



भारतीय प्रबंध संस्थान कोषिककोड
Indian Institute
of Management
Kozhikode

Globalizing Indian Thought

वार्षिक प्रतिवेदन
Annual Report

2017 - 2018



ARISE ARJUNA!

स्वप्न
DREAM

अन्वेषण
INNOVATE

सफलता
ACHIEVE





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DIRECTOR'S REPORT

Indian Institute of Management Kozhikode (IIMK) has accomplished twenty one years of academic excellence this year. It has emerged as an internationally reckoned fully-integrated management institute of higher learning. Unstinted guidance, support and cooperation from the Chairperson and esteemed members of the Board of Governors, Faculty, Staff members, Alumni and the Ministry of Human Resource Development, Government of India and the Government of Kerala have made this possible.

The Institute continues to outshine itself with each passing year. The year 2017-18 was momentous and surpassed every expectation in terms of quality and quantity of achievements. With an exceptional blend of academia, consultancy and research, we could draw upon reserves of goodwill among the diaspora of our alumni, repute among recruiters and prospective students, and a team of faculty members. It is with pride that I present, on behalf of our Institute, a note of our achievements during this year.

The 20th convocation of the Institute was held on April 07, 2018 wherein 378 students received their Diplomas. Seven students of the Fellow Programme in Management (FPM) were conferred the title of 'Fellow of IIM Kozhikode'. The eighth batch of Executive Post Graduate Programme (EPGP) consisting of 114 students and third batch of EPGP-Kochi campus (with 73 students) received their diplomas during the Convocation. Dr. Janmejaya Sinha, Chairman, Asia-Pacific Region, Boston Consulting Group delivered the Convocation Address.

Our students have demonstrated that excellence is a way of life even outside the classroom. To mention a few of their achievements:

- Merin Jacob, Fellow student won the best developmental paper award at the British Academy of Management 2017 Annual Conference
- Lijo John, Fellow student received the Shastri Research Student Fellowship (SRSF) doctoral award
- Dhruv Bhatnagar, Shruti Kapur and Sushmita Gahlot of PGP Batch 20 were declared as the national level runner up in Amazon Ace Case Study Competition
- Shivangi Sahu and Naman Mittal of PGP Batch 20 were declared as the national winners of EXL's Acumen Analytics Case Study Competition

- Geet Rathi, Abhishek Girotra and Yukti Malik of PGP Batch 20 were declared as national level winners of Reckitt Benckiser
- Nibu Alias, CEO of SectorQube, and participant of the third Batch of the Executive Post Graduate Programme of Kochi Campus secured funding from Unicorn India Ventures
- Shruti Khandelwal of PGP Batch 21 was awarded Citi Women Leader Award 2018.

The Institute witnessed a vibrant placement season in 2017-2018. The graduating batch of 2018 secured offers from major recruiters like: Arthur D. Little, BCG, Deloitte, EY, Goldman Sachs, HUL, JPMC, PwC, Tata Administrative Services, among others. This year's placements continued the trend of increasing average salary being offered to the students at Rs.17.76 lakhs per annum and the highest international salary of Rs. 52 LPA. During the year 178 companies participated in the placement, a whopping 58% increase from the previous year.

As a centre of excellence and centre of experience, Management Development Programmes (MDPs) continued to be an important activity of the Institute. During the year, a total of 94 MDPs were conducted and 2301 participants benefited from them. Faculty Development Programmes (FDPs) which are aimed at enhancing research and teaching capabilities of management educators continued to be yet another important area of activity of the Institute.

Review of the Fellow Program in Management (FPM) Curriculum was completed this year and a new curriculum was instituted in June 2017. The area level FPM courses have been reviewed and restructured in tandem with frontier level research. Towards ensuring social justice, IIMK have formulated a reservation policy in FPM. I am happy to mention here that keeping in view the national level understanding of women empowerment, FPM Committee has approved a new policy on maternity leave. Institute has also adopted a suitable paternity leave policy. The number of applicants registered for this year's admission for IIMK FPM course was 779 as against 115 of last year, indicating a seven fold increase this year.

The number of A* and A category publications by Faculty Members and Fellow Students has seen an upsurge trend





during the year. A Research article written by Prof. Guda Sridhar & Teidorlang Lyngdoh (Fellow in Marketing Area) was published in Journal of Business Ethics, a journal that figures in the Financial Times 50 list. The paper examines the influence of flow on ethical selling and is one of the first works to apply positive psychology to the sales domain.

Undeniably, the success in knowledge creation helps us get National and Global recognition. The Institute was ranked 6th among all management schools, in the second NIRF (National Institutional Ranking Framework) rankings conducted during the year.

The Institute's International Exchange Programme endeavors to work with partner institutions to develop activities that foster trusting, enduring and mutually beneficial scholarly and social engagements between students, faculty members, staff and the broader community in countries across the globe. As part of international faculty and student exchange program of the Institute, two new collaborative agreements were signed during the year with Montpellier Business School, France and National Tsing Hua University Taiwan; making the total number of partner institutions to 37. A total of 95 PGP students had undergone international exchange programme and spent a term at different partner institutions. As many as 40 students from our partner institutions spent a term in our Institute as part of the students' exchange programme.

With its highly qualified and experienced faculty, backed by a large number of committed adjunct and visiting faculties from industry and other leading management institutes including institutions abroad, the Institute has always attracted the best brains from across the globe. During the year 2017–2018, the strength of faculty increased to 68, ensuring the desired ratio between students and faculty.

The Institute continued with its commitment to provide state-of-the-art IT facilities to the Institute's users' community and strived to seize opportunities to create innovations. To achieve the above objective and also to improve pedagogy of various programs of the Institute, the computing facilities and services have continuously and significantly been enhanced over the year. Likewise, the library facility also continued to grow during the year to cater to the growing academic population.

With decades of experience, IIM Kozhikode has been successfully mentoring IIM Amritsar, the 15th IIM in the country, since October

2014. The second batch of 104 students graduated during the Convocation ceremony held on 16th April, 2018. We take pride in building and nurturing a young and aspirational management education institution.

IIMK LIVE, a Business Incubator and Entrepreneurship Development Centre of IIM Kozhikode, set up with the support of Department of Science and Technology, commenced its flagship Business Incubation Programme in June 2017 with the objective of supporting start-ups in their early stages. In the 1st year, 18 start-ups have been admitted. Five start-ups have already got approval for seed funds from external agencies and angel investors. LIVE supported students' entrepreneurship cell is conducting Start-O-Sphere, an investor-founder meet, this year, more than 70 start-ups and 15 investors participated in the event.

Persistent coordination from all stakeholders, taking the Institute to its valued pinnacle is what we look forward to.

Prof. Debashis Chatterjee
Director



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 deliberately 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).

Consistent with the Institute's goal of creating business leaders who are socially, ethically and environmentally responsible, each student is required to provide active planning and execution to help non-profit organizations. The Social Development Project is a non-credit compulsory component of the IIMK PGP. The SDP is spread over two years, making it possible for them to carry out the project-related work at their convenience.

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, Organisational Behaviour & Human Resources Management, Marketing, Information Technology & Systems, Quantitative Methods & Operations Management, Economics, Strategy, and Humanities & Liberal Arts. 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 20 batch commenced on June 06, 2017. A total of 383 students registered for Term IV (including 2 DPP participants and 1 repeater). Three students of PGP 20 had opted for Differentially Paced Programme and they had joined PGP 21 batch.

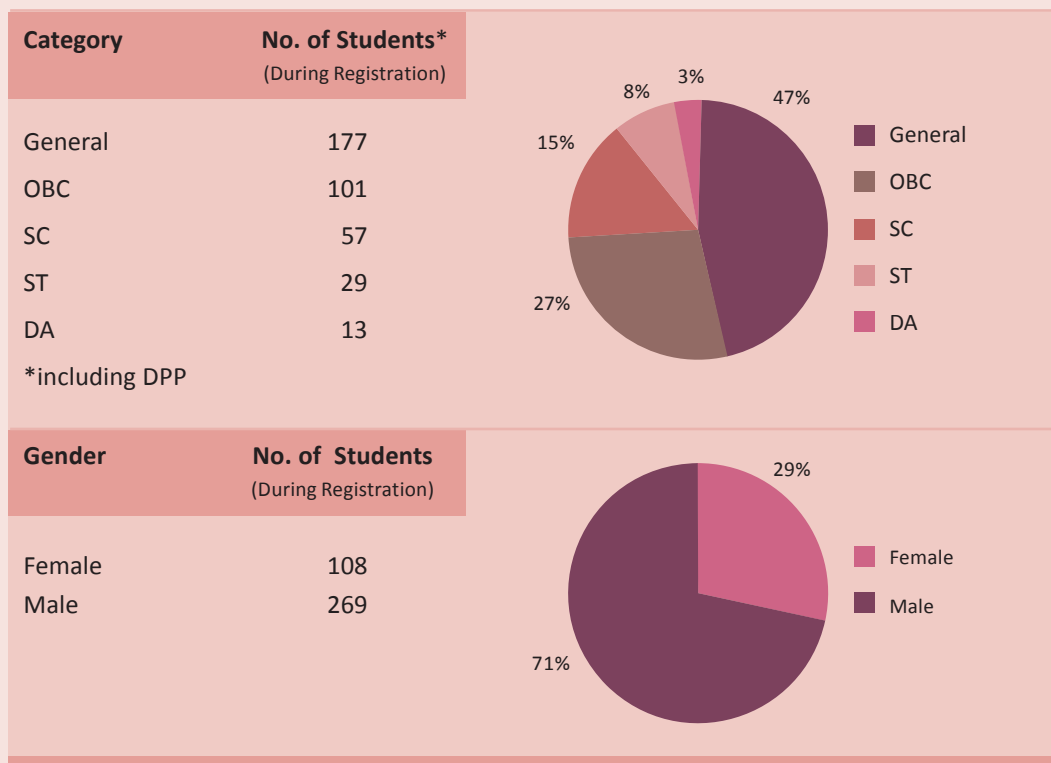
New Batch

The Induction ceremony of the PGP 21 was held on June 30, 2017. The Orientation Programme for PGP 21 was held during June 28-30, 2017. During the orientation, different pedagogy and teaching methods were introduced to the students, talk on "Social Responsibility of Students" was also conducted. Mr. Sandeep Chatterjee, Mr. Rohit Koshy, Mr. Ashish Thakur & Ms. Madhavi Das, IIMK Alumni had interacted with the new batch and handled sessions.

A total of 374 students finally registered for the Post Graduate Programme. Of the 374 students, the number of female students is 108. Three students of Batch 20 who had opted for the Differentially Paced Post Graduate Programme (DPP) joined the programme with PGP 21. One student had left the programme owing to personal reasons and one student had opted for DPP. Thus, the total strength of PGP 21 batch is 375 at the end of academic year 2017-18.

The details of students during registration of PGP-21 are as follows:

Particulars	Nos.	Remarks
Students Registered	377	3 students of PGP 20 joined as DPP
Female	108	
Male	269	



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

The first year of the programme is devoted to 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 and the Social Development Project provide the testing grounds for this intense learning experience.

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

Name of the Course/Area	Course Code	Credits
Economics		
Game Theory	PG2E-005	3
Business & Government	PG2E-015	3
Pricing	PG2E-018	3
International Economics	PG2E-019	3

Finance, Accounting & Control

Financial Reporting & Analysis	PG2F-003	3
Financial Derivatives	PG2F-005	3
International Finance	PG2F-007	2
Strategic Financial Management	PG2F-008	3
Mergers, Acquisitions and Corporate Restructuring	PG2F-009	3
Management of Financial Services	PG2F-025	3
Investment Analysis & Portfolio Management	PG2F-031	3
Behavioral Finance	PG2F-032	2
Commercial Bank Management	PG2F-033	3
Corporate Valuation	PG2F-035	3
Project Finance	PG2F-036	3

Humanities and Liberal Arts in Management

Globalization & Culture	PG2HLAM-001	3
Cross Cultural Communication	PG2HLAM-005	3
Written Analysis & Communication	PG2HLAM-009	3
Taxation Laws	PG2HLAM-011	3
Sustainability and Strategic CSR	PG2HLAM-013	3

IT and Systems

Business Intelligence Systems	PG2IT-008	3
Enterprise Resource Computing	PG2IT-010	3
IT Risk Management	PG2IT-017	3
Cloud Computing for Business	PG2IT-025	3
Ethics in IT	PG2IT-026	2
Planning and Designing the Information Environment	PG2IT-027	3
IT Strategy	PG2IT-028	3
Healthcare Management with IT	PG2IT-029	3
Management of IT Product & Services	PG2IT-031	3
Computational Advertising	PG2IT-034	3
Social Media Analytics	PG2IT-035	3
Green and Sustainable Computing	PG2IT-036	3
Digital Business Transformation	PG2IT-037	3
E Commerce	PG2IT-039	3

Marketing Management

Sales and Distribution Management	PG2M-005	3
Strategic Marketing	PG2M-006	3
Rural Marketing	PG2M-008	2
Marketing of Services	PG2M-009	3
Consumer Behaviour	PG2M-011	3
Integrated Marketing Communications	PG2M-024	3
Product Policy and Brand Management	PG2M-025	3
Internet Marketing	PG2M-027	3
Customer Relationship Management	PG2M-028	3
Retail Management	PG2M-029	3

Advanced Methods in Marketing Research	PG2M-033	3
Managing Business Markets	PG2M-035	3
Hospitality and Tourism Marketing	PG2M-037	3

Organizational Behavior & Human Resources Management

International HRM	PG2OBHR-001	2
Negotiation and Conflict Management	PG2OBHR-002	3
Discovering Self	PG2OBHR-006	3
Organization Change and Development	PG2OBHR-007	3
Compensation and Rewards Management	PG2OBHR-008	2
Leadership: Inspiration, Dilemmas & Action	PG2OBHR-009	3
Legal Aspects of HRM	PG2OBHR-017	3
Management Consulting: Profession and Practice	PG2OBHR-026	3
Effective Hiring Skills	PG2OBHR-029	2
Performance Management	PG2OBHR-031	2
Emotional Intelligence: Leveraging Emotional Engines for Personal Effectiveness	PG2OBHR-036	3
Managing Employee Relations	PG2OBHR-037	2
Creativity and Innovation by Design	PG2OBHR-038	3
Talent Management	PG2OBHR-039	3

Quantitative Methods & Operations Management

Supply Chain Management	PG2QM-001	3
Project Management	PG2QM-002	3
Six Sigma	PG2QM-004	3
Services Operations Management	PG2QM-006	3
Operations Strategy	PG2QM-012	2
International Logistics	PG2QM-013	3
Lean Systems	PG2QM-017	3
Green & Sustainable Business	PG2QM-018	2
Data Analytics Using R	PG2QM-019	3

Strategic Management

Models and Frameworks of Strategic Analysis	PG2S-002	3
Strategic Analysis of Joint Ventures and Alliances	PG2S-003	3
Corporate Governance & Corporate Social Responsibility	PG2S-007	3
Entrepreneurship & New Ventures	PG2S-008	3
Economics of Strategy	PG2S-009	3
New Business Development	PG2S-010	3
Mergers Acquisitions Joint Ventures & Corporate Growth	PG2S-011	3
Strategy Implementation	PG2S-012	3
Strategic Flexibility & Resource Leverage in Organizations	PG2S-016	3
Strategic Management of Innovation	PG2S-020	3
Business Models for the 21st Century	PG2S-022	2
Strategic Analytics: Insights from Sport	PG2S-024	3
Competitive Strategy: Game of Poker	PG2S-026	3
Strategic Spatial Analytics (SPAN)	PG2S-027	3
Managing Family Business	PG2S-028	3

Workshops & Training Programmes

Business Research Methods: Prof. Naveen C Amblee, Prof. Jatin Pandey and Prof. Atanu Adhikari conducted BRM Workshop during Term III of PGP 21 batch.

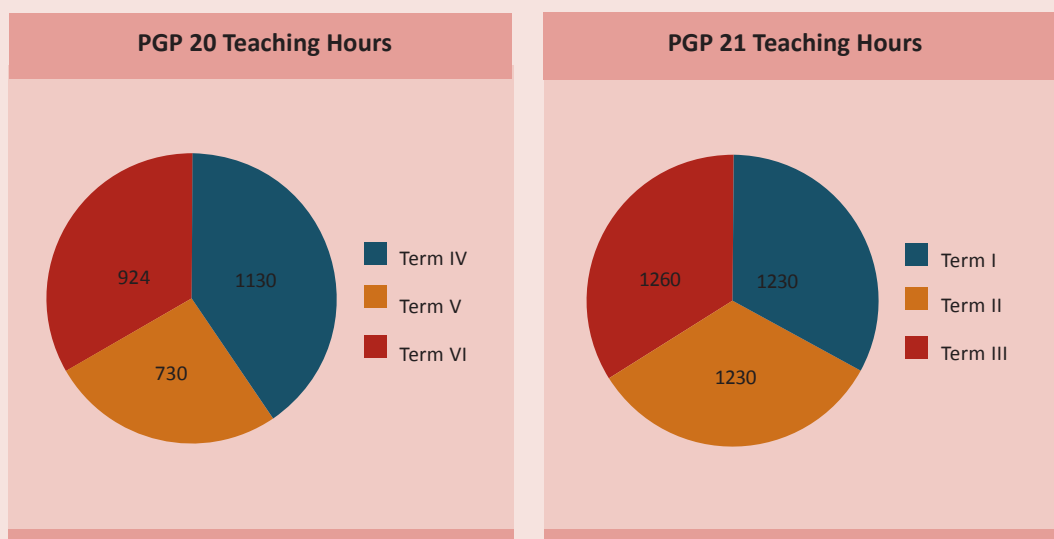
Entrepreneurship, Leadership and Consultancy Workshops: Organized three mandatory workshops for PGP 20 batch during 2017-18.

Prof. Saji Gopinath, Prof. Surya Prakash Pati and Mr. Sandeep Chatterjee, IIMK Alumni handled the Entrepreneurship, Leadership and Consultancy Workshops during PGP II-Term VI.

NGO Summit: The SDP Fair was conducted on 3rd March 2018. The representatives from 37 Organizations/ departments attended the fair. 63 Social development projects were selected for PGP 21 Batch and the project work is going on. 30 Faculty Mentors are engaged in these projects.

66 Social Development Projects are successfully completed by the PGP 20 students during the Academic Year 2017 - 2018.

PGP Teaching Hours: The PGP 20 courses during second year comprise of a total class room hours of 2784 and PGP 21 courses during the first year comprise of total 3720 hours.



Convocation

Annual Convocation for PGP 20 students was conducted on April 7, 2018. Dr. A Vellayan, Chairman of the Board of Governors, IIMK awarded the Post Graduate Diploma in Management to 378 students. Dr. Janmejaya Sinha, Chairman, Asia-Pacific Region, Boston Consulting Group was the Chief Guest and delivered the convocation address. Prof. Kulbhushan Balooni, Director (In-charge) of IIMK welcomed the gathering and also presented a report on the Institute and its activities. The Chief Guest presented the IIMK Gold Medal for scholastic performance to Mr. Tulsiani Avijeet Mahendrakumar (First), Mr. Ayush Gupta (Second) and Ms. Manju Murali (Third). The Indian Institute of Management Kozhikode Gold Medal for Best All Round Performance has been awarded to Ms. Shruti Kapur.

After the final examination of the first year, the students belonging to the 21st Batch of the Post Graduate Programme proceeded for their summer internship.

STUDENT ACTIVITIES

This report is organised under five heads as given below:

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

A. Activities fostering Industry Interaction, Career Development and Entrepreneurship

1. Backwaters 2017, the Annual Management Fest was conducted during 3rd to 5th Nov 2017. The theme for this year was *'Triple Bottom Line – A Sustainable Way of Looking at the Future'*. The competitions and programmes were aligned with the theme. Students from B-School from various parts of the country participated in the programme. The key highlights are as follows:

Flagship Events

Avatar- Avatar, the Ultimate CEO Challenge was one of the flagship events at Backwaters sponsored by National Mineral Development Corporation (NMDC). Participants were put through challenging conditions spanning across three days, in challenges encompassing all verticals of management including Marketing, Finance, Strategy, Operations and HR. The competitions also tested their creativity, general knowledge and conflict management skills through storyboard making, quiz and press conference simulations respectively.

Bizzathlon - Major Chandrakant Nair popularly known as the Captain in the quizzing circuits was the esteemed quiz master for this edition of Bizzathlon. It was held in 2 legs – business quiz on day 1 and sports/entertainment on day 2.

Model United Nations- Backwaters committee in association with Economic, Politics and Social Science (EPS) Interest Group of IIM Kozhikode and MUN World India organized the Model United Nations during Backwaters 2017. The committees chosen for conference were *United Nation General Assembly – Disarmament and International Security Committee* and *Council of European Union*.

White Knight- Flagship B-Plan competition was conducted in association with Tie Kerala and IIMK Live. Finalist Teams from premier B-Schools presented their idea in front of the panel of judges from Tie Kerala and IIMK Live. Diverse novel ideas were presented ranging from technology innovations to social entrepreneurship. Top 3 Team winners will be fighting in the regional finals of Tie Kerala competition to reach the finals to be held in Silicon Valley.

CSK – The Roar Gets Louder- With Chennai Super Kings back into the fray in the upcoming season of IPL, the CSK management is looking for innovative ideas to improve fan engagement and non-traditional sponsorship opportunities. The live case study tested the marketing prowess and out-of-the-box thinking of the teams from different B-schools across the country.

Wipro Earthian Quiz - In line with the theme of the fest, a quiz on sustainability was organised in association with Wipro Earthian. A one of its kind event, it was conducted for the first time in IIM Kozhikode campus. The event was received with enthusiasm and had a huge participation of over 120 students.

SBI Sustainability Challenge - Keeping in view the waste disposal problems, this competition was organised in association with SBI to elicit innovative ideas on tackling this menace. The case study competition was aligned to our theme of sustainability and it brought in many innovative solutions for effectively tackling the problem at ground level.

The pro night of the fest witnessed amazing performers like Kalaripayattu group, Biswa & Anand Bhaskar and Company Band. The shows saw a huge footfall with people enjoying these amazing performances to the fullest.

2. Vertical Summit was organised by Industry Interaction Cell (IIC) during 9th and 10th Sep 2017. The event went on for two days with speakers from various verticals including Operations, Consulting, IT, Finance and Marketing occupied the stage to share their experience and turned out to be an immense success in terms of the level of enthusiasm shown by the audience, their participation in making the sessions interactive and the feedback received from them. Few of the eminent speakers were:

- Mr. Krishnan Ranganathan, Head, Risk Finance Change, NOMURA
- Mr. Vivek Prasad, Vice President, Avalon Consulting
- Mr. Gagandeep Singh Group Brand Manager, Asian Paints
- Mr. RajaShekar Kaliki, Director, gTech Product and Tools, GOOGLE
- Mr. Parikshit Choudhary, Senior Vice President, GO-MMT Group

3. Horizons 2018: Horizons, the annual management conclave were organised by Industry Interaction Cell during 20-21st January 2018. The theme this year was 'Its In You'. The event saw speakers of eminence from fields such as Business, Literature, Cinema, Journalism, Music, Comedy, Social Activism, Politics and Bureaucracy. The following eminent speakers from various fields interacted with students:

1. Rakeysh Omprakash Mehra, Director/Writer/Producer
2. Aseem Trivedi, Cartoonist/Free Speech Activist/Corruption Crusader
3. Alok Dikshit, Free Speech Activist/ Activist for Acid Attack Survivors
4. Mr Chetan Mahajan, Author/Ex-CEO
5. KS Sabarinathan, Politician/Youngest MLA in Kerala
6. Divya S Iyer, Sub-Collector of Thiruvananthapuram
7. Jacob George, Journalist
8. Susmit Sen, Guitarist/Pioneer of Fusion Rock

4. Start-O-Sphere'18: Entrepreneurship Cell under the aegis of IIMK Live conducted Start-O-Sphere'18, the National Entrepreneurship Summit of IIMK. Hosted by IIMK LIVE, Start-O-Sphere'18 witnessed host of speakers and investors and participation from start-ups and students.

5. Industry Interaction Cell organised a workshop on 'Consumer Insights' by Director- Marketing Strategy and Insights of Coca Cola on 22nd Oct 2017. A session on Digital Revolution was conducted Mr. Sreelal T.S, Global Head of Delivery-Digital, Tata Consultancy Services on 28th Aug 2017.

6. Management - Interest Groups

- Design thinking workshop organized by Konsult in collaboration with Backspace Consulting on 12th Aug 2017.
- HRiday the HR interest group organized the annual HR quiz on the 1st Sep 2017.
- View point organized by EPS on topics Social media and democracy on 1st Nov 2017.
- Guesstimate session and case workshop organized by Konsult on 4th and 12th Aug 2017.
- KPMG six sigma certification workshop was organized in collaboration with Omega on 12th, 13th and 14th Aug 2017.
- FinShiksha (www.finshiksha.com) conducted a short webinar for PGP students on the topic "Resume Do's and Don'ts" on 22nd Aug, 2017.

B. Cultural Activities and Other Campus Activities

1. Visit of Indian Youth Delegation to Foreign Countries

Six students namely Anchal, Agam Sachdeva, Priya Agrawal, Abhinav Daalia, Shaifali Bhandari and



Vardaan Bhatia, students of PGP 21 have been nominated to participant in the Visit of Indian Youth Delegation to Foreign Countries.

2. Sangram 2017

IIM Kozhikode emerged as the Champions in Sangram 2017 (Inter IIM Sports Meet). IIM Bangalore, IIM Tiruchirappalli and IIM Visakhapatnam were the other participating teams.

3. Swachh Bharat Abhiyaan

Beach cleaning drive: Keeping in mind the “Swachh Bharat Abhiyaan”, a beach clean-up drive was carried out by the Backwaters Committee at IIM Kozhikode. Volunteers gathered at the Kozhikode beach, took the pledge of cleanliness and displayed a lot of enthusiasm in cleaning up the beach. They were also joined by foreign exchange students and other people present at the beach.

4. International Yoga Day

International Yoga Day was celebrated on 21 June 2017 by organizing various events such as Yoga Workshop and demonstrations, Quiz and Seminars.

5. National Handloom Day

mPower, an Interest Group of students in association with Ministry of Information and Broadcasting celebrated the third edition of National Handloom Day at the Institute on 7th August, 2017.

6. Echoes 2018

Echoes, the annual cultural festival, was organised by cultural committee during 2nd to 4th February, 2018 with the theme being ‘Colors on Canvas’. Students from B-Schools across the country participated in the event. The event saw a total audience footfall of around 5000 students over the three days of the fest which is a new milestone for the event. The main attractions over the three days were:

Day 1

When Chai Met Toast – Progressive Alt Rock Band from Kerala.

Altar of Rock - Rock band competition.

K-Nite – Krescendo and Footvibes performance.

Day 2

Pro-Nite with Farhan Live in Concert - Hugely acclaimed Bollywood personality.

Concordance – Performance by talented dance troupes.

Day 3

Femina Miss India Campus Princess.

Rampage (Fashion Show).

6. IIMK Calicut Half-marathon

A national level 21km marathon was organised by the Calicut Marathon Committee on 25th February 2018, with a social objective theme as “Eco-Friendly Kozhikode”. Runners from both national and international level had participated in and witnessed the event. The event reached new heights with a staggering count of more than 4000 runners. Gideon Kipkuruikipsang and Elsa Bekele from Kenya were the winners for the 21 km Men’s and Women’s category respectively.



This year the event was an upgrade over the mini-marathon being held earlier as it was a half-marathon. This was a historic feat and sets a good base for future editions of the event.

Midnight run in IIMK campus: Calicut Marathon Committee organised a 3 km campus midnight as a lead up to their flagship event of Calicut Half Marathon.

7. Open house budget discussion

Economics, Political and Science (EPS), student body conducted an open house discussion on the Union Budget with Prof. Pulapre Balakrishnan and Prof. Sthanu R. Nair providing their expertise in the discussion.

8. Christmas Carolling

Cultural Committee organised a fun filled celebration on Christmas Day which included decorations, Santa Claus, Christmas cake and students carolling and visiting rooms and professors houses.

9. Cyber Wars

IT committee conducted Cyber-Wars 2018 event from 19th to 21st January 2018.

10. **Kozhikode Football league, Basketball league and Cricket league** was conducted by Sports Committee

11. International Day Celebrations

The students of international exchange committee celebrated International Day to facilitate cultural dialogue between the resident students and the ones who have come to the college as part of exchange program. The evening began with an array of delectable snacks prepared by the students. This was followed by a cult night which consisted of multiple dance and song performances from both sides of the border. The highlights of the evening were a fun contest of interpreting Italian hand gestures and the fashion show in the end.

12. **Ganesh Chaturthi** was celebrated by the students from 19-26th Aug 2017 in full vibrancy and festive mood with all the rituals.

13. **Onam**, one of the most important festival of the state of Kerala was celebrated on 10th Sep 2017. Cultural Committee organised events like Pookalam (flower rangoli), tug of war and Mahabali dress up. Onam Sadhya lunch was arranged by Infrastructure Committee where students had a taste of authentic Kerala dishes.

14. **Teachers’ Day** was celebrated by the students on 5th Sep 2017 by paying homage to Dr. Sarvapalli Radhakrishnan and showing gratitude to our teachers.

15. **Janmashtami** was a fulfilled event organised by Cultural Committee on 28th Sep 2017 where students formed groups to participate in “Matki Phor” competition. The new batch of foreign exchange students were introduced to Indian culture.

