Purani , Sooriya Sudhakar, Saurabh Kumar Dixit & Dileep Menon	Understanding service quality attributes that drive user ratings: A text mining approach	<i>Journal of Vacation Marketing</i>	2021
Krishnan Jeesha & Keyoor Purani	Webcare as a signal: exhaustive-selective webcare strategy and brand evaluation	<i>European Journal of Marketing</i>	2021
V. U. Vinitha, Deepak S. Kumar & Keyoor Purani	Biomorphic visual identity of a brand and its effects: a holistic perspective	<i>Journal of Brand Management</i>	2021

Vishwanathan, V., **Kumar, D. S.** & Gupta, D. (2021) 'To Trust or Not': Impact of camouflage strategies on trust in the sharing economy, *Journal of Business Research, Elsevier*, Volume 136, Issue C, Pages 110-126

Purani, K. & Jeesha, K. (2021) Community Based Brand Equity As Brand Culture: Advancing Brand Equity Conceptualization For A Connected World *Academy Of Marketing Science Review*, Published online

Ranjitha, G. P., **Unnithan, A. B.** & Belk, R. W. (2021) Consumption To Compensate For The Feeling Of 'Loss Of Ownership Of Self" Women's Journey Through The Liminal Transitions Of Marriage, *International Journal of Consumer Studies*, Pages 1-23, Published online

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Gunasekar, S., **Kumar, D.S.**, **Purani, K.**, Sudhakar, S., Dixit, S.K. & Menon, D. (2021) Understanding service quality attributes that drive user ratings: A text mining approach, *Journal of Vacation Marketing*, Volume 27, Issue 4, Pages 400-419

Jeesha, K. & **Purani, K.** (2021) Webcare as a signal: exhaustive-selective webcare strategy and brand evaluation, *European Journal of Marketing*, Volume 55, Issue 7, Pages 1930-1953

Vinitha, V. U., **Kumar, D. S.** & **Purani, K.** (2021) Biomorphic visual identity of a brand and its effects: a holistic perspective, *Journal of Brand Management*, Volume 28, Pages 272-290

FORTHCOMING REFEREED JOURNAL ARTICLES

AUTHOR(S)	TITLE	JOURNAL
Sreejesh, S.	Developing responsible consumption behaviours through social media platforms: sustainable brand practices as message cues	<i>Information Technology & People</i>
Sridhar, G.	Enjoy Your Favourite Book as a Movie	<i>IIM Kozhikode Society & Management Review: SAGE Journals</i>
Nair, U. K., Kumar, D. S. & Purani, K.	How well designed is your servicescape?	<i>Marketing Intelligence & Planning</i>
Sharma, P., Sivakumaran, B. & Geetha, M.	Using Schmid-Leiman solution with higher-order constructs in marketing research	<i>Marketing Intelligence & Planning</i>



AUTHOR(S)	TITLE	JOURNAL
V. U. Vinita, Deepak S. Kumar & Keyoor Purani	Biomorphic visual identity of a brand and its effects: a holistic perspective	<i>Journal of Brand Management</i>

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Thomas, J.	Sustainability Concerns, Digitalization and Globalization: Impact on Marketing Thought and Practice	<i>Coporate Social Responsibility and Sustainable Development, Routledge</i>	2021	Book Chapters
Sreejesh, S.		<i>Ethical Approaches to Marketing, De Gruyter Oldenbourg</i>	2021	Book Chapters
Belch, G. E., Belch, M. A. & Purani, K.	Advertising and Promotion: An Integrated Marketing Communications Perspective	<i>McGraw Hill</i>	2021	Books
Krishnan, O.	Emerging Work Trends in Urban India: COVID-19 and Beyond	<i>Taylor & Francis</i>	2021	Books
Thomas, J. & Tiwari, D.	Driving Innovations, Leveraging Technology in Indian Business Ecosystem	Universities Press (India) Private Limited	2021	Book Chapters
Thomas, J.	Shifting Orbits: Decoding the Trajectory of the Indian Start-up Ecosystem	<i>Universities Press (India) Private Limited</i>	2021	Books

CONFERENCE PAPERS, PRESENTED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Geetha, M.	A Theoretical Framework on Conceptualization of Autonomy in Personalization through Ring Theory of Personhood	<i>SCP 2022</i>	2022
Narayanan, P.	An Affective Route to Product Evaluation under Ordered Presentation of Product Information	<i>Academy of Marketing Science Annual Conference</i>	2021
Praveen, S.	An Ethnography on a Tribal Organization	<i>ICMC 2022, MICA</i>	2022
Praveen, S.	An Initiative towards National Branding by Remarketing Sustainable Potentiality of the Unnoticed Producers and Craftsmen in India	<i>ICIM 2022, Rajagiri</i>	2022
Praveen, S.	Appropriating profits	<i>7th International Conference On Inclusive Businesses in Developing Economies 2021: International Conference jointly organized by IMI Bhubaneswar and EGADE Business School</i>	2021
Praveen, S.	Bathery Cooperative Society: A Tribal Organization for Satisficing the Tribal Community in Wayanad	<i>POMS India International Conference 2021</i>	2021
Adhikari, A. & Lall, S.	Blinkit - Groffer's instant commerce with 10 minute delivery	<i>3rd International case conference</i>	2022
Suresh, S. & Geetha, M.	Can Yoga Practice help in adoption in Minimalistic Lifestyle? - An overview	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Stephen, G.	Consequences of Consumer Attitude Toward Cause-related Marketing	<i>IRTM</i>	2022
Purani, K.	Conversational Agent Design And Consumer Decision Journey: Research Issues	<i>Association of Consumer Research Conference 2021</i>	2021
Geetha, M.	Decoding the Customer Experience for Omnichannel Retailing - Study on Lenskart	<i>19th AIMS & 4th Jaipuria International Conference on Management</i>	2022
Geetha, M.	Did Covid 19 Pandemic Induce Consumer Minimalism?	<i>Micas 8th International Communication Management Conference</i>	2022
Praveen, S.	Digital Marketing (A means to satisfy the customer needs)	<i>Virtual International Conference on Advances in Business Management and Sustainable Development (ICABMS 2022), NMIMS</i>	2022



AUTHOR(S)	TITLE	DETAILS	YEAR
Geetha, M.	Effect of packaging on consumer behavior towards smoking	<i>ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur</i>	2021
Praveen, S.	Exploring Incongruence Frame for Online Reviews	<i>ACR 2022</i>	2021
Geetha, M.	Green Consumption Behaviour with the moderating effect of emotional Intelligence	<i>1st International Conference on Management of MSMEs</i>	2022
Geetha, M.	Impact of Emotional Intelligence and Personality Traits on Motivation While Working from Home: The Mediating Effect	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Sridhar, G.	Influence of Jilting on Sales Performance: A Conservation of Resource Theory Approach	<i>15th Nasmei International Marketing Conference 2021</i>	2021
Sridhar, G.	Influence of Self-Enhancement Bias on Intention to sell after sales loss/ failure:	<i>AMA Winter Conference 2022</i>	2022
Sridhar, G.	Last Mile Distribution: A Developmental Orientation	<i>Rural Management Conference</i>	2021
Purani, K.	Madhyaan Television Network: Getting Ready To Go On Air	<i>NACRA Annual Meeting</i>	2021
Noushad, P. K. & Sreejesh, S.	Media Selection in Communicating CSR Activities: A Systematic Review of Literature	<i>7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January</i>	2022
Geetha, M.	Mindfulness and Consumption control	<i>1 International Conference on Mindfulness</i>	2022
Geetha, M. & Suresh, S.	Plant-based meat: A sustainable way to future - An Overview	<i>GIT 2021</i>	2021
Adhikari, A. & Lall, S.	Rangсутra - Enriching women through cooperative business model	<i>AIMA 2nd Case writing competition and conference</i>	2022
Narayanan, P.	Re(de)fining Dual-Process Models of Information Processing using Affective-Cognitive and Conscious-Unconscious Dimensions	<i>Academy of Marketing Science Annual Conference</i>	2021
Sridhar, G.	Role of Customer Salesperson Value Cocreation in Enhancing SWB of the Salesperson	<i>Fore International Marketing Conference 2021</i>	2021
Adhikari, A. & Adhikary, M.	Service Distribution Channels in Emerging Rural Markets – Review and Propositions	<i>AIB South Asia Conference 2022</i>	2022
Narayanan, P.	Smaller Becomes Cheaper? Visually De-Emphasizing Brand Information Reduces Consumers’ Willingness to Pay	<i>NASMEI Great Lakes Annual Conference</i>	2021
Narayanan, P.	Social Distance and Physical Distancing: Understanding Psychological Drivers of (Limited) Adherence to Pandemic Preventive Measures	<i>AMA Winter Academic Conference</i>	2022
Geetha, M.	Socially Responsible Marketing - Can zero waste store lead the way?	<i>ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur</i>	2021
Thomas, J. & Joseph, J.	Sustainability Concerns, Digitalization and Globalization: Impact on Marketing Thought and Practice	<i>ICSSR Sponsored Webinar on Human Behaviour and Environmental Sustainability</i>	2021
Banerjee, P.	The Influence of Dialectical Reasoning on Amazon Product Reviews	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Narayanan, P.	The Psychology of Distancing: Understanding Psychological Drivers of Social Distancing Behaviors	<i>NASMEI Great Lakes Annual Conference</i>	2021
Narayanan, P.	The Psychology of Distancing: Understanding Psychological Drivers of Social Distancing during the Pandemic	<i>Society for Consumer Psychology Annual Conference</i>	2022
Krishnan, O.	What’s in a Name? Mapping the Nomenclature of Indian Unicorns	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Stephen, G.	Will shopping return to normal? An exploratory study on factors influencing consumer return to in-store shopping post-COVID	<i>AM2021</i>	2021

CASE STUDIES/ PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Praveen, S. & Kumar, D. S.	“Dig your ‘sales’ in”: An Entrepreneur’s Dilemma	<i>IIMK/CS/159/MM/2022/08</i>	2022



Joseph, J.	Aditya - The Solar Shop: Social Entrepreneurship at the Crossroads	<i>Ivey Publishing</i>	2021
Adhikari, A. & Lall, S.	Blinkit - Grocer's instant commerce with 10 minute delivery	<i>IIMK/CS/162/MM/2022/09</i>	2022
Praveen, S.	Cattle insurance using AI-ML	<i>IIMK/CS/163/MM/2022/10</i>	2022
Adhikari, A.	Honda Motors CB 350 – Stretching Product Line To Premium	<i>IIMK/CS/150/MM/2022/04</i>	2022
Adhikari, A. & Adhikary, M.	Keya Seth - An Entrepreneur for whom Impossible is nothing	<i>The Case Centre</i>	2021
Adhikari, A.	Lenskart – Providing 'Vision to India'	<i>IIMK/CS/164/MM/2022/11</i>	2021
Purani, K., Premi, P. & Thomas, J.	Maledia Broadcasting: Getting Ready To Go On Air	<i>IIMK/CS/144/MM/2022/01</i>	2022
Adhikari, A.	Missing Responses in Chic-Chicken Survey	<i>The Case Centre</i>	2022
Adhikari, A.	Neon Refrigeration - estimating market share before new product launch	<i>The Case Centre</i>	2022
Praveen, S.	Okinawa Electric Scooter	<i>IIMK/CS/145/MM/2022/02</i>	2022
Adhikari, A.	Ola Scooter - The first mass market electric vehicle	<i>IIMK/CS/151/MM/2022/05</i>	2022
Adhikari, A. & Lall, S.	ONganic Foods -Organic farming to Improve customer life	<i>The Case Centre</i>	2022
Adhikari, A. & Lall, S.	Rangсутra - Enriching women through cooperative business model	<i>The Case Centre</i>	2022
Adhikari, A.	Ridge Tyre company - New tyre launch in replacement market	<i>The Case Centre</i>	2022
Adhikari, A.	Silicon Standard - Near Field Communication Strategy	<i>The Case Centre</i>	2021
Adhikari, A. & Lall, S.	SoaPen - A New Product Development for Social Good	<i>The Case Centre</i>	2021
Praveen, S.	Strategizing One District One Product program	<i>IIMK/CS/146/MM/2022/03</i>	2022
Adhikari, A. & Adhikary, M.	Tata Motors - Electric Car	<i>The Case Centre</i>	2022
Praveen, S.	The old man and the shop	<i>IIMK/CS/153/MM/2022/06</i>	2022
Adhikari, A.	The Raymond's Shop Mini - Bringing Brand to Smaller Towns	<i>The Case Centre</i>	2022
Kumar, D. S. & Praveen, S.	Well-Mark Electricals Trading L.L.C. – Which road (to be taken)?	<i>IIMK/CS/158/MM/2022/07</i>	2022

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NON- REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Adhikari, A.	Blinkit – Grofers’ Pivot to Quick-Commerce via ‘10-minute Delivery’	<i>Earl V. Snyder Innovation Management Center at Syracuse University</i>	2022	Non Refereed
Narayanan, P.	The Customer Unmasked: What the Indian shopper will buy when the pandemic is over and out	<i>The Economic Times</i>	2022	Non Refereed
Joseph, J.	Times are changin’: But will ‘Men will be Men’ change?	<i>The Economic Times</i>	2021	Non Refereed

WORKING PAPERS

AUTHOR(S)	TITLE	DETAILS (PAPER ID/ JOURNAL)	YEAR
Geetha, M. & Suresh, S.	An exploratory study on Alternate Protein	<i>IIMK/WPS/521/MM/2022/03</i>	2022
Banerjee, P.	Attribute Rating and Choice Deferral	<i>IIMK/WPS/507/MM/2022/01</i>	2022
Banerjee, P.	Attribute Rating and its impact on Attraction and Compromise Effects	<i>IIMK/WPS/512/MM/2022/02</i>	2022
Nair, U. K., Kumar, D. S. & Purani, K.	Pre-Testing Servicescape Designs for Marketing Advantage	<i>IIMK/WPS/484/OB&HR/2021/11</i>	2021
Stephen, G.	Understanding consumers’ behavior towards sustainable consumption by using the SHIFT framework and Organismic Integration Theory (OIT)	<i>IIMK/WPS/526/MM/2022/04</i>	2022

Geetha, M. & Suresh, S. (2022) An exploratory study on Alternate Protein, *IIMK/WPS/521/MM/2022/03*

Banerjee, P. (2022) Attribute Rating and Choice Deferral, *IIMK/WPS/507/MM/2022/01*

Banerjee, P. (2022) Attribute Rating and its impact on Attraction and Compromise Effects, *IIMK/WPS/512/MM/2022/02*

Nair, U. K., Kumar, D. S. & Purani, K. (2021) Pre-Testing Servicescape Designs for Marketing Advantage, *IIMK/WPS/484/OB&HR/2021/11*

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MEMBERSHIP OF EDITORIAL / REVIEW BOARD / ADHOC REVIEW

NAME	TITLE	DESIGNATION
Kumar, D. S.	International Journal of Consumer Studies	<i>Adhoc Reviewer</i>
	The Service Industries Journal	<i>Adhoc Reviewer</i>
	International Journal of Contemporary Hospitality Management	<i>Adhoc Reviewer</i>



NAME	TITLE	DESIGNATION
Purani, K.	Journal of Business Research, Elsevier	Adhoc Reviewer
	Marketing Intelligence & Planning, Emerald	Adhoc Reviewer
	Journal of Research in Interactive Marketing, Emerald	Adhoc Reviewer
Narayanan, P.	Asian Journal of Management Cases, Sage	Adhoc Reviewer
	IIM Kozhikode Society and Management Review	Adhoc Reviewer
	International Journal of Consumer Studies	Adhoc Reviewer
	Journal of Indian Business Research	Adhoc Reviewer

ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES

REFEREED JOURNAL PUBLICATIONS

AUTHOR(S)	TITLE	JOURNAL	YEAR
Surya Prakash Pati & Manoranjan Dhal	Counterproductive Work Behavior by Drivers of Platform Based Cab Aggregators in India: A Human Rights Perspective	<i>Japan Labor Issues</i>	2021
Sapna Poti & Simy Joy	Digital Platforms For Connecting Actors In The Agtech Space: Insights On Platformdevelopment From Participatory Action Research On Kisanmitr	<i>Journal of Indian Business Research</i>	2021
Amitabh Anand, Florian Offergelt & Payal Anand	Knowledge hiding - a systematic review and research agenda	<i>Journal of Knowledge Management</i>	2021
Jana Žnidaršič, Sabina Bogilović, Matej Černe & Roopak Kumar Gupta	Leadership-Promoted Diversity Climate And Group Identification	<i>Leadership and Organization Development Journal</i>	2021
Nivedita Bhanja & Garima Saxena	Revisiting the Past to Understand the Current Debates on Service-Dominant Logic	<i>Services Marketing Quarterly</i>	2021
Latha Poonamallee & Simy Joy	Rousing Collective Compassion at Societal Level: Lessons from Newspaper Reports on Asian Tsunami in India	<i>IIM Kozhikode Society & Management Review</i>	2021
Anindita Paul, T N Krishnan & Hugh Scullion	Talent and Career Issues of female executives in the Indian IT industry	<i>The Indian Journal of Industrial Relations</i>	2021
Brittany A.Ernst, George C.Banks, Andrew C.Loignon, Katherine A.Frear, Courtney E.Williams, Luis M.Arciniega, Roopak K Gupta, Georg Kodydekh & Dilip Subramanian	Virtual charismatic leadership and signaling theory: A prospective meta-analysis in five countries	<i>The Leadership Quarterly</i>	2021
Simy Joy, Latha Poonamallee & Joanne Scillitoe	What to Be (or Not to Be): Understanding Legal Structure Choices of Social Enterprises from a Resource Dependence Perspective	<i>Journal of Social Entrepreneurship</i>	2021
Jatinder Kumar Jha & Prantika Ray	“They Care, We Share”: Perceived Fairness in Performance Appraisal Systems on Knowledge Sharing	<i>International Journal of Knowledge Management</i>	2022
Utkarsh & Roopak Kumar Gupta	Effects of confidence and social benefits on consumers’ extra-role and in-role behaviors: A social identity and social exchange perspective	<i>Journal of Retailing and Consumer Services</i>	2022
Surya Prakash Pati & Ram Kumar Kakani	Explaining High Performance Among Indian Administrative Service (IAS) Officers: A Job Demands-Resources Perspective	<i>Review of Public Personnel Administration online</i>	2022
Nivedita Bhanja & Ritu Mehta	It’s better with a shade of blue! Consumer evaluation of unisex extension of brands	<i>International Journal of Consumer Studies</i>	2022
Prakriti Soral, Surya Prakash Pati & Ram Kumar Kakani	Knowledge Hiding As A Coping Response To The Supervisors’ Dark Triad Of Personality: A Protection Motivation Theory Perspective	<i>Journal of Business Research</i>	2022



Pati, S. P. & Dhal, M. (2021) Counterproductive Work Behavior by Drivers of Platform Based Cab Aggregators in India: A Human Rights Perspective, *Japan Labor Issues*, Volume 5, Issue 32

Poti, S. & Joy, S. (2021) Digital Platforms For Connecting Actors In The Agtech Space: Insights On Platformdevelopment From Participatory Action Research On Kisanmitr, *Journal of Indian Business Research*, Volume 14, Issue 1, Pages 65-83

Anand, A., Offergelt, F. & Anand, P. (2021) Knowledge hiding - a systematic review and research agenda, *Journal of Knowledge Management*, Published online

Žnidaršič, J., Bogilović, S., Černe, M. & Gupta, R. K. (2021) Leadership-Promoted Diversity Climate And Group Identification, *Leadership and Organaization Development Journal*, Volume 42, Issue 7, Pages 1018-1036

Bhanja, N. & Saxena, G. (2021) Revisiting the Past to Understand the Current Debates on Service-Dominant Logic, *Services Marketing Quarterly*, Volume 43, Issue 2, Pages 240–255

Poonamallee, L. & Joy, S. (2021) Rousing Collective Compassion at Societal Level: Lessons from Newspaper Reports on Asian Tsunami in India, *IIM Kozhikode Society & Management Review*, Volume 11, Issue 1, Pages 25-46

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Ernst, B. A., Banks, G. C., Loignon, A. C. L., Frear, K. A., Williams, C. E., Arciniega, L. M., Gupta, R. K., Kodydekh, G. & Subramanian, D. (2021) Virtual charismatic leadership and signaling theory: A prospective meta-analysis in five countries, *The Leadership Quarterly*, Published online

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Soral, P., Pati, S. P. & Kakani, R. K. (2022) Knowledge Hiding As A Coping Response To The Supervisors’ Dark Triad Of Personality: A Protection Motivation Theory Perspective, *Journal of Business Research*, Volume 142, Pages 1077-1091

FORTHCOMING REFEREED JOURNAL ARTICLES

AUTHOR(S)	TITLE	JOURNAL
Nair, U. K., Kumar, D. S. & Purani, K.	How well designed is your servicescape?	<i>Marketing Intelligence & Planning</i>

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Rajeev, P. N. & Joy, S.	Being an Impact Champion: enacting CSC	<i>Sage</i>	2021	Books
Anand, P.	Mastering Behaviour Managing Self and Others	<i>SAGE</i>	2021	Books
Joy, S.	Shifting Orbits: decoding the trajectory of the Indian Start-up ecosystem Universities Press	<i>University Press</i>	2021	Book Chapters



AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Rajeev, P. N. & Joy, S.	Shifting Orbits:Decoding the Trajectory of the Indian Start-up Ecosystem	<i>Universities Press</i>	2021	Book Chapters
Joy, S.	Globalising Indian Thought	<i>Sage</i>	2022	Book Chapters
Bhanja, N.	When the notion of sacred feminine shapes the gender order. Book chapter for the edited volume titled 'Socio - Legal Androcentrism and Gender Inequalities	<i>EBC</i>	2022	Book Chapters

CONFERENCE PAPERS, PRESENTED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Rajeshwari, C.	(Dis)empowering the feminine? Producing a women-only café space	Gender, Work and Organization Conference	2021
Verma, K.	Adapting to Work-From-Home: Examining the Benefits and Costs of Psychological Detachment from Home	<i>Annual Meeting of the Academy of Management (AOM)</i>	2021
Rajeshwari, C.	An emerging 'governing' space: How Press Meets shaped the discourse of Governance in Kerala	<i>EGOS</i>	2021
Gupta, R. K.	An optimistic view on HR digitalization: Organizational perspective	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Verma, K.	Do Engaged Employees Create Resources Daily? The Role of Family-To-Work Conflict and Conscientiousness	<i>Australia New Zealand Academy of Management (ANZAM)</i>	2021
Dhal, M.	Employee Relations as Enterprise Soft Power: The Case of Tata Sons	2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December	2021
Rajeev, P. N. & Joy, S.	Enhancing market access of women micro-entrepreneurs through online platforms: A study of women micro-entrepreneurs of Kudumbashree, Kerala	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 Dec</i>	2021
Gupta, R. K.	Ethical leadership and Complexity of Innovative Work Behavior: The mediating moderating mechanism	<i>7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January</i>	2021
Gupta, R. K.	Ethical leadership and Complexity of Innovative Work Behavior: The mediating moderating mechanism of personal engagement and task significance	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Nath, A. & Krishnan, T. N.	Factors Influencing Development of Managerial Competencies Through Work Experiences	<i>British Academy of Management Conference</i>	2021
Gupta, R. K.	Innovation through Open Innovation Platforms: Review and Research Agenda	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Joy, S.	Labels and ideals: Decoding the implications of 'Impact' Investing for Indian Social Startups	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Rajeev, P. N. & Joy, S.	Labels and ideals: Decoding the implications of 'Impact' Investing for Indian SocialStartups	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Dhal, M.	Paternalistic leadership and Team Learning	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Dhal, M.	Paternalistic Strategy and Employee Relations: an Indian Exploration	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021
Rajeshwari, C.	Reconsidering coworkers and care-workers: home as a coworking space	<i>12th International Critical Management Studies Conference</i>	2021
Ray, P	Reimagining the future of HR in the post pandemic world	<i>British Academy of Management</i>	2021
Gupta, R. K.	Rise by lifting others: Role of Servant leadership in fostering change readiness among employees	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Pati, S. P.	Trade openness, innovation ecosystem, and workforce diversity: A trickle-down effect	<i>Academy of International Business</i>	2021



AUTHOR(S)	TITLE	DETAILS	YEAR
Bhanja, N.	Understanding Saree, the Indian Way	16th Biennial conference of the International Society of Markets and Development held at IIM, Trichy	2021
Anand, P.	Workplace Romance: A Review & Agenda for Future Research	8th Pan IIM World Management Conference, 16-18 December	2021
Raj, G. & Krishnan, T. N.	Do Women Leaders Promote Sustainability? How can technology help?	Indian Academy of Management Conference	2022
Parischa, P.	Ethical Leadership and Social Innovation Tendency: Direct and Indirect Effects	7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January	2022
Desai, A. & Nair, U. K.	Socio Cultural Motivators and Leadership Traits of the Indian Rural Woman Entrepreneur	7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January	2022

CASE STUDIES/ PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Sinha, A. S. & Rajeev, P. N.	A Recipe for Empowerment	IIMK/CS/160/SM/2022/05	2022
Rajeev, P. N., Mitra, S. & Joy, S.	Do Community Based Organizations (CBOs) ensure equality for women and marginalized groups or maintain status quo? The case of Jala-nidhi, Kerala	IIMK/CS/154/OB&HR/2022/01	2022
Rajeev, P. N. & Joy, S.	Scaling Corporate Social Responsibility: Go broader or deeper?	IIMK/CS/155/OB&HR/2022/02	2022
Rajeev, P. N. & Joy, S.	VIDHYADHAN: Building Partnerships in Corporate Social Responsibility	IIMK/CS/156/SM/2022/03	2022

Sinha, A. S. & Rajeev, P. N. (2022) A Recipe for Empowerment, *IIMK/CS/160/SM/2022/05*

Rajeev, P. N., Mitra, S. & Joy, S. (2022) Do Community Based Organizations (CBOs) ensure equality for women and marginalized groups or maintain status quo? The case of Jala-nidhi, Kerala, *IIMK/CS/154/OB&HR/2022/01*

Rajeev, P. N. & Joy, S. (2022) Scaling Corporate Social Responsibility: Go broader or deeper?, *IIMK/CS/155/OB&HR/2022/02*

Rajeev, P. N. & Joy, S. (2022) VIDHYADHAN: Building Partnerships in Corporate Social Responsibility, *IIMK/CS/156/SM/2022/03*

NON- REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Joy, S.	Bringing People-focus to Corporate Innovation	SheThePeople	2021	Others
Parischa, P.	The corporate social innovation conundrum: need for a paradigm shift	Peoplematters	2021	Others
Joy, S.	Time to awaken corporate social consciousness?	Daily Pioneer	2021	Others
Rajeev, P. N. & Joy, S.	Work form home and its discontents	The Times of India	2021	Popular Press
Ray, P	Celebrating Four Days Work Week	ET HR World	2022	Popular Press
Pati, S. P.	Celebrating four-days work week	ET HR World	2022	Popular Press
Dhal, M. & Pati, S. P.	Labour Code: Striking the Chord of Reform	ET HR World	2022	Popular Press



WORKING PAPERS

AUTHOR(S)	TITLE	DETAILS	YEAR
Joy, S.	Client-centric modular architecture: Empirical investigation into the organizational design of a large Indian IT service vendor	IIMK/WPS/471/OB&HR/2021/09	2021
Joy, S.	Intra- and inter-organizational controls in outsourcing: Controlees' perspectives	IIMK/WPS/470/OB&HR/2021/08	2021
Nair, U. K., Kumar, D. S. & Purani, K.	Pre-Testing Servicescape Designs for Marketing Advantage	IIMK/WPS/484/OB&HR/2021/11	2021
Rajeev, P. N.	Class-divide in the evolution of career schemas and occupational mandates in the institutionalization of imported occupations: The case of Stand-up Comedy in India	IIMK/WPS/511/OB&HR/2022/05	2022
Rajeev, P. N. & Joy, S.	Enhancing market access of women micro-entrepreneurs through online platforms: A study of women micro-entrepreneurs of Kudumbashree, Kerala	IIMK/WPS/509/OB&HR/2022/03	2022
Gupta, R. K.	Ethical leadership and Complexity of Innovative Work Behavior: The mediating moderating mechanism	IIMK/WPS/502/OB&HR/2022/01	2022
Verma, K.	Examining the Relationship Between Work Intrusions and Enacted Incivility: Developing a Conceptual Model	IIMK/WPS/520/OB&HR/2022/10	2022
Rajeev, P. N.	Impact of Life Design Counseling in Managing Mid-career Dilemmas of Professionals	IIMK/WPS/508/OB&HR/2022/02	2022
Verma, K.	Influence of Interpersonal and Informational Justice on Work Engagement	IIMK/WPS/517/OB&HR/2022/07	2022
Verma, K.	Investigating the Moderating Effects of Age in the Relationship Between Transformational Leadership and Turnover Intention	IIMK/WPS/518/OB&HR/2022/08	2022
Verma, K.	Investigation of the Effects of Servant Leadership Behaviors on Leader Well-being	IIMK/WPS/519/OB&HR/2022/09	2022
Rajeev, P. N. & Joy, S.	Labels and ideals: Decoding the implications of 'Impact' Investing for Indian Social Startups	IIMK/WPS/510/OB&HR/2022/04	2022

Joy, S. (2021) Client-centric modular architecture: Empirical investigation into the organizational design of a large Indian IT service vendor, *IIMK/WPS/471/OB&HR/2021/09*

Joy, S. (2021) Intra- and inter-organizational controls in outsourcing: Controlees' perspectives, *IIMK/WPS/470/OB&HR/2021/08*

Nair, U. K., Kumar, D. S. & Purani, K. (2021) Pre-Testing Servicescape Designs for Marketing Advantage, *IIMK/WPS/484/OB&HR/2021/11*

Rajeev, P. N. (2022) Class-divide in the evolution of career schemas and occupational mandates in the institutionalization of imported occupations: The case of Stand-up Comedy in India, *IIMK/WPS/511/OB&HR/2022/05*

Rajeev, P. N. & Joy, S. (2022) Enhancing market access of women micro-entrepreneurs through online platforms: A study of women micro-entrepreneurs of Kudumbashree, Kerala, *IIMK/WPS/509/OB&HR/2022/03*

Gupta, R. K. (2022) Ethical leadership and Complexity of Innovative Work Behavior: The mediating moderating mechanism, *IIMK/WPS/502/OB&HR/2022/01*

Verma, K. (2022) Examining the Relationship Between Work Intrusions and Enacted Incivility: Developing a Conceptual Model, *IIMK/WPS/520/OB&HR/2022/10*

Rajeev, P. N. (2022) Impact of Life Design Counseling in Managing Mid-career Dilemmas of Professionals, *IIMK/WPS/508/OB&HR/2022/02*

Verma, K. (2022) Influence of Interpersonal and Informational Justice on Work Engagement, *IIMK/WPS/517/OB&HR/2022/07*



Verma, K. (2022) Investigating the Moderating Effects of Age in the Relationship Between Transformational Leadership and Turnover Intention, *IIMK/WPS/518/OB&HR/2022/08*

Verma, K. (2022) Investigation of the Effects of Servant Leadership Behaviors on Leader Well-being, *IIMK/WPS/519/OB&HR/2022/09*

Rajeev, P. N. & Joy, S. (2022) Labels and ideals: Decoding the implications of ‘Impact’ Investing for Indian Social Startups, *IIMK/WPS/510/OB&HR/2022/04*

SESSION CHAIR/ TRACK CHAIR

AUTHOR(S)	DETAILS	YEAR	CATEGORY
Pasricha, P.	OBHR session, 8th Pan IIM World Management Conference, 16-18 Dec	2021	Session Chair
Anand, P.	11th Conference on Excellence in Research and Education (CERE) 2021 with the theme ‘Management Metamorphosis: Living with the Pandemic’, IIM Indore	2021	Session Chair

MEMBERSHIP OF EDITORIAL / REVIEW BOARD / ADHOC REVIEW

NAME	TITLE	DESIGNATION
Nair, U. K.	IIMB Management Review	Associate Editor
	Nonprofit Management & Leadership	Adhoc Reviewer
Pasricha, P.	Personnel Review	Member of the review board
	IEEE Engineering Management Review (IEEE)	Member of the review board
Anand, P.	International Journal of Human Resource Management	Adhoc Reviewer
	Personnel Review	Adhoc Reviewer
	Development and Learning in Organizations: An International Journal	Adhoc Reviewer

