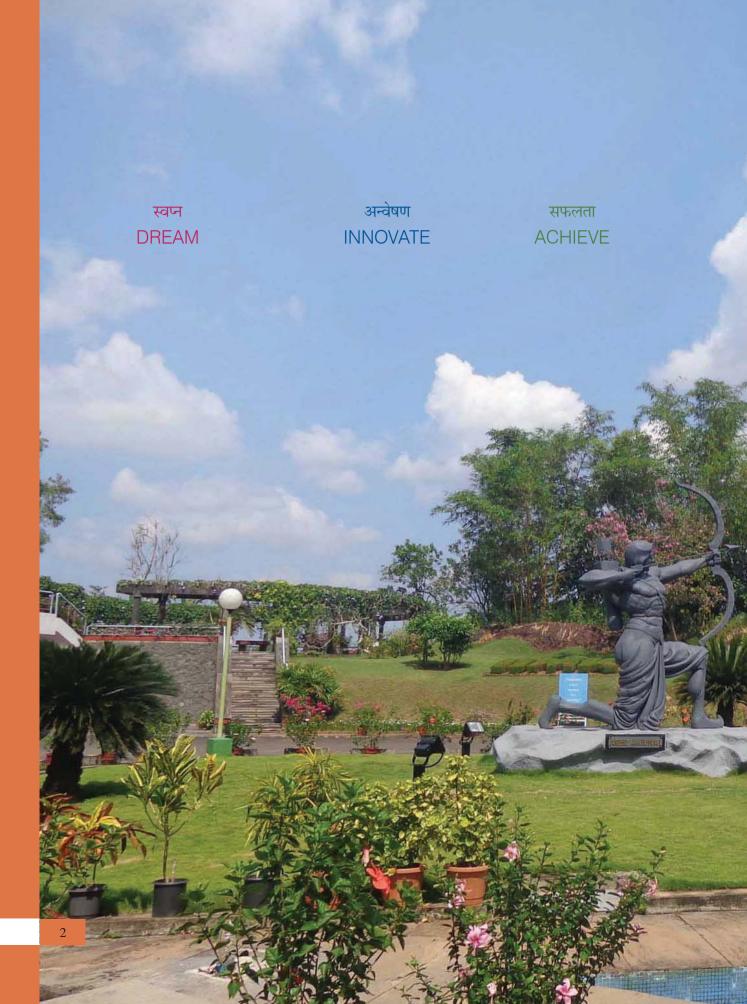


भारतीय प्रवंध संस्थान कोषिक्कोड Indian Institute of Management Kozhikode

भारतीय विचारधारा का वैश्वीकरण Globalizing Indian Thought

वार्षिक प्रतिवेदन | Annual Report | 2016-2017

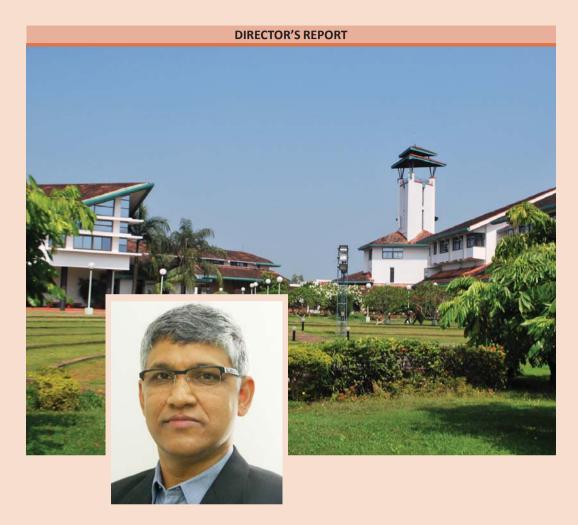


CONTENTS

78

| Director's Report | 4 |
|--|--------|
| Post Graduate Programme in Management | 7 |
| Student Activities | 12 |
| Admissions | 17 |
| Fellow Programme in Management (FPM) | 18 |
| International Exchange Programme | 23 |
| Research & Publications | 26 |
| Placement | 50 |
| Alumni | 52 |
| Management Development Programme | 55 |
| Faculty Development Programme | 60 |
| Executive Post Graduate Programme | 60 |
| Executive Post Graduate Programme - Kochi Camp | ous 62 |
| Library & Information Centre | 64 |
| Information Technology | 68 |
| Campus Development | 69 |
| Personnel | 69 |
| Annual Accounts & Financial Positions | 81 |
| Board of Governors & IIMK Society | 82 |
| Faculty Members | 85 |
| Staff Members | 86 |
| Annual Statements of Accounts | 89 |

3



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

The institute continues to outshine itself with each passing year. The year 2016–2017 was momentous and surpassed every expectation in terms of quality and quantity of achievements. With an exceptional blend of academia, consultancy and research, we could draw upon reserves of goodwill among the diaspora of our alumni, repute among recruiters and prospective students, and a team of committed faculties. It is with pride that I present a note of our achievements during this year on behalf of our institute.

During the year, 19th Batch (2015–2017) of the Post Graduate Programme (PGP) students graduated. The 19th convocation of the institute was held on April 1, 2017 wherein 346 students received their diplomas. Six students of Fellow Programme in Management (FPM) were conferred the title of Fellow of IIM Kozhikode. 89 students of the 7th batch of Executive Post Graduate Programme (EPGP) and 2nd batch of EPGP-Kochi campus received their diplomas during the Convocation. Dr. K Radhakrishnan, Advisor, ISRO and Former Chairman Space Commission & Secretary, Department of Space/Chairman, ISRO delivered the Convocation Address. Our students have demonstrated that excellence is a way of life even outside the classroom. To mention a few of their achievements: Gopalakrishnan, FPM Student won the prestigious Emerging Economy Doctoral Student Award, bestowed by the Production and Operations Management Society for the Year 2016; Govind Haridas and Rahul Kumar of the graduating PGP Batch won The Economic Times Young Leaders Award; **Tejaswi from the 20th PGP Batch won the Cll Agro Tech 2016, India's Premier Biennial Agro Technology and Business Fair Award;** Sunaina Kapoor and Annan Aggarwal, of the graduating batch were awarded the **YES Aspire Scholarship for the year 2016 by YES Bank**. Our students also won the prestigious Accenture B School Challenge: Strategy for a Digital Future.

Our students' all-round performance helps them in securing better placements. The institute witnessed a vibrant placements season in 2016- 2017. Apart from regular recruiters like TAS, HUL, Goldman Sachs, Accenture Management Consulting, Deloitte, KPMG, JP Morgan Chase, Nomura, we had a good number of new companies including Aspect Ratio, BlackRock, Feedback Infra, Infosys Management Consulting, Kalyan Group, Microland, and many more participating in the placement process. With over 111 recruiters and 358 offers, this year's placements continued the trend of increasing average salary being offered to the students at Rs. 17.65 lakhs per annum, with the highest domestic salary of Rs. 37 lakhs per annum. The number of Pre-Placement offers saw a marked rise of 15% over last year. These facts reinstate IIM Kozhikode's standing in the industry.

As a centre of excellence and centre of experience, Management Development Programmes (MDPs) continued to be an important activity of the institute. During the year, a total of 88 MDPs were conducted and 2,052 participants benefited from them. Besides, seven MDPs were conducted during the year at our Kochi Campus. Faculty Development Programmes (FDPs) continued to be yet another important area of activity of the institute. During the year, 139 participants participated in nine FDPs.

Fellow Programme in Management (FPM) of the institute continues to attract good talent from across the nation. With the 10 students registered this year, we have 55 students on the roll of FPM in the institute at present.

The London-based Association of MBAs has accredited all of our long-term duration programs until 2020. This reaffirms our commitment to academic excellence.

Faculty contribution towards Research, Publication & Conference during the year include authoring of 46research articles in reputed national and international journals (including 17 in the Category of A* and A publications, as per international standards). Apart from research articles, our faculty members published five Case Studies with reputed Case Clearing Houses. Prof. Ashutosh Sarkar's co-authored paper titled "Distressed Selling by Farmers: Model, analysis, and Use in Policy-Making" was published in *Production and Operations Management*, a journal that figures in the Financial Times (FT) 50 list. A few well-known journals, with very high impact factor, in which our colleagues have published papers during the year are: *International Journal of Project Management, Human Resource Management Review, International Journal of Computational and Applied Mathematics, International Review of Economics and Finance, Journal of International Management, Marketing Intelligence and Planning, International Journal of Logistics Management, and Journal of Interactive Marketing, among others.*

The Institute hosted an International Conference on Marketing, Technology and Society in 2016. The event was a huge success. A special issue of the institute's journal is being published with selected papers from this conference.

Undeniably, the success in knowledge creation helps us get National and Global recognition. The institute was ranked 5th among all management schools, in the second NIRF (National Institutional Ranking Framework) NIRF rankings.

I would, particularly, like to emphasize at this point that the Chairman and Board of Governors of the Institute have taken visionary measures to take IIM Kozhikode to the international standards which demand increased focus on knowledge creation. These measures, though guided by highest standards of academic ideals, are also pragmatic. They are designed to promote scholarship and academic endeavours in tune with the leading management schools world-wide. Accordingly, the new faculty norms have become effective from 1st June 2016.

The institute's International Exchange Programme endeavors to work with partner institutions to develop activities that foster trusting, enduring and mutually beneficial scholarly and social engagements between students, faculty members, staff and the broader community in countries across the globe. As part of international faculty and student exchange program of the institute, one new collaborative agreement was signed during the year with University of Reading, UK; making the total number of partner institutions 37. A total of 88 PGP students spent a term at 22 partner institutions and as many as 31 international students from 11 partner institutions spent a term in our institute as part of the students' exchange programme.

With its highly qualified and experienced faculty, backed by a large number of committed adjunct and visiting faculties from industry and other leading management institutes including institutions abroad, the institute has always attracted the best brains from across the globe. During the year 2016–2017 we had 67 faculty members ensuring the desired ratio between students to faculty.

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

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 environmentfriendly yet state-of-the-art Phase V campus buildings and structures are being developed in a phased manner while envisaging world-class facilities that aim for ambitious GRIHA (Green Rating for Integrated Habitat Assessment) norms. We have also planned to build a swimming pool, two squash courts, two tennis courts, and a football field, that would serve the extra-curricular needs of our prospective students better. I would like to highlight here that all the present developments are taking place by employing our own Corpus Fund.

With decades of experience, IIM Kozhikode has been successfully mentoring IIM Amritsar, the 15th IIM in the country, since October 2014. We were instrumental in setting up a transit campus, as well as starting the 1st batch of Post Graduate Program with 45 students in August 2015. We have 104 students in the 2nd batch. The 1st batch of students graduated in the Convocation Ceremony held on 22nd April 2017.We take pride in building and nurturing this younger IIM. This initiative has, definitely, helped IIM Kozhikode in building its brand across the country.

In June 2016, the institute commenced its first ever job creation programme under its on-campus Business Incubator and Centre for Entrepreneurship Development, LIVE, the acronym for "Laboratory for Innovation, Venturing and Entrepreneurship" supported by the Department of Science and Technology, Government of India. LIVE seeks to emerge as a collaborative platform to help transform innovative ideas into business ventures that make significant economic and social impact.

Persistent coordination from all stakeholders, taking the institute to its valued pinnacle is what we 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, Accounting & Control, Marketing, Information Technology & Systems, Quantitative Methods & Operations Management, Economics, Organizational Behaviour & HR, 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 19 batch commenced on June 07, 2016. A total of 345 students registered for Term IV (including 5 DPP participants). Two students of PGP 19 had opted for Differentially Paced Programme. One student was terminated from the programme owing to academic shortfall and was allowed to repeat the second year of the programme with PGP-20 batch.

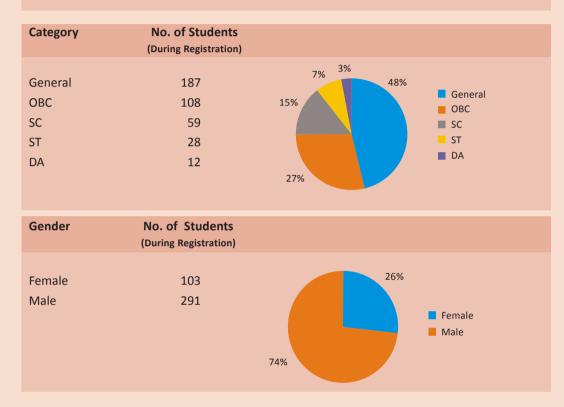
New Batch:

The Induction ceremony of the PGP 20 was held on June 30, 2016. The Orientation Programme for PGP 20 was held during June 27-29, 2016. During the orientation, different pedagogy and teaching methods were introduced to the students, workshops on "Introduction to Indian Business History" and "Importance of the role of Gender Sensitivity and Stress Management" were also conducted. Mr. Sandeep Chatterjee, Mr. Manish Harodia & Mr. Sahil Goyal, IIMK Alumni had interacted with the new batch and handled sessions.



A total of 394 students finally registered for the Post Graduate Programme. Of the 394 students, the numbers of female students are 103. Two students of Batch 19 who had opted for the Differentially Paced Post Graduate Programme (DPP) joined the programme with PGP 20. Ten students had left the programme owing to personal / academic reasons. Thus, the total strength of PGP 20 batch is 386 and the details are as follows:

| Particulars | Nos. | Remarks |
|---------------------|------|---|
| Students Registered | 394 | 10 students withdrawn 2 students joined as DPP Thus total 386 students in PGP 20 |
| Female | 103 | 102 (after withdrawal) |
| Male | 291 | 282 (after withdrawal) |



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

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

| वार्षिक प्रतिवेदन |
|-------------------|
| ANNUAL REPORT |
| 2016-2017 |

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

| Name of the Course/Area | Course Code | Credits |
|---|-------------|---------|
| Economics | | |
| Game Theory | PG2E-005 | 3 |
| Business and Government | PG2E-015 | 3 |
| Pricing | PG2E-018 | 3 |
| Policy Analysis in International Trade | PG2E-019 | 3 |
| Finance, Accounting & Control | | |
| Financial Reporting and Analysis | PG2F-003 | 3 |
| Financial Derivatives | PG2F-005 | 3 |
| Strategic Financial Management | PG2F-008 | 3 |
| Mergers, Acquisitions and Corporate Restructuring | PG2F-009 | 3 |
| Strategic Cost Management | PG2F-013 | 2 |
| Management of Financial Services | PG2F-025 | 3 |
| Investment Analysis & Portfolio Management | PG2F-031 | 3 |
| Commercial Bank Management | PG2F-033 | 3 |
| Corporate Valuation | PG2F-035 | 3 |
| Project Finance | PG2F-036 | 3 |
| Humanities and Liberal Arts in Management | | |
| Communication as Impression Management | PG2HLAM-002 | 3 |
| Cross Cultural Communication | PG2HLAM-005 | 3 |
| Written Analysis and Communication | PG2HLAM-009 | 3 |
| Legal Aspects of International Business | PG2HLAM-010 | 3 |
| Taxation Laws | PG2HLAM-011 | 3 |
| Intellectual Property Rights | PG2HLAM-012 | 2 |
| IT and Systems | | |
| Business Intelligence Systems | PG2IT-008 | 3 |
| Enterprise Resource Computing | PG2IT-010 | 3 |
| IT Risk Management | PG2IT-017 | 3 |
| Cloud Computing for Business | PG2IT-025 | 3 |
| Ethics in IT | PG2IT-026 | 2 |
| Planning & Designing the Information Environment | PG2IT-027 | 3 |
| IT Strategy | PG2IT-028 | 3 |
| Healthcare Management with IT | PG2IT-029 | 3 |
| Management of IT Products & Services | PG2IT-031 | 3 |
| Computational Advertising | PG2IT-034 | 3 |
| Social Media Analytics | PG2IT-035 | 3 |
| Green and Sustainable Computing | PG2IT-036 | 3 |
| Digital Business Transformation | PG2IT-037 | 3 |
| E-Commerce | PG2IT-039 | 3 |
| Marketing Management | | |
| Sales and Distribution Management | PG2M-005 | 3 |
| Strategic Marketing | PG2M-006 | 3 |
| Rural Marketing | PG2M-008 | 2 |
| Marketing of Services | PG2M-009 | 3 |
| Consumer Behaviour | PG2M-011 | 3 |
| Integrated Marketing Communications | PG2M-024 | 3 |

| Product Policy and Brand Management | PG2M-025 | 3 |
|---|------------------------|--------|
| Retail Management | PG2M-029 | 3 |
| Advanced Methods in Marketing Research | PG2M-033 | 3 |
| Managing Business Markets | PG2M-035 | 3 |
| Organizational Behavior & Human Resources | | |
| Negotiations & Conflicts Management | PG2OBHR-002 | 3 |
| Discovering Self | PG2OBHR-006 | 3 |
| Compensation and Rewards Management | PG2OBHR-008 | 2 |
| Leadership: Inspiration, Dilemmas & Action | PG2OBHR-009 | 3 |
| Legal Aspects of HRM | PG2OBHR-017 | 3 |
| Performance Management | PG2OBHR-031 | 2 |
| Emotional Entelechy | PG2OBHR-036 | 3 |
| Talent Management | PG2OBHR-039 | 3 |
| | | - |
| Quantitative Methods & Operations Management Supply Chain Management | DC20M 001 | 3 |
| Project Management | PG2QM-001 PG2QM-002 | з З |
| Six Sigma | PG2QM-002 PG2QM-004 | 3 |
| Services Operations Management | PG2QM-004 PG2QM-006 | 3 |
| Operations Strategy | PG2QM-000 | 2 |
| Lean systems | PG2QM-012 PG2QM-017 | 2 |
| Green and Sustainable Business | PG2QM-017 PG2QM-018 | 2 |
| Data Analytics Using R | PG2QM-018 PG2QM-019 | 2 |
| Purchasing & Outsourcing | PG2QM-019 | 3 |
| | FGZQIVI-020 | 5 |
| Strategic Management | | _ |
| Models and Frameworks of Strategic Analysis | PG2S-002 | 3 |
| Strategic Analysis of Joint Ventures and Alliances | PG2S-003 | 3 |
| Corporate Governance and Corporate Social Responsibility | PG2S-007 | 3 |
| Entrepreneurship and New Ventures | PG2S-008 | 3 |
| Economics of Strategy | PG2S-009 | 3 |
| Mergers, Acquisitions, Joint Ventures and Corporate Growth | PG2S-011 | 3 |
| Strategy Implementation | PG2S-012 | 3 |
| Strategic Flexibility and Resource Leverage in Organizations | PG2S-016 | 3 |
| Strategic Management of Innovation | PG2S-020 | 3 |
| Business Models for the 21 st Century | PG2S-022 | 2 |
| Strategic Analytics: Insights from Sport | PG2S-024 | 3 |
| Competitive Strategy: Game of Poker | PG2S-026 | 3 |
| | | |

Workshops & Training Programmes

Business Research Methods: Prof. C. Raju and Prof. Atanu Adhikari conducted BRM Workshop during Term II for PGP 20 batch.

Entrepreneurship, Leadership and Consultancy Workshops: Organized three workshops for PGP 19 batch during 2016-17.

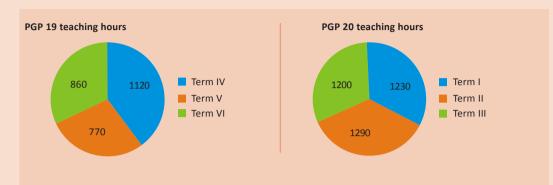
Mr. S R Nair, Managing Director, Team Frontline Ltd., Cochin has handled the Entrepreneurship Workshop during Year II-Term IV.

Dr. Sumit Datta, GM (HRD), BSP Rourkela (Steel Authority of India), handled the Leadership Workshop and Mr. Sandeep Chatterjee, Associate Director, KPMG India conducted Consultancy Workshop in Term IV & V.

NGO Summit: The SDP Fair was conducted on3rd December 2016. The representatives from 38 Organizations/ departments attended the fair. 66 Social development projects were selected for PGP 20 Batch and the project work is going on. 33 Faculty Mentors are engaged in these projects.

60 Social Development Projects are successfully completed by the PGP 19 students during the Academic Year 2016 - 2017.

PGP Teaching Hours: The PGP 19 courses during second year comprise of a total class room hours of 2750 and PGP 20 courses during the first year comprise of total 3720 hours.



Convocation: The convocation of the Nineteenth batch of the Post Graduate Programme was held on April 01, 2017. Dr. A.C. Muthiah, Chairman of the Board of Governors, IIMK awarded the Post Graduate Diploma in Management to 346 students. Dr. K. Radhakrishnan (Advisor, ISRO and former Chairman Space Commission & Secretary, Department of Space/Chairman, ISRO) 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 Ms. Aiswarya Ram (First), Mr. Anish Kumar Agarwal (Second) and Mr. Himanshu Dhingra (Third). The Indian Institute of Management Kozhikode Gold Medal for Best All Round Performance has been awarded to Mr. Govind Haridas.

After the final examination of the first year, the students belonging to the 20th Batch of the Post Graduate Programme proceeded for their summer internship.



STUDENT ACTIVITIES

Student 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 2016,** the Annual Management Fest was conducted during 4th Nov to 6st Nov 2016. Students from B-School from various parts of the country participated in the programme. 'Siksha", training programme for High School and College Students to prepare them for various competitive examinations was a special feature in this year's festival. Many marquee events like Model United Nations (MUN), Shiksha and Avatar were also conducted during this period.

Some of the event details are as follows:-

Shiksha -was held on all three days of Backwaters. On day 1, an event for school children was held and on subsequent day's events for college students were held. The workshop included enlightening sessions on different aspects of management by distinguished faculty members, simulations and a peak through of life inside an IIM.

Avatar-The Ultimate CEO Challenge, one of the eight flagship events at Backwaters. Participants were put through stressful conditions spanning across three days, in challenges encompassing all verticals of management including Marketing, Finance, Strategy, Operations, HR as well as on their creativity and general knowledge through storyboard making and a quiz.

Bizzathlon-Backwaters in association with Atharva (the quizzing club of IIM Kozhikode) conducted Bizzathlon. Major Chandrakant Nair popularly known as the Captain in the quizzing circuits was the esteemed quiz master for this season of Bizzathlon

Model United Nations- Backwaters committee in association with Economic, Politics and Social Science (EPS) Interest Group of IIM Kozhikode and MUN World India organized the Model United Nations during Backwaters 2016. The committees chosen for conference were United Nation Human Rights Council (UNHRCC) and United Nations Framework Convention on Climate Change (UNFCCC). The agenda of the conference was "Deliberations between Developed and Developing Nations to Reach a Settlement on Limiting Global Temperature Rise". The conference was scheduled for two days for both the committees.

White Knight- The participants presented ideas ranging from technology driven ideas like smart toys with embedded microprocessors to services driven ideas like complete lifestyle based food solutions. Social entrepreneurial idea of promoting sports in our country also added richness to the event. Innovative ideas to prevent wastage of food and having cupcake dispensing machines for parties were also showcased.



Glory Road - Glory Road is the first of its held during Backwaters 2016. The event had five eminent speakers from different domains who inspired us with their stories. The speakers where Subhash Talekar, General Secretary Mumbai Dabbawala Association, Amar Bhushan Authour & Ex- Raw Special Secretary, Moira Dickson, Ex- HR Head BBC Worldwide, Rahul Chari, Ex-Vice President, Flipkart and Chetan Shiva, Logo Creator Mind Tree Consulting

Return of the Pride - CSK: The lions are back! The teams from different part of the country assembled on campus to present a relaunch strategy for the CSK Teams and impress the CSK management team.

2) **Start-O-Sphere** global entrepreneurship summit was organised by Entrepreneurship Cell (E-Cell) on 10th Sep 2016. 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 The second edition of Startosphere, was organised in association with IIMKLIVE, the upcoming incubation centre of IIMK. The start-ups were contacted from different verticals and are in different growth phases, starting from the ones with seed funding to the ones with angel investors

Mr. Mittu Tigi, Head, Kochi division of Headstart and Mr Kannan Surendran, CA, CEO of FInlead International services represented Headstart and conducted an entrepreneurship workshop.

3) **Sangram 2016** - The annual sports meet of IIM Kozhikode, IIM Bangalore and IIM Tiruchirappali was held during the period 18 to 20 Nov 2016 at IIM Bangalore. The meet saw a participation of 150 students from IIM Kozhikode.

4) **Vertical Summit** was organised by Industry Interaction Cell (IIC) during 3rd and 4th Sep 2016. The event kick started with the HR vertical leader sharing his experiences and followed by experts from Operations, Consulting, IT, Finance and Marketing addressing the audience. The event turned out to be an immense success in terms of participation, with an external registration of 160+ students apart from IIMK students. Few of the speakers are Mr. Sujith Kumar, HR Business Leader, Infosys Ltd., Mr. Buhanuddin Pithawala, Head South India, OYO Rooms, Mr. Khushroo Panthaky Senior Partner, Grant Thornton India and Mr.Sunandan Chaudhari, Chief Economist, ICICI Bank, Mr.Gunjan Shah, Head of Sales, Britania and Mr.Prahlad Karnam, Consulting Lead, Strategy and Operations, IBM Pvt Ltd.

5) **Industry Interaction Cell** organised a workshop on "Consumer Insights' by Director- Marketing Strategy and Insights of Coca Cola on 22nd October, 2016. A session on Digital Revolution was conducted Mr. Sreelal T.S., Global Head of Delivery-Digital, Tata Consultancy Services on 28th August, 2016.

6) **Horizons**, the annual management conclave was organised by Industry Interaction Cell (IIC) during 6-7 Feb 2017. The following were the dignitaries present for at the event and spoke on the theme 'Turning-Points'

- a. Atul Karwal, IPS Officer
- b. Savi Sharma, Authos of Amazon best-seller
- c. Harrish Sairaman, Motivational Speaker
- d. Mathew Oommen, President Reliance Jio
- e. Mukesh Chhabra, Casting Director

7) Management - Interest Groups

- PepsiCo Brand Fizz brand building competition organized in collaboration with mPower on 16th Aug 2016.
- Consulting case workshop organized by KPMG to provide overview of the consulting career on 23rd Sep 2016.
- Leadership session by Ms. Achala Joshi organized by IIC to share her entrepreneurial experiences on 18th Aug 2016.

- View point organized by EPS on topics GST and Brexit on 9th Aug 2016.
- Guesstimate session and case workshop organized by Konsult, Interest Groups on 4th and 12th August, 2016.
- Financially Yours (FY) interest group launched feedly account which created a repository of finance related items and news affairs on 31st Aug 2016
- FinShiksha (www.finshiksha.com) conducted a short webinar for PGP students on the topic 'Equity Valuation' on 17th Oct 2016.

B. Cultural Activities and Other Campus Activities

1) **Expressions 2016** - 'An Annual Family Day' for IIMK support staff and their families was organised by Social Service Group (SSG) on 31 July 2016

Expressions Painting Auction - An event for auctioning the paintings made by students of IIMK support staff and the money collected was used for social service activities on 31st Aug 2016.

2) **Echoes**, the annual cultural festival, was organised by cultural committee during 3-5 Feb 2017 with the theme being 'Good Old 90s'. Students from B-Schools across the country participated in the event. The event saw a total audience footfall of almost 2000 students over the three days of the fest. The main attractions over the three days were;

Day 1 Daira - Five-piece alt rock band from Mumbai | Altar of Rock- Rock band competition Day 2 Pro-Nite with KK- Hugely acclaimed Bollywood singer Day 3 Femina Miss India Campus Princess, Rampage (Fashion Show)

3) **IIMK Calicut Mini-marathon** was organized by the Marathon Committee on 26th Feb 2017, with a social objective (theme) in line with Healthy Living. A 10 KM competitive race and a 3 KM non-competitive race of Dream Run were part of the marathon.

4) **Onam** one of the biggest and the most important festival of the state of Kerala was celebrated on 14th Sep 2016. Cultural Committee organised events like Pookalam (flower rangoli), tug of war and Mahabali dress up. Onam Sadhya lunch was arranged by Mess Committee where student had a taste of authentic Kerela dishes.

5) **Teachers' Day** was celebrated by the students on 5th Sep 2016 by paying homage to Dr. Sarvapalli Radhakrishnan and showing gratitude to our teachers.

6) **Janmashtami** was funfilled event organised by Cultural Committee on the 28th Sep 2016 where students formed groups to participate in "Matki Phor" competition. The newly oriented foreign exchange students were introduced to Indian culture.

7) **Durga Puja** was performed from the 19th to 23rd Oct 2016 with complete devotion and following all the rituals and students participated in huge numbers in Dandiya Dance evening.

8) **Diwali** was celebrated on 30th Oct 2016. The campus was beautifully decorated and Cultural Committee organised puja and distributed sweets. The hostels were beautifully decorated with rangolis and the whole campus seemed to encapsulated in festive mood.

9) **House of Orators** - a new student body has been formally accepted as a club and part of the many student bodies on campus. The said club has been extremely active as a club and has conducted numerous house meetings and stand-up comedy nights in quest of improving oratory skills and mass communication skills of IIMK students and also conducted humours speech competition, orientation sessions.

10) **Atharva** the quizzing group organized International Trade Quiz on 1st Aug 2016, India Quiz for the IIM K community on the 17th Aug 2016 commemorating the Independence Day, Harry Potter and Game of Thrones quiz on the 2nd Oct 2016 and many more events

11) **Sports Committee** (Sportscom) organized the Kozhikode Football league from the 16th to 25th Oct 2016 and Pool Tournament from 14th to 18th October, 2016.

13) International Women's Day (IWD) was celebrated on 11th Mar 2017. Ms. Abha Maryada Banerjee, first woman motivational speaker of international acclaim, Leadership Author and Thought Innovator was invited as the chief guest.

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 28th Oct 2016. International Food Fest and International Cultural Programme were organised on the day.

3) **Blood Donation Camp** was conducted by the Social Service Group (SSG) with the help of Govt. Medical College Hospital on 6th Feb 2017. 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) **Old Age Home Visit**- Around 30 students got together via SSG and visited an old age home in Kozhikode. The day was filled with a lot of joyous interaction and bonding. It was ended with donating mattresses to the home.

5) **Wish Tree-** Two wish trees were put up, one for the boys' orphanage and one for the girls' orphanage. SSG offered students a chance to pick wishes off the tree and buy gifts for the less fortunate. A total of 60 wishes were fulfilled and these gifts were distributed with the help of volunteers. All in all, it was an extremely successful event which brought smiles on the faces of the well-wishers (IIMK students) and the children whose small wishes could be fulfilled.

6) **Kunnamangalam Education Project** - Social Service Group (SSG) in association with Kunnamangalam Residents Association (KNMRA) conducted personality development education program for the students of class 8th, 9th and 10th. Students selected under the project are imparted special training for academic as well as all round development. Study visits to some select institutions in the vicinity of Kunnamangalam/Kozhikode were also conducted on 18th August, and 9th and 23rd October 2016 and 13th November 2016. Classes were handled by accomplished educationists and career guidance experts at the Institute.

D. ACHIEVEMENTS

1) Rahul Kumar and Govind Haridas won The Economic Times Young Leaders award.

2) 19 students namely Deepika Dudhey, Shreya Jaya, Anubha Nayan, Samarth Goel, Manan Agrawal, Chandani Agrawal, Pranita Agrawal, Celline Ekka, Sakshi Bansal, Abhishek Harlalka, Kunal Sapra, Teresa Praffi, Shakti Shivan, Sidhant Shetty, Raghav Bhasin, Himanshu Garg, Sunaina Kapoor, Novi Kapoor, Numrata Navada represented IIM Kozhikode as part of the **Indian Youth Delegation to China during the period from 17 to 25 June 2016**

3) Pulkit Garg, Kartikeya Mehra and Shubham Srivastav have been adjudged the Best Entry in the zonal round of the RBI Policy Challenge essay competition.

4) Samarth Goel and Aaruni Chawla won Accenture Strategy B-school competition at the National Level.

5) Soumya Barman won the L&T Outthink at National level

6) Ms. Novi Kapoor won the Charpak scholarship at the international level

7) Praveen Pillai, Prajna Bhat and Abhimanyu Sharma were runner up in national round of the V-Guard Big Idea Contest 2016

8) Geet Rathi of PGP20 won the scholarship at national Reliance TUP

9) Deep Shikha, Prerena Jaina and Sahil Verma won HUL Enterprises' B-plan Competition at the National Level

- 10) Vinoth Kuman N won the Steel-a-thon 3 at National Level
- 11) Viaks Agarwal of PGP20 won Eternity's call at IIFT, Delhi

12) Surabhi Jain, Suraj Chaudhary, Varun Sahni and Deepak Ranjan were one among 8 teams to represent in the national finals of Mahindra War Room 9.

E. EXTERNAL AND INTERNAL SCHOLARSHIPS AWARDED TO STUDENTS

1) YES ASPIRE SCHOLARSHIP

Mr.Prathmesh Kalubarme and Mr.Devesh Prasad, of PGP 20 have been awarded the YES Aspire Scholarship for the year 2017 by YES Bank

2) SOCIETE GENERALE GLOBAL SOLUTION CENTRE (SGGSC) TALENT SCHOLARSHIP 2016

Shubham Gaba and Lavanya Thota, students from PGP-20 has been awarded the SGGSC Talent Scholarship 2016

3) O.P.JINDAL ENGINEERING & MANAGEMENT SCHOLARSHIPS (OPJEMS)

Chandani Agrawal, student from PGP-19 has been awarded the OPJEM Scholarship for the academic year 2016-17.

4) IIMK MERIT SCHOLARSHIPS

Eighteen students each PGP batch has been awarded the IIMK Merit Scholarship based on their CGPA for the first year.

5) IIMK NEED BASED FINANCIAL ASSISTANCE (NBFA) FOR THE ACADEMIC YEAR 2016-17

Twenty Seven students from PGP-19 and Forty Six students from PGP-20 have been awarded the IIMK Need Based Financial Assistance (NBFA) for the academic year 2016-17.

ADMISSIONS

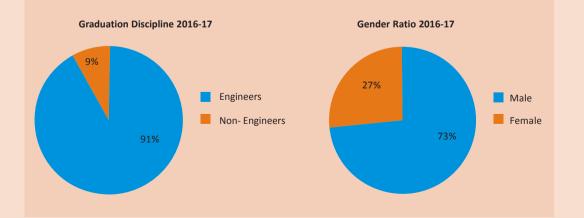
PGP Admissions 2016

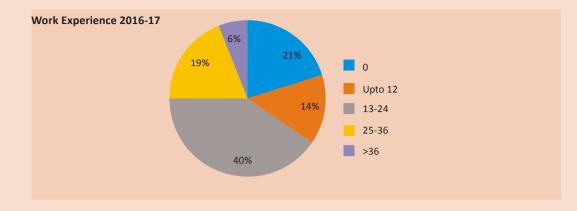
Selected indicators of the admission process are given below

| No. of candidates called for Interview | | | No. of candida | ites attended the I | nterview |
|--|---------|---------|----------------|---------------------|----------|
| | 2015-16 | 2016-17 | | 2015-16 | 2016-17 |
| GENERAL | 1728 | 1752 | GENERAL | 1336 | 1492 |
| OBC | 938 | 965 | OBC | 758 | 812 |
| SC | 628 | 650 | SC | 458 | 507 |
| ST | 304 | 329 | ST | 119 | 227 |
| PWD | 138 | 154 | PWD | 111 | 121 |
| NRI | 03 | 04 | NRI | 03 | 03 |
| TOTAL | 3739 | 3854 | TOTAL | 2865 | 3162 |

| Total Offers Made | | | Total Offers Accepted | | |
|-------------------|---------|---------|-----------------------|------------------------|--|
| | 2015-16 | 2016-17 | | 2015-16 2016-17 | |
| GENERAL | 599 | 646 | GENERAL | 223 239 | |
| OBC | 324 | 411 | OBC | 139 156 | |
| SC | 179 | 200 | SC | 66 78 | |
| ST | 87 | 108 | ST | 32 43 | |
| PWD | 41 | 46 | PWD | 18 15 | |
| NRI | 03 | 03 | NRI | 03 02 | |
| TOTAL | 1233 | 1414 | TOTAL | 481 533 | |

| Students registered for the Post Graduate Programme | | | | | | | |
|---|---------|-----|----|----|-----|-----|-------|
| Year | General | OBC | SC | ST | PWD | NRI | Total |
| 2015-16 | 165 | 104 | 52 | 28 | 11 | 3 | 363 |
| 2016-17 | 185 | 108 | 59 | 28 | 12 | 2 | 394 |





Common Admission Test-2016

The Common Admission Test (CAT 2016) for admission to various Post Graduate Programmes of IIMs was held on 4th December 2016. The results of CAT 2016 were declared on 08th January 2017.