16. **Durga Puja** was performed from the 19th to 23rd Oct 2017 with complete devotion and following all the rituals and students participated in huge numbers in Dandiya Dance evening.

17. **Diwali** was celebrated by Cultural Committee on 27th Oct 2017. The campus was beautifully decorated and the Committee organised puja and distributed sweets. The hostels were beautifully decorated with rangolis and the whole campus seemed to be encapsulated in festive mood.

18. **71st Independence Day** was celebrated with a great deal of patriotism and fervor. After the flag hoisting ceremony, our professors addressed the IIM Kozhikode fraternity including the students, staff, faculty and their family members. In addition to that, Theatrix, IIMK organised a Nukkad Natak and Krescendo rendered a soulful performance to commemorate the occasion.

C. Social Service Activities

1. Basic Life Support training, AAROGYA ‘18

An Introductory Event - **Basic Life Support Training**, was held as a part of **AAROGYA ‘18**. The training was conducted by the experts from ‘Aster MIMS Hospital’ to equip attendees with the skills to handle emergency medical situations.

2. Expressions 2017

An ‘Annual Family Day’ for IIMK support staff and their families was organised.

3. **Wish tree** - SSG offered students a chance to pick wishes off the tree and buy gifts for the less fortunate. Wishes were collected and fulfilled from 48 children and these gifts were distributed with the help of volunteers. All in all, it was an extremely successful event which brought smiles on the faces of the well-wishers (IIMK students) and the children whose small wishes could be fulfilled.

4. **Blood Donation Camp** - Blood Donation Camp was conducted with the help of Govt. Medical College Hospital. As many as 100 students/staff turned up for the event and were able to collect 90 units of blood. This simple gesture from the IIMK fraternity will save several lives and bring millions of smiles.

Book Donation Drive - A book donation drive in an attempt to help make a library for students of “Sadasiva Orphanage”, Kozhikode was conducted and the same turned out to be extremely successful.

Disha Educational Project- Social Service Group (SSG) began with the 2nd year of Kunnamangalam Educational Project revamped as “Disha Educational Project”. In this program, they have selected 80 students from the schools in Calicut of 6th, 7th, 8th and 9th standard. They are being provided with classes of duration 3 hours 15 minutes fortnightly for 10 sessions. The students will receive classes aimed at improving their personality and confidence with a focus on knowledge development.

D. ACHIEVEMENTS

1. Dhruv Bhatnagar, Shruti Kapur and Sushmita Gahlot of PGP-20 became the national level runner up in Amazon Ace competition Case Study Competition.

2. Rajat Srivastava and Ankur Nanda of PGP-20 secured third position in Category II in CCI National Essay Competition 2017-18.

3. Shivangi Sahu and Naman Mittal of PGP-20 became the national winners of EXL’s Acumen Analytics Case Study Competition.

4. Geet Rathi and Abhishek Girotra, Yukti malik of PGP-20 became the national level winners of Rickitt Benckiser Case Study Competition.
5. Team led by Nikhil Kumar Rai becomes national runners up of L&T Outthink Case Study Competition.
6. Prithvi Chaurasia, Utkarsh Sahu and Monika Chauhan of PGP-20 became runners-up of V-Guard Big Idea Business Plan Contest 2017.
7. Sumit Paul Singh and Rajat Shrivastava of PGP-20 were awarded as National Runners-up at EY Careers Emerging Leaders Forum Debate 2017.
8. Ms. Shruti Khandelwal, Mr. Gaurav Suri and Mr. Vaibhav Biyani of PGP 20 were National Finalists of Reliance The Ultimate Pitch 3.0, and even pitched Business Idea to Mr. Mukesh Ambani.
9. Mr. Ashish Thomas and Ms. Rupanshi of PGP 21 were National Winners in IIM Trichy flagship event.
10. Mr. Anurag Potdar, Mr. Arpit Agarwal, Mr. Arijit Goswami and Ms. Varuni Sinha of PGP 21 were National Runners-up of KPMG International Case Competition (KICC).
11. Ms. Anji Sinha and Mr. Ashrav Gupta of PGP 21 won the regional round of Tata Crucible 2018.
12. Ms. Priya Agrawal, Mr. Souvik Chatterjee and Mr. Amod Velingkar of PGP 21 were adjudged as the first winners of Bosch Inscribe for management schools.
13. Mr. Abhinav Daalia, Mr. Manish Solanki and Mr. Chiranjiv Rajan of PGP 21 were adjudged as National Winners of Dr Reddy's Amethyst 2017.
14. Mr. Geet Rathi, Ms. Yukti Malik and Mr. Abhishek Girotra of PGP 20 bagged the title of the first International Mavericks at RB Mavericks 2017 International Finale in Dubai.

E. EXTERNAL AND INTERNAL SCHOLARSHIPS AWARDED TO STUDENTS

1. Citibank Women Leader Award 2018

Shruti Khandelwal of PGP 21 has been awarded the Citibank **Women Leader Award 2018**.

2. Societe Generale Global Solution Centre (SGGSC) Talent Scholarship 2017-18

Krishna Karthik A and Shruti Khandelwal, students from PGP-21 have been awarded the SGGSC Talent Scholarship 2017.

3. Aditya Birla Scholarship 2017-18

Prannav Srinivasan and Souvik Chatterjee, students from PGP-21 have been awarded the Aditya Birla Scholarship for the academic year 2017-18.

4. OP Jindal Scholarship for the 2017-18

Manav Surana, student of PGP 20 has been awarded the OP Jindal Scholarship for the 2017-18.

5. IIMK Merit Scholarships 2017-18

18 students from PGP-20 have been awarded the IIMK Merit Scholarship based on their CGPA for the second year.

19 students from PGP-21 have been awarded the IIMK Merit Scholarship based on their CGPA for the first year.

6. IIMK Need Based Financial Assistance (NBFA) 2017-18

44 students from PGP-20 and 35 students from PGP-21 have been awarded the IIMK Need Based Financial Assistance (NBFA) for the academic year 2017-18.

ADMISSIONS

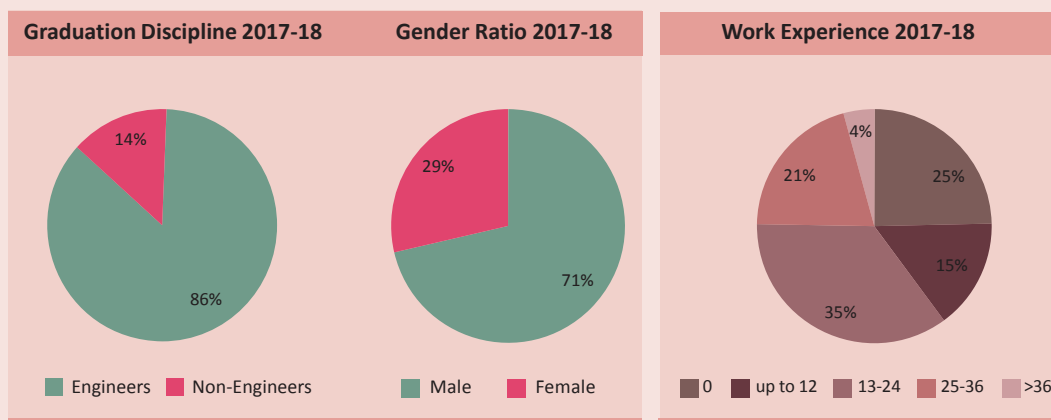
PGP Admissions 2017

Selected indicators of the admission process are given below

No. of candidates called for Interview			No. of candidates attended the Interview		
Catagory	2016-17	2017-18	Catagory	2016-17	2017-18
GENERAL	1752	1828	GENERAL	1492	1521
OBC	965	1021	OBC	812	866
SC	650	684	SC	507	520
ST	329	357	ST	227	251
PwD	154	169	PwD	121	138
NRI	04	00	NRI	03	00
TOTAL	3854	4059	TOTAL	3162	3296

Total Offers Made			Total Offers Accepted		
Catagory	2016-17	2017-18	Catagory	2016-17	2017-18
GENERAL	646	536	GENERAL	239	222
OBC	411	368	OBC	156	130
SC	200	202	SC	78	71
ST	108	93	ST	43	36
PwD	46	43	PwD	15	15
NRI	03	00	NRI	02	00
TOTAL	1414	1242	TOTAL	533	474

Students registered for the Post Graduate Programme							
Year	General	OBC	SC	ST	PWD	NRI	Total
2016-17	185	108	59	28	12	2	394
2017-18	177	101	56	28	12	0	374



Common Admission Test-2017

The Common Admission Test (CAT 2017) for admission to various Post Graduate Programmes of IIMs was held on 26th November 2017. The results of CAT 2017 were declared on 09th January 2018.

PGP Admissions 2018

The interviews for selection of candidates for PGP 2018-20 batch were scheduled at Kozhikode, Chennai, Mumbai, Kolkata, Delhi, Hyderabad and Bangalore during February 08 to March 27, 2018. The details of candidates called for Writing Task, Group Discussion and interview were as under:

Category	No. of candidates
General	1999
OBC-NC	1023
SC	690
ST	393
Persons with Disability	171
International	01
Total	4277

FELLOW PROGRAMME IN MANAGEMENT

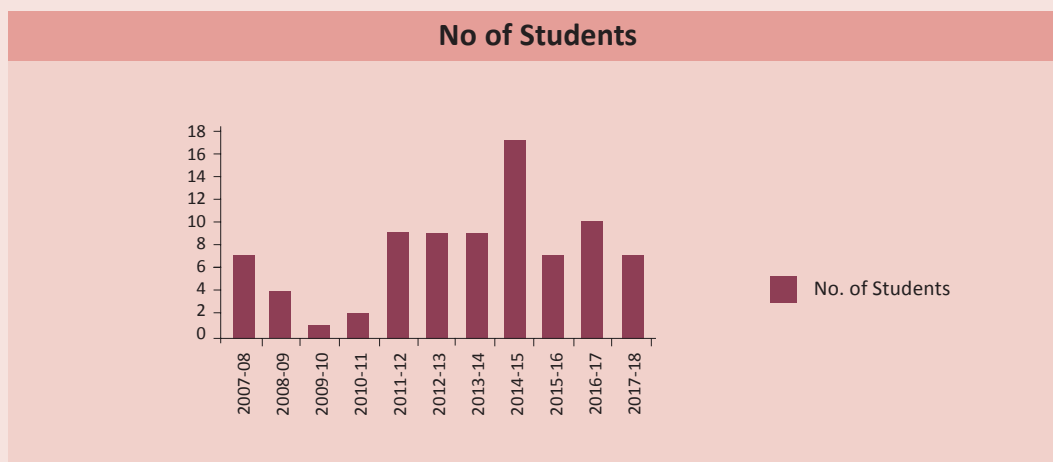
Introduction

The Fellow Programme in Management of IIM Kozhikode is a doctoral level programme that aims to produce a cadre of high quality management scholars and researchers. IIMs see the Fellow Programme as a crucial source of management researchers and faculty resources of top quality both to the academic institutions including IIMs and to the industry, business, government and society. FPM is designed for a normal period of four and half years. The programme requires candidates to undergo a rigorous two year course work which includes advanced doctoral level course in the candidate's area of specialization and relevant courses from Post Graduate Programme in Management. These courses comprehensively cover inputs on research methods and pedagogy in management teaching.

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

FPM at IIMK

Presently seven areas of specialization are being offered viz., Economics, Finance, Accounting and Control, IT and Systems, Marketing, OB and Human Resources, QM and Operations Management and Strategic Management. The FPM Programme is designed for a normal period of 4½ years. An FPM student is required to take a total of 45.5-47.5 credits and 36-39 credits during the first and second years respectively. Currently there are 54 students in the FPM Programme at IIM Kozhikode in seven areas.



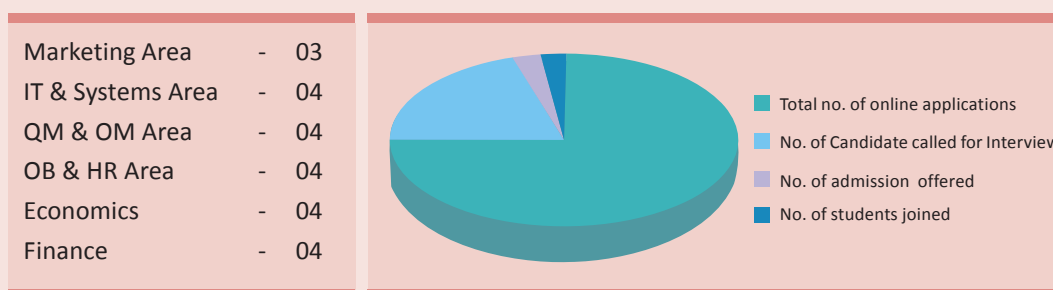
Financial Support

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 FPM would be given a stipend of Rs. 27,000/- per month for the first and second years, Rs.29,700/ per month on successful completion of Comprehensive examination and Rs.33,000/- 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.

FPM Admission 2017-18

A total of 779 students had applied for the programme through online, and the interview was held during April 11-13, 2018. IIMK offered admission for twenty eight into FPM Course for the FPM Twelfth Batch (Academic Year 2017-18). Out of twenty eight offers twenty seven candidates had confirmed their participation.



This year, seven students have received the title of “Fellow of the Indian Institute of Management Kozhikode” during the Convocation held on 7th April 2018.

Fellow Achievement during 2017-18

Presently 54 fellow participants in the campus in seven areas. The following are some of the accomplishment of FPM students:

AWARDS

Ranjitha G P., Won Best Proposal Award for the Topic ‘consumption as a Mechanism to compensate the perceived Loss of Psychological Ownership: a study of women in relationships’ at Network with NASMEI Pre-Conference Workshop held on 27th July 2017 at NASMEI-IIM Indore Summer Marketing Conference 2017.

Jacob, M., Won the best developmental paper award for the paper titled “Creativity in Financially Constrained Organizations: The Role of Organizational Search” at British Academy of Management Conference (BAM) 2017 held at University of Warwick, United Kingdom.

Priyesh V.P., Research project accepted for funding by NSE-IGDR Corporate governance research initiative, received USD-2000 as a grant from NSE-IGDR.

Gopalakrishnan N., Received the 2017 Paul R. Lawrence Fellowship, US by The Case Research Foundation and The North American Case Research Association.

CONFERENCE PRESENTATIONS - INTERNATIONAL

Rastogi, A., Pati, S. P., Krishnan, T. N., & Krishnan, S. (2017). “Disengagement at work: A conservation of resources perspective”. Presented at 77th Annual Meeting of Academy of Management (AOM) held at Atlanta, Georgia, U.S.A. (04-08 Aug, 2017).

Khan, A., & Krishnan, S. (2017). “Content Creators’ Psychological Capital, Satisfaction, and Deep Usage of Social Media”. Presented at *In Proceedings of the 2017 International Conference on Information Systems (ICIS)*, Seoul, South Korea (10–13 Dec, 2017).

Jeesha K.(2017). “Conceptualizing and Measuring Community based Brand Equity” Presented at Academy of Marketing Science World Marketing Congress 20 on in Christchurch, New Zealand (27 June–1 July, 2017).

Jacob, M. & Chatterjee, D. (2017). “Creativity in Financially Constrained Organizations: The Role of Organizational Search”. Paper presented at the British Academy of Management Conference, Coventry. (05 - 07 Sept, 2017).

Subramanian, B., Chatterjee, D., & **Jacob, M.**, (2017). “Institutional Complexity and Alternative Organizations: An Exploratory Study”. Presented at the *British Academy of Management Conference*, United Kingdom. (05 - 07 Sept, 2017).

Srutismara, P., Pati, S.P., **Rastogi, A.**, & Kumar, P., (2017). “Making them stay - Arresting work alienation and attrition of early career professionals in Indian BPO sector: the role of organization support and supervisor support”. Accepted for presentation at Third International Conference on Organization and Management (ICOM) 2017 at Abu Dhabi (19-20 Nov, 2017).

Rajeev A., Rupesh Pati., & Sidhartha S Padhi (2018). “*Analysis of Triple Bottom Line Performance in Indian Fertilizer Supply Chain: A System Dynamics Approach*”. (Accepted for presentation at the POMS 29th annual conference held at Houston, USA, (04-07 May, 2018).

Pradeep Kumar Hota (2018)., “Keeping Multiple Swords in One Sheath: Stakeholder Engagement in Social Enterprises” Accepted for presentation at Fourth International Conference on Emerging Research Paradigms in Business and Social Sciences conference at Middlesex University, Dubai (16-18 Jan, 2018).

Mukherjee, S., & Dhayanithy, D. (2017). “*Islands in the sea are connected in the deep: professional soccer player transfers in big 5 European leagues using exponential random graph model (ERGM)*”. Presented at **New England Symposium on Statistics in Sports, Harvard University, Boston, MA, USA (23 Sept, 2017).**



Mukherjee, S., & Dhayanithy, D. (2017). *“Interorganizational Networks (ION) and Resource Dependence Theory (RDT): Literature Review and Sport Management Research Opportunities”*. Presented at Sport Management Association of Australia and New Zealand (SMAANZ), Griffith University, Gold Coast, Australia (29 Nov-01 Dec, 2017).

Mukherjee, S., & Dhayanithy, D. (2017). *Knowledge Resource Mobility IONs through RDT lens – Partners Matter! Seeking Utilization, Performance and Status; Defending Autonomy*. Paper presented at Australia and New Zealand Academy of Management (ANZAM), RMIT University, Melbourne, Australia (05-08 Dec, 2017).

Mahapatra, M., & Krishnan, S. (2017). Adoption of Open Source ERP in Small and Medium-sized Enterprises. Research in Progress Paper. In Proceedings of the Pacific Asia Conference on Information Systems (16-20 July, 2017).

CONFERENCE PRESENTATIONS – NATIONAL

Rajeev A. (2017), *“Impact of fertilizer subsidies on agriculture sustainability: A Game Theoretical analysis”*, Fifth Pan IIM World Management Conference, IIM Lucknow India, (14-16 Dec, 2017).

Jacob, M. & Chatterjee, D., Kumar, M., & Upadhyayula, R. S. (2017). *“Creativity in Financially Constrained Organizations: The Role of Environmental Turbulence”*. Paper presented at the PAN-IIM World Management Conference, Lucknow (14-16 Dec, 2017).

Jimut Bahan Chakrabarty & Prashant Nair (2017), *“Ranking of Batsmen in ODI: A Factor Analysis Approach”*. Paper presented at the 5th IIMA International Conference on Advanced Data Analysis, Business Analytics and Intelligence, IIM Ahmedabad (08-09 April, 2017).

Parvathi J and Pillai R R (2017). *“India Post Payments Bank: A Case of ICT for Sustainable Development”*. Paper presented at 6th Pan IIM World Management Conference, IIM Lucknow (14-16 Dec, 2017).

Parvathi J and Pillai R R (2018). “Exploring the contextual factors of ICT for sustainable development” Paper presented at IMR Doctoral Colloquium 2018, IIM Bangalore (03-04 Jan, 2018).

Mukherjee, S., & Dhayanithy, D. (2017). “Impact of Partner Nationality Diversity, Performance, Status, and Autonomy on Firm Performance: Knowledge resources mobility network of the European Big 5 soccer leagues”. Paper presented at Fifth Pan IIM World Management Conference, Indian Institute of Management Lucknow, Lucknow, India (14 - 16 Dec, 2017).

Mukherjee, S., & Dhayanithy, D. (2018). “It’s Effective Networking! Not Just Luck– Performance implications of knowledge resource mobility IONs through RDT lens”. Paper presented at IMR Doctoral Conference, Indian Institute of Management Bangalore, Bangalore, India (03-04 Jan, 2018).

Khan, A., & Mahapatra, M & Pillai, R. (2017). “Policy Implications on Digital Divide in India: An Analysis Using Systems Thinking”. In Proceedings of the 5th Pan IIM World Management Conference (14-16 Dec, 2017).

Khan, A., & Mahapatra, M. (2017). “The Impact of Social Media as Technostress Inhibitor on Employee Productivity”. In *Proceedings of the 2017 ACM SIGMIS Conference on Computers and People Research* (pp. 113-116). ACM (21-23 June, 2017).

JOURNAL PUBLICATIONS

Rajeev.A.(2017), “Evolution of sustainability in supply chain management: A literature review”. Accepted for publication in *Journal of Cleaner Production* (Volume 162, 20 September 2017, Pages 299-314).

Jacob, M. & Chatterjee, D. (2017), “The Entrepreneur as a Bricoleur: Go Beyond the ‘Familiar’”. Accepted for publication in *Entrepreneur Magazine* – December, 2017 Special Issue.

Jacob, M. (2017), “The combined impact of cross-cultural training approaches on expatriate adjustment”. Accepted for publication in *Business Review India* – March, 2018.

Sinha, Rajesh Kumar & Atanu Adhikari (2017). “Advertised reference price and sales price as anchors of the latitude of expected price and its impact on purchase intention.” *European Journal of Marketing*, 51, no. 9/10 (2017): 1597-1611.

Reddy Sai Shiva Jayanth., & Kausik Gangopadhyay (2018)., “Temptation in purchasing decision: A Quasi Experiment to Validate the Set Betweenness axiom” (Accepted for *Theoretical Economic Letters* – 04 April, 2018).

CASE STUDY

Moser, R., Raju, A., & Narayanamurthy, G. (2017). “When Western Students Meet Rural India: Preparing the Set-up of a Water Shop in Udaipur”. *Emerald Emerging Markets Case Studies*. (Accepted for publication).

Reddy Sai Shiva Jayanth., Narayanamurthy G., Abhishek Srivastava., & Vamshi Velmajala (2017)., “Contrasting Ideologies Between Generations in Sree Subramania Ayurvedic Nursing Home - A 400 Year Old Family Owned Organization”. (Accepted for *Emerald Emerging markets case studies* – 24 December, 2017).

RESEARCH SEMINARS

Open Research Proposal Seminars

Mr. Piyush Kumar, FPM/ 06 / 03-IT. Seminar on his research titled “Understanding the predictors of adoption of IoT Healthcare Services”, 17 July 2017.



Mr. Nair Prashant Premkumar, FPM/08/13/Q. Seminar on his Research titled “Locomotive Assignment Problem: Integrating the Strategic, Tactical & Operational Level Aspects”, 25 September 2017.

Mr. Aravind R, FPM/08/06/M. Seminar on his research titled “Cross-gender Brand Extensions: Consumer-Brand Relationships, Evaluations, and Consumption Visibility”, 12 October, 2017.

Pre-submission Research Thesis Open Seminar

Gopalakrishnan N., FPM/06/09-Q. Seminar on his research titled “Assessing the Stages of Lean Implementation in the Context of Healthcare Services”, 13 April, 2017.

Mr. Janardan K Yadav, FPM/05/05/M. Seminar on his research titled “Memorable Tourism Experiences and Post- Consumption outcomes of Houseboat Tourism”, 30 June 2017.

Mr. Rajesh Kumar Sinha , FPM/07/03/M. Seminar on his research titled “List Price Versus Deal Price Based Internal Reference Points in Deal evaluation: The Influences of Contextual Prices, Price-promotions, and their Dispersions”, 8 August, 2017.

Mr. Ashish Rastogi, FPM/07/05/O. Seminar on his research titled “Antecedents & Contingencies of Disengagement at work: A Conservation of Resources approach”, 23 March 2018.

Mr. Balaji Subramanian, FPM/07/06/O. Seminar on his research titled “Survival of Alternative Logics in Mature fields: The case of Alternative Schools in India”, 27 March 2018.

Ms. Merin Jacob, FPM/05/06/O. Seminar on her research titled “Creativity in Financially Constrained Organizations: The Role of Organizational Search and Bricolage”, 28 March 2018.

Mr. Pradeep Kumar Hota, FPM/06/11/S. Seminar on his research titled “Resource mobilization in Social Enterprises: An Exploratory research”, 03 April 2018.

Mr. Lijo John, FPM/06/10/Q. Seminar on his research titled “A study of Coordination Challenges in Humanitarian Supply Chain”, 10 April 2018.

Final Research Thesis Open Seminar

Ms. Vidya S Panicker, FPM/05/12/S. Seminar on her research thesis titled “Role of Institutional Investors in Emerging Economy Firms: The Case of Internationalisation” 25 August, 2017.

Mr. Teidorlang Lyngdoh, FPM/06/08/M. Seminar on his research thesis titled “Flow and Salesperson Performance - A Positive Psychology Approach” 04th October 2017.

Mr. Shyam A V, FPM/01/05/IT. Seminar on his research thesis titled “Cognitive Business Intelligence System: Framework and Applications”, 21st October, 2017.

Mr. Rajesh Kumar Sinha, FPM/07/03/M. Seminar on his research thesis titled “List Price Versus Deal Price Based Internal Reference Points in Deal evaluation: The Influences of Contextual Prices, Price-promotions, and their Dispersions”, 16 March, 2018.

Ms. Neetha Azeez, FPM/05/08/O. Seminar on her research thesis titled “How Co-workers Make Sense of Romance at Work: An Attribution Model of Workplace Romance Motives”, 24 March, 2018.

Mr. N. Gopalakrishnan, FPM/06/09/Q. Seminar on his research thesis titled “Assessing the Stages of Lean Implementation in the Context of Healthcare Services”, 27 March, 2018.

INTERNATIONAL EXCHANGE PROGRAMME

With a view to fostering a global perspective among the faculty and students, familiarizing them with emerging opportunities in global market place for Indian products and services and to help develop mutually beneficial strong trade and industry relationship between India and other countries, IIMK has embarked upon an international exchange programme with leading management institutions abroad.

The IIMK’s international exchange program endeavors to work with top partner institutions in the world to develop scholarly engagements for the benefit of students, faculty members and the broader community in the countries across the world. Such collaborative arrangements would result in knowledge enhancement in research, teaching and learning. They can also give the institution an opportunity to understand the best business practices and conventions in different parts of the world, especially the cultural dynamics that impact global business operations. Management scholars from institutions abroad, especially from the partner institutions, may find the research facilities and the natural setting very conducive for research. They would also find plenty of opportunities to associate with IIMK in organizing management development programmes, faculty development programmes, international conferences and a variety of industry interaction seminars.

IIMK plans to rapidly accelerate its international activities through selectively establishing partnerships with greater number of institutions in different parts of the world. During the year 2017-18 IIMK had entered into collaborative agreements with two AACSB accredited international Institutions (Montpellier Business School, France and NTHU, Taiwan). Currently IIMK has established MoUs with the following Institutions:

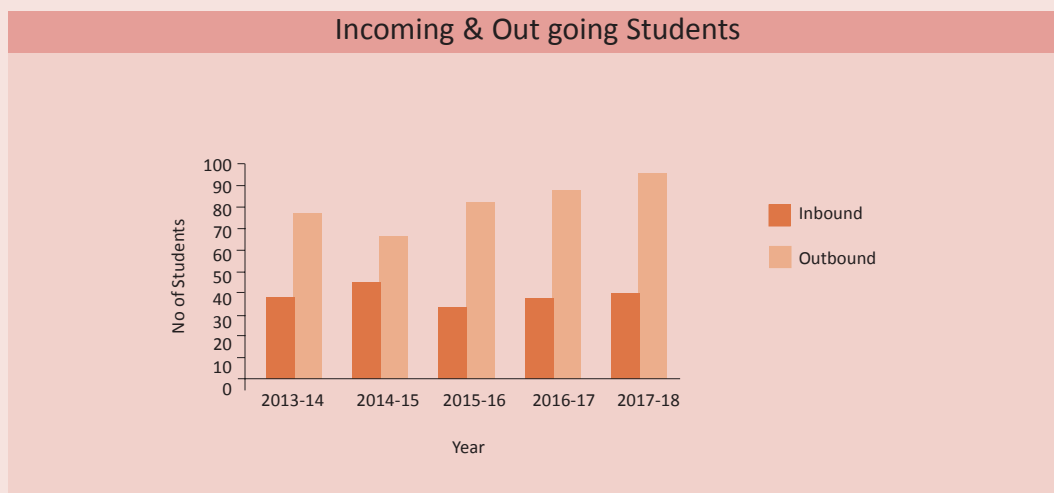


Partner Institutes

Abu Dhabi University, Abu Dhabi
 Asian Institute of Technology, Thailand
 Audencia Nantes School of Management, France
 Bocconi University, Italy
 Catolica Lisbon School of Business and Economics, Portugal
 College of Commerce, National Chengchi University, Taiwan
 Cyprus International Institute of Management, Cyprus
 EDHEC Business School, France
 EM Strasbourg Business School, France
 ESCP, France
 ESSCA School of Management, France
 European Business School, Germany
 Foreign Trade University, Vietnam
 Group ESC Troyes, France
 ICN Business School, France
 IESEG School of Management, Lille, France
 ISCTE University Institute of Lisbon, Portugal
 Jean Moulin Lyon 3 University, France
 Jonkoping International Business School, Sweden
 Kedge Business School, France *
 Leeds University Business School, UK
 Leipzig Graduate School of Management, Germany
 Management Center Innsbruck, Austria
 MAYS Business School – Texas, USA
 Montpellier Business School, France
 National Tsing Hua University, Taiwan
 Neoma Business School, France *
 Norwegian School of Economics, Norway
 Plymouth University, United Kingdom
 Sabanchi University, Turkey
 Sungkyunkwan University, Korea
 Telecom E Cole De Management, France
 TuDelft University of Technology, Netherlands
 Universite du Quebec a Montreal, Canada
 University of Lausanne, Switzerland
 Victoria University of Wellington, New Zealand
 Yale University, US

Other Important Activities

A total of 95 IIMK students had gone to twenty-three partner institutes as part of International Exchange Programme and 40 international students arrived at IIMK from ten institutions abroad. It can be seen from the following graph that over the years the International Exchange Programme at IIMK is consistently increasing. The detailed graph highlighting past five years student exchange programme at IIM Kozhikode is as follows:



The greatest strength of the Exchange program at IIMK comes from the rigour of the entire process, right from the selection of students who will be going on exchange till the time of receiving the credits of the exchange students from the partner institute. A comprehensive review of the bidding process for allotting exchange slots to PGP students, was initiated with inputs from the students. We are putting processes in place, to gradually bring down the number of PGP students, who have to miss more than one week of Term 6 classes due to exams scheduled at the partner institute.

