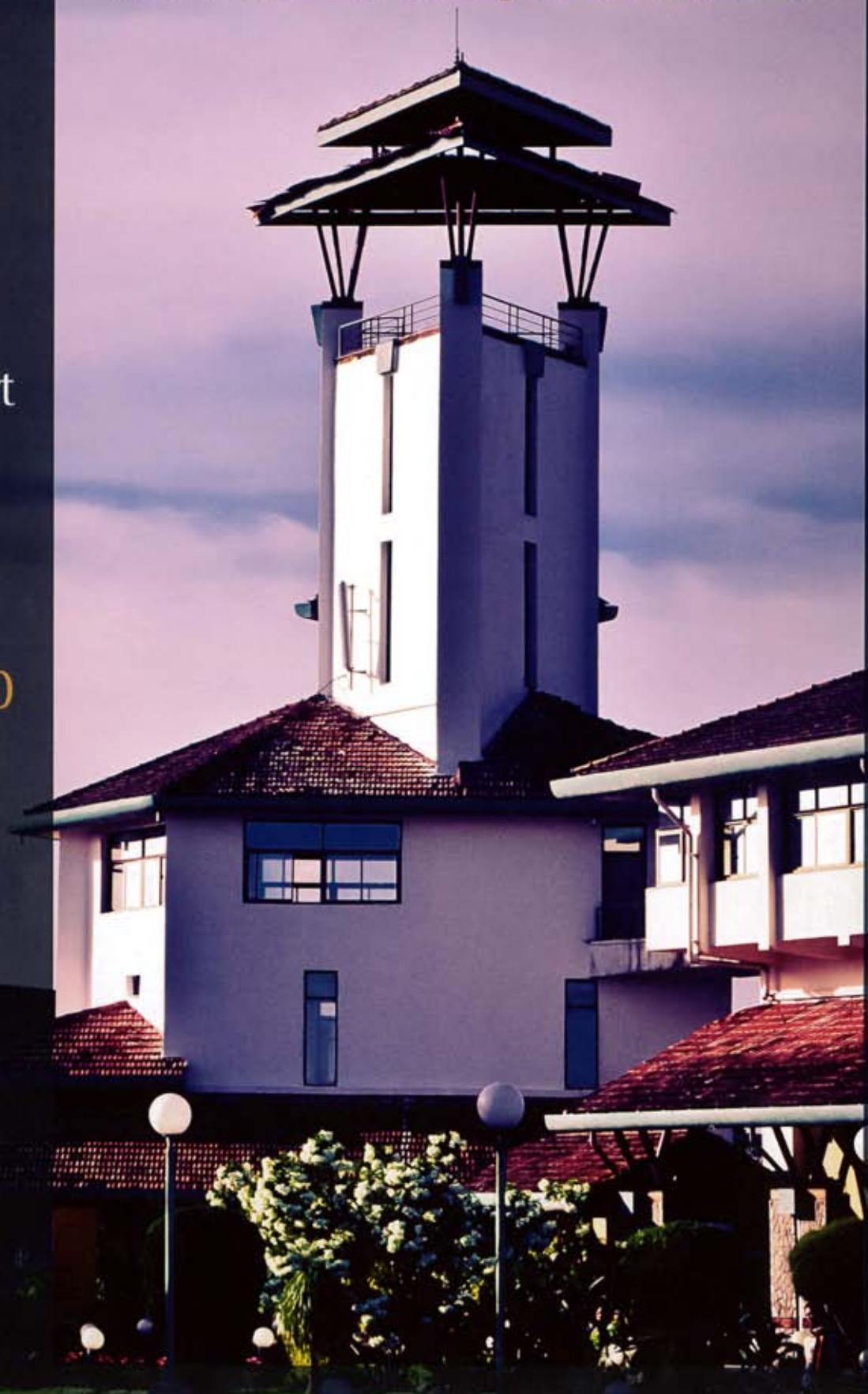




भारतीय प्रबंध संस्थान कोषिकोड
Indian Institute of Management Kozhikode

वार्षिक प्रतिवेदन
Annual Report

2009 – 2010





DREAM

The future belongs to those with great aspirations. Whether you want to be an innovator in business or a change agent in society, you need to aim far beyond your current knowledge and capabilities. The drivers of IIMKs programmes are value based learning, market centric curricula and an abiding commitment to society. IIMK is committed to building an environment that nurtures ideas, innovation and achievement, with resources to support you and examples to inspire you.

INNOVATE

Operating on the simple guiding principle - to innovate and not to imitate, IIMK has endeavored to carve a distinct identity of its own. Unique features like digital libraries, virtual classrooms and wi-fi enabled lecture halls only reinforce its belief in leveraging technology in providing world-class education. IIMKs cross-disciplinary curriculum and wide range of co-curricular activities help create leaders who will be creative and confident in a wide range of functions.

ACHIEVE

IIMK doesn't count its achievements in the conventional sense. Its achievements do not lie in the resounding recognition it receives from the industry each year; not from the myriad accolades its community receives; not in its world-class infrastructure; not in its exciting entrepreneurial culture that has inspired a number of successful alumni ventures. IIMKs true achievement lies in what it makes out of each individual who comes in contact with it - dynamic, socially aware and keen on transforming business and society for the greater common good.



"Take If you must, this little of dreams, Unloose the cord, and they will wrap you round"

— W. B. Yeats



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IIM-K researchers contribute to knowledge repository

K M Sree | ENS

DSPACE, the virtual knowledge hub in the internet which empowers the net-savvy generation to access scholarly information, is getting a bountiful contribution from the researchers at IIM-K. The research scholars at the institute have already contributed 492 theses to the DSpace repository.

The online repository comprises research papers on different topics including Economics, Computer and Technology, Environment,

sector in rural India and increasing opportunities of e-commerce, consumer perception and materialism.

archive their research results for long term preservation.

The scholarly archiving facility for the IIM-K, can be accessed from around the globe. The research materials can also be used as reference materials by anyone who visits the web. However, the submission of documents to this archive is limited to the IIM-K research community.

A wide range of topics covered by the research scholars of IIM-K are

nity, who are present in various IIMs, is the special repository. The one published the ones published are included in the archive of the repository.

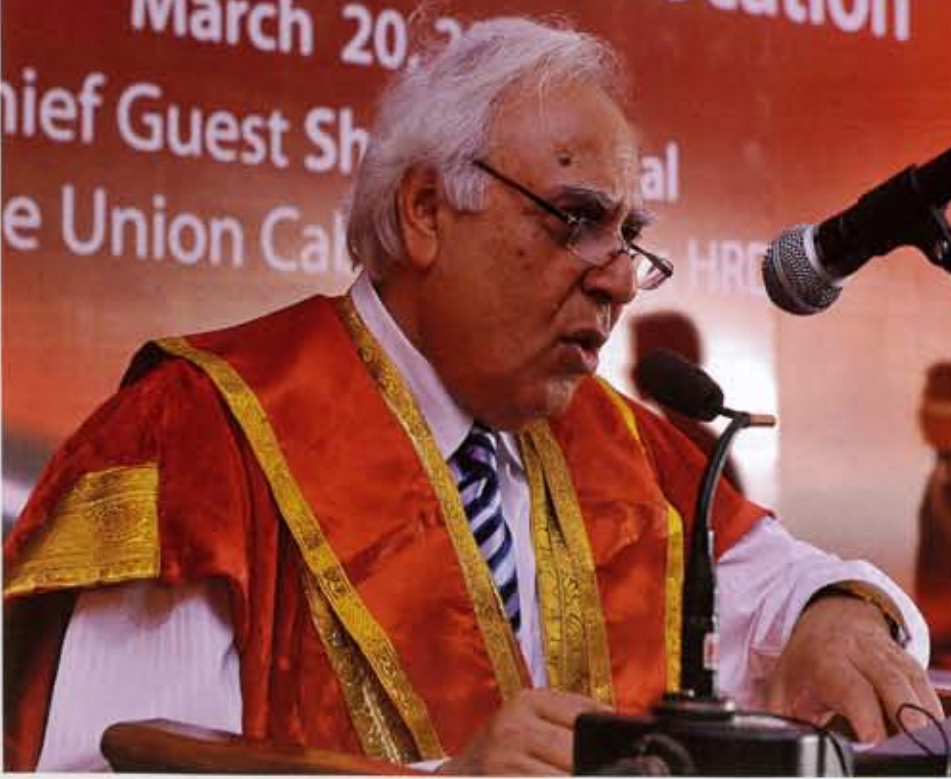
A total of 492 theses, including reference works, loaded into the repository, confidential and national data.



Convocation

March 20, 2012

Chief Guest Shri. H. R. Khanna
e Union Calicut



Indian Institute of Management (IIM), Kozhikode was established in August 1996. The institute offers Post Graduate Diploma in Management (PGDM) (equivalent to MBA) and Fellow Programme in Management (FPM). In addition to these programmes, the institute is conducting executive education programmes, undertaking consulting assignments and research projects. IIM, Kozhikode also conducts custom designed Faculty Development Education Programme of one-two week's duration for teachers of various academic institutions.

The institute offers a two year Executive Post Graduate Programme (ePGP), designed to suit the needs of executives. It launched the programme in 2009. The institute pioneered the Interactive Learning Programme through its Executive Management Education Programme (EMEP). This programme is the first of its kind to be offered in Asia-Pacific region through Interactive Distance Learning mode (IDL). Conceived in the year 2001, it is a new model of Management Education for practicing executives who are unable to join long duration residential programmes.

IIM-K to take up tribal welfare projects

Our Bureau

The students of Indian Institute of Management, Kozhikode (IIM-K), will take up a series of development schemes aimed at the welfare of tribal communities in Wayanad district.

The Social Services Group (SSG) of IIMK will launch the projects after undertaking a detailed study to assess the specific needs of selected tribal hamlets in the district.

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DIRECTOR'S REPORT

I am pleased to report that the year 2009-10 fiscal and education year was one of the best in the history of Indian Institute of Management Kozhikode. I believe that first year of my tenure with IIM Kozhikode was significant considering the progress made by the Institute in almost all fronts during the last year. Indeed, unstinted guidance, support and cooperation from the Chairman and esteemed members of the IIMK Society, Board of Governors, Faculty and Staff members and the Ministry of Human Resource Development, Government of India has made all this possible.

Despite experiencing a year of unusual challenges, the year 2009-10 showed overall growth – in take in Post Graduate Programme, number of Management Development Programmes, enrollment in Interactive Distance Learning Programme & Fellow Programme in Management and in research publications. Our annual report includes summaries from each of our sections and I hope you will be interested to take note the achievements made by the Institute during last year.

During the year the 12th batch of PGP students of IIMK graduated. The twelfth Convocation of the Institute for the PGP Batch 2008-10 was held on March 20, 2010 wherein 250 students of the 12th batch received their diplomas. Shri. Kapil Sibal, Honourable Minister for Human Resources Development, was the Chief Guest.

The 13th batch of 313 students including 60 OBC candidates has joined the 2009-11 PGP batch. It is a matter of great pride that IIM Kozhikode has been the only IIM which achieved the intake of OBC students in tune with the Government of India instructions on the subject, that too, despite its constraints on infrastructure and manpower resources. Thus, IIM Kozhikode has the distinction of being one of the fastest growing B-Schools in the country to reach this landmark achievement. With the current intake, the Institute has grown five times in the last seven years.

Despite the recessionary trend prevailing in the country, the Institute has been able to provide placement to all its graduating students of 12th batch of PGP.

The Institute, which started the Interactive Distance Learning programme in the year 2001-02 with a 300 contact hour programme, continued to offer diversified programmes to aspiring working Executives. The first batch of Executive Post Graduate Programme (ePGP) in Management over IDL platform was launched in April 2009. During the year, valedictory functions was conducted on February 27, 2010, for e-MEP-08. Shri. Aparup Sengupta, Managing Director & Chief Executive Officer, Aegis Ltd. -Mumbai was the Chief Guest. The objective of this two-year diploma programme is to impart management education to working executives seeking skills and strategies to take their organizations to the next level. The course with over 800 classroom instruction hours provides the participants with skills for leadership in the knowledge economy through an innovative curriculum. Management Development Programmes continued to be an important activity of the Institute. During the year, a total of 19 MDPs were conducted and 486 participants benefited from these MDPs.

Faculty Development Programmes continued to be yet another important area of activity of IIMK. During the year, as many as 14 FDPs were organized and 345 participants benefited from the FDPs. IIMK continued to be a major Quality Improvement Centre (QIP) of the All India Council for Technical Education in the field of management teachers programmes.

It is the first time in the history of IIMK that the revenue generation from MDP & FDP crossed the land mark of rupees one crore during last year. The total revenue generated is around 1.13 crores.

Financial support to Fellow Programme participants has been substantially raised to Rs.17,000 per month for the first and second years, Rs.18,000 in the third and fourth years and Rs.9,000 in the first six months of the fifth year. At present there are 12 participants for the programme.

During the year, the Institute organized one national level conference and seven research seminars.

Faculty of the Institute had authored 20 research articles, two books, edited two books, six chapters in books, 12 working papers and four case studies.

Two new partnerships have been signed – one with Leipzig Graduate School of Management(HHL) Germany and another with Norwegian School of Economics and Business Administration (NHH) Norway, during the year for student and faculty exchange. The Institute has a strong International Exchange Programme for students and faculty with several leading Management Institutes like European Business School, Germany, ESCP-EAP Paris, Victoria University of Wellington, New Zealand, Bocconi University, Milan, Italy, Royal Holloway, University of London, Queensland University of Technology, Australia, Jonkoping International Business School, Sweden and Copenhagen Business School, Denmark. In terms of international exchange programme, 21 students of the Institute spent a term in various partner Institutions and as many as 14 students from partner Institutions spent a term in IIMK Campus.

The Institute continued with its commitment to provide state of the art IT facilities and services to the IIMK user fraternity. To meet the above objective the computing facilities and services have been continuously improved during the year.

The new hostels and other buildings that were completed during the year have been connected to the campus LAN. The Internet facility has been further improved by enhancing the existing 10.5 Mbps bandwidth to 21 Mbps. All the old PCs in the computer centre were replaced with the new PCs having latest configuration so that software and other services requiring higher hardware resources can be supported without any problem. Software such as Stata and STATISTICA, Text Miner were added to the existing pool of the software.

To enable students/participants present in the classroom to respond to questions, vote during opinion polls and prioritize lists of goals or action items, a student's response system was procured and commissioned. Such a system is a proven way to increase attentiveness, knowledge uptake and content retention in a teaching/training environment. The system enables the faculty members to shorten in-class time, decrease retraining exercises and increase applied knowledge.

During the period one Professor four Assistant Professors, one Visiting Associate Professor and four Visiting Assistant Professors have been inducted to strengthen the intellectual asset of the Institute. Apart from regular faculty, the Institute is backed by a large number of committed adjunct and visiting faculty from industry and leading management institutes. Some Visiting Faculties from foreign Institutions complement the pool. All full time faculty members carry out research studies in diverse fields of management.

As part of the implementation of the campus infrastructure-expansion, construction of the Phase-III campus buildings – including Students Hostel 'J' having 64 double-occupancy rooms; Students' Hostel 'K' with 60 single-occupancy rooms, a spacious 2nd Students Dining Block and a Faculty Apartment Block having 12 housing units were completed – totaling to a contract amount of Rs. 1390 lakhs.

In line with the planned increase in the Institute's academic activities, it was decided to further expand the campus infrastructure facilities with the proposal to add Phase-IV campus buildings consisting of a 3rd Classroom Block, a 3rd Faculty Block, Students' Hostel 'L' having 48 double-occupancy rooms, another Faculty Apartment Block having 12 housing units and last but not the least a Management Development Programme Complex, having state-of-the-art academic and residential facilities, for participants of various executive management programmes. Besides 7 Nos. classrooms (i.e. 3 Nos. 45-seater and 3 Nos. 70-seater classrooms) provision is there for an auditorium-type 300-seater seminar room in the proposed MDP Complex. The MDP Complex can also accommodate almost 200 delegates and guests in 120 well-furnished rooms. The works of the ongoing campus buildings & structures under Phase-IV, estimated to cost nearly Rs. 6100 lakhs, have been entrusted with the Central Public Works Department (CPWD).

I look forward to the continued cooperation from all stakeholders to take the Institute to its cherished heights.

Prof. Debashis Chatterjee



POST GRADUATE PROGRAMME IN MANAGEMENT

The two-year Post Graduate Programme in Management (PGP) is the flagship academic programme of the Institute.

New Batch

The academic year 2009-10 was a hallmark for IIMK as there had been a further increase in the annual PGP intake. During the year, 313 students registered for the Post Graduate Programme. This include eight students of PGP batch 2008-10 who could not maintain the stipulated level of academic performance and were required to repeat the first year.

Of the 313 students registered, the gender break-up is 280 male and 33 female. The category-wise representation of students is 163 from General, 60 from OBC, 69 from SC, 17 from ST, 4 from Physically Challenged. As in earlier years, the percentage of students with engineering degree was high (around 92%). About 66% of the incoming batch had work experience ranging from 12 months to more than 60 months.

Prior to the PGP registration, a Remedial Programme on Mathematics, Communication and Information Technology was conducted for those students who were required to improve their knowledge in these areas. In all, 87 students participated in the Remedial Programme which was conducted during the period June 22-27, 2009.

The formal inauguration of the Post Graduate Programme 2010-12 was held on 28th June 2010.

Structure of the Programme

The first year of the programme is devoted to building up basic competence in core areas and in developing a holistic and socially conscious attitude to management. Courses in the first year are compulsory for all students. The Summer Internship and the Social Development Project provide the testing grounds for this intense learning experience. Unlike in the previous academic year, all the compulsory courses in the first year had to be offered five times, once for each section of 60 plus students. This meant delivering about 3050 hours of compulsory courses. 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 second year, as usual, provided the opportunity to reach greater depths of skills and competence in chosen areas, with the possibility of majoring in the functional areas. Apart from the two compulsory courses viz. 1) Strategic Management, and 2) International Business, the Institute offered the following optional courses in the second year of the PGP



Economics

- Complementary Products and Competitive Advantage
- Econometrics
- Game Theory

Finance, Accounting & Control

- Management Control Systems
- Financial Reporting & Analysis
- Financial Derivatives
- International Finance
- Strategic Financial Management
- Mergers, Acquisitions & Corporate Restructuring
- Project Management & Finance
- Fixed Income Securities
- Security Analysis & Portfolio Management
- Management of Banks
- Management of Financial Services
- Valuations and Real Options

Marketing

- Sales & Distribution Management
- Strategic Marketing
- Marketing of Services
- Consumer Behavior
- Integrated Marketing Communication
- Product Policy & Brand Management
- Marketing Strategies for High-Technology Products
- Customer Relationship Management
- Retail Management
- Rural Marketing

Information Technology

- Business Intelligence Systems
- Enterprise Resource Computing
- Management of Technology and Innovation
- E-Business

Organizational Behavior & Human Resources Management

- Negotiations & Conflict Resolutions
- HRD Systems
- Discovering the Self
- Organizational Change & Development
- Compensation and Reward Management
- Leadership: Inspiration, Dilemmas & Action
- Some Recent OB Inputs for Enhancing Employee Performance and Humanistic Orientation in Workplace

Quantitative Methods & Operations Management

- Supply Chain Management
- Project Management

- Six Sigma
- Services Operations Management
- Operations Strategy

Strategy

- Models and Frameworks of Strategic Analysis
- Strategic Analysis of Joint Ventures and Alliances
- Management of Service Organizations
- Systems & Process of Strategy Implementation
- Corporate Governance & Corporate Social Responsibility
- Entrepreneurship & New Ventures

The optional courses together constituted about 1330 hours of class time. Attempting to achieve a good mix of theory and practice, many of the optional courses –as compared to the compulsory courses of the first year- were offered by Adjunct faculty. In all, 49 adjunct faculty members, drawn both from industry and academia, contributed to the teaching of PGP courses during the year.

In keeping with IIMK's tradition of continuously updating the courses that it offers, 3 new elective courses were also introduced during the year. These were 1) Game Theory 2) E-Business and 3) Some Recent OB Inputs for Enhancing Employee Performance and Humanistic Orientation in Workplace

Apart from the above, the students are encouraged to do Project Courses which basically meant courses of independent study. The students identify suitable projects and undertake the study with the constant guidance of a Faculty Member. Many students had done this Project Course during the current academic year.