QUANTITATIVE METHODS AND OPERATIONS MANAGEMENT

REFEREED JOURNAL PUBLICATIONS

AUTHOR(S)	TITLE	JOURNAL	YEAR
Nemanja Kosovalić & Sandip Barui	A Hard EM Algorithm For Prediction Of The Cured Fraction In Survival Data	Computational Statistics	2021
Ahmed M. T. Abd El-Bar, Hassan S. Bakouch & Shovan Chowdhury	A New Trigonometric Distribution With Bounded Support And An Application	Revista de la Unión Matemática Argentina	2021
Shailly Chaurasia, Rupesh Kumar Pati, Sidhartha S. Padhi, Jennifer M. K. Jensen & Nagesh Gavirneni	Achieving the United Nations Sustainable Development Goals-2030 through the nutraceutical industry: A review of managerial research and the role of operations management	Decision Sciences	2021
M. S. Shalique, Sidhartha S. Padhi, Jayanth Jayaram & Rupesh Kumar Pati	Adoption Of Symbolic Versus Substantive Sustainability Practices By Lower-Tier Suppliers: A Behavioural View	International Journal of Production Research	2021
Sidhartha S. Padhi	Alfa Pineapple: An entrepreneur’s Dilemma	Emerging Markets Case Studies	2021
P N Ram Kumar	An Enhanced Branch-And-Price Algorithm For The Integrated Production And Transportation Scheduling Problem	International Journal of Production Research	2021
Shovan Chowdhury, Amarjit Kundu & Bidhan Modok	Bootstrap beta control chart for monitoring proportion data	International Journal of Quality and Reliability Management	2021



AUTHOR(S)	TITLE	JOURNAL	YEAR
Praveen Puram & Anand Gurumurthy	Celebrating a decade of International Journal of Lean Six Sigma – a bibliometric analysis to uncover the “as is” and “to be” states	International Journal of Lean Six Sigma	2021
Shovan Chowdhury, Amarjit Kundu & Surja Kanta Mishra	Comparisons of Order Statistics from Heterogeneous Poisson and Geometric Distributions	Calcutta Statistical Association Bulletin	2021
P N Ram Kumar	Development of a reliable and flexible supply chain network design model: a genetic algorithm based approach	International Journal of Production Research	2021
Ujjwal Nag, Satyendra Kumar Sharma & Sidhartha S Padhi	Evaluating Value Requirement for Industrial Product-Service System in Circular Economy for Wind Power-based Renewable Energy Firms	Journal of Cleaner Production	2022
Alan J. Maniamkot, P N Ram Kumar, Mohan Krishnamoorthy, Hamid Mokhtar & Sridharan Rajagopalan	Hybridized ant colony optimization for convoy movement problem	Annals of Operations Research	2020
Lijo John & Anand Gurumurthy	Impact based disaster classification: A prerequisite for planning and operations of humanitarian supply chain	International Journal of Services and Operations Management	2021
Debadyuti Das, Ashutosh Sarkar & Arindam Debroy	Impact of COVID-19 on changing consumer behaviour: Lessons from an emerging economy	International Journal of Consumer Studies	2022
Sumod S D, Prashant Premkumar, Krishnan Jeesha & Shovan Chowdhury	Is There a Method to Madness? Predicting Success of Bollywood Movies	The Journal of Prediction Markets	2021
Heng Li, Sandip Barui, Sankha Mukherjee & Kinnor Chattopadhyay	Least Squares Twin Support Vector Machines to Classify End-Point Phosphorus Content in BOF Steelmaking	Metals	2022
Prashant Premkumar & P N Ram Kumar	Locomotive Assignment Problem: Integrating The Strategic, Tactical And Operational Level Aspects	Annals of Operations Research	2020
Shovan Chowdhury, Amarjit Kundu & Surja Kanta Mishra	On comparison of two parallel systems having Log-Lindley distributed components	Communications in Statistics-Theory and Methods	2021
Soumya Roy, Biswabrata Pradhan & Annesha Purakayastha	On inference and design under progressive type-I interval censoring scheme for inverse Gaussian lifetime model	International Journal of Quality & Reliability Management	2021
Amarjit Kundu, Shovan Chowdhury & Narayanaswamy Balakrishnan	Ordering properties of the smallest and largest lifetimes in Gompertz–Makeham model	Communications in Statistics-Theory and Methods	2021
Shovan Chowdhury, Amarjit Kundu & Surja Kanta Mishra	Ordering properties of the smallest order statistic from Weibull-G random variables	Communications in Statistics - Theory and Methods	2022
N. Balakrishnan, Sandip Barui & F. S. Milienos	Piecewise linear approximations of baseline under proportional hazards based COM-Poisson cure models	Communications in Statistics - Simulation and Computation	2022



AUTHOR(S)	TITLE	JOURNAL	YEAR
Ankita M. Bhutada, William A. Broughton, Brenda L. Beverly, Dahye Choi, Sandip Barui & Kendrea L. (Focht) Garand	Predictors of Patient-Reported Dysphagia and Reflux Symptoms in Obstructive Sleep Apnea	Perspectives of the ASHA Special Interest Groups	2021
Soumyatanu Mukherjee & Sidhartha S. Padhi	Sourcing Decision under Interconnected Risks: An Application of Mean-Variance Preferences Approach	Annals of Operations Research	2021
Abhishek Srivastava, Parimal Kumar & Arqum Mateen	Supplier development under cooperative and non-cooperative investment structures	Benchmarking	2021
Cristina Lupu, Sidhartha S. Padhi , Rupesh Kumar Pati & Oana Mihaela Stoleriu	Tourist choice of heritage sites in Romania: a conjoint choice model of site attributes and variety-seeking behavior	Journal of Heritage Tourism	2020

Kosovalić, N. & **Barui, S.** (2021) A Hard EM Algorithm For Prediction Of The Cured Fraction In Survival Data, *Computational Statistics*, Volume 37, Pages 817–835

Ahmed, M. T., El-Bar, A., Bakouch, H. S. & **Chowdhury, S.** (2021) A New Trigonometric Distribution With Bounded Support And An Application, *Revista de la Unión Matemática Argentina*, Volume 62, Issue 2, Pages 459–473

Chaurasia, S., Pati, R. K., Padhi, S. S., Jensen, J. M. K. & Gavirneni, N. (2021) Achieving the United Nations Sustainable Development Goals-2030 through the nutraceutical industry: A review of managerial research and the role of operations management, *Decision Sciences*, Pages 1–16

Shalique, M. S., Padhi, S. S., Jayaram, J. & **Pati, R. K.** (2021) Adoption Of Symbolic Versus Substantive Sustainability Practices By Lower-Tier Suppliers: A Behavioural View, *International Journal of Production Research*, Pages 1-28

Padhi, S. S. (2021) Alfa Pineapple: An entrepreneur’s Dilemma, *Emerging Markets Case Studies*, Volume 12, Issue 1, Published online

Peiyang He, Kungeng Li & **P. N. Ram Kumar** (2021) An Enhanced Branch-And-Price Algorithm For The Integrated Production And Transportation Scheduling Problem, *International Journal of Production Research*, Volume 60, Issue 6, Pages 1874-1889

Chowdhury, S., Kundu, A. & Modok, B. (2021) Bootstrap beta control chart for monitoring proportion data, *International Journal of Quality and Reliability Management*, Published online

Puram, P. & Gurumurthy, A. (2021) Celebrating a decade of International Journal of Lean Six Sigma – a bibliometric analysis to uncover the “as is” and “to be” states, *International Journal of Lean Six Sigma*, Volume 12, Issue 6, Pages 1231-1259

Chowdhury, S., Kundu, A. & Mishra, S. K. (2021) Comparisons of Order Statistics from Heterogeneous Poisson and Geometric Distributions, *Calcutta Statistical Association Bulletin*, Volume 73, Issue 2, Pages 94-105

Vishnu, C. R., Das, S. P., Sridharan, R., **Kumar, P. N. R.** & Narahari, N. S. (2021) Development of a reliable and flexible supply chain network design model: a genetic algorithm based approach, *International Journal of Production Research*, Volume 59, 2021 - Issue 20, Pages 6185-6209

Das, D., **Sarkar, A.** & Debroy, A. (2022) Impact of COVID-19 on changing consumer behaviour: Lessons from an emerging economy, *International Journal of Consumer Studies*, Volume 46, Pages 692–715

Sumod, S. D., **Premkumar, P., Jeessa, K. & Chowdhury, S.** (2021) Is There a Method to Madness? Predicting Success of Bollywood Movies, *The Journal of Prediction Markets*, Volume 15, Issue 2, Pages 31-59



Li, H., **Barui, S.**, Mukherjee, S. & Chattopadhyay, K. (2022) Least Squares Twin Support Vector Machines to Classify End-Point Phosphorus Content in BOF Steelmaking, *MDPI - Metals*, Volume 12, Issue 2

Premkumar, P. & Kumar, P. N. R. (2022) Locomotive Assignment Problem: Integrating The Strategic, Tactical And Operational Level Aspects, *Annals of Operations Research*, Published online

Chowdhury, S., Kundu, A. & Mishra, S. K. (2021) On comparison of two parallel systems having Log-Lindley distributed components, *Communications in Statistics - Theory and Methods*, Pages - 1-87, Published online

Roy, S., Pradhan, B. & Purakayastha, A. (2021) On inference and design under progressive type-I interval censoring scheme for inverse Gaussian lifetime model, *International Journal of Quality & Reliability Management*, Published online.

Kundu, A., **Chowdhury, S.** & Balakrishnan, N. (2021) Ordering properties of the smallest and largest lifetimes in Gompertz-Makeham model, *Communications in Statistics-Theory and Methods*, Pages 1-30, Published Online

Chowdhury, S., Kundu, A. & Mishra, S. K. (2022) Ordering properties of the smallest order statistic from Weibull-G random variables, *Communications in Statistics - Theory and Methods*, Pages 1-17, Published online

Balakrishnan, N., **Barui, S.** & Milienos, F. S. (2022) Piecewise linear approximations of baseline under proportional hazards based COM-Poisson cure models, *Communications in Statistics - Simulation and Computation*, Pages 1-26, Published online

Bhutada, A. M., Broughton, W. A., Beverly, B. L., Choi, D., **Barui, S.** & Garand, K. L. F. (2021) Predictors of Patient-Reported Dysphagia and Reflux Symptoms in Obstructive Sleep Apnea, *Perspectives of the ASHA Special Interest Groups*, Volume 7, Issue 1, Pages: 149-155

Mukherjee, S. & **Padhi, S. S.** (2021) Sourcing Decision under Interconnected Risks: An Application of Mean-Variance Preferences Approach, *Annals of Operations Research*, Published online

Srivastava, A., Kumar, P. & **Mateen, A.** (2021) Supplier development under cooperative and non-cooperative investment structures, *Benchmarking*, Volume 28, Issue 10, Pages 3137-3160

Cristina Lupu, **Sidhartha S. Padhi, Rupesh K. Pati** & Oana Mihaela Stoleriu (2020) Tourist choice of heritage sites in Romania: a conjoint choice model of site attributes and variety-seeking behaviour, *Journal of Heritage Tourism*, Volume 16, Issue 6, Pages 646-668

FORTHCOMING REFEREED JOURNAL ARTICLES

AUTHOR(S)	TITLE	JOURNAL
Puram, P. , Sony, M., Antony, J. & Gurumurthy, A.	A conceptual framework for a systemic understanding of barriers during lean implementation	<i>The TQM Journal</i>
John, L. & Gurumurthy, A.	Are quantity flexibility contracts with discounts in the presence of spot market procurement relevant for the humanitarian supply chain? An Exploration	<i>Annals of Operations Research</i>
Puram, P., Gurumurthy, A. , Narmetta, M. & Mor, R.S.	Last-mile challenges in on-demand food delivery during COVID-19: Understanding the riders' perspective using a Grounded Theory approach	<i>International Journal of Logistics Management</i>

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Padhi, S. S.	Industry 4.0 Technologies for Business Excellence: Frameworks, Practices, and Applications	<i>CRC Press</i>	2021	Book Chapters
	Production and operation management	<i>Syngen Learning</i>	2021	Books



CONFERENCE PAPERS, PRESENTED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Sarkar, A.	A Review of Process Quality Models and Customer Satisfaction in the Context of Healthcare Services	8th Pan IIM World Management Conference, 16-18 December	2021
Roy, S.	Analysis of Progressive Type-i Interval Censored Data Sets Under Competing Log-normal Causes of Failure	ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur	2021
Pati, R. K. & Padhi, S. S.	Are You Consuming Nutritious Foods? - Consumer Behavior Perspective for Functional Foods	POMS India International Conference	2021
Roy, S.	Bayesian Analysis of Progressive Type-I Interval Censored Data Sets under Competing Log-location-scale Family of Causes of Failure	SOM-2021	2021
Sarkar, A.	Beyond Bass: Recent Advances in Forecasting New Product Adoption and Product Life Cycles	ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur	2021
Suresh, S. & Geetha, M.	Can Yoga Practice help in adoption in Minimalistic Lifestyle? - An overview	2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December	2021
Chowdhury, S.	Decision making on sampling plan for warranty based products	XXIV Annual International Conference of The Society of Operations Management (SOM-2021)	2021
Roy, S.	Determinants of health among older population in India: Insights from 71st National Sample Survey	ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur	2021
Anaparthi, V. K. & Pati, R. K.	Do digital technologies lead to sustainability goals: A systematic literature review	POMS India International Conference 2021	2021
Srivastav, D., Praveen, P., Sensarma, R. & Gurumurthy, A.	Does salary dispersion affect team performance in cricket? - The context of IPL	31st Annual Conference of the Production and Operations Management Society (POMS), April 30 - May 5, 2021	2021
Padhi, S. S.	Globalizing Indian Thought: A perennial effort from great Indian thinkers	2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December	2021
Gurumurthy, A.	Humanitarian organisations and countries in need, a social network analysis	8th Pan IIM World Management Conference, 16-18 December	2021
Padhi, S. S.	Impact of Take-Back Regulation on Product Design	DSI Annual Conference	2021
Sarkar, A.	Inventory Inaccuracy and Retailer's Process Inefficiency: A Coordination Game	XXIV Annual International Conference of The Society of Operations Management (SOM-2021)	2021
Chaurasia, S., Pati, R. K. & Padhi, S. S.	Is Localization better than Globalization? Evidence from the Nutraceuticals for Indian Malnourished Children	Decision Sciences Institute 52nd Annual Conference	2021
Padhi, S. S.	Managing anxiety at grass root :A proactive strategy to fight pandemic	2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December	2021
Chowdhury, S.	Monitoring Percentiles of Proportion Data for Truncated Beta Process	IEEM2021 Virtual Conference	2021
Kumar P. N. R.	Multi-depot Multi-trip Vehicle Routing Problem with flexible time windows in a humanitarian crisis	International Management Conference 2021	2021
Chowdhury, S.	On The Economic Design Of Optimal Sampling Plan Under Accelerated Life Test Setting	International Conference (Virtual Mode) On Emerging Trends In Statistics And Data Science In Conjunction With 40th Annual Convention Of Indian Society For Probability & Statistics (ISPS)	2021
Kumar P. N. R.	Order Release Dates and Flexible Time Windows - Do they matter in Vehicle Routing Problems?	POMS India International Conference	2021



AUTHOR(S)	TITLE	DETAILS	YEAR
Geetha, M. & Suresh, S.	Plant-based meat: A sustainable way to future - An Overview	2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December	2021
Padhi, S. S.	Product Launch and Upgrade Decisions in the Presence of Take-back Legislation	POMS India International Conference	2021
Roy, S.	Progressive Type-I Interval Censoring Schemes under Competing Weibull Causes of Failure	POMS India International Conference	2021
Barui, S.	Semiparametric Methods For Survival Data With Measurement Error Under Additive Hazards Cure Rate Models	International Conference on Advances in Interdisciplinary Statistics and Combinatorics (AISC)	2021
Padhi, S. S.	Supply Chain Learning in the era of Disruptive Technologies	POMS India International Conference	2021
Gurumurthy, A.	Sustainability in e-commerce: A triple bottom-line view	31st Annual Conference of the Production and Operations Management Society (POMS), April 30 - May 5, 2021	2021
Gurumurthy, A.	Sustainability In Healthcare Operations Management: A Systematic Literature Review	31st Annual Conference of the Production and Operations Management Society (POMS), April 30 - May 5, 2021	2021
Puram, P. & Pati, R. K.	Sustainability In Healthcare Operations: A Systematic Literature Review	INFORMS, 2021	2021
Roy, S.	Sustainability Reporting in Emerging Economies: Using Topic Modelling for better understanding of Practices and Future Directions	ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur	2021
Nath, A. G. & Pati, R. K.	Sustainable human resource management: A systematic literature review	34th Annual Australian & New Zealand Academy of Management (ANZAM) Conference	2021
Kumar P. N. R.	Task Assignment Problem in Airport Ground Handling Services - A Column Generation Approach	POMS India International Conference	2021
Chowdhury, S.	Vector Majorization based Stochastic Comparison of Order Statistics for Gompertz–Makeham Random Variables	Twenty-Eighth International Workshop on Matrices and Statistics (IWMS 2021)	2021
Praveen, P., Srivastav, D., Roy, S. & Gurumurthy, A.	We will bowl first! - Understanding decision making and team performance in T20 cricket	31st Annual Conference of the Production and Operations Management Society (POMS), April 30 - May 5, 2021	2021
Kumar P. N. R.	Demystifying strategy execution:A comprehensive literature review	International conference on Operations and Supply Chain Management	2022
Suresh, S.	Did Covid 19 Pandemic induce Minimalism ?	The Future of Business in Digital Era:Data, Analytics and Narratives	2022
Suresh, S.	Impact of Covid-19 on consumer’s perception on Country’s Economic Performance	Impact of Covid-19 on consumer’s perception on Country’s Economic Performance	2022
Thangamani, G.	Monte Carlo Analytic Hierarchy Process for Prioritizing Technology Options	19th AIMS & 4th Jaipuria International Conference on Management	2022
Thangamani, G.	Reliability and Availability Assessment of a Wind Turbine using Petri Net	19th AIMS & 4th Jaipuria International Conference on Management	2022

CASE STUDIES/ PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Padhi, S. S.	Jay Bharat Spices PVT. LTD: A Spicy Quandary	Ivey Publishing	2021
Roy, S.	The Indian Premier League: Gauging Player Performance	Ivey Publishing	2022
Roy, S.	Volkswagen Emission Scandal: The Stock in Smokes	IIM K/CS/143/QM&OM/2022/01	2022

Padhi, S. S. (2021) Jay Bharat Spices PVT. LTD: A Spicy Quandary, *Ivey Publishing*

Roy, S. (2022) The Indian Premier League: Gauging Player Performance, *Ivey Publishing*

Roy, S. (2022) Volkswagen Emission Scandal: The Stock in Smokes, *IIMK/CS/143/QM&OM/2022/01*



NON- REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Sarkar, A. & Sensarma, R.	The Success Of Agriculture Sector Depends On Reforms By Stealth	Swarajya	2022	Others

WORKING PAPERS

AUTHOR(S)	TITLE	DETAILS	YEAR
Barui, S.	A Stochastic Version of the EM Algorithm for Mixture Cure Rate Model with Exponentiated Weibull Family of Lifetimes	arXiv preprint arXiv:2107.09810.	2021
Barui, S.	A Support Vector Machine Based Cure Rate Model For Interval Censored Data	arXiv preprint arXiv:2109.01098	2021
Barui, S.	Destructive cure models with proportional hazards lifetimes and associated likelihood inference	arXiv preprint arXiv:2109.08661	2021
Geetha, M. & Suresh, S.	An exploratory study on Alternate Protein	IIMK/WPS/521/MM/2022/03	2022
Narayan, S., Barui, S. & Suresh, S.	Glocal Regulatory Business Compliance on Data Protection Law: Comparative Analysis / Note on Global and Indian Law	I I M K / W P S / 4 8 5 / HLA/2022/01	2022
Suresh, S.	Understanding the shift consumer sentiments towards consumption during Covid -19	IIMK/WPS/536/MM/2022/10	2022

Barui, S. (2021) A Stochastic Version of the EM Algorithm for Mixture Cure Rate Model with Exponentiated Weibull Family of Lifetimes, *arXiv preprint arXiv:2107.09810*.

Barui, S. (2021) A Support Vector Machine Based Cure Rate Model For Interval Censored Data, *arXiv preprint arXiv:2109.01098*

Barui, S. (2021) Destructive cure models with proportional hazards lifetimes and associated likelihood inference, *arXiv preprint arXiv:2109.08661*

Geetha, M. & Suresh, S. (2022) An exploratory study on Alternate Protein, *IIMK/WPS/521/MM/2022/03*

Narayan, S., Barui, S. & Suresh, S. (2022) Glocal Regulatory Business Compliance on Data Protection Law: Comparative Analysis / Note on Global and Indian Law, *IIMK/WPS/485/HLA/2022/01*

Suresh, S. (2022) Understanding the shift consumer sentiments towards consumption during Covid -19, *IIMK/WPS/536/MM/2022/10*

SESSION CHAIR/ TRACK CHAIR

AUTHOR(S)	DETAILS	YEAR	CATEGORY
Gurumurthy, A.	Public health and health care management, SP Jain POMS India International Conference, 24 Dec 2021	2021	Session Chair
Chowdhury, S.	International Conference on Emerging Trends In Statistics And Data Science In Conjunction With 40th Annual Convention Of Indian Society For Probability & Statistics (ISPS)	2021	Session Chair

MEMBERSHIP OF EDITORIAL / REVIEW BOARD / ADHOC REVIEW

NAME	TITLE	DESIGNATION
Gurumurthy, A.	Journal of Manufacturing Technology Management, Emerald Publishing, U.K.	Member of the Editorial Board
	International Journal of Lean Six Sigma, Emerald Publishing, U.K.	Member of the Editorial Board
	Journal of Manufacturing Technology Management, Emerald Publishing, UK.	Adhoc Reviewer
	International Journal of Lean Six Sigma, Emerald Publishing, UK.	Adhoc Reviewer
	Journal of Strategic Marketing, Taylor and Francis, UK.	Adhoc Reviewer



NAME	TITLE	DESIGNATION
Gurumurthy, A.	International Journal of Quality and Reliability Management, Emerald Publishing, UK	Adhoc Reviewer
	International Journal of the Logistics Management, Emerald Publishing, UK.	Adhoc Reviewer
	International Journal of Educational Management, Emerald Publishing, UK.	Adhoc Reviewer
	Vikalpa: The Journal for Decision Makers, SAGE Publishers, USA.	Adhoc Reviewer
	Operations Management Research, Springer Nature, UK.	Adhoc Reviewer
	Journal of Cleaner Production, Elsevier, Netherlands.	Adhoc Reviewer
	8 th Pan IIM World Management Conference, 16-18 December 2021, IIM Kozhikode.	Adhoc Reviewer
Chowdhury, S.	Statistics and Probability Letters, Journal of Statistical Computation and Simulation, REVSTAT, Quality and Reliability Engineering International, Computers and Industrial Engineering, Communications in Statistics-Theory and Methods.	Adhoc Reviewer

STRATEGIC MANAGEMENT

REFEREED JOURNAL PUBLICATIONS

AUTHOR(S)	TITLE	JOURNAL	YEAR
Rameshan P	Crisis Leadership of Covid-19 Fightback: Exploratory Anecdotal Evidence on Selected World Leaders	<i>IIM Kozhikode Society & Management Review</i>	2021
Atma Prakash Ojha & M.K. Nandakumar	Is shame-proneness the missing link between social norms, policymaking and productive entrepreneurship?	<i>Journal of Strategy and Management</i>	2021
Vidya Sukumara Panicker, Rajesh Srinivas Upadhyayula & Sumit Mitra	Lender Representatives on the Board of Directors and Internationalisation in firms: An institutionalised agency perspective	<i>Journal of Management and Governance</i>	2021
Vijay Pereira, M. K. Nandakumar , Sreevas Sahasranamam, Umesh Bamel, Ashish Malik & Yama Temouri	An Exploratory Study Into Emerging Market Smes' Involvement In The Circular Economy: Evidence From India'S Indigenous Ayurveda Industry	<i>Journal of Business Research</i>	2022
Pratima Verma , Ajay Jha, Ankesh Mittal & Sung-Chi Hsu	The influence of personality traits on decision making process and destination choice for travel planning	<i>International Journal of Indian Culture and Business Management</i>	2022

Rameshan, P. (2021) Crisis Leadership of Covid-19 Fightback: Exploratory Anecdotal Evidence on Selected World Leaders, *IIM Kozhikode Society & Management Review*, Volume 10 Issue 2, Pages 136-159

Ojha, A. P. & **Nandakumar, M. K.** (2021) Is shame-proneness the missing link between social norms, policymaking and productive entrepreneurship?, *Journal of Strategy and Management*, Volume 14, Issue 4, Pages 413-425

Panicker, V. S., **Upadhyayula, R. S. & Mitra, S.** (2021) Lender Representatives on the Board of Directors and Internationalisation in firms: An institutionalised agency perspective, *Journal of Management and Governance*, Published online

Pereira, V., **Nandakumar, M. K.**, Sahasranamam, S., Bamel, U., Malik, A. & Temouri, Y. (2022) An Exploratory Study Into Emerging Market Smes' Involvement In The Circular Economy: Evidence From India'S Indigenous Ayurveda Industry, *Journal of Business Research*, Volume 142, March 2022, Pages 188-199

Verma, P., Jha, A., Mittal, A. & Hsu, S (2022) The influence of personality traits on decision making process and destination choice for travel planning, *International Journal of Indian Culture and Business Management*, Volume 1, Issue 1



FORTHCOMING REFEREED JOURNAL ARTICLES

AUTHOR(S)	TITLE	JOURNAL
Verma, P.	Fear of COVID-19 Outbreak, Stress and Anxiety among working employees: A Multi-Service Sector Study	<i>International Journal of Industrial and System Engineering</i>
Sinha, A. S.	Influence of National Institutions on Entrepreneurship: The Case of Women Entrepreneurship	<i>International Review of Entrepreneurship</i>

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR	CATEGORY
Kerai, A.	Case Studies on Perspectives on Entrepreneurship and Sustainability	<i>Bloomsbury</i>	2021	Book Chapters
Mitra, S.	Leveraging the Power of Sharing: The Case of a Social Enterprise at the Base of the Pyramid	<i>Springer Singapore</i>	2021	Book Chapters
Balasubrahmanyam, S.	Sustainable Competitive Advantage: Drona's Metaphor	<i>SAGE Publications India</i>	2022	Book Chapters
Venkataraman, S.	Swadeshi Mills Limited: Kickstarting Sustainability	<i>A Casebook of Strategic Corporate Social Responsibility, Springer, Pages 143-153</i>	2022	Book Chapters

CONFERENCE PAPERS, PRESENTED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Kerai, A.	CEO Attributes and Family firm internationalization: The moderating effect of business group affiliation and competitive intensity	<i>Family Enterprise Research Conference, FERC-2021</i>	2021
Venkataraman, S.	Corporate India's Financial Risk Appetite: A Juxtaposition with Ancient Indian Perspectives on Debt	<i>2nd Globalizing Indian Thought Conference</i>	2021
Venkataraman, S.	Corporate social response through the pandemic : Is it moving the needle of CSR evolution?	<i>16th Corporate Social Responsibility Research Conference</i>	2021
Venkataraman, S.	Do Firms' Social Practices Reveal Strategic Intent?	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Nandakumar, M. K.	Effectual Mode of Action and Dynamic Capabilities of a Firm	<i>British Academy of Management</i>	2021
Mitra, S.	Environment, Social and Governance Goals in Unprecedented Times: A Case of Nature's Friend, Socio-Environment Enterprise.	<i>AIMA-ICRC Case Writing Competition and Conference</i>	2021
George, N.	Follow your rival? The case of firm resource investments in an emerging economy.	<i>Annual Competitive Dynamics Conference, Helsinki</i>	2021
Venkataraman, S.	Gender Diversity Performance in Global Mining Companies: An Exploration	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Upadhyayula, A. S.	Geographic Cluster or Global Linkages? What Accelerate Emerging Market Firms Foreign Entry Speed	<i>AIB 2021 Online Conference</i>	2021
Sinha, A. S.	Glass-ceiling and the appointment of Women in the Board of Directors: A literature review and research agendas	<i>8th Pan IIM World Management Conference, 16-18 December</i>	2021
Kerai, A.	Heads You Win, Tails I Lose: When Family Firms Share Power with Non-Family Managers of the TMT	<i>Family Enterprise Research Conference, FERC-2021</i>	2021
Balasubrahmanyam, S.	History-Mythology Divide: India for All	<i>2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December</i>	2021



AUTHOR(S)	TITLE	DETAILS	YEAR
Mitra, S.	Leveraging SDGs to increase global competitiveness in the motor vehicle industry	8th Pan IIM World Management Conference, 16-18 December	2021
Balasubrahmanyam, S.	Multi-faceted Human Memory: A Quest for Spirituality	2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December	2021
Venkataraman, S.	National Culture Values and Orientations to Corporate Sustainability	10th Business & Society Research Seminar	2021
George, N.	New strategic alliances in the new normal: Searching for new theories	Strategic Management Society Annual Conference, Toronto	2021
George, N.	Ordinary capabilities and firm performance: The role of capital market development.	Academy of Management Annual Conference, Vancouver	2021
Kerai, A.	Power Asymmetry in Top Management team and family firm internationalization	Academy of International Business 2021	2021
Mitra, S.	Resilience - A Higher Order Skill born out of Humanity's tryst with COVID-19	4th International Conference on Challenges in Emerging Economies: Business Agility and Adaptability in the VUCA Environment	2021
George, N. & Kerai, A.	Revisiting the drivers of Corporate diversification: The role of digital capabilities	ISDSI-Global Conference 2021 Leading Business in a Fluid world - IIM Nagpur	2021
Balasubrahmanyam, S.	Science to Meta-science: India's Diverse Knowledge Systems	2nd International Conference on Globalizing Indian Thought GIT2021, 16-18 December	2021
Upadhyayula, A. S.	Timing and Speed of Small and Young Firm's Internationalization: A Critical Review and Future Research Agenda	AIB 2021 Online Conference	2021
Nandakumar, M. K.	Using Organizational Ambidexterity To Bounce Back	British Academy of Management Conference 2021	2021
Nandakumar, M. K.	A Conceptual Model of Euphoric and Eudaimonic Employee Well-Being: Exploring Dual Aspects of Employee Well-Being to Buffer Challenges in A COVID Induced Work-From-Home	7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January	2022
Sinha, A. S.	Conflicts in a Social Enterprise : A Theoretical Kaleidoscope	7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January	2022
Mitra, S.	Role of Technology in Solid Waste Management: Social Enterprise in a Pandemic	South Asia Conference on Uncertainty, Social Entrepreneurship and Role of Technology (online), Centre for Social Enterprise, TISS, Mumbai	2022
Subramanian, S.	Socioemotional wealth in Indian Family Business Group- Tata Saga	15th International Conference on Business and Finance, conducted by ICFAI Business School, Hyderabad	2022
Kerai, A.	Tax Aggressiveness of Foreign Multinationals During Institutional Transition	19th AIMS International Conference on Management	2022
Sinha, A. S.	Unraveling the Glass Ceiling Phenomenon Using Critical Hermeneutics	7th Biennial Conference of the Indian Academy of Management (INDAM 2022), 7-9 January	2022

CASE STUDIES/ PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
Mitra, S.	India Post: Is it a candidate for privatization?	<i>The Case Centre, UK</i>	2021
Sinha, A. S. & Rajeev, P. N.	A Recipe for Empowerment	<i>IIMK/CS/160/SM/2022/05</i>	2022
Subramanian, S.	Corporate Governance issues Sun Pharmaceutical Industries Ltd	<i>IIMK/CS/142/SM/2022/01</i>	2022
Rajeev, P. N., Mitra, S. & Joy, S.	Do Community Based Organizations (CBOs) ensure equality for women and marginalized groups or maintain status quo? The case of Jalanidhi, Kerala	<i>I I M K / C S / 1 5 4 / OB&HR/2022/01</i>	2022
Dhayanithy, D.	Entrepreneur Voice - keeping cool in the desert. In conversation with Arya Nishant	<i>IIMK/CS/149/SM/2022/02</i>	2022
Dhayanithy, D.	Keeping cool in the desert - embarking on an entrepreneurial journey	<i>IIMK/CS/147/SM/2022/01</i>	2022
Dhayanithy, D.	Pedagogical Innovation - the case of Simultaneous Tournaments	<i>IIMK/CS/165/SM/2022/05</i>	2022
Subramanian, S.	Splitting the century old TVS Group- The Family Arrangement	<i>IIMK/CS/157/SM/2022/04</i>	2022
Dhayanithy, D.	Stump Talk	<i>IIMK/CS/166/SM/2022/06</i>	2022
Dhayanithy, D.	Techniche - Infancy	<i>IIMK/CS/152/SM/2022/03</i>	2022