PGP Admissions 2017

The interviews for selection of candidates for PGP 2017-19 batch were scheduled at Kozhikode, Chennai, Mumbai, Kolkata, Delhi, Hyderabad and Bangalore during February 10 to April 10, 2017. The details of candidates called for Writing Task, Group Discussion and Interview were as under:

| Category | No. of candidates |
|-------------------------|-------------------|
| General | 1828 |
| OBC-NC | 1021 |
| SC | 684 |
| ST | 357 |
| Persons with Disability | 169 |
| TOTAL | 4059 |

FELLOW PROGRAMME IN MANAGEMENT

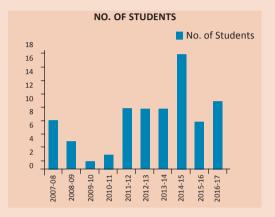
Introduction

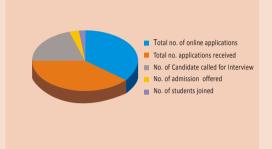
The Fellow Programme in Management of IIM Kozhikode is a doctoral level programme that aims to produce a cadre of high quality management scholars and researchers. IIMs see the Fellow Programme as a crucial source of management researchers and faculty resources of top quality both to the academic institutions including IIMs and to the industry, business, government and society. FPM is designed for a normal period of four 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 55 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

A total of 109 students had applied for the programme through online, and the interview was held during April 6-8, 2016. IIMK offered admission for twenty candidates into FPM Course for the FPM Tenth Batch (Academic Year 2016-17). Out of twenty offers thirteen candidates had confirmed their participation. On the registration process only ten candidates had registered. Following are the break-up of the ten students in ninth batch of FPM:

| Marketing Area | - | 02 |
|-------------------|---|----|
| IT & Systems Area | - | 01 |
| QM & OM Area | - | 02 |
| OB & HR Area | - | 01 |
| Economics | - | 03 |
| Finance | - | 01 |

Fellow Achievement during 2016-17

Presently IIMK have 55 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., Highly commended paper of the 2015 Emerald/IAM India Research Fund Award. This award was received for the research paper titled "Overcoming Ownership Risk at the Base of the Pyramid with Access-Based Services (co-authoring with Dr. Tobias Schaefers and Dr. Roger Moser).

Narayanamurthy, G., & Lijo John. Research paper received the highly commended paper award in the 2016 Emerald Literati Network Awards for Excellence.

Narayanamurthy, G., Prestigious Emerging Economy Doctoral Student Award (EEDSA) issued by the Production and Operations Management Society (POMS)

Prashant Premkumar., and Jimut Bahan Chakrabarty. Wipro Earthian sustainability award from Wipro during February 2017.

Krishnan Jeesha. Certification of Appreciation from the District Administration of Kozhikode for being the Campus Ambassador for the Election Commission of India.

CONFERENCE PRESENTATIONS - INTERNATIONAL

Rajesh K S., (2016). "Impact of Advertised Reference Price on Purchase Intention: Role of Anchoring, Latitude of Expected Price and Uncertainty" presented at 2016 INFORMS Marketing Science Conference in Shanghai, China, during June, 16-18

Narayanamurthy, G., & Anand, G. (2016). "Benchmarking Lean Practices and Performance Measures of a Hospital". 2016 IEEE International Conference on Industrial Engineering and Engineering Management (IEEM), 4-7 December, Bali, Indonesia.

Narayanamurthy, G., & Shah, R. (2016). "Does Sparing the Rod Spoil Every Firm? Impact of Penalties on Quality Rating of U.S. Nursing Homes". 2016 Annual Meeting of the Decision Sciences Institute, 19-22 November, Austin, Texas, USA.

Janardan Krishna Yadav & Omkumar Krishnan (2017). Create Memorable Experiences and Vivid Memories: Promote your Tourism Destination for Free!", ASEAN Tourism Research Conference-2017, 18th January 2017, Venue- James Cook University, Singapore.

Priyesh V P (2017). Invited to attend the annual meeting of the prestigious American Finance Association (AFA), held at Chicago during Jan 5-8, 2017.

CONFERENCE PRESENTATIONS – NATIONAL

Rajesh Sinha, (2016) "Classifying Digital Products for Marketing Decisions" presented in International Conference on Marketing, Technology and Society, held during 29 Sept.-1 Oct. 2016 at IIM Kozhikode.

Jimut Bahan Chakrabarty., & Shovan Chowdhury (2016). "Compounded Inverse Weibull Distribution: Properties, Inference and Applications" presented in International Workshop on Reliability Theory and Survival Analysis held during 4-16 Nov. at Savitribhai Phule University at Pune.

Narayanamurthy, G. & Shah, R. (2016) "Does Magnitude of Penalties Matter? An Empirical Investigation in the Healthcare Context". International Conference on Operations and Supply Chain Management (ICOSCM 2016), 11-13 August, Symbiosis Institute of Operations Management, Nashik, Maharashtra, India.

Narayanamurthy, G., Shinde, S., & Anand, G. (2016). "Lean Thinking in Healthcare – Uncovering the Practices and Performance Measures". XX Annual International Conference of Society of Operations Management (SOM), 22-24 December, ABV- Indian Institute of Information Technology and Management Gwalior (Madhya Pradesh), India.

Premkumar P., & Ramkumar P N (2016). "Locomotive Assignment Problem - State-of-The-Art Review and Future Directions". 2016 SOM 20th Annual Conference, 22-24 Decmber, IIITM Gwalior

Krishnan Jeesha (2016). "A Repurchase Intention Model in a Multilevel Loyalty Program" 10th Great Lakes NASMEI Marketing Conference, 23-24 December, Great Lakes Chennai

Jimut Bahan Chakrabarty & Prashant Nair., (2017), "Ranking of Batsmen in ODI: A Factor Analysis Approach". 5th IIMA International Conference on Advanced Data Analysis, Business Analytics and Intelligence, IIM Ahmedabad.

JOURNAL PUBLICATIONS

Narayanamurthy, G., & Anand, G. (2016) Leanness Assessment: A Literature Review. International Journal of Operations and Production Management. 36 (10).

Narayanamurthy, G., Moser, R., Suter, Y., & Gangadharan, S. (2016). Status of Indian Healthcare Value Chain – Status Quo Not A Solution. Journal of Asia Business Studies. Accepted for publication in October

Narayanamurthy, G., Anand, G., & Raju, C. (2016). Lean Implementation in an Educational Institute – A Study Based on Action Research Methodology. International Journal of Productivity and Performance Management.

Narayanamurthy, G., & Anand, G. (2016). Systemic Leanness – An Index for Facilitating Continuous Improvement of Lean Implementation. Journal of Manufacturing Technology Management.

Narayanamurthy, G., & Anand, G. (2016). Revisiting the critical failure factors of ERP to explore their relationships – an ISM based approach. International Journal of Manufacturing Technology and Management.

Hess, D., Moser, R., & **Narayanamurthy, G. (**2017). Decision Making Framework for Investing in Emerging Markets: A Demonstration on the Cocoa Industry in Ivory Coast. World Journal of Science, Technology and Sustainable Development, 15(1).

Narayanamurthy, G., Shyam Prasath, B., & Anand, G. (2017). Implementing Lean Thinking in Software Development – A Case Study from India. International Journal of Services Technology and Management.

Narayanamurthy, G., & Moser, R. (2017). The Future of Luxury and Lifestyle Retail Sector in India: Insights from a Delphi Study. 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).

Narayanamurthy, G., Moser, R., Suter, Y., & Gangadharan, S. (2017). Status of Indian Healthcare Value Chain – Status Quo Not A Solution. Journal of Asia Business Studies.

Narayanamurthy, G., Anand, G., & Raju, C. (2017). Lean Implementation in an Educational Institute – A Study Based on Action Research Methodology. International Journal of Productivity and Performance Management.

Rajesh Sinha., & Atanu Adhikari. Advertised Reference Price and Sales Price as Anchors of the Latitude of Expected Price and Its Impact on Purchase Intention, European Journal of Marketing, Australian ABDC journal ranking.

CASE STUDY

Moser, R., & Narayanamurthy, G. (2016). Entering the Middle East Luxury Retail Sector. Emerald Emerging Markets Case Studies. Forthcoming. (Shortlisted among the top ten cases of the 20th CEEMAN (Central and East European Management Development Association) Case Writing Competition).

Moser, R., & **Narayanamurthy, G.** (2016). Entering the Middle East Luxury Retail Sector. Emerald Emerging Markets Case Studies, 6(3).

Pereira, V., & **Narayanamurthy, G** (2016)., Indian Railways - World's Largest Commercial Employer's Social Capital Inventory. Emerald Emerging Market Case Studies, 6(3).

Lyngdoh, T., Narayanamurthy, G., & Guda, S. (2017). Mawlyngot's Tea Growers Cooperative. Ivey Publishing. Case study writing was funded by SBM Forum, India and this case study won the runner up prize in the case writing contest organized by SBM Forum.

Moser, R., Raju, A., & **Narayanamurthy, G**. (2016). When Western Students Meet Rural India: Preparing the Set-up of a Water Shop in Udaipur. Emerald Emerging Markets.

Lyngdoh, T., Narayanamurthy, G., & Guda, S. (2017). Mawlyngot's Tea Growers Cooperative. Ivey Publishing.

Keyoor Purani., & **Krishnan Jeesha.** (2017) "Impex Kitchen Appliances: Evaluating the "Reader's Offer" Ivey Publishing.

RESEARCH SEMINARS

Open Research Proposal Seminars

Balaji Subramanian, Open Research Proposal Seminar on his research titled "Survival of Alternative Logics in Mature Fields: The Case of Alternative Schools in India", held on 17 Aug. 2016.

Merin Jacob, Open Research Proposal Seminar on his research titled "Creativity in financially constrained organizations: The role of organizational search", held on 1 Sept. 2016.

Lijo John, Open Research Proposal Seminar on his research titled "A study of coordination challenges in humanitarian supply chain ", held on 3 Nov. 2016.

Rajeev A, Open Research Proposal Seminar on his research titled "Sustainable Supply Chain Management: Evolution, Impact and Application" held on 25 November, 2016.

Rajesh Kumar Sinha, Open Research Proposal Seminar on his research titled "Are price and discount fungible in deal evaluation? The role of reference prices and promotional reference points", 26 Dec 2016.

Ashish Rastogi, Open Research Proposal Seminar on his research titled "Antecedents and Contingencies of Disengagement at Work: A Conservation Of Resources Approach" 10 Jan 2017

Pre-submission Research Thesis Open Seminar

Neetha Azeez. Pre-submission Research Thesis Open Seminar on her research titled "How co-workers make sense of romance at work: Examining an attribution model of workplace romance motives", 21 April, 2016.

Vidya Sukumara Panicker, Pre-submission Open Research Thesis Open Seminar Proposal Seminar on her research titled "Institutional investors as monitors in emerging economy firms: The case of internationalization" held on 23 August, 2016.

Roy D J, Pre-submission Open Research Thesis Open Seminar Proposal Seminar on his research titled "Facilitators and Inhibitors in achieving Sustained Information System Effectiveness in Indian Banks", held on 9 Sept. 2016.

Teidorlang Lyngdoh, Pre-submission Open Research Thesis Open Seminar Proposal Seminar on his research titled "Salesperson Performance - A Flow Perspective", held on 7 Nov. 2016.

Boby Chaitanya Villari, Pre-submission Research Thesis Open Seminar on his research titled "A Novel Multi-Armed Bandit Algorithm for Business Applications" 08 Feb 2017.

Final Research Thesis Open Seminar

Ms. Aparna Venugopal, Final Research Thesis Open Seminar on her research titled "Enabling Mechanisms of Top Management Team Processes for Organizational Ambidexterity in SMEs" held on 12th April, 2016.

Ms. Rekha A.G., Final Research Thesis Open Seminar on her research titled "SVDD Variants for Anomaly Detection with Implementations using Hadoop & Spark" held on 13th May, 2016.

Mr. Sreevas S., Final Research Thesis Open Seminar on his thesis titled "Individual-level Resources and Social Entrepreneurship: The Effect of National Institutional Context" held on 04th July, 2016.

Mr. Subin Sudhir, Final Research Thesis Open Seminar on his thesis titled "Understanding Consumer Motivations to Share Rumours in the Marketplace" held on 22nd July, 2016.

Nikunj Agarwal, Final Research Thesis Open Seminar on his research titled "The Role of ICT in improving the Quality of Healthcare", held on 14 October 2016. Thesis Evaluation Committee had given clearance to award him the title of "Fellow of IIM Kozhikode".

Mr. Abhishek Kumar, Final Research Thesis Open Seminar on his research titled "Three Essays on Indian Equity Options Market", held on 11th March, 2017.

Mr. Roy D. J., Final Research Thesis Open Seminar on his research titled "Facilitators and Inhibitors in achieving Sustained Information System Effectiveness in Indian Banks", 31 March 2017.

INTERNATIONAL EXCHANGE PROGRAMME

During the past few years India has emerged as an important global destination for multinational companies and Foreign Institutional Investors to expand their business activities. Thus with a view to fostering a global perspective among the IIMK community and familiarizing them with emerging opportunities in global market place for Indian products and services, 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. They 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.

The greatest strength of the Exchange program at IIMK comes from the rigour of the entire process, right from the selection of students who will be going on exchange till the time of receiving the credits of the exchange students from the partner institute. This includes, for example, the courses

being carefully scrutinized to enable maximum value addition to the students and their peers. We also apply the same standards in allotting courses to the incoming foreign students and evaluating them on par with our PGP students. We are gradually moving towards a more robust and a mature student exchange program, so that we are well placed to enter into more healthy partnerships in the coming years.



During 2016-17 IIMK students went to three partner institutes for the first time (Mays Business School USA, NCCU Taiwan and UQAM Canada). The Exchange program was made relatively stronger in the last year, by unambiguously specifying the credit requirements for our students and we are happy to report that all our PGP19 exchange students passed the new PGP requirements and successfully graduated from the institute, without borrowing any credits from Term 4 or Term 6.

Another frequently occurring problem is the overlap between exams at the partner institute and the placement processes at IIMK. This at times puts considerable stress on our partner institutes, in order to accommodate our students. This is being currently worked out so that the relations with our partners are not strained.

We successfully completed the student allocation process for the AY 2017-18 during February 2017. We will be sending our students to another partner institute (Cyprus International Institute of Management) for the first time during AY 2017-18 and establish our relations with them.

One of the key indicators for the health of an academic Exchange program, is the imbalance between number of incoming and outgoing exchange students. An ideal situation would be to have zero imbalance, so that we have a sustained relationship with our exchange partners. Towards decreasing this imbalance and in turn strengthening our relations, a summer module on Doing Business in India was conceived for the first time and opened to all our partners, who could not send their students to IIMK during our regular academic term. This initiative was well appreciated by our partners.

The above point is consciously factored in, while establishing new partnerships. This way we ensure that the exchange is going to be both ways, before signing a new MoU with our partner, even if it causes some delay during the initial round of discussions. We continue to consider partnership requests only from institutes, which have either one of AMBA, AACSB or EQUIS accreditation, to enable us to have a limited but high quality academic partners. The list of institutes with whom, we have ongoing partnership discussions are:

- 1. Henley Business School, Univ. of Reading, UK (AMBA, AACSB, EQUIS accredited)
- 2. Skema Business School, France (AMBA, AACSB, EQUIS accredited)
- 3. National Tsing Hua University, Taiwan (AACSB accredited)
- 4. Hull Univ Business School, UK (AMBA, AACSB, EQUIS accredited)

During 2016-17, we also renewed our MoU agreement with Jonkoping International Business School, Sweden (which is both AACSB and EQUIS accredited).

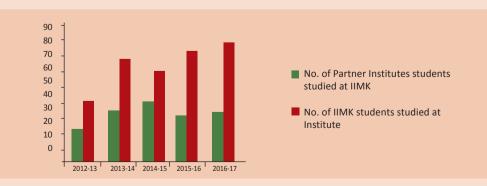


Currently IIMK has established MoUs with the following Institutions:

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

A total of 90 IIMK students had gone to twenty-two partner institutes as part of International Exchange Programme and 37 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:



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 2016-17, the International Exchange Evening Day was held on October 28, 2016.



2. Delegates from our partner institutes

IIMK hosted the following delegates during 2016-17. These visitors had interactions with Director, Deans, faculty, and students and they have resulted in the identification of various opportunities for collaboration.

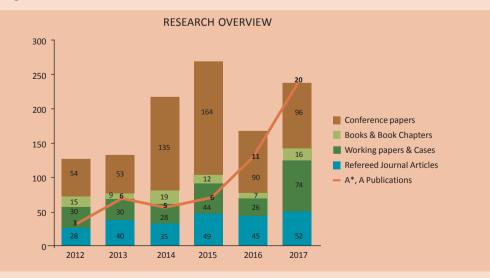
- Dr. Angelique Chettiparambil, Director of Studies: Real Estate & Planning, Univ of Reading, UK visited on 12-Aug-2016.
- Prof. Kevin Mac Gabhann, Director of International Relations and Ms. Dorina Butucel from EM Strasbourg Business School visited us on 17-18 Oct 2016.

IIMK is certain that the students and faculty members at IIMK as well as from partner institutions will immensely benefit from the exchange collaborations. We are also confident that this will lead to the development of a healthier cultural and business relationship between India and the countries of location of our partner institutes.

RESEARCH & PUBLICATIONS

2016-17: RESEARCH HIGHLIGHTS

- 52 Research Articles were published in reputed peer reviewed journals, out of which 2 are in internationally recognized A* category journals and 18 in A category.
- 2 Small Grant Research Projects & 2 Medium Grant Research Projects were completed. 1 Small Grant and 1 Medium Grant Research Projects are ongoing. 2 External research projects are ongoing.



ECONOMICS

REFEREED JOURNAL PUBLICATIONS

Balakrishnan, P. (2017). Markets, Growth and Social Opportunity India since 1991. Economic & Political Weekly, 52(2).

Mukherjee, **S.** (2016). Technology, trade and 'urban poor' in a general equilibrium model with segmented domestic factor markets. *International Review of Economics and Finance*, 45: 400-416.

Mukherjee, S. (2017). Input Trade Reform and Wage Inequality. International Review of Economics and Finance, 51: 145-156.

Broll, U., & **Mukherjee**, S. (2017). International trade and firms' attitude towards risk. *Economic Modelling*, 64: 69 – 73.

Panicker, V. S., Mitra, S., & Sensarma, R. (2016). Corporate Governance Determinants of FII in Indian IT Firms. *Indian Journal of Corporate Governance*, 9(1): 1-18.

OTHER/FORTHCOMING PUBLICATIONS

Forthcoming Refereed Journal Publications

Balooni, K. Sustaining impactful multidisciplinary contributions over five decades, *IIMB Management Review*.

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

Nair, S. R., & Eapen, L. M. Price monitoring and control under GST, Economic & Political Weekly

Books, Book Chapters/ Published & Forthcoming

Mukherjee, S., Zafar, S. (2016). Special Economic Zones and Agriculture: An Alternative Theorisation, *Chapter 10 in: Trade, Investment and Economic Development in Asia - Empirical and policy issues,* Routledge, June 1, (editors) Chakraborty, D. & Mukherjee, J.

Conference Papers, Presented & Forthcoming

Eapen, L. M. (2016). Power Sector in India: Performance of DISCOMS and Its Impact on the State Exchequer, Institute for Public Policy and Economic Analysis (IPPEAN), *Annual Conference, New York*, USA, August 4-6.

Mukherjee, S. (2016). Service Sector Liberalisation and Wage Inequality with Non-traded Goods and Segmented Unskilled Labour Markets, *International Conference on Services, Investment and Global Value Chains, IIFT*, New Delhi, India July 28-29.

Mukherjee, S., Broll, U., **& Sensarma, R**. (2016). Exchange rate volatility and trade responsiveness of international firms, *5th Conference on Empirical Issues in International Trade & Finance, IIFT*, Kolkata, India December 16-17.

Nair, S. R., & Pushpangadan, K. (2016). Accelerated Economic Growth and Tax Effort: The case of an Economically Advanced State of India, *72nd Annual Congress of the International Institute of Public Finance (IIPF)* in Lake Tahoe, Nevada, USA, August 9-11.

Non- Refereed Publications/ Presentations

Balakrishnan, P. (2017). The price of fiscal folly, The Hindu, January 24

Balakrishnan, P. (2017). Politics trumps ideology, The Hindu, February 2

Balakrishnan, P. (2017). A brief history of the past 70 years, The Hindu, March 22

Balakrishnan, P. (2017). A non-state view of Kerala, The Hindu, May 5

Balakrishnan, P. (2017). The economy in the time of Narendra Modi, The Hindu, June 5

Balakrishnan, P. (2017). After globalization promise, The Hindu, July 18

Mukherjee, **S.** (2016). "Technology, trade and 'urban poor' in a general equilibrium model with segmented domestic factor markets": A synopsis, *IIMK Research Blog*.

Mukherjee, S., & Sampath, A. (2016). Demonetisation does not address deeper issue of tax evasion: Though demonetisation serves as a good start to clean up the mess, it does not address the deeper issue of tax evasion, *The Financial Express Opinion*, December 16.

Mukherjee, S., & Sensarma, R. (2016). Brexit and India - Are We Missing Something?, *IMI Konnect*, Vol. 5, Issue 5, October.

Sensarma, R., & Bhanumurthy, N.R. (2017). Econometric Applications in Trade, Finance and Development, IIM Kozhikode Society & Management Review, January 23.

Sensarma, R., & Sampath, A. (2017). Subtle, powerful reforms, The Week, April 23.

Sensarma, R. (2017). From Demonetisation To Disinvestment: Can The Government Go For Another Big Bang?, Swarajya, January 31.

Sensarma, R. (2017). With PSU Banks' Employees Now Having Skin In The Game, Indradhanush Beginning To Fall In Place, Swarajya, March 06.

Sensarma, R. (2016). The demonetisation effect: Short-term pain for long-term gain, *Mathrubhumi, November 26.*

Sensarma, R. (2016). Here's why demonetization can still be a success, Malayala Manorama, December 10.

Sensarma, R. (2016). Kerala: Good economics needs good politics, Deccan Chronicle, July 05.

Sensarma, R. (2016). A code for growth, The Week, June 19.

Sensarma, R. (2016). Rajan Has Got An Entire Country Interested In 'The Dismal Science', Swarajya, June 21.

Sensarma, R. (2016). RBI's Actions on Liquidity and Lower Rates Will Help Growth to Surge in FY17, Swarajya, April 05.

Sensarma, R. (2016). India: A Haven of Stability in a Turbulent World?, *Thrissur Management Association's* Annual Convention, Kerala, India April 19.

Sensarma, R. (2016). All about demonetisation, *Regional Science Centre & Planetarium*, Kozhikode, Kerala, India, November 19.

Sensarma, R. (2017). All about demonetisation, *Kozhikode Sustainable Development Initiative*, Kerala, India, January 9.

Sensarma, R. (2017). All about demonetisation, *Satsang - the Sub Regional Conference* for CA Students, Board of Studies, ICAI, Kerala, India, January 10.

Sensarma, R. (2017). Union Budget 2017- 2018: Critical Analysis and way Ahead for Indian Economy, *FICCI Kerala State Council*, Kerala, India, February 6.

SESSION CHAIRS

Mukherjee, S. (2017). One-day Seminar (funded by NITI Aayog) on 'Kerala State Finances: Problems and Prospects', IIM Kozhikode, Kerala, India, February 20.

Thomas, A. (2017). One-day Seminar (funded by NITI Aayog) on 'Kerala State Finances: Problems and Prospects', IIM Kozhikode, Kerala, India, February 20.

EXTERNAL RESEARCH PROJECTS

Nair, S. R., & Sensarma, R. (2016). NITI Aayog funded project on Kerala State Finances

Sensarma, R., & Jacob, R. T. (2017). NABARD funded project on "Indebtedness or Debt Trap? A Case Study of Rural Households in Kerala"

WORKING PAPERS

Dey, S. (2016). Historical Events and the Gold Price. IIMK/WPS/198/EA/2016/09.

Dey, S. (2016). Gold in Monetary Transmission - Some Evidence of Nonlinearities. *IIMK/WPS/202/ EA/2016/13*.

Mukherjee, **S.** (2016). Technology, trade and 'urban poor' in a general equilibrium model with segmented domestic factor markets. *GEP 16/10*, Nottingham Centre for Research on Globalisation and Economic Policy (GEP).

Mukherjee, S. (2016). Opening the Pandora's Box – Liberalised Input Trade and Wage Inequality with Non-traded Goods and Segmented Unskilled Labour Markets. *GEP 2016/15*, Nottingham Research Centre on Globalisation and Economic policy (GEP).

Mukherjee, S., & Broll, U. (2016). International Trade and Risk Aversion Elasticities. *GEP 2016/17*, Nottingham Research Centre on Globalisation & Economic Policy (GEP).

Mukherjee, S. (2016). Tariffs, FDI with technology transfer and welfare in segmented factor markets. *IIMK/WPS/190/EA/2016/14*.

Gangopadhyay, K. (2017). A Survey into Evidence of Zipf's Law among Indian Socio-Economic Variables . *IIMK/WPS/223/EA/2017/07*.

Broll, U., **Mukherjee, S., & Sensarma, R.** (2016). Exchange rate volatility and exports: estimation of firm's risk preferences. *IIMK/WPS/212/EA/2016/24*.

Nair, S. R., & Eapen, L. M. (2017). Goods and Services Tax and Price Control Measures: Lessons for India from Australian Experience. *IIMK/WPS/227/EA/2017/11*.

Sarkar, S., & Sensarma, R. (2017). Risk Taking Channel of Monetary Policy: A Review of the Evidence and Some Preliminary Results for India. *IIMK/WPS/250/EA/2017/34*.

MEMBERSHIP OF EDITORIAL/ REVIEW BOARD/ AD HOC REVIEW

| Balooni, K. | IIM Kozhikode Society & Management Review | Editor-in-Chief |
|---------------|--|------------------------|
| Balooni, K. | Agroforestry Systems | Ad hoc Reviewer |
| Balooni, K. | Ecology and Society | Ad hoc Reviewer |
| Balooni, K. | Forest Policy and Economics | Ad hoc Reviewer |
| Balooni, K. | Journal of Rural Studies | Ad hoc Reviewer |
| Mukherjee, S. | IIM Kozhikode Society & Management Review | Ad hoc Reviewer |
| Mukherjee, S. | IIMB Management Review | Ad hoc Reviewer |
| Mukherjee, S. | Economic Modelling | Ad hoc Reviewer |
| Sensarma, R. | Journal of Quantitative Economics | Ad hoc Reviewer |
| Sensarma, R. | IIMB Management Review | Editorial Review Panel |
| Sensarma, R. | Journal of Accounting in Emerging Economies | Editorial Board |
| Sensarma, R. | Risk Governance and Control: Financial Markets | Editorial Board |
| | & Institutions | |
| Sensarma, R. | Journal of Reviews on Global Economics | Editorial Board |
| Sensarma, R. | IIM Kozhikode Society & Management Review | Managing Editor |
| | | |

FINANCE, ACCOUNTING AND CONTROL

REFEREED JOURNAL PUBLICATIONS

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*, 19(3): 1-26.

Baag, P. K., & Kavitha, P. (2017). Banks in India- Efficiency in Financing Entrepreneurs and Small Businesses Under PMMY Scheme: DEA Approach. SMART Journal of Business Management Studies, 13(2).

Ramprasath, L. (2016). Role of stylized features in constructing better estimators. *Communications in Statistics - Theory and Methods*, 46(15): 7612-7620.

Shette, R., Kuntluru, S., & Korivi, S. R. (2016). Opportunistic earnings management during initial public offerings: evidence from India. *Review of Accounting and Finance*, 15(3): 352-371.

Shette, R., & Korivi, S. R. (2017). Cobweb Theorem: Signals from Indian Commodity Markets, with Specific Reference to Pulses. *ICAI's Research Bulletin*, 43(1).

Thomas, S., Thenmozhi, M., & Chandra, A. (2016). Open Interest, Basis, Volume and Spot Volatility during Growth, Crisis and Stable Period: Evidence from Indian Stock Market. *Finance India*, 30(2): 473-510.

OTHER/FORTHCOMING PUBLICATIONS

Forthcoming Refereed Journal Publications

Baag, P. K. Perspectives look at the role of the Indian regulators and the private sector in expanding financial access to the poor, *International Journal of Research in Business Studies*.

Komera S. Lukose, J. P. J., & Sasidharan, S. Does Business Group affiliation encourage R&D activities? Evidence from India, *Asia Pacific Journal of Management*.

Bhagawan, P. M., Luckose, J.P.J. The Determinants of Currency Derivatives Usage among Indian Non-financial Firms: An Empirical Study, *Studies in Economics and Finance*.

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

Books, Book Chapters/ Published & Forthcoming

Baag, P.K., Kandpal, V. & Kavidayal, P. C (2016). Accounting for Management, ABS Books, April.

Baag, P.K., & Kandpal, V. (2016). Financial Institutions and Markets, ABS Books, April.

Komera S., Lukose, J.P.J & Sasidharan, S. (2016). Business group affiliation and Innovation in medium and high technology industries in India, Technology: Corporate and Social Dimensions, Sidharthan N. S. & Narayanan K. Springer, Page Nos 43-56, December.

Kalagnanam, S. & **Nair, A.S.** (2016). Corporate Social Responsibility and Social Risk Mitigation: A Conceptual Paper, CSR: The New Paradigms. Sahay, B.S., S. Das, B. Chatterjee, G. Subramanian and R.V. Rao (eds.). New Delhi.

Conference Papers, Presented & Forth Coming

Baag, P.K. (2017). Perspectives look at the role of the Indian regulators and the private sector in expanding financial access to the poor, *ICRB 2017* India International Centre New Delhi, India, April.

Baag, P.K. (2017). Owner's financial expertise and Resubmitted Approved Loan Proposal in the Indian banks at the Ioan inception stage, *ICRB 2017*, India International Centre New Delhi, India, April

Jacob, C.K., & Lukose, J.P.J. (2016). "Institutional Investors and Dividend Policy", Asia-Pacific Industrial Organisation APIOC, University of Melbourne, Australia.

Jacob, C.K., & Lukose, J.P.J. (2016). Institutional Ownership and Payout Policy, International Conference on Financial Markets and Corporate Finance (ICFMCF), IIT Madras, India.

Kuntluru, S., & Shette, R. (2016). Earnings Management to Avoid Losses: Evidence from India, *Indian Finance Conference 2016 jointly organized by IIMA, IIMB and IIMC, IIM Ahmedabad, India 19-21,* December.

Lukose, J.P.J., & Sekhar, S. (2016). The decision to go public and Impact of BG affiliation, International Conference on Financial Markets and Corporate Finance, IIT Madras, India, August.

Lukose, J.P.J., & Bhagawan, C. G. & Shankar, R. L (2016). Corporate Derivative Use, Leverage and the Cost of Equity: New Insights from Indian Non-financial firms, *International Conference on Financial Markets and Corporate Finance, IIT Madras, India*, August.

Lukose, J.P.J., Subash, S., & Komera S. (2016). Board characteristics, ownership structure, and technological efforts in emerging market firms: The case of India., *FGKS conference, IIT Madras, India.*, December.

Lukose, J.P.J., Subash, S., & Komera, S. (2016). Does BG affiliation encourage R&D activities? Evidence from India, *Academy of Management annual meetings, California, USA*, August.

Ramprasath, L., & Ray, B. (2016). Hedging Dynamic Fund Protection, *53rd TIES conference, NISER, Bhubaneshwar,* December 22-24.

Sampath, A. (2017). The Relationship between Half Hourly Returns and Trading Volumes - Evidence from NIFTY futures, *24th Global Finance Conference*, May 4-6.

Non- Refereed Publications/ Presentations

Nair, A.S., & Upadhyayula, R.S. (2017). Airport public-private partnerships need to tweak some basic issues to avoid current pitfalls, *Economic Times, February* 28.

CASE STUDIES

Nair, A.S., & Upadhyayula, R.S. (2016). GMR Airport Concession: Mumbai versus Delhi, *IVEY Publishing*, CASE *Reference no*. 9B16N014.

SESSION CHAIRS

Sampath, A. (2016). Marketing, Technology and Society. *International Conference on Marketing, Technology and Society*, IIM Kozhikode, Kerala, India, September 29-October 1.

EXTERNAL RESEARCH PROJECTS

Sampath, A., & Gopalaswamy, A.K. (2016). From Value Added Taxation to Goods and Services Taxation: The Case of India. The South Asia Network of Economic Research Institute.

WORKING PAPERS

Kavitha, P., & Baag, P.K. (2016). Banks in India- Technical and Scale Efficiency in Financing Entrepreneurs and Small Businesses: DEA approach. *IIMK/WPS/206/FIN/2016/18*.

Baag, P.K. (2017). Owner's financial expertise and Resubmitted Approved Loan Proposal in the Indian banks at the loan inception stage. *IIMK/WPS/233/FIN/2017/17*.

Baag, P.K. (2017). A critical approach to expanding the Financial Services Access for the Poor. *IIMK/* WPS/234/FIN/2017/18.

Baag, P.K. (2017). Indian Bank's Performance in the framework of Policies & Principles of Financial Inclusion. *IIMK/WPS/247/FIN/2017/31*.

Kumar, S.S.S. (2017). Sensex and Nifty indices - Are they the right Benchmarks for mutual funds in India? *IIMK/WPS/244/FIN/2017/28*.

FELLOWSHIPS/ AWARDS/ HONOURS

Bhagawan, P., Lukose, J.P.J., Ghosh, C., & Shankar, R.L. (2016). Best Research Paper Corporate Finance, International Conference on Financial Markets and Corporate Finance, August.

HUMANITIES & LIBERAL ARTS IN MANAGEMENT

REFEREED JOURNAL PUBLICATIONS

Deepa, S. (2016). Computer-Related Health Problems among White-Collar Employees: Communicating a Blueprint. *Indian Journal of Science and Technology*, 9 (32).

OTHER/FORTHCOMING PUBLICATIONS

Books, Book Chapters / Published & Forthcoming

Narayan, S. (2017). Addressing Emerging Cybercrimes: A Challenge to International Law *in Cyber* Security and the Law: A Panoramic View, Editor Shishir Tiwari, Central Law Publications, Allahabad.

Ramnath, A. (2017). The Birth of an Indian Profession: Engineers, Industry, and the State 1900-47. Oxford University Press, India

Verma, P., & **Mohapatra, S.** (2017). The combined use of formal and informal ethics training in the Indian IT companies. *International business strategy: Perspectives on implementation in emerging markets*, 357-384). Editors (S. Raghunath & E. Rose).

Conference Papers, Presented & Forth Coming

Sethi, D. (2017). Do Patients Really Observe Nonverbal Communication of Doctors? – A Case of India. Adwitya-International Conference Engendering Health, *IIHMR*, Bangalore, India, November 18-19.

Non- Refereed Publications/ Presentations/ Book Review

Narayan, S. (2017). Learning International Law in South - The Relevance, Methodology and Prospects, Inaugural Conclave of the Indian Chapter of the Association of Attendees and Alumni of The Hague Academy of International Law, Kerala Institute of Local Administration (KILA), Thrissur, Kerala, India, January 3.

Narayan, S. (2017) Career Options in Law, Centre for Parliamentary Studies and Law Reforms, National University of Advanced Legal Studies (NUALS), Kochi, January 25.

Prasad, D., & Padmanabhan, A. (2017). Designing cybersecurity for the financial sector. *Live Mint* (News Paper), May 22.

Sethi, D. (2016). Communication: Life blood of every organization 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)*. Sage Publication, July.

RESEARCH PROJECTS

Medium Grant Research Projects completed

Das, A., & Venkatraman, S. (2016). Impact of Social Media on the lives of the Women of the Kantha Embroidery Industry. *MGRP/2014/04.R1*.

EXTERNAL RESEARCH PROJECTS

Caru, V., & **Ramnath, A.** (2017). ENGIND: Engineers and Society in Colonial and Postcolonial India'. *National Research Agency, France.*

WORKING PAPERS

Ramnath, A. (2016). International networks and aircraft manufacture in late-colonial India: Hindustan Aircraft Limited, 1940-47. *IIMK/WPS/205/HLA/2016/17.*

FELLOWSHIPS/ AWARDS/ HONOURS

Ramnath, A. International Scholar of the Society for the History of Technology, Selected in 2014. Award held in the years 2015 and 2016.

MEMBERSHIP OF EDITORIAL/ REVIEW BOARD/ AD HOC REVIEW

| Sethi, D. | Computers in Human Behavior | Ad hoc Reviewer |
|-----------|---|-----------------|
| Sethi, D. | IIM Kozhikode Society & Management Review | Ad hoc Reviewer |

INFORMATION TECHNOLOGY AND SYSTEMS

REFEREED JOURNAL PUBLICATIONS

Krishnadas, N., & Pillai, R.R. (2017). The Influence of Green IS Practices on Competitive Advantage: Mediation Role of Green Innovation Performance. *Information Systems Management*, 34(1): 3-19

Abdulla, M.S., & Bhatnagar, S. (2016). Multi-armed bandits based on a variant of Simulated Annealing. *Indian Journal of Pure and Applied Mathematics*, 47(2): 195-212.

Abdulla, M.S., Rekha, A.G., & Ashraf, S. (2016). Artificial Intelligence Marketing: An application of a novel Lightly Trained Support Vector Data Description. *Journal of Information and Optimization Sciences*, 37(5): 681-691.