We have also streamlined the process of allowing our students to remotely take exams of our partner institutes, wherever it is necessary. This has helped us to reduce considerable stress on our partner institutes in scheduling their end term exams and in the process improve our relations with them.

During 2017-18 IIMK students went to one of our partner institute, Cyprus International Institute of Management, for the first time. We successfully completed the student allocation process for the AY 2018-19 during February 2018. We will be sending our students to two partner institutes (NTHU Taiwan, Montpellier Business School France) for the first time during AY 2017-18 and establish our relations with them. We are also reviving our relations with ESC Troyes and ESCP Europe, where our students have not gone from PGP19 and PGP20 batches.

We have had a successful second round of negotiations with Hull University regarding partnership fully devoted to research and faculty exchange. We are also using this framework to draft our future MoUs with other partner institutes. IIMK, as part of extensive collaborative research activities and exchange of students and faculty, is in the process of entering into partnerships with:

- Skema Business School, France
- Hull University, UK
- Kyoto University, Japan
- Coller School of Management, Tel Aviv University, Israel
- MacEwan University, School of Business, Canada
- Western Sydney University, Australia

OTHER ACTIVITIES

International Exchange Evening Day

IIMK celebrates an International Evening wherein the exchange students showcase their cultural talents followed by international food. This sensitizes IIMK community to foreign culture and food. They are also expected to develop personal friendships and networks, both with students and faculty members. During the year 2017-18, the International Exchange Evening Day was held on October 27, 2017.



International Visitors

IIMK hosted some international visitors in 2017-18. These visitors had interactions with IIMK faculty and students and they have resulted in the identification of various opportunities for collaboration. International visitors to IIMK in 2017-18 included:

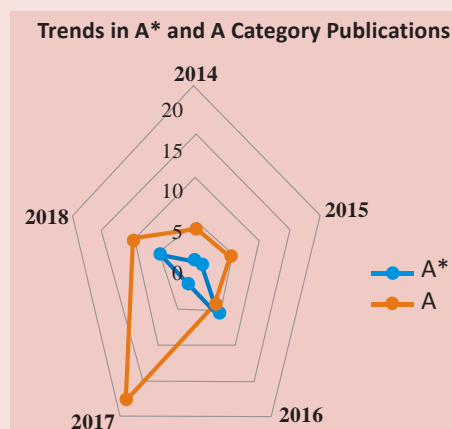
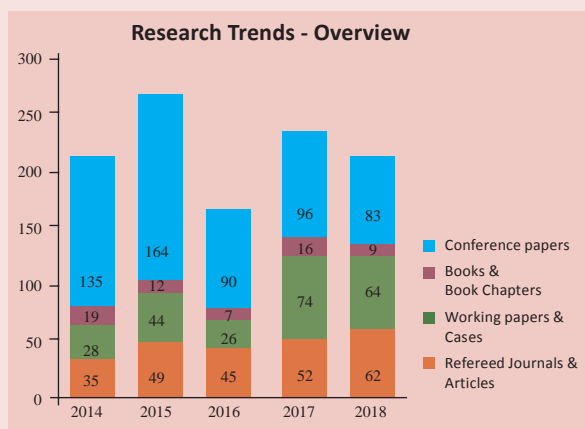
1. Delegate from Hull University UK. Prof Hugh Scullion, Senior Professor visited IIMK from 21-June-2017 to 23-June-2017 to establish formal research collaboration between IIMK and Hull University Business School.
2. Delegates from Kyoto University, Japan visited the campus during 30-November-2017 to 2 December-2017. And made the preliminary discussion on partnership.
3. Prof Anil Mishra from Western Sydney University, Australia visited IIMK on 27th and 28th of May 2018 to discuss possible partnerships between WSU and IIMK. Meetings were arranged with Dean (A&D), Director and FPM students.

RESEARCH & PUBLICATIONS

Research Highlights 2017-18

62 Research Articles were published in reputed peer reviewed journals out of which 6 are in internationally recognized A* category journals and 10 are in A category.

2 Small Grant Research Projects were completed. 2 Medium Grant and 1 Large Grant Research Projects are ongoing. 4 External research projects are ongoing.



ECONOMICS

REFEREED JOURNAL PUBLICATIONS

Venkatachalam, L., & **Balooni, K.** (2018) Water transfer from irrigation tanks for urban use: can payment for ecosystem services produce efficient outcomes, *International Journal of Water Resources Development*, 34(1): 51-65.

Venkatachalam, L., & **Balooni, K.** (2018) Payment for Ecosystem Services to Sustain Kudimaramathu in Tamil Nadu, *Economic & Political Weekly*, 53 (6): 21-23.

Balooni, K. (2017) Sustaining impactful multidisciplinary contributions over five decades: An interview with Professor Ramadhar Singh, Distinguished University Professor, Amrut Mody School of Management, Ahmedabad University, *IIMB Management Review*, 29(2): 136-151.

Eapen, L.M. (2017) Power sector in India: Performance of Discoms and its Impact on the State Exchequer, *International Journal of Development Economics and Management*, 6(1):21-29.

Balakrishnan, P., Das, M., & Parameswaran, M. (2017) The internal dynamic of Indian economic growth, *Journal of Asian Economics*, 50: 46-61.

Reddy, J., & Gangopadhyay, K (2018). Temptation in Purchasing Decision: A Quasi Experiment to Validate the Set Betweenness Axiom, *Theoretical Economics Letters*, 08(10): 1709-1720.

Kumar, N. & **Sensarma, R.** (2017) Efficiency of Microfinance Institutions in India: A Stochastic Distance Function Approach, *Journal of Emerging Market Finance*, 16(1).

Nair, S.R. & Eapen, L.M. (2017) Price Monitoring and Control under GST Lessons from Australia, *Economic & Political Weekly*, 52(25-26).

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FELLOWSHIPS/ AWARDS/ HONOURS

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MEMBERSHIP OF EDITORIAL/ REVIEW BOARD/ AD-HOC REVIEW

Balooni, K.	Development in Practice	Ad-hoc Reviewer
Balooni, K.	World Development	Ad-hoc Reviewer
Mukherjee, S.	Economic Modelling	Ad-hoc Reviewer
	IIMB Management Review	Ad-hoc Reviewer
	IIMK Society & Management Review	Ad-hoc Reviewer
Sensarma, R.	IIM Kozhikode Society & Management Review	Editorial Board Member (Associate Editor)
Sensarma, R.	Journal of Accounting in Emerging Economies	Editorial Board Member
	Journal of Reviews on Global Economics	Editorial Board Member
	Risk Governance and Control: Financial Markets & Institutions	Editorial Board Member
	International Journal of Emerging Markets	Ad-hoc Reviewer
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	Macroeconomics and Finance in Emerging Market Economies	Ad-hoc Reviewer
	Margin: The Journal of Applied Economic Research	Ad-hoc Reviewer
	Academy of Entrepreneurship Journal	Ad-hoc Reviewer
	IIMB Management Review	Editorial Review Panel
	Journal of Quantitative Economics	Ad-hoc Reviewer

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MEMBERSHIP OF EDITORIAL/ REVIEW BOARD/ AD HOC REVIEW

Krishnan, S.	Technological Forecasting and Social Change	Associate Editor
	e-Services Journal	Associate Editor
	Internet Research	Associate Editor
	European Journal of Information Systems	Ad-hoc Reviewer
	Information and Management	Ad-hoc Reviewer
	International Journal of Business Information Systems	Ad-hoc Reviewer
	International Journal of Information Management	Ad-hoc Reviewer
	Internet Research	Ad-hoc Reviewer
	Journal of Strategic Information Systems	Ad-hoc Reviewer
Pillai, R.R.	AIMS International Journal of Management	Editorial Board Member



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Thomas, J. (2018) Chennai Super Kings (B): Re-launching CSK in 2018, *IIMK/CS/88/MM/2018/03*.

MEMBERSHIP OF EDITORIAL/ REVIEW BOARD/ AD HOC REVIEW

Thomas, J.	IIM Bangalore Management Review	Review Board Member
	Journal of India Business Research	Review Board Member
	Vikalpa- The Journal for Decision Makers	Review Board Member
Adhikari, A.	European Journal of Marketing	Adhoc reviewer
	Current Issues in Tourism	Adhoc reviewer
	Annals of Tourism Research	Adhoc reviewer
	Cornell Hospitality Quarterly	Adhoc reviewer
	International Journal of Hospitality Management	Adhoc reviewer
	Academy of Management Conference	Adhoc reviewer
	American Marketing Association conference	Adhoc reviewer
	Management and Society Journal	Managing Editor

FELLOWSHIPS/AWARDS/HONOURS

Thomas, J. (2017) Outstanding reviewer IIMB Management Review.

ORGANIZATIONAL BEHAVIOUR & HUMAN RESOURCES

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Chaurasia, S., Pati, R. K., & Padhi, S. S. (2018) Nutraceutical Industry: A New Path to attain Sustainable Development Goals of 2030, *2nd EWG Conference on Sustainable Supply Chains: Sustainable Supply Chains and the Circular Economy*, Amsterdam, Netherlands, July 6-7.

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Mateen, A., & Srivastava, A. (2017) Supplier Development and Learning Spillover in Triadic Setting , *XXI Annual International Conference of Society of Operations Management*, Ahmedabad, India, December 21-23.

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Thangamani, G. (2018) Proactive Risk Management Methodology for Cooperative Credit Institutions, Proceedings of the International Conference on 'Co-operatives in the Changing World of Work', Indian Institute of Management Kozhikode, April 28 – May 1.

SESSION CHAIRS

Anand, G. (2017) Technical sessions on “Lean Management” during the 11th International Conference of the *Indian Subcontinent Decision Sciences Institute (ISDSI)*, 28-30 December Tiruchirappalli, Tamil Nadu, India.

Anand, G. (2017) Technical session in the 3rd International Conference on *Organization and Management (ICOM 2017)*, 19-20 November 2017, Park Rotana, Abu Dhabi, UAE.

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MEMBERSHIP OF EDITORIAL/ REVIEW BOARD/ AD HOC REVIEW

Chowdhury, S.	Statistics and Probability Letters	Ad-hoc Reviewer
	Journal of the Operational Research Society	Ad-hoc Reviewer
	Computers and Industrial Engineering	Ad-hoc Reviewer
	Quality and Reliability Engineering International	Ad-hoc Reviewer
	Communications in Statistics	Ad-hoc Reviewer
	TQM and Business Excellence	Ad-hoc Reviewer
	IIMB Review	Ad-hoc Reviewer

Anand, G.	Journal of Manufacturing Technology Management (JMTM)	Editorial Board Member
	International Journal of Lean Six Sigma (IJLSS)	Editorial Board Member
	Journal of Manufacturing Technology Management	Ad-hoc Reviewer
	International Journal of Lean Six Sigma	Ad-hoc Reviewer
	Benchmarking: An International Journal	Ad-hoc Reviewer
	International Journal of Productivity and Performance Management	Ad-hoc Reviewer
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FELLOWSHIPS/AWARDS/HONOURS

Srivastava, A., & Mateen, A. (2017). Highly Commendable Research Paper Award for paper titled “Supplier Development and Learning Spillover in a triadic Supply chain” at the Doctoral Colloquium of the 11thISDSI International Conference held at Indian Institute of Management Tiruchirappalli, December 27-30.

STRATEGIC MANAGEMENT

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MEMBERSHIP OF EDITORIAL BOARD/ REVIEW BOARD/ AD-HOC REVIEW

Upadhyayula, R.S. Journal of World Business Editorial Review Board Member

FELLOWSHIPS/AWARDS/HONOURS

Upadhyayula, R.S. (2018). Visiting Scholar, Department of International Business, University of Sydney.

OTHER RESEARCH ACTIVITIES

IIMK JOURNAL, IIMK RESEARCH SEMINARS & CONFERENCES

IIM KOZHIKODE SOCIETY & MANAGEMENT REVIEW

IIM Kozhikode Society & Management Review, Volume 6, Number 2, July 2017.

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Dr. Badri Narayanan Gopalakrishnan, Economist School of Environmental and Forestry Sciences University of Washington (2017) *FDI, Spillovers and Firm Heterogeneity: Analysis of TPP without USA*, July 13.

Prof. Justin Paul, Professor University of Puerto Rico USA (2017) *A new model for internationalization of a firm*, July 21.

Prof. Rohit Jindal, Associate Professor Department of Decision Sciences MacEwan University School of Business, Canada (2017) *Field Experiments on Environmental Payment Programs: Insights from L. America, Africa & Asia*, August 4.

Shri Indranil Bhattacharyya, Director in the Fiscal Analysis Division of the Department of Economic and Policy Research (DEPR), India (2017) *Outreach Programme on State Finances*, August 24.

Dr. Asokan Mulayath Variyath, Associate Professor of Statistics Memorial University, St. John's, and Newfoundland & Labrador, Canada (2017) *Attribute Measurement System*, August 25.

Prof. Maheshkumar P. Joshi, Associate Professor Global Strategy and Entrepreneurship School of Business George Mason University Fairfax VA 22030, USA. (2017) *Service Innovativeness: Does Technology Orientation Matter?*, August 30.

Dr. Ashish Malik, Senior Lecturer University of Newcastle, Australia. (2017) *Contextual Ambidexterity and Innovation in Health Care in India: The Role of HRM*, December 4.

Dr. Varun Gupta, Professor Penn State University Erie, USA (2017) *Pay-per-unit vs. Subscription Pricing for Experiential Products Under Competition*, December 26.

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Title: Society and Management: Indian Culture Vis-à-vis Western Culture Date: December 7-8, 2018.

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Title: PMI India: - Project Management Research & Academic Conference Dates: February 28 – March 2, 2019.

PLACEMENT

IIM Kozhikode Summer Placements 2017

The summer placements process for the 21st batch of IIMK Kozhikode was conducted during Oct 9th to 12th, 2017. The total number of companies participated was 100 which recruited 359 students in a record time of four days. The average stipend has risen by 25% from last year with the highest stipend being INR 3 lakhs. The average stipend continued its upward trend in all the sectors with students being offered positions in international locations too. The highlight of the placements season was the participation of esteemed firms like Airtel, Amazon, Boston Consulting Group, EY, Godrej, Goldman Sachs, HUL, ITC, JP Morgan Chase, Microsoft, Mahindra, Nestle, TAS which marked the ascent of IIM Kozhikode as a preferred destination in the country for various industries. Nearly 50% of the companies that participated in the placement process are amongst the Indian & Global Fortune 500 firms.



The Consulting Sector saw greater participation from last year by major firms like Avalon Consulting, Boston Consulting Group, Cognizant Business Consulting, Deloitte Strategy & Operations, Ernst and Young, Gartner Consulting, IQVIA and the others and 13% of the batch opted for this domain.

A good number of students in the batch chose to go for Finance domain. Of the total offers made to the batch, 20% were made by reputed recruiters including Altisource, Axis Bank, Citibank, Credit Suisse, CRISIL, Deutsche bank, Goldman Sachs, ICICI, IDFC, JP Morgan Chase, Kotak Wealth Management and L&T. The above recruiters offered positions in various roles like investment banking, capital markets, asset management, risk analysis, global investment research and financial operations.

IIM Kozhikode witnessed big names recruiting 10% of the total batch from campus in the domain of General Management like Airtel, Aditya Birla Group, Mahindra, Mytrah, Reliance, RPG and TAS among others.

About 17% of the batch secured jobs in IT and associated fields like Analytics, with companies including HUL, Microsoft and Shell, media.net making offers. Analytics roles were offered by American Express and Fidelity Investments among others. Microsoft offered Program Management roles to the students.

Of the total batch, 17% was offered internship roles in Operations by companies like Amazon, Asian Paints, L&T and Maersk among other companies.

Students' caliber in Sales and Marketing was evident this season, with 34% of total batch offers being made in this domain. 3M, Asian Paints, Britannia, Colgate Palmolive, HUL, ITC, Kohler, L&T, L'Oreal, Marico, Nestle, PepsiCo, Philips, Pidilite, Saint Gobain, Shell, Sony, Tata Steel were some of the major recruiters that participated this time.

IIM Kozhikode Final Placements 2018

The 20th batch of the Post Graduate Programme of IIM Kozhikode concluded its final placement for the graduating batch of 2018. The lateral placements were conducted during Dec 8th to 23rd, 2017 and the final placements were during Jan 8th to 13th, 2017. The season witnessed an increase in the number of first time recruiters visiting the campus and students being offered niche roles in various domains. Around 178 recruiters participated in the final placements and 367 offers were made. The highest domestic salary was INR 38.5 lakhs per annum. The average annual compensation this year was INR 17.76 Lakh per annum. The campus witnessed more than 75 first time recruiters like Arthur D. Little, Avendus Capital, Bharat Forge, Crompton Greaves, GMR Group, Optum UHG Group, Shapoorji Pallonji Group, Standard Chartered-IGP and many more.

The season witnessed an increase in the number of Finance roles offered with major companies like American Express, Axis Bank, Bank of America, Citibank, Deutsche Bank, Fidelity, Goldman Sachs, HSBC, JP Morgan Chase, Standard Chartered, Yes Bank making offers to 25% of the candidates. Diverse roles in Consulting domain were offered to 26% of the batch by Accenture Strategy, Boston Consulting Group, Cedar Consulting, Cognizant Business Consulting, Deloitte, EY, Infosys Management Consulting, KPMG, and PwC etc.

Sales and Marketing roles in the campus continued to flourish with major brands like 3M, ABG Fashion, Asian Paints, Bharat Petroleum, GSK, HPCL, HUL, ITC, Johnson & Johnson, Kohler, Pidilite participating and offering roles to 25% of total pool of talent from the campus. Some major recruiters like Aditya Birla Group, Airtel, Mahindra Group, Reliance Group, RPG, Saint Gobain, Tata Administrative Services, Tata Communications offered roles in General Management profile. While the Operations role saw participation from well-known recruiters like Amazon, Asian Paints, Citi

Bank, EXL, L&T, Shapoorji Pallongji, Shell etc., while other recruiters like Capgemini, EXL Services, Hexaware, TCS, Wipro recruited from the campus for their IT and Analytics role.

There was a marked increase in number of companies hosting campus competitions and case studies and offering PPO and PPI via this route. Companies like Accenture Strategy, ABG, RPG, Mahindra Group, TAS, Pidilite, HUL Lime, ITC, Nestle, KPMG, etc. offered final offers or PPI among others participants.

High focus on company engagements led to participation from many companies for annual leadership lectures and pre placement presentations that helped guide students on industry functioning and the details of the roles being offered.

PAST RECRUITERS



ALUMNI

1. Rejuvenation of IIMK Alumni Association (IIMKAA)

The IIMK Alumni Association (IIMKAA) registration was renewed under the Registration of Societies Act XXI on 1st January 2018 by submitting all the relevant documents to the District Registrar Office from the year 2003 to 2017.

The Annual General Body (AGM) meeting of IIMKAA was held on 27th January 2018 and the election for executive committee members for IIMKAA was held from 19th to 28th February 2018 through Kasebook (online Alumni Portal). The election result for Executive Committee Members of IIMKAA was announced on AGM held on 10 March 2018 at Bangalore and the relevant documents for the year 2017-18 are filed at District Registrar Office Kozhikode.

The following are the elected members for the Executive Committee of IIMKAA:

Sl No	Full Name	Batch	Designation
1.	Abhay Bengeri	EPGP06	Founder at E2E Advisory Mumbai/Chennai
2.	Balagopal Kesavamenon	Kochi EPGP02	Entrepreneur at Medhouse Bangalore
3.	Nikhil Singh Rawat	PGP13	AVP at Citibank, Gurgaon
4.	Rajesh Kumar B	PGP09	Cofounder at FACE Bangalore
5.	Revant Bhate	PGP11	Partner at Kalaari Capital Bangalore
6.	Rohit Koshy	PGP10	EIR at Baxi Taxi, Bangalore
7.	Ronald Philip	PGP07	Strategy Consultant at Mckinsey & Company Dubai

2. Events organized by Alumni Committee and Alumni Association

i) Sangam 2017

The grandeur of *Sangam* 2017, the annual off - campus alumni meet was held on 13 May 2017 mesmerizing the Indian cities of Bangalore, Chennai, Delhi, Hyderabad, Kochi, Kolkata, Mumbai and also the international cities New York, Dubai, London and Singapore. An Overview of the event is as under:

Venue	Alumni Count
Bangalore	130
Chennai	26
Delhi	84
Kochi	62
Kolkata	22
Mumbai	159
Hyderabad	25

ii) Teachers' Day

Teachers' day was celebrated on 5 September 2017 by presenting customized gift cards/Gift/teachers' day message from the alumni to faculty members of alums individual interests. This year the Alumni Committee received more than 100 wishes from the alumni to their respective teachers. The tasks of penning it down on cards and distribution was carried out by all the committee members. Some faculty members specially appreciated the idea of manually writing down of the messages which gave them a personal touch. Alumni committee also have formed a small database of these alums in this process, covering their contact information, current organization and designation.

iii) EPGP Day 2018

The EPGP Day, a new initiative to reconnect the EPGP alums was successfully organized on 26th January 2018 at the Institute. The event was a recollection of the memories about the Institute and

the classes for the EPGP alumni. In total 7 batches of EPGP and 2 batches of EPGP-Kochi, were invited for the first EPGP day 2018 organized by the Alumni Committee.

iv) Nostalgia 2018

Nostalgia, the annual in-campus alumni meet was organized by the Alumni Committee on January 27, 2018. The event was a magnificent celebration of homecoming and commemoration which witnessed a footfall of around 120 alumni. A business quiz was organized in association with Quiz Kerala Team and also the 10th anniversary of PGP-10 was celebrated with a cake cutting.

v) Election of City Chapter Heads

The Executive Committee members of IIMKAA conducted election for various city chapter heads inside the country as well as for the international chapters.

Following are the elected members for various chapters

Sl No	Full Name	City	Batch	Designation
1.	Sheeba D' Mello	Bangalore	PGP09	Principal at Axilor Ventures Bangalore
2.	Rahul Jain	Chennai	PGP14	Business Operation and Process Excellence at BankBazar.com Chennai
3.	Anchit Gupta	Delhi	PGP09	Director-Business Development at Focal Energy Delhi
4.	Venkatram Sureddy	Hyderabad	PGP10	Managing Director at aKademy Hyderabad
5.	Shweta Arya	Mumbai	PGP10	Senior Vice president, Business Development at HSBC Mumbai
6.	Jayaraj Elayath	Kochi	EPGPK 02	Associate Consultant at Tata Consultancy Services Kochi
7.	Gaurav Dasgupta	Kolkatta	PGP14	Associate Partner at Khaitan and Co, Kolkatta
8.	Lalit Kumar	Bay Area	PGP06	Client Partner at Globant, San Francisco
9.	Namith Najeeb	Dubai	PGP15	Founder at Chaipedia Café, Dubai
10.	Shayonima Ghosh	London	PGP10	Vice President at Deutsche Bank, London
11.	Vipin Mahajan	New York	PGP06	Director Consulting at Iris Software Inc. New York
12.	Reuben Philip	Singapore	PGP14	E-commerce leader, South East Asia at Kellogg Company Singapore

3. Alumni Enhancement Activities

i) Visits to meet alums across the world

The Chairperson-Alumni Relations/Director Nominees made various visits to meet and engage with the alumni and to increase the alumni activities with the Institute. The meetings were held at Bangalore, Chennai, Delhi and Dubai.

ii) Contribution by Alumni (Aegis)

The Alumni Committee introduced a fund raising program through Kasebook for the development of IIMK where the alums contribute to the Institute. The initiative is named as "Aegis". K.R.Vignesh, alum of the Institute from PGP19 batch has initiated to provide newspaper to the current students of the Institute with effect from Sep 2017. On similar lines Alums will be encouraged to make contributions for enhancing the ambience inside the campus at individual or group level.

iii) Alumni Talks

Alumni Talks were organized on 9th and 13th December 2017 by Mr. Nitin Nair EPGP (2013-15), General Manager, Kerala, UBER and Mr. Aniket Bhanu (PGP11-Chief Manager, National Stock Exchange of India Ltd respectively.

4. Achievements and Recognition of IIMK Alumni

Ms. Saumya Babbar (PGP14) and Mr. Hersh Waman Kenkare (PGP 15), alumni of the Institute were awarded the Economic Times Young Leaders Award 2017.

Mr. Ankur Nanda and Mr. Rajat Shrivastava, alums of the Institute (Ex-PGP-20) have secured third position in Category II in Competition Commission of India (CCI) National Essay Competition 2017-18.

MANAGEMENT DEVELOPMENT PROGRAMME (MDP)

During the year (April 2017 to March 2018), the Institute conducted a total of 94 Management Development Programmes (MDPs) involving 375 days. Out of the 94 MDPs, 05 were open enrollment MDPs and 89 were customized MDPs. A total number of 2301 participants attended the MDPs. On the other hand, during the same period 03 Faculty Development Programmes for 16 days were also conducted by the Institute. A total of 36 participants attended these programmes.

Some of the prominent clients during 2017-18 were Victoria University of Wellington New Zealand, SBI Life Insurance Co. Ltd, South Indian Bank Ltd., Canara Robeco Asset Management Co. Ltd., SJVN Ltd, Bharat Electronics Limited, Novo Nordisk India Pvt. Ltd., Power Grid Corporation Ltd, Kerala State Council for Science, Technology & Environment (KSCSTE), Electronics Corporation of India Ltd. (ECIL), India Post, RINL VIZAG Steel, TVS Srichakra Ltd., Cochin Shipyard Ltd, Navigant BPM India Pvt. Ltd., ITI Ltd, Smiths Medical Pvt. Ltd., RPG Enterprises, National Academy of Customs, Indirect Taxes and Narcotics (NACIN), Kerala Startup Mission -Trivandrum, Indian Railways Institute of Transport Management, National Project Implementation Unit - MHRD, Govt. of India, BOSCH, Indian Oil Corporation Ltd, etc., and various departments from Govt. of Kerala like Animal Husbandry Dept., Kudumbashree State Mission, Industrial Training Department, Directorate of Panchayat, etc.