Mitra, S. (2021) India Post: Is it a candidate for privatization?, *The Case Centre*

Sinha, A. S. & Rajeev, P. N. (2022) A Recipe for Empowerment, *IIMK/CS/160/SM/2022/05*

Subramanian, S. (2022) Corporate Governance issues Sun Pharmaceutical Industries Ltd, *IIMK/CS/142/SM/2022/01*

Rajeev, P. N., Mitra, S. & Joy, S. (2022) Do Community Based Organizations (CBOs) ensure equality for women and marginalized groups or maintain status quo? The case of Jalanidhi, Kerala, *IIMK/CS/154/OB&HR/2022/01*

Dhayanithy, D. (2022) Entrepreneur Voice - keeping cool in the desert. In conversation with Arya Nishant, *IIMK/CS/149/SM/2022/02*

Dhayanithy, D. (2022) Keeping cool in the desert - embarking on an entrepreneurial journey, *IIMK/CS/147/SM/2022/01*

Dhayanithy, D. (2022) Pedagogical Innovation - the case of Simultaneous Tournaments, *IIMK/CS/165/SM/2022/05*

Subramanian, S. (2022) Splitting the century old TVS Group- The Family Arrangement, *IIMK/CS/157/SM/2022/04*

Dhayanithy, D. (2022) Stump Talk, *IIMK/CS/166/SM/2022/06*

Dhayanithy, D. (2022) Techniche – Infancy, *IIMK/CS/152/SM/2022/03*

WORKING PAPERS

AUTHOR(S)	TITLE	DETAILS	YEAR
Basu, M. & Upadhyayula, A. S.	A Literature Review of INV and Born Global	<i>IIMK/WPS/504/SM/2022/05</i>	2022
Basu, M., Upadhyayula, A. S. & Panicker, V. S.	Exploiting Diverse Business Models in Social Enterprises	<i>IIMK/WPS/505/SM/2022/06</i>	2022
Mitra, S.	Healthcare Challenges during pandemic-Role of Telemedicine	<i>IIMK/WPS/539/SM/2022/10</i>	2022
Ali, S.	Influence of Technological & Other Environmental Factors on Organizational Strategy	<i>IIMK/WPS/527/SM/2022/08</i>	2022
Panicker, S., Upadhyayula, A. S. & Sivakumar, S.	Internationalization of Hybrid State Owned Enterprises	<i>IIMK/WPS/501/SM/2022/04</i>	2022
Subramanian, S.	Mutual funds' group connections and proxy voting – A study of Indian business group sponsored fund houses	<i>IIMK/WPS/499/SM/2022/02</i>	2022
Basu, M. & Upadhyayula, A. S.	Platform Ecosystem and Networked Firms: A Review of Literature and Research Agenda	<i>IIMK/WPS/506/SM/2022/07</i>	2022



AUTHOR(S)	TITLE	DETAILS	YEAR
Yadav, S. & Upadhyayula, A. S.	Pro-market reform and first cross-border acquisition speed of emerging market firms: Exploring intergroup and intragroup heterogeneity	IIMK/WPS/500/SM/2022/03	2022
Subramanian, S.	Socioemotional wealth in Indian Family Business Group- Tata Saga	IIMK/WPS/498/SM/2022/01	2022
Ali, S. S.	Structural Changes Amongst Incumbent Firms in Emerging Economies	IIMK/WPS/527/SM/2022/09	2022

Basu, M. & Upadhyayula, A. S. (2022) A Literature Review of INV and Born Global, *IIMK/WPS/504/SM/2022/05*

Basu, M., Upadhyayula, A. S. & Panicker, V. S. (2022) Exploiting Diverse Business Models in Social Enterprises, *IIMK/WPS/505/SM/2022/06*

Mitra, S. (2022) Healthcare Challenges during pandemic-Role of Telemedicine, *IIMK/WPS/539/SM/2022/10*

Ali, S. (2022) Influence of Technological & Other Environmental Factors on Organizational Strategy, *IIMK/WPS/527/SM/2022/08*

Upadhyayula, A. S. (2022) Internationalization of Hybrid State Owned Enterprises, *IIMK/WPS/501/SM/2022/04*

Subramanian, S. (2022) Mutual funds’ group connections and proxy voting – A study of Indian business group sponsored fund houses, *IIMK/WPS/499/SM/2022/02*

Basu, M. & Upadhyayula, A. S. (2022) Platform Ecosystem and Networked Firms: A Review of Literature and Research Agenda, *IIMK/WPS/506/SM/2022/07*

Yadav, S. & Upadhyayula, A. S. (2022) Pro-market reform and first cross-border acquisition speed of emerging market firms: Exploring intergroup and intragroup heterogeneity, *IIMK/WPS/500/SM/2022/03*

Subramanian, S. (2022) Socioemotional wealth in Indian Family Business Group- Tata Saga, *IIMK/WPS/498/SM/2022/01*

Ali, S. (2022) Structural Changes Amongst Incumbent Firms in Emerging Economies, *IIMK/WPS/527/SM/2022/09*

SESSION CHAIR/ TRACK CHAIR

AUTHOR(S)	DETAILS	YEAR	CATEGORY
Balasubrahmanyam, S.	Management and Business: India’s Soft Power 2nd International Conclave on Globalizing Indian Thought	2021	Session Chair

Conferences & Workshops at IIM Kozhikode

- 8th Pan IIM World Management Conference, 16-18 December, 2021
- 2nd International Conclave on Globalizing Indian Thought (GIT 2021), 16-18 December, 2021

Forthcoming Conferences

- 3rd International Conclave on Globalizing Indian Thought (GIT 2021), 1-3 December, 2022
- International Conference on Reimagine OM for Providing Sustainable Solutions in New Normal, 21-23 December, 2022
- 20th AIMS International Conference on Management, 28-31 December, 2022

IIMK Journal

IIM KOZHIKODE SOCIETY & MANAGEMENT REVIEW

Issues Published

The following two issues were published during this period.

- Volume 10 Issue 2, July 2021
- Volume 11 Issue 1, January 2022

Number of manuscripts received during this period – 250

Number of manuscripts accepted during this period – 25



CENTER OF EXCELLENCE FOR SOCIAL INNOVATION (CESI)

Social innovations help in solving complex social problems as they bring together actors across sectors and regions, including individuals, communities, businesses, NGOs, academic institutions, governments, and state and international agencies, and seek to change the institutional arrangements that are the root causes of these problems rather than just their symptoms. Although India is home to many social innovations, little work has been done to create a research base. Such a research base is essential to generate a body of knowledge that will translate to teaching and consulting, contributing to the success and sustainability of social innovations. The Centre of Excellence for Social Innovation aims to address this need gap in the current social innovation landscape.

Vision

The Centre seeks to contribute to IIMK's aspiration of globalizing Indian thought by approaching this as an opportunity to curate the knowledge from the social innovators in India and offer it to the world to benefit all.

Mission/ Objectives

The Centre envisions to go beyond being an incubation platform and become a research-based Centre of Excellence that:

- (a) Undertakes systematic research of Social Innovations from India for gathering empirical evidence and building models and theories.
- (b) Disseminates the knowledge thus generated through teaching materials/courses/programs to social innovators, management students, managers, practitioners, policymakers, and the general public.
- (c) Offer research and consultancy services to social innovations/innovators/public bodies/funding agencies/other actors.

Activities carried out in line with the above objectives

I. Academic research

(a) Research projects

1. Simy Joy & Priya Nair Rajeev- Re-imagining rural micro-entrepreneurship: An initiative for extending proven social enterprise business involving rural micro-entrepreneurs (An action research project involving rural micro-entrepreneurs, social enterprises, NGOs, corporate philanthropies, and government agencies)
2. Rajeev, P. N., Mitra, S. & Joy, S. Community Based Organizations (CBOs) as vehicles for eliminating income, caste and gender inequality in public service provision in India: An Exploration of Nenmeni, a Jalanidhi CBO (Field study in 2 panchayats in Wayanad, Kerala)
3. Joy, S., Rajeev, P. N., Managerial responses to COVID-induced lockdown (Interview study of senior managers from 13 industry sectors)
4. Joy, S., Rajeev, P. N., Understanding 'homes' as workplaces: Perspectives of couples working from home (Interview study of couples at various family-life cycle stages)
5. Joy, S., Rajeev, P. N., Envisioning enterprises: A multi-method study of stakeholders in apparel value chains for identifying ways to engender greater equality and build capabilities (Industry-partnered research, Mumbai & Anand)

(b) Research outputs

Books

1. Priya Nair Rajeev & Simy Joy, ***Being an Impact Champion: Enacting Corporate Social Consciousness***, IIMK – IIMK Sage Leadership Series. (November 2021)



Book Launch: Being an Impact Champion: enacting Corporate Social Consciousness
SAGE IIMK event 23rd Thursday, Dec 2021.

Speakers:

Mr. Arun Maira (<https://www.linkedin.com/in/arun-maira-5499711b4/>);

Mr. Nagaprakasham, <https://www.linkedin.com/in/nagapr/>

Mr. Manish Kothari <https://www.linkedin.com/in/manish-kothari-rhino/>

Scillitoe, J. L., Poonamallee, L., & Joy, S. (Eds.) (2020). *Socio-tech Innovation: Harnessing Technology for Social Good*. Palgrave Macmillan.

Book chapter

1. Rajeev, P. N. & Joy, S. (2020). CropIn: Addressing Farmer Poverty Through “Connected” Farming. In Scillitoe, J. L., Poonamallee, L., & Joy, S. (Eds.) *Socio-tech Innovation: Harnessing Technology for Social Good*. Palgrave Macmillan.

Journal papers

1. Kalagnanam, S and Rajeev P N (2023) “Implementing Mandatory Corporate Social Responsibility in India: Assessing progress made by Corporates and NGOs”, *International Journal of Business, Governance and Ethics*, Inderscience (forthcoming).
2. Poonamallee, L., & Joy, S. (Forthcoming) Rousing collective compassion at the societal level: Lessons from newspaper reports on Asian Tsunami in India. *IIM Kozhikode Society & Management Review*. (Accepted)
3. Joy, S., Game, A.M. & Toshniwal, I. G. (2020) Applying Bourdieu’s capital-field-habitus framework to migrant careers: taking stock and adding a transnational perspective, *The International Journal of Human Resource Management*, 31:20, 2541-2564, DOI: 10.1080/09585192.2018.1454490

Conference papers

1. Aakriti Deepak and Sumit Mitra (2022) “Role of Technology in Solid Waste Management: Social Enterprise in a Pandemic”, *South Asia Conference on Uncertainty, Social Entrepreneurship and Role of Technology* (online), Centre for Social Enterprise, TISS, Mumbai
2. Simy joy and Priya Nair Rajeev (2021)” Enhancing market access of women micro-entrepreneurs through online platforms: A study of women micro-entrepreneurs of Kudumbashree, Kerala” *GIT, IIM Kozhikode*.
3. Simy Joy, and Priya Nair Rajeev (2021) “Labels and ideals: Decoding the implications of ‘Impact’ Investing for Indian Social Startups” *PAN IIM WMC December IIM Kozhikode*.
4. Poonamallee, L., Joy, S., Scillitoe, J.L., & Bika, Z. (2020). Social innovation as institutional Change: Interplay of logic strategies and resources. *Academy of Management Annual Conference*, Virtual. 7-11 August.
5. Joy, S. (2020). Financially ‘included’? Beneficiary Perspectives on Inclusion from Uttar Pradesh, India. *The New School Social Justice and Management Conference*, New York.
6. Rajeev, P. N., Mitra, S. & Joy, S. (2020). Community-Based Organizations and Institutional Voids in Emerging Economies: Case of Nenmeni in Kerala, India. *The New School Social Justice and Management Conference*, New York.
7. Rajeev, P. N., Joy, S. & Mitra, S. (2019). Community-Based Organizations (CBOs) and Participatory Governance: Insights and Best practices from Nenmeni, a rural water supply management CBO in Kerala, *International conclave on Globalizing Indian Thoughts (GIT2020)*, 16-18 January.



Reports/ Chapters

1. Sumelika Bhattacharyya, Simy Joy, Priya Nair Rajeev, Innovating for Social Impact: Understanding Innovation Characteristics in Relation to Social Startups, iVEIN Annual report (Forthcoming, 2021).
2. Simy Joy & Priya Nair Rajeev. Market access for micro-entrepreneurs: Can platform co-ops help? Platform Cooperativism Consortium.

Case Studies

1. Rajeev, P.N., Simy Joy (2020) Can Social Aspirations Be Realized Through a Market Model? Experiments of an Agtech Venture in India. IIMK Sage Case.

(c) Work-in-progress

1. Latha Poonamallee, Anita Howard & Simy Joy (Eds). Managing for Social Justice: Harnessing Management Theory and Practice for Collective Well-Being (Target publishing date: Dec 2022, Edited volume under contract with Palgrave Macmillan)
2. Joy, S. & Rajeev, P. N., ‘Reimagining rural livelihoods: Social Enterprise Business Models for rural India’ (Book for practitioners)
3. Rajeev, P. N., Joy, S., and S Mitra, ‘Capabilities that enable community-based organizations (CBOs) to manage rural water supply programs independently: Insights from Nenmeni CBO, Kerala, India.’
4. Joy, S., Rajeev, P. N., Case study collection: short teaching cases on social enterprises and CSR.

(d) Editorial roles

1. Priya Nair Rajeev - Journal Special Issue: Guest editor for a special issue in the Journal of Indian Business Research (Emerald) on Venturing and social businesses. February 2022
2. Priya Nair Rajeev – Editorial Board Member- Human Resource Development Review, Sage Publications (ongoing)
3. Simy Joy, Editorial Review Board Member, Academy of Management Learning & Education (Ongoing)
4. Simy Joy, Editorial Review Board Member, SAM Advanced Management Journal (Ongoing)

II. Knowledge dissemination

(a) Certificate Program in the Management of Social Initiatives

Certificate Program in the Management of Social Initiatives was envisioned as a vehicle of nurturing women change-makers by giving them conceptual grounding on the three pillars of social initiatives, namely corporate social responsibility, not-for-profit work, and social entrepreneurship. It was designed for Naval Wives Welfare Association (NWWA, Southern Region). The first batch has nine women.

(b) Practice Fellowship

Practice Fellowship is offered to those who completed the certificate program as a vehicle for ongoing mentoring and peer learning. The Practice fellowship comprises an Ideation Stage and an Accomplishment stage to enable the participant to start their social initiative (both of six months duration).

(c) Silver Jubilee Webinar Series organized

Social Innovation: Perspectives and Pathways are organized to commemorate IIMK’s Silver Jubilee. One webinar is held on the first Saturday of the month. The completed and planned ones are as follows:

Sl no	Date	Speaker	Topic
1	March 6, 2021	Ms. Gayatri Rao, India Program Lead at IMAGO Global Grassroots and IIMK Alumina	Can social enterprises lead an inclusive recovery from the livelihood crisis triggered by COVID 19 pandemic?



Sl no	Date	Speaker	Topic
2	April 3, 2021	Aravind Safar, Engineer & Entrepreneur, Trained at IIT, MIT & Google	Socially impactful technology ventures: An entrepreneur's perspective.
3	May 8, 2021	Manoj Kumar, Co-Founder & CEO, Social Alpha	Support ecosystem for deep-tech social ventures
4	June 5, 2021	Nagaraja (Naga) Prakasam, Angel Investor, Mentor, Fund Advisor	Social Innovation for Bharat
5	July 3, 2021 (Scheduled)	Sarah Alexander, Senior Advisor, SELCO Foundation	An ecosystem approach for social change and sustainable impact
6	August 7, 2021 (Scheduled)	Sivarajah Ramanathan, Founder & CEO, Nativelead	Nurturing entrepreneurs in Tier 2 and Tier 3 cities
7	September 4 2021	Mr. Nixon Joseph Ex-President & CEO, SBI Foundation	Role of CSR in nurturing change Champions

(d) Webinars (invited as a Subject Matter Expert)

- Priya Nair Rajeev- keynote speaker at The DISHA Global Foundation Day on the theme: “*SOCIAL INNOVATION: creating pathways to tackle wicked problems that continue to haunt us*”, February 2022.
- Priya Nair Rajeev- main speaker at the Kerala Startup Mission on the theme: Assessing Social enterprise and measuring their impact”, February 2022.
- Simy Joy and Priya Nari Rajeev- Invited speakers at **Platform Cooperativism Consortium & Institute for the Cooperative Digital Economic at The New School, April 6, 2021**. Talk on *Enhancing market access of women micro-entrepreneurs: The Feasibility of Platform Co-ops in Kerala Experiences with online platforms*.
- Priya Nair Rajeev- Invited speaker at Academy of Management, Critical Management Studies In-Touch Webinar Series on The Pandemic and Management Structures: Divergent National and State Responses, June 29, 2020.
- Priya Nair Rajeev- Invited speaker at **JustActions- Every breath Counts Series**, the world's first public-private partnership to support national governments to end preventable child pneumonia deaths by 2030- **talk on the success of the Kerala Govt on the containment and management of COVID 19 pandemic in the state**.
- Simy Joy- **Women Federations Making Markets Work for the Poor**, Webinar organized by Centre for Development of Community Collectives, September 18, 2020
- Sumit Mitra- A Panel Discussion on “**Social Entrepreneurship: A Solution for Inclusive Economy and Sustainable Society** “ On September 26, 2020, organized by ES Institute of Management, VESIM Yunus Social Business Centre.
- International Webinar on: **Socio-Tech Panel Discussion on ‘Role of technology in making social impact’**. In collaboration with New School, Ney York. Date & time: **20 Oct 2021**, 8:30 – 10 PM IST (11 AM to 12.30 PM EST)

III. Research and consulting services

- Simy Joy, Priya Nair Rajeev: Impact measurement for social enterprises and social incubators. (In partnership with Villgro).
- Simy Joy. Mobility, women's livelihoods and their societal implications: A study of female bank agents (In partnership with FIA Technology Services Ltd)
- Simy Joy & Priya Nair Rajeev. Use of digital platforms for market access: A study of Kudumbashree micro-enterprises (Commissioned by the Platform Cooperativism Consortium, New York).
- Simy Joy, Kisan Mittr: An initiative for making science and technology innovations developed in research institutions reach the rural agripreneurs. (Commissioned by the Office of the Principal Scientific Advisor, Government of India.)



IV. Mentoring

1. Priya Nair Rajeev – Mentor (pro bono) for social startups at **AIC Raise**, a NITI Aayog Initiative.
2. Priya Nair Rajeev – Mentor (pro bono) for **Vardaan4U**, an NGO working on skilling the disabled.
3. Priya Nair Rajeev – Mentor (pro bono) for **AyurSutra**, a women-centric social enterprise manufacturing herbal product.
4. Simy Joy, Impact Adviser, **FIA Technology Services Private Ltd**, India – A social enterprise for financial inclusion (May 2017 - Ongoing)

V: Invited Member in Kerala State Planning Board

- Prof Priya Nair Rajeev – Expert member in **Working Group on Development Interventions by LSGIs**
Convener – drafting committee, WGD.
- **Prof Simy Joy** – Expert member in **Working Group on Improving Service Delivery by LSGIs**

VI: Advisory for Govt of Kerala

Prof Priya Nair Rajeev - **Advisory Committee Member** - *Women in Social Entrepreneurship (WiSE) Fellowship program* - a Dept of Women and Child Development, Govt of Kerala & UN Women initiative. (ongoing)

VII: PAN IIM webinar

8th PAN IIM World Management Conference

16-18 December 2021

Social Innovation: Opportunities in Research and Teaching.

Organizers: CESI, Indian Institute of Management Kozhikode

Format – Online Panel Discussion – December 17th, 4 pm to 5.30 pm

In the light of the unprecedented uncertainties thrown up by the global pandemic and climate change, the relevance of social innovation and entrepreneurship has increased manifold. In this context, this panel discussion aims to help the academics and Ph.D. scholars who are curious about social innovation be better aware of the research and teaching opportunities in this area.

Through this panel, CESI would like to highlight critical perspectives and identify areas of research that have the potential for knowledge generation and dissemination through teaching in the social innovation space. The entire cohort of attendees to the conference will benefit enormously from the insights, especially young researchers and doctoral scholars.

While showcasing scholars and organizations involved in social innovation, CESI would like the participants to use this as an opportunity to create valuable networks to advance their research and teaching. Going forward, CESI is committed to spearheading research and teaching that can make a social impact and be at the forefront of establishing itself as a national and international Centre of repute. CESI would welcome the participants to join in this endeavor, and aim to support them in advancing their own specific research and/or teaching interests in the area of social innovation. CESI thanks 8th Pan IIM World Management Conference for this opportunity.

Themes and panelists

Opening Comments & Introduction Prof Priya Nair Rajeev

Panel Introduction Prof. Simy Joy

Speakers (in order)

Prof. Satyajit Majumdar: Dean School of Management and Labour Studies, TISS Mumbai

Topic: Approach to Research in Social Entrepreneurship

Prof. Israr Qureshi- Professor of Social Entrepreneurship and ICTD, Research School of Management, The Australian National University, Australia

Topic: Social Innovators and Digital Development: Insights and Research Directions

Prof Ankur Sarin, Professor – Public Systems Group, IIM Ahmedabad

Topic: Social Innovation: Thinking Critically

Ms. Tanuja Kate, Manager – Monitoring & Evaluation, Villgro Innovations Foundation

Topic: Social innovation practice: Role of academic contributions

Q&A/Concluding Remarks Prof. Sumit Mitra (40 Mins)

IX: IIM Kozhikode and CII regional Social Entrepreneurship Conclave. 11th March 2022 Theme of the Social Entrepreneurship Conclave: Significance of social entrepreneurship in achieving sustainable inclusive development. Moderator: Priya Nair Rajeev.





CENTRE FOR GOVERNANCE

Started in August 2019, IIMK Centre for Governance, decided to focus on the objective of bridging the gap between the theory and practice through an informative website, webinars, consulting, and writing blind reviewed international cases. Towards this end, the center has created a detailed learner centered website, documented five international peer-reviewed cases, and has four webinars by eminent experts on niche topics, namely, data-driven governance (Dr. Poornima Dore, Tata Trusts), coordinated governance (Shri K S Srinivas IAS, Chairman MPEDA), collaborative governance (Shri Pramod Krishnan IFS, Additional Principal Chief Conservator of Forest, Forest and Wildlife Department, Govt. of Kerala) and a systems view to network governance (Dr. Amar KJR Nayak, Professor of Strategic Management & Chairperson, Centre for Sustainable Ecological Systems, Xavier Institute of Management).

Progress Report: April 2021 to February 2022

The Governance Center strived forward in bridging the gap between the theory and practice by updating the informative website, having a series of 2-4 webinars, consulting, and writing blind-reviewed international cases. In the year 2021, the center completed its first preliminary draft of consulting assignment titled 'Study on Differences in Free Float and PE Ratio of NSE and BSE' to the Securities and Exchange Board of India (SEBI), the regulator for securities and commodity market in India. The center also documented two international peer-reviewed cases in this period. Towards the end of the year, the center received a consulting assignment, Training Needs Assessment (TNA) of IAS Professional Course Phase I training programme held at the Lal Bahadur Shastri National Academy of Administration, Mussoorie. This project was successfully executed by January 31, 2021.

The center organized a webinar session on collaborative governance titled "Collaborative Governance and Joint Forest Management in India: The case of Periyar Tiger Reserve" by an eminent practitioner, Shri Pramod Krishnan IFS (Forest and Wildlife Department, Govt. of Kerala) on January 2022.

The following has gone up among the cases and papers under the centre:

- Kakani, R.K, Ghalke, A & Varma, H. (2021). Pythagoras Global: Emerging Market Funds and the Conundrum of Family Ownership. Richard Ivey School of Business: Ivey Case Publishing. Case going through print proof; forthcoming.
- Pati, S. P., & Kakani, R. K. (2022). Explaining High Performance among Indian Administrative Service (IAS) Officers: A Job Demands-Resources Perspective. *Review of Public Personnel Administration*. <https://doi.org/10.1177/0734371X211062481>

In March 2022, the center organized its fourth webinar session on network governance titled "Farmer Producer Organizations: A Systems View to Network Governance" by an eminent scholar, Dr. Amar KJR Nayak who has been involved in formulating the national policy on FPOs.

In the month of May, the centre received another consulting assignment, Training Needs Analysis (TNA) for IAS Professional Course Phase II, and Mid-Career Training Programmes Pre-Phase III, Phases III and IV from LBSNAA, Mussoorie upon the successful completion of the first assignment. Alongside, the center is documenting a new case and carried forward its research work on 'Smart City Governance' in India – and hopes to present in the coming quarter to the academia for feedback and application on the field.

Specific Supporting Details

❖ Refereed international case outputs:

- Varma, Harikishnan and Ram Kumar Kakani. "Don't let it derail: The District Head's Dilemma" In **The Case Journal**. Emerald Publishing, 2021. DOI 10.1108/TCJ-10-2020-0145
- Varma, Harikishnan, James Poovathingal and Ram Kumar Kakani. "Governing Changes in Government: The Water Story of Mahabubnagar" In **The Case Journal**. Emerald Publishing, 2021. DOI 10.1108/TCJ-02-2021-0032
- Hanish, Mohammed A., Ram Kumar Kakani and Gaurav M. Marathe. "Can Rakesh Acquire Land for a Factory? A Stakeholder Approach." In **SAGE Business Cases**. SAGE Publications Ltd., 2020. 10.4135/9781529706611

- Balasubramanian, Girish, Gaurav M. Marathe and Ram Kumar Kakani. "Conflict Management by a Police Leader." In **SAGE Business Cases**. SAGE Publications Ltd., 2020. 10.4135/9781529701210.
- Kakani, R.K, Ghalke, A & Varma, H. (2021). Pythagoras Global: Emerging Market Funds and the Conundrum of Family Ownership. Richard Ivey School of Business: Ivey Case Publishing. Case going through print proof; forthcoming.

❖ Digital output:

- Bridging the gap between the theory and practice through an informative website.
- Webinar on systems view to network governance by Dr. Amar KJR Nayak, Professor of Strategic Management & Chairperson, Centre for Sustainable Ecological Systems, Xavier Institute of Management: 2022
- Webinar on Collaborative Governance by Shri Pramod Krishnan IFS, Additional Principal Chief Conservator of Forest, Forest and Wildlife Department, Govt. of Kerala: 2022
- Webinar on Coordinated Governance by Shri K S Srinivas IAS, Chairman, Marine Products Export Development Authority: 2021
- Webinar on Data-Driven Governance by Dr Poornima Dore, Tata Trusts: 2020

❖ Consulting Assignments, Agreements and Collaborations Signed:

- Careerist Senior Civil Services of India (IAS officers) Training Need Assessment Phase I
- SEBI Development Study Group (DRG) for DRG Type II funded research study on comparing NSE and BSE Indices and PE Ratios, 2021
- Training Needs Analysis (TNA) for IAS Professional Course Phase II, and Mid-Career Training Programmes Pre-Phase III, Phases III and IV

❖ Research:

- Study of 'Smart City Governance' in India, Present- study is ongoing





CENTRE FOR DIGITAL INNOVATION AND TRANSFORMATION (C-DIIT)

The Centre activities are planned for the next two years and recruited a Business Executive for the Centre. A website for the Centre is developed and is being updated with relevant information from time to time (<https://forms.iimk.ac.in/research/cdit/index.php>). The Centre was formally inaugurated on 14.12.2021. Padma Bhushan Kris Gopalakrishnan, Chairman, Axilor Ventures & Co-founder of Infosys, was the Chief Guest. During the inaugural function, Professor Debashis Chatterjee, the Director of IIM Kozhikode also launched the website of the Centre. Preparation of a few white papers on relevant topics, compilation of a database of the relevant Courses/ Case studies / Research Publications, identification of eminent speakers for webinars, and planning for a conference are in progress.





LIBRARY & INFORMATION CENTRE (LIC)

The Library and Information Center (LIC) at IIMK (<http://library.iimk.ac.in>) is a creative and strategic learning partner of the Indian Institute of Management Kozhikode. IIMK's LIC continues to add value through its state-of-the-art collection and information services, backed by its vast and varied information resources. The LIC's web portal has become the gateway for all information and learning resources of the IIMK community. It offers a seamless learning space to its stakeholders. The LIC is envisaged as IIMK's knowledge hub and is the centre of scholarly and corporate information.

The latest in the series of services is the Know your Learning Centre online Quiz, Children's Library, Library Blog "InfoTalk" (<http://infotalk.iimk.ac.in>), targeted toward the students, researchers and faculty of IIMK.

The LIC at IIMK is a digital delight available for all registered users. It perfectly combines digital, audio, video and print media with cutting-edge technology. It is a great knowledge centre catering to the faculty, students and research scholars. It houses over 39272 books in print form, over 165 print journals, over 440000 Ebooks, 6119 Bound Volumes of research Journals, over 15000 corporate annual reports and more than 22000 E-Journals from India and abroad, in addition to as many as 3700 CD-ROM publications on contemporary issues.

The audio/visual unit in the LIC hosts over 280 educational videos covering a wide range of disciplines in management. The Video Digital Library streams educational videos throughout the entire campus. Around 80 full-text/bibliographic databases on scholarly information and 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 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 of the IIMs' Library Consortium and the Ministry of Education's latest e-ShodhSindhu Consortium (<http://www.inflibnet.ac.in/ess>). The annual Rupee equivalent of document resourcing in the LIC is around 6.75 Crores. To promote cross-border research and collaborations, 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>).

A total of 5182 transactions occurred between April 01, 2021, and March 31, 2022. Of this, 1874 books were checked out, 2545 books were checked in, and 763 books were renewed. 636 new users took the LIC membership during this period.

Library & Information Services at Kochi Satellite Campus

A state-of-art library has been set up at the satellite campus at Kochi. The students and faculty at the Kochi campus will access all the electronic resources subscribed by the IIMK main campus. Faculty and students are also provided remote access to all the e-resources of IIMK. The library computerization at the Kochi campus has been configured using the world-renowned open-source software KOHA.

Procurement of Course Material for Various Academic and Executive Programs

To support all Institute academic and Executive programs, the LIC regularly procures the required course material from various sources. LIC brought and made available the following study material on behalf of the various program offices.

