



भारतीय प्रबंध संस्थान कोषिकोड
Indian Institute
of Management
Kozhikode

भारतीय विचारधारा का वैश्वीकरण *Globalizing Indian Thought*

वार्षिक प्रतिवेदन Annual Report 2015 - 2016



स्वप्न
DREAM

अन्वेषण
INNOVATE

सफलता
ACHIEVE



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DIRECTOR'S REPORT



With its foundation laid in 1996, the Indian Institute of Management Kozhikode (IIMK) has accomplished twenty years of academic distinction this year. It emerged as an internationally reckoned fully-integrated management Institute of higher learning. 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 and the Government of Kerala has made this possible.

The Institute continues to outshine itself with each passing year. The year 2015–2016 was momentous and surpassed every expectation in terms of quality and quantity of achievements. With an exceptional blend of academia, consultancy and research, we could draw upon reserves of goodwill among the Diasporas of our alumni, repute among recruiters and

prospective students, and a team of committed faculties. It is with pride that I present a note of our achievements during this year.

During the year, 18th Batch (2014–2016) of the Post Graduate Programme students graduated. The 18th Convocation of the Institute was held on April 2, 2016 wherein 347 students received their diplomas. Three students of Fellow Programme in Management (FPM) were conferred the title of Fellow of IIM Kozhikode. 167 students of the 6th Batch of Executive Post Graduate Programme received their diplomas during the Convocation. Also the first batch of 97 students from Executive Post Graduate Programme of IIMK Kochi campus received their diplomas during the Convocation. Shri Vinod Rai, first Chairman of the Banks Board Bureau and former Comptroller & Auditor General of India and former Chairman of United Nations Panel of External Auditors delivered the Convocation Address.

The final placement of the 18th Batch students this year was completed in a record time of 7 days. New companies like 3M, Bank of America, Boston Consulting Group, Brand Accelerator, Capita, Caratlane, Credit Suisse, Ernst & Young, Frost and Sullivan, Mondelez, Paytm, Schneider, Shell participated. Out of the 119 recruiters visited, the institute saw 370 offers being rolled out to the students.

As a centre of excellence and centre of experience, Management Development Programmes continued to be an important activity of the Institute. During the year, a total of 85 MDPs were conducted and 2376 participants benefited from them. Faculty Development Programmes continued to be yet another important area of activity of IIMK. During the year, as many as 13 FDPs were organized and 215 participants benefited from the FDPs. In the IIMK Kochi Campus, 7 MDPs were conducted during the year and 160 participants benefited therefrom.

Fellow Programme in Management (FPM) of IIMK continued to attract good talent from across the nation. This year 7 students registered for the programme.

The Association of MBAs have reaccredited all our long duration programs for another five years. This reaffirms our commitment to academic excellence. National Institutional Ranking Framework (NIRF), in its first India Rankings 2016, ranked IIMK Number 6 amongst the management institutions.

Faculty contribution towards Research, Publication & Conference during the year include authoring of 45 Research Articles (out of this, six A* and five A category journals), 26 working papers and cases, publishing of 4 books, 7 book chapters, making 90 conference presentations and completing

2 Small Grant Research Projects and one Medium Grant Research Project. The Institute organized the 52nd Annual Conference of The Indian Econometric Society during the year.

IIMK's International Exchange Programme endeavors to work with partner institutions to develop activities that foster trusting, enduring and mutually beneficial scholarly and social engagements between students, faculty members, staff and the broader community in countries across the globe. As part of international faculty and student exchange program of the Institute, one new collaborative agreement was signed during the year with MAYS Business School-Texas, USA; making the total number of partner institutions 36. A total of 82 IIMK students spent a term at 23 partner institutions and as many as 34 international students from 10 partner institutions spent a term at IIMK as part of student exchange programme.

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

With its highly qualified and experienced faculty, backed by a large number of committed adjunct and visiting faculties from Industry and other leading management institutes including foreign universities, IIMK has always attracted the best brains from across the globe. During the year we had 56 permanent faculties and 5 visiting faculties.

In order to augment the infrastructure facilities of the campus, Phase V campus development activities started in the newly acquired land. The facilities planned for the 1st Stage of Phase V infrastructure primarily comprise 400-bed capacity hostel complex with dining and kitchen facilities; classrooms and offices; 50 housing units/apartments, development of eco-friendly rainwater harvesting pond for augmenting the water supply together with augmentation of power supply.

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

Prof. Kulbhushan Balooni
Director (In-Charge)



POST GRADUATE PROGRAMME IN MANAGEMENT



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

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

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

The classes for Term IV of PGP 18 batch commenced on June 11, 2015. A total of 360 students registered for Term IV (including 2 Repeaters from PGP 17 and 11 DPP participants). Five students of PGP 18 had opted for Differentially Paced Programme. One student was terminated from the programme owing to academic shortfall and will be repeating with PGP 19 Batch.

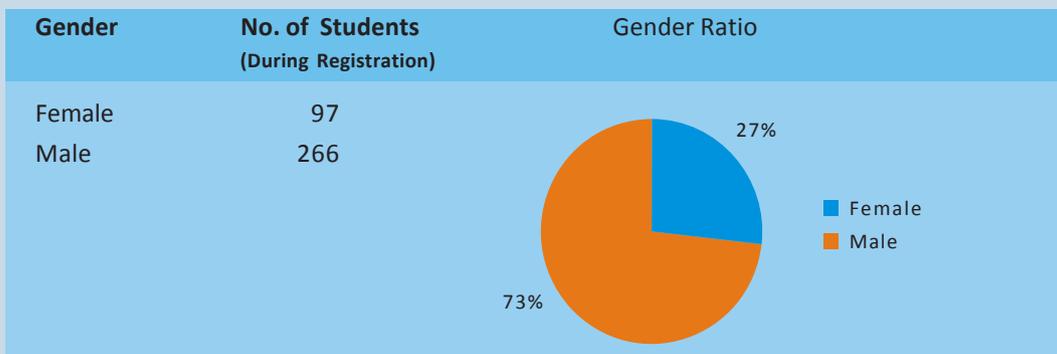
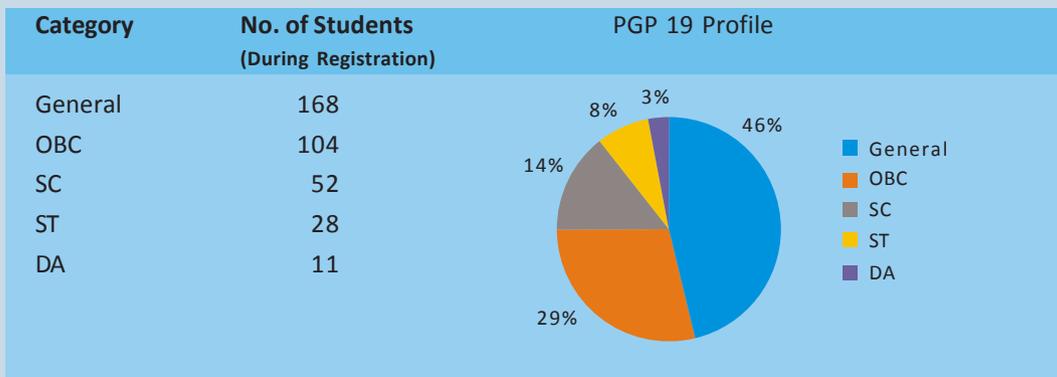
New Batch

The Induction ceremony of the PGP 19 was held on July 01, 2015. The Orientation Programme for PGP 19 was held during June 24-30, 2015. During the orientation, different pedagogy and teaching methods were introduced to the students, workshops on Business History was also conducted. Mr. Sandeep Chatterjee & Mr. Ranjeet Pawar IIMK Alumni had interacted with the new batch and handled sessions.

A total of 363 students finally registered for the Post Graduate Programme. Of the 363 students, the numbers of female students are 97. Five students of Batch 18 who had opted for the

Differentially Paced Post Graduate Programme (DPP) joined the programme with PGP 19. Twenty students had left the programme owing to personal / academic reasons. Thus, the total strength of PGP 19 batch is 348, and the details are as follows:

Particulars	Nos.	Remarks
Students Registered	363	20 students withdrawn 5 students joined as DPP. Thus total 348 students in PGP 19
Female	97	94 (after withdrawal)
Male	266	249 (after withdrawal)



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

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

The second year, as usual, provided the opportunity to reach greater depths of skills and capability

in chosen areas. Apart from the compulsory courses of International Business, the Institute offered the following optional courses in the second year of the PGP:

Course Title	Course Code	Credits
Economics		
Game Theory	PG2E-005	3
Econometrics for Business	PG2E-016	2
Public Policy Analysis: Frameworks and Applications	PG2E-017	2
Business and Government	PG2E-015	3
Finance, Accounting & Control		
Financial Derivatives	PG2F-005	3
Fixed Income Securities	PG2F-015	2
Investment Analysis & Portfolio Management	PG2F-031	3
Corporate Valuation	PG2F-035	3
Commercial Bank Management	PG2F-033	3
Financial Reporting & Analysis	PG2F-003	3
Mergers, Acquisitions & Corporate Restructuring	PG2F-009	3
Project Finance	PG2F-010	3
Strategic Financial Management	PG2F-008	3
Financial Risk Measurement & Management	PG2F-023	2
Management of Financial Services	PG2F-025	3
Hedge Fund Strategies	PG2F-034	2
Strategic Cost Management	PG2F-013	3
Information Technology and Systems		
Enterprise Resource Computing	PG2IT-010	3
Management of IT Product & Services	PG2IT-031	3
Ethics in IT	PG2IT-026	2
Planning and Designing the Information Environment	PG2IT-027	3
Cloud Computing for Business	PG2IT-025	3
Computational Advertising	PG2IT-034	3
IT Strategy	PG2IT-028	3
Healthcare Management with IT	PG2IT-029	3
E- Business	PG2IT-015	3
Green & Sustainable Computing	PG2IT-036	2
IT Risk Management	PG2IT-017	3
Business Intelligence Systems	PG2IT-008	3
Marketing		
Consumer Behavior	PG2M-011	3
Sales and Distribution Management	PG2M-005	3
Marketing of Services	PG2M-009	3
Business to Business Marketing	PG2M-007	3
Rural Marketing	PG2M-030	2
Product Policy and Brand Management	PG2M-025	3
Integrated Marketing Communications	PG2M-024	3
Personal Selling	PG2M-036	2
Strategic Marketing	PG2M-006	3
Advanced Methods in Marketing Research	PG2M-033	3
Retail Management	PG2M-029	3
Organizational Behaviour & Human Resource Management		
Legal Aspects of HRM	PG2OBHR-017	3
Strategic HRM	PG2OBHR-030	2

Managing Employee Relations	PG2OBHR-037	2
Compensation and Rewards Management	PG2OBHR-008	3
Talent Management	PG2OBHR-039	3
Performance Management	PG2OBHR-031	3
Leadership: Applied, Conceptual and Evolving	PG2OBHR-025	3
Discovering Self	PG2OBHR-006	3
Negotiations & Conflicts Resolution	PG2OBHR-002	3
Learning and Development	PG2OBHR-036	3
Creativity and Innovation by Design	PG2OBHR-038	3
Management Consulting: Profession and Practice	PG2OBHR-026	3
Organization Change and Development	PG2OBHR-007	3
Effective Hiring Skills	PG2OBHR-029	2
Behavioral Analytics	PG2OBHR-027	3
Quantitative Methods & Operations Management		
Project Management	PG2QM-002	3
Supply Chain Management	PG2QM-001	3
Service Operations Management	PG2QM-006	3
Operations Strategy	PG2QM-012	2
International Logistics	PG2QM-013	2
Six Sigma	PG2QM-004	3
Lean Systems	PG2QM-017	3
Green Business	PG2QM-018	2
Humanities & Liberal Arts in Management		
Origins and Character of Multinational Corporations	PG2HLAM-008	2
Industrialisation: Perspectives from World History	PG2HLAM-006	3
Globalization and Culture	PG2HLAM-001	3
Communication as Impression Management	PG2HLAM-002	3
Cross Cultural Communication	PG2HLAM-005	3
Strategy		
Strategic Management of Innovation	PG2S-020	3
Economics of Strategy	PG2S-009	3
Strategic Analytics: Insight from Sports	PG2S-024	3
Business Models for the 21st Century	PG2S-022	2
Strategic Analysis of Joint Ventures and Alliances	PG2S-003	3
Strategy Implementation	PG2S-012	3
Entrepreneurship and New Ventures	PG2S-008	3
Mergers, Acquisitions and Corporate Growth Strategies	PG2S-011	3
Strategic Flexibility and Resource Leverage in Organizations	PG2S-016	3
Corporate Governance & Corporate Social Responsibility	PG2S-021	3
Competitive Strategy - The Game of Poker	PG2S-026	3
Inter Disciplinary		
Pricing	PG2ID-001	3

Workshops & Training Programmes:

Business Research Methods: Prof. C. Raju and Prof. Atanu Adhikari conducted BRM Workshop during Term II for PGP 19 batch.

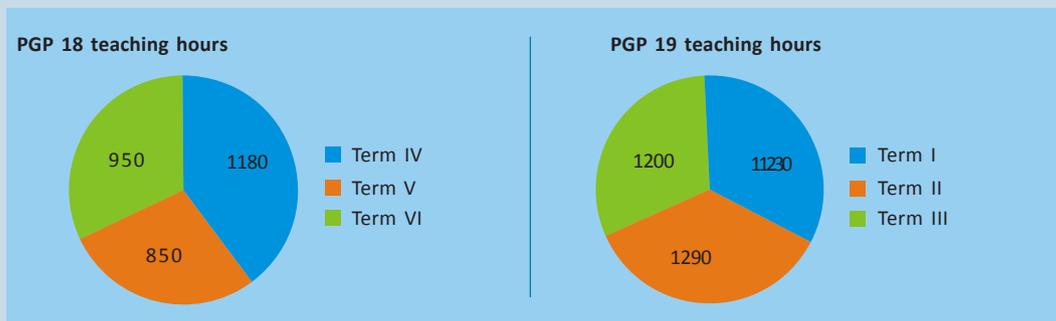
Entrepreneurship, Leadership and Consultancy Workshops: Organized three workshops for PGP 18 batch during 2015-16. Mr. S R Nair, Managing Director, Team Frontline Ltd., Cochin & Prof. Mahesh S. Bhave handled the Entrepreneurship Workshop during Year II.

Prof. K Unnikrishnan Nair handled the Leadership Workshop and Consultancy Workshop in Term IV & VI.

NGO Summit: Social Development Project (SDP) Fair was conducted on 12th December 2015. Representatives from 41 Organizations/ departments attended the fair. 60 Social development projects were selected for PGP 19 Batch and the project work is going on. 27 Faculty Mentors are engaged in these projects.

During the academic year 2015-16, 68 SDPs were successfully completed by the PGP 18th batch of students.

PGP Teaching Hours: The PGP 18 courses during second year comprised of total class room hours of 2980 and PGP 19 courses during the first year comprised of total 3720 hours.



Convocation

The convocation of the Eighteenth batch of the Post Graduate Programme was held on April 02, 2016. Dr. A. C. Muthaiah, Chairman of the Board of Governors, IIMK awarded the Post Graduate Diploma in Management to 358 students. Shri. Vinod Rai (Chairman, U.N. Panel of External Auditors, Former Comptroller & Auditor General of India) was the Chief Guest during the function and delivered the convocation address. Prof. Kulbhushan Balooni, Director (in-charge) of IIMK welcomed the gathering and also presented a report on the Institute and its activities. The Chief Guest presented the IIMK Gold Medal for scholastic performance to Mr. Gurujala Jaydeep (First) Ms. Rajshri Surendra Modi (Second) and Ms. Bhattacharya Rukmini (Third). The Indian Institute of Management Kozhikode Gold Medal for Best All Round Performance has been awarded to Mr. Abhilash Bhat.

After the final examination of the first year, the students belonging to the 19th Batch of the Post Graduate Programme proceeded for their summer internship.



STUDENTS ACTIVITIES

Students activities and accomplishments are **organised under five heads as given below:**

- A. Activities fostering Industry Interaction, Career Development and Entrepreneurship
- B. Cultural Activities
- C. Social Service Group and other social service activities
- D. Achievements
- E. Scholarships Awarded

A. Activities fostering Industry Interaction, Career Development and Entrepreneurship

1) Backwaters 2015, the Annual Management Fest was conducted during 30th Oct to 1st Nov 2015. Students from B-School from various parts of the country participated in the programme. 6600 students coming from more than 300 institutes across India including the top 20 B-schools participated.

The following are the major flagship events;

- a) White Knight : National Level Business Plan Competition
- b) Model United Nation: The agenda of the conference was “Deliberations between Developed and Developing Nations to Reach a Settlement on Limiting Global Temperature Rise”.
- c) Siksha: Taining programme for High School and College Students to prepare them for various competitive examinations
- d) Case Study Competitions in different areas were conducted;
 - i) Prove Your Mettle: A new event added to the flagship events which showcased an academic issue in the contest of IIMK student activities and invited participants to offer solutions. The students were able to understand and address real life business problems through different real life case studies.
 - ii) Strategem: The study was to draft a plan of action to implement two wheeler taxis in India.
 - iii) On The Mark : Case from Mercadeo CMSA was studied to have an opportunity to innovate and come up with solutions
 - iv) Konflikt Management: was conducted to draft a plan of action to resolve the internal conflicts among the employees in Morgan Stanley

2) Start-O-Sphere global entrepreneurship summit was organised by Entrepreneurship Cell (E-Cell) from 12-13th September, 2015. Aim of the summit was to create a platform for providing networking, hiring and funding opportunities for the stakeholders in the entrepreneurial ecosystem with an emphasis on IIM K startups and startup enthusiasts. Mr.Gagan Arora (Ex-CEO Printvenue), Ms.Kanika Tekriwal (Founder Jet Set Go), Mr.Murugavel Janakiraman(CEO Bharat Matrimony Group) and Mr.Pranav Kumar Suresh (CEO Startup Village) were the key speakers.

Economic Times has featured IIM Kozhikode as the 3rd best Premier B-schools driving Entrepreneurship in India.

3) Sangram 2015 - IIM Kozhikode hosted the annual sports meet of IIM Bangalore, IIM Kozhikode and IIM Tiruchirappali during the period 13th to 15th Nov 2015. The meet saw a participation of 240 students from IIM Bangalore and IIM Tiruchirappali and 150 students from IIM Kozhikode.

4) TEDx IIM Kozhikode - Backwaters in association with Industry Interaction Cell (IIC) organized TEDxIIMKozhikode. TEDx is an independently organised TED event where accomplished individuals from various walks of life deliver talks to inspire, motivate and empower the community. The theme for this year’s event was “Uncharted Territories”.

The following are the details of the five speakers;

- 1) Mr. V.S. Sudhakar : Co-founder of Big Basket and MORE retail
- 2) Mr. Arunabh Das Sharma : President of Times Group
- 3) Ms. Malvika Iyer : Bomb Blast Survivor and Motivational Speaker
- 4) Ms. Archana Sardana : Skydiver, Base Jumper
- 5) Mr. Prasanth Nair : District Collector, Kozhikode

5) Vertical Summit was organised by Industry Interaction Cell (IIC) during 5th to 6th September 2015. Mr. Ram Periyagaram (Partner of PWC Consulting and CIO), Mr. Saurabh Mukherjea (CEO, Institutional Equities at Ambit Capital), Mr. Ganesh K (Chartered Accountant, Reddy's Lab), Mr. Prahalad Karnam (Head, Supply Chain Strategy, IBM Global Service Centre), Mr. Amit Gupta (GM, Idea Cellular Ltd) and Mr. Vinod Sankarnarayanan (Business Analyst, Mind Tree's Travel and Hospitality) were the guest speakers.

6) E Cell: A consulting workshop named 'Laboratory in Entrepreneurial Motivation (LEM)' was organized by Entrepreneurship Cell (E-Cell) on 6th and 7th Nov 2015. Prof. Sunil Handa, serial entrepreneur was the guest speaker.

7) Management - Interest Groups

- A workshop named 'Brand Launch in Digital Age' was organised by Mpower on 7th Sep 2015. Mr. Anushuman Mishra, CEO of Mercadeo Education was the guest speaker.
- A workshop on "Digital Marketing" was also conducted in association with MPower. Mr. Himanshu, Google Product and Sales Trainer for Google Adwords, was the trainer for the workshop. The two day workshop conducted saw students participate in large numbers and was a huge success.

8) Horizons 2016

Horizons, the annual management conclave was organised by Industry Interaction Cell (IIC) during 6-7 February 2016. The following were the dignitaries present for at the event and spoke on the theme 'Dare- Dream-Deliver'

- 1) Dr. E. Sreedharan-Rtd. IES Officer, Popularly known as 'Metroman'
- 2) Ms Deepa Thomas -GM, Group Communication, M&M Group
- 3) Mr. Vijay Gopalan -Ex-CFO, Air Asia India
- 4) Mr. Shoaib Ahmed- President, Tally Solutions
- 5) Mr. PradeepKashyap- CEO, MARTrural, known as the father of 'rural marketing'

9) Marketing Workshop by Founder of Mad Over Marketing

Industry Interaction Cell (IIC) organised a workshop on "Trends in Digital Marketing" by Mr. Siddhant, More founder of Mad Over Marketing.

10) Activities organised by Management Interest Group- Economics Politics and Social Sciences (EPS)

1. Guest Lecture by Srivatsa Krishna IAS on "Why the Road to Digital India Begins from Bangalore" & Interaction with Ms. Gunjan Krishna IAS.
EPS organised a guest lecture by Mr. Srivatsa Krishna, The man who transformed Hyberabad as an IT hub of the country.
2. Economics, Politics and Social Science (EPS) interest group organised Viewpoint among faculty and students on the topic 'State of Indian Economy Before and After Modi'

B. Cultural Activities and Other Campus Activities

1. **Expressions 2015** - 'An Annual Family Day' for IIMK support staff and their families was organised by Social Service Group (SSG) on 16th August 2015.
2. **Compassionate Kozhikode:** A team of four students Ms.Afreen Sheikh, Mr.Praveen Pradeep Pillai, Mr.Chintala Naga Venkata Raviteja, Mr.Rahul, and Ms.Shakti Shivam developed a Master Plan and a sustainable solution for cleaning, beautifying and maintaining the Kozhikode beach. The team had worked under the tight deadlines given by the Kozhikode District Collector.
3. **Annual cultural festival 'Echoes 2016'** -Echoes, the annual cultural festival, was organised by cultural committee during 29th-31st January, 2016. Students from B-Schools across the country participated in the event. The event saw a total audience footfall of almost 5000 students over

the three days of the fest. Three pronites with well-known artists like Aditi Singh Sharma, Nikhil D'Souza and Pt. Shubhendra Rao was the major attraction in the year's festival.

- i) Spic Macay - Pt. Shubhendra Rao and Shri Gurumurthy Vaidya
- ii) Bollywood singer - Aditi Singh Sharma
- iii) Singer and composer - Nikhil D'Souza

4. **IIMK Calicut Mini-Marathon** - Calicut Mini Marathon was organized by the Marathon Committee on 28th February 2016, with a social objective (theme) in line with Compassionate Kozhikode. A 10 KM competitive race and a 3 KM non-competitive race of Dream Run were part of the marathon.

C. Social Service Group/ Social Service Activities

1. Food Festival for IIMK fraternity was organized by Mess Committee. Delicacies from all over the country were prepared and served by the students and it was followed by various cultural programmes.

2. International Day was celebrated by International Exchange Committee (IEC) and Konquest on 8th Nov 2015. International Food Fest and International Cultural Programme were organised on the day.

3. Blood Donation Camp-Blood Donation Camp was conducted by the Social Service Group (SSG) with the help of Govt. Medical College Hospital on 6th Feb 2016. As many as 100 students/staff turned up for the event and were able to collect 90 units of blood. This simple gesture from the IIMK fraternity will save several lives and bring millions of smiles.



4. Kunnamangalam Education Project - Social Service Group (SSG) in association with Kunnamangalam Residents Association (KNMRA) has started a personality development education program for class 8th and 9th children. Students selected under the project will be imparted special training for academic as well as all round development. Study visits to some select institutions in the vicinity of Kunnamangalam/ Kozhikode will also be conducted as part of the project. Classes will be handled by accomplished educationists and career guidance experts, and the venue will be IIMK campus.

D. Achievements

1. Ms. Meghna Prashanth, a PGP 19 batch student won the "Citibank Women Leader Award 2015-16 at the National Level.
2. Ms. Sunaina Kapoor (PGP/19/290) and Mr. Annan Aggarwal (PGP/19/189) from PGP-19, have been awarded the YES Aspire Scholarship for the year 2016 by YES Bank.
3. A team of four PGP-18 students, namely Mr. Arka Biswas, Ms. Sanjana Garg, Ms. Kalpana Sharma and Mr. Kushagra Aggarwal were the national winners of the prestigious "The Deal 2015"-Pan-India Investment Banking Competition organized by J.P. Morgan.
4. Mr. Goshalram Govindrajan, student from PGP-18 has been awarded 3rd position (Bronze) RMAI Ayurved Flame Students Award 2015 for the best Summer Project in Rural Marketing (national level competition).

5. Three students from PGP-18, namely Mr. Amit Kumar Panda, Mr. Darshan J and Mr. Ahraz Akhtar were the national winners of the V-Guard Big Idea Contest 2015.
6. Mr. Nishant Dey Purkayastha, student from PGP-18 has secured 3rd rank in Asia Pacific region of Bloomberg Aptitude Test.
7. Three students from PGP-18, namely Mr. Siddharth Das, Ms. Deepika P.V and Ms. Amrita Thakur have attended the Indian Youth Delegation to China scheduled on 20th to 27th August 2015.
8. Mr. Suraj Prakash, student from PGP-18 has been shortlisted for the 'MBA Student of the Year Award' organised by AMBA. He has to attend the panel interviews at AMBA Head Office, in London on Thursday 28 January.
9. Ms. Ruchi Singh, student from PGP-18 won The Economic Times Young Leaders award.
10. Ms. Kurmapu Keerthi Sindhuri and Mr. Ralins A, students from PGP-18 were the CapGemini Agon Nationals Runners up.
11. Mr. Arjun Kemmu, Mr. R Lakshmi Prasanna Kumar and Mr. Saurabh Audichya were Delloitte Maverick Regional winners.
12. A team of three PGP-19 students, namely Mr. Yash Kumar, Mr. Apoorv Mittal and Mr. Nikhil Jandial were the national winners of the prestigious Triveni competition organised by VGSOM, IIT Kharagpur.
13. A team of 4 PGP-19 students, namely Nikhil Jandial, Siva Prasad, Ram Garg and Rahul Kumar were the campus winners of the KPMG International Case Challenge Competition
14. A team of 2 PGP-19 students, namely Ashwin Varadarajan, and Jayakrishnan KS, represented IIM Kozhikode have won second prize in the quiz competition conducted District Collector. The competition was organised as part of the 'National Voters Day Celebration 2016'.

E. EXTERNAL AND INTERNAL SCHOLARSHIPS AWARDED TO STUDENTS

1. SOCIETE GENERALE GLOBAL SOLUTION CENTRE (SGGSC) TALENT SCHOLARSHIP 2015
Mr Abhishek Harlalka and Ms. Adapa Vaishnavi, from PGP-19 have been selected for the SGGSC Talent Scholarship 2015.
2. YES ASPIRE SCHOLARSHIP
Ms. Sunaina Kapoor and Mr. Annan Aggarwal from PGP-19, have been awarded the YES Aspire Scholarship for the year 2016 by YES Bank.
3. O.P.JINDAL ENGINEERING & MANAGEMENT SCHOLARSHIPS (OPJEMS)
Ms Deepika P.V, student from PGP-18 has been selected for the OPJEM Scholarship for the academic year 2015-16.
4. NTPC SCHOLARSHIP
Mr. Ranjith Babu, student from PGP-18 has been selected for the NTPC Scholarship for the academic year 2015-16.
5. IIMK MERIT SCHOLARSHIPS
Eighteen students from PGP-18 have been awarded the IIMK Merit Scholarship based on their CGPA for the first year.
6. IIMK NEED BASED FINANCIAL ASSISTANCE FOR THE ACADEMIC YEAR 2015-16
Fifty two students from PGP-18 and Thirty One students from PGP-19 have been awarded the IIMK Need Based Financial Assistance (NBFA) for the academic year 2015-16.

ADMISSIONS

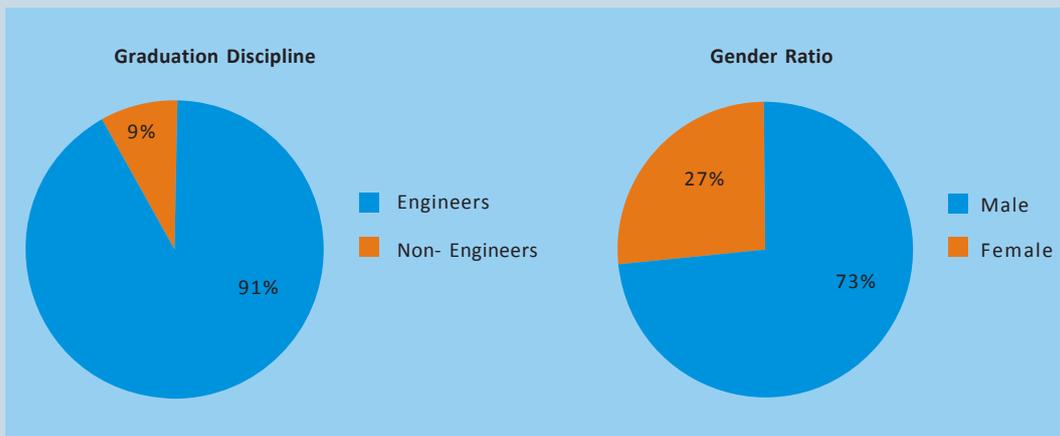
PGP Admissions 2015

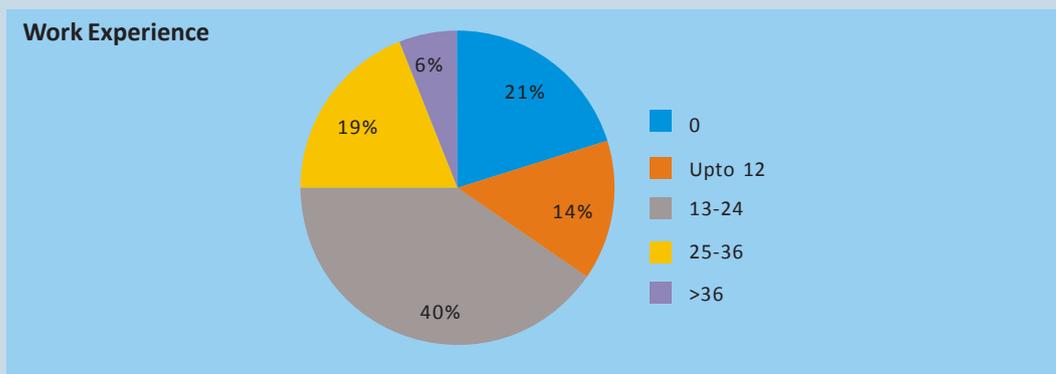
Selected indicators of the admission process are given below:

	No. of candidates called for Interview		No. of candidates attended the Interview	
	2014-15	2015-16	2014-15	2015-16
GENERAL	1595	1728	GENERAL	1302
OBC	950	938	OBC	767
SC	647	628	SC	517
ST	314	304	ST	214
PH	134	138	PH	107
NRI	02	03	NRI	02
Total	3642	3739	Total	2909

	Total Offers Made		Total Offers Accepted	
	2014-15	2015-16	2014-15	2015-16
GENERAL	494	599	GENERAL	196
OBC	304	324	OBC	125
SC	166	179	SC	73
ST	89	87	ST	38
PH	43	41	PH	15
NRI	02	03	NRI	00
Total	1098	1233	Total	447

Students registered for the Post Graduate Programme							
Year	General	OBC	SC	ST	PH	NRI	Total
2014-15	160	102	57	28	10	0	357
2015-16	165	104	52	28	11	3	363





Common Admission Test-2015

The Common Admission Test (CAT 2015) for admission to various Post Graduate Programmes of IIMs was held on 29th November, 2015. The results of CAT 2015 were declared on 08th January 2016.

PGP Admissions 2016

The interviews for selection of candidates for PGP 2016-18 batch were scheduled at Kozhikode, Chennai, Mumbai, Kolkata, Delhi, Hyderabad and Bangalore during February 08 to March 21, 2016. The details of candidates called for Writing Task and interview were as under:

Category	No. of candidates
General	1752
OBC-NC	965
SC	650
ST	329
PH	154
Total	3850

FELLOW PROGRAMME IN MANAGEMENT (FPM)

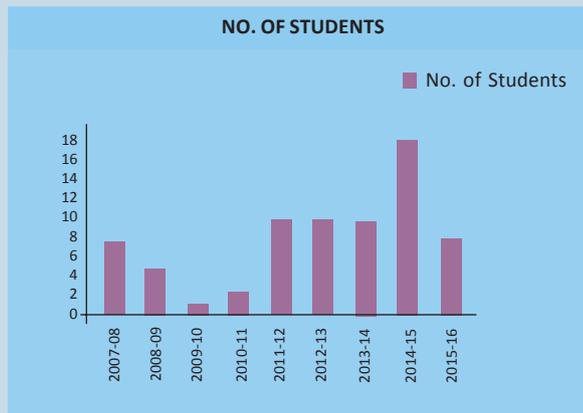
Introduction

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

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

FPM at IIMK

Presently seven areas of specialization are being offered viz., Economics, Finance, Accounting and Control, IT and Systems, Marketing, OB and Human Resources, QM and Operations Management and Strategic Management. The FPM Programme is designed for a normal period of 4 years. An FPM student is required to take a total of 61 credits and 64.5 credits during the first and second years respectively. Currently there are 52 students in the FPM Programme at IIM Kozhikode in six areas.