STUDENTS ACTIVITIES

i) Leadership Series

Intended to promote closer and more personal interactions with high achievers, the Leadership Series involves a series of talks by business leaders at the level of CEOs and Country Heads from the Industry or achievers from varied walks of life. It saw participation from dignitaries such as Mr. Kapil Sibal (Honourable Union Minister, HRD), Mr. Salman Khurshid (Honourable Union Minister of State, Ministry of Corporate Affairs & Minority Affairs) Ms. Barkha Dutt (Journalist), Mr. Thulsiraj (Arvind EyeCare), Mr. Pramod Arikal (Dean, Allianz Institute) and Mr. Satish Kumar (CMD, Henkel India).

ii) Western Musical Concert

SPIC MACAY IIMK Chapter treated the students and faculty members of IIM Kozhikode to a Western Classical Music performance on the campus. Norwegian artists – Caroline Dahl (Flute), Ida Bryhn (Viola), Anders Nilsson (Violin) and Fredrik Sjolín (Cello) – regaled the audiences with their rendition of Musical geniuses like Bach, Beethoven, Mozart and Vivaldi. The theme of the evening was "European Music through the Ages" where the artists illustrated the morphing of Western Classical music by the events of each century.

iii) Social Commitment

IIMK remains committed to the role that it has to play in contributing to society as a whole. As part of the Social Development Project (SDP) - which is an integral part of the PGP curriculum- students of the graduating batch (2008-2010) worked closely with various non-profit organizations. The Social Service Group of IIMK organized and extended social services like extending support for purchasing medicines, conducting internal education drive, providing education kits to needy students of government schools etc.

iv) Expressions 09

"Expressions" has always been the first SSG event of the year. It was kick started on August 1, 2009. The theme of the event was "Yes, We Care", for the people who help make the place we live in a better and safer place.

The House Keeping Staff, Mess Staff, Security Personnel put in so much effort to make the IIMK campus a clean, healthy and safe place to live in. "Expressions" this year was a small way to show our gratitude towards them. All the students of IIMK took a collective responsibility to make our guests feel special.

v) Arthanomics 2009

"Arthanomics" is the Annual Finance Seminar organized by Financially Yours (FY). It opens a channel for industry interaction where stalwarts from the world of finance share their experiences and insights with the budding CFOs. Also events like panel discussions and case studies are a test of the theoretical understanding of the students.

Arthanomics 2009 was held on 5-6th September 2009. The theme for the event was "Encountering Risk in Prudential Markets". Speakers invited to speak on topics



relevant to the theme included Mr. Anirban Lahiri (CEO, GMC, Deutsche Bank), Mr. Namit Arora (Director, Standard Chartered Private Equity), Mr. Saurav Arora (Business Development Head, United Stock Exchange), Mr. Yogesh Kapur (Senior Vice President, Enam Securities Pvt. Ltd.), Mr. Anup Kapadia (Director, NM Rothschild), Mr. Sridhar Raghavan (Area Head, Risk Analysis, Commercial Banking-Southern India, HSBC), Mr. Alok Agarwal (Vice President, Credit Suisse), Mr. Jayan Velayudhan (Director & Head, Credit Risk Management, Rabo India Finance), Mr. Amit Thawani (Nomura Financial Advisory & Securities), Prof. Lakshmi Subramaniam Ladha (IIM Kozhikode), Mr. Bhagirat Merchant (Merchant Consulting (Former President, BSE)), Mr. V.S Parthasarathy (VP M&A and Corporate IT, Mahindra and Mahindra), Mr. V.S Sundaresan (General Manager, SEBI) & Mr. Chaitanya Kumar (Co-Founder, School of Investment Banking, Mumbai).

vi) Career Counselling

Following the huge success of last year's pioneer session of career counselling, in a bid to expand its reach, SSG conducted two career counseling sessions on September 20th and November 2nd. Students from several schools of Kozhikode actively participated in it. The increased number of sessions ensured the participation of larger number of students while at the same time providing the maximum individual attention possible. The diversity of the students of the institute contributed a lot towards providing them a more complete overview about the various career options at their disposal. It was an interactive session with the school students shooting out several queries. Based on the overwhelming response and the feedback that we received from the participants, we have planned to conduct more such sessions in the future.

vii) Arogya 09

The Team SSG organized a medical camp for the health check up of the IIMK community. Apart from the faculty, staff and the students, the camp also covered other members such as the security personnel, housekeeping staff and the mess workers who are also an integral part of the IIMK community. This camp was organized on October 2, 2009, the birth anniversary of Mahatma Gandhi.

The medical camp was organized in association with Rotary Midtown, Calicut and Dr. Mammi's Laboratory and Research Institute. It provided the following medical facilities-

- Blood Sugar Check
- Cholesterol Check
- Haemoglobin check
- Identification of Blood groups

All these facilities were provided at a subsidized rate, with funding from Team SSG. The mess workers, housekeeping staff and the security personnel were provided these facilities free of cost and the funding was taken care of by the SSG. This event was a huge hit as almost 150+ people participated in the camp in spite of regular class schedules and other activities since it was a working day in IIM Kozhikode. Almost 75% of these people were the working staff who availed these facilities free of cost and the rest comprised students and faculty members.



A discount coupon to the tune of 30-35% was provided at the partner institute, for those interested in going in for other tests.

viii) Joy Fest

SSG also organized 'Joy fest', (in association with team Backwaters) on 3rd October, 2009. 'Joy fest', an Initiative by 'Give India', was celebrated all over the country between 27th September and 3rd October, as a week to celebrate the joy of giving. AMLP School, Kunnammangalam was invited and the students of the school spent a memorable day in the campus filled with fun activities and games. A cheque of Rs.20001 was handed over to the Principal of the school for the development of the school. We also handed over a cheque of Rs.15001 to the Pain & Palliative Care Society, Kunnammangalam on this occasion for the treatment of the palliative patients.

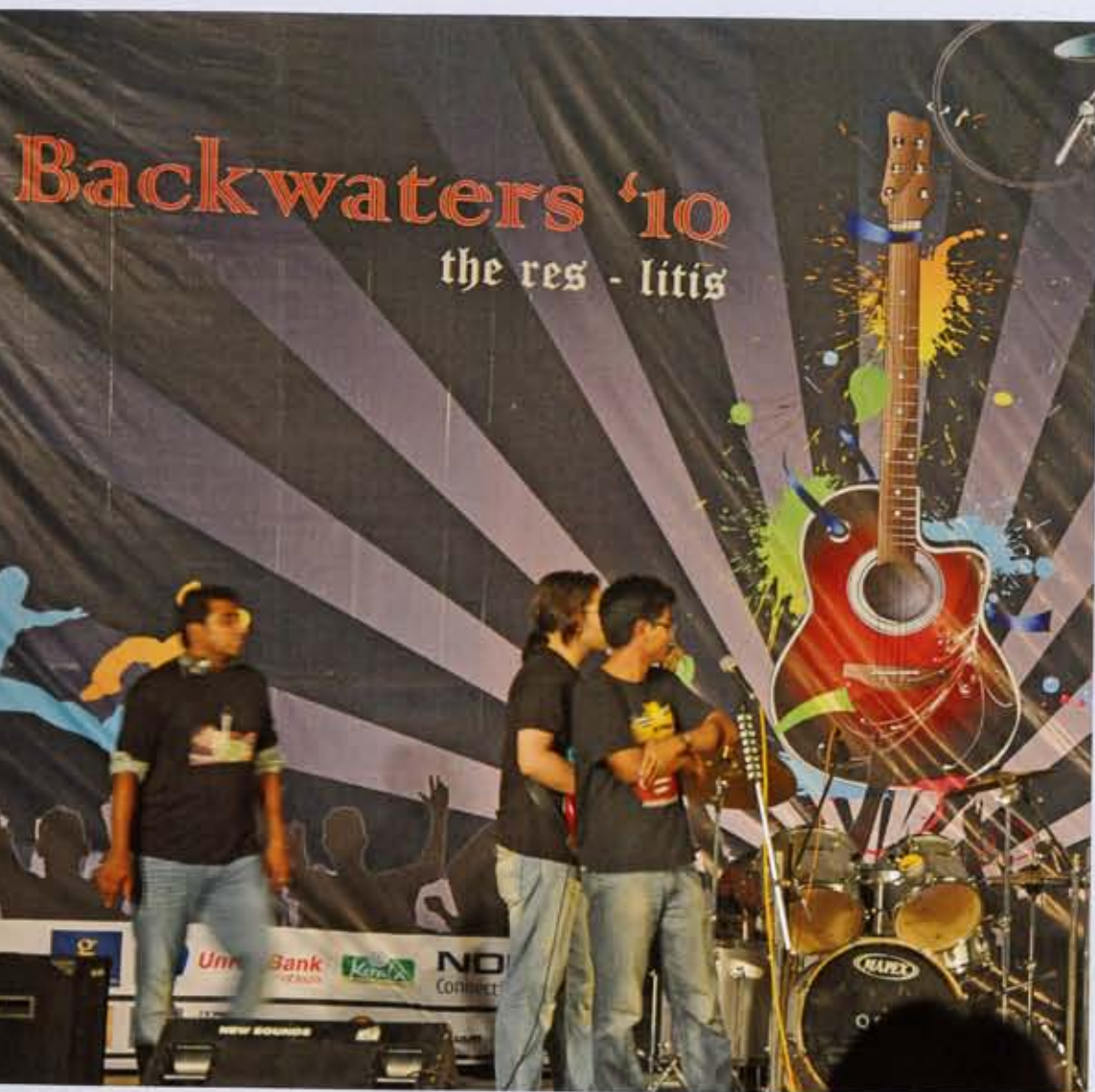
ix) Footprints

"Footprints" was conducted on 3rd October 2009, in association with the Rotaract Club. The handicrafts that were sold during this exhibition were made by terminally ill patients of the Institute of Palliative Medicine. All the money collected from the sale plus a cheque of Rs. 10,280/-, was handed to the representatives of the Institute of Palliative Medicine by the IIMK Director on the occasion. SSG is presently working with Rotaract to develop a sustainable model wherein the patients would make handicraft products for their livelihood. The whole project is funded by Sir Ratan Tata Trust, Mumbai. The feasibility report that will be prepared by the SSG would be sent to Sir Ratan Tata Trust and the Ministry of Social Welfare, Government of Kerala.

x) Horizons 2009

Horizons, the flagship management conclave of IIM Kozhikode, serves the purpose of being a conclave for eminent thinkers to discuss relevant and contemporary issues. A regular feature since the year 2000, Horizons has been a great success in the past with overwhelming participation from industry, B-schools, academia, media and leaders from all walks of life. Spanning a three day period, participants are exposed to a gamut of activities, including case-study competitions, paper presentations, management games and intense workshops, in addition to the seminars that form the crux of the entire series. Over the years, Horizons has served as the ideal platform for thought leaders - past, present and future to hear out and debate on the changing facets of India, on various topics.

Horizons 2009 was held from 9th to 11th of October 2009. The seminar revolved around the theme - "Refuelling growth - Gearing up for a new Economic Landscape". The panel of speakers included personalities like Mr. Govind Shankarnarayanan (CFO Tata Capital), Mr.Pulapre Balakrishnan (Independent Economist), Mr. Utpal Seth (CEO, Rare Enterprises), Mr.B.Ramakrishna (COO, Idea Cellular Kerala), Mr.Srinivas Acharya (Dy. MD, Sundaram Finance), Mr. Ramesh Nair (CEO, Sterlite India Ltd.), Mr. Pratik Pota (Executive director, South, Pepsico India), Mr.Gautam Khanna (VP, Healthcare, 3M India), Mr.S.C.Dixit (Director,Operations, Shapoorji Pilonji & Co) & Mr. Abhay Sinha (Head, Support Systems, Cable & Wireless, Europe, Asia & USA).



xi) NGO Workshop

From our associations with the NGO's, we have realized that there is a need to introduce the concepts of modern management to the people who are related with managing various NGO's across our country. More often than not, the people who run these NGO's are individuals having great commitment towards the society. However, as an institution these NGO's often fail to reach the desired destination due to lack of managerial knowledge. So for this reason we have conceptualized a Management Development Program (MDP) for people concerned with managing NGO's to address their specific needs. In consultation with the various NGO's, the course content was developed for the MDP session. The MDP will be conducted on Feb 22nd & 23rd. A total of 40 NGO's will be participating for the event. The course will include various topics from finance & accounting, Human resource management, operations & logistics, marketing etc.



xii) PRISM

It is a pilot project to upgrade three government higher secondary schools to international standards. The major aim of this project is to improve the quality of education in the district. The schools selected for the project are located at Nadakkavu, Azhchavattom and Karaparamba. During the past one year, background activities that lay the ground for the project's successful implementation have been going on and these were spearheaded by Dr. Saji Gopinath, Professor at IIMK. A small group of students from IIMK and NITC worked under the SSG towards success of the project. As a part of this, the library in Nadakkavu Girls Higher Secondary School was renovated with the help of the SSG and the library staff. The school's library was computerized and the necessary training was imparted to the teachers. Some of the online resources were also shared with the school for the benefit of the vocational and higher secondary students. Then it began to focus on modernization of the school buildings. Under the heritage and building project, the schools will receive substantial amount for constructing the buildings in a more aesthetic and ergonomic manner. The detailed plans for the same were developed by Mr. Deepak, FPM student at IIMK and were handed over to the municipal authorities. From the academic year 2009-2010, various courses like communication skills, personality development etc are offered in these schools along with training for NTSE and USS scholarship examinations. The students' skills in scholastic and mental aptitude are being honed under the guidance of students from NIT and IIMK. The entire program is managed by the SSG team with the help of PTA from the schools.

The project envisages an overall development of the school students and an action plan is being developed to implement several novel activities in these schools. It is proposed to set up science parks in these schools with the support of the Regional Science Centre. Also a proposal has been submitted to the Sports Department for the development of sports facilities such as football, basketball and volleyball courts in these schools. Measures to improve the communication skills of the students in English would also be put in place.

xiii) Palliative Care

The concept of palliative care is new to India and is gaining acceptance by the day. The Pain and Palliative Care Centre whose main office is in the Calicut Medical College has done pioneering work in this field. This organization provides palliative care to terminally ill patients under the grip of dreadful diseases like Cancer, Paraplegia, Dementia and other problems of old age who are 'sent-away' from traditional medical centres. They strive to alleviate their sufferings and improve their quality of life.

SSG has been providing support to 'Ashrayam pain and palliative care centre' located in Kunnamangalam. We have been associated with the pain and palliative care centre for almost one year now and so far we have been able to donate Rs 27000/- to the organization for the purchase of medicines for 36 chronically ill patients. The money provided by SSG is used for purchase of medicines such as Paracetamol, Metrandiozl and Aspirin and things like urine bags. Apart from this, our group members and volunteers have been frequently visiting the patients in their house as part of the weekly "home visit".



xiv) USHA School of Athletics

A non-profit organization, Usha School of Athletics seeks to promote development of young athletes to their fullest potential. It helps the budding athletes with untapped potential to develop their talents, broaden their horizons and bring pride to the nation.

Members of the Social Services Group (SSG), IIMK, contribute their managerial talent on an ongoing basis and are involved with the academy in several areas ranging from administration to marketing. An expert team of faculty and students interacts with the School on a regular basis providing inputs on managerial issues faced by them.

The various activities taken by SSG are:

- Strategic consultancy to USHA on various organizational issues and facilitating tie-ups. SSG was instrumental in helping USHA's tie-up with the Foundation for Promotion of Sports and Games (FPSG) in the Olympic Gold Quest (OGQ) program. This esteemed foundation has Indian sporting legends Geet Sethi and Prakash Padukone as its founders.
- Development of detailed marketing and communication plan for the organization and the making of a short film for its promotion
- Development of a new website for USHA
- Preparation of a detailed marketing campaign for its promotion aimed at obtaining significant support from sports lovers across India for its cause of "An Olympic Medal in 2012 London Olympics"
- SSG has also initiated and is presently developing a "Performance Management Software" for the USHA athletes, which is expected to give a significant boost to the overall performance management system already in place at USHA.

2. Scholarships/Awards

The following Scholarships/Awards have been received by our students:

i) OPJEMS SCHOLARSHIP 2009

The following two of our Students got selected for the prestigious OPJEMS Scholarship 2009. They were awarded with a sum of Rs.1,25,000/- each along with certificates and medals:

Mr. Shivaraman Krishnan (PGP/13/109)

Mr.Satyajeet Singh (PGP12/198)

These scholarships were based on the nominations received from 31 top engineering and management institutes. More than 2000 candidates were nominated for the online test conducted at various campuses. Out of which 230 students were short listed, based on the online test performance for the interview process. Again based on interview, 101 students were finally selected from all over India including the two names mentioned above of our institute.

ii) Need-based Scholarship

During the year we have distributed an amount of Rs.1,37,12,500/- as Financial Assistance to 48 Students of PGP 13th batch and 46 students of PGP 12th batch.



iii) IIMK Merit Scholarship

During the year we have distributed an amount of Rs.25,000/- each to 26 deserving students as IIMK Merit Scholarship.

iv) Central Sector Scholarship Scheme (CSSS) of Top Class Education for SC Students:

Ten students of PGP 13th batch of our institute have received an amount of Rs.39,66,400 under this scheme from the Ministry of Social Justice & Empowerment, GOI.

v) Sir Ratan Tata Trust Scholarship

To receive this Scholarship the student should (a) be academically outstanding with consistent academic record; (b) be in the top 15% of the batch; (c) not have been awarded a full scholarship covering tuition and related fees from other organizations; (d) not be receiving stipend or any other financial assistance; (e) not have repeated any course, and (f) not have been involved in any act of academic indiscipline or misconduct. During the year the following five of students from 12th batch were given the Scholarship to the tune of Rs.50,000/- each:

1. Shubham Pramod Katiyar
2. Sathan Babu M
3. Koteswararao Malipeddi
4. Hari Krishnan
5. Hanish Yadav

vi) Pratibha Scholarship

The Government of Andhra Pradesh has instituted the "PRATIBHA" Scholarship for the students who excelled in Common Entrance Tests in the State and also to the Students of Andhra Pradesh who got admission into the reputed National Level Institutions. During the period 5 of our students from 13th batch were considered for this prestigious scholarship based on their annual family income. The amount is Rs.20, 000/- each.

vii) Merit Scholarship from Govt. of NCT

One of our students from 12th batch has been selected for the above scholarship meant for students belonging to the SC/ST/OBC/Min. from Department for the Welfare of SC/ST/OBC/MIN, Government of NCT of Delhi.

viii) Birsa Munda Technical Stipend from Tribal Welfare Commissioner, Govt. of Jharkhand. This Scholarship is meant for the students belonging to ST Community of Jharkhand. One of our students from 12th batch was given the scholarship.

ix) Subroto Memorial Scholarship Scheme being offered by IAF Benevolent Association, Subroto Park, New Delhi. One of our students from 12th batch was given the scholarship.

One time Financial Assistance to SC Students of Karnataka State who secure admission in reputed institutions like , IIT, IISc, IIM and NIT etc. from The Commissioner of Social Welfare, Government of Karnataka. One of students from the 11th batch got this award during the academic year.





CONVOCATION

The twelfth Convocation of the Institute (for the PGP Batch 2008-10) was held on 20th March 2010. Two hundred and fifty students of PGP-12 Batch 2008-10 were awarded the Post Graduate Diploma in Management in the function presided over by Dr. A. C. Muthiah (Chairman, Board of Governors, IIMK). Shri Kapil Sibal, Honorable Minister for Human Resources Development, Govt. of India, delivered the convocation address.

IIMK Gold Medals for scholastic performance were awarded to Mr. Sathan Babu M. (First), Mr. Shubham Pramod Katiyar (Second) and Mr. Koteswararao Malipeddi (Third). IIMK Gold Medal for Best Allround performance was jointly awarded to Mr. Tapangshu Das and Ms. R. Smrithi.





ADMISSION 2009

Selected indicators of the admission process are given below:

No. of candidates called for Interview No. of candidates attended the Interview

2008-10 2009-11			2008-10 2009-11		
GENERAL	1246	1260	GENERAL	1108	1134
OBC	254	301	OBC	237	291
SC	289	329	SC	267	293
ST	155	105	ST	135	90
PHYSICALLY HANDICAPPED	50	32	PHYSICALLY HANDICAPPED	39	29
NRI	12	05	NRI	5	00
Total	2006	2032		1791	1837

Total Offers Made

Total Offers Accepted

2008-10 2009-11			2008-10 2009-11		
GENERAL	599	732	GENERAL	184	175
OBC	100	240	OBC	56	69
SC	119	242	SC	36	79
ST	60	69	ST	20	16
PHYSICALLY HANDICAPPED	15	24	PHYSICALLY HANDICAPPED	6	03
NRI	2	0	NRI	1	0
Total	895	1307		303	342

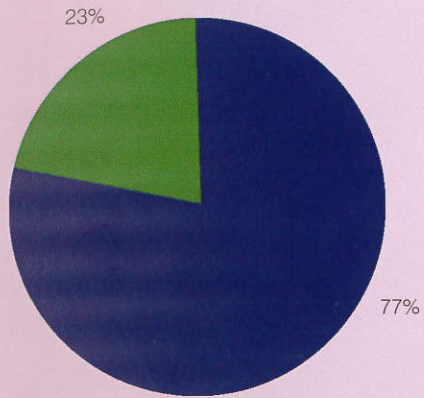
STUDENTS REGISTERED FOR THE POST GRADUATE PROGRAMME

YEAR	GENERAL	OBC	SC	ST	PHYSICALLY CHALLENGED	NRI	TOTAL
2008-10	148	55	30	21	06	01	261**
2009-11	163	60	69	17	04	00	313*

** Repeating case of Batch 2007-09

*Including repeating cases of Batch 2008-10

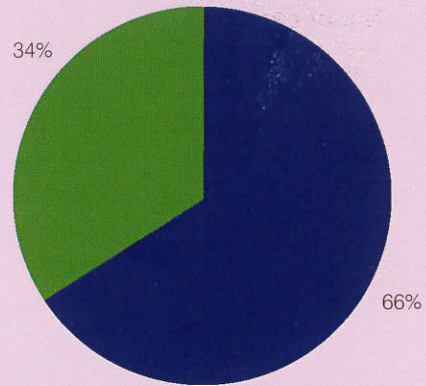
2008-10



With work experience

Without work experience

2009-11



With work experience

Without work experience





CAT 2009

Common Admission Test 2009

The IIMs decided to conduct CAT 2009 in a Computer Based Test (CBT) format and selected Prometric ETS as their partner in delivering the CBT. The advertisement for CAT 2009 was released in leading newspapers on 30th August 2009. Online registration for CAT 2009 began on 9th September 2009. A total of 2,41,582 candidates registered for the test. The test was originally scheduled during the period 28th November – 7th December 2009. The test was delivered through 361 labs in 104 locations spread across 32 cities. There were disruptions in the conduct of the test in the first three days of testing. In view of these, the test was extended by a day to accommodate the candidates affected by the disruptions. However, due to reasons such as university exams etc. some of the candidates were unable to take the test on the extended day. Therefore it was decided by the IIMs to conduct the test on 30th and 31st January 2010. A total of 2,17,520 candidates took the test and the results were declared on 28th February 2010.

