

सिद्धिमूलं प्रबन्धनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

भारतीय प्रबंध संस्थान इन्दौर  
INDIAN INSTITUTE OF MANAGEMENT INDORE

**ANNUAL REPORT  
2008-09**

INDIAN INSTITUTE OF MANAGEMENT INDORE





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## 1. From the Director

The Indian Institute of Management (IIM) Indore is in its second decade of existence. IIM, Indore has already gained the reputation of the fastest growing management Institute in the country.

As in the past, the Institute continues to offer the flagship Post Graduate Programme (PGP), 18 months Executive Post Graduate Programme and a portfolio of open and incompany courses. The placement activities of the Institute in 2009 have been smooth despite an economic meltdown.

There has been a change in the leadership position since 27.11.2008. The year ending March 2009 saw a number of initiatives to strengthen the processes and systems in the Institute. The faculty and staff profile is being redefined in order to encourage effective quality delivery of academic activities in the Institute.

The Institute is poised for significant growth in academic activities. Ambitious plans are afoot for academic growth and infrastructure projects.

I would like to sincerely thank the staff, faculty, Chairman-BoG, Members of the Board, friends from industry and Government for their unstinted cooperation and support in the smooth conduct of our Institute affairs.

Dr. N. Ravichandran  
Director

## 2. PGP Admissions and Financial Aid

### Admissions for PGP

The Eleventh batch (2008-2010) of the two-year, residential Post-Graduate Programme in Management (PGP) – the flagship programme of IIM Indore attracted 201,876 applicants (which include 201,857 CAT & 19 GMAT applicants), compared to the previous year's 170,235 registering an increase of 18%.

While the attendance ratio of the shortlisted candidates appearing for Group Discussion and Personal Interview during the first three years – 1998, 1999 and 2000 was low, it improved considerably during the subsequent years (2001 – 2007). In the year 2008 the attendance percentage was 88%.

During the year under review, we had received applications from nineteen candidates living abroad. (Their GMAT scores were considered in lieu of the CAT scores, as is done by other IIMs).

Out of the total One Thousand Seven Hundred Forty Six short-listed, One Thousand Seven Hundred Thirty of 201857 CAT-takers and sixteen of the 19 GMAT applicants were short listed and called for GD and interview. Of these, 1531 CAT applicants and 14 GMAT applicants attended the GD and interview.

In all 933 successful candidates, which include 588 General, 4 GMAT, 156 scheduled caste, 58 scheduled tribe, 108 other backward classes (non-creamy) and 19 physically challenged applicants were offered admission to the PGP 2008-2010 batch. Out of these, 290 including 173 General, 1 GMAT, 44 Scheduled Caste, 21 Scheduled Tribe, 43 Other Backward Classes (Non-Creamy), and 8 Physically Challenged applicants accepted our offer of admission. Of these 290, only 236, which include 154 General, 1 GMAT, 35 Scheduled Caste, 16 Scheduled Tribes, 23 Other Backward Class (Non-Creamy) and 7 Physically Challenged applicants registered for our PGP 2008-2010 batch. (Annexure 1)

Besides the above, during 1st April 2008 to 31st March 2009, the admission process for the Twelfth batch (2009-11) was undertaken. The details are given in as Annexure 2.

### Scholarships

#### Merit-based Scholarships

During the academic year 2008-09, the institute had five merit-based scholarships for its PGP participants. List of Merit-based Scholarships and Gold Medals Awarded during the Year 2008-2009 is given in Annexure 3.

The table given in Annexure 4 lists various scholarships, donor organizations, amount of the scholarships, funding particulars and the name of recipients of the scholarships during the academic year 2008-2009 for their excellent academic performance in the first year (2007-2008) of the two-year post-graduate programme.

#### Need-based Financial Assistance Scheme

The institute has evolved a "Need-based Financial Assistance" scheme from the academic year 2004-2005 to provide financial support to needy PGP participants, from economically disadvantaged families.

In the year 2008-09, 16 PGP participants benefited under this scheme.





## 3. Post Graduate Programme (PGP)

In the academic year 2008-09, there were 175 participants of the Tenth Batch in their second year (seniors) and 240 participants of the Eleventh Batch (juniors) in their first year. The junior batch included three participants from the Tenth Batch, who were detained for poor academic performance, and one student from the Ninth batch, who also joined the juniors. Two participants from the junior batch withdrew from the programme.

The registration and re-orientation programme for the PGP 2 participants was held on 16th & 17th June 2008. Mr. Susnato Sen, Practice Head - Infrastructure, Tata Strategic Management Group was the chief guest. The registration, orientation program and inaugural function for the junior participants was held on 30th June, 1st & 2nd July 2008. Dr. Harsh Vardhan, Director, Boston Consultancy Group, was the chief guest at this function.

### Special Features of PGP

The PGP at IIM Indore has some distinguishing special features, like:

- ◆ Experiential Learning
- ◆ International Focus
- ◆ Information Technology Orientation, and
- ◆ Social Sensitivity

### Experiential Learning

Management is an art, which cannot be taught only in the classrooms. For getting benefit from the PGP, it is necessary to have some exposure to the "field". Since several participants of the PGP come with no work experience, it is necessary to build a component, which provides them such an exposure. The concept of experiential learning (EL) helps participants to "learn from the field." In the process, participants get a feel of organizational reality: what it is, how it works, and the relationship between diverse functions. Participants are able to relate classroom teaching to organizational context. To that extent, the gap between theory and reality is bridged.

### Information Technology Orientation

Information Technology is playing an ever-increasingly important role in business and education. Therefore, acquisition and processing of a large volume of diverse information for managerial decision-making, through extensive use of computers, has become the order of the day. IIM Indore prepares the participants to take up the challenge mentioned above. The participants are required to make intensive use of computers, during the programme. Every participant is provided with an Internet node in his hostel room, networked with the library and the Internet. Efforts are on towards progressive use of multimedia in the classroom and integrating IT in the day-to-day functioning of the programme through Intranet.

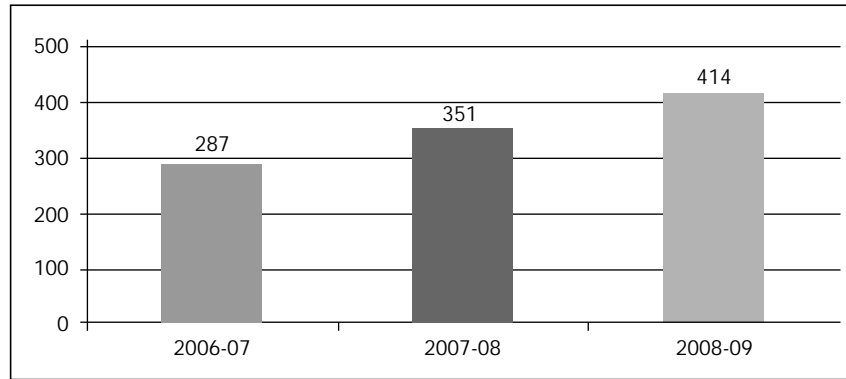
### Social Sensitivity

Another unique feature of the PGP at IIM Indore is a compulsory course called Society, Business and Management which not only exposes the participants to the ethical dilemmas and social responsibilities of business through classroom sessions but also develops their social sensitivity through a one-week voluntary attachment with an NGO or the CSR wing of a business organization.

### Curriculum

Academic input is delivered through two types of courses: core courses and elective courses. Core courses are compulsory for all participants and occupy about 62% of the total curriculum. They provide participants, with, the fundamental conceptual knowledge, analytical skills and techniques, contextual understanding, environmental awareness and overall perspective that will serve as the bedrock for the programme. All the courses in the first year and a few courses in the second year are core courses. The elective courses, which are offered only in the second year, will give participants a deeper understanding of different functional areas and enable them to specialize in areas of their choice. In addition, a Course of Independent Study (CIS) allows a participant to undertake detailed exploration of narrowly defined areas/topics under the guidance of a faculty.

The concept of credit is used to compute the workload of a course. As a general rule, a four-credit course requires a commitment of about 100 hours from the participant of which about 30 hours are to be spent in the classroom (usually 24 sessions of 70 minutes each) and the balance to be utilized for preparation and assignments. Most of the courses are of two and four credits.



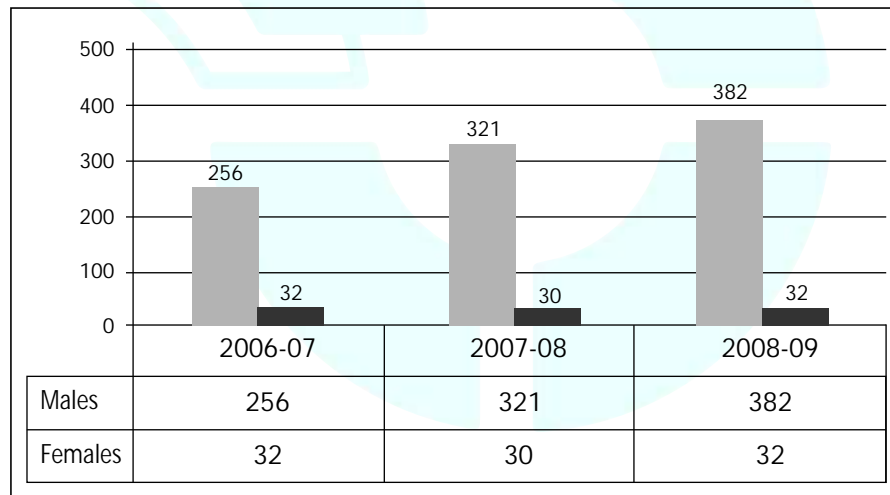
Number of PGP Participants from 2006-07 to 2008-09

	2006-07	2007-08	2008-09
PGP 1	175	176	239
PGP 2	112	175	175
Total	287	351	414

Break-up of PGP participants

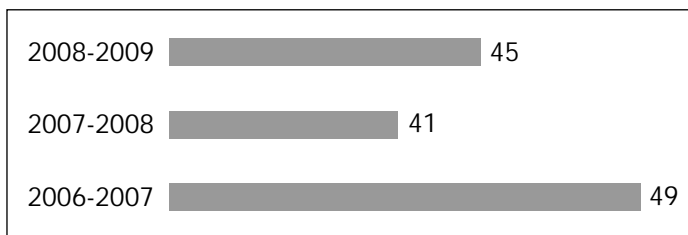
	2009-10	2010-11	2012-13	2013-14
PGP 1	242	450	450	450
PGP 2	235	242	450	450
Total	477	692	900	900

Proposed PGP strength



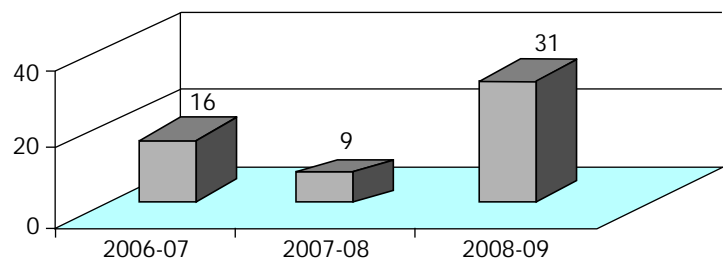
Gender details

Details of electives offered from A.Y. 2006-07 to 2008-09 is given in Annexure 4



Electives offered to the PGP 2 participants from 2006-07 to 2008-09

Guest speakers over the past three years





## 4. Convocation

The Tenth Annual Convocation of the Indian Institute of Management Indore was held on 30 March 2009. 174 PGP and 54 EPGP participants received their diploma.



Convocation Procession

The pre-convocation function of the class of 2009 of IIM Indore took place on 29 March 2009. The pre-convocation function started with the Guest lecture on "Essential Learning and Circumstantial Learning" by Professor S.K. Chakravarthy, Retired Faculty of IIM Calcutta and Founder, National Centre for Human Values at IIM Calcutta.

Mr. A. Ramasubramanian, Chief Executive, Eicher Motors (The CV Unit of Eicher Motors Ltd) was the Chief Guest of the pre-convocation function.



Pre Convocation Award Function

Dr. N. Ravichandran, Director, in his welcome address said that the aim of every business school is in nurturing future managers and IIM Indore in its 10 years of existence has produced truly remarkable managers. He added that value creation to the organization and to the nation as a whole, should be the sole guiding principle of every manager.

Mr. A. Ramasubramanian addressing the gathering spoke about the current economic situation and how it affects daily life. He said that there were four important aspects of a manager's life. Firstly, values were the most important aspect and basis of every business; secondly, ethics is the basis of all governance. Third aspect of manager's life is leadership. Leadership, according to him meant value creation and its enhancement. Finally, he said that the quality of the delivery of services to the customers is quintessential to the success of any business, since the most critical aspect in management is the spirit of sacrifice. He concluded his address with this statement, "value creation is not about how much you gain, but about how much and how many people gain from the value you have created."



Mr. S. Ramadorai, Chief Executive Officer and Managing Director of Tata Consultancy Services Limited had one-hour interaction with a select group of 70 students of the Institute on Corporate Entrepreneurship.

He also had an interactive session with the faculty & BoG.

The function was followed by a play – “Charan Das Chor”, by Padmashree Habib Tanvir, a well-known artist.



Excerpts from Play “Charan Das Chor”



Chief Guest on Convocation

Mr. S. Ramadorai, Chief Executive Officer and Managing Director of Tata Consultancy Services Limited was the Chief Guest on Convocation and delivered the Convocation address. He in his address highlighted the lessons that need to be learned from the current economic crisis. He said, "Life does not start with a bang, one needs to build it step by step. This crisis is a wakeup call to India and the world, take up the challenge, there are millions of opportunities everywhere, and you need to take up the right path."

Sports day and a picnic were organised on 6th October and 15th August 2008 respectively.



PGP 2007-09 Graduating Batch





## 5. Placement

### Placement Report 2009

The successful completion of the Final Placements 2009 for the tenth graduating PGP batch at IIM Indore was a testimony to the faith reposed by the corporate world in IIM Indore.

#### Highlights

- Final Placements 2009 at IIM Indore saw a batch of 175 candidates securing preferred jobs in various sectors.
- 126 organizations participated in Final Placements 2009 - 56% of them were first time recruiters at IIM Indore.
- Average annual compensation stood at INR 10.29L.
- Nearly 50% of the class of 2009 were placed in the finance function with roles in I-Banking, Private Equity, Project Finance, Micro Banking, Corporate Finance and Derivatives Trading.
- Recruiters came from diverse sectors such as Manufacturing, IT/ITeS, FMCG, Banking & Financial Institutions, Media, Travel & Tourism, Infrastructure, Healthcare and Pharmaceuticals, Education, Energy, and allied services.
- 45% increase in international assignments.
- Candidates with prior work experience registered a raise of 166% in annual compensation.

#### Recruiting Partners

The number of partner firms, which participated in Final Placements 2009, stood at 126, a substantial increase from last year's figure of 95. Of these, nearly 56% were newly established partnerships, which also accounted for the bulk of the hiring.

#### Statistics

No of Participating Recruiters	126
No of New Recruiters	71
Average Annual Compensation	10.29L
Highest Annual Compensation	63L
Total Number of Offers	214
Number of Offers per Student	1.27

Among continuing partnerships, major recruiters who visited campus in Final Placements 2009 were Deutsche Bank, HSBC, Standard Chartered, Deloitte, Infosys Technologies, Knight Frank, ITC, Johnson & Johnson, Pfizer, GSK Pharma, L&T, Bharti, HT Media, AT Foods and Godrej.

Several new corporate partnerships were initiated with firms across sectors. The infrastructure and manufacturing sector saw a large number of such relationships being established with firms such as Punj Llyod, Jindal Steel, Bosch, Jindal South West, Indofil Chemicals Company, Mahindra & Mahindra, Grasim etc.

Final Placements 2009 also witnessed candidates accepting a range of profiles across various Public Sector Undertakings such as BPCL, SAIL, ONGC, IOCL, Bank of Baroda and Union Bank of India. Amongst start-ups which participated in Final Placements 2009 at IIM Indore were Excelan Consultancy, The Colour Factory, Direct-I, Resurgent India and Bizsource.