The programme details are mentioned below:

Customized Management Development Programmes					
Sl. No.	Name of the Programme	Facilitator	Dates	Duration (days)	No of participants
1	Managerial Effectiveness Programme for Animal Husbandry Dept. Govt. of Kerala	Prof. Deepa Sethi	April 17 - 20, 2017	4	25
2	Managerial Effectiveness Programme for Animal Husbandry Dept. Govt. of Kerala	Prof. Deepa Sethi	April 24 - 27, 2017	4	25
3	Soft Skills for Interpersonal Effectiveness: Attitude and Skill Enhancement Lab for MVR Cancer Centre & Research Institute	Prof. Deepa Sethi	April 22, 2017	1	22
4	Workshop on Management Education in India for Victoria Business School, Victoria University of Wellington, New Zealand	Prof. Rudra Sensarma	April 25 - 26, 2017	2	33
5	Harvard Steps In - Company MSDP for Emerging Leaders of SBI Life Insurance Co. Ltd.	Prof. Rajesh S U & Prof. S Subramanian	June 07 - 09, 2017	2	22
6	Unlock Your Potential (ULYP) for NOVO Nordisk India	Prof. G. Sridhar	June 10 - 12, 2017	3	29
7	Leadership & Change Managementfor South Indian Bank Ltd.	Prof. Deepa Sethi	June 12 - 17, 2017	6	25
8	Management Acceleration Centre (MAC) for NOVO Nordisk India	Prof. G Sridhar	June 13 - 16, 2017	4	26
9	Managerial Excellence Programme - Batch 1 for Kudumbashree State Mission Govt. of Kerala	Prof. Priya Nair Rajeev	June 23 - 24, 2017	2	30

10	Harvard Steps In - Company MSDP for Emerging Leaders of SBI Life Insurance Co. Ltd.	Prof. Rajesh S U & Prof. S Subramanian	June 21-23, 2017	3	32
11	Managerial Excellence Programme for Canara Robeco Asset Management Co. Ltd.	Prof. Sony Thomas	June 29 - 30, 2017	2	25
12	Management Acceleration Centre (MAC) for NOVO Nordisk India	Prof. G Sridhar	July 03 - 06, 2017	4	27
13	Managerial Excellence Programme for Senior Executives of Manappuram Finance Ltd.	Prof. Deepa Sethi	July 07 - 08, 2017	2	25
14	Strategic Finance for Non - Finance Executives -Batch 1 for Bharat Electronics Ltd.	Prof. SSS Kumar & Prof. Sudershan Kuntluru	July 10 - 12, 2017	3	27
15	Harvard Steps In - Company MSDP for Emerging Leaders of SBI Life Insurance Co. Ltd.	Prof. Rajesh S U & Prof. S Subramanian	July 12 - 14, 2017	3	31
16	Building Corporate Credibility and Values for Power Grid Corporation Ltd	Prof. S Subramanian	July 20-22, 2017	3	22
17	Managerial Excellence Programme - Batch 2 for Kudumbashree State Mission, Govt. of Kerala	Prof. Priya Nair Rajeev	July 21 - 22, 2017	2	30
18	Strategic Finance for Non - Finance Executives - Batch 2 for Bharat Electronics Ltd.	Prof. Sudershan Kuntluru & Prof. Abhilash S Nair	July 31 - August 02, 2017	3	26
19	Leadership & Management Programme (LAMP) for SJVN Ltd	Prof. Deepa Sethi	August 01 - 08, 2017	8	24
20	Leadership Essentials and Strategic Insights for Senior Scientists of Kerala State Council for Science, Technology & Environment(KSCSTE)	Prof. Manish Kumar	August 07 - 11, 2017	5	17
21	Supply Chain Management -Batch I for Bharat Electronics Ltd.	Prof. Ashutosh Sarkar	August 08 - 12, 2017	5	32
22	Harvard Steps In - Company MSDP for Emerging Leaders- Batch IV of SBI Life Insurance Co. Ltd	Prof. Rajesh S U & Prof. S Subramanian	August 09 - 11, 2017	3	18
23	Strategic Finance for Non Finance Executives - Batch III for Bharat Electronics Ltd.	Prof. SSS Kumar & Prof. Rachappa Shette	August 21 - 23, 2017	3	18
24	HR for Non HR Executives - Batch I for Bharat Electronics Ltd.	Prof. Manoranjan Dhal	August 21 - 25, 2017	5	26
25	Leadership Acceleration Programme - LEAP (Batch I) for Bharat Electronics Ltd.	Prof. Priya Nair Rajeev	August 28 - Sept. 02, 2017	6	20
26	Supply Chain Management - Batch II for Bharat Electronics Ltd.	Prof. Ashutosh Sarkar	September 04 - 08, 2017	5	28
27	Managerial Excellence Programme for Electronics Corporation of India Ltd. (ECIL)	Prof. Deepa Sethi	September 04 -09, 2017	6	25
28	Marketing & Sales Management Essentials for India Post, GOI	Prof. Keyoor Purani & Prof. Joffi Thomas	September 11 - 15, 2017	5	22
29	HR for Non HR Executives - Batch II for Bharat Electronics Ltd.	Prof. Manoranjan Dhal	September 11 -15, 2016	5	23
30	Harvard Steps In - Company MSDP for Emerging Leaders - Batch V for SBI Life Insurance Co. Ltd.	Prof. Rajesh S U & Prof. S Subramanian	September 13 - 15, 2017	3	27
31	IOCL Yuva HR Summit 2017 for Indian Oil Corporation Ltd.	Prof. Manoranjan Dhal	September 15- 16, 2017	2	30
32	Managerial Effectiveness Programme for Malabar Institute of Medical Sciences Ltd. (MIMS)	Prof. Anandakuttan B Unnithan	September 16 - 17, 2017	2	20

33	General Management Programme for Cochin Shipyard Ltd.	Prof. Anandakuttan B Unnithan	September 18 - 23, 2017	6	24
34	HR for Non HR Executives - Batch III for Bharat Electronics Ltd.	Prof. Manoranjan Dhal	September 18 - 22, 2017	5	23
35	Project Management for Successful Business Process Transformation (BPT) Projects for TVS Srichakra Ltd.	Prof. Rupesh Kumar Pati	September 21 - 23, 2017	3	16
36	Strategic Finance for Non Finance Executives (Batch IV) for Bharat Electronics Ltd.	Prof. Sudershan Kuntluru & Prof. Sony Thomas	September 21 - 23, 2017	3	26
37	Strategic Finance for Non Finance Executives (Batch V) for Bharat Electronics Ltd.	Prof. Sudershan Kuntluru & Prof. Sony Thomas	October 05 - 07, 2017	3	19
38	Management Acceleration Centre (MAC) - Batch II for Novo Nordisk India	Prof. G Sridhar	October 09 - 12, 2017	4	25
39	Leadership Acceleration Programme (LEAP) - Batch II for Bharat Electronics Ltd.	Prof. Priya Nair Rajeev	October 09 -14, 2017	6	29
40	Harvard Steps In - Company MSDP for Emerging Leaders (Batch VI) for Bharat Electronics Ltd.	Prof. Rajesh S U & Prof. S Subramanian	October 05 - 07, 2017	3	30
41	HR for Non HR Executives - Batch III for Bharat Electronics Ltd.	Prof. Manoranjan Dhal	October 09 - 13, 2017	5	24
42	Enterprise Risk Management (Batch I) for Bharat Electronics Ltd.	Prof. Rupesh Kumar Pati & Prof. Abhilash S Nair	October 12 - 13, 2017	2	21
43	Strategic Finance for Non Finance Executives (Batch V) for Bharat Electronics Ltd.	Prof. Sudershan Kuntluru & Prof. Sony Thomas	October 12 - 14, 2017	3	20
44	Communication Effectiveness & Corporate Etiquette for Cochin Shipyard Ltd.	Prof. Deepa Sethi	October 23 - 25, 2017	3	25
45	Strategic Planning & Innovation for Senior Management	Prof. M K Nandakumar	October 27 - 28, 2017	2	20
46	Strategic Transformation & Leadership for ITI Ltd.	Prof. Deepa Sethi	October 30 - November 03, 2017	5	25
47	Leadership Acceleration Programme - LEAP(Batch III) for Bharat Electronics Ltd.	Prof. Priya Nair Rajeev	October 30 - November 04, 2017	6	24
48	Leadership & Management Programme for Smiths Medical Pvt. Ltd.	Prof. Anindita Paul	November 01 - 03, 2017	3	12
49	Supply Chain Management (Batch III) for Bharat Electronics Limited	Prof. Ashutosh Sarkar	November 06 - 10, 2017	5	26
50	Harvard Steps In - Company MSDP for Emerging Leaders (Batch VII) for Bharat Electronics Ltd	Prof. Rajesh S U & Prof. S Subramanian	November 06 - 08, 2017	3	24
51	Finance for Non Finance Executives of Cochin Shipyard Ltd.	Prof. Abhilash S Nair	November 06 - 08, 2017	3	25
52	Management Lecture for Trichur Management Association	Prof. Praveen S	November 08, 2017	1	43
53	Managerial Effectiveness Programme for Directorate of Panchayat, Govt. of Kerala	Prof. Deepak Dhayanithy	November 09 - 11, 2017	3	28
54	Strategic Finance for Non Finance Executives (Batch VII) for Bharat Electronics Ltd	Prof. Sony Thomas & Prof. Rachappa Shette	November 09 - 11, 2017	3	30
55	Leadership and Strategic Management Programme for RINL VIZAG Steel	Prof. Sumit Mitra	November 13 - 17, 2017	5	30
56	HR for Non HR Executives - Batch V for Bharat Electronics Ltd.	Prof. Manoranjan Dhal	November 13 - 17, 2017	5	35

57	Enterprise Risk Management (Batch II) for Bharat Electronics Ltd.	Prof. Rupesh Kumar Pati & Prof. Abhilash S Nair	November 14 - 15, 2017	2	25
58	Supply Chain Management for GB Foods India Trading Pvt. Ltd.	Prof. Ashutosh Sarkar	November 18 - 19, 2017	2	16
59	Leadership Acceleration Programme - LEAP(Batch IV) for Bharat Electronics Ltd.	Prof. Priya Nair Rajeev	November 20 - 25, 2017	6	19
60	Managerial Effectiveness Programme for Indian Oil Corporation Ltd.	Prof. S Balasubramanyam	November 20-24, 2017	5	28
61	Leadership and Management Programme for Vidarbha Management Association	Prof. Deepa Sethi	November 23 - 25, 2017	3	26
62	Strategic Transformation & Leadership (Batch II) for ITI Ltd.	Prof. Deepa Sethi	November 27 - December 01, 2017	5	25
63	Leadership Acceleration Programme - LEAP(Batch V) for Bharat Electronics Ltd.	Prof. Priya Nair Rajeev	November 27 - December 02, 2017	6	23
64	Strategic Finance for Non Finance Executives (Batch VIII) for Bharat Electronics Ltd.	Prof. Sony Thomas & Prof. Rachappa Shette	November 23 - 25, 2017	3	21
65	Enterprise Risk Management (ERM - Batch III) for Bharat Electronics Ltd.	Prof. Rupesh Kumar Pati & Prof. Abhilash S Nair	November 24 - 25, 2017	2	29
66	Unlock Your Potential (ULYP) for Novo Nordisk India	Prof. G. Sridhar	December 04 - 06, 2017	3	31
67	Leadership Acceleration Programme - LEAP(Batch VI) for Bharat Electronics Ltd.	Prof. Priya Nair Rajeev	December 04 - 09, 2017	6	25
68	Managerial Excellence Programme for Electronics Corporation of India Ltd. (ECIL)	Prof. Deepa Sethi	December 04 - 09, 2017	6	25
69	Accelerating Sales Force Performance for Smiths Medical Pvt. Ltd.	Prof. G Sridhar	December 07 - 09, 2017	3	18
70	Enterprise Risk Management (Batch IV) Bharat Electronics Ltd.	Prof. Rupesh Kumar Pati & Prof. Abhilash S Nair	December 08 - 09, 2017	2	30
71	Leadership Development Programme for RPG Group	Prof. M K Nandakumar	December 11 - 21, 2017	11	39
72	Contract Management for Cochin Shipyard Ltd.	Prof. Abhilash S Nair	December 13 - 15, 2017	3	25
73	Managerial Effectiveness Programme for Directorate of Panchayat, Govt. of Kerala	Prof. Deepak Dhayanithy	December 14 - 16, 2017	3	30
74	Enterprise Risk Management (ERM - Batch V) for Bharat Electronics Ltd.	Prof. Rupesh Kumar Pati & Prof. Abhilash S. Nair	December 15 - 16, 2017	2	30
75	Leadership Essentials and Strategic Insights for Senior Scientists of Kerala State Council for Science, Technology & Environment	Prof. Rupesh Kumar Pati	December 18 - 22, 2017	5	18
76	Strategic Finance for Non Finance Executives (Batch IX) for Bharat Electronics Ltd.	Prof. Sudershan Kuntluru & Prof. S S S Kumar	December 21 - 23, 2017	3	17
77	Managerial Effectiveness Programme for National Academy of Customs, Indirect Taxes and Narcotics (NACIN)	Prof. Deepa Sethi	December 22-23, 2017	3	12
78	Soft Skills for Interpersonal Effectiveness - Batch I for Industrial Training Department, Govt. of Kerala.	Prof. Deepa Sethi	January 08 -10, 2018	3	24
79	Soft Skills for Interpersonal Effectiveness - Batch II for Industrial Training Department, Govt. of Kerala.	Prof. Deepa Sethi	January 10 -12, 2018	3	26
80	Project Saksham: Leadership Competency Development for Indian Oil Corporation Ltd.	Prof. Rajesh S U	January 08 -12, 2018	5	23

81	General Management Programme for Cochin Shipyard Ltd.	Prof. Anandakuttan B Unnithan	January 15 - 20, 2018	6	24
82	Aspire Change & Transform: An Experimental Laboratory for Startup Entrepreneurs of Kerala Startup Mission, Techno park Trivandrum	Prof. Anandakuttan B Unnithan	January 15 - 19, 2017	5	19
83	Strategic Finance for Non Finance Executives (Batch X) for Bharat Electronics Ltd.	Prof. Sudershan Kuntluru & Prof. S S S Kumar	February 01 - 03, 2018	3	26
84	Four Weeks Management Course for IRTS Probationers of Indian Railways Institute of Transport Management	Prof. Ashutosh Sarkar	February 05 - March 02, 2018	25	26
85	Project Saksham: Leadership Competency Development for Indian Oil Corporation Ltd.	Prof. Rajesh S U	February 12-16, 2018	5	18
86	Unlock Your Potential (ULYP) for Novo Nordisk India	Prof. G. Sridhar	February 12-14, 2018	3	31
87	Managerial Effectiveness Programme for Manappuram Finance Ltd.	Prof. Deepa Sethi	February 23 - 24, 2018	2	29
88	Professional Development Training for TEQIP National Project Implementation Unit - MHRD, Govt. of India	Prof. Anandakuttan B Unnithan	February 26 - March 02, 2018	5	30
89	Strategic Choice Making Amidst Technology Transition for BOSCH Ltd.	Prof. Rajesh S U	March 13, 2018	1	25
Total				356	2229

Open Management Development Programmes (MDPs)

Sl. No.	Name of the Programme	Facilitator (s)	Dates	Duration (days)	No of participants
1	Soft Skills for Interpersonal Effectiveness	Prof. Deepa Sethi	April 19 -22, 2017	4	16
2	Supply Chain Management	Prof. Ashutosh Sarkar	January 15 - 18, 2018	4	11
3	Creative Thinking, Problem Solving and Decision Making	Prof. Anjan Kumar Swain	January 18-20, 2018	3	18
4	Project Planning, Implementation, Monitoring & Evaluation: A Project Leadership Programme for High Performing Projects	Prof. Rupesh Kumar Pati	January 22-26, 2018	5	16
5	Creative Thinking, Problem Solving and Decision Making	Prof. Anjan Kumar Swain	February 19-21, 2018	3	11
Total				19	72

FACULTY DEVELOPMENT PROGRAMMES (FDPS)

Sl. No.	Name of the Programme	Facilitator	Dates	Duration (days)	No of participants
1	Multivariate Data Analysis	Prof. Shovan Chowdhury	June 05-09, 2017	5	9
2	Innovative Approaches in Management Teaching	Prof. Deepa Sethi	September 11 - 16, 2017	6	12
3	Advanced Financial Statement Analysis	Prof. Sudershan Kuntluru & Prof. Rachappa Shette	November 06 - 10, 2017	5	15
Total				16	36

Comparison Statement of MDPs & FDPs during 2014-15 to 2017-18

Programme Type	Year	No. of Programmes	No. of Participants
Customized Management Development Programmes	2014-15	74	1752
	2015-16	71	2153
	2016-17	79	1904
	2017-18	89	2229
Open Management Development Programmes	2014-15(+eMDPs)	20	548
	2015-16	14	223
	2016-17	9	139
	2017-18	5	72
Faculty Development Programmes	2014-15	8	123
	2015-16	13	215
	2016-17	9	137
	2017-18	3	36

EXECUTIVE POST GRADUATE PROGRAMME

CONVOCATION & VALEDICTION

The seventh Convocation of EPGP participants was held on April 01, 2017 at IIMK Campus during the 19th Annual Convocation Ceremony. A total of 87 students of EPGP-07 and 02 students of EPGP-06 batches were awarded the Executive Post Graduate Diploma in Management. Mr. Chintan Gondalia was awarded the Gold Medal for scholastic performance by Chief Guest, Shri. Dr. K Radhakrishnan, F.N.A.E, F.N.A.Sc, Advisor, ISRO & Former Chairman Space Commission & Secretary, Department of Space/Chairman, ISRO.

The Valedictory Ceremony of the various one-year long duration certificate programmes EPGCFM-08, EPGCMM-08, EPGCSM-08, EPGCOM-08, EPGCHRM-04 and EPGCITM-04 was held on April 08, 2017 at IIM Kozhikode campus. The ceremony was presided over by Prof. S S Kumar, Dean-Academic and Prof. Manoranjan Dhal, Chairperson-EPGP. A total of 116 participants received the certificates of various certificate programmes. Rajesh Kumar Jain P [EPGCFM-08 Batch], Hitesh Kumar Bajpai [EPGCMM-08 Batch], Mr. Raghavendra M S [EPGCSM-08 Batch], Thomas Philip [EPGCOM-08 Batch], Soma Sundaresh K R [EPGCHRM-04 Batch], Muhammad Farhan [EPGCITM-04 Batch] have received the Certificate of Merit for the outstanding scholastic performance in their respective certificate programmes.

ADMISSION

Admission to the 10th batch of Executive Post Graduate Programme in Management (EPGP-Two Years) was announced on 17th April 2017. EMAT (Executive Management Aptitude Test) and interview for selection to the Executive Post Graduate Programme in Management (EPGP-Two Years) were conducted during 9-10, September 2017. Based on the selection process, 161 participants enrolled for the programme. Institute received 663 registrations to the programme and observed 80% growth in the registration compared to the preceding year. First In-Campus module of 10th batch of Executive Post Graduate Programme in Management (EPGP-Two Years) was conducted during 27th November – 2nd December 2017.

Admission to the various certificate programmes (EPGCMM- Batch 10, EPGCSM- Batch 10, EPGCOM- Batch 09, EPGCFM- Batch 09, EPGCITM- Batch 05 and EPGCHRM- Batch 05) was announced during 1st August 2017 & selection process was completed during Oct-Nov'17. A total of 177 participants enrolled to various certificate programmes

The one-year certificate programs also witnessed significant growth in all the parameters. Comparison is taken over 2015 admissions as only two programs were offered in 2016. (43% increase

in the registration, 62% increase in the applications with payment, 38% in the applicants available for selection and 40% in the number of participants joining the programme).

In-campus module of the one year certificate programmes was conducted during 15-20 January 2018.

Admission Report of Last 6 Years – Certificate Programmes

Year of Admission	Total Online Registration	Applications with Payment	No of candidates shortlisted & Admission offered	Joined Participants
2012	410	378	199	161
2013	558	375	234	162
2014	581	233	174	123
2015	602	246	175	126
2016 *	265	96	66	53
2017	860	399	241	177

* Only two certificate programmes launched during 2016

Other important academic activities:

- An open eMDP Programme on 'Project Management' was launched during October 2017 & programme completed during March 2018.
- The mandatory second in-campus module for the second year of EPGP-08 batch was conducted during April 24-29, 2017.
- Platform classes of the Second year of EPGP-08 (Quarter-7) & Specialization Programmes batch 09 (EPGCMM & EPGCSM) (Quarter-IV) were completed during November 2017.
- The mandatory third In-campus module of the EPGP-08 batch was conducted during 11-16 December 2017.
- Platform classes of the Second year of EPGP-09 (Quarter-V) & Quarter-II of One Year Certificate programs started in February 2018.

EXECUTIVE POST GRADUATE PROGRAMME: KOCHI CAMPUS

1. Academic

1.1 Convocation 2017 - Executive Post Graduate Programme

During the convocation held at Kozhikode Campus on the 1st of April 2017, 83 students (81 from EPGP02 and 2 from EPGP01) were awarded the Executive Post Graduate Diploma in Management.

The third batch of EPGP programme – EPGP03 completed the requirements of the programme and they will be graduating on the convocation to be held in April 2018.



1.2 Admissions EPGP05 Batch 2017-2019

The EMAT entrance exam for the EPGP05 batch 2017-19 was conducted on the 2nd and 3rd of December 2017 at Kochi, Trivandrum and Kozhikode, followed by a personal interview on the same days. The results were declared in December and offers were made to 91 applicants. 65 participants accepted the offer and joined the programme.

1.3 Induction 2017 - Executive Post Graduate Programme

The Induction ceremony for the 5th batch, EPGP05 was held in the Athulya Hall Infopark from 2:30PM on the 6th of January 2018. Welcome and Introduction to the Programme was done by Prof. Abhilash S Nair - Chairperson of the Kochi Campus. Prof. C Raju - Dean Administration and Development addressed the participants of EPGP05 batch and spoke on the inception of the campus and programme in general. Prof. Joshy Joseph - Associate Professor in Marketing explained details on the programme and guidelines. Anu Francis John - Manager Kochi Campus proposed a vote of thanks and was followed by high tea.

The Induction case workshop was held on the 6th and 7th of January 2018. Prof. Rajesh S Upadhyayula conducted the case workshop on the 6th of January 2018. Prof. K.K Ramesh conducted the case workshop on the 7th of January.

2. Government

2.1 Announcement on allotment of land for Kochi campus at infopark

Government of Kerala announced on the 25th of November 2017 that, 3 acres of land will be allotted to IIMK to build a permanent campus in Kochi. Further to the announcement, on 2nd of February Mr. Hrishikesh Nair - CEO Infopark during a meeting with IIMK, listed the three available plots which could be offered to build a permanent campus. Going forward, IIM Kozhikode and IIMK Kochi Campus intends to engage further with Government of Kerala through a MOU. It intends to augment different policy level research and help in fastening the development progress of State of Kerala.

3. Campus Activities & Industry Connect

3.1 Victoria Business School visit to Kochi Campus

32 member team from Victoria Business School Wellington, New Zealand comprising of 31 participants from their Executive MBA class, along with the Dean -Prof Arun Elias visited Kochi Campus on 25th April 2017. They were at campus, for a class session by Prof Rajesh S Upadhyayula on IT Industry in India. The experience tour involved visit to Tata Consultancy Services (TCS) Delivery Centre at Infopark.

3.2 Visit by Baillie Gifford

A team from the Baillie Gifford, founded in 1908 - UK's largest independent active investment management firm with £166.6bn funds under management along with their associates in India visited IIMK Kochi Campus on the 8th of August 2017. This was mainly part of their effort to identify potential investment opportunities and to understand start-up ecosystem in India. They had an interaction with about 10 new venture groups from EPGP Kochi Alumni, who conducted presentations to them.

3.3 Knowledge Session by Shri. Mohanlal Menon of Eastern Group

Mr. Mohanlal Menon, director of Eastern Group delivered a knowledge session on the 22nd July 2017 and was accompanied to the session by Mr. Firoz Meeran, Managing Director of Eastern Condiments Pvt Ltd. He has worked with Eicher, DuPont, APC, and Dell before and currently is an advisor to the Board of Eastern Group. The session focused on the journey of Eastern Condiments, starting with how it was started in Adimali as a small shop business in 1960s to spread across Kerala as a most preferred brand in India and across the world among the Indian community.

3.4 Knowledge Sessions at Corporate Premises

A 'Knowledge Session' on "Quality Management" by Prof G Anand (Associate Professor - QMOM) was organized by the Kochi Campus in BPCL as part of brand building and admissions promotion. The session was on Monday, 11 September 2017 at 11:00 hrs in the BPCL.

As part of our Admissions Promotion in technopark, a session on "Future of Indian Industry: Changing Paradigms" by Prof Rajesh S Upadhyayula (Associate Professor - Strategy Area) was conducted in the park centre, technopark which was followed by the Open House on the 20th of September 2017 at Trivandrum, Technopark from 2 to 4:30 PM.

GTech is partnering with Indian Institute of Management - Kozhikode (IIM-K) Kochi Campus for a Knowledge Series. Academia Focus Group leads this initiative and is based on requests from several Members to hold sessions on contemporary and pertinent topics — a necessity in evolving times. The first talk in the series was held at Infopark - Kochi, on Monday 30 October 2017. Prof AF Mathew (Associate Professor - Humanities Area) was the speaker and the topic was "Gender at Work".

Kerala Management Association (KMA), as part of their Evening lecture series organized a talk on the topic "Financing Infrastructure: Innovative and Ingenious solutions" on the 13th of October 2017 at 6:30 PM. Prof. Abhilash S Nair – Associate Professor in Finance Accounting & Control Area was the speaker.

3.5 IIMKlive quarterly meet

IIMKlive – organized the quarterly meet at the Kochi Campus on 18th and 19th of December, 2017 from 9:00 am to 5:00 pm. Workshops on 'Startup Valuation & Business Plan' by Prof. Abhilash S Nair and 'Google Adwords for Startups' by Arjun Ravindran (alumni EPGP02) was organized on 18th December, 2017 at IIMK Kochi Campus.

3.6 Knowledge Session by Shri Kochouseph Chitttilappilly of V Guard Industries

Shri. Kochouseph Chitttilappilly founder and Chairman of V-Guard Industries Ltd and Wonderla Holidays Ltd delivered a very interactive and informative session on the 20th of January 2018. He is one of the most respected and established entrepreneurs from Kerala and shared the vision for being a successful entrepreneur, businessman and his journey of entrepreneurship starting with a product he believed he was good at - Voltage Stabilizers, for which he saw a huge market potential due to high voltage fluctuations in Kerala.



3.7 Knowledge Session by Mr. APM Mohammed Hanish IAS

Mr. APM Mohammed Hanish IAS, visited the campus on the 24th of February 2018, and delivered a session as part of the speaker series. Mr. Hanish serves as the Managing Director at Kochi Metro Rail Ltd & Kochi Smart Vision Ltd. He is also serving as Chief Managing Director at Kerala State Civil

Supplies Corporation. Shri Hanish is from the 1996 batch IAS and is completing 21 long years in service, gathering a varied experience during the tenure and believes that these exposures sharpened the perceptions and reflected in his actions. He shared his experience as part of the administrative arm of the government, to continuously interact with those ranging from management experts to students and from all walks of life ranging from some of the richest people around to the poorest in the state, laying an experience and philosophy on human life, its philosophy and ethos.

3.8 Corporates offering financing schemes to pursue EPGP

Cochin Shipyard Ltd, Synthite Ltd., BPCL, Cochin International Airport Ltd (CIAL) and Eastern Condiments Ltd. have formalized internal policies to create managers for leadership positions by offering financing schemes to their employees who wish to pursue EPGP programme.

4. Awards & Recognitions

4.1 Funding for startups

- Nibu Alias CEO of SectorQube (EPGP03 batch) has secured funding from Unicorn India Ventures. They are specifically into R&D of kitchen appliances and IOT (Internet of Things). They plan to use the funds to fast track the R&D and begin tooling and manufacturing the product.
- Arjun Raveendran (Alumni EPGP02) CEO of the startup - Wedviser People Connect Pvt. Ltd. has received a funding of Rs 25 lakhs from KSIDC.

4.2 FPM Admission

- Jiddu Krishnan alumni from EPGP01 batch has been successful in securing the admission for the FPM programme in Finance Accounting & Control Area at IIM Kozhikode.
- Ben Krishna - alumni from EPGP03 batch has been successful in securing the admission for the FPM programme in IT Area at IIM Kozhikode.

They are the first two alumni from the EPGP Kochi Campus to achieve this feat.

4.3 Contests

- Ravi Kumar Venkat and Jayakrishnan R won the second prize in 8th TMA-HYKON Business plan contest held on 23rd February 2018 at Naipunnya Business School, Thrissur, Kerala.
- Team lead by Shambu Sasikumar and comprising Praveen Kumar Tiwary, Rageesh Rammohan and Rajit Chandrasekharan won the Millionaire pitch contest event as part of stratosphere organised by ECELL & IIMK LIVE.

5. MDP report from April 2017 to March 2018

5.1 MDP – Management Development Programme

The Kochi Campus typically works on opportunities for Management Development Programmes through the existing networks part of the EPGP and other Industry engagements. The programmes will get hosted at the client location, Kochi Campus or Kozhikode campus based on client preference and other considerations. This target mostly firms within Kerala and regional divisions of larger corporates.

5.2 MOU with Cochin Shipyard Ltd

As an effort to consolidate the programmes for the year and more importantly to align them with the training requirement and schedule of Cochin Ship Yard, a comprehensive MDP plan was charted out for the year 2017-18. A full schedule based on several iteration and decision meetings up to their Board resulted in a final schedule below, which is approved and running now. An extract of their formal acceptance is also given below.

Cochin Ship Yard Ltd has been one of the most important and prominent client of IIMK Kochi Campus. The engagement involved many MDP's every year since 2014, participants for EPGP at Kochi, Research & Consultancy and involvement in some internal discussions and handholding for key initiatives of CSL like their recently concluded and successful IPO.

5.3 MDPs Coordinated by Kochi Campus - April 2017 to March 2018

12 - 17 June 2017	Leadership and Change Management (at Kozhikode)	Prof. Deepa Sethi	South Indian Bank Ltd
18-23 September 2017	General Management Programme for Cochin Ship Yard (at Kozhikode)	Prof. Anandakuttan B Unnithan	Cochin Shipyard Ltd
23-25 October 2017	“Communications Effectiveness for managers”, Corporate Etiquette and Personality Development”	Prof. Deepa Sethi	Cochin Shipyard Ltd
6-8 November 2017	Basics of Accounting & Finance for Non-Finance Executives	Prof. Abhilash S Nair	Cochin Shipyard Ltd
13-15 December 2017	“Contract Management” with contract negotiation	Prof. Lionel Aranha	Cochin Shipyard Ltd
15-20 January 2018	General Management Programme for Cochin Ship Yard (at Kozhikode)	Prof. Anandakuttan B Unnithan	Cochin Shipyard Ltd

LIBRARY & INFORMATION CENTRE (LIC)

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

Innovations in Library Services and Information Management

Over the years the LIC has registered significant progress and has brought worldwide recognition and laurels to IIMK. The E-Learning Platform developed by the Center for Development of Digital Libraries (CDDL) for the WHO India Office (<http://www.rguhs.ac.in/E-learningModule/index.html>), the Information Portal for the Coir Board (<http://coirboard.nic.in>), the Greenstone Support Network for South Asia (<http://greenstonesupport.iimk.ac.in>) are just a few to mention. IIMK’s ambitious



Digital Library project (<http://iimk.ac.in/gsd/cgi-bin/library>), sponsored by the Ministry of HRD (Government of India), received the status of an example collection from the world renowned “Greenstone” family of the University of Waikato, New Zealand. Another important landmark has been the commissioning of the Smart-Card based Access Control System and the Smart-Gate based E-Security System. The latest in the series of services is the Library Blog “InfoTalk” (<http://infotalk.iimk.ac.in>) targeted towards the students, researchers and faculty of IIMK.