Admissions 2010

The interviews for selection of candidates for PGP 2010-12 batch were scheduled at Kozhikode, Mumbai, Kolkata, Delhi and Bangalore during March 22-April 17, 2010. The details of candidates called for GD and interview are as under:

Category	No. of candidates
General	1262
OBC	453
SC	339
ST	180
Physically Handicapped	32
Total	2266



FELLOW PROGRAMME IN MANAGEMENT (FPM)

The FPM programme of IIMK strives to incorporate the strengths of similar programmes in other IIMs along with the introduction of new state of the art innovative features into the programme. IIMK recognizes the fact that no top class academic institution of higher learning will be able to preserve its quality without emphasis on top quality research. The IIMs see the Fellow Programmes as a crucial source of management researchers and faculty resources of top quality to serve the academic institutions, industry, business, government and society.

Students joining FPM of IIMK are adequately supported financially by the Institute. Indian students joining Fellow Programme are exempted from paying tuition fee. All Indian residents joining the Fellow Programme are given a fellowship of Rs.17,000 per month for the first and second years, Rs.18,000 in the third and fourth years and Rs. 9,000 in the first six months of the fifth year. A contingency grant of Rs.1,20,000 for the four years of the programme including upto Rs. 30,000 for computer is made available to each Fellow participant for the whole duration of the programme. Further, the FPM participants are supported for attending international conferences held in India and abroad.

This is the third year of the Fellow Programme of IIMK. At present we have 12 FPM participants in campus including all the three batches as per details given below:

Area of Specialisation	No. of students
Information Technology & Systems	4
Marketing	3
Organisational Behaviour and Human Resources	1
Quantitative Methods & Operations Management	2
Strategic Management	2

Achievements/Awards by FPM students

Mr. Manish Shukla was selected for the Tejeshwar Singh Memorial Fellowships for Business and Management for the year 2009. This fellowship is open for nationals of SAARC countries. Under this fellowship, Mr. Manish Shukla will be paid Rs.50,000 a month for 12 months with another Rs.50,000 for travel.

Mr. N. Krishnadas won the Indian Innovator 2009 contest conducted by NMIMS Mumbai in collaboration with BestPrax Entrepreneurship Club (Mumbai). Mr. Krishnadas also won the best paper award in Arthanomics-2009 White Paper Competition (Inter B-School) conducted by Finance Group, Indian Institute of Management, Kozhikode for the paper titled "Corporate Governance & Risk Management: A stochastic view analysis"

Conferences:

Mr. Vaibhav Chawla presented a paper titled "Workplace Spirituality and Salesperson Outcomes" at the Seventh AIMS International Conference on Management (AIMS-7) held at IIM Bangalore during December, 2009.

A photograph of a long, covered walkway with a wooden roof and pillars, leading towards a building in the distance. The walkway is made of stone tiles and has a railing on the left side. The background shows a building with a tiled roof and some greenery.

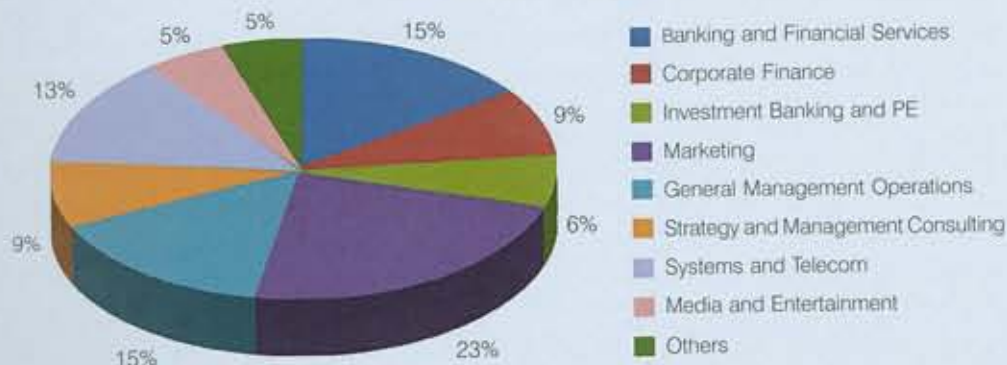
PLACEMENT

Summer Placements

Despite anxieties surrounding the increase in batch size to 309 from 260 last year, IIM Kozhikode is the first IIM to announce 100% summer placements this year. Providing a testimony to the improving global sentiments and business environment, the summer placements season witnessed participation by over 120 firms. Global biggies such as Arthur D Little, KPMG, Hewitt, J P Morgan Chase, Citigroup, HSBC, Standard Chartered Bank, Deutsche Bank, HUL, Pepsico, Colgate Palmolive reaffirmed their faith in IIMK students. The highest stipend offered this year was over Rs.1,00,000 inclusive of perks and allowances.



Vertical wise break-up



Area wise break-up of offers for Summer Internship

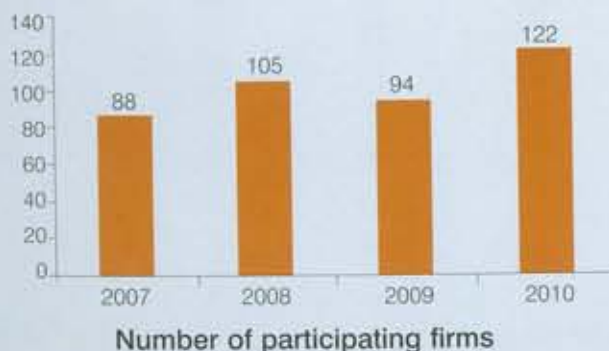
As many as 40 firms which include Biocon, Astra Zeneca, Singapore based Tolaram group, Dubai based Gargash Insurance and Kellogg's recruited summer interns at IIMK for the first time.

The Startup fair which was started as a pilot innovation by the Entrepreneurship cell last year grew by leaps and bounds increasing its participation to exceed 25 firms and over 40 students. The objective of the fair clearly extends beyond placements and is an attempt to provide a platform for interaction between students and successful entrepreneurial ventures. The highlight of the fair was the variety of profiles on offer that spanned roles in media marketing, sports management, advertising and consulting.

Final Placements

IIM Kozhikode placed its twelfth batch of PG Program in Management, living up to its successful placements record despite apprehensions regarding placing a significantly larger batch of 250 students (32% more than last year's batch).

A total of 122 firms participated in the Placement process this year for IIM Kozhikode's largest ever batch size of 250 students. These included leading names from Indian and Global Industry - prominent financial institutions, renowned consultancies, the biggest FMCGs and some of India's largest conglomerates. PSUs and start-ups provided the much sought diversity and greater calling to the passing out batch, aspiring to make a difference.





The Placement Process

Unlike previous years, this year the placement process was spread over weeks instead of days to give both recruiters and students more time to conduct the process and make informed decisions.

The Placement process took off with the lateral placements during the last week of January. Thereafter, final placements commenced during the first week of February with the day-based system of slotting companies stretched over a month.

Overview

Allaying fears that subdued placements for the Finance vertical would continue due to the spill-over effect of the recession, finance emerged to be the most preferred vertical among the students. A whopping 39% of the total roles on offer were made in the finance domain.



Vertical Wise Break Up

Marketing and consulting also dominated the placement season, with 27% of the roles offered being for sales and marketing profiles and 22% for consulting profiles. Roles offered in HR, Operations and IT verticals accounted for about 12% of the total roles. The largest recruiter for the season was Deloitte, who picked up 19 students from the campus.



Percentage break-up of Jobs across years for Final Placements



Foreign Financial Institutions

Continuing the decade-old trend, Finance again emerged on top in terms of student interest. Roles ranging from Investment Banking, Corporate Finance and Equity Research to Corporate Banking, Retail banking and Risk Management were on offer. This segment expectedly witnessed an impressive average salary of about INR 17.67 lakh per annum. Firms such as Nomura, Goldman Sachs, Deutsche Bank, Bank of America-Merrill Lynch, JP Morgan, Standard Chartered, HSBC, Citi, RBS and American Express took part in Final placements this year. The highest offer was by an investment bank based out of Mumbai for INR 28 lakh per annum CTC.

In order to provide a better picture of the placement scenario, the Institute has decided this year to go ahead and disclose a sector-wise break up for the average pay packages.



Average Salary across sectors

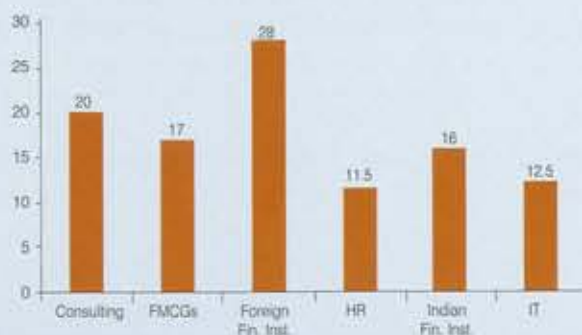
The Indian Financial Scenario

Indian firms weren't far behind their foreign counterparts. Participation was witnessed from a host of industry leaders such as Yes Bank, ICICI Bank, Axis Bank, Indus Valley Partners, IDBI, Futures First, Aranca, Irevna, Bajaj Finance, ICRA, IFCI, FINO, SBI Capital etc. Multi-national industrial houses like L&T and Essar also made offers to students in the financial domain.

There was also a substantial increase in the number of students who opted for trading roles in select firms. Rating agencies also hired aggressively and, on the whole, the average salary for Indian Financial firms was slightly over INR 10 lakh per annum.

Consulting

Being hyper-sensitive to the global economic scenario, the hiring appetite for Consulting firms serves as a barometer of the general market sentiment. Firms like McKinsey & Co., Accenture Business Consulting, KPMG, Deloitte, PricewaterhouseCoopers, Bristlecone, Hewitt, Cognizant Business Consulting, Droege, Gallup Consulting, Directi etc. participated in the process this year. The average salary for this segment was in excess of INR 14 lakh per annum. Deloitte emerged as the largest recruiter on the campus this year with a total of 19 offers, while Cognizant Business Consulting was second with 11 offers.



Highest Salary across Sectors

FMCGs

The FMCG sector which predominantly offered roles in Sales & Marketing and Operations ended up with an average salary of INR 11 Lakhs approximately. After the break of one year, most of the campus favourites were back and IIMK saw participation from FMCG companies like ITC, Kelloggs, Pepsi, HCCB, Marico, Coca Cola, Amul and Britannia among others.

In the broader marketing domain, firms such as Pfizer, Sony Entertainment Television, Raymond, Titan, Virgin, Suzlon, Arvind Brands, Tata Motors, Thomas Cook and VIP Bags made offers to several marketing enthusiasts.

The Human Angle

Human Resources vertical saw a healthy rise from last year in terms of student interest and corporate India was quick to capitalize on the same. Roles in Human Resources were offered by companies like Infosys, ONGC, IFCI, etc. The average salary for this sector was around INR 9.35 lakh. A number of Public Sector Undertakings recruited for HR roles this year.

The Information Edge

IT companies and the Information Technology sector as a whole was back in form and on a veritable hiring spree. The average salary in this sector was INR 9.57 lakh per annum with prominent names from the IT domain including TCS, Wipro, Infosys, IBM, Mindtree, iGate, NIIT, HCL, Tech Mahindra etc.

Other Highlights

Firms such as Syntel, IMRB, USHA International, etc. also visited the campus offering positions in senior management. Some firms were so impressed with the capability and potential of the students that they offered role of Vice-President to certain students. Conglomerates such as Essar, Mahindra, Tata, L&T, Tolaram Group, Jindal, etc also visited the campus. They made offers to students in diverse roles including finance, marketing, general management and HR.

A number of Public Sector firms, including the *Maharatnas* and *Navratnas* like ONGC, HPCL, BHEL, Power Finance Corporation, Central Bank of India, Shipping



Corporation of India, BOB, etc. also participated and opened up senior level positions for the students across verticals.

Lateral Placements

Lateral Placements this year were a great success owing primarily to the diverse and extensive work experience of the students. Companies such as Deloitte, Accenture Business Consulting, Nomura, Pepsi, Genpact and Thomas Cook made offers to the students. The lateral placements were completed by January-end with more than 80 students being placed by this time.

The Entrepreneurial Streak

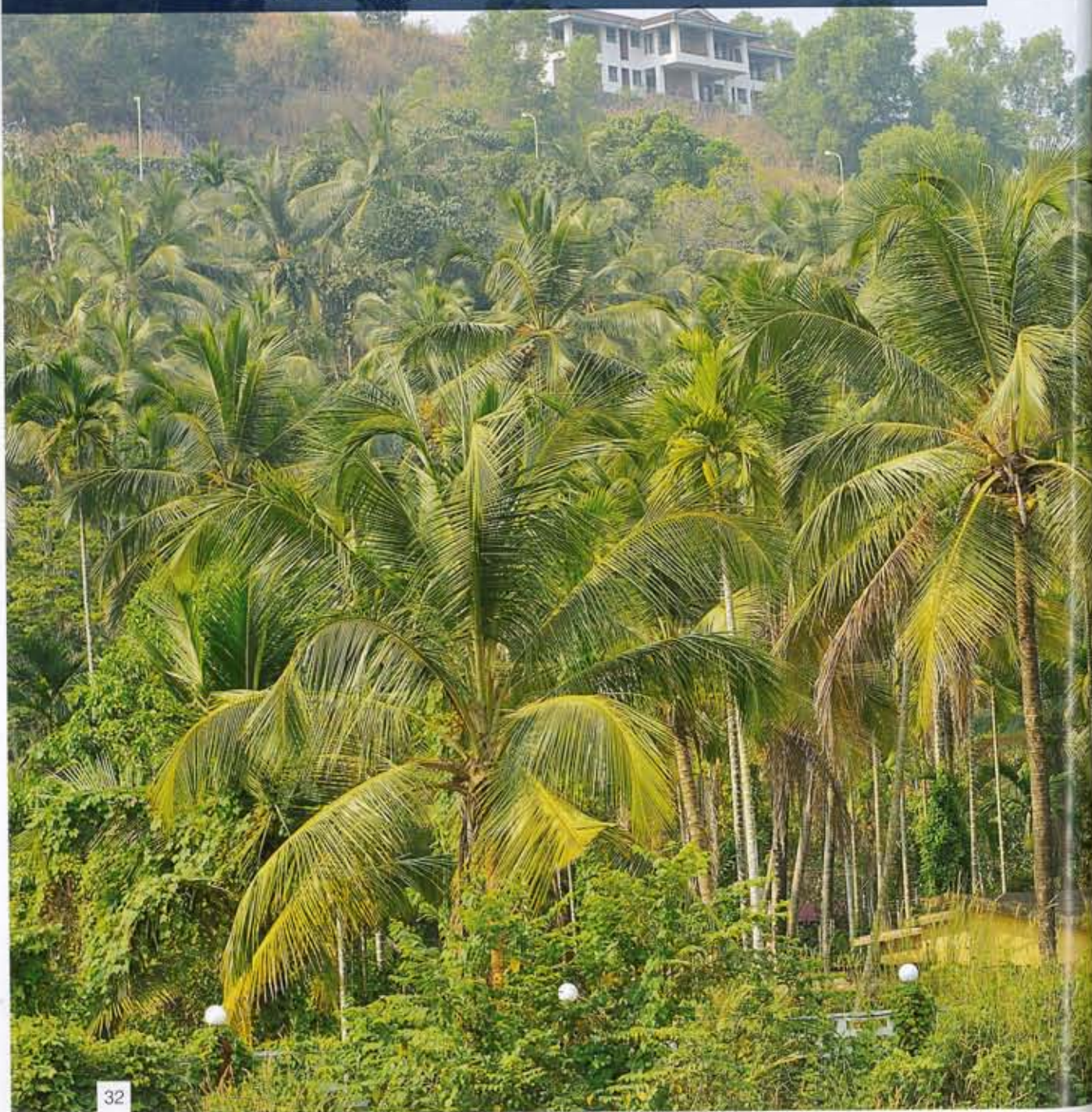
Eight students opted out of the placements process this year to start ventures of their own. Two stalwart students, Kapil Jain and Suman Patra, have decided to start a B2B communication venture worth INR 40 lakh. Tapangshu Das and Ravi Kumar, who had decided early in the final year of their course that they want to start a venture of their own, have already drawn up plans to supply components made of natural rubber to automotive companies back home in Agartala with an investment of INR 50-60 lakh.

Final Placements 2010 – Key Statistics

No. of Companies Participated	-	122
No. of Students	-	250
No. of Offers Made	-	268
Highest Domestic Salary	-	28 Lakhs
No. of PPOs/ PPIs	-	19
Average Salary offered by MNCs	-	13.04
Average Salary offered by Indian Corporates	-	9.30
Average Salary offered by PSUs	-	7.60
Average Salary for Girl Students	-	11.49
Average Salary for Boy Students	-	10.54
Average Salary for OBC Students	-	9.99
Average Salary for SC/ST Students	-	9.14
% of Students joined MNCs	-	38.80
% of Students joined Indian Cos.	-	45.60
% of Students joined PSUs	-	12.40
% of students started own company	-	3.20

ALUMNI

Nostalgia 2010, the Annual Alumni meet was held at the campus during January 23-24, 2010. The program was inaugurated by Prof. Debashis Chatterjee, Director and he addressed the gathering by expressing his hope that our alumni would bring more laurels to the Institute and also actively participate in building up 'Brand IIMK'. A report of the activities of the Alumni Committee was presented by Dr. Sanjay Jharkaria, Chairperson (Alumni). This was followed by a report on the activities by Mr. Suraj Prasad, President, IIMK Alumni Committee.





During the open discussion forum a number of issues being raised and discussed by the Alumni with the faculty. Some of the important points raised at the Open House were the need to formalize Sangam and make the city chapters more active while organizing Sangam events. The bi-annual election to elect the new Executive Committee, which could not be held due to a lack of quorum, has been postponed till further notice.

On January 24th the alumni took up the mantle of being mentors to the students and help them to decide their specializations and electives. The Career Workshop handled by alumni was highly appreciated by the students as they got first hand information about the current industry expectations and tips on how to position themselves better for the placements next year.

SANGAM is part of a tradition at IIM Kozhikode. It is organized every year and expands each year in terms of size and scale. The event is designed to bring the entire IIMK community under one roof with the hope of sparking new ideas and helping develop bonds and linkages that will benefit the IIMK family as well as the society as a whole.

Sangam, the Annual Alumni meet of IIM Kozhikode concluded with remarkable success on 22nd May 2010. The event witnessed the highest attendance in its history, with more than 700 enthusiastic alumni, current students and freshers from the incoming batch in attendance, across six different cities in the country. The cities of Bangalore, Mumbai, New Delhi, Chennai, Kolkata and Hyderabad were the venues for the event and it was partnered by Whyte and Mackay and www.pcgurulive.com.

The event started off at each venue with a welcome speech, which was followed by a formal presentation highlighting the Alcom activities as well as the other events which kept the campus buzzing with activity throughout the year.

The presentation was followed by a nostalgic video about the life at IIMK campus, to revive some old memories and give the new batch a sneak peek of what they can expect at the institute. After the presentation & video, few senior alumni shared their learning as well as their post-K experience. Their words of wisdom were truly a guiding light for everybody present there.

In Bangalore, Mr Suraj Prasad, President, Executive Alumni Committee, read out a couple of pages from his recently launched book. In Delhi, Mr. Bhaskar Joshi, a PGP4 alumnus, shared his K-experience and discussed with the current batch how things have changed over the years. In Hyderabad, Mr. Raghu Vasu, who belongs to the first batch of IIM Kozhikode, addressed the gathering and stressed upon the importance of learning at a B School. Being one of the most senior alumni, he also highlighted how IIM Kozhikode has evolved over the years.

