



Annual Report
2013-14



सिद्धिंशुल प्रबन्धनम्
भा. प्र. सं. इन्दौर
IIM INDORE

Indian Institute of Management Indore



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Message from the Director



It is a great pleasure and privilege to introduce you to the Institute's Annual Report for the year 2013-14.

This year was a momentous year for IIM Indore in multiple ways. Graduation of our first batch of PGP students from Mumbai coincided with the graduation of our 15th batch of PGP students at Indore. This year also saw 38 students completing PGP from our centre in UAE.

We had several prestigious visitors gracing our campus including Infosys Executive Chairman, Shri N.R. Narayana Murthy; eminent historian Shri Ramachandra Guha, who was the Chief Guest at our Convocation and a large set of academic luminaries who graced our Foundation Day celebrations.

IIM Indore continued its commitment to faculty development. During the year 2013-14, we not only nominated 4 faculty members to the Global Colloquium on Participant Centred Learning at Harvard Business School but also initiated several new schemes to support research done by the faculty at the Institute. The full impact of these schemes will be visible in the years ahead.

IIM Indore continues to actively support case writing by faculty and encourages the use of case method in the classrooms.

As the coordinating institute for the Common Admission Test (CAT) for 2013-14, IIM Indore played a key role in administering the rigorous Common Admission Test which provides the framework for admissions to all the IIMs.

The members of the Board of Governors, faculty, staff and students have actively contributed towards IIM Indore's growth and our thanks are due to all of them. I would also like to place on record our appreciation of the support received from the Ministry of Human Resource Development, Government of India. Thanks are also due to Dr. N. Ravichandran who completed his term as Director during the year under review for his contribution to the growth of IIM Indore both in terms of infrastructure as well as new academic programmes.

Professor Rishiksha T. Krishnan
Director

2. IIM Indore: A Brief Introduction

Established in 1996, Indian Institute of Management Indore (IIM Indore) is the sixth in the family of state-supported management schools. Since its inception, IIM Indore has been acting as a leader in the field of management education, interfacing with the industry, government sector and PSUs. IIM Indore is registered as a Society under Societies Registration Act, 1973. It is promoted, nurtured and funded by the Ministry of Human Resource Development, Government of India.

Situated atop a scenic hillock, the 193-acre campus provides an ideal backdrop for contemplative learning. IIM Indore has infrastructure ranging from a residential campus, state-of-the-art sports complex and hostels, a strong IT backbone and the latest in teaching aids and rich learning resources.

Mission

IIM Indore seeks to be a contextually-relevant business school with world-class academic standards that develops socially-conscious managers, leaders and entrepreneurs. IIM Indore is committed to:

- Excellence in management education, research, and training
- Use of contemporary participant-centric pedagogies and teaching methods
- A presence in emerging segments of management education

The courses offered by IIM Indore are listed below:

- Post Graduate Programme in Management (PGP)
- Post Graduate Programme in Management, Mumbai (PGP-Mumbai)
- Post Graduate Programme in Management, UAE (PGP-UAE)
- Five Year Integrated Programme in Management (IPM)
- Fellow Programme in Management (FPM)
- Fellow Programme in Management-Industry (FPM Industry)
- Executive Post Graduate Programme in Management (EPGP)
- Post Graduate Programme in Management-Weekend (Alternate)-Mumbai (PGPMX-Mumbai)
- Post Graduate Programme in Management-Weekend (Alternate), UAE (PGPMX-UAE)
- Executive Post Graduate Programme in E-Governance (EPGP-EG)
- Management Development Programmes (MDPs)
- Broadband Based Executive Education Programmes (BBEEP)
- Faculty Development Programme (FDP)
- Certificate Course in Business Management for Defense Officers (CCBMDO)

IIM Indore offers interdisciplinary learning and research in its academic programmes by providing exposure to a format which integrates data, information, tools and techniques, perspectives and concepts from various basic disciplines aimed at advancing fundamental understanding to solve real life problems. IIM Indore is one of the fastest growing institutions in India today. For IIM Indore, last few years of its growth have proved to be the most rewarding years in terms of international expansion, introduction of new programmes, infrastructure facilities, strengthening of manpower, etc.

IIM Indore is committed to have a dominant presence in all segments of management education and to

evolve as a contextually relevant business school with world-class academic standards and infrastructure facilities.

3. Courses

Post Graduate Programme in Management (PGP)

The Institute's flagship programme, the PGP, was introduced in the year 1998. So far, fifteen batches of students have completed this Programme. PGP is a two-year full-time residential programme which is recognised as equivalent to an MBA by Association of Indian Universities.

Unique Features of PGP at IIM Indore

In the first year of PGP, compulsory courses are offered in various areas. The objective is to deliver a set of diverse functional perspectives of management so that the participants are able to understand management issues from a holistic organisational viewpoint. Understanding of concepts in a contextual setting is aimed at while delivering various courses. Participant centric learning (case method) of teaching is adopted by several instructors to accomplish this objective. The ability of the participants to understand management issues in any organization – (private, small-scale, government, public sector or multinational) is enhanced by their exposure to analyse real life cases.

It is imperative that the students also understand the social context in which organizations work and exist. To enable them understand this perspective, an exposure to the rural settings of Madhya Pradesh is included in the course design. As a part of this initiative, the participants, in groups of ten each visit different villages and districts of Madhya Pradesh and understand the local issues relevant to the population, and the manner in which the local administration responds to these issues.

Students are required to participate in the workshops on various industries and key players in the industry by studying about them and making presentations. This enhances their exposure to the organizations and provides them a backdrop in analyzing managerial contents of different cases. Wider exposure to several industries enhances their placement opportunities, both interim as well as final.

In the second year of the Programme, students choose a range of electives offered by the various academic areas in the Institute. The choice of courses offered as electives is influenced by the participants' preference, faculty expertise and the employment opportunities in the market.

There are two unique aspects of the second year of the Programme. While participants get to pursue electives of their choice, they are also given an opportunity to register for workshops to get focused knowledge on the skills and practices applicable to specific domains. Given that the participants have to be prepared for a successful corporate career, their ability to motivate themselves to perform in unfamiliar ambience and work as a team, is enhanced by encouraging them to undergo an outbound exercise and simulation conducted in serene locations at various altitudes in Himalayas.

CAT-2013

During the period under review, the Common Admission Test (CAT) was conducted by IIM Indore. During August 2013, online e-voucher sales facility for CAT-2013 registration was introduced wherein

candidates could purchase e-vouchers online which brought great amount of ease and convenience to the candidates. In addition to a total of 1,13,522 online vouchers, 82,896 were sold through offline mode.

IIM Indore is pleased to report that it has also been entrusted to co-ordinate the conduct of CAT-2014.

PGP Admission (Batch 2013-15)

The sixteenth batch (2013-2015) of the two-year residential Post Graduate Programme in Management (PGP) attracted 1,73,969 applicants (which included 1,73,949 CAT and 20 GMAT applicants), compared to previous year's 1,66,457, registering an increase by 4.5%. During the year under review, IIM Indore also received applications from twenty candidates living abroad. (Their GMAT scores are considered in lieu of the CAT scores, as is done by other IIMs).

The participants for the Programme were selected by following different stages as narrated below:

4,497 candidates (2,135 General, 14 GMAT, 683 Scheduled Caste, 340 Scheduled Tribe, 1220 Non-Creamy Other Backward Classes and 105 Specially Abled applicants) were short-listed for Written Ability Test (WAT) and Personal Interview (PI).

751 candidates (326 General, 2 GMAT, 130 Scheduled Caste, 58 Scheduled Tribe, 214 Non-Creamy Other Backward Classes and 21 Specially Abled applicants) were offered admission.

A total of 521 candidates (241 General, 2 GMAT, 82 Scheduled Caste, 31 Scheduled Tribe, 149 Non-Creamy Other Backward Classes and 16 Specially Abled applicants) accepted admission offer. Finally, 459 candidates registered (211 General, 2 GMAT, 74 Scheduled Caste, 27 Schedule Tribe, 131 Non-Creamy Other Backward Class and 14 Specially Abled applicants) for the Programme.

Summary: PGP Batch (2013-2015)

S.N.	Particulars	General	SC	ST	DA	OBC	GMAT*	Total
1.	No. of CAT/GMAT takers applied to IIM-I	1,38,000	9,967	2,586	493	22,903	20	1,73,969
2.	No. of candidates called for interview	2,135	683	340	105	1,220	14	4,497
3.	No. of admission offers made	326	130	58	21	214	2	751
4.	No. of candidates who accepted the offers	241	82	31	16	149	2	521
5.	No. of candidates who registered for the Programme	211	74	27	14	131	2	459

Group Profile of the Registered Participants PGP Batch (2013-15)

Gender Distribution		Age Group		Discipline-wise Distribution		Work Experience	
Male	318	Below 21	1	Arts	0	With work Exp.	274
Female	141	21-23	243	Comm./Mgmt.	39	Without work Exp.	185
		24-25	172	Engg./Tech.	410		
		Above 25	43	Science	5		
				Others	5		
Total	459	Total	459	Total	459	Total	459

The participants of the sixteenth batch registered for the PGP on July 4, 2013. The inauguration and orientation programmes were held during July 4-6, 2013. The purpose of the orientation programme was to motivate and inspire the young PGP participants to excel in their appropriate career choices and to illustrate to the students that there is no single route to success.

Commencement of the Programme

Professor M.S. Ananth of Indian Institute of Science, Bangalore, delivered the commencement address. He inspired the participants to be hungry for knowledge and significantly contribute to the society. Other speakers during the event were Professor M. S. Pillai, Founder Director, Sadhana Centre for Management & Leadership Development, Pune and Mr. Venkat Changavalli, a management consultant.

The orientation programme ended with a cultural event in the evening of July 6, 2013. The Academy of Indian Dances, Pune performed 'Kasturitolakam', based on the story of the life of Lord Krishna.

Curriculum

The academic input of the Programme consists of two types of courses: core and elective. Core courses are compulsory for all the participants and form about two-thirds of the total curriculum. They provide the participants with the fundamental conceptual knowledge, analytical skills and techniques, contextual understanding, environmental awareness and overall perspective that serve as the bedrock for the Programme. All the core courses are offered in the first year. The elective courses, which are offered only in the second year, give the participants a deeper understanding of different functional areas and enable them to specialize in the areas of their choice.

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 25 hours are to be spent in the classroom (usually 20 sessions of 75 minutes each) and the balance is to be utilized for preparation and assignments.

Workshops

During the academic year ended on March 31, 2014, the following workshops were organized for PGP students:

S. No.	Course	Instructor
1.	Advanced Spreadsheet Modeling (ASM)	Professor Shivram Apte
		Mr. Shirish Kher
2.	Basic Spreadsheet Modeling (BSM)	Professor Shivram Apte
		Mr. Shirish Kher
3.	Big Data IS Big Business	Professor Arnab Basu
4.	Business Ethics (BE)	Mr. K P Shashidharan
5.	Coaching In Organisations	Mr. Vivek Kaul & Shirish Kher
6.	Consumer Trade & Promotions	Mr. A T P Ramani
7.	Contemporary Banking in India	Professor Yogesh Maheshwari
8.	Contemporary Debates (CD)	Professor Srinivas Gunta
		Professor Patturaja Selvaraj
		Professor Siddhartha K. Rastogi
		Professor Kajari Mukherjee
9.	Corporate Governance	Professor I Sridhar
10.	E-business and Social Media	Professor Srinivas Gunta
11.	English Proficiency Course- I	Dr. Shweta Kushal
		Professor Barnali Choudhary
12.	English Proficiency Course- II (EPC-II)	Mr. Roy Charles
13.	Entrepreneurship and B-Plan	Mr. Shantanu Bhagwat
14.	Entrepreneurship and New Ventures	Mr. Kannan N
15.	Foundations of Market Microstructure	Professor Arnab Basu
16.	Good Health and Well Being	Mr. J V Avdhanulu
17.	HR Analytics	Mr. Sandeep Krishnan
18.	Industry Awareness (IA)	Professor Patturaja Selvaraj
		Professor Prashant Salwan
		Professor Siddhartha K. Rastogi
		Professor Dipayan Datta Chaudhuri
		Professor Sankar Chattopadhyay
19.	Investment Philosophies And Market Behavior	Professor Deepak Kapoor
20.	Leadership Development In Practice	Mr. Sandeep K Krishnan
21.	Making Effective Presentation	Professor Abha Chatterjee
22.	Management Control Systems	Professor V. K. Gupta
23.	Management of Indirect Taxes	Professor Dipayan Datta Chaudhuri
24.	Positive Psychology in Organizations	Mr. Vikas Rai Bhatnagar
25.	Product Management	Ms. K. Rajeshwari
26.	Social Entrepreneurship	Professor Shantanu Bhagwat
27.	Strategic Management of Innovation	Mr. Jyotinath Ganguly
28.	Stress Management	Mr. J V Avdhanulu
29.	Treasury Management	Mr. Haresh Desai

30.	Understanding Patterns in Thinking	Professor Srinivas Gunta
31.	Wealth Management	Dr. Madalasa Venkataraman

Apart from regular academics, the participants of PGP are also exposed to different other activities which help them grow as a morally sound individual and professional.

Social Sensitivity

IIM Indore is one of the very few B-schools having a rural immersion programme, a rural marketing festival and also a functioning social sensitivity cell- Pragat-I, an initiative of the students at IIM Indore which works on social development projects and tries to spread awareness about various social causes. The aim of Pragat-I is to serve the under-served. Pragat-I provides the participants a platform to direct their ideas and abilities for the benefit of the society.

Rural Immersion Programme

Rural Immersion Programme (RIP) is a unique initiative that was instituted in 2009 with an objective to sensitize the budding managers and entrepreneurs of this Institute towards various schemes undertaken by the government in villages and to study and analyze their execution and effectiveness.

The 5th edition of the Rural Immersion Programme (RIP) was held from December 23-28, 2013. It received approval, support and encouragement from Dr. Aruna Sharma, Additional Chief Secretary and Development Commissioner, Panchayat & Rural Development Department, Government of Madhya Pradesh. District authorities from selected 40 districts of Madhya Pradesh extended necessary support in smooth conduct of the programme. The topics suggested for exploration were 'Changing face of village' and 'Samruddhi – Madhya Pradesh, model of financial inclusion and direct benefit transfer'.

Himalayan Outbound Programme

Management is not only taught in closed classrooms but is also learnt through experience and reflection. Participants of the PGP get a chance to explore this in the lap of the Himalayas. As the students prepare to assume greater responsibility in life by joining the high ranks of the corporate world, the excursion in the Himalayas gives them an opportunity to reflect on the one and a half years spent in the Institute and the importance of this education in future.

IIM Indore introduced this programme in 2010 at Nainital as an optional programme, with 32 participants taking part in it. After receiving an emphatic response of the participants, the course was formally inducted into the second year curriculum as a 4-credit workshop. During the programme, the students go through multiple rounds of training, focusing on adventure sports and real-life challenges, designed to test their managerial and leadership skills. From rock-climbing, rappelling and river rafting, to yoga and pranayama, the Himalayan Outbound Programme offers a mix of physical and psychological experiential tasks for the students. To elucidate, the range of activities include basic survival training—cooking competitions, firewood collection, setting up the tent, and various mountain tasks where teams strategize and perform together, which tests their leadership skills and team dynamics. The second leg of the training entails engaging the participants in social work by helping the villages close to the base camps

by providing an innovative solution to their basic problems through application of their classroom learning.

This year, 360 participants left the campus on the evening of October 19, 2013 and took part in the programme and returned to Indore on October 27, 2013. The participants divided themselves into four groups and went to four different locations— Bedni, Dayara, Kedarkantha and Nainital. While trekking was a constant component across the locations, there was also enough variation in the nature of activities to give adequate choice to the participants. For most of the participants, it was their first experience in the Himalayas.

The 2013 event was the fourth successful experience of IIM Indore participants in the Himalayan Outbound Programme. This programme, along with other innovative initiatives of IIM Indore, such as Rural Immersion Programme, Industry Visit Programme, and Student Exchange Programme, goes a long way in transforming the IIM Indore students into well-rounded individuals.

International Relations

International exchange provides the participants of IIM Indore Post Graduate Programme in Management an opportunity to develop understanding of the global business environment and culture. As a part of the exchange, participants from various partner universities also join the second year of IIM Indore's Post Graduate Programme for one term. The nomination process of the participants from IIM Indore to partner institutions involves application from the interested participants and final allocation of the preferred university based on the participants' academic performance in the preceding terms. During the year 2013-14, IIM Indore welcomed around 35 participants from different universities across the globe. 80 participants from IIM Indore joined 23 universities worldwide for a term.

Agreements of cooperation with existing partners were further extended this year. The renewed agreements with Montpellier Business School France, France Business School and IESEG School of Management France will open opportunities for the participants and faculty members of IIM Indore to explore new avenues in business management and research.

Scholarships

During the academic year 2013-14, the Institute offered several scholarships to its PGP participants. The table below lists the details of the donor organizations, amount of the scholarships, and the recipients' names.

Merit-based Scholarships:

Title	Value of the Scholarship	Donor Organization	Name of the Recipient
State Bank of India Scholarship	Rs. 1,50,000/-	State Bank of India	Karthik Swaminathan
Eicher Scholarship	Rs. 50,000/-	Eicher Motors	Rishab Parashar

Gold Medals:

Title	Value of the Scholarship	Donor Organization	Name of the Recipient
Eicher Gold Medal	Gold Medal	Eicher Motors	Sugeet Mittal
K.K. Alagh Gold Medal	Gold Medal	SKA Advisors	Monami Bagchi

Need-based Financial Assistance (NBFA) Scheme

The Institute implemented 'Need-based Financial Assistance' (NBFA) scheme from the academic year 2004-2005 to provide financial support to needy PGP participants from economically backward families. The objective of IIM Indore's NBFA programme is to provide adequate financial aid opportunities, so that no deserving student is prevented from pursuing the programme due to financial constraints.

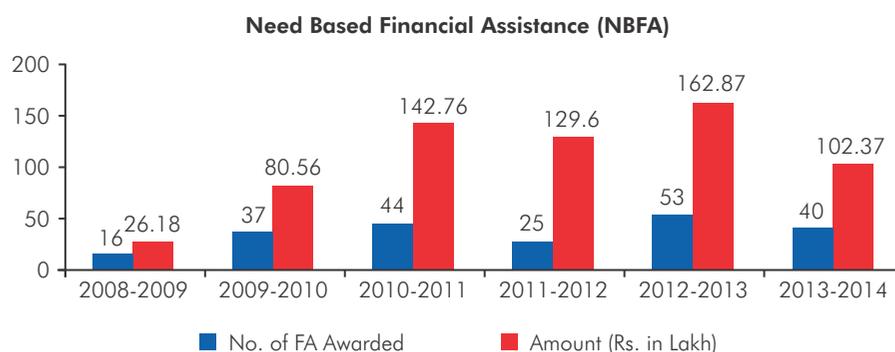
In the year 2013-14, 40 PGP participants were benefited under this scheme as per the following details:

NBFA details for the AY 2013-14 :

Particulars	PGP-I	PGP-II	Total
No. of scholarships awarded	16	24	40
Amount (in Rs.)	39,48,750	62,88,750	102,37,500

NBFA details from the AY 2008-09 to 2013-14 :

Academic Year	No. of FA Awarded	Amount (Rs. in Lakh)
2008-09	16	26.18
2009-10	37	80.56
2010-11	44	142.76
2011-12	25	129.60
2012-13	53	162.87
2013-14	40	102.37



Convocation

The fifteenth Annual Convocation of IIM Indore was held on March 29, 2014. A total of 452 PGP participants received their PGP Diplomas during the Convocation. The pre-convocation ceremony for the Class of 2014 was held on March 28, 2014. The detailed report of the programme is given in the separate section on *Convocation*.

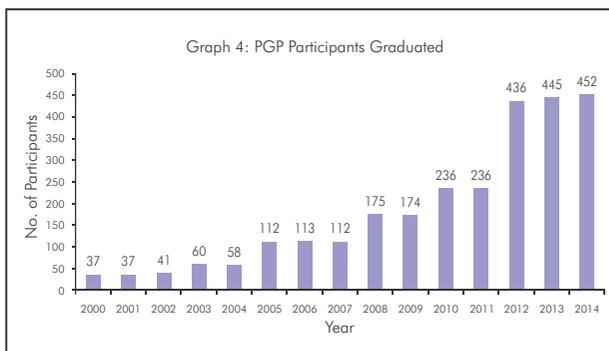
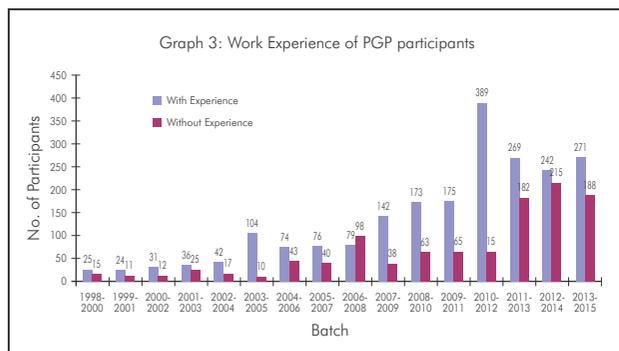
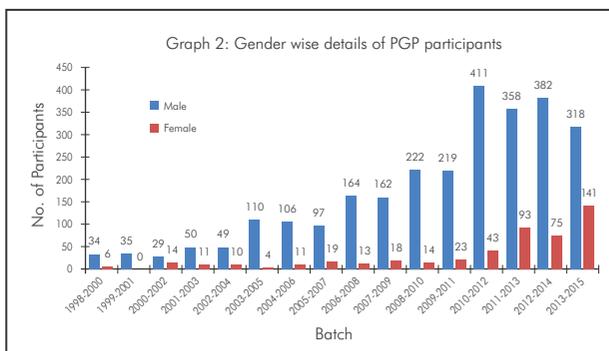
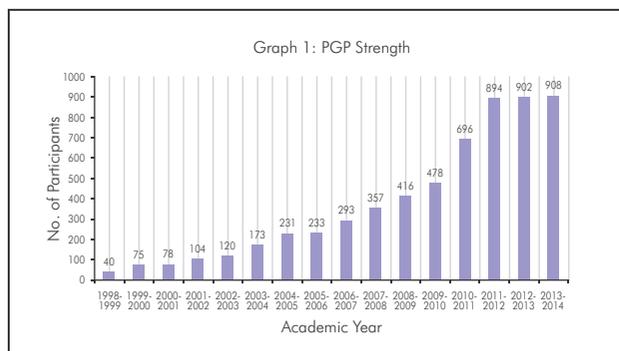
PGP Admissions: 2014-2016 Batch

During the financial year starting from March 2013 - April 2014, the admission process for seventeenth batch (2014-16) was also undertaken.

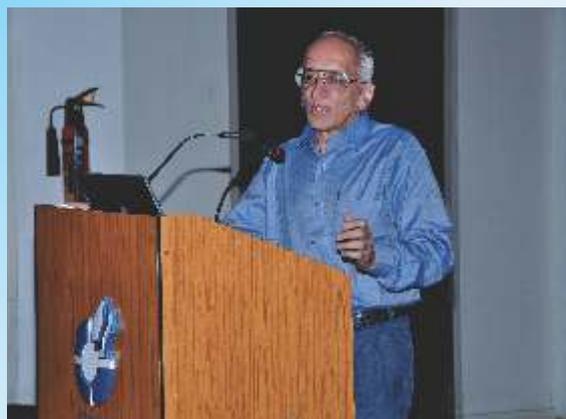
Summary: 2014-2016 Batch (as on March 31, 2014)

S.N.	Particulars	General	SC	ST	DA	OBC	GMAT*	Total
1.	No. of candidates appeared for Common Admission Test (CAT)	1,35,607	10,071	2,656	558	24,846	12	1,73,750
2.	No. of candidates called for interview	2,134	681	340	134	1220	10	4,519

PGP Strength over the Years :



Glimpses of PGP Induction Programme



Post Graduate Programme in Management, Mumbai (PGP-Mumbai)

Launched in 2012, PGP-Mumbai is a two-year full time Post Graduate Programme in Management being run in Mumbai. The Programme consists of three terms in each year. The first year has a course structure identical to that of PGP at Indore campus. Industry oriented workshops expose participants to experiential learning which helps them to carry out small-scale live projects in the industry before proceeding for summer internships. As a social responsibility, the participants undergo an NGO Project Workshop, which enables them to work with various NGOs across the city, serving different needy segments of the society, especially underprivileged children.

The second year elective courses of the Programme enable the participants to acquire better understanding of different areas like Marketing, Finance, Strategy, Operations, Information Systems, and Human Resources. The participants have one full term of campus immersion at Indore in the second year. This helps them to interact with a larger faculty and student base.

In essence, the PGP-Mumbai equips the participants with a strong knowledge base and also enables them to tap the resources available in the financial capital of the country through live projects with various industries and guest lectures.

Post Graduate Programme in Management, UAE (PGP-UAE)

IIM Indore is conducting its Post Graduate Programme (PGP) in Management at Dubai in collaboration with the Center of Excellence for Applied Research and Training (CERT), UAE. The Centre of Excellence for Applied Research & Training (CERT) is the commercial, research and training arm of the Higher Colleges of Technology (HCT), which is the largest higher education institution in the United Arab Emirates.

PGP-UAE is a full-time programme. The duration of PGP-UAE is two years; each year consists of three terms. In the first year, the participants are provided with the fundamental conceptual knowledge, analytical skills and techniques, contextual understanding, environmental awareness and overall perspective that serve as the bedrock for the Programme. The areas covered are Marketing, Finance, Human Resource Management, Quantitative Research, Operations, Economics, Information Systems and Strategy. In between the first and second years, the participants spend at least eight weeks on summer projects in various business organizations.