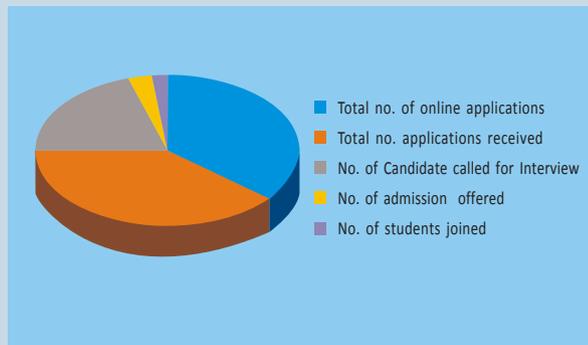
Financial Support

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

All Indian students joining the FPM would be given a stipend of Rs. 27,000/- per month for the first and second years, Rs. 29,700/ per month on successful completion of Comprehensive examination and Rs.33,000/- per month after successful presentation and defense of Thesis proposal. During the last six months of the fifth year a stipend as decided by the student’s Research Advisory Committee is given. A contingency grant of Rs. 1,20,000 can be used throughout the six years of the programme for meeting the expenses on books, stationery, computers, etc. Further, financial supports for attending National (Rs.20,000/-) and International Conferences (Rs.1,75,000/-) are also provided

FPM Admission 2015

A total of 120 students had applied for the programme through online, and the interview was held during March 25-27, 2015. IIMK offered admission for nine candidates into FPM Course for the FPM Ninth Batch (Academic Year 2015-16). Out of nine offers nine candidates had confirmed their participation. On the registration process only seven candidates had registered.



Following are the break-up of the seven students in ninth batch of FPM:

Marketing Area	-	01
IT & Systems Area	-	02
Strategic Management	-	02
QM & OM Area	-	01
OB & HR Area	-	01

Fellow Achievement during 2015-16

Presently IIMK have 52 fellow participants in the campus in six areas. Academically the students have already shown enormous development within few years of the programme. The following are some of the accomplishment of FPM students:

AWARDS

Narayanamurthy, G., Received 2015-16 Fulbright-Nehru Doctoral Research award and successfully completed nine months of Fellowship in Carlson School of Management, University of Minnesota, June 2015-March 2016.

Guda, S., Lyngdoh, T., & **Narayanamurthy, G.** (2015). Tea that Transforms Lives: A Case of Mawlyngot's Tea Growers Cooperative Society. Won the second best case award in the SBM Forum case competition, India.

Narayanamurthy, G., won the prestigious Emerging Economy Doctoral Student Award (EEDSA) issued by the Production and Operations Management Society (POMS) for the year 2016. This award was received for the research paper titled "Are penalties "sticky" in the long term? An empirical investigation in the US Nursing Homes (co-authoring with Dr. Rachna Shah and Dr. Anand Gurumurthy).

Sahasranamam, S., received Case Writing Scholarship from Case Centre during May 2015.

Sandeep S., Rajeev A., Lijo John, Sreevas S., and Kavitha P., received Wipro Earthian sustainability award from Wipro during February 2016.

Milind Shrikant Padalkar, Paper titled "Research trends in Project Management" was presented at PMI international research and academic conference at NITIE Mumbai on 18 February 2015, and won best student paper award.

Lyngdoh, T., Narayanamurthy, G. & Sridhar G. (2015). "Tea that Transforms Lives: A Case of Mawlyngot's Tea Growers Cooperative Society". Awarded runner up prize in the case writing contest organized by the SUSTAINABLE BUSINESS MODELS, SBM Forum, and was awarded INR 50,000. An honorarium of INR 30,000 was also awarded initially to the shortlisted participants for writing the case. New Delhi, 29th May 2015.

Lyngdoh, T., Narayanamurthy, G. & Brahma, B. (2015). "Edureka- Stepping into Social Media". Awarded top ten case in case writing contest organized by Fortune Institute of International Business, FIIB, New Delhi, 5th Sept 2015.

Lyngdoh, T., (2015). Awarded Paul, R., Lawrence Fellowship 2015 and a grant of \$1,800 for attending the 2015 annual meeting of the North American Case Research Association, to be held at the Rosen Shingle Creek Resort in Orlando, Florida, US, from October 8 to 10, 2015.

CONFERENCE PRESENTATIONS - INTERNATIONAL

Sahasranamam, S., (2015). Invited to present the dissertation at the Emory colloquium on early stage ventures and accelerators, May 21-22, 2015, Atlanta, USA.

Venugopal, A., Krishnan T.N., (2015). "Exploring the effect of the top management team processes on the financial and ambidextrous performance of new technology firms in India", R and D Management Conference 2015, Pisa, Italy, June 21-25.

Sandeep, S., and **Sreevas, S.**, (2015) presented a paper titled "A diamond model of competitive advantage of the firm: An integration of Resource based view, dynamic capabilities and Network view" at BAM (British Academy of Management) Strategy SIG online doctoral workshop, on 15th July.

Schaefer, T., Moser, R., & **Narayanamurthy, G.** (2015) Risk Reduction at the Base of the Pyramid: The Role of Access-Based Services. 2015 EMAC Conference, 26-29 May, Leuven, Belgium.

Janardan K Yadav, Conference paper titled "Memorable Tourism Experience and Post-Experiential Outcomes" accepted for Global business conference winter, Tignes, France, scheduled in Feb-2016.

Sahasranamam, S., and Nandakumar, M.K., (2015). "Moderating effect of formal institutions on individual resource commitment towards social enterprise entry" presented at Strategic Management Society (SMS) Annual Conference 2015 (October 3-6), Denver, USA.

Shah, R., **Narayanamurthy, G.**, & Anand, G. (2016). Are penalties “sticky” in the long term? An empirical investigation in the US Nursing Homes. *2016 POMS 27th Annual Conference*, 06-09 May, Orlando, Florida, USA. Accepted for presentation.

Narayanamurthy, G., & Anand, G. (2016). An Application of Multi Criteria Decision Making Model for Assessing Leanness in Services – A Case Study. 9th ISDSI International Conference, 2-4 January, Goa Institute of Management, Goa, India (*in absentia*).

Neetha Azeez, (2015). How do I share knowledge? Factors influencing an individual’s choice of knowledge sharing mode. Paper presented at 2015 Conference on Organizational Learning, Knowledge and Capabilities (OLKC 2015), held during April 10-11, at Milan, Italy.

Janardan Krishna Yadav, (2016). “Memorable Tourism Experience and Post-Experiential Outcomes”, paper presented at the Global Business Conference Winter (2016), Innovation Institute, Croatia; Venue: Tignes, France, 1-5 February.

Piyush Kumar, (2016). “Understanding Digital Innovation in the Context of Developing Economy”, & “Role of Information Systems/Technology in the success and failure of Post-Merger Integration” papers presented at the Global Business Conference Winter (2016), Innovation Institute, Croatia; Venue: Tignes, France, 1-5 February.

Narayanamurthy, G., & Anand, G., (2015). “Critical failure factors in implementing ERP - Relationships, priorities and framework” paper presented at the International Conference on Organization and Management (ICOM) Abu Dhabi, UAE, 22-23 November.

Narayanamurthy, G., & Anand, G., (2015). Lean Implementation in Educational Institute – A Study Based on Action Research Methodology (Paper was nominated for consideration as Best Paper submissions and was invited for publication in a book volume with best papers from the conference published by Decision Science Institute and Pearson Education.) presented at the 2015 Annual Meeting of the Decision Sciences Institute, Seattle, USA, 21-24 November.

Narayanamurthy, G., Shah, R., & Anand, G., (2015). The Role of Capacity Utilization on the relationship between Quality and Clinical Performance in the US Nursing Homes. 2015 Annual Meeting of the Decision Sciences Institute, Seattle, USA, 21-24 November.

Narayanamurthy, G., Shah, R., & Anand, G., (2015). Impact of Inspection Outcomes on Nursing Home Care Quality - Role of Ownership and Affiliation, 2015 INFORMS Annual Meeting, Philadelphia, USA, 1-4 November.

Schaefer, T., Moser, R., & **Narayanamurthy, G.**, (2015). Risk Reduction at the Base of the Pyramid: The Role of Access-Based Services, 2015 EMAC Conference, European Marketing Academy (EMAC), Leuven, Belgium, 26-29 May 2015.

Rajeev A., (2015). Presented paper, “Sustainable and Green Supply chain management: A literature review”, at Global Cleaner Production & Sustainable Consumption Conference, 1 - 4 November, Sitges, Spain.

Rajeev A., (2015). Presented paper “Evolution of Sustainability in Supply chain management literature”, at Fourth International workshop on SSCM, December 21-22, 2015 at the University of Southern Denmark, Odense, Denmark.

Sahasranamam, S. and Nandakumar, M.K., (2015). Paper titled “Moderating effect of formal institutions on individual resource commitment towards social enterprise entry” presented at Academy of Management Conference 2015, Vancouver, August.

Venugopal. A & Krishnan. T.N. (2015). “Management of contradictory innovation choices in small firms”, British Academy of Management Conference 2015, University of Portsmouth, UK, September 8-10, 2015

Venugopal, A, Krishnan, T.N., (2015). “Exploring the effect of the top management team processes on the financial and ambidextrous performance of new technology firms in India”, R and D Management Conference 2015, Pisa, Italy, June 21-25, 2015.

Venugopal, A., & Krishnan, T.N., Kumar, M. (2016)-”Identifying the focal role of top management paradoxical cognition in ambidextrous firms”. Paper accepted for presentation at the Academy of Management 2016 Annual Meeting, California.

Lyngdoh, T., and Sridhar, G., (2015). “Asia Cleanest Village-Mawlynnong” paper presented at the program of the North American Case Research Association (NACRA) at Orlando, Florida US, October 8-10, 2015.

Padalkar, M., & Gopinath, S., (2015). Paper titled “Earned Value Analysis in Project Management – Survey and Research Potential” presented at POMS 26th Annual Conference in Washington DC, USA May 2015.

Padalkar, M., & Gopinath, S., (2015). Paper titled “Treatment of Variability in OM Topics – Survey and Research Potential” presented at POMS 26th Annual Conference in Washington, DC, USA May.

CONFERENCE PRESENTATIONS – NATIONAL

Sahasranamam, S., Purkayastha, S., and Lahiri, S., (2015). “The influence of institutional development on R&D investment, internationalization and performance of emerging market firms”, Academy of International Business (AIB) Annual Conference, Bangalore June.

Rentala, S., and **Sahasranamam, S.,** (2015). “Twenty years after TRIPs: A transitory and post-TRIPs impact of technology resources on export performance of Indian pharmaceutical industry”, Academy of International Business (AIB) Annual Conference 2015, Bangalore June.

Jacob, M., (2015). Envy in Workplace: An empirical examination of perceptions and performance of envious employees. Paper presented at the Third Pan IIM World Management Conference, Indian Institute of Management Indore held in December.

Aravind Reghunathan and Joshy Joseph, (2015), “Purchase Decisions and Spending Patterns of Indian Female Consumers”, paper presented at the 9th North American Society for Marketing Education in India Conference held at Great Lakes Institute of Management, Chennai, India. 26-27 December.

JOURNAL PUBLICATIONS

Milind S Padalkar, Sreevas S & Anubha Shekhar Sinha., (2016). “Domestic Violence against Women in India and Effectiveness of Law Enforcement Agencies – A Panel Data Study”. Economic and Political Weekly, 51(3), 63-70, January.

Narayanamurthy, G., & Anand, G., (2015). “Leanness Assessment: A Literature Review”, International Journal of Operations and Production Management, 36 (10).

Narayanamurthy, G., & Anand, G., (2015). “A Case Study on Downstream Supply Chain of an Indian Alcoholic Beverage Manufacturer – Some Insights for the Global Business”. Journal of Indian Business Research, 7(2), 161-195.

John, L., & **Narayanamurthy, G.,** (2015). “Converging Sustainability Definitions: Industry Independent Dimensions”, World Journal of Science, Technology and Sustainable Development, 12(3), 206-232.

Elshorbagy,S., Garg, L., Gupta, V., **Narayanamurthy, G.,** & Oraini, Y., (2015). “The Impact of Information Systems on Management Performance in the Pharmaceutical Industry” Journal of Cases on Information Technology, 17(3), 56-73.

Venugopal, A., Krishnan, T.N., Kumar, M., & Upadhyayula, R., (2015). "Strengthening organizational ambidexterity with top management team processes and mechanisms" (Revise and Resubmit at International Journal of Human Resource Management)

Narayanamurthy, G., Moser, R., & Anand, G., (2015). Corporate Social Responsibility of Trunz Water Systems in India - Case Study on Providing Access to Drinking Water in Remote Areas. Consulting Ahead- A Comprehensive Journal on Consulting (Published by Consultancy Development Centre which is an Autonomous Institution of the Department of Scientific and Industrial Research (DSIR), Ministry of Science and Technology, Government of India).

Sahasranamam, S., and Sud, M., (2016). "Opportunity and necessity entrepreneurship: A comparative study of India and China", Academy of Entrepreneurship Journal, 22 (1), 21-40.

BOOK CHAPTER

Narayanamurthy, G., & Anand, G., (2015). "Downstream Supply Chain of an Alcoholic Beverage Manufacturer in India – A Case Study", Global Supply Chain Management & Emerging Markets, Bloomsbury Publishing India Pvt. Ltd.

Venugopal, A., & Krishnan, T.N., (2015) "Mapping the Enterprise Social Network (ESN) Spectrum in Knowledge Management and Product Innovations" In ed Goel, A., Singhal, P. Product Innovation through Knowledge Management and Social Media Strategies. IGI Global: Pennsylvania, USA.

CASE STUDY

Moser, R., & **Narayanamurthy, G.**, (2015) Case study titled "Entering the Middle East Luxury Retail Sector, Emerald Emerging Market Case Study (EEMCS).

Narayanamurthy, G., & Pereira, V. "Indian railways – Rail ways for Indians", Emerging Emerald Market Case Studies, 6(1).

Moser, R., & **Narayanamurthy, G.**, Leadership in Unfamiliar Environments: Airbus' Establishment of an Engineering Center in India. , University of St Gallen (2015) Case Study Series. Case Reference no. 315-322-1 and Teaching note Reference no. 315-322-8 (Available in ECCH Case Centre).

Narayanamurthy, G., Hota, P. K., Pati, S. P., & Dhal, M., MarutiManesar Lockout: The Flip Side of People Management. Emerald Emerging Markets Case Studies, 5(2)

Guda, S., **Lyngdoh, T.**, & **Narayanamurthy, G.**.. (2015). Tea that Transforms Lives: A Case of Mawlyngot's Tea Growers Cooperative Society. This project is being funded by SBM Forum, India.

RESEARCH SEMINARS

Open Research Proposal Seminars

Vidya Sukumara Panicker. Open Research Proposal Seminar on her research titled "Institutional investors and degree of firm internationalization: The case of an emerging economy", 18 Aug. 2015.

Chacko Jacob. Open Research Proposal Seminar on his research titled "Institutional Ownership, Managerial Decisions & Firm Performance", 18 Sep 2015.

Teidorlang Lyngdoh. Open Research Proposal Seminar on his research titled "Salesperson Performance - A Flow Perspective", 30 Sep 2015.

Boby Chaitanya Villari. Open Research Proposal Seminar on his research titled "Bandit Algorithms for Business Applications", 30 Oct 2015.

Pradeep Kumar Hota. Open Research Proposal Seminar on his research titled "Resource Mobilization in Social Enterprises: An Exploratory Research ", 27 Jan 2015.

Pre-submission Research Thesis Open Seminar

Milind Shrikant Padalkar. Pre-submission Research Thesis Open Seminar on his research titled “Role of variability in project performance – A few theoretic investigations”, 4th Sep 2015.

Abhishek Kumar. Pre-submission Research Thesis Open Seminar on his research titled “Three Essays on Indian Equity Options Market “, 13th Jan 2016.

Subin Sudhir. Pre-submission Research Thesis Open Seminar on his research titled “Understanding Customer Motivations to Share Rumors in the Marketplace”, 2nd July 2015.

Supriya K.K. Pre-submission Research Thesis Open Seminar on her research titled “Exploring the User Technology Readiness in ICT4D Initiatives”, 22nd July 2015.

Sreevas S. Pre-submission Research Thesis Open Seminar on his research titled “Individual-level Resources and Social Entrepreneurship: The Contingent Effect of National Institutional Context “, 6th Nov 2015.

Nikunj Agarwal. Pre-submission Research Thesis Open Seminar on his research titled “The Role of ICT in improving the Quality of Healthcare”, 12th Nov 2015.

Aparna Venugopal. Pre-submission Research Thesis Open Seminar on her research titled “Enabling mechanisms of top management team processes for organizational ambidexterity in SMEs”, 17th Nov 2015.

Roy D J. Pre-submission Research Thesis Open Seminar on his research titled “Achieving Sustained Organizational Effectiveness in Indian Banks: The Role of Enterprise Systems”, 24th Nov 2015.

Rekha A G. Pre-submission Research Thesis Open Seminar on her research titled “Big Data and Machine Learning for Business Decision support”, 1st Dec 2015.

Final Research Thesis Open Seminar

Supriya K. K. Final Research Thesis Open Seminar on her research titled “User Technology Readiness in ICT for Social Development Initiatives”, 18th Mar 2016.

Milind Shrikant Padalkar. Final Research Thesis Open Seminar on his research titled “Role of Variability in Project Performance: A Few Theoretic Investigations”, 18th Mar 2016.

Ram Kumar Dhurkari. Final Research Thesis Open Seminar on his research titled “Multi-Criteria Gain Loss Method for Informed Decision Making”, 17 Feb 2016

PLACEMENT

Summer Placements – Batch of PGP 19

IIM Kozhikode continued to gain traction in the placements scenario with all the participating students being made summer internship offers in a record 6.5 days, the lowest ever in the history of the Institute. There were multiple recruiters who offered roles across verticals showing how IIM Kozhikode has become an institute to reckon with.

The average stipend witnessed a historic jump of 32% with the average stipend for the batch pegged at INR 1.06 lakh. With more than 100 recruiters visiting the campus for the internship process, it is noteworthy how the feedbacks from the recruiters have been positive about the institute and the students’ calibre.

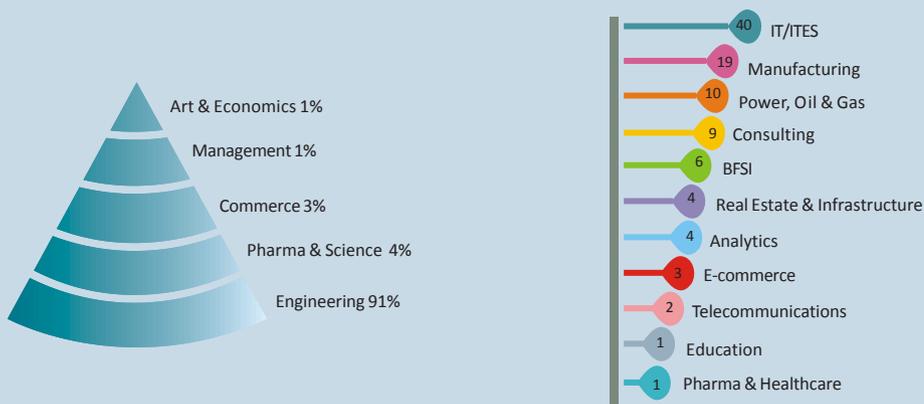
The Institute has continued to maintain relationship with recruiters by providing them with opportunity for industry interactions which lead up to the placement process, thereby providing the opportunity for recruiters and students alike to communicate and make the best use of the opportunity.

Summary



PGP 19 Batch Profile: Class of 2015-17

IIM Kozhikode has continued to invite a diverse set of talent with the 19th batch of the post graduate students being from varied educational backgrounds and work experience. In spite of a heavy engineering background presence, the batch has students from arts, commerce, pharma, agricultural backgrounds which has been seen positively by the recruiters who visit the campus. With a good mix of fresh graduates and experienced candidates, IIM Kozhikode has continued to showcase mature talent who have good insights into industry practices and knowledge. A pioneer in the gender diversity among B-schools, IIM Kozhikode continued to witness a good number of female candidates at around 28% of the batch.



Offers

With 100+ recruiters, this placement season not only witnessed an upward swing in the average stipend but also saw niche roles being offered to the students. The average stipend increased by 32% to INR 1.06 lakhs while the highest stipend was INR 3 lakhs.

Boston Consulting Group participated for the first time and recruited 5 students for its Consulting role.

New recruiters like Accenture Strategy, EY, Nestle, Shell, Perfetti Van Melle, D.E.Shaw, Homelane, Xerox, Boehringer Ingelheim, OYO Rooms, Sony and many other companies reposed their faith in the talent pool at IIM Kozhikode.

Accenture Strategy, Deutsche Bank, EY, HUL, JP Morgan, Philips and Vodafone were the top recruiters providing 52 offers in total.

With 35% percent of the batch placed in companies like HUL, Nestle, ITC, Philips, Perfetti Van Melle, Marico, L’Oreal, Godrej, Shell, Kelloggs, Asian Paints, Vodafone, Pidilite, HCCB, Raymond, Idea amongst others, IIM Kozhikode maintained its highest intake in the Sales and Marketing domain.

IIMK has been seeing an upward trend in the number of consulting companies visiting the campus for recruitment, with over 16% percent of the batch securing offers from BCG, Accenture Strategy, Deloitte, EY, KPMG, Cognizant Business Consulting amongst others. TAS, Mahindra, Airtel, Reliance and RPG provided General Management roles to the students across varied sectors.

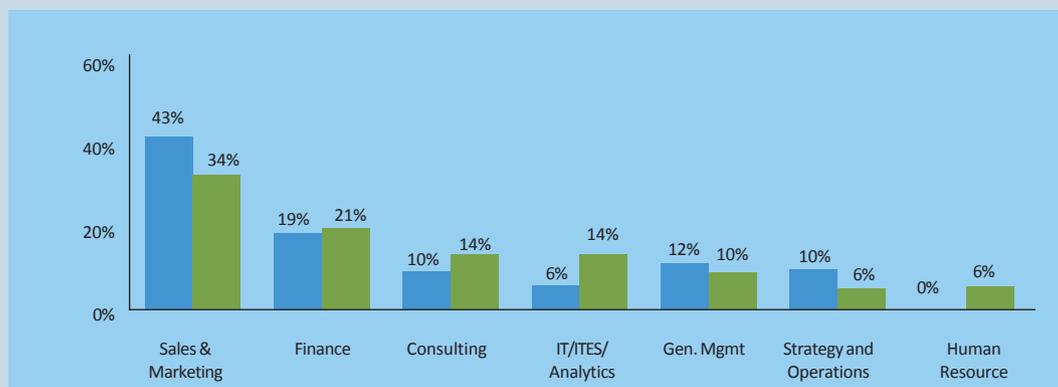
Diverse roles in corporate finance, investment banking, risk advisory, global investment research, retail banking and capital markets were offered by companies like Deutsche Bank, J P Morgan, Goldman Sachs, Altisource, Axis Bank, HSBC, Nomura, Ocwen, ICICI, CRISIL, Edelweiss, Dell Finance with 21% of the batch securing offers in these roles.

Operations vertical saw offers being rolled out to the batch by companies like Asian Paints, HCCB, Snapdeal, Maersk and L&T among others.

Roles in Technology Consulting and IT were offered by Microsoft, eBay, Mindtree, TCS, Wipro and EMC among others.

Major startups including Snapdeal, Hector Beverages, OYO Rooms, Homelane, Ziffi and others rolled out offers to 10% of the batch owing to growing interest among the students at IIM Kozhikode to take up challenging roles in upcoming business models.

Niche roles were offered by games and sports management firms such as Reliance Games, Gaames Unlimited, Specular among others. Other roles such as visual merchandising, retail management were also opted for by the students in non-conventional companies.



Our Recruiters



Lateral and Final Placements, 2016 – Batch of PGP 18

The 18th batch of the Post Graduate Programme of IIM Kozhikode concluded its final placements in a record seven days. The season witnessed an increase in the number of recruiters visiting campus for the first time and students being offered niche roles. With over 119 recruiters and 370 offers, this year’s placements continued the trend of increasing average salary being offered to the students at INR 17.1 lakhs per annum, a growth of 12% from previous year. The highest domestic package was INR 37 lakhs per annum.

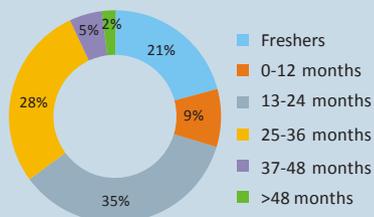
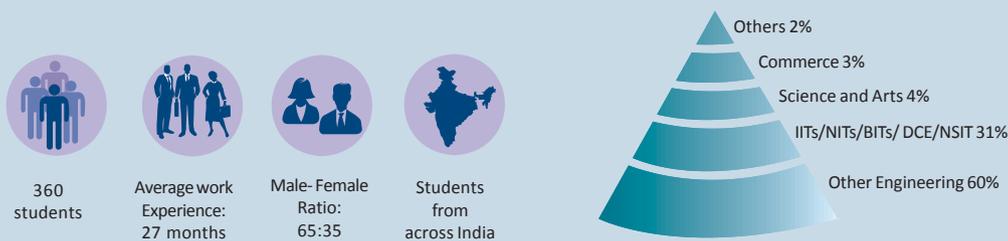
Summary



PGP 18 Batch Profile: Class of 2014-16

IIM Kozhikode’s commitment towards harbouring a diverse talent pool of students has continued in full swing, with the 18th post graduate batch housing students with a refreshing mix of educational backgrounds and work experience. Apart from a healthy assortment of engineering streams present, the batch has graduate students in agriculture, commerce, medicine, English literature, hospitality, and hotel management. There is a good balance between fresh graduates and candidates with prior work experience.

An average work experience figure of 27 months highlights the maturity level of the batch with respect to industry practices and domain knowledge. The pioneer in heralding gender diversity among B-schools, IIM Kozhikode stands true by that trend in its 18th PGP batch, with a strong 35% representation by female students.



Internship Statistics



Offers

Consulting offers lead this year with Boston Consulting Group, McKinsey, Accenture Management Consulting, Deloitte, Ernst & Young and PricewaterhouseCoopers recruiting in good numbers.

The recruiters who made offers to students for the first-time include 3M, Bank of America, Boston Consulting Group, Brand Accelerator, Capita, Caratlane, Credit Suisse, Ernst & Young, Frost and Sullivan, McKinsey, Mondelez, Paytm, Schneider and Shell among other companies taking the total of first-time offers to 100. This reinstated IIM Kozhikode’s standing in the industry with the major brand names participating in the process.

Consulting roles continued to be the favourite among the student community with major consulting companies like Accenture Management Consulting, Avalon Consulting, BCG, CBC, Deloitte, EY, Frost and Sullivan, KPMG, McKinsey, PwC sharing a total of 99 offers. This domain saw a major upward swing from previous year with a growth of over 16.5% in the number of offers and leading the charts by making offers to over 28% of the batch.

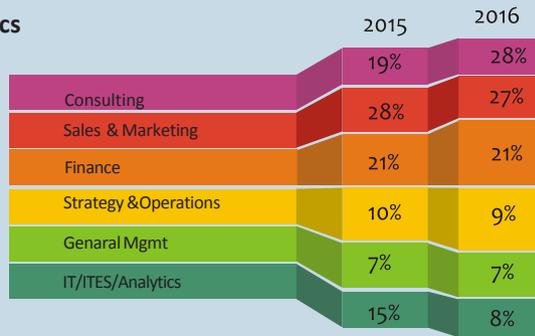
The season also saw an increase in the number & diversity of financial roles on offer with first time recruiters Credit Suisse and Bank of America sharing a total of 13 offers amongst themselves. With major companies like American Express, Axis Bank, Citibank, Deutsche Bank, Edelweiss, Fidelity, Goldman Sachs, JP Morgan Chase, Nomura, Yes Bank making offers to the candidates, the campus has seen an increase in on-campus placements in addition to the pre-placement offers already made to the students taking the count to 21% of the offers.

Sales and Marketing roles in the campus continued to flourish with major brands like 3M, Ananda Bazaar Patrika (ABP), Arvind Lifestyle, Godrej, Heinz, HUL, Idea, Infineon, ITC, Kellogg's, Marico, Maruti, Nestle, Philips, Schneider, Snapdeal and Vodafone participating and choosing the best talent from the campus.

Recognizing the potential of students for the Leadership Programmes/Strategy domain, roles were offered by Aditya Birla Group, Airtel, Madura, Mahindra, Reliance, RPG, TAS, Tata Communications and others including many first-time recruiters like Brand Accelerator, LAVA, Mytrah, Paytm and the likes.

The Operations role saw the participation of Amazon, Capita, EXL, HCCB, Ola Cabs, Raymond, Shell, Tata Steel and TVS. There were multiple offers in the IT/ ITES and analytics profile including Asian Paints, Capgemini, Google, HCL GEM, HUL, Kirusa, Microsoft, Mindtree, Mondelez, Syntel, ZS Associates and the likes. Our regular recruiters like Cognizant Business Consulting, IBM, Infosys, TCS and Wipro continued to recruit from the campus for their IT/Analytics/Consultancy roles. There has been a good shift in the kind of roles being offered with students being recruited across various domains. The campus has been metamorphosing with the changing industry trends with the students adapting to industry requirements.

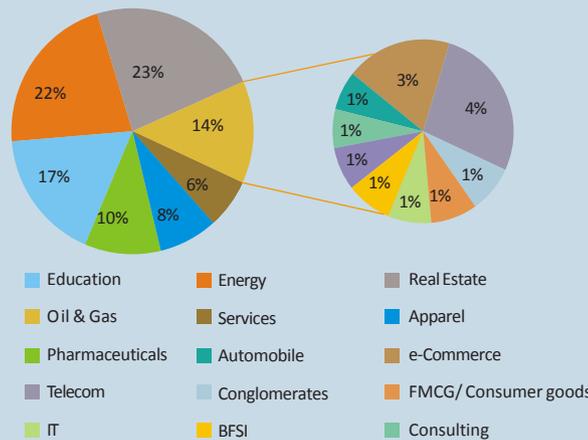
Offer statistics



Highest Domestic Salary



Sector-wise



Our Recruiters



ALUMNI

Sangam 2015

Seven Indian cities (Bangalore, Chennai, Delhi, Hyderabad, Kochi, Kolkata and Mumbai) and 4 international locations (New York, Dubai, Singapore and London) witnessed the opulence and grandeur of **Sangam 2015**, held on 16 May 2015. The cynosure of the event was the deliberations of the senior alums on the theme of ‘Digital Revolution’. The Alumni Committee commenced the event by reverberating on the activities of the students at the Kochi and Kozhikode campuses and unveiling their initiatives for the subsequent year. The networking dinner turned out to be the niche of buzzing debate for the faculty and alumni on myriads of affairs including the establishment of City Chapters and measures to revamp and revitalize IIM Kozhikode’s Alumni Association.

Mumbai *Sangam* which was presided over by Faculty Coordinator of the Placement Committee, Prof. A. F. Mathew was magnificent in terms of participation, networking and indulgence. Presence of Mr. Sandeep Chatterjee, Associate Director with KPMG India and Mrs. Beena Sarkar, Senior Product Manager, TCS who articulated on the “Role of Technology in Changing Business” invigorated the present students and the younger alums. Bangalore *Sangam* chaired by Prof. Deepak Dhayanithi was enriched by the orations of eminent alums like Arpitha Chandrashekar on leadership and Manjunath Talwar on the start-ups in the field of IT. Delhi *Sangam* saw an overwhelming participation with the turnout of more than twice the number of alums than the previous year and the presence of senior alums like Mr. Manoj Agarwala and Mr. Amitabh Verma. A nostalgic presentation by the Alumni Committee and volunteers on the happenings in the campus revived the indelible memories of the glorious and bodacious bygone days with their alma mater. Apart from these cities, an ecstatic evening was spent in Chennai, Hyderabad and Kolkata. Even though these cities saw the participation of fewer alumni, the evenings spent were far more intimate and no less appreciated. In Kochi, and the foreign locations: New York, Dubai, Singapore and London, the alumni themselves stepped forward to organize the events.

Participation synopsis

Location	Alum Count	Student Count
Bangalore	70+1 *Family Accompanying Alumnus	18
Chennai	14	10
Delhi	81	19
Hyderabad	21	5
Kochi	13	6
Kolkata	9	7
Mumbai	148	38
Abroad	36	1
Total	392	104

Start-O-Sphere

The Alumni Committee collaborated with the Entrepreneurship cell and invited all the alumni who are entrepreneurs to attend the Start-O- Sphere. The committee had also facilitated alumni-faculty-students interactions. The alumni also expressed their willingness to help and interact with the PGP 19 batch to maneuver and navigate them through their lives in the campus.

Teacher's Day

The Alumni committee connived as emissaries of the overwhelming messages send from alumni to the faculties. The 250 and odd messages for the faculties were compiled from the google form that was floated in the facebook and yahoo groups, and incorporated into greeting cards and presented individually to the faculties.

Kasebook

Launch of **Kasebook**, the formal state of the art Alumni website of the Institute, designed for the alumni to clasp with their alma mater witnessed the commencement and accomplishment of a long cherished dream of IIMK. Dr Surya Prakash Pati, Chairman, Alumni Relations led the formal and auspicious launch of the portal, which was equipped for faculty in January 2016. The portal provides a kaleidoscopic panorama of alumni achievements, news, updates of the Institute, live projects, networking options and career exploration. The vendor for the portal (Fourth Ambit) bears the onus of regularly updating and renovating the portal to update the plethora of events, news achievements and happenings at IIMK. The portal, which attracted tremendous appreciation from alumni, students and faculty, has already identified over 3700 registrations.

Alumni Visit

Name of Alumni Speaker	Designation of Speaker	Batch and Year of Graduation
Ranjeet Pawar	CEO Sugee Realtors	PGP 04 2002
Sandeep Chatterjee	Associate Director at KPMG	PGP 05 2003
Sheeba D'Mello	IDG Ventures-Head Research and Investment Advisory	PGP 09 2007
Manjunath Talwar	Founder & CEO at Hiree	PGP 03 2001
Kashyap Chanchani	Managing Partner at The Rain Maker Group	PGP 08 2006
Manish Harodia	Director at DreamWallets	PGP 10 2008
Rohit Koshy	Elearning, Venture Catalyst	PGP 10 2008
Rajesh Kumar B	Co-Founder and Director at FACE and Co-Founder at Chalkstreet	PGP 09 2007
Rajiv Mukherjee	Founder Incubatehub	EPGP 02 2006
Avik Roy	Managing Director at Re-emerging World	PGP 04 2002
Anis Gandhi	Head - Business Development at Eskay Fine Chemicals	PGP 10 2008

Nostalgia 2016

The annual alumni meet **Nostalgia 2016** was a three day event which had a magnificent commencement on 29 January 2016 and a grand wrap up on 31 January 2016. The event which was conceptualized around celebrating 20 years of existence and excellence of IIM K witnessed the participation of 111 alums. The fore noon of 30 January 2016 showcased **Confluence**, a panel discussion with faculty members (Prof. Anandakuttan B Unnithan, Prof. A.F. Mathew, Prof. Deepak Dhayanithy and Prof. Anupam Das) alumni (Mr. Ranjeet Pawar PGP 04 (moderator), Mr. Ravi Menon, PGP 07, Mr. Abhishek Iyer PGP 17) and students (Mr. Sriram Raja PGP 18, Mr. Arunangshu Chattopadhyay PGP 19) pertaining to the theme - **"After 20 years of glorious existence of IIM Kozhikode,**



where do we stand today and to understand the road-map ahead of the institution". The Annual General Meeting on the occasion of Nostalgia'16 was held in the afternoon of 30 January 2016. Distinguished faculty members and esteemed alumni from various batches (PGP 07 to PGP 17) participated enthusiastically in these events. However, the icing on the cake was the 15th and 10th anniversary feasts of PGP 03 and PGP 08 batches with a cake cutting ceremony.