#### Opportunities Galore

- Class of 2009 have found jobs of choice
- 166% raise in annual compensation for laterals
- Immense opportunities for career shifts and career progression



With rich diversity in the Class of 2009, IIM Indore had the additional challenge of finding fitting roles for candidates with significant industry exposure, ranging to twelve years. They were placed across sectors such as defence, financial services, information technology, manufacturing, healthcare, infrastructure, hospitality etc.

Lateral participants benefited most from the placement process this season with candidates realizing an average raise in annual compensation of nearly 166% over that drawn prior to joining PGP at IIM Indore.

#### Emerging Trends

- ❑ 41% increase in the highest salary offered in Final Placement 2009 over that in the previous season
- ❑ Increasing interest towards joining start-ups and entrepreneurial ventures at IIM Indore
- ❑ 45% increase in foreign assignments at IIM Indore

The focus having shifted from salaries and incentives to challenging roles, candidates chose job profiles with demanding assignments in rural India as well as locations such as London, Toronto, Cologne, Cairo, Dubai and Singapore at the other end.

In Final Placements 2009, average annual compensation offered on campus stood at INR 10.29L which is a 21% decline over that offered in Final Placements 2008. The median annual compensation offered in Final Placement 2009 was INR 9L as against INR 10.5L in the previous season. The highest domestic annual compensation was Rs. 15.0L per annum.

Despite the global economic slowdown, Final Placement 2009 at IIM Indore saw an increase of 45% in foreign postings and foreign assignments in comparison to the previous year. About 50% of foreign assignments were from IT/ITeS sector. The highest international annual compensation was USD 1.20L per annum.

Several candidates opted to join start-ups this season with equity stakes and senior positions of responsibility in functions such as business development, general management, sales and marketing. Another interesting trend was the increased enthusiasm towards entrepreneurial ventures. Following the successful venture by two IIM Indore candidates (founders of [www.ourownbook.com](http://www.ourownbook.com)) from the Class of 2008, two candidates from IIM Indore Class of 2009 have signed out from Final Placements 2009 to pursue their dreams of starting entrepreneurial ventures in the sunrise education sector.

#### SUMMER PLACEMENTS 2009

Summers Internship 2009 placement was organized in the month of October 2008. Almost all the big names of India Inc. turned up to recruit the bright talents for their summers internship projects. With 242 PGP & FPM participants being made offers by 89 firms, the numbers capture the growing trust of the corporate world towards the Post Graduate Program at IIM Indore. The summer recruiter's list at IIM Indore covers the entire spectrum of corporate India with representation from almost every sector.



Placement



## 6. Student Activities

IRIS-2008 – Break free - 5th - 9th November 2008

Indian Institute of Management, Indore held its annual festival, IRIS-2008 from November 6 to 9. With a theme of 'Break Free', this year's version saw an increase in the scale, number of events and participants and prize money.

This year's record-breaking version of Klueless-Klueless 4, the online puzzle game, was a sign of things to come. With more than two million hits within two weeks of its launch, the numbers tell the story. There were also a host of programmes organised in the week leading up to IRIS. On November 4, the students of IIM Indore launched Dharti ke Lal, an initiative to understand the problems plaguing rural India.

The most anticipated event of IRIS, Ashwamedha, lived up to its billing in terms of the quality of participants and the testing and grueling rounds it comprised of.

Other popular events of IRIS that attracted enthusiastic responses from the B-school world include Bulls & Bears (the simulated stock market event), Entrepid (a strategy simulation game), Chain Reaction (a test of value chain management), the Cerebrate series of events (in HR, marketing and finance) and Invested Interest (the Portfolio Management game).

The guest lecture series at IRIS began with K.S. Ramesh, former CEO of Cavinkare, who spoke on 'Sustainable growth via Strategic Alliances', where he outlined the various ways companies could act in order to survive the competition in the FMCG industry. Maheshwari, CEO of L & T Infrastructure Finance, spoke on Indian economy and telecom industry. S Viswanathan, founder –CEO and Principal Consultant at VTeam Global LLC, talked about 'Global Slowdown: opportunity or threat for the Indian IT/ITeS industry'. Anupam Dutta, the Managing Director of Kellogg's India Division, gave a presentation on 'Opportunities & Challenges posed by the large lower income segment in India'. Ashok Desai, former Chief Consultant of the Finance Ministry and currently the Consultant Editor of The Telegraph, talked on economics, exchange control, trade policies, EXIM scripts and the trade cycle theory.

A CAT workshop was also organized at IRIS, which saw active participation from aspirants from various colleges of Indore. Livewire, the rock music show, kept students entertained. The weeks of non-stop efforts leading up to IRIS, reflected in the year's main attraction, Silk Route, which was a runaway success.

### Participation

During the course of the year, IIM Indore participants participated in several competitions, which is given in Annexure 5.

### SAC Committees

#### Acadcom

Activities conducted by Acadcom are

1. Best Summer Project Competition – The Committee successfully conducted the best summer project competition for PGP 2.
2. Picnic on Independence day - It was organized under the purview of the mentorship program for the students. The entire PGP 1, facilitators and their family members attended the picnic.
3. Sports Day- The sports day was graced by Lieutenant General Lidder from Mhow.

### Alumni Com

I-nteract Session – In the I-nteract sessions, we invite a group of 5 of our alumni who are specialists in certain fields to interact with our participants over 1-2 days.

### Media Com

The Debating Society of IIM Indore made its debut this year. In the last few months, they have organized the following events:

1. Raconteur: Raconteur was organized on 12th December 2008 to gauge the debating as well as creative skills and versatility of the participants.
2. Introductory Session to Parliamentary Debate: The workshop was held to explain the rules and concepts of Parliamentary Debate to students.
3. Parliamentary Debate: A Parliamentary Debate was conducted on 26th January 2009 and witnessed participation of a high calibre from students of both batches with more than 15 teams of two members registering for the event.

### Sports Com

- ◆ Chunati tournament held in the month of July 2008: Competition between PGP1 and PGP2 in Cricket, Football, Basketball, Volleyball and Badminton.
- ◆ Carom Tournament, which also involved female participation.
- ◆ Basketball Tournament held in month of Sept, 2008.
- ◆ Sports committee organized the Indore Marathon on 2nd Oct. 2008 in the Indore city.

### Inter B - School Events participation

- ◆ IIM Lucknow sports meet held on 4th Oct. – 6th Oct. 2008
- ◆ SP Jain Sports meet held on 30th Jan- 1st Feb. 2009

### Hostel Com

Event: 2 Blood donation camps were organized on 14th Feb. 2008 and 4th Aug. 2008. Participants and faculty of IIM Indore participated in this.

### Clubs of IIM I

Currenc-I: The Economics & International Business Club

Mudra - A Paper Presentation Competition: The event was conducted in the first week of August last year for IIM Indore PGP participants.

Piconomics : The main idea of the event is to encourage the interest of the incoming participants in Economics field by letting them have fun with learning. The target audience is participants of IIM Indore.

### E & C Club

Disha (Inter-college event): A national level event was held in association with the National Innovation Foundation (NIF). 200 teams from over 120 colleges including b-schools, engineering colleges and undergraduate institutes participated. Top 10 teams were invited to campus to present their business plans to the eminent jury from NIF.

Consulpreneur (Intra-college event): The event was divided into 2 rounds. Round 1, 33 teams of 3 member each. Live Cases to be solved. Round 2: A Business plan was given to the shortlisted 12 teams and was asked to make an elevator pitch.

Parthenon 2008: It was a two-day event with one day focusing on consulting and other day committed for nurturing environment for Entrepreneurship.

- ◆ Key note address by Mr. Nirmal Jain, MD, India Infoline
- ◆ Knowledge Session by Mr. Manish Tripathi, Chairman, Dabbawalla Foundation
- ◆ Final of Case study competition, Athenium sponsored by Lifeblob
- ◆ Launch of Luncheon: A start-ups networking session, Sessions by Rasilant Technology and Transturors.com
- ◆ Gyan session by Mr. Shreekant Vijaykar, Head BPO practice, QAI Consulting

### EQUITI

Mantrana Debate: A debate competition on financial matters. This event was organised to have a healthy discussion via debate on financial matters. It would also help in improving public speaking skills.

Irising quiz: We conducted an online quiz for Irising a vertical of IRIS. It was an online mcq quiz played on 22nd October 2008. Prize money was given by IRIS so no expenses were incurred from our end. The event was played by 65 individuals across the country.

Blitzkrieg – Portfolio management game: Blitzkrieg is a Portfolio management game. It was launched for the first time during second week of December 2008. It was held online and nineteen teams participated in this event. Three teams were declared winners

### Club Idanim (The Film and Theatre Club of IIM Indore)

- |                           |   |                          |
|---------------------------|---|--------------------------|
| 1. Theatre Workshop       | 2. Foreplay (Fairy Tales Spoof)               | 3. The Odd Couple (Play) |
| 4. Weird Honeymoon (Play) | 5. Trailer Trash (Trailer Making Competition) | 6. Movie Screenings      |

### INFINITY

MS Excel Workshop for PGP 1 participants

Newsletter: 2 issues of the monthly Newsletter, Technocrati, published.

Quiz Events: SudoQuiz (Fusion of Sudoku and technology quiz)



## 7. Fellow Programme in Management (FPM)

1. Current Enrolment: At present enrolment in the FPM program is as follows:

FPM Year 1:	Finance and Accounting Area	03
	Marketing Area	01
FPM Year 2:	Marketing Area	01
	Organizational Behavior and HR Area	01
FPM Year 3:	Finance and Accounting Area	01

2. Proposed Intake in 2009-10

In view of R C Bhargava Committee's observations about the inability of IIMs to get qualified faculty due to lack of doctoral programmes by them, IIM Indore decided to augment the scale of FPM from the academic year 2009-10 with a target intake of 20-25.

3. Papers Presented/Accepted for Presentation in National/International Conferences/Seminars by FPM Participants for the period April 2008 to March 2009

FPM participants have actively participated in various research activities and the following paper was presented.

Authors: Navneet Viridi & Gaurav Singhal

Title: Financial innovation and intellectual property tools: Engines of growth

Venue: "National conference on Forecasting Financial Markets in India"

Organizer: Vinod Gupta School of Management (IIT Kharagpur)

Place: Indian Institute of Technology Kharagpur

Date: December 29-31, 2008

4. Proposed Activities

a) FPM office plans to organize Excellence in Education and Research Conference once in a year. The first such conference is scheduled to be held between May 1 and May 4, 2009.

b) Research Colloquiums

It is proposed to have regular research colloquiums and doctoral research methodology workshops for the benefit of the participants.



## 8. Executive Post Graduate Programme (EPGP)

### 8.1 18-Month Executive PGP

The 18-month Executive PGP programme of IIM Indore is designed for Graduates in any discipline with minimum 5 years of managerial/ entrepreneurial/ professional experience. The program, designed over 12 campus visits of 9 days each and the off campus phases in between, has sandwiched the learning, the experience and the implementation together giving it a rich flavor.

The programme consists of 6 terms, each term of three months duration. Each term has five modules. Pre Campus, First Campus Visit, Interim Period, Second Campus Visit and Post Campus.

During the year 2008-09, we successfully conducted the fourth batch of Exe-PGP Programme with fifty-four participants. Forty-seven participants registered for Executive Post Graduate Programme batch of 2008-10.



EPGP Classroom

### 8.2 Broadband Based Executive Education Program

Broadband Based Executive Education was started at IIM Indore in the year 2007 with a view to reach out to different segments of management education aspirants. This was to be achieved through an on line distance education program with NIIT Imperia (New Delhi) as technology partner.

Each module consists of 12 contact sessions of 90 minutes duration each. Barring CBA, all Programmes also have a compulsory campus module for 5 days. In this module, the focus is on the course objectives, methodology and also to provide an overview of the courses.

CBA programmes have 8 sessions of 90 minutes duration per module. This programme is aimed at junior level executives aspiring to learn management from a reputed business school.

The performance of participants is evaluated based on various parameters such as quizzes, assignments, project work and end-term exam. The pattern of evaluation is communicated to the participants before the commencement of each module. The attendance of participants is strictly monitored. Participants are issued certificates after successful completion of the programmes.

Two batches of PGCPM and PGCSM have been completed already in 2007-2008 and 308 successful candidates have been certified. The participants of these programmes are mostly young professionals from various segments of corporate world.



### 8.3 Certificate Course in Business Management for Defence Officers (CCBMDO)

This programme has been offered by the Institute at the initiative of Directorate General of Resettlement, Ministry of Defence, New Delhi. It is aimed to prepare retired/retiring Defence Officers for redeployment, particularly in the corporate world.

This is the fifth batch and 58 officers registered for the programme. Duration of the programme is from 5.1.2009 to 20.6.2009. The BBEP programmes offered during 2008-09 is given in Annexure 6.



## 9. Management Development Programmes

During the year 2008-09, IIM, Indore has conducted 24 Management Development Programmes. Total 409 of executives from 160 companies of both private and public sectors took part in these training programmes. These training programmes were offered in functional areas of Finance & Accounting, Organisational Behaviour, Marketing, Strategy, Communications, Information Technology, International Business and Operations Management & Quantitative Techniques.

Details of MDPs and Incompany training programmes conducted during last three years (2006-07, 2007-08 & 2008-09)



MDP Classroom Session

### Programme: Open MDPs

Year	2006-07	2007-08	2008-09
No. of Programmes	23	32	24
No. of Participants	356	681	409
Average number of participants	15	21	17
No. of companies participated	145	211	160
Number of participants from Govt. / Public sector	115	310	180
Number of participants nominated by Govt. / Public sector organizations	40	47	36
Gross Income Rs. In lakhs	49.89	107.32	77.33

### In-company Training Programmes

During the year 2008-09, IIM, Indore has conducted 50 In-company training programmes for the corporate, and public sector organizations.

Details of the In-company programmes conducted during the last three years is mentioned below:-

### Programme: In-company programmes

Year	2006-07	2007-08	2008-09
No. of Programmes	31	79	50
No. of Participants	785	1804	1096
Average number of participants	25	23	22
No. of companies conducted the programme	16	29	27
Number of participants from Govt. / Public sector	513	634	424
Number of Govt. / Public sector organizations	8	10	9
Gross Income Rs. In lakhs	84.17	191.9	330.78

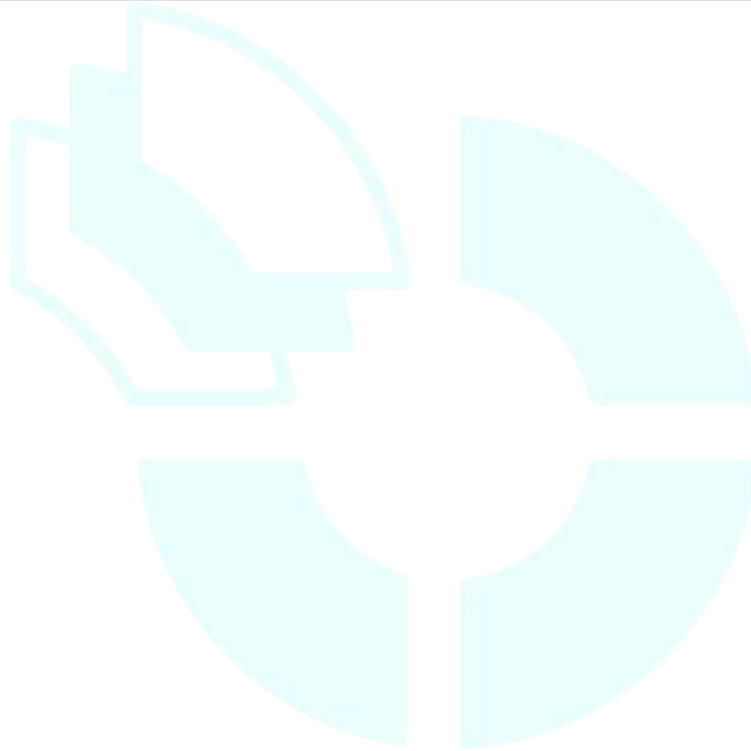


## Consultancies

The sustaining success of the programmes in the past has also led us to consultancies to suit the needs of different organizations. During the year, the Institute has undertaken ten consulting assignments compared to five in 2007-08 and seven in 2006-07.