In the second year, electives courses give the participants a deeper understanding of different functional areas and enable them to specialize in the areas of their choice. The emphasis is on the application of knowledge gained in the form of projects, group exercises and case discussions in the corporate world. The focus of the Programme is on themes, which are relevant in the context of UAE. In addition to the elective courses on various functional areas, courses with a focus on the local economy such as, management of retail, logistics, real estate, oil and gas sector, Islamic banking, etc. are also offered.

The convocation of the second batch (2012-14) of PGP-UAE was held on March 29, 2014. Shri K.V. Kamath, Chairman of the Board of Governors, IIM Indore, handed over the diplomas to thirty-eight graduating participants. Mr. Dhruv Chaddawas awarded IIM Indore Gold Medal for Scholastic Performance in PGP-UAE. A detailed report on the convocation is presented in a separate section on *Convocation*.

Five Year Integrated Programme in Management (IPM)

The five-year Integrated Programme in Management (IPM), the first of its kind in India launched by IIM Indore in 2011, is a unique and creative programme to meet the aspirations of young students. IPM is aimed at students who have passed out of class XII/Higher Secondary or equivalent from various schools in India. IIM Indore's objective is to attract young students, groom and mould them as outstanding leaders through a world class education.

The Programme consists of 15 terms spread over a period of 5 years with each year having 3 terms of 3 months each. The broad design of the Programme includes education in Mathematics and Statistics, Economics, Engineering, Humanities and Social Sciences.

Having done an intensive study of various foundation disciplines in the first 3 years, the IPM students get trained as managers by joining the regular PGP students and doing the same course package in years 4 & 5. IPM students do a social internship at the end of year 3 and a business internship between years 4 & 5 in order to inculcate in them leadership qualities and managerial skills.

IPM students do courses in Mathematics, Statistics and Economics to develop strong analytical skills. A wide range of courses in Natural Sciences, Engineering, Social Sciences, Literature, Fine Arts helps them to develop a broad perspective. A combination of analytical rigour and broad exposure should help them develop as leaders of tomorrow.

Admission Criteria

Eligibility criteria for IPM is 60% aggregate marks at Secondary/X Std/Equivalent and at Higher Secondary/XII/+2 level/Equivalent or SAT1 overall score of 1,600 out of 2,400 (SAT-1 score obtained during January 1, 2013 to March 31, 2014 only is valid) for General and NC-OBC category candidates (55% aggregate marks at secondary/X std/Equivalent and at Higher Secondary/XII/+2 level/Equivalent or SAT-1 overall score of 1,475 out of 2,400 (SAT-1 score obtained during January 1, 2013 to March 31, 2014 only is valid) for SC, ST and PWD/DA candidates). These criteria and updates (if any) are available on the Institute's website.

Short listing for Personal Interview (PI) is based on their performance in an Aptitude Test (AT) designed and administrated by IIM Indore. However, final selection is based on candidate's performance in AT and (PI). Reservation norms of Government of India are respected to ensure inclusiveness in the batch.

In IPM, candidates' academic performance is assessed on a continuous basis. Students who meet the minimum requirements of the Programme are promoted to the subsequent year of study. Those who do not meet the minimum requirements of the Programme on yearly basis are advised to either leave or repeat the year. Those candidates who complete five years of their study and meet all the academic requirements of the Programme are considered for awarding the Integrated Diploma in Management. The Programme requirements are decided by the Executive Committee of the Programme and are available on the Institute's website. These details are also routinely updated.

Admissions

The Third batch (2013-2018) of the Five-Year, residential Integrated Programme in Management (IPM) attracted 7,052 eligible applications.

6,955 candidates were called for Aptitude Test (6120 General, 190 Scheduled Caste, 43 Scheduled Tribe, 576 Non-Creamy Other Backward Classes and 26 differently abled applicants).

1,120 candidates were shortlisted (610 General, 132 scheduled caste, 26 Scheduled Tribe, 329 Non-Creamy Other Backward Classes and 23 Differently Abled applicants).

279 candidates were offered admission (154 General, 40 Scheduled Caste, 13 Scheduled Tribe, 68 Non-Creamy Other Backward Classes and 4 Differently Abled applicants).

134 candidates accepted admission (63 General, 22 Scheduled Caste, 8 Scheduled Tribe, 37 Non-Creamy Other Backward Classes and 4 Differently Abled applicants).

121 candidates registered (57 General, 20 Scheduled Caste, 7 Schedule Tribe, 33 Non-Creamy Other Backward Class and 4 Differently Abled applicants).

Summary of IPM Admissions 2013-2018 Batch

S.N.	Particulars	General	OBC	SC	ST	PH	Total
1	Applied and Eligible	6,120	576	190	43	26	6,955
2	Called for interview	610	329	132	26	23	1,120
3	Admission offers made	154	68	40	13	4	279
4	Accepted the offers	63	37	22	8	4	134
5	Registered	57	33	20	7	4	121

Course Structure

The Programme follows the trimester system, with three terms per year. During the first three years of the Programme, each student is required to complete at least 360 credits, consisting of compulsory courses as well as electives. One credit is equivalent to 5 classroom sessions of 75 minutes duration. The detailed information on course structure and graduation requirement is available on the Institute's website.

Faculty Resources

Faculty members are drawn from various sources which include faculty members of IIM Indore, resource persons/visiting professors from renowned colleges/institutes, industry experts and retired faculty members from various Indian and foreign universities.

Student Activities

Apart from academic programmes, the IPM participants are exposed to various extra-curricular activities in order to inculcate in them leadership qualities and managerial skills. The IPM participants have formed several Clubs/Committees through which they complement their academic activities. These committees/clubs organize several programmes. These clubs encourage and provide an opportunity to

participants to participate in various activities like media communication, establishing strong presence on social media, organizing lecture series, concerts, games and sports, quizzes, blood donation camps, cloth donation camps, competition on literary programmes and performing arts, black pencil projects, photography competition, educational cum cultural trip, international women's day celebration, creative print advertisement competition, oratory competition, writing competition, etc.

In order to inculcate quality education in the participants, IIM Indore organized several talks and lectures by renowned personalities from various walks of life for IPM participants. Partial list of the guest speakers is mentioned in a separate section on *List of Visitors to the Institute*. Details of awards and achievements by IPM participants are mentioned in a separate section on *Awards, Scholarships and Achievements*.

Fellow Programme in Management (FPM)

The Fellow Programme in Management at IIM Indore provides an opportunity to those who wish to contribute to the field of management sciences by doing research in the discipline of management. The goal of the Programme is to prepare the participants in contributing to the field of training, research and consulting.

Introduced in 2006-07, the Fellow Programme at IIM Indore is a unique doctoral programme in management. It is designed to provide both breadth and depth of knowledge to doctoral students in management. The Programme has the two-fold objective of enabling participants to master the relevant methodological tools of management research on the one hand, and the advancement of the current body of management knowledge on the other. The FPM track offers prospects of a career within academia or (research) positions outside the academic world. The Programme's rigorous curriculum provides ample training for an academic career and gives the participants the opportunity to make an indelible mark on the research activity in their respective field. The Programme offers specialization in various areas of management.

The Programme was launched with single student in 2006-07. Since the launch of the Programme, 114 participants have been enrolled in it. IIM Indore has been making sincere efforts to increase the enrollment in the Programme. It is expected that increased intake will help ameliorate shortage of quality faculty in management schools in India.

Fellow Programme in Management-Industry [FPM (Industry)]

FPM (Industry) at IIM Indore is a unique doctoral programme in management for working professionals. The FPM (Industry) at IIM Indore provides an excellent opportunity to those who wish to contribute to the field of management sciences by doing research. The goal of the Programme is to prepare the researchers for contributing to the fields of training, research, and consulting. The objective is achieved by:

- Providing an overview of the management discipline in general and functional areas in particular;
- Giving inputs on research tools and techniques;
- Giving inputs on developing and effectively using various pedagogical tools and techniques;
- Strengthening the scholarly base of participants' domain knowledge; and,
- "Rigorous research work leading to a dissertation.

The objective of the Programme is achieved by:

- Providing an overview of the management discipline in general and functional areas in particular
- Giving inputs on research tools and techniques
- Giving inputs on developing and effectively using various pedagogical tools and techniques, and
- Strengthening the scholarly base of participants' domain knowledge.

Structure of the Programme

There are two components of the Programme, on-campus course work and off-campus thesis work.

The on-campus course work has three modules:

- Module 1: Foundation in Management— Integrated Course on Foundation of Management.
- Module 2: FPM Core Course— The module is of one month duration which comprises of Quantitative Research Methodology, Qualitative Research Methodology, Academic Communication/ Workshop in Management Teaching and History of Management Thought.
- Module 3: Area Courses— This module is of one-month duration, which comprises of two Area Seminar courses and two Related Area Seminar courses.

Two months after the completion of the course work, a candidate has to take a comprehensive examination to assess his/her suitability for the dissertation. After the comprehensive examination, the student proceeds to his/her thesis stage under the guidance of Thesis Advisory Committee (TAC) consisting of at least three faculty members. Thesis stage involves Open Thesis Proposal Seminar, Open Dissertation Seminar and Thesis Defense.

Enrolment in FPM and FPM (Industry):

(A) FPM: Area-wise and year-wise summary

Area	2013-14	2012-13	2011-12	2010-11	2009-10	2008-09	2007-08	2006-07
Finance & Accounting	01	03	02	02	07	03	Nil	01
Marketing Management	03	02	02	01	02	01	01	Nil
OB & HR	Nil	03	03	03	01	Nil	01	Nil
Strategic Management	01	03	02	01	01	Nil	Nil	Nil
Operations Management	02	03	02	03	02	Nil	Nil	Nil
Communication	01	02	Nil	Nil	01	Nil	Nil	Nil
Information Systems	03	01	Nil	03	01	Nil	Nil	Nil
Economics	02	03	03	01	Nil	Nil	Nil	Nil
Total	13	20	14	14	15	04	02	01

(B) FPM (Industry): Area-wise and year-wise summary :

Area	2013-14	2012-13	2011-12
Finance and Accounting	Nil	02	01
Marketing Management	02	01	01
OB & HR	01	03	Nil
Strategic Management	03	04	02
Operations Management	01	01	02
Information Systems	02	03	01
Communication	Nil	Nil	Nil
Economics	Nil	Nil	01
Total	09	14	8

Title of *Fellow of IIM Indore* was conferred on eleven participants of the FPM during the fifteenth convocation held on March 29, 2014. Detailed report of the Programme is given in the separate section on *Convocation*.

Till date, IIM Indore FPM participants have bagged 15 Best Paper Awards at various national and international conferences. Also, since the launch of the Programme, the FPM participants have made commendable contributions in their specialized areas of knowledge. Details of the research publications by the FPM participants are given in the separate section on *Publications*.

Executive Post Graduate Programme in Management (EPGP)

Introduced in the year 2002, the one-year Executive Post Graduate Programme of IIM Indore is designed for graduates of any discipline with a minimum of five years of managerial/entrepreneurial/professional experience. Specially designed to enhance knowledge, skills and capabilities essential for managing and leading organizations, the Programme combines skill building with exploration of good management practices. The Programme consists of 6 terms of 6 weeks each, including an international immersion term wherein the EPGP participants get to spend a complete term at an international location. During the year 2013-2014, the Institute completed the fourth batch of EPGP with forty-five participants.

The Programme aims to develop the participants to:

- Manage in diverse social, political and economic environment;
- Recognize and harness the potential of human resources and leverage them to create a competitive organization;
- Learn and appreciate the power of leadership, creativity and innovation in building globally competitive organizations;
- Balance conflicting demands between wealth creation, being socially relevant and corporate citizenship;
- Understand, develop and modify the well-known tools and techniques of management to address issues relevant to managing growth in new and emerging markets with focus on accomplishing inclusive growth in the larger social context; and

- Appreciate and understand the need to blend management principles with entrepreneurship and intuition to create and manage socially relevant organizations.

Curriculum

Academic input is provided from two types of courses— Core and Elective courses. There were 26 core courses and 32 electives (excluding 16 electives with 32 IIM Indore equivalent credits in International Immersion). A total of 149 credits (excluding credits from International module) were available for the one year EPGP. Of those, 96 credits were required for successful completion of the Programme. International immersion of the fourth batch took place in their term IV at the Centre for Executive Education, Joseph M. Katz Graduate School of Business, University of Pittsburgh (USA). The participants took 9 Pittsburgh credits (equivalent to 32 IIM Indore credits) of academic content. The intervening international module provided the much-needed academic and industry exposure to develop an understanding of the global business environment and the ability to operate in a multi-cultural environment.

In order to make it more relevant to the current requirements of the industry, EPGP was reshaped this year bringing in the changes suggested by the top industry leaders, academicians, practitioners as well as students.

In addition to a comprehensive functional core module, elective courses aligned with the industry concentration identified for the Programme such as Analytics, BFSI, e-Commerce etc. were introduced.

The EPGP is re-designed keeping in mind the following value propositions:

- (a) The courses should leverage the experience of the participants.
- (b) The courses should be aligned with the industry concentration being identified for EPGP.
- (c) The core courses should provide a general management perspective at an elevated pitch compared to the PGP.

In an effort to expose the participants to multiple perspectives of business management, and have them constantly motivated, IIM Indore organized several talks and lectures by renowned personalities from various walks of life for EPGP participants. Partial list of the guest speakers is mentioned in a separate section on *Visitors to the Institute*.

Batch Profile

The fourth batch of EPGP had 45 participants from diverse academic and industry experience background. While the average age of the class was 30 years, the average work experience was of 7.5 years. 66% of the participants had international work experience with an average of approximately two years of international work experience.

Convocation

The Convocation of the fourth Batch of EPGP (2012-13) was held on March 29, 2014. Shri K.V. Kamath, Chairman of the Board of Governors, IIM Indore, handed over the Diplomas to the graduating participants. Detailed report of the programme is given in the separate section on *Convocation*.

Fifth Batch of EPGP

After the successful completion of fourth batch, the fifth batch of EPGP started in September 2013 with a batch size of 47 participants. The average work experience of the batch is 7 years and 42% of the participants have worked at international locations with an average of 20 months of international exposure.

Post Graduate Programme in Management-Weekend (Alternate) - Mumbai (PGPMX-Mumbai)

IIM Indore's two-year alternate weekend PGPMX–Mumbai, offered in Mumbai, is designed for working executives and entrepreneurs who would like to take the opportunity to become transformational leaders and innovative solution creators in their respective organizations, but find it difficult to pursue a full-time programme in management. PGPMX – Mumbai is designed to provide flexibility to working executives to be engaged in their respective professions and at the same time upgrade their knowledge base.

The profile of PGPMX-Mumbai batches is:

Particulars	2012-14	2013-15
Number of Participants	24	19
Average Work Experience (in years)	15	12
Average Age (in years)	37	33

The Convocation of the first batch of PGPMX – Mumbai (2011-13) was held on April 6, 2013.

Post Graduate Programme in Management-Weekend (Alternate), UAE (PGPMX-UAE)

The two-year alternate weekend PGPMX-UAE, offered in Dubai, UAE, is uniquely designed for working executives and entrepreneurs who would like to take the opportunity to become senior management professionals in their respective organizations but are unable to find adequate time and opportunity to pursue a full-time programme in management.

The PGPMX-UAE is a rigorous course, which exposes participants to experiential learning and provides avenues for creative collaborations with their peers, faculty and organizations.

The profile of PGPMX-UAE batch is:

Particulars	2013-15
Number of Participants	12
Average Work Experience (in years)	13
Average Age (in years)	34

The Convocation of the first batch of PGPMX-UAE (2011-13) was held on April 6, 2013.

Executive Post Graduate Programme in E-Governance (EPGP-EG)

The first batch of 37 participants of Executive Post Graduate Programme in E-Governance graduated with the 15th annual convocation held on March 29, 2014. Participants completed their mandatory internship

with reputed organisations like NISG, PWC, Grand Throton, NPC, BPCL, Ernst & Young Consulting etc. Out of 37 participants, 17 participants were sponsored by the Government of India from various state governments like Jammu & Kashmir, Andhra Pradesh, Rajasthan, Madhya Pradesh, Odisha and Maharashtra.

During the 15th Convocation, Paramendra Tiwary, an EPGP (e-Governance) participant received the *IIM Indore Gold Medal for Scholastic Performance*. A detailed report of the Convocation is presented in a separate section on *Convocation*.

Management Development Programmes

Management Development Programmes (MDPs), an important activity of IIM Indore, are specifically designed to reflect the evolving realities of business and managerial practices. These programmes add knowledge and skill sets to the participants, facilitating their enhanced contribution to the future success of their organisations. The MDPs offered by IIM Indore are structured into two segments: open and customised. While the open programmes address the general managerial developmental needs of the nation, the customised programmes of the Institute are aimed at fulfilling the specific requirements of organisations for augmenting their competitiveness. IIM Indore's MDPs offer a unique learning opportunity to the participants to learn new managerial concepts, explore good management practices, reflect on critical new perspectives and approaches in management, and master new skills. Moreover, these programmes provide the participants with an opportunity to exchange ideas and gain insights from a diverse range of peers.

Open MDPs

During the year 2013-14, IIM Indore conducted 17 Open MDPs. A total of 254 executives from 97 companies, both private and public sector, enrolled in these programmes. The programmes covered a wide range of functional areas viz. Finance & Accounting, Organizational Behaviour, Marketing, Strategy, Communications, Information Technology, International Business and Operations Management & Quantitative Techniques.

Open MDPs conducted during the last three years:

S. N.	Particulars	2011-12	2012-13	2013-14
1.	Number of Programmes	16	18	17
2.	Average number of participants	14	17	15
3.	Number of participants	224	300	254
4.	Number of participants from Govt. / Public sector	69	148	135
5.	Number of companies participated	116	145	97
6.	Number of Govt. / Public sector organisations that nominated participants	24	56	22

Customised MDPs

Customised MDPs at IIM Indore are designed in partnership with organisations to create a powerful transformational experience for their managers who can play the role of change agents in these organisations. With over 15 years of experience in the design, development and delivery of customised executive programmes for major public and private sector companies, IIM Indore recognises that each organisation requires unique learning interventions, and accordingly offers customised programmes of high quality to address the specific training requirements of the organisations. During the year 2013-14, IIM Indore conducted 50 Customised MDPs. A total of 1,566 executives from 18 companies, both private and public sector, availed benefit of these programmes.

Customised MDPs conducted during last three years:

S. N.	Particulars	2011-12	2012-13	2013-14
1.	Number of Programmes	38	54	50
2.	Average number of participants	38	29	31
3.	Number of participants	1436	1568	1566
4.	Number of participants from Govt. / Public sector	869	1288	1412
5.	Number of companies for whom programmes conducted	21	26	18
6.	Number of Govt./Public sector organisations	8	19	12

Broadband Based Executive Education Programmes (BBEEP)

The BBEEP, launched in the year 2007, offer an online, interactive platform with classrooms located at various cities in India. Faculty members of IIM Indore deliver the course from the classroom studio at IIM Indore using broadband technology. The BBEEPs are intended to equip the participants with basic skills and competencies that are required for progression to managerial and supervisory positions in organizations. The delivery of the Programme across various cities gives flexibility to the participants to study while pursuing their work.

IIM Indore, at the request of Aegis Limited, Mumbai, for a fee, contributed to a General Management Module (GMM) of the 12-month Certificate Programme in Services Management (CPSM). The curriculum for the GMM consists of classroom delivery of 240 hours and an additional 5 days (25 hours) of on-campus training. The faculty members of IIM Indore delivered the course through web-ex based technology and also visited the ICEM (Institute of Customer Experience Management), Coimbatore for evaluating participants' presentations.

IIM Indore signed an MoU with Manipal Global Education Services Private Limited (MaGE) for conducting General Management Module in the Post Graduate Programme in Business Management (GMM in PGPM). The first batch of GMM in PGPM commenced from November 18, 2013 with 18 participants.

Faculty Development Programme (FDP)

The fifth edition of the Faculty Development Programme (FDP-2013) of Indian Institute of Management Indore concluded on June 28, 2013. The 8-week long programme was held during April 22, 2013 to June 28, 2013. The Programme attracted 33 participants from various streams from different parts of India and abroad.

The modules of the 5th FDP included sessions on Simulation, Library Services & Database Management, Marketing Management, Accounting, History of Management Thought, Fundamentals of Economics, Finance, Introduction to Spreadsheets, Decision Analysis, Collaborative Consumption, Customer Relation Management, Value In Use Pricing, Human Resources Management, Organizational Behavior, Contemporary Issues in Finance, Industrial Relations and Labour Laws, RM-Time Series, Data Analysis for Research, Information Technology, E-Governance, SPSS, Strategic Management, Operations Management, Strategic Management, Fundamentals of Economics, Case Pedagogy, Developing Case and Course Materials, Research Methodology, Communications. The Programme also included multiple industrial visits and BCG materials. A total of 23 instructors interacted with the participants over 208 sessions.

Some of the participating institutions included Mukesh Patel School of Technology Management and Engineering, Mumbai, NMIMS University; ITM University, Gwalior; PSG Institute of Management; Lumbini Academic Foundation, Kathmandu; Bar Council of Delhi; Oriental Institute of Management, Mumbai; Punjabi University, Patiala; Central University of Karnataka, etc.

The Programme also included a field visit to ITC e-Choupal and a day-long trip to Mandav, a heritage tourism site. During their stay at IIM Indore, the participants had the opportunity to attend the 5th *International Conference on Excellence in Research and Education* organised by IIM Indore in collaboration with Tun Abdul Razak University of Malaysia during May 9-12, 2013.

Certificate Course in Business Management for Defense Officers (CCBMDO)

The Directorate General Resettlement (DGR) initiated this course to uphold its commitment of providing meaningful training to the retiring and retired service officers and to enable them in finding suitable and appropriate employment. IIM Indore so far has successfully conducted ten batches of this course and trained about 476 defence officers.

The 10th batch of CCBMDO, consisting of thirty six defence officers, commenced on September 9, 2013. The valedictory function for this batch was held on February 22, 2014.

Glimpses of IPM Induction Programme





IPM Students with former President of India, Dr. APJ Abdul Kalam on June 12, 2013

IPM Induction Programme



Participants of MDPs Conducted during 2013-14





FDP-2013 participants with faculty members of IIM Indore

4. Placement

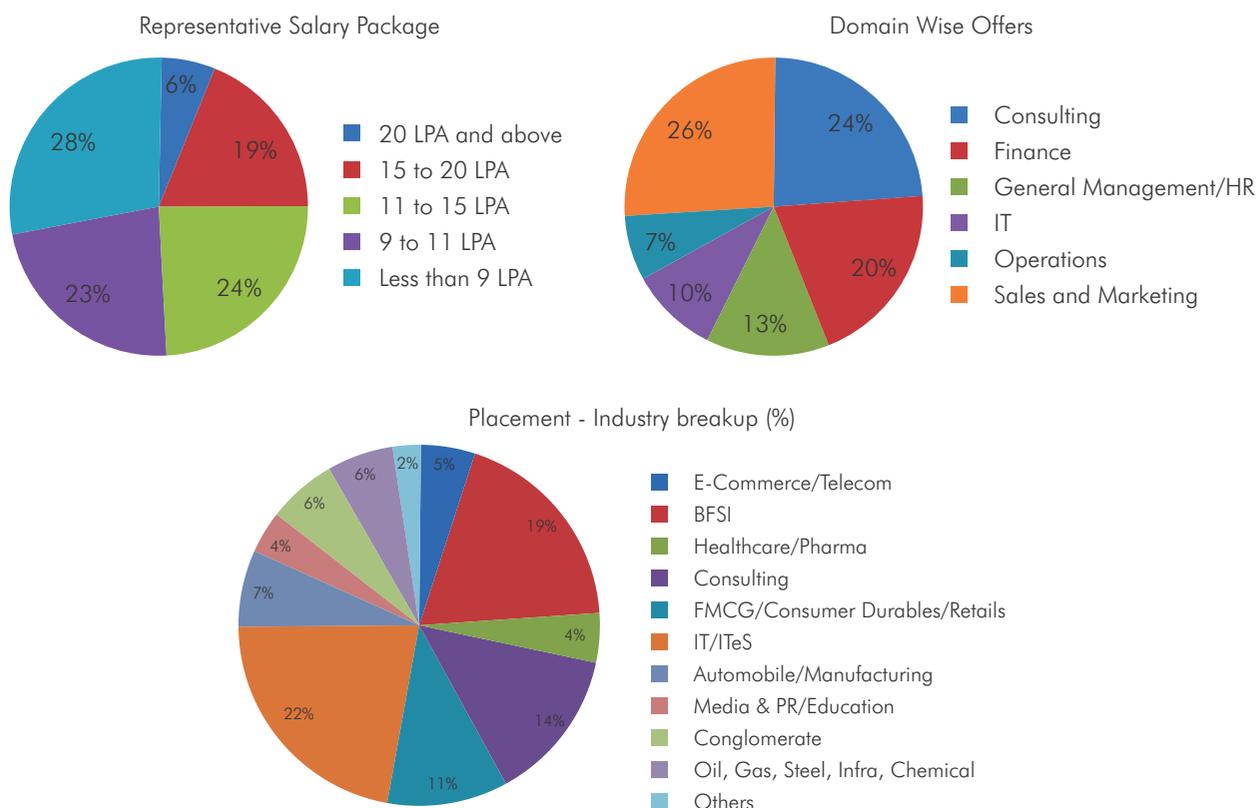
The placement season at IIM Indore stood out for the excellent opportunities it offered to the PGP batch of 2012-14 of the Institute. The strong batch of 475 participants, the largest across IIMs, witnessed participation from 152 companies. The diverse talent pool, at an average work experience of 14 months, helped attract several new recruiters across industry such as FMCG, Banking & Financial Institutions, IT/ITes, E-commerce, Education, Media, Healthcare & Pharmaceutical and Infrastructure & Energy. The entire process bore testimony to the quality of participants and the excellent pedagogy of IIM Indore. The above factors coupled with support from the faculty, a growing alumni network and a strong corporate relationship with a 27% first time recruiters made a plethora of recruiters choose IIM Indore as the preferred campus for recruitment.