Abdulla, M.S., Rekha, A.G., & Ashraf, S. (2017). Lightly trained support vector data description for novelty detection, *Expert Systems with Applications*, 85(1): 25-32

Agarwal, N., Sebastian, M.P., & Agarwal, S. (2016). Assessing the adoption of a Home health provisioning system in India: An analysis of doctors. *Asia Pacific Journal of Health Management*, 11(2): 49-64.

Nikunj, A., & Sebastian, M.P. (2016). Use of Cloud Computing and Smart Devices in Healthcare. *International Journal of Computer, Electrical, Automation, Control and Information Engineering;* 10(1): 156-159.

Jayaprakash, P., & Pillai, R.R. (2016). An Integrated Model for E-waste Management in India Using Systems Thinking. *Management and Labour Studies*, 41(1): 45–57.

Pillai, R.R. (2016). The Complementary Role of Science, Spirituality and Ethics for a new World Order - The Golden Age. *Nitte Management Review*, 10(1): 1-19.

Pillai, R.R. (2016). Equanimity: An Essential Divine Virtue for Decision Making. *Nehru School of Management Journal;* Special Issue, PP: 19-25.

Krishnan, S. (2016). Electronic warfare: A personality model of cyber incivility. *Computers in Human Behavior,* 64: 537-546.

OTHER/FORTHCOMING PUBLICATIONS

Book Chapters / Published & Forthcoming

Jayaprakash, P., & Pillai, R.R. (2016). Sustainable ICT Practices and CSR: An Analysis of Indian Scenario, *Corporate Social Responsibility*, edited by BS Sahay, Satyasiba Das, Bhasker Chatterjee, Gayatri Subramanian, & R Venkata Rao.

Conference Papers, Presented & Forth Coming

Jayaprakash, P., & Pillai, R.R. (2016). Is Green ICT Being Valued by IT Professionals?, International Conference on Marketing, Technology and Society, IIM Kozhikode, Kerala, India, September 29 – October 1.

Jayaprakash, P., & Pillai, R.R. (2016). Green Information Technology Practice: An Institutional Theory Perspective, *XUB Sustainability Summit-2016,* Xavier University, Bhubaneswar, India, August 11-13.

Jayaprakash, P., & Pillai, R.R. (2016). Green IT self-efficacy: a point to ponder?, 2016 IEEE International Symposium on Technology and Society (ISTAS), Thiruvananthapuram, India, October 20-22.

Pillai, R.R., & Jayaprakash, P. (2016)., Green IT self-efficacy: a point to ponder? *IEEE International Symposium on Technology and Society (ISTAS),* Thiruvananthapuram, India, October 20-22.

Krishnan, S., Barnes, C. M. & Watkins, T. S. (2016). Electronic Warfare: A Sleep and Self-Control Model of Cyber incivility, *Society for Industrial and Organizational Psychology (SIOP) Annual Conference*, Anaheim, California, USA, April 14-16.

Krishnan, S. (2016). Personality and Espoused Cultural Differences in Techno stress Creators, *International Conference on Management and Information Systems, Bangkok, Thailand, September* 23-24.

Krishnan, S. (2016). Non-work Related Computing: A Personality Model of E-mail Loafing, *International Conference on Management and Information Systems*, Bangkok, Thailand, September 23-24.

Krishnan, S. (2016). Moderating Effects of Personality on Cyber loafing and Job Burnout, *International Conference on Management and Information Systems, Bangkok, Thailand, September* 23-24.

Paul, A., & Jayaprakash, P. (2016). Exploring the Factors Influencing Information Seeking Behaviour and the Role of Social Media in a Doctoral Community of a B-School, *7th International Conference on Excellence in Research and Education,* IIM Indore, Madhya Pradesh, India, May 5-8.

Paul, A. (2016). ICT Adoption for Health Related Use by Middle Class Indian Women, *Adwitya 2016-International Conference: Engendering Health*, Bangalore, India, November 18-19.

Pillai, R.R. (2016). Equanimity – An Essential Divine Virtue For Decision Making, *Realm of Management in Bhagavad Gita, Nehru School of Management, Thiruvilwamala,* Kerala, India, November 4-5.

Pillai, R.R., & Kumar, A. G. (2016). Balance Brings Blessings and Leads to Sustainable Actions? Empirical Evidence of Developing and Sustaining Balance Based on an Ancient Spiritual Practice, *Strengthening Values & Ethics For Sustainable Growth: Role of Indian Philosophical Traditions,* Management Development Institute, Gurugram, India, September 22-23.

Pillai, R.R. (2016). Effectiveness of Rajayoga Meditation in developing & maintaining certain balances in life, *10th SIR (Spirituality in Researchers) Conference and Meditation Retreat,* Mount Abu, India, September 18.

Pillai, R.R. (2016). A holistic approach to address ethical and sustainability challenges of Information and Communication Technologies, 2016 IEEE International Symposium on Technology and Society (ISTAS), Thiruvananthapuram, India, October 22.

Sebastian, M.P., & Agarwal, N. (2016). IS Budgeting for Healthcare Innovations: Insights for Developing Countries, 2016 International Conference on Computational Science and Computational Intelligence (IEEE), Las Vegas, USA, December 14-17.

Thompson, K. & **Paul, A**. (2017). Technology Tamers: The influence of women in ICT adoption, use and enjoyment. SIG-III presentation, *ALISE Annual Conference*, Atlanta, Georgia, USA, January.

Non- Refereed Publications/ Presentations

Pillai. R.R. (2016). Effectiveness of Rajayoga Meditation in developing & maintaining certain balances in life, *10th SIR (Spirituality in Researchers) Conference and Meditation Retreat,* Mount Abu, India, September 18.

Pillai, R.R. (2016). A holistic approach to address ethical and sustainability challenges of Information and Communication Technologies, 2016 IEEE International Symposium on Technology and Society (ISTAS), Thiruvananthapuram, India, October 22.

CASE STUDIES

Paul, A. & Pillai, R.R. (2017). On The Road to Digitization: The Case of Kerala. IIMK/CS/41/ITS/ 2017/06.

SESSION CHAIRS

Pillai, R.R. (2016). *International Conference on Marketing, Technology and Society*, IIM Kozhikode, Kerala, India, September 29 – October 1.

RESEARCH PROJECTS

Small Grant Research Projects completed

Krishnan, S. (2016). Non-Work Related Computing: A Personality Model of E-Mail Loafing. SGRP/2016/89.

Medium Grant Research Projects completed

Krishnan, S. (2016). Electronic warfare: A personality model of cyber incivility. MGRP/2015/01.R1.

WORKING PAPERS

Paul, A., & Padhi, S. S. (2016). Evaluating the Government Call Center: A three phased approach. *IIMK/WPS/211/ITS/2016/23*.

Jayaprakash, P., & Sebastian, M.P. (2017). Information security research methodologies: A review. *IIMK/WPS/225/ITS/2017/09*.

Paul, A., & Thompson, K. M. (2017). Women in Digital India: An In-depth Analysis of Preparation for Digital Inclusion. *IIMK/WPS/236/ITS/2017/20*.

Villari, B.C., & **Abdulla, M. S**. (2017). effSAMWMIX: An efficient Multi-Armed Bandit Algorithm based on simulated Annealing with multiplicatative weights. *IIMK/WPS/218/ITS/2017/02*.

Villari, B.C., & Abdulla, M.S. (2017). Portfolio choice decision making with NBP- effSAMWMIX: A Stochastic Multi-Armed Bandit Algorithm using Naïve Bandit Portfolio Approach. *IIMK/WPS/219/ITS/2017/03.*

Villari, B. C., & Abdulla, M.S. (2017). Ctx-effSAMWMIX: A Contextual Multi-Armed Bandit Algorithm for personalized recommendations. *IIMK/WPS/224/ITS/2017/08*.

MEMBERSHIP OF EDITORIAL/ REVIEW BOARD/ AD HOC REVIEW

Pillai, R.R. AIMS International Journal of Management

Editorial Board

MARKETING MANAGEMENT

REFEREED JOURNAL PUBLICATIONS

Jha, S., & Adhikari, A. (2016). Goal Congruence in Hedonistic and Utilitarian Reasons for Purchase and Features of a Product. *South Asian Journal of Management*, 23(2): 72-89.

Chandrasekhar, L., Kumra, R., & **Adhikari, A.,** (2017). Proactive Market Orientation and Innovation in India: The Moderating Role of Intra-Firm Causal Ambiguity. *Journal of Management and Organization*, 23 (1), 116 – 135.

Sahadev, S., **Purani, K.,** & Panda, T. K. (2017). Service employee adaptiveness: Exploring the impact of role-stress and managerial control approaches. *Employee Relations* 39(1): 54-78.

Malhotra, N., Sahadev, S., & **Purani, K.** (2017). Psychological contract violation and customer intentions to reuse online retailers: Exploring mediating and moderating mechanisms. *Journal of Business Research*, 75: 17-28.

Sugathan, P., Kumar, R.R., & Mulky, A.G. (2017). A typical Shifts Post-Failure: Influence of Co-creation on Attribution and Future Motivation to Co-create. *Journal of Interactive Marketing*, 38: 64-81.

Sugathan, P., Kumar, R.R., & Mulky, A.G. (2017). An Examination of the Emotions That Follow a Failure of Co-creation. *Journal of Business Research*, 78: 43-52.

OTHER/FORTHCOMING PUBLICATIONS

Forthcoming Refereed Journal Publications

Adhikari, A., & Chakrabarty, M.A. Micro Modelling of Individual Traveller's Information Seeking Behaviour: a Heterogeneity Specific Study, *Current Issues in Tourism journal*.

Amblee, N., Ullah, R., & Kim, W. Do Product Reviews Really Reduce Search Costs? Journal of Organizational Computing and Electronic Commerce.

Kumar, D. S., **Purani, K.,** & Sahadev, S. Visual Servicescape aesthetics and consumer response: a holistic model, *Journal of Services Marketing*.

Sinha, R., & Adhikari, A. Advertised Reference Price and Sales Price as Anchors of the Latitude of Expected Price and its Impact on Purchase Intention", European Journal of Marketing

Thomas, J., Saha, B., & Satpathy, C. Chennai Super Kings (CSK): Growing and Leveraging Brand Equity, *Journal of International Business Education*.

Books, Book Chapters / Published & Forthcoming

Adhikari, A., Shankaran, R., & Kharkhanis, T. (2017). Tanishq: Bringing Jewellery to Daily Life, Book Chapter in book Strategic Marketing Cases in emerging Markets, *Springer Publication*.

Adhikari, A., & Roy, S.K. (2017). Revolution Ventures, Book Chapter in book Strategic Marketing Cases in emerging Markets Springer Publication.

Adhikari, A., & Roy, S.K. (2017) Strategic Marketing Cases in Emerging Markets (Book), Springer Publication.

Conference Papers, Presented & Forth Coming

Adhikari, A., & Sinha, R.K. (2016). Impact of ARP on Purchase Intention: Role of Anchoring, Latitude of Expected Price and Uncertainty, *INFORMS Marketing Science Conference*, Fudan University, Shanghai, China, June 16-18.

Adhikari, A. (2016) Adjacent Price Anchoring and Consumer's Willingness to Pay: A Bayesian Approach, *International Conference on Marketing, Technology and Society,* IIMK Campus, Kozhikode, Kerala, India, September 29- October 1.

Kumar, D.S., Nair, U.K., & Purani, K. (2017). Consumer Pre-testing of Servicescape Designs: A Toolkit, Winter AMA conference, Orlando, Florida, USA, February 17-19.

Purani, K., Kumar, D. S., & Sahadev, S. (2016). Modelling Personal Characteristics and Social Influence on e-retail Loyalty - A Millennial Perspective, *International Conference on Marketing, Technology and Society,* IIMK Campus, Kozhikode, Kerala, India, September 29- October 1.

Purani, K., Shukla, P., & Singh, J. (2017). Influence of Consumer Vanity on Employment of Impression Management Tactics and Their Consequences on Conspicuous Consumption Orientation, *Winter AMA Conference*, Orlando, Florida, USA, February 17-19.

Purani, K., Sahadev, S., & Malhotra, N. (2017). Role of Bank Reputation and Size in Usage of Internet Banking services India: A Multi-level Modelling Framework, *Hull University Business School*, Hull, UK, July 3-6.

Purani, K., & Kumar, D. (2017). Analysing Restorative Potential of Green Servicescapes, *Summer AMA Conference,* San Francisco, USA, August 4-6.

Purani, K., & Krishna, J. (2017). Conceptualising and Measuring Community Based Brand Equity, *Academy of Marketing Science* World Marketing Congress, University of Canterbury, Christchurch, Newzealand, June 27 – July 1.

Sinha, R.K., & Purani, K. (2016). Taxonomy Of Digital Products For Developing Marketing Strategy, *International Conference on Marketing, Technology and Society,* IIMK Campus, Kozhikode, Kerala, India, September 29- October 1.

Thomas, J., & Sharma, S. (2016). Technology Business Incubator at National Institute of Technology Calicut, India: Way forward, *Annual NACRA Conference*, Las Vegas, USA, October 6-8.

Thomas, J., & Ranjitha, G.P. (2016). Branding Conceptualization and Research: Evolving Understanding and Emerging Research, *International Conference On Marketing, Technology and Society,* IIM Kozhikode, Kerala, India, September 29-October 1.

Thomas, J. & **Krishnan, J.** (2016). Guilt as an advertising appeal, *International Conference On Marketing, Technology and Society,* IIM Kozhikode, Kerala, India, September 29-October 1.

Thomas, J., & Ranjitha, G.P. (2016). Branding: A review of brand conceptualizations and emerging branding research areas, *International Conference on Marketing, Technology and Society,* IIM Kozhikode, Kerala, India, September 29-October 1.

Unnithan, A.B., & Sudhir, S. (2016). Rumour Sharing in the Market Place - A Manifestation of Anxiety, Arousal and Valence, *Marketing Reborn Traditions, Trends and Techniques, Third International Communication Management Conference ICMC 2016, MICA, Ahmedabad, India February 18-20.*

Non- Refereed Publications/ Presentations

Purani, K. (2016). Winds of Change at IIMs: Developing Executives to Developing Entrepreneurs, *The Week, October 22.*

Sugathan, P. (2017). Citizen participation and urban planning, Youthkiawaaz, May 29.

Thomas, J. (2016). Pursuing a Career in Management or Embarking on an Entrepreneurship Journey-Some Questions? *JDT Global Edu- Connect*, Kozhikode, Kerala, India, April 13.

Thomas, J. (2016). Branding: Changing Realities, Evolving Understanding and Practice *CII- Marketing and Brand Conclave*, Kochi, India, November 2.

CASE STUDIES

Sridhar, G. (2016). 'AASU' Mallesham. IIM Kozhikode, ET Cases.

Adhikari, A. (2017). Chic-Chicken in India: Marketing Research Decisions. IIMK/CS/39/MM/ 2017/04.

Sridhar, G. (2017). Rajanna's Ethical Dilemma. IIM Kozhikode, ET Cases.

Purani, K., & Ramanathan, J. (2017). Vidita cleaning products vs. Rainbow market research services. *IIM Kozhikode, ET Cases.*

Purani, K., & Jeesha, K. (2017). Impex Kitchen Appliances: Evaluating the "Reader's Offer. *Ivey Publishing,* CASE – *Reference no.* 9B17A010

Krishnan, O., & Nafees, L. (2017). Global Brand, Local Brand Communications – Strategy for Global Competitiveness: The case of Canon in India. *IIMK/CS/42/MM/2017/07.*

Sugathan, P. (2017). Hotel repositioning. IIMK/CS/40/MM/2017/05.

WORKING PAPERS

Adhikari, A. (2016). Adjacent Price Anchoring and Consumer's Willingness to Pay: A Bayesian Approach. *IIMK/WPS/215/MM/2016/27*.

Adhikari, A. (2016). Fairness in Participative Pricing: A New Way of Pricing in Hospitality Sector. *IIMK/WPS/216/MM/2016/28*.

Ranjitha, G.P., & **Thomas, J.** (2016). Branding Conceptualization and Research: Evolving Understanding and Emerging Research Areas. *IIMK/WPS/203/MM/2016/15*.

Unnithan, A.B. (2016). Number of Scale Points and Data Characteristics: An Experimental Investigation. *IIMK/WPS/214/MM/2016/26.*

Unnithan, A.B. (2016). Measurement Invariance and the Number of Scale Points in Multi-Item Instruments. *IIMK/WPS/200/MM/2016/11*.

Velayudhan, S.K. (2016). Relevance of Rural Periodic Markets: A Review. *IIMK/WPS/199/MM/* 2016/10.

Krishnan, O. (2017). A Novel Framework to Measure Brand Personality of Technical Education Institutions. *IIMK/WPS/229/MM/2017/13*.

Unnithan, A.B., & Ranjitha, G.P. (2017). The Ideal Woman's Reflection in the Distorted Mirror of Marketing. *IIMK/WPS/217/MM/2017/01*.

Yadav, J. K., & Krishnan, O. (2017). Memorable Tourism Experiences: Vivid memories and feelings of Nostalgia for Houseboat tourism. *IIMK/WPS/232/MM/2017/16*.

MEMBERSHIP OF EDITORIAL/ REVIEW BOARD/ AD HOC REVIEW

| 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 |
| Adhikari, A. | Journal of Services Research (IIMT) | Editorial Review Board |
| Adhikari, A. | Journal of Agribusiness in Developing and Emerging | |
| | Economies | Associate Editor |
| Amblee, N. | IIM Kozhikode Society & Management Review | Managing Editor |
| Purani, K. | IIM Kozhikode Society & Management Review | Ad hoc Reviewer |
| Thomas, J. | NACRA Annual Conference | Ad hoc reviewer |
| Thomas, J. | IIMB Management Review | Review Board |
| | | |

ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES

REFEREED JOURNAL PUBLICATIONS

Kumar, M., & Jauhari, H. (2016). Employee participation and turnover intention: exploring the explanatory roles of organizational justice and learning goal satisfaction. *Journal of Workplace Learning*, 28(8): 496-509.

Rajeev, P.N., & Kalpathi, S. (2016). Let's play: the use of Improv games in change management training–a case study. *Industry and Higher Education*, 30(2): 149-154.

Krishnan, T.N., & Poulose, S. (2016). Response rate in industrial surveys conducted in India: Trends and implications. *IIMB Management Review,* 28(2): 88-97.

Krishnan, T.N., & Scullion, H. (2016). Talent management and dynamic view of talent in small and medium enterprises. *Human Resource Management Review*, 27(3): 431-444.

OTHER/FORTHCOMING PUBLICATIONS

Forthcoming Refereed Journal Publications

Chatterjee, **D.**, & Vakkayil, J. Globalization routes: The pursuit of conformity and distinctiveness by top business schools in India, *Management Learning*.

Rajeev, P.N., & Kalagnanam, S. India's mandatory CSR policy: implications and implementation challenges, *International Journal of Business Governance and Ethics*.

Venugopal, A., Krishnan, T.N., Kumar, M., & Upadhyayula, R.S. Strengthening organizational ambidexterity with top management team mechanisms and processes, *International Journal of Human Resource Management*.

Books, Book Chapters / Published & Forthcoming

Chatterjee, D. (2016). Selling science through university entrepreneurship: Debates and implications for emerging economies A. Stachowicz-Stanusch & G. Mangia, Dark Sides of Business and Higher Education Management, Volume II, *Business Expert Press*, September 1.

Chatterjee, D., & **Krishnan T.N.** (2017). Consulting at Indian Hygiene Products Limited: Entry and Contracting. Cases and Exercises in Organization Development & Change (2nd Ed.)., 93-104, (editors) Donald L. Anderson, *SAGE Publications, Inc.*

Ratnam, V.C.S., & Dhal, M. (2017). Industrial Relations (Second edition), Oxford University Press

Conference Papers, Presented & Forth Coming

Chatterjee, D. (2016). Bridging institutional voids in innovation for emerging Asian economies: The institutional entrepreneurship of University Research Centers, *Coorganized by DRUID, NUS Business School and SMU - Lee Kong Chian School of Business.* Singapore.

Dhal, M. (2016). Non-Regular Workers in Japan: Issues and Challenges of New Economic Order, 9th Asian Regional Congress of the International Labour and Employment Relations Association (ILERA), Beijing, China, November 1-3.

Poulose, S., Sudarsan, N., & **Dhal, M. (2016).** Measuring the Impact of Work Life Balance Dimensions among Law Enforcement Officers, *26th Conference of National Academy of Psychology (NAOP)* on "Psychology and Future of Work", IIT Madras, India, December 29-31.

Dhal, M. (2017). Challenges of Trade Union in Japanese Automobile Sector in the Liberalized Economy, *35th International LabourProcess Conference, Reconnecting Work and Political Economy*, Sheffield, UK April 4-6.

Kumar, D.S., Nair, U.K., & Purani, K. (2017). Consumer Pre-testing of Servicescape Designs: A Toolkit, Winter AMA conference, Orlando, Florida, USA, February 17-19.

Rajeev, P.N., Joy, S., & Poonamalee, L. (2016). Forms of Incorporation of Social Enterprises, Balancing profit and Social Goals: A comparative Analysis, *13th Annual Social Enterprise Conference*, University of Southern California, USA, November 11-12.

Rajeev, P. N., Kalagnanam, S., **Sinha, A.S.**, & Kalagnanam, V. (2016). Social impact assessment of Kudumbashree micro enterprises: a multi-dimensional, multi-level measurement.,*13th Annual Social Enterprise Conference*, University of Southern California, USA, November 11-12.

Rajeev, P.N., & Joy, S. (2016). Inherent 'limits to growth' in micro-social enterprises: Insights from Kudumbashree micro enterprises, India , *8th International Social Innovation Research Conference,* Glasgow City Centre, Glasgow, Scotland U.K, September 5-7.

Rajeev, P.N., & Joy, S. (2016). 'It is only women' to 'it is women': How poor women gained legitimacy as economic and social actors through a grass root social innovation, *8th International Social Innovation Research Conference*, Glasgow City Centre, Glasgow, Scotland U.K, September 5-7.

Rajeev, P.N., & Joy, S. (2016). It is us, we are it': An empirical model for participatory institutions among the underprivileged beneficiary stakeholders, *British Academy of Management, 30th Annual Conference,* Newcastle University, Newcastle, September 6-8.

Rastogi, A., Pati, S.P., Kumar, P., Dixit, J.K., & Pradhan, S. (2016). Investigation of Psychometric properties of UWES-S (student engagement) and its relationship with burnout and life satisfaction in the Indian context, *Second International Conference on Organization and Management (ICOM)*, Abu Dhabi, UAE, November 20-21.

Krishnan, T. N., Venugopal, A., & **Kumar, M.** (2016). Identifying the focal role of top management paradoxical cognition in ambidextrous firms *Academy of Management 2016 Annual Meeting*, California, August

Non- Refereed Publications/ Presentations

Dhal, M. (2016). Breaking the Labour Union Logjam (Case Study), Human Capital, April

Krishnan, T.N. (2016). Present day career demographics, Human Capital, December 1.

RESEARCH PROJECTS

Small Grant Research Project Ongoing

Chatterjee, D. (2016). A comparative study of research commercialization at US and Indian higher educational institutions. *SGRP/2016/91.*

EXTERNAL RESEARCH PROJECTS

Rajeev, P.N., & Sinha, A.S. (2016). Social Impact Assessment of the Micro Enterprise Initiative of Kudumbashree, *Kerala State Poverty Eradication Mission*

Rajeev, P.N., & Kalagnanam, S. (2016). What challenges do businesses and partner organizations (CSR foundations and NGOs) face in complying with Section 135 of the Companies Act (2013) in India? granted a funding of \$ 2990 by IMA Research Foundation, US (http://www.imanet.org/).

WORKING PAPERS

Kumar, M., & Jauhari, H. (2016). Employee Participation and Turnover Intention: Exploring the Explanatory Roles of Organizational Justice and Learning Goal Satisfaction. *IIMK/WPS/204/OB&HR/2016/16*.

Nair, U.K., & Tandon, A. (2017). Strong Identities in Unexpected Quarters: Identity Construction by Traffic Police Personnel. *IIMK/WPS/235/OB&HR/2017/19*.

Pati. S.P., & Rastogi, A. & Kumar, P. (2017). Arresting burnout: The role of Karma yoga. IIMK/WPS/ 221/OB&HR/2017/05.

Rastogi, A., Pati, S.P., Krishnan, T.N., & Krishnan, S., (2017). Disengagement at work: A conservation of resources perspective. *IIMK/WPS/220/OB&HR/2017/04*.

Rastogi, A., Pati, S.P., Kumar, P., Dixit, J.K., & Pradhan, S. (2017). Investigation of Psychometric properties of UWES-S (student engagement) and its relationship with burnout and life satisfaction in the Indian context. *IIMK/WPS/222/OB&HR/2017/06*.

Rajeev, P.N., & Kalagnanam, S.S. (2017). The difficulties in doing good: NGO preparedness for implementing mandatory corporate social responsibility projects in India. *IIMK/WPS/240/OB&HR* /2017/24.

Rajeev, P.N., & Joy, S. (2017). 'It is only women' to 'it is women': A process model for how poor women gained legitimacy as economic and social actors through a grass root social innovation. *IIMK/WPS/241/OB&HR /2017/25.*

MEMBERSHIP OF EDITORIAL/ REVIEW BOARD/ AD HOC REVIEW

| IIM Kozhikode Society & Management Review | Editorial Board |
|--|--|
| IIMB Management Review | Editorial Review Panel |
| Sage Publication | Ad hoc Reviewer |
| Amity Journal of Training and Development | Ad hoc Reviewer |
| International Journal of Business Governance and | Ad hoc Reviewer |
| Ethics (IJBGE) | |
| IIM Kozhikode Society & Management Review | Ad hoc Reviewer |
| IIMB Management Review | Ad hoc Reviewer |
| | IIMB Management Review Sage Publication Amity Journal of Training and Development International Journal of Business Governance and Ethics (IJBGE) IIM Kozhikode Society & Management Review |

QUANTITATIVE METHODS AND OPERATIONS MANAGEMENT

REFEREED JOURNAL PUBLICATIONS

Pratap, S., Gupta, A., **Mateen, A.,** & Mahato, K. (2016). Playing games, receiving gifts, creating experiences and building brands. *Journal of Marketing Intelligence and Planning*, 34(4): 486-503.

Narayanamurthy, G., & Anand, G. (2016). Systemic leanness: An index for facilitating continuous improvement of lean implementation. *Journal of Manufacturing Technology Management,* 27(8): 1014-1053.

Narayanamurthy, G., & Anand, G. (2016). Leanness assessment – a literature review. *International Journal of Operations and Production Management*, 36(10): 1115-1160.

Narayanamurthy, G., Anand, G., & Raju, C. (2017). Applying lean thinking in an educational institute – an action research International Journal of Productivity and Performance Management, 66(5): 598-629.

Ramkumar, P. N., John, S. R., & Sridharan, R. (2017). Multi-period reverse logistics network design with emission cost. *International Journal of Logistics Management*, 27(1):127-149.

Gopinath, S., & **Padalkar, M.** (2016). Six decades of project management research: Thematic trends and future opportunities. *International Journal of Project Management*, 34(7): 1305-1321.

Gopinath, S., & Padalkar, M. (2016). Are complexity and uncertainty distinct concepts in project management? A taxonomical examination from literature. *International Journal of Project Management*, 34(4): 688-700.

Chowdhury, S., & Kundu, A. (2016). Ordering properties of order statistics from heterogeneous exponentiated Weibull models. *Statistics & Probability Letters*, 114: 119-127.

Kundu, A., **Chowdhury, S.,** Nanda, A.K., & Hazra, N.K. (2016). Some results on majorization and their applications. *Journal of Computational and Applied Mathematics*, 301: 161-177.

Chowdhury, S., & Mukherjee, S. P. (2016). Bayes estimation in M/M/1 queues with bivariate prior. IN M/M/1 Queues, *Journal of Statistics and Management Systems*, 19(5): 681-699.

Chowdhury, S., & Kundu, A. (2017). Stochastic Comparison of Parallel Systems with Log-Lindley Distributed Components. *Operations Research Letters,* 45 (3): 199-205.

Chowdhury, S., Mukherjee, A., & Nanda, A.K. (2017). On Compounded Geometric Distributions and Their Applications. *Communications in Statistics - Simulation and Computation,* 46(3): 1715-1734

Murthy, C., **Padhi, S. S.,** Gupta, N., & Kapil, K. (2016). An Empirical Investigation of the Antecedents of Value Co-creation in B2B IT Services Outsourcing. *Business Process Management Journal*, 22(3): 484 - 506.

Thangamani, G. (2017). Availability Analysis of Regenerator System Using Markov Process Approach. *American Journal of Computational and Applied Mathematics,* 7(3): 65-70.

OTHER/FORTHCOMING PUBLICATIONS

Forthcoming Refereed Journal Publications

Chowdhury, S., Kundu, A., Nanda, A.K., & Hazra, N.K. Majorization Orders and Their Applications, *Journal of Computational and Applied Mathematics*.

Chowdhury, S., & Kundu, A. Ordering properties of sample minimum from Kumaraswamy-G random variables, *Statistics-Journal of Theoretical and Applied Statistics.*

Zanger, I., **Padhi, S.S.,** & Wagner, S.M. Linking Social Systems Failure of Marriages and Firms: A Short Note., *Journal of Innovation & Knowledge*.

Rajeev A., Pati, R.K., Padhi, S.S., & Govindan, K. Evolution of Sustainability in Supply Chain Management Literature, *Journal of Cleaner Production*.

Padhi, S.S., & Pati, R.K. Quantifying Potential Tourist Behavior in Choice of Destination using Google Trends, *Tourism Management Perspectives*.

Rajnish, K., **Padhi, S. S., & Sarkar, A.** Optimal Number of Suppliers to Mitigate Supply Disruption: A case of Indian Locomotive Manufacturer, *International Journal of Logistics Systems and Management.*

Roy, S., Pradhan, B., & Gijo, E.V. Inference based on progressive Type-I interval censored data from log-normal distribution, *Communications in Statistics-Simulation and Computation*.

Roy, S., Pradhan, B., & Gijo, E.V. Estimation of P (X < Y) for generalized half logistic distribution based on Type-II censored data, *International Journal of Quality & Reliability Management*.

Gupta, S., Dawande, M., Janakiraman, G., & **Sarkar, A.** Distressed Selling by Farmers: Model, Analysis, and Use in Policy-Making, *Production and Operations Management (FT50 journal)*.

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*.

Conference Papers, Presented & Forth Coming

John, L., & **Anand, G.** (2016). Coordination mechanism for humanitarian supply chain using flexible returns contracts, *POMS SPJIMR International conference* on Big Data Analytics for Optimising Supply Chains, Mumbai, Maharastra, July 29-30.

John, L., **Anand, G**. (2016). Coordination effectiveness index: A metric for coordination efforts in humanitarian supply chain, *10th International Conference of the Indian Subcontinent Region Decision Sciences Institute*, MET's Institute of Management, Nashik, Maharashtra, December 28-30.

John, L., & **Anand, G**. (2016). Review of coordination studies in humanitarian logistics, *Fourth International Conference on the Best Practices in Supply Chain Management (BPSCM 2016),* Trivandrum, Kerala, December 22-23.

Chakrabarty, J.B., & Chowdhury, S. (2016). Compounded Inverse Weibull Distributions: Properties, Inference and Applications, *International Workshop on Reliability Theory and Survival Analysis,* Pune University, Maharashtra, India, November 3-5.

Chowdhury, S. (2016). Acceptance sampling plans based on truncated life test for the generalized Weibull model, *IEEE International Conference on Industrial Engineering and Engineering Management (IEEM)*, Bali, Indonesia, December 4-7.

Gopinath, S., & Padalkar, M. (2017). Critical Chain Project Management: A search for Theoretic Roots, *PMI Research and Academic Conference*, March 2-4.

Gopinath, S., & Padalkar, M. (2016). Using agile in construction projects – It's more than a methodology, *POMS Annual Conference*, Orlando, USA, May 6-9.

Gopinath, S., & Padalkar, M. (2016). Controlling deviant behaviours in employee-owned cooperatives, *POMS Annual Conference*, Orlando, USA, May 6-9.

Gopinath, S., & Padalkar, M. (2017). TOC and Critical Chain Project Management: In Search of Theoretic roots, *Project Management Research and Academic Conference, New* Delhi, India.

Mateen, A., Sharma, D., & Gupta, A. (2016). Analyzing the New Google Search Results Page - A Netnographic Approach, *International Conference on Marketing, Technology & Society*, IIM Kozhikode, Kerala, India, September 29 – October 01.

Narayanamurthy, G., Anand, G., & Shah, R. (2016). Quantitative assessment and benchmarking of leanness in hospitals using data envelopment analysis, *POMS SPJIMR International conference on Big Data Analytics for Optimising Supply Chains*, Mumbai, Maharastra, India, July 29-30.

Narayanamurthy, G., & Anand, G. (2016). Lean thinking in healthcare – Uncovering the practices and performance measures, *XX Annual International Conference of Society of Operations Management,* Gwalior, Madhya Pradesh, India, December 22-24.

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

Narayanamurthy, G., Shah, R., **& Anand, G.** (2016). Spillover effect of penalties - An empirical investigation in the healthcare context, *POMS SPJIMR International conference* on Big Data Analytics for Optimising Supply Chains, Mumbai, Maharastra, India, July 29-30.

Narayanamurthy, G., & Anand, G. (2016). Benchmarking lean practices and performance measures of a hospital, 2016 IEEE International Conference on Industrial Engineering and Engineering Management (IEEM), Bali, Indonesia, December 4-7.

Pati, R.K., & Nandakumar, M.K. (2016). Business Model and Firm Performance: Moderating effect of Environment, Academy of Management Conference, Anaheim, California, USA. August 5-9.

Pati, R.K., & Padalkar, M. (2016). Review of Methodologies and Models in Supply Chain Sustainability Literature, *POMS India Chapter Conference*, S. P. Jain Institute of Management & Research, Mumbai, India, July 29-30.

Pati, R.K., Rajeev, A., **& Padhi, S.S.** (2016). A Systematic Review of Sustainability Research in Chemical Supply Chains, *POMS India Chapter Conference*, S. P. Jain Institute of Management & Research, Mumbai, India, July 29-30.

Pati, R.K. (2016). Sustainability in healthcare for Nations overall growth: In developing and Underdeveloped countries, *6th World Nursing and Health Care Conference*, OMICS International, Crown Plaza Hotel, London, UK, August 15-17.

Pati, R.K. (2016). Future of Shipping Industry logistics sector in the global and competitive environment-Role of Kerala, *Conference and Exposition "Logistics Conclave: Logistics Kerala-Emerging Opportunities Trends and Technologies"*, The gateway hotel, Kochi, India, August 1-2.

Pati R.K., & Padhi, S. S. (2017). Can Pharmaceutical Industries Help Healthcare Sector to Attain Sustainability in Developing Economies, *World Congress on Pharmaceutical and Chemical Sciences*, Spain, May 3-5.

Chakrabarty, J.B., Premkumar, P., & Chowdhury, S. (2017). Ranking of Batsmen in ODI: A Factor Analysis Approach, *5th IIMA International Conference* on Advanced Data Analysis, Business Analytics and Intelligence, IIM Ahmedabad, India, April 8-9.

Ramkumar, P.N., Viswanath, A., & Sridharan, R. (2016). A Hybrid genetic algorithm for scheduling a tri-criteria flow shop with sequence dependent setup time, *4th International Conference on Production and Industrial Engineering,* December 19-21.

Ramkumar, P.N., & Maniamkot, A. J. (2016). Ant Colony algorithm for Convoy Movement Problem, *OR 58: Annual Conference of the OR Society.* University of Portsmouth, UK, September 6-8.

Premkumar, P., & Ramkumar, P.N. (2016). Locomotive Assignment Problem - State-of-The-Art Review and Future Directions, SOM 20th Annual Conference, IIITM Gwalior, December 22-24.

Roy, S., & Pradhan, B. (2016). Bayesian D-optimal Progressive Type-I Interval Censoring Schemes, *XX Annual International Conference of Society of Operations Management*, December 22-24.

Thangamani, G. (2017). Assessing Success of a New Product Development Project Using GSPN, *SIBR-Thammasat 2017 Conference on Interdisciplinary Business & Economic Research,* Bangkok, May 25-26. **Thangamani, G.** (2017). A Modified Risk Assessment Method for ERP Project Implementation, *SIBR-Thammasat 2017 Conference on Interdisciplinary Business & Economic Research*, Bangkok, May 25-26.

Non- Refereed Publications/ Presentations

Anand, G. (2016). Advanced Analytics and Lean Management, *International conference on "Big Data Analytics for Optimising Supply Chains.*, SPJIMR, Mumbai, Maharashtra, India, July 29-30.

Chowdhury, S. (2016). Acceptance sampling plans based on truncated life test for the generalized Weibull model, *IEEE International Conference on Industrial Engineering and Engineering Management (IEEM)*, Bali, Indonesia, December 4-7.