## Consultancy

Year	2006-07	2007-08	2008-09
No. of assignments	7	5	10
No. of organizations	6	5	9
Number of Govt. / Public sector organizations	6	4	6
Gross Income Rs. In lakhs	34.98	39.5	181.97







## 10. Computer Facilities

### New Network Installation & Configuration

The network installation and configurations are successfully completed for the following building blocks.

1. New Hostel Block – G (Capacity – 72 Nodes)
2. Staff Housing Block (Capacity – 24 Nodes)
3. New Class Room Block (Capacity – 48 Nodes)

Now, IIM Indore has more than 1300 Nodes on our network.

### New Establishment

The Computer lab furniture work has been completed. The total seating capacity of computer lab is now 138. (First floor lab – 72, Ground floor lab1 – 38 and Ground floor lab 2 – 28)

### Internet

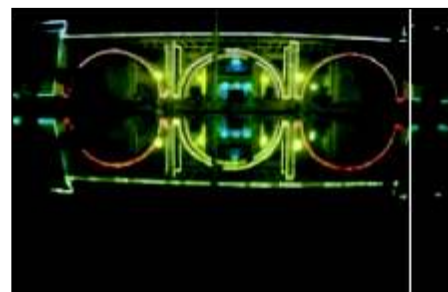
June 2008 : Internet leased line connection has been upgraded from 4 MBPS to 8 MBPS (1:1).

The following software license has been renewed for further use.

1. Escan Antivirus & content scanner
2. SPSS 15.0 with 50-user network license
3. Clementine 11.0 with 25-user network license
4. Answer Tree
5. AMOS

### Configuration of Video Conferencing System

IIM, Indore has configured and tested the Video conferencing system over the Internet leased line and ISDN line.



## 11. Library

The library building has a sprawling space of 2,500 sq. mts., with central air-conditioning and designated areas for different sections of the library, which stimulate a calm ambiance for reading.

The following table is a brief profile of information resources added during the year:

Sr.	Name of the Resource	Total No. of Resources as on 31 Mar.08	As on date 31.3.09
1.	No. of books	21140	22467
2.	No. of Books added in a year	1959	1327
3.	No. of Print Journal		
	• Foreign	318	318
	• Indian	97	95
	• Exchange	30	30
4.	No. of online Journals	2500	2500
5.	Bound Volume	4620	6103
6.	CD-ROMs	273	337
7.	Databases	40	41
8.	Videos	150	153
9.	Working papers	799	918
10.	Case studies	1258	1290

### Library Services

The library continues to provide basic services like circulation, Web OPAC (Online Public Access Catalogue) service along with other allied services i.e. Inter Library Loan, Reprint request, Photocopying service etc., to its esteemed users throughout the year. Also, services like new books list are updated continuously on the intranet portal. The library services are also extended to external users to enable them with a wider access to information available at IIMI Library.

### Electronic Library

The Library has renewed subscription to all 29 databases that were subscribed to during the previous year. IIMI Library has added 1 new database during this year and continues to receive 11 databases from INDEST consortia sponsored by MHRD. Also, through IIM consortia the library has subscribed to electronic journals of many publishers i.e. Taylor & Francis, Kluwer, Blackwell, and John Wiley.

### Infrastructure Facilities

The Library has a Tulsient CD-MIRROR server, which can host more than 1500CDs and another Pentium server to host the IIMI Digital Library. All the databases have been web-enabled and made available on the Institute's LAN through the Digital Library. Every functional unit in the library has been equipped with a network computer to enable smooth information flow. Also there are three computers kept inside the library to facilitate information accessing by users. The Library also has DVD, VCR, Scanner, Video Camera and HP LaserJet Printer.

The Library is using Virtua - an integrated library management system for automating various functions in the Library like book procurement, serial control, and circulation. Virtua provides web enabled Online Public Access Catalogue (OPAC) and is available through institute's LAN. Library is using RFID technology for book security purpose.

#### Materials Downloaded

Name of Database	Total
ABI/INFORM	4581
EBSCO	10545
IEL	540
ACM	1984
Emerald	5400

#### Usage Statistics of 2008-09

#### Circulation Records 1 Apr 2008 – 31 March 2009

Books	7311
Video	6
WP	5
Reference	10
CD	124
Total Circulation	7456



## 12. On Going Research Projects

### Projects completed

S. N.	Name of the Faculty	Title of the Projects
1	G.R. Chandrashekhar	Evolution of Competitive Advantage: A study of Indian Information Technology & Indian Pharmaceutical Industries
2	Keyur Thaker	Study of Select Management Control Practices of Indian Companies

### Ongoing Projects

S. N.	Name	Title of the Projects
1	Prabin Panigrahi	Can Business Analytics Help Bharati?
2	Prashant Salwan	Study of LG value chain of LCD
3	Sabita Mahapatra	Right Brain Marketing Strategy through Emotional Connection
4	U. K. Bhattacharya	Models and Applications of Logistics Management
5	V. K. Gupta	Building Balanced Scoreboard for Higher Educational Institutes in India
6	V. K. Sapovadia	Good Cooperative Governance as a Tool to withstand Urban Coop Bank Crisis- A Case Study of Rajkot Nagarik Coop Bank India
7	V. K. Sapovadia	Cooperative Social Responsibility Audit: Strategy or Compulsion? The Emerging Trend of Indian Cooperatives
8	V. K. Sapovadia	A Case Study on GCMMF Limited



## 13. Foundation Day Lecture

The Ninth Foundation Day Lecture of the Institute was held on October 3, 2008.

Swami Atmapriyananda Ji, Vice – Chancellor of Ramakrishna Mission Vivekananda University, Kolkata, was the Chief Guest.





## 14. Publication and Conferences

### Indore Management Journal (Quarterly Journal)

Previously published under the title 'International Journal of Management Practices and Contemporary Thought (IMPACT)' it has now been renamed as the 'Indore Management Journal'. It is an international peer reviewed quarterly journal. The aim of the journal is to provide a diverse perspective of management functionalities to its readers.

The journal invites well-written papers on a plethora of issues, from contemporary management subjects that encompass varied aspects of management policies, to articles dealing with regulations, culture and sustainable development as well as other related topics. The Journal has acquired an International Standard Serial Number (ISSN) from National Institute of Science Communication and Information Resources.

### Book(s) Published

Cateora, P.R., Graham, J. L. & Salwan, P. (2008). International Marketing. Tata McGraw-Hill.

### Book Chapter (s)

Datta Chaudhuri, D. (2008). Multilateral Framework on Investment under WTO: A Developing Country Perspective. In P. Dasgupta (Ed.), WTO at the Crossroads. Concept Publishing Company: Delhi.

### Book (s) Adapted

Coughlan, A., Anderson, E., Sten L., El-Ansary, A. and Natarajan, R. C. (2009). Marketing Channels. (Indian Adaptation) Pearson-Prentice Hall.

### Research Papers Published in Journals

1. Dave, H. and Thaker, K. Greed and Fear Rules the Market! A Case of MBS and US Sub-prime Crisis: Indian Journal of Capital Market. January - March, 2008.
2. Natarajan, R. C. Halo Effect in Trust: ICFAI Journal of Management Research. 8(1), January, 2009.
3. Salwan, P. and Sharma D. A. Managing Complexity in Globalization of Markets General Motors' Way: The ICFAI Effective Executive, 11(8), August, 2008.
4. Salwan, P. Indian Print Media Industry- Creating a Blue Ocean: The ICFAI Effective Executive, 11(12), December, 2008.
5. Sunder, D. L. Entrepreneurship for Growth and Development: knowledgeHub, 4(1), 2008.
6. Sunder, D. L. Vision and Mission Statements: Powerful Tools or Pure Baloney: PES Business Review. 4(1), January, 2009.
7. Parashar, S.P and Venkataramanaiah, S. (2008), Operationalisation of an Auto Cluster Project: Indian Experience, International Journal of Indian Culture and Business Management, 1 (4).

### Papers presented in National/International Conferences

1. Bhattacharya, U. K. chaired three sessions at International Conference on 'Globalization and Emerging Economies', organized by IIM Indore, 11 - 13 August, 2008.
2. Chatterjee, A. chaired a technical session on 'Relevance of Effective Intellect Management in Research and Technology Development Domain', National Level Workshop on 'Effective Intellect Management: An Emerging Practice to Sustain Growth in Knowledge Based Competitive Business Environment', organized by Birla Institute of Technology Mesra at Jaipur, 16 - 17 April, 2008.
3. Chatterjee, A. chaired a technical session on 'Role of New Corporate Functioning Trends in Effective Intellect Management' at a National Level Workshop on 'Effective Intellect Management: An Emerging Practice to Sustain Growth in Knowledge Based Competitive Business Environment', organized by Birla Institute of Technology Mesra at Jaipur, 16 - 17 April, 2008.

4. Chatterjee, A. chaired a session on 'Business Ethics' at International Conference on 'Globalization and Emerging Economies', organized by IIM Indore, 11 - 13 August, 2008.
5. Pant, S. and Chatterjee, A. 'e-HR Systems Implementation: A Conceptual Framework', paper presented at 14th Americas Conference on 'Information Systems – AMCIS-67-004-2008.R1', Toronto, USA, 14 - 17 August, 2008.
6. Dey, S. chaired a session on IT Systems and Architecture at National Conference on Business Technology organized by Truba College of Management, Indore, 13 - 14 March, 2009.
7. Nidugala, G. N. chaired a session at International Conference on 'Globalization and Emerging Economies', organized by IIM Indore, 11 - 13 August, 2008.
8. Hariprasad, B. 'Does Home Bias exist in the Foreign Portfolio Equity Ownership? An Analysis in the Indian Context', paper presented at International Conference on 'Globalization and Emerging Economies', organized by IIM Indore, 11 - 13 August, 2008.
9. Kumar, A. chaired a technical session at International Conference on 'Globalization and Emerging Economies', organized by IIM Indore, 11 - 13 August, 2008.
10. Kumra, R. 'India and International Relationship Programs Comparison: An Exploratory Study of Retail Industry', paper presented at International Conference on 'Globalization and Emerging Economies', organized by IIM Indore, 11 - 13 August, 2008.
11. Salwan, P. Samsung – Asia Strategy, International Conference on Globalization and Emerging Economics, IIMI, Indore, 11 - 13 August, 2008.
12. Salwan, P. Indian Public Sector Growth in the Era of Globalization, International Conference on Globalization and Emerging Economics, IIMI, Indore, 11 - 13 August, 2008.
13. Salwan, P. Managing Growth in Asia Pacific: A Citibank Growth Model, International Conference on Globalization and Emerging Economics, IIMI, Indore, 11 - 13 August, 2008.
14. Salwan, P. Branding Strategies in International Marketing, International Conference on Globalization and Emerging Economics, IIMI, Indore, 11 - 13 August, 2008.
15. Salwan, P. chaired two sessions in the International Conference on Globalization and Emerging Economics, IIM Indore, 11 - 13 August, 2008.
16. Salwan, P. chaired a session on 'Emerging Economies: The Dynamic Influence of the Institutional Environment on Firm Strategies' in the Strategic Management Society special International Conference, Indian School of Business, ISB Hyderabad. 12 - 14 December, 2008.
17. Sapovadia, V. K. Good Cooperative Governance as a Tool to withstand Urban Coop Bank Crisis: A Case Study of Rajkot Nagarik Coop Bank, India, ICA-AP Research Conference, Hanoi, Vietnam, 2 December, 2008.
18. Sinha, MK & Satpathy, K.C. "Resource Sharing & Library Networks in India" in Indian Journal of Information, Library & Society, 21 (31-2), Jan - June 2008: 75-85.
19. Sunder, D. L. 'Innovation and Entrepreneurship for Inclusive Growth', paper presented at the National Seminar on 'Globalization and Inclusive Growth', organized by Birla Institute of Management Technology, Delhi, 2 - 4 May, 2008.
20. Thaker, K. 'Approaches to Implementing Spirituality in Business', paper presented at International Research Workshop on Spiritual and Ethical Foundations of Organizational Development organized by Faculty of Management Studies, University of Delhi, School of Global Leadership and Entrepreneurship, Regent University USA, Department of Management Studies, SOM, Pondicherry University, Infinity Foundation USA, Pondicherry, 5 - 7 February, 2009.
21. Thaker, K. chaired a parallel session on Spirituality and Leadership at International Research Workshop on Spiritual and Ethical Foundations of Organizational Development organized by Faculty of Management Studies, University of Delhi, School of Global Leadership and Entrepreneurship, Regent University USA, Department of Management Studies, SOM, Pondicherry University, Infinity Foundation USA, Pondicherry, 5 - 7 February, 2009.



22. Thaker, K. chaired a session on 'Supply Chain Management' in International Conference on Management Cases 2008 at Institute of Management Technology Ghaziabad, 1 - 2 December, 2008.
23. Jindal, H., Bhavya, K. & Thaker, K. Public Private Partnership in Indore City Transport, presented a case study in International Conference on Management Cases 2008 at Institute of Management Technology Ghaziabad, 1 - 2 December, 2008.
24. Venkataramanaiah, S. & Karthikeyan, S. 'Logistics Cost Management: A Case of Indian Steel Company', paper presented at International Conference on 'Logistics and SCM', organized by PSG Tech, Coimbatore, 7 - 9 August, 2008.
25. Venkataramanaiah, S. & Patki, R. N. 'Managerial Decision Making Framework and Multi-Criteria Decision Making Model for Sourcing in Global Environment', paper presented at International Conference on 'Globalization and Emerging Economies', organized by IIM Indore, 11-13 August, 2008.
26. Venkataramanaiah, S. chaired a session at 'SCM Performance Evaluation', International Conference on 'Logistics and SCM', organized by PSG Tech, Coimbatore, 7 - 9 August, 2008.
27. Venkataramanaiah, S. chaired a technical session at International Conference on 'Globalization and Emerging Economies', organized by IIM Indore, 11 - 13 August, 2008.
28. Venkataramanaiah, S. chaired a technical session on 'Quality and Productivity Management' in Annual International Conference of SOM, IIT Kanpur, 19 - 21 December, 2008.
29. Venkataramanaiah, S. and Gopinath, S. Flowshop Scheduling with Machine and Tool Failures, Annual International Conference of Society of Operations Management, Kanpur, 19 - 21 December, 2008.
30. Venkataramanaiah, S and Saji, G. (2008), Flowshop Scheduling with Machine and Tool Failures, 12th Annual International conference of Society of Operations Management, IIT Kanpur, Kanpur, India. 19-21 December 2008.
31. Venkat, S and Karthikeyan, S. (2008), Logistics Cost Management: A Case of Indian Steel Company, International conference on Logistics and SCM 2008, PSG Tech, Coimbatore, 7-9 August 2008. India.
32. Venkat, S and Ravindra, N. P. (2008), Managerial Decision Making Framework and Multi-Criteria Decision Making Model for Sourcing In Global Environment", International conference on Globalisation and Emerging Economies, IIM Indore, 11-13 August 2008.

#### Conferences/Seminars/Workshops Attended by Staff

1. Gopal Singh Jadon, INDEST-AICTE Workshop held on 4-6 December 2008 organized by IIM Indore.
2. Gopal Singh Jadon, 25th National Seminar of SIS on "Role of Librarian in 21st Century" being organized by IIM Indore during 5-6 December 2008 at IIM Indore.
3. Jadon, N. S. and Gopal Singh Jadon, "Web 2.0 Technologies: Library 2.0 and its implication for libraries" in Pearl: A Journal of Library and Information Science, Vol. 3 (1), Jan-March 2009.
4. Kishor Chandra Satpathy, INDEST-AICTE Workshop held on 4-6 December 2008 organized by IIM Indore.
5. Kishor Chandra Satpathy, 25th National Seminar of SIS on "Role of Librarian in 21st Century" being organized by IIM Indore during 5-6 December 2008 at IIM Indore.
6. Kishor Chandra Satpathy, presented a paper on "Indore Library Network" in 25th National Seminar of SIS organized by IIM Indore during 5-6 December 2008 at IIM Indore.
7. Vilas Nimbhorkar, INDEST-AICTE Workshop held on 4-6 December 2008 organized by IIM Indore.
8. Vilas Nimbhorkar, 25th National Seminar of SIS on "Role of Librarian in 21st Century" being organized by IIM Indore during 5-6 December 2008 at IIM Indore.
9. Vilas Nimbhorkar, INDEST-AICTE Workshop and SIXTH ANNUAL MEET held on 7-9 January 2009 organized by IIT Mumbai.