Highlights

- 100% placement of participants from both IIM Indore PGP and IIM Indore PGP-Mumbai
- 52% increase in the number of Pre Placement Offers (PPOs)
- Highest Domestic package offered this season was Rs.32 lakhs per annum while highest international package was \$ 59,800 per annum.
- Average compensation for IIM Indore this year remained Rs.12.13 lakhs p.a. with a 10% increase in the total number of participants
- Average compensation for the top 50 participants was Rs.22.52 lakhs p.a.
- Sales & Marketing witnessed 26% of the total offers made
- Pharmaceuticals majors made their presence felt on campus
- Consulting domain attracted offers for about one-fourth of the batch
- With 20% of total offers, the Finance domain was the highlight of the season
- Recruiters such as AppsDaily, Cognizant Business Consulting, Deloitte, Deutsche Bank & Tata Consultancy Services rolled out job offers in double digits.

Placement Statistics

Particulars	Statistics
No. of students who participated	475
No. of Companies	152
No. of Pre-Placement Offers	61
Average Annual Salary	Rs.12.13 lakhs p.a.
Top 200 Average Annual Salary	Rs.16.47 lakhs p.a.
Highest Domestic Annual Salary	Rs.32 lakhs p.a.
Highest International Annual Salary	US\$ 59800



Summer Placements 2013-15 Batch

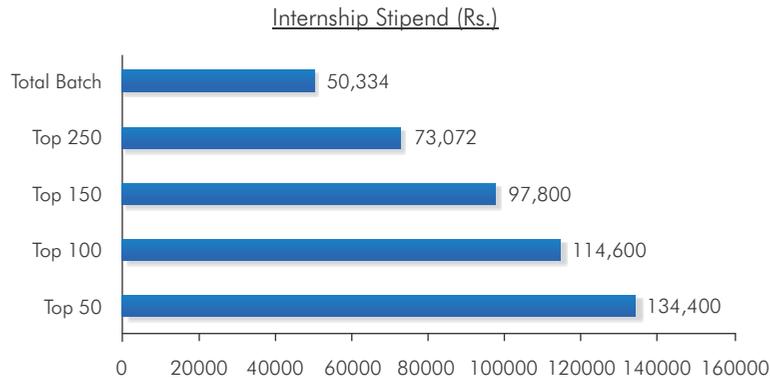
Summer Placement for the batch 2013-15 witnessed participation from 156 companies. Offers were rolled out to a strong batch of 452 participants across diverse sectors such as BFSI, Consulting, Media, Advertising & PR, E-Commerce, FMCG, Pharmaceutical & Healthcare as well as Education. Amongst entire recruiter pool, 52% participated in the summer placement process for the first time, showing immense faith in the process and quality of the batch.

Sales & Marketing emerged as the most preferred function with 42% of the batch opting for roles from leading FMCG majors including HUL, ITC, L'Oreal, PepsiCo, Dabur, Pidilite, Marico, AT Foods, Emami, SabMiller, Akzonobel & HCCB. Several non-FMCG firms such as Airtel, Vodafone, Philips, HCL, Madura Garments, Multiscreen Media, Saint Gobain & Tata Motors hired summer interns in increasing numbers. The presence of several first time recruiters such as Parle, Genesis Colors, J & J Pharma and Cavinkare was a testament to the quality of participants and faith in pedagogy of IIM Indore.

Around 28% of the offers were rolled out in Consulting & General Management Function. Consulting roles were offered by Cognizant Business Consulting, TCS Global Consulting, Capgemini, Mindtree, Noesis Consulting, SKP Consulting, Stratbeans Consulting & Wipro Consulting. Indian Conglomerates including Mahindra, Reliance Industries Ltd, Adani Wilmar, Raymond Group, RPG Group, L & T, GMR Group & Anand Group recruited for General Management & Business Development Programmes.

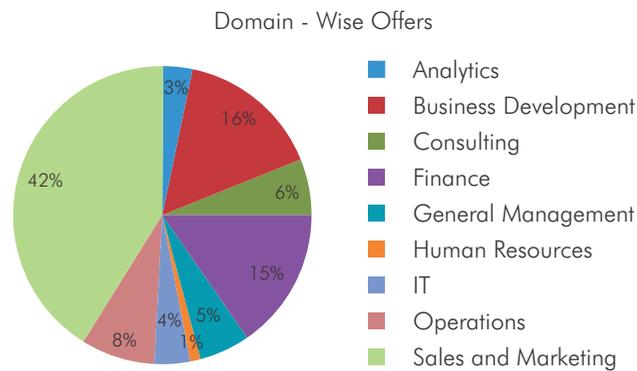
Offers were rolled out in Finance function accounting for 15% of the total offers. Major recruiters were Deutsche Bank CIB, JP Morgan, Goldman Sachs, HSBC, American Express, Edelweiss, ICICI Bank, GE, DCB Bank, Indxx, IL&FS, SEBI. New recruiters included Deutsche Bank AG and RBI.

Summer Placements 2013-15 Statistics



The season also witnessed the participation of few PE/Angel investment funds such as Mumbai Angels, GEF Advisors, India Quotient Fund and Uniquest Infra Ventures. Prominent recruiters offering operations profile included Tata Motors, Cummins, Jindal Steel, Enterprise Force and Jabong.com. HUL, GE (ITLP), TCS, Mahindra Comviva, Aspire Systems were some of the prominent recruiters in Information Technology. A total of 15% offers were made in these two functions.

The average stipend offered to participants for 2 months was about Rs. 50,000. The highest domestic stipend offered for the internship period was Rs. 1,50,000 for a period of two months.



The chart shows the range of stipend (offered in summer placements) bagged by the participants

5. Convocation

IIM Indore hosted its 15th Annual Convocation on Saturday, March 29, 2014. The occasion witnessed a two-day convocation ceremony with eminent dignitaries of the industry and society drawn together in an engaging alliance.

The convocation is held each year to confer the title of the *Fellow of Indian Institute of Management Indore* for its Fellow Programme in Management (FPM) and diplomas to the successful participants of Post Graduate Programme in Management (PGP), Post Graduate Programme in Management-UAE (PGP-UAE), Executive Post Graduate Programme in Management (EPGP) and Post Graduate Programme in Management MX-Mumbai (PGPMX, Mumbai). This year, diplomas were also conferred to the participants of PGP-Mumbai and EPGP (e-Governance).

During the Convocation, 11 FPM participants received the title of *Fellow of IIM Indore*. 452 participants of PGP, 38 participants of PGP-UAE, and 33 participants of PGP-Mumbai received the *Post Graduate Diploma in Management*. 45 participants of EPGP, 37 participants of EPGP-EG and 22 participants of PGPMX-Mumbai received the *Executive Post Graduate Diploma in Management*.

Some of the significant features of the graduating PGP batch at Indore campus were:

- Out of 452 graduating students of PGP, 377 were male and 75 female.
- Need-based Financial Assistance (NBFA) amounting to Rs.1.02 Crore was provided to needy PGP participants from economically backward families in the financial year 2013-14. This does not include various scholarships and financial assistance schemes sponsored by Central and State Governments.
- In addition to a week long Rural Immersion Programme in the villages of Madhya Pradesh, PGP students spent a week in the Himalayas at altitudes ranging from 7000 feet to 12000 feet as a part of the Himalayan Outbound Programme.

The Annual Convocation began with convocation procession, a tradition where all the participants along with the Chief Guest, Board and faculty members of IIM Indore walk through the hallowed precincts of the Institute towards the convocation venue. Shri K.V. Kamath, Chairman, IIM Indore, then declared the annual convocation open and delivered the welcome address.

This year, the Chief Guest of the event was distinguished author Shri Ramachandra Guha. While introducing the Chief Guest, Shri Kamath expressed his sincere gratitude to him for having agreed to deliver the 15th Annual Convocation address at IIM Indore. While concluding his address, Shri Kamath congratulated all the graduating students.

Besides the Scholarships and Awards given to students during the pre-convocation ceremony on March 28, 2014, medals for Academic Excellence were presented to the following participants by the Chief Guest:

The *IIM Indore Gold Medal for Scholastic Performance Rank 1* to Karthik Swaminathan

The *IIM Indore Gold Medal for Scholastic Performance Rank 2* to Jyothi Garg

The *IIM Indore Gold Medal for Scholastic Performance Rank 3* to Rishab Parashar

The *IIM Indore Gold Medal for the Best Woman Participant for Scholastic Performance* to Jyothi Garg

IIM Indore Gold Medals for Scholastic Performance were presented to the PGP-UAE and PGP-Mumbai participants as per the following details:

- PGP-UAE Dhruv Chadda
- PGP-Mumbai Sandeep Sayal
- PGPMX-Mumbai Rajeev Kumar Bhandari

Dharmendra Kumar Goyal, an EPGP participant, received the *IIM Indore Gold Medal for Scholastic Performance*. Paramendra Tiwary, an EPGP (e-Governance) participant received the *IIM Indore Gold Medal for Scholastic Performance*.

The grand event was witnessed by proud family members, relatives and friends of the participants as well as by the distinguished guests in the audience.

IIM Indore regrets to report that during the group photo rehearsal of participants of the graduating PGP batch, the wooden structure on which they were climbing to position themselves, collapsed. This resulted in injuries to 66 students of the batch. However, 52 of such students attended the Convocation and received the diplomas in person from the Chairman, IIM Indore. Referring to this unfortunate incident, Professor Rishiksha T. Krishnan, in his 1st convocation address wished a speedy recovery to the injured students and commended the spirit of those students who in spite of their injuries were firmly determined to receive their diplomas in person. Professor Krishnan highlighted major achievements of the Institute in the academic year 2013-14.

The entire programme was covered on the website of IIM Indore through live video streaming mainly for the benefit of the parents of some of the students who were not able to attend the Convocation.

Pre-Convocation Function

The pre-convocation ceremony of the Indian Institute of Management Indore was held on March 28, 2014.

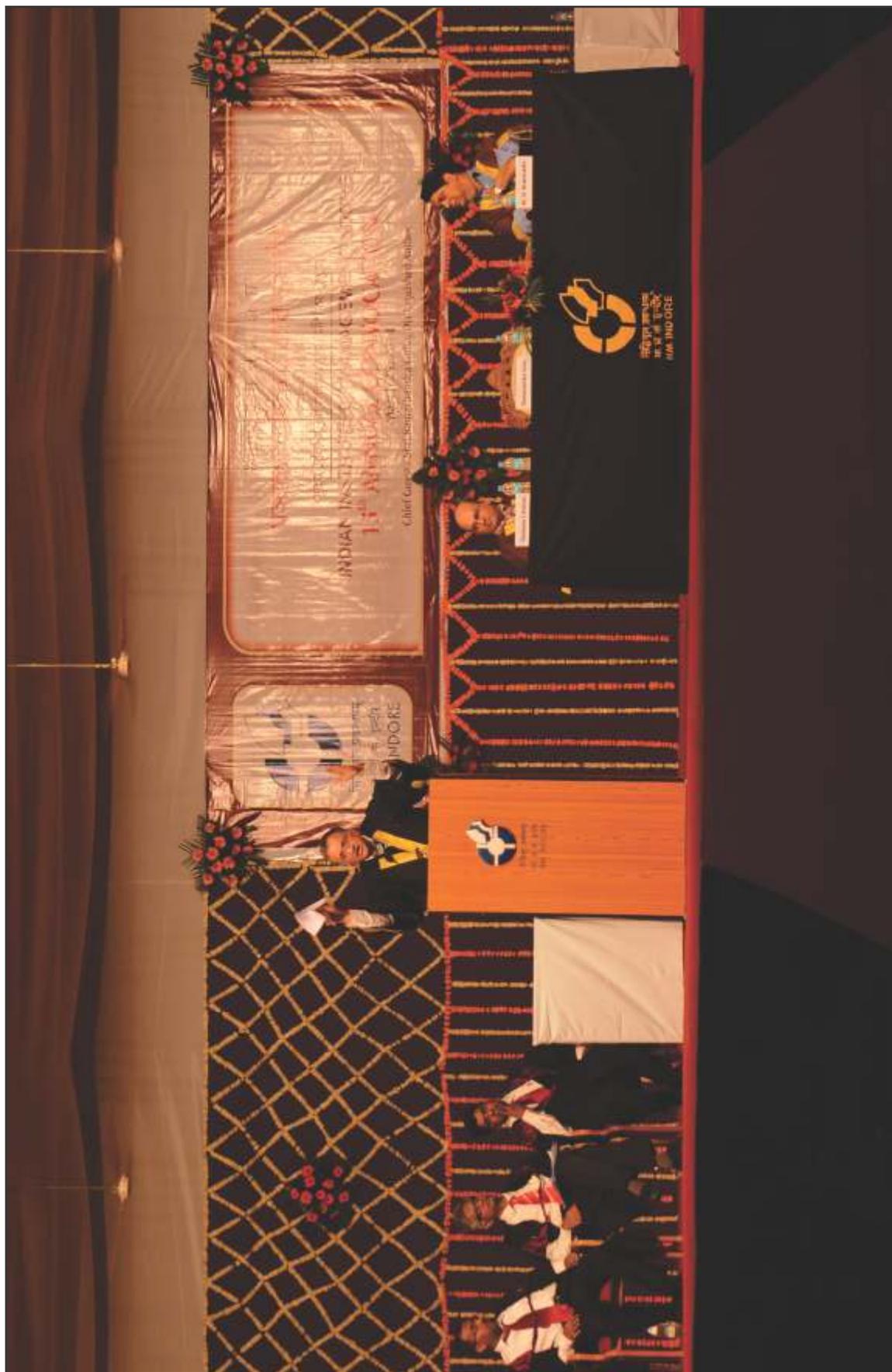
Dr. Ardhendu Pathak, Vice-President & Head of Emerging Technologies & Concepts, Airbus and Mr. P.R. Ganapathy, COO, Villgro Innovations were the Guests of Honour of the Pre-Convocation function.

Professor Rishiksha T. Krishnan, in his pre-convocation address extended a warm welcome to Dr. Ardhendu Pathak, Mr. P.R. Ganapathy, members of IIM Indore Society and Board of Governors, distinguished guests, media persons and the whole IIMI community. He congratulated the graduating class of 2012-14 and appreciated the Students Affairs Committee for their outstanding efforts in motivating and boosting the morale of the IIM Indore community.

During the event, certificates were distributed to the coordinators of various students' councils by the Director and scholarships and awards were presented to the following participants by the guests of honour:

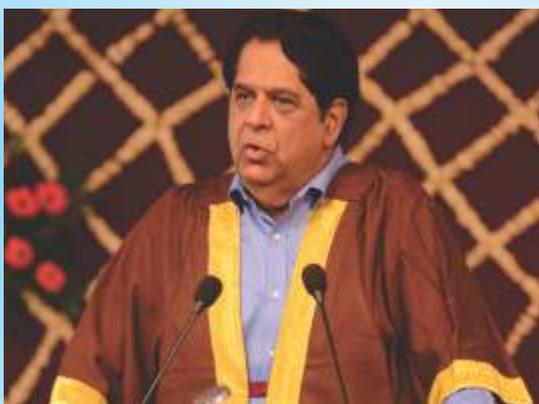
1. *State Bank of India Scholarship* (Rs. 1,50,000/-) to Karthik Swaminathan;
2. *Eicher Scholarship* (Rs. 50,000) to Rishab Parashar;
3. *Eicher Gold Medal for Best-All Round Performance* to Sugeet Mittal; and,
4. *K.K. Alagh Gold Medal for Best-All Round Performance for Women* to Monami Bagchi.

This was followed by a cultural programme by Ability Unlimited Foundation (AUF), a non-profit charitable organisation.

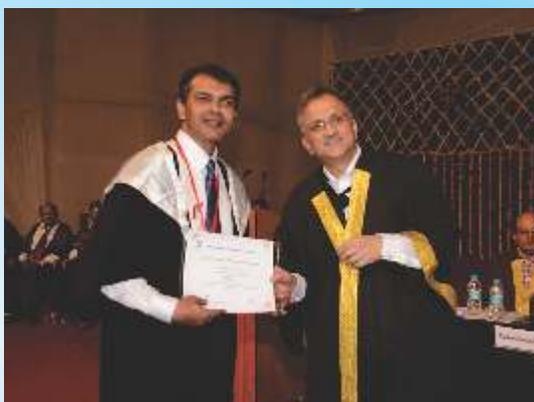
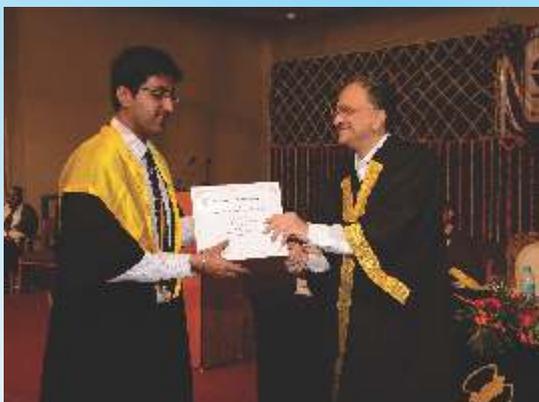


Distinguished author Shri Ramachandra Guha delivering the Convocation address

Glimpses of 15th Annual Convocation



Glimpses of 15th Annual Convocation: Gold Medalists



Glimpses of Pre-Convocation Function



Glimpses of Pre-Convocation Function



6. Foundation Day

On the occasion of IIM Indore's 17th Foundation Day celebrations, a series of events were organised at the Institute during October 1-3, 2013. The celebrations started with a magic show by Aristobulle (Alliance Française), a prominent French troupe of France, on October 1, 2013.

This was followed by Indore Marathon on October 2 on the theme - *Run against Rape and Discrimination*. Around 4500 participants from different age groups from all walks of life ran for the cause. The oldest participant was 84 years old while the youngest was just 11 years old. A conference on *Creating and Sustaining Institutions: The Indian Experience* was organised by IIM Indore during October 2-3, 2013. The Conference was attended by 300 participants including invited speakers, delegates, students and faculty members of IIM Indore. A detailed report of the Conference is presented in a separate section on Conference, Workshops and Lectures.

The occasion also witnessed felicitation of IIM Indore's faculty who have been associated with the Institute for the past 10 years. The employees who completed 10 years of regular service at the Institute included Dr. Abha Chatterjee, Professor U.K. Bhattacharya and Professor B. Hariprasad.



Glimpses of Foundation Day Celebrations



7. Visitors to the Institute

S.N.	Name	Designation	Organisation
1.	Professor Abhoy K Ojha	Chairperson, Post Graduate Programme in Enterprises Management	IIM Bangalore
2.	Professor Ajay Pandey	Professor	IIM Ahmedabad
3.	Mr. Ajeet Khurana		Mumbai Angels Network
4.	Mr. Amit Grover	Founder and CEO	Nurture Talent Academy
5.	Mr. Amit Shrivastava	Director	Learning Curve
6.	Dr. Anand Deshpande	CEO	Persistent Systems
7.	Mr. Anand Neelakantan	Author	
8.	Mr. Anil Kumar	Senior Business Director	MediaCom
9.	Dr. APJ Abdul Kalam	Former President	
10.	Dr. Ardhendu Pathak	Vice-President & Head Emerging Technologies & Concepts	Airbus
11.	Mr. Arif Shiekh	CEO & ED	Entertainment World Developers (EWDPL)
12.	Mr. Ashish Dave		Mumbai Angels Network
13.	Mr. Atul Bhatnagar	COO	National Skill Development Corporation
14.	Mr. Aziz Tayyebi	Head of International Development	ACCA, London
15.	Dr. Baba Prasad	President and CEO	Vivekin Group
16.	Ms. Bhawana Somaaya	Film Critic and Author	
17.	Dr. Bino Paul	Professor	Tata Institute of Social Sciences
18.	Mr. C. T. Renganathan	E.V.P. - Pharmaceuticals	GlaxoSmithKline India
19.	Dr. Chetan Ghate	Associate Professor of Economics	Indian Statistical Institute
20.	Mr. D.K. Joshi	Chief Economist	CRISIL
21.	Dr. D. Subba Rao	Former Governor	Reserve Bank of India
22.	Professor Datuk Zabid	Vice-Chancellor	Tun Abdul Razak University, Malaysia

S.N.	Name	Designation	Organisation
23.	Professor Deepak Pental	Chairman, National Mission on Libraries	University of Delhi
24.	Professor Deepak Satwalekar	Former Managing Director	HDFC Standard Life Insurance
25.	Professor Devanath Tirupati	Director	IIM Bangalore
26.	Professor Dilip Chhajed	Professor of Business Administration and Associate Head of Business Administration	College of Business, University of Illinois
27.	Shri G. Narayana		
28.	Ms. Gauri Kamat	Programme Manager	Enactus India
29.	Professor Gautam Barua	Mentor Director	IIIT Guwahati
30.	Mr. Guhesh Ramanathan	COO-NSRCEL	IIM Bangalore
31.	Ms. Janak Palta McGillan	Social Scientist	
32.	Mr. K. P. Shashidharan	Director General	C&AG of India
33.	Ms. Kathrin Ackermann	Study Abroad & Exchange Advisor	International School of Management, Frankfurt, Germany
34.	Mr. Karthikeyan S	Director	PE Insights
35.	Mr. Krishnan Chatterjee	Head Corporate Strategy and Marketing	HCL
36.	Dr. Lloyd A. Jacob	President	The University of Toledo, USA
37.	Professor M. S. Pillai	Founder Director	Sadhana Centre for Management & Leadership Development, Pune
38.	Dr. M.N. Buch, IAS, (Retd.)	Member	BoG, IIM Indore
39.	Professor M.S. Ananth	Professor	Indian Institute of Science, Bangalore
40.	Mr. N. R. Narayana Murthy	Executive Chairman	Infosys Limited
41.	Mr. N.R. Krishnan, IAS (Retired)		
42.	Mr. N.S. Kannan	Executive Director	ICICI Bank
43.	Mr. Nitin Kulkarni	Executive Director	Persistent Systems

S.N.	Name	Designation	Organisation
44.	Dr. P. Balaram	Director	Indian Institute of Science, Bangalore
45.	Mr. P.R. Ganapathy	COO	Villgro Innovations
46.	Mr. Paul C. Wise	Chair, Finance	The Spears School of Business, Oklahoma State University
47.	Dr. Pawan Aggarwal	CEO & President	Mumbai Dabbawalas
48.	Mr. Porush Jain	Co-Founder	Absolute Sports Pvt Ltd.
49.	Mr. Pradeep Bhargava	Director	Cummins India Limited
50.	Mr. Preet Pal Thakur	Vice-President	Asian Healthcare Funds
51.	Dr. Prithika Cherry	Sr. Consultant Neurologist and Neurosurgeon	
52.	Shri Ramachandra Guha	Distinguish Author	
53.	Shri Ramesh Agarwal	Founder	Agarwal Movers Group
54.	Dr. Ramesh Rao	Professor	The Spears School of Business, Oklahoma State University
55.	Mr. Ravindra Singh Negi	CEO	Airtel MPCG
56.	Mr. Rohan Thampi	CEO	Zomato
57.	Mr. Roy Eddington-Charles	Founder and Mentor	Roy Eddington-Charles Associates
58.	Mr. Russell Currie	Dean	Thompson Rivers University, Canada
59.	Professor S. Sundarrajan	Director	NIT, Trichy
60.	Professor S.G. Deshmukh	Director	IIITM, Gwalior
61.	Professor S. Manikutty		IIM Ahmedabad
62.	Mr. Sanjay Anandaram	Venture Partner-Seed Fund & Advisor	Ojas Venture Capital
63.	Mr. Sergiy Radyakin	Economist	The World Bank, Washington
64.	Mr. Shalaj Raaj	Knowledge Management Analyst	The World Bank
65.	Col. Siva Prasad Ravi	Chair, Department of Management	Thompson Rivers University, Canada
66.	Mr. Stephen Murdoch	Associate Dean	International, IESEG School of Management in Lille and Paris, France

S.N.	Name	Designation	Organisation
67.	Mr. Subhanu Saxena	Managing Director & Global CEO	Cipla Limited
68.	Professor Sudas Roy	Professor	IIM Calcutta
69.	Mr. Sudeep S. Nair	Global Head (Strategic Business Transformation)	Jardine Lloyd Thompson India Private Limited
70.	Mr. Sumit Singh Gandhi	Programme Manager	GE Oil & Gas
71.	Mrs. Sunita Malhotra		The World Bank, New Delhi
72.	Mr. Suresh Mhatre	Vice-President	Tata Consultancy Services
73.	Dr. T.G. Sagar	Director	Cancer Institute (WIA), Chennai
74.	Professor T.V. Rao	Adjunct Professor	IIM Ahmedabad
75.	Mr. Toby Linden Lead	Education Specialist	The World Bank
76.	Professor V Ravi Anshuman	Canara Bank Chair in Banking & Finance, Chairperson, Finance & Control Area and Chairperson, Centre for Financial Markets & Risk Management	IIM Bangalore
77.	Mr. V. Srivatsa	Fund Manager	UTI Mutual Funds
78.	Dr. V.L. Mote	Former Professor	IIM Ahmedabad
79.	Mr. Venkat Changavalli	Management Consultant	
80.	Ms. Viragi Jhaveri	Representative Asia	IESEG School of Management in Lille and Paris, France
81.	Mr. Vivek Kaul	Author	



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- 1 & 2 Mr. N. R. Narayana Murthy, the Executive Chairman of Infosys Limited during his visit at IIM Indore
 3 & 4 Mr. Ravindra Singh Negi, CEO , Airtel (MPCG) during his visit at IIM Indore
 5 Dr. Chetan Ghate, Associate Professor, Economics, ISI, New Delhi
 6 Mr. Subhanu Saxena, Managing Director & Global CEO, Cipla Limited
 7 Dr. Baba Prasad, President & CEO, Vivek in Group
 8 Mr. N.R. Krishnan, IAS (Retired)



Former President of India Dr. A.P.J. Abdul Kalam greeting the children of IIM Indore community on June 12, 2013

8. Publications

Indore Management Journal (Quarterly Journal)

Indore Management Journal 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.