The event was a melting pot of ideas with the alumni, having profound expertise and experience in the industry, sharing their ideas and experiences with the freshers.



MANAGEMENT DEVELOPMENT PROGRAMME

During the year (April 2009 – March 2010) the institute conducted a total 19 Management Development Programs (MDPs) involving 74 days and 50 hours. Out of these 05 were open MDPs, 13 were sponsored MDPs and 01 was conducted through Interactive Distance Learning Platform. In all 486 participants attended these MDPs. On the other hand, during the said period, 14 Faculty Development Programmes (FDPs) for 94 days were also conducted by the institute. A total of 345 participants attended these programmes. *The total revenue from both MDP and FDP were around 1.13 crores.* The details of the programmes are given below:

MDP conducted during 2009-10 (April 2009 – March 2010)

SI No	Name of Programme	Period	Programme Director	No. of participants
1.	Software Project Management	April 9-11, 2009	Prof. Anjan Kumar Swain	11
2.	Follow up on Developing a Marketing Plan For Heads of Postal Divisions (Central Region)	May 18-19, 2009	Prof. Sanalkumar Velayudhan	21
3.	Preparation of Marketing Plans For Heads of Postal Divisions (Northern Region, Kerala)	May 25-26, 2009	Prof. Sanalkumar Velayudhan	21



4.	Preparation of Marketing Plans For Heads of Postal Divisions (Southern Region, Kerala)	May 28-29, 2009	Prof. Sanalkumar Velayudhan	20
5.	Enhancing Managerial Effectiveness (for scale IV Executives, Canara Bank)	July 27 - Aug 01, 2009	Prof. Debabrata Chatterjee	23
6.	Accelerating Sales force Performance (For AXIS Bank Executives)	August 13-14, 2009	Dr. G. Sridhar	28
7.	Enhancing Managerial Effectiveness (for scale IV Executives, Canara Bank)	August 17- 22, 2009	Prof. Debabrata Chatterjee	26
8.	Sponsored MDP: Leadership Capsule for Trainees of Indian Naval Academy, Kannur. <i>Venue: Indian Naval Academy, Kannur.</i>	October 12 – 13, 2009	Prof. Debabrata Chatterjee	100
9.	Foundation Course in General Management for NTPC Executives	Oct 26- Nov 06, 2009	Prof. Rupesh Kumar Pati & Prof. Leena Mary Eapen	25
10.	Organizational Behavior Inputs for Enhancing Employee Performance & Humanistic Orientation in Workplace	December 02 - 04, 2009	Prof. Badrinarayan Shankar Pawar	25
11.	NHPC Sponsored Knowledge Management for NHPC Executives	December 14 – 17, 2009	Prof. A. K. Swain	25
12.	NHPC Sponsored Strategic Cost & Performance Management	January 04 – 07, 2010	Prof. K. K. Ramesh	20
13.	Competitive Intelligence	January 07 – 09, 2010	Prof. P. Rameshan	14
14.	Practices in Logistics & Supply Chain Management	January 18-20	Prof. Sanjay Jharkharia	16
15.	Foundation Course in General Management for NTPC Executives	January 18-30, 2010	Prof. Rupesh Kumar Pati & Prof. Leena Mary Eapen	19
16.	Advanced Program in Project Management	January 21- April 15, 2010	Prof. Rupesh Kumar Pati	30
17.	Leading Schools for Global Indian International Schools	February 13-15, 2010	Prof. Debashis Chatterjee	39
18.	Business Intelligence	February 25-27, 2010	Prof. AK. Swain	11
19.	Accelerating Sales Force Performance for Dr. Reddy's Laboratory	March 18-19, 2010	Prof. G. Sridhar	24



FDP conducted during 2009-10 (April 2009 – March 2010)

Sl No	Name of Programme	Period	Programme Director	No. of participants
1.	Sponsored FDP on Academic Research	April 12-13, 2009	Prof. Badrinarayan Shankar Pawar	24
2.	Advances In Information Systems Research & Education	April 27- May 2, 2009	Prof. Anjan Kumar Swain & Prof. R. Radhakrishna Pillai	20
3.	Data Analysis for Management Research	May 11 – 16, 2009	Prof. Anandakuttan B Unnithan	35
4.	Case Teaching & Case Writing	June 8-13, 2009	Prof. Anandakuttan B Unnithan	27
5.	Financial Derivatives	July 6-11, 2009	Prof. S S S Kumar	35
6.	Sponsored FDP on Foundation Course of the Management Teachers Programme on Strategic Management	August 24 – 29, 2009	Prof. P. Rameshan	32
7.	Case Teaching & Case Writing	September 07 - 12, 2009	Prof. Anandakuttan B Unnithan	12
8.	Methodology for Management Research	October 05 - 10, 2009	Prof. Anandakuttan B Unnithan	26
9.	Basic Econometrics for Management Research	October 19 – 24, 2009	Prof. Sthanumoorthy. R	19
10.	Learning to Do Academic Research for Publishing in Academic Journals & for Doctoral Dissertations	November 16 - 21, 2009	Dr. Badrinarayan Shankar Pawar	26
11.	Workshop on GREENSTONE Digital Library Software	November 23-28, 2009	Dr. M.G.Sreekumar	34
12.	Advances in Operations Management	January 11 – 16, 2010	Prof. Sanjay Jharkharia	16
13.	Latest Trends in Accounting Education & Research	February 15-20, 2010	Prof. K K Ramesh	18
14.	Induction Training Programme in Management for Young Teachers	March 08-27, 2010	Prof. Leena Mary Eapen, Prof. Joffi Thomas, Prof. Nandakumar M K	21



INTERNATIONAL EXCHANGE PROGRAMME

Though IIMK started its international exchange programme on a small scale, presently it has exchange agreements with nine universities. More and more institutions from abroad are showing interest towards IIMK and its academic programmes.

STUDENT EXCHANGE

This year 24 IIMK students made exchange visit to partner universities abroad and studied for a semester each. Likewise, 18 students from the partner universities like, ESCP Paris, University of Bocconi, Italy; Copenhagen Business School, Denmark; Victoria University of Wellington and Royal Holloway University of London studied for a term at IIMK as exchange students.

An international evening, with international food and stage show was organized by the international students on November 7, 2009.

FACULTY EXCHANGE

Prof. P.R. Bhatt visited Victoria University of Wellington, New Zealand as exchange faculty for three months during July-October, 2009.

New Partnerships:

Two new partnerships have been signed during the year.

A delegation from **Leipzig Graduate School of Management (HHL), Germany** visited IIMK and signed an Agreement of Cooperation for student and faculty exchange.

Norwegian School of Economics and Business Administration (NHH) Norway signed and Agreement of Cooperation with IIMK for faculty and student exchange.

A delegation from Hof University of Applied Sciences, Germany visited the campus in October and held discussions about possible academic collaborations between the two institutions.

INTERACTIVE DISTANCE LEARNING CENTRE

The first batch of executive Post Graduate Programme (ePGP) in Management over IDL platform was launched in April 2009. The objective of this two-year diploma programme is to impart management education to working executives seeking skills and strategies to take their organizations to the next level. The course with over 800 classroom instruction hours provides the participants with skills for leadership in the knowledge economy through an innovative curriculum.

Second in-campus module for eMEP-08 batch was conducted at IIMK Campus during April 27 – May 2, 2009 and Term – II classes for eMEP-08 on technology platform started from May 10, 2009.

Selection process for admission to ePGP, eMEP-09 and the second batch of executive Education Programmes on Strategic Management, Marketing, Finance and Operations Management was completed in August 2009. Details of admissions offered and number of candidates joined are given hereunder:

Sl.No.	Programme	Admissions Offered	No. candidates joined
1	ePGP – 01	48	40
2	ePGP - 02	128	89
3	eMEP – 09	46	44
4	Modules on SM, Finance, Marketing & OM	164	115

First In-campus modules for ePGP-02, eMEP-09, eEPSM-02, eEPF-02, eEPM-02 and eEPOM-02 batches were conducted at IIMK Campus during September 21-26, 2009 and regular classes for the batches on technology platform started from October 10, 2009.





As students strength in IDL programmes has increased considerably, process for acquiring an advanced version of Learning Management System (LMS) to cater the needs of the students and faculty was initiated. The LMS "Blackboard" has been procured and installed at IIMK Computer Centre.

Classes and exams for eMEP-08 batch were completed and all course results have been declared as per schedule. Of a batch of 141 participants, 133 participants have successfully completed the Programme. Valedictory function for eMEP-08 batch was held on February 27, 2010 at IIMK. Mr. Aparup Sengupta, MD & CEO, Aegis - Mumbai, was the Chief Guest on the occasion. Prof. Debashis Chatterjee, Director - IIMK, presided over the function and Prof. P. Rameshan, Dean (Academic Administration) – IIMK, proposed vote of thanks. The Chief Guest distributed certificates to the successful participants at the valedictory function. Mr. Nitin Mukesh (Roll No: eMEP-08-052) received the award instituted by IIMK for scholastic performance in eMEP-08.

Classes for ePGP-02 and eMEP-09, eEPSM-02, eEPF-02, eEPM-02 and eEPOM-02 batches are going on and exams of the completed courses were conducted as per schedule.



RESEARCH & PUBLICATIONS

A brief of activities during the period 2009-10 ending on March 31st under Research, Conference and Publication division of the institute is below.

Articles in Journals, national and International	25
Book Chapters	7
Edited Books	2
Books	3
Book Reviews	25
Conference Proceedings / Presentations	22
Conference Session Chairs	5
International Conferences forthcoming	2
Invited Talks/Workshops / Seminars	22
Case Studies	4
Working Papers	12
Research Projects completed	3
Research Projects undertaken	10
Research Seminars	7
Conference at IIMK	1

More details of the activities under different heads are furnished below.

ARTICLES IN JOURNALS

Nair, A. S., Sarkar, A., Ramanathan, A., & Subramanyam, A. 2009. Anomalies in CAPM: A panel data analysis under Indian conditions. *International Research Journal of Finance and Economics*, (33) 192-206

Lund , F. L., Balooni, K., Casse, T. 2009. Change we can believe in? Reviewing studies on the conservation impact of popular participation in forest management. *Conservation and Society*, 7(2): 71-82

Yamashita, U, Balooni, K, Inoue, M. 2009. Effect of instituting authorized neighborhood associations on communal (Iriai) forest ownership. *Society & Natural Resources*, 22(5): 464-473

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Velayudhan, S.K. 2010. *Variation in customer satisfaction between urban and rural consumers: influence of expectations*, In Rural Markets: Understanding Consumers and Development Issues: Understanding and Tapping Rural Market Potential, edited by Velayudhan, S.K., & Sridhar, G

Nair, A.S, Thakkar, K. 2010. *Determinants of Price to Earnings Ratio in Indian IT Services Industry*, In Sustaining Shareholder Value: Role of Investors and Regulations, Excel Books

Gangopadhyay, K. 2010. *The Morphology of Urban Agglomerations for Developing Countries: A Case Study with Chin*. In Econophysics and Economics of Games and Social Choices and Quantitative Techniques, Springer-Verlag Italia

Sridhar, G., Kumar, N.R., Murthy, G.N. 2010. *Susceptibility to Reference Group Influence among Rural Consumers* In Rural Markets, Excel Books.

Eapen, L.M. 2009. *Performance of State Electricity Utilities during the Post Power Reforms Period: A Comparative Analysis* In Global Interdependence and Decision sciences, edited by Chandrasekhar, M. & Nirmalya Bagchi

Kuntluru, S. 2009. In *International Finance*, Vikas Publishing House Private Limited, Noida

Chatterjee, Debashis. 2010. In *Conversations on Leadership*, authored by Lan Liu, Wiley



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Velayudhan, S. K, & Sridhar, G. 2010 *Rural Markets: Understanding Consumers & Development Issues: Understanding and Tapping Rural Market Potential*, New Delhi: Excel Books, March

Basu, B, Chakrabarti, B.K., Chakravarty, S.R., Gangopadhyaya, K. 2010. *Econophysics and Economics of Games and Social Choices and Quantitative Techniques*, Springer-Verlag Italia

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Belch, George E., Belch, Michael A., Purani, K. 2009. *Advertising and Promotion: An Integrated Marketing Communications Perspective*, New Delhi: Tata McGraw Hill 1075p.

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Srinivasan, S.K. 2009. *Harvard Business Review on Making Smarter Decisions*, Harvard Business School Press, Boston 2007 In Vikalpa: The Journal for Decision Makers, Volume: 34:2, pp. 123-130, April-June 2009

Srinivasan, S.K. 2009. *How Countries Compete: Strategy, Structure, and Government in the Global Economy*, Richard H. K. Vietor (2007), Harvard Business School Press and *A Concise Guide to Macroeconomics: What Managers, Executives, and Students Need to Know*, David A Moss (2007), Harvard Business School Press, Boston In Vikalpa: The Journal for Decision Makers, Volume: 34:4, pp. 143-148. October-December.

Srinivasan, S.K. 2009. *How Everything We Believe About Why We Buy is Wrong*, Martin Lindstorm, Buy.ology, London: Random House Business Books, 2008 In Domain, Volume: 2:1, pp. 76-77 July-December.

Srinivasan, S.K. 2009. *Theory of Constraints and The System of Profound Knowledge*, Domenico Lepore and Oded Cohen (2007), Deming & Goldratt, Madras: Productivity & Quality Publishing Ltd., Indian Edition In GITAM Journal of Management, Volume: 7:4, pp. 267-271, October-December.

Srinivasan, S.K. 2009. *Classic Drucker: Essential Wisdom from the Pages of Harvard Business Review*, Peter Drucker (2008), Boston: Harvard Business School Press In Global Business Review, Volume: 10:2, pp. 348-351 July-December.

Srinivasan, S.K. 2009. *What They Teach You at Harvard Business School: My Two Years Inside the Cauldron of Capitalism*, Philip Delves Broughton (2008), London: Penguin Books In Global Business Review, Volume: 10:2, pp. 354-357, July-December.

Srinivasan, S.K. 2009. *The Execution Premium: Linking Strategy to Operations for Competitive Advantage*, Robert S Kaplan and David P Norton (2008), Harvard Business School Press, Boston In Global Business Review, Volume: 10:2, pp. 363-366, July-December.

Srinivasan, S.K. 2009. *Capital Ideas Evolving*, Peter Bernstein (2007), Hoboken, NJ: John Wiley & Sons In Global Business Review, Volume: 10:2, pp. 369-372, July-December.

Srinivasan, S.K. 2009. *Harvard Business Review on Tests of a Leader*, Harvard Business School Press, Boston, In Metamorphosis: A Journal of Management Research, Volume: 8:1, pp. 93-95, January-June.

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Srinivasan, S.K. 2009. *Leadership at All Levels: Deepening Your Talent Pool to Solve The Succession Crisis*, Ram Charan (2008), San Francisco, Josey Bass, In Prajnan: Journal of Social and Management Sciences, Volume: 38:2, pp. 129-134, July-September.

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Dey, S. 2009. *Monetary Policy in a Globalized Economy: A Practitioner's View*, Rakesh Mohan In Vikalpa, Volume: 34(4): 149-152

Srinivasan, S.K. 2009. *Reflection on Character and Leadership*, Manfred Kets de Vries, Hoboken, New Jersey, John Wiley & Sons Ltd., In Metamorphosis, 8:2, pp.61-64.

Rameshan, P. 2010. *WTO Negotiations on Agriculture & Developing Countries*", Anwarul Hoda & Ashok Gulati, Oxford University Press, New Delhi, 2007., pp.294, in Vikalpa 35(1), pp.139-41 (Jan-March 2010)

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Srinivasan, S.K. 2010 Book Review *More Than You Know: Finding Financial Wisdom in Unconventional Places*, Michael L. Mauboussin (2008), Columbia University Press, Indian Reprint, Collins Business, 2009 in Global Business Review, 11:1, pp.115-118, January-April, 2010.

Srinivasan, S.K. 2010. Book Review *When Markets Collide: Investment Strategies for the Age of Global Economic Change*, Mohamed A. El-Erian (2008), McGraw Hill, New York, in Global Business Review, 11.1 pp.109-114, January-April, 2010

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Srinivasan, S.K. 2010 Book Review *The Case Study Handbook: How to read, Discuss, and Write Persuasively about Cases*, Harvard Business School Press, Boston In Vikalpa: The Journal for Decision Makers, 35:1, pp.144-146, January-March, 2010.

CONFERENCE PROCEEDINGS/PRESENTATIONS

Unnithan, A.B., Purani, K. 2009. *Customer perceptions and Competitiveness of Kerala Tourism: Destination Imagery in the Social Media* In Conference on Global Competition & Competitiveness of Indian Corporate, May 21- 23, 2009, IIM Kozhikode.

Leena Mary Eapen (2009) *Performance of State Electricity Utilities during the Post Power-Reforms Period: A Comparative Analysis* In the 3rd International Conference on Global Interdependence and Decision sciences, Administrative Staff College of India, Hyderabad, December 28-30, 2009



Thomas, J. 2009. *Marketing Services: Building Customer Trust*, VIT International Conference on Marketing Services, Vellore, December 18-19

Thomas, J. 2009. *Customer Engagement Strategies in the Age of Value Co-creation*, Global EI Confluence, Forum for Emotional Intelligence and Learning, Tata Institute of Social Science, Mumbai, May 2-3

Purani K, Nair U.K. 2009. *Managing Salesforce Attrition at Karnavati Healthcare Ltd* In Proceedings NACRA (North American Case Research Association) Annual Meeting, Santa Cruz, California, USA. October.

Purani K, Sahadev S. 2009. *Generating trust in e-services through service quality: The Moderating Role of Technology Readiness* In Proceedings World Marketing Congress (Academy of Marketing Science conference), Oslo, July.



Nandakumar, M.K, Ghobadian, Abby and O'Regan, Nicholas. 2009. *Business-level Strategy and Performance – Evidence from Manufacturing Firms*, Academy of Management Conference 2009, Chicago, US, August 6-10.

Nandakumar, M. K., Ghobadian, Abby and O'Regan, Nicholas. 2009. *An Integrative Framework for Strategy Process Based on Its Theoretical Roots*, British Academy of Management Conference 2009, Brighton, UK, September 15-17.

Pillai, R. R. 2009. *Coping Up with Changes through Self Empowerment*, 7th AIMS International Conference on Management (AIMS7), IIMB, December 20-23

Pillai, R.R. 2009. *Understanding the Fundamental Cause of Changes – A Missing Component of Management Education*, 7th AIMS International Conference on Management (AIMS7), IIMB, December 20-23.

Ramachandran, N., Sivaprakasam, P. (2009) *Real-Time Analysis of CDN in an Academic Institute: A Simulation Study* In Proceedings International Conference on Semantic e-Business and Enterprise Computing (SEEC) jointly organized by SEEC and Kingston University London, Bishop Heber College, Trichy, November 4-6.

Koteaswararao, M., Nagarajan, T., Ram, S.K., Pati, R.K. 2009. *Redesigning Distribution Network Using Integer Non-Linear Programming*, SOM Conference, IIT Madras, December 20-22.

Jharkharia, S. 2009. *Supply Chain Information Sharing: A Framework with Technological and Managerial Issue* In International Conference on Logistics and Transport 2009, Thai Chamber of Commerce, Bangkok, Chaing Mai, Thailand, December 17-19.

Kuntluru, S. 2009. *Role of Corporate Governance in Financial Crisis: The Road Ahead* In 7th AIMS International Conference on Management (AIMS7), IIMB, December 20-23.

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Shukla, M. 2010. *Forecasting Demand of Fresh Produce Using ARIMA models* In Managing Agri-food Supply Chain, IIML, April 08-10.

Chaudhuri, G. 2009. *On the reliability function of a coherent structure of components sharing a common environment* In International Conference on Quality, Reliability, Delhi University, December 18-20

Chaudhuri, G. 2009. *An Efficiency Study of Indian Banks* In International Conference on Management and Social Welfare, IISWBM, Calcutta, December 14-15

Chatterjee, Debashis. 2009. *Timeless Leadership* In Conference on Conscious Capitalism, Bentley University, Boston, May 28-29, 2009

Sreekumar, M.G. 2010 *Newspaper Digital Libraries, News-Clipping Services and Long Term Archiving using Greenstone* In Proceedings of the IFLA International Newspaper Conference, Indira Gandhi National Centre for the Arts (IGNCA) & IFLA, New Delhi, India. Pp.150-159. February 25-28, 2010



Gangopadhyay, K., Basu, B. 2010 *Income and Expenditure Distributions: A Comparative* In Econophys-Kolkata V, Saha Institute of Nuclear Physics, Kolkata, March 9-13.

Nair, A.S, Thakkar, A. 2010. *Determinants of Price to Earnings Ratio in Indian IT Services Industry*, Nirma International Conference on Management, Institute of Management, Nirma University, Ahmedabad , Jan 7 – 10, 2010.