Case Studies	HBS Core Curriculum	Simulation	Research Articles	Books	Books for Children Library
3730	33	77	1400+	120	528

Online Databases, Resources & Services

Online Databases, Resources & Services	
ACE Knowledge Portal: Covers more than 30000 listed and unlisted company's financial and non-financial data and entire mutual fund industry data	ACM Digital Library (Full-Text journals)
Bank Focus: Definitive solution for analyzing banks	Business Source Ultimate (EBSCO): An unprecedented wealth of peer-reviewed, full-text journals and other resources that provide historical information and current trends in business that spark discussion on future developments and changes in the business world



Online Databases, Resources & Services

Business Standard Digital: Access to 21 years of archives	Bloomberg: A research tool for financial professionals as well as business academics who require in-depth and timely access to current business and company news, and financial and economic data
CAMBRIDGE EBA-E-books Collection A collection of around 800+ books from Cambridge University Press is Evidence-Based Acquisition (EBA) mode	Capital IQ Pro: Capital IQ is a market intelligence platform designed by Standard & Pooors.
Capitaline: Fundamental and market data on more than 55000 Indian listed and unlisted companies, classified under more than 300 industries, along with powerful analytic tools	CARMA Video Library: 180+ recorded lectures from internationally recognized scholars on various research methods.
CIPD (Chartered Institute of Personnel and Development)- Institutional Membership: Europe's most extensive HR Library and information services	CMIE – Capex: A investment project database that involves setting up new capacities.
CMIE - Consumer Pyramids Dx: People of India dx; Aspirational India dx; Income Pyramids dx; Consumption Pyramids dx: A fast-frequency portrayal of living standards of Indian households.	CMIE- Economic Outlook: Macroeconomic forecasts & insights, Real-time analysis of data releases & copious time-series data.
CMIE- First Source: A query-able database of all companies registered in India	CMIE-Industry Outlook: Comprehensive analysis of the entire range of industries.
CMIE-PROWESSDx: Specially designed for academia and facilitates easy downloading of data in text format.	CMIE-PROWESS IQ: Database of the financial performance of Indian companies
CMIE-States of India: A Comprehensive compilation of State-level Statistics supported by Official Statistical documents from State governments.	CRISIL Research: Industry Information Service on Economy, Industry and Companies.
DELNET Membership: Access to an online union catalogue of books, periodicals & databases available in member libraries	DISRUPTOR: Disruptor platform provides overall technology disruption updates in the banking and financial institutions, Analytics on the Impact of Disruptive FinTech, Artificial Intelligence and Blockchain, case studies, smart money analytics, trends and landscape of the future Fintech.
EBSCO E-books Academic collection: An extensive collection of multidisciplinary eBooks(120000+ E-books)	Economic & Political Weekly (EPW) Archives
EDS (EBSCO Discovery Services): One search facility	Elsevier Science (Science Direct): Full-Text E-journals
Emerald Full-Text Library: Full-Text E-journals	Emerald E-Books Series: Business, Management, Economics, Social Science Frontlist Collection
Emerald E-Books Select 100: (Perpetual access): A collection of 100 eBooks from Emerald Publishing in Business, Accounting, Finance, Economics, Marketing, HR, Education & Sociology	Emerald E-Cases: Access to 2000+ cases from IIM Ahmedabad; Emerging Market Case studies collection; Darden School of Business, Kellogg school of management, Fudan school of management, Council of Supply Chain Management Professionals cases, The Case Journal.
Emerging Markets Information Services (EMIS) - India) EMIS delivers deep, rich company and industry information alongside the relevant proprietary and multi-source news, research and analytics	EPWRF India Time series: An interactive online database that provides time-series data facilitating research across various sectors of the Indian economy
ET Prime: ET Prime is a member-only business storytelling platform from the house of The Economic Times, India's oldest and most trusted business news brand (One-time registration required)	Euromonitor Passport: Global Market Information Database
Films on Demand: A comprehensive curriculum-focused video collection providing unlimited access to thousands of videos	Financial Times online (ft.com): Business news & analysis covering global business, finance, politics, business education, Management, Business School ranking etc.
Foundations and Trends in marketing Access to high-quality survey and tutorial monographs in the field.	GARTNER Research: The premier source of research and analysis on the global information technology industry & provide in-depth analysis and actionable advice on virtually all aspects of technology



Online Databases, Resources & Services

Grammarly - A Research writing tool	ICRA Industry Research: The industry research service covers over 30 corporate and financial services segments. The research reports provide an in-depth analysis of industry-specific issues, trends in demand-supply factors, the competitive landscape, and medium-to-long-term outlook.
Hindustan Times E-Paper: Access to 5 years of archives	IEEE ASPP (All-Society Periodical Package) +POP (Conference papers) Access to full-text published since 1998 from IEEE journals, transactions, magazines and IEEE conference proceedings
IMF e-Library: The eLibrary contains over 12,000 publications & over 9,500 financial and economic data concepts	India Business Insight Database (IBID): Compilation of vital information on Indian Business & Industry
Indian Capstone Simulations (Equity Levers Finance Lab): A new way to learn finance skills- by doing. Simulations offer a great way to train and upskill in applications of basic finance, accounting, investing, personal finance, advanced skills like financial modelling/valuation, etc.	Indiastat.com: Revealing India statistically: An authentic source for Indian statistics collected from the best sources for information and statistics on India
INFORMS Pubs Suite Journals & Access to 15 years' archival data.	ISID: Provides indexes for 224 Indian Social Science Journals & press clippings on diverse social science subjects
J-Gate@eShodhsindhu: Acts as one-point access to 7900+ journals subscribed currently under ESS consortium and university libraries designated as Inter-Library Loan (ILL) Centers besides index to open access journals. J-Gate@eShodhsindhu has the facility to trigger e-mail requests for the article to Inter Library Loan Centres and INFLIBNET Centre	JSTOR EBA E-Books collection: A collection of over 48000 eBooks from 98 publishers
JSTOR E-Journals Collection (Full-Text journals): Online Archive of over 1800 multidisciplinary Journals	Journal Citation Reports (JCR): Offer a systematic, objective means to critically evaluate the world's leading journals with quantifiable, statistical information based on citation data.
Lexis Nexis: Access over 15,000 news, business, and legal sources.	Magzter Gold: World's largest digital magazine newsstand, with over 5000 magazines worldwide (One-time registration required).
Market line Advantage: An International business information and industry analysis service.	McKinsey Quarterly: The business publication that has been defining and informing the senior-management agenda since 1964.
MICA Indian Marketing Intelligence (MIMI & MVMI): Provides the secondary data for socio-economic variables and market intelligence up to the village level for all India's states and union territories.	Mint E-Paper: Access to 10 years of archives
NASSCOM Membership: Access to NASSCOM Resource Centre.	National HRD Network: Institutional Membership.
NAV INDIA: Largest mutual fund database in India.	OECD iLibrary: Access to OECD books, statistics, Papers etc.
Oxford Journals: Business & Management collection.	PACKT E-Books Collection: Access to 2000+ IT& Systems eBooks.
People Matters: A leading knowledge and media platform in the Human resources space.	Prime Infobase: Unmatched quality and accurate information on listed companies (access to 18 Databases).
Press Reader (Newspaper online): Online newspaper and magazine kiosk provides access to thousands of Publications on the web.	Project Syndicate: The world's opinion page portal.
Project Muse E-Journals Premium Collection (Full-Text journals)	PROQUEST Academic Video Online: Access to 68000 videos spanning the widest range of subject areas, including Business Economics and Education. Teacher Training, Environmental studies, Health and society, news and journalism, social work, counselling, film, history, diversity studies etc.
PROQUEST One Business: ProQuest One Business combines multiple ProQuest business information databases - including, e.g. the ABI/INFORM Collection and J.P. Morgan Research - to a total of more than 130 million documents	PROQUEST Dissertations & Theses Global: World's most comprehensive collection of full-text dissertations and theses.



Online Databases, Resources & Services

PROQUEST Ebook Central (Ebrary): 150000+ eBooks (To download/borrow ProQuest e-books offline, create an account with the ProQuest website using IIMK e-mail ID & install Adobe digital editions)	Quillbot Premium (One-year Complimentary Access): AI-based Tools for Academic Writing
PsycArticles: American Psychological Association (APA) Full-Text journals	Sage E-Vidya Ebooks: Hindi eBooks collection
Sage HSS collection (Full-Text journals)	Sage Research Methods: One-stop solution for research scholars.
SCOPUS: The World's largest Indexing & Citation Database: 51000 journal & book titles; 5000 publishers; 52 million content records.	Springer Online (Full-Text journals).
Taylor & Francis E-Books: A collection of ebooks in various subjects (638 Titles).	STATISTA: A Statistical portal provides access to statistics and studies on over 80000 topics and areas of interest.
Taylor & Francis online journals (Full-Text journals).	The Economist (Digital): Offers authoritative insight and opinion on international news, politics, finance, science and technology.
The Ken: The leader in reported and analytical long-form business journalism in India. Access to all news stories related to technology, start-ups, healthcare and business.	The Morning Context: Provides deeply researched stories and newsletters
The New York Times (Online): Nytimes.com delivers global breaking news, 24/7 updates, award-winning photos, videos, debate corners etc.	Thomson Reuters EIKON (Refinitiv Eikon): Eikon provides easy access to trusted news, data, and analytics, all filtered by relevance and displayed in a highly visual way that is easy to grasp and act on.
TV Ad Index: Access to TV commercials, Press Ads and News. Allows registered users to search, shortlist, preview, print, and download material 24*7	Venture Intelligence Databases: The leading source of information and analysis on private company financials, transactions (Private Equity, Venture Capital and M& A) and their valuations in India.
Wall Street Journal (Online): Online access to global coverage of world business, Tech news, politics, economy, markets, life, art news etc.	Warc.com: WARC provides insight, intelligence, evidence, expertise, case studies, benchmarks and guidance to help marketers navigate any challenge with confidence (access to articles, Case Studies, Research Reports on Marketing
Web of Science: World's leading citation databases.	Wiley Online Journals (Full-Text journals).
World Bank eLibrary: Access to all World Bank books, journals and working papers published since the early 1990s	

LIC Events/Outreach Activities

In addition to print materials such as books and periodicals, the LIC offers several lakhs of e-Journals, databases, datasets, magazines, videos, business cases, newspapers, and many more.

To ensure optimum usage and smooth navigation of information resources and services, the LIC organized orientation programs and user training/interactive programs for various databases/e-resources during this period.

Sl. No.	Date	Name of the Events/Activities
1.	09.04.2021	Webinar on Impact Your World of Research with PQDT Global Platform
2.	16.4.2021	webinar on Amplify your business research with ProQuest ABI/Inform collection
3.	18.04.2021	Library orientation program for IIMK Kochi EPGP 08 batch students
4.	29.04.2021	Webinar on "Business Source: Micro session on the browsing company profile, business video, case studies & market reports."
5.	15.05.2021	LIC Activated two months' trial access to Factiva: One of the biggest news aggregators and archives in the world for the IIMK User community
6.	26.06.2021	LIC orientation program for PGP 25, PhD 15, PGP-LSM 02, PGP Finance-02 students
7.	08.07.2021	Webinar on "Effective use of EBSCO Discovery for Research."
8.	14.07.2021	Web-based demo of "Quillbot: AI-based Tools for Academic Writing."
9.	22.07.2021	Web-based demo of "Scholarcy: The AI-powered article summarizer."
10.	28.07.2021	Online training on "Nurture your Research With ProQuest Resources."



Sl. No.	Date	Name of the Events/Activities
11.	04.08.2021	Web-based Interactive session on CMIE Databases
12.	11.08.2021	Web-based demo of "Capital IQ Database."
13.	17.08.2021	Online training on Refinitiv EIKON Database
14.	29.08.2021	Online LIC orientation cum information literacy session for PhD PT 03 Batch participants
15.	08.09.2021	Webinar on IEEE Enhancing your Institution's visibility and Impact
16.	23.09.2021	Online demo cum training of Manupatra Database
17.	29.09.2021	Web-based interactive session on CRISIL Research Database
18.	06.10.2021	Web-based Interactive session on Euromonitor Passport
19.	07.10.2021	LIC activated one-month trial access to The Morning Context for the IIMK users.
20.	08.10.2021	LIC activated six week's trial access to the WRDS system
21.	15.10.2021	LIC activated one-month trial access to the Business Standard newspaper for the IIMK Users
22.	21.10.2021	Online training on the "Capitaline AWS" database
23.	01.11.2021	LIC activated One month's trial access to the Manupatra database for the IIMK User community
24.	10.11.2021	LIC activated One month's trial access to Bank Focus Database for the IIMK User community
25.	08.12.2021	LIC renewed the subscription of Journals (print & Online), electronic databases, and online services worth Rs.738.00 Lakhs for the year 2022
26.	15.12.2021 to 17.12.2021	LIC orientation program sessions for the Executive Post Graduate Programme in Management (EPGP-14 batch)
27.	01.01.2022	LIC added and activated access to the following new E-resources for the benefit of the IIMK user community: (i). The Morning Context; (ii). Business Standard Digital; (iii). Hindustan Times E-Paper; (iv). Mint E-Paper; (v). Bank Focus Database; (vi). Capital IQ Pro Database; (vii). Films on Demand
28.	01.01.2022	LIC obtained membership of the Indian Reprographic Rights Organization (IRRO), a sole licensing authority to issue licenses to use the copyrighted works for teaching and learning
29.	01.01.2022	LIC introduced one-year complimentary access to Quillbot Premium: an AI-based tool for Academic Writing for the IIMK user community
30.	01.01.2022	LIC procured KIBO XS Multilingual scanning and reading device, which provides AI-Based real-time translation of 14+ languages, and converts both handwritten & printed text into audio files
31.	20.01.2022 to 21.01.2022	LIC orientation program sessions for the EPGC 2022 batch
32.	15.02.2022	LIC activated one-month trial access to Oxford Handbook Business, Management, Economics & Finance Online collection
33.	25.03.2022	LIC added and activated access to the CMIE-Capex database for the benefit of the IIMK user community

Silver Jubilee Celebratory Webinars

1. LIC, IIMK, conducted an international webinar on The Future of Global Business and Leadership in the Post-Covid World in collaboration with The Wall Street Journal on April 15, 2021. The distinguished panellists of the session were

- Prof. Debashis Chatterjee, Director, IIM Kozhikode
- Prof. Rudra Sensarma, Professor of Economics, IIM Kozhikode
- Niharika Mandhana, Southeast Asia Bureau Chief, WSJ (India, South and Southeast Asia, security)
- Eric Bellman, South Asia Deputy Bureau Chief, WSJ (South Asia, business trends)

Yumiko Ono, Asia Digital Editor, WSJ, moderated the event, and 602 people attended the event from 7 countries (India, US, UAE, Singapore, UK, Hong Kong, Japan) worldwide

2. LIC, IIMK conducted Webinar "Author Workshop on Art of Publishing Research papers in High Impact Journals (with Scopus)" in collaboration with Elsevier on September 15, 2021. The session speakers were Prof. Anandakuttan

B Unnithan, DEAN – Faculty Administration, IIMK and Mr Vishal Gupta, Senior Consultant, Elsevier. 253 people attended it from across India.

3. LIC, IIMK, conducted Webinar “**Writing Impactful Research papers: Emerald Author Workshop**” in collaboration with Emerald Publishers on October 27 2021. The session speakers were Prof. Rudra Sensarma, Professor IIMK and Ms. Sangeeta Menon, Publishing Relationship Manager, Emerald India. 205 people attended it from across India.



September 16, 2021: Ms. T Nirmala Devi, Post Master General, Northern Region, India Post and Director IIM Kozhikode Prof. Debashis Chatterjee inaugurate the Gurukul



Director IIMK Prof. Debashis Chatterjee and Post Master General Northern Region, Ms T Nirmala Devi jointly release IIMK Silver Jubilee commemorative India Post Special Cover, at the newly inaugurated IIMK Gurukul classroom.



आवरण चित्र | Cover Illustration

भारतीय प्रबंध संस्थान कोषिकोड

आईआईएम कोषिकोड ने गत 25 वर्षों में शानदार उपलब्धियां हासिल की हैं। इनमें डिजिटल लर्निंग, लैंगिक भेदभावहीन मानव सशक्तिकरण, भारत के प्रथम व्यवसाय संग्रहालय का सृजन तथा एमबीए कार्यक्रम में प्रबंधन में उदारवादी अध्ययन को शुरुआत करना शामिल है। भारतीय विचारों को विश्व स्तर पर ले जाने के अपने ध्येय के अनुरूप, हम प्रतिष्ठित मान्यताप्राप्त संस्थानों की वैश्विक सूची में शामिल होने में सफल रहे हैं। इस यात्रा का अपने सभी सहभागियों के प्रति हम कृतज्ञता ज्ञापित करते हैं।

Indian Institute of Management Kozhikode

IIM Kozhikode has blazed a glorious trail in 25 years: pioneering digital learning, fostering gender diversity, creating India's first business museum and introducing liberal studies in management in its MBA Programme. Pursuing our mission of globalizing Indian thought, we have evolved into a globally ranked and accredited institution of eminence. Our deepest gratitude to all stakeholders for being part of this memorable journey.



केरला डाक सर्किल
Kerala Postal Circle
KL-11/2021

IIM Kozhikode and India Post Come together to Release Special Commemorative Postal Cover to Mark Institute Silver Jubilee

Gurukul: The Director of IIM Kozhikode unveiled and inaugurated the IIMK' Gurukul' and dedicated it to the faculty and students of IIM Kozhikode on September 16 2021. To mark an epoch-making twenty-five years of the journey of IIM Kozhikode, the country's premier government B-School, India Post (Department of Posts, Govt. of India) and IIM Kozhikode together also released a commemorative 'Special Cover' in the presence of Ms. T Nirmala Devi, Post Master General, Northern Region, India Post. The IIM Kozhikode Gurukul is an experiment in open learning and uninhibited thinking. The Institute has always prided itself in introducing concepts that challenge and invoke the learner to go beyond contemporary learning methods in pursuing knowledge and excellence. By means of creating this 'Gurukul' in the renowned IIM Kozhikode Library, IIMK aspires to offer a free and holistic space for the unhindered exchange of ideas for the next generation of thought leaders. This experiment in learning transcending mental boundaries will serve as an inspiration to other institutes. The IIM Gurukul has hosted many thought-provoking and intellectually stimulating sessions since then.



November 18, 2021: Vice Admiral Anil Kumar Chawla, PVSM, AVSM, NM, VSM, ADC Flag Officer Commanding in Chief, Southern Naval Command and Mrs Sapana Chawla inaugurate the pavilion dedicated to Indian Navy at IIMK's Indian Business Museum in the presence of Prof. Debashis Chatterjee and Mrs Aditi Chatterjee.

IIMK Business Museum: The Indian Business Museum, restricted to visitors since the onset of the Covid-19 pandemic, also gradually opened up for unique visits arranged with prior permissions. It witnessed close to 200 participants, including Vice Admiral Anil Kumar Chawla, PVSM, AVSM, NM, VSM, ADC Flag Officer Commanding in Chief, Southern Naval Command; Ms. T Nirmala Devi, Post Master General, Northern Region, India Post; Mr Prasad Patnakar (SEBI Member) and many other MDP participants visiting the IIM Kozhikode Campus.



भारतीय प्रबंध संस्थान कोषिकोड
INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
Globalizing Indian Thought

Children's Day Celebration 2021 & Soft Launch of Children's Section at IIM Kozhikode Library



Young IIM Kozhikode community members and Stars of the Day pose with the Director Prof. Debashis Chatterjee, Guest of Honour Mrs. Aditi Chatterjee, Librarian Shri. Appasaheb Naikal and Staff members of the Library & Information Centre, IIM Kozhikode.



IT ACTIVITIES AT IIMK

The Institute's commitment to provide state of the art IT facilities and services to the IIMK user fraternity continued during the year by continuously improving the computing facilities and services. The IT facilities provide support for diverse computing requirements, access to bibliographic databases and archives for rapid retrieval of relevant information and for updating and dissemination of academic and research material. The academic environment at IIMK makes extensive use of modern technology to supplement the conventional classroom based teaching.

To improve the IT facilities at the institute, the IT hardware, software and services have regularly and continuously been improved during the year.

To improve the Internet connectivity, an additional 500 Mbps Internet link was subscribed to. The Institute, thus, has a total of 2 Gbps Internet bandwidth.

Tenders for implementing HCI solution was floated. The work for enhancing the IIMK network has been awarded and the work is expected to commence soon.

Institute is in the process of setting up two e-learning studios in the campus for which, work has already been awarded and the work is likely to begin shortly.

The web based videoconferencing facilities subscribed to by the Institute were extensively used for conducting online classes for various programmes and also for various other activities of the institute.

During the year, many new applications were designed, developed and made operational and many existing applications were modified/updated to suit changing needs. IIMK's official web site, websites for all the conferences and seminars being held at IIMK and portals for other important events taking place at IIMK and various other academic portals have also been developed/updated and hosted in-house. IIMK's newly redesigned web site was launched during the year.

In our attempt to provide state of the art IT facilities and services to the IIMK user fraternity, the computing facilities and services were not only continuously improved but were also enhanced so as to be able to meet the increasing demands of the ever increasing user base.

During the year, the IT facilities have been extensively used by the user community of IIMK.

CAMPUS DEVELOPMENT ACTIVITIES

As part of the 1st Stage of IIMK's Phase V Campus development, the construction of Package 1 sports facilities (comprising the multipurpose/football field) had been substantially completed and Package 2 sports facilities (consisting of outdoor tennis courts, indoor squash courts & swimming pool) was in advanced stage of completion during this period following easing of the COVID-19 pandemic related restrictions.

The unique facility of IIMK 'Gurukul', created by carrying out refurbishment/ retrofitting works in the atrium space of the existing Library building in the Campus, was dedicated to the Institute's community.

Meanwhile, besides various value-addition construction works being initiated in line with the Institute's academic requirements, sustainable and environment-friendly initiatives such as water & energy conservation measures have been continued to be implemented in IIMK Campus.



Phase V Campus Development – Sports facilities – Package 1 –
Multipurpose/football field



IIMK Gurukul



ACCREDITATION & RANKING

Accreditation:

The Institute added a golden feather in its cap by acquiring EQUIS Accreditation on 28 September 2021. EQUIS is awarded by the globally renowned European Foundation for Management Development (EFMD), which has been conferred on prestigious management institutions across the world like London Business School (UK) and INSEAD (France). IIMK becomes fifth IIM to bag EQUIS Accreditation. Earlier, IIMK was accredited by the UK-based Association of MBAs (AMBA) in 2010. IIMK was then the first IIM to be accredited by AMBA. It was reaccredited in the years 2015 and 2020. By acquiring EQUIS accreditation, the institute now joins the 'Double Crown' accreditation status, which is enjoyed only by a few institutions in India.

IIMK became the Institutional Member of EFMD (European Foundation for Management Development) and EFMD Global Network in June 2018. The EQUIS Briefing Visit was held in November 2019, based on which the Institute became eligible to enter EQUIS Accreditation process. Prof. Michael Osbaldeston, Cranfield University served as the EQUIS Advisor for IIM Kozhikode. The EQUIS Peer Review Visit was held virtually during 15-18 June 2021. The Self-Assessment Report and supporting documents required for the visit were submitted in April 2021. The Peer Review Visit was carried out by the evaluation panel of four members: (1) Prof. José Antonio Ferreira Machado, Vice-Rector, Nova School of Business and Economics (Nova SBE), Universidade Nova de Lisboa - Chair of the PR Team, (2) Prof. Dr. Jos Lemmink, Former Dean, Maastricht University, School of Business and Economics, (3) Prof. Rishiksha Krishnan, Director, Indian Institute of Management Bangalore, (4) Dr. Rüdiger Hoppe, Associate Partner, Ancora Management Consulting. The Peer Review Team (PRT) interacted with various stake holders of the institute viz. BoG Members, Faculty, Staff, Students, Alumni, Recruiters and technology partners. Based on the review, the PRT recommended granting EQUIS Accreditation for three year.

Now, IIMK is moving towards acquiring AACSB (Association to Advance Collegiate Schools of Business) Accreditation under the guidance of the mentor, Prof. Venkat Yanamandram, Associate Dean, University of Wollongong, Australia (who was replaced the previous mentor, Prof. Arun Elias). AACSB Initial Mentor Visit (Virtual) was held during 12-14 January 2022. Prof. Venkat Yanamandram interacted with the faculty of the Institute. Based on the recommendation of the AACSB Mentor, Prof. Chitwan Lalji, Committee member of Adhoc Committee on AACSB Accreditation attended AACSB Virtual Seminar on 'Faculty Standards and Tables Seminar' in February 2022 and Prof. S Subramanian, Committee member of Accreditation & Ranking attended AACSB seminar on Assurance of Learning in March 2022.

Global Ranking:

The results of QS Executive MBA Ranking 2021 were officially released on 23 June 2021. IIMK's EPGP was ranked 151+ globally along with The University of Oklahoma Price College of Business, USA and Kent State University, USA and 16+ in Asia along with ISB Hyderabad, The University of Texas at Arlington (China Centre) and Shanghai University, China. 202 institutions from 48 countries participated in the rankings. Last year, the programme was ranked 101+ globally in the EMBA Rankings 2020, in which 161 institutions from 35 countries participated.

As per the QS Masters in Management Rankings 2022 released on 09 September 2021, IIMK's Post Graduate Programme (PGP) is among the top ten programmes in Asia. Globally the programme is ranked in the 141-150 Category.

As per the Eduniversal Rankings 2021 results declared in November 2021, IIM Kozhikode holds 5th rank in India under the '4 palmes' category. Headquartered in Paris, Eduniversal is a global ranking and rating agency specializing in higher education. The schools are ranked within each Palme level according to the assessment made by peers: The Deans vote conducted by Eduniversal Rankings Agency.

National Ranking:

Making the Silver Jubilee year all the most special IIMK attained 4th Rank in the coveted NIRF (National Institutional Ranking Framework) or India Rankings 2021 released on 09 September 2021 by Union Education Minister Shri. Dharmendra Pradhan. By climbing up two slots from the previous year, IIMK has surpassed IIM Lucknow and is now placed at a career best 4th rank among the Management Schools in the Country. IIMK's overall score has improved from 69.96 in 2020 to 73.34 in 2021, and has also significantly reduced the gap with other major competitors. Research and Professional Practice has registered a significant growth of 18.09% during year which have resulted in the improved Rankings.



IIMK has been recognised as the second most innovative educational institution among Institutes of National Importance, Central universities, and Centrally-funded institutions (non-technical) in the Atal Ranking of Institutions on Innovation Achievements (ARIIA) 2021 results, announced by Dr. Subhas Sarkar, Minister of State for Education on 29 Dec 2021. IIMK is the sole IIM to feature in ARIIA Rankings 2021.

IIMK achieved 4th rank in the results of 'The Week Hansa Research Best B School Survey 2021' which was declared in November 2021. In the results of 'The Business Standard B School Survey 2021', announced in February 2022, the Institute placed in the Super League-1 category along with IIMB, IIMC and a few others.





IIMK LIVE

IIMK LIVE is the Business Incubator and Entrepreneurship Development centre of IIM Kozhikode set-up with the support of Department of Science and Technology, Government of India. Established in June 2016, the centre is envisioned to function as a business incubator with a purpose of creating a National Centre of Excellence that promotes innovation, new business venturing and entrepreneurship. Towards this, it seeks to emerge as a collaborative platform that help transform innovative ideas into business ventures that make significant economic and social impact. As an on-campus Incubator, it stands to gain immensely from the faculty members, students, research & knowledge base, alumni, institutional networks and other resources at IIM Kozhikode. The center started its flagship Business incubation program in the year 2017 and so far, supported 89 startups across sectors.

Key Highlights: FY 2021-22

- Self-sustaining incubator with surplus revenue in FY 2021-22
- IIMK LIVE's top line revenue is at Rs. 80 Lakhs for FY 2021-22
- Out of 53 active start-ups 34 start-ups have raised funding of Rs. 35 Cr. 60% of active startups are funded by external funding agencies.
- Startup Success Rate at 40%
- Overall revenue generated by active start-ups are estimated to be Rs. 50 Cr.
- Number of Business Ideas screened as a part of business incubation programme since inception is 1046
- Number of direct Jobs generated by LIVE start-ups are 440 Jobs.
- Number of promoters supported so far: 196
- Start-O-Sphere, startup Investor meet organized so far (No.):5 (Annually one major startup investor meet, participated by 15 angel/VC investors)
- Number of Patents applied so far by Startups (No.): 15
- LIVE is connected with more than 15 Angel networks/VCs to channelize equity funding to startups.

IIMK LIVE- Activity Report

Business Incubation Program

Admissions to Business Incubation Program, Round 1 & 2 for FY2021-22 was completed on 10, 12 January 2022. The center had received 190 applications pan India out of which 5 startups were selected to the business incubation program. Three days induction program was conducted via online on 04, 05, 07 February 2022. This program was attended by 10 startup promoters.

LIVE invited applications under the LIVE-SSS (Startup Seed Support) scheme (Round 3) supported by Department of Science and Technology. Under this scheme selected startups can be given seed funds upto Rs. 1 Cr either as Soft Loan or as equity. So far the center has supported 7 startups with Rs. 2 Cr of funding. As part of Round 3 funding, the center received 137 applications pan India and out of which 20 startups were shortlisted for final pitch in front of Seed Support Management Committee meeting scheduled on 28 February 2022 and 15 March 2022. Finally 4 startups were selected for funding and the committee decided to make an equity investment of Rs.30 lakhs in each startup.

As a part of LIVE \$\$\$ seed funding, center conducted the progress review of startups funded under the scheme on 28 April 2021. The committee reviewed the progress and advised the startups on next action plans. Under LIVE \$\$\$ scheme the center has invested Rs. 2 Cr in 7 Startups.

To track the progress of MRPL funded startups under IIMK LIVE MRPL Funding Initiative, the center conducted the quarterly review meeting on 23 and 26 April 2021. The panel evaluated the progress made by the startups and suggestions were given to improve their business. As a part of the review, the committee recommended the releases of 85 lacs as next tranche to 15 Startups.

IIMK LIVE got selected under the Startup India Seed Fund Scheme of Department for the Promotion of Industry and Internal trade (DPIIT). As per the scheme, the center can invest upto Rs. 50 lacs on Compulsorily Convertible Debentures issued by startups which are less than 2 years old from the date of incorporation. The total fund outlay for seed investments under the scheme is Rs. 5 Cr. LIVE has concluded agreements with 6 startups and disbursed



Rs.1.8 Cr of seed funds by subscribing to Compulsory Convertible Debentures (CCD's) issued by these startups. Initially the center received Rs. 2 Cr in first tranche and out of which Rs.1.8 Cr is invested in 6 startups. Induction program for these 6 startups were conducted via online on 04,05,07 February 2022.

IIMK LIVE is selected under NIDHI- EIR program (Entrepreneurs In Residence Program) of Department of Science and Technology (DST). As a part of this scheme, 10 to 15 selected startup founders will receive fellowship grant up to Rs. 30000 per month for 12 Months. IIMK LIVE had invited application for Round 3 and received 80 applications pan India, out of which 7 startup entrepreneurs were selected in this round. Their induction program was conducted on 17 January 2022. Currently 16 entrepreneurs are part of this program.

Quarterly review meeting of LIVE incubates was completed on 07, 09 & 17th February 2022. Startups updated their progress and shared the next quarter action plans. Suggestions and recommendations were given to each startup by the panel members.

Entrepreneurship Training and Workshops

- Series of LIVE workshops were conducted. Details of these workshop are as follows
 - 1) 23 April 2021, Online Session: 'Introduction to Fund Raising Tool Ynos' by Prof. Thillai Rajan, Professor IIT Madras, Founder Ynos Platform: 25 Participants
 - 2) 12 August 2021, Online Session: 'Art of fund raising', Mr. Balram Nair Vice President Investments at ACSYS: 50 participants
 - 3) 17-18 August 2021 Online Session: 'Digital marketing for startups' by Mr. Advit Sahdev 60 participants
 - 4) 28-29 August, 2021 Online Session: 'Sales & Negotiation workshop' by Mr. Amit Agarwal : 55 participants
 - 5) 9 December 2021, Online Session: 'Growth Hacking for Startups' by Mr. Vijay Rajagopal, Head of Sales and Business Development –Amazon Pay: 50 Participants
 - 7) 11 December 2021, Online Session: 'Startup Fund Raising and Valuation' by Mr. Seshadri Nathan, Venture Partner Ah Ventures: 50 Participants.
 - 10) 20, 21 December 2021, Online Session: 'Business Model Canvas' by Prof. Rajesh S Upadhyayula, Executive Director- IIMK LIVE: 40 Participants
 - 12) 05 January 2022, Online session: 'Meet the Mentor initiative' by Prof. G Sridhar: 2 startups were mentored
 - 13) 21 January 2022 Online Session: 'Intellectual Property Protection for Startups' by Mr. CR Jacob, Lexorbis: 58 Participants.
 - 14) 25 January 2022 Online Session: 'Design Thinking for Defining the Problem' by Prof. Jitendra Rajput, NID : 63 Participants.
 - 15) 5 March 2022, Online Session: 'Digital marketing playbooks for early stage startup' by Mr. Vedanarayanan Vedantham, SME & Startup Business Head Razorpay: 55 participants
 - 16) 23 March 2022 Online Session: 'Growth powered by People, Culture and Product' Mr. Manoj Agarwal, Co-Founder Xoxoday : 56 Participants.
- The center conducted a Women Entrepreneurship Development Program for 25 women entrepreneurs in association with Kerala Startup Mission (KSUM). This was 20 Hrs training program for women entrepreneurs in idea/prototype stage. This program started on 17 January 2022 and ended on 5 February 2022 with one to one pitching/mentorship sessions.
- Launched Funding Fast Track initiative, with the objective to give our incubates an exposure to Angel/VC perspective of their current business model and how they can pivot/rework on their business plan to make it more investor friendly and external funding focused. As part of this initiative one to one interactive sessions were conducted with the startups and sessions on making effective pitch deck/pitching was conducted on 24 June 2021 and on 1 March 2022.
- IIMK LIVE conducted online Business acceleration program for 60 Small and Medium Entrepreneurs (SME) in collaboration with Kerala Institute of Entrepreneurship Development (KIED). It was 50 hours training program which covered topics like Business acceleration strategies, sustaining the business growth, crafting value



proposition, Market Assessment, Branding, Marketing communication, sales and distribution. Sessions started on 19 March 2021 and concluded on 6 May 2021.