The LIC at IIMK is a digital delight, available 24 hours a day, and spans throughout the campus. It is a perfect blend of digital, audio, video and print media with cutting-edge technology. It is an outstanding knowledge-centre catering to the faculty, students and research scholars. It houses over 38170 books in print form, over 163 print journals, over 2,00,000 E-Books, 6119 Bound Volumes of research Journals, over 15000 corporate annual reports and more than 20100 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 274 educational videos covering a wide range of disciplines in management. The Video Digital Library streams out the educational videos throughout the entire campus. Around 70 full-text/bibliographic CD-ROM databases on scholarly information coupled with a set of national and international databases on companies, industries and the markets are available to users through a local area network (LAN). The LIC digital catalogue (OPAC) is also available via the LAN. The Library Web Portal is a unique feature of IIMK’s Library & Information Center. The portal is an integrated network of information sources. Besides serving as a web-based interface to the in-house resources, the portal also provides links to strategic sources of information. IIMK is an active member in the IIMs’ Library Consortium as well as the Ministry of HRD’s latest e-ShodhSindhu Consortium (<http://www.inflibnet.ac.in/ess>). The annual Rupee equivalent of document resourcing in the LIC is around 5 Crores. With a view to promote cross-border research and bilateral industrial-economic relations, The scholarly publications of the faculty and researchers of the Institute are captured and hosted in the open access Institutional Repository DSpace@ IIMK (<http://dspace.iimk.ac.in>). IIMK is also developing special documentation centers on ‘European Union’ and the ‘ASEAN’ countries.

The year also witnessed the launch of a Bloomberg terminal and an additional Thomson Reuters EIKON terminal in the LIC.

Library & Information Services at Kochi Satellite Campus

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

Online Databases & Services	
ABI Inform Global (Full-Text journals)	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)	Annual Reviews (Full-Text journals)
Business Source Ultimate (Full Text Journals)	Capitaline PLUS (Corporate Database)
CARMA.COM (Access to the CARMA Video Library, which includes recorded versions of webcast lectures originally presented at CARMA)	CII Knowledge Resource Centre Membership
CIPD (Chartered Institute of Personnel and Development) : Institutional Membership	CMIE-CAPEX : Provides information and insights on the new capacities coming up in India

CMIE-Commodities: Indian Commodity Prices, Market Intelligence, Crop forecasts & Time-series data for Commodities	CMIE- Economic Outlook: Macro-economic forecasts & insights, Real-time analysis of data releases & copious time-series data
CMIE-Industry Outlook: Comprehensive analysis for the entire range of industries	CMIE-PROWESS IQ: Database of the financial performance of Indian companies
CMIE-PROWESSdx: Specially designed for academia and facilitates easy downloading of data in simple text format	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
Dion-INSIGHT: A comprehensive India focused research platform	Ebrary.com: (EBook Library: (85,000 + EBooks)
EBSCO Ebooks Academic collection: (115000+ Ebooks)	Economic & Political Weekly (EPW) Archives
EDS (EBSCO Discovery Services) : One search facility	Elsevier Science (Science Direct) (Full-Text journals)
Elsevier Science Journals Backfiles collection (Vol.1 to 1994)	Emerald E-Books series: Business, Management, Economics and Social Science Front list collection
Emerald Online (Full-Text journals) Financial Times online (ft.com): Business news & analysis covering global business, finance, politics, business education, Management, Business School ranking etc	EPWRF India Time series
GMID-Euromonitor Passport: Global Market Information Database	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
IEEE –ASPP+POP Collection (Full-Text journals)	ICRA Economy and 45 industrial sector reports
India Business Insight Database (IBID): Compilation of vital information on Indian Business & Industry	IMF e Library: Contains over 12000 publications & over 9500 financial and economic data concepts.
INFORMS Pubs Suite Journals : Access to 15 years’ archival data	Indiastat.com: Revealing India statistically
ISI Emerging Markets: INDIA: Emerging Markets, Information service	ISID: Provides indexes for 224 Indian Social Science Journals & press clippings on diverse social science subjects
JSTOR (Full-Text journals): Online Archive of over 1800 multidisciplinary Journals	J-Gate@eShodhsindhu: Acts as a one point access to 7900+ journals subscribed currently under ESS consortium as well as university libraries designated as Inter Library Loan (ILL) Centers besides index to open access journals. J-Gate@eShodhsindhu has facility to trigger e-mail request for article to Inter Library Loan Centers as well as to INFLIBNET Centre
	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

Market line Advantage (Data monitor 360): An International business information and industry analysis service.

MICA Indian Marketing Intelligence (MIMI): Provides the secondary data for socio - economic variables and market intelligence up to district level for all the states and union territories of India

National HRD Network: Institutional Membership

NAV INDIA: Largest mutual fund database in India

Oxford Journals: Business & Management collection

Project Muse E-Journals Premium Collection (Full-Text journals)

PROQUEST Dissertations & Theses Global: World's most comprehensive collection of full-text dissertations and theses

Sage HSS collection (Full-Text journals)

Springer Online (Full-Text journals)

The Economist: Offers authoritative insight and opinion on international news, politics, finance, science and technology

TV Ad Indx: Access to TV commercials, Press Ads and News

Warc.com :25,000 Articles, Case Studies, Research Reports on Marketing

Wiley Online Journals (Full-Text journals)

Library Press Display (Press Reader) (Newspapers online): Online newspaper and magazine kiosk, provides access to more than 2200+ Publications on the web

Mckinsey Quarterly: The business publication that has been defining and informing the senior management agenda since 1964

NASSCOM Membership: Access to NASSCOM Resource Center

Nature: World's foremost international weekly published scientific journal

OECD iLibrary: E-books, papers and statistics

People Matters: A leading knowledge and media platform in the Human resources space

Projects Today: Comprehensive Database on Projects

PsycArticles: American Psychological Association (APA) Full-Text journals

SCOPUS: The World's largest Indexing & Citation Database: 51000 journal & book titles; 5000 publishers; 52 million content records

Taylor & Francis online (Full-Text journals)

Thomson Reuters Eikon: Helps in better financial analysis, trading and investment decisions with unique market insight, information and news

Wall Street Journal Online

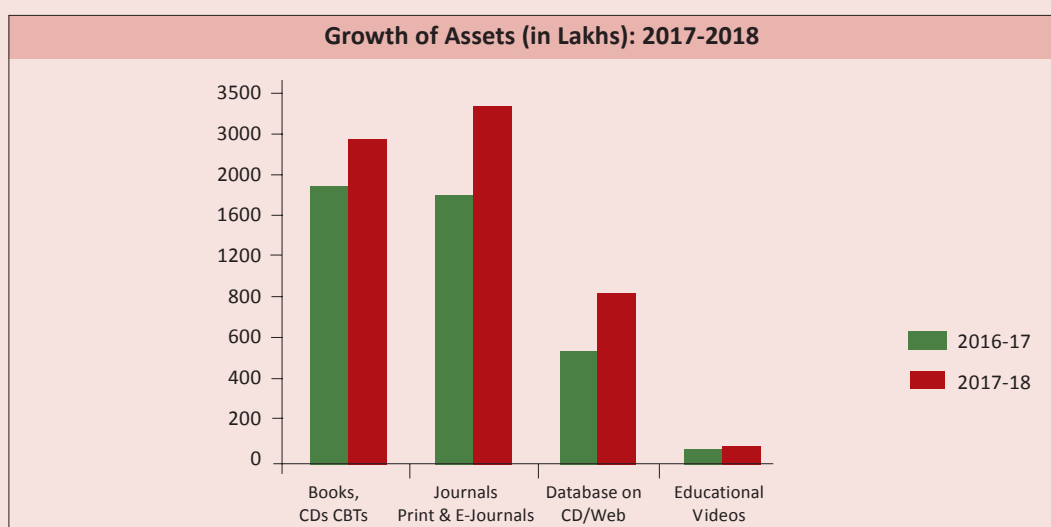
Web of Science: World's leading citation databases.

World Bank eLibrary: Access to all World Bank books, journals and working papers published since early 1990's



Collection Development Statistics : 2017-2018

Sl.No	Nature of Document added to the collection	Quantity Added	Cumulative Quantity	Cost (Rs. in Lakhs)	Total Asset Value (cumulative)
1	Books, CDs, CBTs	306	38170	4.28	595.21
2	E-Books	-	200000	4.09	32.52
3	Journals (Print)	-	163	20.11	819.55
4	Databases on CD/Web Bibliographic & Full Text Online Corporate Databases Value added services/Info Gateways	4	70	196.82	1095.95
5	E-Journals	-	20100	103.74	759.09
6	Educational Videos	-	274	-	8.99
7	Bound Volumes of Journals	-	6119	-	-
Total				329.04	3311.31



Indian Business Museum @ IIMK

The Indian Business Museum, the first of its kind in India, was inaugurated by Dr. M.M. Pallam Raju, the Hon'ble Minister of HRD, Government of India on 23 March 2013. Besides the creation of a strong repository of business artefacts, historical articles, trade treaties, documents and narratives, the major objectives of the museum included: i) acknowledging the contribution of India's Business Leaders in the making of Corporate India and ii) inspire the aspiring business entrepreneurs in the country and show them the path to success through innovative ideas, diligence and perseverance. Phase I of the project has been successfully completed. The ISRO Space Gallery is a welcome addition to the Museum, which was inaugurated in 2016.

Indian Business Museum

The Business Museum is visited regularly by lots of schools/students and colleges, faculty, business enthusiasts, and members from general public, from across the country. Almost all guests of the Institute make it a point to visit the Museum during their stay on campus. The feedback received is quite excellent and encouraging.



Visitors' Statistics during April 2017 - March 2018

Sl. No	Category	Number of Institutions/Visitors
1	Schools	24
2	Colleges	30
3	Students	3376
4	Teachers	157
5	MDP	1441
6	FDP	64
7	FPM	15
8	EPGP Kozhikode	237
9	PGP students	412
10	Miscellaneous	400
11	Distinguished guests	26
12	Foreign Visitors (Students/Faculty)	46

INFORMATION TECHNOLOGY CENTRE

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. To improve the IT facilities at the Institute, the IT hardware, software and services were regularly and continuously improved during the year. The existing Campus Network including the Wi-Fi facility were further augmented. Computers, Servers, Network Security etc. have been upgraded during the year.

Extended all the required support to all the departments at IIMK for their IT needs. Continued to extend all the required support for setting up state-of-the-art IT facilities at IIM Amritsar.

During the year, many new software applications were developed for automating various functions.

CAMPUS DEVELOPMENT

The expansion of the campus infrastructure of IIMK is being taken up in order to adequately address the Institute's planned academic growth. The development of environment-friendly and state-of-the-art Phase V campus buildings & structures, which envisage world-class facilities with ambitious GRIHA (i.e. Green Rating for Integrated Habitat Assessment) rating, is being implemented in a phased manner.

Out of various infrastructure facilities planned to be created as part of the 1st stage of Phase V construction, the priority campus buildings that were made ready for occupation are as mentioned below:

- FPM Hostel building having 11 studio type family accommodation units was made ready for occupation at the very beginning of the Academic year 2017-18.
- Out of the four Hostel Blocks for students, two Hostel Blocks comprising 112 Nos furnished double occupancy rooms (i.e. to accommodate 224 Students) have been made ready for the additional batch of students being admitted for the forthcoming Academic year.
- Dinning Block (with Kitchen facility) having a seating capacity of about 160 Nos has also been made ready to cater to the students being accommodated in the above Hostel Blocks.
- Class room Block comprising 8 Nos Class rooms (4 Nos Gallery type and 4 Nos flat floor type), office spaces for faculty (9 Nos) & staff and 2 Nos discussion rooms – construction of base building (including internal services) has been completed. Furnishing works is expected to be taken up shortly.

In accordance with the Institute's growing requirements, value addition of the existing infrastructural facilities was carried out on the side-lines of the major campus development activities as noted below:

- Additional recreational and sports facilities have been created for the IIMK community during the last academic year.
- Curvilinear seating arrangements have been created by cost effective means, utilizing salvaged construction materials, in the vicinity of the existing Rain Water Harvesting Pond so as to enjoy the scenic ambience of the campus.
- Protection of earthen slopes at selected vulnerable areas of the campus has been taken up in cost effective and environment friendly manner by making use of available re-useable laterite stones.
- In addition to providing excellent and state-of-the-art infrastructural facilities in picturesque settings, sustainable and eco-friendly water-harvesting & management systems were implemented besides initiating other environment-friendly energy conservation measures.



PERSONNEL

The present personnel strength in the Institute as on date is as under:-

Non faculty	-	64
Faculty	-	68

RETIREMENT

Shri.Muraleedharan P.G, Administrative Officer retired from the service of the Institute on attaining the age of superannuation on 30.11.2017 (AN).

Shri.Baburajan P, Driver-cum-Office Staff retired from the service of the Institute on attaining the age of superannuation on 30.11.2017 (AN).

RELIEVING

Dr. Aparajith Ramnath, Assistant Professor, Humanities and Liberal Arts in Management Area, has been relieved from the service of the Institute on the afternoon of July 17, 2017 consequent to acceptance of his resignation.

Dr. Mukul Bhooshan Singh, Assistant-cum-Hindi Translator has been relieved from the service of the Institute on the afternoon of 20.09.2017 consequent to acceptance of his technical resignation.

DEPUTATION

Dr. Saji Gopinath, Professor, QMOM Area, has been relieved on the forenoon of April 17, 2017 to take up the position of Chief Executive Officer, Kerala Startup Mission on deputation basis for a period of three years.

Prof. Unnikrishnan K. Nair was relieved from the Institute on the afternoon of 30th October, 2017 to take up the position of ICCR Rotating Chair of Indian Studies at Friedrich Schiller University of Jena, Germany, on deputation for a period of six months from 1st November, 2017.

EXTRA ORDINARY LEAVE

Prof. Manish Kumar, Assistant Professor has been relieved from the Institute on the afternoon of 13.11.2017, on grant of Extra Ordinary Leave (EOL) for a period of two years with effect from 14.11.2017 to 13.11.2019 to take up the post of Assistant Professor at IIM Ranchi.

REJOINING

Dr. Nandakumar MK, Associate Professor, Strategic Management Area, has rejoined the Institute on the forenoon of April 20, 2017 after availing EOL.

Dr. Abhilash S. Nair, Associate Professor in Finance, Accounting & Control Area, has rejoined the Institute on the forenoon of June 15, 2017 after availing Sabbatical Leave for one year.

Prof. Unnikrishnan K. Nair has rejoined the Institute w.e.f. 02.05.2018 on completion of his deputation as ICCR rotating chair of Indian Studies at the Friedrich Schiller University of Jena, Germany.

NEW JOINING

Prof. Dharendra Mani Shukla has joined as Assistant Professor in Strategic Management Area with effect from the forenoon of 19.02.2018.

Prof. Venkataraman S. has joined as Assistant Professor in Strategic Management Area with effect from the forenoon of 19.02.2018.

Shri Vijaykumar Thekke Cheriya joined as Chief Manager-HR on contract basis on the forenoon of 19.02.2018.

SABBATICAL

Prof. Abhilash S Nair, Associate Professor has proceeded on Sabbatical Leave for a period of one year from 15.06.2016 to pursue research at Edwards School of Business, University of Saskatchewan, Saskatoon, Canada.

PROMOTION

Dr. Satish Krishnan has been appointed as Assistant Professor in Information Technology and Systems Area with effect from the forenoon of 13.02.2017.

Dr. Naveen C. Amblee has been appointed as Associate Professor in Marketing Management Area with effect from the forenoon of 21.03.2017.

Dr. Sidhartha S. Padhi has been appointed as Associate Professor in Quantitative Methods and Operations Management Area with effect from the forenoon of 06.06.2017.

Prof. Soumya Roy has been appointed as Assistant Professor in Quantitative Methods and Operations Management Area with effect from the forenoon of 12.06.2017.

Prof. Arqum Mateen has been appointed as Assistant Professor in Quantitative Methods and Operations Management Area with effect from the forenoon of 16.06.2017.

Dr. G. Sridhar has been appointed as Professor in Marketing Management Area with effect from the forenoon of 12.02.2018.

Smt. Zeena K, Junior Assistant promoted as Assistant w.e.f 03.10.2017 (FN).

Shri. Alekh P, Junior Assistant promoted as Assistant w.e.f 03.10.2017 (FN).

Smt. Sandhya TV, Junior Assistant promoted as Assistant w.e.f 03.10.2017 (FN).

Shri. Sudhir Rajan, Junior Assistant promoted as Assistant w.e.f 03.10.2017 (FN).

Dr. N. Ramachandran, System Analyst promoted as Assistant Systems Manager w.e.f 04.10.2017 (FN).

Shri. Anil AM promoted from the post of Programmer to the post of System Analyst on 27.12.2017 (FN).

Shri. Mohammed Mustafa A. promoted from the post of Technical Assistant to the post of Programmer on 28.12.2017 (FN).

RESEARCH VISITS

Prof. S. Subramanian, Associate Professor visited Deakin Business School, Australia as a Visiting Academic Researcher for a period of four months during February- May 2018.

CONFERENCE/SEMINAR/WORKSHOP ATTENDED IN INDIA/ABROAD

Prof. Saji Gopinath has attended the PMI research and academic conference at IIT Delhi held during March 1-4, 2017. His paper entitled *Critical chain project management - a search FPR theoretic roots* was presented at the Conference.

Prof. Aparajith Ramnath has attended a workshop entitled studies on science and technology education: culture, imaginaries and economy held at JNU, New Delhi during March 2-3, 2017. His paper entitled *From post-war reconstruction to Nation-Building: The evolution of technical education policy in India, 1938-56* was presented at the above workshop.



Prof. Aparajith Ramnath has attended the International Conference on Engineers and Society in India from circa 1850 to present times' held during March 27-28, 2017 at the Centre for South Asian Studies, Paris, France. His paper entitled *Industrial Experts in the age of Indianisation: The European Engineering Firms of Calcutta, 1914-47* was presented at the Conference.

Prof. Manoranjan Dhal has attended the 34th International Labour Process Conference (ILPC 2017), organized by University of Sheffield, UK in Sheffield during April 4-6, 2017. His paper entitled *Challenges of Trade Union in Japanese automobile sector in the liberalized economy* was presented at the Conference.

Prof. Ashutosh Sarkar has attended the International Conference on Research in Business (ICRB 2017) at India International Centre, New Delhi on April 16, 2017. His paper entitled "A conceptual framework for supply chain risk management" was presented at the Conference.

Prof. Pankaj Kumar Baag has attended the International Conference on Research in Business (ICRB 2017) organized at IIC New Delhi on April 16, 2017. His following two papers were presented at the Conference: (1) *Owners financial expertise and resubmitted approved loan proposal in the Indian banks as the loan inception stage*, (2) *Perspective look at the role of the Indian regulators and the private sector in expanding financial access to the poor*.

Prof. Rupesh Kumar Pati has attended the World congress on pharmaceutical and chemical science (PHARMA 2017) at Madrid, Spain during May 3-5, 2017. His paper entitled *Can Pharmaceutical industries help healthcare sector to attain sustainability in developing economics?* was presented at the Conference.

Prof. Aravind Sampath has attended the 24th Global Finance Conference, organised by Global Finance Association at Long Island, New York, USA during May 4-6, 2017. His paper entitled *The relationship between half hourly returns and trading volumes- evidence from NIFTY futures* was presented at the Conference.

Prof. Ashok Thomas has attended the 15th International conference on pension, insurance and savings, organized by University of Paris, Dauphine and Oxford University, Smith School during May 23-24, 2017 at University of Paris, Dauphine, France. His paper entitled *Who owns stocks in England: A panel analysis* was presented at the Conference.



Prof. G. Thangamani has attended the SIBR 2017 Conference on Interdisciplinary Business and Economic Research during May 25-26, 2017 in Bangkok, Thailand. His following two papers were presented at the Conference: (1) *A modified risk assessment method for ERP Project implementation*, (2) *Assessing success of a NPD Project using GSPN*.

Prof. Abhilash S. Nair has attended the Administrative Science Association of Canada (ASAC) Conference during May 28- June 1, 2017 at HEC Montreal, Canada. His paper entitled *Limits to Non Market Insurance: A textual analysis of the Impact of Corporate Social Responsibility on Media Sentiments* was presented at the Conference.

Prof. Abhilash S. Nair has attended the Canadian Accounting Association (CAAA) Conference during June 1-3, 2017 at Montreal, Quebec, Canada. His paper entitled *Limits to Non Market Insurance: A textual analysis of the Impact of Corporate Social Responsibility on Media Sentiments* was presented at the Conference.

Prof. G. Sridhar has attended the 11th Global Sales Science Institute Conference at GSSI Mauritius during June 6-9, 2017. His paper entitled *Subject Wellbeing and Selling Behaviours - A Mediation Moderation Analysis* was presented at the Conference.

Prof. SSS Kumar has attended the Experimental Finance Summer School during June 11-13, 2017 at University of Nice Sophia Antipolis, France.

Prof. Sony Thomas has attended the Experimental Finance Summer School during June 11-13, 2017 at University of Nice Sophia Antipolis, France.

Prof. TN Krishnan has attended the Summer Workshop in Advanced Research Methods (SWARM) at Tel Aviv, Israel during June 25 - July 3, 2017.

Prof. Keyoor Purani has attended the 2017 AMS World Marketing Congress at University of Canterbury, New Zealand during June 27- July 1, 2017. His paper entitled *Conceptualizing and measuring community based brand equity* was presented at the Conference.

Prof. Abhilash S. Nair has attended the Canadian Accounting Association (CAAA) Conference during June 1-3, 2017 at Montreal, Quebec, Canada. His paper entitled *Limits to Non Market Insurance: A textual analysis of the Impact of Corporate Social Responsibility on Media Sentiments* was presented at the Conference.

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Prof. TN Krishnan has attended the Summer Workshop in Advanced Research Methods (SWARM) at Tel Aviv, Israel during June 25 - July 3, 2017.

Prof. Keyoor Purani has registered for the 2017 AMS World Marketing Congress held at University of Canterbury, New Zealand, during June 27- July 1, 2017. His paper entitled *Conceptualizing and measuring community based brand equity* was presented at the Conference by his co-author and IIMK Doctoral student Mr. Krishnan Jeesha.

Prof. G. Anand has attended the 24th European Operations Management Association (EurOMA 2017) Conference at Scotland, UK during July 1-5, 2017. His paper entitled *Selection of location for pre-positioning warehouse in humanitarian supply chain management* was presented at the Conference.

Prof. Rajesh S. Upadhyayula has attended the AIB 2017 Annual Meeting organized by Academy of International Business during July 2-5, 2017 at Dubai, UAE. Following two papers authored by him were presented at the Conference: (1) *Heterogeneity of Institutional Investors and their influence on Internationalization in emerging economy firms*. (2) *Institutional investment and internationalization: Ownership and broad characteristics as moderators*.

Prof. Debabrata Chatterjee has attended the 33rd EGOS Colloquium at Copenhagen, Denmark during July 6-8, 2017. His paper entitled *Global Institutional logics and the moderating influence of national institutional field structures on organizational outcome* was presented at the Conference.

Prof. Priya Nair Rajeev has attended the 33rd EGOS Colloquium at Denmark during July 6-8, 2017. Her paper entitled *Beneficiary contributions to the micro-foundations of social organisations for mitigating inequality: Insights from Kudumbashree – Kerala*, was presented at the Conference.

Prof. Soumyatanu Mukherjee has attended the Research Seminar Series of Centre for Research in Economic Development and International Trade (CREDIT) at University of Nottingham, UK during July 10-11, 2017. His paper entitled *Exchange rate volatility and exports: estimation of risk preference using firm-level data from India* was presented at the Conference.

Prof. Anupam Das has attended the 15th International Pragmatics Conference held in Belfast, Northern Ireland during July 16-21, 2017. His paper entitled *'Appealing images and patterns of complimenting behaviour: The case of young Indians on Facebook'* was presented at the Conference.

Prof. SSS Kumar has attended the seminar on Value investing and search for value, organized by Center for the Advancement of Value Investing Education at Ontario, Canada, during July 17-21, 2017.

Prof. Sony Thomas has attended the seminar on Value investing and search for value, organized by Center for the Advancement of Value Investing Education at Ontario, Canada, during July 17-21, 2017.

Prof. Priya Nair Rajeev has attended the 77th Annual Meeting of the Academy of Management at Atlanta, GA, USA, during August 4-8, 2017. Her paper entitled *It is only women to it is women: A legitimacy process model for reducing inequality* was presented at the Conference.

Prof. Surya Prakash Pati has attended the 77th Annual Meeting of the Academy of Management at Atlanta, USA during August 4-8, 2017. His paper entitled *Disengagement at work: A conservation of resources perspective* was presented at the Conference.

Prof. MP Sebastian has attended the 19th International Conference on Information Technology in Education held in Vancouver, Canada, during August 7-8, 2017. His paper entitled 'Health Education Promotion Technologies: a review' was presented at the Conference.

Prof. Sthanu R. Nair has attended the 73rd Annual Congress of the International Institute of Public Finance (IIPF) at Tokyo, Japan during August 18-20, 2017. His paper entitled *Price Monitoring and Control Measures under GST: Lessons for India from Australian Experience* was presented at the Conference.

Prof. Leena Mary Eapen has attended the 73rd Annual Congress of the International Institute of Public Finance (IIPF) at Tokyo, Japan during August 18-20, 2017. Her paper entitled *Price Monitoring and Control Measures under GST: Lessons for India from Australian Experience* was presented at the Conference.

Prof. SSS Kumar has attended the 6th International Conference on Emerging Trends in Finance, Accounting and Banking during August 18-19, 2017 at SDM Institute of Management Development, Mysore. His paper entitled *Price differential between DVRs and Ordinary shares - evidence from Indian Markets* was presented at the Conference.

Prof. Deva Prasad M. has attended the Junior Scholars' Workshop being organised as part of the 6th Biennial Conference of the Asian Society of International Law during August 24-26, 2017 at College of Law, Korea University, Seoul, Korea. His paper entitled *Lack of Access to Development as a Denial of Human Right: An Analysis of the Right to Development Discourse* was presented at the Conference.

Prof. S. Subramanian has attended the 3rd Annual ICGS Conference at LUISS University, Rome, Italy during 2-3 September, 2017. His paper entitled '*Corporate governance and CSR practices of Murugappa Group: A case study on India's family owned business conglomerate*' was presented at the Conference.

Prof. TN Krishnan has attended the 6th Workshop on Talent Management held at Barcelona, Spain during 2-3 October, 2017. His paper entitled '*Career Progression of women in the Indian IT sector: Matching talent management practices and employee perspectives*' was presented at the conference.

Prof. Joshy Joseph has attended the Association for Consumer Research North American Conference during 26-29 October, 2017 at San Diego, California, USA. His paper entitled '*Men will be men, women will be women: The case of cross-gender brand extension*' was presented at the conference.

Prof. Anandakuttan B. Unnithan has attended the 4th Business Management International Conference at Pattaya, Thailand during 1-2 November 2017. His paper entitled '*Does the number of scale points in a multi item instrument affect the measurement model and estimated relationships?*' was presented at the conference.

Prof. G. Anand has attended the 3rd International Conference on Organization and Management (ICOM 2017) at Abu Dhabi, UAE during 19-20 November 2017. His papers entitled (1) *'Understanding the importance of coordination in humanitarian supply chain: a system dynamic model'* and (2) *'Corporate Governance and Internationalization - A study of Indian Family owned business groups'* were presented at the conference.

Prof. Surya Prakash Pati has attended the 3rd International Conference on Organization and Management (ICOM) at Abu Dhabi during 19-20 November, 2017. His paper entitled *'Making them stay - Arresting work alienation attrition of early career professionals in Indian BPO sector: the role of organizational support and supervisor support'* was presented at the conference.

Prof. Deepak Dhayanithy has attended the 3rd International Conference on Organization and Management (ICOM) at Abu Dhabi during 19-20 November, 2017. His paper entitled *'Relational Structure of Tie Formation in Knowledge Resource Mobility Network: Study based on emergent patterns in professional soccer player transfer network'* was presented at the conference.

Prof. G. Sridhar has attended the 1st International Conference on Rural Management (ICRM) organized by Xavier School of Rural Management (XSRM), during 23-24 November, 2017 at Xavier University, Bhubaneswar, Odisha. His paper entitled *'Psychic Distance in Intra National Marketing'* was presented at the conference.

Prof. Mohammed Shahid Abdulla has attended the Case Method Teaching Seminar at Harvard Business Publishing and IIMA Case Centre, IIM Ahmedabad during 1-2 December, 2017.

Prof. Praveen S. has attended the Case Method Teaching Seminar at Harvard Business Publishing and IIMA Case Centre, IIM Ahmedabad during 1-2 December, 2017.

Prof. C. Raju has attended the 13th IMT-GT International Conference on mathematics, statistics and their applications (ICMSA2017) at University of Malaysia during 4-7 December 2017. His paper entitled *'On designing chain sampling plan (ChSP-1) Indexed by AQL and LQL based on membership functions'* was presented at the conference.