In the year 2013-14, five issues of the journal including a special issue were published.

Indore Management Journal - Special Issue

Select papers presented during the 5th edition of International Conference on Excellence in Research and Education (CERE 2013) during May 9-12, 2013 were published as a special issue of Indore Management Journal. This special volume contains a select set of papers presented in this conference.

Research and Publications : Faculty

Books/Edited Volumes of Journal

1. Carpenter, M. A., Salwan. P. and Sanders, W. G. (2013). *Strategic Management: Concepts and Cases* (2nd Ed.). New Delhi: Pearson Education, ISBN : 9788131754535.
2. Daniels, J. D., Radebaugh, L. H., Sullivan, D. P. and Salwan, P. (2013). *International Business: Environments and Operations* (12th Ed.). New Delhi: Pearson Education, ISBN: 9788131728772.
3. Ganapathi, B., Kumbar, T. S., Yagnik, S. and Parvez, A. (Eds.). *Proceedings of International Conference on Entrepreneurial Approaches to Librarianship*. New Delhi: Bookwell, ISBN 9789380574561.
4. Gowda, M. S., Krishnamurthy, N., Parthasarathy, T., Ramanujam, R. and Ravindran, G. [Eds.]. *International Game Theory Review*, 15(4), 1-3. DOI: 1142/S0219198913600013.
5. Shrivastava, M. (2013). *Gujarat: Unveiling Urban Development's Emerging Trends*. Commissioned by Urban Development and Urban Housing Department, Government of Gujarat.
6. Venkatesh, B. and Nargundkar, R. (2013). *Brand Management* (1st Ed.). New Delhi: Tata McGraw-Hill, ISBN: 9789351342373.
7. Weston, J. F., Mitchell, M. L., Mulherin, J. H. and Salwan, P. (2013). *Takeovers, Restructuring and Corporate Governance* (4th Ed.). New Delhi: Pearson Education, ISBN: 9788131730638.

Book Chapters

1. Choudhari, S. (2014). Adani Wilmar Limited. In N. Chandrasekaran and G. Raghuram (Eds.). *Agribusiness Supply Chain Management* (pp. 515-532). CRC Press.
2. Jain, K. K. (2013). HR Analytics: Current State in Indian Companies. In N. M Agrawal, M G

- Jamon, Biju Varkkey and Chandirma Banerjee (Eds.). *Inclusiveness, Sustainability and Human Resource Development*. Tata McGraw Hill, ISBN: 978-9332901322.
3. Mishra, R. (2013). A Fuzzy Approach for Multi Criteria Decision Making in Web Recommendation System for E-Commerce. In *Proceedings 2013 Eleventh International Conference on ICT and Knowledge Engineering* (pp. 55-58). Thailand: Siam University. ISBN: 9781479922574.
 4. Sehgal, P. and Nambudiri, R. (2013). Antecedents of Teacher Effectiveness- Mediating Role of Teacher Efficacy. *London International Conference on Education (LICE)-2013 Proceedings* (pp.257-262). ISBN: 9781908320162.
 5. Shah, B. J., Joshi, D., Attarwala, A., Vashi, P. and Bharmal, A. (2013). A Focused Study on Challenges in Marketing of Solar Energy Products in Gujarat. In N. Ravichandran (Eds.). *Fourth National Conference on Management Science and Practice (MSP2009)* (pp.103-116). New Delhi: Allied Publishers, ISBN: 9788184248258.
 6. Shah, B. J., Thaker, M., Kachhia, D., Bulanii, G., Gill, G. and Jain, T. (2013). Analysis of Customer Preferences of Theme Restaurants in the City of Ahmedabad. In N. Ravichandran (Eds.). *Fourth National Conference on Management Science and Practice (MSP2009)* (pp. 143- 151). New Delhi: Allied Publishers, ISBN: 9788184248258.
 7. Sharma, A. and Dey, S. (2013). A Boosted SVM Based Sentiment Analysis Approach for Online Opinionated Text. In C. Y. Suen, A. G. Aghdam, M. Guo, J. Hong and E.S. Nadimi (Eds.). *Proceedings of the 2013 Research in Adaptive and Convergent Systems RACS'13* (pp.28-34). New York: ACM, ISBN: 9781450323482. <http://doi.acm.org/10.1145/2513228.2513311>
 8. Sharma, A. and Dey, S. (2013). Using Self-Organizing Maps for Sentiment Analysis. In Rochelle Sassman and Brian Lehaney (Eds.). *Proceedings of KIM2013 Knowledge and Information Management Conference: Sustainable Quality* (pp.300-314). Meriden: OR Society, ISBN: 0903440539.
 9. Sharma, A., Ramana, L.V., Thaker, K. and Rastogi, S. (2014). Performance of Indian Commodity Futures an Analysis. In O. M. Lehner and R. Harrison (Eds.). *ACRN Proceedings in Finance and Risk Series 13: Academic Collaboration and Research Network Australia-Finland-UK* (pp. 2-20), Austria: ACRN Oxford Publishing, ISBN: 9783950351811.
 10. Tatachari, S., Manikandan, K. S. and Gunta, S. (2013). A Synthesis of Organizational Learning and Knowledge Management Literatures. In Michael A. Chilton and James M. Bloodgood (Eds.). *Knowledge Management for Competitive Advantage: Issues and Potential Solutions* (pp. 122-147), Hershey, PA: IGI Global, ISBN: 9781466646797.
 11. Thaker, K. (2014). Field Based Assignment and Experiential Learning. In S. M. Datar, M. Rajan and C. T. Horngren (Eds.). *Managerial Accounting: Decision Making and Motivating Performance* (pp.709-713), USA: Pearson, ISBN: 9780133425703.
 12. Trivedi, S. K. and Dey, S. (2013). Effect of Feature Selection Methods on Machine Learning

Classifiers for Detecting Email Spams. In C. Y. Suen, A. G. Aghdam, M. Guo, J. Hong and E.S. Nadimi (Eds.). *Proceedings of the 2013 Research in Adaptive and Convergent Systems RACS '13* (pp.35-40). New York: ACM, ISBN: 9781450323482. <http://doi.acm.org/10.1145/2513228.2513313>

13. Trivedi, S. K. and Dey, S. (2013). An Enhanced Genetic Programming Approach for Detecting Unsolicited Emails. In Ai-bing Yu, Sotirios G. Ziavras and Jinjun Chen (Eds.). *Proceedings of 2013 IEEE 16th International Conference on Computational Science and Engineering - IEEE CSE 2013* (pp. 1153-1160). Washington: IEEE Computer Society, ISBN: 9780769550961.
14. Venkatesh, B. (2014). Internal Customer's Assessment of Their Service Brand: A Comparative Study of Banks in India. In S. Ailawadi, M. Khanna and I. Jacob (Eds.). *9th SIMSR Global Marketing Conference Proceedings*. Mumbai: Somaiya Publications: ISBN: 9788170392897.

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1. Dayal, M. (2013). Book Review [Samarpananda (2012). *Param*, Harper Collins], *Indore Management Journal*, 4(4), 70-71.
2. Mukherjee, K. (2013). Book Review [Ravi Venkatesan (2013). *Conquering the Chaos: Win in India, Win Everywhere*. HBS Press Book], *Indore Management Journal*, 4 (4), 65-67.

Papers Presented in National/International Conferences

1. Basu, S. and Balodi, K. C. (2013). Combining Entrepreneurial and Market Orientation: Towards an Integrative Strategic Orientation Typology. Presented at 27th Annual British Academy of Management Conference held during September, 10-12, 2013 at Liverpool, UK.
2. Basu, S. and Swatantra. (2013). Transactions Cost, Reconfigurational Innovation and Sustainable Competitive Advantages: Evidences from the Bottom of the Pyramid. Presented at 3rd Indian Academy of Management Conference held during December 12-14, 2013 at Indian Institute of Management Ahmedabad, India.
3. Basu, S., Balodi, K. C. and Prabhu, J. (2013). Organizational Configuration and Entrepreneurial Orientation: Issues of Theoretical Specification and Orchestrating Theme. Presented at Association of International Business (SE USA) International Entrepreneurship theme held during October 24-26, 2013 at Florida, USA.
4. Bhattacharya, J. (2013). Group-Participation and Women Empowerment: Matching as an Evaluation Estimator: A District-Level Study in West Bengal India. Presented at 8th International Conference on Public Policy and Management organised by Centre for Public Policy and Indian Institute of Management Bangalore held during August 12-14, 2013 at Bangalore.
5. Chatterjee, A., Van de Mierop, D. (2013). Workplace Harassment: Gender and Identity in Transition. Presented at the International Pragmatics Conference organised by International Pragmatics Association Belgium and Indian Institute of Technology Delhi during September 8-13, 2013 at the India Habitat Centre, New Delhi.

6. Chauhan, G. S. (2013). Corporate Financing and Stability of Fiscal Deficit in India. Presented at *PAN-IIM World Management Conference on Emerging Issues in Management* organised by Indian Institute of Management, Calcutta held during May 31 - June 1, 2013 at Goa.
7. Das, S. (2014). The Cyber Security EcoSystem: Post Global Financial Crisis. Presented at *Global Conference on Managing in Recovering Markets* held during March 5-7, 2014 at the Management Development Institute, Gurgaon.
8. Gunta, S. (2013). Teaching Infosys: Transition at the Top. Presented at the *3rd Indian Academy of Management Conference* organized by Indian Institute of Management Ahmedabad held during December 12-14, 2013.
9. Jagannathan, S. and Selvaraj, P. (2013). Exploring the Work and Lives of Crematorium Workers. Presented at *73rd Academy of Management Conference* held during August 9-13, 2013 at Orlando, Florida.
10. Jagannathan, S. and Selvaraj, P. (2014). A Critique of Neo-Liberal Position on Climate Change in Asia: Arguments for Deepening Democracy. Presented at *Climate Change in South Asia* held during March 7, 2014 at University of Mumbai.
11. Kapoor, P. S., Jayasimha, K. R., and Sadh, A. (2014). Moderating Effect of Credibility on E-Wom via Social Media Presented at *2014 Annual Conference of The Emerging Markets Conference Board* held during January 8-9, 2014 at IIM Lucknow, Noida Campus.
12. Kapoor, P. S. and Jayasimha, K. R. (2014). Moderating Effect of Credibility on E-Wom Presented at *IMR Doctoral Conference 2013* held during December 13-14, 2013 at IIM Bangalore.
13. Kodwani, A. D. (2013). Cultural Intelligence Among International Students. Presented at *GLOGIFT 13* organised by Indian Institute of Technology Delhi and Global Institute of Flexible Systems Management held during December, 13-15, 2013 at New Delhi.
14. Kumar, K. K. and Mishra, S. K. (2013). Caught in a Quandary: Can Business Organizations be Both Virtuous and Competitive?. Presented at *Annual Meeting of the Society for Business Ethics* to be held on October 6-9, 2013, Orlando, Florida.
15. Mahapatra, S. (2014). Expectation Experience and Action Across Consumers Purchase Cycle. Presented at *AMA Winter Marketing Educators' Conference* held during February 21-23, 2014 at Orlando, USA.
16. Mishra, S. and Mishra, S. K. (2013). Globalization, Technology and Cultural Transition: A Study in the Off-Shore Industry. Presented at *European Group for Organizational Studies Colloquium* held during July 4-6, 2013 at Montreal, Canada.
17. Mishra, S. K. (2013). Transition from Physical Labor to Emotional Labor: Challenges and Opportunities. Presented at *PAN-IIM World Management Conference on Emerging Issues in Management* organised by Indian Institute of Management Calcutta held during May 30-June 01, 2013 at Goa.

18. Mishra, S. K. (2013). Path Linking Emotional Labor Strategies to Turnover Intention: Effect of POS. Presented at *Academy of Management Meeting* held during 9-13, 2013 at Orlando, Florida.
19. Mukherjee, K. (2013). Companies Bill 2011: Discretion Based Patronage. Presented at *3rd South Asian Management Research and Case Conference on Celebrating South Asia: Explorations of the Contributions to Global Economy* organised by Indian Institute of Management Bangalore and Lahore University of Management Sciences (LUMS) held during December 27-29, 2013 at Indian Institute of Management Bangalore.
20. Mukherjee, K. (2013). Expectations From Prodigal Son: Corporate Social Responsibility in Developing Countries. Presented at *SMS Special Conference on Strategic Leadership: An Emerging Market Perspective* organised by Indian School of Business held during December 17-19, 2013 at Mohali.
21. Mukherjee, K. (2013). Organization Design Across Fitness Landscape: Using Information Space to Conceptualize Forms in Firms Today and Tomorrow. Presented at *SMS Special Conference on Strategic Leadership: An Emerging Market Perspective* organised by Indian School of Business held during December 17-19, 2013 at Mohali.
22. Mukherjee, K. (2013). Organizational Arrangements in Various Categories of Professional Service Organizations (PSOs) in Information (I) Space. Presented at *29th EGOS Colloquium* held during July 4-6, 2013 at Montreal, Canada.
23. Mukherjee, K. (2013). The World of Entertainment - The Razor's Edge between Creativity and Commerce. Presented at *3rd South Asian Management Research and Case Conference* organised by Indian Institute of Management Bangalore and Lahore University of Management Sciences (LUMS) held during December 27-29, 2013 at Indian Institute of Management Bangalore.
24. Sharma, A. and Nambudiri, R. (2013). The Relationship between Job-leisure Conflict and Turnover Intention: A Social Exchange Theory and Individualization Ideology Approach. Presented at *European Academy of Management (EURAM)* held during June 26-29, 2013 at Istanbul, Turkey.
25. Nambudiri, R. and Tewari, R. (2013). Corporate Social Responsibility and Organizational Commitment: Job Satisfaction as a Mediator. Presented at *73rd Annual Academy of Management Conference* held during August 9-13, 2013 at Orlando, Florida.
26. Ray, S. and Gunta, S. (2013). Delhi Traffic Police and Indore Police: E-Participation in Social Media. Presented at *3rd South Asian Management Research and Case Conference on Celebrating South Asia: Explorations of the Contributions to Global Economy* organised by Indian Institute of Management Bangalore and Lahore University of Management Sciences (LUMS) held during December 27-29, 2013 at Indian Institute of Management Bangalore.
27. Salwan, P. (2013). Creating Value Post Acquisition: A Study of Emerging Economy Multinational. Presented at *Academy of International Business Southeast USA 2013 Annual Conference* organised by Georgia Institute of Technology held during October 24-27, 2013 at Atlanta, Georgia.
28. Salwan, P. (2013). Maximizing Corporate Value Through Open Innovation: Lessons From an

- Emerging Economy IT Service Company. Presented at *Academy of International Business Southeast USA 2013 Annual Conference* organised by Georgia Institute of Technology held during October 24-27, 2013 at Atlanta, Georgia.
29. Salwan, P. (2013). Non-Linear Growth: Innovations in the Growth Strategies: A Case Study of an Emerging Economies Company. Presented at *Academy of International Business Southeast USA 2013 Annual Conference* organised by Georgia Institute of Technology held during October 24-27, 2013 at Atlanta, Georgia.
 30. Sethia, D. (2014). Public Sector Transactions for Regional Accounts: An Approach and Some Issues. Presented at *Annual Conference of Indian Association for Research in National Income and Wealth (IARNIW)* held during March 6-7, 2014 at Ahmedabad.
 31. Shrivastava, H. and Chatterjee, A. (2013). Workplace Powerlessness and Identity: Women Civil Servants in India. Presented at *13th International Pragmatics Conference* held during September 8-13, 2013 at New Delhi.
 32. Singh, P. K. (2014). Behavioural Issues at Work: India-Centric Approach. Presented at *International Conference on Emerging Trends in Global Management Practices–An Interdisciplinary Approach* organised by Symbiosis International University held during March 7-8, 2014 at Noida.
 33. Swain, B. (2014). Is this your Intention. Presented at *Beyond Borders: Limitations and Possibilities in 1st Multidisciplinary Conference in Humanities and Social Sciences*, held during December 20-21, 2013 at Indian Institute of Technology Indore.
 34. Totawar, A. K., Nambudiri, R. and Selvaraj, P. (2013). Justice, Satisfaction, Commitment: Mediation of Quality of Work Life and Psychological Capital. Presented at *73rd Annual Academy of Management Conference* held during August 9-13, 2013 at Orlando, Florida.
 35. Totawar, A. and Nambudiri, R. (2013). How does Organizational Justice Influence Organizational Commitment and Job Satisfaction: Explaining with Psychological Capital. Presented at *3rd Indian Academy of Management Conference* held during December 12-14, 2013 at Indian Institute of Management Ahmedabad, India.
 36. Venkatesh, B. (2014). Mass Media Vs Personal Media: A Marketing Perspective. Presented at *National Conference on Media and Globalization* Held during February 20-21, 2014 at K.C. College, Mumbai.

Articles/Research Papers Published in National/International Journals

1. Basu, S. (2014). Product Market Strategies and Innovation Types: Finding the Fit. *Strategic Direction*, 30(3), 28-31.
2. Basu, S. and Sharma, A. (2014). Exploring Stewardship as an Antecedent Behavioural Trait of Social Entrepreneurs. *The Journal of Entrepreneurship*, 23(1), 19-33.
3. Das, M. K. and Salwan, P. (2013). Leveraging Value Chain Competencies and Resources on a

- Global Platform: The Case of HAL. *Indian Journal of Industrial Relations*, 48(4), 543-560.
4. Das, S., Mukhopadhyay, A. and Bhasker, B. (2013). Today's Action is Better than Tomorrow's Cure - Evaluating Information Security at a Premier Indian Business School. *Journal of Cases on Information Technology (JCIT)*, 15(3), 1-22.
 5. Davies, S.W. and De, O. (2013). Ringleaders in Larger Number, Asymmetric Cartels. *The Economic Journal*, 123(572), F524-F544.
 6. Dey, S. and Sharma, A. (2013). Boosted SVM based Ensemble Classifier for Sentiment Analysis of Online Reviews. *ACM Applied Computing Review*, 13(4), 43-52.
 7. Dubey, A. (2014). Instability and Time Scale Dependence of Beta in an Emerging Market Economy: Evidences from India. *Vikalpa*, 39(1), 41-55.
 8. Jagannathan, S. and Selvaraj, P. (2013). Managerial Intervention in the Environment: Learning from Lefebvre's Theorization of the City. *Global Journal of Management Studies and Business Studies*, 3(4), 365-370.
 9. Kapoor, S. P., Jayasimha, K. R. and Sadh, A. (2014). Brand Related Consumer to Consumer Communication via Social Media. *IIMK Society & Management Review*, 2 (1), 34-59
 10. Kunal, K. K., Jain, K. K. and Tiwary, R. R. (2013). Leadership Activities and Their Impact on Creating Knowledge in Organizations. *International Journal of Leadership Studies*, 8(1), 15-27.
 11. Mishra, R., Kumar, P. and Bhasker, B. (2014). An Alternative Approach for Clustering Web User Sessions Considering Sequential Information. *Intelligent Data Analysis*, 18(2), 137-156.
 12. Nambudiri, R. and Pathak, V. (2013). Do ER Activities Help in Reducing Turnover Intent? A Review and Conceptual Model. *NHRD Network Journal*, 6(4), 59-64.
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 15. Punyatoya, P., Sadh, A. and Mishra, S. K. (2014). Role of Brand Globalness in Consumer Evaluation of New Product Branding Strategy. *Journal of Brand Management*, 21(2), 171-188.
 16. Sehgal, P., Mieroop, V. D. and Chatterjee, A. (2013). Negotiating Professional and Leader Identities in Interviews with Female Indian Professionals. *Lodz Papers in Pragmatics*, 9(2), 175-198.
 17. Selvaraj, P. and Jagannathan, S. (2013). Exploring the Work and Lives of Crematorium Workers. *Indian Journal of Industrial Relations*, 49(1), 44-54.
 18. Sethia, D. (2013). Estimates of Gross State Domestic Product at Market Prices and its Implications for the Finance Commission. *The Journal of Income and Wealth*, 35(1), 3-15.

19. Shah, N. H., Shah, B. J. and Shah, A. D. (2013). Deteriorating Inventory Model with Finite Production Rate and Two-Level of Credit Financing for Stochastic Demand. *OPSEARCH*, 50(3), 358-371.
20. Shrivastava, M. (2011). Bhojpuri Cinema: Reasserting the Bhojpuria Roots of Migrants in Mumbai. *Journal of Creative Communications*, 6(1-2), 123-139.
21. Sunder, D. L. (2014). The Controversial Poison Pill Takeover Defense: How Valid are the Arguments in Support of it? *NMIMS Management Review*, 23 (Double Issue), 47-66.
22. Trivedi, S. K. and Dey, S. (2014). Interaction Between Feature Subset Selection Techniques and Machine Learning Classifiers for Detecting Unsolicited Emails. *ACM SIGAPP Applied Computing Review*, 14(1), 53-61.
23. Uppal, N., Mishra, S. K. and Vohra, N. (2014). Prior Related Work Experience and Job Performance: Role of Personality. *International Journal of Selection and Assessment*, 22(1), 39-51.
24. Venkatesh, B. (2014). Mind: Where Philosophy Meets Management. *Bhavan's Journal*, 80(16), 61-65.

Management Case/Case Analysis/Case Commentaries/Working Paper

1. Chauhan, G. S. (2013). *Plethico Pharmaceutical Ltd.: Financing Through Convertibles*. IIM Indore Registered Cases No. CASE/01/014/FA.
2. Choudhari, S. (2013). Case Commentary on Akshaya Patra, Gandhinagar: Supply Chain Challenges. *Vikalpa*, 38(4), 127-129.
3. Das, S. and Dayal, M. (2014). Working Paper *Realising the business value of CLERP systems in a higher educational institution: Challenges and opportunities*. IIM Indore Working Paper Series No. WP/01/014/IS.
4. Dayal, M. (2012). Case Commentary on Madras Management Association: Managing Diversity, Growth and Excellence. *Indore Management Journal*, 4(3), 58-60.
5. Dubey, A. (2014). Working Paper *Through The Cycle VaR Framework: A Comparative Assessment of Select Models*. IIM Indore Working Paper Series No. WP/01/014/ECO.
6. Mahapatra, S. (2013). Comparative Study of Service Quality Between Private and Public Hospitals: Empirical Evidences from India. *Journal of Medical Marketing*, 13(2), 115-127.
7. Mahapatra, S. (2013). Impact of TV ad Message Using Emotional Versus Rational Appeal on Indian Consumers. *International Journal of Business Insights and Transformation*, 6(1), 86-93.
8. Mishra, R. (2014). *e-District: Implementation of e-Governance in Uttar Pradesh*. IIM Indore Registered Cases No. CASE/02/014/IS.
9. Mishra, R. (2014). *Expand or Integrate at Sangam Corporation*. IIM Indore Registered Cases No. CASE/01/014/IS.

10. Nambudiri, R. and Ravichandran, R. (2013). Organizational Transformation: The Case of Republic Bank of India (REBI), *Indore Management Journal*, 4(4), 31-39.
11. Ray, S. and Gunta, S. (2013). *E-Participation Initiatives of Delhi Traffic Police and Indore Police*. IIM Indore Registered Cases No. CASE/01/014/SM.
12. Sethia, D. (2014). *Sugarcane Pricing in Uttar Pradesh*. IIM Indore Registered Cases No. CASE/01/014/ECO.
13. Shah, B. J. (2013). Case Commentary on Main Building Refurbishing Project at National Institute of Management. *Indore Management Journal*, 4(2), 34-36.
14. Shah, B. J. (2013). Case Commentary on Managing Outpatient Department Waiting Time at Rajas Eye Hospital. *Indore Management Journal*, 4(1), 52-53.
15. Shrivastava, M. (2013). Perspectives on Lean In. *Indore Management Journal*, 4 (4), 60-62.
16. Sunder, D. L. (2014). Teaching Note on The Case To Be or Not To Be: A Case on Entrepreneurial Dilemmas Part B. IIM Indore Registered Cases No. CASE/02/014/SM.
17. Sunder, D. L. (2014). To Be or Not To Be: A Case on Entrepreneurial Dilemmas Part B. IIM Indore Registered Cases No. CASE/02/014/SM.
18. Swain, B. (2014). Commentary on Swami Vivekananda: Bridging the Cartesian Divide of Science and Religion by Swami Samarpanananda. *Indore Management Journal*, 4(4), 47-49.