External Linkages and Partnerships

- As part of the agreement with Hindustan Petroleum Corporation Ltd (HPCL), IIMK LIVE initiated shortlisting of startups applied under its Startup Funding Scheme 'UDGAM'. As per this engagement, IIMK LIVE will support HPCL in identifying the right startups for equity investment.
- As part of executing consulting project with GIZ (German Development Agency), IIMK LIVE completed following training programs for startups under this consulting project. A session on Cost & accounting on 17 August 2021 by Prof. KK Ramesh, Business Model Canvas and Value proposition on 27 August 2021 by Prof. Deepak S Kumar and Prof. Keyoor Purani conducted One to one mentoring sessions on 3 September 2021.
- IIMK LIVE in association with Management Development Program (MDP) Office-IIMK, had designed an on campus training program for Nodal Officers at Innovation and Entrepreneurship Development Centers (IEDC's) promoted by Kerala Startup Mission (KSUM). This was a 4 day in campus program conducted on 21, 22, 23, 24 March 2022 attended by 35 nodal officers from various colleges in Kerala. The second batch of this program was scheduled in the month of May 2022.
- The center has signed an MOU with Indian bank to initiate startup funding to LIVE incubtees under the scheme 'IndSpring Board'. As part of this engagement, Indian Bank can disburse loans upto Rs.50 Crs for early stage startups to meet their operational expenditure and capital expenditure including working capital requirements, purchase of fixed assets and other expense. MoU signing event was held via online on 11 January 2022 and after completion of due diligence they have funded one of IIMK LIVE incubatee startup.
- IIMK LIVE in association with Management Development Program (MDP) Office of IIMK, had designed an online Entrepreneurship Development Program for startup entrepreneurs in the state. This was 30 Hrs training program sponsored by Kerala Startup Mission (KSUM). MDP office conducted this program between 11 March 2022 and 24 April 2022 with 25 participants. IIMK LIVE acted as the knowledge partner for this program.
- The center has partnered with 'stackby' platform which enables the startups to organize and manage spreadsheets, tables, databases and business APIs in a single customizable platform and 'Moengage' platform which is an insights driven customer engagement platform for startups in Direct to Customers (D2C) space.

Major events for promoting entrepreneurship on campus

IIMK LIVE in association with Entrepreneurship Cell of IIMK hosted National Entrepreneurship Submit 'Start-O-Sphere' virtually on 6, 7 March 2022. Nearly 40 selected startups and 16 angel/ VC investors participated in the event

- As a part of VLAB session for PGP-BL students, IIMK LIVE conducted Following sessions
 - 1) 11 November 2021, Online Session: 'Art of Fund Raising' by Mr. Anirvan Choudhary -Partner Blume Venture for PGP BL Students -IIMK: 67 Participants.
 - 2) 28 September 2021, Online Session: 'Brand smithing your venture' by Mr. Bimal nair for PGP BL Students - IIMK: 67 Participants.
 - 3) 4 October 2021, Online Session: 'Customer Validation and Product Market Fit' by Mr. Vinod Keni, Artha Ventures for PGP BL Students - IIMK: 67 Participants.
- As a part of BPP for PGP-LSM students, the center conducted following sessions.
 - 1) 25 January 2022, online session: 'Making an Effective Business Plan' by Prof. Keyoor Purani: 40 students participated.
 - 2) 02 February 2022, Online session: 'Customer Validation and Product Market Fit' by Mr. Vinod Keni, Artha Ventures: 40 students participated.
 - 3) 07 February 2022, Online session: 'How to make an effective pitch' by Chandu Nair, Angel investor: 40 students participated
 - 4) 19 February 2022, Online session: 'Art of fundraising' by Nilay Pratik,,Samara capital: 40 students participated.
 - 5) 26 February 2022, Online session: 'Martech for startups' by Ajay Kelkar, Cequity solutions, Ex-CMO HDFC Bank: 40 students participated.



IIM KOZHIKODE SOCIETY & MANAGEMENT REVIEW

Data related to submissions received between 01st April 2021 and 31st March 2022

(A) Issues Published

The following two issues were published during this period.

Volume 10 Issue 2, July 2021

Volume 11 Issue 1, January 2022

Work related to Volume 11, July 2022, Issue 2 was going on during this period.

The issue was published online during May 2022.

(B) Numbers

Number of manuscripts received during this period – 250

Number of manuscripts accepted during this period – 25

(C) Application to index the journal in the Scopus

Application to index the journal in Scopus, Elsevier's abstract and citation database of peer-reviewed literature was made during February 2022. The application is under review.



INSTITUTIONAL REVIEW BOARD ACTIVITIES

Institutional Review Board (IRB) reviews and approves research involving human subjects. The objective of IRB is to ensure the rights and welfare of human subjects involved in research are adequately protected. IRB evaluates research proposals submitted to ensure that they are ethically acceptable and compliant with regulations and laws designed to protect human subjects.

In the academic year 2021-22, twenty research proposals were submitted by faculty members and students of the institute. Thirteen research proposals were approved and seven were sent to the applicants for revision and resubmission. One application which was sent for revision and resubmission was subsequently rejected because the faculty member who applied for approval left the institution.

During the year, the IRB services were actively used by IIMK community.

FORUM FOR LIVING RIGHTS (FLR)

Dog Shelter

A Dog shelter has been established to accommodate dogs, pups, and dogs caught for sterilization. It contains 2 cages for post-sterilization surgery care.

Cat Shelter

Three cat shelters have been set up (two are temporary setups and one with permanent) in various locations. Unlike dog shelter, cat shelter is meant to offer food to cats and not meant for their stay.

Vet Coordinator

A vet coordinator has been interviewed and recruited for all the domesticated, stray animals on campus.

Dog/ Cats Feeding grant

A budget has been approved for feeding animals on campus. Arrangements have been made for daily feeding.

Sterilization of dogs

Regular sterilization of dogs is being held to control the dog population and the menace created thereafter.

Sterilization of cats

Cat sterilizations are being done on a need basis.





INTERNAL COMPLIANT COMMITTEE (ICC)

Continuation of Sexual Harassment case reported on 28 Feb 2021

A sexual harassment case was filed by a PGP Finance student against thirteen male students of her class to ICC. Due to covid and unavailability of students on campus, the case proceedings were postponed for a later date. The case was closed on 17 September 2021 and an inquiry final report with recommendation was submitted to the Director on 24.09.2021. Further a reasoning report was submitted to the Director on December 15 2021.

Attempt to rape was reported on April 1 2021

A case involving attempt to rape was filed by a PGP student against her batchmate to ICC. Attempt to rape and molestation are criminal offences and, thus, does not fall under the purview of ICC as ICC deals only with civil violations. Keeping that in mind, ICC, with the help of administration of the institute, helped the complainant file a report with the nearest police station.

Gender sensitization workshops

A two-hour workshop was organized for the committee members on 27 December 2021.

Committee Meetings

Various committee meetings were organized from time to time to discuss vital issues.

Activities Undertaken

In order to a pursuit to offer safe, healthy and hygienic environment to its women employees, sanitary pads vending machines were installed in the workplace area (ladies washroom in academic areas)



PERSONNEL

FACULTY STRENGTH:

The Faculty position of the Institute as on 31.03.2022 is as follows:

Sl. No.	Position	No. of post sanctioned	No. of post filled	No. of women faculty
1	Professor	36	36	01
2	Associate Professor	44	18	04
3	Assistant Professor (Grade I)	48	27	08
4	Assistant Professor (Grade II)		03	03
5	Assistant Professor (Grade II) on contract		07	05
6	Faculty Fellow on contract	NA	05	05
7	Senior Fellow on contract	NA	01	00
Total		128	97	26

STATUS OF FILLING UP OF BACKLOG VACANCIES

Category	No. of posts notified	No. of posts filled	No. of offers issued	No. of posts against which recruitment is under process	No. of posts vacant as backlog as on 31.03.2022
OBC	11	06	01	04	NIL
SC	06	02	01	01	02
ST	03	NIL	NIL	NIL	03
EWS	01	NIL	NIL	NIL	NIL

APPOINTMENTS:

The following faculty joined the Institute from 01.04.2021 to 31.03.2022:

Sl. No.	Name	Designation	Area	Date of joining
1	Prof. Abhipsa Pal	Assistant Professor (Grade I)	Information Systems	22-11-2021
2	Prof. Sreejith A	Assistant Professor (Grade I)	Information Systems	17-12-2021
3	Prof. Salman Siddeeqe Ali	Assistant Professor (Grade I)	Strategic Management	31-12-2021
4	Prof. Nivedhitha K S	Assistant Professor (Grade I)	Organizational Behaviour and Human Resources	05-01-2022
5	Prof. Pratima Verma	Assistant Professor(Grade II)	Strategic Management	11-02-2022
6	Prof. Ramesh Krishnan	Assistant Professor(Grade II)	Quantitative Methods and Operations Management	22-02-2022
7	Prof. Aswin Alora	Assistant Professor(Grade II)	Finance, Accounting and Control	09-03-2022
8	Prof. Vipin P Veettil	Assistant Professor (Grade I)	Economics	30-03-2022

PROMOTIONS EFFECTED:

Prof. Rupesh Kumar Pati was appointed as Professor in Quantitative Methods and Operations Management Area on 16.04.2021.

Prof. G Thangamani was appointed as Professor in Quantitative Methods and Operations Management Area on 16.04.2021.

Prof. G Anand was appointed as Professor in Quantitative Methods and Operations Management Area on 16.04.2021.

Prof. P N Ram Kumar was appointed as Professor in Quantitative Methods and Operations Management Area on 16.04.2021.



Prof. Shovan Chowdhury was appointed as Professor in Quantitative Methods and Operations Management Area on 16.04.2021.

Prof. Ashutosh Sarkar was appointed as Professor in Quantitative Methods and Operations Management Area on 16.04.2021.

Prof. Arqum Mateen was appointed as Associate Professor in Quantitative Methods and Operations Management Area on 16.04.2021.

Prof. Soumya Roy was appointed as Associate Professor in Quantitative Methods and Operations Management Area on 03.05.2021.

Prof. Sidhartha S Padhi was appointed as Professor in Quantitative Methods and Operations Management Area on 07.06.2021.

Prof. Nandakumar M K was appointed as Professor in Strategic Management Area on 22.11.2021.

Prof. Sudershan Kuntluru was appointed as Professor in Finance, Accounting & Control Area on 22.11.2021.

Prof. Jijo Lukose P J was appointed as Professor in Finance, Accounting & Control Area on 22.11.2021.

Prof. Abhilash S Nair was appointed as Professor in Finance, Accounting & Control Area on 23.11.2021.

RE-JOINING:

Prof. Priya Nair Rajeev, Associate Professor has rejoined the Institute on 31.08.2021(Forenoon) after the Sabbatical Leave for one year from 31.08.2020 to 30.08.2021.

Prof. C Raju, Professor has rejoined the Institute on 22.03.2022(Forenoon) after the Sabbatical Leave for one year from 22.03.2021 to 21.03.2022.

Prof. Pulapre Balakrishnan was relieved from the position of Senior Fellow on contract on 30.06.2021. He rejoined the post of Senior Fellow on 01.01.2021 for a period of 6 months.

SABBATICAL LEAVE SANCTIONED DURING THE PERIOD:

Prof. A F Mathew has been sanctioned sabbatical leave for one year from 05.07.2021 to 04.07.2022.

EXTRAORDINARY LEAVE/ DEPUTATION DURING THE PERIOD:

Prof. Ram Kumar Kakani, Professor was relieved from the Institute on the afternoon of 07.03.2022 to join as Director, IIM Raipur on deputation basis.

Prof. Saji Gopinath was on extraordinary leave during 2021-22. He is officiating as Vice-Chancellor of Kerala University of Digital Sciences, Innovation and Technology for a period of four years since 27.10.2020.

Prof. Kulbhushan Balooni was continuing his deputation during 2021-22. He is officiating as Director, IIM Kashipur for a period of five years since 07.06.2019

RELIEVING:

Prof. Lakshman Mahadevan was relieved from the position of Assistant Professor on 25.06.2021 on acceptance of his resignation on personal grounds.

Prof. Sudarshan Kumar was relieved from the Institute on 20.10.2021(Forenoon) on acceptance of his resignation on personal grounds.

Prof. Abhipsa Pal was relieved on 22.11.2021 from the contract post of Faculty Fellow to join the regular post of Assistant Professor (Grade I).

Prof. Balagopal Gopalakrishnan, Assistant Professor (Grade I), Finance, Accounting and Control Area was relieved on 21.02.2022(A/N) on acceptance of his resignation on personal grounds.



CONFERENCES/ SEMINARS/ WORKSHOPS/ TRAINING PROGRAMMES ATTENDED IN INDIA & ABROAD: -

1. Prof. Salamah Ansari has attended National conference IMC, IIM Bodh Gaya during 21-22 April 2021 through online platform.
2. Prof. Anita Kerai has attended FERC 2021 during May 24 -27 May 2021 through online platform.
3. Prof. Salamah Ansari has attended 8th Biennial AsianSIL Conference during 24-28 May 2021 through online platform.
4. Prof. Shannu Narayan has attended ASIANSIL 2021 8th Biennial Conference during 24-28 May 2021 through online platform.
5. Prof. Priya Narayanan has been attended AMS Annual Conference during 31 May –5 June 2021 through online platform.
6. Prof. Rajesh Srinivas Upadhyayula has attended Academy of International Business Annual Conference 2021 during 28th June to 1st July, 2021 through online platform.
7. Prof. Rajeshwari C has attended Gender Work Organization Conference during 30 June-2 July 2021 through online platform.
8. Prof. Venkataraman S has attended Business & Society Research Seminar during 17-18 June 2021 through online platform.
9. Prof. Gladys S has attended ACRA/AMA (Academy of Marketing) Virtual Conference 2021 during 7 July 2021 through online platform.
10. Prof. Ekta Srivastava has attended ACRA/AMA (Academy of Marketing) Virtual Conference during 5 -7 July 2021 through online platform.
11. Prof. Nycil George has attended Academy of Management Annual meeting during 29 July to 4 August 2021 through online platform.
12. Prof. Nycil George has attended Strategic Management Society Annual Conference during 18-21 September, 2021 through online platform.
13. Prof. Nandakumar M K has attended British Academy of Management Conference during 31 August to 3 September, 2021 through online platform.
14. Prof. Deva Prasad M has attended Global Dialogue on Biodiversity Law and Governance Conference during 6 - 8 July through online platform.
15. Prof. Kapil Verma has attended 81st Annual Meeting of the Academy of Management (AOM) during 29 July to 03 August 2021 through online platform.
16. Prof. Sudershan Kuntluru has attended World Finance Conference during 3-6 August 2021 through online platform.
17. Prof. Abhilash S. Nair has attended World Finance Conference during 3- 6 August 2021 through online platform.
18. Prof. Nandakumar M K has attended British Academy of Management Conference during 31 August -3rd September 2021 through online platform.
19. Prof. Ekta Sikarwar has attended Annual Conference of British Academy of Management (BAM-2021) during 31 August to 03 September 2021 through online platform.
20. Prof. Deva Prasad M has attended Social and Scientific Uncertainties in Environmental Law: 8th Annual EELF (European Environmental Law Forum Conference) at Bournemouth University during 08-10 September 2021 through online platform.



21. Prof. Joffi Thomas has attended Association of Consumer Research Conference during 30 August - 28 October 2021 through online platform.
22. Prof. Shovan Chowdhury has attended international webinar on emerging trends in statistics and data science in conjunction with 40th annual convention of Indian Society for Probability & Statistics (ISPS) during 7-10 September 2021 through online platform.
23. Prof. Anjan Kumar Swain has attended International Conference on Management and Information Systems (ICMIS) during 25-26 September 2021 through online platform.
24. Prof. Venkataraman S has attended 16th Corporate Responsibility Research Conference (CRRRC) during 12-13 October 2021 through online platform.
25. Prof. Keyoor Purani has attended NACRA (North American Case Research Association) Conference during 14-16 October-2021 through online platform.
26. Prof. S S S Kumar has attended 9th International E Conference on Emerging Trends in Corporate Finance & Financial Markets during 28-29 October 2021 through online platform.
27. Prof. Shovan Chowdhury has attended XXIV Annual International Conference of The Society of Operations Management (SOM-2021) during 12-15 November 2021 through online platform.
28. Prof. Ashutosh Sarkar has attended XXIV Annual International Conference of the Society of Operations Management, SOM during 12-15 November 2021 through online platform.
29. Prof. Soumya Roy has attended XXIV Annual International Conference of the Society of Operations Management, SOM during 12-15 November 2021 through online platform.
30. Prof. Deva Prasad M has attended The International Conference on Reproductive Choice of Women: A Fundamental Right on 20 November 2021 through online platform.
31. Prof. G. Sridhar has attended a Seminar on Rural Management during 24-25 November 2021 through online platform.
32. Prof. Ekta Srivastava has attended FORE International Marketing Conference during 26-27 November 2021 through online platform.
33. Prof. M Geetha has attended ISDSI-Global conference during 30 November to 27 December 2021 through online platform.
34. Prof. Kapil Verma has attended 34th ANZAM (Australia New Zealand Academy of Management) Conference during 1-2 December 2021 through online platform.
35. Prof. M. P. Sebastian has attended International Academic Conference on Management, Economics, Business and Marketing during 10-11 December 2021 at Vienna, Austria.
36. Prof. Praveen S has attended 7th International Conference on Global Business Environment during 10-11 December 2021 through online platform.
37. Prof. Shovan Chowdhury has attended IEEE 2021 International Conference on Industrial Engineering and Engineering Management (IEEM) during 13-16 December 2021 through online platform.
38. Prof. Shovan Chowdhury has attended 28th International Workshop on Matrices and Statistics (IWMS 2021) during 13-15 December 2021 through online platform.
39. Prof. Mohammed Shahid Abdulla has attended Winter Simulation Conference during 15-17 December 2021 through online platform.
40. Prof. Salamah Ansari has attended 8th PAN IIM World Management Conference during 16-18 December 2021 through online platform.



41. Prof. Kausik Gangopadhyay has attended 8th PAN IIM World Management Conference during 16-18 December 2021 through online platform.
42. Prof. Suram Balasubrahmanyam has attended 2nd International Conclave on Globalizing Indian Thoughts during 16-18 December 2021 through online platform.
43. Prof. Radhakrishna Pillai R has attended 2nd International Conclave on Globalizing Indian Thoughts during 16-18 December 2022 through online platform.
44. Prof. Anindita Paul has attended 8th Pan IIM World Management Conference during 16-18 December, 2022 through online platform.
45. Prof. Pronobesh Banerjee has attended 8th Pan IIM World Management Conference during 16-18 December, 2022 through online platform.
46. Prof. Salamah Ansari has attended 2nd International Conclave on Globalizing Indian Thoughts during 16-18 December, 2022 through online platform.
47. Prof. Sidhartha S Padhi has attended 2nd International Conclave on Globalizing Indian Thoughts during 16-18 December, 2022 through online platform.
48. Prof. Deepa Sethi has attended 8th Pan IIM World Management Conference during 16-18 December, 2022 through online platform.
49. Prof. Nivedita Bhanja has attended 16th Biennial Conference of the International Society of Markets and Development (ICMD) during 16-18 December, 2022 through online platform.
50. Prof. Vidushi Pandey has attended 8th Pan IIM World Management Conference during 16-18 December, 2022 through online platform.
51. Prof. Rajeshwari C has attended The 12th International Critical Management Studies conference during 16-18 December, 2022 through online platform.
52. Prof. Deva Prasad M has attended 8th Pan IIM World Management Conference during 16-18 December through online platform.
53. Prof. Omkumar Krishnan has attended 2nd International Conclave on Globalizing Indian Thoughts during 16-18 December, 2022 through online platform.
54. Prof. Salamah Ansari has attended International Conference for Markets and Development during 16-18 December, 2022 through online platform
55. Prof. Anupam Das has attended 8th Pan IIM World Management Conference during 16-18 December, 2022 through online platform.
56. Prof. M Geetha has attended 2nd International Conclave on Globalizing Indian Thoughts during 16-18 December, 2022 through online platform.
57. Prof. Abhipsa Pal has attended 2nd International Conclave on Globalizing Indian Thoughts during 16-18 December, 2022 through online platform.
58. Prof. Venkataraman S has attended 8th Pan IIM World Management Conference during 17-18 December, 2022 through online platform.
59. Prof. Ashok Thomas has attended 8th Pan IIM World Management Conference during 17-18 December, 2022 through online platform.
60. Prof. Deva Prasad M has attended Internal Conference, RV Institute of Legal Studies, Bengaluru during 18-19 December, 2022 through online platform
61. Prof. Soumya Roy has attended POMS India International Conference, SPJIMR during 22-24 December, 2022 through online platform.



62. Prof. Ram Kumar P N has attended POMS India International Conference during 22-24 December, 2022 through online platform.
63. Prof. Ashok Thomas has attended international conference on Global Financial and business environment (ICGFBE 2021), during 24-25 December, 2021 through online platform.
64. Prof. Praveen S has attended POMS India International Conference on 22 December 2021 through online platform.
65. Prof. Soumya Roy has attended ISDSI-Global Conference 2021 during 27-30 December through online platform.
66. Prof. Praveen S has attended MICA ICMC 2022 during 05-07 January through online platform. Prof. Praveen S has attended 19th AIMS & 4th Jaipuria International Conference during 07-09 January through online platform.
67. Prof. K Unnikrishnan Nair has attended 7th Biennial Conference of the Indian Academy of Management, during 07-09 January, 2022 through online platform.
68. Prof. M Geetha has attended 19th AIMS International Conference during 07-09 January, 2022 through online platform.
69. Prof. Anjan Kumar Swain has attended 19th AIMS & 4th Jaipuria International Conference during 07-09 January, 2022 through online platform.
70. Prof. Ashok Thomas has attended INDAM Conference during 07-09 January, 2022 through online platform.
71. Prof. T. N. Krishnan has attended 7th Biennial conference of the Indian Academy of Management (INDAM) during 07-09 January, 2022 through online platform.
72. Prof. M Geetha has attended 1st International conference on Management of MSMEs (ICMM 2022) during 22-23 January, 2022 through online platform.
73. Prof. Aravind Sampath has attended Academy of business south Asia chapter conference 2022 during 23-25 January, 2022 through online platform
74. Prof. S Subramanian has attended 15th international conference of Business and Finance (ICBF) during 27-28 January, 2022 through online platform.
75. Prof. M Geetha has attended society of consumer Psychology during 03-05 February, 2022 through online platform.
76. Prof. Deva Prasad M has attended Fourth IP & Innovation Researchers of Asia (IPIRA) Conference during 09-12 February, 2022 through online platform.
77. Prof. Gladys Stephen has attended IRTM 2022 (International Conference on Interdisciplinary Research in Technology Management) during 24-26 February, 2022 through online platform.
78. Prof. Vidushi Pandey has attended INDAM 2022 conference during 07-09 January, 2022 through online platform.
79. Prof. Deepa Sethi has attended 7th Biennial INDAM conference during 07-09 January, 2022 through online platform.
80. Prof. M Geetha has attended society of consumer Psychology during 03-05 March, 2022 through online platform.
81. Prof. Ashok Thomas has attended 3rd Annual Economics Conferences during 11-12 March, 2022 through online platform.



PERSONNEL-STAFF

NEW JOINING:-

SI No	Name	Designation	Date of Joining
1	Mr. James K P	Finance and Accounts Officer	12.04.2021
2	Ms. Remya P	Assistant Administrative Officer	03.11.2021
3	Mr. Nivin Sebastian	Assistant Administrative Officer	17.11.2021
4	Ms. Shyna K S	Assistant Administrative Officer	29.10.2021 (Relieved from the post of Assistant)
5	Mr. Levan S	Assistant Administrative Officer	28.10.2021 (Relieved from the post of Assistant)
6	Mr. Ramadasan M	Assistant Administrative Officer	28.10.2021 (Relieved from the post of Junior Assistant)
7	Shri. Deepak V K	Assistant	20.10.2021 (Relieved from the post of Junior Assistant)

Retirement:-

SI No	Name	Designation	Date of retirement
01	Shri. Vijayan K	Drive cum Office Attendant	31.05.2021
02	Shri. Kuriakose K T	Junior Assistant	31.01.2022

Promotions:-

SI No	Name	Designation	Promoted to	Date of Promotion
1.	Ms. Simmi K G	Assistant Administrative Officer	Administrative Officer	03.01.2022

The Non Faculty Staff strength in the Institute as on 31.03.2022: 88

TRAINING/ WORKSHOP/ SPEECH:- NIL

NATIONAL CONFERENCE/ SEMINARS:- NIL

INTERNATIONAL CONFERENCES/ SEMINARS:- NIL



ANNUAL ACCOUNTS AND FINANCIAL POSITIONS

The Annual Financial Statements for the year 2021-22 was approved and adopted by the BOG on 23rd July 2022. The Annual Financial Statement of the Institute for the financial year 2021-22 is annexed to this report. The C & AG audit of the accounts have been conducted and the Separate Audit Report has been issued on 10.10.2022.

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

INTERNAL REVENUE GENERATION AND REVENUE EXPENSES

The Internal Revenue Generation has increased from ₹186.79 crores to ₹250.56 crores. However, cash operating expense have gone up from ₹115.69 crores to ₹134.21 crores.

CORPUS FUND

Institute had a balance of ₹432.02 crores as corpus fund balance as on April 1st 2021. During the Financial Year 2021-22, the Institute had transferred ₹88.26 crores to the Corpus Fund as Net Operating surplus for the year. The Interest earned during the Year on the investment made was ₹26.25 crores. Balance of the Corpus Fund as on 31.03.2022 is ₹546.74 crores.

ACCOUNTS OF IIM KOZHIKODE EMPLOYEES CONTRIBUTORY PROVIDENT FUND TRUST (CPF):

During the Year 2021-22, the Income & Expenditure account shows a surplus of ₹2.71 lakhs after allowing interest to the members of the Trust. The closing balance in the members' account stood as ₹964.64 lakhs. The balance in the reserve was ₹9.72 lakhs. Out of the total available funds, ₹924.57 lakhs has been invested in various interest bearing securities as per CPF Investment guidelines and ₹49.80 lakhs is under accrued interest as on 31.03.2022.

**BOARD OF GOVERNORS IIMK****BOARD OF GOVERNORS (AS ON 31 MARCH 2022)**

List of Members of the IIMK Board of Governors as on 31 March 2022, is given below:

1. **Shri. A Vellayan**
Advisor Murugappa Group
Chennai
2. **Shri. P.K Banerjee**
Joint Secretary (Mgt & MC & Scholarship)
Department of Higher Education,
Ministry of Education, Govt of India,
Room No. 230 C, 2nd Floor,
Shastri Bhawan, New Delhi – 110001
3. **Dr. V. Venu, IAS**
Additional Chief Secretary (Incharge)
Dept. of Higher Education, Govt. of Kerala,
4th Floor, Annexe II, Government Secretariat,
Thiruvananthapuram – 695 001
4. **Smt. Vinita Bajoria**
Executive Director
Titagarh Wagons Ltd
60/1, Ballygunge Circular Road,
Shiromani 10th Floor
Kolkata- 700019
5. **Shri. Raj Kamble**
Founder & Chief Creative Officer
Famous Innovations,
61, Rose Cottage Complex
Dr. S.S. Rao Road, Parel, Mumbai-400012
6. **Smt. Suparna Mitra**
CEO- Watches and Wearables Division,
Titan Company Limited,
'INTEGRITY', #193, Veerasandra,
Electronic City- P.O,
Off Hosur Main Road, Bangalore-560100
7. **Shri. V. P. Nandakumar**
MD & CEO, Manappuram Finance Ltd.,
Corporate Office, Manappuram House,
Valapad, Thrissur, Kerala – 680 567
8. **Prof. Debashis Chatterjee**
Director IIM Kozhikode
IIMK Campus : PO,
Kozhikode,
Kerala – 673570
9. **Prof. Shubhasis Dey**
Professor, IIMK
IIMK Campus PO, Kozhikode,
Kerala – 673570
10. **Prof. G Sridhar**
Professor, IIMK
IIMK Campus PO, Kozhikode,
Kerala – 673570
11. **Ms. Kasoji Uma Rani**
Co-Founder, Femmevista Technologies, Hyderabad
B-1105, Ramky Towers,
P Janardhan Reddy Nagar,
Gachibowli, Hyderabad – 500032
12. **Smt. Sreedevi Raghavan**
Founder-Director Tattvamassi Coaching & Consultancy
(OPC) Pvt Ltd
Pine B2, 509, Prestige Greenwood Apartments
Nagavarapalya, Varthur Road, CV Raman Nagar
Bangalore 560093
13. **Shri. Sandeep Chatterjee**
Associate Director, Deloitte Tohmatsu India Pvt Ltd,
Hyderabad
Minakshi Housing Complex
Block F, Flat No 6
Teghoria, Kolkata 700157
14. **Ms. Kamalika Gangoly**
Manager at Deloitte India USA
Flat B-1715, Brigade Buena Vista,
Bommanahalli, Near Budigere Cross,
Bangalore-560049
15. **Lt. Col. M. Julius George (Retd)**
Chief Administrative Officer and
Secretary to the Board
IIM Kozhikode

The Board met on four occasions during the year 2021-22. The date and venue of the meeting were as under:

94th Meeting on 01 June 2021 Through Zoom

95th Meeting on 14 August 2021 Through Zoom

96th Meeting on 13 November 2021 Through Zoom

97th Meeting on 22 January 2022 Through Zoom



FACULTY MEMBERS

FACULTY STRENGTH:

The Faculty position of the Institute as on 31.03.2022 is as follows:

Sl. No.	Position	No. of post sanctioned	No. of post filled	No. of women faculty
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7	Senior Fellow on contract	NA	01	00
Total		128	97	26

STATUS OF FILLING UP OF BACKLOG VACANCIES

Category	No. of posts notified	No. of posts filled	No. of offers issued	No. of posts against which recruitment is under process	No. of posts vacant as backlog as on 31.03.2022
OBC	11	06	01	04	NIL
SC	06	02	01	01	02
ST	03	NIL	NIL	NIL	03
EWS	01	NIL	NIL	NIL	NIL

APPOINTMENTS:

The following faculty joined the Institute from 01.04.2021 to 31.03.2022:

Sl. No.	Name	Designation	Area	Date of joining
1	Prof. Abhipsa Pal	Assistant Professor (Grade I)	Information Systems	22-11-2021
2	Prof. Sreejith A	Assistant Professor (Grade I)	Information Systems	17-12-2021
3	Prof. Salman Siddeeqe Ali	Assistant Professor (Grade I)	Strategic Management	31-12-2021
4	Prof. Nivedhitha K S	Assistant Professor (Grade I)	Organizational Behaviour and Human Resources	05-01-2022
5	Prof. Pratima Verma	Assistant Professor(Grade II)	Strategic Management	11-02-2022
6	Prof. Ramesh Krishnan	Assistant Professor(Grade II)	Quantitative Methods and Operations Management	22-02-2022
7	Prof. Aswin Alora	Assistant Professor(Grade II)	Finance, Accounting and Control	09-03-2022
8	Prof. Vipin P Veettil	Assistant Professor (Grade I)	Economics	30-03-2022

PROMOTIONS EFFECTED:

Prof. Rupesh Kumar Pati was appointed as Professor in Quantitative Methods and Operations Management Area on 16.04.2021.

Prof. G Thangamani was appointed as Professor in Quantitative Methods and Operations Management Area on 16.04.2021.

Prof. G Anand was appointed as Professor in Quantitative Methods and Operations Management Area on 16.04.2021.

Prof. P N Ram Kumar was appointed as Professor in Quantitative Methods and Operations Management Area on 16.04.2021.

Prof. Shovan Chowdhury was appointed as Professor in Quantitative Methods and Operations Management Area on 16.04.2021.



Prof. Ashutosh Sarkar was appointed as Professor in Quantitative Methods and Operations Management Area on 16.04.2021.

Prof. Arqum Mateen was appointed as Associate Professor in Quantitative Methods and Operations Management Area on 16.04.2021.

Prof. Soumya Roy was appointed as Associate Professor in Quantitative Methods and Operations Management Area on 03.05.2021.

Prof. Sidhartha S Padhi was appointed as Professor in Quantitative Methods and Operations Management Area on 07.06.2021.

Prof. Nandakumar M K was appointed as Professor in Strategic Management Area on 22.11.2021.

Prof. Sudershan Kuntluru was appointed as Professor in Finance, Accounting & Control Area on 22.11.2021.

Prof. Jijo Lukose P J was appointed as Professor in Finance, Accounting & Control Area on 22.11.2021.