CONFERENCE: SESSION CHAIRS

Chatterjee, D. 2009. *Organization Structure & Change*, Global Competition and Competitiveness of Indian Corporate, IIMK, May 21-23

Thomas, J. 2009. *Branding in Rural Markets*, Marketing to Rural Consumers, IIMK, April 6-8.

Thomas, J. 2009. *Branding and Competitiveness*, Global Competition and Competitiveness of Indian Corporates, May 21-23

Gangopadhyay, K. 2010. *Econophys*, Saha Institute of Nuclear Physics, Kolkata, March 9-13.

Pillai, R. R. 2009. *Holistic Management*, 7th AIMS International Conference on Management (AIMS7), IIMB, December 20-23

INTERNATIONAL CONFERENCE – FORTHCOMING

Dey, S., Khurshed, A (University of Manchester), Nair, S.R 2010. *International Conference on Financial Sector Reforms and the Indian Economy*, in association with British Northern Universities India Forum (BNUIF), November 11-13, 2010.

Chatterjee, Debashis, Dhal, M., Krishnan, T.N. 2011. *1st IIMK International Symposium on HR and Leadership Challenges for Businesses in India*, January 28-29, 2011.

INVITED TALKS / WORKSHOPS / SEMINARS

Gangopadhyay, K. 2009. *"Women's Labor Supply: Is Mother's Time at Home Investment or Consumption?"* In Indira Gandhi Institute of Development Research, Mumbai, August 26.

Gangopadhyay, K. 2009. *"Women's Labor Supply: Is Mother's Time at Home Investment or Consumption?"* In HSS, Indian Institute of Technology Kanpur, UP, August 28.

Gangopadhyay, K. 2009. *"Demand for Education: Is Culture a Major Determinant?"* In Indian Statistical Institute, Kolkata, December 29.

Krishnan, T.N. 2009. *Performance Management in Schools*. In All-Kerala Principal's Conference on the Theme Transforming Schools into Centres of Excellence, Ernakulam, October 2009

Chatterjee, Debashis. 2009. *RBI Governor's Annual Retreat*, Mumbai, November 2009.

Chatterjee, Debashis. 2009. *Chief Guest for Convocation and Oath-taking Ceremony*



of the 47th batch of MBBS students of the Kozhikode Medical College, Kozhikode, November 19, 2009

Chatterjee, Debashis. 2009. *Chief Guest for 10th Convocation*, Gitam Institute of Management, Vishakhapatnam, August 2009.

Chatterjee, Debashis. 2009. *Keynote Address*, Manappuram Finance, Thrissur, 2009.

Sreekumar, M.G. 2009. *Invited Speaker*, Recent Advances in Information Science & Technology READIT-2009, IGCAR, Kalpakkam, Tamil Nadu, December 29, 2009

Sreekumar, M.G. 2009. *Invited Speaker*, Training Programme on Digital Library Software & Content Management, Naval Physical & Oceanographic Laboratory (DRDO), Cochin, Kerala, December 09, 2009

Sreekumar, M.G. 2009. *Workshop Director & Chief Faculty*, 6-Day International Workshop on Greenstone Digital Libraries, IIM Kozhikode, November 23 – 28, 2009

Sreekumar, M.G. 2009. *Invited Speaker*, International Conference on Knowledge Management, Aravind Eye Care System, Madurai, October, 10 2009

Sreekumar, M.G. 2009. *Chief Faculty for the 5-Day National Workshop* on DSpace jointly organized by HP India, INFLIBNET and the Cochin University of Science and Technology, April 20-24, 2009

Sreekumar, M.G. 2010. *Faculty*, 3-Day *Workshop* on KOHA Open Source ILMS Software, Dept. of Library & Information Science, University of Madras, March 11-13, 2010.

Sreekumar, M.G. 2010. *Invited Speaker*, Newspaper Digital Libraries, IFLA International Newspaper Conference, Indira Gandhi National Centre for the Arts (IGNCA) & IFLA, New Delhi, February 25-28, 2010

Sreekumar, M.G. 2010. *Faculty*, 'Library Development Programme', School of Management and Commerce, Ahmedabad University, January 29-30, 2010

Sreekumar, M.G. 2010. *Keynote Address*, National Workshop on Building and Managing Digital Repository Using DSpace, Kadi Sarva Viswavidyalaya, Gandhinagar, Gujarat, January 30, 2010

Sreekumar, M.G. 2010. *Invited Speaker*, ONGC Library Network Meet, ONGC Chennai, January 9, 2010

Nair, A.S. 2010. *Post Budget Analysis*. In D.C School of Management and Technology, Thrissur, February 27.

Gangopadhyay, K. 2010. *"Income and Expenditure Distribution: A Comparative Analysis"*. In *Econophys*, Saha Institute of Nuclear Physics, Kolkata, March 9-13.

Pillai, R. R. 2010. *Role of Technology and Spirituality in Management*. In Department of Management Studies, National Institute of Technology, Karnataka, January 29

Krishnan, T.N. 2010. *HR for Start-ups*. In Technology Business Incubator Centre, NIT Calicut, February.



CASE STUDY

Thomas, J., Arora, A.P., Gupta, R.K. 2009. *Ballarpur Industries Ltd.: Aligning Marketing Strategy in a Turbulent Environment*. IIMKCS/24/MKTG/2009/03

Thomas, J., Krishnan, T.N., 2010. *Aligning HR Strategy to address Marketing Challenges' on Hindustan Unilever Limited (HUL)*

Rameshan, P. 2009. *Flying to Float: Indian Airline Industry 2009*, IIMK/CS/23/STR/2009/02

CASE DIAGNOSIS

Velayudhan, S.K. 2009. Case diagnosis of "Apollo Health and Lifestyle Limited: Retail Franchising in the Healthcare Industry", Vikalpa, April-June 2009

WORKING PAPERS

Pati, R.K. 2010. *Measuring Demand Amplification in a Closed Loop Supply Chain*. IIMK/WPS/64/QM&OM/2010/03.

Chatterjee, D. 2010. *Identity and Conflicts in Nonprofit Car giving Organizations*. IIMK/WPS/63/OB&HR/2010/02.

Ghosh, A., Gangopadhyay, K., Basu, B. 2009. *Consumer Expenditure Distribution in India, 1983-2007: Evidence of a Long Pareto Tail*. IIMK/WPS/62/ECO/2010/01.

Gangopadhyay, K., Sarkar, A. 2009. *Demand for Education: Is Culture a Major Determinant?* IIMK/WPS/61/ECO/2009/17.

Thomas, J. 2009. "Trust" in Customer Relationships: Addressing Impediments in Research. IIMK/WPS/60/MKTG/2009/16.

Nair, S.R. 2009. *The Impact of Tax Rate Differentials on The Tax Revenues The Case of Sales Tax Competition Among a Group of Border-Sharing Indian States*. IIMK/WPS/59/ECO/2009/15.

Pati, R.K. 2009. *Economic Manufacturing of Paper By Blending Competing Materials*. IIMK/WPS/58/QM&OM/2009/14.

Sinha, P. 2009. *An Empirical Goodness-of-fit Test Based on Deviations in Variable Values*. IIMK/WPS/57/QM&OM/2009/13

Krishnan, T.N. 2009. *Technological Change and Employment Relations in India*. IIMK/WPS/56/OB&HR/2009/12

Chatterjee, D. 2009. *Innovativeness of Product Innovation Teams Exploring the Intervening Effects of Knowledge Processes*. IMK/WPS/55/OB&HR/2009/11.

Bhatt, P.R. 2009. *Competitiveness of India and China: A Comparison*. IIMK/WPS/54/STR/2009/10

Sinha, P. 2009. *A Distribution-Fitting Method of Regression*. IIMK/WPS/53/QM&OM/2009/09



RESEARCH PROJECTS COMPLETED

Thomas, J., Krishnan, T.N., 2010. *Hindustan Unilever Limited: Aligning Human Resources to Address the Marketing Challenges*. SGRP/2009/25.

Jharkharia, S. 2010. *SCM Practices in Indian Industries: An Investigation*. SGRP/2008/19.

Nair, S.R. 2009. *Impact of Value Added on the Price Level in India; Small Grants Research Project funded by IIMK*. SGRP/2008/21

RESEARCH PROJECTS (NEW)

No.	Project	Code	Coordinator	Duration
1.	Case Study on Aravind Eye Hospital	SGRP/2009/26	Sanal Kumar Velayudhan	September 2009 August 2010
2.	Understanding the Changing Resource Endowment and Management within the Periphery of Households in Urban Indian Context	SGRP/2009/27	Kausik Gangopadhyay	October 2009 to September 2010
3.	Sustainability of Traditional Water Harvesting Systems and Minor Irrigation Works in North Kerala	SGRP/2009/28	Kulbhushan Balooni	October 2009 to September 2010
4.	Financial Crisis and Foreign Direct Investment in Emerging Economies	SGRP/2010/29	Sudershan K	April – July 2010
5.	Exploring Organisation Designs in Care Giving Organisations	SGRP/2010/30	Debabrata Chatterjee	June 2010 – May 2011
6.	Differentiating Subjective and Objective Product Attributed in Consumer Choice Decision	SGRP/2010/31	Atanu Adhikari	April – December 2010
7.	Field Research Case on UTV and Disney: A Strategic Alliance	SGRP/2010/32	Atanu Adhikari	April – September 2010
8.	Beating Systematic Investment Plans with Value: A Dynamic Investing Tool for Investors	SGRP/2010/33	Sony Thomas	June 2010 – May 2011
9.	Volatility Dynamics in Indian Future Market Using Range Based, Extreme Value and Conditional Estimators	SGRP/2010/34	Sony Thomas	June 2010 – May 2011
10.	Building Technological Capabilities through Technological Development of Industrial Clusters: The case of IT and Electronic clusters in India	SGRP/2010/35	Rajesh Srinivas Upadhyayula	June 2010 – May 2011



FELLOWSHIP / AWARD / HONOUR

- Dhal, M. *Certified Compensation and Benefit Manager*, Carlton Advance Management Institute, USA, April 2010.
Certified Recruitment Analyst, Carlton Advance Management Institute, USA, April 2010.
- Rameshan, P. *Invited Panelist, Session on Infrastructure, 80th Anniversary Celebrations, Malabar Chamber of Commerce*, Kozhikode, January 31, 2010.
Invited Panelist, Session on Future of Asian Trade, Asian Development Dialogue, Trivandrum, February 13, 2010.
- Shukla, M.,
 Jharkharia, S. *Emerald / AIMA Research Fund Award* by Emerald Group of Publications UK, April, 2010

MEMBERSHIP OF EDITORIAL BOARD

- Sridhar, G. SONA Journal of Marketing Research
- Thomas, J. SONA Journal of Marketing Research
- Pillai, R.R. AIMS International Journal of Management
- Pati, R.K. International Journal of Electronic Transport (IJET)
- Jharkharia, S. Asian Journal of Information Technology
 International Journal of Business Excellence
 International Journal of Applied Management Science
 International Journal of Information Systems and Supply Chain Management
- Sebastian, M.P. International Journal of Advanced Networking and Applications (IJANA), India
 Journal of Next Generation Information Technology (JNIT), Korea
 International Journal of Secure Digital Information Age, India
 International Journal of Digital Content Technology and its Applications (JDCTA), Korea
- Srinivasan, S.K. Book Reviews Editor, Vikalpa: The Journal for Decision Makers
- Kuntluru, S. All Indian Accounting Association
 All Indian Commerce Association

REVIEWER / REFEREE

- Nair, A.S. Applied Financial Economics
- Balooni, K. Article in Advances in Agro forestry, Book Series, Springer
 Forest Policy and Economics
 International Journal of Social Forestry
 International Journal of the Commons
 Natural Resources Forum
 South Asian Water Studies



Sridhar, G.	Abhigyan Management Research News (Emerald Group) Metamorphosis
Thomas, J.	Management Review, Indian Institute of Management Bangalore Journal of Indian Business Research, Emerald Group Publishing
Gangopadhyay, K.	Journal of Theoretical Economics Journal of Public Economics
Purani, K.	39 th European Marketing Academy Conference (EMAC), Copenhagen
Krishnan, T.N.	Human Resource Management, Wiley Interscience, Guest Reviewer (Paper on protean career, reviewed January)
Nandakumar, M.K.	Academy of Management Conference British Academy of Management Conference
Rameshan, P.	Artha Vijnana
Pati, R.K.	African Journal of Mathematics and Computer Science Research
Jharkharia, S.	Omega: International Journal of Management Science International Journal of Production Research Management Research News IIM Indore Journal NPDC-2009 (International Conference at IIT Madras during December, 2009)
Sebastian, M.P.	IEEE Transactions on Vehicular Technology GYAN Management, Chandigarh (An International Biannual Blind Refereed Journal of Management & Technology) Optics Letters (Optical Society of America, USA) Arabian Journal for Science and Engineering (Engineering), KSA
Srinivasan, S.K.	Vikalpa: The Journal for Decision Makers
Kuntluru, S.	ICFAI Journal of Behavioral Finance (IJBFI)
Chaudhuri, G.	PES Business Review



RESEARCH SEMINARS

1 June 19, 2009

Prof. Rajendra Sisodia, Professor of Marketing at Bentley College, University of Bentley, Massachusetts, USA.

Topic: Conscious Capitalism (Thought Leadership Series Seminar)

2 September 18, 2009

Prof. Sthanu R Nair, Assistant Professor, Indian Institute of Management Kozhikode

Topic: The Impact of Tax Rate Differentials on the Tax Revenues – The case of Sales Tax Competition among a Group of Border-Sharing Indian States (Faculty Seminar Series)

3 October 13, 2009

Prof. Balasubramanyam V.N, Professor of Development Economics in the Department of Economics, Management School, Lancaster University Management School, UK

Topic: India's Overseas Investments-Determinants and Impact (Invited Faculty Seminar Series)

4 December 10, 2009

Prof. Kausik Gangopadhyay, Visiting Assistant Professor, Indian Institute of Management Kozhikode

Topic: Demand for Education: Is Culture a major determinant?

5 December 14, 2009

Mr. Prem Puri, Worldwide Director of Solutions for the Distribution Sector, IBM

Topic: Globalization, Technology and the Young Manager (Under Thought Leadership Seminar Series)

6 January 28, 2010

Prof. Ashok Gulati, IFPRI Director in Asia, New Delhi

Topic: Changing Agri-system in India and Implications for Business, Policy and Small holders (Under Thought Leadership Seminar Series)

7 February 19, 2010

Mr. Thomas Alexander, Serial Entrepreneur, General Partner of A Venture Capital Firm from Silicon Valley in California, USA

Topic: Peak Experience in Life, Creation, and Silicon Valley Business

CONFERENCES / CONVENTION AT IIMK

Mini Conference on "Economics, Law, Politics and Management"

February 22-23, 2010

Prof. Krishna K Ladha



LIBRARY & INFORMATION CENTRE (LIC)

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

Over the years the LIC has registered significant progress and has brought worldwide recognition and laurels to IIMK. The E-Learning Platform developed by the Center for Development of Digital Libraries (CDDL) for the WHO India Office (<http://www.medinfoguide.net>), the Information Portal for the Coir Board (<http://coirboard.nic.in>), the Greenstone Support Network for South Asia (<http://greenstonesupport.iimk.ac.in>) are just a few to mention. IIMK's ambitious Digital Library project (<http://iimk.ac.in/gsd/cgi-bin/library>), sponsored by the Ministry of HRD (Government of India), received the status of an example collection from the world renowned "Greenstone" family of the University of Waikato, New Zealand. Another important landmark has been the commissioning of the Smart-Card based Access Control System and the Smart-Gate based E-Security System. The latest in the series of services is the "Leadership Compass" (<http://leadership.iimk.ac.in>) targeted towards the management fraternity. The LIC at IIMK is a digital delight, available 24 hours a day, and spans throughout the campus. It is a perfect blend of digital, audio, video and print media with cutting-edge technology. It is an outstanding knowledge-centre catering to the faculty, students and research scholars. It houses over 28600 books in print form, over 300 print journals, over 30000 E-Books, 3500 Bound Volumes of research Journals, over 15000 corporate





information and more than 13500 E-Journals from India and abroad, in addition to as many as 2555 CD-ROM publications on contemporary issues.

The audio/visual unit in the LIC hosts over 250 educational videos covering a wide range of disciplines in management. The Video Digital Library streams out the educational videos throughout the entire campus. A host of 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 INDEST Consortium (<http://paniit.iitd.ac.in/indest/>). The annual Rupee equivalent of document resourcing in the LIC is around 5 Crores. With a view to promote cross-border research and bilateral industrial-economic relations, The scholarly publications of the faculty and researchers of the Institute are captured and hosted in the open access Institutional Repository DSpace@ IIMK (<http://dspace.iimk.ac.in>). A mirror of this scholarly archive is also published as Eprints@IIMK (<http://eprints.iimk.ac.in>). IIMK is also developing special documentation centers on 'European Union' and the 'ASEAN' countries.

Online Services

1. ABI Inform Global (Full-Text journals)
2. ACM Digital Library (Full-Text journals)
3. Business Source Premier (Full-Text journals)
4. Carma.com
5. Capitaline
6. CIPD (Chartered Institute of Personnel and Development) Membership
7. Crisil Research
8. Cygnus Knowledge Portal
9. Delnet Membership
10. Ebrary.com
11. Emerald Insight (Full-Text journals)
12. Elsevier Science (Science Direct) (Full-Text journals)
13. Financial Times online (ft.com)
14. GMID
15. IEEE Online (Full-Text journals)
16. Indiatat.com
17. Insight
18. International Financial Statistics Browser
19. ISI Emerging Markets
20. JCCC
21. JSTOR
22. Library Press Display (Newspapers online)
23. Marketline Database
24. OECD Monthly International Trade



- 25 OECD STAN Industry Analysis Database
- 26 Projects Today
- 27 PsycArticles (Full-Text journals)
- 28 Sage HSS collection (Full-Text journals)
- 29 Springer online (Full-Text journals)
- 30 Taylor & Francis online (Full-Text journals)
- 31 UN Comtrade Database
- 32 Warc.com
- 33 Wiley/Blackwell Journals (Full-Text journals)

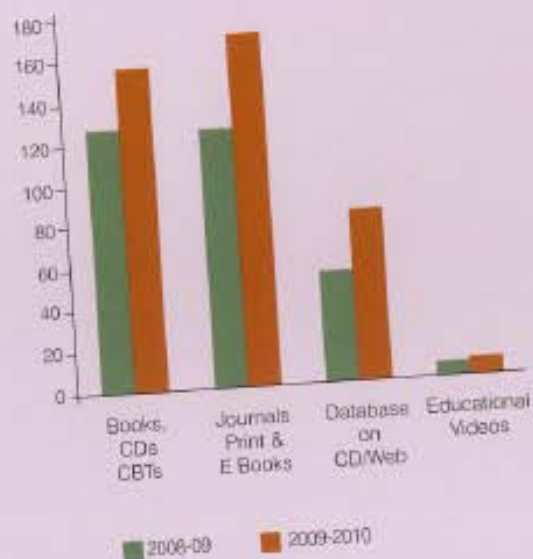
CD ROM Databases

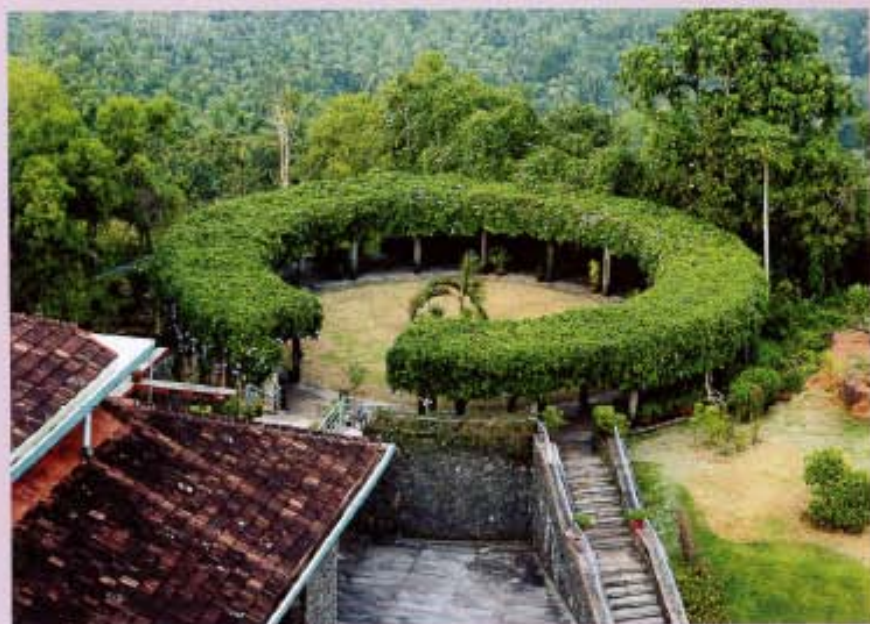
1. Alpha (CMIE)
2. Business Beacon (CMIE)
3. Capex (CMIE)
4. Company Annual Report Database (15000 companies)
5. Economic Intelligence Service (CMIE)
6. First Source (CMIE)
7. IECO (CMIE)
8. Indian Harvest (CMIE)
9. India Trade (CMIE)
10. Industry Analysis Service (CMIE)
11. MRMR
12. Prowess (CMIE)
13. State Analysis Service (CMIE)

Collection Development Statistics : 2009-2010

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	1232	28698	22.20	341.12
2	E-Books	-	30,000	1.85	7.60
3	Journals (Print)	-	300	65	457.68
4	Databases on CD/Web Bibliographic & Full Text Online Corporate Databases Value added services/Info Gateways	1	46	26.52	246.52
5	E-Journals through Aggregators	-	13500+	-	-
6	E-Journals Full-Text directly from Publishers	-	2279	09.36	40.84
7	Educational Videos	-	238	-	8.50
8	Bound Volumes of Journals	-	3514	-	-
Total:				124.93	1102.26

Growth of Assets (In Lakhs) : 2009 - 2010





CAMPUS DEVELOPMENT

The campus development activities have been going on keeping pace with the infrastructural requirements of the Institute demanded by its lofty academic goals which include, among other things, an annual intake of about 300 Students planned for the flagship PGP programme.