### Working Papers

1. Datta Chaudhuri, D. 'Productivity Growth in Indian Manufacturing Sector in an Era of Economic Liberalization: A Review', Working Paper Series No. WP/03/August'08/ECO, IIM Indore.
2. Natarajan, R. C. 'Halo Effect in Trust', Working Paper Series No. WP/01/08/MKT, IIM Indore.
3. Natarajan, R. C. 'Relationship Between Trust and Monitoring: An Experimental Study of Principal – Agent Relationship', Working Paper Series No. WP/02/July'08/MKT, IIM Indore.
4. Nidugala, G. N. 'To Peg or to Float? Lessons from Recent Currency Crises', Working Paper Series No. WP/02/June'08/ECO, IIM Indore.

### Article(s) Published in Magazines/Newspapers

Datta Chaudhuri, D. (2008). Mergers should not be Dictated by the Government. Career Economy.

### Guest Talks/Invited Lectures/Keynote Addresses Delivered

1. Chatterjee, A. invited as a Key Note Speaker to talk on 'Role of Ethics and Communication Skills for Effective Intellect Management' at a National Level Workshop on 'Effective Intellect Management: An Emerging Practice to Sustain Growth in Knowledge Based Competitive Business Environment', organized by Birla Institute of Technology Mesra at Jaipur, 16-17 April, 2008.
2. Gupta, V. K. received an award titled 'The Best Teacher in Financial Management' given by 16th Business School Affair and Dewang Mehta Business School Awards at the 17th Asia Brand Summit, 2008 in Mumbai on 26 September, 2008.
3. Kumar, A. invited to teach on 'Competency Development for New Management Faculty' in AICTE and MHRD sponsored summer school at VGSOM, IIT Kharagpur, 7-20 July, 2008.
4. Natarajan, R. C. received an award titled 'The Best Teacher in Marketing Management' given by 16th Business School Affair and Dewang Mehta Business School Awards at the 17th Asia Brand Summit, 2008 in Mumbai on 26 September, 2008.
5. Panigrahi, P. K. and Dey, S. certified as 'Solution Consultants' for mySAP ERP – Integrated Business Processes in mySAP ERP for Small and Midsize Enterprises.
6. Salwan, P. and Manikutty, S. conceptualized and implemented Senior Faculty Consultative Workshop as co-chairman in the Strategic Management Society special International Conference, Indian School of Business, Hyderabad, 12-14 December, 2008.
7. Salwan, P. invited as a Keynote Speaker in a seminar on 'Winning Customers and Markets The Strategic Moves' at Sushila Devi Bansal College of Technology, Indore, 5 December, 2008.
8. Thaker, K. invited as a speaker for plenary session on Spirituality as the Source of Business Competitiveness at 2nd International Conference on Integrating Spirituality and Organizational Leadership organized by Faculty of Management Studies, University of Delhi, School of Global Leadership and Entrepreneurship, Regent University USA, Department of Management Studies, SOM, Pondicherry University, Infinity Foundation USA, Pondicherry, 9 - 12 February, 2009.
9. Venkataramanaiah, S. 'Trends and Advances in Supply Chain Management', delivered an invited talk at School of Management, Pondicherry Central University, Pondicherry, 7 August, 2008.

### Conferences/Seminars/Workshops organized at the Institute

1. Salwan, P. co-chaired and organized an International Conference on Globalization and Emerging Economics at IIM Indore, 11-13 August, 2008.
2. National Youth Conference was organized at IIM Indore during 12-14 January, 2009.
3. A Conference on Corporate Governance was organized on March 8, 2009.
4. IIM Indore Library organized "3rd Management Book Fair 2008" at IIM Indore during Dec. 4-6, 2008.





## 15. Visitors to the Institute

The following guest speakers addressed the participants during the year 2008-2009:

1. Susnato Sen, Practice Head-Infrastructure, Tata Strategic Management Group on Infrastructure Consulting
2. Harsh Vardhan Director, Boston Consultancy Group
3. Nirmal Jain, Founder, Chairman & Managing Director, India Infoline Limited
4. Rajesh Srivatava, Consultant, Mumbai conducted a Brand Workshop
5. Pradeep Khandwala, Former Director, IIM, Ahmedabad
6. Daniel Drache, Associate Director, Robarts Centre for Canadian Studies and Professor of Political Science, Toronto on 'Obama's Stunning Victory: Winning and Losing in an Internet Age'
7. Ashok Korwar, Consultant, Pune conducted an IT Workshop.
8. Natesan Ramesh - Culture - and its impact on International Business
9. Hynek Kmonicek, Czech Ambassador
10. Prasad Nair, Dy. Vice President – Business Excellence
11. Swamiji from Paramhans Swami Niranjananand Saraswati
12. Narayan Ramchandran, Managing Director, Morgan Stanley India
13. Gopi Devanhalli, Vice President – IBPO, Infosys Technologies Ltd
14. Harsh Mariwala, Chairman & Managing Director, Marico Ltd
15. K.Srinivas Rao, Head – Strategic Initiatives, Satyam Computers Ltd, Hyderabad
16. Girish Wardadkar, President & Executive Director, KPIT Cummins Infosystems Ltd, Pune
17. Stephen Ramideos, Regional Manager, Hindustan Unilever Ltd
18. Manish Porwal, CEO, Percept Talent Management, Mumbai
19. Geoff Perry, Associate Dean, Director - MBus, MPBS, BBus (Hons), PGDip, PGCert.
20. Sriram, CEO, Broad Vision, Director - Center for Executive Education, Faculty of Business, Auckland University of Technology.
21. Nilesh Khare, Faculty, Fisher School of Business, Ohio State University (USA)



## 16. Grant-in-Aid

During the financial year 2008-2009, the Institute received the following grant-in-aid (Rs. In Lakhs) from Ministry of Human Resource Development, Government of India:-

Plan	454.00
OSC Grant	153.00
Non Plan (Under Block Grant Scheme)	482.00
Addl. Non-Plan Grant for 6th Pay	127.33
Matching Grant	400.00
Total	1616.33

### Corpus Fund

A Corpus fund has been created in the Institute, under the Block Grant Scheme of the Ministry of Human Resource Development, Government of India.

During the financial year 2008-2009, the Institute has transferred the internal net revenue of Rs. 1778.43 Lakh and Matching Grant Rs.400.00 Lakh received from the Ministry of Human Resource Development, Government of India to the Corpus Fund. The closing balance as on 31-3-2009 is Rs. 6783.25 Lakh.



Central Lawn



## 17. Ongoing Campus Development Projects

The year 2008-09 witnessed the achievement of a few projects. The major works completed are summarized below –

### Construction of Rain Water Harvesting Pond (Phase II):

The second phase of rainwater harvesting pond project of bigger size was kicked off in May 2007 at a cost of Rs. 22.55 lakhs only to save more water from going underneath the ground to cater to the increasing demand of campuses. The project was completed on 10 April 2008.

### Completion of two PGP Hostels (G, H block) and FPM block:

The project was kicked off on 15 April 2007, but due to delays encountered, the completion was achieved on 30 March 2009.

The completion of this project has increased the PGP students' accommodation capacity from 360 to 429 and created the first dedicated accommodation block for 18 FPM participants. 'H' block hostel also has 4 additional bigger sized rooms to cater to the FPM participants' requirement. The estimated cost of this project was Rs. 8.25 crores only. The payment of 13 running account bills has been made totaling to Rs. 6.86 crores only. The final bill is being prepared.



View of accommodation for FPM Participants

### Construction of four New Class Rooms, Staff Accommodation and New Offices:

With the aim of creating four new classrooms of 120 students' capacity each, the construction work for this project commenced on 01 Apr 2007. In the series of this work 06 in number staff quarters type – IV & 06 of type – III, and accounts office were also constructed. The completion of this project was achieved on 01 Jul 2008. The construction of staff quarters in type IV and type –III category provided a new platform, offering the advantages of accommodating key staff members on campus.



New Classroom



Staff Quarters in Type IV and Type III

The estimated cost of this project is Rs. 6.41 crores only. Twelve running account bills have been cleared for a total amount of Rs. 5.55 crores only. The final bill is being prepared.

#### HVAC Air Conditioner Plant Installation:

To improve the quality of life at work has been an area of main focus. The work of installing AC in MDC and Board Room commenced on 24 April 2008. Installation and commissioning of three Voltas make 8.75 ton ductable air conditioners with dual scroll compressor in MDP classroom was completed on 31 January 2009. Installation and commissioning of 7.5 ton air conditioners with scroll semithermatic compressor for Board Room was also completed on 31 January 2009.

#### Development of Children Park:

Our aim is to make the environment resourceful for everyone, including children, who are one of the most important threads in the fabric of the IIM family. The Institute was totally devoid of any playground for children. To bridge this gap, a small children's park was developed in close proximity to the faculty and type-IV staff quarters. This project was completed at a total estimated cost of Rs.81,474.00 only. The work for this commenced on 06 May 2007 and was completed on 29 July 2008.



A Glimpse of the Children's Park

#### Synthetic Turfing of Sports Courts in Hostels:

Sharp minds reside in healthy bodies; Gurus at IIMs value this to the core! While the students go through the rigors of hectic academic schedules, all efforts are made to provide them with an infrastructure, which would motivate them to pursue sports activities also. Efforts to upgrade the quality of the existing sports courts are being made and keeping this in mind, synthetic turfing was provided to the concrete surfaces of A, D & E Block badminton and basketball courts in the hostels.

The work started in January 2009 and was completed on 18 February 2009 at a cost of Rs. 6.75 lakhs only.



Synthetic Turfed Basketball Court in Hostel



Synthetic Turfed Badminton Court in Hostel

#### Upgradation of Hostel Infrastructure:

- Added two hostel blocks G (69 rooms) and H (63 rooms)
- Procured gym equipments and upgraded the facilities
- Synthetic turfing done on existing A, D & E Blocks - basket ball and badminton courts
- Created temporary volleyball-cum-foot ball court in front of hostel mess.

#### Finalization of Contractor for Group – I Project:

The tendering process for group –I project was completed and the contractor was finalized. The work has been awarded to M/s Rajdeep Buildcon Pvt Ltd, Pune and the work order for this was issued on 30 Mar 2009. The gross value of the project is Rs.33.66 crores only. The construction of the following is planned in this project –

- ◆ Management Development Centre
- ◆ Hostel Unit III & IV, and Dining Hall
- ◆ PGP Family Accommodation Block
- ◆ EPGP Hostel & Ancillary Works at IIM Indore



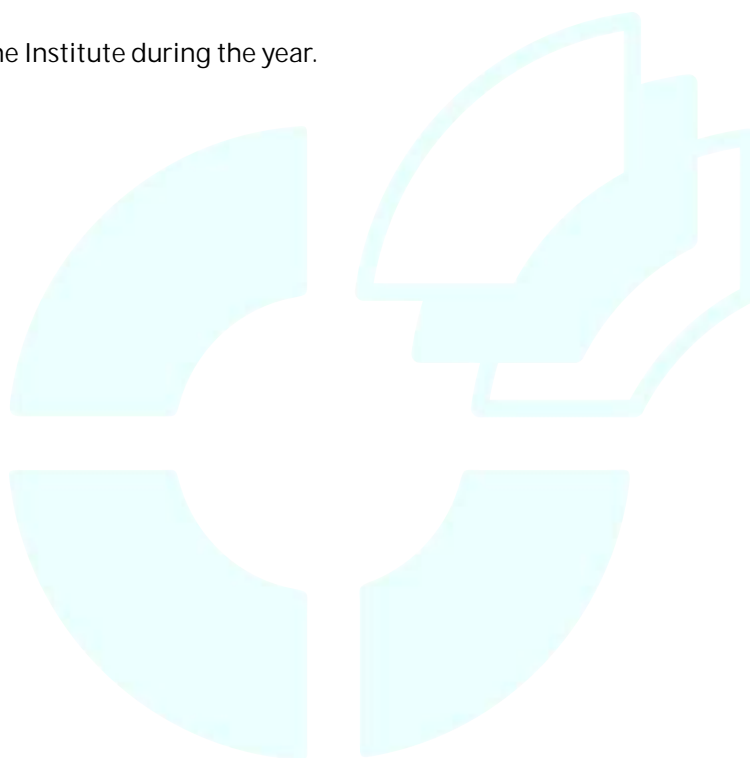
## 18. Personnel

During the year the following persons joined the Institute.

1. Amrata Pancholi
2. Ashok Kumar
3. N. Ravichandran (Director)
4. R. C. Natarajan
5. Sumit Kumar Ghosh
6. V.K. Sapovadia

The following persons left the Institute during the year.

1. Nalini Prava Tripathi
2. Nitin Singh
3. S. P. Parashar
4. Tapan Kumar Panda





## 19. Faculty

### Director

Dr. N. Ravichandran, Ph. D. (IIT Madras)

1 A. Kanagaraj Ph.D. (Pondicherry Univ.)	12 Kamal Kishore Jain Ph.D. (Agra Univ.)	23 Pradyumna Dash Ph.D. (IIT Bombay)
2 Abha Chatterjee Ph. D. (JNU)	13 Keyur B Thaker Ph.D. (North Gujarat Univ.)	24 R. C. Natarajan Ph.D. (Manipal Univ.)
3 Amrata Pancholi Ph.D. (University of Udaipur)	14 Lalitha Sreenath Ph. D. (Kerala Univ.)	25 Rajeev Kumra Ph.D. (GGSI Univ.)
4 Ashraf Rizvi Ph. D. (Patna Univ.)	15 L.V. Ramana Ph. D. (IFMR, Chennai)	26 Sabita Mahapatra Ph.D. (Utkal Univ.)
5 Ashish Sadh Ph.D. (DAVV, Indore)	16 M.R. Sreenath Ph. D. (SK Univ.)	27 S. Venkataramanaiah Ph.D. (Anna Univ.)
6 Ashok Kumar Ph.D. (Lucknow Univ.)	17 Nitin Agrawal (On leave) Ph. D. (NCSU, USA)	28 Shubamoy Dey Ph. D. (Univ. of Leeds, UK)
7 D.L. Sunder Ph.D. (IIT Madras)	18 Neeraj Dwivedi FPM (IIM Lucknow)	29 Sumit Kumar Ghosh Ph.D. (Pune Univ.)
8 Dipayan Datta Chaudhuri Ph.D. (Calcutta Univ.)	19 P.P. Yadav (On leave) Ph.D. (IARI, New Delhi)	30 U.K. Bhattacharya Ph. D. (IIT Kharagpur)
9 G.R. Chandrashekar FPM (IIM Lucknow)	20 Pawan Kumar Singh Ph.D. (Vikram Univ.)	31 V.K. Gupta Ph.D. (Agra University)
10 Ganesh Kumar N. FPM (IIM Ahmedabad)	21 Prabin K. Panigrahi Ph.D. (IIT Kharagpur)	32 Vrajlal Sapovadia Ph.D. (Saurashtra University)
11 Hariprasad B. Ph. D. (IIT Madras)	22 Prashant Salwan Ph.D. (Pune Univ.)	33 Yogesh Maheshwari Ph.D. (Rajasthan Vidyapeeth Univ.)