Prof. Abhilash S Nair was appointed as Professor in Finance, Accounting & Control Area on 23.11.2021.

RE-JOINING:

Prof. Priya Nair Rajeev, Associate Professor has rejoined the Institute on 31.08.2021(Forenoon) after the Sabbatical Leave for one year from 31.08.2020 to 30.08.2021.

Prof. C Raju, Professor has rejoined the Institute on 22.03.2022(Forenoon) after the Sabbatical Leave for one year from 22.03.2021 to 21.03.2022.

Prof. Pulapre Balakrishnan was relieved from the position of Senior Fellow on contract on 30.06.2021. He rejoined the post of Senior Fellow on 01.01.2021 for a period of 6 months.

SABBATICAL LEAVE SANCTIONED DURING THE PERIOD:

Prof. A F Mathew has been sanctioned sabbatical leave for one year from 05.07.2021 to 04.07.2022.

EXTRAORDINARY LEAVE/ DEPUTATION DURING THE PERIOD:

Prof. Ram Kumar Kakani, Professor was relieved from the Institute on the afternoon of 07.03.2022 to join as Director, IIM Raipur on deputation basis.

Prof. Saji Gopinath was on extraordinary leave during 2021-22. He is officiating as Vice-Chancellor of Kerala University of Digital Sciences, Innovation and Technology for a period of four years since 27.10.2020.

Prof. Kulbhushan Balooni was continuing his deputation during 2021-22. He is officiating as Director, IIM Kashipur for a period of five years since 07.06.2019

RELIEVING:

Prof. Lakshman Mahadevan was relieved from the position of Assistant Professor on 25.06.2021 on acceptance of his resignation on personal grounds.

Prof. Sudarshan Kumar was relieved from the Institute on 20.10.2021(Forenoon) on acceptance of his resignation on personal grounds.

Prof. Abhipsa Pal was relieved on 22.11.2021 from the contract post of Faculty Fellow to join the regular post of Assistant Professor (Grade I).

Prof. Balagopal Gopalakrishnan, Assistant Professor (Grade I), Finance, Accounting and Control Area was relieved on 21.02.2022(A/N) on acceptance of his resignation on personal grounds.

CONFERENCES/ SEMINARS/ WORKSHOPS/ TRAINING PROGRAMMES ATTENDED IN INDIA & ABROAD: -

Prof. Salamah Ansari has attended National conference IMC, IIM Bodh Gaya during 21 -22 April 2021 through online



platform.

Prof. Anita Kerai has attended FERC 2021 during May 24 -27 May 2021 through online platform.

Prof. Salamah Ansari has attended 8th Biennial AsianSIL Conference during 24 -28 May 2021 through online platform.

Prof. Priya Narayanan was attended AMS Annual Conference 2021 during 31 May –5 June 2021 through online platform.

Prof. Rajesh Srinivas Upadhyayula has attended Academy of International Business Annual Conference during 28th June to 1st July, 2021 through online platform.

Prof. Shannu Narayan has attended ASIANSIL 2021 8th Biennial Conference during 24-28 May 2021 through online platform.

Prof. Rajeshwari C has attended Gender Work Organization Conference during 30 June-2 July 2021 through online platform.

Prof. Venkataraman S has attended Business & Society Research Seminar during 17-18 June 2021 through online platform.

Prof. Gladys S has attended ACRA/AMA (Academy of Marketing) Virtual Conference during 7 July 2021 through online platform.

Prof. Ekta Srivastava has attended ACRA/AMA (Academy of Marketing) Virtual Conference during 5 -7 July 2021 through online platform.

Prof. Nycil George has attended Academy of Management Annual meeting during 29 July to 4 August 2021 through online platform.

Prof. Nycil George has attended Strategic Management Society Annual Conference during 18 -21 September, 2021 through online platform.

Prof. Nandakumar M K has attended British Academy of Management Conference during 31 August to 3 September, 2021 through online platform.

Prof. Deva Prasad M has attended Global Dialogue on Biodiversity Law and Governance Conference during 6 - 8 July through online platform.

Prof. Kapil Verma has attended 81st Annual Meeting of the Academy of Management (AOM) during 29 July to 03 August 2021 through online platform.

Prof. Deva Prasad M has attended Social and Scientific Uncertainties in Environmental Law: 8th Annual EELF (European Environmental Law Forum Conference) at Bournemouth University during 08-10 September 2021 through online platform.

Prof. Sudershan Kuntluru has attended World Finance Conference during 3-6 August 2021 through online platform.

Prof. Abhilash S. Nair has attended World Finance Conference during 3- 6 August 2021 through online platform.

Prof. Nandakumar M K has attended British Academy of Management Conference during 31 August -3rd September 2021 through online platform.

Prof. Ekta Sikarwar has attended Annual Conference of British Academy of Management (BAM-2021) during 31 August 03 September 2021 through online platform.

Prof. Joffi Thomas has attended Association of Consumer Research Conference during 30 August - 28 October 2021 through online platform.

Prof. Shovan Chowdhury has attended international webinar on emerging trends in statistics and data science in conjunction with 40th annual convention of Indian Society for Probability & Statistics (ISPS) during 7-10 September 2021 through online platform.



Prof. Anjan Kumar Swain has attended International Conference on Management and Information Systems (ICMIS) during 25-26 September 2021 through online platform

Prof. Venkataraman S has attended 16th Corporate Responsibility Research Conference (CRRC) during 12-13 October 2021 through online platform.

Prof. Keyoor Purani has attended NACRA (North American Case Research Association) Conference during 14-16 October-2021 through online platform.

Prof. S S S Kumar has attended 9th International E Conference on Emerging Trends in Corporate Finance & Financial Markets during 28-29 October 2021 through online platform.

Prof. Shovan Chowdhury has attended XXIV Annual International Conference of The Society of Operations Management (SOM-2021) during 12-15 November 2021 through online platform.

Prof. Ashutosh Sarkar has attended XXIV Annual International Conference of the Society of Operations Management, SOM during 12-15 November 2021 through online platform.

Prof. Soumya Roy has attended XXIV Annual International Conference of the Society of Operations Management, SOM during 12-15 November 2021 through online platform.

Prof. Deva Prasad M has attended The International Conference on Reproductive Choice of Women: A Fundamental Right on 20 November 2021 through online platform.

Prof. G. Sridhar has attended a Seminar on Rural Management during 24-25 November 2021 through online platform.

Prof. Ekta Srivastava has attended FORE International Marketing Conference during 26-27 November 2021 through online platform.

Prof. M Geetha has attended ISDSI-Global conference during 30 November to 27 December 2021 through online platform.

Prof. Kapil Verma has attended 34th ANZAM (Australia New Zealand Academy of Management) Conference during 1-2 December 2021 through online platform.

Prof. M. P. Sebastian has attended International Academic Conference on Management, Economics, Business and Marketing during 10-11 December 2021 at Vienna, Austria.

Prof. Praveen S has attended 7th International Conference on Global Business Environment during 10-11 December 2021 through online platform.

Prof. Shovan Chowdhury has attended IEEE 2021 International Conference on Industrial Engineering and Engineering Management (IEEM) during 13-16 December 2021 through online platform.

Prof. Shovan Chowdhury has attended 28th International Workshop on Matrices and Statistics (IWMS 2021) during 13-15 December 2021 through online platform.

Prof. Mohammed Shahid Abdulla has attended Winter Simulation Conference during 15-17 December 2021 through online platform.

Prof. Salamah Ansari has attended 8th PAN IIM World Management Conference during 16-18 December 2021 through online platform.

Prof. Kausik Gangopadhyay has attended 8th PAN IIM World Management Conference during 16-18 December 2021 through online platform.

Prof. Suram Balasubrahmanyam has attended 2nd International Conclave on Globalizing Indian Thoughts during 16-18 December 2021 through online platform.

Prof. Radhakrishna Pillai R has attended 2nd International Conclave on Globalizing Indian Thoughts during 16-18 December 2021 through online platform.



Prof. Anindita Paul has attended 8th Pan IIM World Management Conference during 16-18 December 2021 through online platform.

Prof. Pronobesh Banerjee has attended 8th Pan IIM World Management Conference during 16-18 December 2021 through online platform.

Prof. Salamah Ansari has attended 2nd International Conclave on Globalizing Indian Thoughts during 16-18 December 2021 through online platform.

Prof. Sidhartha S Padhi has attended 2nd International Conclave on Globalizing Indian Thoughts during 16-18 December 2021 through online platform.

Prof. Deepa Sethi has attended 8th Pan IIM World Management Conference during 16-18 December 2021 through online platform.

Prof. Nivedita Bhanja has attended 16th Biennial Conference of the International Society of Markets and Development (ICMD) during 16-18 December 2021 through online platform.

Prof. Vidushi Pandey has attended 8th Pan IIM World Management Conference during 16-18 December 2021 through online platform.

Prof. Rajeshwari C has attended The 12th International Critical Management Studies conference during 16-18 December through online platform.

Prof. Deva Prasad M has attended 8th Pan IIM World Management Conference during 16-18 December 2021 through online platform.

Prof. Omkumar Krishnan has attended 2nd International Conclave on Globalizing Indian Thoughts during 16-18 December 2021 through online platform

Prof. Salamah Ansari has attended International Conference for Markets and Development, during 16-18 December 2021 through online platform

Prof. Anupam Das has attended 8th Pan IIM World Management Conference during 16-18 December 2021 through online platform.

Prof. M Geetha has attended 2nd International Conclave on Globalizing Indian Thoughts during 16-18 December 2021 through online platform.

Prof. Abhipsa Pal has attended 2nd International Conclave on Globalizing Indian Thoughts during 16-18 December 2021 through online platform.

Prof. Venkataraman S has attended 8th Pan IIM World Management Conference during 17-18 December 2021 through online platform.

Prof. Ashok Thomas has attended 8th Pan IIM World Management Conference during 17-18 December 2021 through online platform.

Prof. Deva Prasad M has attended Internal Conference, RV Institute of Legal Studies, Bengaluru during 18-19 December 2021 through online platform

Prof. Soumya Roy has attended POMS India International Conference, SPJIMR during 22-24 December 2021 through online platform.

Prof. Ram Kumar P N has attended POMS India International Conference during 22-24 December 2021 through online platform.

Prof. Ashok Thomas has attended international conference on Global Financial and business environment (ICGFBE 2021), during 24-25 December 2021 through online platform.

Prof. Praveen S has attended POMS India International Conference on 22 December 2021 through online platform.



Prof. Soumya Roy has attended ISDSI-Global Conference during 27-30 December 2021 through online platform.

Prof. Praveen S has attended MICA ICMC during 05-07 January through online platform.
Prof. Praveen S has attended 19th AIMS & 4th Jaipuria International Conference during 07-09 January 2022 through online platform.

Prof. K Unnikrishnan Nair has attended 7th Biennial Conference of the Indian Academy of Management, during 07-09 January 2022 through online platform.

Prof. M Geetha has attended 19th AIMS International Conference during 07-09 January 2022 through online platform.

Prof. Anjan Kumar Swain has attended 19th AIMS & 4th Jaipuria International Conference during 07-09 January 2022 through online platform.

Prof. Ashok Thomas has attended INDAM Conference during 07-09 January 2022 through online platform.

Prof. T. N. Krishnan has attended 7th Biennial conference of the Indian Academy of Management (INDAM) during 07-09 January 2022 through online platform.

Prof. M Geetha has attended 1st International conference on Management of MSMEs (ICMM 2022) during 22-23 January 2022 through online platform.

Prof. Aravind Sampath has attended Academy of business south Asia chapter conference 2022 during 23-25 January 2022 through online platform

Prof. S Subramanian has attended 15th international conference of Business and Finance (ICBF) during 27-28 January 2022 through online platform.

Prof. M Geetha has attended society of consumer Psychology during 03-05 February 2022 through online platform.

Prof. Deva Prasad M has attended Fourth IP & Innovation Researchers of Asia (IPIRA) Conference during 09-12 February 2022 through online platform.

Prof. Gladys Stephen has attended IRTM 2022 (International Conference on Interdisciplinary Research in Technology Management) during 24-26 February 2022 through online platform.

Prof. Vidushi Pandey has attended INDAM 2022 conference during 07-09 January 2022 through online platform.

Prof. Deepa Sethi has attended 7th Biennial INDAM conference 2022 during 07-09 January 2022 through online platform.

Prof. M Geetha has attended society of consumer Psychology 2022 during 03-05 March 2022 through online platform.

Prof. Ashok Thomas has attended 3rd Annual Economics Conferences during 11-12 March 2022 through online platform.

List of Faculty as on 31st March 2022.

Director

Prof. Debashis Chatterjee

Faculty Members

Sl. No	Name	Designation
1	Prof. Kulbhushan Balooni	Professor
2	Prof. Saji Gopinath	Professor
3	Prof. K. Unnikrishnan Nair	Professor
4	Prof. R. Radhakrishna Pillai	Professor
5	Prof. P. Rameshan	Professor



Sl. No	Name	Designation
6	Prof. S.S.S. Kumar	Professor
7	Prof. Keyoor Purani	Professor
8	Prof. Anjan Kumar Swain	Professor
9	Prof. Anandakuttan B Unnithan	Professor
10	Prof. Sthanu R Nair	Professor
11	Prof. G Sridhar	Professor
12	Prof. Rupesh Kumar Pati	Professor
13	Prof. T N Krishnan	Professor
14	Prof. Abhilash S Nair	Professor
15	Prof. Nandakumar M K	Professor
16	Prof. Kausik Gangopadhyay	Professor
17	Prof. Sudershan Kuntluru	Professor
18	Prof. Shubhasis Dey	Professor
19	Prof. M P Sebastian	Professor
20	Prof. Manoranjan Dhal	Professor
21	Prof. Atanu Adhikari	Professor
22	Prof. Rajesh Srinivas Upadhyayula	Professor
23	Prof. C Raju	Professor
24	Prof. G Thangamani	Professor
25	Prof. G Anand	Professor
26	Prof. P N Ram Kumar	Professor
27	Prof. Sumit Mitra	Professor
28	Prof. Omkumar Krishnan	Professor
29	Prof. Deepa Sethi	Professor
30	Prof. Rudra Sensarma	Professor
31	Prof. A.F. Mathew	Professor
32	Prof. Shovan Chowdhury	Professor
33	Prof. Sidhartha S Padhi	Professor
34	Prof. Jijo Lukose P J	Professor
35	Prof. Ashutosh Sarkar	Professor
36	Prof. Ram Kumar Kakani	Professor
37	Prof. Joffi Thomas	Associate Professor
38	Prof. Leena Mary Eapen	Associate Professor
39	Prof. Sony Thomas	Associate Professor
40	Prof. Joshy Joseph	Associate Professor
41	Prof. Anupam Das	Associate Professor
42	Prof. Anindita Paul	Associate Professor
43	Prof. Deepak Dhayanithy	Associate Professor
44	Prof. Mohammed Shahid Abdulla	Associate Professor
45	Prof. Surya Prakash Pati	Associate Professor
46	Prof. S Subramanian	Associate Professor
47	Prof. Priya Nair Rajeev	Associate Professor
48	Prof. Rachappa Shette	Associate Professor
49	Prof. L. Ramprasath	Associate Professor
50	Prof. Satish Krishnan	Chair Associate Professor
51	Prof. Soumya Roy	Associate Professor
52	Prof. Arqum Mateen	Associate Professor
53	Prof. Pronobesh Banerjee	Associate Professor
54	Prof. Geetha M	Associate Professor
55	Prof. Suram Balasubrahmanyam	Assistant Professor
56	Prof. Pankaj Kumar Baag	Assistant Professor



Sl. No	Name	Designation
57	Prof. Anubha Shekhar Sinha	Assistant Professor
58	Prof. Aravind Sampath	Assistant Professor
59	Prof. Shannu Narayan	Assistant Professor
60	Prof. Ashok Thomas	Assistant Professor
61	Prof. Deva Prasad M	Assistant Professor
62	Prof. Praveen S	Assistant Professor
63	Prof. Venkataraman S	Assistant Professor
64	Prof. Qambar Abidi	Assistant Professor
65	Prof. Sreejesh S	Assistant Professor
66	Prof. Kapil Verma	Assistant Professor
67	Prof. Roopak Kumar Gupta	Assistant Professor
68	Prof. Payal Anand	Assistant Professor
69	Prof. Deepak S Kumar	Assistant Professor
70	Prof. Nycil George	Assistant Professor
71	Prof. Abhipsa Pal	Assistant Professor
72	Prof. Nivedita Bhanja	Assistant Professor
73	Prof. Vidushi Pandey	Assistant Professor
74	Prof. Priya Narayanan	Assistant Professor
75	Prof. Anirban Ghatak	Assistant Professor
76	Prof. Sandip Barui	Assistant Professor
77	Prof. Sreejith A	Assistant Professor
78	Prof. Salman Siddeeqe Ali	Assistant Professor
79	Prof. Nivedhitha K S	Assistant Professor
80	Prof. Vipin P Veetil	Assistant Professor
81	Prof. Aishwarya Ramasundaram	Assistant Professor(Grade II)
82	Prof. Chitwan Lalji	Assistant Professor(Grade II)
83	Prof. Anita Kerai	Assistant Professor(Grade II)
84	Prof. Saparya Suresh	Assistant Professor(Grade II)
85	Prof. Ekta Srivastava	Assistant Professor(Grade II)
86	Prof. Rajeshwari Chennangodu	Assistant Professor(Grade II)
87	Prof. Prantika Ray	Assistant Professor(Grade II)
88	Prof. Pratima Verma	Assistant Professor(Grade II)
89	Prof. Ramesh Krishnan	Assistant Professor(Grade II)
90	Prof. Aswin Alora	Assistant Professor(Grade II)
91	Prof. Pulapre Balakrishnan	Senior Fellow
92	Prof. Salamah Ansari	Faculty Fellow
93	Prof. Simy Joy	Faculty Fellow
94	Prof. Ekta Sikarwar	Faculty Fellow
95	Prof. Gladys Stephen	Faculty Fellow
96	Prof. Palvi Pasricha	Faculty Fellow



STAFF MEMBERS

S No	Name	Designation
01	Lt. Col M Julius George (Retd.)	Chief Administrative Officer
02	Mr. Ashok Pathak	Chief Systems Manager
03	Mr. Appasaheb Naikal	Librarian
04	Mr. Rajiv Varma	Chief Manager (Infrastructure)
05	Ms. Usha Venugopal	Chief Finance Officer (On contract)
06	Mr. Rajesh Anandrao Patil	Chief Project Manager (On Contract)
07	Col. Biju Warriar (Retd.)	Chief Purchase Officer
08	Mr. Pawan Kumar Singh	Senior Administrative Officer
09	Mr. Madusoodanan P G	Senior Administrative Officer
10	Dr. N Ramachandran	Senior Systems Manager
11	Dr. Lakshmi Viswanathan	Senior Finance & Accounts Officer
12	Mr. Sojan George	Senior Executive Secretary to Director
13	Mr. Vinod Kumar K	Senior Administrative Officer
14	Dr. Sunitha T	Deputy Librarian
15	Mr. James K P	Finance and Accounts Officer
16	Mr. Ravindran V V	Administrative Officer
17	Mr. Anil Kumar Pathiyath	Manager (Infrastructure)
18	Dr. Sreejaya P	Assistant Librarian (HG)
19	Mr. Bose K T	Assistant Executive Engineer (Ele)
20	Mr. Muhammed Ashraf A.R	Manager
21	Mr. Ravindran P K	Manager
22	Mr. Jayakrishnan K.S	Administrative Officer
23	Mr. Anu Francis John	Manager
24	Mr. Shaji C P	Administrative Officer
25	Mr. Anil A M	System Analyst
26	Mr. Madhusoodan V	Administrative Officer
27	Mr. Rejeesh M P	Assistant Executive Engineer (Civil)
28	Dr. Yamuna George	Administrative Officer
29	Mr. Raghupathy Hari	Administrative Officer
30	Mr. Prasheeb Kumar K K	Administrative Officer
31	Mr. Sanal Kumar G	Senior Accounts Officer
32	Mr. M Ravichandra Kiran	Senior Accounts Officer
33	Mr. Augustine George	Administrative Officer
34	Ms. Asha Babu K K	Administrative Officer
35	Mr. M Renjith	Administrative Officer
36	Ms. Simmi K G	Administrative Officer
37	Mr. Sanjay A P	Assistant Engineer (Electrical)
38	Mr. Joshy Kuriakose	Assistant Librarian
39	Mr. Biju R	Assistant Librarian
40	Mr. Subair V	Assistant Engineer (Civil)
41	Mr. Mohammed Mustafa A	Programmer
42	Ms. Sheena V R	Assistant Administrative Officer
43	Mr. Kishore Kumar T K	Assistant Engineer (Electrical)
44	Mr. K C Chandrajith	Assistant Administrative Officer
45	Mr. Bikram Mohanty	Assistant Administrative Officer
46	Mr. K Nitin Harindran	Assistant Administrative Officer



S No	Name	Designation
47	Mr. Biju P	Assistant Administrative Officer
48	Ms. Remya P	Assistant Administrative Officer
49	Mr. Nivin Sebastian	Assistant Administrative Officer
50	Ms. Shyna K S	Assistant Administrative Officer
51	Mr. Levan S	Assistant Administrative Officer
52	Mr. Ramadasan M	Assistant Administrative Officer
53	Mr. Sudheesh Kumar K M	Technical Assistant (Digital Library)
54	Mr. Shiju N K	Technical Assistant (Web Applications)
55	Mr. Dinesh T	Assistant Programmer
56	Ms. Zeena K	Assistant
57	Mr. Alekh P	Assistant
58	Ms. Sandhya T V	Assistant
59	Mr. Sudhir Rajan	Assistant
60	Mr. Shensha C	Assistant
61	Mr. Satish Kumar	Assistant
62	Mr. Varun Joseph	Accountant
63	Mr. Balu Prasad C	Junior Engineer (Electrical)
64	Mr. Sai Nath S	Junior Engineer (Civil)
65	Mr. Arun Prasad K P	Technical Assistant-IT
66	Mr. Sreejith V S	Junior Engineer (Civil)
67	Mr. Vinu M	Accountant
68	Ms. Jijina P	Assistant
69	Mr. Ashok Chakravarthi Devarakonda	Assistant
70	Ms. Sindhu J	Assistant
71	Mr. Abdurahiman P P	Assistant
72	Mr. Deepak V K	Assistant
73	Ms. Divya Sasi	Junior Assistant
74	Mr. Asokan P T	Junior Assistant
75	Ms. Kavitha K.P	Junior Assistant
76	Mr. Binoy P	Junior Manager
77	Mr. Promis Philip	Junior Assistant
78	Mr. Minhas Nathamkodan	Junior Assistant
79	Mr. Binu P	Junior Assistant
80	Mr. Litty Alexander	Junior Assistant
81	Ms. Sapna Raveendran V P	Stores Assistant
82	Mr. Sudheesh N M	Junior Accountant
83	Mr. Sujin E M	Junior Technical Assistant-IT
84	Ms. Naseera K	Junior Accountant
85	Mr. N H Mathanagopal	Junior Technical Assistant-IT
86	Mr. Rajesh P M	Driver-cum-Office Staff
87	Mr. Dalhath E K	Driver-cum-Office Staff
88	Ms. Pushpa K C	Multi-Tasking Staff



RIGHT TO INFORMATION ACT, 2005

Right to Information Act, 2005 (RTI Act, 2005) is a move to replace the culture of secrecy and control in Public Authorities with one of openness, transparency and participation. The Act proposes to strengthen the democratic setup of our country by providing citizen's access to Information in Public Authorities covering the executive, judiciary and legislature arms.

The Institute is linked with 'RTI MIS online portal' of DoPT for processing of RTI applications/First Appeals. Under the RTI Act, 2005, the Institute has designated the Chief Administrative Officer as the Central Public Information Officer (CPIO) and one Faculty Member as the First Appellate Authority (FAA).

Public Information Officers have been designated at each Department/office for providing the Information under the provisions of the RTI Act, 2005. The Annual Return for the period 2021-22 has been uploaded on Central Information Commission website as required u/s 25(3) of the RTI Act, 2005.

Further, in order to strengthen compliance of the provisions of disclosures as contained in Section 4 of the RTI Act, 2005, Department of Personnel & Training (DoPT) vide its OM No. 1/6/2011-IR dated 15.04.2013 issued guidelines on the following :-

- i) Suo-moto disclosure of more items under Section 4;
- ii) Guidelines for digital publication of proactive disclosure under Section 4;
- iii) Guidelines for certain clauses of Section 4(1)(b) to make disclosure more effective;
- iv) Compliance mechanism for suo-moto disclosure (proactive disclosure) under RTI Act, 2005.

In compliance of the aforesaid Guidelines, the Institute has placed the requisite information on its website <https://iimk.ac.in/RTI>.

The details of RTI Applications & Appeals received/processed during the reporting period 01.04.2021 to 31.03.2022 for IIM Kozhikode are as under:

Applications received	Applications disposed off	First Appeals received	First Appeals Disposed off	Second Appeal Received From CIC	Second Appeal Disposed off by CIC	Whether suo-moto disclosures are uploaded on company website
384	384	22	22	02	02	Yes



**INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
ANNUAL STATEMENT OF ACCOUNTS
2021-22**

ഈയിടെ വരുന്ന വിദ്യാർത്ഥികൾക്കും അധ്യാപകർക്കും
INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE WELCOMES YOU
Globalizing Indian Thought

21
The first building
WELCOME



SEPARATE AUDIT REPORT OF THE COMPTROLLER & AUDITOR GENERAL OF INDIA ON THE ACCOUNTS OF INDIAN INSTITUTE OF MANAGEMENT, KOZHIKODE (IIMK) FOR THE YEAR ENDED 31 MARCH 2022.

We have audited the attached Balance Sheet of Indian Institute of Management, Kozhikode (IIMK) as at 31 March 2022, Income & Expenditure Account and Receipts and Payments Account for the year ended on that date, under Section 19 (2) of the Comptroller & Auditor General's (Duties, Powers & Conditions of Service) Act, 1971 read with Section 23 (3) of the Indian Institutes of Management Act, 2017. 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 & Regulations (Propriety and Regularity) and efficiency —cum— performance aspects, etc., if any, are reported through Inspection Reports /CAG's Audit Reports separately.
3. We have conducted our audit in accordance with auditing standards generally accepted in India. These standards require that we plan and 'perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatements. An audit includes examining, on a test basis, evidences supporting the amounts and disclosure in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of financial statements. We believe that our audit provides a reasonable basis for our opinion.
4. Based on our audit, we report that:
 - i. We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purpose of our audit;
 - ii. The Balance Sheet, Income & Expenditure Account and Receipts and Payments Account dealt with by this report have been drawn up in the format approved by the Ministry of Education, Government of India.
 - iii. In our opinion, proper books of accounts and other relevant records have been maintained by the IIMK as required under Section 23(1) of the Indian Institutes of Management Act, 2017 in so far as it appears from our examination of such books; and
 - iv. We further report that:

A. General

1. On verification of Form 26AS and other connected records, it is observed that ₹ 902.93 lakh was receivable from IT Department as on 31 March 2022 as TDS. As against above IIMK had accounted ₹846.54 lakh only as receivable as TDS. Management stated that difference could not be accounted as the amount is not traceable with our invoices. The difference needs to be reconciled and suitably accounted in the accounts.
2. As per MHRD format of accounts, books received as gifts shall be valued at selling prices printed on the books. When they are not printed, the value is based on assessment. The Institute received 1548 books as gifts up to 31.03.2022, but they were not included under Fixed Assets (Schedule 4).
3. The Institute has three Group Gratuity Cash Accumulation Policies with Life Insurance Corporation towards liability for gratuity payments. During the current year the Institute has remitted ₹ 71.46 lakh as Group Gratuity Insurance Premium to LIC. As the extension of retirement/death gratuity to the employees of Autonomous Bodies covered under NPS is not yet finalized by the Government, this fact should have been disclosed in the Notes to Accounts.



4. Sundry Debtors under 'Current Assets (Schedule-7)' included an amount of ₹ 229.04 lakh pertaining to 57 cases pending realization for more than three years. Non confirmation of balance amount under Sundry Debtors Account was pointed out in earlier report also.

B. Grants in Aid

During the year 2021-22, IIMK received ₹ 8.00 lakh towards Grant in Aid from Ministry of External Affairs, Government of India. Out of the total Grant of ₹ 25.40 lakh (including the unspent balance of ₹16.51 lakh brought forward from the previous year and interest of ₹0.89 lakh) IIMK incurred an expenditure of ₹0.79 lakh during the year 2021-22, leaving an unspent balance of ₹24.61 lakh.

C. Management Letter

Deficiencies which have not been included in the Separate Audit Report have been brought to the attention of the Institute 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 & Expenditure Account and Receipts & Payments Account dealt with by this report are in agreement with the books of accounts.
- vi. In our opinion and to the best of our information and according to the explanations given to us, the said financial statements read together with the Accounting Policies and Notes on Accounts, and subject to the significant matters stated above and other matters mentioned in Annexure I to this Audit Report give a true and fair view in conformity with accounting principles generally accepted in India.
 - a. In so far as it relates to the Balance Sheet, of the state of affairs of the Indian Institute of Management, Kozhikode as at 31 March 2022; 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

Sd/-

Principal Director of Audit (Central), Chennai

Place: Chennai
Date: 10 October 2022



ANNEXURE I

1. Adequacy of Internal Audit System:

The Institute does not have its own Internal Audit wing and the Internal Audit of the Institute is carried out by a Chartered Accountant Firm.

2. Adequacy of Internal Control System:

The Institute is following the generally accepted Accounting practices and prepared its Annual Accounts in the format prescribed by the Ministry of Education. The Institute is following the provisions of the GFR along with other orders, instructions and the guidelines issued by the Govt. of India from time to time.

3. System of Physical Verification of Assets:

- 1) Physical verification of fixed assets was not conducted for the year 2021-22. An analysis of physical verification of fixed asset report for the period 2019-20 & 2020-21 made available to audit revealed that physical counting only was done instead of physical verification of the fixed assets.
- 2) Physical verification of Library books was conducted during 2021-22. As per the Committee's report several books were found missing from stock. But the total value of missing items was neither quantified nor reasons for missing items recorded.

4. System of Physical Verification of Inventory:

Physical verification of inventories has been conducted up to the year 2021-22.

5. Regularity in Payment of Statutory Dues:

The Institute is regular in payment of statutory dues.

Sd/-

Dy. Director (DT) II



REPLIES TO COMMENTS ON SEPARATE AUDIT REPORT F.Y.2021-22

PART A. GENERAL

1. Audit Comment

On verification of Form 26AS and other connected records, it is observed that ₹902.93 lakh was receivable from IT Department as on 31st March 2022 as TDS. As against above IIMK had accounted ₹846.54 lakh only as receivable as TDS. Management stated that difference could not be accounted as the amount is not traceable with our invoices. The difference needs to be reconciled and suitably accounted in the accounts.

Reply

It may please be noted that, TDS has been accounted as and when the same is reflected in Form no.26AS. The difference in TDS between form 26AS and books of accounts as commented above is related to those amounts which were not reflected in Form 26AS before the finalization of books of accounts.

We have duly accounted the difference noted in TDS during the current year 2022-23 except for the amount of Rs.2,46,332/- , which belongs to CAT income that does not pertain to IIM Kozhikode alone. The same is to be transferred to all IIMs included in the IIM Consortium.

Considering the above it is requested to drop the comment.

2. Audit Comment

As per MHRD format of accounts, books received as gifts shall be valued at selling prices printed on the books. When they are not printed, the value is based on assessment. The Institute received 1548 books as gifts up to 31.03.2022, but they were not included under Fixed Assets (Schedule 4).

Reply

Necessary compliance shall be done in future for the valuation of books received as gifts with the consultation of Library and Information Department.

Considering the above it is requested to drop the comment.

3. Audit Comment

The Institute has three Group Gratuity Cash Accumulation Policies with Life Insurance Corporation towards liability for gratuity payments. During the current year the Institute has remitted ₹71.46 lakh as Group Gratuity Insurance Premium to LIC. As the extension of retirement/death gratuity to the employees of Autonomous Bodies covered under NPS is not yet finalized by the Government, this fact should have been disclosed in the Notes to Accounts.

Reply

IIMK employees Gratuity Scheme (IIMKEGS) is governed by the Board of Governors decision dt.02.12.2000 (i.e. before implementation of National Pension Scheme.). This Scheme is operated through LIC of India and the calculation of Gratuity payment in this scheme is based on CCS Pension Rules 1972. The funds generated by IIMK only are being used for payment of retirement gratuity.