Paper co-authored by Prof. Deepak Dhayanithy and Ms. Subhasree Mukherjee entitled '*Knowledge Resource Mobility IONs through RDT lens - Partners Matter! Seeking Utilization, Performance and Status; Defending Autonomy*' was presented at the 31st Annual Australian and New Zealand Academy of Management (ANZAM) Conference to be held in Melbourne, Australia, during 5-8 December 2017.

Prof. A F Mathew has attended the International Conference on *India and Pakistan after 70 years of Independence: Reflections on culture and politics* held at Jagiellonian University, Krakow, Poland during 11-12 December, 2017. His paper entitled '*India and the outsider: Strategies and goals of Hindu Nationalism*' was presented at the conference.

Prof. G. Anand has attended the International Conference of Production and Operations Management Society (POMS 2017) at Sydney, Australia during 12-14 December 2017. His paper entitled '*Is the hospital ready to roll-out lean implementation? - A methodology for assessing the organizational readiness*' was presented at the conference.

Prof. Suram Balasubrahmanyam has attended the 17th Global Conference on Flexible Systems Management during 11-13 December, 2017 at Delhi School of Management, DTU, Delhi. His following two papers were presented at the conference: (1) '*Vertical Farming: A resource leverage perspective*' and (2) '*Business Expansion and market multiplication through strategic ecosystem orientation*'.

Prof. Aravind Sampath has attended the 30th Australasian Finance and Banking Conference to be held in Sydney, Australia during 13-15 December 2017. His paper entitled '*Dynamic Linkages between Gold and Equity Prices: Evidence from Indian Financial Services and Information Technology Companies*' was presented at the conference.

Prof. C. Raju has attended the International Conference on Integrating Research into Practice: Chances and Advancement (IRPCA) during 14-15 December, 2017 at Suratthani Rajabhat University, Suratthani, Thailand. His paper entitled '*Discovering and Unraveling the Stereotypes behind class participation*' was presented at the conference.

Prof. Kausik Gangopadhyay has attended the 5th PAN-IIM World Management Conference at IIM Lucknow during 14-16 December 2017. His paper entitled '*Agricultural Productivity and Structural Change: A falsified approach to explain the structural break in relative price of manufacturing*' was presented at the conference.

Prof. Shubhasis Dey has attended the 5th PAN-IIM World Management Conference at IIM Lucknow during 14-16, December 2017. His paper entitled '*Source of uncertainty and the Indian Economy*' was presented at the conference.

Prof. Jatin Pandey has attended the 5th PAN-IIM World Management Conference held during 14-16 December 2017 at IIM Lucknow. His paper entitled '*Leakage in labour pipeline of women IT employees in India*' was presented at the conference.

Prof. Siddarth Mohapatra has attended the 5th PAN-IIM World Management Conference held during 14-16, December 2017 at IIM Lucknow. His paper entitled '*Digital India based on Seva and Swaraj: sustaining digitalization for good governance*' was presented at the conference.

Prof. R. Radhakrishna Pillai has attended the 5th PAN-IIM World Management Conference at IIM Lucknow during 14-16, December 2017. His paper entitled '*Policy implication on digital divide in India: An analysis using system thinking*' was presented at the conference.



Prof. Naveen C. Amblee has attended the 5th PAN-IIM Conference held at IIM Lucknow during 14-16 December, 2018. He has been invited to track chair a session on Marketing.

Prof. Shannu Narayan has attended the 5th PAN-IIM world management conference held during 14-16, December 2017 at IIM Lucknow. Her paper entitled '*Right to privacy and data protection: Need for efficient legal mechanism*' was presented at the conference.

Prof. Anubha Shekhar Sinha has attended the International Conference on Research and Business Sustainability (ICRBS 2017) held at Greater Noida Campus of IIT Roorkee during 16-17 December, 2017. Her paper entitled '*How and why network elements affect women entrepreneurs as they do? A review of Social network*' was presented at the conference.

Prof. Sumit Mitra has attended the 5th Biennial Indian Academy of Management Conference held during 18-20 December 2017 at IIM Indore. His paper entitled '*Establishing social enterprises as an unique organizational type: A mission-value grid*' was presented at the conference.

Prof. Jatin Pandey has attended the 5th Biennial Indian Academy of Management Conference held during 18-20 December 2017 at IIM Indore. His paper entitled '*Religious coping of widows: Narratives from Vrindavan, India*' was presented at the conference.

Prof. Anubha Shekhar Sinha has attended the 5th Biennial Indian Academy of Management Conference (INDAM 2017) held during 18-20 December 2017 at IIM Indore as a track chair for session on '*Business Ethics, CSR and Sustainability*'.

Prof. Siddarth Mohapatra has attended the 11th Annual International Conference on Global Studies: Business, Economic, Political, Social and Cultural Aspects during 18-21 December 2017 at Athens, Greece. His paper entitled '*Bhoodan-based Corporate Citizenship: Corporate Accountability based on Serving and Empowering Land-Owners and Users*' was presented at the conference.

Prof. Sudershan Kuntluru has attended the India Finance Conference at IIM Bangalore Campus during 20-22 December, 2017. His paper entitled '*Do corporate governance disclosures impact firm performance?*' was presented at the conference.

Prof. Jijo Lukose PJ has attended the India Finance Conference at IIM Bangalore during 20-22 December 2017. His paper entitled '*Piece of the Pie: Private placements and Insider ownership-evidence from India*' was presented at the conference.

Prof. Ashutosh Sarkar has attended the XXI Annual International Conference of the Society of Operations Management to be held at Ahmedabad University, Ahmedabad during 21-23 December, 2017. His paper entitled '*Operational Hedging Strategies for Mitigating Procurement Risks due to Exchange Rate Fluctuations*' was presented at the conference.

Prof. Shovan Chowdhury has attended the International Conference on Advancing Frontiers in Operational Research: Towards a sustainable World (AFOR2017) held during 21-23 December 2017 at the Heritage Institute of Technology Kolkata. His paper entitled '*Distribution-free CUSUM Control Chart- An application to exchange rates data*' was presented at the conference.

Prof. Soumya Roy has attended the SOM 2017: XXI Annual International Conference of the Society of Operations Management, Ahmedabad University (Gujarat), during 21-23 December 2017. His paper entitled '*Bayesian C-Optimal Progressive Type-1 Interval Censoring Schemes for weibull system lifetime*' was presented at the conference.

Prof. G. Anand has attended the 11th Indian Subcontinent Region Decision Science institute (ISDSI) International Conference during 27-30 December, 2017 at IIM Trichy. His paper (co-authored with Mr. Lijo John) entitled '*Locating a warehouse in humanitarian supply chain - A principal component analysis*' was presented at the conference.

Prof. Shovan Chowdhury has attended the IISA 2017 International Conference on Statistics held in Hyderabad during 28-30 December 2017. His paper entitled '*Stochastic orders in Reliability*' was presented at the conference.



Prof. Jijo Lukose PJ has attended the 11th ISDSI International Conference at IIM Trichy during 28-30 December, 2017. His paper entitled '*Board Interlocks and Innovation among high-tech industries in India*' was presented at the conference.

Prof. Praveen S. has attended the 11th ISDSI International Conference at IIM Trichy during 28-30 December, 2017. His paper entitled '*Co-creation of Tourism*' was presented at the conference.

Prof. Aravind Sampath has attended the 11th ISDSI International Conference at IIM Trichy during 28-30 December, 2017 as a track chair for the session entitled '*Asset Pricing*'.

Prof. Shovan Chowdhury has attended the International conference on New Paradigms in Statistics for Scientific and Industrial Research held during 4-6 January, 2018 at Central Glass and Ceramic Research Institute, Jadavpur, Kolkata. His paper entitled '*Stochastic comparisons on sample extremes of dependent and heterogeneous observations*' was presented at the conference.

Prof. Sudershan Kuntluru has attended the 15th AIMS International Conference on Management during 6-8 January, 2018 at IMT Ghaziabad Campus. His paper entitled '*Does share buyback create shareholder value? Evidence from India*' was presented at the conference.

Prof. Rachappa Shette has attended the 15th AIMS International Conference on Management during 6-8 January, 2018 at IMT Ghaziabad Campus. His paper entitled '*Readability of Indian and International Financial Reporting Standards*' was presented at the conference.

Prof. Jijo Lukose PJ has attended the 2nd JAFE Symposium held at IIM Ahmedabad during 8-10 January 2018 as a discussant.

Prof. Kausik Gangopadhyay has attended the 4th International Dharma Dhamma Conference on State and Social Order in Dharma Dhamma Traditions held during 11-13 January, 2018 at Nalanda University. His paper entitled '*An exploration into Dharmic Liberalism*' was presented at the conference.

Prof. Joffi Thomas has attended the FISD Conference 2018 held during 11-13 January, 2018 at FORE school of management, New Delhi. His paper entitled '*Sustainability concerns and its impact on marketing thought and practice*' was presented at the conference.

Prof. Anindita Paul has attended the DIGITS 2018 Digital Innovations, Transformation and Society Conference at New Delhi during 13-14 January, 2018. Her paper entitled '*Achieving efficiencies in service delivery: evaluation of a government call center*' was presented at the conference.

Prof. Sumit Mitra has registered for the 4th International Conference on emerging research paradigms in business and social sciences (ERPBS- 2018) held at Middlesex University Dubai, 16-18 January 2018. His paper entitled (Co-authored with Mr. Pradeep Hota) '*Keeping Multiple Swords in One Sheath: Stakeholder engagement in social enterprises*' was presented at the conference.

Prof. Jijo Lukose PJ has attended the 4th Applied Financial Modeling Conference at Deakin University Melbourne campus in Australia during 1-2 February, 2018. His following two papers entitled (1) '*The impact of realized jumps and continuous variance on variance risk premium*' and (2) '*Corporate derivative use leverages, and the cost of equity: New Insights from Indian non-financial firms*' were presented at the conference.

Prof. Rupesh Kumar Pati has attended the second part of HBS Case Writing Workshop held in India Research Center Mumbai during 5-8 February 2018.

Prof. Rudra Sensarma has attended the second part of HBS Case Writing Workshop held in India Research Center Mumbai during 5-8 February 2018.

Prof. G. Anand has attended the second part of HBS Case Writing Workshop held in India Research Center Mumbai during 5-8 February 2018.

Prof. Deva Prasad M. has attended a seminar on 'Transforming the world towards sustainable tomorrow: concerns and challenges' at School of Legal thoughts, MG University during 15-17 February 2018. His paper entitled '*Legal concepts of sustainable development and international law: an analysis*' was presented at the seminar.

Prof. Soumyatanu Mukherjee has attended the workshop on jobless growth in South Asia on 8th March 2018 organized jointly by World Bank and Indian Statistical Institute Delhi at ISI Delhi. His paper entitled '*Liberalisation, real wages and jobless (?) Growth: A general equilibrium analysis*' was presented at the above conference.

Prof. PN Ram Kumar has attended the 2nd International Conference on Advance in Mechanical Engineering (ICAME 2018) held during 22-24 March, 2018 at SRM University, Chennai. His paper entitled '*A note on modeling of step fixed-charge transportation problem*' was presented at the above conference.

Prof. Jijo Lukose PJ has attended the Conference on 'Rethinking the role of business groups in contemporary India: Analysis, reviews and reflections' during 28-29 March, 2018 at Institute of Development Studies Kolkata (IDSK) and presented a paper entitled '*Business Group Affiliation and Going Public decision in emerging markets - evidence from India*' was presented at the above conference.

Prof. Omkumar Krishnan has attended the Japan International Business and Management Research Conference (JIBM 2018) held at Tokyo, Japan during 29-30 March, 2018. His paper entitled '*Measuring brand personality of technical education institutions in emerging economy context*' was presented at the above conference.

Dr. Mukul Bhooshan Singh, former Assistant cum-Hindi Translator attended the Hindi conference and workshop organized by Rajbhasha Avam Prabandhan Vikas Sanstha during May 16-18, 2017 at Port Blair, Andaman & Nicobar Islands.

Shri. John G. Administrative Officer attended the training programme on "Records Management for Right to Information" held during August 16-18, 2017 at Institute of Secretariat Training & Management (ISTM), New Delhi.

Dr. MG Sreekumar, Chief Librarian & Information Officer attended the workshop organized by Harvard University during the period August 18-20, 2017 at Harvard Dubai Campus, Ismaili Center, Dubai.

Dr. Sunitha T. and Dr. Sreejaya P., Assistant Librarians attended and presented papers in the International conference on Knowledge Organization in Academic Libraries- I-KOAL-2017 held at Goa University during December 15-16, 2017.

Dr. Sunitha T. and Dr. Sreejaya P., Assistant Librarians attended and presented papers in the National Conference on Management of modern Libraries (NACML)-2018 held at Manipal Academy of Higher Education (MAHE), Manipal during February 09-10, 2018.

Shri. Shiju NK, Technical Assistant (Web Applications) and Shri. Dinesh T., Assistant Programmer attended the Certified Cyber Security Professional (CCSP) Workshop held at Anna University, Chennai during February 24-25, 2018.

ANNUAL ACCOUNTS AND FINANCIAL POSITIONS

The Annual Financial Statements for the year 2017-18 was approved and adopted by the BOG on 07th August 2018. The Annual Financial Statement of the Institute for the financial year 2017-18 is annexed to this report. The C & AG audit of the accounts have been conducted and the Draft Summary Audit Report has been issued on 08.11.2018.

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

GRANT-IN-AID UNDER PLAN

During the Financial Year 2017-18, the Institute received an amount of Rs 184.48 Lakhs as Grants-in-aid under Plan from the Department of Secondary and Higher Education, Ministry of Human Resource Development, Government of India.

INTERNAL REVENUE GENERATION AND REVENUE EXPENSES

The Internal Revenue Generation has increased from Rs 81.32 crores to Rs 89.51 crores. However, cash operating expense have gone up from Rs 54.02 crores to Rs 66.34 crores.

CORPUS FUND

Institute had a balance of Rs.183.50 crores as corpus fund balance as on April 1st 2018. During the year the balance in the Depreciation Fund as well as Asset Replacement Fund, both amounting to Rs 139.94 crores was transferred to the corpus fund as per the 83rd BOG decision on 07.08.2018. During the Financial Year 2017-18, the Institute had transferred Rs 23.05 crores to the Corpus Fund as Net Operating surplus for the year. The Interest earned during the Year on the investment made was Rs 11.13 crores. Rs 55.33 crores of capital expenses incurred during the year has been debited to the Corpus. Balance of the Corpus Fund as on 31.03.2018 is Rs 302.30 crores.

DEPRECIATION FUND

The Institute had a balance of Rs 78.32 crores in Depreciation Fund on 01.04.2017. The interest earned during the year on the investments made is Rs 9.44 crores. The closing balance of the Depreciation Fund as on 31.03.2018, Rs 87.76 crores was transferred to corpus fund as per the 83rd BOG decision on 07.08.2018 and the Depreciation Fund investment thereof has been reclassified as Corpus Fund investments.

ASSET REPLACEMENT FUND

The Institute had a balance of Rs 52.17crores in Depreciation Fund on 31.03.2018, which was transferred to corpus fund as per the 83rd BOG decision on 07.08.2018.

ACCOUNTS OF IIM KOZHICODE EMPLOYEES CONTRIBUTORY PROVIDENT FUND TRUST (CPF)

During the Year 2017-18, the Income & Expenditure account shows a surplus of Rs 7.69 lakhs after allowing interest to the members of the Trust. The balnce in the members' account stood as Rs 551.83 lakhs. The balance in the reserve was Rs 7.72 lakhs. Out of which Rs 537.47 lakhs has been invested in various interest bearing securities as per CPF Investment guidelines. Rs 21.48 lakhs is under accrued interest and Rs 0.60 lakhs is being balance with IIMK as on 31.03.2018.

BOARD OF GOVERNORS IIMK

Board of Governors (As on 31 March 2018)

List of Members of the IIMK Board of Governors as on 31 March 2018, is given below:

1. **Shri A Vellayan**
Executive Chairman Murugappa Group
Chennai
2. **Shri N Sankar**
Chairman Sanmar Group, Chennai
3. **Shri R Subrahmanyam, IAS**
Secretary, Department of Higher Education
128 'C' Wing, Govt. of India, Shastri Bhavan
New Delhi – 110115
4. **Smt. Darshana M Dabral**
Joint Secretary & Financial Advisor
MHRD, New Delhi
5. **Shri Onkar S Kanwar**
Chairman Apollo Tyres Ltd
Apollo House, 7, Institutional Road, Sector – 32
Gurgaon – 122001
6. **Dr. Usha Titus, IAS**
Secretary
Higher Education Department, Govt. of Kerala
Secretariat Main Block, Statue, Thiruvananthapuram – 695 001



7. **Mrs Vinita Bajoria**
Executive Director
Titagarh Wagons Ltd, 756, Anandpur, EM Bye Pass, Kolkata- 700107
8. **Shri Raj Kamble**
Founder & Chief Creative Officer
Famous Innovations,
61, Rose Cottage Complex, Dr. S.S. Rao Road, Parel, Mumbai-400012
9. **Prof. Kulbhushan Balooni**
Director in Charge IIMK
IIMK Campus PO, Kozhikode, Kerala – 673570
10. **Prof. Debabrata Chatterjee**
Professor, IIM Kozhikode
IIMK Campus PO, Kozhikode
Kerala – 673570
11. **Prof. Keyoor Purani**
Professor, IIM Kozhikode
IIMK Campus PO, Kozhikode
Kerala – 673570
12. **Lt. Col M. Julius George (Retd)**
Chief Administrative Officer and
Secretary to the Board of Governors
IIM Kozhikode

The Board met on four occasions during the year 2017-18. The date and venue of the meeting were as under:

- 78th Meeting on 01 April 2017 at IIMK
- 79th Meeting on 03 Jun 2017 at Chennai
- 80th Meeting on 06 Oct 2017 at New Delhi
- 81st Meeting on 22 February 2018 at Chennai

FACULTY MEMBERS (As on 31 March 2018)

Prof. Kulbhushan Balooni

Director (In-Charge)

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
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. G. Sridhar	Professor
11.	Prof. Sanal Kumar Velayudhan	Professor
12.	Prof. Debabrata Chatterjee	Professor
13.	Prof. MP Sebastian	Professor
14.	Prof. C. Raju	Professor
15.	Prof. Sumit Mitra	Professor
16.	Prof. Rudra Sensarma	Professor
17.	Prof. Sthanu R. Nair	Associate Professor
18.	Prof. Rupesh Kumar Pati	Associate Professor
19.	Prof. TN Krishnan	Associate Professor
20.	Prof. Abhilash S. Nair	Associate Professor
21.	Prof. Joffi Thomas	Associate Professor
22.	Prof. Leena Mary Eapen	Associate Professor
23.	Prof. Sony Thomas	Associate Professor
24.	Prof. Nandakumar MK	Associate Professor
25.	Prof. Kausik Gangopadhyay	Associate Professor
26.	Prof. Sudershan Kuntluru	Associate Professor
27.	Prof. Shubhasis Dey	Associate Professor
28.	Prof. Manoranjan Dhal	Associate Professor
29.	Prof. Atanu Adhikari	Associate Professor
30.	Prof. Rajesh Srinivas Upadhyayula	Associate Professor
31.	Prof. Joshy Joseph	Associate Professor
32.	Prof. G. Thangamani	Associate Professor
33.	Prof. G. Anand	Associate Professor
34.	Prof. PN Ram Kumar	Associate Professor
35.	Prof. Naveen C. Amblee	Associate Professor
36.	Prof. Muhammed Shahid Abdulla	Associate Professor
37.	Prof. Omkumar Krishnan	Associate Professor
38.	Prof. Deepa Sethi	Associate Professor
39.	Prof. AF Mathew	Associate Professor
40.	Prof. S. Subramanian	Associate Professor

41.	Prof. Shovan Chowdhury	Associate Professor
42.	Prof. L. Ramprasath	Associate Professor
43.	Prof. Siddartha S. Padhi	Associate Professor
44.	Prof. Jijo Lukose PJ	Associate Professor
45.	Prof. Ashutosh Sarkar	Associate Professor
46.	Prof. Anupam Das	Assistant Professor
47.	Prof. Manish Kumar	Assistant Professor
48.	Prof. Anindita Paul	Assistant Professor
49.	Prof. Suram Balasubhramanyam	Assistant Professor
50.	Prof. Deepak Dhayanithy	Assistant Professor
51.	Prof. Surya Prakash Pati	Assistant Professor
52.	Prof. Pankaj Kumar Baag	Assistant Professor
53.	Prof. Anubha Shekhar Sinha	Assistant Professor
54.	Prof. Priya Nair Rajeev	Assistant Professor
55.	Prof. Rachappa Shette	Assistant Professor
56.	Prof. Satish Krishnan	Assistant Professor
57.	Prof. Soumya Roy	Assistant Professor
58.	Prof. Arqum Mateen	Assistant Professor
59.	Prof. Soumyatanu Mukherjee	Asst. Professor on Contract
60.	Prof. Aravind Sampath	Asst. Professor on Contract
61.	Prof. Shannu Narayan	Asst. Professor on Contract
62.	Prof. Siddharth Mohapatra	Asst. Professor on Contract
63.	Prof. Ashok Thomas	Asst. Professor on Contract
64.	Prof. Deva Prasad M.	Asst. Professor on Contract
65.	Prof. Praveen S.	Asst. Professor on Contract
66.	Prof. Jatin Pandey	Asst. Professor on Contract
67.	Prof. Dhirendra Mani Shukla	Asst. Professor on Contract
68.	Prof. Venkataraman S.	Asst. Professor on Contract

STAFF MEMBERS (As on 31 March 2018)

Sl. No.	Name	Designation
1.	Lt. Col. M Julius George (Retd)	Chief Administrative Officer
2.	Dr. MG Sreekumar	Chief Librarian & Information Officer
3.	Shri. Ashok Pathak	Chief Systems Manager
4.	Shri. Rajiv Varma	Chief Manager (Infrastructure)
5.	Shri. Pawan Kumar Singh	Senior Administrative Officer (on Deputation to IIM Amritsar)
6.	Lt. Col. Cedric Thomas (Retd)	Senior Administrative Officer
7.	Shri. Madusoodanan PG	Senior Administrative Officer
8.	Shri. K. Sadanandan	Senior Administrative Officer
9.	Shri. Ravindran VV	Administrative Officer
10.	Dr. N. Ramachandran	Assistant Systems Manager
11.	Shri. K. Murugan	Administrative Officer
12.	Shri. Vinod Kumar K.	Administrative Officer
13.	Shri. John G.	Administrative Officer
14.	Shri. Jayakrishnan KS	Administrative Officer
15.	Dr. Sunitha T.	Assistant Librarian

16.	Shri. Anil Kumar Pathiyath	Manager (Infrastructure)
17.	Dr. Sreejaya P.	Assistant Librarian
18.	Shri. Bose K T	Assistant Executive Engineer (Electrical)
19.	Dr. Lakshmi Viswanathan	Finance & Accounts Officer
20.	Shri. Muhammed Ashraf AR	Manager
21.	Shri. Ravindran PK	Manager
22.	Shri. Anu Francis John	Manager
23.	Shri. Shaji C P	Administrative Officer
24.	Shri. Anil AM	System Analyst
25.	Shri. Rejeesh MP	Assistant Engineer (Civil)
26.	Shri. Prasheeb Kumar KK	Assistant Administrative Officer
27.	Shri. Madhusoodan V.	Assistant Administrative Officer
28.	Shri. Sanal Kumar G.	Accounts Officer
29.	Shri. M. Ravichandra Kiran	Accounts Officer
30.	Shri. Raghupathy Hari	Assistant Administrative Officer
31.	Shri. Sojan George	Assistant Administrative Officer
32.	Dr. Yamuna George	Assistant Administrative Officer
33.	Shri. Sanjay AP	Assistant Engineer (Electrical)
34.	Shri. Augustine George	Assistant Administrative Officer
35.	Shri. Joshy Kuriakose	Assistant Librarian
36.	Shri. Biju R.	Assistant Librarian
37.	Smt. Asha Babu K K	Assistant Administrative Officer
38.	Shri. M. Renjith	Assistant Administrative Officer
39.	Shri. Subair V.	Junior Engineer (Civil)
40.	Shri. Mohammed Mustafa A.	Programmer
41.	Shri. Sudheesh Kumar KM	Technical Assistant (Digital Library)
42.	Smt. Simmi KG	Assistant
43.	Smt. Sheena VR	Assistant
44.	Shri. Shiju NK	Technical Assistant (Web Applications)
45.	Shri. Kishore Kumar TK	Junior Engineer (Electrical)
46.	Shri. Dinesh T.	Assistant Programmer
47.	Smt. Sandhya TV	Assistant
48.	Smt. Zeena K.	Assistant
49.	Shri. Sudhir Rajan	Assistant
50.	Shri. Alekh P.	Assistant
51.	Smt. Divya Sasi	Junior Assistant
52.	Shri. Shensha C.	Stores Assistant
53.	Smt. Sindhu J.	Junior Assistant
54.	Shri. Ramadasan M.	Junior Assistant
55.	Shri. Abdurahiman PP	Junior Assistant
56.	Shri. Asokan PT	Junior Assistant
57.	Smt. Kavitha KP	Junior Assistant
58.	Shri. Binoy P.	Junior Manager
59.	Shri. Promis Philip	Junior Assistant
60.	Shri. Vijayan K.	Driver-cum-Office Staff
61.	Shri. Rajesh PM	Driver-cum-Office Staff
62.	Shri. Dalhath EK	Driver-cum-Office Staff
63.	Smt. Pushpa KC	Multi-Tasking Staff
64.	Shri. Vijay Kumar TC	Chief Manager -HR (On contract basis)

वार्षिक लेखा विवरण
Annual Statements of Accounts
2017- 2018







SEPARATE AUDIT REPORT OF THE COMPTROLLER & AUDITOR GENERAL OF INDIA ON THE ANNUAL ACCOUNTS OF INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE FOR THE YEAR ENDED 31 MARCH 2018

(Ref : CAG Letter No. CE/1/7-27/SAR IIMK/18-19/130, dated 24.01.2019)

1. We have audited the attached Balance Sheet of Indian Institute of Management (IIM), Kozhikode as at 31 March 2018 and the Income & Expenditure Account and Receipts and Payment 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 rule 23(4) of IIM K 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 and Income & Expenditure Account dealt with by this report have been drawn up in the format approved by the Ministry of Human Resource Development, Government of India.
 - iii. In our opinion, proper books of accounts and other relevant records have been maintained by the Indian Institute of Management Kozhikode as required under Rule 23(I) of the IIMK Act in so far as it appears from our examination of such books.
 - iv. We further report that :

A. Balance Sheet

A.1. Sources of Funds

A.1.1 Schedule 3 - Current Liabilities and Provisions (Schedule 3) Rs. 25.62 crore

i. Other Current Liabilities

This is understated by Rs. 1.41 crore due to non-provision of 32 cases of revenue expenses pertaining to 2017-18 for which invoices / bills were received before the finalization of the Accounts. This has resulted in corresponding understatement of Expenditure in the Income and Expenditure Account.

ii. Suspense (Credit): Rs. 10.18 lakh

The above included Rs. 5.40 lakhs being amount of Suspense (Credit) due to non-identification of nature of credit items. As these items were identified before finalization of accounts, the same

should have depicted under proper head. This has resulted in understatement of income to the tune of Rs. 3.87 lakh in the Income and Expenditure Account and understatement of Current Assets to the tune of Rs. 1.53 lakh and overstatement of Current Liabilities by Rs. 5.40 lakh.

B. General

Accumulated Leave encashment not made as per Actuarial Valuation

As per Significant Accounting Policies (Schedule 23) Para 15 – Retirement Benefits, provisions for accumulated leave encashment to the employees is computed on the assumption that employees are entitled to receive the benefit as at each year end. But as per MHRD Guidelines and AS 15, the retirement benefits i.e., pension, gratuity and leave encashment should be provided on the basis of actuarial valuation.

The provision of Accumulated Leave Encashment in Current Liabilities, without actuarial valuation is against the Guidelines and Accounting Standards.

C. Grants in Aid

The Institute received a grant-in-aid of Rs. 1.84 Crores from Government of India during the year 2017-18 and the same was fully utilized during the year.

D. Management Letter

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

- v. Subject to our observations in the preceding paragraphs, we report that the Balance sheet and Income & Expenditure Account dealt with by this report are in agreement with the books of accounts.

- vi. In our opinion and to the best of our information and according to the explanations given to us, the said financial statements read together with the Accounting Policies and Notes on Accounts, and subject to the significant matters stated above and other matters mentioned in Annexure to this Audit Report give a true and fair view in conformity with accounting principles generally accepted in India.
 - a. In so far as it relates to the Balance Sheet, of the state of affairs of the Indian Institute of Management Kozhikode as at 31 March 2018; and
 - b. In so far as it relates to Income & Expenditure Account of the surplus for the year ended on that date

Place: Chennai
Date: 24 January 2019

For and on behalf of the C& AG of India
Principal Director of Audit (Central), Chennai

ANNEXURE

1. Adequacy of Internal Audit System

There is no separate Internal Audit Wing in the Institute. The Internal Audit of the Institute is done by Chartered Accountants on quarterly basis and covered the year 2017-18. The Institute has prepared an Accounting Manual. The Internal Audit System is adequate.

2. Adequacy of Internal Control System

The Internal Control System is not adequate. A register showing the details of land in possession is not maintained. The Asset Register is not maintained in proper format. Physical verification of equipment, fittings, machinery etc. was not conducted.