John, L., & **Anand, G.** (2016). Factors affecting coordination in humanitarian supply chain management: A conceptual framework, *International Conference on Organization and Management (ICOM)*, Abu Dhabi, UAE, November 21-22.

Raju, C., & Vidya, R. (2016). Chain Sampling Plan (ChSP-1) with Minimum Variance Outgoing Quality & Total Inspection, *International Conference on Applied Statistics* (ICAS 2016), Phuket, Thailand, July 13-15.

Raju, C. (2017). Essential Statistical Methods, *National conference - Transforming nursing practice through research and dissemination*, Aster MIMS Hospital, Kozhikode, Kerala.

CASE STUDIES

Sarkar, A. (2017). Inventory management at Subarnarekha Coppers Limited. *IIMK/CS/37/QM&OM/* 2017/02.

Sarkar, A., & Pathak K. (2017). Bhabapur mines limited. IIMK/CS/38/QM&OM/ 2017/03.

SESSION CHAIRS

Anand, G. (2016). Service Supply Chains, *International conference on Big Data Analytics for Optimising Supply Chains,* Mumbai, Maharashtra, India, July 29-30.

Anand, G. (2016). Service Operations Management, XX Annual International Conference of Society of Operations Management, Gwalior, Madhya Pradesh, India, December 22-24.

Thangamani, G. (2016).Track 3, International conference on Marketing, Technology and Society, IIM Kozhikode, Kerala, India,September 29 – October 1.

Thangamani, G. (2017) SIBR-Thammasat 2017 Conference on Interdisciplinary Business & Economic Research, *SIBR and Thammasat University*, Bangkok, Thailand, May.

RESEARCH PROJECTS

Medium Grant Research Projects ongoing

Sarkar, A. & Chowdhury, S. (2016). Forecasting & Supply Chain Planning in an Indian Ethnic Wear Industry – A Case Study. *MGRP/2015/03.R1*.

WORKING PAPERS

Chowdhury, S., & Kundu, A. (2016). Stochastic Comparison of Parallel Systems with Finite Range Distributed Components. *IIMK/WPS/201/QM&OM/2016/12*.

Chowdhury, S. (2016). Type I Censored Acceptance Sampling Plan for the Generalized Weibull Model. *IIMK/WPS/208/QM&OM/2016/20.*

Chakrabarty, J. B., & Chowdhury, S. (2016). Compounded Inverse Weibull Distributions: Properties, Inference and Applications. *IIMK/WPS/213/QM&OM/2016/25*.

Paul, A., & Padhi, S.S. (2016). Evaluating the Government Call Center: A three phased approach. *IIMK/WPS/211/ITS/2016/23*.

Maniamkot, A. J., Ram Kumar, P.N., & Sridharan, R. (2016). Hybridized Ant Colony Algorithm for Convoy Movement Problem. *IIMK/WPS/207/QM&OM/2016/19*.

Chowdhury, S., & Kundu, A. (2016). Ordering properties of sample minimum from Kumaraswamy-G random variables. arXiv:1608.08535v1, arXiv.org.

Mateen, A. & Chatterjee, A.K. (2017). Service Charge in VMI Systems. *IIMK/WPS/230/QM&OM/* 2017/14.

Mateen, A. & ,Chatterjee, A.K. (2017). VMI for Supply Chains under Demand Expansion Effects. *IIMK/WPS/230/QM&OM/2017/15.*

Chakraborty A., **Mateen, A.**, Chatterjee A.K., & Haldar, N. (2017). Power Structure & Channel Efficiency in the Supply Chain. *IIMK/WPS/238/QM&OM/2017/22*.

Premkumar, P., Bahan, J., Chakrabarty., & Chowdhury, S. (2017). Key Performance Indicators for Factor Score based Ranking in ODI Cricket. *IIMK/WPS/226/QM&OM/2017/10*.

Padhi., S. S. (2017). Nuance of Government Procurement Ethics in India. *IIMK/WPS/228/QM&OM/* 2017/12.

Sarkar, A. (2017). A conceptual framework for supply chain risk. IIMK/WPS/237/QM&OM/2017/21.

Thangamani., G. (2017). Risk Assessment of ERP Implementation Using Generalized. *IIMK/WPS/* 239/QM&OM/2017/23.

Thangamani., G. (2017). Risk Analysis of Product Innovation Using Markov Process Methodology. *IIMK/WPS/242/QM&OM/2017/26*.

MEMBERSHIP OF EDITORIAL/ REVIEW BOARD/ AD HOC REVIEW

| Anand, G. Anand, G. Anand, G. Anand, G. | Journal of Manufacturing Technology Management International Journal of Lean Six Sigma Management Decision International Journal of Productivity and Performance | Ad-hoc Reviewer Ad-hoc Reviewer Ad-hoc Reviewer |
|--|---|---|
| Anana, G. | Management | Ad-hoc Reviewer |
| Anand, G. | Journal of Manufacturing Technology Management | Member of the Editorial Board |
| Anand, G. | International Journal of Lean Six Sigma. | Member of the Editorial Board |
| Chowdhury, S. | Naval Research Logistics | Ad-hoc Reviewer |
| Chowdhury, S. | Statistics and Probability Letters | Ad-hoc Reviewer |
| Chowdhury, S. | Quality and Reliability Engineering International | Ad-hoc Reviewer |
| Chowdhury, S. | Communications in Statistics - Theory and Methods/ | |
| | Simulation and Computation | Ad-hoc Reviewer |
| Chowdhury, S. | Computational Statistics and Data Analysis | Ad-hoc Reviewer |
| Chowdhury, S. | Computers and Industrial Engineering | Ad-hoc Reviewer |
| Chowdhury, S. | Journal of Statistical Computation and Simulation | Ad-hoc Reviewer |
| Chowdhury, S. | Journal of Applied Statistics | Ad-hoc Reviewer |
| Chowdhury, S. | International Journal of Electrical Power and | |
| | Energy Systems | Ad-hoc Reviewer |
| Chowdhury, S. | Hacettepe Journal of Mathematics and Statistics | Ad-hoc Reviewer |
| Chowdhury, S. | Journal of testing and evaluation | Ad-hoc Reviewer |
| Mateen, A. | International Journal of Production Research | Ad-hoc Reviewer |
| Mateen, A. | Decision Support Systems | Ad-hoc Reviewer |
| Mateen, A. | Transportation Research Part-E | Ad-hoc Reviewer |

| Mateen, A. | International Journal of Production Research | Ad-hoc Reviewer |
|-------------|---|-----------------|
| Mateen, A. | IEEE Transactions on Services Computing | Ad-hoc Reviewer |
| Padhi, S.S. | Journal of cleaner production | Ad-hoc Reviewer |
| Padhi, S.S. | Journal of Purchasing and Supply Management | Ad-hoc Reviewer |
| Padhi, S.S. | International journal of production economics | Ad-hoc Reviewer |
| Padhi, S.S. | European journal of operational research | Ad-hoc Reviewer |
| Sarkar, A. | International Journal of Production Economics | Ad-hoc Reviewer |
| Sarkar, A. | OR Spektrum | Ad-hoc Reviewer |
| Sarkar, A. | Journal of Purchasing & Supply Management | Ad-hoc Reviewer |
| Sarkar, A. | Computers & Industrial Engineering | Ad-hoc Reviewer |
| Sarkar, A. | International Journal of Performability Engineering | Ad-hoc Reviewer |
| | | |

FELLOWSHIPS/ AWARDS/ HONOURS

Chakrabarty, J. B. & Premkumar, P. N. (2017). Wipro Earthian 2016, Wipro Enterprises Pvt Ltd, February .

STRATEGIC MANAGEMENT

REFEREED JOURNAL PUBLICATIONS

Bhagyanathan, A., Kasthurba, A. K., Thampi, S. G., & **Dhayanithy**, **D.** (2017). Sacred groves in periurban areas: an opportunity for resilient urban ecosystems. *International Journal of Earth Sciences and Engineering*, 10(1): 75-82.

Mukundhan, K.V., & Nandakumar, M.K. (2016): Stakeholder influences in an organization's choice of FDI-based Market Entry Modes: A Conceptual Model. *International Studies of Management and Organization*, 46(1):63-74.

Pereira, V., Munjal, S., & **Nandakumar, M.K.** (2016): Reverse Dependency- A longitudinal case study investigation into Headquarter-Subsidiary relationship in the context of an emerging country. *International Studies of Management and Organization*, 46(1): 50-62.

Upadhyayula, R. S., Dhandapani, K., & Karna, A. (2016). The Role of Cluster Presence and Quality Certification in Internationalization and Performance of Offshore Service Providers. *Journal of International Management*, 23(1): 72–86.

Tan, A., & **Mitra, S.** (2016). Food Malayan Berhad's Intention to Grow Its Businesses. *South Asian Journal of Business and Management Cases*, 5(1): 72-81.

Subramanian, S. (2016). A Comparison of Corporate Governance Practices in State-owned Enterprises and Their Private Sector Peers in India. *IIM Kozhikode Society & Management Review,* 5(2): 200-216.

Panicker, V.S., Mitra, S., & Sensarma, R. (2016). Corporate Governance Determinants of FII in Indian IT Firms. *Indian Journal of Corporate Governance*, 9(1): 1-18.

OTHER/FORTHCOMING PUBLICATIONS

Forthcoming Refereed Journal Publications

Dhayanithy, D. Managing Intercollegiate Athletics, 2nd ed., D. Covell, S. Walker. Holcomb Hathaway, Arizona, US (2016) - Book review, *Sport Management Review*.

Subramanian, S. Proxy Advisory Voting Recommendations in India- An Exploratory Study, *Journal of Indian Business Research.*

Venugopal, A., Krishnan, T.N., Kumar, M., & Upadhyayula, R.S. Strengthening organizational ambidexterity with top management team mechanisms and processes, *The International Journal of Human Resource Management.*

Books, Book Chapters / Published & Forthcoming

Sandeep, S. Sahasranamam, S. Rose, E. L. (2016), Internationalization of Emerging-Market Firms: The Contingent Role of Board Capability, International Business Strategy, Raghunath, S, Rose, Elizabeth L, Palgrave Macmillan, 43-67.

Conference Papers, Presented & Forth Coming

Balasubrahmanyam, S. (2016). Flexible Product Development and Firm Performance, 16th Global Conference on Flexible Systems Management, University of Technology, Sydney December 4-6.

Balasubrahmanyam, S. (2016). Flexible Customer Value Proposition and Firm Performance, 16th Global Conference on Flexible Systems Management, University of Technology, Sydney December 4-6.

Mukherjee, S., & Dhayanithy, D. (2016). Network Memory, Cultural Distance and the Ebb and Flow of International Resources – Evidence from 20 years of Professional Player Transfers to Big-five European Soccer Leagues, *International Conference on Organization and Management*, Abu Dhabi, UAE, November.

Mukherjee, S., & Dhayanithy, D. (2017). How Does Inter-organizational Network Moderate TMT– Entry Mode Choice Relationship? Board Interlocks Effects on Internationalization of Indian Firms, *Academy of International Business* Annual Meeting, Dubai, UAE, July.

Pati, R. K., & Nandakumar, M. K. (2016). Business Model and Firm Performance: Moderating effect of Environment, *Academy of Management Conference*, Anaheim, California, USA, August 5-9.

Rameshan, P. (2016). Case: Board Stoops to Conquer the CEO: End of a Power Struggle, North American Case Research Association (NACRA) 2016, Las Vegas, USA, October 6-8.

Sandeep, S., & Sumod, S. (2017). Institutional Distance and Internationalization – Performance Relationship of Emerging Market Multinationals: The Role of Dynamic Capabilities, British Academy of Management (BAM) Conference, University of Warwick, September 4-10.

Sandeep, S. (2016). Development Opportunity And Intent To Turnover: Exploring The Roles Of Job Attitudes And Managerial Support, Pan IIM Conference, December 13-15.

Subramanian, S. (2017). Corporate Governance and CSR Practices of Murugappa Group – A Case Study on India's Family Owned Business Conglomerate, Luiss Business school, Rome.

Upadhyayula, R. S., Karthik, D., & Basanth, R. (2016). Post internationalization strategies and performance of born global firms, *International Conference on Organization and Management (ICOM)*, Abu Dhabi University, Abu Dhabi, November 20-21.

Non- Refereed Publications/ Presentations

Balasubrahmanyam, S. (2016). Innovation is about the Heart, and not about the Head, Special Issue on Innovation and Indian Business, *DOMAIN, The Journal of Management Research,* Vol. 7 & 8 (1): 1-2.

Balasubrahmanyam, S. (2017). Strategic Turning Points in the Technological Odyssey of the Healthcare Industry: From Organ Transplantation to Organ Regeneration, *SPANDAN, Annual Management Review,* Vol. 7: 8-10, April.

Bhave, M. (2016). Federation of Microgrids: A Moral and Business Necessity, *Renewable Energy World*, October.

Bhave, M. (2016). Pockets of Portable Climate, Renewable Energy World, October.

Dhayanithy, D., & Bhagyanathan, A. (2016). Gita as an introduction to business ethics - its pedagogical value in a business management setting, *Nehru School of Management Journal (NSMJ),* Special issue titled 'Realm of Management in Bhagawad Gita', pp. 1-2. Dec.

Nair, A.S., & Upadhyayula, R.S. (2017). Airport public-private partnerships need to tweak some basic issues to avoid current pitfalls, *Economic Times* February 28.

Rameshan, P. (2016). Professional Opportunities & Career Building, *Course Completion Ceremony,* Chinmaya Institute of Technology, December 17.

Rameshan, P. (2016). Meaning of Strategic Management to Small Businesses, QUEST forum of Entrepreneurs, JCI Puthanathani, Raviz Kadavu, August 13.

Rameshan, P. (2017). Panel Moderator, (IPR Protection Through Geographical Indications) Raising Awareness & Strengthening Enforcement, *Textiles Committee (Govt. of India) National Workshop on IPR Protection of Unique Products,* Constitution Club of India, New Delhi, India.

Sandeep, S. (2017). Internationalization by Emerging market multinationals, *Ind - IB Workshop by AIB India Chapter*, Symbiosis, Pune, India, April.

Subramanian, S. (2016). Corporate Governance and Internationalization – A Study of Indian Family Owned Business Groups, 13th Workshop on Corporate Governance, SDA Bocconi School of Management, Milan, Itlay, October 27.

CASE STUDIES

Nair, A.S., & Upadhyayula, R.S. (2016). GMR Airport Concession: Mumbai Versus Delhi, *IVEY* Publishing, CASE Reference no. 9B16N014

Dhayanithy, D. (2017). Battle of Santiago, Ken Aston MBE, Yellow, Red and Other Considerations. *IIMK/CS/43/STR/2017/08*.

Rajeev, R., Sandeep, S., & Narayanamurthy, G. (2017). Love Plastic: Ashiyana Pipe's Journey to Redefine the Positioning of Plastic.

WORKING PAPERS

Panicker, V.S., Mitra, S., & Upadhyayula, R.S. (2016). Institutional Investment and Internationalization: Ownership and Board Characteristics as Moderators. *IIMK/WPS/209/SM/2016/21*.

Panicker, V.S., Mitra, S., & Upadhyayula, R. S. (2016). Heterogeneity of Institutional Investors and their influence on Internationalization in emerging economy firms. *IIMK/WPS/210/SM/2016/22*.

Balasubrahmanyam, S. (2017). Flexible Product Development and Firm Performance. *IIMK/WPS/* 248/STR/2017/32.

Balasubrahmanyam, S. (2017). Flexible Customer Value Proposition and Firm Performance. *IIMK/* WPS/249/STR/2017/33.

Mukherjee, S., & Dhayanithy, D. (2017). Network Memory, Cultural Distance and the Ebb and Flow of International Resources – Evidence from 20 years of Professional Player Transfers to Big-five European Soccer Leagues. *IIMK/WPS/245/STR/2017/29*.

Mukherjee, S., & Dhayanithy, D. (2017). Effect of Inter-organizational Network on TMT – Entry Mode Choice relationship. *IIMK/WPS/246/STR/2017/30.*

Subramanian, S. (2017). Corporate Governance and CSR Practices of Murugappa Group – A Case Study on India's Family Owned Business Conglomerate

Subramanian, S. (2017). Corporate Governance and Internationalization – A Study of Indian Family Owned Business Groups.

Subramanian, S. (2017). Proxy Advisory Voting Recommendations in India - An Exploratory Study.

MEMBERSHIP OF EDITORIAL BOARD/ REVIEW BOARD/ AD HOC REVIEW

| Rameshan, P. | NACRA Conference 2016 | Ad-hoc reviewer |
|------------------|---|-----------------|
| Nandakumar, M.K. | International Journal of Business Performance | |
| | Management | Editorial Board |

IIMK RESEARCH SEMINARS

Janakiraman, G., (2016). Professor, Jindal School of Management, University of Texas, Dallas, US. Analysis of Tailored Base-Surge Policies in Dual Sourcing Inventory Systems, July 04.

Sreekumar, M.G. (2016). Chief Librarian & Information Officer. IIM Kozhikode. In Pursuit of Academic Excellence: Maximizing the Impact of Your Research, July 07.

Dhanorkar, S. (2016). Assistant Professor, Supply Chain Management, Penn State University, USA. Promoting Change from the Outside: Externally Managing Environmental Improvement Projects, July 14.

Viswanathan, R. (2016). Former Ambassador of India to Latin America. Doing Business in Latin America: Opportunities & Challenges for Emerging Markets, July 28.

Munshi, S. (2016). Associate Professor, Department of Linguistics and Technical Communication, University of North Texas (USA). Language, Religion and Identity Politics in Kashmir, August 2.

Datar, A.P. (2016). Senior Advocate, Supreme Court of India., Corporate Fraud - Penalizing the honest & rewarding the guilty, August 13.

Nainar, S.M.K. (2016). Professor, Accounting and Financial Management Services, McMaster University, USA.. C-suite Inequality and Firm Performance, August 18.

Amblee, N. (2016). Assistant Professor, Marketing Management, IIM Kozhikode. The development of managerial competencies in MBA programs: An empirical study of the curriculum of IIM Kozhikode and leading American programs, October 27.

Mondal, D. (2016). Assistant Professor, Economics, IIT, Delhi, Private provision of public good and endogenous income inequality, November 17.

Frenz, M. (2016). Historian. Doing Well but also Doing Good? East African Indian Merchants and Their Charitable Work, December 01.

Bhave, M., (2016). Visiting Professor, Strategic Management, IIM Kozhikode. The Microgrid Revolution: Business Strategies for Next-Generation Electricity, December 15.

Gaur, A. (2016). Associate Professor, Strategic Management and International Business, Rutgers Business School. Overcoming Institutional Voids: The Complementary Advantages of Business Groups and Multinationals, December 20.

Roy, R. (2017). Assistant Professor, Decision Sciences and Information Systems, IIM Bangalore. Extreme values of log correlated Gaussian fields, January 25.

Krishnan, R. (2017). Research Professor at the School of Business Administration, University of Miami. Consumer choice, de-consumption and business innovations – a research dialogue, March 13.

Krishnan, S. (2017). Assistant Professor, Information Technology and Systems, IIM Kozhikode. Electronic Warfare: A Sleep and Self -Control Model of Cyber Incivility, March 27.

Das, A. (2017). Assistant Professor, Humanities & Liberal Arts in Management, IIM Kozhikode. Impact of Social Media on the lives of the Women of the Kantha Embroidery Industry, March 27.

WORKSHOP & CONFERENCE AT IIMK

Sensarma, R. Role of private remittances in the socio-economic scenario of Kerala, June 25, 2016

Viswanath, V. Pre-Conference workshop on International Conference on Marketing, Technology and Society, Conference, September 26-28, 2016.

Unnithan, A.B., & Krishnan, S. International Conference on Marketing, Technology and Society, Conference website link: http://iimk.ac.in/markconf/index.php. September 29-October 01, 2016.

Upadhyayula, R.S. Research workshop for Academy of International Business (AIB) India, December 19-21, 2016.

Nair, S.R. & Sensarma, R. One-day Seminar (funded by NITI Aayog) on 'Kerala State Finances: Problems and Prospects', February 18, 2017.

FORTHCOMING CONFERENCE

Unnithan, A.B., & Krishnan, O. International Conference on Marketing, Technology and Society, April 2018.

Krishnan, T.N. International conference on "Workers cooperatives for Economic Growth and Inclusion", December 2017 – January 2018.

PLACEMENT

IIM Kozhikode Summer Placements 2016

The summer placements process for the **20th** batch was conducted during Oct 02-08, 2016. The total no. of companies participated was 119 and 364 students were placed in a record time of six days. The highest stipend offered was Rs. 2.5 lakh. The average stipend continued its upward trend and students were also offered positions in international locations across various sectors. The Sales and Marketing vertical saw the highest number of recruiters with 45% of the batch opting for this sector. The highlight of the placement season was the participation of esteemed firms like Airtel, Boston Consulting Group, EY, HUL, ITC, JP Morgan Chase, KPMG, Microsoft, Mahindra, Nestle, Godrej, Goldman Sachs, TAS and Vodafone, which marked the ascent of IIM Kozhikode as a preferred destination in the country for various industries. An increasing number of students showed their inclination in working with startups which was fulfilled by a rise in the offers made by established startups.

The **consulting sector** saw greater participation from last year by major firms like Boston Consulting Group, Cognizant Business Consulting, EY and KPMG. 17% of the batch opted for this domain. Various niche roles were offered by Avalon Consulting and PwC.

A good number of students in the batch chose to go for **Finance** domain. Various niche roles were offered by Avalon Consulting and PwC for this domain. Of the total offers made to the batch 17% were made by reputed recruiters Finance including Altisource, Axis Bank, Citibank, Credit Suisse, CRISIL, DE Shaw, Goldman Sachs, ICICI, IDFC, JP Morgan Chase, L&T, Piramal. The above recruiters offered positions in investment banking, capital markets, asset management, risk analysis, global investment research and financial operations.

IIM Kozhikode witnessed big names recruiting from campus in the domain of **General Management** like Airtel, Bosch, Mahindra, Mytrah, RPG and TAS among others. 7% of the total batch offers were made in this domain to the students.

About 5% of the batch secured jobs in **IT** and associated fields like **Analytics**, with companies including HUL, Microsoft and Shell making offers. Analytics roles were offered by American Express and Tiger Analytics among others. Microsoft offered Program Management roles to the students.

6% of the total batch was offered internship roles in **operations** by companies like Apollo Hospitals, Asian Paints, L&T, Madura F&L and Maersk among other companies.

Students' caliber in **Sales and Marketing** was evident this season, with 45% of total batch offers being made in this domain. 3M, Britannia, Colgate Palmolive, Godrej, Google, HCCB, HUL, ITC, Kohler, L&T, L'Oreal, Marico, Nestle, PepsiCo, Philips, Pidilite, Saint Gobain, Shell, Sony, Tata Steel, Vodafone were some of the major recruiters that participated this time.

IIM Kozhikode Final Placements 2017

The 19th batch of the Post Graduate Programme of IIM Kozhikode concluded its final placement for the graduating batch of 2017. The Laterals placements were conducted during Dec 13, 2016 to Jan 03, 2017 and the Final placements were during Jan 07 – Jan 13, 2017. The season witnessed an increase in the number of first time recruiters visiting campus and students being offered niche roles. Around 107 recruiters participated in the final placements and 355 offers were made. The highest domestic salary was INR 37 lakhs per annum. The number of Pre-Placement offers saw a marked rise of 15.15% over last year. The average annual compensation this year was 17.47 Lakh per annum. This year had 335 students participating in the placement process and completed 100% placements for the graduating batch of 2017 with major recruiters like Accenture Strategy, BCG, Deloitte, EY, Goldman Sachs, JPMC, McKinsey, PwC among others participating in the placements drive. The campus witnessed 26 first time recruiters like Aspect Ratio, Evanssion, Feedback Infra, Infosys Management Consulting, Kalyan Group, Korn Ferry Hay Group, Microland, Payoneer, and many more. The season witnessed an increase in the number of Finance roles offered with major companies like American Express, Axis Bank, Bank of America, Citibank, Deutsche Bank, Edelweiss, Fidelity, Goldman Sachs, HSBC, JP Morgan Chase, Nomura, Standard Chartered, Yes Bank making offers to 26% of the candidates. Diverse roles in consulting domain were offered to 25% of the batch by Accenture Strategy, Boston Consulting Group, Cognizant Business Consulting, Deloitte, EY, IBM, Korn Ferry Hay Group, KPMG, McKinsey, and PwC etc.

Sales and Marketing roles in the campus continued to flourish with major brands like 3M, ABG Fashion, Asian Paints, Godrej, GSK, HPCL, HUL, ITC, Johnson & Johnson, Kohler, L'Oreal, Maruti, Pidilite, and Vodafone participating and offering roles to 24% of total pool of talent from the campus. Some major recruiters like Bosch, Evanssion, Kalyan Group, Mahindra Group, Mytrah, RPG, Tata Administrative Services, Tata Communications offered roles in General Management profile. While the **Operations** role saw participation from well-known recruiters like Amazon, Capita, Asian Paints, Shell etc., other recruiters like Aspect Ratio, Capgemini, EXL Services, HCL, Hexaware, Mondelez, Payoneer, TCS, Wipro recruited from the campus for their **IT and Analytics** role.

A total of 112 recruiters participated including 26 first-time recruiters like Aspect Ratio, Evanssion, Feedback Infra, Kalyan Group, Korn Ferry Hay Group, Microland, Payoneer, and many more. The highest domestic salary was INR 37 lakhs per annum. The number of Pre-Placement offers saw a marked rise of 15.15% from last year. Major recruiters like Accenture Strategy, Amazon, BCG, Deloitte, EY, Goldman Sachs, HUL, ITC, JPMC, McKinsey, PwC among others participated in the placements process

There was a marked increase in number of companies hosting campus competitions and case studies and offering PPO and PPI via this route. Companies like Accenture Strategy, ABG, RPG, Mahindra Group, TAS, Pidilite, HUL Lime, ITC, Nestle, 3M, KPMG, etc. offered final offers or PPI among others participants.

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



ALUMNI

Sangam 2016

The grandeur of *Sangam* 2016, the annual off - campus alumni meet held on 21 May 2016, mesmerized the cities of Bangalore, Chennai, Delhi, Hyderabad, Kochi, Kolkata and Mumbai.

Bangalore *Sangam* held at Hyatt, MG Road was conspicuous as it was for the first time that EPGP alumni also coalesced in the meet. The get-together was indelible for the alumni as it showcased a presentation on the major happenings in the campus during the last year and presented a nut shell view of the future endeavours, a kaleidoscopic view of *Kasebook* (Alumni Portal), a screening of the messages of faculty members and a discussion on the 20 years of glorious existence of IIMK and the road-map ahead of the Institute. The presence of Prof. S. Subramanian was a rejuvenating experience for all the alumni who turned up for **Chennai** *Sangam* held at Radha Regent, Arumbakkam. The kingpin of the meet was the discussion on the various prospects of alumni contribution to IIMK Community and the measures to leverage alumni resources to actuate start-up initiatives among IIMK stakeholders.

Delhi Sangam organized at Hotel Courtyard Marriott, Gurgaon was in the lime light owing to the esteemed presence of Prof. Vinayshil Gautam, the founding Director of IIMK as the guest of honour. Prof. Om Kumar Krishnan, Chairperson-Student Affairs in his inaugural address accentuated the plethora of ventures that the Institute had accomplished over the recent years and also deliberated on the various prospects of the Institute initiatives deemed to beget alumni resources. A brief talk on *"Career progression and work life Balance"* by Prof. Sudershan Kuntuluru, Chairperson-MDP who presided over the **Hyderabad** Sangam conducted at Hotel Daspalla, Jubilee Hills, was a souvenir for all the PGP and EPGP alumni who attended the event.

The presence of Prof. Rajesh S. Upadhyayula, Chairperson-IIMK Kochi Campus and Prof Lionel Aranha, revitalized the **Kochi** *Sangam* hosted at Hotel Gokulam Park, Kaloor. Prof. Rajesh S. Upadhyayula deliberated on the benefits of kindling alumni resources by referring to the Technology Business Incubation center to be set up by IIMK in collaboration with the Government of India which entails perseverance of alumni who are adept in macro and micro dynamics of business. Prof. Lionel Aranha addressed the gathering on the need for continuous sophistication of skills to grapple with the evolving business ambience and requisites. The sporadic changes in the global social, political and economic environment and the exorbitant hike in the number of MBA aspirants can create challenges and hurdles both for institutions and students in fulfilling their career aspirations. Many alumni entrepreneurs made 2 - 3 minutes pitch pertaining to their business enterprises and voiced their strategies and aspiration to flourish and expand through the alumni network

All the alumni who showed up at the **Kolkata** *Sangam* held at Shisha Reincarnated, Camac Street had candidly involved in the presentations, discussions and interactions. The cynosure of the meet was the discussion on the functioning of different B-School Alumni Associations in Kolkata and the need to embark on an Alumni City Chapter in Kolkata. **Mumbai,** Sangam organized at Barking Deer, Lower Parel, witnessed a footfall of 138 alumni with the largest breeze in compared to all the other national and international venues, an endorsement to the fact that IIMK has the largest alumni base in that city. The alumni deliberated on the operations and activities of various B-School Alumni Associations in Mumbai and on the commencement of an Alumni City Chapter in **Mumbai.** Alumni themselves stepped forward to organize *Sangam* held at Punjab Grill, Marina bay sands, Singapore on 29 May 2016 which witnessed the participation of 25 alumni.

| SANGAM 2016: An Overview | | | | | |
|-------------------------------|--------------|--|--|--|--|
| Venue | Alumni Count | | | | |
| Bangalore | 72 | | | | |
| Chennai | 22 | | | | |
| Delhi | 53 +19* | | | | |
| Hyderabad | 27 | | | | |
| Kochi | 46 | | | | |
| Kolkata | 12 | | | | |
| Mumbai | 138 | | | | |
| Singapore | 25 | | | | |
| (*Family accompanying alumni) | | | | | |

Teachers' Day

Teachers' day was celebrated on 5 September 2016 by presenting gift cards to faculties which incorporated messages and greetings from alumni. The event became a memorable occasion as the Alumni Committee too joined in making the day an indelible one for the professors. Perceiving the longing of the alumni to get back to their beloved professors, an online form was darted on *Facebook, Kasebook*, and the various *Whatsapp* groups to which the alumni were connected, listing the name of the professors (department wise) along with their photographs, to gather teacher's day wishes of all the alumni and communicate them to the professors. The response and feedback from alumni was incredible, and greetings and messages from alumni were enveloped into gift cards and presented individually to all the faculties along with a gift box of chocolates. The elation and response of the faculties to the greetings and messages received from their beloved students was also conveyed to the alumni community.

EPGP Alumni Committee

A formal initiative of the EPGP alumni activities had been commenced with the election of the first EPGP Alumni Committee, through *Kasebook*. The committee members would serve tenure of two years and also shoulder the onus of travelling to IIMK to engage in face to face deliberations with the Chairperson Alumni Relations and Chairperson EPGP to communicate their pursuits and ventures for the following year.

The maiden committee members are:

- 1. Mr. Abhay Bengeri (EPGP-06)
- 2. Mr. Debeesantosh Prakash (EPGP-06)
- 3. Mr. Jeevan Nair (EPGP-05) (Secretary)
- 4. Mr. Rajaganapathy R. (EPGP-06)
- 5. Mr. Vineeth Purushothaman (EPGP-06)

The Committee members visited the campus on 11 November 2016 and deliberated with the Chairperson - Alumni Relations, EPGP- Chairperson and the PGP Alumni Committee Members and communicated their eagerness to engage in mutually beneficial endeavours including but not limiting



to providing various academic and placement related support to their alma mater, as required, while ensuring that there is an increasing rapport between the EPGP alumni and the Institute. The members also pondered over the measures to augment EPGP alumni affinity /connectivity to the Institute and the strategies to be initiated to enhance the effectiveness of the committee. The possibilities of utilizing *Kasebook* to showcase EPGP alumni testimonials, videos, talks, achievements, ventures, success stories, awards and honours was also contemplated. As approved by the Dean (A & D) an email id has been created for all official communication of the EPGP Alumni Committee.

Nostalgia 2017

Nostalgia, the annual in-campus alumni meet was organized by the Alumni Committee from February 3 to 5. The three day event was a magnificent celebration of homecoming and commemoration which witnessed a footfall of 148 alumni, the largest ever gathering of alumni on campus. *Confluence*, a panel discussion held in the forenoon of February 4 with faculty, alumni and students was centered on the endeavours and initiatives to enhance alumni engagement, involvement and contribution to their alma mater. The *Annual General Meeting* facilitated the launch of *LIVE* (Laboratory for Innovation Venturing and Entrepreneurship), a business incubator and entrepreneurship development centre of IIMK deemed to generate interest among students regarding entrepreneurship and involving alumni in mentorship process. A proposed initiative of *K-Konnect* (mobile app), a digital platform for the alumnus to stay connected with IIMK and alumni across the batches, was cordially welcomed by the alumni. The PGP09 batch celebrated their 10th anniversary with a splendid cake cutting ceremony during the *Reunion Dinner*.

Alumni Contributory Fund

As approved by the Board of Governors, to facilitate alumni to financially contribute to their alma mater, an alumni contributory account is opened and a payment gateway is incorporated in the alumni portal.

EPGP Alumni Meet

The EPGP Alumni Committee organized their maiden Alumni Meet at Halcyon Hotel Residences Koramangala, Bangalore on 25 March 2017. The meet was a flagship event of the EPGP Alumni Committee deemed exclusively for EPGP alumni of the Institute. Prof. Aravind Sampath graced the event by lighting the lamp and delivering the inaugural address in which he reiterated the need for keeping the momentum and contributing back to the alma mater. The inaugural address was followed by a presentation from EPGP Alumni committee, Brain storming session from the participants, interactive session from Times group and an exquisite Lunch. The meet witnessed a footfall of approximately 60 alumni who expressed their pride and commitment to their alma mater. The event transformed to a niche to deliberate on the happenings in the Institute, reminiscent the fabulous days of association with IIMK and rekindle memories and friendship.

Alumni Participation during the Visit of AMBA Representatives to the Institute

CEO of AMBA and his team visited the Institute on 13 March 2017 and interacted with the faculty members, the alumni and the current students of PGP, EPGP and EPGP Kochi. The event witnessed participation of approximately 20 alumni from PGP, EPGP and EPGP Kochi. The alumni immensely benefitted from the interaction session that detailed about AMBA and its membership programme.

Alumni ID Card

Alumni ID Cards for PGP 19 and FPM (received their graduation in April 2017) were distributed from Alumni Office Post - Convocation on 1 April 2017. The Alumni Id Card which serves as a proof of identity for all the graduated students to represent themselves as Alumni of IIMK is a life time validity card that facilitates in ensuring them a hassle free campus entry and utilization of Institute facilities. This pioneering venture initiated by the Student Alumni Committee under the aegis of Prof. Surya Prakash Pati - Chairperson Alumni Affairs is quite a promising accomplishment that has the competence to start - off alumni engagement in a more fruitful manner.

MANAGEMENT DEVELOPMENT PROGRAMME (MDP)

During the year (April 2016 to March 2017), the Institute conducted a total of 88 Management Development Programmes (MDPs) involving 350 days. Out of the 88 MDPs, 9 were open enrollment MDPs and 79 were customized MDPs. A total number of 2043 participants attended the MDPs. On the other hand, during the same period 9 Faculty Development Programmes for 47 days were also conducted by the Institute. A total of 137 participants attended these programmes.