MANAGEMENT DEVELOPMENT PROGRAMME (MDP)

During the year (April 2015 to March 2016), the Institute conducted a total of 85 Management Development Programmes (MDPs) involving 319 days. Out of the **85** MDPs, **14** were open enrollment MDPs and **71** were customized MDPs. A total number of 2376 participants attended the MDPs. On the other hand, during the same period 13 Faculty Development Programmes for 69 days were also conducted by the Institute. A total of 215 participants attended these programmes.

Some of the prominent clients during 2015-16 were Punjab State Power Corporation Limited (PSPCL), Jotun India Pvt. Ltd., British Council of India, SBI Life Insurance, Cochin Shipyard Ltd., Bharat Electronics Ltd., Directorate of Animal Husbandry (Govt. of Kerala), Novo Nordisk India Pvt. Ltd., T-TBI Technopark, Mazagon Dock Shipbuilders Ltd., Max Bupa Health Insurance Company, Powergrid Corporation, Maharashtra State Electricity Transmission Co. Ltd. (MSETCL), ESI Corporation, etc.

A long duration programme for Probationary Officers of Indian Railway Personnel Service (IRPS) commenced during January 2016, and is expected to be completed by April 2016. The total revenue from both MDPs and FDPs is Rs. 6,72,39,571/-.

The programme details are mentioned below:

CUSTOMIZED MDPs

Sl. No.	Name of the Programme	Facilitator	Dates	Duration (days)	No of participants
1	Managerial Effectiveness Lab for Senior Officers of Punjab State Power Corporation Limited (PSPCL), Patiala	Prof. Leena Mary Eapen & Prof. Deepa Sethi	April 13 - 18, 2015	06	24
2	One day workshop for "Victoria Business School" - Wellington, New Zealand	Prof. Saji Gopinath	April 14 - 15, 2015	02	30
3	"Key Account Management" for Executives of Jotun India Pvt. Ltd.	Prof. Joffi Thomas & Prof. Keyoor Purani	April 20 - 21, 2015	02	24
4	Leadership Development Programme for Executives of DCB Bank & HSBC Asset Management	Prof. Priya Nair Rajeev	April 29 - 30, 2015	02	40
5	Young Women Social Entrepreneurship Programme for British Council of India	Prof. Priya Nair Rajeev & Prof. Sumit Mitra	May 04 - 09, 2015	06	40
6	Soft Skill Effectiveness Lab for Sales and Marketing Team of Media One Television	Prof. Deepa Sethi	May 11 - 12, 2015	02	13
7	Accelerating Sales Force Performance for Business Managers of SBI Life Insurance Co. Ltd.	Prof. G. Sridhar	May 13 - 15, 2015	03	15
8	Claims And Contract Management for Cochin Shipyard Ltd.	Prof. Lionel Aranha	June 08 - 10, 2015	03	25
9	Strategic Innovation Programme for Bharat Electronics Limited	Prof. Anandakuttan B. Unnithan	June 16 - 17, 2015	02	30
10	Managerial Effectiveness Programme for Directorate of Animal Husbandry, Government of Kerala	Prof. Deepa Sethi	June 17 - 20, 2015	03	20

11	“Unlock Your Potential” for Executives of Novo Nordisk India Pvt. Ltd.	Prof. G. Sridhar	June 18-20, 2015	03	24
12	Academic Leadership Programme for National Project Implementation Unit (NPIU), Ministry of HRD	Prof. C. Raju	June 22-27, 2015	06	25
13	Strategic Innovation Programme for Bharat Electronics Ltd.	Prof. Anandakuttan B. Unnithan	June 23-24, 2015	02	29
14	Supply Chain Management for Kerala Medical Services Corporation Ltd.	Prof Rupesh Kumar Pati	June 23-25, 2015	03	20
15	Learnmile Teachers Development Crucible for Learnmile Solution Pvt. Ltd.	Prof. G. Sridhar & Prof. Anjan Kumar Swain	July 09-10, 2015	02	20
16	HR for Non HR Executives for Bharat Electronics Ltd.	Prof. Priya Nair Rajeev	July 13-17, 2015	05	28
17	Academic Leadership Programme for National Project Implementation Unit (NPIU), Ministry of HRD	Prof. C. Raju	July 20-25, 2015	05	21
18	One Day MDP Workshop for Perambra Coconut Producer Company Ltd.	Prof. Omkumar Krishnan	July 25, 2015	01	207
19	Aspire Change and Transform (ACT) An Experiential Laboratory for Startup Enterprises for T-TBI Technopark, Thiruvananthapuram	MDP Office	July 27-31, 2015	05	15
20	Managing Self and Building Effective Work Relationships for Program Managers of ASAP, Department of Education, Government of Kerala	Prof. Priya Nair Rajeev	July 30 - August 01, 2015	03	27
21	HR for Non HR Executives for Bharat Electronics Ltd.	Prof. Priya Nair Rajeev	August 03-07, 2015	05	30
22	Communication Effectiveness Lab for Managers of MCFadyen Consulting Software India Pvt. Ltd., Trivandrum	Prof. Deepa Sethi	August 07-09, 2015	03	16
23	Senior Officers of Animal Husbandry Department, Directorate of Animal Husbandry, Government of Kerala	Prof. Deepa Sethi	August 18-21, 2015	04	20
24	Unlock Your Potential for Executives of Novo Nordisk India Pvt. Ltd.	Prof. G. Sridhar	August 20-22, 2015	03	23
25	Academic Leadership Programme for National Project Implementation Unit (NPIU), Ministry of HRD	Prof. C Raju	August 24-29, 2015	06	21
26	HR for Non HR Executives for Bharat Electronics Ltd.	Prof. Priya Nair Rajeev	September 07 -11, 2015	05	27
27	Supply Chain Management for Cochin Shipyard Ltd.	Prof Rupesh kumar Pati	September 08 - 10, 2015	03	26
28	Strategy Building & Competitive Intelligence Workshop for Bharat Electronics Ltd.	Prof. S Subramanian	September 10 - 11, 2015	02	24
29	Strategy Building & Competitive Intelligence Workshop for Bharat Electronics Ltd.	Prof. S Subramanian	September 14 - 15, 2015	02	21
30	Academic Leadership Programme for National Project Implementation Unit (NPIU), Ministry of HRD	Prof. C Raju	September 21 - 26, 2015	06	23
31	HR for Non HR Executives for Bharat Electronics Ltd.	Prof. Priya Nair Rajeev	October 05 - 09, 2015	05	30
32	Team Building and Leadership Programme for Mazagon Dock Shipbuilders Ltd.	Prof. Priya Nair Rajeev	October 10 - 12, 2015	03	64

33	Strategic Leadership for Federal Bank and Max Bupa Health Insurance Company Ltd.	Prof. Priya Nair Rajeev	October 15-17, 2015	03	62
34	Managerial Excellence for Federal Bank and Max Bupa Health Insurance Company Ltd.	Prof. Priya Nair Rajeev	October 15-17, 2015	03	56
35	Effective Advertising and Public Information for Officers of Information and Public Relation Department, Govt. of Kerala	Prof. Keyoor Purani	October 26-31, 2015	06	12
36	Academic Leadership Programme for National Project Implementation Unit (NPIU), Ministry of HRD	Prof. C Raju	October 26-31, 2015	06	27
37	Capacity Building for Child Protection Officers for Directorate of Social Justice, Govt. of Kerala	Prof. Manish Kumar	October 26-28, 2015	03	18
38	Enterprise Knowledge Management for Power grid Corporation	Dr. Sreekumar M.G	October 28-30, 2015	03	19
39	Infrastructure Finance (Phase -I) for Officers of the Finance Department, Kerala Infrastructure Investment Fund (KIIF), Government of Kerala	Prof. Abhilash Nair	October 29-31, 2015	03	30
40	Managerial Excellence for Federal Bank and Max Bupa Health Insurance Company Ltd.	Prof. Priya Nair Rajeev	October 29-31, 2015	03	35
41	Strategic Visioning for Kerala Cable TV Operators Association	Prof. Saji Gopinath	November 12-13, 2016	02	16
42	Management Acceleration Centre for Novo Nordisk India Pvt. Ltd.	Prof. G. Sridhar	November 15-18, 2015	04	25
43	Enterprise Risk Management for Bharat Electronics Ltd.	Prof. Saji Gopinath & Prof. Rudra Sensarma	November 16-17, 2015	02	31
44	HR for Non HR Executives for Bharat Electronics Ltd.	Prof. Priya Nair Rajeev	November 16-20, 2015	05	26
45	Enterprise Risk Management for Bharat Electronics Ltd.	Prof. Saji Gopinath & Prof. Rudra Sensarma	November 18-19, 2015	02	38
46	Educational Institution Development for Global Excellence (EDGE) for JDT Islam Educational Institutions	Prof. Saji Gopinath	November 21-22, 2015	02	40
47	Academic Leadership Programme for National Project Implementation Unit (NPIU), Ministry of HRD	C. Raju	November 23-28, 2015	06	35
48	Project Planning , Implementation and Monitoring for Maharashtra State Electricity Transmission Co. Ltd. (MSETCL)	Prof. Rupesh Kumar Pati	December 3-05, 2015	03	17
49	Managerial Effectiveness Lab for Senior Officers for Punjab State Power Corporation Limited (PSPCL), Patiala	Prof. Deepa Sethi	December 07-12, 2015	06	18
50	Effective Advertising and Public Information for Officers of Information and Public Relation Department, Govt. of Kerala	Prof. Keyoor Purani	December 07-12, 2015	06	12
51	Management Acceleration Centre for Novo Nordisk India Pvt. Ltd.	Prof. G.Sridhar	December 08-11, 2015	04	20
52	Strategic Innovation Programme for Bharat Electronics Ltd.	Prof. G. Thangamani & Prof. S. Subramanian	December 10-11, 2015	02	25

53	Enterprise Risk Management for Bharat Electronics Ltd.	Prof. Rupesh Kumar Pati & Prof. Abhilash Nair	December 14-15, 2015	02	30
54	Effective Advertising and Public Information for Officers of Information and Public Relation Department, Govt. of Kerala	Prof. Keyoor Purani	December 14-19, 2015	06	11
55	Managerial Excellence Programme for Sr. Nurses of ESI Corporation	Prof. Deepa Sethi	December 15-17, 2015	03	22
56	Chakravayu - Entrepreneurial Skill Development Workshop for Mahindra Finance	Prof. Rajesh S. U.	January 03-04, 2016	02	42
57	Thought Leadership Programme for Councilors and Senior Officials of Kozhikode Corporation	Prof. Anandakuttan B. Unnithan	January 06, 2016	01	90
58	Infrastructure Finance for Officers Finance Department, Kerala Infrastructure Investment Fund (KIIF), Government of Kerala	Prof. Abhilash Nair	January 13-14, 2016	02	21
59	Managerial Effectiveness Lab for Senior Officers of Punjab State Power Corporation Limited (PSPCL) Patiala	Prof. Deepa Sethi	January 18-23, 2016	06	21
60	Aspire Change and Transform(ACT) An Experiential Laboratory for Startup Enterprises , T-TBI Techno park, Thiruvananthapuram	Prof. Priya Nair Rajeev	January 19-23, 2016	05	21
61	Orientation to IPO for Cochin Shipyard Ltd.	Prof. Abhilash Nair	January 21, 2016	01	29
62	HRM Training for IRPS Probationers, National Academy of Indian Railways	Prof. Deepa Sethi	January 28-March 04, 2016	07 03	13
63	Enterprise Risk Management for Bharat Electronics Ltd.	Prof. Rudra Sensarma	January 29-30, 2016	02	26
64	Management Acceleration Centre for Novo Nordisk India Pvt. Ltd.	Prof. G. Sridhar	February 08-11, 2016	04	28
65	Infrastructure Finance for Officers Finance Department, Kerala Infrastructure Investment Fund (KIIF), Government of Kerala	Prof. Abhilash Nair	February 25-27, 2016	03	18
66	Leveraging Critical Resources for Strategic Renewal for Organization for NHPC Ltd.	Prof. Suram Balasubramanyam	February 29 - March 02, 2016	03	12
67	Educational Institution Development for Global Excellence (EDGE) for JDT Islam Educational Institutions	Prof. Deepa Sethi	March 05-06, 2016	02	41
68	Project Management for Jananidhi, Kerala Rural Water Supply and Sanitation Agency	Prof. Ashutosh Sarkar & Prof. Deepak D.	March 08 -12, 2016	05	25
69	Effective Management : Course for Revenue Officers for Wayanad Collectorate (Batch I)	MDP Office	March 15, 2016	01	60
70	Effective Management : Course for Revenue Officers for Wayanad Collectorate (Batch II)	MDP Office	March 16, 2016	01	60
71	Managerial Effectiveness Programme for National Hospital Kozhikode	MDP Office	March 20, 2016	01	19

Total

274 2153

OPEN ENROLLMENT MDPs

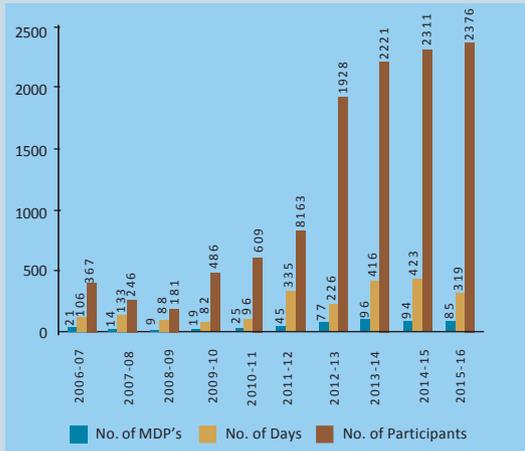
Sl. No.	Name of the Programme	Facilitator	Dates	Duration (days)	No of participants
1.	Soft Skill for Interpersonal Effectiveness: Attitude and Skill Enhancement Lab	Prof. Deepa Sethi	June 15-18, 2015	04	13
2.	Business Intelligence and Analytics	Prof. Anjan Kumar Swain	July 27-29, 2015	03	14
3.	Problem Solving and Decision Making	Prof. Anjan Kumar Swain	August 17-19, 2015	03	08
4.	Finance for Non Finance Executives	Prof. S.S.S. Kumar	October 05-07, 2015	03	07
5.	Strategic Thinking and Leadership: A Programme for Middle Level Managers for IT and ITES Service Providers	Prof. Rajesh S. Upadhyayula	October 12-14, 2015	03	14
6.	Soft Skills for Interpersonal Effectiveness: Attitude & Skill Enhancement Lab	Prof. Deepa Sethi	November 02-05, 2015	04	27
7.	Corporate Etiquette and Personality Development	Prof. Deepa Sethi	November 05-07, 2015	03	20
8.	Leveraging Resources for Organizational Renewal	Prof. Suram Balasubrahmanyam	November 16-20, 2015	04	15
9.	Management of Technology and Innovation	Prof. M. P. Sebastian & Prof Mohammed Shahid A.	November 26-28, 2015	03	15
10.	Transforming Executives into Leaders - Essence Of Organizing and Organizations	Prof. Manish Kumar	November 30-Dec 02, 2015	03	24
11.	Enhancing Organizational and Individual Performance through Performance Management System	Prof. T. N. Krishnan & Dr. Prasanth Nair	December 07-09, 2015	03	17
12.	Accelerating Sales Force Performance	Prof. G. Sridhar	December 07-09, 2015	03	07
13.	Project Planning, Implementation, Monitoring & Evaluation: A Project Leadership Programme for High Performing Projects	Prof. Rupesh Kumar Pati	January 07-09, 2016	03	13
14.	Creative Thinking, Problem Solving and Decision Making	Prof. Anjan Kumar Swain	January 18-20, 2016	03	29
Total				45	223

FACULTY DEVELOPMENT PROGRAMMES (FDPs)

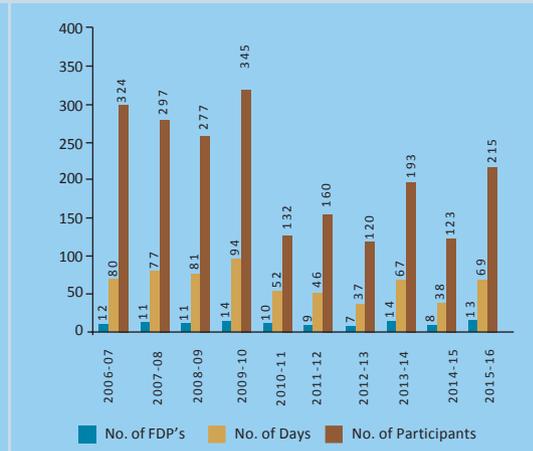
Sl. No.	Name of the Programme	Facilitator	Dates	Duration (days)	No of participants
1	Management Teachers Programme on Blue Ocean Strategy	Prof. Saji Gopinath	May 18-22, 2015	05	26
2	Innovative Approaches in Management Teaching	Prof. Deepa Sethi	June 15-20, 2015	06	12
3	Multivariate Data Analysis	Prof. Shovan Chowdhury	June 15-19, 2015	05	14
4	Applied Financial Econometrics	Prof. Kausik Gangopadhyay & Prof. Rudra Sensarma	July 27-31, 2015	05	16
5	Research Design and Data Analysis for Social Sciences	Prof. Anandakuttan B Unnithan	August 03-08, 2015	06	32
6	Technology Enabled Teaching and Learning	Prof. M.P.Sebastian	August 19-23, 2015	05	14

7	Advanced financial Statement Analysis	Prof. Sudershan Kuntluru & Rachappa Shette	November 02-06, 2015	05	10
8	Multivariate Data Analysis	Prof. Shovan Chowdhury	November 16-20, 2015	05	16
9	Innovative Approaches in Management Teaching	Prof. Deepa Sethi	November 16-21, 2015	06	18
10	Research Design and Data Analysis for Social Sciences	Prof. Anandakuttan B Unnithan	November 23-28, 2015	06	28
11	Doctoral Research in Marketing and Other social sciences	Prof. Joshy Joseph	November 30-December 04, 2015	05	07
12	Pedagogy in Management Education	Prof. S. Subramanian & Prof. Surya Prakash Pati	December 14-18, 2015	05	08
13	Financial Modelling Using Excel	Prof. Jijo Lukose & Prof. L. Ramprasath	February 01-05, 2016	05	14
Total				69	215

A graphical representation comprising past 10 year data related to MDPs (Customized MDPs, Open MDPs & eMDPs) are as follows:



A graphical representation comprising past 10 year data related to FDPs are as follows:



IIMK plans to rapidly accelerate its MDP activities with support from greater number of participation from corporate and government institutions in the coming years.

INTERNATIONAL EXCHANGE PROGRAMME

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

The IIMK's international exchange program endeavors to work with top partner institutions in the world to develop scholarly engagements for the benefit of students, faculty members and the broader community in the countries across the world. Such collaborative arrangements would result in knowledge enhancement in research, teaching and learning. They can also give the institution an opportunity to understand the best business practices and conventions in different parts of the world, especially the cultural dynamics that impact global business operations.



Management scholars from institutions abroad, especially from the partner institutions, may find the research facilities and the natural setting very conducive for research. They would also find plenty of opportunities to associate with IIMK in organizing management development programmes, faculty development programmes, international conferences and a variety of industry interaction seminars.

IIMK plans to rapidly accelerate its international activities through selectively establishing partnerships with greater number of institutions in different parts of the world. During the year 2015-16 IIMK had entered into collaborative agreements with one top international institution. Currently IIMK has established MoUs with the following Institutions:

Partner Institutes

- 1 Abu Dhabi University, Abu Dhabi
- 2 Asian Institute of Technology, Thailand
- 3 Audencia Nantes School of Management, France
- 4 Bocconi University, Italy
- 5 Catolica Lisbon School of Business and Economics, Portugal
- 6 College of Commerce, National Chengchi University, Taiwan
- 7 Cyprus International Institute of Management, Cyprus
- 8 EDHEC Business School, France
- 9 EM Strasbourg Business School, France
- 10 ESCP, France
- 11 ESSCA School of Management, France
- 12 European Business School, Germany
- 13 Foreign Trade University, Vietnam
- 14 Group ESC Troyes, France
- 15 ICN Business School, France
- 16 IESEG School of Management, Lille, France
- 17 ISCTE University Institute of Lisbon, Portugal
- 18 Jean Moulin Lyon 3 University, France
- 19 Jonkoping International Business School, Sweden
- 20 Kedge Business School, France
- 21 Leeds University Business School, UK
- 22 Leipzig Graduate School of Management, Germany
- 23 Management Center Innsbruck, Austria
- 24 MAYS Business School – Texas, USA
- 25 National Tsing Hua University, Taiwan
- 26 Neoma Business School, France
- 27 Norwegian School of Economics, Norway
- 28 Plymouth University, United Kingdom
- 29 Sabanchi University, Turkey
- 30 Sungkyunkwan University, Korea
- 31 Telecom E Cole De Management, France
- 32 TuDelft University of Technology, Netherlands
- 33 Universite du Quebec a Montreal, Canada
- 34 University of Lausanne, Switzerland
- 35 Victoria University of Wellington, New Zealand
- 36 Yale University, US

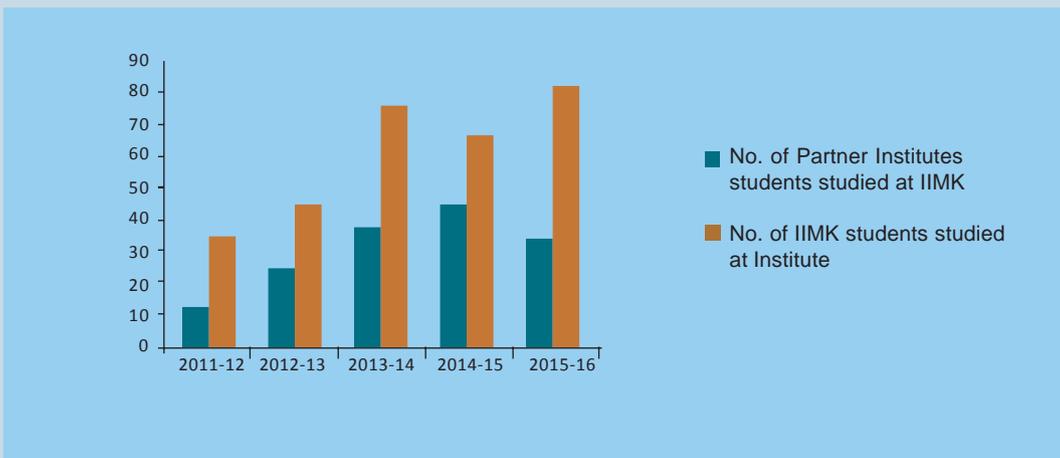
During the year 2015-16, IIM Kozhikode has entered into collaborative agreements with the Institute, MAYS Business School, Texas – USA.

The Institute is in the process of signing more collaborative agreements with many of the leading business schools across the globe. Some of them are:

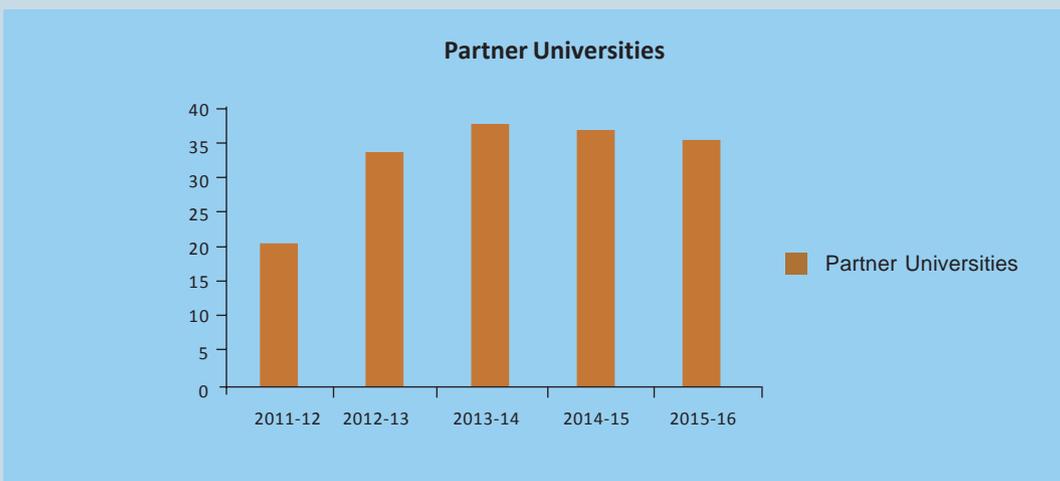
1. Monash University, Australia
2. University of Reading, UK

Other Important Activities

A total of 82 IIMK students had gone to twenty-three partner institutes as part of International Exchange Programme and 34 international students arrived at IIMK from ten institutions abroad. The detailed graph highlighting past five years student exchange programme at IIM Kozhikode is as follows:



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



Other Activities

1. International Exchange Evening Day

IIMK celebrates an International Evening wherein the exchange students showcase their cultural talents followed by international food. This sensitizes IIMK community to foreign culture and food. They are also expected to develop personal friendships and networks, both with students and faculty members. During the year 2015-16, the International Exchange Evening Day was held on November 08, 2015.



2. International Visitors

IIMK hosted several international visitors in 2015-16. These visitors had interactions with IIMK faculty and students and they have resulted in the identification of various opportunities for collaboration. International visitors to IIMK in 2015-16 included:

1. A delegate from ESCP, Europe named Nathalie Quintin visited IIMK for presenting a session on the topic "Dual Degree Programme at ESCP" on 08-October-2015.
2. Delegates from University of Reading, UK named Prof. John Board ((Dean), Prof. Adrian Robert Bell (HoD, ICMA Centre and Associate Dean for International affairs) & Dr. Angelique Chettiparamba (Director of Studies: Real Estate & Planning) visited IIMK on 10-Jan-2016 to explore various possibilities of student & faculty exchange programme, research collaborations.

EXECUTIVE POST GRADUATE PROGRAMME

The fifth Convocation of EPGP Participants was held on April 04, 2015 at IIMK Campus during the 17th Annual Convocation Ceremony. A total of 159 students of EPGP-05 and 02 students of EPGP-04 batches were awarded the Executive Post Graduate Diploma in Management. Mr. Dipes Biswas was awarded the Gold Medal for scholastic performance by Chief Guest, Shri. N. Ram, Chairman, Kasturi & Sons Ltd., and former Editor-in-Chief and Publisher of The Hindu group of publications.

The admission to eighth batch of Executive Post Graduate Programme in Management (EPGP), eighth batch of specialization programmes - Executive Post Graduate Certificate in Strategic Management (EPGCSM), Executive Post Graduate Certificate in Marketing Management (EPGCMM), Executive Post Graduate Certificate in Financial Management (EPGCFM) and Executive Post Graduate Certificate in Operations Management (EPGCOM); and fourth batch of Executive Post Graduate Certificate in Human Resource Management (EPGCHRM) and Executive Post Graduate Certificate in Information Technology Management (EPGCITM) was announced on 25th May 2015 & 21st August 2015, respectively. Entrance test (eMAT) and Interviews for selection of EPGP candidates were held during August 22-23, 2015. The entrance examination (eMAT) was administered by IIMK.

Based on admission notification followed by the entrance test (eMAT) and interviews conducted by IIMK for the eighth batch of EPGP and online interview for the eighth batch of specialization programmes EPGCSM, EPGCMM, EPGCFM, EPGCOM and fourth batch of EPGCHRM & EPGCITM, 251 participants joined our programme during the current academic year, in addition to the existing batch of EPGP-07.

The mandatory first in-campus module of EPGP-08 batch was conducted during September 26 – October 01, 2015. Total 125 participants from various parts of the country attended the module.

The mandatory third in-campus module of EPGP-06 batch was conducted during December 06-12, 2015. Total 168 participants attended the campus module.

The AMBA (Association of MBAs) reaccreditation process for the Two year Executive Post Graduate Programme was successfully completed on 17th & 18th December 2015.

The mandatory in-campus module of the EPGCSM-08, EPGCMM-08, EPGCFM-08, EPGCOM-08, EPGCHRM-04 & EPGCITM-04 batches was conducted during January 01-06, 2016. Total 126 participants attended the campus module.

Platform Classes for EPGP-08 commenced on 06th October 2015 and for EPGCSM-08, EPGCMM-08, EPGCFM-08, EPGCOM-08, EPGCHRM-04 & EPGCITM-04, the platform classes started on 10th January 2016.

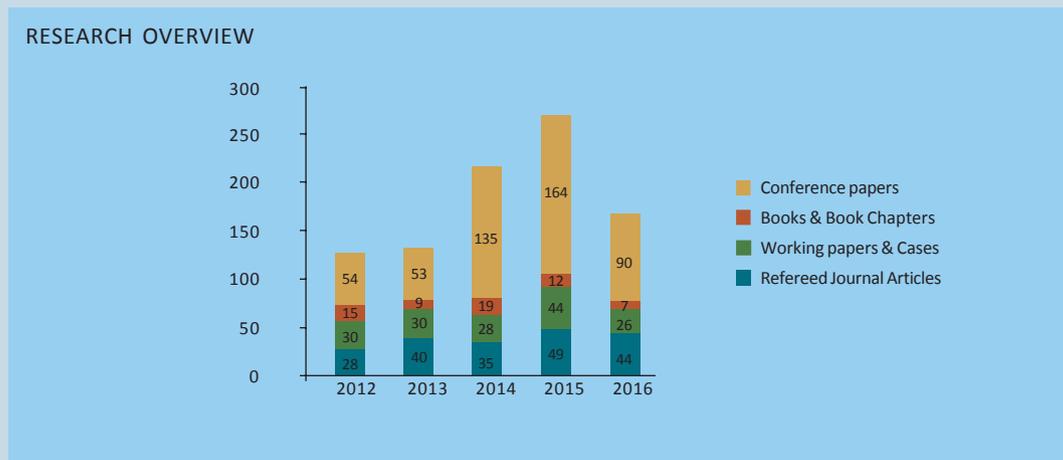
First year classes of EPGP-07 batch concluded and the examinations were conducted successfully in the month of January 2016. The 2nd year classes of EPGP-07 started on 1st February, 2016.

RESEARCH & PUBLICATIONS

2015-16: RESEARCH HIGHLIGHTS

44 Research Articles were published in reputed peer reviewed journals, out of which 6 are in internationally recognized A* category journals and 5 in A category.

2 Small Grant Research Projects and 1 Medium Grant Research Project were completed. 5 Small Grant and 1 Medium Grant Research Projects are ongoing. 2 External research projects are ongoing.



ECONOMICS

REFEREED JOURNAL PUBLICATIONS

Gangopadhyay, K. (2015). Sexual Violence: A Model of Occupational Choice and Gender Wage Gap. *Journal of Interdisciplinary Economics*, 27(2): 219-244.

Gangopadhyay, K., Nishimura, A., & Pal, R. (2015). Can the information technology revolution explain the incidence of co-movement of skill premium and stock prices?. *Economics Modeling*, 53, 107-120.

Gangopadhyay, K., Jangir, A., & Sensarma, R. (2016). Forecasting the price of gold: An error correction approach. *IIMB Management Review*, 28(1): 6-12.

Amaral, S., Bandyopadhyay, S., & **Sensarma, R.** (2015). Employment Programmes for the Poor and Female Empowerment: The Effect of NREGS on Gender-based Violence in India. *Journal of Interdisciplinary Economics*, 27(2): 199-218.

Sarkar, S., & **Sensarma, R.** (2015). The Relationship between Competition and Risk Taking Behavior of Indian Banks. *Journal of Financial Economic Policy*, 8(1).

Sensarma, R., & Bhattacharyya, I. (2016). Measuring monetary policy and its impact on the bond market of an emerging economy. *Marcoeconomics and Finance in Emerging Market Economies*, 9(2): 109-130.

Nair, S.R., & Eapen, L.M. (2015). Agrarian Performance and Food Price Inflation in India Pre- and Post-Economic Liberalisation. *Economic & Political Weekly*, 50(31): 49-60.

OTHER/ FORTHCOMING PUBLICATIONS

Balooni, K., & Venkatachalam, L. (2016) Managing Water for Sustainable Development: An Indian Perspective. *IIM Kozhikode Society & Management Review*, 5(1). Editorial

Dey, S. (2016) Inflation Hedging in India. *52nd Annual Conference of The Indian Econometric Society, IIM Kozhikode, Kerala, India, January 4-6*. Conference.

Eapen, L.M., & Varghese, G. (2015) Power Sector in India- Recent Challenges and Measures Undertaken. *5th Annual International Conference on Qualitative and Quantitative Economics Research, Singapore, June 8-9*. Conference.

Gangopadhyay, K. (2015) Kartik B. Athreya, Big Ideas in Macroeconomics: A Nontechnical View. *IIMK Society & Management Review*. Book Review.

Gangopadhyay, K. (2015) An Incomplete Proposal For Reform. *Swarajya*, July 7. Non-refereed.

Gangopadhyay, K., & Sensarma, R. (2015) Can The JAM Trinity Fix India's Broken Subsidies Regime?. *Swarajya*, May 10. Non-refereed.

Gangopadhyay, K., & Sensarma, R. (2015) India's Changing Banking Landscape Will Drive Inclusive Growth. *Swarajya*, Nov 4. Non-refereed.



Gangopadhyay, K., & Mondal, D. (2016) Intellectual Property Rights and Income Inequality: A Cross-Country Analysis. *52nd Annual Conference of The Indian Econometric Society*, IIM Kozhikode, Kerala, India, January 4-6. Conference.