3. System of Physical Verification of assets

Physical Verification of Furniture items only was conducted upto the period 2016-17 Physical Verification of Fixed Assets like, electrical equipment, fittings, machinery, computers and hardware, utensils, etc. were not conducted.

4. System of physical verification of Inventory:

Physical verification of inventory was conducted up to the period 2016-17 only.

5. Regularity in payment of statutory dues:

The Institute is regular in payment of statutory dues.

Deputy Director (DT) II

**Separate Audit Comments on the Annual Accounts of
the Indian Institute of Management Kozhikode for the year ended 31 March 2018**

Para No.	Description of Para	Reply by Institute
<p>A. Balance Sheet</p> <p>A.1. Sources of Funds</p> <p>A.1.1 Schedule 3 - Current Liabilities and Provisions (Schedule 3) Rs. 25.62 crore</p> <p>i. Other Current Liabilities</p>	<p>This is understated by Rs. 1.41 crore due to non-provision of 32 cases of revenue expenses pertaining to 2017-18 for which invoices / bills were received before the finalization of the Accounts. This has resulted in corresponding understatement of Expenditure in the Income and Expenditure Account.</p>	<p>The finalization of accounts were started by 15 April 2018. Bills received in accounts for which payments were made after this date could not be included in the year 2017-18. Hence such expenses have been accounted as prior period expenses. Efforts are being taken to ensure that bills are handed over to accounts before the date of closure of books in future.</p> <p>Considering the above facts, it is requested that the audit enquiry may be dropped.</p>
<p>ii. Suspense (Credit) : Rs. 10.18 lakh</p>	<p>The above included Rs. 5.40 lakhs being amount of Suspense (Credit) due to non-identification of nature of credit items. As these items were identified before finalization of accounts, the same should have depicted under proper head. This has resulted in understatement of income to the tune of Rs. 3.87 lakh in the Income and Expenditure Account and understatement of Current Assets to the tune of Rs. 1.53 lakh and overstatement of Current Liabilities by Rs. 5.40 lakh.</p>	<p>The finalization of accounts were started by 15 April 2018. Identification of credits in suspense after this date could not be included in the year 2017-18. Hence, such entries have been accounted to the appropriate accounts in 2018-19. Efforts are being taken to ensure that clarification are being given to accounts before the date of closure of books in future.</p> <p>Considering the above facts, it is requested that the audit enquiry may be dropped.</p>
<p>B General</p> <p>1 Accumulated Leave encashment not made as per Actuarial Valuation</p>	<p>As per Significant Accounting Policies (Schedule 23) Para 15 – Retirement Benefits, provisions for accumulated leave encashment to the employees is computed on the assumption that employees are entitled to receive the benefit as at each year end. But as per MHRD Guidelines and AS 15, the retirement benefits i.e., pension, gratuity and leave encashment should be provided on the basis of actuarial valuation. The provision of Accumulated Leave Encashment in Current Liabilities, without actuarial valuation is against the Guidelines and Accounting Standards.</p>	<p>Action has been initiated to get the actuarial valuation done. Point noted for future compliance.</p>



Indian Institute of Management Kozhikode

ANNUAL STATEMENTS OF ACCOUNTS

2017-2018

Indian Institute of Management Kozhikode

BALANCE SHEET AS ON 31 MARCH 2018

(Rupees in lakhs)

SOURCES OF FUNDS			
PARTICULARS	SCHEDULE	CURRENT YEAR	PREVIOUS YEAR
CORPUS /CAPITAL FUND	1	61,767.95	45,609.20
DESIGNATED/EARMARKED/ENDOWMENT FUNDS	2	1,134.71	14,245.25
CURRENT LIABILITIES & PROVISIONS	3	2,562.06	2,565.43
TOTAL		65,464.72	62,419.89
APPLICATION OF FUNDS			
FIXED ASSETS	4		
Tangible Assets		20,215.94	19,555.90
Intangible Assets		25.86	177.37
Capital Work-In-Progress		11,295.34	7,525.79
INVESTMENTS FROM EARMARKED/ENDOWMENT FUNDS	5		
Long Term		281.64	11,828.70
Short Term		-	-
INVESTMENTS - OTHERS	6	25,426.85	16,086.01
CURRENT ASSETS	7	924.41	763.27
LOANS, ADVANCES & DEPOSITS	8	7,294.68	6,482.84
TOTAL		65,464.72	62,419.89
Significant Accounting Policies	23		
Contingent Liabilities and Notes on Accounts	24		

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

Sd/-
CA. T. Gopakumar
Internal Auditor-IIMK

Sd/-
Dr. Lakshmi Viswanathan
F A O

Sd/-
Sri. K. Rama Subramonia Pillai
C F O

Sd/-
LT. COL. M.Julius George(Retd.)
C A O

Sd/-
Prof. Debashis Chatterjee
Director

Place : Kozhikode
Date : 25-07-2018

Indian Institute of Management Kozhikode

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2018

(Rupees in lakhs)

PARTICULARS	SCHEDULE	CURRENT YEAR	PREVIOUS YEAR
INCOME			
Academic Receipts	9	8,396.10	7,141.12
Grants / Subsidies	10	-	-
Income from Investments	11	-	-
Interest Earned	12	121.24	260.64
Other Incomes	13	82.63	99.37
Prior Period Income	14	351.18	630.87
TOTAL (A)		8,951.14	8,131.99
EXPENDITURE			
Staff Payments & Benefits	15	2,947.73	2,240.25
Academic Expenses	16	2,249.11	1,877.83
Administrative and General Expenses	17	559.23	530.06
Transportation Expenses	18	23.77	25.14
Repairs & Maintenance	19	778.53	566.84
Finance Costs	20	0.94	0.57
Depreciation	4	1,425.21	961.39
Other Expenses	21	2.53	49.87
Prior Period Expenses	22	72.77	111.03
TOTAL (B)		8,059.82	6,362.96
Balance being excess of Income over Expenditure (A-B)		891.32	1,769.03
Transfer of Depreciation (Fixed Assets) to Capital Fund A/c.		1,425.15	961.32
Transfer of Depreciation (Fixed Assets-Projects) to Capital Fund		0.06	0.08
Transfer to Depreciation Fund		-	(3.39)
Transfer to Staff Welfare Fund		(11.33)	(142.24)
Balance Being Surplus (Deficit) Carried to General Fund		2,305.20	2,584.79
Significant Accounting Policies	23		
Contingent Liabilities and Notes on Accounts	24		

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

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Director

Place: Kozhikode
Date : 25-07-2018

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31 MARCH 2018

(Rupees in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
SCHEDULE 1 - Corpus/Capital Fund		
A. Corpus Fund		
Balance at the beginning of the year	18,350.14	21,453.87
Add: Loan Amount recovered during the year	1.57	1.60
Add: Amount transferred from Income & Expenditure A/c	2,305.20	2,584.79
Add: Interest on Corpus Fund Investment	1,113.39	1,290.90
Add: Interest Charged on Recoverable Loan A/cs	0.24	0.45
Add: Sale of assets	-	4.76
Less: Amount transferred to Plan - General - Capital Assets	-	-
Add: Amount transferred from Depreciation Fund and Asset Replacement Fund	13,993.82	-
Less: Recoverable Loan paid from corpus Fund	(0.30)	-
Less: Amount of capital expenses incurred	(5,533.26)	-
Less: Negative balance of Grant in aid transferred to corpus	-	(6,986.23)
Balance as at the year end (A)	30,230.81	18,350.14
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)	30,230.81	18,350.14

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

continued

Place : Kozhikode
Date : 25-07-2018

Sd/-
Dr. Lakshmi Viswanathan
F A O

Sd/-
Sri. K. Rama Subramonia Pillai
C F O

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31 MARCH 2018

(Rupees 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	2,551.21	2,551.21
Add: Paid for Land during the year	16.80	-
Balance at the year end (A)	2,568.00	2,551.21
B) Depreciable Assets		
Balance as at the beginning of the year	24,707.74	20,547.41
Add : Capital Expenditure incurred during the year	5,701.36	5,130.59
Add : Excess depreciation charged in earlier years on change of method of depreciation	-	-
Less : Depreciation written off during the year	(1,425.15)	(961.32)
Less : Cost of Assets disposed off during the year	(31.81)	(51.80)
Add : Accumulated Depreciation on Assets disposed off	16.94	42.86
Balance at the year end (B)	28,969.08	24,707.74
TOTAL AT THE YEAR END (A+B) (B1)	31,537.09	27,258.94
2. Capital Fund (Fixed Assets-Projects):		
Balance as at the beginning of the year	0.12	0.20
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	(0.06)	(0.08)
Balance at the year end (B2)	0.06	0.12
TOTAL AT THE YEAR END (B1+B2) (I)	31,537.15	27,259.07

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

continued

Place : Kozhikode
Date : 25-07-2018

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F A O

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Sri. K. Rama Subramonia Pillai
C F O

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31 MARCH 2018

(Rupees in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
3. Capital Fund (Grant-in-Aid)		
A) Govt. of India - Plan - Capital Assets		
Balance as at the beginning of the year	-	(1,855.64)
Add : Grant-in-Aid received from Govt. of India	184.48	-
Add : Amount transferred from Corpus Fund	-	-
Less : Transferred to Capital Fund (FA)	(184.48)	(5,130.59)
Add : Amount realized on disposal of Assets/Amount Received from tehasildar being unutilised deposit for land acquisition	-	-
Add : negative balance transferred to grant in aid as per Board decision	-	6,986.23
Balance as at the year end (A)	-	-
B) Govt. of India - Plan - General		
Balance as at the beginning of the year		
Add : Grant-in-Aid received from Govt. of India		
Less: Transferred to Capital Fund (FA)		
Balance as at the year end (B)	-	-
4. CPF MEMBERS ACCOUNT		
Balance at the beginning of the year	-	-
Add : Subscriptions during the year		
Add : Interest credited during the year		
Add : Amount transferred from previous employers		
Less : Withdrawals made during the year		
Less : Amount transferred back to CPF and disclosed separately.	-	-
Balance as at the year end (C)	-	-
TOTAL BALANCE AT THE YEAR END (A +B+C) II	-	-
TOTAL (I +II) (A2)	31,537.15	27,259.07
Grand Total (A1+A2)	61,767.95	45,609.20

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

Place : Kozhikode
Date : 25-07-2018

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Sri. K. Rama Subramonia Pillai
C F O

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31 MARCH 2018

(Rupees in lakhs)

Particulars	FUND WISE BREAKUP						CURRENT YEAR	PREVIOUS YEAR
	Pension Fund	Alumni Association Fund	Asset Replacement Fund	Campus Go Green Fund	Depreciation Fund	Staff Welfare Fund		
a) Opening balance of the funds	943.72	-	5,217.55	3.53	7,831.87	248.59	14,245.25	13,250.44
b) Additions to the Funds								
i. Grants received / Contributions made	-	-	-	1.53	-	11.33	12.86	146.44
ii. Income from Investments / Savings Bank A/c	13.98	-	-	-	944.40	7.86	966.24	936.18
iii. Members' Contributions received	-	0.16	-	-	-	1.93	2.10	1.51
iv. Loan Recovered	-	-	-	-	-	0.49	0.49	0.81
v. Creche fee	-	-	-	-	-	0.03	0.03	0.61
vi. Prior Period income/Amount recd from Advance	-	-	-	-	-	-	-	-
TOTAL (a+b)	957.70	0.16	5,217.55	5.05	8,776.27	270.23	15,226.96	14,335.99
c) Utilisation/Expenditure towards objectives of funds								
i. Capital Expenditure								
- Fixed Assets	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-
ii. Revenue Expenditure								
- Salaries, Wages and Allowances and other expenses	12.06	-	-	2.50	-	-	14.56	13.74
- Transfer of fund	-	-	-	-	-	-	-	-
- Creche Expenses	-	-	-	-	-	3.64	3.64	2.76
- Loan Paid	-	-	-	-	-	0.31	0.31	0.60
- News paper subscription	-	0.16	-	-	-	-	0.16	-
- Payment to Members/ SCEDF	-	-	-	-	-	79.77	79.77	73.64
TOTAL	12.06	0.16	-	2.50	-	83.71	98.44	90.73
iii. Balance fund amount remitted/refunded/transferred	-	-	5,217.55	-	8,776.27	-	13,993.82	-
TOTAL	-	-	5,217.55	-	8,776.27	-	13,993.82	-
iv. Other Debits/Advances	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-
TOTAL (c)	12.06	0.16	5,217.55	2.50	8,776.27	83.71	14,092.26	90.73
NET BALANCE AS AT THE YEAR END (a+b-c)	945.64	-	-	2.55	-	186.51	1,134.71	14,245.25
Represented by								
Cash and Bank Balance including short term deposit and accrued interest on term deposit	768.56	-	-	2.55	-	70.65	841.77	1,037.17
Investments	174.75	-	-	-	-	106.89	281.64	11,828.70
Interest Accrued but not due	2.33	-	-	-	-	8.97	11.30	1,379.38
TOTAL	945.64	-	-	2.55	-	186.51	1,134.71	14,245.25

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

Place : Kozhikode
Date : 25-07-2018

Sd/-
Dr. Lakshmi Viswanathan
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Sri. K. Rama Subramonia Pillai
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Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31 MARCH 2018

(Rupees in lakhs)

PARTICULARS	CURRENT YEAR		PREVIOUS YEAR	
SCHEDULE 3 - CURRENT LIABILITIES & PROVISIONS				
A. CURRENT LIABILITIES				
a) Caution Deposits from Students				
i) From current students	220.71		214.98	
ii) From ex-students	3.15	223.86	3.02	218.00
b) Sundry Creditors for goods/services	1.03	1.03	15.04	15.04
c) Advances received				
i) Consultancy Projects Account	101.80		109.92	
ii) Income received in advance	9.40	111.20	0.04	109.96
d) Statutory Liabilities	0.93	0.93	0.47	0.47
e) Other Current Liabilities				
i) Group Gratuity Premium payable	-		61.10	
ii) Retention Money	74.25		79.14	
iii) Earnest Money Deposits	48.09		43.75	
iv) IIMK Students Mess a/c payable	103.00		21.10	
v) Undivided Revenue payable-EPGP	769.84		231.77	
vi) Suspense(Credit)	10.18		158.85	
vii) Others liabilities	51.27	1,056.64	30.57	626.28
viii) IIM Amritsar	0.00	-	495.74	495.74
f) CAT Account	5.74	5.74	4.51	4.51
TOTAL (A)		1,399.40		1,470.01
B. PROVISIONS				
a) Accumulated Leave Encashment	662.49		535.08	
b) Others:				
i) Provision for Capital Expenditure	83.43		84.87	
ii) Provision for Revenue Expenditure	416.74	1,162.66	475.47	1,095.42
TOTAL (B)		1,162.66		1,095.42
TOTAL (A + B)		2,562.06		2,565.43

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

Place : Kozhikode
Date : 25-07-2018

Sd/-
Dr. Lakshmi Viswanathan
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Sri. K. Rama Subramonia Pillai
CFO

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31 MARCH 2018

(Rupees in lakhs)

SCHEDULE 4- FIXED ASSETS Assets Head	GROSS BLOCK				DEPRECIATION FOR THE YEAR 2017-18				NET BLOCK	
	Opening Balance as at 01-04-2017	Additions during the year	Deductions during the year	Closing balance as on 31-03-18	Depreciation balance on 01-04-2017	Depreciation for the year	Deductions/ Adjustments	Total depreciation as on 31-03-18	As on 31-03-18	As on 31-03-17
Land										
a) Freehold Land	2,481.14	16.80	-	2,497.94	-	-	-	-	2,497.94	2,481.14
b) Land Development Cost	70.07	-	-	70.07	-	-	-	-	70.07	70.07
Total	2,551.21	16.80	-	2,568.00	-	-	-	-	2,568.00	2,551.21
Building										
c) Building (Non residential)	11,604.46	35.99	-	11,640.46	1,747.34	232.88	-	1,980.22	9,660.24	9,857.12
d) Buildings(Residential)	2,659.80	250.28	-	2,910.08	273.59	63.24	-	336.83	2,573.25	2,386.22
Total	14,264.27	286.27	-	14,550.54	2,020.93	296.12	-	2,317.05	12,233.49	12,243.34
Roads&bridges	1,118.86	929.56	-	2,048.42	253.28	63.33	-	316.61	1,731.81	865.58
Total	1,118.86	929.56	-	2,048.42	253.28	63.33	-	316.61	1,731.81	865.58
Tubewell & water supply										
a) Water Harvesting Pond	703.71	-	-	703.71	39.09	14.07	-	53.17	650.55	664.62
b) Water Supply Installations	255.41	0.20	-	255.61	58.35	5.11	-	63.46	192.15	197.06
Total	959.13	0.20	-	959.33	97.44	19.19	-	116.63	842.70	861.68
Electrical installation & equipment	1,933.50	234.91	21.42	2,146.99	614.22	109.11	6.67	716.66	1,430.33	1,319.27
Office equipment	282.46	10.86	10.39	282.94	211.87	16.60	10.27	218.20	64.74	70.60
Audio visual equipment	341.41	0.91	-	342.32	59.53	25.67	-	85.21	257.11	281.88
Computers & Peripherals	1,428.05	29.12	-	1,457.17	1,218.93	104.97	-	1,323.89	133.28	209.12
Furniture,Fixtures & fittings	1,665.29	70.63	-	1,735.92	1,089.42	98.55	-	1,187.97	547.94	575.86
Vehicles	61.90	-	-	61.90	50.53	3.85	-	54.38	7.53	11.38
Lib.books & Scientific journals	1,934.34	29.51	-	1,963.85	1,368.77	196.38	-	1,565.15	398.70	565.57
Other assets	0.68	-	-	0.68	0.40	0.03	-	0.43	0.26	0.29
Small Value Assets	0.15	0.08	-	0.24	0.15	0.08	-	0.24	0.00	-
Total	7,647.79	376.03	31.81	7,992.01	4,613.82	555.25	16.94	5,152.13	2,839.89	3,033.97
Project Fixed assets										
a) Furniture & Fixtures	0.79	-	-	0.79	0.69	0.05	-	0.74	0.06	0.11
b) Computers & Peripherals	62.06	-	-	62.06	62.05	0.01	-	62.06	0.00	0.01
c) Library Assets	2.73	-	-	2.73	2.73	-	-	2.73	0.00	0.00
Total	65.59	-	-	65.59	65.47	0.06	-	65.53	0.06	0.12
Total (A)	26,606.84	1,608.86	31.81	28,183.89	7,050.94	933.95	16.94	7,967.95	20,215.94	19,555.90
Capital Work in progress (B)	7,525.79	3,769.55	-	11,295.34	-	-	-	-	11,295.34	7,525.79
Intangible assets										
Computer software	46.98	40.03	-	87.01	29.20	31.95	-	61.15	25.86	17.78
E-Journals/Database/CD ROMs	911.33	299.71	-	1,211.04	751.73	459.31	-	1,211.04	0.00	159.60
Patents	-	-	-	-	-	-	-	-	-	-
Total (C)	958.31	339.75	-	1,298.05	780.93	491.26	-	1,272.19	25.86	177.37
Grand total (A+B+C)	35,090.94	5,718.16	31.81	40,777.29	7,831.87	1,425.21	16.94	9,240.14	31,537.15	27,259.07

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

Sd/-

Place : Kozhikode
Date : 25-07-2018

Dr. Lakshmi Viswanathan
FAO

Sd/-

Sri. K. Rama Subramonia Pillai
CFO

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31 MARCH 2018

(Rupees in lakhs)

SCHEDULE 5 - INVESTMENTS FROM EARMARKED/ENDOWMENT FUNDS

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
A) INVESTMENTS - Long Term Funds		
Pension Fund Investments	174.75	174.75
Depreciation Fund Investment	-	11,547.06
Staff Welfare Fund Investment	106.89	106.89
B) INVESTMENTS - Short Term Funds		
Depreciation Fund Investment	-	-
Staff Welfare Fund Investment	-	-
TOTAL	281.64	11,828.70

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

Place : Kozhikode
Date : 25-07-2018

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Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31 MARCH 2018

(Rupees in lakhs)

SCHEDULE 6 - INVESTMENTS - OTHERS		
PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
A) INVESTMENTS -Long term Funds		
a) Long Term Deposits with Banks (Corpus Fund Investment)	24,676.98	14,536.29
b) In Govt. of India Bonds 8%(Corpus Fund Investment)	-	-
c) CPF Investments	-	-
d) Term Deposits with Banks	749.86	1,549.72
B) INVESTMENTS- Short term funds		
a) Term Deposits with Banks	-	-
b) CAT Funds Investments	-	-
c) Term Deposits with Banks (Corpus Fund Investment)	-	-
GRAND TOTAL	25,426.85	16,086.01

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

Place : Kozhikode
Date : 25-07-2018

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Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31 MARCH 2018

(Rupees in lakhs)

SCHEDULE 7 - CURRENT ASSETS

PARTICULARS	CURRENT YEAR		PREVIOUS YEAR	
1. Stock in Hand	96.62		49.60	
2. Sundry Debtors	172.12		348.15	
3. Cash balances in hand (including cheques/drafts and imprest)	-		-	
4. Bank Balances : a) With Scheduled Banks : - On Savings Accounts	655.66	924.41	365.53	763.27
TOTAL (A)		924.41		763.27

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

Place : Kozhikode
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Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31 MARCH 2018

(Rupees in lakhs)

SCHEDULE 8 - LOANS, ADVANCES & DEPOSITS

PARTICULARS	CURRENT YEAR		PREVIOUS YEAR	
1. Advances to Employees				
a) Festival advances	-		-	
b) LTC advances	6.23		6.66	
c) TA/DA advances	26.75		28.34	
d) Temporary advances	8.42	41.40	8.02	43.02
2. Advances and other amounts recoverable in cash or in kind or for value to be received :				
a) On Capital account	1,060.98		1,618.90	
b) To Suppliers	45.49		16.26	
c) IIM Amritsar	-		-	
d) Others(receivables)	524.24	1,630.71	35.07	1,670.23
3. Prepaid Expenses				
a) Insurance	-		-	
b) Other Expenses	226.78	226.78	118.55	118.55
4. Deposits				
a) Telephone	0.15		0.15	
b) Electricity	21.35		21.35	
c) Others	1,347.10	1,368.60	1,347.02	1,368.52
5. Interest accrued on Investment and Funds				
On Earmarked Funds:				
a) Depreciation Fund	-		1,375.82	
b) SWF Investments	8.97		1.23	
c) Pension fund	2.33	11.30	2.33	1,379.38
On others:				
a) Corpus fund	3,809.34		1,686.63	
b) Term deposit fund	139.02		148.49	
c) Loans & Advances	3.44	3,951.80	3.82	1,838.94
6. Cenvat	64.09	64.09	64.19	64.19
TOTAL (B)		7,294.68		6,482.84

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

Place : Kozhikode
Date : 25-07-2018

Sd/-
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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2018

(Rupees in lakhs)

SCHEDULE 9 - ACADEMIC RECEIPTS

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
A. ACADEMIC - PGP		
PGP Tuition Fees		
1. Tuition	3,578.82	2,893.95
2. IT & Infrastructure	753.93	659.27
3. Library	546.41	509.26
4. Books & Study Material	595.53	494.45
5. Admission Fees	48.49	50.22
6. Orientation	48.49	50.22
7. Student Support Services	139.60	116.85
8. Workshops	52.78	44.10
Total (a)	5,764.05	4,818.31
9. DPP FEES	24.00	36.59
10. PGP Miscellaneous Income	12.50	31.92
11. Placement Fees	125.51	50.80
Total (b)	162.01	119.31
EXAMINATIONS - (PGP)		
1. Examinations Fees	98.01	84.34
2. CAT Income	200.00	-
Total (c)	298.01	84.34
OTHERS FEES - (PGP)		
1. Medical & Student Welfare	113.09	109.13
2. Hostel (Room Rent)	278.96	245.29
3. Alumni	57.14	51.18
Total (d)	449.18	405.60
Total A	6,673.25	5,427.56
B. FPM Incomes		
1. Application Fee	4.09	0.62
2. Acceptance Money	0.16	0.26
3. Alumni association fee	0.42	1.08
4. Miscellaneous Income	0.01	-
TOTAL B	4.68	1.96
TOTAL (A+B)	6,677.92	5,429.52

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

continued

Place : Kozhikode
Date : 25-07-2018

Sd/-
Dr. Lakshmi Viswanathan
FAO

Sd/-
Sri. K. Rama Subramonia Pillai
CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2018

(Rupees in lakhs)

SCHEDULE 9 -OTHER ACADEMIC RECEIPTS -Contd.

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
C. EPGP Programme Fees		
1. EPGP Fee	480.33	305.99
2. EPGP- Study material	-	89.90
3. EPGP Fee-Late fee	1.30	1.11
4. EPGP Fee-Verification & Transcription charges	2.42	4.35
5. EMDP Income	0.02	29.31
6. Miscellaneous Income (EPGP)	1.53	0.76
Total	485.60	431.43
1. EPGP Programme Fees(Kochi)	406.42	476.49
2. MDP Income	813.77	771.79
3. FDP Programme fees	9.57	25.28
4. Income from Seminars / Conferences	2.82	6.60
Total	1,232.57	1,280.16
GRAND TOTAL	8,396.10	7,141.12

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

Place : Kozhikode
Date : 25-07-2018

Sd/-
Dr. Lakshmi Viswanathan
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Sd/-
Sri. K. Rama Subramonia Pillai
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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2018

(Rupees in lakhs)

SCHEDULE 12 - INTEREST EARNED

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
A. Interest on Term Deposits		
With Scheduled Banks	63.90	226.59
B. Interest on Savings accounts		
With Scheduled Banks	55.06	30.49
C. Interest on Loans/Deposits		
On KSEB deposit & others	2.28	3.56
TOTAL	121.24	260.64

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

Place : Kozhikode

Date : 25-07-2018

Sd/-
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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2018

(Rupees in lakhs)

SCHEDULE 13 - OTHER INCOME

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
A. Income from Land & Building		
1. Licence Fee Guest House Charges	20.80	19.94
2. Accomodation in Guest House	30.29	51.73
B. Others		
1. Consultancy Income	19.36	13.20
2. Miscellaneous Receipts (Others)	0.50	3.35
3. Facilitation Charges	6.52	5.18
4. Cost of Forms/Quotation	1.44	1.68
5. Bus fare receipts	1.33	1.40
6. Royalty Income	0.85	0.70
7. Application fee for Right to Information	0.01	0.01
8. Interest on LTC advance	0.15	0.20
9. Sale of scrap	0.59	1.97
10. Application fee staff recruitment	0.67	-
11. Creche Income	0.12	-
TOTAL	82.63	99.37

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

Place : Kozhikode
Date : 25-07-2018

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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2018

(Rupees in lakhs)

SCHEDULE 14 - Prior Period Income

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Prior period income	351.18	630.87
TOTAL	351.18	630.87

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

Place : Kozhikode
Date : 25-07-2018

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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2018

(Rupees in lakhs)

SCHEDULE 15 - Staff Payments & Benefits

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Salaries and Wages	2,330.85	1,714.82
Allowances and Bonus	138.52	142.94
Contribution to PF	23.55	17.68
Staff Welfare Expenses	11.75	10.90
Retirement & Terminal Benefits *	136.25	120.32
Leave Travel Concession Expenses	26.98	19.12
Medical expenses	46.23	38.32
Children education allowances	14.45	14.99
Honararium	5.87	8.03
TA/DA Expenses	3.74	12.39
Other Staff Payments	209.55	140.74
TOTAL	2,947.73	2,240.25

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

Place : Kozhikode
Date : 25-07-2018

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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2018

(Rupees in lakhs)

SCHEDULE 16 - ACADEMIC EXPENSES

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Direct PGP Expenses	1,175.51	930.47
Direct MDP Expenses	533.50	433.61
Direct FDP Expenses	2.27	6.51
Direct EPGP Expenses	220.22	183.19
FPM Expenses	195.44	174.70
Research Expense	10.87	17.65
Academic Expenses - Kochi	111.30	131.70
TOTAL	2,249.11	1,877.83

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

Place : Kozhikode
Date : 25-07-2018

Sd/-
Dr. Lakshmi Viswanathan
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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2018

(Rupees in lakhs)

SCHEDULE 17 - ADMINISTRATIVE AND GENERAL EXPENSES

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Electricity and Water Charges	281.49	255.18
Insurance Premium	5.73	5.40
Rent Rates and Taxes	1.10	3.67
Postage Expenses (General)	3.16	3.72
Telephone Expenses (General)	14.65	17.89
Printing and Stationary (General)	11.53	13.15
Travelling and Conveyance		
Travel Faculty	2.46	2.28
Travel -TBI	-	0.09
Travel-General	7.65	10.88
Travel-Accreditation	0.26	-
Hospitality Expenses		
Hospitality Expenses (Director)	1.12	0.53
Hospitality Expenses (General)	5.96	2.92
Professional fee to Internal Auditors	1.08	0.54
Statutory Audit Fee	1.00	-
Legal and Professional Charges	16.73	18.04
Advertisement and Publicity (General)	60.09	58.56

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

continued

Place : Kozhikode
Date : 25-07-2018

Sd/-
Dr. Lakshmi Viswanathan
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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2018

(Rupees in lakhs)

SCHEDULE 17 - ADMINISTRATIVE AND GENERAL EXPENSES -Contd.