As part of the implementation of the campus infrastructure-expansion, construction of the Phase-III campus buildings – including Students Hostel 'J' having 64 double-occupancy rooms, Students' Hostel 'K' with 60 single-occupancy rooms, a spacious 2nd Students Dining Block and a Faculty Apartment Block having 12 housing units were completed – totaling to a contract amount of Rs. 1390 lakhs.

In line with the planned increase in the Institute's academic activities, it was decided to further expand the campus infrastructure facilities with the proposal to add Phase-IV campus buildings consisting of a 3rd Classroom Block, a 3rd Faculty Block, Students' Hostel 'L' having 48 double-occupancy rooms, another Faculty Apartment Block having 12 housing units and last but not the least a Management Development Programme Complex, having state-of-the-art academic and residential facilities, for participants of various executive management programmes. Besides 7 Nos. classrooms (i.e. 3 Nos. 45-seater and 3 Nos. 70-seater classrooms) provision is there for an auditorium-type 300-seater seminar room in the proposed MDP Complex. The MDP Complex can also accommodate almost 200 delegates and guests in 120 well-furnished rooms. The works of the ongoing campus buildings & structures under Phase-IV, estimated to cost nearly Rs. 6100 lakhs, have been entrusted with the Central Public Works Department (CPWD).



To meet the anticipated additional power requirement of the Institute, simultaneous action has been taken to augment the existing power supply and distribution system in the campus. As a result, the capacities of the two existing Sub-Stations have been enhanced by adding two more captive 1250 KVA DG Sets and two more 1600 KVA Transformers (including carrying out additional cabling and other external electrical & allied works, which are in progress) costing nearly Rs. 640 lakhs.

In addition to providing excellent and state-of-the-art infrastructural facilities in picturesque settings, the campus also has a sustainable and eco-friendly rainwater harvesting system comprising approximately 55,000 cubic meters (i.e. 55 crores litres) capacity ponds for storage of the harvested rainwater. We are extremely proud to state that our Institute is one among the very few institutions in the country which has successfully implemented rainwater harvesting for meeting its entire drinking water requirements. Besides this, we have also adopted several other environment-friendly measures such as recycling of treated waste-water for horticulture irrigation and protection of road and other embankments within the campus by using bio-degradable coir geotextiles for soil-erosion control.

Apart from all these, various miscellaneous construction activities are also being taken up on the side-lines of the major campus development activities for the value addition of the existing facilities to meet the Institute's academic requirements from time to time.

The Institute is poised for further expansion of its boundaries in the near future with the proposal to acquire additional land adjoining the existing campus primarily to augment the water-resources of the Institute with a potential additional source for sustainable rain-water harvesting.

PERSONNEL

As on March 31, 2010, the total sanctioned strength is as under:

Faculties	58
Non faculties	64

Prof. Debashis Chatterjee has taken charge as Director of the Institute from Prof. P Rameshan, Director-in-charge.

During the year under review, new Director, one Professor, four Assistant Professors, one Visiting Associate Professor, four Visiting Assistant Professors, one Chief Administrative Officer, one Senior Administrative Officer (Academic Administration), one Assistant, one Technical Assistant and two Junior Assistants have been appointed.

During the year, two Assistant Professors have resigned and one Visiting Faculty completed his tenure, were relieved. One Chief Administrative Officer retired on superannuation. One Junior Assistant has resigned and was relieved.

Personnel profile at the end of the year was as under:

Faculty	34
Non faculty	41



IMPLEMENTATION OF RTI ACT, 2005

The Institute had started implementing the provision of the RTI Act during the year 2005 itself, immediately after the promulgation of the Act by the Parliament. The PIO had received 47 Applications under the RTI Act and disposed of 44 applications. During the year no appeal has been received.

GRIEVANCE REDRESSAL MACHINERY

In accordance with the instructions issued by the Government of India, the Institute has nominated one of the Faculty Members, Dr. R Radhakrishna Pillai, as the Officer to handle Public Grievances in regard to the affairs of the Institute. No such complaints have been received by the Officer during the year.

COMMITTEE TO PREVENT SEXUAL HARASSMENT AT WORKPLACE

The Institute has constituted a Committee, headed by a woman employee and comprising women employees as majority members, to protect the women employees of the Institute against sexual harassment of women at work place in accordance with the instructions issued by the Government in this regard. There were no instances of sexual harassment reported during the year.

PROFESSIONAL DEVELOPMENT

The following faculty and non faculty employees were nominated for attending workshops/seminars and conferences. Faculty members presented papers at various conferences as detailed below.

FACULTY MEMBERS

Dr. Sanjay Jharkharia, Associate Professor, participated in the e-Learning Course on Six Sigma Green Belt (via the Global Development Learning Network of the World Bank Platform) organized by National Productivity Council, New Delhi during April 06-08, 2009.

Dr. Keyoor Purani, Associate Professor and Dr. Anandakuttan B Unnithan, Assistant Professor, participated in the "Conference on Tourism: In Global Village – Contemporary Practices and Innovations" jointly organized by IIM Lucknow and IIM Kozhikode at IIM Lucknow during April 07-10, 2009 and they presented a paper titled "Technology Readiness, Trust and e-Service Quality: A Study of Travel Portal Users".

Dr. P Rameshan, Professor, participated in the 12th SMF Annual Convention at Indian Institute of Management Bangalore during May 27-29, 2009.

Mrs. Lakshmi Subramaniam Ladha, Visiting Professor, participated in the 12th SMF Annual Convention at Indian Institute of Management Bangalore during May 27-29, 2009.

Dr. Anjan Kumar Swain attended the International Finance Conference 2009 at IIM Calcutta during December 03-05, 2009 at Kolkata where he presented a paper titled "A Hybrid Evolutionary computation Method for GARCH Model Optimization".

Dr. Rupesh Kumar Pati, Assistant Professsor, was nominated to participate in the XIII Annual Conference of the Society of Operations Management organized by Society of Operations Management during December 20-22, 2009 at IIT Madras.



Dr. Gopal Chaudhuri, Associate Professor, has been nominated to participate in the 3rd International Conference on Management and Social Welfare organized by IISWBM Kolkata during December 14-15, 2009 where he presented a paper titled "An Efficiency study of Indian Banks".

Dr. R Radhakrishna Pillai, Professor, was nominated to participate in the 7th AIMS International Conference on Management organized by AIMS International and IIMB during December 20-23, 2009 at IIM Bangalore.

Dr. Sudershan Kuntluru, Visiting Associate Professor, was nominated to participate in the 7th AIMS International Conference on Management organized by AIMS International and IIMB during December 20-23, 2009 at IIM Bangalore.

Dr. Gopal Chaudhuri, Associate Professor, was nominated to participate in the National Conference on Doing Business in India organized by IFIM Bangalore during December 17-18, 2009 where he presented a paper titled "Reliability on Marketing".

Dr. Gopal Chaudhuri, Associate Professor, was nominated to participate in the 4th International Conference on Quality and Reliability organized by Delhi University during December 18-20, 2009 where he presented a paper titled "On the Reliability Function of Acoherent Structure of Components Sharing A Common Environment".

Dr. Leena Mary Eapen, Visiting Assistant Professor, attended the International Conference on 'Global Interdependence in Decision Sciences' organized by Administrative Staff College of India during December 28-30, 2009 at Hyderabad where she presented a paper titled "Performance of State Electricity Utilities during the Post Power Reforms Period: A Comparative Analysis".

Dr. Abhilash Nair, Assistant Professor, attended the National Conference on 'Managing Finance: Sustaining Shareholder Value' organized by Institute of Management, Nirma University, Ahmedabad during January 07-10, 2010 at Ahmedabad, where he presented a paper titled 'Determinants of Price to Earnings Ratio in Indian IT Services Industry'.

Dr. Kausik Gangopadhyay, Visiting Assistant Professor, was nominated to participate in the 'Econophysics-Kolkata V: International Workshop of Order-driven Markets' organized jointly by Ecole Centrale Paris, Saha Institute of Nuclear Physics and the Indian Statistical Institute during March 09-13, 2010 at Kolkata.

NON-FACULTY

Mr. T.S. Ramakrishnan, Accounts Officer attended the two days Technical Workshop on "6th Pay Commission, Revised Pay Rules 2008 and Pension Revision" organized by Institute of Socio Economic Research & Action (ISERA) during April 18-19, 2009 at Hotel Bharat Continental New Delhi.

Mr. G John, Assistant Administrative Officer attended the programme on right to Information Act, 2005 organized by Institute of Public Administration on September 30, 2009 at Bangalore.

Mr. Pawan Kumar Singh, Senior Administrative Officer (Academic Administration) attended the workshop on Maintenance of Records for the Purpose of RTI Act



2005 organized by Institute of Public Administration during October 29-30, 2009 at Goa.

Mr. N Ramachandran, Programmer, attended the programme on Real Time Analysis of CDN in an Academic Institute: Assimilation Study organized by Kingston University, London during November 04-06, 2009 at Bishop Heber College, Trichy.

A K Shantharaman, Financial Advisor & Chief Accounts Officer attended the International Conference on "Innovative Strategies for Value Creation and Management" organized by RV Institute of Management during December 10-12, 2009 at Bangalore.

Mr. G John, Assistant Administrative Officer attended the programme on 'Modified Assured Career Progression Scheme & Pay Fixation Rules' organized by Integrated Training & Policy Research during January 07-09, 2010 at New Delhi.

Lt Col. (Retd.) Julius George, Chief Administrative Officer attended a Three Day Residential Special Modular Programme on contract Labour (Regulation & Abolition) Act, 1970 (Module-I for 2 days and Latest Court Judgements on Labour issues (Module-II) for one day organized by the Institute of Public Administration from February 24 to 26, 2010 at Bangaluru.

SEMINARS/TRAINING ABROAD:

Dr. Krishna Kumar Ladha, Professor, was granted permission to attend International Conference on Midwest Political Science Association Annual National Conference organized by the Midwest Political Science Association, Chicago, USA during April 02-05, 2009 at the personal expenses.

Mrs. Lakshmi Subramaniam Ladha, Visiting Professor, was granted permission to attend International Conference on Midwest Political Science Association Annual National Conference organized by the Midwest Political Science Association, Chicago, USA during April 02-05, 2009 at the personal expenses.

Dr. G Sridhar, Assistant Professor, attended the International Conference on Advance in Tourism Economics 2009 titled "Pilgrims Satisfaction of Religious Event" organized by APFDT- Portuguese Association for Tourism Research and Development, Portugal, during April 23-24, 2009 at LISBON.

Dr. Kulbhushan Balooni, Associate Professor, attended the international conference on Change in Governance as a Collective Learning Process" organized by the EU Integrated Project REFGOV and International Union of Forest Research Organisations at Nancy, France, during June 21-24, 2009.

Dr. P Rameshan, Professor, attended the Pan IIM Alumni Gulf Summit during May 22-24, 2009 at Dubai, representing IIMK.

Dr. Debashis Chatterjee, Director, attended the Pan IIM Alumni Gulf Summit during May 22-24, 2009 at Dubai.

Dr. Kulbhushan Balooni, Associate Professor, attended the international conference on The Role of Elites in Economic Development organized by the United Nations University – World Institute for Development Economic Research (UNU-WIDER),



Helsinki, Finland, during June 12-13, 2009 as fully sponsored participant by UNU-WIDER.

Dr. Keyoor Purani, Associate Professor, attended the 14th Biennial World Marketing Conference 2009 titled "Marketing in Transition: Scarcity, Globalism and Sustainability" organized by the Academy of Marketing Sciences at Oslo, Norway during July 22-25, 2009 and presented a research paper titled "Generating Trust in E-Services Through Service Quality: The Moderating Role of Technology Readiness".

Dr. Debabarata Chatterjee, Associate Professor, attended the 2009 Academy of Management international conference at Chicago, Illinois during August 07-11, 2009, where he presented a paper titled "Innovativeness of Technological Innovations: A Knowledge and Team Process Perspective".

Dr. Anjan Kumar Swain, Associate Professor, attended the International Conference on 'Business and Information' organized by International Business Academics Consortium and Academy of Taiwan Information Systems Research, sponsored by National Taipei University and Shih-Chien University at Park Royal Hotel, Kuala Lumpur, Malaysia during 06-08 July 2009, where he presented a paper titled "From Intelligence to Business Intelligence".

Dr. G Sridhar, Assistant Professor, attended the International Training Programme on Global Colloquium on Participant Centered Learning Programme organized by Harvard Business School at Boston, USA during July 26 to August 06, 2009.

Dr. Nandakumar M K, Assistant Professor, attended the 2009 Academy of Management international conference at Chicago, Illinois during August 07-11, 2009, where he presented a paper titled "Business-Level Strategy and Performance – Evidence from Manufacturing Firms".

Dr. Sanjay Jharkharia, Associate Professor, attended the international conference on Asian Productivity Organizations Study Marketing on Lean Six Sigma organized by National Productivity Council during October 27-30, 2009 at Bangkok.

Dr. Keyoor Purani, Associate Professor, attended the North American Case Research Annual Conference (NACRA) 2009 during October 29-31, 2009 at California.

Dr. M G Sreekumar, Librarian, attended the 8th Asia-Pacific Business School Librarian's Group (APBSLG) during November 09-11, 2009 at Melbourne Business School, Australia.

Dr. Sanjay Jharkharia, Associate Professor has been nominated to participate in the International Conference on Logistics and Transport 2009 organized by Thai Researcher's Consortium of Value Chain Management and Logistics during December 17-29, 2009 at Thailand.

Dr. Anjan Kumar Swain, Associate Professor has been nominated to participate in the 4th International Conference on Information Systems, Technology and Management (ICISTM 2010) organized by Management Development Institute (India), the University of Florida (USA) and King Mongkut's University of Technology (Thailand) during March 10-12, 2010 at Bangkok, Thailand.



ANNUAL ACCOUNTS AND FINANCIAL POSITIONS

The Annual Accounts of the Institute for the financial year 2009-10 duly audited by the Principal Accountant General (Audit), Kerala are annexed to this report. The Separate Audit Report and the Institute's replies on the points raised in the Report are also annexed. The Internal Audit of the accounts of the Institute was carried out by M/s. Varma & Varma, Chartered Accountants. The Audited Annual Statements of Accounts and the Audit Report and Audit Certificate together with the replies of the Institute on the Audit Report were approved by the Board of Governors in the meeting held on 06-01-2011.

The main highlights of the Annual Accounts are furnished below: -

GRANT-IN-AID

During the financial year 2009-10, the Institute received the following grant-in-aid from the Department of Secondary and Higher Education, Ministry of Human Resource Development, Government of India:-

1. Plan – General	1,000.00	Lakhs
2. Plan – OSC	1,005.00	Lakhs
3. Non-Plan – Block Grant	683.00	Lakhs
4. Non-Plan – Pay Revision arrears	97.19	Lakhs
Total	2,785.19	Lakhs

CORPUS FUND

During the financial year 2009-10, the Institute had transferred 1,563.75 Lakhs to the Corpus Fund created under the Block Grant Scheme of the Department of Secondary and Higher Education, Ministry of Human Resource Development, Government of India. The interest earned during the year on the investment made is 716.04 Lakhs. The closing balance of the Corpus Fund as on 31-03-2010 is 10,110.11 Lakhs.

DEPRECIATION FUND

During the financial year 2009-10, the Institute had transferred ' .810.90 lakhs to the Depreciation Fund. The closing balance of the Deprecation Fund as on 31-03-2010 is ' ,1,514.76 lakhs. This Fund is created in accordance with the decision taken in the 43rd meeting of the Board of Governors held on 27-06-2008.

PENSION FUND

During the financial year 2009-10, the Institute had provided 70.74 lakhs towards pension liability. The interest earned during the year on the investment made is Rs. 3.40 lakhs. The closing balance of the Pension Fund as on 31-03-2010 is 171.42 lakhs. The liability of Pension Fund is arrived by assessing the amount of pension payable had all the eligible employees retired as at the end of the financial year. The commuted value as on 31-03-2010 of the entire pension as per Govt. of India Pension / Commutation Rules is and provided for in the books of accounts of the Institute.

Accounts of IIM Kozhikode Employees Contributory Provident Fund Trust

During the year, the Income & Expenditure account shows a surplus of 8.12 lakhs after allowing interest to the members. This is mainly due to the reason that NAVs of the Investments made in various Mutual Funds had significantly arose due to global economic recovery.

The Corpus Fund shows 305.22 lakhs, out of which 284.26 lakhs has been invested in various interest bearing securities, 20.63 lakhs is under accrued interest and Rs. 0.33 Lakhs as refundable loans to its members. The funds are invested as per the guidelines for investment of Provident Funds prevailing from time to time. The accounts are also approved by the Trust in its meeting held on 06-07-2010.





BOARD OF GOVERNORS

List of Members of the IIMK Board of Governors as on March 31, 2010, is given below:-

- 1) **Dr. A.C. Muthiah**
Chairman
Board of Governors, IIM Kozhikode
Chairman
SPIC, Chennai
- 2) **Shri T.K.A. Nair**
Principal Secretary to Prime Minister of India
Prime Minister's Office, New Delhi
- 3) **Shri S.K. Ray**
Additional Secretary and Financial Advisor
Ministry of Human Resource Development, New Delhi
- 4) **Shri N.K. Sinha**
Joint Secretary
Ministry of Human Resource Development, New Delhi
- 5) **Shri Kuruvilla John**
Principal Secretary (Higher Education)
Government of Kerala, Thiruvananthapuram
- 6) **Shri K. C. Mohan**
Former Chairman & Managing Director, MECON (SAIL), Chennai
- 7) **Prof. Diwakar Minz**
Ranchi, Jharkhand
- 8) **Dr. Uddesh Kohli**
Chairman Emeritus
Construction Industry Development Council, New Delhi
- 9) **Shri T. T. Thomas**
Former Chairman & Managing Director, FACT Limited, New Delhi
- 10) **Shri N. Sankar**
Chairman & Managing Director, Sanmar Group, Chennai
- 11) **Shri Onkar S. Kanwar**
Chairman, Appollo Tyres, New Delhi
- 12) **Prof. S. S. Mantha**
Actg. Chairman
All India Council for Technical Education, New Delhi
- 13) **Shri Jacob Mathew**
Executive Editor & Director
Malayala Manoram, Kottayam



- 14) **Dr. Pritam Singh**
Professor of Eminence
Management Development Institute, Gurgaon
- 15) **Prof. Debashis Chatterjee**
Director, IIM Kozhikode
- 16) **Prof. P. R. Bhatt**
Professor, IIM Kozhikode
- 17) **Prof. Sanal Kumar Velayudhan**
Professor, IIM Kozhikode
- 18) **Lt. Col. (Retd.) Julius George**
Chief Administrative Officer, IIM Kozhikode
(Secretary to the Board)

The Board met on four occasions during the year 2009-10. The date, venue and attendance in the meeting were as under:

1. 47th Meeting on 11 July 2009 at Kozhikode
2. 48th Meeting on 10 Oct 2009 at Chennai
3. 49th Meeting on 09 Jan 2010 at Chennai
4. 50th Meeting on 20 Mar 2010 at Kozhikode

THE INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE SOCIETY

The list of members of the IIMK Society as on March 31, 2010 is given below:

- 1) **Dr. A.C. Muthiah**
Chairman
Board of Governors, IIM Kozhikode
Chairman
SPIC, Chennai
- 2) **Shri T.K.A. Nair**
Principal Secretary to Prime Minister of India
Prime Minister's Office, New Delhi
- 3) **Shri S.K. Ray**
Additional Secretary and Financial Advisor
Ministry of Human Resource Development, New Delhi
- 4) **Shri N.K. Sinha**
Joint Secretary
Ministry of Human Resource Development, New Delhi
- 5) **Shri Kuruvilla John**
Principal Secretary (Higher Education)
Government of Kerala, Thiruvananthapuram