Ladha, K. K. (2015) Justice in an Adversarial System: Pitfalls of Presumed Innocence and Plea Bargaining. *Midwest Political Science Association Annual Conference*, Chicago, USA, April 16-19. Conference.

Nair, S. R., & Pushpangadan, K. (2016) Tax Revenue Capacity and Tax Effort of Kerala: Analysis during Pre- and Post- Period of Accelerated Economic Growth. *52nd Annual Conference of The Indian Econometric Society*, IIM Kozhikode, Kerala, India, January 4-6. Conference.

Sensarma, R. (2015) 8 Websites That Help You to Claim Your Digital Space and Increase Citations. *IIMK Research blog*, July 20. Non-refereed.

Sensarma, R., & Purani, K. (2015) Communication-the Name of the Game. *The Hindu Business Line*, August 15. Non-Refereed.

Sensarma, R., Purani, K., & Gopinath, S. (2015) Editorial, Special Issue: Indian Management and the Global Business, *Journal of Indian Business Research*, 7(2), Editorial.

Sensarma, R. (2016) Rising India in a Turbulent Global Economy, *Mathrubhumi Yearbook 2016*, Non-Refereed.

Sensarma, R. (2015) Chinese currency devaluation and its impact on India, *Mathrubhumi*, August 29, Non-Refereed.

SESSION CHAIRS

Eapen, L. M. (2016) Development Economics. *52nd Annual Conference of the Indian Econometric Society*, IIM Kozhikode, Kozhikode, Kerala, January 2-4.

Eapen, L. M. (2016) Macroeconomics. *52nd Annual Conference of the Indian Econometric Society*, IIM Kozhikode, Kozhikode, Kerala, January 2-4.

Gangopadhyay, K. (2016) Development Economics. *52nd Annual Conference of the Indian Econometric Society*, IIM Kozhikode, Kozhikode, Kerala, January 2-4.

WORKING PAPERS

Kumar, N., & **Sensarma, R.** (2015). Efficiency of Micro Finance Institutions in India: A stochastic distance function approach. *IIMK/WPS/184/ECONOMICS/2015/020*.

Pushpangadan, K., & **Nair, S. R.** (2016). Tax Revenue Capacity and Tax Effort of Kerala: Analysis during Pre- and Post- Period of Accelerated Economic Growth. *IIMK/WPS/195/EA/2016/06*.

MEMBERSHIP OF EDITORIAL/ REVIEW BOARD/ AD HOC REVIEW

Balooni, K.	IIM Kozhikode Society & Management review	Editor-in-Chief, Guest Editor, Reviewer
Balooni, K.	Agroforestry Systems	Reviewer
Balooni, K.	Forest Policy and Economics	Reviewer
Balooni, K.	Human Ecology	Reviewer
Balooni, K.	World Development	Reviewer
Balooni, K.	Conservation Letters	Reviewer
Eapen, L. M.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
Gangopadhyay, K.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
Nair, S. R.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
Sensarma, R.	Journal of Accounting in Emerging Economies	Editorial Board
Sensarma, R.	Risk Governance and Control: Financial Markets & Institutions	Editorial Board
Sensarma, R.	Journal of Reviews on Global Economics	Editorial Board

Sensarma, R.	IIMB Management Review	Editorial Review Panel
Sensarma, R.	IIM Kozhikode Society & Management Review	Managing Editor
Sensarma, R.	Economic Modelling	Ad hoc Reviewer
Sensarma, R.	Vision: The Journal of Business Perspective	Ad hoc Reviewer
Sensarma, R.	International Journal of the Economics of Business	Ad hoc Reviewer
Sensarma, R.	Margin: The Journal of Applied Economic Research	Ad hoc Reviewer
Sensarma, R.	South Asian Journal of Management	Ad hoc Reviewer

FELLOWSHIPS/AWARDS/HONOURS

Balooni, K. (2015) Invited as visiting scholar at Uppsala University, Sweden to take part in academic workshop, September

FINANCE, ACCOUNTING & CONTROL

REFEREED JOURNAL PUBLICATIONS

Komera, S. & **Lukose, J. P. J.** (2015). Capital structure choice, information asymmetry, and debt capacity: evidence from India. *Journal of Economics and Finance*, 39(4): 807-823.

Shette, R., Kuntluru, S., & Achalapathi, K.V. (2015). Applying Benford's Law to Examine the Quality of Reported Income Numbers of Unlisted Firms. *International Journal of Economics and Finance*, 7(12): 211-218.

Kumar, S. S. S. (2016) Participatory Note Investments: Do Indian Markets Need Them?. *Economic & Political Weekly*.

OTHER/ FORTHCOMING PUBLICATIONS

Kuntluru, S. Shette, R. Korivi, S. R.,(2015) Readability of IPO Prospectus and Long Term Earnings Performance of Firms. *5th India Finance Conference*, IIM Calcutta, Kolkata, India, December 17-19. Conference.

Ladha, R. S. (2015) The Economics and Politics of Accreditation in a Developing Country. *Midwest Political Science Association Annual Conference*, Chicago, USA, April 16-19. Conference.

Lakshman, C., Chi Vo, L., & **Ladha, R. S.** (2015) Is it ethical to pay CEOs for Downsizing? A Three-Country Study of the Impacts on Survivors vs. Victims. *Second Global Conference of International Human Resource Management*, Penn State, USA, May 14-15. Conference.

Lakshman, C., Chi Vo, L., & Ladha, R. S. (2015) Equity Portfolio Incentives to CEOs for Downsizing: Differential Impacts on Survivors vs. Victims in Three Countries. *57th Annual Meeting of the Academy of International Business: Global Networks: Organizations and People*, Bengaluru, Karnataka, India, June 27-30. Conference.

Bhagawan, P. M., & **Lukose, J. P. J.,** (2016) The Determinants of Currency Derivatives Usage among Indian Non-financial Firms: An Empirical Study, *Studies in Economics and Finance*, Forthcoming Research Paper.

Komera, S., & **Lukose, J. P. J.** (2016) Heterogeneity and asymmetry in speed of leverage adjustment: The Indian experience, *Review of Pacific Basin Financial Markets and Policies*, Forthcoming Research Paper.

Lukose, J. P. J., Komera, S., & Subhash, S. Business group affiliation and Innovation in medium and high technology industries in India. In Sidharthan N. S. & Narayanan K., *Technology: Corporate and Social Dimensions*. Springer, Forthcoming Book Chapter.

Lukose, J. P. J., & Sekhar, S. C. (2016) The Decision to Go Public: Does Business Group Affiliation Matter? *52nd Annual Conference of The Indian Econometric Society*, IIM Kozhikode, Kerala, India, January 4-6. Conference.

Lukose, J. P. J., & Sekhar, S. C. (2016) The Decision to Go Public: Does Business Group Affiliation Matter? *NSE-IGIDR-CG Conference, NSE Mumbai, India, January 21-22, Conference.*

Lukose, J. P. J., Shankar, R. L., & Bhagawan, P. M. (2016) Corporate Derivatives Use, Leverage, and the Cost of Equity: An Empirical Study of Indian Non-financial Firms. *52nd Annual Conference of The Indian Econometric Society, IIM Kozhikode, Kerala, India, January 4-6, Conference.*

Lukose, J. P. J., & Bhagawan, P. M. (2015) Corporate Derivatives Use, Leverage, and the Cost of Equity: An Empirical Study of Indian Non-financial Firms. *India Finance Conference, IIM Calcutta, Kolkata, India, December 17-19, Conference.*

Lukose, J. P. J., Komera, S., & Subhash, S. (2015) Does business group affiliation encourage R&D activities? Evidence from India, *India Finance Conference, IIM Calcutta, Kolkata, India, December 17-19, Conference.*

Priyesh, V. P., Balaji, G., & Sharma, G.(2015) Determinants of Stock Performance: Multivariate Statistical Analysis of Sensex Stocks,,*Third Pan IIM World Management Conference, Indian Institute of Management Indore, IIM Indore Campus, Madhya Pradesh, December, 16-18, Conference*

Ramprasath, L. Role of stylized features in constructing better estimators. *Communications in Statistics - Theory and Methods.* Forthcoming Research paper.

Ramprasath, L. (2016) Role of stylized features in constructing estimators for regime switching models. *52nd Annual Conference of The Indian Econometric Society, IIM Kozhikode, Kerala, India, January 4-6, Conference.*

Ramprasath, L., & Durairajan, T. M. Estimating functions and equivariance for diffusion models. *Journal of Indian Statistical Association,* Forthcoming Research paper

Thomas, S. (2015) Risk Free Model for Risky Stock Market: Evidence from Indian Stock market. 15th Finance, Risk and Accounting Perspectives. *ACRN Oxford Academic Research Network, Steyr, Austria, October 19-21, Conference.*



WORKING PAPERS

Kumar, M., Jauhari, H., Ladha, R. S., & Shekhar, N. (2015). Gender Perceptions and Organisational Climate: A Study of Two Structurally Different Large Organisations in India. *IIMK/WPS/187/OB-HR/2015/023*.

MEMBERSHIP OF EDITORIAL BOARD/ REVIEW BOARD/ AD HOC REVIEW

Lukose, J. P. J.	IIM Kozhikode Society & Management Review	Associate Editor
Nair, A. S.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
Ramprasath, L.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
Shette, R.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
Thomas, S.	The Decision Journal	Ad hoc Reviewer
Thomas, S.	Studies in Economics and Finance	Ad hoc Reviewer
Thomas, S.	Vikalpa	Ad hoc Reviewer

HUMANITIES & LIBERAL ARTS IN MANAGEMENT

REFEREED JOURNAL PUBLICATIONS

Das, A., & Herring S. C. (2016). Greetings and interpersonal closeness: The case of Bengalis on Orkut. *Language & Communication, 47:* 53-65.

OTHER/ FORTHCOMING PUBLICATIONS

Das, A. (2015) Likeability Factors of Indian Feminist Television Advertisements: Myth vs. Reality, *Graduate Program Colloquium Talk*, Department of Linguistics, Indiana University Bloomington, June 5, Invited Talk.

Das, A. (2015) Likeability Factors of Indian Feminist Television Advertisements: Myth vs. Reality, *Graduate Program Colloquium Talk*, Drexel Graduate Program in Communication, Culture & Media, Drexel University, May 5, Invited Talk.

Ramnath, A. (2015) International networks and aeronautical engineering in late-colonial India: Hindustan Aircraft Limited, 1940-47. *Society for the History of Technology, Annual Meeting*, Albuquerque, USA, October 8-11, Conference.

Ramnath, A. (2015) Race, Culture and the Ideal Engineer: The Public Works Department in India at the End of Empire, *North Carolina State University, USA*, October 13, Invited Talk.



Ramnath, A. (2016) International networks and the birth of aircraft manufacture in India: Hindustan Aircraft Limited, c. 1940-55, *Research Seminar Series*, IIM Bangalore, February 12, Invited Talk.

Ramnath, A. (2016) Industrial Experts in the Age of Indianisation: The European Engineering Firms of Calcutta, 1914-47, *Mid-Term workshop of the international project titled 'ENGIND: Engineers and Society in Colonial and Postcolonial India*, Centre for Social Sciences, New Delhi, January 11, Workshop.

Sethi, D. (2016) You-attitude in Managerial Communication & Spiritual Experience at Workplace: Can these be linked? *International Conference on Spirituality and Management: Indigenous Models of Sustainability, Good Governance and Spiritual Transformation*, Indian Institute of Management, Bangalore, January 4-6, Conference Proceedings.

Sethi, D. (2016) Nonverbal Communication in Doctor-Patient Interaction: Does it really matter? - A Case of India, *Criticare 2016*, Jaypee Palace Hotel & Convention Centre, Agra, February 5-7, 2016, Conference.

Sethi, D. (2016) Innovative Techniques in Teaching, *Institute of Business Management & Rural Development*, Ahmednagar, Maharashtra, February 20, Invited Talk.

Sethi, D. (2016) R.V. Lesikar, M.E. Flatley, K. Rentz, P. Lentz, and N. Pande, Business Communication: Connecting in a Digital World, *IIM Kozhikode Society & Management Review*, 5(2), Forthcoming Book Review.

WORKING PAPERS

Sethi, D. (2016). The You-Attitude & Spiritual Experience in the Workplace: Is there a Connection? *IIMK/WPS/193/HLA/2016/04*.

Sethi, D., & Seth, M. (2016). Can Organizational Grapevine be Beneficial? An Exploratory Study in Indian Context. *IIMK/WPS/194/HLA/2016/05*.

Sethi, D. (2016). Business Etiquette in China: Analysis Based On Literature Review. *IIMK/WPS/196/HLA/2016/07*.

MEMBERSHIP OF EDITORIAL BOARD/ REVIEW BOARD/ AD HOC REVIEW

Das, A.	IIM Kozhikode Society & Management Review	Associate Editor
Ramnath, A.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
Sethi, D.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer

INFORMATION TECHNOLOGY & SYSTEMS

REFEREED JOURNAL PUBLICATIONS

Thompson, K., & **Paul, A.** (2016). "I Am Not Sure How Much It Will Be Helpful for Me": Factors for Digital Inclusion among Middle-Class Women in India. *The Library Quarterly*; 86(1): 93-106.

Pillai, R. R., Kumar, A., & Krishnadas, N. (2015). Role of Self-managing Leadership in Crisis Management: An Empirical Study on the Effectiveness of Rajayoga. *IIM Kozhikode Society & Management Review*, 4(1): 15-37.

Krishnan, S., & Lymm, J. (2016). Determinants of virtual social networks diffusion: Insights from cross-country data. *Computers in Human Behavior*, 54: 691-700.

Krishnan, S., & AlSudary, M. A. T. (2016). Cultural Practices and Virtual Social Networks Diffusion: An International Analysis using GLOBE Scores. *Journal of Global Information Technology Management*, doi: 10.1080/1097198X.2016.1176386.

Agarwal, N., **Sebastian, M. P., & Agarwal, S.** (2016). Assessing the adoption of a home health provisioning system in India: An analysis of patients. *Health Policy and Technology*, 5(1):74-83

OTHER/ FORTHCOMING PUBLICATIONS

Abdulla, M. S., & Villari, B. C. (2015) Applications of Machine Learning to Business Problems: An introduction to effSAMWMIX Stochastic Multi-Armed Bandit Algorithm with its application to Stock Trading Scenario. *3rd Pan-IIM World Management Conference*, IIM Indore, Madhya Pradesh, India, December 16-18, Conference.

Abdulla, M. S., Rekha, A. G., & Ponnambalam, L. (2015) Predicting Maritime Groundings Using Support Vector Data Description Model. *7th International Symposium on Intelligence Computation and Applications: ISICA 2015*, China University of Geosciences, South China Agricultural University, Guangzhou University, People's Republic of China, November 21-22, Conference.

Krishnan, S. (2015) Moderating Effects of Personality on Cyberloafing and Job Burnout. *International Conference on Management and Information Systems*, Bangkok, Thailand, September 18-20, Conference.

Krishnan, S. (2015) Payoffs of Technostress Creators: Evidence from Working Professionals. *International Conference on Management and Information Systems*, Bangkok, Thailand, September 18-20, Conference.

Paul, A. (2015) Usability of News Media. *Graduate seminar (Mass Communication Theory and Research)*, J. William and Mary Diederich College of Communication, Marquette University, Milwaukee, USA, Invited Talk.

Paul, A. (2015) ICT Adoption and Use Factors by Indian Women. *PhD Seminar at University of Missouri*. School of Information Science and Learning Technologies, Columbia, MO, USA, Invited Talk.

Paul, A. (2015) The Changing Role of Indian Women in the Information Age. *Women's World Congress* – edited by Rekha Pande, Sita Vanka & Tutun Mukherjee, Forthcoming Book Chapter.

Chen, W., **Paul, A.,** Kibaru, F., Ma, Y., & Saporova, D. (2016) Navigating practical trade-offs during prototype testing. *Encyclopedia of E-Commerce Development, Implementation, and Management* - edited by I. Lee, Book Chapter.

Paul, A., Thompson, K., & Heinstrom, J. (2015) Exploring Barriers to ICT Use by Middle Class Indian Women. *Second Regional ITS Conference, Connectivity for All: Future Technologies, Markets and Regulation*, New Delhi, December 13-15, Conference.

Paul, A., Thompson, K., & Heinstrom, J. (2015) After Access: An inquiry into ICT use factors for Indian women. Proceedings of the *78th ASIS&T Annual Meeting*, The Association for Information Science and Technology, Information Science with Impact: Research in and for the Community at St. Louis, USA, November 6-10, Conference proceedings.

Pillai, R. R., & Thomas, J. (2015) Globalizing Indian Thought: Is There an 'Indian Way of Management'? *IIM Kozhikode Society & Management Review*, 4(1), Editorial.

Pillai, R. R., Sebastian, M. P., & Ramachandran. L. (2015) Making IT Happen @ BPCL Kochi Refinery: Defining New Paradigms of Operational Excellence through IT Transformation, *ET Case, Case ID: IT-1-0001, IT-1-0001A*, Case Study.

Pillai, R. R., & Jayaprakash, P. (2016) An Integrated Model For E-Waste Management In India Using Systems Thinking, *National Conference on E-waste Management*, XLRI Jamshedpur, India, January 13-14, Conference.

Pillai, R. R., & Jayaprakash, P. (2015) Green ICT Process Management Maturity of Indian Organisations, *13th AIMS International Conference on Management (AIMS13)*, Indus Business Academy, Bangalore, India, December 19-21, Conference.

Pillai, R. R., & Jayaprakash, P. (2015) Assessing Green IT Readiness: Experience from an Indian ICT

Organization, *13th AIMS International Conference on Management (AIMS13)*, Indus Business Academy, Bangalore, India, December 19-21, Conference.

Pillai, R. R., & Jayaprakash, P. (2015) Sustainable ICT Practices and CSR: An Analysis of Indian Scenario. *Global Summit on Corporate Social Responsibility*, India International Centre, New Delhi, India, May 15-16, Conference.

Pillai, R. R. (2016) Is the Gita Episode of Mahabharata Being Repeated to Re-Establish a Righteous Society? Practical Evidence of Self Transformation Based on the Divine Versions, *International Conference on Spirituality and Management: Indigenous Models of Sustainability, Good Governance and Spiritual Transformation*, IIM Bangalore, India, January 4-6, Conference.

Pillai, R. R. (2015) The Complementary Role of Science & Spirituality For a New World Order - The Golden Age, *National Conference on Ethics and Governance in Management*, Justice KS Hegde Institute of Management, Nitte, Karnataka, India, December 29-30, Conference.

Pillai, R. R. (2016) Integrating Science and Spirituality for Sustainable Development: A Case Study on Renewable Energy Systems, *International Conference on Spirituality and Management: Indigenous Models of Sustainability, Good Governance and Spiritual Transformation*, IIM Bangalore, India, January 4-6, Conference.

Pillai, R. R. (2015) India: The Next Decade - Role of the IIMs, *3rd PAN IIM World Management Conference*, IIM Indore, India, December 16-18, Panel Discussion.

Pillai, R. R. (2015) E Commerce in Today's changing business, *National Seminar on Internet Economy*, Amrita School of Arts and Science, Kochi, India, September 18-19, Invited Talk.

Sebastian, M. P., & Kumar, P. (2016) Understanding Digital Innovation in the Context of Developing Economy, *4th Annual Winter Global Business Conference 2016*, Tignes, France, February 1-6, Conference.

Sebastian, M. P., & Kumar, P. (2016) Role of Information Systems/Technology in the success and failure of Post-Merger Integration, *4th Annual Winter Global Business Conference 2016*, Tignes, France, February 1-6, Conference.



SESSION CHAIRS

Pillai, R. R. (2015) Treating Organizational Members/Customers etc. as Economic Agents versus Social Beings. *National Conference on Ethics and Governance in Management*, Justice KS Hegde Institute of Management, Nitte, Karnataka, India, December.

RESEARCH PROJECTS

Small Grant Research Projects Completed

Krishnan, S. (2015). Technostress and Job Outcomes: An Empirical Investigation. *SGRP/2015/86*.

Medium Grant Research Projects Ongoing

Krishnan, S. (2016). Sleep, Self-Control, and Cyber Incivility: A multi-method Study. *MGRP/2015/01*.

Medium Grant Research Projects Completed

Paul, A. (2015). Role of ICT in Indian Women’s Daily Lives. *MGRP/2013/01*.

MEMBERSHIP OF EDITORIAL/ REVIEW BOARD/ AD HOC REVIEW

Krishnan, S.	Special Issue on “Ubiquitous IT and Collaborative Innovation” for Computers in Human Behavior, Volume 54, 2016	Guest Editor
Krishnan, S.	Pacific Asia Journal of the Association for Information Systems	Associate Editor
Krishnan, S.	Journal of Electronic Commerce in Organizations	Editorial Review Board
Krishnan, S.	Journal of Global Information Technology Management	Editorial Review Board
Krishnan, S.	Computers in Human Behavior	Scientific Board
Krishnan, S.	IIM Kozhikode Society & Management Review	Associate Editor

FELLOWSHIPS/AWARDS/HONOURS

Jayaprakash, P., Kavitha, P., Ranjitha, G. P., Dixit, D. & Jeessa, K., (2016) Winner of Wipro Earthian sustainability award.



MARKETING MANAGEMENT

REFEREED JOURNAL PUBLICATIONS

Adhikari, A., & Bhattacharya, S. (2016). Appraisal of literature on customer experience in tourism sector: review and framework. *Current Issues in Tourism*, 19 (4): 296-321.

Sridhar, G., Mishra, P., & Jain, T. (2015). Shopper's attitude and demographics influence on store patronage - a comparison of formal vs. informal food retail stores in India. *International Journal of Indian Culture and Business Management*, 11(2): 203-218.

Jin, Z., Lynch, R., Attia, S., Chansarkar, B., Gülsoy, T., Lapoule, P., Liu, X., Newburry, W., Nooraini, M.S., Parente, R., **Purani, K.**, & Ungere, M. (2015). The relationship between Consumer Ethnocentrism, Cosmopolitanism and Product Country Image amongst younger generation consumers: the moderating role of country development status. *International Business Review*, 24(3): 380-393.

Amblee, N. C. (2015). The impact of cleanliness on customer perceptions of security in hostels: A WOM-based approach. *International Journal of Hospitality Management*, 49: 37-39.

Ullah, R., **Amblee, N. C.**, Kim, W., & Lee, H. (2016). From Valence to Emotions: Exploring the Distribution of Emotions in Online Product Reviews. *Decision Support Systems*, 81: 41-53.

Amblee, N. C. (2016). The impact of eWOM density on sales of travel insurance. *Annals of Tourism Research*, 56(C), 137-140.

Ramanathan, J., & **Velayudhan, S. K.** (2015). Consumer evaluation of brand extensions: Comparing goods to goods brand extensions with goods to services. *Journal of Brand Management*, 22(9): 778-801.

OTHER/ FORTHCOMING PUBLICATIONS

Adhikari, A., & Chakrabarthy, R. (2015) Effect of Gender of the Co-Buyer on Attention Arousal, Shopping Attentiveness & Outcome Apprehension, *Informing Marketing Science conference*, Maryland, USA, June 16-18. Conference.

Adhikari, A., Brown, T. J., & Sutler, T. (2016) Marketing Research (4LTR series), *Cengage Publication*, Text Book.

Adhikari, A., & Roy, S. (2016) Strategic Marketing Cases in Emerging Economies, Edited Book by Springer, Forthcoming Book.

Amblee, N. C. (2015) A conceptual framework on the role of online word-of-mouth on opinion formation and decision making. *Fourth International Conference on Advancement of Development Administration- ICADA 2015*, Bangkok, Thailand, May 28-30. Conference.

Amblee, N. C. (2015) An in-depth analysis of the website preferences of online users in India. *Fourth International Conference on Advancement of Development Administration- ICADA 2015*, Bangkok, Thailand, May 28-30. Conference.

John, L., & Lyngdoh, T. (2015) Green Supply Chain Coordination: A Literature Review, *4th Annual International Sustainability Conference (SusCon)*, IIM, Shillong, Shillong. March 11-13. Conference.

Lyngdoh, T. (2015) J. A. Quelch and K. Jocz, Greater Good: How Marketing Makes for Better Democracy, *IIMK Society & Management Review*, 4(1):73-75, Book Review.

Lyngdoh, T., & Sridhar, G. (2015) Asia Cleanest Village-Mawlynnong. *North American Case Research Association (NACRA)*, North American Case Research Association (NACRA) at Orlando, Florida US, October 8-10. Conference.

Lyngdoh, T., & Sridhar, G. (2016) Promoting Stewardship Behaviour among Salesperson: A Relationship Marketing Perspective, *5th Annual International Sustainability Conference (SusCon)*, IIM, Shillong, Shillong, March 17-19., Conference.

Jayasankar, R., & **Purani, K.** (2015) Attitude to Corporate Brand: Conceptualizing Spill over Effects

across Various Markets. *Third Annual International Colloquium on Branding, Athens Institute for Education and Research (ATINER)*, Athens, Greece, July 27-30. Conference.

Purani, K. (2015) Strengthening Brand IIM, *The Financial Express*, August 17. Non-Refereed.

Purani, K., & Sensarma, R. (2015) Communication-the Name of the Game, *The Hindu Business Line*, August 15, Non-Refereed.

Purani, K., Gopinath, S., & Sensarma, R. (2015) Editorial, Special Issue: Indian Management and the Global Business. *Journal of Indian Business Research*, Non-Refereed.

Sahadev, S., **Purani, K.**, & Malhotra, N. Boundary spanning elements and the marketing function in organizations: Concepts and empirical studies, Springer, Switzerland, Edited Book.

Sahadev, S., **Purani, K.**, & Nair, S. K. (2015) The Mediating Role of Role Stress in the Relationship Between Goal Orientation and Job Satisfaction Among Salespersons: An Empirical Study. *Boundary Spanning Elements and the Marketing Function in Organizations* (pp. 81-97). Springer International Publishing. Book Chapter.

Purani, K. (2015) Impex–Restructuring Sales Organization, *Case Studies in Sales and Distribution Management* (pp. 341-352). Vikas Publishing. Case Study.

Sridhar, G. (2016) ‘AASU’ Mallehar. *IIMK/CS/35/MM/2016/01*, Case Study.

Sridhar, G., Lyngdoh, T., & Narayanamurthy, G. (2015) Tea that Transforms Lives: A Case of Mawlyngot’s Tea Growers Cooperative Society. *Sustainable Business Models, SBM Forum*, New Delhi, May 29. Conference.

Thomas, J., & Krishnan, T. N. (2015) Hindustan Unilever Limited: Aligning talent strategy to address marketing challenges (A). *IIMK/CS/34/OBHR/2015/02*, Case Study.

Thomas, J., & Pillai, R. R. (2015) Globalizing Indian Thought: Is There an ‘Indian Way of Management’? *IIM Kozhikode Society & Management Review*, 4(1), Editorial.

Unnithan, A. B., & Sudhir, S. (2016) Marketing Reborn Traditions, Trends and Techniques. *Third International Communication Management Conference ICMC*, MICA, Ahmedabad, India, February 18-20, Conference.

Yadav, J. K. (2016) Memorable Tourism Experience and Post-Experiential Outcomes, *Global Business Conference Winter (2016)*, Innovation Institute, Croatia; Tignes, France, February 1-5. Conference.

Yadav, J. K. (2017) Adventure Tourism (description of concept, trends, and types of travelers), *The SAGE International Encyclopedia of Travel and Tourism*, Forthcoming Book Chapter.

Yadav, J. K. (2017) Passenger Air Tariff (PAT) (description of what it is and how it impacts travelers), *The SAGE International Encyclopedia of Travel and Tourism*, Forthcoming Book Chapter.

SESSION CHAIRS

Adhikari, A. (2015) Pricing and Price Related Issue. *Academy of Marketing Science World Marketing Congress, Academy of Marketing Science, Bali, Italy, July*.

RESEARCH PROJECTS

Small Grant Research Projects Ongoing

Adhikari, A. (2015). Bundling of emotions with product features in advertising: An exploratory study. *SGRP/2015/81*.

Krishnan, O. (2015). Marketing Barrier free Tourism in Kerala: Challenges and Opportunities. *SGRP/2015/85-R1*.

Thomas, J. (2015). Technology Business Incubator at National Institute of Technology Calicut: Way Forward. *SGRP/2015/84*.

WORKING PAPERS

Sinha, R. K., & Adhikari, A. (2016). Pricing for Online-Retailing: Exploring the influence of Price Dispersion and Price Distribution on Internal Reference Price (IRP) and Price-Attractiveness. *IIMK/WPS/192/MM/2016/03*.

Sudhir, S., & Unnithan, A. B. (2016). Rumour Sharing in the Marketplace: A Manifestation of Anxiety, Arousal, and Valence. *IIMK/WPS/197/MM/2016/08*.

MEMBERSHIP OF EDITORIAL/ REVIEW BOARD/ AD HOC REVIEW

Adhikari, A.	Journal of Agribusiness in Developing and Emerging Economies	Editorial Board
Adhikari, A.	American Marketing Association conference	Ad hoc Reviewer
Adhikari, A.	International Journal of Hospitality Management	Ad hoc Reviewer
Adhikari, A.	Cornell Hospitality Quarterly	Ad hoc Reviewer
Adhikari, A.	Annals of Tourism Research	Ad hoc Reviewer
Adhikari, A.	Current Issues in Tourism Journal	Ad hoc Reviewer
Adhikari, A.	European Journal of Marketing	Ad hoc Reviewer
Amblee, N. C.	IIM Kozhikode Society & Management Review	Managing Editor
Amblee, N. C.	Emerald Emerging Markets Case Studies	Ad hoc Reviewer
Amblee, N. C.	Decision Support Systems	Ad hoc Reviewer
Amblee, N. C.	Journal of Management Information Systems	Ad hoc Reviewer
Amblee, N. C.	International Journal of Electronic Commerce	Ad hoc Reviewer
Amblee, N. C.	European Journal of Marketing	Ad hoc Reviewer
Lyngdoh, T.	24th European Conference on Information Systems (ECIS)	Ad hoc Reviewer
Purani, K.	Internal Business Review	Ad hoc Reviewer
Purani, K.	Journal of Indian Business Research	Ad hoc Reviewer
Purani, K.	AMA Winter Conference 2016	Ad hoc Reviewer
Purani, K.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
Thomas, J.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
Thomas, J.	IIMB Management Review	Editorial Board
Thomas, J.	Journal of India Business Research	Editorial Board
Unnithan, A. B.	Journal of Services Marketing	Reviewer
Unnithan, A. B.	World Journal of Entrepreneurship, Management and Sustainable Development	Reviewer
Unnithan, A. B.	International Journal of Services and Operations Management	Reviewer
Unnithan, A. B.	AMA Marketing Conference	Ad hoc Reviewer



FELLOWSHIPS/ AWARDS/ HONOURS

Sunil, S., Sudershan, S., & Purani, K. (2015) Winner, Emerald Literati Network Awards for Excellence, Emerald Publishing.

Lyngdoh, T., Narayanamurthy, G., & Sridhar, G. (2015) Case study titled “Tea that Transforms Lives: A Case of Mawlyngot’s Tea Growers Cooperative Society” awarded runner up prize in the case writing contest, and was awarded INR 50,000. An honorarium of INR 30,000 was also awarded initially to the shortlisted participants, *Sustainable Business Models, SBM Forum*, New Delhi, May 29.

Lyngdoh, T. (2015) Awarded Paul. R. Lawrence Fellowship 2015 and a grant of \$1,800 for attending the 2015 annual meeting of the North American Case Research Association (NACRA), October 8-10.

ORGANIZATIONAL BEHAVIOUR & HUMAN RESOURCES

REFEREED JOURNAL PUBLICATIONS

Chatterjee, D., & Sankaran, B. (2015). Commercializing academic research in emerging economies: Do organizational identities matter? *Science and Public Policy*, 42(5): 599-613.

Dhal, M. (2015). HR Practices & Union Management Relationship. *Indian Journal of Industrial Relations*, 50(4): 652-666.

Chatterjee, D., Krishnan, T. N., & Tandon, A. (2015): Sustaining a social enterprise: Palash eye hospital, *Asian Case Research Journal*, 19(2): 231-258.

OTHER/ FORTHCOMING PUBLICATIONS

Azeez, N. (2015) How do I share knowledge?: Factors influencing an individual’s choice of knowledge sharing mode. *International Conference on Organizational Knowledge, Learning and Capabilities (OLKC)*, Milan, Italy, April 10-11, Conference.

Dhal, M. (2016) Breaking the Labour Union Logjam, *Human Capital*, April, Non-refereed

Dhal, M. (2016) Unlocking Labour Reforms in India, *Business Labour Trend*, Japan Institute of Labour Policy and Training’, Tokyo, Japan, January, Non-refereed.

Chatterjee, D. (2016) Bridging institutional voids in innovation for emerging Asian economies: The institutional entrepreneurship of University Research Centers. *DRUID-Asia Conference*, National University of Singapore, Singapore, February 23-25. Conference.

Chatterjee, D. (2016) Organizational Intellect-Sharpening, Enriching, and Leveraging, *Human Capital*, February, Non-refereed.

Jacob, M. (2015) Envy in Workplace: An Empirical Examination of Perceptions and Performance of Envious Employees, *3rd PAN IIM World Management Conference*, IIM Indore, Madhya Pradesh, December, 16-18. Conference.

Krishnan, T. N., & Thomas, J. (2015) Hindustan Unilever Limited: Aligning talent strategy to address marketing challenges (A). *IIMK/CS/34/OBHR/2015/02*. Case Study.

Venugopal, A. & Krishnan, T. N. (2015) Management of contradictory innovation choices in small firms, *British Academy of Management Conference 2015*, University of Portsmouth, UK, September 8-10, Conference.

Venugopal, A., & Krishnan, T. N. (2015) Exploring the effect of the top management team processes on the financial and ambidextrous performance of new technology firms in India, *R and D Management Conference 2015*, Pisa, Italy, June 21-25, Conference.

Venugopal, A., & Krishnan, T. N. (2015) Mapping the Enterprise Social Network (ESN) Spectrum in Knowledge Management and Product Innovations, Ed Goel, A., Singhal, P. Product Innovation

through Knowledge Management and Social Media Strategies. IGI Global: Pennsylvania, USA, Book Chapter.

Tandon, A., & Nair, U. K. (2015) Organizational Learning in Social Enterprises: Navigating Implicit and Dynamic Boundaries. *Academy of Management Proceedings. OMT Division, Annual Meeting of the Academy of Management*, Vancouver, BC, Canada, August 7-11, Conference.