Some of the prominent clients during 2016-17 were National Bank for Agriculture and Rural Development (NABARD), Bharat Electronics Limited, Novo Nordisk India Pvt. Ltd., Indian Army, Yashraj Biotechnology Limited, HSBC Asset Management India, Fragomen Immigration Service India Pvt. Ltd., Department of Public Enterprises (DPE), Cochin Shipyard Ltd, Ooredo Mobile Maldives, National Academy of Indian Railways, ICICI Prudential Asset Management, Kendriya Vidyalay Sangathan, NHPC Limited, Powergrid, etc.

| | CUSTO | MIZED MDPs | | | |
|---|---|----------------------------------|--------------------|--------------------|----------------------------|
| | I. Name of the Programme Io. | Facilitator | Dates | Duration (days) | No of partici- pants |
| 1 | Infrastructure Finance (Batch II, Phase II) for Officers of the Finance Department, Kerala Infrastructure Investment Fund (KIIF), Government of Kerala | Prof. Abhilash S. Nair | April 21-22, 2016 | 2 | 18 |
| 2 | Workshop on Management Education in India for Victoria Business School New Zealand | Prof. Rudra Sensarma | April 26- 27, 2016 | 5 1 | 25 |
| 3 | Capacity Building Programme for POPI Resource Persons under NABARD. | Prof. Anandakuttan B Unnithan | May 17 - 21, 2016 | 5 5 | 30 |
| 4 | Educational Leadership Programme for faculty members of College of Engineering Vadakara (Batch I) | Prof. Anandakuttan B Unnithan | May 23-28,2016 | 6 | 30 |
| 5 | Managerial Effectiveness Programme for National Academy of Customs Excise & Narcotics, Govt. of India | Prof. Deepa Sethi | May 26-27, 2016 | 2 | 27 |
| 6 | Infrastructure Finance (Batch III, Phase I) for Officers of the Finance Department, Kerala Infrastructure Investment Fund (KIIF), Government of Kerala | Prof. Abhilash S Nair | June 02-04, 2016 | 3 | 23 |

The programme details are mentioned below:

| 7 | Driving Organizational Excellence for | Prof. Manoranjan Dhal & | June 06-11, 2016 | 6 | 25 |
|----|--|--|-------------------------------------|----|----|
| 8 | Senior Executives of ECIL Workshop on Innovation (Batch I) for Bharat Electronics Limited | Prof. Deepak Dhayanithy Prof. Anandakuttan B. Unnithan & | June 07-08, 2016 | 2 | 28 |
| 9 | Workshop on Innovation (Batch II) | Prof. G. Thangamani Prof. Anandakuttan B. | June 08-09, 2016 | 2 | 28 |
| | for Bharat Electronics Limited | Unnithan & Prof. G. Thangamani | | | |
| 10 | Managerial Effectiveness Programme for Kerala Advertising Agencies Association (K3A) | Prof. Keyoor Purani & Prof. Anandakuttan B. Unnithan | June 10-11, 2016 | 2 | 28 |
| 11 | Infrastructure Finance (Batch III, Phase II) for Officers of the Finance Department, | Prof. Abhilash S. Nair | June 09 - 10, 2016 | 2 | 23 |
| | Kerala Infrastructure Investment Fund (KIIF), Government of Kerala | | | | |
| 12 | HR for Non HR Executives (Batch I) for Bharat Electronics Limited | Prof. Priya Nair Rajeev | June 13 - 17, 2016 | 5 | 23 |
| 13 | Workshop on Innovation (Batch III) for Bharat Electronics Limited | Prof. G. Thangamani & Prof. Deepak Dhayanithy | June 20-21,2016 | 2 | 27 |
| 14 | HR for Non HR Executives (Batch II) for Bharat Electronics Limited | Prof. Priya Nair Rajeev | June 20 - 24,2016 | 5 | 29 |
| 15 | Aspire Change and Transform (ACT) for Strartup Enterprises for T-TBI Trivandrum | Prof. Anandakuttan B. Unnithan | June 20 - 24,2016 | 5 | 20 |
| 16 | Academic Leadership Programme for | Prof. C. Raju | June 20-25,2016 | 6 | 30 |
| 17 | TEQIP Institutions (NPIU, MHRD, New Delhi Enterprise Risk Management (Batch I) for | Prof. Rudra Sensarama & | June 21 - 22, 2016 | 2 | 24 |
| 18 | Bharat Electronics Limited Workshop on Innovation | Prof. Rupesh Kumar Pati Prof. G. Thangamani & | June 22-23,2016 | 2 | 36 |
| 19 | (Batch IV) for Bharat Electronics Limited Enterprise Risk Management | Prof. Deepak Dhayanithy Prof. Rudra Sensarama & | June 22 - 23, 2016 | 2 | 24 |
| 20 | (Batch II)) for Bharat Electronics Limited Educational Leadership Programme for | Prof. Rupesh Kumar Pati Prof. Anandakuttan B. | July 04-08,2016 | 5 | 21 |
| | faculty members of College of Engineering Thalassery | Unnithan | | | |
| 21 | HR for Non HR Executives (Batch III) for Bharat Electronics Limited | Prof. Priya Nair Rajeev | July 04-08,2016 | 5 | 35 |
| 22 | Educational Leadership Programme for faculty members of College of | Prof. Anandakuttan B. Unnithan | July 11-16,2016 | 6 | 30 |
| 23 | Engineering Vadakara Corporate Governance Programme for | Prof. S Subramanian | July 13-15, 2016 | 3 | 28 |
| 24 | Tamilnad Mercantile Bank Limited Education Institution Development for Global Excellence for Calicut Girls | Prof. Deepak Dhayanithy | July 23-24, 2016 | 2 | 30 |
| 25 | Vocational Higher Secondary School Strategic Cost Management for Indus | Prof. K.K. Ramesh | August 02-03, 2016 | 2 | 15 |
| 26 | Motors Pvt. Ltd. Institutional Leadership Programme for | Prof. Deepa Sethi | August 04-06,2016 | 3 | 20 |
| | Staff members of College of Engineering, Thalassery | | | | |
| 27 | Unlock Your Potential (ULYP) for Novo Nordisk India Pvt. Ltd. | Prof. G. Sridhar | August 16-18, 2016 | 3 | 25 |
| 28 | Workshop on Innovation (Batch V) for Bharat Electronics Limited | Prof. S. Subramanian & Prof. Deepak Dhayanithy | August 19-20, 2016 | 2 | 34 |
| 29 | Workshop on Innovation (Batch VI) for Bharat Electronics Limited | Prof. S. Subramanian & Prof. Deepak Dhayanithy | August 22-23, 2016 | 2 | 24 |
| 30 | General Management Programme for Officers of Indian Army | Prof. Manoranjan Dhal & Prof. Priya Nair Rajeev | August 22- September 03, 2016 | 12 | 25 |
| | | | 2010 | | |

| 31 | Enterprise Risk Management (Batch 3) | Prof. Rupesh Kumar Pati | September 12-13, | 2 | 26 |
|-----|---|---------------------------|---------------------------|---|----|
| ~~ | for Bharat Electronics Limited | & Prof. Rudra Sensarma | 2016 | 2 | 20 |
| 32 | Strategic Finance for Non Finance | Prof. Sudershan Kuntluru | | 3 | 30 |
| | Executives (Batch I) for Bharat Electronics Limited | & Prof. S S S Kumar | 2016 | | |
| 33 | Educational Leadership Programme for | Prof. Anandakuttan B. | September 20-24 , | 5 | 20 |
| 55 | faculty members of College of | Unnithan | 2016 | 5 | 20 |
| | Engineering Thalassery (Batch II) | ommenan | 2010 | | |
| 34 | Educational Leadership Programme for | Prof. Anandakuttan B. | September 21-25, | 5 | 26 |
| 0. | faculty members of College of | Unnithan | 2016 | 0 | |
| | Engineering Thrikkaripur | | | | |
| 35 | Unlock Your Potential (ULYP) for Novo | Prof. G. Sridhar | September 26 - 28, | 3 | 25 |
| | Nordisk India Pvt. Ltd. | | 2016 | | |
| 36 | Enhancing Managerial Effectiveness for | Prof. C. Raju | September 26 - 28, | 3 | 30 |
| | Faculty Members of Basaveshwar | | 2016 | | |
| | Engineering College | | | | |
| 37 | Strategic Finance for Non Finance | Prof. Sudershan Kuntluru | October 03 - 05, | 3 | 21 |
| | Executives (Batch II) for Bharat | & Prof. Sony Thomas | 2016 | | |
| | Electronics Ltd | | | | |
| 38 | General Management Programme for | Prof. S. Subramanian | October 06-08, | 3 | 10 |
| | Yashraj Biotechnology Limited | | 2016 | | |
| 39 | Management Acceleration Centre for | Prof. G. Sridhar | October 12- 15, | 4 | 26 |
| | Executives Novo Nordisk India Pvt. Ltd | | 2016 | _ | ~- |
| 40 | HR for Non HR Executives (Batch IV) for | Prof. Surya Prakash Pati | October 17 - 21, | 5 | 27 |
| 4.1 | Bharat Electronics Ltd | Duch Manich Kunsen | 2016 Optober 24 - 25 | 2 | 10 |
| 41 | Leadership essentials for Bajaj Capital | Prof. Manish Kumar | October 24 - 25, | 2 | 12 |
| | Executives- Essence of Managing Self and Relations for HSBC Asset Management India | | 2016 | | |
| 12 | Young Leadership Programme for | Prof. Manoranjan Dhal | October 27 - 29, | 3 | 20 |
| 42 | Fragomen Immigration Service India | FTOI. Walloralijali Dilai | October 27 - 29, | 3 | 20 |
| | Pvt. Ltd. | | 2016 | | |
| 43 | Workshop on Innovation (Batch VII) for | Prof. S. Subramanian & | November 03 - 04, | 2 | 25 |
| | Bharat Electronics Limited | Prof. G. Thangamani | 2016 | - | _0 |
| 44 | Strategic Finance for Non Finance | Prof. Sudershan Kuntluru | November 02- 04, | 3 | 30 |
| | Executives (Batch III) for Bharat | & Prof. Sony Thomas | 2016 | | |
| | Electronics Limited | , | | | |
| 45 | HR for Non HR Executives for Bharat | Prof. Manoranjan Dhal | November 07 - 11, | 5 | 25 |
| | Electronics Limited | | 2016 | | |
| 46 | Enterprise Risk Management (Batch IV) | Prof. Rudra Sensarma | November 11 - 12, | 2 | 16 |
| | for Bharat Electronics Limited | | | | |
| 47 | Management Acceleration Centre for | Prof. G. Sridhar | November 15 - 18, | 4 | 27 |
| | Executives Novo Nordisk India Pvt. Ltd. | | 2016 | | |
| 48 | Strategic Finance for Non Finance | Prof. SSS Kumar & | November 15 - 17, | 3 | 17 |
| | Executives (Batch IV) for Bharat | Prof. Rachappa Shette | 2016 | | |
| 10 | Electronics Limited | Duef Cudenshen Kunthum | Neurophan 15 17 | 2 | 24 |
| 49 | Strategic Finance for Non Finance | Prof. Sudershan Kuntluru | November 15 - 17, 2016 | 3 | 24 |
| | Executives (Batch V) for Bharat Electronics Limited | & Prof. Sony Thomas | 2010 | | |
| 50 | Risk Management Programme for | Prof. S. S. S. Kumar | November 21-23, | 3 | 28 |
| 50 | Department of Public Enterprises , | 1101. J. J. J. Numar | 2016 | 5 | 20 |
| | Govt. of India | | | | |
| 51 | Strategic Thinking and Leadership for | Prof. Rajesh S. | November 21 - 23, | 3 | 26 |
| | SunTec Business Solutions Pvt. Ltd. | Upadhyayula | 2016 | | |
| 52 | Young Women Leaders Programme - | Prof. Priya Nair Rajeev & | November 21-23, | 3 | 30 |
| | DEEPSHIKHA (Batch I) for Bharat | Prof. Anindita Paul | 2016 | | |
| | Electronics Ltd | | | | |
| | | | | | |

| 53 | Young Women Leaders Programme - DEEPSHIKHA (Batch II) for Bharat | Prof. Priya Nair Rajeev & Prof. Anindita Paul | November 24 - 26, 2016 | 3 | 39 |
|----|---|--|--|----|----|
| | Electronics Ltd | | | | |
| 54 | General Management Programme for Officers of Indian Army | Prof. Manoranjan Dhal & Prof. Sidhartha S. Padhi | November 28 - December 10, 2016 | 12 | 25 |
| 55 | Unlock Your Potential (ULYP) for Novo | Prof. G. Sridhar | December 05 - 07, | 3 | 23 |
| 56 | Nordisk India Pvt. Ltd. Academic Leadership Programme for TEQIP | Prof. G. Thangamani | 2016 December 05 - 10, | 6 | 31 |
| 57 | Institutions (NPIU, MHRD, New Delhi) Strategic Finance for Non Finance Executives (Batch VI) for Bharat | Prof. SSS Kumar & Prof. Rachappa Shette | 2016 December 08 - 10, 2016 | 3 | 13 |
| 58 | Electronics Ltd. Enterprise Risk Management (Batch V) for Bharat Electronics Ltd. | Prof. Rudra Sensarma | December 09 - 10, 2016 | 2 | 30 |
| 59 | Managerial Effectiveness for Navigant BPM (India) Pvt. Ltd. | Prof. Manish Kumar | December 16 - 17, 2016 | 2 | 16 |
| 60 | Enterprise Knowledge Management for Power Grid Corporation of India Ltd. | Dr. M. G. Sreekumar | December 21 - 23, 2016 | 3 | 23 |
| 61 | Strategic Finance for Non - Finance Executives (Batch VII) for Bharat Electronics Ltd. | Prof. S S S Kumar & Prof. Sudershan Kuntluru | January 04 - 06, | 3 | 21 |
| 62 | Aspire Change and Transform (ACT) – An Experimental Laboratory for Startup Enterprises Technopark Technology | Prof. Anandakuttan B. Unnithan | January 09 - 13, 2017 | 5 | 17 |
| 63 | Business Incubator Trivandrum General Management Programme for | Prof. Anandakuttan B. Unnithan | January 10 - 13, 2017 | 4 | 20 |
| 64 | Cochin Shipyard Ltd Communication Effectiveness for Sales Team for Synthite Industries Ltd. | Prof. Deepa Sethi | January 13 - 14, 2017 | 2 | 26 |
| 65 | Young Women Leadership Programme - DEEPSHIKHA (Batch III) for Bharat Electronics Ltd. | Prof. Priya Nair Rajeev & Prof. Anindita Paul | January 20 - 23, 2017 | 3 | 16 |
| 66 | Communication Effectiveness for Sales Team for Synthite Industries Ltd. | Prof. Deepa Sethi | January 22, 2017 | 1 | 26 |
| 67 | "Building Team Leaders: An Orientation into Strategic Thinking & Leadership" A Programme for Team Leads and Managers of SunTec Business Solutions Pvt.Ltd | Prof.Rajesh S. Upadhyaulla | February 01-03, 2017 | 3 | 18 |
| 68 | Leadership Development Programme for Ooredoo Maldives | Prof. Anandakuttan B. Unnithan | February 06 - 11, 2017 | 6 | 17 |
| 69 | Unlock Your Potential (ULYP) for Novo Nordisk India Pvt.Ltd. | Prof. G. Sridhar | February 13 - 15, 2017 | 3 | 21 |
| 70 | Human Resource Management for Indian Railway Personnel Services (IRPS) | Prof. Manoranjan Dhal & Prof. Manish Kumar | December 20, 2016 - - February 10, 2017 | 40 | 28 |
| 71 | Managerial Effectiveness Programme for Officers of Animal Husbandry Department, Govt. of Kerala | Prof. Deepa Sethi | February 21 - 24, 2017 | 4 | 20 |
| 72 | Managerial Effectiveness Programme for Officers of Animal Husbandry Department, Govt. of Kerala | Prof. Deepa Sethi | February 28 - March 03, 2017 | 4 | 20 |
| 73 | Managerial Effectiveness Programme for ICICI Prudential Asset Management | Prof. G Sridhar | March 03 - 04, 2017 | 2 | 33 |
| 74 | Effective Advertising and Public Information for Officers of Information and Public Relation Dept. Govt. of Kerala | Prof. Keyoor Purani | March 06 - 11, 2017 | 6 | 12 |

| | Total | | 320 | 1904 |
|----|--|-----------------------|-----------------------|------|
| | NHPC Limited. | , | | |
| 79 | NHPC Limited Effective Performance Management for | Prof. Manoranjan Dhal | March 22 - 24, 2017 3 | 15 |
| 78 | Vidyalaya Sangathan Personal Effectiveness & Growth for | Prof. Deepa Sethi | March 21-23, 2017 3 | 15 |
| 77 | Information for Officers of Information and Public Relation Dept. Govt. of Kerala Capacity Building Programme for Kendriya | Prof. Deepa Sethi | March 20 - 25, 2017 6 | 34 |
| 76 | Cochin Shipyard Ltd Effective Advertising and Public | Prof. Keyoor Purani | March 13 - 18, 2017 6 | 15 |
| 75 | Contract Management Programme for | MDP Office | March 08 - 10, 2017 3 | 24 |

ODENI ENIDOLI MAENIT MADO

| OPEN ENROLLMENT MDPs | | | | | |
|----------------------|--|---|--------------------------|--------------------|----------------------------|
| SI. No | Name of the Programme | Facilitator | Dates | Duration (days) | No of partici- pants |
| 1 | Problem Solving and Decision Making | Prof. Anjan Kumar Swain | August 18-20, 201 | .6 3 | 16 |
| 2 | Business Intelligence and Analytics | Anjan Kumar Swain | September 04-06, 2016 | 3 | 6 |
| 3 | Management of Technology and Innovation | Prof. M. P. Sebastian & Prof. Mohammed Shahid Abdulla | November 24- 26, 2016 | 3 | 15 |
| 4 | Supply Chain Management | Prof. Ashutosh Sarkar | December 01-03, 2016 | 3 | 15 |
| 5 | Accelerating Sales Force Performance | Prof. G. Sridhar | December 05-07, 2016 | 3 | 8 |
| 6 | "Project Planning, Implementation, Monitoring & Evaluation: A Project Leadership Programme for High Performing Projects | Prof. Saji Gopinath | January 10-14, 2017 | 5 | 17 |
| 7 | Creative Thinking, Problem Solving and Decision Making | Prof. Anjan Kumar Swain | January 18-20, 2017 | 3 | 24 |
| 8 | Creative Thinking, Problem Solving and Decision Making | Prof. Anjan Kumar Swain | February 20-22, 2017 | 3 | 17 |
| 9 | Soft skills for Interpersonal Effectiveness: Attitude and Skill Enhancement Lab | Prof. Deepa Sethi | March 06-09, 201 | 74 | 21 |
| | Total | | | 30 | 139 |



| | FACULTY DEVELOPMENT PROGRAMMES (FDPs) | | | | | | | |
|---------|---|--|--------------------------|--------------------|----------------------------|--|--|--|
| SI N | . Name of the Programme D. | Facilitator | Dates | Duration (days) | No of partici- pants | | | |
| 1 | Research Design and Data Analysis for Social Sciences | Prof. Anandakuttan B. Unnithan | April 18-23, 2016 | 6 | 13 | | | |
| 2 | Innovative Approaches in Management Teaching | Prof. Deepa Sethi | June 13-18, 2016 | 6 | 23 | | | |
| 3 | Towards Excellence: Rethinking & Repositioning School Education | Prof. Surya Prakash Pati | July 22-24, 2016 | 3 | 28 | | | |
| 4 | Technology Enabled Teaching and Learning | Prof. M. P. Sebastian | August 08-12, 2016 | 5 | 11 | | | |
| 5 | Applied Financial Econometrics | Prof. Kausik Gangopadhyay , Prof. Rudra Sensarma | September 26-30 2016 | , 5 | 8 | | | |
| 6 | Multivariate Data Analysis | Prof.Shovan Chowdhury | 26-30, 2016 | 5 | 14 | | | |
| 7 | Innovative Approaches in Management Teaching | Prof. Deepa Sethi | November 14-19, 2016 | 6 | 17 | | | |
| 8 | Econometrics for Management Research | Prof. Sthanu R. Nair | December 05-09, 2016 | 5 | 11 | | | |
| 9 | Supply Chain Optimization | Prof. Ashutosh Sarkar | January 09 - 14, 2017 | 6 | 11 | | | |
| | Total | | | 47 | 137 | | | |

EXECUTIVE POST GRADUATE PROGRAMME

Convocation & Valediction

The sixth Convocation of EPGP participants was held on April 02, 2016 at IIMK Campus during the 18th Annual Convocation Ceremony. A total of 164 students of EPGP-06 and 03 students of EPGP-05 batches were awarded the Executive Post Graduate Diploma in Management. Mr. Abhay Bengeri was awarded the Gold Medal for scholastic performance by Chief Guest, Shri.Vinod Rai, former comptroller and Auditor General of India and Chairman U.N Panel of External Auditors.

The valedictory ceremony of the various one year certificate programmes EPGCFM-07, EPGCMM-07, EPGCSM-07, EPGCOM-07, EPGCHRM-03 and EPGCITM-03 was held on April 09, 2016 at IIM Kozhikode campus. The ceremony was presided over by Prof. S S S Kumar, Dean-Academic & Prof. Manoranjan Dhal, Chairperson-EPGP. A Total of 118 participants received certificates of various specialization programmes. Mr. Dinesh Kumar C [EPGCFM-07-03], Mathew Chandy [EPGCMM-07-14], Sathyanarayana Ramani [EPGCSM-07-18], Subin P J [EPGCOM-07-14], Debika Banerjee [EPGCHRM-03-05], Syamjith M [EPGCITM-03-29] have received the Certificate of Merit for the outstanding scholastic performance in their respective certificate programmes.

Engagement of new Technology & Infrastructure service provider

M/s Times Center for Learning Ltd was selected as technology and infrastructure service provider for delivery of various EPGP programmes on interactive learning platform during the month of September 2016. IIMK and TCLL have joined hands, under the umbrella of TSW brand, to deliver these programs live at multiple TCLL learning centers spread across the country over an interactive learning platform during evenings and weekends.

Times Centre for Learning Ltd. (TCLL) is a unique education initiative by The Times of India Group with a vision to fulfill aspirations of millions of learners, by making executive education accessible

through learner centric innovations and global collaborations. TSW is an Executive Education initiative by TCLL that focuses on making world-class education accessible to aspiring business leaders through strategic collaborations.

Admission

Admission to the 9th batch of Executive Post Graduate Programme in Management (EPGP-Two Years) was announced on 28th September 2016. EMAT & Interview for selection to the Executive Post Graduate Programme in Management (EPGP-Two Years) were conducted during 10-11, December 2016.Based on the selection process, 176 participants enrolled for the programme; which is 40% higher than the previous batch. Institute received 778 online registrations and 368 paid applicants which are the highest enrollment in the recent years. First In-Campus module of 9th batch of Executive Post Graduate Programme in Management (EPGP-Two Years) was conducted during 16-21 January 2017.

Admission to the one year certificate programs EPGCMM-09 & EPGCSM-09 batches announced on 29th September 2016. Interview for the candidates applied for the One Year Certificate programs EPGCMM-09 & EPGCSM-09 batches were completed during 5-7, December 2016. In-Campus module of the One Year Certificate programs EPGCMM-09 & EPGCSM-09 batches were conducted during 26-30, December 2016. Total 54 participant joined the programme.

Other important academic activities.

The mandatory second in-campus module for the second year of EPGP-07 batch was conducted during April 18-22, 2016.

First EMDP programme under EPGP was started with "Certificate Programme in General Management for Geometric Ltd." In July'16.

Platform classes of Second year of EPGP-07 (Quarter-6) & Specialization Programmes batch 08/04 (Quarter-IV) were completed during November 2016.

The mandatory third In-campus module of the EPGP-07 batch was completed during 28th Nov-2nd December 2016.

Platform classes of Second year of EPGP-08 (Quarter-V) & Quarter-II of One Year Certificate programs EPGCMM-09 & EPGCSM-09 started in January '2017.



EXECUTIVE POST GRADUATE PROGRAMME - KOCHI CAMPUS

97 students of the first batch of Kochi campus EPGP01 batch graduated during the convocation held on the 2nd of April 2016.

During this year, the second batch – EPGP02 of the EPGP Programme at Kochi campus have fulfilled all the requirements necessary for graduation. 83 participants (81 from EPGP02 and 2 from EPGP01) are eligible for receiving the diploma during the Convocation 2017.

The third batch of EPGP programme – EPGP03 completed the requirements of the first year. They are currently pursuing the 2nd year of the programme. The third batch is expected to complete the programme by August 2017.

The EMAT entrance exam for the EPGP04 batch 2016-18 was conducted on the 27th of August 2016 in Kochi, Trivandrum and Kozhikode. Interviews were held on 27th and 28th of August. The results were declared in September and offers were made to 127 applicants. 107 participants accepted the offer and joined the programme.

The induction programme for EPGP04 was held in the Athulya Auditorium Infopark on 1st October 2016. Prof Debabratha Chatterjee – Dean Administration, Prof C Raju – Chairperson Executive Education Promotion & Admissions Committee, Prof Rajesh S Upadhyayula – Chairperson IIMK Kochi Campus addressed the participants. This was followed by an interactive session with faculty members from different areas. The participants were inducted into the programme through a case study workshop. The workshop was held on 2nd October 2016 for the weekend batch. On the 3rd and 4th October 2016, the workshop was conducted for the evening batch. Prof Anandakuttan B Unnithan and Prof S Subramanian were the facilitators for the workshop. The fourth batch of EPGP programme – EPGP04 completed their second quarter by end of March 2016.

Student Activities

Pre-Budget Analysis panel discussion 14th January 2017

The Pre-Budget Analysis is an annual event conducted by IIMK Kochi Campus generally scheduled before the announcement of the Union Budget. The event starts with in-class sessions exclusive for participants followed by a discussion by a panel consisting of senior economists, policy makers, senior bureaucrats, journalists and eminent experts from the field of economics, finance and public policy.

The current year's event was conducted on 14th January 2017 at the Athulya auditorium before an invited audience from public. The panel discussion were based on the event Theme; "INDIA - An emerging Economic Powerhouse: Policies to boost competitiveness" and measures that could lead India to be one of the 'break out nations'.

The in-class session was conducted by Prof. Venkatesh Athreya and Shri. Gajendra Haldea.

The discussion panel consisted of Shri.Gajendra Haldea I.A.S (Former Adviser - Infrastructure & PPP to the Planning Commission), Prof. Venkatesh Athreya (Economist and Advisor, M.S. Swaminathan Research Foundation), Shri. T.K. Arun (Editor, The Economic Times) and Shri Ramana Kumar (Founder, Ovopax Legal). The session was chaired by Prof Rudra Sensarma, Faculty in Economics area.

The 2016 event was live-streamed and covered in national media like Economic Times, The Hindu, Asianet News and various online platforms.



MDP – Management Development Programme

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

The list of programme coordinated by Kochi Campus is listed below.

| April 2016 to March 2017 - MDP's | | | | | |
|----------------------------------|--|---|--|--|--|
| 21-22 April 2016 | Infrastructure Finance Phase-II Batch-II | Prof Abhilash S Nair | Officers of Finance Dept, Govt of Kerala | | |
| 2-4 June 2016 | Infrastructure Finance Phase-I Batch-III | Prof Abhilash S Nair | Officers of Finance Dept, Govt of Kerala | | |
| 9-10 June 2016 | Infrastructure Finance Phase-II Batch-III | Prof Abhilash S Nair | Officers of Finance Dept, Govt of Kerala | | |
| 11-12 June 2016 | Strategy Retreat for Cochin Ship Yard (at Kozhikode) | Prof. Unnikrishnan Nair & Prof Abhilash S Nair | · · · · · · · · · · · · · · · · · · · | | |
| 2-3 August 2016 | Strategic Cost management (at | Prof. K K Ramesh | GM's, RM's, Dealership | | |
| | Kozhikode) | | heads and Managers of Indus Motor Company | | |
| 27-29 October 2016 | Young Leaders Programme for Fragomen (at Kozhikode) | Prof. Manoranjan Dhal | Middle Managers of Fragomen India, Kochi | | |
| 21-23 November 2016 | Strategic Thinking & Leadership for Suntec (at Kozhikode) | Prof Rajesh S Upadhyayula | Suntec Business Solutions | | |
| 10-13 January 2017 | General Management Programme for Cochin Ship Yard (at Kozhikode) | Prof Anandakuttan B. Unnithan | Cochin Shipyard Ltd. | | |
| 13, 14 & 21 | Communications Effectiveness for | Prof Deepa Sethi | Synthite Industries Ltd. | | |
| January 2017 | Sales Team of Synthite | | | | |
| by end of January 2017 | Strategic Thinking & Leadership for Suntec (at Kozhikode) | Prof Rajesh S Upadhyayula | Suntec Business Solutions | | |
| 20-22 February 2017 | Creative Thinking & Decision Making | Prof Anjan Kumar Swain | Open | | |

Victoria Business School Visit at Kochi Campus

25 member team from Victoria Business School Wellington, New Zealand comprising of 22 participants from their Executive MBA class, along with the Dean -Prof Arun Elias visited Kochi Campus on 26th April 2016. They were at campus for a class session by Prof Saji Gopinath on IT Industry in India. The experience tour involved visit to Tata Consultancy Services centre at Infopark and Startup Mission Kerala Kochi Centre.



LIBRARY & INFORMATION CENTRE (LIC)

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

Innovations in Library Services and Information Management

Over the years the LIC has registered significant progress and has brought worldwide recognition and laurels to IIMK. The E-Learning Platform developed by the Center for Development of Digital Libraries (CDDL) for the WHO India Office (http://www.rguhs.ac.in/E-learningModule/index.html), the Information Portal for the Coir Board (http://coirboard.nic.in), the Greenstone Support Network for South Asia (http://greenstonesupport.iimk.ac.in) are just a few to mention. IIMK's ambitious Digital Library project (http://iimk.ac.in/gsdl/cgi-bin/library), sponsored by the Ministry of HRD (Government of India), received the status of an example collection from the world renowned "Greenstone" family of the University of Waikato, New Zealand. Another important landmark has been the commissioning of the Smart-Card based Access Control System and the Smart-Gate based E-Security System. The latest in the series of services is the Library Blog "InfoTalk" (http:// infotalk.iimk.ac.in) targeted towards the students, researchers and faculty of IIMK.

The LIC at IIMK is a digital delight, available 24 hours a day, and spans throughout the campus. It is a perfect blend of digital, audio, video and print media with cutting-edge technology. It is an outstanding knowledge-centre catering to the faculty, students and research scholars. It houses over 37864 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 70 full-text/bibliographic CD-ROM databases on scholarly information coupled with a set of national and international databases on companies, industries and the markets are available to users through a local area network (LAN). The LIC digital catalogue (OPAC) is also available via the LAN. The Library Web Portal is a unique feature of IIMK's Library & Information Center. The portal is an integrated network of information sources. Besides serving as a web-based interface to the in-house resources, the portal also provides links to strategic sources of information. IIMK is an active member in the IIMs' Library Consortium as well as the Ministry of HRD's latest e-ShodhSIndhu Consortium (http://www.inflibnet.ac.in/ess). The annual Rupee equivalent of document resourcing in the LIC is around 5 Crores. With a view to promote cross-border research and bilateral industrial-economic relations, The scholarly publications of the faculty and researchers of the Institute are captured and hosted in the open access Institutional Repository DSpace@ IIMK (http://dspace.iimk.ac.in). IIMK is also developing special documentation centers on 'European Union' and the 'ASEAN' countries.

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 Ultimate (Full Text Journals) | Capitaline PLUS (Corporate Database) | | | |
| CARMA.COM (Access to the CARMA Video Library, which includes recorded versions of webcast lectures originally presented at CARMA) | CII Knowledge Resource Centre Membership | | | |
| CIPD (Chartered Institute of Personnel and Development) : Institutional Membership | CMIE-CAPEX : Provides information and insights on the new capacities coming up in India | | | |
| CMIE-Commodities: Indian Commodity Prices, Market Intelligence, Crop forecasts & Time-series data for Commodities | CMIE- Economic Outlook: Macro-economic forecasts & insights, Real-time analysis of data releases & copious time-series data | | | |
| CMIE-Industry Outlook :Comprehensive analysis for the entire range of industries | CMIE-PROWESS IQ : Database of the financial performance of Indian companies | | | |
| CMIE-PROWESSdx : Specially designed for academia and facilitates easy downloading of data in simple text format | CMIE-States of India : A Comprehensive compilation of State-level Statistics supported by Official Statistical documents from State governments | | | |
| CRISIL Research : Industry Information Service on Economy, Industry and Companies | DELNET Membership | | | |
| Dion-INSIGHT: A comprehensive India focused research platform | Ebrary.com:(EBook Library: (85,000 + EBooks) | | | |
| EBSCO Ebooks Academic collection: (115000+ Ebooks) | Economic & Political Weekly (EPW) Archives | | | |
| EDS (EBSCO Discovery Services) : One search facility | Elsevier Science (Science Direct) (Full-Text journals) | | | |
| Elsevier Science Journals Backfiles collection (Vol.1 to 1994) | Emerald E-Books series: Business, Management, Economics and Social Science Front list collection | | | |
| Emerald Online (Full-Text journals) | EPWRF India Time series | | | |
| Financial Times online (ft.com): Business news | GARTNER Research: The premier source of | | | |
| & analysis covering global business, finance, politics, business education, Management, | research and analysis on the global information technology industry & provide in-depth analysis | | | |
| | | | | |

| Business School ranking etc | and actionable advice on virtually all aspects of technology |
|--|---|
| GMID-Euromonitor Passport: Global Market Information Database | ICRA Economy and 45 industrial sector reports |
| IEEE –ASPP+POP Collection (Full-Text journals) | IMF e Library : C ontains 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 |
| INFORMS Pubs Suite Journals : Access to 15 years' archival data | ISID: Provides indexes for 224 Indian Social Science Journals & press clippings on diverse social science subjects |
| ISI Emerging Markets : INDIA: Emerging Markets, Information service | 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 |
| JSTOR (Full-Text journals): Online Archive of over 1800 multidisciplinary Journals | Journal Citation Reports (JCR):Offer a systematic, objective means to critically evaluate the world's leading journals, with quantifiable, statistical information based on citation data. |
| Lexis Nexis: Access over 15,000 news, business, and legal sources | Library Press Display (Press Reader) (Newspapers online): Online newspaper and magazine kiosk, provides access to more than 2200+ Publications on the web |
| Market line Advantage (Data monitor 360): An International business information and industry analysis service. | Mckinsey Quarterly: The business publication that has been defining and informing the senior management agenda since 1964 |
| MICA Indian Marketing Intelligence (MIMI): Provides the secondary data for socio - economic variables and market intelligence up to district level for all the states and union territories of India | NASSCOM Membership: Access to NASSCOM Resource Center |
| National HRD Network: Institutional Membership | Nature: World's foremost international weekly published scientific journal |
| NAV INDIA: Largest mutual fund database in India | OECD iLibrary: E-books, papers and statistics |
| Oxford Journals: Business & Management collection | People Matters : A leading knowledge and media platform in the Human resources space |
| Project Muse E-Journals Premium Collection (Full-Text journals) | Projects Today : Comprehensive Database on Projects |
| PROQUEST Dissertations & Theses Global : World's most comprehensive collection of full-text dissertations and theses | PsycArticles: American Psychological Association (APA) Full-Text journals |

| Sage HSS collection (Full-Text journa | ls |) |
|---------------------------------------|----|---|
|---------------------------------------|----|---|

Springer Online (Full-Text journals)

9

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

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

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

Wiley Online Journals (Full-Text journals)

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

Taylor & Francis online (Full-Text journals)

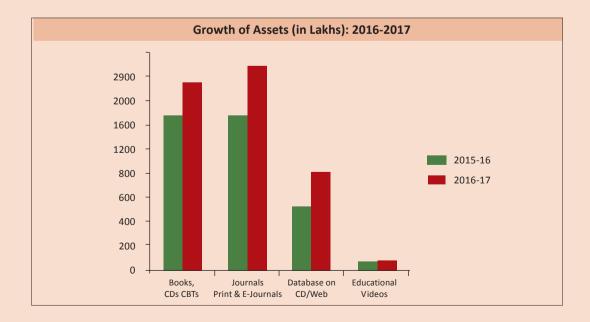
Thomson Reuters Eikon: Helps in better financial analysis, trading and investment decisions with unique market insight, information and news

Wall Street Journal Online

Web of Science: World's leading citation databases.

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

| | Collection Development Statistics : 2016-2017 | | | | | | |
|-------|--|-------------------|------------------------|------------------------|-----------------------------------|--|--|
| SI.No | Nature of Document added to the collection | Quantity Added | Cumulative Quantity | Cost (Rs. in Lakhs) | Total Asset Value (cumulative) | | |
| 1 | Books, CDs, CBTs | 1541 | 37864 | 63.60 | 590.93 | | |
| 2 | E-Books | - | 200000 | 4.06 | 28.43 | | |
| 3 | Journals (Print) | - | 167 | 18.76 | 799.44 | | |
| 4 | Databases on CD/Web Bibliographic & Full Text Online Corporate Databases Value added services/Info Gate | 5 ways | 70 | 171.64 | 899.13 | | |
| 5 | E-Journals | - | 20100 | 135.53 | 655.35 | | |
| 6 | Educational Videos | - | 274 | - | 8.99 | | |
| 7 | Bound Volumes of Journals | - | 6119 | - | - | | |
| | Total | | | 393.59 | 2982.27 | | |



Indian Business Museum

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

| Visitors' Statistics during April 2016 - March 2017 | | | | |
|---|--------|----------------------|---------------------------------|--|
| | SI. No | Category | Number of Institutions/Visitors | |
| | 1 | Schools | 30 | |
| | 2 | Colleges | 49 | |
| | 3 | Students | 4153 | |
| | 4 | Teachers | 323 | |
| | 5 | MDP | 362 | |
| | 6 | FDP | 54 | |
| | 7 | FPM | 30 | |
| | 8 | EMDP | 20 | |
| | 9 | EPGP Kochi Campus | 18 | |
| | 10 | EPGP Kozhikode | 292 | |
| | 11 | PGP students | 441 | |
| | 12 | Miscellaneous | 642 | |
| | 13 | Distinguished guests | 37 | |
| | | | | |

INFORMATION TECHNOLOGY CENTRE

The Institute's commitment to provide state of the art IT facilities and services to the IIMK user fraternity continued during the year by continuously improving the computing facilities and services.