## Officers

Ajaya Kumar Dash  
M.A. (Osmania), M.B.A. (IGNOU)  
Officer



Ghanshyam Prasad Shriwas  
M.Com. (Barkatullah)  
Officer (F&A)



Jigar Kantharia  
B.Com. (Gujarat), LLB (Gujarat)  
Officer (MDP)



K.N. Maniyan  
M.A. (Rani Durgavati)  
Accounts Officer



K.R. Narendrababu  
M.Phil. (Jawaharlal Nehru)  
Chief Administrative Officer



K.R. Unni  
B.Com. (Kerala)  
Personnel Officer



Kishor Chandra Satpathy  
M.Lib. (Punjab)  
Librarian



Salim Shaikh  
M.A. (Panjab), M.A. (Pune)  
Stores & Purchase Officer



Vasundhara Laad  
B.Com. (Maharaja Sayajirao) C.A. (ICAI)  
Finance & Accounts Officer





## 20. Board of Governors

### CHAIRMAN

Shri L.N. Jhunjhunwala  
Chairman – Emeritus

LNJ Bhilwara Group, Bhilwara Towers, A-12, Sector – 1, Noida – 201 301

### MEMBERS

1. Shri Sunil Alagh  
SKA Advisors  
410, Lotus House, 4th Floor  
33A, New Marine Lines  
Mumbai – 400 020
2. Shri Kishore Biyani  
Group CEO  
Future Group  
Cross Road, 5th Floor, Near Haji Ali, Tardeo  
Mumbai – 400 034
3. Dr. Ramesh Baheti  
Executive Chairman  
STI India Limited  
Badgara House, 13/1 New Palasia  
Indore - 452 001
4. Professor P. Balaram  
Director  
Indian Institute of Science  
Bangalore – 560 012
5. Shri Jagdish Capoor  
Chairman  
HDFC Bank Ltd.  
Ramon House, 4th Floor,  
169, Backbay Reclamation  
Mumbai – 400 020
6. Professor S.K. Chakraborty  
A-5, Pride Plaza, Vedant Nagar  
Aurangabad, Maharashtra
7. Professor Ganesh Kumar N.  
Indian Institute of Management Indore  
Prabandh Shikhar, Rau-Pithampur Road  
Indore – 453 331
8. Shri Sunil Kumar  
Joint Secretary  
Government of India  
Ministry of HRD  
Department of Higher Education,  
Shastri Bhavan, New Delhi 110 001
9. Shri Sevaram  
Principal Secretary  
Government of Madhya Pradesh  
Technical Education and Training Department, Room  
No. 325, Mantralaya, Vallabh Bhavan  
Bhopal – 462 004
10. Professor M.R. Sreenath  
Indian Institute of Management Indore  
Prabandh Shikhar, Rau-Pithampur Road  
Indore – 453 331
11. Dr. N. Ravichandran  
Director  
Indian Institute of Management Indore  
Prabandh Shikhar, Rau-Pithampur Road  
Indore – 453 331





## 21. Society Members

### CHAIRMAN

Shri L.N. Jhunjhunwala  
Chairman – Emeritus  
LNJ Bhilwara Group, Bhilwara Towers, A-12, Sector – 1, Noida – 201 301

### MEMBERS

- |   |   |
|---|---|
| 1. Shri Sunil Kumar<br>Joint Secretary<br>Government of India<br>Department of Higher Education<br>Ministry of HRD<br>Shastri Bhavan, New Delhi 110 001 | 6. Dr. Ramesh Baheti<br>Executive Chairman<br>STI India Limited<br>Badgara House, 13/1 New Palasia<br>Indore - 452 001                  |
| 2. Shri B.P. Singh<br>Commissioner<br>Indore Division<br>Moti Bungalow, Near Gandhi Hall<br>M.G. Road, Indore – 452 001                                 | 7. Dr. N. Ravichandran<br>Director<br>Indian Institute of Management Indore<br>Prabandh Shikhar, Rau-Pithampur Road<br>Indore – 453 331 |
| 3. Dr. Rajkamal<br>Vice-Chancellor<br>Devi Ahilya Vishwa Vidyalaya<br>RNT Marg, Indore  | 8. Shri Sunil Alagh<br>SKA Advisors<br>410, Lotus House, 4th Floor, 33A, New<br>Marine Lines<br>Mumbai – 400 020                        |
| 4. Professor M.R. Sreenath<br>Indian Institute of Management, Indore<br>Prabandh Shikhar, Rau-Pithampur Road<br>Indore – 453 331                        | 9. Mr. Ramasubramanian<br>CEO, Eicher Motors<br>102, Industrial Area No.1, Pithampur –<br>454 775<br>Dist. Dhar (M.P), India            |
| 5. Professor Ganesh Kumar<br>Indian Institute of Management Indore<br>Prabandh Shikhar, Rau-Pithampur Road<br>Indore – 453 331                          |   |

## 22. Audit Report

Separate Audit Report of the Comptroller & Auditor General of India on the Accounts of the Indian Institute of Management, Indore for the year ended 31 March 2009

1. We have audited the attached Balance Sheet of Indian Institute of Management, Indore (IIM, Indore) as at 31 March 2009 and the Income & Expenditure Account/Receipts & Payment Account for the year ended on that date under Section 20 (1) of the Comptroller & Auditor General's (Duties, Powers & Conditions of Service) Act, 1971. The Audit has been entrusted for the period up to 2010-11. These financial statements are the responsibility of the Institute. Our responsibility is to express an opinion on these financial statements based on our audit.
2. This Separate Audit Report contains the comments of the Comptroller & Auditor General of India (CAG) on the accounting treatment only with regard to classification, conformity with the best accounting practices, accounting standards and disclosure norms, etc. Audit observations on financial transactions with regard to compliance with the Law, Rules & Regulations (Propriety and Regularity) and efficiency-cum-performance aspects etc. if any, are reported through Inspection Reports/CAG's Audit Reports separately.
3. We have conducted our audit in accordance with auditing standards generally accepted in India. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatements. An audit includes examining on a test basis, evidences, supporting the amounts and disclosure in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluation of the overall presentation of financial statements. We believe that our audit provides a reasonable basis for our opinion.
4. Based on our audit, we report that:
  - (i) We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purpose of our audit,
  - (ii) The Balance Sheet and Income & Expenditure Account/Receipt & Payment Account dealt with by this report have been drawn up in the format approved by the Ministry of Finance, Government of India.
  - (iii) In our opinion proper books of account and other relevant records have been maintained by the IIM Indore in so far as it appears from our examination of such books.
  - (iv) We further report that:-
    - A. General
      1. Non disclosure of classification of Investment  
As per Accounting standard (AS-13), the financial statement should disclose information regarding the accounting policies for determination of classification of investments between "Current Investments" and "Long-term Investments".  
This fact has not been disclosed in the financial statements.
    - B. Grants in aid  
During the year Institute had received grant in aid of Rs.16.16 crore (Plan: Rs.6.07 crore & Non plan: Rs.10.09 crore) and had an unspent balance of Rs.8.44 crore (Plan) of the year 2007-08. Out of the total available fund of Rs.24.60 crore, the Institute had utilized Rs.21.44 crore leaving balance of Rs.3.16 crore (Plan: Rs.2.63 crore & Non Plan: Rs.0.53 crore).
    - C. Management Letter  
Deficiencies which have not been included in the Audit Report have been brought to the notice of the Director, IIM, Indore through a management letter is issued separately for remedial/corrective action.



- (v) Subject to our observations in the preceding paragraphs, we report that the Balance Sheet and Income & Expenditure Account/Receipt & Payment Account dealt with by this report are in agreement with the books of accounts.
- (vi) In our opinion and to the best of our information and according to the explanations given to us, the said financial statements read together with the Accounting policies and Notes on Accounts and subject to the significant matters stated above and other matters stated in annexure given a true and fair view in conformity with accounting principles generally accepted in India.
- In so far as it relates to the Balance Sheet, of the state of affairs of the Indian Institute of Management, Indore as at 31 March 2009 and
  - In so far as it relates to Income & Expenditure Account of the surplus for the year ended on that date.

Place: Gwalior  
Dated: 30.10.2009

Please refer to Annexure also.

For and on behalf of the C&AG of India  
Sd/-  
Principal Accountant General (C&CA)  
MP, Gwalior



(Referred to in para 4(vi) of SAR)

1. Adequacy of Internal Audit system:-

For their internal audit, IIM Indore has engaged a Chartered Accountant firm. The firm conducts audit of transactions and submits its report on quarterly basis to the management. The management in turn takes remedial measures as required by the above report.

2. Adequacy of Internal control system:-

The Institute has prepared its Accounts and Audit manual. In addition, it has framed its own set of rules for its daily conduct of affairs. No deviation in observance of the rules as laid down was detected. As such, the Internal control system was found to be adequate during the year.

3. System of Physical Verification of Assets:-

Physical verification of the assets has been conducted on sample basis by the Internal Auditors.

4. Regularity in payment of Statutory Dues:-

All statutory dues have been paid during the except for the disputable claim from EPFC for damages u/s 14B amounting to Rs. 68.11 lakh.

Sd/-  
Sr. Audit Officer / SAR

OFFICE OF THE PRINCIPAL ACCOUNTANT GENERAL  
(CIVIL & COMMERCIAL AUDIT),  
MADHYA PRADESH, GWALIOR

No.OAD-II/SAR/IIM/2008-09/178

Dated: 30.10.2009

To

The Director  
Indian Institute of Management  
Prabandh Shikhar, Rau-Pithampur Road  
Indore (MP) 453331

Sub: Management letter – Deficiencies noticed in accounting records/ systems/internal controls etc.

Sir,

The annual accounts of Indian Institute of Management, Indore for the year 2008-09 were audited and the audit report issued thereon.

During the course of audit, the following deficiencies were noticed. These are being brought to your notice for corrective and remedial action.

1. Non Preparation of Schedules as per Common format of accounts
  - (a) Schedules No. 18 to 25 were not prepared with the annual accounts.
  - (b) Explanation of non-preparation of schedules no.18 to 25 were not recorded.
  - (c) Serial no. of schedules 3,7,8,9,11,13,14,17,16,18,20,21,24 and 25 was converted into schedule no. 2,3,4,6,7,8,9,10,11,12,13,14-15,16 and 17 respectively.

Yours faithfully,

Sd/-

Dy. Accountant General (Civil-I)



सिद्धिमुलं प्रवचनम्  
भा. प्र. सं. इन्दौर  
IIM INDORE

INDIAN INSTITUTE OF MANAGEMENT INDORE

# BALANCE SHEET



INDIAN INSTITUTE OF MANAGEMENT INDORE  
BALANCE SHEET AS AT 31ST MARCH 2009

(Amount Rs. in Lakh)

PARTICULARS	SCH No.	AS AT 31-03-2009	AS AT 31-03-2008
Capital Fund and Liabilities			
Corpus / Capital Fund	1	13,727.40	11,106.03
Earmarked / Endowment Fund	2	84.56	85.65
Current Liabilities And Provisions	3	1,249.50	905.24
TOTAL		15,061.46	12,096.92
Assets			
Fixed Assets	4	5,815.31	5,296.23
Investments - From Earmarked / Endowment Funds	5	84.52	79.95
Investments - Corpus Fund	6	5,695.87	3,176.14
Current Assets, Loans & Advances, etc.	7	3,465.76	3,544.60
TOTAL		15,061.46	12,096.92

Significant Accounting Policies 16

Contingent Liabilities & Notes on Accounts 17

Sd/-  
(CA. Vasundhara Laad)  
F&AO

Sd/-  
(K.R. Narendrababu)  
CAO

Sd/-  
(Dr. N. Ravichandran)  
Director

Place : INDORE  
Date : 09 Jun 2009



INDIAN INSTITUTE OF MANAGEMENT INDORE  
INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDING 31ST MARCH 2009

(Amount Rs. in Lakh)

PARTICULARS	SCH No.	AS AT 31-03-2009	AS AT 31-03-2008
Income			
Grants from MHRD, Govt. of India - Non - Plan	8	561.85	482.00
Fees Income	9	2,247.30	1,779.68
Interest Earned	10	225.45	165.36
Scholarship Fund Received	11	5.00	3.00
Other Income	12	310.31	146.24
<b>TOTAL (A)</b>		<b>3,349.91</b>	<b>2,576.28</b>
Expenditure			
Establishment Expenses	13	455.02	265.59
Other Administrative Expenses	14	1,111.46	850.19
Scholarship paid	15	5.00	3.00
Depreciation		679.08	634.47
<b>TOTAL (B)</b>		<b>2,250.56</b>	<b>1,753.25</b>
Excess of Income over Expenditure (A-B)		1,099.35	823.03
Less: Transfer to Corpus Fund		(1,778.43)	(1,457.50)
Add: Transfer to Capital Fund ( Depreciation )		679.08	634.47
Balance being Surplus / (Deficit) carried to Grant-in-Aid A/c.		-	-

Significant Accounting Policies 16

Contingent Liabilities & Notes on Accounts 17

Sd/-  
(CA. Vasundhara Laad)  
F&AO

Sd/-  
(K.R. Narendrababu)  
CAO

Sd/-  
(Dr. N. Ravichandran)  
Director

Place : INDORE  
Date : 09 Jun 2009





INDIAN INSTITUTE OF MANAGEMENT INDORE  
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31ST MARCH 2009

(Amount Rs. in Lakh)

SCH No.	PARTICULARS	Sub. SCH No.	AS AT 31-03-2009	AS AT 31-03-2008
1	Corpus / Capital Fund			
A	Corpus Fund			
(i)	Revenue Surplus			
	Balance as at the beginning of the year		3,477.35	2,019.85
	ADD: Transfer from Income & Expenditure Account		1,778.43	1,457.50
(ii)	Matching Grant		-	-
	Balance as at the beginning of the year		1,127.47	565.47
	ADD: Received in the current year		400.00	562.00
	Balance as at The Year End		6,783.25	4,604.82
B	Capital Fund for Fixed Assets			
	Balance as at the beginning of the year		5,657.55	4,896.51
	ADD : Trfrd. for assets purchased from CAT-08 fund		0.76	-
	ADD: Interest on Corpus Fund		466.78	259.84
	ADD : Capital Expenditure incurred during the year		1,182.92	1,135.67
	LESS : Depreciation written off during the year		(679.08)	(634.47)
	Balance as at The Year End		6,628.93	5,657.55
C	Grant-In-Aid -PLAN			
	Balance as at the beginning of the year		843.66	779.32
	ADD: Contribution towards Capital Fund (Gol Grant)		454.00	1,200.00
	LESS: Transferred to Capital Fund for Fixed Assets		(1,035.42)	(1,135.66)
	Balance as at The Year End		262.24	843.66
D	Grant-In-Aid-PLAN (OSC)			
	Balance as at the beginning of the year		-	-
	ADD: Contribution towards Capital Fund (Gol Grant)		153.00	-
	LESS: Transferred for Recurring Exp. (Schedule-1)		(5.50)	-
	LESS: Transferred to Capital Fund for Fixed Assets		(147.50)	-
	Balance as at The Year End		-	-
E	Grant-In-Aid -Non-PLAN (6th Pay)			
	Balance as at the beginning of the year		-	-
	Grant received from MHRD		127.33	-
	Less: Allocated for Expenditure to Schedule-8		(74.35)	-
	Balance as at The Year End		52.98	-
	TOTAL Balance as at The Year End (A+B+C+D+E)		13,727.40	11,106.03

Sd/-  
(CA. Vasundhara Laad)  
F&AO

Sd/-  
(K.R. Narendrababu)  
CAO

Sd/-  
(Dr. N. Ravichandran)  
Director

Place : INDORE  
Date : 09 Jun 2009

**INDIAN INSTITUTE OF MANAGEMENT INDORE**  
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31ST MARCH 2009

## Schedule - 2

(Amount Rs. in Lakh)

Sl. No.	EARMARKED / ENDOWMENT FUNDS	STATE BANK OF INDORE CHAIR PROFESSOR	IMPETUS CHAIR PROFESSOR	SCHOLARSHIP FUNDS		GOLD MEDAL EICHER MOTORS LTD.	RESEARCH FUND (BBBEP)	TOTALS	
				SCHOLARSHIP State Bank of Indore	SCHOLARSHIP Eicher Motors Ltd.			Current Year 2008-2009	Previous Year 2007-2008
A	Opening Balance of the Funds	30.36	27.25	16.28	5.00	1.00	5.76	85.65	82.07
B	Additions to the Funds								
i	Donations / Grants / Other receipts	-	-	-	-	-	-	-	3.50
ii	Income from investment/Saving Bank	1.60	2.96	1.61	0.50	0.10	-	6.77	6.37
iii	From Income & Expenditure A/c	-	-	-	-	-	-	-	-
	<b>TOTAL</b>	<b>31.96</b>	<b>30.21</b>	<b>17.89</b>	<b>5.50</b>	<b>1.10</b>	<b>5.76</b>	<b>92.42</b>	<b>91.94</b>
C	Utilization/Expenditure towards objective of Funds								
i	Revenue Expenditure								
	- Salaries, Wages & allowances, etc.,	-	-	-	-	-	-	-	0.50
	- Other Administrative Expenses	-	-	1.50	0.50	0.10	-	2.10	2.21
ii	Amount Refunded / Returned	-	-	-	-	-	5.76	5.76	3.58
	<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>1.50</b>	<b>0.50</b>	<b>0.10</b>	<b>5.76</b>	<b>7.86</b>	<b>6.29</b>
	<b>Net Balance as at the year end (A+B-C)</b>	<b>31.96</b>	<b>30.21</b>	<b>16.39</b>	<b>5.00</b>	<b>1.00</b>	<b>-</b>	<b>84.56</b>	<b>85.65</b>