Tandon, A., & Nair, U. K. (2015) Enactment of knowledge brokering: Agents, roles, processes and the impact of immersion. *Academy of Management Proceedings. MOC Division, Annual Meeting of the Academy of Management*, Vancouver, BC, Canada, August 7-11, Conference.

Rajeev, P. N., & Kalagnanam, S. (2015) Implications and Implementation Challenges of India's Mandatory CSR Policy. *Global Summit on Corporate Social Responsibility*, IIM Raipur, IICA & NLU, New Delhi, May 15-16. Conference.

Rajeev, P. N., & Sinha, A. S. (2015) Courting Chaos (A Day in the life of a District Judge in India). *IIMK/CS/33/SM/2015/01*, Case Study.

Rajeev, P. N., Kalagnanam, S., & Mitra, S. (2015) India's Mandatory CSR: New Opportunities or Challenges for NGOs?, William Davidson Institute, University of Michigan, United States, Case Study.

Rajeev, P. N., & Kalpathi, S. Let's play: Using Improv games in change management training. *Industry and Higher Education*. Forthcoming Research paper.

Rajeev, P. N. (2016) Planet 50-50 by 2030: Stepping it up for Gender Equality, *The ICAR- Indian Institute of Spices Research*, Kozhikode, Kerala, India, March 8. Invited Talk.

Rajeev, P. N. (2016) CSR challenges and response strategies: Interface Workshop, *CIGI*, Kozhikode, Kerala, India, February 5, Workshop.

SESSION CHAIRS

Azeez, N. (2015) Knowledge Management and Knowledge Sharing. *International Conference on Organizational Knowledge, Learning and Capabilities (OLKC)*, Milan, Italy, April.



RESEARCH PROJECTS

Small Grant Research Project Ongoing

Rajeev, P. N., Kalagnanam, S. & Chaturvedi, S. (2015). Implementation of Section 135: An Empirical Assessment. *SGRP/2015/88*.

External Research Projects

Rajeev, P. N. & Sinha, A. S. (2015). Assessing the Social Impact of Micro Enterprises of Kudumbashree in Kerala. *Government of Kerala*.

Rajeev, P. N. & Sinha, A. S. (2015). Research on Court Management and Case Management techniques: Kerala Judicial Academy. *Kerala Judicial Academy*.

WORKING PAPERS

Tandon, A. & **Nair, U. K. (2015).** Enactment of knowledge brokering: Agents, roles, processes and the impact of immersion. *IIMK/WPS/183/OBHR/2015/019*.

Kumar, M., Jauhari, H., Ladha, R. S., & Shekhar, N. (2015). Gender Perceptions and Organisational Climate: A Study of Two Structurally Different Large Organisations in India. *IIMK/WPS/187/OB-HR/2015/023*.

Rajeev, P. N. & Kalagnanam, S. (2015). Section 135 of Companies Act (2013): Implementation challenges faced by Companies and NGOs. *IIMK/WPS/182/OBHR/2015/18*.

MEMBERSHIP OF EDITORIAL/ REVIEW BOARD/ AD HOC REVIEW

Krishnan, T. N.	IIM Kozhikode Society & Management Review	Associate Editor
Nair, U. K.	IIMB Management Review	Editorial Review Panel
Nair, U. K.	South Asian Journal of Human Resources Management	Ad hoc Reviewer
Nair, U. K.	Decision	Ad hoc Reviewer
Pati, S. P.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
Rajeev, P. N.	International Journal of Business Governance and Ethics (IJBGE)	Ad hoc Reviewer
Rajeev, P. N.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
Rajeev, P. N.	Amity Journal of Training and Development	Ad hoc Reviewer
Rajeev, P. N.	2016 Academy of Management Annual Meeting	Ad hoc Reviewer



FELLOWSHIPS/ AWARDS/ HONOURS

Dhal, M. Visiting Research Fellowship (September 24 to 22 December 22, 2015) under Foreign Researcher Invitation Program by Japan Institute of Labour Policy and Training, Tokyo, Japan.

Rajeev, P. N. Funding of \$ 2990 by IMA Research Foundation, US for research the research project "What challenges do businesses and partner organizations (CSR foundations and NGOs) face in complying with Section 135 of the Companies Act (2013) in India?".

QUANTITATIVE METHODS & OPERATIONS MANAGEMENT

REFEREED JOURNAL PUBLICATIONS

Narayanamurthy, G., & Anand, G. (2015). A case study on downstream supply chain of an Indian alcoholic beverage manufacturer: Some insights for the global business. *Journal of Indian Business Research*, 7(2):161-195.

Chatterjee, A. K., **Mateen, A.**, & Chakraborty, A. (2015). On the equivalence of some supply chain coordination models. *Opsearch*, 52(2): 392-400.

Mateen, A., & Chatterjee, A. K. (2015). Vendor managed inventory for single-vendor multi-retailer supply chains. *Decision support systems*, 70: 31-41.

Narayanamurthy, G., & Anand, G. (2015). Leanness Assessment: A Literature Review. *International Journal of Operations and Production Management*, 36(10).

Elshorbagy, S., Garg, L., Gupta, V., **Narayanamurthy, G.**, & Oraini, Y. (2015). The Impact of Information Systems on Management Performance in the Pharmaceutical Industry. *Journal of Cases on Information Technology*, 17(3): 56-73.

Thangamani, G. (2016), Modified Approach to Risk Assessment - A Case Study on Product Innovation and Development Value Chain, *International Journal of Innovation, Management and Technology*, 7(1): 16-21.

John, L., & **Narayanamurthy, G.** (2015). Converging Sustainability Definitions: Industry Independent Dimensions. *World Journal of Science, Technology and Sustainable Development*, 12(3): 206-232.

Gopinath, S., & **Padalkar, M.** (2015). Do Indian management practices drive global research agenda? An exploratory analysis of contemporary management literature. *Journal of Indian Business Research*, 7(2): 108-139.

Basu, P., **Chowdhury, S.**, & Alam, P. A. (2015). A model-based approach of flexibility and its impact on organization and employee welfare in lean environment. *Decision*, 42(3): 269-277.

Padhi, S. S., Wagner, S. M., & Mohapatra, P. K. J. (2015). Design of auction parameters to reduce the effect of collusion. *Decision Sciences*, doi: 10.1111/deci.12159.

Padhi, S. S., Theogrosse-Ruyken, P., & Das, D. (2015). Strategic Revenue Management under Uncertainty: A Case Study on Real Estate Projects in India. *Journal of Multi Criteria Decision Analysis*, 22(3-4): 213-229.

Mukhopadhyay, C., & **Roy, S.** (2015). Bayesian accelerated life testing under competing log-location-scale family

Roy, S., & Mukhopadhyay, C. (2015). Maximum Likelihood Analysis of Multi-Stress ALT Data of Series Systems with Competing Log-Normal Causes of Failure. *Journal of Risk and Reliability*, 229(2): 119-130.

Roy, S., & Mukhopadhyay, C. (2015). Bayesian D-optimal Accelerated Life Test plans for series systems with competing exponential causes of failure. *Journal of Applied Statistics*, 43(8): 1-17.

OTHER/ FORTHCOMING PUBLICATIONS

Anand, G., & Narayanamurthy, G. (2015) Downstream Supply Chain of an Alcoholic Beverage Manufacturer in India? A Case Study. *R. Sharma, S. Asthana, & C.S. Lalwani(Eds.). Global Supply Chain Management & Emerging Markets*, Bloomsbury Publishing India Pvt. Ltd. Pages 324-342. *Book Chapter.*

Gopalakrishnan, G., Moser, R., & **Anand, G.** (2015) Corporate Social Responsibility of Trunz Water Systems in India - Case Study on providing access to drinking water in remote areas. *Consulting Ahead- A Comprehensive Journal on Consulting*, 9 (2): 1-15, Published by Consultancy Development Centre, Department of Scientific and Industrial Research (DSIR), Ministry of Science and Technology, Government of India. *Book Chapter.*

Chowdhury, S. (2015) On A New Lifetime Distribution. *International Conference on Statistics for 21-First Century*, American Statistical Association, Trivandrum, Kerala, India, December 17-19. Conference.

Chowdhury, S., Kundu, A., Nanda, A. K., & Hazra, N. K. (2016) Majorization Orders and Their Applications. *Journal of Computational and Applied Mathematics*. Forthcoming Research paper.

Chowdhury, S. Mukherjee, A., & Nanda, A.K. (2016) On Compounded Geometric Distributions And Their Applications. *Communications in Statistics-Simulation and Computation*. Forthcoming Research paper.

Chowdhury, S. Mukherjee, S. P. (2016) Bayes Estimation in M/M/1 Queues with Bivariate Prior. *Journal of Statistics & Management Systems*. Forthcoming Research paper.

Chowdhury, S., & Kundu, A. (2016) Ordering properties of order statistics from heterogeneous exponentiated Weibull models Forthcoming Research paper *Statistics & Probability Letters*.

Chowdhury, S. (2015) Stochastic comparisons of parallel systems with exponentiated Weibull components. *Celebrating Statistical Innovation and Impact in a world of Big and Small Data*, International Indian Statistical Association and American Statistical Association. Pune, India, December 20-24. Conference.

Gopinath, S., Purani, K., & Sensarma, R. (2015) Editorial, Special Issue: Indian Management and the Global Business. *Editorial Journal of Indian Business Research*. Editorial.

Gopinath, S., Saddikuti, V., & Gopalakrishnan, M. (2015) Innovative approaches of Affordable Health Care in Emerging Economies. In *Singh V.K. & Lillrank P. Innovation in Health Care management: Cost Effective and Sustainable Solutions*, edited by Productivity Press. *Book Chapter.*



Ramkumar, P. N. & Maniamkot, A. J. (2015) On the Usage of Ant Colony Algorithms for Solving Convoy Movement Problem. *XIX Annual International Conference of the Society of Operations Management*, IIM Calcutta, Kolkata, India, December 11-13. Conference.

Mateen, A., Ranjan, N., Saha, B., Pratap, S., Gupta, A., & Chakraborty, M. (2015) Seeds of discontent: Bridging the gap between potato research and potato farming. *International Conference on Managing Critical Resources, Indian Institute of Management Calcutta, West Bengal, April 9-11. Conference.*

Mateen, A. Chatterjee, A. K. (2015) VMI in Single-Vendor Multiple-Retailer Supply Chains with Advertising and Sales Effort. *26th Annual POMS Conference*, Washington, DC, U.S.A, May 8-11. Conference.

Mateen, A., Biswas, I., & Adhikari, A. (2015) A Coordination Strategy for a Socially Responsible Supply Chain. *XIX Annual International Conference of the Society of Operations Management*, IIMK Calcutta, Kolkata, India, December 11-13. Conference.

Mateen, A., Biswas, I., Adhikari, A. & Basu, P. A (2016) Comparative Analysis of Different Recollection Strategies for a Closed Loop Supply Chain. *International Conference on E-Business & Supply Chain Competitiveness*, IIT Kharagpur, West Bengal, India, February 12-14. Conference.

Mateen, A. & Chatterjee, A. K. (2016) The economic and environmental benefits of VMI adoption in multi-retailer systems. *Handbook of Research on Strategic Supply Chain Management in the Retail Industry*, IGI Global, USA, 19-38, (editors) Kamath, N. and Saurav, S. Book Chapter.

Narayanamurthy, G., Shah, R., & **Anand, G.** (2015). Are penalties “sticky” in the long term? An empirical investigation in the US Nursing Homes. *2016 POMS 27th Annual Conference*, Production & Operations Management Society (POMS), Orlando, Florida, USA, May, 6-9. Conference.

Narayanamurthy, G. & Anand, G. (2016) An Application of Multi Criteria Decision Making Model for Assessing Leanness in Services – A Case Study (in absentia). *9th ISDSI International Conference*, Goa Institute of Management, Goa, India. January 2-4. Conference.

Elshorbagy, S., Garg, L., Gupta, V., **Narayanamurthy, G.** & Oraini, Y. (2015) The Impact of Information Systems on Management Performance in the Pharmaceutical Industry. *2015 International Conference on Computers and Management (ICCM)*, Jaipur, India, December 16-17. Conference.

Narayanamurthy, G. & Anand, G. (2015) Critical failure factors in implementing ERP - Relationships, priorities and framework. *International Conference on Organization and Management (ICOM)*, Abu Dhabi, UAE, November 22-23. Conference.

Narayanamurthy, G. & Anand, G. (2015) Lean Implementation in Educational Institute – A Study Based on Action Research Methodology. *2015 Annual Meeting of the Decision Sciences Institute*, DSI, Seattle, USA. November, 21-24. Conference.

Narayanamurthy, G. Shah, R. & **Anand, G.** (2015) The Role of Capacity Utilization on the relationship between Quality and Clinical Performance in the US Nursing Homes. *2015 Annual Meeting of the Decision Sciences Institute*, DSI, Seattle, USA. November, 21-24. Conference.

Narayanamurthy, G., Shah, R. & **Anand, G.** (2015) Impact of Inspection Outcomes on Nursing Home Care Quality - Role of Ownership and Affiliation. *2015 INFORMS Annual Meeting*, INFORMS, Philadelphia, USA, November, 1-4. Conference.

Schaefers, T., Moser, R., & **Narayanamurthy, G.** (2015) Risk Reduction at the Base of the Pyramid: The Role of Access-Based Services. *2015 EMAC Conference*, European Marketing Academy (EMAC), Leuven, Belgium, May, 26-29. Conference.

Narayanamurthy, G., & Pereira, V. (2016) Indian railways – Rail ways for Indians. *Emerging Emerald Market Case Studies*, 6(1). Case study.

Moser, R. & **Narayanamurthy, G.** (2015) Leadership in Unfamiliar Environments: Airbus’

Establishment of an Engineering Center in India. University of St Gallen (2015) Case Study Series, Case Reference no. 315-322-1 and Teaching note Reference no. 315-322-8 (Available in ECCH Case Centre). Case study.

Narayanamurthy, G., Hota, P. K., Pati, S. P., & Dhal, M. (2015) Maruti Manesar Lockout: The Flip Side of People Management. *Emerald Emerging Markets Case Studies*, 5(2). Case Study.

Narayanamurthy, G. & Moser, R. (2016) Entering the Middle East Luxury Retail Sector. *Emerald Emerging Markets Case Studies (EEMCS)*. Forthcoming Case Study.

Padhi, S. S., Murthy, C., & Gupta, N. An Empirical Investigation of the Antecedents of Value Co-creation in B2B IT Services Outsourcing. *Business Process Management Journal*. *Forthcoming Research paper*.

Padhi, S. S. & Gross-Ruyken, P. T. (2015) Improving logistics in India. *Industrial Engineer* 47 (11), October. *Non Refereed*.

Padhi, S. S. & Aggarwal, V. (2015) Role of Corporate Disclosure Practices on Firms Performance. *46th Annual Meeting of the Decision Sciences Institute*, Decision Sciences Institute, Seattle, USA, November 21-24. Conference.

Raju, C. & Raghottam, A. H. (2015) Minimum ATI (Average Total Inspection) Chain Sampling Plan - ChSP-4A (c_1, c_2). *International Conference on Applied Statistics 2015 (ICAS2015)*, King Mongkut's University of Technology Thonburi, Pattaya, Bangkok, Thailand, July 15-17. *Conference*.

Raju, C. & Vidya, R. (2016) Minimum Variance and Variance of Outgoing Quality Limit MDS-1(c_1, c_2) PLANS *2nd International Conference on Mathematical Sciences and Statistics (ICMSS 2016)*, Universiti Putra Malaysia (UPM) & Malaysian Mathematical Society (PERSAMA) & Institute of Statistics Malaysia (ISM) January 16-18. *Conference*.

Raju, C. (2016) On understanding patterns in Road Accidents – A data driven case study *5th Annual International Conference on Computational Mathematics*, Computational Geometry & Statistics (CMCGS 2016), Singapore, January 17-18. Key Note Address, Conference.

Pati, R. K., Rajeev, A., & **Padhi, S. S.** (2015) Sustainable and Green Supply Chain Management: Literature Review. *Global Cleaner Production & Sustainable Consumption Conference*, Sitges, Barcelona, Spain, November 1-4. Conference.

Ramkumar, P. N., John, S. & Sridharan, R. (2016) Multi-period reverse logistics network design with emission cost. *International Journal of Logistics Management*. *Forthcoming Research Paper*.

Roy, S. (2015) Bayesian Accelerated Life Test Plans for Series Systems under Competing Weibull Causes of Failure. *XIX Annual International Society of Operations Management Conference*, Indian Institute of Management Calcutta, Kolkata, India, December 11-13. Conference.

Roy, S. (2015) Accelerated Life Testing of Two-component Series Systems with Dependent Causes of Failure. *International Conference on Statistics for Twenty-First Century*, Department of Statistics, University of Kerala, Trivandrum, India, December 17-19. Conference.

Roy, S. (2015) Inference and Optimum Life Testing Plans for Lognormal Distribution under Progressive Type-I Interval Censoring. *International Indian Statistical Association Conference*, Savitribai Phule Pune University, Pune, India, December 20-24. Conference.

Chaturvedi, P., **Sarkar, A.,** Majumdar, G. C. Sarmah, S. P., & **Padhi, S. S.** Milk Procurement of a Private Dairy Firm: An Economic Analysis. *International Journal of Operational Research*. *Forthcoming Research paper*.

Thangamani, G. (2016) Modified Approach to Risk Assessment - A Case Study on Product Innovation and Development Value Chain. *1st Journal Conference on Innovation, Management and Technology (JCIMT 2016 1st)*, Amsterdam, Netherlands, March 20-21. Conference.

Thangamani, G. & John, L. (2015) *A new classification schema for disaster. 2nd World Congress on Disaster Management*, Vishakhapatnam, Andhra Pradesh India, November 19-22. Conference.

John, L. (2015) Supply Chain Operations Reference model for Performance measurement in humanitarian supply chain. *3rd Pan IIM World Management Conference*, Indian Institute of Management Indore (IIMI), Indore, MP, India, December 17-19. Conference.

SESSION CHAIRS

Anand, G. (2015) Operations and Supply Chain Management, *International Conference on Organisation and Management (ICOM 2015)*, Abu Dhabi, UAE, 22-23 November.

RESEARCH PROJECTS

Small Grant Research Projects Completed

Padhi, S. S. (2015). Role of operational disclosure practices on Indian manufacturing firms performance. *SGRP/2015/82*.

Small Grant Research Projects Ongoing

Pati, R. K. (2015). Sustainable Network Model for Reducing Pharmaceutical Waste. *SGRP/2015/83*.

WORKING PAPERS

Chowdhury, S., & Nanda, A. K. (2015). A special class of distorted premium principle based on an extension of the exponential-geometric distribution. *IIMK/WPS/188/QM&OM/2015/024*.

John, S. T., Sridharan, R., & **Ramkumar, P. N.** (2015). Design of a product recovery network: Modelling and analysis. *IIMK/WPS/189/QM&OM/2015/025*.

Mateen, A., & Chatterjee, A. K. (2015). Analysis of Replenishment Policy Options in VMI Systems with Emission Related Cost. *IIMK/WPS/186/QMOM/2015/22*.

Mateen, A., & Chatterjee, A. K. (2015). Vendor Managed Inventory Systems with Emission Related Costs. *IIMK/WPS/185/QMOM/2015/21*.

Biswas, I., Adhikari, A., Basu, P., & **Mateen, A.** (2015) Coordinating Contracts for a Closed Loop Supply Chain under Different Recollection Strategies. IIM Calcutta. WPS No. 768.

Roy, S., Gijo E. V., & Pradhan, B. (2016). Inference under progressive Type-I interval censoring. *IIMK/WPS/191/QM&OM/2016/02*.



MEMBERSHIP OF EDITORIAL/ REVIEW BOARD/ AD HOC REVIEW

Anand, G.	International Journal of Lean Six Sigma	Editorial Board
Anand, G.	Journal of Manufacturing Technology Management	Editorial Board
Anand, G.	International Journal of Lean Six Sigma	Reviewer
Anand, G.	International Journal of Services Operations Management	Reviewer
Anand, G.	International Journal of Productivity and Performance Management	Reviewer
Anand, G.	Journal of Enterprise Information Management	Reviewer
Anand, G.	International Journal of Process Management and Benchmarking	Reviewer
Anand, G.	IIM Kozhikode Society and Management Review	Reviewer
Anand, G.	International Journal of Sustainable Engineering	Reviewer
Anand, G.	International Journal of Production Research	Reviewer
Anand, G.	International Journal of Productivity and Quality Management	Reviewer
Anand, G.	International Journal of Manpower	Reviewer
Anand, G.	International Journal of Six Sigma and Competitive Advantage	Reviewer
Anand, G.	International Journal of Business and Systems Research	Reviewer
Anand, G.	29th Australia New Zealand Academy of Management (ANZAM) Conference	Reviewer
Chowdhury, S.	Naval Research Logistics	Reviewer
Chowdhury, S.	Statistics and Probability Letters	Reviewer
Chowdhury, S.	Quality and Reliability Engineering International	Reviewer
Chowdhury, S.	Communications in Statistics - Theory and Methods/ Simulation and Computation	Reviewer
Chowdhury, S.	Computational Statistics and Data Analysis	Reviewer
Chowdhury, S.	Computers and Industrial Engineering	Reviewer
Chowdhury, S.	Journal of Statistical Computation and Simulation	Reviewer



Chowdhury, S.	Journal of Applied Statistics	Reviewer
Chowdhury, S.	International Journal of Electrical Power and Energy Systems	Reviewer
Chowdhury, S.	Haceteppe Journal of Mathematics and Statistics	Reviewer
Thangamani, G.	Ph.D thesis, IIT Madras	Reviewer
Thangamani, G.	Ph.D thesis, Anna University	Reviewer
Gopinath, S.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
Mateen, A.	Decision Support Systems	Ad hoc Reviewer
Mateen, A.	IEEE Transactions on Services Computing	Ad hoc Reviewer
Mateen, A.	International Journal of Production Research	Ad hoc Reviewer
Narayanamurthy, G.	Emerald Case Shorts	Ad-hoc review
Narayanamurthy, G.	2015 ANZAM Conference	Ad-hoc review
Narayanamurthy, G.	24 th European Conference on Information Systems (ECIS)	Ad-hoc review
Narayanamurthy, G.	2015 AMA Winter Marketing Educators' Conference	Ad-hoc review
Padhi, S. S.	IIM Kozhikode Society & Management Review	Associate Editor
Raju, C.	Journal of Mathematics, Statistics and Operations Research (JMSOR)	Editor-in-Chief
Roy, S.	SpringerPlus	Reviewer
Roy, S.	Statistics and Interface	Reviewer
Sarkar, A.	Computers & Industrial Engineering	Ad hoc Reviewer
Sarkar, A.	Journal of Purchasing & Supply Management	Ad hoc Reviewer
Sarkar, A.	International Journal of Production Economics	Ad hoc Reviewer
Sarkar, A.	International Journal of Production Research	Ad hoc Reviewer
Sarkar, A.	OR Spektrum	Ad hoc Reviewer
Sarkar, A.	Industrial Management & Data Systems	Ad hoc Reviewer
Sarkar, A.	International Journal of Logistics Systems and Management	Ad hoc Reviewer
Sarkar, A.	International Journal of Integrated Supply Management	Ad hoc Reviewer
Sarkar, A.	International Journal of Applied Industrial Engineering	Ad hoc Reviewer

FELLOWSHIPS/ AWARDS/ HONOURS

Narayanamurthy, G. 2015-2016 Fulbright-Nehru Doctoral Fellowship.

Narayanamurthy, G. (2016) Emerging Economy Doctoral Student Award (EEDSA), Production & Operations Management Society (POMS), March .

Narayanamurthy, G., Moser, R., & Schaefers, T. (2016) Highly commended winner of the 2015 Emerald/IAM India Research Fund Award for the research project "Overcoming Ownership Risks at the Base of the Pyramid in India - Potential of Access-Based Services", April.

Narayanamurthy, G. & John, L. (2016) Highly Commended Research Award in the 2016 Emerald Literati Network Awards for Excellence., April.

Sridhar, G. Lyngdoh, T. & Narayanamurthy, G. (2015) Runner up award in the case writing contest, SBM Forum, India, May.

Roy, S. Prof. U. S. (2015). Nair Best Paper Presentation Award in International Conference on "Statistics for Twenty-First Century" organized by Department of Statistics, University of Kerala, Trivandrum, India during Dec 17-th to 19-th.

Sarkar, A. (2015) First Prize, Public Sector OR Best Paper Competition, Distressed Selling by Farmers: Model, Analysis and Use on Policy Making INFORMS Annual Meeting 2015 at Philadelphia .

Rajeev, A. & Sandeep, S. (2016) Winner of Wipro Earthian sustainability award, February.

STRATEGIC MANAGEMENT

REFEREED JOURNAL PUBLICATIONS

Sinha, A. S., Padalkar, M., & Sahasranamam, S. (2016). Domestic Violence and Effectiveness of Law Enforcement Agencies. *Economic & Political Weekly*, 51(3): 63-70.

Dhandapani, K., **Upadhyayula, R. S.**, & Karna, A. (2015). Why do Firms Locate across Multiple Clusters? Cluster Density, Capabilities and Ethnic Ties. *Industry and Innovation*, 22(4): 251-272.

Sahasranamam, S. & Sud, M. (2016). Opportunity and necessity entrepreneurship: A comparative study of India and China. *Academy of Entrepreneurship Journal*, 22(1): 21-39.

Subramanian, S. (2015). Corporate Governance, Institutional Ownership and Firm Performance in Indian State Owned Enterprises. *Asia-Pacific Journal of Management Research and Innovation*, 11(2): 117-127.

Subramanian, S. (2016). Proxy Advisory Industry in India. *Corporate Ownership & Control*, 13(2): 371-378.

Tan, A., & **Mitra, S.** (2015). Order fulfilment process for a large online retail in Singapore. *International Journal of Automation and Logistics*. Doi: 10.1504/IJAL.2015.074319.

OTHER/ FORTHCOMING PUBLICATIONS

Balasubrahmanyam, S. (2015) The Impact of a Firm's Strategic Flexibility in handling its Portfolio of Growth Options on Its Strategic Renewal - Empirical Evidence from Businesses across Industries. *15th Global Conference on Flexible Systems Management*, Symbiosis Institute of Technology, Symbiosis International University, Pune, India, October 23-25. Conference.

Balasubrahmanyam, S. (2015) The Key Role of a Firm's Strategic Flexibility in Handling Regulation towards its Strategic Renewal - Evidential Support from Businesses across Industries. *15th Global Conference on Flexible Systems Management*, Symbiosis Institute of Technology, Symbiosis International University, Pune, India, October 23-25. Conference.

Balasubrahmanyam, S. (2015) Reverse Engineering and Firm Performance - Evidential Support from Businesses across Industries. *The International Conference on Organization and Management (ICOM) 2015*, Abu Dhabi University, Abu Dhabi, UAE, November 22-23. Conference.

Bhave, M. (2015) The mega wonders of microgrids *Business Standard*, July 9. 2015. Non Refereed

Bhave, M. (2015) Tesla E-motorcycles Complement Solar City Microgrids *Renewable energy World.com*, May 20. 2015. Non Refereed.

Mitra, S. & Hota, P. K. (2015) Stakeholders role in enterprise formation and development process: The case of Om Sikhyanusthan. *British Academy of Management (BAM) 2015, The value of pluralism in advancing Management Research, Education and Practice*, University of Portsmouth, UK, September 8-10. 2015. Conference.

Mitra, S., Kalagnanam, S. & Rajeev, P. N. (2015) India's Mandatory CSR: New Opportunities or Challenges for NGOs? William Davidson Institute, University of Michigan. Case Study.

Mitra, S., Parikh, M., & Suresh, K. (2015). Organizational Growth and Balancing Contradictory Goals: Case Study of Jaipur Rugs. *Administrative Sciences Association of Canada (ASAC) 2015 Conference*, Halifax, Nova Scotia, Canada, June 13-16. Conference.

Mitra, S., Parikh, M., & Suresh, K. (2015). Jaipur Rugs: A Management Control Journey. *Administrative Sciences Association of Canada (ASAC) 2015 Conference*, Halifax, Nova Scotia, Canada, June 13-16. 2015. Conference.

Mitra, S., Parikh, M., & Suresh, K. (2015). Challenges of Grassroots Innovation: Designing effective Organizations for Weaver Community. *Third International Conference on Creativity and Innovation at Grassroots [ICCIIG]*, Indian Institute of Management Ahmedabad, India, January 19 - 22. Conference.

Mitra, S., & Tan, A. Food Malayan Berhad's Intention to Grow its Businesses. *South Asian Journal of Business and Management Cases. Forthcoming Research paper*

Sinha, A. S., & Rajeev, P. N. Courting Chaos (A Day in the life of a District Judge in India). IIMK/CS/33/SM/2015/01. 2015. Case Study

Sahasranamam, S. (2015) Series of monthly columns on Social Impact. Emerging Kerala Magazine 2015. Non-refereed.

Sahasranamam, S., & Ball, C. (2016) Sustainable procurement in social enterprises: Comparative case studies from India and Scotland. Implementing triple bottom line sustainability into global supply chains (Eds. Lydia Bals and Wendy Tate), Greenleaf Publishing. Forthcoming Book Chapter.

Sahasranamam, S. & Nandakumar, M. K. (2015) Moderating effect of formal institutions on individual resource commitment towards social enterprise entry *Academy of Management Conference 2015*, Academy of Management, Vancouver, Canada, August, 7-11. Conference

Sahasranamam, S., Purkayastha, S., & Lahiri, S. (2015). The influence of institutional development on R&D investment, internationalization and performance of emerging market firms *Academy of International Business (AIB) Annual Conference 2015*, Academy of International Business, Bangalore, India, June 27-30. Conference.

Rentala, S., & **Sahasranamam, S.** Twenty years after TRIPs: A transitory and post-TRIPs impact of technology resources on export performance of Indian pharmaceutical industry *Academy of International Business (AIB) Annual Conference 2015*, Academy of International Business, Bangalore, India, June 27-30. Conference.

Sahasranamam, S. (2015) Institutional effects on social entrepreneurship *Emory colloquium on early stage ventures and accelerators*, Emory university, Atlanta, USA, May. Invited Talk.

Sahasranamam, S., & Agrawal, A. (2016). Corporate social entrepreneurship in India. *South Asian Journal of Global Business Research. Forthcoming Research Paper.*

Subramanian, S. A Comparison of Corporate Governance Practices in State Owned Enterprises and Their Private Sector Peers in India. *IIM Kozhikode Society & Management Review. Forthcoming Research paper.*



Subramanian, S. (2015) Corporate Governance, Accounting and Audit: Crisis Challenges, Proxy Advisory Industry in India. *Corporate Governance, Accounting and Audit: Crisis Challenges, Leuphana Universität Lüneburg*, Germany, November 26. Conference.

Upadhyayula, R. S., Karthik, D., & Basant, R. (2015). Strategic Paths of Born Globals: A Study of Indian IT firms. *Academy of International Business Conference*, Bangalore, June 27-30. Conference.

SESSION CHAIRS

Balasubrahmanyam, S. Strategic Management. *The International Conference on Organization and Management (ICOM) 201*, Abu Dhabi University, Abu Dhabi, 22-23 November 2015.

Dhayanithy, D. Strategic Management. *3rd Pan IIM World Management Conference*, Indian Institute of Management Indore, Indore, India, December 2015.

Dhayanithy, D. Governance - Power and Resources. *SMAANZ 2015*, University of Tasmania, Hobart & Sports Management Association of Australia and New Zealand (SMAANZ), Hobart, Tasmania, Australia, November 2015.

Dhayanithy, D. Governance - PEDs, Fans and Ownership. *SMAANZ 2015*, University of Tasmania, Hobart & Sports Management Association of Australia and New Zealand (SMAANZ), Hobart, Tasmania, Australia, November 2015.

RESEARCH PROJECTS

External Research Projects

Rajeev, P. N., & Sinha, A. S. (2015). Assessing the Social Impact of Micro Enterprises of Kudumbashree in Kerala. *Government of Kerala*.

Rajeev, P. N., & Sinha, A. S. (2015). Research on Court Management and Case Management techniques: Kerala Judicial Academy. *Kerala Judicial Academy*.

MEMBERSHIP OF EDITORIAL BOARD/ REVIEW BOARD/ AD HOC REVIEW

Mitra, S.	IIM Kozhikode Society & Management Review	Associate Editor
Sinha, A. S.	IIM Kozhikode Society & Management Review	Ad hoc review
Upadhyayula, R. S.	Journal of World Business/International Journal of Emerging Markets	Reviewer

FELLOWSHIPS/AWARDS/HONOURS

Sahasranamam, S. (2015) Case writing fellowship, Case Centre, May.

John, L. & Sahasranamam, S. (2016) Winner of Wipro Earthian sustainability award, February.

IIMK RESEARCH IN MEDIA

Deepa Sethi. Nonverbal Communication in Doctor-Patient Interaction: An Exploratory Study of Three Major Cities of Kerala (India). *IIMS Journal of Management Science*, 5(1): 81-96, 2014. Findings of the study were cited in a news article in Times of India 'Docs' poor soft skills like no eye contact hit ties with patients' on August 13, 2015 and in another news article in Times of India 'Doctor-patient ties worsening across India?' on April 3, 2016.

Kausik Gangopadhyay, Rudra Sensarma. Forecasting the price of gold: An error correction approach. *IIMB Management Review*, 28(1): 6-12, 2015 Findings of the study were cited in a news article in The Hindu 'Putting yellow metal to productive use' on September 19, 2015.

Keyoor Purani. The Mediating Role of Role Stress in the Relationship Between Goal Orientation and Job Satisfaction Among Salespersons: An Empirical Study. In *Boundary Spanning Elements and the Marketing Function in Organizations* (pp. 81-97). Springer International Publishing. 2015. Findings of the study were cited in 'Businessworld – The BPM Whitebook', pp.222-223, September, 2015.

Sthanu R. Nair & Leena Mary Eapen. Agrarian Performance and Food Price Inflation in India Pre- and Post-Economic Liberalisation. *Economic & Political Weekly*, 50(31): 49-60, 2015. Findings of the study were cited in a news article in Business Standard 'IIM study says food prices rising slower than they did in the 1980s' on August 22, 2015.