Other Activities

1. Chaudhuri, D. D. (2013). Delivered Keynote Address on GST and its Implications at the Seminar on Goods and Service Tax at the School of Economics, DAVV, Indore on October 8, 2013.
2. Dayal, M. (2013). Panel Discussant on *Secure and Manage Information in a Connected World* organised by M/s Symantec and M/s Cyber Media at the Hotel Radisson BLU, Indore on December 11, 2013.
3. Gupta, V. K. (2014). Delivered a Lecture on Strategy Mapping between Balanced Scorecard and Sustainable Growth at the National Workshop on *Sustainable Development Strategies for Service Sector in India (Tourism, Hospitality and Banking)* at Faculty of Management and Computer Application-Raja Balwant Singh College, Agra on March 15, 2014.
4. Gupta, V. K. (2014). Delivered Keynote Address at the National Conference on *Emerging Opportunities and Challenges in Indian Business* at COER School of Management, Roorkee on February 21, 2014.
5. Jain, K. K. (2013). The Yes That May Lead You to a Mess. *Financial Express*, September 16, 2013.
6. Krishnan, R. T. (2014). Delivered a Lecture at the MART Conference on *Innovations in Emerging Markets* on March 7, 2014.
7. Krishnan, R. T. (2014). Delivered a Lecture on 8 Steps to Innovation at the Devi Ahilya

Vishwavidyalaya, Indore on March 4, 2014.

8. Krishnan, R. T. (2014). Delivered a Lecture on the 8th International Conference on *Managing People, Processes and Environment for Global Prosperity* organised by Prestige Institute of Management & Research at Indore on January 31, 2014.
9. Krishnan, R. T. (2014). Delivered a talk on Can We Build IP-based Businesses from India at the *CII Knowledge Summit 2014* at Bangalore on February 22, 2014.
10. Krishnan, R. T. (2014). Delivered Keynote Address at the Xerox Research Centre India during *XRCI Open 2014* on March 14, 2014.
11. Kushal, S. (2014). Conducted a Workshop on *Business Etiquette and Cross-Cultural Appreciation and Sensitisation* organised by the Malaviya National Institute of Technology at the Finishing School for Engineering Students, Jaipur on January 28, 2014.
12. Mishra, S. K. (2014). Conducted a Workshop on *Research Methodology in Management* at the School of Business, ITM University Gwalior on January 12, 2014.
13. Parvez, A. (2014). Acted as Programme Director of the Library & Information Professionals Summit-2014 on *From Brick to Click: Transforming Libraries into Social Spaces* organised by University of Delhi, UN Information Centre for India and Bhutan & SLA-Asian Chapter and Society for Library Professionals at the University of Delhi South Campus, New Delhi on February 7-8, 2014.
14. Parvez, A. (2014). Delivered a talk on *EBSCO Discovery Service: IIM Indore Experience* at a Programme organised by EBSCO Information Services India at the Trident, Mumbai on March 14, 2014.
15. Parvez, A. (2014). Discussant in a Debate on *Is Information and Communication Technology Making Libraries and Librarians Irrelevant* at the India International Centre (IIC), New Delhi on January 10, 2014.
16. Parvez, A. (2014). Discussant in a Panel on *The Role of Libraries in Learning & Research is Declining Fast: To Survive Libraries Must Transform into Social Cultural & Community Spaces* during the Library & Information Professionals Summit-2014 on the theme *From Brick to Click: Transforming Libraries into Social Spaces* organised by University of Delhi, UN Information Centre for India and Bhutan & SLA-Asian Chapter and Society for Library Professionals at the University of Delhi South Campus, New Delhi on February 7-8, 2014.
17. Parvez, A. (2013). Panel Discussant on *Libraries of the Future* during the International Conference on *Entrepreneurial Approaches to Librarianship* organised by the Entrepreneurship Development Institute of India, Ahmedabad during December 26-28, 2013.
18. Salwan, P. (2014). Chaired a Session on *Competitive, Saturday Theme: Creating an Innovative Environment* at the *Academy of International Business Southeast USA 2013 Annual Conference* organised by Georgia Institute of Technology held during October 24-27, 2013 at Atlanta, Georgia.

19. Salwan, P. (2013). Delivered Keynote Address on Managing Geopolitical Opportunities and Risks at the *ECGC-D&B Export Risk Management Conclave 2013-2014* at Indore on January 17, 2014.
20. Selvaraj, P. (2013). Chaired a Session on Decolonizing Knowledge: Postcolonial Critiques of Capitalism at the *73rd Academy of Management Conference* at Orlando, Florida on August 9-13, 2013.
21. Singh, P. K. (2014). Delivered a Lecture on *Value, Vision and Leadership* at Pt. Ravishankar Shukla University, Raipur on November 23, 2103.
22. Singh, P. K. (2014). Discussant on *Think Tanks in India-Role in Public Policy* organised by India Policy Foundation at Institute of Management Studies, Devi Ahilya Vishwavidyalaya, Indore on February 7, 2014.
23. Singh, P. K. (2014). Chaired a Session on International Conference on *Emerging Trends in Global Management Practices – An Interdisciplinary Approach* at the Symbiosis International University, Noida on March 7-8, 2014.
24. Singh, P. K. (2014). Delivered Keynote Address on HR Initiatives in Firms during Economic Slowdown at the National Conference on *Arresting Slowdown in Economy - Strategies for Turnaround* at GLA University, Mathura on February 22, 2014.
25. Swain, B. (2013). Chaired a Session on Beyond Borders: Limitations and Possibilities in *1st Multidisciplinary Conference in Humanities and Social Sciences* at Indian Institute of Technology Indore on December 20-21, 2013.
26. Swain, B. (2013). Discussant in a Session on *Looking Beyond Profits* in PAN-IIM World Management Conference on Emerging Issues in Management organized by Indian Institute of Management Calcutta at Goa on May 30-June 1, 2013.
27. Venkatesh, B. (2014). Chaired a Session on *National Conference on Media and Globalization* organised by Department of Mass Media, K.C. College, Mumbai at Mumbai on February 20-21, 2014.

Research and Publications : FPM Participants

Book

1. Sinha, A. (2013). *R. E. Call*. India : Partridge India, ISBN: 9781482814378.

Book Chapters

1. Sinha, A. and Mehta, A. (2013). Useful Life of Asset: An Optimization Model. In R. P. Pradhan [Eds.]. *An Application on Computational and Financial Econometrics*, (pp. 1-15), Delhi: Bloomsbury, ISBN: 978-93-82951-36-0.
2. Kompella, L. (2013), Advancement of Decision-Making in Agile Projects using Logistic Regression Analysis. In *2013 IEEE 8th International Conference on Global Software Engineering Workshops ICGSEW* (pp. 11-17). IEEE, ISBN:9781479912186.

Articles / Research Papers Published in National / International Journals

1. Sinha, A. (2013). Utility to Expected Utility: Glimpses of History. *Asian Economic Review*, 55(1), 153-168.
2. Sinha, R. K. (2013). Cost Effectiveness Analysis of Health Care Intervention: The Emerging Role of CMAs. *The Management Accountant*, 49(9), 1038-1043.
3. Sehgal, P. (2013). Examining Efforts to Develop Achievement Motivation for Boosting Entrepreneurial Propensity of Secondary School Children. *Dias Times*, 12 (4), 8-13.
4. Sinha, R. K. and Chatterjee, K. (2014). Assessing Impact of India's National Health Insurance Scheme (RSBY): Is There Any Evidence of Increased Health Care Utilisation?. *International Journal of Humanities and Social Science*. 4(5), 223-232.
5. Batura, N. Anni-Maria Pulkki-Branstrom, Agrawal, P., Bagra, A., Haghparast- Bidgoli, H., Bozzani, F., Colbourn, T., Greco, G., Hossain, T., Sinha, R., Thapa, B. and Skordis-Worrall, J. (2014). Collecting and Analysing Cost Data for Complex Public Health Trials: Reflections on Practice. *Global Health Action* 2014, 7:23257, <http://dx.doi.org/10.3402/gha.v7.23257>
6. Sinha, R. K. (2014) Accessibility and Affordability of Drugs Under Trips: Ways To Address Public Health Concerns In Developing Nations. *European Academic Research*, 1(10), 3713-3730.
7. Sinha, R. K. (2013). Publicly Finance Health Insurance: A Panacea for Universal Health Insurance in Resource Poor Countries. *European Academic Research*, 1(9), 2781-2801.
8. Sinha, R. K. (2013). A Critical Assessment of Indian National Health Insurance Scheme: Rashtriya Swasthya Bima Yojna (RSBY). *European Academic Research*, 1 (8), 2299-2325.
9. Chakraborti, S. (2014). A Comparative Study of Performances of Various Classification Algorithms for Predicting Salary Classes of Employees. *International Journal of Computer Science and Information Technologies*, 5(2), 1964-1972.
10. Sriranga V. and Gupta, V. K. (2014). Intellectual Capital and Performance of Pharmaceutical Firms in India. *Journal of Intellectual Capital*, 15(1), 83-99.

Conference Paper Presented/Published

1. Mahapatra, S. and Pathak, C. (2013). Effectiveness of the Campaign 'The Quit India Movement. Presented at 2nd Asian Business Research Conference organized by Asian Society of Management and Marketing Research held during October 6-7, 2013 at Dubai.
2. Majumdar, B. (2013). Are Employee Champions Doing a Good Job? A Study on Trade Union, HR and the Young Professional. Presented at the 5th International Conference on Excellence in Research and Education (CERE) held during May 9-12, 2013 at Indian Institute of Management Indore.
3. Majumdar, B. (2013). Combating work alienation: The Role of Intrinsic Motivation and Hardiness. Presented at the 7th Doctoral Colloquium held during December 9-11, 2013 at Indian Institute of Management Ahmedabad.

4. Majumdar, B. (2013). Gender Effects on Emergent Leadership in Groups: A Study on Business Administration Atudents. Presented at the *XXIII Annual Convention of the National Academy of Psychology (NAOP)* held during 13-15, 2013 at National Institute of Technology Rourkela.
5. Sinha, A. and Mehta, A. (2013). Finance and Accounting Lab: Visualization of a Dream. Poster Session Presented at the *3rd Indian Academy of Management biennial conference (IAM 2013)* held during 12-14, 2013 at Indian Institute of Management Ahmedabad.
6. Sinha, A. (2013). Encountering Environmental Degradation at Various Stages of Economic Development: A Case of India. Presented at the *7th Doctoral Colloquium* held during December 9-11, 2013 at Indian Institute of Management Ahmedabad.
7. Sinha, A. (2013). In Search of EKC for Indian States. Presented at the *13th Consortium of Students in Management Research held during November 15-16, 2013* at Indian Institute of Science Bangalore.
8. Sinha, A. and Mehta, A. (2013). Export Price Optimization: A Conceptual Modeling for Service Industry. Presented at *National Conference on Trade in Services in India and Inclusive Growth Paradigm: Emerging Opportunities and Future Challenges* held during August 22-23, 2013 at Indian Institute of Foreign Trade Delhi.
9. Sehgal, P. and Chatterjee, A. (2013). Identity Challenges: Gender at Work in Urban India. Presented at *13th International Pragmatics Conference held during September 8-13, 2013* at New Delhi.
10. Sharma R. (2013). Explanations in Recommender Systems: A Review. Presented at *International Analytics Conference* held during December 11-13, 2013 at Indian Institute of Management Bangalore.
11. Sharma, R. and Mishra, R. (2013). A Framework for Continuous Assessment of IT Investment on Business Processes. Presented at *11th International AIMS Conference on Management* held during December 21-24, 2013 at Institute of Management Technology Ghaziabad.

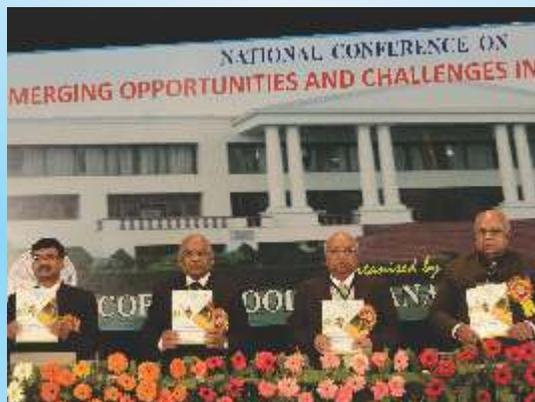
Management Case/Case Analysis/Case Commentaries

1. Majumdar, B. (2012). Case Commentary on Madras Management Association: Managing Diversity, Growth and Excellence. *Indore Management Journal*, 4(3), 63-65.
2. Saha, T. and Sinha, A. (2012). Commentary on Employee Background Verification Systems: Implementation Challenges, *Indore Management Journal*, 3(4), 59-61.

Patent

1. Kompella, L. (2104). *Managing Group Dynamics and Social Interaction in Teams using Logistic Regression Analysis*. Filed a Patent (#14177600) with US-PTO.

Glimpses of Invited Talks delivered by IIM Indore Faculty



9. Awards, Scholarships and Achievements

In the Academic Year 2013-14, students as well faculty of IIM Indore bagged several awards, accolades and scholarships in various areas, making it a matter of pride for the Institute. The awards and scholarships won by the members of IIM Indore are as under:

Faculty

IIM Indore Best Teacher Award 2013

IIM Indore announced the 'IIM Indore Best Teacher Award 2013' on September 16, 2013. The 3-member Jury (Dr. Devanath Tirupati, Dean, Academic, IIM Bangalore, Dr. Shailesh Gandhi, Faculty Member, Finance & Accounting Area, IIM Ahmedabad and then Director, IIM Indore, Dr. N. Ravichandran) considered all relevant information submitted by the individuals and interacted with them. After considering the quantitative measures such as student feedback and qualitative factors such as innovation in course design and delivery, the Jury, in order to promote a commitment among faculty to high quality teaching, selected the following 2 recipients for the Award:

- Professor Ranjeet Nambudiri, Organizational Behaviour & HRM Area.
- Professor Srinivas Gunta, Strategic Management Area.

The primary purpose of the recognition was to inculcate a sense of passion in teaching among the faculty. The Award carried a cash prize of Rs. 1,00,000/- and a Citation.

Agra Gaurav Shri Award

Dr. Kamal K. Jain, Faculty, Organizational Behaviour and Human Resources Area, IIM Indore was felicitated with the Agra Gaurav Shri Award by the Global Alumni Network of Agra University. The Award was presented to him on March 8, 2014 in a function held at SCOPE Convention Centre, New Delhi.

Best Professor Award

IIM Indore's Dr. Srinivas Gunta, Faculty, Strategic Management Area received the Best Professor Award in General & Strategic Management 2014 from the National Education Leadership Awards, sponsored by Lokmatin in an award ceremony held on February 17, 2014 at Mumbai.

Students

Aditya Birla Scholarship

IIM Indore's students Sampanna Parhi and Sudhir Kumar Singh (PGP 2013-15) won the Aditya Birla Scholarship for the academic year 2013-14. The scholarships were announced on September 21, 2013.

O.P. Jindal Scholarship

Shubham Saini (PGP-2) won the O.P. Jindal Engineering and Management Scholarship for 2013.

Manthan

Students of IIM Indore participated in Manthan, a national level competition organized by Citizens For

Accountable Governance. The entry named 'Eureka' of team members of Anshik Yadav, Akshay Bhargava, Pallav Grover, S. Pranav Kumar and Sumit Kumar (students of IPM 2012 batch) stood at 17th position out of 1400 entries from around the country. They were invited by the organization to attend the Grand Culmination Convention (Finale) held at Thyagraj Sports Complex, New Delhi on October 2, 2013. The Chief Guest was Shri Narendra Modi, Chief Minister, Gujarat.

International Youth Forum

Nikhil Kapoor (IPM 2012 batch) was a delegate among the 150 selected from 7000+ applicants for the first ever International Youth Forum, held from October 11 - 18, 2013 in Mauritius, organized by Konectenu and sponsored by various ministries such as government of Mauritius, High Commission of India and Mauritius and IGICC.

High Commendation Award

A team of four IPM students- Aadesh Saikia, Avik Gugalia, Ishaan Ajay and Philip George attended Model United Nations Conference at BITS Pilani, Goa from February 7-9, 2014. The team participated in the simulation of the historic Punic Wars between Rome and Hannibal's Carthage. Ishaan won the High Commendation Award for his role as the Chief Magistrate of Carthage and was commended for his abilities as a crisis negotiator. The jury noted the skill and ability of other participants in resolving their respective crisis as part of the European Union (Aadesh) and NATO (Philip and Avik).

Students of IIM Indore won following awards in different competitions held at various institutes and organisations throughout the year :

S.N.	Name	Course	Competition Won	Organiser	Position Acquired
1.	Abhinav Tyagi	IPM	Swimming Championship - Water Fiesta 2013	IIM Indore	Gold Medal
2.	Aditya Ghosh	PGP-1	Hooked and Booked	IIM Indore	Second
3.	Akhil Krishnan	PGP-1	Hooked and Booked	IIM Indore	First
4.	Angae Gavand	IPM	Swimming Championship-Water Fiesta 2013	IIM Indore	Gold Medal
5.	Archita Kothari and Ayushi Agrawal	IPM	Poster Making Competition	OP Jindal Global University	Third
6.	Ayushi Agrawal	IPM	Basket Ball	Udghosh-2013, IIT Kanpur	Runner up

S.N.	Name	Course & Batch	Competition Won	Organiser	Position Acquired
7.	Bijoy Roychowdhury	IPM	Swimming Championship-Water Fiesta 2013	IIM Indore	First
8.	Bishakha Mojumdar	FPM	Shourya Pattanaik Award	National Institute of Technology, Rourkela	Second
9.	Divya Batra	IPM	Hooked and Booked	IIM Indore	First
10.	Gaurav Deep	IPM	Fashion Show, Mridang 2013	IIM Indore	Second
11.	Hitesh Maheshwari and B Siva Sankaran	PGP-Mumbai	Stock Torero 2014	BSE Institute Limited	First
12.	Janani Rajagopalan	PGP-1	Hooked and Booked	IIM Indore	Second
13.	Jasmine Kaur	IPM	Hooked and Booked	IIM Indore	Second
14.	Kamla Priya	IPM	Basket Ball	Udghosh-2013, IIT Kanpur	Runner up
15.	Kapil Kanugo	IPM	Indore Regional Round/Pinnacle, the Business Plan Competition	Tata Crucible / IIITM, Gwalior	Finalist
16.	Krishna Kant Patidar	IPM	B-Plan competition, Technex	IIT Bhu	Third
17.	Malvika Tayal	IPM	Basket Ball	Udghosh-2013, IIT Kanpur	Runner up
18.	Monika Pindiga	IPM	Basket Ball	Udghosh-2013, IIT Kanpur	Runner up
19.	Nikta Dugar	IPM	Basket Ball	Udghosh-2013, IIT Kanpur	Runner up

S.N.	Name	Course & Batch	Competition Won	Organiser	Position Acquired
20.	NMR Shrisharsha	IPM	Manthan Culmination	Citizens for Accountable Governance	Amongst top 20
21.	Pallavi Kakkar	IPM	Basket Ball	Udghosh-2013, IIT Kanpur	Runner up
22.	Paridhi Jindal	IPM	Basket Ball	Udghosh-2013, IIT Kanpur	Runner up
23.	Pradyoth C John	PGP-II Mumbai	Business Quiz	IIM Ahmedabad Confluence	First
24.	Pradyoth C John	PGP-II Mumbai	MELA Quiz.	Indian Institute of Space science and Technology	First
25.	Pradyoth C John	PGP-II Mumbai	General Quiz	Indian Institute of Space science and Technology	Second
26.	Pradyoth C John	PGP-II Mumbai	Sports Quiz	IIT Kharagpur	Second
27.	Pradyoth C John	PGP-II Mumbai	IIT Kharagpur Spring Fest - Crossword Quiz	IIT Kharagpur	Second
28.	Pradyoth C John	PGP-II Mumbai	Rendezvous MELA Quiz	IIT Delhi	Third
29.	Pradyoth C John	PGP-II Mumbai	TAPMI - Quiz on the beach, Mumbai leg		First
30.	Priya Jaiswal	IPM	Chess	Udghosh-2013, IIT Kanpur	Player of the tournament
31.	Priyanka Suryawanshi	IPM	Basket Ball	Udghosh-2013, IIT Kanpur	Runner up
32.	Rahul Bhardwaj	IPM	MTV colors of Youth	MTV	Amongst top 21

S.N.	Name	Course & Batch	Competition Won	Organiser	Position Acquired
33.	Rahul More & Ganesh Babu	IPM	Mahindra Auto Quiz Regional Round	Mahindra Group	Second Runner-up
34.	Rama Krishna Reddy Y L	PGP-1 Mimbai	One-minute video making competition	IIM Rohtak	First
35.	Revant Sindhu	IPM	Basket Ball	Udghosh-2013, IIT Kanpur	Runner up
36.	Rohit Gupta and Ankur Jain	PGP 2012-14	Mercato	IIM Indore	First
37.	Ruchik Gandhi	PGP 2012-14	Ashwamedha – Ahvan	IIM Indore	First
38.	S Nivetha	IPM	Debating contest	NLIU, Bhopal	Quarter - finalist
39.	Srishti Vinarma	IPM	Toastmasters	PGP Toastmasters	First
40.	Srikanth Sriram	PGP-1 Mumbai	Hawk Eye- NPL 4.0 (a photography competition)	NITIE, Mumbai	First
41.	Vishnu Priya	IPM	Basket Ball	Udghosh-2013, IIT Kanpur	Runner up

Glimpses of Awards and Achievements



10. Conferences, Workshops and Lectures

Creating and Sustaining Institutions: The Indian Experience

A conference on *Creating and Sustaining Institutions: The Indian Experience* was organised by IIM Indore from October 2-3, 2013. The primary purpose of the conference was to reflect on the institutions that have come in existence in this country from a broad spectrum of ownership and domain of operations. The truly world class, inviting and salubrious venue of IIM Indore provided a stimulating environment and fostered an unleashing of intellectual discourse, debate and discussion during the conference.

The Conference was attended by 300 participants including invited speakers, delegates, students and faculty members of IIM Indore. It was marked by lively talks, passionate presentations and subtle arguments and counter arguments. Stalwarts from across the country grappled with issues and offered wide ranging opinions and views on the process of institution building.

Details of speakers and sub-themes are as under:

- Tutorial on Institution Building/Dr. N. Ravichandran, Director, IIM Indore
- Evolution of Management Institutions/Professor Ajay Pandey, IIM Ahmedabad; Professor Sudas Roy, IIM Calcutta; Professor Devanath Tirupati, Director, IIM Bangalore
- Experience Sharing/Professor S.G. Deshmukh, Director, IIITM, Gwalior; Professor Rajendra Nargundkar, Senior Dean – Academics, IMT, Ghaziabad
- Introductory Remarks on Institutional Building/Dr. M.N. Buch, Member, BoG, IIM Indore
- Reflections on Institution Building/Professor Deepak Pental, Former Vice- Chancellor, University of Delhi; Professor S. Sundarrajan, Director, NIT, Trichy
- Academic Leadership/Dr. V.L. Mote, Former Professor, IIM Ahmedabad; Professor Gautam Barua, Mentor Director, IIIT, Guwahati
- Reflections on Institution Building/Mr. Deepak Satwalekar, Former Managing Director, HDFC Standard Life Insurance; Dr. P. Balaram, Director, Indian Institute of Science, Bangalore
- Learning from the practicing world/Dr. T.G. Sagar, Director, Cancer Institute (WIA), Chennai; Mr. N.S. Kannan, Executive Director, ICICI Bank
- Aspirations of Students and Academic Activities Heads of IIM Indore
- Valedictory Address by T.V. Rao, Adjunct Professor, IIM Ahmedabad

International Conference on Excellence in Research and Education

IIM Indore organized the 5th International Conference on Excellence in Research and Education (CERE 2013) during May 9-12, 2013 in collaboration with Tun Abdul Razak University of Malaysia. The objective of the conference was to encourage research in education and promote doctoral research in academic institutions. Participants had the opportunity to interact with experts from educational institutions, industry and research organizations and get directions for their research work.

CERE 2013 received overwhelming response in terms of participation and contribution of research papers. Out of 350 papers contributed by researchers from all over India, USA, Malaysia and UK, 150 papers were selected for presentations. Papers were presented in diverse areas of management such as Economics, Finance, Information Systems, Marketing, Human Resources, Strategic Management, Operations Management, Business Communication, Corporate Governance, Social Issues and Education etc.

Keynote address was delivered by Prof. Datuk Zabid, Vice-Chancellor, Tun Abdul Razak University (UNIRAZAK), Malaysia on the theme – *Transformation of Universities in Malaysia*.

During the concluding session of the CERE-2013, the conference proceeding containing 17 research papers was also released. To promote excellence in research, the following awards were presented to the authors of papers during CERE-2013:

- **1st Prize:** Pawan Jain, Thomas H. McInish and Pankaj Jain (University of Mphasis, USA) for their paper entitled *Reduced Latency, Market Quality and Systemic Risk of High Frequency Trading* (the award consisted of a certificate and cash award of Rs. 25,000/-)
- **2nd Prize:** Anurag Narayan Banerjee, Nilanjan Banik and Jyoti Prasad Mukhopadhyay for their paper entitled *The Dynamics of Income Growth and Poverty: Evidence from Districts in India* (the award consisted of a certificate and cash award of Rs. 15,000/-).
- **3rd Prize:** Anjali Jindal, Shivani Agarawal, Pooja Garg and Renu Rastogi for their paper entitled *The Influence of Quality of Work Life on Trust: Empirical Insights from a SEM Application* (the award consisted of a certificate and cash award of Rs. 10,000/-)

FPM participant – Rajesh Sharma was the coordinator of CERE 2013.