Accordingly, with the approval of BOG, IIMK introduced this scheme as a welfare measure for all regular employees meeting the requisite criteria. The IIMK Scheme of retirement gratuity and retirement gratuity for the employees under NPS does not have any relation. It has been started as a social security measure, IIMK being an autonomous organization.

It may please be noted as IIMK Act confers complete authority to the Board to formulate rules and policies for the benefit of the employees of the Institute.

However as suggested, necessary disclosure shall be made in 'Notes to Accounts' in future. Considering the above it is requested to drop the comment.



4. Audit Comment

Sundry debtors under 'Current Assets (Schedule -7)' included an amount of ₹29.04 lakh pertaining to 57 cases pending realization for more than three years. Non-confirmation of balance amount under Sundry Debtors Account was pointed out in earlier report also.

Reply

Institute had sent letters for Balance confirmation to all the debtors as on 31.03.2022, whereas only a few of them have responded to it. As observed by the audit an amount of ₹29.04 Lakhs of debtors are ageing for more than three years. This will be analysed on a case to case basis and proper steps will be taken to get it realised in consultation with the departments concerned. Urgent and immediate steps have been initiated in the current Financial Year itself for its realisation.

Considering the above it is requested to drop the comment.

PART B

Grants in Aid

During the year 2021-22, IIMK received ₹8 lakh towards Grant in Aid from Ministry of External Affairs, Government of India. Out of the total Grant of ₹25.40 lakh (including the unspent balance of ₹16.51 lakh brought forward from the previous year and interest of ₹0.89 lakh) IIMK incurred an expenditure of ₹0.79 lakh during the year 2021-22, leaving an unspent balance of ₹24.61 lakh

Reply

The facts are confirmed. Grant from Ministry of External Affairs, Government of India, ₹8 lakhs was sanctioned in F.Y.2021-22, but the same has been received in F.Y.2022-23 only. But Institute has expended an amount of ₹0.43 lakhs in F.Y.2021-22 towards the project in advance.

ANNEXURE-1

3. System of physical verification of assets.

- i) Physical verification of fixed assets was not conducted for the year 2021-22. An analysis of physical verification of fixed asset report for the period 2019-20 & 2020-21 made available to audit revealed that physical counting only was done instead of physical verification of the fixed assets.
- ii) Physical verification of Library books was conducted during 2021-22. As per the committee's report several books were found missing from stock. But the total value of missing items was neither quantified nor reasons for missing items recorded.

Reply

- i) Noted for future compliance
- ii) Library and Information Centre have valued the books declared as missing and the valuation report has been submitted.

**INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE**

BALANCE SHEET AS ON 31 MARCH 2022

(₹ in lakhs)

SOURCES OF FUNDS	SCHEDULE	CURRENT YEAR	PREVIOUS YEAR
CORPUS /CAPITAL FUND	1	89,553.36	78,178.83
DESIGNATED/EARMARKED/ENDOWMENT FUNDS	2	3,051.08	2,531.46
CURRENT LIABILITIES & PROVISIONS	3	5,639.22	5,085.85
TOTAL		98,243.66	85,796.14

APPLICATION OF FUNDS	SCHEDULE	CURRENT YEAR	PREVIOUS YEAR
FIXED ASSETS	4	33,986.47	34,437.48
Tangible Assets		80.69	60.85
Intangible Assets		1,078.10	838.18
Capital Work-in-Progress			
INVESTMENTS FROM EARMARKED/ENDOWMENT FUNDS	5	2,140.75	1,423.75
Long Term			
Short Term		-	-
INVESTMENTS - OTHERS	6	39,583.47	33,807.31
CURRENT ASSETS	7	12,190.11	8,820.38
LOANS, ADVANCES & DEPOSITS	8	9,184.08	6,408.19
TOTAL		98,243.66	85,796.14

Significant Accounting Policies

Contingent Liabilities and Notes on Accounts

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

Sd/-

Dr.Lakshmi Viswanathan**SFAO**

Sd/-

Ms. Usha Venugopal**CFO**

Sd/-

LT. COL. M. Julius George (Retd.)**CAO**

Sd/-

Prof. Debashis Chatterjee**DIRECTOR**

Place : Kozhikode

Date : 31-05-2022



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 2021-22

(₹ in lakhs)

PARTICULARS	SCHEDULE	CURRENT YEAR	PREVIOUS YEAR
INCOME			
Academic Receipts	9	24,274.93	18,346.07
Grants / Subsidies	10	0.79	-
Income from Investments	11	2.29	18.42
Interest Earned	12	396.20	200.36
Other Incomes	13	278.61	62.13
Prior Period Income	14	103.29	52.69
TOTAL (A)		25,056.11	18,679.67
EXPENDITURE			
Staff Payments & Benefits	15	4,943.36	4,752.07
Academic Expenses	16	6,434.88	4,797.05
Administrative and General Expenses	17	784.89	640.15
Transportation Expenses	18	25.74	22.27
Repairs & Maintenance	19	1,157.37	1,266.97
Finance Costs	20	0.67	0.42
Depreciation	4	2,280.18	2,073.21
Other Expenses	21	22.95	27.78
Prior Period Expenses	22	51.56	62.08
TOTAL (B)		15,701.60	13,642.00
Balance being excess of Income over Expenditure (A-B)		9,354.51	5,037.67
Transfer of Depreciation (Fixed Assets) to Capital Fund A/c.		-	-
Transfer of Depreciation (Fixed Assets-Projects) to Capital Fund		-	-
Transfer to Depreciation Fund		-	-
Transfer to Staff Welfare Fund		(528.83)	(299.13)
Balance Being Surplus (Deficit) Carried to General Fund		8,825.68	4,738.53
Significant Accounting Policies	23		
Contingent Liabilities and Notes on Accounts	24		

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

Sd/-
Dr.Lakshmi Viswanathan
S F A O

Sd/-
Ms. Usha Venugopal
C F O

Sd/-
LT. COL. M. Julius George (Retd.)
C A O

Sd/-
Prof. Debashis Chatterjee
D I R E C T O R

Place : Kozhikode

Date : 31-05-2022

**INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE**

SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31 MARCH 2022

(₹ in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
SCHEDULE 1 - Corpus/Capital Fund		
A. Corpus Fund		
Balance at the beginning of the year	43,202.37	36,087.40
Add: Loan amount recovered during the year	0.24	0.34
Add: Amount transferred from Income & Expenditure A/c	8,825.68	4,738.53
Add: Interest on Corpus Fund Investment	2,624.70	2,341.74
Add: Interest Charged on Recoverable Loan A/cs.	0.06	0.05
Add: Sale of Assets and Adjustments	20.05	34.31
Add: Amount transferred from Pension Fund	1.17	-
Balance as at the year end (A)	54,674.27	43,202.37
CPF General Reserve A/c		
Balance at the beginning of the year	-	-
Add: Amount transferred back to CPF and disclosed separately	-	-
Balance as at the year end (B)	-	-
CPF Forfeited A/c		
Balance at the beginning of the year	-	-
Less: Amount transferred back to CPF and disclosed separately	-	-
Balance as at the year end (C)	-	-
TOTAL (A + B + C) (A1)	54,674.27	43,202.37

continued

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

Sd/-

Dr. Lakshmi Viswanathan

S F A O

Place : Kozhikode

Date : 31-05-2022

Sd/-

Ms. Usha Venugopal

C F O



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
 'SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31 MARCH 2022

(₹ in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
B- CAPITAL FUND :		
1. Capital Fund (Fixed Assets):		
(A) Non-Depreciable Assets		
Balance as at the beginning of the year	2,568.00	2,568.00
Add: Paid for Land during the year	-	-
Balance at the year end (A)	2,568.00	2,568.00
(B) Depreciable Assets		
Balance as at the beginning of the year	32,408.46	32,440.15
Add: Capital Expenditure incurred during the year	-	-
Less Depreciation written off during the year	-	-
Less:Cost of Assets disposed off during the year	(176.71)	(107.07)
Less:Excess capitalisation during previous year adjusted	(6.65)	(27.34)
Add: Depreciation on Excess capitalisation during previous year adjusted	0.30	4.10
Add: Accumulated Depreciation on Assets disposed off/adjusted	85.69	98.62
Balance at the year end (B)	32,311.09	32,408.46
TOTAL AT THE YEAR END (A+B) (B1)	34,879.09	34,976.46
2. Capital Fund (Fixed Assets-Projects):		
Balance as at the beginning of the year	0.00	0.00
Add: Capital Expenditure incurred during the year	-	-
Add: Excess depreciation charged in earlier years on change of method of depreciation	-	-
Less: Depreciation written off during the year	-	-
Balance at the year end (B2)	0.00	0.00
TOTAL AT THE YEAR END (B1+B2) (A2)	34,879.09	34,976.46
Grand Total (A1+A2)	89,553.36	78,178.83

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

Sd/-

Dr.Lakshmi Viswanathan
S F A O

Place : Kozhikode
Date : 31-05-2022

Sd/-

Ms. Usha Venugopal
C F O

INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31 MARCH 2022
SCHEDULE 2 - DESIGNATED/EARMARKED FUNDS/ENDOWMENT FUNDS

(₹ in lakhs)

P A R T I C U L A R S	FUND WISE BREAKUP						CURRENT YEAR	PREVIOUS YEAR
	Pension Fund	Gratuity Fund with LIC of India	Alumni Association Fund	Campus Go Green Fund	Students Welfare Fund	Staff Welfare Fund		
a) <u>Opening balance of the funds</u>	1,083.54	726.87	2.08	3.33	44.78	670.87	2,531.47	1,314.52
b) <u>Additions to the Funds :</u>								
i. Grants received / Contributions made/Appropriations		119.72	-	1.18	28.34	528.83	678.07	1,262.97
ii. Income from Investments / Savings Bank A/c	77.80	-	0.06	0.09	1.21	0.86	80.02	37.43
iii. Members' Contributions received	-	-	-	-	-	1.67	1.67	1.61
iv. Loan Recovered	-	-	-	-	-	0.67	0.67	0.50
v. Creche fee	-	-	-	-	-	-	-	-
vi. Prior Period income/Amount recd from Advance	-	-	-	-	-	-	-	-
TOTAL (a+b)	1,161.34	846.59	2.14	4.60	74.33	1,202.90	3,291.89	2,617.04
c) <u>Utilisation/Expenditure towards objectives of funds</u>								
i. <u>Capital Expenditure</u>								
- Fixed Assets	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-
ii. <u>Revenue Expenditure</u>								
- Salaries, Wages and Allowances and other expenses	-	-	-	0.08	-	66.89	66.97	25.72
- Pension settlement	35.51	-	-	-	-	-	35.51	30.17
- Creche Expenses	-	-	-	-	-	-	-	0.84
- Loan Paid	-	-	-	-	-	-	-	0.62
- News paper subscription	-	-	-	-	-	-	-	-
- Payment to Members/ SCEDF	-	-	-	-	-	34.33	34.33	27.87
TOTAL	35.51	-	-	0.08	-	101.22	136.81	85.22
iii. Balance fund amount remitted/refunded/transferred	-	-	-	-	0.44	-	0.44	0.36
TOTAL	-	-	-	-	0.44	-	0.44	0.36

(Continued)



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31 MARCH 2022

(₹ in lakhs)

PARTICULARS	FUND WISE BREAKUP						CURRENT YEAR	PREVIOUS YEAR
	Pension Fund	Gratuity Fund with LIC of India	Alumni Association Fund	Campus Go Green Fund	Students Welfare Fund	Staff Welfare Fund		
iv. Other Debits/Advances-Provision reversed	103.56	-	-	-	-	-	-	-
TOTAL	103.56	-	-	-	-	-	103.56	-
TOTAL (c)	139.07	-	-	0.08	0.44	101.22	240.82	85.58
NET BALANCE AS AT THE YEAR END (a+b-c)	1,022.27	846.59	2.14	4.52	73.89	1,101.68	3,051.08	2,531.46
Represented by	-	-	-	-	-	-	-	-
Cash and Bank Balance including short term deposit and accrued interest on term deposit	-	-	2.14	4.52	73.89	-	80.55	671.25
Investments	1,022.27	846.59	-	-	-	1,101.68	2,970.53	1,835.16
Interest Accrued but not due	-	-	-	-	-	-	-	25.05
TOTAL	1,022.27	846.59	2.14	4.52	73.89	1,101.68	3,051.08	2,531.46

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

Sd/-
Dr.Lakshmi Viswanathan
S F A O

Place : Kozhikode
 Date : 31-05-2022

Sd/-
Ms. Usha Venugopal
C F O

INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31 MARCH 2022

SCHEDULE 3 - CURRENT LIABILITIES & PROVISIONS

(₹ in lakhs)

PARTICULARS	CURRENT YEAR		PREVIOUS YEAR	
A. CURRENT LIABILITIES				
a) Caution Deposits from Students				
i) From current students	348.10		164.35	328.47
ii) From ex-students	23.20		164.12	89.97
b) Sundry Creditors for goods/services	111.78		89.97	
c) Advances received				
i) Consultancy Projects Account	160.39		137.44	190.28
ii) Income received in advance	1.80		52.84	152.61
d) Statutory Liabilities	173.10		173.10	
e) Other Current Liabilities				
i) Unutilised Grant from Government	24.61		16.51	
ii) Retention Money	126.37		146.68	
iii) Earnest Money Deposits	27.97		61.41	
iv) IIMK Students Mess a/c payable	199.16		260.00	
v) Undivided Revenue payable-EPGP	-		0.02	
vi) Suspense(Credit)	27.83		13.24	
vii) Payable for Revenue Expenses	5.20		68.02	
viii) Others liabilities	180.85		277.54	843.41
f) CAT Account	23.21		54.98	54.98
TOTAL (A)		1,433.57		1,659.72
B. PROVISIONS				
a) Accumulated Leave Encashment	1,167.72		1,012.61	
b) Others:				
i) Provision for Capital Expenditure	127.38		294.26	
ii) Provision for Revenue Expenditure	2,910.55		2,119.26	3,426.13
TOTAL (B)		4,205.65		3,426.13
TOTAL (A + B)		5,639.22		5,085.85

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

Sd/-

Dr.Lakshmi Viswanathan
S F A O

Sd/-

Ms. Usha Venugopal
C F O

Place : Kozhikode

Date : 31-05-2022



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31 MARCH 2022

(₹ in lakhs)

SCHEDULE 3(c) - UNUTILISED GRANTS FROM UGC, GOVERNMENT OF INDIA AND STATE GOVERNMENTS

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
A. PLAN GRANTS : GOVERNMENT OF INDIA		
Balance B/F	16.51	16.54
Add: Receipts during the year	8.00	-
Add: Interest	0.89	-
TOTAL (a)	25.40	16.54
Less: Refunds	-	-
Less: Utilised for revenue expenditure	0.79	0.03
Less: Utilised for capital expenditure	-	-
Less: Transfer as per MHRD Advise	-	-
TOTAL (b)	0.79	0.03
UNUTILISED CARRIED FORWARD (a-b)	24.61	16.51

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

Sd/-
Dr.Lakshmi Viswanathan
S F A O

Sd/-
Ms. Usha Venugopal
C F O

Place : Kozhikode
Date : 31-05-2022

INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31 MARCH 2022

SCHEDULE 4 - FIXED ASSETS

(₹ in lakhs)

Assets Head	Gross block			Depreciation for the year 2021-22			Net block		
	Opening Balance 01-04-2021	Additions	Deductions	Closing balance as on 31.03.2022	Depreciation as on 01.04.2021	Deductions / Adjustments	Total depreciation as on 31-03-2022	As on 31.03.2022	As on 31.03.2021
Land									
a) Freehold Land	2,497.94	-	-	2,497.94	-	-	-	2,497.94	2,497.94
b) Land Development Cost	70.07	-	-	70.07	-	-	-	70.07	70.07
Total	2,568.01	-	-	2,568.01	-	-	-	2,568.01	2,568.01
Building									
c) Building (Non residential)	14,900.39	172.71	0.25	15,072.85	2,848.71	0.01	3,178.58	11,894.27	12,051.68
d) Buildings(Residential)	10,636.47	22.62	-	10,659.09	818.68	-	1,032.21	9,626.87	9,817.79
Total	25,536.86	195.33	0.25	25,731.94	3,667.39	0.01	4,210.79	21,521.14	21,869.47
Roads&bridges									
	2,393.38	412.31	0.89	2,804.80	452.87	0.04	523.55	2,281.25	1,940.51
Total	2,393.38	412.31	0.89	2,804.80	452.87	0.04	523.55	2,281.25	1,940.51
Tube well & water supply									
a) Water Harvesting Pond	771.92	-	-	771.92	98.12	-	113.56	658.36	673.80
b) Water Supply Installations	274.54	21.79	-	296.33	79.84	-	85.77	210.56	194.70
Total	1,046.46	21.79	-	1,068.25	177.96	-	199.33	868.92	868.50
Electrical installation & equipment	5,318.83	122.26	167.66	5,273.43	1,252.88	73.66	1,518.98	3,754.46	4,065.96
Office equipment	322.96	19.81	5.61	337.16	262.38	3.63	272.25	64.91	60.58
Audio visual equipment	1,388.50	100.22	-	1,488.72	244.95	-	356.60	1,132.11	1,143.55
Computers&Peripherals	2,399.80	141.45	-	2,541.25	1,670.65	-	1,870.22	671.03	729.14
Furniture,Fixtures& fittings	2,709.19	83.50	-	2,792.69	1,576.08	-	1,733.92	1,058.77	1,133.11
Vehicles	137.04	18.82	8.97	146.89	84.40	8.95	86.45	60.44	52.64
Lib. books&Scientific journals	2,068.18	32.73	-	2,100.91	2,068.18	-	2,100.91	0.00	0.00
Other assets	7.89	-	-	7.89	1.93	-	2.50	5.39	5.96
Small Value Assets	9.17	9.87	-	19.04	9.17	-	19.04	0.00	0.00
Total	14,361.56	528.66	182.24	14,707.98	7,170.62	86.24	7,960.87	6,747.11	7,190.94

(Continued)



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31 MARCH 2022

SCHEDULE 4 - FIXED ASSETS

(₹ in lakhs)

Assets Head	Gross block			Depreciation for the year 2021-22			Net block			
	Opening Balance 01-04-2021	Additions	Deductions	Closing balance as on 31.03.2022	Depreciation balance as on 01.04.2021	Depreciation for the year	Deductions / Adjustments	Total depreciation as on 31-03-2022	As on 31.03.2022	As on 31.03.2021
Project Fixed assets										
a) Furniture & Fixtures	0.79	-	-	0.79	0.80	-	-	0.80	(0.00)	0.00
b) Computers & Peripherals	62.06	-	-	62.06	62.06	-	-	62.06	0.00	0.00
c) Library Assets	2.80	-	-	2.80	2.74	0.01	-	2.75	0.05	0.05
Total	65.65	-	-	65.65	65.60	0.01	-	65.61	0.05	0.05
Total (A)	45,971.92	1,158.09	183.38	46,946.63	11,534.44	1,512.03	86.29	12,960.15	33,986.47	34,437.48
Capital Work in progress (B)	838.18	817.27	577.35	1,078.10	-	-	-	-	1,078.10	838.18
Intangible assets										
Computer software	226.70	103.43	-	330.13	165.85	83.59	-	249.44	80.69	60.85
E-Journals/Database/CD ROMs	2,720.30	684.56	-	3,404.86	2,720.30	684.56	-	3,404.86	(0.00)	-
Patents	-	-	-	-	-	-	-	-	-	-
Total (C)	2,947.00	787.99	-	3,734.99	2,886.15	768.15	-	3,654.30	80.69	60.85
Grand total (A+B+C)	49,757.10	2,763.35	760.73	51,759.72	14,420.59	2,280.18	86.29	16,614.45	35,145.26	35,336.51

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

Sd/-

Dr.Lakshmi Viswanathan

S F A O

Place : Kozhikode

Date : 31-05-2022

Sd/-

Ms. Usha Venugopal

C F O

**INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE**

SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31 MARCH 2022

SCHEDULE 5 - INVESTMENTS FROM EARMARKED / ENDOWMENT FUNDS

(₹ in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
a) INVESTMENTS - Long Term Funds		
Pension Fund Investments	1,033.75	1,299.75
Staff Welfare Fund Investment	1,107.00	124.00
b) INVESTMENTS - Short Term Funds		
Staff Welfare Fund Investment	-	-
TOTAL	2,140.75	1,423.75

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

Sd/-

Dr.Lakshmi Viswanathan

S F A O

Place : Kozhikode

Date : 31-05-2022

Sd/-

Ms. Usha Venugopal

C F O



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31 MARCH 2022

SCHEDULE 6 - INVESTMENTS - OTHERS

(₹ in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
a) INVESTMENTS - Long Term Funds		
a) Term Deposits with Banks (Corpus Fund Investment)	38,706.37	31,655.44
b) Gratuity Fund Investment with LIC of India	846.59	726.87
c) Term Deposits with Banks	30.51	25.00
b) INVESTMENTS- Short Term Funds		
a) Term Deposits with Banks	-	-
b) Term Deposits with Banks (Corpus Fund Investment)	-	1,400.00
TOTAL		
GRAND TOTAL	39,583.47	33,807.31

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

Sd/-

Dr.Lakshmi Viswanathan

S F A O

Place : Kozhikode

Date : 31-05-2022

Sd/-

Ms. Usha Venugopal

C F O



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31 MARCH 2022

SCHEDULE 7 - CURRENT ASSETS

(₹ in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
1. Stock in Hand	48.84	41.28
2. Sundry Debtors		
Due for less than 180 days	891.67	583.09
Due for more than 180 days	123.61	243.17
3. Cash balances in hand (including cheques/drafts and imprest)	-	-
4. Bank Balances : a) With Scheduled Banks :		
- On Savings Accounts	11,125.99	7,952.84
TOTAL (A)	12,190.11	8,820.38

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

Sd/-

Dr. Lakshmi Viswanathan**S F A O**

Place : Kozhikode

Date : 31-05-2022

Sd/-

Ms. Usha Venugopal**C F O**



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31 MARCH 2022

SCHEDULE 8 - LOANS, ADVANCES & DEPOSITS

(₹ in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
1. Advances to Employees		
a) LTC advances	1.19	0.78
b) TA/DA advances	0.72	1.40
c) Temporary advances	21.46	4.04
d) Festival advances	-	1.49
	23.37	7.71
2. Advances and other amounts recoverable in cash or in kind or for value to be received :		
a) On Capital Account	340.42	389.78
b) To Suppliers	127.67	20.35
c) Others (Receivables)	1,112.62	656.28
	1,580.71	1,066.41
3. Prepaid Expenses		
a) Insurance	13.21	6.07
b) Other Expenses	417.34	379.51
	430.55	385.58
4. Deposits		
a) Telephone	0.15	0.15
b) Electricity	29.28	29.28
c) Others	2,381.53	1,382.25
	2,410.96	1,411.68
5. Interest accrued on Investment and Funds		
On Earmarked Funds:		
a) SWF Investments	-	10.58
b) Pension fund	78.25	14.47
On Others:		
a) Corpus fund	4,648.86	3,505.00
b) Term Deposit Fund	1.74	4.96
c) Loans & Advances	1.64	1.80
6. Other Current Assets/Receivables from UGC/Sponsored Projects	8.00	-
	8.00	-
TOTAL (B)	9,184.08	6,408.19

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

Sd/-

Dr. Lakshmi Viswanathan
S F A O

Place : Kozhikode
Date : 31-05-2022

Sd/-

Ms. Usha Venugopal
C F O

**INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE****SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT****FOR THE YEAR ENDED 31 MARCH 2022****SCHEDULE 9 - ACADEMIC RECEIPTS**

(₹ in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
A. ACADEMIC Receipts - PGP		
<u>PGP Tuition Fees</u>		
1. Tuition	5,299.06	4,931.05
2. IT & Infrastructure	940.97	939.25
3. Library	893.92	892.28
4. Books & Study Material	940.97	939.25
5. Admission Fees	69.99	70.40
6. Orientation	79.32	79.79
7. Student Support Services	211.91	211.34
8. Workshops	117.89	117.42
Total (a)	8,554.03	8,180.78
9. DPP FEES	6.64	13.04
10. PGP Misc. Income	22.74	26.33
11. Placement Fees	80.00	90.25
Total (b)	109.38	129.62
<u>EXAMINATIONS - PGP</u>		
1. Examinations Fees	141.14	140.89
2. CAT Income	218.00	200.00
Total (c)	359.14	340.89

(Continued)

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

Sd/-

Dr. Lakshmi Viswanathan**S F A O**

Sd/-

Ms. Usha Venugopal**C F O**

Place : Kozhikode

Date : 31-05-2022



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2022

SCHEDULE 9 (contd.) - ACADEMIC RECEIPTS

(₹ in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
<u>OTHERS FEES - PGP</u>		
1. Medical & Student Welfare	117.43	93.93
2. Hostel (Room Rent)	305.31	244.20
3. Alumni	94.87	93.97
Total (d)	517.61	432.10
Total A	9,540.16	9,083.39
<u>B. FPM Incomes</u>		
1. FPM Income	2.04	9.18
2. Acceptance Money	1.65	0.54
3. Alumni Association Fee	1.68	1.14
4. Miscellaneous Income	0.00	0.01
TOTAL B	5.37	10.87
TOTAL (A+B)	9,545.53	9,094.26

(Continued)

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

Sd/-
Dr. Lakshmi Viswanathan
 S F A O

Sd/-
Ms. Usha Venugopal
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Place : Kozhikode
 Date : 31-05-2022

**INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE****SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT****FOR THE YEAR ENDED 31 MARCH 2022****SCHEDULE 9 (contd.) - ACADEMIC RECEIPTS**

(₹ in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
C) EPGP Programme Fees		
1. EPGP Fee	6,319.90	5,009.86
2. EPGP Fee-Late fee	7.30	5.71
3. EPGP Fee-Verification & Transcription Charges	1.80	2.73
4. Miscellaneous Income - EPGP	0.23	1.55
Total	6,329.23	5,019.85
D) Other Academic Receipts		
1. EPGP/MDP Programme Fees - Kochi	1,091.63	314.97
2. MDP Income	4,202.37	1,986.84
3. FDP Programme Income	14.90	0.13
4. Income from Seminars / Conferences	25.67	15.60
5. PGPBL Income	1,195.12	1,084.46
6. PhD in Management (Practice Track)	233.82	106.37
7. PGP Finance	950.78	422.04
8. PGP LSM	681.79	301.55
9. Akumen Receipts	4.10	-
Total	8,400.18	4,231.96
GRAND TOTAL	24,274.93	18,346.07

(Continued)

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

Sd/-

Dr.Lakshmi Viswanathan**S F A O**

Place : Kozhikode

Date : 31-05-2022

Sd/-

Ms. Usha Venugopal**C F O**



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2022

Schedule-10-GRANTS/SUBSIDIES (IRREVOCABLE GRANTS RECEIVED)

(₹ in lakhs)

Particulars	Govt of India		Plan		Total Plan	Non-Plan/ UGC	Current Year Total	Previous Year Total
			UGC					
			Plan	Specific Schemes				
Balance brought Forward	16.51	-	-	-	16.51	-	16.51	16.54
Add:Receipts during the year	8.00	-	-	-	8.00	-	8.00	-
:Interest	0.89	-	-	-	0.89	-	0.89	-
Total	25.40	-	-	-	25.40	-	25.40	16.54
Less:Refund	-	-	-	-	-	-	-	-
Balance	25.40	-	-	-	25.40	-	25.40	16.54
Less:Utilised for Capital Expenditure(A)	-	-	-	-	-	-	-	-
Balance	25.40	-	-	-	25.40	-	25.40	16.54
Less:Utilised for Revenue Expenditure(B)	0.79	-	-	-	0.79	-	0.79	0.03
Balance C/F (C)	24.61	-	-	-	24.61	-	24.61	16.51

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

Sd/-

Dr.Lakshmi Viswanathan

S F A O

Place : Kozhikode

Date : 31-05-2022

Sd/-

Ms. Usha Venugopal

C F O

INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2022
SCHEDULE-11. INCOME FROM INVESTMENTS

(₹ in lakhs)

PARTICULARS	Earmarked/Endowment Funds		Other Investments	
	Current Year	Previous Year	Current Year	Previous Year
1. Interest				
a. On Government Securities	11.65	13.98	-	-
b. Other bonds/Debentures	-	-	-	-
2. Interest on Term deposits	0.86	-	0.55	16.49
3. Interest accrued but not due on Term Deposits/Interest bearing advances to employees	66.15	23.45	1.74	1.93
4. Interest on Savings Bank Accounts	1.36	-	-	-
5. Others (Specify)	-	-	-	-
Total	80.02	37.43	2.29	18.42
Transferred to Earmarked/Endowment Funds	80.02	37.43	-	-
Balance	-	-	2.29	18.42

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

Sd/-
Dr. Lakshmi Viswanathan
 S F A O

Sd/-
Ms. Usha Venugopal
 C F O

 Place : Kozhikode
 Date : 31-05-2022



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2022

SCHEDULE 12 - INTEREST EARNED

(₹ in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
1. On Savings Accounts with Scheduled Banks	345.67	139.12
2. On Loans		
a. Employees/Staff-LTC Advance	0.03	0.04
b. Others	-	-
3. On Debtors and other receivables		
a) On KSEB deposit & others	1.36	1.79
b) Interest on Income Tax Refund	49.14	59.41
TOTAL	396.20	200.36

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

Sd/-
Dr. Lakshmi Viswanathan
S F A O

Place : Kozhikode
Date : 31-05-2022

Sd/-
Ms. Usha Venugopal
C F O



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2022

SCHEDULE 13 - OTHER INCOME

(₹ in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
A. Income from Land & Building		
1) Licence Fee Guest House Charges	16.24	12.92
2) Rent Income	3.82	2.21
3) Accommodation in Guest House	1.69	2.91
B. Others		
1) Consultancy Income	15.54	3.66
2) Miscellaneous Receipts (Others)	205.58	20.73
3) Facilitation Charges	28.19	12.40
4) Cost of Forms/Quotation	0.00	0.42
5) Bus fare receipts	1.67	2.11
6) Royalty Income	2.19	3.31
7) Application fee for Right to Information	0.00	0.00
8) Sale of scrap	3.20	1.05
9) Application fee staff recruitment	0.49	0.36
10) Creche Income	0.00	0.05
11) Round Off	0.00	0.00
TOTAL	278.61	62.13

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

Sd/-

Dr.Lakshmi Viswanathan

S F A O

Sd/-

Ms. Usha Venugopal

C F O

Place : Kozhikode

Date : 31-05-2022



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2022

SCHEDULE 14 - PRIOR PERIOD INCOME

(₹ in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Prior Period Income	103.29	52.69
TOTAL	103.29	52.69

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

Sd/-
Dr. Lakshmi Viswanathan
S F A O

Place : Kozhikode

Date : 31-05-2022

Sd/-
Ms. Usha Venugopal
C F O

**INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE****SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT****FOR THE YEAR ENDED 31 MARCH 2022****SCHEDULE 15 - STAFF PAYMENTS & BENEFITS**

(₹ in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Salaries and Wages	3,932.75	3,391.00
Allowances and Bonus	257.25	119.62
Contribution to PF	22.69	21.91
Staff Welfare Expenses	3.02	0.40
Retirement & Terminal Benefits	465.34	948.87
Leave Travel Concession Expenses	9.78	93.22
Medical Expenses	111.07	61.82
Children Education Allowances	32.83	33.87
Honarium	9.50	2.38
TA/DA Expenses	10.85	8.12
Other Staff Payments	88.28	70.86
TOTAL	4,943.36	4,752.07

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

Sd/-
Dr.Lakshmi Viswanathan
S F A O

Sd/-
Ms. Usha Venugopal
C F O

Place : Kozhikode

Date : 31-05-2022



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2022

SCHEDULE-15 A-EMPLOYEES RETIREMENT AND TERMINAL BENEFITS

(₹ in lakhs)

Particulars	Pension	Gratuity	Leave encashment	Total
Opening Balance as on 01.04.2021	1,083.54	726.87	1,012.61	2,823.01
Addition:				
Interest on Fund	77.81	-	-	77.81
Gratuity Fund NAV brought into books	-	-	-	-
Contribution to the fund	-	-	-	-
Capitalised value of Contributions Received from other organisations	-	-	-	-
Total(a)	1,161.35	726.87	1,012.61	2,900.82
Less: Actual Payment during the year (b)	35.51	-	8.63	44.14
Balance Available on 31.03.2022 c(a-b)	1,125.84	726.87	1,003.98	2,856.68
Provision required on 31.03.2022 as per Actuarial Valuation(d)	1,022.27	846.59	1,167.72	3,036.58
A. Provision to be made in the Current Year (d-c)	(103.57)	119.72	163.74	179.90
B. Contribution to New Pension Scheme	-	-	-	327.24
C. Medical Reimbursement to Retired Employees	-	-	-	-
D. Travel to Hometown on Retirement	-	-	-	-
E. Deposit Linked Insurance Payment ¹	-	-	-	-
Total (A+B+C+D+E)	(103.57)	119.72	163.74	507.14

Note 1: Reconciliation of total amount of Retirement & Terminal Benefits as per Schedule 15 to total of Schedule 15A

Total amount of Employees Retirement and Terminal Benefits as per Sch -15 A as above	507.14
Add: Payments of Leave Salary & Pension to employees on deputation directly debited to Income & Expenditure A/c	8.26
Add: Group Gratuity Insurance premium paid directly debited to Income & Expenditure A/c	71.46
Add: Difference in Actuarial Valuation as on 31.03.2021 with book balance of Pension Fund adjusted to Corpus Fund, as it pertains to previous year.	1.17
Less: Provision for Gratuity not routed through I & E A/c, since the liability is taken care by LIC	(119.72)
Less: Contributions Received from other organisations directly credited to Income & Expenditure Account	(2.97)
	-41.80
Total amount of Employees Retirement and Terminal Benefits as per Sch -15 of Income and Expenditure A/c	465.34

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

Sd/-
Dr. Lakshmi Viswanathan
S F A O

Sd/-
Ms. Usha Venugopal
C F O

Place : Kozhikode

Date : 31-05-2022

INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2022
SCHEDULE 16 - ACADEMIC EXPENSES

(₹ in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Direct PGP Expenses	1,598.44	1,227.92
Direct MDP Expenses	916.68	517.13
Direct FDP Expenses	0.00	0.14
Direct EPGP Expenses	3,068.36	2,539.44
FPM Expenses	367.35	290.54
Research Expense	52.23	25.29
Academic Expenses - Kochi	168.85	66.65
PGP-LSM Expenses	47.91	26.00
PGP-Finance Expenses	43.48	25.24
PGP Business Leadership Exp	150.25	68.33
PhD (PT) Expenses	19.93	10.36
Akumen	1.40	0.01
TOTAL	6,434.88	4,797.05

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

Sd/-

Dr.Lakshmi Viswanathan
S F A O

Place : Kozhikode

Date : 31-05-2022

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Ms. Usha Venugopal
C F O



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2022

SCHEDULE 17 - ADMINISTRATIVE AND GENERAL EXPENSES

(₹ in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Electricity and Water Charges	305.96	248.51
Insurance Premium	12.93	20.45
Rent Rates and Taxes	10.82	44.38
Postage Expenses (General)	4.27	7.37
Telephone Expenses (General)	11.03	10.90
Printing and Stationery (General)	15.53	16.94
Travelling and Conveyance	-	-
Travel Faculty	5.55	1.24
Travel-General	1.50	1.68
Hospitality Expenses	-	-
Hospitality Expenses (Director)	1.50	1.06
Hospitality Expenses (General)	5.69	2.39
Audit Fee	-	-
Professional fee to Internal Auditors	3.49	3.17
Statutory Audit Fee	1.52	1.02
Professional fee to GST Audit	0.71	-
Legal and Professional Charges	31.67	8.42
Advertisement and Publicity (General)	30.19	78.63

continued

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

Sd/-

Dr.Lakshmi Viswanathan

S F A O

Place : Kozhikode

Date : 31-05-2022

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Ms. Usha Venugopal

C F O

INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2022
SCHEDULE 17 - ADMINISTRATIVE AND GENERAL EXPENSES-Contd...