- 6) **Shri K. C. Mohan**
Former Chairman & Managing Director, MECON (SAIL), Chennai
- 7) **Dr. Uddesh Kohli**
Chairman Emeritus
Construction Industry Development Council, New Delhi
- 8) **Shri T. T. Thomas**
Former Chairman & Managing Director,
FACT Limited, New Delhi
- 9) **Prof. S. S. Mantha**
Actg. Chairman
All India Council for Technical Education, New Delhi
- 10) **Prof. (Mrs) Anwar Jahan Zuberi**
Vice Chancellor, University of Calicut, Kozhikode
- 11) **Prof. N. Ravichandran**
Director, IIM Indore
- 12) **Shri M Damodaran**
The Damodaran Group
Pragati Bhavan, Mezzanine floor
Jai Singh Road, New Delhi-110001
- 13) **Shri R. Seshasayee**
Managing Director
Ashok Leyland Ltd
No-1, Sardar Patel Road
Guindy, Chennai- 600032
- 14) **Dr. K. Madhavan Kutty**
Poonthanam, Chinthavalappu, Kozhikode
- 15) **Dr. S. R. K. Prasad**
Managing Director,
Krishna Industrial Corporation Ltd., Coimbatore
- 16) **Prof. Debashis Chatterjee**
Director, IIM Kozhikode
- 17) **Prof. P. R. Bhatt**
Professor, IIM Kozhikode
- 18) **Prof. Sanal Kumar Velayudhan**
Professor, IIM Kozhikode
- 19) **Lt. Col. (Retd.) Julius George**
Chief Administrative Officer, IIM Kozhikode
(Secretary to the IIMK Society)

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

1. 20th Meeting on 10 Oct 2009 at Chennai
2. 21st Meeting on 20 Mar 2010 at Kozhikode

FACULTY

Sr.No	Name	Deisgnation
1.	Dr. K Unnikrishnan Nair	Professor
2.	Dr. P Rameshan	Professor
3.	Dr. P R Bhatt	Professor
4.	Dr. Sanal Kumar Velayudhan	Professor
5.	Dr. Badrinarayn Shankar Pawar	Professor
6.	Dr. R Radhakrishna Pillai	Professor
7.	Dr. Saji Gopinath	Professor
8.	Dr. Krishna Kumar Ladha	Professor
9.	Dr. M.P. Sebastian	Professor
10.	Dr. Kulbhushan Balooni	Associate Professor
11.	Dr. Gopal Chaudhary	Associate Professor
12.	Dr. Anjan Kumar Swain	Associate Professor
13.	Dr. Sanjay Jharkharia	Associate Professor
14.	Dr. S S S Kumar	Associate Professor
15.	Dr. Debabrata Chatterjee	Associate Professor
16.	Dr. Keyoor Purani	Associate Professor
17.	Dr. Anandakuttan B Unnithan	Assistant Professor
18.	Dr. G Sridhar	Assistant Professor
19.	Dr. Sthanu R Nair	Assistant Professor
20.	Dr. Joffi Thomas	Assistant Professor
21.	Dr. Abhilash S Nair	Assistant Professor
22.	Dr. T N Krishnan	Assistant Professor
23.	Dr. Rupesh Kumar Pati	Assistant Professor
24.	Dr. Nandakumar M K	Assistant Professor
25.	Dr. Shubhasis Dey	Assistant Professor
26.	Dr. Lakshmi S Ladha	Professor
27.	Dr. K K Ramesh	Associate Professor
28.	Dr. Sudershan Kuntluru	Associate Professor
29.	Dr. Leena Mary Eapen	Assistant Professor
30.	Dr. S KSrinivasan	Assistant Professor
31.	Dr. Sony Thomas	Assistant Professor
32.	Dr. Kaushik Gangopadhyay	Assistant Professor
33.	Dr. Rahul Kumar Sett	Assistant Professor



ADMINISTRATIVE STAFF

Sr.No Name

1. Lt. Col. (Retd.) Julius George
2. Dr. M G Sreekumar
3. Shri Ashok Pathak
4. Shri Rajiv Varma
5. Shri. A K Shantharaman
6. Shri Pawan Kumar Singh
7. Shri T S Ramakrishnan
8. Shri. V V Ravindran
9. Shri. K Sadanandan
10. Shri P G Muraleedharan
11. Shri. N Ramachandran
12. Mrs. Lakshmi Viswanathan
13. Shri T Mohanan
14. Shri. G John
15. Smt. T Sunitha
16. Shri Anil Kumar Pathiyath
17. Shri. Vinod Kumar K
18. Shri. K Murugan
19. Smt. P Sreejaya
20. Shri K T Bose
21. Shri K S Jayakrishnan
22. Shri John Gheevarghese
23. Shri Rejeesh M P
24. Shri Anil A M
25. Shri. P Kesavan Nair
26. Shri Shaji C P
27. Shri Prasheeb Kumar K K
28. Shri V Madhusoodan
29. Shri Raghupathy Hari
30. Shri Sojan George
31. Dr. Yamuna George
32. Shri Mohemmed Mustafa M
33. Shri Sudheesh Kumar K M
34. Mr. A P Sanjay
35. Shri. Joshy Kuriakose
36. Shri. Biju R
37. Mrs. Sandhya T V
38. Mrs. Zeena K
39. Mr. Augustine George
40. Mr. Sudhir Rajan
41. Mr. Alekh P
42. Mrs. Simmi K G
43. Shri Kumaran K P
44. Shri Vijayan K
45. Shri Baburajan P
46. Ramesh Bahadur K C

Deisgnation

- Chief Administrative Officer
 Librarian
 Systems Manager
 Civil Engineer
 FA&CAO
 SAO (Academic Administration)
 Accounts Officer
 Secretary to Director
 Administrative Officer
 Administrative Officer
 Programmer
 Accounts Officer
 Asst. Administrative Officer
 Asst. Administrative Officer
 Asst. Librarian
 Assistant Engineer
 Asst. Administrative Officer
 Asst. Administrative Officer
 Asst. Librarian
 Assistant Engineer (Electrical)
 Superintendent
 Superintendent
 Assistant Engineer (Civil)
 Assistant Programmer
 Assistant
 Assistant
 Assistant
 Assistant
 Assistant
 Executive Assistant
 Executive Assistant
 Technical Assistant
 Technical Asst.(Digital Library)
 Junior Engineer (Electrical)
 Jr. Library & Information Assistant
 Jr. Library & Information Assistant
 Junior Assistant
 Junior Assistant
 Junior Assistant
 Junior Assistant
 Junior Assistant
 Junior Assistant
 Office Support Staff (Academic)
 Driver-cum-Office Staff
 Driver-cum-Office Staff
 Multi-skilled Support Staff





वार्षिक लेखा विवरण

**Annual Statements of Accounts
2009 - 2010**



भारतीय प्रबंध संस्थान कोपिक्कोड

Indian Institute of Management Kozhikode



**Separate Audit Report of the Comptroller & Auditor General of India on the
Accounts of the Indian Institute of Management,
Kozhikode for the year ended 31 March 2010**

1. We have audited the attached Balance Sheet of Indian Institute of Management (IIM), Kozhikode as at 31 March 2010 and the Income & Expenditure Account / Receipts & Payment Account for the year ended on that date under Section 20(1) of the Comptroller & Auditor General's (Duties, Powers and Conditions of Service) Act, 1971 read with Rule 18 of the Memorandum of Association of the IIM, Kozhikode Society. The audit has been entrusted for the period up to 2010-2011. These financial statements are the responsibility of the Institute's management. Our responsibility is to express an opinion on these financial statements based on our audit.
2. This separate Audit Report contains the comments of the Comptroller & Auditor General of India (CAG) on the accounting treatment only with regard to classification, conformity with the best accounting practices, accounting standards and disclosure norms etc. Audit observations on financial transactions with regard to compliance with the Law, Rules and Regulations (Propriety and Regularity) and efficiency-cum-performance aspects, etc. if any, are reported through Inspection Reports/ CAG's Audit Reports separately.
3. We have conducted our audit in accordance with auditing standards generally accepted in India. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material mis-statements. An audit includes examining, on the test basis, evidences supporting the amounts and disclosure in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of financial statements. We believe that our audit provides a reasonable basis for our opinion.
4. Based on our audit, we report that:
 - i. We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purpose of our audit.
 - ii. The Balance sheet and Income & Expenditure Account/ Receipt & Payment Account dealt with by this report have been drawn up in the format approved by the Ministry of Finance, Government of India under Rule 12 (xvii) of the Memorandum of Association of the IIM, Kozhikode Society.
 - iii. In our opinion, proper books of accounts and other relevant records have been maintained by the Indian Institute of Management, Kozhikode as required under Rule 12 (xvii) of the Memorandum of Association of the IIM, Kozhikode Society in so far as it appears from our examination of such books.
- iv. We further report that:

A. Balance Sheet

A.1 Assets

A.1.1 Fixed Assets (Sch.5) 10,062.17 lakh
Capital Work-in-Progress 3243.15 lakh



This is understated by 40.14 lakh due to non inclusion of Architect Fee payable to M/s.Mani Chowfla on construction of Phase IV Building with a corresponding understatement of Current Liabilities and Provisions.

B Income & Expenditure Account

B.1 Income

B.1.1 Other Income (Sch.12) 22.07 lakh

This is understated by 88.92 lakh due to not writing back depreciation on the buildings (valued at 692.64 lakh) reclassified as Residential Buildings at the rates as specified in the IT Act 1961, Consequently fixed assets is understated by 88.92 lakh with consequent understatement of Capital Fund.

B.2 Expenditure

B.2.1 Depreciation (Sch.5) 809.11 lakh

This is understated by 4.45 lakh due to calculation of depreciation on incorrect WD Value of Residential Building, which was arrived at after accumulated depreciation at 10% instead of 5% with a corresponding overstatement of Fixed Assets and Corpus Fund by 4.45 lakh.

C. Grants in aid

Out of the grants in aid of 43.18 crore received during the year (including the opening balance of 15.33 crore), the organization could utilize a sum of 42.03 crore leaving a balance of 1.15 crore as unutilized grant as on 31 March 2010.

D. Management letter

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

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

vi. In our opinion and to the best of our information and according to the explanations given to us , the said financial statements read together with the Accounting Policies and Notes on Accounts, and subject to the significant matters stated above and other matters mentioned in Annexure I to this Audit report give a true and fair view in conformity with accounting principles generally accepted in India.

a. In so far as it relates to the Balance Sheet, of the state of affairs of the Indian Institute of Management, Kozhikode as at 31 March 2010 and

b. In so far as it relates to Income & Expenditure Account of the surplus for the year ended on that date.

For and on behalf of the C&AG of India

Sd/-
(V. Kurian)

Principal Accountant General (C&CA),
Kerala

Place : Thiruvananthapuram
Date : 26 November 2010

**Para-wise replies to the Separate Audit Report of the Comptroller & Auditor
General of India on the Accounts of the Indian Institute of Management
Kozhikode for the year ended 31 March 2010**

Para 1 to 3 **Introductory** - **No comments**

Para 4 i to iii **No Comments**

Para 4 iv A **Balance Sheet**

A.1 Assets

A.1.1 Fixed Assets (Sch5) 10,062.17 lakh
 Capital Work-in-Progress 243.15 lakh

Necessary provision for the Architect Fee payable is made during the financial year 2010-11.

Para B Income & Expenditure Accounts

B.1 Income

B.1.1 Other Income (Sch.12) 22.07 lakh
 Backlog depreciation is written back for the buildings reclassified as Residential Buildings during the financial year 2010-11.

B.2 Expenditure

B.2.1 Depreciation (Sch.5) 809.11 lakh
 Necessary rectification entry is made in the books of accounts during the financial year 2010-11.

Para C Grants in aid

The facts and figures are confirmed.

Sd/-
Prof. Debashis Chatterjee
Director



Indian Institute of Management Kozhikode
CONSOLIDATED ANNUAL STATEMENTS OF ACCOUNTS
2009-2010

Indian Institute of Management Kozhikode
CONSOLIDATED BALANCE SHEET AS AT 31 MARCH 2010

(Rupees in lakhs)

PARTICULARS	Schedule No.	As at 31-March-2010	As at 31-March -2009
CORPUS / CAPITAL FUND AND LIABILITIES			
CORPUS / CAPITAL FUND ACCOUNT	1	11,805.63	10,959.96
RESERVES AND SURPLUS	2	10,115.32	7,824.63
EARMARKED/ ENDOWMENT FUNDS	3	1,794.35	866.78
CURRENT LIABILITIES AND PROVISIONS	4	684.71	764.96
TOTAL		24,400.01	20,416.33
ASSETS			
FIXED ASSETS	5	10,062.17	7,916.99
INVESTMENTS - FROM EARMARKED/ENDOWMENT FUNDS	6	1,090.82	72.60
INVESTMENTS - FROM CORPUS FUND	7	8,899.64	8,681.19
CURRENT ASSETS, LOANS , ADVANCES ETC.	8	4,347.38	3,745.55
TOTAL		24,400.01	20,416.33
SIGNIFICANT ACCOUNTING POLICIES	15		
CONTINGENT LIABILITIES AND NOTES ON ACCOUNTS	16		

Sd/-
Prof. DEBASHIS CHATTERJEE
DIRECTOR

Sd/-
LT. COL. (Retd) JULIUS GEORGE
C.A.O.

Sd/-
A.K. SHANTHARAMAN
FA.&C.A.O.

PLACE: KOZHICODE
DATE : 24-07-2010

Indian Institute of Management Kozhikode
CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2010

(Rupees in lakhs)

PARTICULARS	Schedule No.	2009-2010	2008 -2009
INCOME			
Fees	9	2,825.42	1,588.48
Non Plan Grant		1,214.39	741.13
Interest Earned on Investment	10	-	-
Interest Earned	11	180.30	167.26
Other Income	12	22.07	30.94
TOTAL (A)		4,242.18	2,527.81
EXPENDITURE			
Establishment Expenses	13	827.85	495.69
Other Administrative Expenses etc.	14	1,001.68	770.87
Depreciation	5	809.11	701.27
Depreciation on Assets procured under sponsored projects	5	1.06	2.59
TOTAL (B)		2,639.70	1,970.42
Balance being excess of Income over Expenditure (A-B)		1,602.48	557.39
Transfer of Depreciation (Fixed Assets) from Capital Fund A/c.		809.11	701.27
Transfer of Depreciation (Fixed Assets-Projects) from Capital Fund		1.06	2.59
Transfer to Depreciation Fund		(810.17)	(703.86)
Transfer to Staff Welfare Fund		(30.61)	-
Excess of Expenditure over Income transferred to CPF General Reserves		(8.12)	6.81
BALANCE BEING SURPLUS/(DEFICIT) TRANSFERRED TO CORPUS FUND		1,563.75	564.20
SIGNIFICANT ACCOUNTING POLICIES	15		
CONTINGENT LIABILITIES AND NOTES ON ACCOUNTS	16		

PLACE: KOZHIKODE
DATE : 24-07-2010

Sd/-
A.K. SHANTHARAMAN
FA.&C.A.O.

Sd/-
LT. COL. (Retd) JULIUS GEORGE
C.A.O.

Sd/-
Prof. DEBASHIS CHATTERJEE
DIRECTOR

Indian Institute of Management, Kozhikode
SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS AT 31 MARCH 2010

(Rupees in lakhs)

PARTICULARS	2009-2010	2008-2009
SCHEDULE 1 - I. CAPITAL FUND :		
A1. Capital Fund (Fixed Assets):		
(A) Non-Depreciable Assets		
Balance as at the beginning of the year	790.91	782.60
Add: Paid for Land during the year	0.13	8.31
Balance at the year end (A)	791.04	790.91
(B) Depreciable Assets		
Balance as at the beginning of the year	7,123.87	5,995.22
Add: Capital Expenditure incurred during the year	2,956.64	1,829.92
Less: Depreciation written off during the year	(809.84)	-
Less: Cost of Vehicles disposed off during the year	(13.93)	-
Add: Accumulated Depreciation on Vehicles	12.51	(701.27)
Balance at the year end (B)	9,269.25	7,123.87
TOTAL AT THE YEAR END (A+B) (A1)	10,060.29	7,914.78
A2. Capital Fund (Fixed Assets-Projects):		
Balance as at the beginning of the year	2.21	4.80
Add: Capital Expenditure incurred during the year	-	-
Less: Depreciation written off during the year	(1.06)	(2.59)
Balance at the year end (A2)	1.15	2.21
TOTAL AT THE YEAR END (A1+A2) (I)	10,061.44	7,916.99

Sd/-
A.K. SHANTHARAMAN
 FA & C.A.O.

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS AT 31 MARCH 2010

(Rupees in lakhs)

PARTICULARS	2009-2010	2008-2009
II. Capital Fund (Grant-in-Aid)		
A. Govt. of India - Plan - General		
Balance as at the beginning of the year	2,775.46	2,207.88
Add : Grant-in-Aid received from Govt. of India	1,000.00	1,450.00
Less: Transferred to Capital Fund (FA)	(2,336.14)	(882.42)
Add: Amount released on disposal of Vehicles	1.95	-
Balance as at the year end (A)	1,441.27	2,775.46
B. Govt. of India - Plan - OSC (Recurring and Non-Recurring)		
Balance as at the beginning of the year	-	-
Add : Grant-in-Aid received from Govt. of India	1,005.00	953.00
Less: Transferred to Capital Fund (FA) being Grants towards Non-Recurring Expenditure received	(620.50)	(947.50)
Less: Transferred to Income and Expenditure Account being Grants towards Recurring Expenditure received	(384.50)	(5.50)
Balance as at the year end (B)	-	-
C. Govt. of India - Non-Plan - towards Pay Revision		
Balance as at the beginning of the year	49.70	-
Add : Grant-in-Aid received from Govt. of India	97.19	102.33
Less: Transferred to Income and Expenditure Account being 80% of amount incurred towards pay revision	(146.89)	(52.63)
Balance as at the year end (C)	-	49.70
D. Govt. of Kerala		
Balance as at the beginning of the year	3.03	0.34
Add: Grant-in-Aid received	-	11.00
Less: Paid for Land	(0.13)	(8.31)
Balance as at the year end (D)	2.90	3.03
E. CPF MEMBERS ACCOUNT		
Balance at the beginning of the year	214.77	169.67
Add : Subscriptions during the year	81.27	42.14
Add : Interest credited during the year	18.28	13.70
Add : Amount transferred from previous employers	-	13.68
Less: Withdrawals made during the year	(13.83)	(24.00)
Less: Amount forefeited to members during the year	(0.47)	(0.41)
Balance as at the year end (E)	300.02	214.78
TOTAL BALANCE AT THE YEAR END (A + B + C + D + E) II	1,744.19	3,042.97
TOTAL (I + II)	11,805.63	10,959.96

Sd/-
A.K. SHANTHARAMAN
FA & C.A.O.

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS AT 31 MARCH 2010

(Rupees in lakhs)

PARTICULARS	2009-2010	2008-2009
SCHEDULE 2 - RESERVES AND SURPLUS		
A. Corpus Fund		
Balance at the beginning of the year	7828.02	6,647.20
Add : Loan Amount recovered during the year	2.53	1.15
Add : Amount transferred from Income & Expenditure A/c	1,563.75	564.20
Add : Interest on corpus fund Investment	716.04	617.16
Add : Interest Charged on Recoverable Loan A/cs.	0.85	2.65
Less : Recoverable Loan paid from corpus Fund	(1.08)	(4.34)
Balance as at the year end (A)	10,110.11	7,828.02
B. CPF General Reserve A/c.		
Balance at the beginning of the year	(5.72)	1.09
Less: Amount Transferred from Income & Expenditure A/c.	8.12	(6.81)
Balance as at the year end (B)	2.40	(5.72)
C. CPF Forfeited A/c.		
Balance at the beginning of the year	2.33	1.92
Add: Amount forfeited during the year	0.48	0.41
Balance as at the year end (C)	2.81	2.33
TOTAL (A + B + C)	10,115.32	7,824.63

Sd/-
A.K. SHANTHARAMAN
F.A. & C.A.O.