Economics Lecture Series

Aimed at focusing on the issues of economy, management and applied research, the IIM Indore inaugurated the scholarly Economics Lecture Series on January 31, 2014. The Lecture Series is expected to provide an opportunity to the IIM Indore community to interact with distinguished scholars and experts of respective fields on a regular basis.

The inaugural lecture was delivered by Mr. Vivek Kaul, a well known columnist for Daily News and Analysis, Forbes India and First Post on the theme – *Exorbitant Privilege of the Dollar*.

2nd lecture of the series was delivered by Mr. N.R. Krishnan, IAS (Retired) on February 24, 2014 on *Environment and Development: The Indian Experience*.

The 3rd lecture of the series was delivered by Dr. Chetan Ghate, Associate Professor of Economics at the Indian Statistical Institute, New Delhi, on March 14, 2014. The topic of his lecture was based on a working paper titled *Sectoral Infrastructure Investment in an Unbalanced Growing Economy: The Case of India*.

Workshop on National Sample Survey Data Analysis

IIM Indore organised a two-day workshop on National Sample Survey Data Analysis of the Indian Labour Market during February 19-20, 2014. The workshop was conducted by Dr. Bino Paul, an eminent Professor of Tata Institute of Social Sciences, Mumbai.

The workshop provided the IIM Indore academic community with an opportunity to understand the various nuances of National Sample Surveys (NSS) through multiple data exercises. It covered the basic understanding and applications of the employment and unemployment survey, consumption expenditure survey, stratified random sampling, various schedules of questions and coding. A separate session covering the constitution of the labour market, labour force employment, its formal-informal composition with respect to wages was extremely useful in understanding the Indian Labour Market. The last session was devoted to the applications where the participants were familiarised with the SPSS/STATA database routines of NSS Employment and Unemployment Data.

Workshop on Open Data Development Initiative of the World Bank

A workshop on Open Data Development Initiative of the World Bank was organised on March 11, 2014 to ensure that IIM Indore students, researchers and faculty members learn to use the tools to access timely and relevant data on World Bank-financed projects. The speakers included Mr. Sergiy Radyakin, Economist in Development Economics and Chief Economist Office, The World Bank, Washington; Mr. Shalmraj Ramraj, Knowledge Management Analyst, The World Bank, Chennai; and, Mrs. Sunita Malhotra, The World Bank, New Delhi.

IIM Libraries Consortia Meeting

IIM Indore hosted the 14th Annual Consortia Meeting of all librarians of the IIMs during September 12-14, 2013. IIM libraries consortia is a collective activity of all the 13 IIM libraries towards common goals like sharing of resources, collective negotiation with the publishers for getting better price and service, adoption of best practices being adopted by different IIMs, etc.

The meet witnessed 21 sessions having 70 presentations on various information products made by publishers and vendors. 3 technical sessions were dedicated for presentations by all the members of the Consortia on issues and challenges being faced by each of the members and identifying solutions for improving user service.

Workshop on Stress Management

A workshop on Stress Management through Sahajayoga Meditation for IIM Indore community was held on April 29, 2013. The session proved to be an enriching experience for all the participants as it provided useful insights to keep oneself mentally, physically and emotionally balanced. Apeksha Jain, Academic Associate at IIM Indore, was the coordinator of the programme.

Two-day Workshop on Empowering Women

On the occasion of International Women's Day, IIM Indore organised a two-day workshop on *Empowering and Honouring the Women* during March 6-7, 2014. The event was organized by AaRoHan, the social sensitivity cell of IIM Indore students.

During the workshop, Ms. Janak Palta McGillan, a social scientist, expressed her views on the role of women in sustainable development of the country. As a part of Anushtha celebrations, the Activity Committee of the IPM organised a self-defense workshop for all the women in the campus.

Glimpses of CER-2013



Glimpses of Conference on *Creating and Sustaining Institutions*



Glimpses of Conference on *Creating and Sustaining Institutions*



11. Learning Centre

The IIMI Learning Centre (IIMI LC), with its wide range of collection of knowledge resources and innovative information services, fills an essential requisite in the intellectual pursuits for students, faculty members and the surrounding community. IIMI LC, a hybrid Centre with state-of-the-art technological applications, holds knowledge resources predominantly related to management and allied subjects. The entire LC collection of books, print journals/magazines along with its wide range of e-collection including e-journals, e-books, online databases, CD-ROM collection etc., are accessible through the Institute's network.

The LC building has a sprawling space of about 27000 sq. ft., with central air-conditioning and designated areas for different sections of the IIMI LC providing the right ambience for reading and reflection.

The broad objectives of IIMI LC are:

- To build a state-of-the-art knowledge resources centre for management and allied subjects;
- To acquire need-based resources to meet information requirements of the academic community of the Institute; and,
- To provide proactive and innovative reference services to the user community.

Due to the growing needs and preference of members, LC focuses more on subscription to online resources than printed documents. E-resources of the IIMI LC during the period increased considerably in terms of number and subject coverage. With regard to addition of resources, 1,194 books, 302 CD-ROMs, 94 working papers and 7 electronic databases were added to IIMI LC's collection in 2013-14. Over 12,524 transactions (issue/return of documents) were reported in the FY 2013-14 consisting of books, CD-ROMs, working papers, etc. A total of 40,587 students/faculty and 1,317 other library users visited the LC during 2013-14.

In addition to one-year library training of 3 apprentices under the Apprenticeship Act 1961, four students of Jiwaji University, Gwalior were provided one-month library training during February-March 2013. Regular training programmes in the use of databases being subscribed by the IIMI LC were conducted for the benefit of the IIMI community.

Besides contributing to the organisation of the conference on *Creating and Sustaining Institutions: The Indian Experience* organised by IIM Indore during October 2-3, 2013, the LC hosted the 14th Annual Consortia Meeting of all librarians of the IIMs on September 12-14, 2013. The LC also organised a workshop on *Open Data Development Initiative of the World Bank* on March 11, 2014. Detailed report of these events is presented in a separate section on *Conference/Workshops/Lectures*. During the period under review, the LC published 4 issues of *IIM Indore Quarterly Newsletter* and the Annual Report of the Institute.

Glimpses of IIM Librarians Consortia Meet and World Bank Workshop



12. Social Sensitivity

School Adoption Programme

A team of IIM Indore volunteers visited 33 public schools in the vicinity of IIM Indore during August 2013 and selected the following schools for intervention on a pilot basis :

- EG School, Pigdamber;
- Government Girls Primary School, Umaria;
- Government Primary & Middle School, Shramik Colony, Rau; and,
- Government Primary School, Nawada.

During the year under review, several initiatives were taken by the Institute to aid the students and the schools with various utilities that would motivate the students to study. Basic stationery items were distributed to 710 pupils, 21 glass panel black boards were installed in the school premises, 568 school bags, sweaters, shoes and socks were distributed to the students of these schools.

Jagriti

The 5th edition of annual cultural extravaganza of IIM Indore- *Mridang*, began on December 5, 2013 with Jagriti – a social initiative for the welfare of rural school children. Jagriti is aimed at promoting education, based on the concept of 'A Fist full of Rice and Heart full of Love', given by the late Sri Sathya Sai Baba. The event sensitized the rural and urban school students about the importance of education and facilitated interaction between students from urban and rural schools.

Jagriti lends a virtuous meaning to the spirit of *Mridang* by disseminating awareness at the fundamental level to children, the future actors of the nation building process. Jagriti was started three years back with an idea to sensitize the rural and urban school students about the importance of education and facilitate interaction between students from urban and rural school. It began as a platform for fostering synergy and bridging gap between rural and urban students.

With these activities, Jagriti helps in inducing a culture of responsibility, care and affection. It promotes inclusive growth creating a platform for the privileged to extend their arms of help and bring closer the ones that are deprived of opportunities

During the two-day long event, the students visited several nearby government schools, which were provided with facilities such as water filters for safe drinking water, school bags, sports equipment, notebooks, stationery and other essentials for the rural students. These small steps were aimed at increasing the enthusiasm of rural students and also removing basic impediments that the students face. There was some engagement in revelry through the organization of on-spot games, creativity workshops, fun activities and interaction with the Jagriti team members in order to drive home the point of the importance of education and career.

Jiyo-Hazaribagh - A Movement by IIM Indore FPM participant

Jiyo-Hazaribagh is a civil society initiative to protect environment, promote soil conservation, and recharge the ground water table. In view of open cast mining and many coal mining projects coming up at Hazaribagh, this movement needs every citizen's support.

Team IIM Indore, Faiz Anwar, Vikas, Anjan and others got cracking on the mission of planting one lakh saplings on barren land in and around Hazaribagh. Conceived as community action, the team obtained consent of various schools and other institutions like the Forest Department, paramilitary organizations like BSF, CoBRA and CRPF. The Team mobilised about 20,000 people (soldiers, school children, teachers etc.) to plant 1 lakh saplings on a single day in the last week of June 2013.

Jiyo-Hazaribagh, a public movement, succeeded in partially fulfilling its pledge. Hundreds of fruit-bearing saplings were planted by the BSF troops on World Environment Day – June 5, 2013 in their campus at Meru, Bihar. It was jointly inaugurated by the DIG, A.K. Garg and Hemant Shrivastava, an FPM participant of 2009-13 batch. Jiyo-Hazaribagh has a Facebook page which is updated on a regular basis to keep people informed of various activities of this movement.

IIM Indore's eco-system and Rural Immersion Programme played an important role in triggering this movement and inspired Team IIM Indore to initiate it.

Project JAL

Prithuraj Singh, Prashant Sinha, Saurabh Yadav and Abhisek Rungta of PGP-UAE (batch 2012-14) visited the arsenic affected village of Ballia, Uttar Pradesh during November 21-23, 2013 to spread awareness about arsenic contamination among the villagers and conducted related analysis on the arsenic mitigation programme in the village. The awareness drive (Project JAL) was organized by Ullaas Foundation owned by Prashant Sinha.

Bhumi

In an attempt to bring a change and save the environment, PGP Mumbai participants have partnered with *Bhumi* – an NGO, for promoting their upcoming event I3. I3– Ideate, Implement, Inspire, is a National Social Entrepreneurship Competition from Bhumi, where the winners receive Rs. 1 lakh for implementation of an idea that will benefit the society, particularly the environment.

Founded in 2006, *Bhumi* is one of India's largest independent youth volunteer non-profit organisations. Volunteers of the NGO work for the holistic development of under-privileged children and conservation of the environment in Tamil Nadu, Karnataka, New Delhi, Maharashtra and several other states of the country.

Diwali Celebration at Mermier Bal Ashram

The volunteers (PGP Mumbai participants) of Ummid- the social service cell of IIM Indore, celebrated Diwali at Mermier Bal Ashram. Diwali is all about sharing happiness and the students celebrated these moments of happiness with the kids of the Ashram. The ashram was enlivened with music, dance, fun and frolic as students engaged the children in a variety of activities on Diwali.

Blood Donation Drive

A blood donation drive was organized by Pragat - I, the social sensitivity cell and AaRoHan, social & corporate responsibility cell of IIM Indore on October 6, 2013. The drive was successfully carried out by a team of 18 doctors/medical attendants from Model Blood Bank, MY Hospital, Indore. It witnessed a huge participation of 120 donors which included students and staff of IIM Indore. Students of PGP Mumbai also organised a blood donation drive on February 9, 2014. The drive was organized in association with Umang Foundation, a Mumbai based NGO.



Glimpses of Social Sensitivity Initiatives



13. Student Activities and Events

Students Activities

Throughout the academic year, the students of IIM Indore organized several activities which were not only educational but also fun filled. With a belief that management cannot be taught just in the classrooms, the students explored the length and breadth of the field and led from front a wide range of activities that received an overwhelming response from all the participants.

Some of the activities organized by the students are outlined below:

TEDx IIM Indore

On March 2, 2014, IIM Indore hosted TEDx IIM Indore on the theme – Ideating Minds. The event featured noted speakers who delivered brief and impactful TEDx talks that inspired the community to break away from the rat race and pursue excellence in their chosen fields.

The list of eminent speakers included Mr. Atul Bhatnagar, COO, National Skill Development Corporation, ; Mr. Anand Neelakantan, a distinguished author; Mr. Porush Jain, Co-Founder, Absolute Sports Private Limited, a start-up that runs the sports portal Sportskeeda.com; Dr. Pawan Agrawal of Mumbai Dabbawalas; and Mr. Vivek Kaul, a distinguished writer and economist.

Ahvan- IIM Indore's Annual Management Festival

Ahvan '13 was successfully organized by the student community during December 6-8, 2013 on the theme - *Inimitable, Instinctive, Inspirational*.

During the event, Mr. Krishnan Chatterjee, Head, Corporate Strategy and Marketing, HCL, enlightened the students with the enriching experiences from his journey in the corporate world. This was followed by a special artistic tribute that the creativity team of IIM Indore made for master blaster, Sachin Tendulkar.

The second day of the management festival started with the campus round for *Chain Reaction*, the flagship operations event, and some intense quizzing with *Jigyasa*, the quizzing conclave.

Advaita, the human resources event, selected its winners by conducting a simulation of the recruitment process. The IT acumen of the participants was challenged by the event, *Zero One Infinity*. The finalists of *Neetishastra*, the live consulting event, visited the SMEs in the food, packaging, chemicals and auto industries. The speaker series witnessed a talk on *Branding Amidst the Clutter* by Mr. Amit Shrivastava, Director, Learning Curve.

The final day of Ahvan 2013 began with an enlightening speech by Mr. D.K. Joshi, Chief Economist, CRISIL. In the sales and marketing event, *Gordian Knots*, the finalists were tested on the concept of visual merchandising.

Klueless, an online game, which has many levels containing intriguing puzzles and brain teasers, attracted over 20,000 unique players and 1.1 million hits from participants in over 110 countries.

Ruchik Gandhi, a PGP participant at IIM Indore, won the finale of *Ashwamedha* – the leadership event of IIM Indore. S.P. Jain Institute of Management & Research bagged the first place in the final round of

Jigyaasa.

Curveball, the first-time event at Ahvan was based on sports management as its premise. The contestants from IIM Indore swept the first and second places in the event wherein the participants tried to design innovative national level events for the so-called unpopular sports in India.

In a reflection of the competitive atmosphere, the campus wore a distinctive look with several works of art reflecting the Indian Style of Management, including a poster on *Indian Business Ishtyle*, painted in the Warli art style which showcased indigenous of Indian brands and companies, including Nirma, Amul and Mumbai *Dabbawalas* as well as 3-D models of Shatranj (chess) and Chausar (ancient ludo).

The fest remained true to its tagline by recognizing the management talent that was truly inimitable, instinctive and inspirational. It concluded with the participants enjoying the DJ night.

Mridang 2014

Mridang 2014, the annual cultural fest of IIM Indore was successfully organized during February 21 - 23, 2014. Mridang 2014 sponsors included notable brands like UCO Bank, Hero, Coca Cola, Safe Express, Bank of India, State Bank of Bikaner and Jaipur, Radikal Foods, Dainik Bhaskar, Big FM, Home Shop 18, Wildkraft, Gionee, Lenskart, etc. The event received an overwhelming response from the participants from outside the Institute too.

The following events were the major highlights of the fest:

Pro Show by Odyssey: Surat based rock band, Odyssey, performed for the pro show on February 23, 2014 in the open air amphitheatre as well as judged the finals of *Distortion*, the rock band competition. The response to the show was overwhelming as the band presented a mix of originals and covers for the audience.

Guinness World Record Attempt: Mridang collaborated with, Coca Cola to attempt the Guinness world record for World's largest Glass Bottle mosaic, consisting of 6,320 glass bottles (the previous record stood at 5,024 bottles). The theme for the record attempt was equality in education among boys and girls intended to help Coca Cola's Support My School campaign.

Interaction with noted director Nagesh Kukunoor and pre-screening of movie 'Lakshmi': Movie Director Nagesh Kukunoor had an interaction with the students on February 23, 2014 over a range of topics. The interaction was structured in the form of a short talk show followed by question and answer session with the audience. This session was preceded by the screening of Kukunoor's latest movie, *Lakshmi*, a heart wrenching tale of child trafficking.

Dance Performance by Neha Khaitan and Theatrical Performance by Annya Theatre Group: Prominent Bharat Natyam danseuse from Hyderabad, Neha Khaitan, performed on February 22, 2014 as the curtain raiser to *Lasya*, the dance event. Annya Theatre Group from Delhi performed in the opening ceremony on February 21, 2014 on a satire called 'Nithala'. Both these performances were highly appreciated by the audience.

Lasya: The flagship dance event *Lasya*, consisted of solo, duet and group dance competitions under the aegis of *Nartaka*, *Jugalbandi* and *Mudra* respectively. The events saw sizable participation from college and school students from Indore and Bhopal, as well as from IIM Indore. All the three events were resounding successes.

Laavanya: The fashion show competition witnessed talent from colleges as well as professional models battling out for the tag of *Best Fashion Team of Central India*. This event also witnessed an overwhelming response from the audience and proved to be a huge hit.

Distortion: The rock show competition saw 15 bands participating in the eliminations, post which 4 bands made it to the finals. These 4 bands fought it out for the top honors on February 23, 2014 in the open air amphitheatre. It was judged by *Odyssey*, the Pro Show band.

Jagriti: The 5th edition of *Mridang* began with *Jagriti* – a social initiative for the welfare of rural school children. *Jagriti*, is aimed at promoting education, based on the concept of 'A Fist full of Rice and Heart full of Love' given by the late Sri Sathya Sai Baba. The event sensitized rural and urban school students about the importance of education and facilitated interaction between students from urban and rural schools.

Bazinga: The informal events section of *Mridang* contained adventure sports like paintball, zorbing, rappelling, on the spot games, quizzes, etc. for crowd engagement. These were received enthusiastically by the participants.

Colloquium'13

Colloquium '13: Venture Capital & Private Equity Conclave was hosted by the Institute on August 18, 2013. Several distinguished speakers viz. Mr. Sanjay Anandaram, Venture Partner, Seed Fund and Advisor, Ojas Venture Capital; Mr. Guhesh Ramanathan, COO-NSRCEL, IIM Bangalore; Mr. Karthikeyan S., Director, PE Insights; Mr. Ajeet Khurana, Angel and Mr. Ashish Dave, Mumbai Angels Network; and Mr. Preet Pal Thakur, Vice President, Asian Healthcare Funds; shared their experience, knowledge and thoughts with the audience through panel discussions, guest talks and workshops.

Utsaha – A sneak peek into rural India

Utsaha is a unique endeavor by the students of IIM Indore to capture unbiased information about the rural consumers. *Utsaha* works on a simple rule, surveying the consumer in a natural setting ensures that the students receive the best responses. Thus consumers are comfortable and unaware that they are being surveyed, thereby removing the observer-expectancy effect.

The team of *Utsaha* took part in the Karthik Purnima Mela held at Janapav Kutti Village, where every year the mela attracts around 50,000 visitors over a span of 3 days. The team of students conducted fun games and events, which were major crowd pullers. This was to generate a buzz and get the crowd to move to the other stalls of *Utsaha*. The market research and awareness activities were done at the other stalls through interactive games designed specifically for the rural consumers.

In the past, *Utsaha* has worked with various marquee companies. *Utsaha* has obtained paid projects also and the companies have given exemplary reviews on the research done by the students.

Footprints 2013

Footprints 2013, the Annual Alumni Meet was organized by IIM Indore Alumni Committee during November 23-24, 2013. The Meet was attended by about hundred and twenty alumni and their families who turned up to meet their peers and classmates and soak in memories of their time at the prestigious Institute.

Marathon

On October 2, 2013, students of IIM Indore organised Indore Marathon on the theme, *Run against Rape and Discrimination*. The event consisted of two runs 11 km run from Dassehra Maidan to IIM Campus and a 3 km Dream run in IIM Indore campus.

For the first time in the history of Indore Marathon, a marathon under the umbrella of the mother event was conducted at MANIT Bhopal on September 27, 2013. The event was unfurled by Dr. Appu Kuttan, Director, MANIT Bhopal. It was a 5.5 km run, conducted for both boys and girls categories. The event was smoothly conducted with close to 700 people participating (550 males and over 150 females). Apart from MANIT, other prestigious colleges of Bhopal like Gandhi Medical College, Indian Institute of Foreign Management, School of Planning and Architecture also participated in this endeavor.

Debating Battles@IIM-I

Rhetorica, IPM's Debating Club hosted D'Battle during August 23-25, 2013. The first day witnessed the British Parliamentary Debate having 36 teams participating in the event. On the second day, the Model United Nation (MUN) was conducted with its initial session and the delegates putting their views on the agenda – *Peace Building and Post Conflict Recovery*.

The event was graced by Shri Ramesh Agarwal, Founder, Agarwal Movers Group.

Mercato

Mercur - I, The Marketing Club of IIM Indore successfully conducted BPCL Mercato, a nationwide online retail simulation event from January 21-24, 2014. It received over 500 registrations with teams of up to 2 players competing against each other as Chief Marketing Officers of rival retail outlets. Mercato saw participation from over 80 colleges of the country including 12 IIMs.

Team Baniyagiri consisting of Rohit Gupta and Ankur Jain of IIM Indore were the inaugural winners of *Mercato*. *Team Battery Low* consisting of Arpit Agarwal and Rahul Sharma of IMT Ghaziabad finished as runners up pocketing Rs. 5000 as prize money. The top 20 teams were also honoured with a place in the *BPCL Mercato Hall of Fame* displayed on the *Mercur-I* and *BPCL Mercato* Facebook pages.

BPCL was *Mercato's* title sponsor while Biziga, a start-up by two IIM Indore alumni, provided the logistics and software support as the Tech Partner. *e-Sparsha* rounded off the list of sponsors as the merchandise partner.

Hooked and Booked

Hooked and Booked is an event where the PGP-1 and IPM students pitch for a book or a movie, which can be either fiction or non-fiction. The participants' job is to convince the panel of judges of why their chosen text is the best. This year the event was successfully hosted on January 26, 2014. The event's major appeal was its unique mix of professors and students on the judging panel whose major task was to grill the participants on their choice.

The winners of the event were:

- First Prize: Akhil Krishnan (PGP-1)
- First Prize: Divya Batra (IPM)
- Second Prize (Tie): Janani Rajagopalan (PGP-1)
- Second Prize (Tie): Aditya Ghosh (PGP-1)
- Second Prize: Jasmine Kaur (IPM)

SPIC MACAY

In its most recent offering, SPIC MACAY organized a Kathakali lecture demonstration on February 7, 2014, at the auditorium of IIM Indore. This performance was given by renowned Kathakali exponent Kalamandalam M. Amaljith and his 6-member team.

This particular lecture demonstration was specifically focused on the student community as it decoded the meanings that are conveyed through the hand movements (*mudras*), through the expressions (*natya*) and through the extremely stylized dance form of Kathakali. The addition of a contemporaneous element to the material enacted on stage (such as reading the newspaper and other quotidian activities) helped the student community to identify and better understand the use of dance vocabulary, which is devoid of linguistic expression and rests solely on the body.

The lecture demonstration was an informative and enriching experience, which encouraged the students to engage in dialogue with the artistes in order to understand the minutiae of this classical dance form.

Revolution-Musical Bonanza

Organised by the students of IPM, IIM Indore witnessed a musical bonanza showcasing musical talents from Indore on August 9, 2013. The event which brought together four artistes – Gautam Kale, Dr. Akshat Pandey, Tejas Vinchurkar and Jaydeep Hora saw a massive turn-out at the Institute. The event was organised in collaboration with 92.7 BIG FM.

ENCORE 2.0 - A Musical Extravaganza

Harmon - I, the Music Club of IIM Indore, introduced the new team of the year with a smashing performance on October 16, 2013 at the new auditorium. The show opened with a Western instrumental medley followed by a myriad of popular Eastern and Western numbers. The audience sat spellbound and was enthralled by the amazing performances put up by the band.

YES! I Am the CHANGE at IIM Indore

YES Foundation, the social development arm of YES Bank, launched YES! I am the CHANGE Film Project at IIM Indore on March 6, 2014. The event aimed at inspiring, engaging and empowering the students to participate in India's social transformation. This project, through the medium of short films, facilitated a connection between students and social causes, thereby channelising the untapped energy of the youth to the voices less heard. The connection would lead to striking a chord between the two, and enable inner transformation, confidence, conviction and empower the students as agents of social change.

Janmashtami

Janmashtami was celebrated at the newly renovated Radha Krishna temple on Wednesday, August 28, 2013. The programme started with tree plantation in Nakshatra Garden of the temple complex. The ceremony of *pooja* and *shringar* of the idol of Lord Krishna was enjoyed by the devotees in the evening. *Matki-Phod* event witnessed enthusiastic celebration by the students community of all the academic programmes of the Institute. At the midnight, all the devotees celebrated the birth of Lord Krishna and the festival concluded with *Aarti* and *Prasad* distribution.

Tree Plantation

IIM Indore has been continuously working in close coordination with the Forest Department Indore Division to make the Institute greener. This year also, a Monsoon Tree Plantation event was organized on the 67th Independence Day i.e. August 15, 2013 wherein saplings with a mix of medicinal as well as fruit bearing varieties like, Guava, Ashok, Amaltas, Gulmohar, Kachnar, Kesharshyama, Neem, Gultora, etc. were planted. A large number of IIM Indore community members participated in the event.