To improve the IT facilities at the institute, the IT hardware, software and services were regularly and continuously improved during the year. The existing Campus Network including the Wi-Fi facility were augmented. Computers, Servers, Network Security and Internet Connectivity have been upgraded during the year. An additional point-to-point leased line was implemented between IIMK campus and the Kochi campus to have redundancy.

Extended all the required support to all the departments at IIMK for their IT needs. Continued to extend all the required support for setting up state-of-the-art IT facilities at IIM Amritsar. Implemented a Cloud based storage and applications for users using our own private cloud.

During the year, most of the LDAP and PHP based applications were migrated to NET environment. During the year, development of the following software applications was completed:

- Accounts Invoice module for MDP, eMDP, FDP, Placements and Research
- Application for Faculty Activity Report redesigned
- Enhanced Online Recruitment Portal
- CC Work Management module
- Consultancy Management System
- Application for facility booking (Discussion Rooms, Auditorium etc.)
- Faculty Leave System
- International Exchange Student Seat allotment system
- Online application for LIVE idea registration and recruitment in IIMK Live Portal
- PGP Faculty Feedback system for IIMK and IIM Amritsar
- FPM Diary application to monitor student progress
- Transport-vehicle registration and pass issue System
- Students Affairs Module
- PGP Grade management, Online job notification, Tender management modules for IIM Amritsar website admin
- Websites/portals for various conferences, seminars and other important events conducted at IIMK and IIM Amritsar



The campus infrastructure of IIMK is poised for expansion in the near future for the purpose of meeting the requirements commensurate with the Institute's planned academic growth. The development of environment-friendly yet state-of-the-art Phase V campus buildings & structures, which envisage world-class facilities that aim for ambitious GRIHA (i.e. Green Rating for Integrated Habitat Assessment) norms, is being taken up in a phased manner accordingly. While the construction of compound wall and internal roads for the Phase V campus premises have already been completed and the construction of the FPM Hostel has been virtually completed, the construction works in respect of other priority Phase V campus buildings & structures including Hostels, Dining (with kitchen), etc. are progressing in various stages.

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

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 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-harvesting & management systems were implemented besides initiating other environment-friendly energy conservation measures.

PERSONNEL

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

| Non faculty | - | 66 |
|-------------|---|----|
| Faculty | - | 67 |

RETIREMENT : Nil

RELIEVING

1.Prof. K K Ramesh, Visiting Associate Professor, Finance Accounting & Control Area, has been relieved from the service of the Institute on the afternoon of 30-08-2016 on completion of his contractual tenure.

2.Prof. Mahesh P Bhave, Visiting Professor, Strategic Management Area, has been relieved from the service of the Institute on the afternoon of 24-10-2016 on completion of his contractual tenure.

3.Smt Shiny George Ambat, Chief Financial Officer has been relieved from service of the Institute with effect from 20.02.2017.

REJOINING

Dr. Naveen C Amblee, Assistant Professor - Marketing Management Area, has rejoined the Institute on the forenoon of July 01, 2016 after availing Extra Ordinary Leave for a period of nine months.

Dr. Saji Gopinath, Professor - Quantitative Methods & Operations Management Area, has rejoined the Institute on the forenoon of December 01, 2016 after availing Extra Ordinary Leave for a period of one year.

SABBATICAL

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

PROMOTION

Dr. Rudra Sen Sarma has been appointed as Professor in Economics Area with effect from the forenoon of 27-05-2016.

Dr. S. Subramanian has been appointed as Associate Professor in Strategic Management Area with effect from the forenoon of 01-07-2016.

Dr. Shovan Chowdhury has been appointed as Associate Professor in Quantitative Methods & Operations Management Area with effect from the forenoon of 15-09-2016.

Dr. Satish Krishnan has been appointed as Assistant Professor in Information Technology & Systems Area with effect from the forenoon of 13-02-2017.

Dr. Naveen C Amblee has been appointed as Associate Professor in Marketing Management Area with effect from the forenoon of 21-03-2017.

Shri Shaji CP, Assistant Administrative Officer has been promoted to Administrative Officer on 18.08.2016.

Shri Biju R, Junior Library & Information Assistant has been promoted to Assistant Librarian on 30.11.2016.

Dr Joshy Kuriakose, Junior Library & Information Assistant has been promoted to Assistant Librarian on 30.11.2016.

Smt Asha Babu KK, Assistant has been promoted to Assistant Administrative Officer on 09.12.2016.

Shri Subair V, Junior Engineer (Civil) has been promoted to Assistant Engineer (Civil) on 15.12.2016.

Shri M Renjith, Assistant has been promoted to Assistant Administrative Officer on 31.01.2017.

NEW JOINING:

Dr. Soumyatanu Mukherjee joined as Assistant Professor (on contract) in Economics Area with effect from the forenoon of 01-06-2016.

Dr. Aravind Sampath joined as Assistant Professor (on contract) in Finance, Accounting and Control Area with effect from the forenoon of 09-06-2016.

Dr. Shannu Narayan joined as Assistant Professor (on contract) in Humanities and Liberal Arts in Management Area with effect from the forenoon of 11-07-2016.

Dr. Sidharth Mahapatra joined as Assistant Professor (on contract) in Humanities and Liberal Arts in Management Area with effect from the forenoon of 03-10-2016.

Dr. Ashok Thomas joined as Assistant Professor (on contract) in Economics Area with effect from the forenoon of 15-12-2016.

Dr. Deva Prasad M joined as Assistant Professor (on contract) in Humanities & Liberal Arts in Management Area with effect from the forenoon of 19-12-2016.



Prof. Praveen S. joined as Assistant Professor (on contract) in Marketing Management Area with effect from the forenoon of 28-12-2016.

Prof. Jatin Pandey joined as Assistant Professor (on contract) in OB & HR Area with effect from the forenoon of 30.03.2017.

RESEARCH VISITS:

Prof. Aparajith Ramnath has been permitted to visit UK as visiting fellow to work on a collaborative research project with business historians Dr. Andrew Smith and Prof. Andrew Popp at University of Liverpool Management School (UK) from March 15 to June 15, 2017. He has been awarded the Liverpool India Fellowship for 2016-17.

Prof. Ashok Thomas has been permitted to travel to Italy during April 17-27, 2017. He was invited to be a part of research group at the Dept. of Economics and Management, University of Pisa (Italy) and help in research on Jean Monnet Project: Development and Harmonization of Social Responsible Investment in European Union.

Prof. Anupam Das has been permitted to visit US for Joint research with Prof. Susan C Herring in the Department of Information and Library Science at Indiana University, Bloomington, during the period April 01 - May 01, 2017 and for a collaborative research with Prof. Richard Buttny, Department of Communication and Rhetorical Studies, Syracuse University during the period May 10- June 10, 2017.

CONFERENCE/SEMINAR/WORKSHOP ATTENDED IN INDIA/ABROAD:

Prof. Manoranjan Dhal has attended the 34th International Labour Process Conference from April 4-6, 2016 at Berlin, Germany. His paper entitled *Labour Stand: The Face of Precarious Construction Workers in India* was presented at the Conference.

Prof. Mahesh P Bhave has attended the 5th Annual Utility Analytics Summit, organized by Energy Central at San Diego, USA during April 4-6, 2016.

Prof. Omkumar Krishnan has attended the 11th edition of GOAFEST hosted by the Advertising Agencies Association of India (AAAI) in association with the Advertising Club at Bambolim, Goa during April 7-9, 2016.

Prof. Mahesh P Bhave has attended the Renewable Distributed Generation Forum's Conference, organized by Smart Grid Observer in Lausanne, Switzerland during April 13-14, 2016.

Prof. Sumit Mitra has attended the 'UK India Social Entrepreneurship in Education Network Conference' at IIT Madras during April 15-16 2016.

Prof. Rajesh S Upadhyayula has attended and delivered a talk at the Academy of International Business (AIB) India 2016 Conference at IIM Indore during April 22-23, 2016.

Prof. Kausik Gangopadhyay has attended a three-day International Convention in connection with Ujjain Kumbh-Simhastha held at Ujjain, MP during May 12-14, 2016. His paper entitled *Small is Big* was presented at the Conference.

Prof. Atanu Adhikari has attended the 38th INFORMS Society for Marketing Science (ISMS) Conference hosted by Fudan University in Shanghai, China during June 16-18, 2016. His paper entitled *Impact* of ARP on Purchase Intention: Role of Anchoring, Latitude of Expected Price and Uncertainty was presented at the above annual Conference.

Prof. Aparajith Ramnath has attended the Society for the History of Technology (SHOT) Annual Meeting 2016 at Tembusu College, National University of Singapore, during June 22-26, 2016. His paper entitled *From Post-war reconstruction to nation-building: The evolution of technical education policy in India, 1938-56* was presented at the above annual meeting.

Prof. SSS Kumar has attended the 23rd Annual Conference of the Multinational Finance Society at Stockholm University Business School, Stockholm, Sweden during June 26-29, 2016. His paper entitled *Does the FII Investments in Index Futures Informative?: Evidence from Indian Markets* was presented at the Conference.

Prof. Debabrata Chatterjee has attended the 32nd EGOS Colloquium 2016 at Naples, Italy during July 7-9, 2016. His paper entitled *University research centers in emerging Asian economies: Agentic roles in institutional building for product innovation* was presented at the Conference.

Prof. C. Raju has attended the International Conference on Applied Statistics 2016 (ICAS2016) at Phuket (Thailand) during July 13-15 2016. His paper entitled *Chain Sampling Plan (ChSP-1) with Minimum Variance Outgoing Quality & Total Inspection* was presented at the Conference.

Paper co-authored by Prof. G. Sridhar, entitled *Effects of subjective well-being on salesperson's positive-selling behaviours: Exploring the moderating role of organizational identification* was presented at the 19th Academy of Marketing Science World Marketing Congress at IESEG School of Management Paris (France) during July 19- 23, 2016.

Paper co-authored by Prof. Rupesh Kumar Pati, entitled *Review of Methodologies and Models in Supply Chain Sustainability Literature* was presented at the SPJIMR-POMS India Chapter Conference jointly organized by SP Jain Institute of Management & Research and the Production & Operations Management Society during July 29-30, 2016 at Mumbai.

Prof. Rupesh Kumar Pati has attended the Global Colloquium on participant-centered learning for the year 2016-17 held at Harvard Business School, Boston (USA) during July 24- 30, 2016.

Prof. Deepa Sethi has attended the Global Colloquium on participant-centered learning for the year 2016-17 held at Harvard Business School, Boston (USA) during July 24- 30, 2016.

Prof. G Thangamani has attended the Global Colloquium on participant-centered learning for the year 2016-17 held at Harvard Business School, Boston (USA) during July 24- 30, 2016.

Prof. Omkumar Krishnan has attended the Global Colloquium on participant-centered learning for the year 2016-17 held at Harvard Business School, Boston (USA) during July 24- 30, 2016

Prof. Soumyatanu Mukherjee has attended the International Conference on Services, Investment and Global Value Chains organized by IIFT at New Delhi during July 28-29, 2016. His paper entitled Service Sector Liberalisation and Wage Inequality with Non-traded Goods and Segmented Unskilled Labour Markets was presented at the Conference.



Prof. G. Anand has attended the SPJIMR-POMS India Chapter's 2016 International conference on Big Data Analytics for Optimising Supply Chains held during July 29-30, 2016 at Mumbai. His paper entitled *Quantitative Assessment and Benchmarking of Leanness in Hospitals using Data Envelopment Analysis* was presented at the Conference.

Prof. Leena Mary Eapen has attended the IPPEAN 2016 Conference organized by Institute of Public Policy and Economic Analysis at New York (USA) during August 4- 6, 2016. Her paper entitled *Power Sector in India: Performance of DISCOMS and its Impact on the State Exchequer* was presented at the Conference.

Prof. Sthanu R Nair has attended the 72nd Annual Congress of the International Institute of Public Finance (IIPF) during August 9-11, 2016 at Nevada, USA. His paper (co-authored with Prof. K Puspangadan) entitled Accelerated Economic Growth and Tax Effort: The Case of an Economically Advanced State of India was presented at the Congress.

Prof. R Radhakrishna Pillai has attended the XUB Sustainability Summit-2016, organized by Xavier School of Sustainability at Xavier University Bhubaneswar during August 11-13, 2016. His paper (Co-authored with Ms. Parvathi Jayapraksh) entitled *Green IT Practice: An Institutional Theory Perspective* was presented at the Summit.

Prof. Jijo Lukose P J has attended the International Conference on Financial Markets and Corporate Finance (ICFMCF 2016) at IIT Madras during August 12-13, 2016. The following four papers co-authored by him were presented at the Conference: 1) *Disappearing and Reappearing Dividends: Evidence on the Determinants of Dividend Policy in India.* 2) *The Decision to go Public: Does Business Group Affiliation Matter?*. 3) Corporate Derivates Use, Leverage, and the Cost of Equity: New Insights from Indian Non-financial Firms. 4) Institutional Ownership and Dividend Policy.

Prof. Rupesh Kumar Pati has attended the 6th World Nursing and Healthcare Conference, organized by OMICS International at London (UK) during August 15-17, 2016. His paper entitled *Sustainability in Healthcare for Nation's Overall Growth: in Developing and Underdeveloped Countries* was presented at the Conference.

Prof. Anandakuttan B Unnithan has attended the 4th International Conference of Business and Banking (ICBB), organized by STIE Perbanas Surabaya at Lombok, Indonesia during August 24-25 2016. His paper entitled *Measurement Invariance and the Number of Scale Points in Multi-Item Instruments* was presented at the Conference.



Prof. Rachappa Shette has attended the Two-Day National Seminar on Fraudulent Financial Practices in Indian Capital Market-Issues and Concerns, organized by Dept. of Commerce, University College of Commerce & Business Management, Osmania University (Hyderabad) during August 30-31, 2016. His paper entitled *Earnings Management to Avoid Losses* was presented at the Seminar.

Prof. R Radhakrishna Pillai has attended the Global Summit on Corporate Social Responsibility (GSCSR 2016), jointly organized by IICA & IIM Raipur at New Delhi during September 5-6, 2016. His paper (Co-authored with Ms. Parvathi Jayaprakash) entitled *World transformation through self transformation: A pragmatic approach to CSR based on spirituality* was presented at the Summit.

Prof. Priya Nair Rajeev has attended the 8th International Social Innovation Research Conference during September 5-7, 2016 at Glasgow Caledonian University, Glasgow (UK). Her paper entitled Inherent 'limits of growth' in micro-social enterprises: Insights from Kudumbashree micro enterprises, India was presented at the Conference.

Prof. Naveen C Amblee has attended the 11th International Conference on Applied Business Research (ICABR 2016) at Pattaya, Thailand during September 5-9, 2016. His paper entitled *Group buying behavior of travel deals across India, Thailand and Malaysia* was presented at the Conference.

Prof. P N Ram Kumar has attended the Operations Research Society Annual Conference (OR58) during September 6-8, 2016 at University of Portsmouth (UK). His paper entitled *Ant Colony Algorithm for Convoy Movement Problem* was presented at the Conference.

Prof. R Radhakrishna Pillai has attended the National Conference on Strengthening Values & Ethics for Sustainable Growth: Role of Indian Philosophical Traditions, held during September 22-23, 2016 at MDI Gurgaon. His paper (Co-authored with Mr. Anil Kumar G) entitled *Balance brings blessings and leads to sustainable actions? Empirical evidence of developing and sustaining balance based on an ancient spiritual practice* was presented at the Conference.

Prof. Satish Krishnan has attended the International Conference on Management and Information Systems (ICMIS-16) held during September 23-24, 2016 at Bangkok, Thailand. His paper entitled *Non-work related computing: A personality model of e-mail loafing* was presented at the Conference.

Prof. Arqum Mateen has attended the International Conference on Marketing Technology and Society held during September 29 - October 1, 2016 at IIM Kozhikode. His paper (Co-authored with Prof. Agam Gupta and Ms. Divya Sharma) entitled *Analyzing the New Google Search Results Page:* A Netnographic Approach was presented at the above Conference.

Prof. Joffi Thomas has attended the International Conference on Marketing Technology and Society held during September 29 - October 1, 2016 at IIM Kozhikode. His paper (Co-authored with Mr. Krishnan Jeesha) entitled *Guilt as an Advertising and Promotional Tool* was presented at the Conference.

Prof. Kausik Gangopadhyay has attended the International Conference on Marketing Technology and Society held at IIM Kozhikode during September 29 - October 1, 2016. His paper entitled *Marketing of New Goods: Intellectual Property Rights, Income Inequality and Pricing* was presented at the Conference.

Prof. Atanu Adhikari has attended the International Conference on Marketing Technology and Society held at IIM Kozhikode during September 29 - October 1, 2016. His paper entitled *Adjacent Price Anchoring and Consumers Willingness to Pay: A Bayesian Approach* was presented at the Conference.

Prof. P. Rameshan has attended the North American Case Research Association Annual Conference (NACRA 2016) during October 6-8, 2016 at Las Vegas, USA. His case entitled *Board Stoops to Conquer the CEO: End of a Power Struggle* was presented at the Conference.

Prof. Joffi Thomas has attended the North American Case Research Association Annual Conference (NACRA 2016) held during October 6-8, 2016 at Las Vegas, USA. His case (co-authored with Mr. Shubham Sharma) entitled *Technology Business Incubator at National Institute of Technology Calicut, India: Way Forward* was presented at the Conference.

Prof. Shubhasis Dey has attended the 4th European Conference on Banking and the Economy (ECOBATE 2016), organized by the Association for Research on Banking and the Economy (ARBE) together with the centre for Banking, Finance and Sustainable Development, University of Southampton on October 12, 2016 at Winchester, United Kingdom. His paper entitled *Historical Events and the Gold Price* was presented at the Conference.

Prof. S. Subramanian has attended the 13th Workshop on Corporate Governance, organized by SDA Bocconi School of Management during October 27-28, 2016 at Milan (Italy). His paper entitled *Corporate Governance and Internationalization- A Study of Indian Family Owned Businesses* was presented at the Conference.

Prof. Manoranjan Dhal has attended the 9th Asian Regional Congress of the International Labour and Employment Relations Association (ILERA) at Beijing, China during November 01-03 2016. His paper entitled *Non-Regular Workers in Japan: Issues and Chanllenges of New Economic Order* was presented at the Conference.

Prof. R Radhakrishna Pillai has attended the International Conference on Realm of Management in Bhagvad Gita, organized by Nehru School of Management during 4 -5 November, 2016 at Thiruvilwamala (Thrissur). His paper entitled *Equanimity- An Essential Divine Virtue for Decision Making* was presented at the Conference.

Prof. Anupam Das has attended the 3rd International Conference of American Pragmatics Association at Indiana University Bloomington (USA) during November 4 - 6, 2016. His paper entitled *Pragmatics of Facebook 'like'- A Case Study of Urban Indian Youth* was presented at the Conference.

Prof. Naveen C Amblee has attended the International Conference for Education organized by the International Journal of Arts & Science (IJAS) during November 8-11, 2016 at University of London, UK. His paper entitled *The state of the MBA curriculum* was presented at the Conference.

Prof. Ashutosh Sarkar has attended the INFORMS Annual Meeting 2016 during November 13-16, 2016 at Nashville, USA. His paper entitled *Procurement Under Price Uncertainty- An Analysis of Operational Hedging Strategies* was presented at the Conference.



Prof. Debabrata Chatterjee, has attended the 2016 Asia Pacific Conference for Deans and Directors organized by Association of MBAs (AMBA) at Nagoya, Japan during November 14-16 2016.

Prof. Anindita Paul has attended the Gartner Symposium/IT Expo held during November 15-18, 2016 at Goa.

Prof. Anindita Paul has attended the International Conference ADWITYA 2016, organized by IIHMR and IIMA during November 18-19, 2016 at Bangalore. Her paper entitled *ICT Adoption for Health Related use by Middle Class Indian Women* was presented at the Conference.

Prof. Deepa Sethi has attended the International Conference: ADWITYA 2016, organized by IIHMR Bangalore in collaboration with IIM Ahmedabad during November 18-19, 2016. Her paper entitled *Do Patients Really Observe Nonverbal Communication of Doctors? - A case of India* was presented at the Conference.

Prof. Joshy Joseph has attended the 2016 Society for Judgment and Decision Making (SJDM) Conference in Boston, USA during November 18-21, 2016. His paper (co-authored with Aravind Reghunathan) entitled *Why Men Can't Accept Feminine Brands, But Women Don't Mind Masculine Ones?!* was presented at the Conference.

Prof. Surya Prakash Pati has attended the 2nd International Conference on Organization and Management (ICOM) 2016 held at Abu Dhabi University (UAE) during November 20-21, 2016. Paper co-authored by him entitled *Investigation of Psychometric Properties of UWES-S (student engagement) and its Relationship with Burnout and Life Satisfaction in the Indian Context* was presented at the Conference.

Paper entitled Factors Affecting Coordination in Humanitarian Supply Chain Management: A Conceptual Framework authored by Prof. G. Anand and Mr. Lijo John was presented at the 2nd International Conference on Organization and Management (ICOM) 2016 held at Abu Dhabi University (UAE) during November 20-21, 2016.

Paper entitled Network Memory, Cultural Distance and the Ebb and Flow of International Resources-Evidence from 20 years of Professional Players Transfers to Big-Five European Soccer Leagues authored by Prof. Deepak Dhayanithy and Ms. Subhasree Mukherjee was presented at the 2nd International Conference on Organization and Management (ICOM) 2016 held at Abu Dhabi University (UAE) during November 20-21, 2016. Prof. Manish Kumar has attended the 2nd International Conference on Organization and Management (ICOM) 2016 held at Abu Dhabi University (UAE) during November 20-21, 2016. The following two papers co-authored by him were presented at the Conference. (1) *Gender Perceptions and Organizational Climate: A Study of Two Structurally Different Large Organizations in India*. (2) *Leadership, Affective Commitment and Role Breadth Self-Efficacy as Situational and Attitudinal Antecedents of Frontline Service Employees' Prescribed and Proactive Customer Service Behaviours*.

Prof. SSS Kumar attended the 9th Eduniversal World Convention held at Curtin University-Curtin Business School, Perth (Australia) during November 27 – December 01, 2016.

Prof. L. Ramprasath has attended the 9th Eduniversal World Convention held at Curtin University-Curtin Business School, Perth (Australia) during November 27 – December 01, 2016.

Prof. Jijo Lukose P J has attended the 11th Annual Conference of Knowledge Forum to be held at IIT Madras, Chennai during December 3-5, 2016. His paper entitled *Broad Characteristics, ownership structure and technological efforts in emerging market firms: The case of India* was presented at the Conference.

Prof. Suram Balasubrahmanyam has attended the 16th Global Conference on Flexible Systems Management (GLOGIFT 16), hosted by the UTS Business School, University of Technology at Sydney (Australia) during December 4-6, 2016. Following two papers authored by him were presented at the Conference: (1) *Flexible Product Development and Firm Performance*. (2) *Flexible Customer Value Proposition and Firm Performance*.

Prof. Shovan Chowdhury has attended the 2016 IEEE International Conference on Industrial Engineering and Engineering Management to be held during December 4-7, 2016 at Bali, Indonesia. His paper entitled *Acceptance Sampling Plans Based on Truncated Life Test for the Generalized Weibull Model* was presented at the Conference.

Prof. G Anand has attended the 2016 IEEE International Conference on Industrial Engineering and Engineering Management to be held during December 4-7, 2016 at Bali, Indonesia. His paper entitled *Benchmarking Lean Practices and Performance Measures of a Hospital* was presented at the Conference.

Prof. Anubha Shekhar Sinha has attended the Conference entitled 'Contextualizing Strategic Management in Asia: Institutions, Innovation and Internationalization', organized by Strategic Management Society (SMS) at the Chinese University of Hong Kong during December 10-12, 2016. Her paper entitled *Imposed Institutional Logics and Strategic Adaptation in Indian State Owned Enterprises: A Means Versus Ends Perspective* was presented at the Conference.

Prof. Rajesh S Upadhyayula has attended the 4th Pan IIM World Management Conference and the pre-Conference workshops held at IIM Ahmedabad during December 12-15, 2016. His paper entitled *Strategic Paths and Performance of Born Globals: A Study of Indian IT Firms* was presented at the Conference.

Prof. Kausik Gangopadhyay has attended the 4th Pan IIM World Management Conference held at IIM Ahmedabad during December 13-15, 2016. His paper entitled *Intergenerational Transmission of Occupational Mobility and Occupation Specificity of Human Capital* was presented at the Conference.

Prof. Manish Kumar has attended the 4th PAN IIM World Management Conference at IIM Ahmedabad during December 13-15, 2016. His paper entitled *Development Opportunity and Intent to Turnover: Exploring the roles of job attitudes and managerial support* was presented at the Conference.

Prof. Anubha Shekhar Sinha has attended the 4th PAN IIM World Management Conference at IIM Ahmedabad during December 13-15, 2016. Her paper entitled *How Collectivism and Gender affects entrepreneurship? A cross-cultural case study* was presented at the Conference.



Prof. Debabrata Chatterjee has attended the 4th PAN IIM World Management Conference at IIM Ahmedabad during December 13-15, 2016.

Prof. M P Sebastian has attended the 2016 International Conference on Computational Science and Computational Intelligence (CSCI) to be held during December 15-17, 2016 at Las Vegas, USA. His paper (co-authored with Mr. Nikunj Agarwal) entitled *Is Budgeting for Healthcare Innovations: Insights for Developing Countries* was presented at the Conference.

Prof. Soumyatanu Mukerjee has attended the 5th EIIFT 2016 Conference on Empirical Issues in International Trade and Finance at IIFT, Kolkata Campus during December 16-17, 2016. His paper entitled *Exchange Rate Fluctuations and Risk Management of International Firms* was presented at the Conference.

Prof. Sudershan Kuntluru has attended the India Finance Conference 2016 (IFC 2016) at IIM Ahmedabad during December 19-21, 2016. His paper entitled *Earnings Management to Avoid Losses: Evidence from India* was presented at the Conference.

Prof. P N Ram Kumar has attended the 4th National Conference on production and industrial engineering, organized by NIT Jalandhar at their campus in Punjab during December 19-21, 2016. His paper entitled *A hybrid genetic algorithm for scheduling a tri-criteria flow shop with sequence dependent setup time* was presented at the Conference.

Prof. SSS Kumar has attended the 2016 India Finance Conference organized by IIMA, IIMB and IIMC at IIM Ahmedabad during December 19-21, 2016. His paper entitled *Participatory Note Investments:* Are they different from Foreign Portfolio Investments? was presented at the Conference.

Prof. Soumya Roy has attended the 20th Annual International Conference of Society of Operations Management at IIITM Gwalior Campus during December 22-24, 2016. His paper entitled *Bayesian D-Optimal Progressive Type-1 interval Censoring Schemes* was presented at the Conference.

Prof. G. Anand has attended the XXth Annual International Conference of the Society of Operations Management, organized by ABV-IIITM Gwalior at their campus in Gwalior (MP) during December 23-24, 2016. His paper entitled *Lean Thinking in Healthcare-Uncovering the Practices and Performance Measures* was presented at the Conference.

Prof. G. Anand has attended the 10th ISDSI International Conference, organized by the Indian Subcontinent Region Decision Science Institute along with MET's Institute of Management, Bhujbal Knowledge City at Nasik during December 28-30, 2016. His paper (co-authored with Mr. Lijo John) entitled *Coordination Effectiveness Index: A Metric for Coordination Efforts in Humanitarian Supply Chain* was presented at the Conference.

Prof. Jijo Lukose has attended a workshop certificate programme on Advanced Panel Data and Time Series Methods at IFMR, AP during January 9-12, 2017.

Prof. Soumyatanu Mukherjee has attended the 19th National Conference of IORA at Pune during January 11-12, 2017. His paper entitled *Clean development mechanism and carbon content of bilateral trade* was presented at the Conference.

Prof. Satish Krishnan has attended the meta-Analysis Workshop, organized by Biostat (USA) at Singapore during January 16-18, 2017.

Prof. Sumit Mitra has attended the National Conference on Methodological Issues in Social Entrepreneurship Knowledge and Practice at Tata Institute of Social Science, Mumbai during January 18-20, 2016.

Prof. Omkumar Krishnan has attended the ASEAN Tourism Research Conference 2017 at James Cook University in Singapore on January 18, 2017. His paper entitled *Create memorable experience* and vivid memories: promote your tourism destination for free was presented at the Conference.

Prof. Deepa Sethi has attended the Harvard Business School's Case Writing Workshop held during 13-16 February, 2017 at the Harvard Center, Shanghai (PRC).

Prof. G Thangamani has attended the Harvard Business School's Case Writing Workshop held during 13-16 February, 2017 at the Harvard Center, Shanghai (PRC).

Prof. Omkumar Krishnan has attended the Harvard Business School's Case Writing Workshop held during 13 -16 February, 2017 at the Harvard Center, Shanghai (PRC).

Prof. Keyoor Purani has attended the 2017 Winter AMA Conference organized by American Marketing Association during February 17-19, 2017 at Orlando, Florida (USA). Following two papers coauthored by him were presented at the Conference: (1) *Influence of Consumer Vanity on Employment of Impression Management Tactics and their Consequences on Conspicuous Consumption Orientation*. (2) *Consumer Pre-testing of Servicescape Designs: A Toolkit*.

Prof. Anandakuttan B Unnithan has attended the 2017 Winter AMA Conference, organized by AMA at Orlando (USA) during February 17-19, 2017. His paper entitled *Role of felt emotions in marketplace rumormongering* was presented at the Conference.

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

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

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

Conducted the in-house training programme on "Administrative Matters & Establishment Rules" organized by the Society for Economic Research & Training, New Delhi during **April 06-08, 2016**.

Dr. Mukul Bhooshan Singh delivered a speech in All India Radio, Calicut on "Role of Hindi as a Link Language" which was recorded on 14.06.2016 and broadcasted on June 16, 2016 at 4.45 pm in the programme "Aikyabharathi" and the duration of the speech was 15 minutes.

Dr. Mukul Bhooshan Singh, Assistant-cum-Hindi Translator attended the international seminar organized by Sheshadripuram College, Bangalore on September 15, 2016 and presented the paper titled "Impact Possibilities and Challenges of Novels with respect to Globalization"

Dr. Mukul Bhooshan Singh, Assistant-cum-Hindi Translator attended the international seminar organized by Baldwin Methodist Women College, Bangalore during September 23-24, 2016 and presented the paper titled "Hindi Literature and Social Issues"

Dr. Mukul Bhooshan Singh, Assistant-cum-Hindi Translator attended the international seminar organized by SRN Adarsh College, Bangalore on February 10, 2017 and presented the paper titled "Emergency: A social and National consciousness"

Dr. Sunitha T and Dr. Sreejaya P, Assistant Librarians attended the International Conference on "Knowledge Resources and Library Technologies" (ICKRLT 2017) organized by Bharathidasan University, Trichy during February 24-25, 2017. Dr. Sunitha and Dr. Sreejaya presented the papers titled "E-Resources Access and Retrieval Management: A study of Research Libraries in Kerala" & "Preservation Methods, Strategies & Policies of Selected Digital library Initiatives in South India" respectively in the seminar.

Shri Prasheeb Kumar K K, Assistant Administrative Officer attended the National Level conference on the "Implementation of Immigration Visa and Foreigners Registration & Tracking (IVFRT) Project in the state" organized by Office of the Foreigners Regional Registration Officer at St. Josephs College, Devagiri, Kozhikode on February 14, 2017.

Shri. Sanal Kumar G and Shri. M Ravichandra Kiran, Accounts Officers attended the seminar on "Impact of GST in Government Companies and Corporates" organized by Calista Global, Trivandrum on March 09, 2017 (venue: Trivandrum) and March 23, 2017 (venue: Ernakulam) respectively.

Shri. Sanjay A P, Assistant Engineer (Electrical) attended the workshop on "Solar Energy" organized by National Institute of Entrepreneurship and Small Business Development (NIESBUD) in Collaboration with Vaikunthbhai Mehta Research Centre for Decentralized Industries (VMRCDI) at Hotel Asma Tower, Calicut on October 08-09, 2016.

Shri. Augustine George, Assistant Administrative Officer attended the one–day work shop on "Government e-Market Place (GeM) for Academic Institutions under Ministry of Human Resource Development" organized by Directorate General of Supplies and Disposals (DGS&D) at IIT Delhi on December 20, 2016.



ANNUAL ACCOUNTS AND FINANCIAL POSITIONS

The Annual Financial Statements for the year 2016-17 was approved and adopted by the BOG on 03rd June 2017. The Annual Financial Statement of the Institute for the financial year 2016-17 is annexed to this report. 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 2016-17, 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 73.02 crores to 81.32 crores. However, cash operating expense have gone up from Rs 52.46 crores to Rs 54.02 crores.

CORPUS FUND

During the Financial Year 2016-17, the Institute had transferred Rs 25.85 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 12.91 crores. Opening negetive balance of grand in aid of Rs 18.55 crores and current year fixed asset addition of Rs 51.30 crores has been adjusted to corpus fund as per the decision of the BoG. Hence, the balance of the Corpus Fund as on 31.03.2017 is Rs 183.50 crores.

DEPRECIATION FUND

The Institute had a balance of Rs 69.13 crores in Depreciation Fund on 01.04.2016. The interest earned during the year on the investments made is Rs 9.19 crores. The closing balance of the Depreciation Fund as on 31.03.2017 is Rs 78.32 crores.

Accounts of IIM Kozhikode Employees Contributory Provident Fund Trust:

During the Year 2016-17, the Income & Expenditure account shows a deficit of Rs 1.52 lakhs after allowing interest to the members of the Trust.

The Corpus Fund stood as Rs 483.18 lakhs out of which Rs 459.13 lakhs has been invested in various interest bearing securities as per CPF Investment guidelines. Rs 23.20 lakhs is under accrued interest and Rs 0.57 lakhs is being bank balance as on 31.03.2017.