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
News Papers and Periodicals	1.62	1.48
BOG Meeting Expenses	10.81	15.18
Dispensary Expense (Others)	14.69	14.40
Others (Administrative Expenses)		
Institute Functions	1.72	8.73
Institutional Membership and Subscription	11.02	6.42
Miscellaneous Exps (General)	2.95	0.91
Kochi Campus Expenses		
Advertisement & Publicity	26.33	15.47
V Sat and Internet Charges	2.76	0.05
Consumables (IT) Expenses & Other Maintenance	1.13	0.52

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

continued

Place : Kozhikode

Date : 25-07-2018

Sd/-
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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2018

(Rupees in lakhs)

SCHEDULE 17 - ADMINISTRATIVE AND GENERAL EXPENSES - Contd.

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Electrical Repairs & Maintenance	3.18	1.23
Electricity & Water Charges	4.72	5.77
Hospitality Expenses	2.23	2.82
Hostel Guest House Expenses	2.73	4.44
Institute Functions	0.13	0.09
Internet Charges	0.63	0.36
Miscellaneous Expenses	0.92	0.51
News Paper & Periodicals	0.14	0.15
Postage	0.17	0.18
Printing & Stationery	3.94	6.58
Rent Rates & Taxes	51.66	49.94
Telephone Expenses	1.73	1.97
TOTAL	559.23	530.06

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

Place : Kozhikode
Date : 25-07-2018

Sd/-
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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2018

(Rupees in lakhs)

SCHEDULE 18 - TRANSPORTATION EXPENSES

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
1. Vehicles (Owned by Educational Institution)		
Vehicle Running (P.O.L) Expenses	7.36	8.13
Vehicle Maintenance Expenses	3.47	5.13
Vehicle Insurance	1.19	1.21
2. Vehicles taken on lease/expenses	5.27	4.47
3. Kochi Conveyance Hire charges	6.49	6.19
TOTAL	23.77	25.14

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

Place : Kozhikode
Date : 25-07-2018

Sd/-
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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2018

(Rupees in lakhs)

SCHEDULE 19 - REPAIRS & MAINTENANCE

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Civil Repairs and Maintenance	63.85	63.76
Furniture Repairs and Maintenance	0.07	1.46
Electrical Repairs and Maintenance	115.96	91.43
DG Set Maintenance Expenses	23.88	29.95
Consumables (IT) Expenses & Other Maintenance	10.44	20.82
V Sat and Internet Charges	18.18	13.67
Cable Charges (TV)	3.34	0.98
AMC for Equipments	56.65	44.22
Hostel Guest House Expenses	0.49	7.33
House Keeping Consumable Items	4.11	5.72
Campus Maintenance Expenses	364.65	216.91
Horticultural Expenses	67.46	41.48
WTP Maintenance Expenses	16.17	7.14
Kochi Campus Expenses		
AMC - Kochi	8.01	8.85
Campus Maintenance Expenses	25.26	13.11
TOTAL	778.53	566.84

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

Place : Kozhikode

Date : 25-07-2018

Sd/-

Dr. Lakshmi Viswanathan

F A O

Sd/-

Sri. K. Rama Subramonia Pillai

C F O

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2018

(Rupees in lakhs)

SCHEDULE 20 - FINANCE COSTS

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Bank Charges	0.94	0.57
TOTAL	0.94	0.57

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

Place : Kozhikode
Date : 25-07-2018

Sd/-
Dr. Lakshmi Viswanathan
F A O

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Sri. K. Rama Subramonia Pillai
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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2018

(Rupees in lakhs)

SCHEDULE 21 - OTHER EXPENSES

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Interest paid on service Tax	0.01	10.22
Interest paid to IIM Amritsar	2.52	39.65
Interest paid on GST	-	-
TOTAL	2.53	49.87

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

Place : Kozhikode
Date : 25-07-2018

Sd/-
Dr. Lakshmi Viswanathan
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Sd/-
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C F O

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2018

(Rupees in lakhs)

SCHEDULE 22 - PRIOR PERIOD EXPENSES

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Prior Period Expenses	72.77	111.03
TOTAL	72.77	111.03

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

Place : Kozhikode
Date : 25-07-2018

Sd/-
Dr. Lakshmi Viswanathan
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Sd/-
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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2018

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 Interest on Investment is recognized on accrual basis whereas interest on Saving Bank Account is taken on actual receipt basis as and when credited by banks.
- 2.2 Consultancy income is recognized on completion of the consultancy projects.
- 2.3 ePGP income has been considered for the total fee shared during the year which comes to Rs.485.60 Lakhs. Fee based on accrual method of accounting comes to Rs.662.21 Lakhs.

3. EXPENSES

- 3.1 Expenses are accounted on the basis of accrual method of accounting except the following. We have prior period expenses of Rs. 72.77 Lakhs in 2017-18 which was not recognized in 2016-17.

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

Place : Kozhikode
Date : 25-07-2018

Sd/-
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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2018

4. INVESTMENTS

- 4.1 All investments made by CPF trust are long term investments.
- 4.2 Long term investments (Corpus/Capital Fund) are carried at their cost.
- 4.3 Depreciation fund investments has been transferred to Corpus fund investment as per the decision of the Board.

5. FIXED ASSETS

- 5.1 Fixed Assets of the Institute were originally acquired out of grants from Government of India and Government of Kerala. During the last financial year grant of Rs.184.48 lakhs were received from Government of India. Funds utilized for acquisition of assets are shown under Capital Fund (Fixed Assets) in the corresponding schedule 4 to the Balance sheet.
- 5.2 Fixed Assets acquired out of Earmarked/Sponsored Projects are booked as expenditure in concerned project account. These assets are included in the Fixed Assets schedule by corresponding credit to Capital Fund (Fixed Asset - Project) in the Schedule 4 to the balance sheet.
- 5.3 Fixed Assets are stated at cost of acquisition inclusive of inward freight, duties and taxes and incidental direct expenses related to acquisition of assets.
- 5.4 In respect to projects under construction, all direct expenses connected with the construction are capitalized, under different sub-heads and apportionment of this expenditure to the specific assets are done, on completion of the project, on pro-rata basis. Fixed Assets received by way of non-monetary grants (other than towards the Corpus Fund) are capitalized at values stated on receipt and corresponding credit to Capital Fund.
- 5.5 Fixed Assets constructed and put to use during the year has been capitalized as per details received.
- 5.6 Completion report for work done in Phase V campus relating to Compound wall, Internal road , drains etc and FPM hostel have been received from CPWD and necessary entries for capitalization has been done during the year. These works were completed during previous years and since the completion report from CPWD has been received during the current year, entries have been made in the books during the year for capitalization.
- 5.7 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.
- 5.8 The balance due to M/s GFE amounting to Rs.40/-lacs(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 accounting entry has not been recorded in our Books.

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

Place : Kozhikode
Date : 25-07-2018

Sd/-
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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2018

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.

7. DEPRECIATION

7.1 Depreciation on fixed assets is provided on Straight line method, at the following rates.

Tangible Assets

1. Land	0%
2. Buildings	2%
3. Roads & Bridges	2%
4. Tube wells & Water Supply	2%
5. Seweage & Drainage	2%
6. Electrical Installation and equipment	5%
7. Plant & Machinery	5%
8. Scientific & Laboratory Equipment	8%
9. Office Equipment	7.5%
10. Audio Visual Equipment	7.5%
11. Computers & Peripherals	20%
12. Furniture, Fixtures & Fittings	7.5%
13. Vehicles	10%
14. Lib. Books & Scientific Journals	10%

Intangible Assets (amortization)

1. E-Journals	40%
2. Computer Software	40%
3. Patents and Copyrights	9years

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

Place : Kozhikode
Date : 25-07-2018

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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2018

- 7.2 Depreciation is provided for the whole year on additions during the year.
- 7.3 Where an asset is fully depreciated, it will be carried at a residual value of Rs.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 Though depreciation is taken to Income & Expenditure account to ascertain the total Recurring Expenditure, corresponding amount is reduced from the Capital Fund (Fixed Assets) and Capital Fund (Fixed Assets-Projects) so that the surplus of Income over expenditure is excluding the provision for depreciation.
- 7.5 Depreciation for e-Journals/Data Bases was calculated @ 40% as per the MHRD guide lines. However, as per the advise of the C & AG auditors 100% depreciation has been charged for e-Journals/Data Bases which has already been exhausted. Necessary adjustments for the previous years has been made during the current period.
- 7.6 Software purchased by the Institute was shown along with Computer and Peripherals. However as per the suggestions of the C & AG auditors the same has been shown under Intangible Assets from current year onwards. Necessary adjustments have been made in Fixed asset schedule and depreciation has been charged @40% instead of 20%.
- 7.7 In respect of depreciation on assets capitalized as per the completion report of CPWD, backlog depreciation has been provided in respect of Construction of compound wall, FPM hostel and Internal road, drains etc.

8. INTANGIBLE ASSETS

- 8.1 E-Journals/Data Bases were shown as intangible assets as per the MHRD guide lines. They were charged depreciation @40%.However, as per the advise of the C & AG auditors 100% depreciation has been charged for e-Journals/Data Bases which has already been exhausted. Necessary adjustments for the previous years has been made during the current period.
- 8.2 Software purchased by the Institute was shown along with computer and Peripherals. However as per the suggestions of the C & AG auditors the same has been shown under Intangible Assets from current year onwards. Necessary adjustments have been made in Fixed asset schedule and depreciation statements

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

Place : Kozhikode
Date : 25-07-2018

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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2018

9. GOVERNMENT GRANTS / SUBSIDIES

- 9.1 The Institute was originally financed by the Government of India and Government of Kerala for setting up the infrastructure of the Institute. 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 that is cost is shown as land value. .
- 9.2 From the year 2005-06 the Institute was covered under the 'Block Grant Scheme' of the Govt. of India. Under 'Block Grant Scheme' Non plan grant was released on the basis of pre-fixed amount on revenue account. Accordingly from the year 2005-06 the institute has been recognizing Non plan Grant as income. During the last financial year grant of Rs.184.48 lakhs were received from Government of India as FPM Grant under OH 31 and OH 35. As no further grants were received from Government, the balance amount of total capital expenses incurred during the year was adjusted from corpus fund as was done in the previous financial year.
- 9.3 Govt. grant received for specific purposes are accounted on accrual basis.

10 CORPUS FUND

- 10.1 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 is transferred to Corpus Fund.
- 10.2 Interest accrued on Corpus Fund Investment and Loans and Advances granted out of Corpus Fund are directly credited to the Corpus Fund Account without taking to Income & Expenditure Account. This change is done in compliance with requirement of 'Block Grant Scheme'
- 10.3 In the current year, capital expenses incurred over and above the grant in aid has been transferred to corpus fund.

11 DESIGNATED/ EARMARKED FUND

- 11.1 Institute had created a Depreciation fund/Asset replacement Fund by allocation from surplus which was for replacement of depreciated assets. Since, it was evident that Institute will have to fund the Phase V construction activities from Corpus Fund itself, it was decided that the balance in both Asset Replacement as well as Depreciation fund be merged with the Corpus Fund. The necessary entries for the same has been passed during the current Financial Year.
- 11.2 Pension Fund
The Institute is in receipt of letter no- CE/II/7-46A//16-17/IIMK/66 dt. 31/05/2016 of C&AG. Hence status quo has been maintained.

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

Place : Kozhikode
Date : 25-07-2018

Sd/-
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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2018

11.3 Campus Go Green Fund

This was created in 2015-16 and income from agricultural products are transferred to Campus Go Green Fund.

11.4 Alumni Association Fund

This fund was created in 2015-16 as per the decision of the BOG. and there has been a receipt of Rs. 16,440/- to this fund which was fully utilized during the year

11.5 Staff Welfare Fund

This was created as per the decision during 2012- 2013

12. Significant events during the year

12.1 IIMK was appointed as mentor for the new IIM Amritsar during 2014-15 by the Government of India. The transactions have been accounted in separate books of accounts. However, the grants were received by the Institute and many of the payments were done by the Institute on behalf of IIM Amritsar. Since the amount was not kept in separate bank account , by the Institute, the Board decided to pay interest @ 4% on funds handled by the Institute on behalf of IIM Amritsar.

The total interest works out to Rs.65.25 lakhs (Interest for 2017-18 Rs.2.52 Lakhs, FY 2016-17 is Rs. 39.65 lakhs and Rs.23.08 lakhs as interest for period from 13.02.2015 till 31.03.2016) . The funds were handed over on 26.05.2017 after getting the approval of both the Boards (IIMK and IIM Amritsar).

13. FOREIGN CURRENCY TRANSACTIONS

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

14. CORPUS FUND

The fund consist of internal cash income generated by the institute, matching grants, Donation and contribution by the members of the society. The balance in Asset replacement/Depreciation Fund has been transferred to Corpus Fund during the current year.

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

Place : Kozhikode

Date : 25-07-2018

Sd/-
Dr. Lakshmi Viswanathan
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Sd/-
Sri. K. Rama Subramonia Pillai
C F O

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2018

15. RETIREMENT BENEFITS

- a. Provision for accumulated leave encashment benefit to the employees is computed on the assumption that employees are entitled to receive the benefits as at each year end.
- b. 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.
- c. 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/II/7-46A/16-17/IIMK/66 dt. 31/05/2016 of C&AG. Hence no additional provision for pension has been made in the current year
- d. We have New Group Gratuity Cash Accumulation Scheme Master Policy No.604000243 & Group Gratuity Cash Accumulation Scheme Master No.405475 with Life Insurance Corporation towards our liability for Gratuity payments. Premium paid/due for the year has been accounted as expenditure for the year.

16. STOCKS

Expenditure on purchase of stationeries, consumables and other stores is accounted as revenue expenditure, except that the value of closing stocks held on 31st March, is set up as inventories by reducing the corresponding revenue expenditure on the basis of information obtained from departments. They are valued at cost following the FIFO method.

17. TAXATION

The institute has been registered under section 12A of Income Tax Act 1961. The tax deducted at source are shown as receivable in the books of accounts.

18. INVESTMENTS OF EARMARKED FUNDS AND INTEREST INCOME ACCRUED ON SUCH INVESTMENTS

The amounts 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. During the year the Asset Replacement Fund and Depreciation Fund has been merged with Corpus Fund. Investments of Depreciation Fund has been re- classified as Corpus fund Investments.

19. Service Tax/GST

The Institute has collected and remitted service tax on ePGP courses from 01.04.2017 till 30.06.2017 under protest. And GST on such courses thereafter.

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

Place : Kozhikode
Date : 25-07-2018

Sd/-
Dr. Lakshmi Viswanathan
F A O

Sd/-
Sri. K. Rama Subramonia Pillai
C F O

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2018

SCHEDULE 24 - CONTINGENT LIABILITIES AND NOTES ON ACCOUNTS

1. CONTINGENT LIABILITIES

a. Claims against the Institute not acknowledged as debts	–	Rs.1,284.28 Lakhs	(Previous Year Rs. 1,284.28 Lakhs)
b. In respect of:			
Bank guarantees given by/on behalf of the Institute	–	Rs. NIL	(Previous Year Rs.NIL)
Letters of Credit opened by Bank on behalf of the Institute	–	Rs. NIL	(Previous Year Rs.NIL)
Bills discounted with Banks	–	Rs. NIL	(Previous Year Rs.NIL)
c. Disputed demand in respect of:			
Income Tax	–	Rs. NIL	(Previous Year Rs.NIL)
Sales Tax	–	Rs. NIL	(Previous Year Rs.NIL)
Service Tax	–	Rs. 1,283.88 Lakhs	(Previous Year Rs. 1,283.88 Lakhs)
Municipal Taxes	–	Rs. NIL	(Previous Year Rs.NIL)
d. In respect of claims from parties for non – execution of orders, but Contested by the Institute	–	Rs. 0.40 Lakhs	(Previous Year Rs. 0.40 Lakhs)

As on 31.03.2018, Court cases filed against the Institution, 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 the claims is not ascertainable.

2. CAPITAL COMMITMENTS

Estimated value of contracts remaining to be executed on capital account and not provided for (net of advances)	–	Rs.37.63 Lakhs	(Previous Year Rs. 64.75 lakhs)
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3. CURRENT ASSETS, LOANS AND ADVANCES

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

4. FIXED ASSETS

Additions in the year to Fixed assets and the depreciation on those additions have been exhibited in schedule 4.

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

Place : Kozhikode
Date : 25-07-2018

Sd/-
Dr. Lakshmi Viswanathan
F A O

Sd/-
Sri. K. Rama Subramonia Pillai
C F O

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2018

5. FOREIGN CURRENCY TRANSACTIONS

Value of Imports Calculated on CIF Basis

Capital Goods/Equipments

Current Year

Previous Year

NIL

NIL

Expenditure in foreign currency

a. Travel & Seminar fee for faculty

USD 12702.00

USD 18342.00

EUR 569.00

EUR 150.00

JPY 60000.00

JPY 0.00

CAD 0.00

CAD 10240.00

GBP 0.00

GBP 635.87

b. Remittances and Interest payment to financial Institutions/Banks in foreign currency

NIL

NIL

c. Other Expenditure:

Institutional Membership

USD 1550.00

USD 50.00

GBP 8032.00

GBP 6411.26

BPS 9796.00

BPS 236.00

Purchase of Books, Journals, Cases

USD 54978.16

USD 30967.95

GBP 2340.00

GBP 1900.95

Softwares, CD ROMS, Simulation etc

USD 197423.76

USD 189081.62

GBP 480.00

GBP 11175.00

EURO 3371.33

EURO 3308.00

Honorarium

USD 200.00

USD 7537.50

Advertisement

USD 4050.00

USD 0.00

Miscellaneous Expenses

NIL

NIL

Earnings : Fees from NRI Students

NIL

NIL

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

Place : Kozhikode
Date : 25-07-2018

Sd/-
Dr. Lakshmi Viswanathan
F A O

Sd/-
Sri. K. Rama Subramonia Pillai
C F O

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2018

6. The net savings / deficit as shown in the income and expenditure account is transferred to corpus Fund.
7. Corresponding figures for the previous year have been regrouped/reclassified wherever necessary to make them comparable with those of current year.
8. LIC policy towards Gratuity liability is not reflected in the Books of Accounts as per Accounting Standard 15.
9. During the current year, the institute has recognized provision for leave encashment of Rs.138.41 Lakhs. This provision has not been made as per actuarial valuation according to Accounting Standard 15 issued by institute of Chartered Accountants of India. An amount of Rs 11 Lakhs has been paid to employees on cessation of service & encashment of earned leave.
10. As the CPF accounts are owned by the members of those funds 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 Rs 2,89,12,148/- have been deposited to NSDL-CRA.
11. The amount outstanding as Earnest Money Deposit & Security Deposit for more than three years (except the EMD relates to running contracts) was transferred to other income.

Schedules 1 to 24 are annexed to and form an integral part of the Balance Sheet as at 31-03-2018 and the Income and Expenditure Account for the year ended on that date.

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

Place : Kozhikode	Sd/- CA. T. Gopakumar	Sd/- Dr. Lakshmi Viswanathan	Sd/- Sri. K. Rama Subramonia Pillai	Sd/- LT. COL. M.Julius George(Retd.)	Sd/- Prof. Debashis Chatterjee
Date : 25-07-2018	Internal Auditor-IIMK	F A O	C F O	C A O	Director

Indian Institute of Management Kozhikode

INDIAN INSTITUTE OF MANAGEMENT EMPLOYEES' PROVIDENT FUND TRUST, KOZHIKODE

(Rupees in lakhs)

BALANCE SHEET AS ON 31 MARCH 2018

LIABILITIES		2017-18	2016-17	ASSETS		2017-18	2016-17
MEMBERS ACCOUNT				INVESTMENTS			
Opening Balance	483.18			RBI Bonds	305.44		
Add: Subscription	63.77			TNPL	-		
1) Interest Credited	36.43			HP / AP State Bonds	-		
2) Amount transferred from previous employer	-			UTI-Gilt-Ad-Fund	-		
Total	583.37			Canara Bank Term Deposit	180.28		
Less: Withdrawals	(12.60)			SBI Term Deposit	8.21		
Retirement settlement	(18.69)			HDFC Floating Rate Fund	43.51		
Old interest paid	-			UTI Mutual Fund	-		
Amount forefieted	-	552.08	483.18	BirlaSunlife Equity Fund	-		
				SB A/c with SBI	0.03	537.47	459.13
RESERVES AND SURPLUS				LOAN TO MEMBERS			
A. GENERAL RESERVE A/c				Opening Balance	0.85		
Opening Balance	(8.41)			Add: Paid during the year	3.00		
Less: Amount Transferred from Income & Expenditure A/c	7.69	(0.71)	(8.42)	Total	3.85		
B. CPF Forfeiture A/c				Less: Refunded during the year	3.60	0.25	0.85
Opening Balance	8.43			INTEREST ACCRUED BUT NOT RECEIVED			
Add: CPF forfeited during the current year	-	8.43	8.42	Bonds	7.18		
				Bank - F D	14.31		
				Bank FD and LIC Housing	-	21.48	23.20
				AMOUNT RECEIVABLE FROM IIMK			
					-	0.60	-
TOTAL		559.80	483.18	TOTAL		559.80	483.18

Note: The deficit on account of payment of interest as per GOI recommendation, has been charged to the available General Reserve.

Place : Kozhikode
Date : 25-07-2018

Sd/-
Dr. Lakshmi Viswanathan
F A O

Sd/-
LT. COL. M.Julius George(Retd.)
C A O

Sd/-
Prof. Debashis Chatterjee
Director

Indian Institute of Management Kozhikode

INCOME AND EXPENDITURE ACCOUNT (CPF) FOR THE YEAR ENDED 31 MARCH 2018

(Rupees in lakhs)

EXPENDITURE	2017-18	2016-17	INCOME		2017-18	2016-17
To INTEREST			By INTEREST EARNED			
Credited to members	36.43	34.11	Savings Bank Account	0.27	-	-
			Income from Bonds less excess provision in previous year	25.20	-	-
			Fixed Deposit Account	7.74	33.20	32.59
			By INTEREST ACCRUED ACCOUNT			
			Bonds	-	-	-
			Fixed Deposit	-	-	-
			By INCOME FROM INVESTMENTS			
			By Miscellaneous Income	-	10.92	-
To EXCESS OF INCOME OVER EXPENDITURE			By EXCESS OF EXPENDITURE OVER INCOME			
Transferred to Balance Sheet	7.69	(1.52)	Transferred to Balance Sheet	-	-	-
TOTAL	44.12	32.59	TOTAL		44.12	32.59

Details of accrued interest on deposits have not been considered in the above calculations.

Place : Kozhikode Date : 25-07-2018	Sd/- CA. T. Gopakumar Internal Auditor-IIMK	Sd/- Dr. Lakshmi Viswanathan F A O	Sd/- Sri. K. Rama Subramonia Pillai C F O	Sd/- LT. COL. M.Julius George(Retd.) C A O	Sd/- Prof. Debashis Chatterjee Director
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Indian Institute of Management Kozhikode

STATEMENT SHOWING THE DETAILS OF RECEIPT & PAYMENT ACCOUNT OF CPF A/C AS ON 31 MARCH 2018

(Rupees in lakhs)

PARTICULARS	RECIPTS		PARTICULARS	PAYMENTS	
	Amount	Amount		Amount	Amount
A. Contribution Received			A. CPF Accounts Settled		
Con 03.17	2.31		Sadanandan	9.41	
Con 04.17+DA Arrears	2.44		Muraleedharan	18.69	31.29
Con 05.17	2.27		G. John	3.19	
Con 06.17	2.27		C. Loans/ Withdrawal		
Con 07.17	2.53		SSS Kumar	3.00	3.00
Con 08.17	2.33		D. Investments Made		
Con 09.17	2.54		RBI 8% Bonds	138.62	
Con 1.10 DA arrears	2.63		Canara bank	147.31	
Con 11.17	2.29		Vijaya Bank	43.51	329.44
Con 12.12	2.83		E. Transfer to NPS	-	-
Con 1.18	2.27		F. Bank Charges	0.00	0.00
7cpc arrears	9.49				
Con 02.18	4.62	40.83			
Institute Contribution	23.55	23.55			
B. CPF Receipts					
Prof. SSS Kumar	3.00	3.00			
C. Interest received					
Int on SBI Saving Accounts	0.27				
Int HDFC Bonds	-				
Int on RBI Bonds	21.56				
Int on HP Infrastructure	-				
Int on UTI Bank	0.09				
Int on Indian Bank FD	-				
Int on SBI FD	1.29				
Int on Exim Bank FD	-				
Int on Canara Bank FD	11.13				
Int on UPSD FD	-	34.33			
D. Fixed Deposits Matured					
RBI Bonds	105.00				
HDFC Bonds	3.76				
Canara	29.23				
SBI FD	105.00				
UTI Mutual Funds	6.85				
Birla sunlife bonds	0.73				
		250.57			
Investment Income	10.92	10.92			
TOTAL	363.19	363.19	TOTAL	363.73	363.73
Opening Balance	0.57	0.57	Closing Balance	0.03	0.03
TOTAL AMOUNT	363.76	363.76	TOTAL AMOUNT	363.76	363.76

Place : Kozhikode	Sd/-	Sd/-	Sd/-	Sd/-	Sd/-
Date : 25-07-2018	CA. T. Gopakumar	Dr. Lakshmi Viswanathan	Sri. K. Rama Subramonia Pillai	LT. COL. M.Julius George(Retd.)	Prof. Debashis Chatterjee
	Internal Auditor-IIMK	F A O	C F O	C A O	Director

Indian Institute of Management Kozhikode
NPS TIER -I ACCOUNT
RECEIPTS AND PAYMENTS A/C OF NEW PENSION SCHEME FOR THE YEAR ENDED 31-03-2018

(Rupees in lakhs)

RECEIPTS		PAYMENTS	
Particulars	2017-18	Particulars	2017-18
Opening Balance as on 01-04-2017	0.11	Investments :	
Own Subscription	144.82	Deposit to NPS a/c maintained by NSDL-CRA	289.12
Institute Contribution	144.82	Closing Balance as on 31-03-2018	0.63
TOTAL	289.76	TOTAL	289.76

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

Place : Kozhikode	Sd/- CA. T. Gopakumar	Sd/- Dr. Lakshmi Viswanathan	Sd/- Sri. K. Rama Subramonia Pillai	Sd/- LT. COL. M.Julius George(Retd.)	Sd/- Prof. Debashis Chatterjee
Date : 25-07-2018	Internal Auditor-IIMK	F A O	C F O	C A O	Director

Indian Institute of Management Kozhikode

RECEIPTS AND PAYMENTS ACCOUNT FOR THE YEAR ENDED 31-03-2018

(Rupees in lakhs)

RECEIPTS	2017-18	2016-17	PAYMENTS	2017-18	2016-17
I Opening Balances			I Expenses		
a) Cash Balance	-	-	a) Establishment Expenses	2,947.73	2,240.25
b) Bank Balance			b) Academic Expenses	2,249.11	1,877.83
i) In savings bank A/C	365.53	89.06	c) Administrative Expenses	559.23	530.06
II Grants Received			d) Transportation Expenses	23.77	25.14
a) From Government of India	184.48	-	e) Repairs & maintenance Expenses	778.53	566.84
III Academic Receipts	8,396.10	7,141.12	f) Prior period Expenses	72.77	111.03
IV Receipts against Earmarked / Endowment Fund Scholarship	12.00	11.46	II Payments against Earmarked/Endowment Fund	98.44	90.73
V Receipts against Sponsored Projects/ Schemes	-	-	III Payments against Sponsored Projects/Schemes	-	-
VI Receipts against Sponsored Fellowship and Scholarship	-	-	IV Payments against Sponsored Fellowship and Scholarship	-	-
VII Income on Investments from			V Investments and Deposits made		
a) Earmarked/Endowment funds	958.38	928.46	a) Out of Earmarked/Endowment Fund	3,474.94	874.10
b) Other Investments	1,113.39	1,290.90	b) Out of own funds (Investment others)	657.49	698.86
VIII Interest received on			VI Term Deposit with Scheduled Banks	209.04	3,010.90
a) Bank Deposit	63.90	226.59	VII Expenditure on Fixed Assets		
b) Loans and Advances	-	-	a) Fixed Asset	1,948.18	1,357.63
c) Savings Bank Account and others	57.34	34.05	b) Capital Work in progress	3,769.55	3,772.96
IX Investment encashed	5,538.80	2,544.59	VIII Other payments including statutory payments	3.47	50.44
X Term deposit with Scheduled Banks encashed	1,008.90	4,635.04	IX Refund of Grants	-	-
XI Other Income including Prior period Income	433.81	730.24	X Deposits and Advances	(1.51)	(6.81)
XII Deposits and Advances	(682.84)	(2,265.08)	XI Other Payments	-	-
XIII Miscellaneous Receipts including Statutory Receipts	-	-	XII Closing Balances		
XIV Any other receipts	(3.37)	199.06	a) Cash Balance	-	-
			b) Bank Balance	-	-
			i) In savings bank A/C	655.66	365.53
TOTAL	17,446.40	15,565.47	TOTAL	17,446.40	15,565.47

Place : Kozhikode
Date : 25-07-2018

Sd/-
CA. T. Gopakumar
Internal Auditor-IIMK

Sd/-
Dr. Lakshmi Viswanathan
F A O

Sd/-
Sri. K. Rama Subramonia Pillai
C F O







भारतीय प्रबंध संस्थान कोषिककोड
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