IIMK JOURNAL, IIMK RESEARCH SEMINARS & CONFERENCES

IIM KOZHIKODE SOCIETY & MANAGEMENT REVIEW

IIM Kozhikode Society & Management Review, Volume 4, Number 1, January 2015

IIM Kozhikode Society & Management Review, Volume 4, Number 2, July 2015

IIM Kozhikode Society & Management Review, Volume 5, Number 1, January 2016

IIMK RESEARCH SEMINARS

Chandrasekharan, S., Associate Professor, Homi Bhabha Centre for Science Education, Tata Institute of Fundamental Research, Mumbai. (2015) The Possibilities of New Computational Media: A Learning Sciences Perspective, July 23.

Joy, S., Lecturer, University of East Anglia, U.K, (2015) Intra and Inter-Organizational Controls in Outsourcing: Controlees' Perspectives, July 31.

Kumar, A., Retd. Professor, Jawaharlal Nehru University, New Delhi, (2015) India's Black Economy: Implications, Causes and Remedies (*Distinguished Public Lecture*), September 04.

Jacob, J., Associate Professor, IIM Ahmedabad, (2015) Are Big 4 Audit Fee Premiums Always Related to Superior Audit Quality? Evidence from India's Unique Audit Market, September 08.

Paul, A., Assistant Professor, IIM Kozhikode, (2015) ICT Use by Indian Women, October 15.

Bhave, M., Visiting Professor, IIM Kozhikode, (2015) The Coming Microgrid Revolution, November 09.

Hegde, S., (2015) Professor, School of Business, University of Connecticut, Retails Investor Attention and IPO Valuation, November 20.



Hegde, S., (2015) Professor, School of Business, University of Connecticut, Investor Optimism, Accounting Expertise of Directors and Financial Misstatements, November 23.

Krishnan, R., Professor, Beedie School of Business, Simon Fraser University, BC, Canada., (2015) Acquisition Spree of New CEOs: A Consequence of Social Comparison with Predecessors, November 24.

Velu, R. Professor, Whitman School of Management, Syracuse University, New York (2016) Multiple Time Series: Robust Modeling and Forecasting, January 11.

Kalagnanam, S. Associate Professor, Edwards School of Business, University of Saskatchewan, Canada (2016) Management Control in Value Based Organizations: A case Study, February 12.

WORKSHOPS

Madheswaran, S. & Paul, S. (2016) Professor, Institute for Social and Economic Change, Bangalore, & Assistant Professor, Madras School of Economics, Chennai. ,Pre-TIES Conference Workshop on R, January 2.

Kalagnanam, S. (2016) Associate Professor, Edwards School of Business, University of Saskatchewan, Canada, Introduction to Management Control Systems, February 11.

Kalagnanam, S. (2016) Associate Professor, Edwards School of Business, University of Saskatchewan, Canada, The Impact of Better-than-Average Bias and Relative Performance Pay on Performance Outcome Satisfaction, February 24.

CONFERENCE AT IIMK

Sensarma, R. *52nd Annual Conference of The Indian Econometric Society*, Indian Institute of Management Kozhikode (IIMK), Kozhikode, Kerala, India, January 4-6, 2016.

FORTHCOMING CONFERENCE

Krishnan, S. & Unnithan, A. B. (2016) *International Conference On Marketing, Technology and Society*, during September 29- October 1.

INFORMATION TECHNOLOGY

The academic environment at IIMK makes extensive use of modern technology to supplement the conventional classroom based teaching. The Institute has, therefore, set up state of the art IT facilities to meet the computing needs of IIMK user fraternity. The IT facilities and services, including the hardware and software resources, have been regularly and considerably enhanced during the year.

The existing DSL/ADSL network connecting the residences was replaced with OFC/CAT6 network with internal Wi-Fi facility.

During the year, following are some of the application software(s) that were either designed/ developed and made operational or were modified to suit the changed requirements:

- PGP/ePGP/ePGP-Kochi management system
- Students' attendance management system
- Faculty Activity Reporting Tool
- Academic feedback system
- Portals such as Research Portal, PGP Portal and Faculty Portal
- Online application for FPM and EPGP admissions
- Online applications for International Exchange Programme,
- Elective course bidding application for PGP and EPGP
- Leave management

- Student mess billing
- Research and Publication data management
- Consultancy Management System
- Online submission of applications for recruitment
- Store Management System
- Complaint management System
- Websites for all the conferences, seminars and other important events taking place at IIMK and various other academic portals
- PAN IIM website

Extended all the required support for setting up IT facilities and services for the new IIM being set up at Amritsar, Punjab that is being mentored by IIMK. Campus LAN and Wi-Fi facility including Internet connectivity was established at IIM Amritsar's transit campus. Designed and developed IIM Amritsar's website and Intranet. Library management software and Learning Management Systems were installed, configured and made operational for the IIM Amritsar users.

During the year, all the IT facilities and services including the Videoconferencing facility have extensively been used by the user community at IIMK and we continued to provide all necessary IT support to all the other offices and also to the entire user community of the Institute.

LIBRARY & INFORMATION CENTRE (LIC)

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

IIMK Bags the First Wiley Libraries Award (2016)

The Library is pleased to inform that IIM Kozhikode has bagged the prestigious *Wiley Libraries Award (2016)*, instituted first time in India, for "Digitally Transformed Academic Library". The award recognizes the overall robust technology integration of the information management



Dr. M.G. Sreekumar, Chief Librarian & Information Officer Receiving the Award

strategies and services by the academic institutions in the country. IIMK got selected from 136 nominations received from the higher education academic institutions in the country (IITs/IIMs/NITs/IISERs/Central/State Universities). The jury for the award was comprised of six senior academicians and library directors. The Award was given in a function organized at Hotel Shangri-La, New Delhi on 30th January 2016.

Innovations in Library Services and Information Management

Over the years the LIC has registered significant progress and has brought worldwide recognition and laurels to IIMK. The E-Learning Platform developed by the Center for Development of Digital Libraries (CDDL) for the WHO India Office (<http://www.rguhs.ac.in/E-learningModule/index.html>), the Information Portal for the Coir Board (<http://coirboard.nic.in>), the Greenstone Support Network for South Asia (<http://greenstonesupport.iimk.ac.in>) are just a few to mention. IIMK's ambitious Digital Library project (<http://iimk.ac.in/gsd/cgi-bin/library>), sponsored by the Ministry of HRD (Government of India), received the status of an example collection from the world renowned "Greenstone" family of the University of Waikato, New Zealand.

Another important landmark has been the commissioning of the Smart-Card based Access Control System and the Smart-Gate based E-Security System. The latest in the series of services is the "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 36323 books in print form, over 167 print journals, over 2,00,000 E-Books, 6119 Bound Volumes of research Journals, over 15000 corporate annual reports and more than 20000 E-Journals from India and abroad, in addition to as many as 3700 CD-ROM publications on contemporary issues.

The audio/visual unit in the LIC hosts over 274 educational videos covering a wide range of disciplines in management. The Video Digital Library streams out the educational videos throughout the entire campus. Around 65 full-text/bibliographic CD-ROM databases on scholarly information coupled with a set of national and international databases on companies, industries and the markets are available to users through a local area network (LAN). The LIC digital catalogue (OPAC) is also available via the LAN. The Library Web Portal is a unique feature of IIMK's Library & Information Center. The portal is an integrated network of information sources. Besides serving as a web-based interface to the in-house resources, the portal also provides links to strategic sources of information. IIMK is an active member in the IIMs' Library Consortium as well as the Ministry of HRD's latest e-ShodhSindhu Consortium (<http://www.inflibnet.ac.in/ess>). The annual



Rupee equivalent of document resourcing in the LIC is around 5 Crores. With a view to promote cross-border research and bilateral industrial-economic relations, The scholarly publications of the faculty and researchers of the Institute are captured and hosted in the open access Institutional Repository DSpace@ IIMK (<http://dspace.iimk.ac.in>). IIMK is also developing special documentation centers on 'European Union' and the 'ASEAN' countries.

Library & Information Services at Kochi Satellite Campus

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

Online Databases & Services

ABI Inform Global (Full-Text Journals)

ACE Knowledge Portal: Covers more than 30000 listed and unlisted company's financial and non financial data and entire mutual fund industry data

ACM Digital Library(Full-Text Journals)

Annual Reviews (Full-Text Journals)

Business Source Complete (Full-Text Journals)

Capitaline PLUS (Corporate Database)

CARMA.COM (Access to the CARMA Video Library, which includes recorded versions of webcast lectures originally presented at CARMA)

CII Knowledge Resource Centre Membership

CIPD (Chartered Institute of Personnel and Development) : Institutional Membership

CMIE-CAPEX : Provides information and insights on the new capacities coming up in India

CMIE-Commodities: Indian Commodity Prices, Market Intelligence, Crop forecasts & Time-series data for Commodities

CMIE- Economic Outlook: Macro-economic forecasts & insights, Real-time analysis of data releases & copious time-series data

CMIE-IndustryOutlook: Comprehensive analysis for the entire range of industries

CMIE-PROWESS IQ: Database of the financial performance of Indian companies

CMIE-PROWESSdx:Specially designed for academia and facilitates easy downloading of data in simple text format

CMIE-States of India: A Comprehensive compilation of State-level Statistics supported by Official Statistical documents from State governments

CRISIL Research: Industry Information Service on Economy, Industry and Companies

DELNET Membership

Dion-INSIGHT: A comprehensive India focused research platform

Ebrary.com:(EBook Library: (85,000 + EBooks)

EBSCO Ebooks Academic collection: (115000+ Ebooks)

Economic & Political Weekly (EPW) Archives

EDS (EBSCO Discovery Services) : One search facility

Elsevier Science (Science Direct) (Full-Text Journals)

Emerald Online (Full-Text journals)

EPWRF India Time series

Financial Times online (ft.com):**Business news & analysis covering global business, finance, politics, business education, Management, Business School ranking etc**

GARTNER Research: The premier source of research and analysis on the global information technology industry & provide in-depth analysis and actionable advice on virtually all aspects of technology

GMID-Euromonitor Passport: Global Market Information Database

ICRA Economy and 45 industrial sector reports

IMF e Library: Contains over 12,000 publications & over 9,500 financial and economic data concepts.

India Business Insight Database (IBID): Compilation of vital information on Indian Business & Industry

- Indiastat.com:** Revealing India statistically
- ISID:** Provides indexes for 224 Indian Social Science Journals & press clippings on diverse social science subjects
- J-Gate@eShodhsindhu:** Acts as a one point access to 7900+ journals subscribed currently under ESS consortium as well as university libraries designated as Inter Library Loan (ILL) Centers besides index to open access journals. J-Gate@eShodhsindhu has facility to trigger e-mail request for article to Inter Library Loan Centers as well as to INFLIBNET Centre
- Journal Citation Reports (JCR):** Offer a systematic, objective means to critically evaluate the world's leading journals, with quantifiable, statistical information based on citation data.
- Library Press Display (Newspapers online):** Online newspaper and magazine kiosk, provides access to more than 2200+ Publications on the web
- Mckinsey Quarterly:** The business publication that has been defining and informing the senior management agenda since 1964
- NASSCOM Membership:** Access to NASSCOM Resource Center
- Nature:** World's foremost international weekly published scientific journal
- Oxford Journals:** Business & Management collection
- Project Muse E-Journals Premium Collection** (Full-Text journals)
- PROQUEST Dissertations & Theses Global:** World's most comprehensive collection of full-text dissertations and theses
- Sage HSS collection** (Full-Text journals)
- Springer Online** (Full-Text journals)
- The Economist:** Offers authoritative insight and opinion on international news, politics, finance, science and technology
- TV Ad Indx: Access to TV commercials, Press Ads and News**
- INFORMS Pubs Suite Journals :** Access to 15 years' archival data
- ISI Emerging Markets:** INDIA: Emerging Markets Information service
- JSTOR** (Full-Text journals): Online Archive of over 1800 multidisciplinary Journals
- Lexis Nexis:** Access over 15,000 news, business, and legal sources
- Market line Advantage(Data monitor 360):** An International business information and industry analysis service.
- MICA Indian Marketing Intelligence (MIMI):** Provides the secondary data for socio - economic variables and market intelligence up to district level for all the states and union territories of India
- National HRD Network:** Institutional Membership
- NAV INDIA:** Largest mutual fund database in India
- People Matters:** A leading knowledge and media platform in the Human resources space
- Projects Today:** Comprehensive Database on Projects
- PsycArticles:** American Psychological Association (APA) Full-Text journals
- SCOPUS:** The World's largest Indexing & Citation Database: 51000 journal & book titles; 5000 publishers; 52 million content records
- Taylor & Francis online** (Full-Text journals)
- Thomson One.com:** Investment banking Foundation Solution
- Warc.com :** 25,000 Articles, Case Studies, Research Reports on Marketing

Web of Science:World’s leading citation databases.

Wiley Online Journals (Full-Text journals)

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

Collection Development Statistics : 2015-2016

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	400	36323	4.70	526.93
2	E-Books		200000	3.36	24.37
3	Journals (Print)		167	18.72	780.68
4	Databases on CD/Web Bibliographic & Full Text Online Corporate Databases Value added services/Info Gateways	9	65	148.18	727.49
5	E-Journals	100	20100	144.96	519.82
6	Educational Videos	-	274	-	8.99
7	Bound Volumes of Journals	139	6119	-	
Total				319.92	2588.28

Indian Business Museum @ IIMK

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

ISRO’s INDIA IN SPACE GALLERY @ Indian Business Museum

The “India in Space” Gallery of ISRO was inaugurated on 16th February 2016, jointly by IIMK Director Prof. Kulbhushan Balooni and VSSC/ISRO Director Dr. K. Sivan. The gallery, a spectacular unit of the Museum, is truly a visual treat. It tells the magnificent space odyssey, the saga of Indian Space programme that has given tremendous contributions to the country over the past six decades. A total of Rs. 50 Lakhs have been jointly invested by IIMK and ISRO, for the design and creation of this Gallery which spans over 850 Sq. Ft. area in the mezzanine floor.

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



CAMPUS DEVELOPMENT

The Institute is poised for further expansion of its campus infrastructure in the near future to meet the requirements commensurate with its planned academic growth. Accordingly, the environment-friendly yet state-of-the-art Phase V campus buildings & structures are being developed in a phased manner while envisaging world-class facilities that aim for ambitious GRIHA (i.e. Green Rating for Integrated Habitat Assessment) norms. Following the development of the first stage of the eco-friendly rain water harvesting Pond (forming part of the Phase V campus buildings & structures), which had been completed, the water supply requirements of the Institute's campus has been augmented. While the construction of compound wall for the Phase V campus premises has already been completed and the construction of the Phase V internal roads are nearing completion, the other priority Phase V campus buildings & structures including Hostels, Dining (with kitchen), etc. are in progress

The operationalization of the Management Development Centre (MDC), having state-of-the-art academic and residential facilities, has boosted our in-campus capacity to accommodate our participants, delegates and other guests of various management development programmes being organized by the Institute.

Value addition of existing infrastructural facilities, including maintenance and miscellaneous construction activities were also taken up on the side-lines of the major campus development activities in line with the increase in the Institute's academic activities.

In addition to providing excellent and state-of-the-art infrastructural facilities in picturesque settings, sustainable and eco-friendly water-resource management systems were implemented besides initiating other environment-friendly energy conservation measures including solar powered lighting, replacement of lighting fixtures with energy efficient ones, etc.

PERSONNEL

The present personnel strength in the Institute as on date 31.03.2016 is as under:-

Non faculty - **68**

Faculty - **61**

New Joining

S. No.	Name	Designation	Date of Joining
1.	Prof. Ashutosh Sarkar	Associate Professor in Quantitative Methods & Operations Management Area	02.07.2015
2.	Shri. Dinesh T.	Assistant Programmer	07.04.2015
3.	Smt. Shiny George Ambat	Chief Finance Officer	10.04.2015
4.	Smt. Pushpa K.C.	Multi Tasking Staff	14.09.2015
5.	Shri. Promis Philip	Junior Assistant	03.03.2016

Retirement

S. No.	Name	Designation	Date of retirement
1.	Prof. Rahul Kumar Sett	Assistant Professor in Marketing Management Area	21.08.2015
2.	Dr. Krishna Kumar Ladha	Professor, Economics Area	31.01.2016
3.	Prof. Lakshmi Subramaniam Ladha	Visiting Professor, Finance, Accounting & Control Area	23.02.2016
4.	Shri. John Gheevarghese	Assistant Administrative Officer	31.05.2015
5.	Shri. Kumaran K.P.	Office Support Staff (Academic)	31.01.2016
6.	Shri Mohanan T.	Administrative Officer	31.03.2016

REJOINING

Prof. P Rameshan, Professor, has rejoined the Institute on the forenoon of November 16, 2015 on expiry of the period of his deputation to Indian Institute of Management, Rohtak.

APPOINTMENTS/PROMOTIONS

Sl No	Name	Appointed as/Promoted to Promotion	Date of Appointment/ Promotion
1.	Prof. Anjan Kumar Swain	Professor in Information Technology & Systems Area	14.09.2015
2.	Prof. Sumit Mitra	Professor in Strategic Management Area	05.11.2015
3.	Prof. Leena Mary Eapen	Associate Professor in Economics Area	05.11.2015
4.	Prof. Deepa Sethi	Associate Professor in Humanities & Liberal Arts in Management Area	05.11.2015
5.	Dr. Anandakuttan B. Unnithan	Professor in Marketing Management Area	01.01.2016
6.	Dr. P.N. Ram Kumar	Associate Professor in Quantitative Methods & Operations Management Area	01.01.2016
7.	Dr. Mohammed Shahid Abdulla	Associate Professor in Information Technology & Systems Area	01.01.2016
8.	Shri. Sojan George	Assistant Administrative Officer	24.07.2015
9.	Dr. (Smt) Yamuna George	Assistant Administrative Officer	25.08.2015
10.	Shri. Augustine George	Assistant Administrative Officer	09.02.2016
11.	Shri. Sanjay A.P.	Assistant Engineer (Electrical)	28.01.2016

EXTRA ORDINARY LEAVE

Dr. Naveen C Amblee, Assistant Professor has proceeded on extra ordinary leave for a period of one year w.e.f. October 1, 2015 to pursue a programme on Higher Education at University of Oxford, UK.

Dr. Saji Gopinath, Professor, has been granted extra ordinary leave for a period of one year w.e.f. 02.12.2015 to take up the position of Dean - School of Management at Bennet University, NOIDA.



DEPUTATION

Dr. Sthanu R Nair, Associate Professor, Economics Area, was seconded to Asian Institute of Technology, Bangkok, as Visiting Assistant Professor on deputation for the period from 21.09.2015 to 31.12.2015, sanctioned by Ministry of Human Resource Development, Department of Higher Education, Govt. of India. He has rejoined the Institute on the forenoon of January 01, 2016 on expiry of the period of his deputation.

CONFERENCE/TRAINING IN INDIA

Shri.N. Ramachandran, System Analyst & Shri Anil. A.M, Programmer attended the Tech programmes on “Mobility with Apple for Education” organized by Apple Technology on March 17, 2015 at Cochin.

In house Hindi Workshop conducted for staff on March 19, 2015 on “Use of Easy Hindi in Official Use and Opportunity of Hindi in Social Media”.

In house Hindi Workshop conducted for staff on June 30, 2015 on “noting and drafting in Hindi and use of Unicode in computer”.

In house Hindi Workshop conducted for staff on September 23, 2015 on “ noting and drafting in Hindi”.

In house Hindi Workshop conducted for staff on December 30, 2015 on “Implementation of official language Hindi, quarterly progress report and how effective are Hindi workshop?”.

In house Hindi Workshop conducted for staff on February 25, 2016 on “noting and drafting in Hindi and condition and direction of Hindi education”.

In house Training Programme conducted for staff during May 20-22, 2015 on “Financial Management for non-Finance Officers/Staff”.

Shri Anil. A.M, Programmer attended “Training Programme on Network Access Control (NAC)” During November 24-27, 2015 at Chennai.

Shri.N. Ramachandran, System Analyst & Shri Anil. A.M, Programmer attended “Fourth NKN Annual Workshop” organized by National Informatics Centre (NIC) During January 21-22, 2016 at Hyderabad.

Shri. Sanjay A.P, Assistant Engineer (Electrical) attended the workshop on “Sustainable Energy management using Grid- Connected Solar Systems” by KSEB Engineers Association on 12.02.2016 at Kozhikode.

Dr. Mukul Bhooshan Singh, Assistant-cum-Hindi Translator attended Annual Regional Official Language Conference on 19.02.2016 at Kochi.

Shri. John. G, Administrative Officer & Shri. Muraleedharan.P.G, Administrative Officer attended workshop on “Efficiency at workplace “conducted by Corporate Relations Institute at Kochi on 23.02.2016.

Prof. Rachappa Shette, attended the International Conference on *Implications of IFRS on Corporate Reporting Practices* at Osmania University, Hyderabad during March 13-15, 2015 and presented a paper (co-authored with Prof. Sudershan Kuntluru) entitled ‘Comparative Study of Accounting for Provisions and Contingent Liabilities under IFRS & IGAAP: A Case Study of Cement Industry’.

Prof. Omkumar Krishnan, attended the workshop on *Leveraging the Power of Data Driven Marketing for Achieving Marketing Excellence* organized by Centre for Marketing in Emerging Economies at IIM Lucknow, NOIDA Campus, during April 23-25, 2015.

Prof. Abhilash S. Nair attended the Global summit on Corporate Social Responsibility organized by Indian Institute of Company Affairs, IIM Raipur & NLS, Bangalore, during May 15-16, 2015 at Delhi and presented a paper entitled *CSR and Social Risk Mitigation: A conceptual framework*.

Prof. Priya Nair Rajeev, attended the Global Summit on Corporate Social Responsibility organized by Indian Institute of Company Affairs, IIM Raipur & NLS, Bangalore during May 15-16, 2015 at New Delhi and presented a paper entitled *Section 135 of Companies Act (2013): Implementation challenges faced by companies and NGOs.*

Prof. Lakshmi Ladha, attended the AIB 2015 Annual Meeting organized by Academy of International Business at Bangalore during June 27-30, 2015 and presented a paper entitled *Equity Portfolio Incentives to CEOs for Downsizing: Differential impacts on survivors Vs. victims in three countries.*

Prof. T.N. Krishnan, attended the ISB Master Teacher Programme spread over four months through August 27- December 31, 2015, organized by The Centre for Teaching, Learning & Case Development at the Indian School of Business (ISB), Hyderabad.

Prof. Satish Krishnan, attended a webinar (web seminar) titled Introduction to Smart PLS 3.0 during the month of July & August 2015. The online webinar was presented live in six segments of 2.5 hrs each on six consecutive Tuesdays.

Prof. Rajesh S. Upadhyayula, attended the AIB 2015 Annual Meeting organized by Academy of International Business at IIM Bangalore during June 27-30, 2015.

Prof. M.P. Sebastian, attended the 2015 India Security & Risk Management Summit, organized by Gartner during September 1-2, 2015 at Mumbai.

Prof. Suram Balasubrahmanyam attended the 15th Global Conference on Flexible Systems Management (GLOGIFT 15) at Symbiosis Institute of Technology, Pune, during October 23-25, 2015 and presented a paper entitled *The Impact of Firm's Strategic Flexibility in Handling its Portfolio of Growth Options on its Strategic Renewal: Empirical evidence from business across industries.*

Prof. R. Radhakrishna Pillai attended the International Conference on Spirituality & Management (ICSM) at IIM Bangalore during January 4-6, 2016 and presented the following two papers authored by him: (i) *Is the Gita Episode of Mahabharata being Repeated to Re-establish a Righteous Society?: Practical evidence of self transformation based on the divine versions;* (ii) *Integrating Science and Spirituality for Sustainable Development: A case study on renewable energy systems at Brahma Kumaris.*

Prof. Deepa Sethi attended the International Conference on Spirituality and Management (ICSM) at IIM Bangalore during January 4-6, 2016 and presented a paper entitled *You-attitude in Managerial Communication & Spiritual Experience at Workplace: Can these be linked?.*

Prof. Kausik Gangopadhyay attended the 52nd Annual Conference of The Indian Econometric



Society (TIES) during January 4-6, 2016 at IIM Kozhikode Campus, Kozhikode and presented a paper (co-authored with Mr. Debasis Mondal) entitled *Intellectual Property Rights and Income Inequality: A Cross-Country Analysis*.

Prof. Deepa Sethi attended the 22nd Annual Conference of Indian Society of Critical Care Medicine during February 5-7, 2016 at Agra, Uttar Pradesh and presented a paper entitled *Nonverbal communication in Doctor-Patient Interaction: Does it really matter? - A case of India*.

Prof. Manoranjan Dhal attended the Case Writing Workshop conducted as second part of the Global Colloquium on Participant-Centered Learning by Harvard Business School at Mumbai during February 08-11, 2016.

Prof. Rajesh Srinivas Upadhyayula, attended the Case Writing Workshop conducted as second part of the Global Colloquium on Participant-Centered Learning by Harvard Business School at Mumbai during February 08-11, 2016.

Prof. Leena Mary Eapen attended the Case Writing Workshop conducted as second part of the Global Colloquium on Participant-Centered Learning by Harvard Business School at Mumbai during February 08-11, 2016.

Prof. Deepak Dhayanithy attended the Case Writing Workshop conducted as second part of the Global Colloquium on Participant-Centered Learning by Harvard Business School at Mumbai during February 08-11, 2016.

Prof. C. Raju attended the Case Writing Workshop conducted as second part of the Global Colloquium on Participant-Centered Learning by Harvard Business School at Mumbai during February 08-11, 2016.

Prof. M P Sebastian attended the Case Writing Workshop conducted as second part of the Global Colloquium on Participant-Centered Learning by Harvard Business School at Mumbai during February 08-11, 2016.

Prof. Anandakuttan B Unnithan attended the Third International Communication Management Conference (ICMA 2016), held at MICA, Ahmedabad during February 18-20, 2016 and presented a paper (Co-authored with Mr. Subin Sudhir) entitled *Rumor Sharing in the Marketplace: A manifestation of anxiety, arousal and valence*.



INTERNATIONAL CONFERENCES

Dr. Sreejaya. P, Asst. Librarian (HG) attended the International Conference on “Management Library and Information Systems in the Digital World: Challenges and Opportunities” during May 7-9, 2015 at TAPMI, Manipal.

Dr. Mukul Bhooshan Singh, Assistant-cum-Hindi Translator attended and presented his research paper in the second International seminar of Swamy Vivekanada Association of Science and Humanities (SVASH) 2015 on 22.05.2015 at Trivandrum. Title of the paper was ‘role of hindi in Indian public revolution’, which was selected as a best paper.

Dr. Mukul Bhooshan Singh deliver a speech in All India Radio Calicut on 17.08.2015 on role of hindi in Indian public revolution, which was broadcasted on “Akhilbharati” a All India Radio programme on 20.08.2015 at 5.00 pm and the duration of the broadcast was 15 minutes.

Dr. Mukul Bhooshan Singh conducted a Hindi Workshop on Calicut International Airport on 20.08.2015 on “working knowledge of official language”.

Dr. Mukul Bhooshan Singh conducted a Hindi Workshop at Zoological Survey of India, Kozhikode, organized by Town Official Language Implementation Committee on 21.04.2015 on “Hindi Vocabulary and formation of sentences in Hindi”.

Dr. Mukul Bhooshan Singh presented a paper titled “Hindi in Management Education” on 11.08.2015 in Rajbhasha Seminar organized by Official Language Implementation Committee, Kozhikode.

Prof. G. Thangamani attended the International Conference on Advances in Business Management and Information Technology organized by International Institute of Engineers & Research on March 21, 2016 at Hong Kong and presented a paper entitled *Applying Theory of Constraints for Improving Business Results in a NPD Process*.

Prof. T N Krishnan attended the Centre for the Advancement of Research Methods and Analysis (CARMA) short courses during April 13-17, 2015 at the University of South Australia, Adelaide.

Prof. Krishna K Ladha, attended the 73rd Annual Midwest Political Science Association (MPSA) Conference at Chicago, IL, USA, during April 16-19, 2015 and presented a paper entitled *Justice in an Adversarial System: Pitfalls of presumed innocence and plea bargaining*.

Prof. Lakshmi S Ladha attended the 73rd Annual Midwest Political Science Association (MPSA) Conference at Chicago, IL, USA, during April 16-19, 2015 and presented a paper entitled *Economics and Politics of Accreditation in a Developing Country*.

Prof. Abhilash S Nair attended the 73rd Annual Midwest Political Science Association (MPSA) Conference in Chicago, IL, USA, during April 16-19, 2015 and presented a paper (co-authored with Prof. Vinod R) entitled *Competition, Efficiency and the Politics of Privatization in Indian Banks: Analysis of two rounds of new banking licenses*.

Prof. Kulbhusan Balooni attended the International Conference on Forestry: Bridge to the Future, organized by University of Forestry, Bulgaria, during May 06-09, 2015 and presented a paper (co-authored with Jens Friis Lund) entitled *REDD+ Efforts through Decentralized Forestry: Three challenges*.

Prof. Lakshmi Ladha attended the 2nd Global Conference on International Human Resource Management held at Pennsylvania State University, USA, during May 14-15, 2015 and presented a paper entitled *Is it Ethical to Pay CEOs for Downsizing?: A three-country study of the impacts on survivors Vs victims*.

Prof. Naveen C Amblee attended the 4th International Conference on Advancement of Development Administration 2015 organized by National Institute of Development Administration (NIDA) during May 28-30, 2015 at Bangkok, Thailand and presented the following two papers entitled (i) *A Conceptual Framework on the Role of Online Word-of Mouth on Opinion Formation and Decision Making*; (ii) *An In-depth Analysis of the Website Preferences of Online Users in India*.

Prof. T N Krishnan attended the Centre for the Advancement of Research Methods and Analysis (CARMA) short courses on Qualitative Methods during June 1-6, 2015 at the Carrol School of Management, Boston, USA.

Prof. Sthanu R Nair attended the 5th Annual International Conference on Qualitative and Quantitative Economics Research, organized by Global Science & Technology Forum during June 8-9, 2015 at Singapore and presented a paper entitled *Tax Efforts of State Government in India during the Post-Economic Reforms Period*.

Prof. Leena Mary Eapen attended the 5th Annual International Conference on Qualitative and Quantitative Economics Research organized by Global Science & Technology Forum during June 8-9, 2015 at Singapore and presented a paper entitled *Power Sector in India- Recent Challenges and Measures Undertaken*.

Prof. Rahul Kumar Sett attended the 37th INFORMS Marketing Science Conference at Baltimore, USA, during June 17-20, 2015.

Prof. Abhilash S Nair attended the International Conference on The Future of Financial Institutions and Markets: Navigating the challenges ahead organized by the International Finance & Banking Society during June 27-29, 2015 at Hangzhou, China and presented a paper entitled *Determinants of Allocative, Scale and Scope Efficiencies of Indian Banks*.

Dr. Atanu Adhikari attended the 2015 Academy of Marketing Science World Marketing Congress held during July 14-18, 2015 at Bari, Italy.

Prof. C Raju attended the International Conference on Applied Statistics 2015 (ICAS2015), organized by King Mongkut's University of Technology Thonburi during July 15-17, 2015 at Bangkok and presented a paper entitled *Minimum ATI (Average Total Inspection) Chain Sampling Plan - ChSP-4A (c1, c2) r'*.

Dr. Sthanu R Nair attended the 71st Annual Congress of the International Institute of Public Finance at Dublin, Ireland, during August 20-23, 2015 and presented a paper entitled *Tax Efforts of State Governments in India during the Post-Economic Reforms Period*.

Prof. Surya Prakash Pati has attended the 75th Annual Meeting of the Academy of Management to be held at Vancouver, British Columbia, Canada, during August 7-11, 2015 and presented a paper entitled *Measurement of Karma Yoga: Development and Validation of Karma Yoga Instrument (KYI-6)*.

Prof. T N Krishnan's paper (Co-authored with Ms. Aparna Venugopal) entitled *Management of Contradictory Innovation Choices in Small Organizations* was presented at the 2015 British Academy of Management Conference organized by British Academy of Management (BAM) during September 7-10, 2015 at University of Portsmouth, UK.

Prof. Sumit Mitra attended the British Academy of Management (BAM 2015) Conference at University of Portsmouth, UK, during September 8-10, 2015 and presented a paper entitled *Stakeholders Role in Enterprise Formation and Development Process: The case of Om Sikhyanustan*.

Prof. Satish Krishnan registered at the ICMIS-15 International Conference on Management and Information Systems held at Bangkok, Thailand, during September 18-20, 2015 and presented the following two papers via video conferencing mode: (i) *Payoffs of Technostress Creators: Evidence from Working Professionals*; (ii) *Moderating Effects of Personality on Cyberloafing and Job Burnout*.

Prof. Aparajith Ramnath attended the 58th Annual Meeting of the Society for the History of Technology (SHOT) in Albuquerque, New Mexico, USA, during October 8-11, 2015 and presented a paper entitled *International Networks and Aeronautical Engineering in Late-Colonial India: Hindustan Aircraft Limited, 1940-47*.

Prof. T N Krishnan attended the Mediation and Moderation Seminar organized by Statistical Horizons during October 9-10, 2015, at the University of Limerick, Limerick, Ireland.

Prof. Anjan Kumar Swain attended the 15th FRAP Finance, Risk & Accounting Conference, organized by the University of Applied Science Upper Austria in cooperation with the ACRN Oxford during October 19-21, 2015 at Steyr, Austria and presented a paper entitled *Dynamic Portfolio Design: A cognitive business intelligence approach*.

Prof. Sony Thomas attended 15th FRAP Finance, Risk & Accounting Conference organized by the University of Applied Science, Upper Austria in cooperation with the ACRN Oxford during October 19-21, 2015 at Steyr, Austria and presented a paper entitled *Risk Free Model for Risky Stock Market: Evidence from Indian stock market*.

Prof. Deepak Dhayanithy attended the 21st SMAANZ Conference (Sports Management Association of Australia and New Zealand), organized by Tasmanian School of Business and Economics during November 25-27, 2015 at Hobart, Australia and presented a paper entitled *Accentuated Loss Aversion in PGA Tournaments: Is there a veteran-rookie divide?*

Prof. C Raju delivered the keynote address on the topic *Understanding Patterns in Road Accidents: A data driven case study* at the 5th Annual International Conference on Computational Mathematics, Computational Geometry & Statistics, organized by the Global Science & Technology Forum at Singapore during January 18-19, 2016.