INDIAN INSTITUTE OF MANAGEMENT INDORE

Sd/-  
(CA. Vasundhara Laad)  
F&AO

Sd/-  
(K.R. Narendrababu)  
CAO

Sd/-  
(Dr. N. Ravichandran)  
Director

Place : INDORE  
Date : 09 Jun 2009

**INDIAN INSTITUTE OF MANAGEMENT INDORE**  
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31ST MARCH 2009

## Schedule - 4

(Amount Rs. in Lakh)

Sl. No.	DESCRIPTION	COST AS AT 01.04.2008	GROSS BLOCK			DEPRECIATION				NET BLOCK	
			Prior Period Adjustment/ Deduction in 2008-2009	Additions during 2008-2009	Cost as at 31.03.2009	as at 01.04.2008	Prior Period Adjustment/ Deduction in 2008-2009	Additions during 2008-2009	Total up to 31.03.2009	as at 31.03.2009	as at 31.03.2008
A	Fixed Assets										
1	Land	50.00	-	-	50.00	-	-	-	-	50.00	50.00
2	Buildings - Administrative	4,708.70	(52.70)	838.26	5,494.26	1,547.45	(7.01)	385.36	1,925.80	3,568.46	3,161.25
3	Buildings - Residential	645.45	-	199.27	844.72	64.92	-	38.99	103.91	740.81	580.53
4	Equipments	1,021.10	(8.56)	49.04	1,061.58	537.37	(7.21)	77.75	607.91	453.67	483.74
5	Staff Vehicle	14.42	-	9.00	23.42	9.09	-	1.47	10.56	12.86	5.34
6	Furniture, Fixtures	385.35	(1.51)	46.07	429.91	154.51	(1.12)	40.28	193.67	236.24	230.84
7	Computer / Peripherals	497.46	(20.39)	14.71	491.78	467.60	(20.39)	22.64	469.85	21.93	29.86
8	Electrical Installation	20.35	(0.01)	2.72	23.06	10.68	(0.01)	1.10	11.77	11.29	9.66
9	Library Books and Journals	925.41	(0.23)	116.47	1,041.65	893.11	(0.13)	118.83	1,011.81	29.84	32.30
10	Other Fixed Assets	0.03	-	-	0.03	0.03	-	-	0.03	-	-
	Total Of Current Year	8,268.27	(83.40)	1,275.54	9,460.41	3,684.76	(35.87)	686.42	4,335.31	5,125.10	4,583.52
	Previous Year	7,436.65	(76.27)	907.90	8,268.28	3,050.29	(14.49)	648.95	3,684.76	-	-
B	Capital Work in Progress									690.21	712.71
	TOTAL									5,815.31	5,296.23

Sd/-  
(CA. Vasundhara Laad)  
F&AO

Sd/-  
(K.R. Narendrababu)  
CAO

Sd/-  
(Dr. N. Ravichandran)  
Director

Place : INDORE  
Date : 09 Jun 2009



INDIAN INSTITUTE OF MANAGEMENT INDORE  
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31ST MARCH 2009

(Amount Rs. in Lakh)

SCH No.	PARTICULARS	Sub. SCH No.	AS AT 31-03-2009	AS AT 31-03-2008
3.	Current Liabilities and Provisions			
	Sundry Creditors		121.25	7.59
	Deposits for Participants	I	125.18	69.80
	EMD / SD / Retention Money	II	145.59	70.71
	Statutory Liabilities	III	9.91	38.46
	Other Current Liabilities	IV	329.53	292.51
	Provision for Expenses (Non-Plan)		258.43	142.20
	Provision for Expenses (Plan)		143.35	239.69
	Provision for Gratuity		19.02	-
	Provision for Leave Encashment		97.24	44.28
	<b>TOTAL</b>		<b>1,249.50</b>	<b>905.24</b>
5	Investments From Earmarked & Endowment Fund			
	SBI Chair Fund		25.00	25.00
	Impetus Chair Fund		25.00	25.00
	Scholarship Endowment Funds		22.08	22.08
	Accrued Interest		12.44	7.87
	<b>TOTAL</b>		<b>84.52</b>	<b>79.95</b>
6	Investments - Corpus Fund			
	In Fixed Deposits		5,041.96	2,882.93
	Accrued Interest		653.91	293.21
	<b>TOTAL</b>		<b>5,695.87</b>	<b>3,176.14</b>
7	Current Assets, Loans And Advances etc.,			
A	Current Assets			
1	Inventories (as certified by management)			
	Stock of Stationeries, Stores, etc.,		10.96	4.45
2	Receivable from CAT		180.82	106.23
3	Receivable from MHRD, GOI towards Grants		372.33	562.00
4	Other Receivable	V	67.49	103.95
5	Sundry Debtors	VI	72.64	70.95
	Less: Provision for Bad and Doubtful Debts/Advances		(10.37)	-
6	Bank Balances with Scheduled Bank			
	Fixed Deposit	VII	2,559.23	2,475.70
	Savings Account	VIII	96.45	49.99
B	Loans, Advances & Other Assets			
1	Loans: Computer Loan to Staff			
2	Advances and Other amounts recoverable in cash or in kind or for value to be received			
	Advance to Staff	IX	3.96	0.33
	Advance for Subscription- Journals		39.00	78.65
	Advance to Others	X	4.35	14.35
	Deposits	XI	41.94	39.24
	Prepaid Expenses	XII	26.53	38.58
3	Income Accrued		0.43	0.18
	<b>TOTAL</b>		<b>3,465.76</b>	<b>3,544.60</b>

Sd/-  
(CA. Vasundhara Laad)  
F&AO

Sd/-  
(K.R. Narendrababu)  
CAO

Sd/-  
(Dr. N. Ravichandran)  
Director

Place : INDORE  
Date : 09 Jun 2009



INDIAN INSTITUTE OF MANAGEMENT INDORE  
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED ON 31ST MARCH 2009

(Amount Rs. in Lakh)

SCH No.	PARTICULARS	Sub. SCH No.	2008-2009	2007-2008
8	Grants-in-Aid (Non-Plan)			
	Regular non-plan grant (block grant scheme)		482.00	482.00
	OSC non-plan grant		5.50	-
	6th pay grant- Allocated from		-	-
	Schedule-1 of Grants-in-Aid (Non-Plan)		74.35	-
	<b>TOTAL</b>		<b>561.85</b>	<b>482.00</b>
9	Fees Income			
	Post Graduate Programme (PGP)			
	CAT Income (Including Rs.97.05 Lakh of 2007-08)		347.05	286.27
	PGP Participation Fees		1,041.86	678.50
	PGP Admissions Fees (GMAT)		1.27	0.71
	International Exchange Programme Fees		2.39	1.62
	PGP Fee Forfeited/ Misc. Income		2.16	1.35
	Placement Fee		54.95	39.80
	<b>SUB-TOTAL</b>		<b>1,449.68</b>	<b>1,008.25</b>
	MDP / FDP / EXE-PGPM / BBBEP			
	Exe-PGP Fees Received		287.47	182.88
	Exe-PGP Misc. Income		0.07	0.49
	Exe-PGP Application Fees/Forfeited fee		0.11	2.56
	FPM Application Fees/ Misc. Income		0.64	0.77
	FDP Fees		-	4.35
	BBBEP Fees		338.44	293.45
	GMP-CCBMDO Fees Received		93.40	179.61
	MDP Fees Received		77.49	107.32
	<b>SUB-TOTAL</b>		<b>797.62</b>	<b>771.43</b>
	<b>GRAND TOTAL</b>		<b>2,247.30</b>	<b>1,779.68</b>
10	Interest Earned			
	Interest on Deposits		221.22	152.99
	On Mobilisation Advance		2.49	10.27
	Interest on IT Refund Received		-	0.14
	Interest on staff loan/advances		-	0.52
	On Saving Bank A/c with Schedule Bank		1.74	1.44
	<b>TOTAL</b>		<b>225.45</b>	<b>165.36</b>
11	Scholarship Fund Received			
	Bharat Forge Ltd.,		2.00	2.00
	Reliance Communication Scholarship		-	0.50
	Ministry of Social Justice and Empowerment, GOI		2.50	-
	CSC Indian Innovation Scholarship		0.50	0.50
	<b>TOTAL</b>		<b>5.00</b>	<b>3.00</b>
12	Other Income			
	Consultancy & Inhouse Training Programmes		167.71	111.92
	PGCPM- (SAIL)		87.73	-
	Profit / Loss on Currency Fluctuations		0.06	0.09
	Library Membership Charges		0.06	0.05
	Misc. Receipts		3.72	2.16
	Rent from Guest House		47.11	31.76
	Sale of Tender Forms		3.92	0.26
	<b>TOTAL</b>		<b>310.31</b>	<b>146.24</b>

Sd/-  
(CA. Vasundhara Laad)  
F&AO

Sd/-  
(K.R. Narendrababu)  
CAO

Sd/-  
(Dr. N. Ravichandran)  
Director

Place : INDORE  
Date : 09 Jun 2009



INDIAN INSTITUTE OF MANAGEMENT INDORE  
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED ON 31ST MARCH 2009

(Amount Rs. in Lakh)

SCH No.	PARTICULARS	Sub. SCH No.	2008-2009	2007-2008
13	Establishment Expenses			
	Salaries		300.62	198.83
	Allowances and Bonus	XIII	19.01	11.40
	Rent for leased houses		-	0.29
	EPF Contribution		31.64	23.85
	Staff Welfare Expenses		3.46	3.93
	Recruitment Expenses		1.58	1.63
	Expenses on Employee's		-	-
	Retirement and Terminal Benefits	XIV	87.28	12.17
	Professional Development of Faculty & Staff	XV	11.43	13.49
	<b>TOTAL</b>		<b>455.02</b>	<b>265.59</b>
14	Other Administrative Expenses			
	Electricity & Water charges		133.81	117.45
	Insurance		1.46	3.03
	Repairs & Maintenance	XVI	37.89	40.49
	Vehicle Running and Maintenance	XVII	2.67	2.99
	Postage, Telephone and Communication Charges	XVIII	10.07	7.69
	Printing and Stationery		11.58	10.74
	Travelling and Conveyance Expenses	XX	12.47	12.07
	Newspapers & Periodicals		0.44	0.35
	Hospitality and Guest House Expenses		2.49	1.47
	Legal and Professional Charges	XXI	4.99	3.04
	Advertisement and Publicity		11.33	2.94
	Expenses on Fees (PGP/EPGP/MDP/CCBMDO/BBBEP)	XXII	594.99	478.22
	Need Based Scholarship Expenditure		26.68	9.40
	FPM Expenses	XXIII	39.21	8.71
	Research & Publications		2.22	6.33
	Information Technology Expenses		22.32	9.83
	Library e-Journals / Databases		36.70	27.30
	House-keeping		20.20	14.73
	Security services		29.40	23.46
	Service & Contracts		50.24	26.38
	Other Revenue Expenses	XXIV	60.30	43.57
	<b>TOTAL</b>		<b>1,111.46</b>	<b>850.19</b>
15	Scholarship Paid			
	Bharat Forge Ltd.,		2.00	2.00
	Reliance Communication Scholarship		-	0.50
	Ministry of Social Justice and Empowerment, GOI		2.50	-
	CSC Indian Innovation Scholarship		0.50	0.50
	<b>TOTAL</b>		<b>5.00</b>	<b>3.00</b>

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(K.R. Narendrababu)  
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(Dr. N. Ravichandran)  
Director

Place : INDORE  
Date : 09 Jun 2009

INDIAN INSTITUTE OF MANAGEMENT INDORE

SCHEDULE 16

Significant Accounting Policies and Notes Forming Part of the Accounts (2008-2009):

SIGNIFICANT ACCOUNTING POLICIES: -

A. ACCOUNTING CONVENTION

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

B. INVENTORY VALUATION

The inventories of Stationery, Stores, etc., are valued at cost following the FIFO method.

C. FIXED ASSETS

Fixed assets are stated at cost of acquisition inclusive of inward freight, duties & taxes and incidental and direct & indirect expenses related to acquisition less accumulated depreciation.

D. DEPRECIATION

Depreciation on all fixed assets is provided on WDV method at the rates specified in Income Tax Act, 1961 relevant to the year.

Depreciation on additions after 30th September is charged at half of the actual rate.

Individual assets costing less than Rs. 5000 are depreciated @95% in the year of purchase.

E. CAPITAL WORK IN PROGRESS

This represents expenditure incurred on incomplete construction projects. On completion of the projects, the expenditure is transferred to relevant heads of fixed assets and depreciation is provided on the same from the date the asset is put to use.

F. GOVERNMENT GRANT

Government grants are accounted on the basis of sanctions received for capital and revenue expenditure respectively. The Plan grants utilized towards the capital cost of setting up the Institute is treated as Capital Fund.

G. LEASE

Lease rentals are expensed with reference to lease terms.

H. FOREIGN EXCHANGE TRANSACTIONS

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

I. RETIREMENT BENEFITS

Liability towards gratuity and leave encashment payable on retirement of employees is accrued based on actuarial valuation as per Accounting Standard 15 issued by the Institute of Chartered Accountants of India.

J. CORPUS FUND

The fund consists of the internal cash income generated by the Institute, matching grant, donations and contribution by the members of the Society.

K. SOFTWARE EXPENDITURE

Perpetual Software expenditure is treated as capital expenditure.

L. FEES INCOME

Fees income is recorded on a timely basis as per the accrual method of accounting.

Sd/-  
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F & A.O.

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Sd/-  
(Dr. N. Ravichandran)  
Director

Place : Indore  
Date : 9-Jun-2009

Contingent Liabilities & Notes Forming Part of the Accounts:

1. CONTINGENT LIABILITIES

Disputed demand in respect of provident fund:

Damages u/s 14-B Rs. 68.11 Lakh.

2. CAPITAL COMMITMENTS

Estimated value of contracts remaining to be executed on capital account and not provided for (net of advances) Rs. 3180.92 Lakh (Previous year 868.36 Lakh).

3. Government Grant: -

a. In the current year, sanction of Plan grant-in-aid of Rs.454.00 Lakh received during the year.

b. Sanction of Non-Plan grant-in-aid of Rs. 482.00 Lakh received during the year.

c. Sanction of Matching Grant of Rs. 400.00 Lakh.

d. Sanction of OSC Grant Rs. 153.00 Lakh received during the year.

e. Sanction of Grant Rs.127.33 Lakh for payment of arrears of implementation of 6th Pay Commission.

4. Retirement Benefits: -

a. Leave Encashment: - During the current year, a provision of Rs. 52.96 Lakh has been made as per actuarial valuation according to Accounting Standard 15 issued by the Institute of Chartered Accountants of India. An amount of Rs. 2.79 Lakh has been paid to the employees on cessation of service.

b. Gratuity: - The Institute has taken an Insurance Policy under LIC Group Gratuity Scheme. During the current year a sum of Rs.11.91 Lakh was paid towards the premium of LIC Group Gratuity Scheme for the current year and a provision of Rs. 19.02 Lakh has been made in the accounts as per actuarial valuation according to Accounting Standard 15 issued by the Institute of Chartered Accountants of India.