Voter Awareness Campaign

To spread awareness about voting amongst the citizens, the students of IPM, in collaboration with Zee Media Corporation, Volunteer Association for Rural Development and Networking, and Nai Duniya organized a voter awareness seminar for the students of IIM Indore on Thursday, November 21, 2013. The students of IPM 2013 batch staged a play that highlighted the hypocritical attitude of the people who do not vote yet expect the democracy to function well. The show was signed off with a signature campaign, with the students making a pledge to vote and urging others to do so as well.

JAM 2.0 Inaugurated

The evening of March 2, 2014 witnessed the inauguration of JAM (Juices And More) 2.0. Prof. Rishikesh T. Krishnan, Director, IIM Indore, declared JAM 2.0 open through a ribbon-cutting ceremony. The Guest of Honour on this occasion was Mr. Karan Kakkar of Chef's Alcove, Indore. Several faculty members and students were also present at the ceremony.

JAM, Juices and More, started in the year 2010 by the members of the Entrepreneurship Cell, had the objective of serving healthy and nutritious food to the student community. Over the years, a dire need to expand the venture further was felt. This is when the members of the Entrepreneurship Cell took the initiative to revamp and come up with JAM 2.0 that has a new range of delicacies. It is expected that JAM

will grow in leaps and bounds and students will get to learn real-life lessons about trade through this small venture.

I-write: An Online Literary Competition

PGP Mumbai Campus conducted an online literary competition, I-write, which invited articles from B-school students on the topics that were given by the Organizing Committee. This edition of I-write saw enthusiastic participation from various premier B-schools. IIM Trichy walked away with the first prize followed by IIM Raipur and MDI Gurgaon.

Road Safety Walkathon

PGP Mumbai students participated in the Road Safety Fortnight– *Walkathon* on January 12, 2014. The Walkathon was organized by The Rotary Club of Navi Mumbai Bayside and Navi Mumbai Traffic Police to support the cause of 'Clean and Green Navi Mumbai'. The event witnessed an enthusiastic participation of more than 250 people from different walks of life, marching briskly for a distance of 5 kms. The event also coincided with the 'World Youth Day', celebrated in memory of Swami Vivekananda's birthday.

Clubs@IIM Indore

Apart from the above major events, students at IIM Indore have various activity clubs and interest clubs to pursue their hobbies and develop their skills in the areas of interest. Headed by different committees formed amongst the students, the clubs organize different activities round the year which enhance their managerial skills and also give them a chance to interact with the outer world and explore different opportunities as a student and a professional.

Currenc-I

Economics Club of IIM Indore, encourages students to apply the learning from the classroom in real life through intra-collegiate events, guest talks and seminars.

Consulting Club

This Club helps students in developing their consulting acumen through industry driven live projects, guest talks and events. The Consulting Club has been working with Indore Management Association and Association of Industries, Madhya Pradesh and has developed an SME consulting arm called Consult Clinic. Under this initiative SME's get consulting advice from the bright minds of IIM Indore and the students get opportunities to develop and test their skills.

Club Kaizen

The operations club works to enhance the participants' skill in the particular domain through industry visits, live projects and events. The club also arranged for certifications for the students to help build their skills.

Entrepreneurship Cell

The E-Cell, as it is popularly known, helps students turning raw ideas into proper business proposals. The E-Cell runs a student-run JAM shop, which provides students with the unique opportunity of running a business with the minimum risk.

Equit-I

The finance club of IIM Indore actively engages students to develop their skills in the finance domain and provides them with an opportunity to interact with industry stalwarts on a regular basis.

Humain-I

The HR club of IIM Indore conducts events ranging from debates on the current HR trends to guest talks.

Infini-I

This is the technology and systems club of IIM Indore and provides a platform for the students to enhance and enrich their knowledge across this domain through live projects, guest lectures and workshops.

Mercur-I

The marketing club works around the year and helps the students in gaining practical knowledge through application of classroom learning. The Club conducted many events from branding to guest lectures by industry stalwarts.

Merchand-I

The club is a student run initiative and runs an FMCG shop along with a separate arm focused on merchandising activities giving the students a hands-on experience of running a business.

Aperture

The Photography Club provides a platform for budding photographers to discuss and exchange techniques and ideas. This is implemented through regular contests, photo walks and workshops.

AR3NA

The Gaming Club promotes gaming culture in the campus through regular competitions.

DebSoc

The Debating Society promotes public speaking and debating skills through regular competitions on current topics.

IdAnim

The film and theatre fraternity promotes theatre culture and appreciation of world cinema.

Management Canvas

The quarterly business magazine is a student run publication. It offers keen insights on contemporary business issues. It aspires to bring forward ideas and models that hold the potential to change the business landscape of the future.

Harmon-I

The Music Society of IIM Indore provides a platform to the music enthusiasts of the institute and promotes wide genres of music among students. The society encourages original compositions and those with a blend of traditional and western music.

Pragat-I

Pragat-I is an initiative of students at IIM Indore which works on social development projects and tries to spread awareness about various social causes. The aim of Pragat-I is to serve the under-served. It provides the participants a platform to use their ideas for the benefit of the society. The idea of the cell is to learn and experience various social issues and take steps to help in any way possible, which also involves a lot of managerial activities. Some of the initiatives taken by the society last year were free books distribution and computer literacy programmes.

Clubs at IIM Indore@Mumbai Campus

Aarambh

The principle agenda of the E-cell of IIM Indore Mumbai Campus, Aarambh is to promote and facilitate Entrepreneurship in the campus. To this end, the E-cell provides assistance to the potential entrepreneur, right from ideation to business modelling to raising the capital.

Marketricks

Marketricks, the marketing club aims to provide marketing enthusiasts a better understanding of marketing concepts in an interactive manner. The club provides an all-round experience of marketing through conducting various activities like knowledge sharing sessions, quizzes, simulation games and competitions.

Curiosity

Curiosity is a hallmark of all good quizzers, and the aim of the club is to instill in its members a desire to know more about the world around them. The club conducts informal quiz sessions and online quizzes, and encourages participation in inter-college quiz competitions.

The Finance and Investment Club

The Finance and Investment Club is a student-run club dedicated to promote collaboration and teamwork among participants to acquire real world investment skills, portfolio management skills, corporate finance skills, taxation and accounting knowledge and other finance related skills. The club organizes case-study solving sessions, stock-pitching sessions, investment analysis sessions and resume building and career building sessions. The club is also looking forward to publish a monthly newsletter focusing on major financial events and delivering dissertations and opinions on the same.

Ummid

Ummid, social service club of PGP Mumbai takes pride by engaging the budding managers of IIM Indore PGP at Mumbai for contributing towards the welfare of the society.

Activities organized by IIM Indore

To generate a sense of belonging amongst the members of IIM Indore, the Institute organized various events and activities throughout the year. Along with the faculty and staff members, the students also participated in various celebrations.

Foundation Day

On the occasion of IIM Indore's Foundation Day celebrations, a series of events were organised at the Institute during October 1-3, 2013. The celebrations started with a magic show by Aristobulle (Alliance Française), a prominent French troupe of France, on October 1, 2013. This was followed by *Indore Marathon* on October 2 on the theme, *Run against Rape and Discrimination*. Around 4,500 participants from different age groups and all walks of life ran for the cause. A conference on *Creating and Sustaining Institutions : The Indian Experience* was organised by IIM Indore during October 2-3, 2013. Detailed report of the conference is presented in the section dedicated to Conferences, Workshops and Lectures.

Independence Day

IIM Indore marked the celebration of 67th Independence Day on August 15, 2013 with a series of events. The programme began with the hoisting of the National flag by Dr. N. Ravichandran, Director, IIM Indore followed by the National Anthem. Monsoon Tree Plantation event was organized to encourage tree plantation in the campus.

Republic Day

On the occasion of the 65th Republic Day, a series of events were organised at IIM Indore on January 26, 2014. The celebrations began with the hoisting of the Indian National flag by Professor Rishiksha T. Krishnan, Director, IIM Indore.

This was followed by a group song performance by the students of the five- year Integrated Programme in Management (IPM) and the distribution of Computer Proficiency Awards and Certificates by the Director to the staff members of the Institute. Other events that were organised included a drawing and painting competition (for children up to 14 years) and a special quiz for the faculty, staff and their family members on the theme, Future of India.

PGP Mumbai participants pulled off a flash mob event on the occasion of Republic Day in four prominent malls in Mumbai. About 40 students participated in the event that centered on the theme – *Women's Empowerment*.

Iftar Party

An Iftar Party was arranged on August 2, 2013 to celebrate the holy month of 'Ramadan'.

Book Launch: Us.- Understanding and Enabling Adoption

The book entitled '*Us- Understanding and Enabling Adoption*' authored by Avinash Kumar was launched by Dr. N. Ravichandran, Director, IIM Indore on October 4, 2013. The book is a unique resource on adoption that every member of the society needs to assimilate. It provides an insight into adoption hitherto not discussed in any social event, media, school curriculum or public forum.

Book Launch: R.E.CALL.

Avik Sinha, an FPM participant of IIM Indore, wrote a book entitled '*R.E.CALL*'. The book is about the days Avik spent as an engineering student and how the experience helped him move ahead in his life. The book was released by Prof. Rishiksha T Krishnan, Director IIM Indore on March 10, 2014.

Inauguration of Gymnasium at IIM Indore

IIM Indore's new state-of-the-art gymnasium was inaugurated on October 9, 2013 in the presence of staff, students and members of the faculty. It has a cardio section, a strength section, as well as space for Yoga and Aerobics.

Water Fiesta 2013, IIM Indore Community Swimming Competition

The first edition of the IIM Indore Community Swimming Championship, Water Fiesta 2013, was organized by the Institute on October 6, 2013. The swimming competition, brought forth several new swimming stars on the campus. This competition comprised of 18 events and was contested by swimmers in categories 8 to 11 years, 12-17 years, and 18 and above.

Among men, Bijoy Roychowdhury (IPM) won four individual gold medals in Free Style (100 mtrs), Butterfly Stroke (50 mtrs), Breast Stroke (50 mtrs) and Breast Stroke (100 mtrs) competitions. Abhinav Tyagi (IPM) was adjudged the fastest swimmer on the campus and won the gold medal in Free Style (50 mtrs) competition.

In the women's category, the most successful swimmer was Angae Gavand (IPM) who won five individual gold medals in Free Style (50 mtrs), Free Style (100 mtrs), Breast Stroke (50 mtrs), Breast Stroke (100 mtrs) and Back Stroke (50 mtrs) competitions.

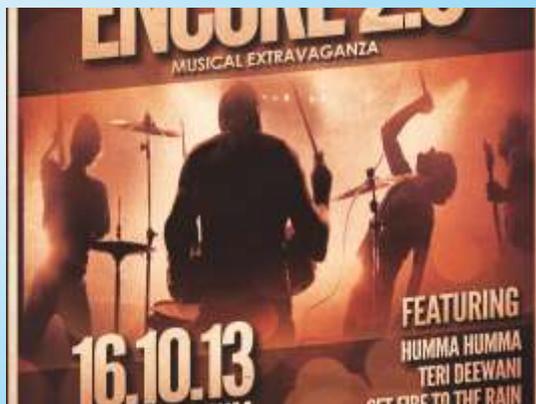
In the boys' category, Pushpendra Ghosh won the gold medal in Free Style (50 mtrs) competition whereas Akshita Dash (girls' category) dominated the competition with three individual gold medals in Free Style (50 mtrs), Free Style (100 mtrs) and Back Stroke (50 mtrs) competitions.

The medal table was topped by IPM students with 13 gold medals.

Picnic to Mount Abu and Udaipur

IIM Indore organized an annual community picnic for faculty and staff from January 11-12, 2014 to Mount Abu and Udaipur – the most coveted picnic spots in the state of Rajasthan. A total of 66 members of the community participated in the picnic.

Glimpses of Students Activities



Glimpses of TEDxIIM Indore held on March 2, 2014





Glimpses of Mridang 2014

Glimpses of Students Activities of PGP Mumbai





Glimpses of Walkathon at PGP Mumbai

Colloquium 2013



Independence Day Celebrations at IIM Indore



14. Campus Development Projects

During the period under review, the Projects Department of IIM Indore completed various construction projects which have enabled the Institute to accommodate the increasing number of student intake in various academic programmes and provided additional accommodation for faculty and staff. In addition to providing enhanced accommodation for IIM Indore community, several recreational and healthcare facilities were also built. An indicative Group-wise details of projects completed or nearing completion are as under:

Group-V Project

The project envisaged for creating the following facilities :

- IPM Hostels (Boys & Girls)
- Cable stay bridge with Clock Tower
- Faculty residence block (G+5) with 30 Apartments
- Visiting Faculty Apartments
- Main Gate Complex
- Administrative Block
- Cricket Field
- Utility-IV
- Dining Halls (Two nos)
- STP & Sump well with pump house
- Skywalk foot-over bridge
- Other associated development works include roads, water supply, footpaths, drainage lines, covered parking and allied civil works.

The Group-V project contract was awarded to M/s Rajdeep Buildcon Private Limited, Pune in February 2013. The gross value of the project is Rs. 105 Crores and the architect for the project is M/s Kothari Associates, New Delhi. The buildings/work which commenced in 2013 and are in progress.

Group VI Project

Under this project, the institute has planned to develop the campus by creating following facilities :

- Baby swimming pool with filter plant at sports complex
- Sky walk towards sports complex
- Covered parking shades 4 nos. at residential area
- Development of Radha Krishna temple complex
- Modification of boundary wall at faculty quarters

- Modification of front and side boundary walls
- Watch towers (8 Nos)
- Construction of base foundation and installation of dumb waiter at mess no. 1 & 3
- Extension of children's park with duck pond
- Surveillance road
- Basketball court near SR 11 & 12
- Storm water drain of the campus
- Statue of Mahatma Gandhi

The Group-VI project contract was awarded to M/s Sita Homes Private Limited, Indore in February 2013 and is in progress. The awarded cost of the work was Rs. 11.99 crore and the architect for the project was M/s Mehta & Associates, Indore.

External Refurbishing of main Building

The removal of stone cladding from the external wall and connected refurbishing work was awarded to M/s Mid India Civil Erectors at an amount of Rs. 3.31 crore. The following works were taken up under this project:

- Dismantling and removal of Dholpur stone cladding of main building
- External plaster and painting of main building
- Granite stone at entry points and central lawn of main building
- Laying of paver blocks over footpath
- Internal painting work
- Clay tiling on wall

The above work is nearing completion.

Interior work of 12 classrooms in New Lecture Theatre Complex

The interior work of 12 classrooms in New Lecture Theatre Complex which was awarded to M/s Sudama Furniture Private Limited, Ahmedabad in July 2012 for constructing students' desks and chairs for 920 seating capacity, Other related interior works in the classrooms at Rs. 2.85 crores was completed in July 2013. The interior designer for the project was M/s Thakkar & Associates, Ahmedabad.

SITC of AV Systems

This project intended to install audio-visual system and video-conferencing facilities in 12 classrooms. M/s BECIL completed supply, installation, testing and commissioning AV equipment in the 12 classrooms of new Lecture Theatre complex at Rs.3.87 crores.

Supply, Installation, Testing & Commissioning of 500KVA & 750KVA DG Sets

Under the scope of this, the institute is planning to add more active power capacity by installing two more

DG sets having 750 KVA & 500 KVA DG rating. The work was awarded to M/s ACME Pumps & Power Projects Limited, Kanpur in June 2012. The work stands completed and final settlement was made in March 2014.

Supply, Installation, Testing & Commissioning of 13 Lifts in Hostels SR-11 to 14 & Library

The above work was awarded to M/s Kone Elevators at Rs. 1.87 crore in September 2012. The work was completed in August 2013.

Group- IV Project: Interior works

The interior work is for upgrading of interiors of the academic building consisting of old classrooms, faculty offices, Director's office, receptions and main lobbies of few other buildings and the Learning Centre. The details of architects and works assigned to them are as under:

- *M/s Shashi Prabhu & Associates, Mumbai*
Director's Office, Reception of main building, EPGP hostel, Sports complex, FPM classrooms, faculty offices (60 Nos.), MDC (old & new), Executive Residence-4, other office space (old computer room) etc.
- *M/s Tushar Desai Associates, Mumbai*
Redesigning of all old classrooms in the main building, syndicate rooms of the above classroom, Learning Centre (Library), any other zone as may be assigned by IIM Indore.

Minor works

Group VII (A) Project

The minor works included construction of extension of canteen & faculty lounge, repair & renovation of security control room of gate no. 2, sky walk, stainless steel railing on the sky walk, minor works at residential quarters, vinyl flooring at MDC, electrical & allied works, laying of paved blocks, ramps & railing for specially abled persons etc. The contract for the above works was awarded to M/s ANK Engineer, Indore in January 2014 for an amount of Rs. 2.01 crores.

Group VII (B) Project

In addition to the above, the following infrastructure and other works are proposed under various schemes for which the basic architecture has been finalised:

- a. Staff quarter Type-II (28 nos)
- b. Staff quarter Type-III (20 nos)
- c. Staff quarter Type-IV (34 nos)
- d. Staff quarters: One room apartments (54 nos)
- e. Shuttle badminton court (2 nos)
- f. Squash courts (2 nos)
- g. Basketball court
- h. Bus depot
- l. Other allied services.



Proposed IPM Hostel Complex

15. Support Services

Information Technology

During the academic year 2013-14, Information Technology (IT) Department of the Institute undertook several tasks at different fronts to keep the members of IIMI community updated with the technology. The following tasks were undertaken during the period under review:

- The Institute implemented biometric attendance systems (73 machines) for students and staff members.
- The official website of the Institute was revived for better look, easy navigation and better information retrieval.
- IT Department designed, developed and implemented CAT 2013 website (www.cat2013.iimidr.ac.in).
- Fedena software for IPM was implemented
- Institute initiated campus-wide wireless internet facility for the community members
- Institute also renewed the volume license subscription of Microsoft products that includes MS Office 2010/2013, Microsoft Visual Studio, Microsoft Windows Server 2008 etc.

Estate Management

The Estate Office is the custodian of all the buildings, roads, structure, land, etc. of the Campus and is also responsible for coordinating with the Institute for its various events. An outline of the facilities managed by the Estate Department is as under:

S.N.	Particulars	Details	S.N.	Particulars	Details
1.	Land Area	193 Acres	14.	Library Building	1 No.
2.	Main Building	1 No.	15.	Sports Complex	1 No.
3.	Faculty Office Cabins	60 Nos.	16.	Director House	1 No.
4.	Computer laboratories	1 No.	17.	Houses Type - 5	50 Nos.
5.	Class Rooms	33 Nos.	18.	Houses Type - 4	12 Nos.
6.	Syndicate Rooms	30 Nos.	19.	Houses Type - 3	12 Nos.
7.	Conference Rooms	2 Nos.	20.	Houses Type - 2	12 Nos.
8.	Executive Residence Blocks	4 Nos.	21.	Auditorium (with 812 seats)	1 No.
9.	Student Residence Blocks	14 Nos.	22.	Seminar Hall (with 300 seats)	1 No.
10.	Married Residence Block	1 No.	23.	Canteens	4 Nos.
11.	FPM Residence Block	1 No.	24.	Students Common Rooms	20 Nos.
12.	Student Mess Blocks	3 Nos.	25.	Medical Center	1 No.
13.	Utility Blocks	3 Nos.	26.	Community Center	1 No.

The Estate Office liaised with Banks and the Post Office for banking and postal services in the Institute. It took over all the new buildings after completion of construction and executed their use immediately. During the year, the Estate Office also coordinated in organizing various events like Foundation Day, Convocation, Republic Day, Independence Day, Utsaha, Ahvan, Mridang, etc.

Security Services

During the Academic Year under review, the Institute built up its own security team (through manpower agency) to ensure proper security and safety of the Institute's campus and its residents. On August 1, 2013, the Security Department took over the responsibility of the Institute's campus security with 01 Security Advisor, 01 Security In-charge, 15 Security Supervisors and 122 Caretakers. To further improve the security and fire safety arrangements in the campus, IIM Indore hired the services of Central Industrial Security Force (CISF) for consultancy.

Transport

Transport Department of the Institute is the nodal point for all the transport related requirements of the community. The Institute owns a transport fleet of 20 vehicles comprising 02 Ashok Leyland staff buses, 06 Tata shuttle buses, 03 Toyota Innova, 01 TATA Indigo, 02 Maruti Vans, 01 Force Traveller, 01 Force Ambulance, 01 TATA loading vehicle, 2 Bajaj Platina motorcycles and 01 Honda Activa scooter. Also, there are 50 geared cycles for use within the Institute's campus. During the period under review, the Institute installed speed governor devices in nine heavy and medium vehicles to keep speed of the vehicles within the prescribed limit.

Stores

Stores and Purchase Department is responsible for procurement, storing and issuance of material meant for the Institute and finalization of maintenance, service and administrative activities related contracts. This department plays a significant role in the institution building by way of value added cost effectiveness.

Items are procured strictly in accordance with the GFR 2005 Rules and Guidelines of Central Vigilance Commission. The Department prefers to procure material from DGS&D, NIC and NCCF etc. and disposal through MSTC Limited New Delhi. The brief details of purchase activities are as below :

Particulars	2012-13	2013-14
Purchase Order issued	617	612
Total Purchase value	Rs. 2,40,78,808/-	Rs.3,99,91,878/-
No. of release order for advt. issued	150	89
Total value of advt.	Rs. 2,90,96,637/-	Rs. 4,56,17,848/-

Sports Facilities

Situated atop a very scenic hillock, the campus of IIM Indore offers plenty of beautiful spaces for the students to take part in a whole range of sports activities. The scenic, slightly winding road down the hill to the Institute gates is used extensively for both jogging and walking by the students and faculty alike. Wide, open lawns and cleared spaces also provide excellent opportunities for impromptu games of badminton or football.

The Institute has a world class Sports Complex with an Olympic size swimming pool and an auditorium of 812 seating capacity. The Sports Complex, one-of-its kind in Central India, has the following Sports and Recreational facilities for its students, staff, faculty and their families:

- 2 Volleyball Courts
- 3 Basketball Courts
- 4 Table Tennis Rooms
- 6 Badminton Courts
- Billiards Room
- Cricket Field
- Football Ground
- Lawn Tennis Court
- Squash Court
- 2 Amphitheatres
- 2 Auditoriums
- 2 Gymnasiums
- 2 Swimming Pools
- Air Conditioned Restaurant
- Event Court
- Meditation and Yoga Room
- Sauna Bath
- Steam Bath

The Institute has been availing services of experienced certified fitness instructors who bring a wide range of expertise to the Fitness Centre. The fitness trainers provide cardiovascular training, strength training, flexibility training, yoga and aerobics training. They also provide personalized training schedule catering to the goals and needs of an individual.

The new auditorium of 812-seating capacity is being used to organize national/international conferences, seminars, orientation programmes for PGP participants. In addition to the above, latest and classic movies are screened on every Saturday in the auditorium. Throughout the academic year 2013-14, various events and competitions for students and the rest of the IIM Indore community members were organized. Details of all such events are presented in a separate section on Students Activities and Events.

Human Resources

Welcome to Professor Rishiksha T. Krishnan, Director, IIM Indore

Professor Rishiksha T. Krishnan, an alumnus of Indian Institute of Management Ahmedabad, joined IIM Indore on January 1, 2014 as its Director. Professor Krishnan arrived on campus at 3 p.m. on his joining day and had a brief interaction with the Administrative Heads, Academic Activity Heads and Faculty. The handing-over ceremony took place at 4:30 p.m. in the central lawn of the Institute, followed by a group photograph.

After a formal handing over ceremony, Professor Krishnan said in his address to the IIM Indore community that he was very happy to join IIM Indore at this important juncture in the history of the Institute. He noted that IIM Indore has an excellent infrastructure, innovative academic programmes like the five-year Integrated Programme in Management (IPM) and the largest number of PGP students. He observed that there are several areas where IIM Indore is well poised to surge ahead in the future and with the support from all the stakeholders like students, staff, faculty and board members, the Institute would become the place of our dreams.

The Institute extended a warm welcome to him and together pledged to achieve greater heights in the field of management education. Professor Krishnan's academic and professional contributions can be viewed at the IIM Indore website.

After completing an exciting 5-year tenure as Director, IIM Indore, Dr. N. Ravichandran returned to IIM Ahmedabad as Faculty (Production & Quantitative Methods Area) with effect from January 2, 2014.



IIM Indore offers participant-centered approach to management education. During the last 5 years, 21 IIM Indore faculty members were deputed to attend *Participant-Centered Learning Programme* at *Harvard Business School*. This includes 4 faculty members (Professor Amitabh Deo Kodwani, Professor Madhusri Shrivastava, Professor Srinivasa Gunta and Professor Bhavin Shah) who have been nominated for the programme to be held during 2014-15.

Three Associate Professors namely Dr. B. Hariprasad, Dr. Abha Chatterjee and Dr. U.K. Bhattacharya, completed ten years of service in the Institute on January 20, 2013, May 14, 2013 and June 09, 2013 respectively. They were presented with a citation and memento.

A 4-day in-house training programme on 3 topics (viz., *Efficient Secretary*, *Excellence in Office Administration and Support Staff Programme*) for skill development was organized at the Institute for its employees of various categories and conducted by Mr. Hiren Vakil from Ahmedabad Management Association (AMA), Ahmedabad. A total number of 94 staff members attended the training programme.

As a staff welfare measure, the Institute started Adult Literacy Classes (ALC) on August 12, 2013 for the non-metric staff members (both regular and contractual staff) who did not get the opportunity to go to schools. 71 staff members attended the ALC. Out of this, 5 staff members have registered for the year 2014-15, Stream-1 Block-II (October 2014) for Secondary level examination being conducted by the National Institute of Open Schooling (NIOS).