Prof. C Raju attended the 2nd International Conference on Mathematical Sciences & Statistics (ICMSS 2016) at Kuala Lumpur, Malaysia during January 26-28, 2016 and presented a paper entitled *Minimum Variance and Variance of Outgoing Quality Limit MDS-1 (c1, c2) PLANS*.

Prof. Shubhasis Dey attended the SIBR 2016 Kuala Lumpur Conference on Interdisciplinary Business & Economics Research, organized by the Society of Interdisciplinary Business Research & Universiti Kuala Lumpur Business School during February 12-13, 2016 at Kuala Lumpur, Malaysia and presented a paper entitled *Inflation Hedging in India*.

Prof. Debabrata Chatterjee attended the DRUID-Asia Inaugural Conference on Asian innovation - Catching up - Moving ahead at Singapore during February 23- 25, 2016 and presented a paper entitled *Bridging Institutional Voids Innovation for Emerging Asian Economies: The institutional entrepreneurship of university research centers*.

Prof. G. Thangamani attended the 2016 1st Journal Conference on Innovation, Management and Technology (JCIMT 2016 1st) held in Amsterdam, Netherlands, during March 20-21, 2016 and presented a paper entitled *Modified Approach to Risk Assessment: A case study on product innovation and development value chain*.



ANNUAL ACCOUNTS & FINANCIAL POSITIONS

The Annual Financial Statements for the year 2015-16 was approved and adopted by the BOG on 11th June 2016 and submitted to the principal Accountant General (Audit) Kerala for Audit Certification. The Annual Financial Statement of the Institute for the financial year 2015-16 duly audited by the Principal Accountant General (Audit), Kerala is annexed to this report. The Separate Audit Report and the Institute's replies to the points raised in the report are also annexed. The Internal Audit of the Accounts of the Institute was carried out by M/s .Mohan & Mohan Associates, Chartered Accountants.

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

GRANT-IN-AID UNDER PLAN

During the Financial Year 2015-16, the Institute did not receive any amount as Grants-in-aid under Plan from the Department of Secondary and Higher Education, Ministry of Human Resource Development, Government of India.

INTERNAL REVENUE GENERATION

The Internal Revenue Generation has increased from 64.83 crores to 73.02 crores. However, cash operating expense have gone up from Rs.49.11 crore to Rs.52.46 crores.

CORPUS FUND

During the Financial Year 2015-16, the Institute had transferred Rs 19.84 crores (approx) to the Corpus Fund created under the Block Grant Scheme of the Department of Secondary and Higher Education, Ministry of Human Resource Development, Government of India. The Interest earned during the Year on the investment made is Rs 12.68 crores. The balance of the Corpus Fund as on 31.03.2016 is Rs 214.53 crores.

DEPRECIATION FUND

The Institute had a balance of Rs 111.17 crores in Depreciation Fund on 01.04.2015. The interest earned during the year on the investments made is Rs 10.12 crores. The closing balance of the Depreciation Fund as on 31.03.2016 is Rs 69.13 crores.

Accounts of IIM Kozhikode Employees Contributory Provident Fund Trust:-

During the Year 2015-16, the Income & Expenditure account shows a deficit of Rs 3.50 lakhs after allowing interest to the members of the Trust.

The Corpus Fund stood as Rs 428.93 lakhs out of which Rs 417.28 lakhs has been invested in various interest bearing securities as per CPF Investment guidelines. Rs 13.25 lakhs is under accrued interest and Rs 2679 is being bank balance as on 31.03.2016



BOARD OF GOVERNORS & IIMK SOCIETY

Board of Governors (as on 31 March 2016)

List of Members of the IIMK Board of Governors as on 31 March 2016, is given below:

1. **Dr. A.C. Muthiah**
(Former President BCCI)
Chairman
Southern Petrochemical Industries Corp. Ltd., Chennai
2. **Shri K.C. Mohan**
Former Chairman & Managing Director MECON (SAIL)
Chennai
3. **Shri Onkar S Kanwar**
Chairman
Apollo Tyres Ltd, Gurgaon
4. **Shri N Sankar**
Chairman Sanmar Group
Chennai
5. **Shri V.S. Oberoi, I.A.S**
Secretary, Department of Higher Education
128 'C' wing, Shastri Bhavan, New Delhi – 110115
6. **Smt. Darshana M Dabral**
Joint Secretary & Financial Advisor
MHRD, New Delhi
7. **Dr K.M.Abraham**
Principal Secretary to Govt. of Kerala
Higher Education Department, Thiruvananthapuram
8. **Prof. S.L.Rao**
Past President AIMA
Bangalore
9. **Shri T.T. Thomas**
(Former MD FACT)
Kochi
10. **Prof. Kulbhushan Balooni**
Director (In-Charge), IIMK
11. **Prof. S. S. S. Kumar**
Professor, IIMK
12. **Lt. Col M. Julius George (Retd)**
Chief Administrative Officer and
Secretary to the Board, IIMK

The Board met on four occasions during the year 2015-16. The date and venue of the meeting were as under:

- 70th Meeting on 04 April 2015 at IIMK
- 71st Meeting on 06 Jun 2015 at Chennai
- 72nd Meeting on 07 Oct 2015 at Thiruvananthapuram
- 73rd Meeting on 16 Jan 2016 at Chennai

IIMK Society Members

The list of members of the IIMK Society as on 31 March 2016 is given below:

1. **Dr. A.C. Muthiah**
(Former President BCCI)
Chairman
Southern Petrochemical Industries Corp. Ltd., Chennai
2. **Shri K.C. Mohan**
Former Chairman & Managing Director MECON (SAIL)
Chennai
3. **Shri Onkar S Kanwar**
Chairman
Apollo Tyres Ltd, Gurgaon
4. **Shri N Sankar**
Chairman Sanmar Group
Chennai
5. **Shri V.S. Oberoi, I.A.S**
Secretary, Department of Higher Education
128 'C' wing, Shastri Bhavan
New Delhi – 110115
6. **Smt. Darshana M Dabral**
Joint Secretary & Financial Advisor
MHRD, New Delhi
7. **Dr K.M.Abraham**
Principal Secretary to Govt. of Kerala
Higher Education Department
Thiruvananthapuram
8. **Prof. S.L.Rao**
Past President AIMA
Bangalore
9. **Shri T.T. Thomas**
(Former MD FACT)
Kochi
10. **Prof. Bhaskar Ramamurthy**
Director IIT Madras
11. **Dr G. Gopakumar**
Vice Chancellor
Central University of Kerala, Kasaragod
12. **Prof. Anurag Kumar**
Director
Indian Institute of Science, Bangalore – 560012
13. **Dr Prafulla Agnihotri**
Director IIM Tiruchirappalli
14. **Prof. Uday B. Desai**
Director IIT Hyderabad

15. **Prof. Sushil Vachani**
Director
Indian Institute of Management Bangalore
Bannerghatta Road, Bangalore-560 076
16. **Dr Sivaji Chakravorthy**
Director NIT Calicut
17. **Prof. Anil D Sahasrabudhe**
Chairman
All India Council for Technical Education
7th Floor, Chandralok Building, Janpath
NEW DELHI- 110 001
18. **Dr K.S.Dasgupta**
Director IISST
Thiruvananthapuram
19. **Prof. Kulbhushan Balooni**
Director (In-Charge), IIMK
20. **Prof. S. S. S. Kumar**
Professor, IIMK
21. **Lt. Col M. Julius George (Retd)**
Chief Administrative Officer and
Secretary to the IIMK Society

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

31st Meeting on 04 April 2015 at IIMK

32nd Meeting on 07 Oct 2015 at Thiruvananthapuram



FACULTY MEMBERS (As on 31 March 2016)

DIRECTOR (In-Charge)

1. Prof. Kulbhushan Balooni

FACULTY MEMBERS

Professors

2. Prof. K. Unnikrishnan Nair
3. Dr. P. Rameshan
4. Prof. Sanal Kumar Velayudhan
5. Dr. R. Radhakrishna Pillai
6. Dr. Saji Gopinath
7. Dr. M.P. Sebastian
8. Dr. S.S.S. Kumar
9. Dr. C. Raju
10. Dr. Debabrata Chatterjee
11. Dr. Keyoor Purani
12. Dr. Anjan Kumar Swain
13. Dr. Sumit Mitra
14. Dr. Anandakuttan B. Unnithan

Associate Professors

15. Dr. Sudershan Kuntluru
16. Dr. Omkumar Krishnan
17. Dr. Rudra Sensarma
18. Dr. A.F. Mathew
19. Dr. G. Sridhar
20. Dr. Rupesh Kumar Pati
21. Dr. Sthanu R. Nair
22. Dr. Abhilash Nair
23. Dr. Nandakumar M.K.
24. Dr. Shubhasis Dey
25. Dr. G. Anand
26. Dr. Atanu Adhikari
27. Dr. G. Thangamani
28. Dr. L. Ramprasath
29. Dr. Joffi Thomas
30. Dr. Sony Thomas
31. Dr. Joshy Joseph

32. Dr. Rajesh Srinivas Upadhyayula
33. Dr. Kausik Gangopadhyay
34. Dr. T.N. Krishnan
35. Dr. Jijo Lukose P.J.
36. Dr. Manoranjan Dhal
37. Dr. Ashutosh Sarkar
38. Dr. Leena Mary Eapen
39. Dr. Deepa Sethi
40. Dr. Mohammed Shahid Abdulla
41. Dr. P.N. Ram Kumar

Assistant Professors

42. Dr. Anindita Paul
43. Dr. Deepak Dhayanithy
44. Dr. Anupam Das
45. Dr. S Subramanian
46. Dr. Anubha Shekhar Sinha
47. Dr. Priya Nair Rajeev
48. Dr. Naveen C. Amblee
49. Dr. Rachappa Shette
50. Prof. Manish Kumar
51. Prof. Surya Prakash Pati
52. Dr. Aparajith Ramnath
53. Dr. Suram Balasubramanyam
54. Prof. Pankaj Kumar Baag
55. Dr. Shovan Chowdhury
56. Dr. Sidhartha S. Padhi

VISITING PROFESSOR

57. Dr. Mahesh P. Bhawe

VISITING ASSOCIATE PROFESSOR

58. Shri K.K. Ramesh

VISITING ASSISTANT PROFESSOR

59. Shri Satish Krishnan
60. Prof. Arqum Mateen
61. Dr. Soumya Roy



STAFF MEMBERS (As on 31 March 2016)

1. Lt Col M. Julius George (Retd)	Chief Administrative Officer
2. Dr M.G. Sreekumar	Chief Librarian & Information Officer
3. Shri Ashok Pathak	Chief System Manager
4. Smt Shiny George Ambat	Chief Finance Officer
5. Shri Rajiv Varma	Chief Manager Infrastructure
6. Shri Pawan Kumar Singh	SAO (on deputation to IIM Amritsar)
7. Lt Col Cedric Thomas (Retd)	SAO (GA)
8. Shri Madusoodanan P.G.	SAO (AA)
9. Shri Sadanandan K.	SAO
10. Shri Ravindran V.V.	Administrative Officer
11. Shri Muraleedharan P.G.	Administrative Officer
12. Shri K. Murugan	Administrative Officer
13. Shri Vinod Kumar K.	Administrative Officer
14. Dr. N. Ramachandran	System Analyst
15. Shri Mohanan T.	Administrative Officer
16. Shri John G.	Administrative Officer
17. Shri Jayakrishnan K.S.	Administrative Officer
18. Dr. (Smt) Sunitha T.	Assistant Librarian (HG)
19. Shri Anil Kumar P.	Manager Infrastructure
20. Dr. (Smt) Sreejaya P.	Assistant Librarian (HG)
21. Shri Bose K.T.	AEE (Electrical)
22. Dr. (Smt) Lakshmi Viswanathan	Finance & Accounts Officer
23. Shri Muhammed Ashraf A.R.	Manager MDP
24. Shri Ravindran P.K.	Manager EPGP
25. Shri Anu Francis John	Manager Kochi Campus
26. Shri Rajeesh. M.P.	Assistant Engineer (Civil)
27. Shri Shaji C.P.	Assistant Administrative Officer
28. Shri Prasheeb Kumar K.K.	Assistant Administrative Officer
29. Shri Madhusoodan V.	Assistant Administrative Officer
30. Shri Sanal Kumar G.	Accounts Officer
31. Shri M Ravichandra Kiran	Accounts Officer
32. Shri Anil A.M.	Programmer
33. Shri Raghupathy Hari	Assistant Administrative Officer
34. Shri Mohammed Mustafa A.	Technical Assistant
35. Shri Sudheesh Kumar K.M.	Technical Assistant (DL)
36. Shri Sojan George	Assistant Administrative Officer
37. Dr. (Smt) Yamuna George	Assistant Administrative Officer
38. Shri Sanjay A.P.	Assistant Engineer (Electrical)
39. Shri Augustine George	Assistant Administrative Officer
40. Smt Asha Babu K.K.	Assistant
41. Shri Subair V.	Junior Engineer (Civil)
42. Shri Joshy Kuriokose	Library & Information Assistant
43. Shri Biju R.	Library & Information Assistant
44. Shri M. Renjith	Assistant
45. Smt Simmi K.G.	Assistant
46. Smt Sheena V.R.	Assistant
47. Shri Shiju N.K.	Technical Assistant (WA)
48. Dr. Mukul Bhooshan Singh	Assistant-cum-Hindi-Translator
49. Shri Kishore Kumar T.K.	Junior Engineer (Electrical)
50. Shri Dinesh T.	Assistant Programmer

51. Smt Sandhya T.V.	Junior Assistant
52. Smt Zeena K.	Junior Assistant
53. Shri Sudhir Rajan	Junior Assistant
54. Shri Alekh P.	Junior Assistant
55. Smt Divya Sasi	Junior Assistant
56. Shri Shensha C.	Store Assistant
57. Smt Sindhu J.	Junior Assistant
58. Shri Ramadasan M.	Junior Assistant
59. Shri Abdurahiman P.P.	Junior Assistant
60. Shri Asokan P.T.	Junior Assistant
61. Smt Kavitha K.P.	Junior Assistant
62. Shri Binoy P.	Junior Manager – EPGP
63. Shri Promis Philip	Junior Assistant
64. Shri Baburajan P.	Driver cum Office Staff
65. Shri K. Vijayan	Driver cum Office Staff
66. Shri Rajesh P.M.	Driver-cum-Office Staff
67. Shri Dalhath E.K.	Driver-cum-Office Staff
68. Smt Pushpa K.C.	Multi Tasking Staff



वार्षिक लेखा विवरण
Annual Statements of Accounts
2015- 2016





**Separate Audit Report on the Accounts of IIMK for
the Year Ended 31 March 2016**

1. BALANCE SHEET

A. SOURCE OF FUND

- i) Current Liabilities Rs.2366.37 lakh (Schedule-3) (1). This does not include an amount of Rs. 0.40 lakh received from a firm for the Management Development Programme (MDP OP 51). As this amount is refundable to the firm due to non- participation in the programme, the non-inclusion has resulted in understatement of current liability amounting to Rs.40 lakh with corresponding overstatement of income.
- 2) A Credit Balance of Rs.34.78 lakh of the suspense account in the nature of unidentified credit was accounted under Current Liabilities- Schedule 3 A (e)(x). This needs to be reconciled and accounted for in the respective head of account. Though this discrepancy was included in the last Separate Audit Report no action was seen initiated from the part of Institute.

B. Grant-in-aid. The Institute received no grant-in-aid from the Government of India during 2015-16. However, there was a minus opening balance of Rs. 24.72 crore as on 1st April 2015.

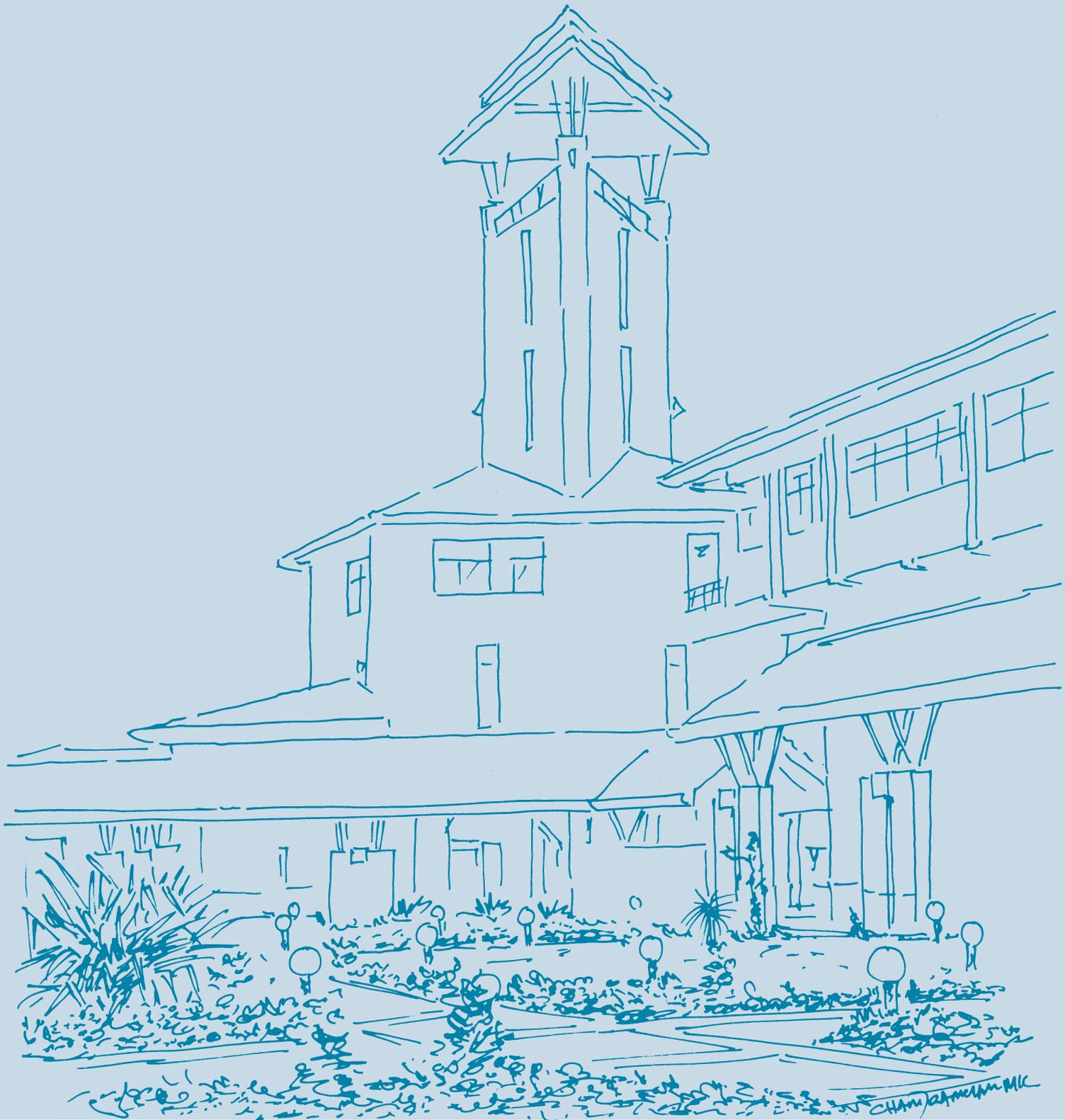
General Comments

1. As per Accounting Standard 2, the Stock has to be valued either at cost price or at net realizable price whichever is lower. However the Stock in the account was valued at cost price only in valuation in the guidelines stipulated in AS 2.
2. As per the revised Format of Financial Statements for Central Higher Education Institutions issued by MHRD, the following Accounting Policies also require disclosure in the financial statements.
 - a) Accounting Policy adopted on Revenue Recognition on Fees from Students.
 - b) Method of valuation of investments.
 - c) Court cases filed against the Institute by former/present employees, students and contractors and arbitration cases with contractors with amount involved as on 31.3.2016. This has not been done.
3. According to formats of financial statements for Central Higher Educational Institutions issued by MHRD provision for liability towards retirement benefits ie.gratuity need to be accounted upto the year end on actuarial valuation basis. The Institute has not made actuarial valuation of liability for gratuity as on 31.3.2016 nor the fact disclosed in the Notes on Accounts (Schedule 24).
4. As per Standards on Auditing (SA) 505, third party confirmation of debt has to be verified in audit. Audit during the verification found that third party confirmation was obtained only in the case of Bank Deposit and Bank Accounts. No confirmation from debtors/receivables is available for the outstanding amount shown in the Annual Accounts.

For and on behalf of the C & AG of India

Place : Chennai
Date : 16 November 2016

Sd/-
Director General of Audit (Central)



INSTITUTE REPLY TO SEPARATE AUDIT REPORT ON THE ACCOUNTS IIMK FOR THE YEAR ENDED 31 MARCH 2016

AUDIT OBSERVATION	INSTITUTE REPLY
<p>A. SOURCE OF FUND</p> <p>i) Current Liabilities Rs.2366.37 lakh (Schedule-3)(1). This does not include an amount of Rs. 0.40 lakh received from a firm for the Management Development Programme (MDP OP 51). As this amount is refundable to the firm due to non-participation in the programme, the non-inclusion has resulted in understatement of current liability amounting to Rs.40 lakh with corresponding overstatement of income.</p>	<p>It is submitted that the candidate was unable to attend the programme due to unavoidable health reasons, which she had intimated in the last minute. Moreover, at the time of finalization of accounts she has not requested for refund of fees paid. But later, she has requested that she may be permitted to attend the next programme. However a programme of the same nature has not yet been conducted at the Institute, nor has the Institute agreed to consider her request. The process of seeking a decision as to whether she would be allowed to participate in another programme has not being taken up by the Institute. Even on this date, whether it is to be considered as income or whether it would be refunded-(to be considered as liability) is not clear. If the request is considered, then it would be considered appropriately in the next year's accounts. Hence it is requested that the comment may be dropped.</p>
<p>2) A Credit Balance of Rs.34.78 lakh of the suspense account in the nature of unidentified credit was accounted under Current Liabilities- Schedule 3 A (e)(x). This needs to be reconciled and accounted for in the respective head of account. Though this discrepancy was included in the last Separate Audit Report no action was seen initiated from the part of Institute.</p>	<p>A credit balance of Rs 34.78 Lakhs in Suspense Account relates to online remittance to our bank account. The matter has been taken up with the SBI branch at IIM Kozhikode several times. It is understood that details of online remittances are available only in the Head office of SBI at Mumbai. During the current year details of three remittances have been received but it seems that the transaction do not relate to our Institute. If the amounts are not reversed by the bank, then the same shall be credited to miscellaneous income after the stipulated period.Considering the above, it is requested to drop the above query.</p>
<p>B. Grant-in-aid. The Institute received no grant-in-aid from the Government of India during 2015-16. However, there was a minus opening balance of Rs. 24.72 crore as on 1st April 2015.</p>	
<p>General Comments</p> <p>1. As per Accounting Standard 2, the Stock has to be valued either at cost price or at net realizable price whichever is lower. However the Stock in the account was valued at cost price only in valuation in the guidelines stipulated in AS 2.</p>	<p>The Stock maintained are items purchased as per requirement from departments and are issued on FIFO basis. Hence the valuation is based on cost.</p>
<p>2. As per the revised Format of Financial Statements for Central Higher Education Institutions issued by MHRD, the following Accounting Policies also require disclosure in the financial statements.</p>	<p>Accounting policy adopted on Revenue recognition on fees from students are disclosed in significant accounting policies in point no.2 of Schedule 23.Investments include fixed deposits and the same has been disclosed in</p>

<p>a) Accounting Policy adopted on Revenue Recognition on Fees from Students. b) Method of valuation of investments. c) Court cases filed against the Institute by former/present employees, students and contractors and arbitration cases with contractors with amount involved as on 31.3.2016. This has not been done.</p>	<p>our financial statements in point no.4 of Schedule 23.Court cases filed against the Institute by former and present employees, students and contractors and arbitration cases with contractors are included in point no.1 of Schedule 24.These corrections have been made which will be reflected in the printing of accounts.</p>
<p>3. According to formats of financial statements for Central Higher Educational Institutions issued by MHRD provision for liability towards retirement benefits ie.gratuity need to be accounted upto the year end on actuarial valuation basis. The Institute has not made actuarial valuation of liability for gratuity as on 31.3.2016 nor the fact disclosed in the Notes on Accounts (Schedule 24).</p>	<p>Gratuity Fund is maintained by LIC. The payments are released based on actuarial valuation certification submitted by LIC. Earned Leave Encashment expenditure is borne by the Institute when an employee demits office. Hence provision is based on latest salary drawn.</p>
<p>4. As per Standards on Auditing (SA) 505, third party confirmation of debt has to be verified in audit. Audit during the verification found that third party confirmation was obtained only in the case of Bank Deposit and Bank Accounts. No confirmation from debtors/receivables is available for the outstanding amount shown in the Annual Accounts.</p>	<p>Letters were issued to the debtors for confirmation of balance. Further, correspondences with parties who have replied to our letters are still in progress.</p>



Indian Institute of Management Kozhikode

ANNUAL STATEMENTS OF ACCOUNTS

2015-2016

Indian Institute of Management Kozhikode

BALANCE SHEET AS AT 31 MARCH 2016

(Rupees in lakhs)

SOURCES OF FUNDS			
PARTICULARS	SCHEDULE	CURRENT YEAR	PREVIOUS YEAR
CORPUS /CAPITAL FUND	1	42,697.03	35,761.33
DESIGNATED/EARMARKED/ENDOWMENT FUNDS	2	13,250.44	12,221.91
CURRENT LIABILITIES & PROVISIONS	3	2,366.37	1,662.92
TOTAL		58,313.84	49,646.16
APPLICATION OF FUNDS			
FIXED ASSETS	4		
Tangible Assets		19,240.61	13,814.85
Intangible Assets		105.37	57.51
Capital Work-In-Progress		3,752.83	1,325.38
INVESTMENTS FROM EARMARKED/ENDOWMENT FUNDS	5		
Long Term		170.00	170.00
Short term		11,600.40	10,782.00
INVESTMENTS -OTHERS	6	18,740.07	17,213.83
CURRENT ASSETS	7	340.15	641.21
LOANS, ADVANCES & DEPOSITS	8	4,364.41	5,641.38
TOTAL		58,313.84	49,646.16
Significant Accounting Policies	23		
Contingent Liabilities and Notes on Accounts	24		

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

Place : Kozhikode
Date : 11-06-2016

Sd/-
Ms. Shiny George Ambat
CFO

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

Sd/-
Prof. Kulbhushan Balooni
DIRECTOR (In-Charge)

Indian Institute of Management Kozhikode

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2016

(Rupees in lakhs)

PARTICULARS	SCHEDULE	CURRENT YEAR	PREVIOUS YEAR
INCOME			
Academic Receipts	9	6,904.11	6,156.94
Grants / Subsidies	10	-	
Income from investments	11	-	
Interest Earned	12	336.64	213.98
Other Incomes	13	58.51	110.02
Prior Period Income	14	3.01	2.16
TOTAL (A)		7,302.27	6,483.10
EXPENDITURE			
Staff Payments & Benefits	15	2,165.64	1,898.36
Academic Expenses	16	1,967.65	1,872.62
Administrative and General Expenses	17	521.52	469.43
Transportation Expenses	18	21.53	19.64
Repairs & maintenance	19	525.87	541.72
Finance costs	20	0.27	0.55
Depreciation	4	942.24	1,545.39
Other Expenses	21	6.80	0.08
Prior Period expenses	22	37.12	108.19
TOTAL (B)		6,188.64	6,455.98
Balance being excess of Income over Expenditure (A-B)		1,113.63	27.12
Transfer of Depreciation (Fixed Assets) to Capital Fund A/c		942.12	1,545.33
Transfer of Depreciation (Fixed Assets-Projects) to Capital Fund		0.12	0.06
Transfer to Depreciation Fund		-	-
Transfer to CPF General Reserve		-	2.81
Transfer to Pension Fund		-	(764.05)
Transfer to Staff Welfare Fund		(71.87)	(62.45)
Balance Being Surplus (Deficit) Carried to General Fund		1,984.00	748.82
Significant Accounting Policies	23		
Contingent Liabilities and Notes on Accounts	24		

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
Ms. Shiny George Ambat
CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31 MARCH 2016

(Rupees in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
SCHEDULE 1 - Corpus/Capital Fund		
A. Corpus Fund		
Balance at the beginning of the year	18,201.19	16,193.09
Add : Loan Amount recovered during the year	1.58	6.78
Add : Amount transferred from Income & Expenditure A/c	1,984.00	748.83
Add : Interest on Corpus Fund Investment	1,268.27	1,253.34
Add: Interest Charged on Recoverable Loan A/c	0.53	0.66
Add: Sale of assets	0.17	-
Less: Amount transferred to Plan - General - Capital Assets		-
Less: Amount transferred to Depreciation Fund		-
Less: Recoverable Loan paid from corpus Fund	(1.87)	(1.51)
Less : Amount of capital expenses incurred over and above balance in Grant in aid	-	
Balance as at the year end (A)	21,453.87	18,201.19
CPF General Reserve A/c		
Balance at the beginning of the year	(3.39)	(0.58)
Add: Amount transferred back to CPF and disclosed separately	3.39	(2.81)
Balance as at the year end (B)	0.00	(3.39)
CPF Forfeited A/c		
Balance at the beginning of the year	8.60	8.43
Less: Amount transferred back to CPF and disclosed separately	(8.60)	0.17
Balance as at the year end (C)	-	8.60
TOTAL (A + B + C) (I)	21,453.87	18,206.40

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

continued

Place: Kozhikode
Date : 11-06-2016

Sd/-
Ms. Shiny George Ambat
CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31 MARCH 2016

(Rupees in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
B- CAPITAL FUND		
1. Capital Fund (Fixed Assets)		
A) Non-Depreciable Assets		
Balance as at the beginning of the year	2,241.72	2,371.44
Add: Paid for Land during the year	309.48	(129.72)
Balance at the year end (A)	2,551.20	2,241.72
B) Depreciable Assets		
Balance as at the beginning of the year	12,955.72	12,337.07
Add: Capital Expenditure incurred during the year	3,538.04	2,160.04
Add Excess depreciation charged in earlier years on change of method of depreciation	4,996.30	
Less: Depreciation written off during the year	(942.11)	(1,545.33)
Less: Cost of Assets disposed off during the year	(1.70)	
Add: Accumulated Depreciation on Assets disposed off	1.16	3.94
Balance at the year end (B)	20,547.41	12,955.72
TOTAL AT THE YEAR END (A+B) (A1)	23,098.61	15,197.44
2. Capital Fund (Fixed Assets-Projects)		
Balance as at the beginning of the year	0.30	0.36
Add: Capital Expenditure incurred during the year	0.00	0.00
Add Excess depreciation charged in earlier years on change of method of depreciation	0.03	
Less: Depreciation written off during the year	(0.13)	(0.06)
Balance at the year end (B2)	0.20	0.30
TOTAL AT THE YEAR END (B1+B2) (I)	23,098.81	15,197.74

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

continued

Place: Kozhikode
Date : 11-06-2016

Sd/-
Ms. Shiny George Ambat
CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31 MARCH 2016

(Rupees in lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
3. Capital Fund (Grant-in-Aid)		
a) Govt. of India - Plan - Capital Assets		
Balance as at the beginning of the year	1,991.88	3,556.86
Add : Grant-in-Aid received from Govt. of India	0.00	298.67
Add : Amount transferred from Corpus Fund	-	-
Less: Transferred to Capital Fund (FA)	(3,847.53)	(1,993.37)
Add: Amount realized on disposal of Assets/Amount Received from tehasildar being unutilised deposit for land acquisition	-	129.72
Balance as at the year end (A)	(1,855.65)	1,991.88
b) Govt. of India - Plan - General		
Balance as at the beginning of the year		
Add : Grant-in-Aid received from Govt. of India	-	166.67
Less: Transferred to Capital Fund (FA)	-	(166.67)
Balance as at the year end (B)	0.00	0.00
4. CPF MEMBERS ACCOUNT		
Balance at the beginning of the year	365.31	762.59
Add : Subscriptions during the year	-	56.07
Add : Interest credited during the year	-	39.12
Add : Amount transferred from previous employers	-	1.28
Less: Withdrawals made during the year	-	(493.75)
Less: Amount transferred back to CPF and disclosed separately	(365.31)	-
Balance as at the year end (C)	0.00	365.31
TOTAL BALANCE AT THE YEAR END (A +B+C) (II)	(1,855.65)	2,357.19
TOTAL (I +II) (A2)	21,243.16	17,554.93
Grand Total (A1+A2)	42,697.03	35,761.33

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
Ms. Shiny George Ambat
CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31 MARCH 2016

(Rupees in lakhs)

SCHEDULE 2 - DESIGNATED/EARMARKED FUNDS	FUND WISE BREAKUP						CURRENT YEAR	PREVIOUS YEAR
	Pension Fund	Alumni Association Fund	Asset Replacement Fund	Campus Green Fund	Depreciation Fund	Staff Welfare Fund		
a) Opening balance of the funds	940.30	-	-	-	11,118.04	163.57	12,221.91	10,470.56
b) Additions to the Funds							-	
i) Grants received/Contributions made		-	5,217.55	6.65		71.87	5,296.07	827.68
ii) Income from Investments/Savings Bank A/c	13.67				1,012.84		1,026.51	1,022.94
iii) Members' Contributions received						1.18	1.18	-
iv) Loan Recovered						1.10	1.10	
v) Creche fee						0.40	0.40	
vi) Prior Period income/Amount recd from Advance							-	0.83
TOTAL (a+b)	953.97	-	5,217.55	6.65	12,130.88	238.12	18,547.17	12,322.01
c) Utilisation/Expenditure towards objectives of funds								
i) Capital Expenditure								
- Fixed Assets	-						-	-
TOTAL	-						-	-
ii) Revenue Expenditure								
- Salaries, Wages and Allowances and other expenses	11.65			2.10			13.75	10.97
- Transfer of fund					5,217.55		5,217.55	88.38
- Creche Expenses						1.34	1.34	
- Loan Paid						1.19	1.19	
- Payment to Members/ SCEDF						62.90	62.90	-
TOTAL	11.65			2.10	5,217.55	65.43	5,296.73	99.35
iii) Balance fund amount remitted/refunded	-						-	-
TOTAL	-						-	-
iv) Other Debits/Advances	-						-	0.75
TOTAL	-						-	0.75
TOTAL (c)	11.65			2.10	5,217.55	65.43	5,296.73	100.10
NET BALANCE AS AT THE YEAR END (a+b-c)	942.32	-	5,217.55	4.55	6,913.33	172.69	13,250.44	12,221.91
Represented by								
Cash and Bank Balance including short term deposit	770.05	-	123.15	4.54	-	72.07	969.81	1,054.82
Investments	170.00	-	4,588.06	-	6,913.34	99.00	11,770.40	10,952.00
Interest Accrued but not due	2.27	-	506.34	-	-	1.62	510.23	215.09
TOTAL	942.32	-	5,217.55	4.54	6,913.34	172.69	13,250.44	12,221.91