PLACE: KOZHIKODE
DATE : 24-07-2010

Indian Institute of Management, Kozhikode
SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS AT 31 MARCH 2010

SCHEDULE 3 - EARMARKED/ENDOWMENT FUNDS

(Rupees in lakhs)

PARTICULARS	EARMARKED FUNDS							As at 31st March 2010	As at 31st March 2009
	Pension fund	Gratuity fund	Depreciation fund	Staff Welfare fund	IDL Research grant	Facility Development Programme fund	Indian Strategy towards high economic growth		
a) Opening balance of the funds	97.28	43.10	703.86	3.93	15.61	0.45	2.54	866.77	95.75
b) Additions to the Funds :									
i. Grants received / Contributions made	-	-	810.90	30.61	0.62	15.20	-	857.33	714.80
ii. Income from Investments / Savings Bank A/c	3.40	4.84	-	-	-	-	0.04	8.28	18.48
iii. Fees / Contributions received	70.74	20.59	-	0.42	-	-	-	91.75	66.63
iv. Prior Period income/Amount recd from Advance	-	-	-	-	-	-	-	-	0.21
TOTAL (a+b)	171.42	68.53	1,514.76	34.96	16.23	15.65	2.58	1,824.13	895.87
c) Utilisation/Expenditure towards objectives of funds									
i. Capital Expenditure	-	-	-	-	-	-	-	-	-
- Fixed Assets	-	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-	-
ii. Revenue Expenditure	-	-	-	-	-	0.18	0.30	0.48	0.10
- Salaries, Wages and allowances etc.	-	-	-	4.35	-	15.47	0.03	19.85	23.63
- Other Administrative expenses	-	7.20	-	-	-	-	-	7.20	2.00
- Payment to Members	-	7.20	-	4.35	-	15.65	0.33	27.53	25.73
TOTAL	-	-	-	-	-	-	2.25	2.25	-
iii. Balance fund amount remitted/refunded	-	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-	-
iv. Other debits/Advances	-	-	-	-	-	-	-	-	3.36
TOTAL	-	-	-	-	-	-	-	-	3.36
TOTAL (c)	-	7.20	-	4.35	-	15.65	2.58	29.78	29.09
NET BALANCE AS AT THE YEAR -END (a + b - c)	171.42	61.33	1,514.76	30.61	16.23	-	-	1,794.35	866.78

PLACE: KOZHIKODE
DATE : 24-07-2010

Sd/-
A.K. SHANTHARAMAN
F.A. & C.A.O.

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS AT 31 MARCH 2010

(Rupees in lakhs)

PARTICULARS	As at 31-March-2010	As at 31-March -2009
SCHEDULE 4 - CURRENT LIABILITIES AND PROVISIONS		
A. CURRENT LIABILITIES		
1. Sundry Creditors:		
a. For Supplies and Services	151.81	98.17
2. Advances, Deposits, etc.,		
a) Caution Deposits from Students	54.09	33.16
b) Retention Money	43.38	45.64
c) Earnest Money Deposits	11.58	17.96
d) Consultancy Projects A/c.	5.03	3.42
3. Statutory Liabilities:	5.10	20.80
4. Other current Liabilities	154.47	438.82
5. Income received in advance	0.08	1.30
TOTAL (A)	425.54	659.27
B. PROVISIONS		
1. Accumulated Leave Encashment	96.85	67.59
2. Provision for Capital Expenditure	162.20	38.10
3. Provision for Revenue Expenditure	0.12	
TOTAL (B)	259.17	105.69
TOTAL (A + B)	684.71	764.96

PLACE: KOZHIKODE
DATE : 24-07-2010

Sd/-
A.K. SHANTHARAMAN
F.A. & C.A.O.

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS AT 31 MARCH 2010

(Rupees in lakhs)

SCHEDULE 5 - FIXED ASSETS

Description	GROSS BLOCK			DEPRECIATION				NET BLOCK			
	Cost/valuation as at 01-Apr-09	Additions during the year	Deductions during the year	Cost/Valuation as at 31-Mar-10	Rate under WDV method	As at 01-Apr-09	On Additions during the year	On Deductions during the year	Total up to 31-Mar-10	As at 31-Mar-10	As at 31-Mar-09
A. NON DEPRECIABLE ASSETS: -											
1. LAND											
a) Freehold	790.91	0.12	-	791.03	-	-	-	-	-	791.03	790.91
TOTAL A	790.91	0.12	-	791.03	-	-	-	-	-	791.03	790.91
B 1. DEPRECIABLE ASSETS: -											
1. BUILDINGS :											
a) On freehold Land (Academic)	4,674.16	1,085.85	(692.64)	5,067.37	10%	1,590.10	366.50	(187.70)	1,768.90	3,298.47	3,084.07
b) On freehold Land (Residential)	-	403.45	692.64	1,096.09	5%	-	35.33	187.70	223.03	873.06	-
c) Road,boundarywalls,Drains etc	860.15	13.73	-	873.88	10%	306.62	56.73	-	363.35	510.53	553.52
2. PLANT MACHINERY											
a)Electrical Installations	577.58	198.32	-	775.90	15%	168.89	89.64	-	258.53	517.37	408.69
b)Water supply Installation	214.13	-	-	214.13	15%	107.02	16.06	-	123.08	91.05	107.10
3. VEHICLES	41.02	20.29	13.93	47.38	15%	27.70	3.85	12.52	19.03	28.35	13.33
4. FURNITURE, FIXTURES	763.98	104.29	-	868.27	10%	306.00	55.70	-	361.70	506.57	457.98
5. OFFICE EQUIPMENT	200.19	34.55	-	234.74	15%	111.85	17.66	-	129.51	105.23	88.34
6. COMPUTER/PERIPHERALS	595.54	53.85	-	649.39	60%	555.97	52.22	-	608.19	41.20	39.57
7. LIBRARY BOOKS											
- BOOKS	520.78	62.22	-	583.00	60%	485.80	48.04	-	533.84	49.16	34.98
- JOURNALS	414.60	64.69	-	479.29	100%	406.18	67.36	-	473.54	5.75	8.42
8.OTHER FIXED ASSETS	0.30	-	-	0.30	15%	0.18	0.02	-	0.20	0.10	0.12
TOTAL B (1)	8,862.43	2,041.24	(13.93)	10,889.74		4,066.31	809.11	(12.52)	4,862.90	6,026.84	4,796.12
B 2. CAPITAL, WORK - IN - PROGRESS											
TOTAL B (B1 + B2)										3,243.15	2,327.75
C. PROJECT DEPRECIABLE ASSETS: -											
1. FURNITURE, FIXTURES	0.80	-	-	0.80	10%	0.27	0.05	-	0.32	0.48	0.53
2. COMPUTER/PERIPHERALS	62.00	-	-	62.00	60%	60.32	1.01	-	61.33	0.67	1.68
3. LIBRARY BOOKS	2.73	-	-	2.73	100%	2.73	-	-	2.73	-	-
TOTAL C)	65.53	-	-	65.53		63.32	1.06	-	64.38	1.15	2.21
GRAND TOTAL (A+B+C)	9,718.87	2,041.36	(13.93)	11,746.30	-	4,129.63	810.17	(12.52)	4,927.28	10,062.17	7,916.99

PLACE: KOZHICODE
DATE : 24-07-2010

Sd/-
A.K. SHANTHARAMAN
F.A.&C.A.O.

Indian Institute of Management Kozhikode
SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS AT 31 MARCH 2010

(Rupees in lakhs)

PARTICULARS	As at 31-March-2010	As at 31-March -2009
SCHEDULE 6 - INVESTMENTS FROM EARMARKED/ENDOWMENT FUNDS		
1. Pension fund Investment	29.50	29.50
2. Group Gratuity Fund with LIC of India	61.32	43.10
3. Depreciation Fund Investment	1,000.00	-
TOTAL	1,090.82	72.60
SCHEDULE 7 - INVESTMENTS - OTHERS - CORPUS FUND		
1. In Govt. of India Bonds	4,771.10	4,757.10
2. Term Deposits with Banks	4,128.54	3,924.09
TOTAL	8,899.64	8,681.19
SCHEDULE 8 - CURRENT ASSETS, LOANS, ADVANCES ETC..		
A. CURRENT ASSETS:		
1. Stock in Hand	20.92	16.40
2. Cash balances in hand (including cheques/drafts and imprest)	-	-
3. Bank Balances : a) With Scheduled Banks :	230.93	523.19
- On Savings Accounts	2,056.90	1,655.00
- On Term Deposit	2,308.75	2,194.59
TOTAL (A)		
B. LOANS, ADVANCES AND OTHER ASSETS		
1. Advances and other amounts recoverable in cash or in kind or for value to be received :	1,518.33	1,218.37
a) On Capital Account: Mobilisation/Contractors' Advances	74.14	137.45
b) Prepayments	7.81	2.59
c) Advances to Staff	15.49	22.63
d) Deposits	397.55	49.74
2. Interest accrued on Investment and Funds	25.31	120.18
3. Other Receivables	2,038.63	1,550.96
TOTAL (B)	4,347.38	3,745.55
TOTAL (A+B)		

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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF CONSOLIDATED INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2010

(Rupees in lakhs)

PARTICULARS	2009-2010	2008-2009
SCHEDULE 9- FEES		
A. PGP Tuition Fees		
Total (A)	1,979.87	1,269.12
B. Other than Tuition Fees		
1) MDP Programme Fees	87.29	40.82
2) Income from Seminars / Conferences	5.63	11.31
3) Consultancy Fees	3.79	15.78
4) IDL Programme Fees	263.54	157.72
5) FPM Application Fees	0.80	0.73
6) Placement Fees	13.50	93.00
7) Income from CAT Activities	471.00	-
Total (B)	845.55	319.36
TOTAL (A + B)	2,825.42	1,588.48

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SCHEDULES FORMING PART OF CONSOLIDATED INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2010 (Rupees in lakhs)

PARTICULARS	2009-2010	2008-2009
Schedule 10 Income From Investments		
Interest: a) Bonds / Funds	361.45	132.00
Corpus Fund	3.40	3.16
Pension Fund Investments	4.84	3.51
Gratuity Fund Investment With LIC of India		
TOTAL (a)	369.69	138.67
b) On Bank Deposits		
Corpus Fund	354.60	485.16
Traditional Water Harvesting Methods	0.00	0.05
Indian Strategy towards High Economic Growth	0.04	0.10
TOTAL (b)	354.64	485.31
GRAND TOTAL OF (a + b)	724.33	623.98
Transferred to Earmarked / Endowment Funds	724.33	623.98
Balance taken to Income & Expenditure A/c.	-	-

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SCHEDULES FORMING PART OF CONSOLIDATED INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2010

(Rupees in lakhs)

PARTICULARS	2009-2010	2008-2009
SCHEDULE 11 - INTEREST EARNED		
1) On Term Deposits:		
a) With Scheduled Banks	169.09	157.75
2) On Savings Accounts:		
a) With Scheduled Banks	10.05	6.88
3) On Loans:		
a) Others: Interest on advances etc	1.16	2.63
TOTAL	180.30	167.26
SCHEDULE 12 - OTHER INCOME		
1) Licence Fee/Guest House Charges	10.54	12.98
2) Application Form- Contractors	0.35	0.50
3) Income from FDP activity	6.78	10.43
4) Miscellaneous Income	4.26	4.77
5) Prior Period Income	0.14	2.26
TOTAL	22.07	30.94

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SCHEDULES FORMING PART OF CONSOLIDATED INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2010 (Rupees in lakhs)

PARTICULARS	2009-2010	2008-2009
SCHEDULE 13 - ESTABLISHMENT EXPENSES		
Salaries and Wages (includes pay revision arrears)	540.10	328.61
Allowances and Bonus	40.01	22.49
Contribution to PF	33.76	17.99
Staff Welfare Expenses	41.87	28.78
Expenses on Employees' Retirement and Terminal Benefits	167.56	93.77
Stipend to Trainees	4.21	3.78
Stipend to Apprentices	0.34	0.27
TOTAL	827.85	495.69
SCHEDULE 14 - OTHER ADMINISTRATIVE EXPENSES, ETC..		
Electricity and Water Charges	97.04	91.27
Insurance on Assets	6.58	6.12
Repairs and Maintenance Expenses	220.79	198.13
Rent Rates and Taxes	1.95	0.75
Vehicle Running and maintenance	9.51	11.06
Postage Telephone & Communication Charges	15.53	13.38
Printing and Stationery	31.92	41.42
Travelling and Conveyance Expenses	58.93	50.38

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SCHEDULES FORMING PART OF CONSOLIDATED INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2010

(Rupees in lakhs)

PARTICULARS	2009-2010	2008-2009
Board of Governors Meeting Expenses	5.13	3.29
Membership and subscription Charges	1.42	1.97
Legal & Professional Charges	3.76	1.15
Auditor's Remuneration	0.81	-
Hospitality Expenses	3.55	2.29
Advertisement and publicity	51.79	27.48
IT & Communication Activity Expenses	37.78	24.32
Recruitment Expenses	7.53	11.65
Direct PGP Expenses	286.73	165.13
Direct MDP Expenses	41.45	21.14
Direct IDL HECL Expenses	55.48	52.93
FPM Expenses	31.03	14.43
Research Expense	0.97	0.72
Conferences, Seminar & Workshop Expenses	7.69	8.39
International Interaction/Linkage expenses	0.46	-
Other Administrative Expenses	22.04	21.07
Prior Period Expenditure	1.81	2.47
TOTAL	1,001.68	770.87

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SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2010

SCHEDULE 15 – SIGNIFICANT ACCOUNTING POLICIES: -

1. ACCOUNTING CONVENTION

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

2. REVENUE RECOGNITION

- 2.1 From the year 2005-06 the Institute is covered under the 'Block Grant Scheme' of the Govt. of India. Under 'Block Grant Scheme' Non plan grant is 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.
- 2.2 Interest on Investment and Mobilization Advances is recognized on accrual basis whereas interest on Saving Bank Account is taken on actual receipt basis as and when credited by banks.
- 2.3 Placement Fee is recognized on realization basis.
- 2.4 Consultancy income is recognized on completion of the consultancy projects.

3. INVESTMENTS

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

4. FIXED ASSETS

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

PLACE: KOZHIKODE
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DIRECTOR

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SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2010

5. DEPRECIATION

- 5.1 Depreciation is provided on written down value method as per rates specified in the Income- tax Act, 1961 except depreciation on cost adjustments arising on account of conversion of foreign currency liabilities for acquisition of fixed assets, which is amortized over the residual life of the respective assets.
- 5.2 In respect of additions to / deductions from fixed assets during the year, depreciation for the full year is charged for the assets acquired and put to use for 180 days and above and 50% of the depreciation is charged for the assets acquired and put to use for less than 180 days.
- 5.3 Though depreciation is taken to Income & Expenditure account to ascertain the total Recurring Expenditure, corresponding amount is reduced from the Capital Fund (Fixed Assets) and Capital Fund (Fixed Assets-Projects) so that the surplus of Income over expenditure is excluding the provision for depreciation.
- 5.4 Depreciation for the Library Books is charged at 60% as per the Income Tax Act, 1961 from the current year.

6. GOVERNMENT GRANTS / SUBSIDIES

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

7. CORPUS FUND

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

8. DEPRECIATION FUND

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

9. FOREIGN CURRENCY TRANSACTIONS

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

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SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2010

10. LEASE

Lease rentals are expensed with reference to lease terms.

11. RETIREMENT BENEFITS

- 11.1 Liability towards gratuity payable on death/retirement of employees is provided through the Group Gratuity Scheme of the Life Insurance Corporation of India. Investment portion of premium paid to LIC is accounted as Investment.
- 11.2 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.
- 11.3 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 a separate Pension Fund account and invested suitably.
- 11.4 Provision for payment of pension in respect of the service rendered in the Institute has been made as per Govt. of India pension / commutation rules during the current year.
- 11.5 Pension payment made during the year are charged off to the revenue expenditure.

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SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2010

SCHEDULE 16 - CONTINGENT LIABILITIES AND NOTES ON ACCOUNTS: -

1. CONTINGENT LIABILITIES

Claims against the institute not acknowledged as debts in respect of:			
Bank guarantees given by/on behalf of the Institute	- Rs.114.07 Lakhs	(Previous Year Rs.113.20 lakhs)	
Letters of Credit opened by Bank on behalf of the Institute	- Rs NIL	(Previous Year Rs.NIL)	
Bills discounted with Banks	- Rs. NIL	(Previous Year Rs.NIL)	
Disputed demand in respect of:			
Income Tax	- Rs NIL	(Previous Year Rs.NIL)	
Sales Tax	- Rs NIL	(Previous Year Rs.NIL)	
Service Tax	- Rs.114.07 Lakhs	(Previous Year Rs. 113.20 Lakhs)	
Municipal Taxes	- Rs NIL	(Previous Year Rs.NIL)	
In respect of claims from parties for non – execution of orders, but Contested by the Institute	- Rs. NIL	(Previous Year Rs. NIL)	

2. CAPITAL COMMITMENTS

Estimated value of contracts remaining to be executed on capital account and not provided for (net of advances)

- Rs 1,586.82 Lakhs (Previous Year Rs.4,020.07 lakhs)

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.

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SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2010

4. FOREIGN CURRENCY TRANSACTIONS

Value of Imports Calculated on CIF Basis:

Capital Goods/Equipments

Expenditure in foreign currency

a) Travel & Seminar fee for faculty

b) Remittances and Interest payment to financial

Institutions/Banks in foreign currency

c) Other Expenditure:

Institutional Membership

Purchase of books, Journals,

Software etc

Legal and Professional Expenses

Miscellaneous Expenses

Earnings : Fees from NRI Students

Current Year.

US\$ 90000

Previous Year.

NIL

US \$ 7235

US\$ 300

Euro 816

AUD 770

NIL

NIL

US \$ 758

US\$ 158

GBP 413

US \$ 175

US\$ 5470

GBP 8381.68

GBP 3300

US \$ 665

US\$ 1145

GBP 3284.84

GBP 8329.36

AUD 3740

AUD 2609

EUR 2250

NIL

NIL

NIL

US\$ 12000

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PLACE: KOZHIKODE
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Indian Institute of Management, Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2010

5. TAXATION

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

6. CAT Group has not intimated Institute's share of CAT Income for the current year till the date of finalization of accounts... Accordingly, the CAT Income is not accounted for in the books of accounts and to this extent Income of the Institute is understated. Rs. 471.00 Lakhs shown as CAT Income is pertaining to the year 2008-09, received during the current year.

7. Statutory audit fee for the financial years 2008-09 and 2009-10 is not provided for in the books of accounts as the quantum of audit fee has not been intimated by the audit. Rs. 0.81 Lakhs shown as Statutory audit fee is pertaining to the year 2007-08, paid during the current year.

8. Building has been classified into 'Academic' and 'Residential' Buildings from the current year. Accordingly, opening balances of Gross Block of Rs. 692.64 Lakhs and accumulated depreciation of Rs. 187.70 Lakhs pertaining to 'Residential' Buildings is transferred from 'Academic' Buildings and shown separately.

9. Depreciation Fund of Rs. 810.17 Lakhs is created for the current year, total being 1,514.03 Lakhs. Depreciation Fund Investment of Rs. 1,000.00 Lakhs is made during the current year.

10. Staff Welfare Fund is created during the current year by appropriating 5% of the revenue generation other than PGP / FPM Fees. An amount of Rs. 30.61 Lakhs is transferred, being 5% of the revenue for the year 2008-09 and 2009-10 to the Staff Welfare Fund.

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

12. Schedules 1 to 16 are annexed to and form an integral part of the Balance Sheet as at 31-03-2010 and the Income and Expenditure Account for the year ended on that day.

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Consolidated Receipts and payments for the year ended 31st March 2010

(Rupees in lakhs)

RECEIPTS			PAYMENTS		
Particulars	2009-2010	2008-2009	Particulars	2009-2010	2008-2009
I. Opening Balance:			I. Expenses		
a) Cash in hand	-	-	a) Establishment Expenses	754.95	393.42
b) Cash at Bank	523.19	1,385.98	b) Administrative Expenses	984.52	751.74
II. Grants Received			II. Payments made against funds for various projects	29.78	29.07
a) From Govt. of India :Plan	2,005.00	2,397.50	III. Investments and deposits made		
b) From Govt. of India : Non Plan	882.52	1,030.00	a) Out of Term Deposits	401.91	1,674.00
c)From Govt. of Kerala	1.00	10.00	b) Out of Gratuity fund	18.22	12.14
e) For sponsored projects	0.62	10.94	c) Out of Corpus fund	210.00	2,588.33
III. Interest Received			d) Depreciation fund investment	1,000.00	-
a) On Investments	409.35	710.32	IV. Expenditure on fixed assets and Capital Work in Progress		
b) On Bank Deposits	130.57	154.10	a) Purchase of Fixed Assets	2,838.90	1,950.80
c) on others	2.42	3.13	V. Other Payments		
IV. Other Income			a) Advances on Capital Account	196.17	79.42
a) PGP Tuition fees	1,985.33	1,263.51	b) Advances on Revenue Account	34.83	82.44
b) Income from MDP	75.38	30.37	c) EMD/SD/Retention Money	8.64	-
c) Income from IDL	319.65	160.25	d) Statutory Payments	18.87	-
d) Income from Seminars, Conferences	4.34	8.59	e) Miscellaneous Payments	0.02	-
e) Income from Consultancy	5.39	1.40	VI. Closing Balance:		
f) Placement Fee receipts	13.50	93.00	a) Cash in hand	-	-
g) Miscellaneous Receipts	107.31	89.01	b) Cash at Bank	230.92	523.19
V. Other Receipts					
a) Earmarked endowment fund receipts	111.90	82.17			
b) CAT Receipts	77.09	413.13			
c) Deposits from students	66.72	187.13			
d) EMD/SD/Retention Money	-	31.91			
e) Statutory Payments	-	11.11			
e) Miscellaneous Receipts	6.45	11.00			
Total	6,727.73	8,084.55	Total	6,727.73	8,084.55

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