BOARD OF GOVERNORS & IIMK SOCIETY Board of Governors (As on 31 March 2017) List of Members of the IIMK Board of Governors as on 31 March 2017, is given below: Dr. A.C. Muthiah 1. (Former President BCCI) Chairman Southern Petrochemical Industries Corp. Ltd. Chennai Shri K.C. Mohan 2. Former Chairman & Managing Director MECON (SAIL) Chennai Shri N Sankar 3 Chairman Sanmar Group Chennai 4. Shri Kewal Kumar Sharma, IAS Secretary, Department of Higher Education 128 'C' wing, Govt. of India Shastri Bhavan, New Delhi 5. Smt. Darshana M Dabral Joint Secretary & Financial Advisor MHRD, New Delhi 6. Shri Onkar S Kanwar Chairman Apollo Tyres Ltd Apollo House 7, Institutional Road, Sector -32, Gurgaon 7. Shri B Srinivas, IAS **Principal Secretary** Higher Education Department, Govt. of Kerala Secretariat Main Block, Statue, Thiruvananthapuram Shri T. T. Thomas 8. 111/747, E.M.S Road Kalamassery, Kochi, Kerala 9. Ms. Vinita Baioria **Executive Director Titagarh Wagons Ltd** 756, Anandpur, EM Bye Pass, Kolkata 10. Prof. Kulbhushan Balooni Director (In-Charge), IIM Kozhikode IIM Kozhikode 11. Prof. S. S. S. Kumar Professor, IIM Kozhikode IIMK Campus PO, Kozhikode, Kerala 12. Prof. Keyoor Purani Professor, IIM Kozhikode IIMK Campus PO, Kozhikode, Kerala 13. Lt. Col M. Julius George (Retd) Chief Administrative Officer and Secretary to the Board **IIM Kozhikode**

The Board met on four occasions during the year 2016-17. The date and venue of the meeting were as under:

74th Meeting on 02 April 2016 at IIMK

75th Meeting on 11 Jun 2016 at Chennai

76th Meeting on 01 Oct 2016 at Chennai

77th Meeting on 17 Jan 2017 at Chennai

IIMK Society Members (As on 31 March 2017)

The list of members of the IIMK Society as on 31 March 2017 is given below:

- Dr. A.C. Muthiah (Former President BCCI) Chairman Southern Petrochemical Industries Corp. Ltd. Chennai
- Shri K.C. Mohan Former Chairman & Managing Director MECON (SAIL) Chennai
- Shri N Sankar Chairman Sanmar Group Chennai
- Shri Kewal Kumar Sharma, IAS Secretary, Department of Higher Education 128 'C' wing, Govt. of India, Shastri Bhavan New Delhi
- Smt. Darshana M Dabral Joint Secretary & Financial Advisor MHRD, New Delhi
- Shri Onkar S Kanwar Chairman Apollo Tyres Ltd Apollo House
 Institutional Road, Sector -32 Gurgaon
- Shri B Srinivas, IAS
 Principal Secretary
 Higher Education Department, Govt. of Kerala
 Secretariat Main Block, Statue,
 Thiruvananthapuram
- Shri T. T. Thomas 111/747, E.M.S Road, Kalamassery Kochi, Kerala
- Ms. Vinita Bajoria Executive Director Titagarh Wagons Ltd 756, Anandpur, EM Bye Pass, Kolkata
- 10. Shri. A. Ajith Kumar, I A S Chairperson, Rubber Board, Kerala
- 11. **Dr. G. Gopa Kumar** Vice Chancellor Central University of Kerala

- 12. Prof. Bhaskar Ramamurthi Director, IIT Madras
- 13. **Prof. Anurag Kumar** Director, Indian Institute of Science, Bangalore
- 14. **Prof. G. Raghuram** Director, IIM Bangalore
- 15. **Dr. Bhimaraya Metri** Director, IIM Tiruchirappalli
- 16. **Prof. Uday B. Desai** Director, IIT Hyderabad
- 17. Dr. Sivaji Chakravorti Director, NIT Calicut
- Dr. Vinay Kumar Dadhwal Director Indian Institute of Space Science and Technology Thiruvananthapuram, Kerala
- 19. Prof. Anil D Sahasrabudhe Chairman, AICTE New Delhi
- 20. **Prof. Kulbhushan Balooni** Director (In-Charge), IIM Kozhikode IIM Kozhikode
- 21. **Prof. S. S. S. Kumar** Professor, IIM Kozhikode
- 22. **Prof. Keyoor Purani** Professor, IIM Kozhikode
- 23. Lt. Col M. Julius George (Retd) Chief Administrative Officer and Secretary to the Society IIM Kozhikode

The society held two meetings during the year as shown below: 33rd Meeting on 02 April 2016 at IIMK 34th Meeting on 01 Oct 2016 at Chennai



FACULTY MEMBERS (As on 31 March 2017)

DIRECTOR (In-Charge)

1 Prof. Kulbhushan Balooni

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
- 15 Dr. Rudra Sensarma

ASSOCIATE PROFESSORS

- 16 Dr. Sudershan Kuntluru
- 17 Dr. Omkumar Krishnan
- 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
- 42 Dr. S Subramanian
- 43 Dr. Shovan Chowdhury
- 44 Dr. Naveen C Amblee

ASSISTANT PROFESSORS

- 45 Dr. Anindita Paul
- 46 Dr. Deepak Dhayanithy
- 47 Dr. Anupam Das
- 48 Dr. Anubha Shekhar Sinha
- 49 Dr. Priya Nair Rajeev
- 50 Dr. Rachappa Shette
- 51 Prof. Surya Prakash Pati
- 52 Prof. Manish Kumar
- 53 Dr. Sidhartha S Padhi
- 54 Dr. Suram Balasubramanyam
- 55 Dr. Aparajith Ramnath
- 56 Prof. Pankaj Kumar Baag
- 57 Dr. Satish Krishnan

VISITING ASSISTANT PROFESSORS

- 58 Dr. Soumya Roy
- 59 Prof. Arqum Mateen

ASSISTANT PROFESSORS (on contract)

- 60 Dr. Soumyatanu Mukherjee
- 61 Dr. Aravind Sampath
- 62 Dr. Shannu Narayan
- 63 Dr. Sidhartha Mohapatra
- 64 Dr. Ashok Thomas
- 65 Dr. Devaprasad M
- 66 Prof. Praveen S
- 67 Prof. Jatin Pandey

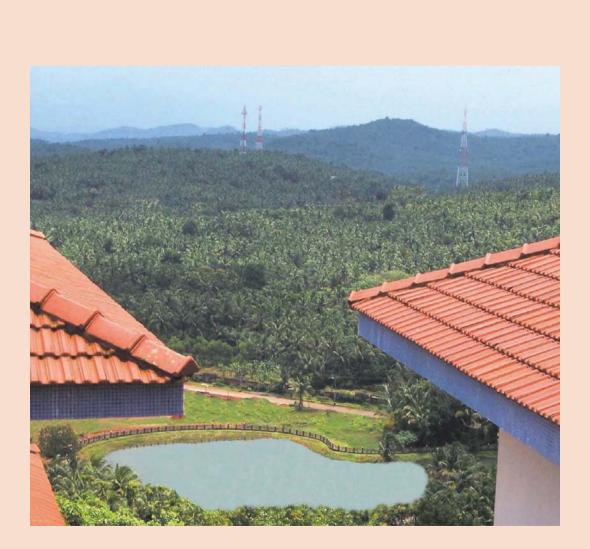
STAFF MEMBERS (As on 31 March 2017)

| 1. | Lt. Col M. Julius George (Retd) |
|----------|---------------------------------|
| 2. | Dr. M.G. Sreekumar |
| 3. | Shri Ashok Pathak |
| 4. | Shri Rajiv Varma |
| 5. | Shri Pawan Kumar Singh |
| 5. 6. | - |
| | Lt. Col Cedric Thomas (Retd) |
| 7. | Shri Madusoodanan P.G. |
| 8. | Shri Sadanandan K. |
| 9. | Shri Ravindran V.V. |
| 10. | Shri P.G. Muraleedharan |
| 11. | Shri K. Murugan |
| 12. | Shri Vinod Kumar K. |
| 13. | Dr N. Ramachandran |
| 14. | Shri G. John |
| 15. | Shri K.S. Jayakrishnan |
| 16. | Dr Sunitha T. |
| 17. | Shri Anil Kumar P. |
| 18. | Dr Sreejaya P. |
| 19. | Shri K.T. Bose |
| 20. | Dr Lakshmi Viswanathan |
| 21. | Shri Muhammed Ashraf A.R. |
| 22. | Shri Ravindran P.K. |
| 23. | Shri Anu Francis John |
| 24. | Shri Shaji C.P. |
| 25. | Shri Rajeesh M.P. |
| 26. | Shri Prasheeb Kumar K.K. |
| 27. | Shri Madhusoodan V. |
| 28. | Shri Sanal Kumar G. |
| 29. | Shri M. Ravichandra Kiran |
| 30. | Shri Anil A.M. |
| 31. | Shri Dinesh T. |
| 32. | Shri Raghupathy Hari |
| 33. | Shri Mohemmed Mustafa A. |
| | Shri Sudheesh Kumar K.M. |
| 34. | |
| 35. | Shri Sojan George |
| 36. | Dr. Yamuna George |
| 37. | Shri A.P. Sanjay |
| 38. | Shri Augustine George |
| 39. | Smt Asha Babu K.K. |
| 40. | Shri Subair V. |
| 41. | Dr Joshy Kuriakose |
| 42. | Shri Biju R. |
| 43. | Shri M. Renjith |
| 44. | Smt Simmi K.G. |
| 45. | Smt Sheena V.R. |
| 46. | Shri Shiju N.K. |
| 47. | Dr Mukul Bhooshan Singh |
| 48. | Shri Kishore Kumar T.K. |
| 49. | Smt Sandhya T.V. |
| 50. | Smt Zeena K. |
| | |

Chief Administrative Officer **Chief Librarian & Information Officer Chief Systems Manager Chief Manager Infrastructure** SAO (on deputation to IIM Amritsar) SAO (GA) SAO (HR) SAO (AA) Administrative Officer Administrative Officer Administrative Officer Administrative Officer System Analyst Administrative Officer Administrative Officer Assistant Librarian Manager Infrastructure Assistant Librarian AEE (Electrical) Finance & Accounts Officer Manager Manager Manager Administrative Officer Assistant Engineer (Civil) Assistant Administrative Officer Assistant Administrative Officer Accounts Officer Accounts Officer Programmer Assistant Programmer Assistant Administrative Officer **Technical Assistant** Technical Assistant (Digital Library) Assistant Administrative Officer Assistant Administrative Officer Assistant Engineer (Electrical) Assistant Administrative Officer Assistant Administrative Officer Assistant Engineer (Civil) Assistant Librarian Assistant Librarian Assistant Administrative Officer Assistant Assistant Technical Assistant (Web Applications) Assistant-cum-Hindi-Translator Junior Engineer (Electrical) Junior Assistant Junior Assistant

- 51. Shri Sudhir Rajan 52. Shri Alekh P. Smt Divya Sasi 53. Shri Shensha C. 54. Smt Sindhu J. 55. 56. Shri Ramadasan M. 57. Shri Abdurahiman P.P. 58. Shri Asokan P.T. 59. Smt Kavitha K.P. Shri Binoy P. 60. 61. Shri Promis Philip 62. Shri Baburajan P. 63. Shri K. Vijayan 64. Shri Rajesh P.M.
- 65. Shri Dalhath E.K.
- 66. Smt Pushpa K.C.

Junior Assistant Junior Assistant Junior Assistant Store Assistant Junior Assistant Junior Assistant Junior Assistant Junior Assistant Junior Assistant Junior Manager Junior Assistant Driver-cum-Office Staff Driver-cum-Office Staff Driver-cum-Office Staff Driver-cum-Office Staff Multi Tasking Staff





वार्षिक लेखा विवरण Annual Statements of Accounts 2016- 2017



ABSTRACT OF INTERNAL AUDIT REPORT FOR THE PERIOD APRIL 2016 TO MARCH-2017

| QUERY | REPLY |
|--|---|
| We have noticed that IIMK has not reconciled the income as per 26AS with book of accounts. | All tax deducted have been accounted in the books of accounts except income for which information has not been obtained by us. |
| EMD has been outstanding for more than 3 years. | EMD outstanding for more than three years have already been transferred to other income vide JV 2279 dated 31.03.2017. |
| During the period under review, we have noticed that amount recoverable under the head Receivables are not yet recovered and necessary actions are not taken. Similarly , payables under the head Payables were not paid. | Emails are being sent for settlements of these advances on regular basis and many of these advances have already been settled. |
| Suspense account shows a credit balance. This represent non-settlement/ adjustment of accounts in respect of various transactions. | Out of the amount of Rs. 158.85 Lakhs an amount of Rs. 157.52 lakhs have been transferred to concerned expense account. The balance amount relates to credits to our accounts for which details have not been received by the Institute. |
| We have noticed that in many instances Tour & Temporary advances to the staff have been pending for more than a year. | Emails are sent for settlement of these advances on regular basis. |
| It has come to notice that, certain programmes of MDP (Management Development Programme) and FDP (Faculty Development Programme) were cancelled but the amount received from the participants have still been recorded as Academic Income. | All the fees pertaining to these cancelled programmes have been refunded before the close of the year. |
| Excess booking of EPGP Kochi Income. | Income is accounted based on Bank MIS. The statements reflected the amount as ePGP Kochi fee and hence the same was accounted as income. However, information from Bank was later on received and the entries have been accordingly corrected. |
| Short accounting of FDP Income & Excess accounting of MDP revenue. | The excess fee was refunded to the participant on 24.05.2017 as per advice received from MDP department subsequently. The actual fees received have been accounted as income in our books as per the information received regarding FDPOP 16. Mr. Anirudhan P. has attended the programme and has remitted the fee as per the information provided by the MDP Department. |
| During the course of audit we observed that Fixed Deposit (FD083340100298519) was not renewed. On our verification, we have noticed that in the bank reconciliation statement of SBI A/c No: 10401159541 an item was pending for rectification since 1 year. | The deposit has been auto - renewed. The accounting entries have been entered vide entry dated PV 5136 dt.29.03.2017. This amount was set aside to pay the interest on funds handled by IIMK on behalf of IIM Amritsar and approval for the same has been obtained from the Investment committee. |

| QUERY | REPLY |
|--|---|
| LTC rules were not followed in most instances. | Follow up mails are regularly sent from Accounts Department. Penal Interest in delay is also collected as per LTC rules. |
| Short/excess deduction of TDS were noticed. Amount has been paid to Updater Services Ltd towards business auxiliary services for July 2016. The TDS @2% on Rs. 10,277 has been wrongly deducted as Rs. 165 instead of Rs. 206. | Noted for Compliance. |
| Inter department communication needs improvement. | Noted for Compliance. |
| It was observed that advances were given to employees without settling previous accounts. | Noted for Compliance. |
| The amount pending in consultancy project under current liability. Based on the completion of consultancy project, income to be recognized and liability to be reduced. | As and when the details of closure of consultancy work is received by the Accounts Department the entries are being passed. |
| A proper system for recording late fee should be put into use by the Department for more clarity in operations. | Late fee is accounted in a separate ledger. Fee is collected online and the due dates are informed to the banker. The bank enables fee collection after due dates with fine only. The details are available in the bank MIS in their online portal. |
| In most of the cases there is difference in voucher numbers entered in tally and supporting filed. So we suggest giving more attention on the same. | Noted for future compliance. |
| The information regarding FDP and MDP should be maintained with a better recording system by the Accounts department, rather than just the Invoices. | Noted for future compliance. |
| The copies of certain invoices that have been maintained by the Accounts Department have not been duly authorised by the Finance and Accounts Officer. | All invoices raised by the Institute are signed by Finance and Accounts Officer except consultancy invoices which are raised by the HR department and authorized by them directly. |
| Provision for International Conference pertaining to FY 2015-16 remains unutilized to the extent of Rs.34,30,402. Aforementioned account should be reviewed and analyzed. | The conference fund can be utilized over a period of two years. These entries are reviewed periodically in the year end before finalization of accounts after considering the total claims for the year. |
| | |
| | |



ANNUAL STATEMENTS OF ACCOUNTS

2016-2017

INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE 93 ANNUAL REPORT 2016-2017

BALANCE SHEET AS ON 31 MARCH 2017

(Rupees in lakhs)

| SOURCES OF FUNDS | | | |
|--|-------------|------------------------------------|------------------------------------|
| PARTICULARS | SCHEDULE | CURRENT YEAR | PREVIOUS YEAR |
| CORPUS /CAPITAL FUND DESIGNATED/EARMARKED/ENDOWMENT FUNDS CURRENT LIABILITIES & PROVISIONS | 1 2 3 | 45,609.20 14,245.25 2,565.43 | 42,697.03 13,250.44 2,366.37 |
| TOTAL | | 62,419.88 | 58,313.84 |
| APPLICATION OF FUNDS FIXED ASSETS Tangible Assets Intangible Assets Capital Work-In-Progress | 4 | 19,573.67 159.60 7,525.79 | 19,240.61 105.37 3,752.83 |
| INVESTMENTS FROM EARMARKED/ENDOWMENT FUNDS Long Term Short term | 5 | 11,828.70 | 170.00 11,600.40 |
| INVESTMENTS -OTHERS CURRENT ASSETS LOANS, ADVANCES & DEPOSITS | 6 7 8 | 16,086.01 763.27 6,482.84 | 18,740.07 340.15 4,364.41 |
| TOTAL | | 62,419.88 | 58,313.84 |
| Significant Accounting Policies Contingent Liabilities and Notes on Accounts | 23 24 | | |

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

Place : Kozhikode Date : 03-06-2017 Sd/-Dr Lakshmi Viswanathan FAO Sd/-Lt. Col M. Julius George (Retd) CAO Sd/-Prof. Kulbhushan Balooni Director (In-Charge)

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2017

(Rupees in lakhs)

| PARTICULARS | SCHEDULE | CURRENT YEAR | PREVIOUS YEAR |
|--|----------|--------------|---------------|
| INCOME | | | |
| Academic Receipts | 9 | 7,141.12 | 6,904.11 |
| Grants / Subsidies | 10 | | - |
| Income from investments | 11 | - | - |
| Interest Earned | 12 | 260.64 | 336.64 |
| Other Incomes | 13 | 99.37 | 58.51 |
| Prior Period Income | 14 | 630.87 | 3.01 |
| TOTAL (A) | | 8,131.99 | 7,302.27 |
| EXPENDITURE | | | |
| Staff Payments & Benefits | 15 | 2,240.25 | 2,165.64 |
| Academic Expenses | 16 | 1,877.83 | 1,967.65 |
| Administrative and General Expenses | 17 | 530.06 | 521.52 |
| Transportation Expenses | 18 | 25.14 | 21.53 |
| Repairs & maintenance | 19 | 566.84 | 525.87 |
| Finance costs | 20 | 0.57 | 0.27 |
| Depreciation | 4 | 961.39 | 942.23 |
| Other Expenses | 21 | 49.87 | 6.80 |
| Prior Period expenses | 22 | 111.03 | 37.12 |
| TOTAL (B) | | 6,362.97 | 6,188.64 |
| Balance being excess of Income over Expenditure (A-B) | | 1,769.02 | 1,113.63 |
| Transfer of Depreciation (Fixed Assets) to Capital Fund A/c. | | 961.32 | 942.11 |
| Transfer of Depreciation (Fixed Assets-Projects) to Capital Fund | | 0.08 | 0.13 |
| Transfer to Depreciation Fund | - | (3.39) | - |
| Transfer to CPF General Reserve | | - | - |
| Transfer to Pension Fund | | - | - |
| Transfer to Staff Welfare Fund | - | (142.24) | (71.87) |
| Balance Being Surplus (Deficit) Carried to General Fund | | 2,584.78 | 1,984.00 |
| 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: 03-06-2017

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31 MARCH 2017

(Rupees in lakhs)

| PARTICULARS | CURRENT YEAR | PREVIOUS YEAR |
|--|--------------|----------------|
| SCHEDULE 1 - Corpus/Capital Fund | | |
| A. Corpus Fund | | |
| Balance at the beginning of the year | 21453.87 | 18201.19 |
| Add : Loan Amount recovered during the year | 1.60 | 1.58 |
| Add : Amount transferred from Income & Expenditure A/c | 2584.78 | 1984.00 |
| Add : Interest on Corpus Fund Investment | 1290.90 | 1268.27 |
| Add: Interest Charged on Recoverable Loan A/cs. | 0.45 | 0.53 |
| Add: Sale of assets | 4.76 | 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 |
| Less : Amount of capital expenses incurred over and above balance in Grant in aid | | -1.87 |
| Less Negative balance of Grant in aid transferred to corpus | -6986.23 | |
| | 19 250 14 | 21 452 97 |
| Balance as at the year end (A) | 18,350.14 | 21,453.87 |
| CPF General Reserve A/c. | 0.00 | (2, 20) |
| Balance at the beginning of the year Add: Amount transforred back to CDE and disclosed constately | 0.00 | (3.39) 3.39 |
| Add: Amount transferred back to CPF and disclosed separately. | | |
| Balance as at the year end (B) | - | - |
| CPF Forfeited A/c. | | <i>(</i> , ,) |
| Balance at the beginning of the year | - | (8.59) |
| Less: Amount transferred back to CPF and disclosed separately. | - | (8.59) |
| Balance as at the year end (C) | - | - |
| TOTAL (A + B + C) I | 18,350.14 | 21,453.87 |

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

continued

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31 MARCH 2017

(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 Add: Paid for Land during the year | 2,551.21 0.00 | 2,241.73 309.48 |
| Balance at the year end (A) | 2,551.21 | 2,551.21 |
| B) Depreciable Assets Balance as at the beginning of the year Add: Capital Expenditure incurred during the year Add Excess depreciation charged in earlier years on change of method of depreciation Less: Depreciation written off during the year Less: Cost of Assets disposed off during the year Add: Accumulated Depreciation on Assets disposed off | 20,547.41 5,130.59 0.00 (961.32) (51.80) 42.86 | 12,955.72 3,538.04 4,996.30 (942.11) (1.70) 1.16 |
| Balance at the year end (B) | 24,707.74 | 20,547.41 |
| TOTAL AT THE YEAR END (A+B) (A1) | 27,258.95 | 23,098.62 |
| Capital Fund (Fixed Assets-Projects): Balance as at the beginning of the year Add: Capital Expenditure incurred during the year Add Excess depreciation charged in earlier years on change of method of depreciation Less: Depreciation written off during the year | 0.20 (0.08) | 0.30 0.00 0.03 (0.13) |
| Balance at the year end (B2) | 0.12 | 0.20 |
| TOTAL AT THE YEAR END (B1+B2) (I) | 27,259.07 | 23,098.82 |

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

continued

Place: Kozhikode Date: 03-06-2017

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31 MARCH 2017

(Rupees in lakhs)

| PARTICULARS | CURRENT YEAR | PREVIOUS YEAR |
|---|--------------|---------------|
| Capital Fund (Grant-in-Aid) A. Govt. of India - Plan - Capital Assets Balance as at the beginning of the year | (1,855.64) | 1,991.88 |
| Add : Grant-in-Aid received from Govt. of India Add : Amount transferred from Corpus Fund | 0.00 | 0.00 |
| Less: Transferred to Capital Fund (FA) Add: Amount realized on disposal of Assets/Amount Received from tehasildar being unutilised deposit for land acquisition | (5,130.59) | (3,847.53) |
| Add negative balance transferred to grant in aid as per Board decision | 6,986.23 | |
| Balance as at the year end (A) | 0.00 | (1,855.65) |
| B. Govt. of India - Plan - General Balance as at the beginning of the year Add : Grant-in-Aid received from Govt. of India Less: Transferred to Capital Fund (FA) | | |
| Balance as at the year end (B) | 0.00 | 0.00 |
| CPF MEMBERS ACCOUNT Balance at the beginning of the year Add : Subscriptions during the year Add : Interest credited during the year Add : Amount transferred from previous employers Less: Withdrawals made during the year | 0.00 | 365.31 |
| Less: Amount transferred back to CPF and disclosed separately. | 0.00 | (365.31) |
| Balance as at the year end (C) | 0.00 | 0.00 |
| TOTAL BALANCE AT THE YEAR END (A +B+C) (II) | 0.00 | (1,855.65) |
| TOTAL (I +II) (A2) | 27,259.07 | 21,243.17 |
| Grand Total (A1+A2) | 45,609.20 | 42,697.03 |

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

Place: Kozhikode Date: 03-06-2017

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31 MARCH 2017

(Rupees in lakhs)

| SCHEDULE 2 - DESIGNATED/EARMARKED FUNDS | | FUND WISE BREAKUP | | | | CURRENT YEAR | PREVIOUS YEAR | |
|---|---|----------------------------------|--|--|---|--|---|--|
| A) Opening balance of the funds | Pension Fund 942.32 | Alumni Asso- cation Fund - | Asset Repla- cement Fund 5,217.55 | Campus Go Green Fund 4.54 | Depreciation Fund 6,913.34 | Staff Welfare Fund 172.69 | 13,250.44 | 12,221.91 |
| B) Additions to the Funds Grants received / Contributions made Income from Invesments / Savings Bank A/c Members' Contributions received Loan Recovered Creche fee Prior Period income/Amount recd from Advance | 13.32 | - | | 0.81 | 3.39 915.14 | 142.24 7.72 1.51 0.81 0.61 | 146.44 936.18 1.51 0.81 0.61 | 5,296.07 1,026.52 1.18 1.10 0.40 - |
| TOTAL (A+B) | 955.64 | - | 5,217.55 | 5.35 | 7,831.87 | 325.58 | 4,335.99 | 18,547.18 |
| C) Utilisation/Expenditure towards objectives of funds Capital Expenditure Fixed Assets TOTAL Revenue Expenditure Salaries, Wages and Allowances and other expenses Transfer of fund Creche Expenses Loan Paid Payment to Members/SCEDF TOTAL Balance fund amount remitted/refunded TOTAL Other Debits/Advances TOTAL | - - 11.92 11.92 - - - - - - - - 11.92 | | | 1.82 1.82 1.82 | | 2.76 0.60 73.64 77.00 - - - 77.00 | - 13.74 - 2.76 0.60 73.64 90.74 - - - - 9 0.74 | - 13.76 5,217.55 1.34 1.20 62.90 5,296.75 - - - 5,296.75 |
| NET BALANCE AS AT THE YEAR END (A+B-C) | 943.72 | - | 5,217.55 | 3.53 | 7,831.87 | 248.58 | 14,245.25 | 13,250.44 |
| Represented by Cash and Bank Balance including short term deposit and accrued interest on term deposit | 766.64 | | | 3.53 | 126.54 | 140.47 | 1,037.18 | 969.81 |
| Investments Interest Accrued but not due | 174.75 2.33 | | 5,217.55 | | 6,329.51 1,375.82 | 106.89 1.23 | 11,828.70 1,379.38 | 11,770.40 510.23 |
| TOTAL | 943.72 | - | 5,217.55 | 3.53 | 7,831.87 | 248.59 | 1,579.58 14,245.26 | 13,250.44 |
| For and on behalf of the Board of Governors of the Institute | | | | | | | | |

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

Place: Kozhikode Date: 03-06-2017

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31 MARCH 2017

(Rupees in lakhs)

| PARTICULARS | CURREN | T YEAR | PREVIOUS YEAR | |
|---|--------|----------|---------------|----------|
| SCHEDULE 3 - CURRENT LIABILITIES & PROVISIONS | | | | |
| A. CURRENT LIABILITIES | | | | |
| a) Caution Deposits from Students | | | | |
| i) From current students | 214.98 | | 85.65 | |
| ii) From ex-students | 3.02 | 218.00 | 115.75 | 201.40 |
| b) Sundry Creditors for goods/services | | + | | |
| i) Electricity & Water charges payable | - | | - | |
| ii) Telephone Charges payable | - | | - | |
| iii) Others | 15.04 | 15.04 | 39.73 | 39.73 |
| c) Advances received | | - | | |
| i) Consultancy Projects A/c. | 109.92 | | 97.59 | |
| ii) Income received in advance | 0.04 | 109.96 | 0.04 | 97.63 |
| d) Statutory Liabiliteis | 0.47 | 0.47 | 0.82 | 0.82 |
| e) Other Current Liabilities | | | | |
| i) Salaries & Wages Payable | - | | - | |
| ii) Scholarship Payable | - | | 9.36 | |
| iii) Travel expenses(Admission) Payable | - | | - | |
| iv) Group Gratuity Premium payable | 61.10 | | - | |
| v) Honararium payable | - | | - | |
| vi) Retention Money | 79.14 | | 143.20 | |
| vii) Earnest Money Deposits | 43.75 | | 38.62 | |
| viii) IIMK Students Mess a/c payable | 21.10 | | 22.26 | |
| ix) Undivided Revenue payable-EPGP | 231.77 | | 122.54 | |
| x) Suspense(Credit) | 158.85 | | 34.79 | |
| xi) Others liabilities | 30.57 | 626.28 | 31.02 | 401.79 |
| xii) IIM Amritsar | 495.74 | 495.74 | 586.98 | 586.98 |
| XIII) IIM Rohtak payable | - | 0.00 | | |
| f) CAT Account | 4.51 | 4.51 | 5.20 | 5.20 |
| TOTAL (A) | | 1,470.01 | | 1,333.55 |
| B. PROVISIONS | | | | |
| a) Accumulated Leave Encashment | 535.08 | 535.08 | 522.19 | 522.19 |
| b) Others: | | | | |
| i) Provision for Capital Expenditure | 84.87 | | 60.55 | |
| ii) Provision for Revenue Expenditure | 475.47 | 560.34 | 450.08 | 510.63 |
| TOTAL B) | | 1,095.42 | | 1,032.82 |
| TOTAL (A + B) | | 2,565.43 | | 2,366.37 |
| | | _, | | _, |

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

Place: Kozhikode Date: 03-06-2017

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31 MARCH 2017

(Rupees in lakhs)

| SCHEDULE 4- FIXED ASSETS | GROSS BLOCK DEPRECIA | | | | | PRECIATION | | | NET BLC | ОСК |
|---|----------------------|-----------------|-----------------|-----------------|-----------------------|-----------------------|-------------|--------------------|-----------|-----------|
| Description | Opening Balance | Additions | Deductions | Closing balance | Depreciation | Depreciation | Deductions/ | Total depreciation | As on | As on |
| Land | as at 01-04-2016 | during the year | during the year | as on 31-03-17 | balance on 01-04-2016 | for the year | Adjustents | as on 31-03-17 | 31-03-17 | 31-03-16 |
| a) Freehold Land | 2,481.14 | _ | _ | 2,481.14 | _ | _ | _ | | 2,481.14 | 2,481.14 |
| b) Land Development Cost | 70.07 | _ | _ | 70.07 | - | _ | _ | _ | 70.07 | 70.07 |
| Total | 2,551.21 | - | - | 2,551.21 | _ | _ | _ | | 2,551.21 | 2,551.21 |
| Building | 2,331.21 | - | _ | 2,331.21 | - | | | - | 2,331.21 | 2,331.21 |
| c) Building (Non residential) | 10,797.99 | 806.48 | 0.00 | 11,604.46 | 1,515.25 | 232.09 | | 1,747.34 | 9,857.12 | 9,282.73 |
| d) Buildings(Residential) | 2,661.85 | (2.05) | - | 2,659.80 | 220.39 | 53.20 | | 273.59 | 2,386.22 | 2,441.46 |
| Total | 13,459.84 | 804.43 | - | 14,264.27 | 1,735.65 | 285.28 | - | 2,020.93 | 12,243.34 | 11,724.19 |
| Roads & Bridges | 1,109.69 | 9.17 | - | 1,118.86 | 230.90 | 22.38 | | 253.28 | 865.58 | 878.79 |
| Total | 1,109.69 | 9.17 | - | 1,118.86 | 230.90 | 22.38 | - | 253.28 | 865.58 | 878.79 |
| Tubewell & Water supply | - | - | | 1,110.00 | - | - | | | | - |
| a) Water Harvesting Pond | 703.71 | - | - | 703.71 | 25.02 | 14.07 | | 39.09 | 664.62 | 678.70 |
| b) Water Supply Installations | 255.41 | - | - | 255.41 | 53.24 | 5.11 | | 58.35 | 197.06 | 202.17 |
| Total | 959.13 | - | - | 959.13 | 78.26 | 19.18 | - | 97.44 | 861.68 | 880.87 |
| Electrical installation & equipment | 1,882.05 | 65.65 | 14.20 | 1,933.50 | 522.11 | 97.37 | (5.26) | 614.22 | 1,319.27 | 1,359.94 |
| Office equipment | 281.57 | 0.89 | 0.00 | 282.46 | 197.59 | 14.29 | 0.00 | 211.88 | 70.58 | 84.00 |
| Audio visual equipment | 338.94 | 2.47 | - | 341.41 | 33.93 | 25.61 | 0.00 | 59.53 | 281.88 | 305.01 |
| Computers&Pheripherals | 1,418.76 | 93.87 | 37.60 | 1,475.03 | 1,160.78 | 124.95 | (37.60) | 1,248.13 | 226.90 | 257.97 |
| Furniture,Fixtures& fittings | 1,645.61 | 19.67 | - | 1,665.29 | 978.02 | 111.40 | 0.00 | 1,089.42 | 575.86 | 667.59 |
| Vehicles | 61.86 | 0.05 | - | 61.90 | 46.67 | 3.85 | 0.00 | 50.53 | 11.38 | 15.18 |
| Lib.books&Scientific journals | 1,746.85 | 187.49 | - | 1,934.34 | 1,231.51 | 137.26 | 0.00 | 1,368.77 | 565.57 | 515.34 |
| Other assets | 0.68 | - | - | 0.68 | 0.36 | 0.03 | 0.00 | 0.40 | 0.29 | 0.32 |
| Small Value Assets Total | - | 0.15 370.25 | - | 0.15 | - | 0.15 514.92 | 0.00 | 0.15 | - | - |
| Project Fixed assets | 7,376.32 | 370.25 | 51.80 | 7,694.77 | 4,170.97 | 514.92 | (42.86) | 4,643.04 | 3,051.74 | 3,205.36 |
| a) Furniture & Fixtures | 0.79 | | | 0.79 | 0.63 | 0.06 | | 0.69 | 0.11 | 0.17 |
| b) Computers & Peripherals | 62.06 | | _ | 62.06 | 62.03 | 0.00 | | 62.05 | 0.01 | 0.02 |
| c) Library Assets | 2.73 | | _ | 2.73 | 2.73 | 0.00 | | 2.73 | 0.00 | 0.02 |
| Total | 65.59 | - | - | 65.59 | 65.39 | 0.08 | - | 65.47 | 0.12 | 0.19 |
| Total (A) | 25,521.77 | 1,183.85 | 51.80 | 26,653.82 | 6,281.17 | 841.84 | (42.86) | 7,080.15 | 19,573.67 | 19,240.61 |
| Capital Work in progress (B) | 3,752.83 | 3,772.96 | | 7,525.79 | | | · · | | 7,525.79 | 3,752.83 |
| Intangible Asset | | | | | | | | | | |
| Computer software | | | - | - | | - | | | | |
| E-Journals | 737.55 | 173.78 | - | 911.33 | 632.18 | 119.55 | - | 751.73 | 159.60 | 105.37 |
| Patents | - | - | - | - | | | | - | - | - |
| Total (C) | 737.55 | 173.78 | - | 911.33 | 632.18 | 119.55 | - | 751.73 | 159.60 | 105.37 |
| Grand Total (A+B+C) | 30,012.15 | 5,130.59 | 51.80 | 35,090.94 | 6,913.35 | 961.39 | (42.86) | 7,831.89 | 27,259.06 | 23,098.81 |
| For and on hohalf of the Board of Cover | wave of the last | | | | | | | | | |

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

Place: Kozhikode Date: 03-06-2017

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31 MARCH 2017

(Rupees in lakhs)

| SCHEDULE 5 - INVESTMENTS FROM EARMARKED/ENDOWMENT FUNDS | | | | | | | | |
|---|--------------|---------------|--|--|--|--|--|--|
| PARTICULARS | CURRENT YEAR | PREVIOUS YEAR | | | | | | |
| A) INVESTMENTS -Long term Funds | | | | | | | | |
| Pension Fund Investments | 174.75 | 170.00 | | | | | | |
| Depreciation Fund Investment | 11,547.06 | - | | | | | | |
| Staff Welfare Fund Investment | 106.89 | - | | | | | | |
| TOTAL | 11,828.70 | 170.00 | | | | | | |
| B) INVESTMENTS- Short term funds | | | | | | | | |
| Depreciation Fund Investment | - | 11,501.40 | | | | | | |
| Staff Welfare Fund Investment | - | 99.00 | | | | | | |
| TOTAL | - | 11,600.40 | | | | | | |
| GRAND TOTAL | 11,828.70 | 11,770.40 | | | | | | |

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

Place: Kozhikode Date: 03-06-2017

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31 MARCH 2017

(Rupees in lakhs)

SCHEDULE 6 - INVESTMENTS - OHERS

| PARTICULARS | CURRENT YEAR | PREVIOUS YEAR |
|---|--------------|---------------|
| A) INVESTMENTS -Long term Funds | | |
| a) Long Term Deposits with Banks (Corpus Fund Investment) | 14,536.29 | 15,037.41 |
| b) In Govt. of India Bonds 8%(Corpus Fund Investment) | - | - |
| c) CPF Investments | - | - |
| d) Term Deposits with Banks | 1,549.72 | 0.00 |
| TOTAL | 16,086.01 | 15,037.41 |
| B) INVESTMENTS- Short term funds | | |
| a) Term Deposits with Banks | - | 3,173.86 |
| b) CAT Funds Investments | - | - |
| c) Term Deposits with Banks (Corpus Fund Investment) | - | 528.81 |
| TOTAL | - | 3,702.66 |
| GRAND TOTAL | 16,086.01 | 18,740.07 |

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

Place: Kozhikode Date: 03-06-2017

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31 MARCH 2017

(Rupees in lakhs)

SCHEDULE 7 - CURRENT ASSETS PARTICULARS CURRENT YEAR PREVIOUS YEAR 1. Stock in Hand 49.60 53.66 2. Sundry Debtors 348.15 197.44 3. Cash balances in hand (including cheques/drafts and imprest) --4. Bank Balances: With Schduled Banks (On Savings Accounts) 365.53 89.06 TOTAL 763.27 340.15

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

Place: Kozhikode Date: 03-06-2017

SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS ON 31 MARCH 2017

(Rupees in lakhs)

SCHEDULE 8 - LOANS, ADVANCES & DEPOSITS

| PARTICULARS | CURREN | TYEAR | PREVIO | US YEAR |
|--|----------|----------|----------|----------|
| 1. Advances to Employees | | | | |
| a) Festival advances | - | | 0.09 | |
| b) LTC advances | 6.66 | | 6.39 | |
| c) TA/DA advances | 28.34 | | 24.14 | |
| d) Temporary advances | 8.02 | 43.02 | 2.97 | 33.58 |
| 2. Advances and other amounts recoverable in cash or in kind or for value to be received | | | | |
| a) On Capital account | 1,618.90 | | 2,454.65 | |
| b) To Suppliers | 16.26 | | 37.80 | |
| c) IIM Amritsar | - | | 0.00 | |
| d) Others(receivables) | 35.07 | 1,670.23 | 323.22 | 2,815.66 |
| 3. Prepaid Expenses | - | | - | |
| a) Insurance | - | | - | |
| b) Other Expenses | 118.55 | 118.55 | 86.85 | 86.85 |
| 4. Deposits | | | | |
| a) Telephone | 0.15 | | 0.15 | |
| b) Electricity | 21.35 | | 39.22 | |
| c) Others | 1,347.02 | 1,368.52 | 25.10 | 64.47 |
| 5. Interest accrued on Investment and Funds | | | | |
| On Earmarked Funds | | | | |
| a) Depreciation Fund | 1,375.82 | | 506.34 | |
| b) SWF Investments | 1.23 | | 1.62 | |
| b) Pension fund | 2.33 | 1,379.38 | 2.27 | 510.22 |
| On Others | | | | |
| a) Corpus fund | 1,686.63 | | 593.23 | |
| b) Term deposit fund | 148.49 | | 189.74 | |
| c) CPF | - | | | |
| d) CAT Investment | - | | | |
| e) KSEB Deposit | - | | 2.35 | |
| f) Loans & Advances | 3.82 | 1,838.94 | 3.53 | 788.85 |
| 6. Cenvat | 64.19 | 64.19 | 64.76 | 64.76 |
| TOTAL | | 6,482.84 | | 4,364.41 |