(₹ in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
News Papers and Periodicals	1.86	1.64
BOG Meeting Expenses	0.61	0.26
Dispensary Expense(Others)	75.86	66.38
Delhi Office Exp	8.57	2.12
<u>Other Administrative Expenses</u>		
Institute Functions	2.99	0.22
Institutional Membership and Subscription	7.87	8.77
Institute Silver Jubilee Exp	102.21	0.68
IIMK Live Expenses	0.00	5.00
Accreditation & Ranking Office - Expenses	55.84	23.94
Miscellaneous Exp	0.79	0.07
Corporate Social Responsibility	3.67	0.00
<u>Kochi Campus Expenses</u>		
Advertisement & Publicity-Kochi	4.46	7.72
V Sat and Internet Charges-Kochi	3.79	4.38

continued

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

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Dr.Lakshmi Viswanathan
S F A O

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2022

SCHEDULE 17 - ADMINISTRATIVE AND GENERAL EXPENSES-Contd...

(₹ in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Electricity & Water Charges - Kochi	5.83	5.05
Hospitality Expenses - Kochi	1.24	1.10
Institute Functions - Kochi	0.14	0.00
Internet Charges - Kochi	0.00	0.00
<u>Miscellaneous Expenses - Kochi</u>		
News Paper & Periodicals - Kochi	0.21	0.17
Postage - Kochi	2.98	0.97
Printing & Satationery - Kochi	1.03	1.67
Rent Rates & Taxes - Kochi	57.11	61.86
Telephone Expenses - Kochi	1.92	1.99
MGNF Admin Expenses(Kochi)	3.55	0.00
TOTAL	784.89	640.15

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

Sd/-
Dr.Lakshmi Viswanathan
S F A O

Place : Kozhikode
Date : 31-05-2022

Sd/-
Ms. Usha Venugopal
C F O



**INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE****SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT****FOR THE YEAR ENDED 31 MARCH 2022****SCHEDULE 18 - TRANSPORTATION EXPENSES**

(₹ in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
1. Vehicles(Owned by Educational Institution)		
Vehicle Running (P.O.L) Expenses	13.81	8.10
Vehicle Maintenance Expenses	4.58	4.63
Vehicle Insurance	2.33	2.92
2. Vehicles taken on lease/expenses	0.05	0.46
3. Kochi Conveyance Hire charges	4.97	6.16
TOTAL	25.74	22.27

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

Sd/-

Dr.Lakshmi Viswanathan**S F A O**

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Date : 31-05-2022

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2022

SCHEDULE 19 - REPAIRS & MAINTENANCE

(₹ in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Civil Repairs and Maintenance	113.49	174.22
Furniture Repairs and Maintenance	2.06	1.05
Electrical Repairs and Maintenance	169.14	199.64
Repairs & Maintenance - Gymnasium Equipments	0.81	0.01
DG Set Maintenance Expenses	24.78	15.59
Consumables(IT) Expenses & Other Maintenance	6.75	14.31
V Sat and Internet Charges	22.75	13.16
Cable Charges (TV)	0.84	2.00
AMC for Equipments	102.88	116.79
Hostel Guest House Expenses	1.28	0.64
House Keeping Consumable Items	11.54	14.86
Campus Maintenance Expenses	527.54	519.68
Horticultural Expenses	95.91	95.42
WTP Maintenance Expenses	46.20	29.59
Forum for Living Rights (FLR) Expenses	1.43	-
<u>Kochi Campus Expenses</u>		
Housekeeping Consumables - Kochi	0.16	0.19
Consumables(IT) Expenses & Other Maintenance-Kochi	0.03	1.50
Covid-19 Expenses	0.03	0.03
Electrical Repairs & Maintenance - Kochi	0.56	0.51
AMC - Kochi	12.45	13.00
Campus Maintenance Expenses - Kochi	16.74	54.78
TOTAL	1,157.37	1,266.97

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

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2022

SCHEDULE 20 - FINANCE COSTS

(₹ in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Bank Charges	0.67	0.42
TOTAL	0.67	0.42

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

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2022

SCHEDULE 21 - OTHER EXPENSES

(₹ in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Interest paid on Service Tax / GST	0.11	2.03
Interest-Others	21.49	-
Grant in Aid Expenses	0.79	-
Donation	-	25.75
Miscellaneous Expenses for Vision 2047	0.56	-
TOTAL	22.95	27.78

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

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**INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE****SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT****FOR THE YEAR ENDED 31 MARCH 2022****SCHEDULE 22 - PRIOR PERIOD EXPENSES**

(₹ in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Prior Period Expenses	51.56	62.08
TOTAL	51.56	62.08

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

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2022

SCHEDULE 23 – SIGNIFICANT ACCOUNTING POLICIES: -

1. BASIS FOR PREPARATION OF ACCOUNTS

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

2. REVENUE RECOGNITION AND CHANGE IN THE ACCOUNTING POLICY

2.1 Consultancy income is recognized on completion of the consultancy projects.

2.2 Total fee collection due for EPGP courses have been accounted as income in the books. Amount payable to the technical partner has been accounted as expenditure.

2.3 Income consists of prior period income of ₹103.29 lakhs.

3. EXPENSES

3.1 Expenses are accounted based on accrual method of accounting except prior period expenses of ₹ 51.56 Lakhs in 2021-22 which was not recognized in 2020-21.

Sd/-

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2022

4. INVESTMENTS

- 4.1 All investments made by CPF trusts are long term investments
- 4.2 All Corpus fund/Pension Fund/Staff Welfare Fund/Term Deposits are invested as Long term investments.
- 4.3 Investments are carried at their cost.

5. FIXED ASSETS AND CHANGE IN ACCOUNTING POLICY

5.1 Fixed Assets of the Institute were originally acquired out of grants from Government of India and Government of Kerala. Fixed Assets acquired out of Earmarked/Sponsored Projects are booked as expenditure in concerned project account. Details of all Fixed Assets are shown in Schedule 4. Funds utilized for acquisition of assets were shown under Capital Fund (Fixed Assets/Project) in the corresponding Schedule 1 to the Balance Sheet till F.Y.2019-20.

Since the institute is not in receipt of any grant from the Ministry for acquiring fixed assets, this method of creation of capital fund equivalent to the value of fixed assets was no longer required. From the year 2020-21 onwards, transfer of funds to capital fund has been discontinued as a change in the method of accounting. However, we have maintained the existing balance in the **capital fund fixed assets/project** as such.

In the case of sale of assets acquired prior to 2020-21, the old method is continued and necessary entries in the capital fund fixed assets/ project has been accounted. The sale proceeds in respect of such assets have been credited to the corpus fund.

5.2 Fixed Assets are stated at cost of acquisition inclusive of inward freight, duties and taxes and incidental direct expenses related to acquisition of assets.

Sd/-

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Date : 31-05-2022

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2022

- 5.3 Fixed Assets constructed and put to use in Phase V campus has been capitalized as per the expenditure statement received from CPWD as on 31.03.2022.
- 5.4 Capital work-in-progress towards the work done in Phase V campus has been accounted based on the expenditure statement received from CPWD.
- 5.5 Necessary adjustments have been made in fixed asset schedule and depreciation statements, based upon the expenditure statement provided by CPWD in case where assets have been put to use.

6. CAPITAL WORK IN PROGRESS

This represents expenditure incurred on incomplete construction projects. The expenditure on completed projects has been transferred to relevant head of fixed assets and depreciation is provided on the same from the date the assets is put to use.

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE**SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2022****7. DEPRECIATION**

7.1 Depreciation on fixed assets is provided on Straight line method, at the following rates

Tangible Assets:

1. Land	0.00%
2. Buildings	2.00%
3. Roads & Bridges	2.00%
4. Tube wells & Water Supply	2.00%
5. Sewerage & Drainage	2.00%
6. Electrical Installation and equipment	5.00%
7. Plant & Machinery	5.00%
8. Scientific & Laboratory Equipment	8.00%
9. Office Equipment	7.50%
10. Audio Visual Equipment	7.50%
11. Computers & Peripherals	20.00%
12. Furniture, Fixtures & Fittings	7.50%
13 Vehicles	10.00%
14. Lib. Books & Scientific Journals	10.00%

Intangible Assets (amortization):

1. E-Journals	40.00%
2. Computer Software	40.00%
3. Patents and Copyrights	9 years

7.2 Depreciation is provided for the whole year on additions during the year.

Sd/-

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2022

7.3 Where an asset is fully depreciated, it will be carried at a residual value of ₹ 1 in the Balance Sheet and will not be further depreciated. Thereafter, depreciation is calculated on the additions of each year separately at the rate of depreciation applicable for that asset head.

7.4 Till 2019-20, though depreciation was taken to Income & Expenditure account to ascertain the total recurring expenditure, corresponding amount used to be reduced from the Capital Fund (Fixed Assets) and Capital Fund (Fixed Assets-Projects) so that the surplus of income over expenditure was excluding the provision for depreciation.

Since the Institute is not in receipt of any grant from the Ministry for acquiring fixed assets, this method of creation of capital fund equivalent to the value of fixed assets and charging such a fund with the depreciation was no longer required. From the year 2020-21 onwards, depreciation has been charged to the Income and Expenditure Account.

However, we have maintained the existing balance in the **capital fund fixed assets/project** as such. In the event of any sale of asset acquired prior to 2020-21, the accumulated depreciation of such assets has been adjusted from the fund.

7.5 Backlog depreciation has been charged wherever necessary, in case of fixed assets capitalized during the year, as per the certification from the Department of Engineering.

8. GOVERNMENT GRANTS / SUBSIDIES

8.1 The Institute was originally financed by the Government of India and Government of Kerala for setting up its infrastructure. The Institute is in possession of 112.50 acres of land, out of which 75 acres of land was transferred to IIM by Government of Kerala free of cost in the year 1996. The remaining acres of land were purchased by the Institute through acquisition and its cost is shown as land value.

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE**SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2022**

8.2 Institute has been sanctioned with a grant amounting to ₹ 8 lakhs from 'Ministry of External Affairs' under their ITEC Programme. The sanctioned amount was not received from the Ministry till 31.03.2022 and hence accounted as 'Grant receivable'. The unutilized balance of grants has been disclosed in Schedule 3C as per the MHRD format.

9. CORPUS FUND

9.1 Institute was 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 used to be transferred to Corpus Fund. Depreciation was being charged against capital fund fixed assets/projects which was separately created. This fund was originally created from Government grants and later on from corpus fund itself.

Since the Institute is not in receipt of any grant from the Ministry for acquiring fixed assets, this method of transfer of funds to capital fund equivalent to the value of fixed assets was no longer required. From the year 2020-21 onwards, transfer of funds to capital fund has been discontinued as a change in the method of accounting. However, we have maintained the existing balance in the **capital fund fixed assets/project** as such.

In the case of sale of assets acquired prior to 2020-21, the old method is continued and necessary entries in the capital fund fixed assets/ project has been accounted. The sale proceeds in respect of such assets have been credited to the corpus fund.

Net operating surplus after charging depreciation has been transferred from income and expenditure account to corpus fund.

9.2 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. During the F.Y.2021-22, interest income of ₹ 2624.75 lakhs has been credited to Corpus Fund A/c.

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2022

10. DESIGNATED/ EARMARKED FUND

10.1 Pension Fund

The Institute was in receipt of letter no- CE/II/7-46A/16-17/IIIMK/66 dt.31/05/2016 of C&AG. Institute has done actuarial valuation of the pension fund, as advised by PAC. Necessary provision as per report of actuarial valuation for the period ending 31.03.2022 has been made.

10.2 Campus Go Green Fund

This was created in 2015-16 and income and expenditure from/for agricultural products are transferred to Campus Go Green Fund.

10.3 Alumni Association Fund

This fund was created in 2015-16 as per the decision of the BOG.

10.4 Staff Welfare Fund

This was created as per the decision during 2012-2013.

10.5 Students Welfare Fund

This was created during 2019-20. The fund which is created for the welfare of students, has a receipt of ₹ 28.34 Lakhs during the year.

10.6 Gratuity fund with LIC

Institute has three Group Gratuity Cash Accumulation Policies with Life Insurance Corporation towards liability for gratuity payments. Premium paid/due for the year has been accounted as expenditure for the year. The value of the fund has been shown as an earmarked fund. Investment value of the fund has been shown as Institute's investment in Schedule 6. This method of accounting is followed as per Accounting Standard 15.

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2022

11. FOREIGN CURRENCY TRANSACTIONS

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

12. RETIREMENT BENEFITS

- 12.1 Actuarial valuation of the leave encashment benefit for the period ending 31.03.2022 has been completed and necessary provision been made based on the report submitted.
- 12.2 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.
- Institute has created a fund for meeting the pension liability for employees covered under GPF scheme. The Institute is in receipt of letter no- CE/11/7-46A/16-17/IMK/66 dt. 31/05/2016 of C&AG. Institute has done actuarial valuation of the pension fund, as advised by PAC. Necessary provision as per report of actuarial valuation for the period ending 31.03.2022 has been made.

- 12.3 Gratuity fund with LIC: Institute has three Group Gratuity Cash Accumulation Policies with Life Insurance Corporation towards liability for Gratuity payments. Premium paid/due for the year has been accounted as expenditure for the year. During the year 2021-22 the value of the fund has been shown as an earmarked fund. Investment value of the fund has been shown as Institute's investment in Schedule 6. This change in method of accounting is made as per Accounting Standard 15.

13 STOCK

Expenditure on purchase of stationeries, consumables and other stores is accounted as revenue expenditure, except the value of closing stock held on 31st March. Amount of closing stock is accounted by reducing the corresponding revenue expenditure on the basis of information obtained from departments. They are valued at cost following the FIFO method.

14. TAXATION

The Institute is registered under section 12A of Income Tax Act 1961. Tax deducted at source is shown as receivable in the books of accounts.

15. INVESTMENTS OF EARMARKED FUNDS AND INTEREST INCOME ACCRUED ON SUCH INVESTMENTS

The amount available against such funds are invested with Banks for fixed term, leaving the balance in Savings Bank Accounts. Interest on such investments are added to the respective funds and not treated as income of the Institution.

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2022

SCHEDULE 24 - CONTINGENT LIABILITIES AND NOTES ON ACCOUNTS: -

(I) CONTINGENT LIABILITIES

a.	Claims against the institute not acknowledged as debts	- ₹1,706.14 Lakhs	(Previous Year ₹ 3,349.21 Lakhs)
b.	In respect of:		
	Bank guarantees given by/on behalf of the Institute	- ₹ NIL	(Previous Year ₹.NIL)
	Letters of Credit opened by Bank on behalf of the Institute	- ₹ NIL	(Previous Year ₹.NIL)
	Bills discounted with Banks	- ₹NIL	(Previous Year ₹.NIL)
c.	Disputed demand in respect of:		
	Income Tax	- ₹ NIL	(Previous Year ₹1,643.07Lakh)
	Sales Tax	- ₹ NIL	(Previous Year ₹ NIL)
	Service Tax	- ₹ 1,706.14 Lakhs	(Previous Year ₹ 1,706.14 Lakhs)
	Municipal Taxes	- ₹NIL	(Previous Year ₹.NIL)
d.	In respect of claims from parties for non – execution of orders, but Contested by the Institute	- ₹NIL	(Previous Year ₹ NIL)

As on 31.03.2022, Court cases filed against the Institute, by former/present employees, tenants and contractors and arbitration cases with contractors, were pending for decisions. The suits filed by employees were establishment related viz. promotions, increments, pay scales etc. The quantum of claim is not ascertainable.

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**INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE****SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2022****(II) NOTES ON ACCOUNTS****1. 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. The balance in current assets, loans and advances are subject to confirmation.

2. FIXED ASSETS

Additions in the year to fixed assets and the depreciation on those additions have been exhibited in Schedule 4

The balance due to M/s GFE amounting to ₹ 40 Lakhs (approximate) has been set aside against their liabilities on account of their non-performance of the contracts besides other recoveries (including outstanding payments, if any, to local agencies engaged by M/s GFE). However a separate provision has not been recorded in our Books

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2022

3. FOREIGN CURRENCY TRANSACTIONS

Value of Imports Calculated on CIF Basis:

	<u>Current Year</u>	<u>Previous Year</u>
a) Capital Goods / Equipments	NIL	NIL
<u>Expenditure in foreign currency</u>		
a. Travel & Seminar fee for faculty	EUR 00.00	EUR 3918.45
	GBP 00.00	GBP 12500.00

b. Remittances and Interest payment to financial Institutions/Banks in foreign currency

NIL

c. Other Expenditure:

Institutional Membership	USD 9500.00	USD 5400.00
	GBP 3705.00	GBP 3910.00
	EURO 34398.00	EURO 6814.00
Purchase of books, Journals, cases	USD 616114.82	USD 436523.62
	GBP 12765.70	GBP 2597.31
	EURO 45000.00	EURO 6500.00

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2022

Softwares, CD ROMS,Simulation etc	USD 232982.55 GBP 25840.00 EURO 648.00	USD 155980.83 GBP 42117.00 EURO 3033.00
Honorarium	USD 13801.45 GBP 1476.32 EURO 2710.03 CAD 251.51	USD 4066.49 GBP 00.00 EURO 00.00 CAD 00.00
Others	USD 12285.44	USD 1030.00
<u>Earnings:</u>	FEES FROM NRI STUDENTS	NIL
4.	The net savings / deficit as shown in the income and expenditure account is transferred to Corpus Fund.	
5.	Schedule No.10-Grants/Subsidies (Irrecoverable Grants Received) is added to the schedules to Income & Expenditure from the F.Y.2021-22 onwards. Previous year figures are also given in this schedule even though amount utilized out of grants during last years were directly debited to Grant (liability) A/c, for the purpose of comparison.	
6.	During the current year; the Institute has made additional provision of ₹163.74 lakhs for leave encashment as per the actuarial valuation report for the year 2021-22. An amount of ₹ 8.63 lakhs has been paid to employees on cessation of service & encashment of earned leave.	

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2022

7. As the CPF accounts are owned by the members and not by the Institution, these accounts have been separated from the institution's accounts and separate statements of accounts have been attached. In respect of NPS accounts, contributions amounting to ₹556.55 lakhs have been deposited to NSDL-CRA.
8. Unclaimed amount of ₹1.67 lakhs which was outstanding as Earnest Money Deposit & Security Deposit for more than three years (except EMD's relating to running contracts) was transferred to other income during F.Y.2021-22.
9. Institute has incurred ₹1.28 lakhs towards hostel running expenses during the F.Y.2021-22.
10. Schedules 1 to 24 are annexed to and form an integral part of the Balance Sheet as at 31-03-2022 and the Income and Expenditure Account for the year ended on that date.

Sd/-
Dr. Lakshmi Viswanathan
S F A O

Sd/-
Ms.Usha Venugopal
C F O

Sd/-
LT. COL. M. Julius George (Retd.)
C A O

Sd/-
Prof. Debashis Chatterjee
D I R E C T O R

Place: Kozhikode

Date: 31-05-2022

**INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE EMPLOYEES PROVIDENT FUND TRUST****BALANCE SHEET AS ON 31 MARCH 2022**

(₹ in lakhs)

LIABILITIES	Current Year		Previous Year	ASSETS		Current Year		Previous Year
MEMBERS ACCOUNT				INVESTMENTS				
Opening Balance	836.55		715.01	RBI Bonds	210.44		210.44	
Add: Subscription	70.90		69.83	Axis Bank- Term Deposits	285.00		-	
1) Interest Credited	57.20		51.71	Indian Bank- Term Deposits	40.00		51.00	
2) Amount transferred from previous employer	-			Canara Bank Term Deposit	137.50		344.00	
Total	964.64		836.55	SBI Term Deposit	208.50		48.98	
Less: Withdrawals/ Retirement settlement	-			Bank of Baroda Term Deposit	34.86		34.86	
				Birla Sunlife International Equity Fund	0.19		0.19	
				INTEREST ACCRUED BUT NOT RECEIVED				
				Bonds	2.80		2.80	
				Bank - F D	47.00		48.76	
				CASH AT BANK				
				State Bank of India SB A/c No...59494		49.80	102.53	
RESERVES AND SURPLUS								
A. GENERAL RESERVE A/c.				TOTAL		974.37	843.56	
Opening Balance	(1.42)		(1.58)					
Less: Amount Transferred from Income & Expenditure A/c	2.71		0.16					
B. CPF Forfeiture A/c.								
Opening Balance	8.43		(1.42)					
Add: CPF forfeited during the current year	-		8.43					
TOTAL	974.37		843.56			974.37	843.56	

Sd/-

Dr. Lakshmi Viswanathan

S F A O

Place: Kozhikode

Date: 31-05-2022

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Ms. Usha Venugopal

C F O

Sd/-

LT. COL. M. Julius George (Retd.)

C A O

Sd/-

Prof. Debashis Chatterjee

DIRECTOR



INDIAN INSTITUTE OF MANAGEMENT EMPLOYEES' PROVIDENT FUND TRUST, KOZHIKODE.

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2022

(₹ in lakhs)

EXPENDITURE	Current Year	Previous Year	INCOME	Current Year	Previous Year
To INTEREST			By INTEREST EARNED		
credited to members	57.20	51.71	Fixed Deposit Account	40.42	34.07
To Bank Charges	0.00	0.00	Income from Bonds	16.84	16.84
			Savings Bank Account	2.65	0.79
			Prior period FD Interest	-	0.18
			By Round off	-	-
To EXCESS OF EXPENSE OVER INCOME					
transferred to Balance Sheet	2.71	0.16			
TOTAL	59.91	51.87	TOTAL	59.91	51.87

Sd/-

Dr. Lakshmi Viswanathan

S F A O

Place: Kozhikode

Date: 31-05-2022

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LT. COL. M. Julius George (Retd.)

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Prof. Debashis Chatterjee

DIRECTOR



INDIAN INSTITUTE OF MANAGEMENT EMPLOYEES' PROVIDENT FUND TRUST, KOZHIKODE

RECEIPTS AND PAYMENTS ACCOUNT FOR THE YEAR ENDED 31 MARCH 2022

(₹ in lakhs)

Receipts		Payments	
Particulars	Amount	Particulars Made	Amount
A. Contribution Received		A. Investments Bank	
Con 03.20	3.89	Syndicate Bank	102.00
Con 04.10+DA Arrears	4.47	Axis Bank	285.00
Con 05.20	3.79	SBI	208.50
Con 06.20	3.79		595.50
Con 07.20	4.03		
Con 08.20	4.14	B. Bank Charges	0.00
Con 09.20	4.08		0.00
Con 10.20	4.14		
DA arrears	0.21		
Con 11.20	4.15		
Con 12.20	3.82		
Con 01.21	3.85		
Con 02.21	3.85		
Ins. Contribution			
	22.69		48.21
			22.69
B. Interest received			
Int on SBI Savings Account	2.65		
Int on Canara Bank FD	29.65		
Int on RBI Bonds	16.84		
Int on Indian Bank FD	1.40		
Int on BOB FD	0.28		
Int on SBI FD	10.85		61.67
C. Fixed Deposits Matured			
Canara Bank FD	170.00		
Syndicate Bank FD	138.50		
SBI FD	48.98		
Indian Bank FD	11.00		368.48
TOTAL AMOUNT	501.05	TOTAL AMOUNT	595.50
Opening Balance	102.53	Closing Balance	8.08
TOTAL AMOUNT	603.58	TOTAL AMOUNT	603.58

Sd/-

Dr. Lakshmi Viswanathan
S F A O

Sd/-

Ms. Usha Venugopal
C F O



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE

NPS TIER - I ACCOUNT

Balance Sheet as on 31 March 2022

(₹ in lakhs)

Liabilities	Amount	Assets	Amount
NPS Tier-I Account		NPS Tier-I Account	
Opening Balance	-	Subscription and Contribution due for 3/22	-
Less: Sub. For 3/2021	-	Investment	-
Add: Sub+U Contribution	556.55	Interest Accrued but not due	-
Add: Interest Credited	-	Balance at Bank	0.00
Less: Transferred to NSDL	556.55		
Add: Sub+UC for 3/2022	-		0.00
Excess of Income over Expenditure	-		
Balance as on 01.04.2021			
Add: During the Year			
Total	0.00	Total	0.00

Sd/-

Dr. Lakshmi Viswanathan

S F A O

Place: Kozhikode

Date: 31-05-2022

Sd/-

Ms.Usha Venugopal

C F O

Sd/-

LT. COL. M. Julius George (Retd.)

C A O

Sd/-

Prof. Debashis Chatterjee

DIRECTOR

**INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE****NPS TIER - I ACCOUNT**

Income & Expenditure Account A/c for the year ended 31-03-2022

(₹ in lakhs)

Expenditure	Amount	Income	Amount
Interest Credited to Subscribers Account	-	Interest Earned on Investment	-
Bank Charges	-	Less: Interest Accrued 31/03/21	-
Excess of Income over Expenditure	-	Interest Accrued but not due	-
Total	NIL	Total	NIL

Sd/-

Dr. Lakshmi Viswanathan

S F A O

Place: Kozhikode

Date: 31-05-2022

Sd/-

Ms.Usha Venugopal

C F O

Sd/-

LT. COL. M. Julius George (Retd.)

C A O

Sd/-

Prof. Debashis Chatterjee

DIRECTOR



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE

NPS TIER - I ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2022

Receipts and payments A/c of New Pension Scheme for the year ended 31 March 2022

(₹ in lakhs)

RECEIPTS		PAYMENTS	
Particulars	Amt	Particulars	Amt
Opening Balance as on 01/04/2021	-	Investments :	556.55
Own Subscription	231.97	Deposit to NPS a/c maintained by NSDL-CRA	
Institute Contribution	324.58	Closing Balance as on 31/03/2022	0.00
Total	556.55	Total	556.55

Sd/-

Dr. Lakshmi Viswanathan
S F A O

Sd/-

Ms.Usha Venugopal
C F O

Place: Kozhikode

Date: 31-05-2022

INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
RECEIPTS AND PAYMENTS ACCOUNT FOR THE YEAR ENDED 31 MARCH 2022

(₹ in lakhs)

Receipts	Current Year	Previous Year	Payments	Current Year	Previous Year
I. Opening Balances			I. Expenses		
a) Cash Balance	-	0.32	a) Establishment Expenses	5,045.75	4,541.03
b) Bank Balance			b) Academic Expenses	6,434.88	4,797.05
i) In savings bank A/C	7,952.84	3,495.33	c) Administrative Expenses	784.89	640.18
			d) Transportation Expenses	25.73	22.28
			e) Repairs & maintenance Expenses	1,157.39	1,266.94
			f) Prior period Expenses	51.56	62.08
II. Grants Received			II. Payments against Earmarked/Endowment Fund	137.26	85.58
a) From Government of India	0.89	-			
III. Academic Receipts	24,274.93	18,346.07	III. Payments against Sponsored Projects/Schemes	-	-
IV. Receipts against Earmarked/Endowment Fund	31.86	28.06	IV. Payments against Sponsored Fellowship and Scholarship	-	-
V. Receipts against Sponsored Projects/Schemes			V. Investments and Deposits made		
	-	-	a) Out of Earmarked/Endowment Fund	-	1,119.00
			b) Out of own funds (Investment others)	16,124.93	13,100.50
VI. Receipts against Sponsored Fellowship and Scholarship	-	-	VI. Term Deposit with Scheduled Banks	30.51	-
VII. Income on Investments from Earmarked/Endowment funds	80.03	37.43	VII. Expenditure on Fixed Assets		
a) Earmarked/Endowment funds	2,624.70	2,341.74	a) Fixed Asset	1,348.97	1,259.17
b) Other Investments			b) Capital Work in progress	817.27	1,139.77
VIII. Interest received on			VIII. Other payments including statutory payments	23.62	28.21
a) Bank Deposit	2.29	18.42			
b) Loans and Advances	0.02	0.04			
c) Savings Bank Account and others	396.17	200.33			



Receipts	Current Year	Previous Year	Payments	Current Year	Previous Year
IX. Investment encashed	9,757.00	13,412.87	IX. Refund of Grants	-	-
X. Term deposit with Scheduled Banks encashed	25.00	300.00	X. Deposits and Advances	2,964.46	1,514.20
XI. Other Income including Prior period Income	381.90	114.82	XI. Other Payments		
XII. Deposits and Advances	0.30	0.39	XII. Closing Balances		
			a) Cash Balance	-	-
			b) Bank Balance		
			i) In Savings bank A/c	11,125.99	7,952.84
XIII. Miscellaneous Receipts including Statutory Receipts	-	-			
XIV. Any other receipts	545.28	(766.98)			
TOTAL	46,073.21	37,528.82	TOTAL	46,073.21	37,528.82

Sd/-
Dr. Lakshmi Viswanathan
S F A O

Sd/-
Ms. Usha Venugopal
C F O

Place: Kozhikode

Date: 31-05-2022





भारतीय प्रबंध संस्थान कोषिकोड
आई.आई. एम. के. कैम्पस (पि.ओ.), कुन्नमंगलम, कोषिकोड- 673570, केरल

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