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
Ms. Shiny George Ambat
CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31 MARCH 2016

(Rupees in lakhs)

PARTICULARS	CURRENT YEAR		PREVIOUS YEAR	
SCHEDULE3 - CURRENT LIABILITIES & PROVISIONS				
A. CURRENT LIABILITIES				
a) Caution Deposits from Students				
i) From current students	85.65		191.22	
ii) From ex-students	115.75	201.40	3.69	194.91
b) Sundry Creditors for goods/services				
i) Electricity & Water charges payable	-		26.41	
ii) Telephone Charges payable	-		1.65	
iii) Others	39.73	39.73	23.99	52.05
c) Advances received				
i) Consultancy Projects A/c	97.59		64.62	
ii) Income received in advance	0.04	97.63	10.68	75.30
d) Statutory Liabilities	0.82	0.82	0.96	0.96
e) Other Current Liabilities				
i) Salaries & Wages Payable	-		101.75	
ii) Scholarship Payable	9.36		2.40	
iii) Travel expenses(Admission) Payable	-		0.14	
iv) Group Gratuity Premium payable	-		4.73	
v) Honararium payable	-		40.96	
vi) Retention Money	143.20		151.15	
vii) Earnest Money Deposits	38.62		21.64	
viii) IIMK Students Mess A/c payable	22.26		20.42	
ix) Undivided Revenue payable-EPGP	122.54		197.71	
x) Suspense (Credit)	34.79		13.88	
xi) Others liabilities	31.02	401.79	39.85	594.63
xii) IIM Amritsar	586.98	586.98	(7.51)	(7.51)
f) CAT Account	5.20	5.20	99.95	99.95
TOTAL (A)		1,333.55		1,010.29
B. PROVISIONS				
a) Accumulated Leave Encashment	522.19		404.74	
b) Others				
i) Provision for Capital Expenditure	60.55		69.14	
ii) Provision for Revenue Expenditure	450.08	1,032.82	178.75	652.63
TOTAL (B)		1,032.82		652.63
TOTAL (A + B)		2,366.37		1,662.92

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
Ms. Shiny George Ambat
CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31 MARCH 2016

(Rupees in lakhs)

SCHEDULE 4- FIXED ASSETS Description	GROSS BLOCK				DEPRECIATION				NET BLOCK	
	Opening Balance as at 01-04-2015	Additions during the year	Deductions during the year	Closing balance as on 31-03-16	Depreciation balance on 01-04-2015	Depreciation for the year	Deductions/ Adjustents	Total depreciation as on 31-03-16	As on 31-03-16	As on 31-03-15
Land										
a) Freehold Land	2,171.66	309.48	-	2,481.14	-	-	-	-	2,481.14	2,171.66
b) Land Development Cost	70.06	-	-	70.06	-	-	-	-	70.05	70.06
Total	2,241.72	309.48	-	2,551.20	-	-	-	-	2,551.19	2,241.72
Building										
c) Building (Non residential)	10,572.20	240.44	(14.65)	10,797.99	4,464.86	216.13	(3,165.73)	1,515.26	9,282.72	6,107.34
d) Buildings(Residential)	2,625.04	36.81	-	2,661.85	579.81	54.91	(414.33)	220.39	2,441.46	2,045.23
Total	13,197.24	277.25	(14.65)	13,459.84	5,044.67	271.04	(3,580.06)	1,735.65	11,724.18	8,152.57
Roads&bridges	1,109.69	-	-	1,109.69	618.11	21.89	(409.09)	230.91	878.78	491.58
Total	1,109.69	-	-	1,109.69	618.11	21.89	(409.09)	230.91	878.78	491.58
Tubewell &water supply										
a) Water Harvesting Pond	547.19	156.53	-	703.72	27.36	14.07	(16.42)	25.01	678.71	519.83
b) Water Supply Installations	255.41	-	-	255.41	193.45	5.11	(145.32)	53.24	202.17	61.96
Total	802.60	156.53	-	959.13	220.81	19.18	(161.74)	78.25	880.88	581.79
Electrical installation & equipment	1,863.36	18.69	-	1,882.05	779.02	94.24	(351.16)	522.10	1,359.95	1,084.34
Office equipment	276.03	7.24	(1.70)	281.57	183.25	18.75	(4.43)	197.57	84.00	92.78
Audio visual equipment	57.68	281.26	-	338.94	9.43	25.42	(0.93)	33.92	305.02	48.25
Computers&Pheripherals	1,368.16	50.60	-	1,418.76	1,173.85	133.71	(146.77)	1,160.79	257.97	194.31
Furniture,Fixtures& fittings	1,614.79	30.82	-	1,645.61	795.40	110.46	72.16	978.02	667.59	819.39
Vehicles	61.85	-	-	61.85	39.90	4.73	2.04	46.67	15.18	21.95
Lib.books&Scientific journals	1,567.56	179.29	-	1,746.85	1,481.77	99.04	(349.31)	1,231.50	515.35	85.79
Other assets	0.38	0.30	-	0.68	0.30	0.05	0.02	0.37	0.31	0.08
Total	6,809.81	568.20	(1.70)	7,376.31	4,462.92	486.40	(778.38)	4,170.94	3,205.37	2,346.89
Project Fixed assets										
a) Furniture & Fixtures	0.79	-	-	0.79	0.51	0.06	0.05	0.62	0.17	0.28
b) Computers & Peripherals	62.06	-	-	62.06	62.04	0.01	(0.02)	62.03	0.03	0.02
c) Library Assets	2.73	-	-	2.73	2.73	0.05	(0.06)	2.72	0.01	-
Total	65.58	-	-	65.58	65.28	0.12	(0.03)	65.37	0.21	0.30
Total (A)	24,226.64	1,311.46	(16.35)	25,521.75	10,411.79	798.63	(4,929.30)	6,281.12	19,240.61	13,814.85
Capital Work in progress (B)	1,325.38	3,125.31	(697.87)	3,752.83					3,752.83	1,325.38
Intangible assets										
Computer software				-						-
E-Journals	614.29	123.27	-	737.56	556.78	143.61	(68.20)	632.19	105.37	57.51
Patents				-				-		-
Total (C)	614.29	123.27	-	737.56	556.78	143.61	(68.20)	632.19	105.37	57.51
Grand total (A+B+C)	26,166.31	4,560.04	(714.22)	30,012.14	10,968.57	942.24	(4,997.50)	6,913.31	23,098.81	15,197.74

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

Place: Kozhikode

Date : 11-06-2016

Sd/-

Ms. Shiny George Ambat

CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31 MARCH 2016

(Rupees in lakhs)

SCHEDULE 5 - INVESTMENTS FROM EARMARKED/ENDOWMENT FUNDS

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
a) INVESTMENTS - Long term Funds		
Pension Fund	170.00	170.00
b) INVESTMENTS - Short term funds		
Depreciation Fund	11,501.40	10,782.00
c) INVESTMENTS - Short term funds		
Staff Welfare Fund	99.00	-
TOTAL	11,770.40	10,952.00

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
Ms. Shiny George Ambat
CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31 MARCH 2016

(Rupees in lakhs)

SCHEDULE 6 - INVESTMENTS - OTHERS		
PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
A) INVESTMENTS - Long term Funds		
a) Long Term Deposits with Banks (Corpus Fund Investment)	15,037.41	1,375.00
b) In Govt. of India Bonds 8% (Corpus Fund Investment)		3,000.00
c) CPF Investments		323.75
	15,037.41	4,698.75
B) INVESTMENTS- Short term funds		
a) Term Deposits with Banks	3,173.85	2,272.62
b) CAT Funds Investments		99.75
c) Term Deposits with Banks (Corpus Fund Investment)	528.81	10,142.71
TOTAL	3,702.66	12,515.08
GRAND TOTAL	18,740.07	17,213.83

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
Ms. Shiny George Ambat
CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31 MARCH 2016

(Rupees in lakhs)

SCHEDULE 7 - CURRENT ASSETS

PARTICULARS	CURRENT YEAR		PREVIOUS YEAR	
1. Stock in Hand		53.66		41.50
2. Sundry Debtors				
Outstanding for more than six months	170.13	-	131.20	-
Others-less than six months	27.31	197.44	92.91	224.11
3. Cash balances in hand (including cheques/drafts and imprest)		-		-
4. Bank Balances : a) With Scheduled Banks				
- On Savings Accounts		89.05		375.60
TOTAL (A)		340.15		641.21

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
Ms. Shiny George Ambat
CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31 MARCH 2016

(Rupees in lakhs)

SCHEDULE 8 - LOANS, ADVANCES & DEPOSITS

PARTICULARS	CURRENT YEAR		PREVIOUS YEAR	
1. Advances to Employees				
a) Festival advances	0.10		0.11	
b) LTC advances	6.39		2.94	
c) TA/DA advances	24.13		16.79	
d) Temporary advances	2.97	33.59	10.98	30.82
2. Advances and other amounts recoverable in cash or in kind or for value to be received				
a) On Capital account	2,454.65		4,533.37	
b) To Suppliers	37.81		23.51	
c) IIM Amritsar	0.00		0.00	
d) Others(receivables)	323.22	2,815.68	281.39	4,838.27
3. Prepaid Expenses				
a) Insurance	5.31		4.55	
b) Other Expenses	81.54	86.85	35.71	40.26
4. Deposits				
a) Telephone	0.15		0.15	
b) Electricity	39.22		37.59	
c) Others	25.09	64.46	19.18	56.92
5. Interest accrued on Investment and Funds				
On Earmarked Funds:				
a) Depreciation Fund	506.34		212.89	
b) SWF Investments	1.62			
c) Pension fund	2.27	510.22	2.20	215.09
On others:				
a) Corpus fund	593.23		293.91	
b) Term deposit fund	189.74		83.75	
c) CPF	0.00		43.83	
d) CAT Investment	0.00		2.33	
e) KSEB Deposit	2.35		0.00	
f) Loans & Advances	3.53	788.85	3.34	427.16
6. Cenvat	64.76	64.76	32.86	32.86
TOTAL (B)		4,364.41		5,641.38

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
Ms. Shiny George Ambat
CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2016

(Rupees in lakhs)

SCHEDULE 9 - ACADEMIC RECEIPTS

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
A. ACADEMIC - PGP Tuition Fees		
1. Tuition	2,423.46	2,005.65
2. IT & Infrastructure	553.94	515.02
3. Library	484.70	479.62
4. Books & Study Material	415.45	385.40
5. Admission Fees	34.57	20.76
6. Orientation	34.57	13.84
7. Student Support Services	86.58	80.78
8. Workshops	34.62	52.30
Total (a)	4,067.89	3,553.37
9. DPP FEES	82.19	36.66
10. PGP Misc.Income	26.61	18.96
11. Placement Fees	96.36	72.15
Total (b)	205.16	127.77
B. EXAMINATIONS - (PGP)		
1. Examinations Fees	69.24	56.16
2. CAT Income	316.91	212.78
Total (c)	386.15	268.94
C. Others fees - (PGP)		
1. Medical & Student Welfare	103.86	94.62
2. Hostel (Room Rent)	207.73	210.00
3. Alumni	52.01	53.10
Total (d)	363.60	357.72
Total A	5,022.80	4,307.80
D. FPM Incomes		
1. Acceptance Money	0.18	0.40
2. Fee paid at the time of joining	-	0.53
3. Application Fee	0.52	0.34
TOTAL B	0.70	1.27
TOTAL (A+B)	5,023.50	4,309.07

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
Ms. Shiny George Ambat
CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2016

(Rupees in lakhs)

SCHEDULE 9 -OTHER ACADEMIC RECEIPTS -Contd.

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
E) EPGP Programme Fees		
a) EPGP Fees	429.90	151.45
b) Study material	258.57	221.25
c) Others	6.10	5.31
Total	694.57	378.02
1) EPGP Programme Fees(Kochi)	500.16	539.76
2) MDP Income	650.74	787.27
3) FDP Programme fees	26.58	13.31
4) Income from Seminars / Conferences	8.56	129.51
Total	1,186.04	1,469.85
GRAND TOTAL	6,904.11	6,156.94

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
Ms. Shiny George Ambat
CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2016

(Rupees in lakhs)

SCHEDULE 12 - INTEREST INCOME		
PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
A. Interest on Term Deposits With Scheduled Banks	299.53	187.83
B. Interest on Savings accounts With Scheduled Banks	34.76	26.02
C. Interest on Loans/Deposits On KSEB deposit	2.35	0.13
TOTAL	336.64	213.98

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
Ms. Shiny George Ambat
CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2016

(Rupees in lakhs)

SCHEDULE 13 - OTHER INCOME

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
A. Income from Land & Building		
1. Licence Fee Guest House Charges	18.13	26.08
2. Accomodation in Guest House	24.67	22.30
B. CPF Income	-	36.31
C. Others		
1. Income from Agricultural Products	-	2.16
2. Consultancy Income	2.29	12.02
3. Miscellaneous Receipts (Others)	1.90	5.30
4. Facilitation Charges	6.34	2.20
5. Awards	0.25	
6. Internship Fee	0.20	-
7. Cost of Forms/Quotation	1.01	1.15
8. Bus fare receipts	1.43	1.51
9. Registration Fee(Suppliers)	2.28	0.01
10. Royalty Income	-	0.16
11. Application fee for Right to Information	0.01	0.03
12. Receipt for use of Staff Car	-	0.08
13. Application fee for Jobs	-	0.71
TOTAL	58.51	110.02

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
Ms. Shiny George Ambat
CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2016

(Rupees in lakhs)

SCHEDULE 14 - Prior Period Income

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Prior period income	3.01	2.16
TOTAL	3.01	2.16

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
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CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2016

(Rupees in lakhs)

SCHEDULE 15 - Staff Payments & Benefits

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Salaries and Wages	1,540.32	1,354.77
Allowances and Bonus	231.66	112.66
Contribution to PF	16.98	23.13
Staff Welfare Expenses	10.39	10.67
Retirement & Terminal Benefits	152.61	192.30
Leave Travel Concession Expenses	17.19	36.45
Medical expenses	25.40	32.70
Children education allowances	14.21	14.90
Honararium	6.21	1.33
TA/DA Expenses	4.28	5.01
Other Staff Payments	146.39	114.44
TOTAL	2,165.64	1,898.36

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
Ms. Shiny George Ambat
CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2016

(Rupees in lakhs)

SCHEDULE 16 - ACADEMIC EXPENSES

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Direct PGP Expenses	874.64	745.10
Direct MDP Expenses	502.94	504.70
Direct FDP Expenses	9.43	7.82
Direct EPGP Expenses	226.51	240.78
FPM Expenses	159.28	132.38
Research Expense	16.41	108.52
Academic Expenses-KOCHI	178.44	133.32
TOTAL	1,967.65	1,872.62

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
Ms. Shiny George Ambat
CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2016

(Rupees in lakhs)

SCHEDULE 17 - ADMINISTRATIVE AND GENERAL EXPENSES

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Electricity and Water Charges	260.59	239.23
Insurance Premium	4.59	6.10
Rent Rates and Taxes	2.82	2.29
Postage Expenses (General)	4.10	6.19
Telephone Expenses (Gen)	15.16	15.24
Printing and Stationary (Gen)	7.29	0.50
Travelling and Conveyance		
Travel Faculty	5.15	10.14
Travel (Non Faculty)	0.86	0.17
Travel-General	6.26	5.47
Hospitality Expenses		
Hospitality Expenses (Director)	0.65	0.49
Hospitality Expenses (General)	5.63	3.90
Professional fee to Internal Auditors	1.08	1.08
Statutory Audit Fee	4.03	-
Legal and Professional Charges	6.93	3.50
Advertisement and Publicity (General)	59.11	43.84

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
Ms. Shiny George Ambat
CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2016

(Rupees in lakhs)

SCHEDULE 17 - ADMINISTRATIVE AND GENERAL EXPENSES -Contd.

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Advertisement and Publicity Development	3.40	4.39
News Papers and Periodicals	1.72	1.68
BOG Meeting Expenses	14.64	7.99
Dispensary Expense(Others)	9.65	14.33
Others (Administrative Expenses)		
Institute Functions	2.24	2.05
Institutional Membership and Subscription	21.83	7.83
Miscellaneous Exps (General)	0.18	0.52
Kochi Campus Expenses		
Advertisement & Publicity (Kochi)	6.60	13.98
V Sat and Internet Charges (Kochi)	0.25	0.12
Consumables (IT) Expenses & Other Maintenance (Kochi)	0.88	1.31

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

Place: Kozhikode
Date : 11-06-2016

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CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2016

(Rupees in lakhs)

SCHEDULE 17 - ADMINISTRATIVE AND GENERAL EXPENSES -Contd.

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Electrical Repairs & Maint. (Kochi)	0.52	1.68
Electricity & Water Charges (Kochi)	6.60	7.41
Hospitality Expenses (Kochi)	3.90	10.68
Hostel Guest House Expenses (Kochi)	3.92	1.90
Housekeeping and Consumables (Kochi)	0.13	-
Institute Functions (Kochi)	-	0.38
Institutional Membership and Subscription(Kochi)	-	2.49
Internet Charges (Kochi)	6.42	7.22
Journals & Subscriptions (Kochi)	-	0.18
Miscellaneous Expenses (Kochi)	0.09	0.06
News Paper & Periodicals (Kochi)	0.14	0.14
Postage (Kochi)	0.18	0.05
Printing & Satationery (Kochi)	5.26	1.32
Rent Rates & Taxes Kochi (Kochi)	45.87	41.23
Telephone Exp (Kochi)	2.26	2.35
TVM Campus expenses	0.59	-
TOTAL	521.52	469.43

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

Place: Kozhikode
Date : 11-06-2016

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CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2016

(Rupees in lakhs)

SCHEDULE 18 - TRANSPORTAION EXPENSES

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
1. Vehicles (Owned by Educational Institution)		
Vehicle Running (P.O.L) Expenses	7.11	7.34
Vehicle Maintenance Expenses	5.34	6.76
Vehicle Insurance	1.05	0.98
2. Vehicles taken on lease/expenses	4.86	4.44
3. Kochi Conveyance Hire charges	3.17	0.12
TOTAL	21.53	19.64

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

Place: Kozhikode
Date : 11-06-2016

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CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2016

(Rupees in lakhs)

SCHEDULE 19 - REPAIRS & MAINTENANCE

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Civil Repairs and Maintenance	51.57	78.86
Furniture Repairs and Maintenance	1.31	0.97
Electrical Repairs and Maintenance	68.44	80.29
DG Set Maintenance Expenses	23.47	25.52
Consumables(IT) Expenses & Other Maintenance	20.73	24.33
V Sat and Internet Charges	29.17	35.42
Cable Charges (TV)	1.15	3.11
AMC for Equipments	42.11	43.72
Hostel Guest House Expenses	1.47	5.79
House Keeping Consumable Items	4.95	4.19
Campus Maintenance Expenses	218.79	182.84
Campus Green Initiative Expenses	-	0.67
Horticultural Expenses	34.29	34.46
WTP Maintenance Expenses	11.09	8.66
MDC Guest House expenses	0.94	2.43
Kochi Campus Expenses		
Repairs and Maintenance (Kochi)	0.23	0.33
AMC (Kochi)	8.24	7.67
Campus Maintenance Exps (Kochi)	7.92	2.46
TOTAL	525.87	541.72

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
Ms. Shiny George Ambat
CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2016

(Rupees in lakhs)

SCHEDULE 20 - FINANCE COSTS

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Bank Charges	0.27	0.55
TOTAL	0.27	0.55

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2016

(Rupees in lakhs)

SCHEDULE 21 - OTHER EXPENSES

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Interest paid on service Tax	0.23	0.08
Loss of Library Books	-	(0.00)
Loss of Fire (Building)	6.57	-
TOTAL	6.80	0.08

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2016

(Rupees in lakhs)

SCHEDULE 22 - PRIOR PERIOD EXPENSES

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
Prior Period Expenses	37.12	108.19
TOTAL	37.12	108.19

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
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CFO

SCHEDULE 23 – SIGNIFICANT ACCOUNTING POLICIES:

1. BASIS FOR PREPARATION OF ACCOUNTS

The financial statements are prepared on the basis of historical cost convention, unless otherwise stated, following going concern concept and on accrual method of accounting. Accrual method of accounting has been followed as far as possible and the deviations are as stated therein.

2. REVENUE RECOGNITION AND CHANGE IN THE ACCOUNTING POLICY

- 2.1 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 Consultancy income is recognized on completion of the consultancy projects.
- 2.4 ePGP income has been considered for the total fee shared during the year which comes to Rs.694.57 Lakhs. Fee based on accrual method of accounting comes to Rs.774.58 Lakhs.
- 2.5 Fees from students, Sale of admission forms, Royalty & Interest on saving bank accounts are accounted on cash basis.

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
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CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2016

3. EXPENSES

- 3.1 Expenses are accounted on the basis of accrual method of accounting except the following.
We have prior period expenses of Rs. 37.12 Lakhs in 2015-16 which was not recognized in 2014-15.

4. INVESTMENTS

- 4.1 All investments made by CPF trust are long term investments.
4.2 Long term investments (Corpus/Capital Fund) are carried at their cost or face value which ever is lower.

5. FIXED ASSETS

- 5.1 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 4 to the Balance sheet.
- 5.2 Fixed Assets acquired out of Earmarked/Sponsored Projects are booked as expenditure in concerned project account. These assets are included in Fixed Assets by corresponding credit to Capital Fund (Fixed Asset - Project) in Schedule 4 to the balance sheet.
- 5.3 Fixed Assets are stated at cost of acquisition inclusive of inward freight, duties and taxes and incidental and direct expenses related to acquisition of assets.
- 5.4 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.
- 5.5 Fixed Assets constructed and put to use during the year has been capitalized. Adjustments in the valuation of "Water Harvesting Pond" and interior furnishing and fit out works in MDP complex has been made as per the revised certified value.
- 5.6 Work done for Audio Visual project by M/s.Siemens in Phase IV MDP complex and "ISRO Pavilion" has been capitalized during the year.
- 5.7 The balance due to M/s GFE amount to Rs.40/-lacs (approximate) has been set aside against their liabilities on account of their non performance of the contracts besides other recoveries (including outstanding payments, if any, to local agencies engaged by M/s GFE). How ever a separate accounting entry has not been recorded in our Books.
- 5.8 The amount received from insurance company during the previous years Rs. 8,07,868/- has been adjusted as the final bill relating to revamping of the fire affected room at MDP complex has been received.
- 5.9 Necessary adjustments has been made in Fixed asset schedule and depreciation statements based upon the expenditure statement provided by CPWD in case where assets have been put to use.

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
Ms. Shiny George Ambat
CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2016

6. DEPRECIATION

6.1 During the year depreciation method were changed from WDV method as per Income Tax Act to method prescribed by MHRD. Fixed assets are valued at cost less accumulated depreciation. The effect of change in method of depreciation amounting to Rs 49.97 crores (Including Project assets) is shown in Capital Fund (Fixed Assets) .Depreciation on fixed assets is provided on Straight line method,at the following rates.

Tangible Assets

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

Intangible Assets (amortization)

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

6.2 Depreciation is provided for the whole year on additions during the year.

6.3 Where an asset is fully depreciated, it will be carried at a residual value of Rs.1 in the Balance Sheet and will not be further depreciated. Thereafter, depreciation is calculated on the additions of each year separately at the rate of depreciation applicable for that asset head.

6.4 Small Value Assets are included in their respective heads based on the nature of the asset.

6.5 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.

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

Place: Kozhikode
Date : 11-06-2016

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Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2016

7 INTANGIBLE ASSETS

7.1 Electronic Journals (E-Journals) are separated from Library Books in view of the limited benefit that could be derived from the on-line access provided. E-journals are not in a tangible form, but temporarily capitalized and in view of the magnitude of expenditure and the benefit derived in terms of perpetual knowledge acquired by the Academic and Research Staff; Depreciation is provided in respect of E-Journals at a higher rate of 40% as against depreciation of 10% provided in respect of Library Books.

8 GOVERNMENT GRANTS / SUBSIDIES

- 8.1 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 provided the land free of cost to the Institute during the initial years.
- 8.1 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.
- 8.2 Government grants utilized towards capital cost of setting up this Institute is 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.
- 8.3 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.

9 CORPUS FUND

- 9.1 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.
- 9.2 Interest accrued on Corpus Fund Investment and Loans and Advances granted out of Corpus Fund are directly credited to the Corpus Fund Account without taking to Income & Expenditure Account. This change is done in compliance with requirement of 'Block Grant Scheme'
- 9.3 In the current year, capital expenses incurred over and above the balance in Capital Fund Grant -in - aid account has been transferred to Capital Fund (Fixed Assets).

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

Place : Kozhikode
Date : 11-06-2016

Sd/-
Ms. Shiny George Ambat
CFO

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

Sd/-
Prof. Kulbhushan Balooni
DIRECTOR (In-Charge)

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2016

10. DESIGNATED/ EARMARKED FUND

10.1 Depreciation Fund has been retained to the value of accumulated depreciation.

10.2 Asset Replacement Fund.

A new fund has been created by this name and excess in the depreciation Fund over the accumulated depreciation has been transferred to this fund.

10.3 Pension Fund.

The Institute is in receipt of letter no- CE/II/7-46A//16-17/IIMK/66 dt. 31/05/2016 of C&AG. Hence status quo has been maintained.

10.4 Campus Go Green Fund.

A new Fund has been created by this name and income from agricultural products are transferred to Campus Go Green Fund.

10.5 Alumni Association Fund.

A new fund has been created by this name as per the decision of the BOG.

11. Significant events during the year

11.1 IIMK was appointed as mentor for the new IIM Amritsar by the Government of India and the transactions are incorporated in our books for which separate Statement of accounts are prepared and appended.

12. FOREIGN CURRENCY TRANSACTIONS

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

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

Place: Kozhikode

Date : 11-06-2016

Sd/-
Ms. Shiny George Ambat
CFO

13. RETIREMENT BENEFITS

- 13.1 Provision for accumulated leave encashment benefit to the employees is computed on the assumption that employees are entitled to receive the benefits as at each year end.
- 13.2 In respect of employees covered under the pension Scheme the amount received from their previous employers towards discharge of their pension liability is taken to the Pension Fund account and invested suitably.
- 13.3 Provision for payment of pension has been made as per Govt. of India pension / commutation rules up to 2014-15 in respect of the service rendered in the Institute.
- 13.4 We have New Group Gratuity Cash Accumulation Scheme Master Policy No.604000243 & Group Gratuity Cash Accumulation Scheme Master No.405475 with Life Insurance Corporation towards our liability for Gratuity payments. Premium paid/due for the year has been accounted as expenditure for the year.

14 STOCKS

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

15 TAXATION

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

16 INVESTMENTS OF EARMARKED FUNDS AND INTEREST INCOME ACCRUED ON SUCH INVESTMENTS

To the extent not immediately required for expenditure, the amounts available against such funds are invested for fixed term with Banks, leaving the balance in Savings Bank Accounts. Interest received, interest accrued and due and interest accrued but not due on such investments are added to the respective funds and not treated as income of the Institution.

17 SPONSORED PROJECTS

The Institution itself also awards Fellowships and Scholarships, which are accounted as Academic expenses.

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
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CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2016

SCHEDULE 24 - CONTINGENT LIABILITIES AND NOTES ON ACCOUNTS

1. CONTINGENT LIABILITIES

a. Claims against the institute not acknowledged as debts	– Rs.1,144.89 Lakhs	(Previous Year Rs. 1023.55 Lakhs)
b. In respect of:		
Bank guarantees given by/on behalf of the Institute	– Rs. NIL	(Previous Year Rs. NIL)
Letters of Credit opened by Bank on behalf of the Institute	– Rs. NIL	(Previous Year Rs. NIL)
Bills discounted with Banks	– Rs. NIL	(Previous Year Rs. NIL)
c. Disputed demand in respect of:		
Income Tax	– Rs. NIL	(Previous Year Rs. NIL)
Sales Tax	– Rs. NIL	(Previous Year Rs. NIL)
Service Tax	– Rs. 1,144.89 Lakhs	(Previous Year Rs. 1023.15 Lakhs)
Municipal Taxes	– Rs. NIL	(Previous Year Rs. NIL)
d. In respect of claims from parties for non – execution of orders, but Contested by the Institute	– Rs. 0.40 Lakhs	(Previous Year Rs. 0.40 Lakhs)
e. Infrastructure charges for ePGP 05, 06	- Rs.72.33 Lakhs	(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.76.21 Lakhs	(Previous Year Rs. 543.97 lakhs)
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3. CURRENT ASSETS, LOANS AND ADVANCES

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

4. FIXED ASSETS

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

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
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CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2016

5. FOREIGN CURRENCY TRANSACTIONS

Value of Imports Calculated on CIF Basis:	Current Year		Previous Year	
a) Capital Goods/Equipments	NIL		NIL	
Expenditure in foreign currency				
a) Travel & Seminar fee for faculty	USD	34345.00	USD	6647.74
	EUR	1407.50	EUR	1325.00
	SGD	1790.00	SGD	0.00
b) Remittances and Interest payment to financial Institutions/Banks in foreign currency	NIL		NIL	
c) Other Expenditure:				
Institutional Membership	USD	735.00	USD	46587.33
	GBP	230.00	GBP	4725.00
	BPS	12000.00	BPS	0.00
Purchase of books, Journals,	USD	111449.97	USD	179475.63
	GBP	2088.30	GBP	7217.77
	EUR	0.00	EUR	6615.00
Softwares etc	USD	78739.96	USD	0.00
	GBP	4892.50	GBP	0.00
	EURO	13241.25	EURO	0.00
Honorarium	USD	200.00	USD	400.00
Advertisement	USD	3843.20	USD	0.00
Miscellaneous Expenses	NIL		NIL	
Earnings				
Fees from NRI Students	NIL		NIL	

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

Place: Kozhikode
Date : 11-06-2016

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CFO

Indian Institute of Management Kozhikode

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2016

6. CAT Group's account has not been finalized and settled for 2014 & 2015. However provision for CAT Income for Rs.1.5 crores each is made in the books of accounts.
7. Corresponding figures for the previous year have been regrouped/rearranged, wherever necessary to make them comparable with those of current year.
8. The balance in the depreciation fund as on 31.3.16 is maintained at Rs. 69.13 crores in parity with the total accumulated depreciation. The balance amount due to rate change in depreciation has been transferred to Asset replacement fund.
9. LIC policy towards Gratuity liability is not reflected in the Books of Accounts as per Accounting Standard 15.
10. As the CPF accounts are owned by the members of those funds and not by the institution, these accounts were separated from the institution's accounts and separate statements of accounts have been attached. In respect of NPS accounts, all subscribers are allotted PRAN numbers and contributions amounting to Rs 1,87,12,704/- have been deposited to NSDL-CRA.
11. The amount outstanding as Earnest Money Deposit & Security Deposit prior to financial year 2010-11 was transferred to income account in the previous years.
12. Schedules 1 to 24 are annexed to and form an integral part of the Balance Sheet as at 31-03-2016 and the Income and Expenditure Account for the year ended on that day.

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

Place : Kozhikode
Date : 11-06-2016

Sd/-
Ms. Shiny George Ambat
CFO

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

Sd/-
Prof. Kulbhushan Balooni
DIRECTOR (In-Charge)

Indian Institute of Management Kozhikode

RECEIPTS AND PAYMENTS ACCOUNT FOR THE YEAR ENDED 31 MARCH 2016

(Rupees in lakhs)

RECEIPTS	2015-16	2014-15	PAYMENTS	2015-16	2014-15
I Opening Balances			I Expenses		
a) Cash Balance	-	-	a) Establishment Expenses	2,165.64	1,898.34
b) Bank Balance			b) Academic Expenses	1,967.63	1,865.06
i) In savings bank A/C	375.60	917.24	c) Administrative Expenses	521.53	477.02
II Grants Received			d) Transportation Expenses	21.53	19.64
a) From Government of India	107.34	358.00	e) Repairs & maintenance Expenses	525.86	541.72
III Academic Receipts	6,904.10	6,156.95	f) Prior period Expenses	37.12	108.19
IV Receipts against Earmarked/Endowment Fund	5,226.88	766.06	II Payments against Earmarked/Endowment Fund	5,296.74	100.10
V Receipts against Sponsored Projects/Schemes	-	-	III Payments against Sponsored Projects/Schemes	-	-
VI Receipts against Sponsored Fellowship and Scholarship	-	-	IV Payments against Sponsored Fellowship and Scholarship	-	-
VII Income on Investments from			V Investments and Deposits made		
a) Earmarked/Endowment funds	1,026.51	258.89	a) Out of Earmarked/Endowment Fund	8,801.40	12,408.71
b) Other Investments	1,268.27	1,253.34	b) Out of own funds(Investment others)	17,285.67	13,951.18
VIII Interest received on			VI Term Deposit with Scheduled Banks	5,263.96	3,722.62
a) Bank Deposit	299.53	187.83	VII Expenditure on Fixed Assets		
b) Loans and Advances	0.53	0.66	a) Fixed Asset	1,418.37	2,834.05
c) Savings Bank Account	34.76	26.15	b) Capital Work in progress	2,427.45	(803.73)
IX Investment encashed	24,742.66	29,159.29	VIII Other payments including statutory payments	7.07	0.62
X Term deposit with Scheduled Banks encashed	4,263.72	2,750.00	IX Refund of Grants		
XI Other Income including Prior period Income	(88.48)	112.18	X Deposits and Advances	5.50	(5.44)
XII Deposits and Advances	1,336.49	(3,384.90)	XII Closing Balances		
XIII Miscellaneous Receipts including Statutory Receipts	-	-	a) Cash Balance	-	-
XIV Any other receipts	336.61	(1,068.01)	b) Bank Balance		
			i) In savings bank A/C	89.06	375.60
TOTAL	45,834.52	37,493.68	TOTAL	45,834.53	37,493.68

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

Place: Kozhikode
Date : 11-06-2016

Sd/-
Ms. Shiny George Ambat
CFO



ARISE ARJUNA!



भारतीय प्रबंध संस्थान कोषिकोड
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