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

Place: Kozhikode Date: 03-06-2017

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2017

(Rupees in lakhs)

| SCHEDULE 9 - ACADEMIC RECEIPTS | | |
|---|---|--|
| PARTICULARS | CURRENT YEAR | PREVIOUS YEAR |
| A. ACADEMIC—PGP Tuition Fees Tuition IT & Infrastructure Library Books & Study Material Admission Fees Orientation Student Support Services Workshops | 2,893.95 659.27 509.26 494.45 50.22 50.22 116.85 44.10 | 2,423.47 553.94 484.69 415.45 34.57 34.57 86.58 34.62 |
| Total (a) | 4,818.31 | 4,067.88 |
| 9. DPP FEES 10. PGP Misc.Income 11. Placement Fees | 36.59 31.92 50.80 | 82.19 26.61 96.36 |
| Total (b) | 119.31 | 205.16 |
| B. EXAMINATIONS - (PGP) 1. Examinations Fees 2. CAT Income | 84.34 | 69.24 316.91 |
| Total (c) | 84.34 | 386.15 |
| C. Others fees- (PGP) 1. Medical & Student Welfare 2. Hostel (Room Rent) 3. Alumni Total (d) | 109.13 245.29 51.18 405.60 | 103.86 207.73 52.01 363.60 |
| Total A (a+b+c+d) | 5,427.56 | 5,022.80 |
| D. FPM Incomes 1. Application Fee 2. Acceptance Money 3. Alumini association fee | 0.62 0.26 1.08 | 0.52 0.18 - |
| TOTAL B | 1.96 | 0.70 |
| TOTAL (A+B) | 5,429.52 | 5,023.50 |

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

Place: Kozhikode Date: 03-06-2017 continued

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2017

(Rupees in lakhs)

SCHEDULE 9 -OTHER ACADEMIC RECEIPTS -Contd.

| PARTICULARS | CURRENT YEAR | PREVIOUS YEAR |
|--|--------------|---------------|
| E) EPGP Programme Fees | | |
| 1. EPGP Fee | 305.99 | 429.90 |
| 2. EPGP -Study materials | 89.90 | 258.57 |
| 3. EPGP -Late fee | 1.11 | 1.11 |
| 4. EPGP Fee-Verification & Transcription charges | 4.35 | 2.92 |
| 5. EMDP Income | 29.31 | 0.00 |
| 6. Miscellaneous Income (EPGP) | 0.76 | 2.06 |
| TOTAL C | 431.43 | 694.57 |
| F) Others | | |
| 1. EPGP Programme Fees (Kochi) | 476.49 | 500.16 |
| 2. MDP Income | 771.79 | 650.74 |
| 3. FDP Programme fees | 25.28 | 26.58 |
| 4. Income from Seminars / Conferences | 6.60 | 8.56 |
| TOTAL D | 1,280.16 | 1,186.04 |
| GRAND TOTAL (A+B+C+D) | 7,141.12 | 6,904.11 |

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

Place: Kozhikode Date: 03-06-2017

Indian Institute of Management Kozhikode SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2017 (Rupees in lakhs) **SCHEDULE 12 - INTEREST EARNED** PARTICULARS CURRENT YEAR PREVIOUS YEAR A. Interest on Term Deposits With Scheduled Banks 226.59 299.53 **B.** Interest on Savings accounts With Scheduled Banks 30.49 34.76 C. Interest on Loans/Deposits On KSEB deposit & others 3.56 2.35 336.64 TOTAL 260.64

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

Place: Kozhikode Date: 03-06-2017

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2017

(Rupees in lakhs)

SCHEDULE 13 - OTHER INCOME

| PARTICULARS | CURRENT YEAR | PREVIOUS YEAR |
|--|--------------|---------------|
| A. Income from Land & Building | | |
| 1) Licence Fee Guest House Charges | 19.94 | 18.13 |
| 2) Accomodation in Guest House | 51.73 | 24.67 |
| B. Others | | |
| 1) Consultancy Income | 13.20 | 2.29 |
| 2) Miscellaneous Receipts (Others) | 3.35 | 1.90 |
| 3) Facilitation Charges | 5.18 | 6.34 |
| 4) Awards | - | 0.25 |
| 5) Internship Fee | - | 0.20 |
| 6) Cost of Forms/Quotation | 1.68 | 1.01 |
| 7) Bus fare receipts | 1.40 | 1.43 |
| 8) Registeration Fee (Suppliers) | - | 2.28 |
| 9) Royalty Income | 0.70 | - |
| 10) Application fee for Right to Information | 0.01 | 0.01 |
| 11) Interest on LTC advance | 0.20 | - |
| 12) Sale of scrap | 1.97 | - |
| | | |
| TOTAL | 99.37 | 58.51 |

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

Place: Kozhikode Date: 03-06-2017

| Indian Institute of Management Kozhikode SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2017 (Rupees in lakhs) | | |
|--|--------------|---------------|
| SCHEDULE 14 - Prior Period Income | | |
| PARTICULARS | CURRENT YEAR | PREVIOUS YEAR |
| Prior period income | 630.87 | 3.01 |
| TOTAL | 630.87 | 3.01 |

Place: Kozhikode Date: 03-06-2017

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2017

(Rupees in lakhs)

SCHEDULE 15 - Staff Payments & Benefits

| PARTICULARS | CURRENT YEAR | PREVIOUS YEAR |
|----------------------------------|-----------------|-----------------|
| Salaries and Wages | 1,714.82 | 1,540.32 |
| Allowances and Bonus | 142.94 | 231.66 |
| Contribution to PF | 17.68 | 16.97 |
| Staff Welfare Expenses | 10.90 | 10.39 |
| Retirement & Terminal Benefits | 120.32 | 152.61 |
| Leave Travel Concession Expenses | 19.12 | 17.19 |
| Medical expenses | 38.32 | 25.40 |
| Children education allowances | 14.99 | 14.21 |
| Honararium | 8.03 | 6.21 |
| TA/DA Expenses | 12.39 | 4.28 |
| Other Staff Payments | 140.74 | 146.39 |
| TOTAL | 2,240.25 | 2,165.64 |

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

Place: Kozhikode Date: 03-06-2017

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2017

(Rupees in lakhs)

SCHEDULE 16 - ACADEMIC EXPENSES

| PARTICULARS | CURRENT YEAR | PREVIOUS YEAR |
|-------------------------|--------------|---------------|
| Direct PGP Expenses | 930.47 | 874.62 |
| Direct MDP Expenses | 433.61 | 502.94 |
| Direct FDP Expenses | 6.51 | 9.43 |
| Direct EPGP Expenses | 183.19 | 226.50 |
| FPM Expenses | 174.70 | 159.29 |
| Research Expense | 17.65 | 16.42 |
| Academic Expenses-KOCHI | 131.70 | 178.45 |
| | | |
| TOTAL | 1,877.83 | 1,967.65 |

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

Place: Kozhikode Date: 03-06-2017

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2017

(Rupees in lakhs)

SCHEDULE 17 - ADMINISTRATIVE AND GENERAL EXPENSES

| PARTICULARS | CURRENT YEAR | PREVIOUS YEAR |
|--|--------------|---------------|
| Electricity and Water Charges | 255.18 | 260.59 |
| Insurance Premium | 5.40 | 4.59 |
| Rent Rates and Taxes | 3.67 | 2.82 |
| Postage Expenses (General) | 3.72 | 4.10 |
| Telephone Expenses (Gen) | 17.89 | 15.16 |
| Printing and Stationary (Gen) | 13.15 | 7.29 |
| Travelling and Conveyance | | |
| Travel Faculty | 2.28 | 5.15 |
| Travel -TBI | 0.09 | - |
| Travel-General | 10.88 | 7.12 |
| Hospitality Expenses | | |
| Hospitality Expenses (Director) | 0.53 | 0.65 |
| Hospitality Expenses (General) | 2.92 | 5.63 |
| Professtional fee to Internal Auditors | 0.54 | 1.08 |
| Statutory Audit Fee | - | 4.03 |
| Legal and Professional Charges | 18.04 | 6.93 |
| Advertisement and Publicity (General) | 58.56 | 62.51 |

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

Place: Kozhikode Date: 03-06-2017 continued

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2017

(Rupees in lakhs)

SCHEDULE 17 - ADMINISTRATIVE AND GENERAL EXPENSES -Contd.

| PARTICULARS | CURRENT YEAR | PREVIOUS YEAR |
|--|--------------|---------------|
| News Papers and Periodicals | 1.48 | 1.72 |
| BOG Meeting Expenses | 15.18 | 14.64 |
| Dispensery Expense (Others) | 14.40 | 9.65 |
| Others (Administrative Expenses) | | |
| Institute Functions | 8.73 | 2.24 |
| Institutional Membership and Subscription | 6.42 | 21.83 |
| Miscellaneous Exps (General) | 0.91 | 0.18 |
| Kochi Campus Expenses | | |
| Advertisement & Publicity (Kochi) | 15.47 | 6.60 |
| V Sat and Internet Charges (Kochi) | 0.05 | 0.25 |
| Consumables(IT) Expenses & Other Maintenance (Kochi) | 0.52 | 1.01 |

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

Place: Kozhikode Date: 03-06-2017 continued

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2017

(Rupees in lakhs)

| SCHEDULE 17 - ADMINISTRATIVE AND GENERAL EXPENSES - Contd. | | |
|--|--------------|---------------|
| PARTICULARS | CURRENT YEAR | PREVIOUS YEAR |
| Electrical Repairs & Maintenance (Kochi) | 1.23 | 0.52 |
| lectricity & Water Charges (Kochi) | 5.77 | 6.60 |
| Hospitality Expenses (Kochi) | 2.82 | 3.90 |
| Hostel Guest House Expenses (Kochi) | 4.44 | 3.92 |
| Institute Functions (Kochi) | 0.09 | - |
| Internet Charges (Kochi) | 0.36 | 6.42 |
| Miscellaneous Expenses (Kochi) | 0.51 | 0.09 |
| News Paper & Periodicals (Kochi) | 0.15 | 0.14 |
| Postage (Kochi) | 0.18 | 0.18 |
| Printing & Satationery (Kochi) | 6.58 | 5.26 |
| Rent Rates & Taxes (Kochi) | 49.94 | 45.87 |
| Telephone Exp (Kochi) | 1.97 | 2.25 |
| TVM Campus expenses | - | 0.59 |
| TOTAL | 530.06 | 521.52 |

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

Place: Kozhikode Date: 03-06-2017

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2017

(Rupees in lakhs)

SCHEDULE 18 - TRANSPORTAION EXPENSES

| PARTICULARS | CURRENT YEAR | PREVIOUS YEAR |
|---|------------------------------|------------------------------|
| Vehicles (Owned by Educational Institution) Vehicle Running (P.O.L) Expenses Vehicle Maintenance Expenses Vehicle Insurance Vehicles taken on lease / expenses | 8.13 5.13 1.21 4.47 | 7.11 5.34 1.05 4.86 |
| 3. Kochi Conveyance Hire charges | 6.19 25.14 | 3.17 21.53 |

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

Place: Kozhikode Date: 03-06-2017

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2017

(Rupees in lakhs)

SCHEDULE 19 - REPAIRS & MAINTENANCE

| PARTICULARS | CURRENT YEAR | PREVIOUS YEAR |
|---|--------------|---------------|
| Civil Repairs and Maintanance | 63.76 | 51.57 |
| Furniture Repairs and Maintenance | 1.46 | 1.31 |
| Electrical Repairs and Maintenance | 91.43 | 68.44 |
| DG Set Maintenance Expenses | 29.95 | 23.47 |
| Consumables (IT) Expenses & Other Maintenance | 20.82 | 20.73 |
| V Sat and Internet Charges | 13.67 | 29.17 |
| Cable Charges (TV) | 0.98 | 1.15 |
| AMC for Equipments | 44.22 | 42.11 |
| Hostel Guest House Expenses | 7.33 | 1.47 |
| House Keeping Consumable Items | 5.72 | 4.95 |
| Campus Maintenance Expenses | 216.91 | 218.79 |
| Horticultural Expenses | 41.48 | 34.29 |
| WTP Maintenance Expenses | 7.14 | 11.09 |
| MDC Guest House expenses | - | 0.94 |
| Kochi Campus Expenses | | |
| Repairs and Maintanance (Kochi) | - | 0.23 |
| AMC (Kochi) | 8.85 | 8.24 |
| Campus Maintenance Exps (Kochi) | 13.11 | 7.92 |
| TOTAL | 566.84 | 525.87 |

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

Place: Kozhikode Date: 03-06-2017

| Indian Institute of Management Kozhikode SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2017 (Rupees in lakhs) | | |
|--|--------------|---------------|
| SCHEDULE 20 - FINANCE COSTS | | |
| PARTICULARS | CURRENT YEAR | PREVIOUS YEAR |
| Bank Charges | 0.57 | 0.27 |
| TOTAL | 0.57 | 0.27 |

Place: Kozhikode Date: 03-06-2017

| Indian Institute of Management Kozhikode SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2017 (Rupees in lakhs) | | |
|--|--------------|---------------|
| SCHEDULE 21 - OTHER EXPENSES | | |
| PARTICULARS | CURRENT YEAR | PREVIOUS YEAR |
| Interest paid on service Tax | 10.22 | 0.23 |
| Loss of Fire (Building) | - | 6.57 |
| Interest paid to IIM Amritsar | 39.65 | - |
| | | |
| TOTAL | 49.87 | 6.80 |

Place: Kozhikode Date: 03-06-2017

| Indian Institute of Management Kozhikode SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2017 (Rupees in lakhs) | | |
|--|--------------|---------------|
| SCHEDULE 22 - PRIOR PERIOD EXPENSES | | |
| PARTICULARS | CURRENT YEAR | PREVIOUS YEAR |
| Prior Period Expenses | 111.03 | 37.12 |
| TOTAL | 111.03 | 37.12 |

Place: Kozhikode Date: 03-06-2017

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2017

SCHDULE 23 – SIGNIFICANT ACCOUNTING POLICIES

1. BASIS FOR PREPARATION OF ACCOUNTS

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

2. REVENUE RECOGNITION AND CHANGE IN THE ACCOUNTING POLICY

- 2.1 Interest on Investment is recognized on accrual basis whereas interest on Saving Bank Account is taken on actual receipt basis as and when credited by banks.
- 2.2 Consultancy income is recognized on completion of the consultancy projects.
- 2.3 ePGP income has been considered for the total fee shared during the year which comes to Rs.431.43 Lakhs. Fee based on accrual method of accounting comes to Rs.641.72 Lakhs
- 2.4 Fees from students, Sale of admission forms, Royalty & Interest on saving bank accounts are accounted on cash basis.

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. 111.03 Lakhs in 2016-17 which was not recognized in 2015-16.

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

Place: Kozhikode Date: 03-06-2017

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2017

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.

5. FIXED ASSETS

- 5.1 Fixed Assets of the Institute were acquired out of grants from Government of India and 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 the Fixed Assets schedule by corresponding credit to Capital Fund (Fixed Asset Project) in the Schedule 4 to the balance sheet.
- 5.3 Fixed Assets are stated at cost of acquisition inclusive of inward freight, duties and taxes and incidental direct expenses related to acquisition of assets.
- 5.4 In respect to projects under construction, all direct expenses connected with the construction are capitalized, under different sub-heads and apportionment of this expenditure to the specific assets are done, on completion of the project, on pro-rata basis. Fixed Assets received by way of non-monetary grants (other than towards the Corpus Fund) are capitalized at values stated on receipt and corresponding credit to Capital Fund.
- 5.5 Fixed Assets constructed and put to use during the year has been capitalized as per details received.
- 5.6 Closure report for work done in Phase IV MDP complex by CPWD has been received and necessary entries for capitalization has been done during the year.
- 5.7 Necessary adjustments have been made in Fixed asset schedule and depreciation statements, based upon the expenditure statement provided by CPWD in case where assets have been put to use.
- 5.8 The balance due to M/s GFE amounting to Rs.40/-lacs(approximate) has been set aside against their liabilities on account of their non performance of the contracts besides other recoveries (including outstanding payments ,if any, to local agencies engaged by M/s GFE). How ever a separate accounting entry has not been recorded in our Books.

6. CAPITAL WORK IN PROGRESS

This represents expenditure incurred on incomplete construction projects. The expenditure on completed projects has been transfered to relevant head of fixed assets and depreciation is provided on the same from the date the assets is put to use.

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

Place: Kozhikode Date: 03-06-2017

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2017

7. DEPRECIATION

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

Tangible Assets

| 1. | Land | 0% |
|------|---------------------------------------|---------|
| 2. | Buildings | 2% |
| 3. | Roads & Bridges | 2% |
| 4. | Tube wells & Water Supply | 2% |
| 5. | Seweage & Drainage | 2% |
| 6. | Electrical Installation and equipment | 5% |
| 7. | Plant & Machinery | 5% |
| 8. | Scientific & Laboratory Equipment | 8% |
| 9. | Office Equipment | 7.5% |
| 10. | Audio Visual Equipment | 7.5% |
| 11. | Computers & Peripherals | 20% |
| 12. | Furniture, Fixtures & Fittings | 7.5% |
| 13 | Vehicles | 10% |
| 14. | Lib. Books & Scientific Journals | 10% |
| Inta | ngible Assets (amortization) | |
| 1. | E-Journals | 40% |
| 2. | Computer Software | 40% |
| 3. | Patents and Copyrights | 9 years |
| | | |

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

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

7.4 Though depreciation is taken to Income & Expenditure account to ascertain the total Recurring Expenditure, corresponding amount is reduced from the Capital Fund (Fixed Assets) and Capital Fund (Fixed Assets-Projects) so that the surplus of Income over expenditure is excluding the provision for depreciation.

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

Place: Kozhikode Date: 03-06-2017

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2017

8 INTANGIBLE ASSETS

8.1 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. Ejournals 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.

9. GOVERNMENT GRANTS / SUBSIDIES

- 9.1 From the year 2005-06 the Institute was covered under the 'Block Grant Scheme' of the Govt. of India. Under 'Block Grant Scheme' Non plan grant was released on the basis of pre-fixed amount on revenue account. Accordingly from the year 2005-06 the institute has been recognizing Non plan Grant as | income. However, Institute has received a communication from the MHRD dated 20.02.2017, directing the Institute to approach Higher Education Financing Agency (HEFA) under MHRD for funding of expansion plans. Hence the Board decided for charging off of the negative balance of the Grant in aid account to the Corpus Fund as on 31.03.2017.
- 9.2 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. Amount utilized towards capital cost of setting up this Institute is treated as capital Fund (Fixed Assets).
- 9.3 Govt. grant received for specific purposes are accounted on accrual basis.

10 CORPUS FUND

- 10.1 Institute was covered under the block grant scheme of Govt. of India from the year 2005-06 onwards and accordingly the entire Surplus/Deficit in the income & expenditure account is transferred to Corpus Fund.
- 10.2 Interest accrued on Corpus Fund Investment and Loans and Advances granted out of Corpus Fund are directly credited to the Corpus Fund Account without taking to Income & Expenditure Account. This change is done in compliance with requirement of 'Block Grant Scheme'
- 10.3 In the current year, capital expenses incurred as well as the deficit in the opening balance in Capital Fund Grant -in aid account has been transferred to corpus fund.

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

Place: Kozhikode Date: 03-06-2017

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2017

11. DESIGNATED/ EARMARKED FUND

- 11.1 Depreciation Fund has been retained to the value of accumulated depreciation.
- 11.2 Asset Replacement Fund

This fund was created in the previous year and excess in the depreciation Fund over the accumulated depreciation has been transferred to this fund.

11.3 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.

11.4 Campus Go Green Fund

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

11.5 Alumni Association Fund

This fund was created in 2015-16 as per the decision of the BOG. and there has been no receipts to this fund till date.

11.6 Staff Welfare Fund

This was created in the previous years.

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

Place: Kozhikode Date: 03-06-2017

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2017

12 SIGNIFICANT EVENTS DURING THE YEAR

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

The total interest works out to Rs.62.73 lakhs (Interest for FY 2016-17 is Rs. 39.65 lakhs and Prior period interest is Rs.23.08 lakhs)

13. FOREIGN CURRENCY TRANSACTIONS

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

14. CORPUS FUND

The fund consist of internal cash income generated by the Institute, matching grants, donation and contribution by the members of the society.

15. RETIREMENT BENEFITS

- a. Provision for accumulated leave encashment benefit to the employees is computed on the assumption that employees are entitled to receive the benefits as at each year end.
- b. In respect of employees covered under the pension scheme the amount received from their previous employers towards discharge of their pension liability is taken to the Pension Fund account and invested suitably.
- c. 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
- d. We have New Group Gratuity Cash Accumulation Scheme Master Policy No.604000243 & Group Gratuity Cash Accumulation Scheme Master No.405475 with Life Insurance Corporation towards our liability for Gratuity payments. Premium paid/due for the year has been accounted as expenditure for the year.

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

Place: Kozhikode Date: 03-06-2017

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2017

16. **STOCKS**

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

17. TAXATION

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

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

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.

19. SPONSORED PROJECTS

The Institution itself also awards Fellowships and Scholarships, which are accounted as Academic expenses.

20. Service Tax

The Institute remitted tax on epgp long duration courses for the period 2011-12 to 2015-16 amounting to Rs. 912.64 lakhs under protest. The Institute has also started remitting service tax for the above course continuously from April 2016 onwards under protest.

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

Place : Kozhikode Date : 03-06-2017 Sd/-Dr Lakshmi Viswanathan FAO

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

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2017

SCH EDULE 24 - CONTINGENT LIABILITIES AND NOTES ON ACCOUNTS

| 1. | CONTINGENT LIABILITIES | | |
|----|---|----------------------|------------------------------------|
| | a. Claims against the institute not acknowledged as debts | – Rs.1,284.28 Lakhs | (Previous Year Rs. 1,217.62 Lakhs) |
| | b. In respect of: | | |
| | Bank guarantees given by/on behalf of the Institute | – Rs. NIL | (Previous Year Rs.NIL) |
| | Letters of Credit opened by Bank on behalf of the Institute | – Rs. NIL | (Previous Year Rs.NIL) |
| | Bills discounted with Banks | – Rs. NIL | (Previous Year Rs.NIL) |
| | c. Disputed demand in respect of: | | |
| | Income Tax | – Rs. NIL | (Previous Year Rs.NIL) |
| | Sales Tax | – Rs. NIL | (Previous Year Rs.NIL) |
| | Service Tax | – Rs. 1,283.88 Lakhs | (Previous Year Rs. 1,144.89 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.NIL | (Previous Year Rs.72.33) |

As on 31.03.2017, Court cases filed against the Institution, by former/present employees, tenants and contractors and arbitration cases with contractors, were pending for decisions. The suits filed by employees were establishment related viz promotions, increments, pay scales etc. The quantum of the claims is not ascertainable.

2. CAPITAL COMMITMENTS

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

– Rs.64.75 Lakhs

(Previous Year Rs. 76.21 lakhs)

3. CURRENT ASSETS, LOANS AND ADVANCES

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

4. FIXED ASSETS

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

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

Place: Kozhikode Date: 03-06-2017

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2017

| 5. FOREIGN CURRENCY TRANSACTIONS | | | |
|--|------|------------|---------------|
| Value of Imports Calculated on CIF Basis | Cu | rrent Year | Previous Year |
| Capital Goods/Equipments | | - | - |
| Expenditure in foreign currency | | | |
| a. Travel & Seminar fee for faculty | USD | 18342.00 | USD 34345.00 |
| | EUR | 150.00 | EUR 1407.50 |
| | SGD | - | SGD 1790.00 |
| | CAD | 10240.00 | - |
| | GBP | 635.87 | - |
| Remittances and Interest payment to financial Institutions/Banks in foreign currency | | - | - |
| c. Other Expenditure: Institutional Membership | USD | 50.00 | USD 735.00 |
| | GBP | 6411.26 | GBP 230.00 |
| | BPS | 236.00 | BPS 12000.00 |
| Purchase of books, Journals, cases | USD | 30967.95 | USD 111449.97 |
| | GBP | 1900.95 | GBP 2088.30 |
| Softwares, CD ROMS, Simulation etc | USD | 189081.62 | USD 78739.96 |
| | GBP | 10695.00 | GBP 4892.50 |
| | EURO | 3308.00 | EURO 13241.25 |
| | BPS | 480.00 | BPS - |
| Honorarium | USD | 7537.50 | USD 200.00 |
| Advertisement | USD | 0.00 | USD 3843.20 |
| Miscellaneous Expenses | | - | - |
| Earnings: Fees from NRI Students | | - | - |

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

Place: Kozhikode Date: 03-06-2017

SCHEDULES FORMING PART OF THE ACCOUNTS FOR THE PERIOD ENDED 31 MARCH 2017

- 6. The net savings / deficit as shown in the income and expenditure account is transferred to corpus Fund.
- 7. CAT Group's account has not been finalized and settled for 2016. Provision for CAT Income is not provided in the books of accounts.
- 8. Corresponding figures for the previous year have been regrouped/rearranged, wherever necessary to make them comparable with those of current year.
- 9. The balance in the depreciation fund as on 31.3.17 is maintained at Rs. 78.32 crores in parity with the total accumulated depreciation.
- 10. LIC policy towards Gratuity liability is not reflected in the Books of Accounts as per Accounting Standard 15.
- 11. During the current year, the institute has recognized provision for leave encashment of Rs 19.26 Lakhs. This provision has not been made as per actuarial valuation according to Accounting Standard 15 issued by institute of Chartered Accountants of India. An amount of Rs 6.36 Lakhs has been paid to employees on cessation of service & encashment of earned leave.
- 12. As the CPF accounts are owned by the members of those funds and not by the institution, these accounts have been separated from the institution's accounts and separate statements of accounts have been attached. In respect of NPS accounts, contributions amounting to Rs 2,01,69,442/- have been deposited to NSDL-CRA which is excluding the contribution of one employee whose PRAN has not been allotted.
- 13. The amount outstanding as Earnest Money Deposit & Security Deposit as on 31.03.2014 (except the EMD relates to running contracts) was transferred to other income.
- 14. Schedules 1 to 24 are annexed to and form an integral part of the Balance Sheet as at 31-03-2017 and the Income and Expenditure Account for the year ended on that date.

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

Place : Kozhikode Date : 03-06-2017 Sd/-Dr Lakshmi Viswanathan FAO Sd/-Lt. Col M. Julius George (Retd) CAO

INDIAN INSTITUTE OF MANAGEMENT EMPLOYEES' PROVIDENT FUND TRUST, KOZHIKODE

(Rupees in lakhs)

| BALANCE SHEET AS ON 31 MARCH 2017 | | | | | | | | | |
|--|---|----------------|----------------|---|--|-----------------------|---------|--|--|
| LIABILITIES | | 2016-17 | 2015-16 | ASSETS | | 2016-17 | 2015-16 | | |
| MEMBERS ACCOUNT Opening Balance Add: Subscription 1) Interest Credited 2) Amount transferred from previous employer Total Less:Withdrawals Retirement settlement | 428.94 43.93 34.11 - - 506.98 (2.98) (20.53) | | | INVESTMENTS RBI Bonds TNPL HP / AP State Bonds UTI-Gilt-Ad-Fund Canara Bank Term Deposit SBI Term Deposit HDFC Floating Rate Fund UTI Mutual Fund BirlaSunlife Equity Fund | 271.82 - 3.41 62.20 113.21 3.76 3.43 0.73 | | | | |
| Old interest paid Amount forefieted RESERVES AND SURPLUS A. GENERAL RESERVE A/c. Opening Balance Less:Amount Transferred from | (0.29) - (6.89) | 483.18 | 428.94 | SB A/c with SBI LOAN TO MEMBERS Opening Balance Add: Paid during the year Total Less: Refunded during the year | 0.57 0.08 1.20 1.28 0.43 | 459.13 0.85 | 417.31 | | |
| Income & Expenditure A/c B. CPF Forfieture A/c. Opening Balance Add: CPF forfeited during the current year | (1.53) 8.59 (0.17) | (8.42) 8.42 | 5.09 (3.39) | INTEREST ACCRUED BUT NOT RECEIVED Bonds Bank - F D Bank FD and LIC Housing AMOUNT RECEIVABLE FROM IIMK | 3.62 10.90 8.68 | 23.20 | 13.25 | | |
| TOTAL | | 483.18 | 430.64 | TOTAL | | 483.18 | 430.64 | | |

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

Place : Kozhikode Date : 03-06-2017 Sd/-Dr Lakshmi Viswanathan FAO Sd/-Lt. Col M. Julius George (Retd) CAO

INCOME AND EXPENDITURE ACCOUNT (CPF) FOR THE YEAR ENDED 31 MARCH 2017

(Rupees in lakhs)

| EXPENDITURE | 2016-17 | 2015-16 | INCOME | | 2016-17 | 2015-16 |
|--|---------|---------|---|------------------------|-----------------|-----------------|
| To INTEREST Credited to members | 34.11 | 30.19 | By INTEREST EARNED Savings Bank Account Income from Bonds Fixed Deposit Account | 0.66 20.38 11.55 | - - 32.59 | - - 22.36 |
| | | | By INTEREST ACCRUED ACCOUNT Bonds Fixed Deposit | - - | - | - 4.34 |
| | | | By INCOME FROM INVESTMENTS By Miscellaneous Income | | - | - |
| To EXCESS OF INCOME OVER EXPENDITURE Transferred to Balance Sheet | (1.52) | (3.49) | By EXCESS OF EXPENDITURE OVER INCOME Transferred to Balance Sheet | | - | - |
| TOTAL | 32.59 | 26.70 | TOTAL | | 32.59 | 26.70 |

Place : Kozhikode Date : 03-06-2017 Sd/-Dr Lakshmi Viswanathan FAO Sd/-Lt. Col M. Julius George (Retd) CAO

STATEMENT SHOWING THE DETAILS OF RECEIPT & PAYMENT ACCOUNT OF CPF A/C AS ON 31 MARCH 2017

(Rupees in lakhs)

| RECIEPTS PAYMENTS | | | | | | |
|---|--|----------------|--|---|---|--|
| PARTICULARS | Amount | Amount | PARTICULARS | Amount | Amount | |
| A. Contribution Received Con 04.15 Con 04.15+DA Arrears Con 05.15 Con 06.15 Con 07.15 Con 08.15 Con 09.15 Con 0.15 Con 1.10 DA arrears Con 10.15 Con 12.15 Con 01.16 Con 03.16 | 2.11 2.29 2.09 2.06 2.13 2.18 2.18 0.23 2.18 2.30 2.31 2.31 2.31 2.31 | 26.68 | A. CPF Accounts Settled T. Mohanan Prof. Pawar B. Loans Madhusoodan V Murugan Biju P. C. Investments Made SBI RBI 8% Bonds Canara Bank | 12.50 8.03 2.98 1.20 0.45 8.21 71.82 32.97 | 20.53 4.63 113.00 | |
| Institute Contribution | 17.67 | 17.67 | | | | |
| B. CPF Receipts | - | - | | | | |
| C. Interest received Int on SBI Int TNPL Int on RBI Bonds Int on HP Infrastructure Int on UCO Bank Int on Indian Bank FD Int on SBI FD Int on Exim Bank FD Int on Canara Bank FD Int on UPSD FD | 0.66 - 20.11 0.32 0.15 - 0.14 - 1.25 - | 22.63 | | | | |
| D. Fixed Deposits Matured RBI Bonds TNPL HP Infra Bonds SBI | 52.00 4.00 15.72 | | | | | |
| Canara | - | 71.72 | | | | |
| TOTAL Opening Balance | 138.70 0.03 | 138.70 0.03 | TOTAL Closing Balance | 138.16 0.57 | 138.16 0.57 | |
| TOTAL AMOUNT | 138.73 | 138.73 | TOTAL AMOUNT | 138.73 | 138.73 | |
| Place : Kozhikode D Date : 03-06-2017 | Sd/- r Lakshmi Viswaı FAO | nathan | Sd/- Lt. Col M. Julius George (Retd) CAO | | Sd/- bhushan Balooni or (In-Charge) | |

| Indian Institute of Management Kozhikode NPS TIER -I ACCOUNT RECEIPTS AND PAYMENTS A/C OF NEW PENSION SCHEME FOR THE YEAR ENDED 31-03-2017 (Rupees in lakhs) | | | | | | |
|--|---------|---|---------|--|--|--|
| RECEIPTS PAYMENTS | | | | | | |
| Particulars | 2016-17 | Particulars | 2016-17 | | | |
| Opening Balance as on 01-04-2016 | - | Investments : | | | | |
| Own Subscription | 100.90 | Deposit to NPS a/c maintained by NSDL-CRA | 201.69 | | | |
| Institute Contribution | 100.90 | Closing Balance as on 31-03-2017 | 0.11 | | | |
| | | | | | | |
| TOTAL | 201.80 | TOTAL | 201.80 | | | |

Place: Kozhikode Date: 03-06-2017

RECEIPTS AND PAYMENTS ACCOUNT FOR THE YEAR ENDED 31-03-2017

(Rupees in lakhs)

| RECEIPTS | 2016-17 | 2015-16 | PAYMENTS | 2016-17 | 2015-16 |
|---|------------|-----------|---|-----------|-----------|
| I Opening Balances: | | | I Expenses: | | |
| a) Cash Balance | - | - | a) Establishment Expenses | 2,240.25 | 2,165.64 |
| b) Bank Balance: | | | b) Academic Expenses | 1,877.83 | 1,967.63 |
| In Savins Bank A/c | 89.06 | 375.60 | c) Administrative Expenses | 530.06 | 521.53 |
| II Grants Received: | | | d) Transportation Expenses | 25.14 | 21.53 |
| From Government of India | - | 107.34 | e) Repairs & maintenance Expenses | 566.84 | 525.86 |
| III Academic Receipts | 7,141.12 | 6,904.10 | f) Prior period Expenses | 111.03 | 37.12 |
| IV Receipts against Earmarked/Endowment Fund | 11.46 | 5,226.88 | II Payments against Earmarked/ | 90.73 | 5,296.74 |
| V Receipts against Sponsored Projects/Schemes | - | - | Endowment Fund | | |
| VI Receipts against Sponsored Fellowship and | - | - | III Payments against Sponsored Projects/ | - | - |
| Scholarship | | | Schemes | | |
| VII Income on Investments from: | | | IV Payments against Sponsored Fellowship and | - | - |
| a) Earmarked/Endowement funds | 928.46 | 1,026.51 | Scholarship | | |
| b) Other Investments | 1,290.90 | 1,268.27 | V Investments and Deposits made: | | |
| VIII Interest received on: | | | a) Out of Earmarked/Endowement Fund | 874.10 | 8,801.40 |
| a) Bank Deposit | 226.59 | 299.53 | b) Out of own funds (Investment others) | 698.86 | 17,285.67 |
| b) Loans and Advances | - | 0.53 | VI Term Deposit with Scheduled Banks | 3,010.90 | 5,263.96 |
| c) Savings Bank Account and others | 34.05 | 34.76 | VII Expenditure on Fixed Assets: | | |
| IX Investment encashed | 2,544.59 | 24,742.66 | a) Fixed Asset | 1,357.63 | 1,418.37 |
| X Term deposit with Scheduled Banks encashed | 4,635.04 | 4,263.72 | b) Capital Work in progress | 3,772.96 | 2,427.45 |
| XI Other Income including Prior period Income | 730.24 | (88.48) | VIII Other payments including statutory payments | 50.44 | 7.07 |
| XII Deposits and Advances | (2,265.08) | 1,336.49 | IX Refund of Grants | - | - |
| XIII Miscellaneous Receipts including Statutory | - | - | X Deposits and Advances | (6.81) | 5.50 |
| Receipts | | | XI Other Payments | - | - |
| XIV Any other receipts | 199.06 | 336.61 | XII Closing Balances: | | |
| | | | a) Cash Balance | - | - |
| | | | b) Bank Balance: | | |
| | | | In Savins Bank A/c | 365.53 | 89.06 |
| TOTAL | 15,565.47 | 45,834.53 | TOTAL | 15,565.47 | 45,834.53 |

Place: Kozhikode Date: 03-06-2017 Sd/-Dr Lakshmi Viswanathan FAO

INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE 135 ANNUAL REPORT 2016-2017





भारतीय प्रप्रांध संस्थान कोषिक्कोड आई. आई. एम. के. कैम्पस (पि.ओ.), कुन्नमंगलम, कोषिक्कोड - 673 570, केरल Indian Institute of Management Kozhikode IIMK Campus (P.O.), Kunnamangalam, Kozhikode - 673 570, Kerala Telephone: 0495-2809001-9, Fax: 0495-2809010-11 www.iimk.ac.in

WE REAL

TI II HI MININI