5. In the current year Rs. 50.83 Lakh has been written back from the gross block of Building (administration) upon final settlement of the bills of contractors. Accordingly, excess depreciation of Rs. 7.10 Lakh provided in previous years, has been written back in the income & expenditure account.

6. With effect from 2008-09, the Institute has started depreciating individual assets costing less than Rs. 5000 @95% in the year of purchase. Due to this change, depreciation for the current year is more by Rs. 14.11 Lakh.

7. The Institute has transferred the internal net revenue generation of Rs. 1778.43 Lakh to the Corpus Fund under the Block Grant Scheme of the Ministry of HRD introduced from the year 2005-2006.

8. In the opinion of the Management, the current assets, loans and advances have a value on realization in the ordinary course of business.

9. In view of the tax exempt status of the Institute and there being no taxable income under Income Tax Act 1961, no provision of Income Tax has been considered necessary.

10. FOREIGN CURRENCY TRANSACTIONS

Expenditure in foreign currency:

1. Receipts in foreign currency : Rs. 26.07 Lakh

2. Expenditure in foreign currency : Rs. 46.59 Lakh

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

12. Schedules 1 to 17 are annexed to and form an integral part of the Balance Sheet as at 31-3-2009 and the Income & Expenditure Account for the year ended on that date.

Signature to schedules 1 to 17

Place : Indore  
Date : 9-Jun-2009

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(CA. Vasundhara Laad)  
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(K.R. Narendrababu)  
CAO

Sd/-  
(Dr. N. Ravichandran)  
Director





INDIAN INSTITUTE OF MANAGEMENT INDORE  
SUB-SCHEDULES FORMING PART OF ANNUAL ACCOUNTS  
FOR THE YEAR ENDED ON 31ST MARCH 2009

(Amount Rs. in Lakh)

Sub. SCH	PARTICULARS	2008-2009	2007-2008
I	Deposits From Participants		
	Exe-PGP SWAC A/c	3.61	2.23
	Exe- PGP Caution Deposit	9.92	8.58
	Alumni A/c	23.06	16.30
	Exchange Students A/c	0.95	0.95
	Pragati Club	0.88	1.08
	Students Account (Incl. Caution deposit)	86.76	40.66
	<b>TOTAL</b>	<b>125.18</b>	<b>69.80</b>
II	EMD / SD / RETENTION MONEY/ Other Deposits		
	EMD/SD	133.52	60.35
	Retention Money	11.83	10.23
	Library Caution Deposit	0.24	0.13
	<b>TOTAL</b>	<b>145.59</b>	<b>70.71</b>
III	Statutory Liabilities		
	EPF Liability	4.92	36.49
	EPF subscription	-	1.97
	TDS- Salary	0.31	-
	TDS - VAT	0.08	-
	TDS- Contractors	2.20	-
	TDS- Advertisement	0.06	-
	TDS- Cess	1.15	-
	TDS- Professionals	1.19	-
	<b>TOTAL</b>	<b>9.91</b>	<b>38.46</b>
IV	Other Current Liabilities		
	GSLI Premium (LIC)	(0.11)	0.06
	Advance MDP Fees	3.30	2.32
	Pre received EPGP Fees	45.12	121.11
	Pre received BBBEP Fees	120.13	62.26
	Pre-received FDP Fees	6.50	-
	Pre-received (PGCPM-SAIL programme)	37.50	-
	Pre-received Library Membership Charges	0.04	-
	Project Balances (Consultancy & Incompany training)	101.37	104.15
	Output Service Tax (Receivable from client)	4.87	-
	Fees Refundable- BBBEP	3.18	1.99
	Refundable Acceptance Money (EPGP)	1.18	-
	Academy of International Business (AIB) Mumbai	0.50	-
	Research Fund (CIMER)	2.70	-
Payable to Employees	3.25	0.62	
	<b>TOTAL</b>	<b>329.53</b>	<b>292.51</b>

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Director

Place : INDORE  
Date : 09 Jun 2009



INDIAN INSTITUTE OF MANAGEMENT INDORE  
SUB-SCHEDULES FORMING PART OF ANNUAL ACCOUNTS  
FOR THE YEAR ENDED ON 31ST MARCH 2009

(Amount Rs. in Lakh)

Sub. SCH	PARTICULARS	2008-2009	2007-2008
V	Other Receivables		
	AICTE, Bhopal	0.01	0.02
	Director General- Resettlement (Defence GMP)	-	56.84
	Electricity charges receivable	0.52	0.27
	M/s Business Week	0.01	0.01
	M/s Choitram Hospital & Research Centre	0.06	1.52
	M/s Eicher Motors Ltd., Pithampur	0.76	0.70
	M/s Allied Publishers subscription Agency	0.32	0.32
	M/s Centre for Training & Social Research, New Delhi	0.06	-
	M/s ICICI Bank	-	0.01
	M/s IIFT, New Delhi	0.02	0.02
	M/s Power Finance Corporation, New Delhi	-	0.24
	M/s Pinnacle Industries Ltd.	-	0.10
	M/s Total Library Solutions (India) Pvt. Ltd.	-	0.03
	M/s Universal Subscription Agency, Gurgaon	0.11	0.11
	BBBEP Fees Receivable	5.11	-
	MDP Fee Receivable	0.30	19.60
	Ministry of Company Affairs	-	0.16
	MHRD- (for faculty travel to AIT Bangkok)	0.77	-
	MDC Charges receivable	0.02	-
	Receivables- FPM Students	0.01	0.07
	Placement/CCBMDO Fee receivable	11.25	5.20
	Service tax (credit)	8.77	5.89
	TDS Receivable	39.39	12.84
	<b>TOTAL</b>	<b>67.49</b>	<b>103.95</b>
VI	Sundry Debtors		
	College of Materials Management, Jabalpur	-	3.59
	Department of Public Health & F.W., Bhopal	13.47	13.47
	Directorate of Health Services, Bhopal	7.79	7.79
	Directorate of Training	-	8.00
	MP Rural Road Development Authority	-	(5.34)
	Army Training Command (ARTRAC, Shimla)	4.50	4.50
	M/s ESSEC, Paris	1.30	-
	M/s Dainik Bhaskar	-	18.75
	M/s DB Corp Ltd.	0.60	1.02
	M/s Development Commissioner(Handicrafts), Gol	(7.38)	-
	M/s Development Credit Bank Ltd. (DSP)	-	2.29
	M/s GAIL Management Academy	2.11	-
	M/s Impetus Infotech (India) Pvt. Ltd.	-	5.55
	M/s IPCA Lab, Mumbai	9.42	(4.46)
	M/s Jindal Steel & Power Co., Raigarh	0.26	0.49
	M/s LG Electronics India Pvt Ltd.	3.65	-

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INDIAN INSTITUTE OF MANAGEMENT INDORE  
SUB-SCHEDULES FORMING PART OF ANNUAL ACCOUNTS  
FOR THE YEAR ENDED ON 31ST MARCH 2009

(Amount Rs. in Lakh)

Sub. SCH	PARTICULARS	2008-2009	2007-2008
	M/s Mahindra & Mahindra Financial Services	-	4.03
	M/s MPPKVV Ltd.	(1.59)	-
	M/s National Hydroelectric Power Corpn. Ltd.	-	4.23
	M/s National Academy of Defence Production, Ngp.	10.18	-
	M/s NLC Chennai	10.11	-
	M/s NTPC Ltd.	15.62	-
	M/s REC power distribution Co. Ltd.	-	5.00
	M/s School of Good Governance	2.60	-
	M/s Sun Pharmaceutical Industries Ltd	-	1.02
	M/s Thomas Cook India Ltd.	-	1.02
	<b>TOTAL</b>	<b>72.64</b>	<b>70.95</b>
VII	Fixed Deposits - Plan & Non-Plan		
	Fixed Deposits	2,486.00	2,417.50
	Accrued Interest	73.23	58.20
	<b>TOTAL</b>	<b>2,559.23</b>	<b>2,475.70</b>
VIII	Savings Account		
	MAIN Accounts		
	Canara Bank- S.B. A/c	50.94	2.18
	ICICI Bank- S.B. A/c	3.01	16.72
	State Bank of Indore - S.B.A/c	40.75	23.42
	ICICI Bank- BBBEP S.B. A/c	1.08	5.42
	Axis Bank BBBEP S.B. A/c	0.39	2.00
	CORPUS Fund Account		
	State Bank of Indore	0.14	0.11
	ICICI Bank	0.14	0.14
	<b>TOTAL</b>	<b>96.45</b>	<b>49.99</b>
IX	Advances to Staff		
	For Festival	0.04	0.02
	Advance to Staff	0.08	-
	Advance to Faculty	3.25	-
	For LTC	0.59	0.26
	For Travel	-	0.05
	<b>TOTAL</b>	<b>3.96</b>	<b>0.33</b>

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INDIAN INSTITUTE OF MANAGEMENT INDORE  
SUB-SCHEDULES FORMING PART OF ANNUAL ACCOUNTS  
FOR THE YEAR ENDED ON 31ST MARCH 2009

(Amount Rs. in Lakh)

Sub. SCH	PARTICULARS	2008-2009	2007-2008
X	Advances to Others		
	Advance- Air-tickets bookings	1.30	1.45
	M/s Voltas	-	0.11
	M/s Bata India Ltd.	-	0.05
	M/s Pioneers	0.05	0.05
	M/s Hotel Amar Vilas Palace	1.19	-
	Advance for Student Activities for Admissions (EPGP)	1.12	3.20
	For Admissions (PGP)	-	0.80
	IIM-Lucknow (for CAT-2008)	0.43	-
	For Postage - Franking Machine	-	0.39
	<b>TOTAL</b>	<b>4.35</b>	<b>14.35</b>
XI	Deposits		
	AirTel	0.05	0.05
	Gujarat Co-op. Milk Mktg. Federation	0.20	0.20
	Western Railway	0.20	0.20
	Leased Houses	-	0.09
	LP Gas	0.10	0.10
	MP Electricity Board	0.44	2.41
	MP Electricity Board for Campus	40.95	36.19
	<b>TOTAL</b>	<b>41.94</b>	<b>39.24</b>
XII	Prepaid Expenses		
	Prepaid Expenses	26.01	37.85
	Prepaid Insurance	0.52	0.73
	<b>TOTAL</b>	<b>26.53</b>	<b>38.58</b>
XIII	Allowances & Bonus		
	Adhoc Bonus	1.06	0.58
	Entertainment Expenses	-	0.20
	Leave Travel Concession Expenses	5.48	0.79
	Liveries	0.14	0.10
	Medical Expenses	9.59	9.68
	Tuition Fees	2.74	0.05
	<b>TOTAL</b>	<b>19.01</b>	<b>11.40</b>
XIV	Expenses on Employee's Retirement and Terminal Benefits		
	Encashment of Earned Leave	55.75	10.80
	Contribution for superannuation	0.59	0.37
	Gratuity Expenses	30.94	1.00
	<b>TOTAL</b>	<b>87.28</b>	<b>12.17</b>

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INDIAN INSTITUTE OF MANAGEMENT INDORE  
SUB-SCHEDULES FORMING PART OF ANNUAL ACCOUNTS  
FOR THE YEAR ENDED ON 31ST MARCH 2009

(Amount Rs. in Lakh)

Sub. SCH	PARTICULARS	2008-2009	2007-2008
XV	Professional Development of Faculty & Staff		
	Faculty Development - International conference	-	4.40
	Faculty Development - National conference	1.61	2.32
	Faculty Development Allowance	8.96	5.49
	Staff Development & Training Expenses	0.86	1.28
	<b>TOTAL</b>	<b>11.43</b>	<b>13.49</b>
XVI	Repairs & Maintenance		
	Repairs & Maintenance - Buildings	9.28	7.24
	Repairs & Maintenance - Central Air conditioning Plant	6.40	6.35
	Repairs & Maintenance - STP	3.27	1.90
	Repairs & Maintenance - Computers	6.34	4.51
	Repairs & Maintenance - Electrical	7.17	12.16
	Repairs & Maintenance - Equipments	5.09	8.02
	Repairs & Maintenance - Furniture & Fixtures	0.34	0.31
	<b>TOTAL</b>	<b>37.89</b>	<b>40.49</b>
XVII	Vehicles Running & Maintenance		
	Repairs & Maintenance - Vehicles	0.80	0.64
	Vehicle P.O.L. Expenses	1.87	2.35
	<b>TOTAL</b>	<b>2.67</b>	<b>2.99</b>
XVIII	Postage, Telegram & Communication Expenses		
	Postage & Telegram expenses	0.98	0.35
	Telephone Expenses	9.09	7.34
	<b>TOTAL</b>	<b>10.07</b>	<b>7.69</b>
XX	Travelling Expenses		
	Local conveyance	0.42	0.81
	TA Transfer	3.42	3.83
	Taxi Charges	3.88	1.69
	TA - Others & Miscellaneous	0.93	0.12
	TA - Recruitment	0.98	4.73
	TA - staff ,faculty & Director.	2.84	0.89
	<b>TOTAL</b>	<b>12.47</b>	<b>12.07</b>
XXI	Legal & Professional Charges		
	Legal Expenses	0.39	0.14
	Professional Charges	4.60	2.90
	<b>TOTAL</b>	<b>4.99</b>	<b>3.04</b>

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INDIAN INSTITUTE OF MANAGEMENT INDORE  
SUB-SCHEDULES FORMING PART OF ANNUAL ACCOUNTS  
FOR THE YEAR ENDED ON 31ST MARCH 2009

(Amount Rs. in Lakh)

Sub. SCH	PARTICULARS	2008-2009	2007-2008
XXII	Expenses on Fees (PGP/EPGP/MDP/CCBMDO/BBBEP)		
	(a) PGP Expenses		
	Admission Expenses	22.68	22.50
	Convocation Expenses	18.50	15.84
	IRIS - Expenses	5.23	2.87
	PGP Guest Lectures	0.16	0.20
	PGP Honorarium	31.73	18.12
	PGP Textbook/Xerox/CM	61.08	40.52
	PGP - Stationery & Printing	3.40	2.78
	PGP Misc. Expenses	6.65	4.48
	PGP Placement expenses	23.72	18.00
	Services & Contracts (manpower)	4.90	2.15
	TA - Visiting faculty	19.19	8.06
	Hostel Expenditure	6.17	2.06
	SWAC expenses	4.04	7.70
	TOTAL (a)	207.45	145.28
	(b) Executive PGP Expenses		
	EXE-PGPM Admission Expenses	0.54	2.22
	EXE-PGPM Programme Expenses	67.61	57.32
	Advertisement - EXE-PGPM	11.43	7.82
	TOTAL(b)	79.58	67.36
	(c) BBBEP Expenses		
	BBBEP Expenses	244.07	159.37
	Advertisement - BBBEP	0.24	-
	TOTAL(c)	244.31	159.37
	(d) CCBMDO Expenses	20.70	47.40
	(e) MDP Expenses		
	MDP Expenses	38.28	58.81
	Advertisement - MDP	4.66	-
	TOTAL(e)	42.95	58.81
	TOTAL (a+b+c+d+e)	594.99	478.22
XXIII	FPM Expenses		
	FPM Expenses	18.15	8.71
	Advertisement - FPM	21.06	-
	TOTAL	39.21	8.71

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INDIAN INSTITUTE OF MANAGEMENT INDORE  
SUB-SCHEDULES FORMING PART OF ANNUAL ACCOUNTS  
FOR THE YEAR ENDED ON 31ST MARCH 2009

(Amount Rs. in Lakh)

Sub. SCH	PARTICULARS	2008-2009	2007-2008
XXIV	Other Revenue Expenses		
	Bank charges	0.07	0.06
	Book Binding	1.29	1.21
	Foundation Day Expenses	4.46	6.92
	Seminar/Conferences/events/FDP	5.20	4.02
	Furnishing	0.94	2.13
	MDC Expenses	6.65	5.49
	Meeting- Board, F&PC, Society	11.98	9.28
	Horticulture	12.90	9.96
	Institutional Membership	2.68	2.55
	Kitchenware / Crockeries	1.00	1.34
	Provision for bad & Doubtful debts/advances	10.37	-
	Misc. Expenses	1.10	0.03
	Social Welfare Account	-	0.39
	Profit/Loss on sale of obsolete assets	0.54	-
	Prior period expenses	0.56	-
	Shifting Expenses	0.56	0.19
	<b>TOTAL</b>	<b>60.30</b>	<b>43.57</b>

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F&AO

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(Dr. N. Ravichandran)  
Director



INDIAN INSTITUTE OF MANAGEMENT INDORE  
RECEIPTS & PAYMENT ACCOUNT FOR THE FINANCIAL YEAR 2008-2009

(Amount Rs. in Lakh)

2007-2008	RECEIPTS	2008-2009		2007-2008	RECEIPTS	2008-2009	
1,586.31	Opening Balances		2,467.49	503.46	Direct Expenses		686.33
	a) Cash in Hand	-			Establishment Expenditure	326.41	
	b) Bank Balances				Other Administrative Expenses	<u>359.92</u>	
	i) in Deposits accounts	2,417.50		127.88	Fixed Assets		373.51
	ii) Savings accounts	<u>49.99</u>			Building		
1,682.00	Grants Received		1,244.00		Equipment	33.85	
	a) From Govt. of India - Plan	454.00			Furniture & Fixtures	34.18	
	b) Matching Grant- Gol	155.00			Computers	4.89	
	c) OSC Grant	153.00			Vehicles	9.00	
	d) Non-Plan Grant- Gol	<u>482.00</u>			Library Books	12.15	
565.47	Grant Received for Prev. Year		562.00		Electric Installation	0.94	
1,880.69	Direct Income		2,349.45		Campus Work-in-Progress	278.50	
	Fees Income	2,179.92		4.03	Earmarked / Endowment Fund		-
	Interest on Deposits	152.01			Investments- Corpus Funds		3,114.03
	Scholarship Funds	5.00		1,522.00	Current Assets		2,141.96
	Other Income	<u>12.52</u>		1,034.41	CAT Account	11.61	
4.61	Earmarked / Endowment Fund		4.90		Deposits	3.28	
	Endowment Fund	-			Other Receivable	29.39	
	Research Fund (BBBEP)	2.69			Fixed Deposits	1,943.78	
	Scholarship Funds	<u>2.21</u>			Advance to Staff	29.61	
226.00	Capital/Corpus Funds		1,061.08		Adv. for Journals/database	73.55	
	Interest on Corpus Fund	106.08			Prepaid Expenses	21.13	
	Fixed Deposit-Corpus Fund A/c.	<u>955.00</u>			Advance to Others	27.04	
	Investments-Earmarked/ Endowment Funds				Sundry Debtors	2.57	
	Scholarship Fund Investments				Current Liabilities & Provisions		3,323.19
	Sponsored Research Projects			2,246.26	Outstanding Liabilities		
1,344.55	Current Assets		3,111.03		Deposit From Participants	196.95	
	CAT Account	222.27			EMD / SD / Retention Money	717.52	
	Other Receivable	97.91			Statutory Liability	298.29	
	Fixed Deposits	2,017.00			Advance MDP Fees	0.32	
	Accrued Interest	58.38			Refund of Acceptance	5.40	
	Advance to Staff	2.95			Refund of excess fee (BBBEP)	7.49	
	Advances for Subscriptions	0.44			Pre-received Income	4.50	
	Deposits- Assets	0.09			Other Liabilities	280.49	
	Advance to Others	17.74			Provisions	20.78	
	Sundry Debtors	<u>694.25</u>			Sundry Creditors	1,791.45	
612.07	Current Liabilities & Provisions		1,480.17	2,467.49	Closing Balances		2,655.68
	Deposit From Participants	361.96			a) Cash in Hand	-	
	EMD / SD / Retention Money	792.40			b) Bank Balances		
	Statutory Liability	265.01			i) in Deposits accounts	2,559.23	
	Advance Fees-MDP	2.20			ii) Savings accounts	96.45	
	Pre-receipt- Library Membership	0.04					
	Other Liabilities	16.67					
	SWAC Receipts	12.76					
	Sundry Creditors	<u>29.13</u>					
3.83	Misc. Receipts		14.58				
	Conferences	12.91					
	Misc. Receipts	<u>1.67</u>					
7,905.53	TOTAL		12,294.70	7,905.53	TOTAL		12,294.70

Sd/-  
(CA. Vasundhara Laad)  
F&AO

Sd/-  
(K.R. Narendrababu)  
CAO

Sd/-  
(Dr. N. Ravichandran)  
Director

Place : INDORE  
Date : 09 Jun 2009





### PGP Admissions : 2008-2010 Batch

S. No.	Particulars	General	SC	ST	PH	OBC	GMAT*	Total
1.	Total No. Of CAT takers	170110	11102	2798	921	24395	-	209326
2.	No. of CAT / GMAT takers applied to IIMI	164803	10410	2624	869	23151	19	201876
3.	No. of candidates called for interview	1247	220	84	38	141	16	1746
4.	No. of candidates attended the interview	1094	201	71	30	135	14	1545
5.	No. of admission offers made	588	156	58	19	108	04	933
6.	No. of candidates who accepted the offers	173	44	21	08	43	01	290
7.	No. of candidates who registered for the prgm.	154	35	16	07	23	01	236

\*All are General candidates

### Group Profile of the Registered Participants

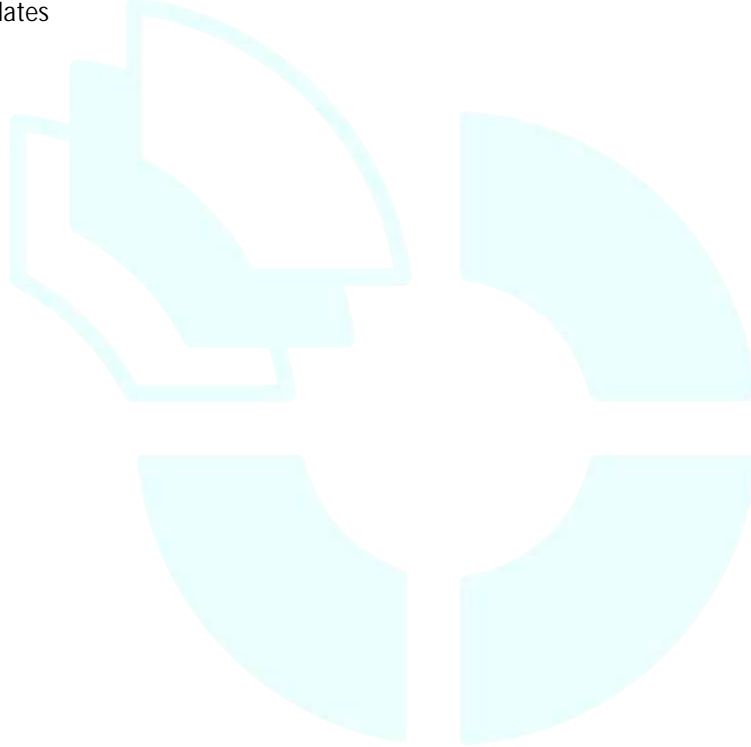
Gender Distribution		Age Group		Discipline-wise Distribution		Work Experience	
Male	222	Below 21	6	Arts	03	With work Exp.	173
		21-23	126	Comm./Mgmt.	14	Without work Exp.	63
Female	14	24-25	79	Engg./Tech.	211		
		Above 25	25	Science	05		
				Others	03		
Total	236	Total	236	Total	236	Total	236



### PGP Admissions : 2009-2011 Batch

S. No.	Particulars	General	SC	ST	PH	OBC	GMAT*	Total
1.	Total No. of CAT takers	206146	13222	3305	876	22997	-	246546
2.	No. of CAT / GMAT takers applied to IIMI	199860	12542	3074	838	22092	26	238432
3.	No. of candidates called for interview	1001	216	77	34	217	25	1570
4.	No. of candidates attended interview	861	186	61	30	207	13	1358

\*All are General candidates





### Merit-based Scholarships and Gold Medals Awarded during the Year 2008-2009

S. No.	Title	Value of the Scholarship (in Rs.)	Donor Organization	Name of the Recipient
Scholarships				
1.	Kalyani	2,00,000/-	Bharat Forge Limited	Mr. Dhruv Dhingra
2.	State Bank of Indore	1,50,000/-	State Bank of Indore	Mr. Kshitij Sanghi
3.	Eicher	50,000/-	Eicher Motors Limited	Mr. Prateek Gupta
4.	IIM Indore	50,000/-	IIM Indore	Mr. Kapil Bhagya
5.	CSC India Innovation	50,000/-	CSC India Pvt. Ltd.	Ms. Saloni Jain
Gold Medals				
1.	Eicher Gold Medal	Gold Medal	Eicher Motors Limited	Mr. Kshitij Sanghi
2.	CorpBank Gold Medal	Gold Medal	Corporation Bank	Mr. Dhruv Dhingra

S. No.	Course Name	Year			Remarks
		2006-07	2007-08	2008-09	
Term IV (16 June - 26 August 2008)					
1	Advanced Data Analysis	✓			-
2	Bank Performance Analysis	✓	✓	✓?	? ?
3	BPR & ERP?	✓	✓	✓	08-09 Term V
4	Brand Management	✓	✓	✓?	07-08 Term V
5	Business Models for E-Commerce	✓			
6	Consumer Behaviour	✓	✓	✓	? ?
7	Corporate Banking	✓	✓	✓	? ?
8	Export-Import Management		✓		
9	International Business			✓	
10	Logistics & Supply Chain Management		✓	✓?	07-08 Title-Supply Chain Management
11	Managing Business in a WTO Regime		✓		
12	Managing Marketing Communication	✓	✓?		
13	Marketing of FMCG	✓	✓?	✓?	06-07 Term V
14	Organization Development and Change	✓?		✓	08-09 Title-Organization Development
15	Project Appraisal & Financing	✓	✓?	✓?	
16	Quantitative Finance	✓	✓?		
17	Retail Banking	✓	✓?	✓	?
18	Security Analysis and Portfolio Management	✓	✓?	✓?	
19	Services Marketing	✓	✓?	✓?	06-07 Term V
Term V (3 September – 17 December 2008)					
20	B2B Marketing	✓	✓?	✓?	07-08 Term VI
21	Business Forecasting	✓			
22	Business Analysis and Valuation	✓	✓	✓	?
23	Data Warehousing & Data Mining	✓			
24	Financial Engineering-I	✓	✓?	✓?	
25	Financial Engineering-II	✓	✓?	✓	?
26	Fixed Income Markets	✓	✓?	✓	?
27	Intellectual Property Rights		✓	✓	? ?
28	IPR Law And Management	✓			
29	International Finance	✓	✓?	✓?	07-08 Term VI
30	International Marketing	✓	✓?	✓?	
31	International Market Research, Country Analysis, Current Issues & MNC Strategies		✓ ?		
32	IT Security	✓	✓		
33	Managing Growth and Decision Making under Uncertainty	✓	✓	✓?	08-09 Term VI
34	Marketing of Financial Services	✓		✓	06-07 Term VI
35	Marketing of FMCG	✓			07-08 & 08-09 Tri IV



36	Merger, Acquisition and Corporate Restructuring	✓	✓?	✓?	
37	Orbit Shifting Innovation			✓	
38	Project Management		✓	✓?	07-08 Term VI
39	Retail Management	✓	✓	✓	
40	Sales & Distribution Management	✓	✓	✓	? ? ?
41	Services Marketing	✓?			
42	Strategic HRM	✓		✓	
43	Supply Chain Management	✓			
44	Treasury Management	✓			
Term VI (26 December 2008 – 28 February 2009)					
45	Alternative Investments			✓	?
46	B2B Marketing		✓		
47	Bank Wide Risk Management	✓			
48	Business Process Re-engineering			✓	
49	Collective Bargaining and Negotiation			✓	
50	Customer Relationship Management	✓			
51	Customer Relationship Management			✓	
52	Decision Support System	✓	✓?		
53	Infrastructure Management			✓	
54	Insurance	✓			
55	Insurance		✓	?	
56	Investment Banking	✓	✓	✓	
57	IT Enabled Marketing	✓			
58	IT Strategy	✓	✓	✓?	07-08 Term V
59	Knowledge Management	✓			
60	Marketing Strategy			✓	?
61	Multinational & Transnational Management	✓	✓?	✓?	
62	Negotiations Management	✓			
63	Rural Marketing		✓	✓?	?
64	Strategic Financial Management	✓	✓?	✓?	
65	Strategic Management of Direct & Indirect Taxes			✓	
66	Strategic Marketing	✓		✓?	
67	Treasury Management		✓	✓?	

## IIM Indore students' participation in several business school competitions

Event	Organizer		Rank	Participant's Name
TCS Smart	Case Study Competition	TCS	First	Balasubramaniam
Marques	Quiz Day 1	MDI	First	Jagdheesh Singaram G Siddharth Manickasundaram
Nihilanth (IIM Indore Stood 3rd Overall)	General Quiz Entertainment Quiz Literature Quiz	IIT B	First First Second	Debashish Mishra Sai Ganesh Akshat Trivedi
Best Brochure Contest	Brochure Contest Affaire	Essar Business School	First	Placom
Leadership Contest	Business Leader Contest	TISS	First	Dhiraj Gautam
Leadership Contest	Business Leader Contest	TISS	First	Saurabh Sharma
Litmus	P&G Case Study	NITIE	First	Apoorva Singh
Litmus	P&G Case Study	NITIE	First	Ranjit Lanka
IMR Student Essay Competition	Essay Competition	IIM B	First	Sundar B
Masterplan	B-Plan Contest	IIM A	First	Saransh Verma Chintan Shah Siddharth Vashisht
Tata Globalisation Challenge	Case Study Competition	IIMA		Ashutosh Inamdar Ravi Kabra Kshitij Sanghi Uma parvathy Nikhil Kumar
Global Social Entrepreneurship Competition	Social B-plan Contest	University of Washington	Finalist	Sundar B
Unilever Predictions 1.0		HUL	Second	Aditya Agarwal Sahil Agarwal Sanjeet Vilas Sahu
Augustus	Business Leader Contest	Symbiosis Centre for Management and HRD	Winner	Dhruv Dhingra
Last Man Standing	Business Leader Contest	Symbiosis Institute of Business Management	Winner	Dhruv Dhingra
Desarollo	Case Study	SRCC-Global Business Operations	Second	Dhruv Dhingra



Case Study Competition	Case Analysis Competition	Accenture	Winner	Dhruv Dhingra
Lock, Stock and Trade	International case study	SPJIMR	Winner	Piyush Ahuja
Lock, Stock and Trade	International case study	SPJIMR	Winner	Rahul Garg
Kalpavriksha	Social B-plan contest	IIM	Winner	B. Sunder
Genesis - 2008	Social B-plan contest	IIT Madras	Winner	B.Sunder
Pioneer B-plan contest	B-plan contest	Indian Institute of Information Technology and Management, Gwalior	Winner	B. Sunder
Bizwiz		IIT Kharagpur	Second	Somjit Das
	Paper Presentation	LIBA	Winner	Abhishek Awasthi Anindya Biswas
	Case Study Competition	Hewitt Associates	Winner	Ranjit Lanka G R Sushma K Vidhitha Neeharika Papineni Nivedan Reddy
Battlefield	Case Study Competition	IIT Kanpur	Third	Abhishek Daga Ravi Kabra Vinod Kumar
Barefoot	Marketing Event	SIBM	Winner	Sidharth Charkha Rahul Sood Vivek Singh



### BBBEP Programmes offered during 2008-09

S. No.	Program Name	Duration	No. of Modules	No. of Registered Students
1	Certificate Program in Business Administration (CBA) Batch-01	Oct 2008 to Sep 2009	11	94
2	Certificate Program in Business Administration (CBA) Batch-02	Dec 2008 to Nov 2009	11	75
3	Post Graduate Certificate Program in Management (PGCPM) Batch-03	May 2008 to April 2009	13	61
4	Post Graduate Certificate Program in Management (PGCPM) Batch-04	Oct 2008 to Sep 2009	13	50
5	Post Graduate Certificate Program in Retail Management (PGCRM) Batch-01	Aug 2008 to July 2009	12	32
6	Post Graduate Certificate Program in Sales & Marketing (PGCSM) Batch-03	Aug 2008 to July 2009	12	36
Total				348