The Personnel Department organized the birthday celebrations of all non-teaching staff on a monthly basis during which 410 employees' birthdays were celebrated.

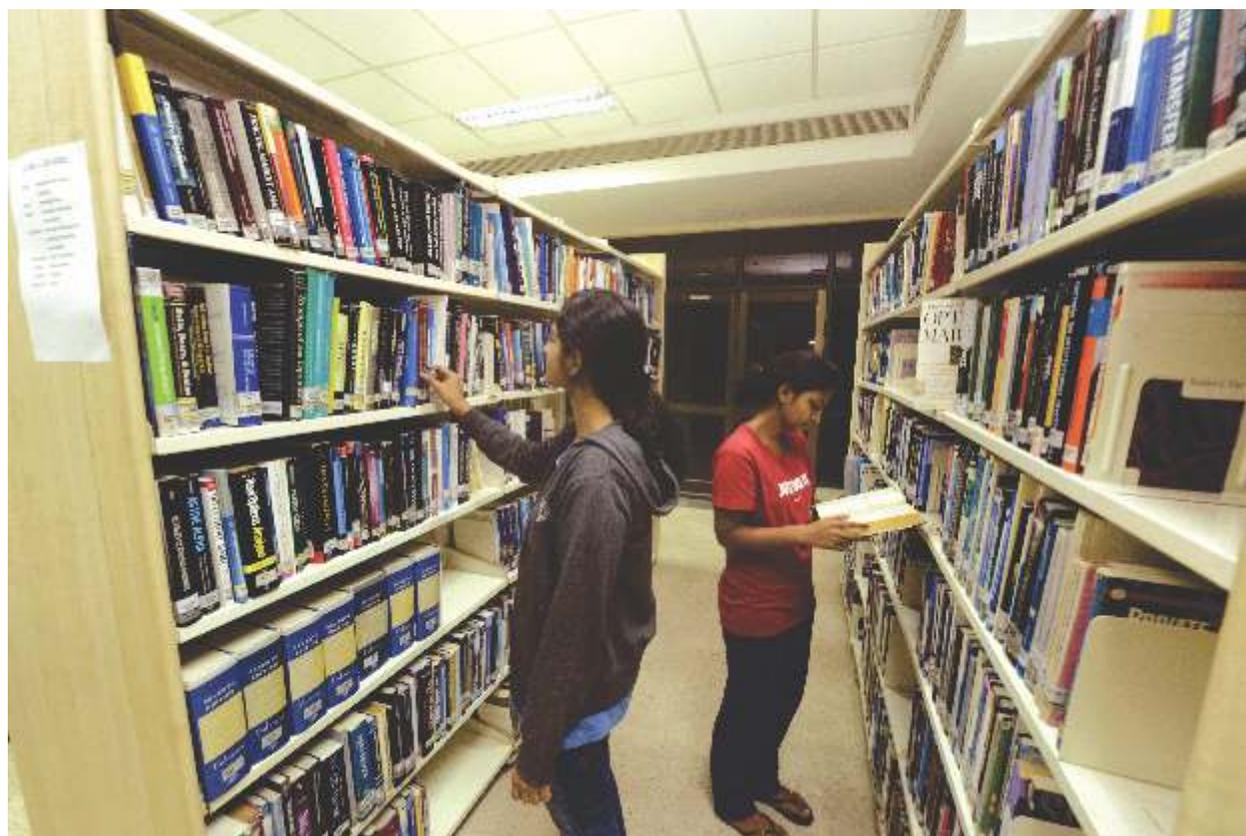
**Professor Rishikesha T. Krishnan, Director, IIM Indore
distributing Certificates to Staff Members**



Finance and Accounts

National Mission on Education through ICT (MHRD, Government of India) conducted an orientation workshop on "Report on Implementation of Accounting Standards in Educational Institutions of Department of Higher Education, Ministry of Human Resource Development" from 11-15 May, 2014 at IIT Bombay. Representatives from Finance and Accounts department participated in the orientation workshop. IIM Indore has adopted the new format of financial statements circulated by MHRD based on this report from financial year 2013-14.

During the year, the accounting software was customized to auto-generate payment confirmation e-mails for the convenience of vendors and user departments.



Faculty and Staff additions during 2013-14

Faculty

1	Banerjee, Pradip	Visiting Assistant Professor
2	Billore, Aditya	Visiting Assistant Professor
3	Kodwani, Amitabh Deo	Associate Professor
4	Mishra, Rajhans	Assistant Professor
5	Sridhar, I	Visiting Assistant Professor
6	Bhattacharya, Joysankar	Visiting Assistant Professor
7	Choudhari, Sanjay C.	Visiting Assistant Professor
8	Das, Saini	Assistant Professor on Contract
9	Kushal, Shweta	Visiting Assistant Professor
10	Nargundkar, Rajendra V.	Professor
11	Nayak, Akhaya Kumar	Assistant Professor on Contract (Lecturer)
12	Gupta, Meenakshi Aggrawal	Associate Professor
13	Krishnan, Rishiksha T.	Director
14	Venkatesh, Bhagyalakshmi	Visiting Assistant Professor

Non-Teaching Staff

1	Abraham, Swapna	Corporate Relationship, Manager (RAK, UAE)
2	Bhawar, Urvashi	Apprentice Trainee (Library)
3	Bhawsar, Kailash Chandra	Physical Training Instructor
4	Choudhary, Hari Ram	Junior Traffic Warden
5	Dangi, Rupesh Singh	Apprentice Trainee (Library)
6	Das, Sandeep Kumar	Executive Assistant
7	Gupta, Duli Chandra	Junior Traffic Warden
8	Jingar, Ravi	Executive Assistant
9	Juyal, Anil Kumar	Advisor (Finance & Accounts)
10	Kumar, Shailendra	Junior Traffic Warden
11	Laddha, Rekha	Medical Officer
12	Lorence, Alwin	Junior Traffic Warden
13	Mishra, Ram Suparas	Junior Traffic Warden
14	Musale, Nitika Ashok	Executive Assistant
15	Parihar, Manas	Officer Level - 1
16	Pawar, Shailendra Singh	Junior Traffic Warden
17	Prabhu, T. K. Anand	Corporate Relationship Manager
18	Rao, Shyam	General Duty Assistant
19	Sharma, Jagrati	Apprentice Trainee (Library)
20	Sharma, Onkar Nath	Physical Training Instructor
21	Thomas, V. P.	Chief Engineer
22	Upadhyay, Sandeep Kumar	Junior Traffic Warden
23	Verma, Satyanarayan	Junior Traffic Warden

24	Abhilasha	General Duty Assistant
25	Barua, Mithun	Officer Level - 1
26	Dadlani, Vijay	Officer Level - 1
27	Pandey, Bhupendra	Officer Level - 1
28	Shukla, Sanjay Kumar	Officer Level - 1
29	Singh, Rajkumar	Executive Engineer
30	Jain, Manish Kumar	Executive Engineer
31	Kulkarni, Prashant Sudhir	Executive Engineer
32	Harishankar	Physical Training Instructor
33	Joshi, Purnima	Swimming Instructor
34	Kokate, Trupti	Gym Trainer
35	Mishra, Anamika	Gym Trainer
36	Shekhawat, Vikram	Gym Trainer
37	Suryanarayan, M.	Gym Trainer
38	Vanaparthi, Surya Ganga Prasad	Maintenance Engineer

Resignation/Expiry of Term

Faculty

1	M. B., Ragupathy	Assistant Professor
2	Pal, Debdatta	Visiting Assistant Professor
3	Banerjee, Durba	Lecturer
4	Banerjee, Pradip	Visiting Assistant Professor
5	Chaudhary, Barnali	Lecturer
6	Gokhale, Ravindra S.	Assistant Professor
7	Gopal, Shaleen	Assistant Professor
8	Pani, Saroj Kumar	Assistant Professor
9	Ravichandran, N.	Director
10	Shatdal, Arvind	Visiting Assistant Professor

Non-Teaching Staff

1	Abdeen, Syed Zainul	Senior Engineer (Electrical)
2	Abraham, Swapna	Corporate Relationship, Manager (RAK, UAE)
3	Agrawal, Swati	General Duty Assistant
4	Awasthi, Narendra	Senior Engineer (Civil)
5	Bagchi, Subhashis	Officer Level - 1
6	Choudhary, Hari Ram	Junior Traffic Warden
7	Gupta, Duli Chandra	Junior Traffic Warden
8	Kaul, Rakesh Kumar	Executive Assistant
9	Kukreti, Basant Kishore	Project Manager
10	Kumar, Shailendra	Junior Traffic Warden
11	Lorence, Alwin	Junior Traffic Warden

12	Mishra, Ram Suparas	Junior Traffic Warden
13	Patidar, Ashish	Executive Assistant
14	Pawar, Shalendra Singh	Junior Traffic Warden
15	Upadhyay, Sandeep Kr.	Junior Traffic Warden
16	Verma, Satyanarayan	Junior Traffic Warden
17	Chauhan, Birender Singh	Officer Level - 1
18	Ingle, Naresh Chandra	Junior Engineer
19	Mittal, Vasundhara	General Duty Assistant
20	Mukati, Abhishek Singh	Junior Engineer
21	Prabhu, T. K. Anand	Corporate Relationship Manager
22	Satrawala, Mohit	Junior Engineer
23	Shukla, Sanjay Kumar	Officer Level - 1
24	Kulkarni, Prashant Sudhir	Executive Engineer (Civil)
25	Kumar, Ashutosh	Officer Level - 1
26	V., Surya Ganga Prasad	Maintenance Engineer

16. Faculty, Senior Officers and Officers

Faculty

Director : Professor Rishikesha T. Krishnan, FPM (IIM, Ahmedabad)

Basu, Shubhabrata; FPM (IIM, Ahmedabad)	Bhagyalakshmi, Venkatesh; Ph.D (SNDT Women's University, Mumbai)
Bhattacharya, Joysankar; Ph.D (University of Siena, Italy)	Bhattacharya, U.K.; Ph. D (IITK)
Billore, Aditya; FPM (IIM, Indore)	Chatterjee, Abha; Ph.D (JNU)
Chattopadhyay, Subhasankar; B.Tech, FPM (IIM, Calcutta)	Chaudhuri, Dipayan Datta; Ph.D (Calcutta University)
Chauhan, Gaurav Singh; FPM (IIM, Indore)	Chawan, Vinaysingh; FPM (IIM, Ahmedabad)
Choudhari, Sanjay; Ph.D SJMSOM (IIT, Bombay)	Das, Saini; FPM (IIM, Lucknow)
Dayal, Madhukar; FPM (IIM, Ahmedabad)	De, Oindrila.; Ph.D (University of East Angila)
Desai, Omkar D. Palsule; FPM (IIM, Ahmedabad)	Dey, Shubhamoy; Ph.D (University of Leeds, UK)
Dubey, Amlendu Kumar; Ph.D (Indira Gandhi Institute of Development Research)	Gajjar, Hasmukh K.; Ph.D (IIT, Bombay)
Ghosh, Sumit Kumar; Ph.D (Pune University)	Goyal, Vikas; B.Tech, FPM (IIM, Calcutta)
Gunta, Srinivas; FPM (IIM, Bangalore)	Gupta, Meenakshi Aggarwal; FPM (IIM, Ahmedabad)
Gupta, V.K.; Ph.D (Agra University)	Hariprasad, B. ; Ph.D (IIT, Madras)
Jain, Kamal Kishore; Ph.D (Agra University)	Jayasimha, K. R.; Ph.D (Kuvempu University)
Kapoor, Rohit; FPM (IIM, Ahmedabad)	Kodwani, Amitabh Deo; Post Doctorate (University of Warsaw, Poland)
Krishnamurthy, Nagarajan; Ph.D (CMI, Chennai)	Kushal, Shweta; Ph.D (IIT, Madras)
Lowalekar, Harshal; FPM (IIM, Ahmedabad)	Mahapatra, Sabita; Ph.D (Utkal University)
Maheshwari, Yogesh; Ph.D (Rajasthan Vidyapeeth University)	Mishra, Rajhans; FPM (IIM, Lucknow)
Mishra, Sushanta K.; FPM (IIM, Ahmedabad)	Mukherjee, Kajari; Ph.D (Tata Institute of Social Science)
Nambudiri, Ranjeet; FPM (IIM, Ahmedabad)	Nargundkar, Rajendra V.; Ph.D (Clemson University, USA)
Nayak, Akhaya Kumar; Ph.D (IIT, Kanpur)	Nidugala, Ganesh Kumar; FPM (IIM, Ahmedabad)
Panigrahi, Prabin K.; Ph.D (IIT, Kharagpur)	Ramana, L.V.; Ph.D (IFMR, Chennai)
Rastogi, Siddhartha K.; FPM (IIM, Ahmedabad)	Ray, Sanjog; FPM (IIM, Calcutta)
Sadh, Ashish; Ph.D (DAVV, Indore)	Salwan, Prashant; Ph.D (Pune University)
Selvaraj, Patturaja; FPM (IIM, Ahmedabad)	Sethia, Deepak; FPM (IIM, Ahmedabad)
Shah, Bhavin J.; Ph.D (Gujarat University)	Shankar, Saripalli Bhavani; FPM (IRM, Anand)
Shrivastava, Madhusri; Ph.D (Pune, University)	Singh, Pawan Kumar; Ph.D (Vikram University)
Sridhar, I.; Ph.D (Andhra University)	Sunder, D.L.; Ph.D (IIT, Madras)
Swain, Biswanath; M.Phil., Ph.D (IIT, Kanpur)	Swatantra; Ph.D (GLA University)
Thaker, Keyur B.; Ph.D (North Gujarat University)	

Senior Officers

1	Juyal, Anil Kumar	Advisor (Finance & Accounts)
2	Lakshmanan, Sivaji	Manager
3	Parvez, Akhtar, Ph.D. (University of Delhi)	Librarian
4	Thomas, VP	Chief Engineer
5	Colonel Udupa, Thammayya K. (Retired)	Chief Administrative Officer

Officers

S.N.	Name	Currently working in Department
1	Barua, Mithun	PGPMX
2	Bhatia, Kamlesh	Finance & Accounts
3	Dadlani, Vijay	IPM
4	Dash, Ajaya Kumar	Hostel & Students Affairs
5	Dembani, Baldev	Medical Centre
6	Jadon, Gopal Singh	Library
7	Jain, Khushboo	Finance & Accounts
8	Jain, Manish Kumar	Projects
9	Kantharia, Jigar	Outsourcing & Sports Complex
10	Kapoor, Bhavya	Placement
11	Khare, Rajesh Babu	Projects
12	Kumar, Premji	IPM
13	Maniyan, K.N.	
14	Pandey, Bhupendra	MDP
15	Parihar, Manas	PGP
16	Rao, N. Janardhana	Personnel
17	Rastogi, Nidhi	Finance & Accounts
18	Sahoo, Santosh Kumar	Stores & Purchase
19	Saiyad, Farook Ali	Projects
20	Sathyanathan, K.V.	Stores & Purchase
21	Sharma, Ranti Dev	EPGP
22	Shriwas, Ghanshyam Prasad	PGP
23	Singh, Rajkumar	Projects
24	Unni, K. R.	PGP Mumbai
25	Vaidya, S.M.	Estate

17. Board of Governors (as on March 31, 2014)

Chairman : Shri K.V. Kamath, Chairman, ICICI Bank Ltd.
ICICI Bank Towers, Bandra-Kurla Complex, Mumbai - 400 051

- 1. Bhandari, Salil**
Managing Partner
BG Jeffreys Consulting Pvt. Ltd.
Raj Tower 1,
G1, Alaknanda Community Centre,
New Delhi - 110 019
- 2. Capoor, Jagdish**
Former Chairman, HDFC Bank Ltd.
1601, Brooke Vile, 359, Mogul Lane
Mahim, Mumbai - 400 016
- 3. Deshmukh, S.G.**
Director
Indian Institute of Information Technology
and Management
Morena Link Road, Gwalior - 474 010
- 4. Ghosh, Sumit K.**
Associate Professor
Indian Institute of Management Indore
Prabandh Shikhar, Rau-Pithampur Road
Indore - 453 556
- 5. Kannan, T.**
Managing Director
Thiagarajar Mills (P) Ltd.
Kappalur, Madurai - 625 008
- 6. Krishnan, Rishiksha T.**
Director
Indian Institute of Management Indore
Prabandh Shikhar, Rau-Pithampur Road
Indore - 453 556
- 7. Nambudiri, Ranjeet**
Associate Professor
Indian Institute of Management Indore
Prabandh Shikhar, Rau-Pithampur Road
Indore - 453 556
- 8. Panneervel, P.**
A/1, Sundaram Flats
L D Engineering College Campus
Ambawadi, Ahemedabad - 380 015
- 9. Singh, Sanjay**
Principal Secretary
Government of Madhya Pradesh
Technical Education & Skills Development
Mantralaya, Bhopal - 462 003
- 10. Sridar, V.**
303 A, HPCL Employees CHS
Plot No. NDR - 11, Tilak Nagar, Chembur
Mumbai - 400 089
- 11. Thakur, Ashok**
Secretary
Department of Higher Education
Ministry of Human Resource Development
Shastri Bhavan, New Delhi - 110 001
- 12. Tripathi, Yogendra**
JS & FA (HRD)
Department of Higher Education
Ministry of Human Resource Development
Shastri Bhavan
New Delhi - 110 001

18. Society Members (as on March 31, 2014)

Chairman : Shri K.V. Kamath, Chairman, ICICI Bank Ltd.

ICICI Bank Towers, Bandra-Kurla Complex, Mumbai - 400 051

- | | |
|---|--|
| <p>1. Bhandari, Salil
Managing Partner
BG Jeffreys Consulting Pvt.Ltd.
Raj Tower 1, G1,
Alaknanda Community Centre,
New Delhi - 110 019</p> | <p>8. Krishnan, Rishikesha T.
Director
Indian Institute of Management Indore
Prabandh Shikhar, Rau-Pithampur Road
Indore - 453 556</p> |
| <p>2. Capoor, Jagdish
Former Chairman
HDFC Bank Ltd.
1601, Brooke Vile, 359, Mogul Lane
Mahim, Mumbai - 400 016</p> | <p>9. Kumar, N.
Officiating CMD
South Eastern Coalfields Ltd.
SECL Bhavan, Sipat Road
Bilaspur - 495 006, M. P.</p> |
| <p>3. Chandramohan, C.
Sr. Adviser (Education)
Planning Commission
Yojana Bhavan, Sansad Marg
New Delhi - 110 001</p> | <p>10. Manna, Indranil
Director
Indian Institute of Technology
Kanpur - 208 016</p> |
| <p>4. Deshmukh, S.G.
Director
Indian Institute of Information
Technology and Management
Morena Link Road, Gwalior - 474 010</p> | <p>11. Mathur, Pradeep
Director
Indian Institute of Technology Indore
M-Block, Institute of Engineering and
Technology (IET),
Devi Ahilya Vishwavidyalaya Campus
Khandwa Road, Indore - 452 017</p> |
| <p>5. Ghosh, Sumit K.
Associate Professor
Indian Institute of Management Indore
Prabandh Shikhar
Rau-Pithampur Road
Indore - 453 556</p> | <p>12. Nambudiri, Ranjeet
Associate Professor
Indian Institute of Management Indore
Prabandh Shikhar, Rau-Pithampur Road
Indore - 453 556</p> |
| <p>6. Kannan, T.
Managing Director
Thiagarajar Mills (P) Ltd.
Kappalur, Madurai - 625 008</p> | <p>13. Panneervel, P.
A/1, Sundaram Flats
L D Engineering College Campus
Ambawadi, Ahemedabad - 380 015</p> |
| <p>7. Kattimani, T.V.
Vice Chancellor
Indira Gandhi National Tribal University
Amarkantak, Kapil Dhara Road
Mekal Sadan, Amakantak, Dist. Anuppur
Madhya Pradesh - 484 886</p> | <p>14. Pattanaik, B.B.
Managing Director
Central Warehousing Corporation
Warehousing Bhavan
4/1, Siri Institutional Area
August Kranti Marg, New Delhi - 110 016</p> |

15. Singh, Sanjay

Principal Secretary
Government of Madhya Pradesh
Technical Education & Skills Development
Government of Madhya Pradesh
Mantralaya, Bhopal - 462 003

16. Singh, Vinod K.

Director
Indian Institute of Science Education and
Research (IISER)
Indore By-pass Road, Bhauri
Bhopal - 462 030

17. Singh, Harbhajan

Director General
National Productivity Council
Utpadakta Bhavan
5 - 6, Institutional Area
Lodhi Road, New Delhi - 110 003

18. Sridar, V.

303 A, HPCL Employees CHS
Plot No. NDR - 11, Tilak Nagar, Chembur
Mumbai - 400 089

19. Thakur, Ashok

Secretary
Department of Higher Education
Ministry of Human Resource Development
Shastri Bhavan, New Delhi - 110 001

20. Tripathi, Yogendra

JS & FA (HRD)
Department of Higher Education
Ministry of Human Resource Development
Shastri Bhavan, New Delhi - 110 001

19. Audit Report

Separate audit Report of the Comptroller and Auditor General of India on the accounts of the Indian Institute of Management, Indore for the year ended 31 March 2014.

1. We have audited the attached Balance Sheet of the Indian Institute of Management, (IIM), Indore as at 31 March 2014, the Income & Expenditure Account and the Receipt & Payment Account for the year ended on that date under Section 20 (1) of the Comptroller & Auditor General's (Duties, Power & Conditions of Service) Act, 1971. The Audit has been entrusted for the period up to 2015-16. These financial statements are the responsibility of the IIM's management. Our responsibility is to express an opinion on these financial statements based on our audit.

2. This Separate Audit Report contains the comments of the Comptroller & Auditor General of India (CAG) on the accounting treatment only with regard to classification, conformity with the best accounting practices, accounting standards and disclosure norms, etc. Audit observations on financial transactions with regard to compliance with the Law, Rules & Regulations (Propriety and Regularity) and efficiency-cum-performance aspects etc., if any, are reported through Inspection Reports/CAG's Audit Reports separately.

3. We have conducted our audit in accordance with auditing standards generally accepted in India. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatements. An audit includes examining on a test basis, evidences supporting the amounts and disclosure in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as 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, Income & Expenditure Account and Receipts & Payment Account dealt with by this report have not been drawn up in the format approved by the Ministry of Finance, Government 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. Balance Sheet

1. Liabilities

1.1. Current Liabilities and Provisions (Schedule 6) ₹ 4750.68 lakh

1.1.1. This does not include provision for audit fees requires as per AS-29. Since the Institute had paid Rs. 81,000 /- as audit fees for 2011-12 and it was a known liability, a provision of at least the same amount

should have been made for the current year. This resulted in understatement of liabilities and understatement of expenditure to that extent.

2. Assets

Fixed Assets (Schedule-7) Capital Works in Progress - ₹ 5446.65 lakh.

2.1. This includes ₹ 34.42 lakh being the value of revenue expenditure pertaining to refurbishing work which resulted in overstatement of capital works-in-progress and understatement of expenditure to the extent.

2.2. **Fixed Assets (Schedule-7) ₹ 14603.12 lakh**

This does not include ₹ 2.49 lakh being net value of library books reduced due to application of higher rate of depreciation i. e. 100 percent instead of 60 percent. This resulted in understatement of assets and overstatement of expenditure by ₹ 2.49 lakh.

Effect of Audit Comments on Accounts

The net impact of the comments given in the preceding paras is that the Liabilities and Expenditure were understated by ₹ 0.81 lakh and ₹ 32.74 lakh respectively and Assets overstatements by ₹ 31.93 lakh.

Out of the Grant-in-aid of ₹ 30.00 crore received during the year the IIM utilized a sum of ₹ 30.00 crore leaving a balance of Nil as unutilized grant as on 31 March, 2014.

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

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

a. In so far as it relates to the Balance Sheet, of the state of affairs of the Indian Institute of Management, Indore as at 31 March 2014; and

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

For and on behalf of the C & AG of India

Place : New Delhi

Date : 29.10.2014

Director General of Audit

Annexure

1. Adequacy of Internal Audit system :

IIM Indore has engaged a Chartered Accountant firm for internal audit. The firm conducts audit of transaction and submits its report on quarterly basis to the management. The internal audit was adequate.

2. Adequacy on Internal control system :

The Internal control system was found adequate in the areas examined by audit.

3. System of physical Verification of Assets :

Physical verification of the assets has been conducted during the year 2013-14 and no discrepancies were noticed during physical verification.

4. System of Physical verification of inventories :

Physical verification of inventories has been conducted during the year 2013-14 and no discrepancies were noticed during physical verification.

5. Regularity in payments of Statutory Dues :

No statutory dues were pending for making payments.

Audit Officer/AMG-II

20. Balance Sheet**Indian Institute of Management Indore**Balance Sheet as at 31st March 2014

(Rs. in Lakhs)

Particulars	Schedule	As at 31st March, 2014	As at 31st March, 2013
SOURCES OF FUNDS			
Corpus	1	41,600.91	37,530.31
General Fund	2	5,100.06	-
Designated Fund	3	-	-
Capital Fund	4	70.07	66.74
Loans/ Borrowings	5	-	-
Current Liabilities and Provisions	6	4,750.68	4,191.88
TOTAL		51,521.72	41,788.93
APPLICATION OF FUNDS			
Fixed Assets	7		
- Tangible Assets		14,603.12	14,730.29
- Capital Work-In-Progress		5,446.65	1,729.05
Investments	8	12,127.14	11,052.47
Current Assets	9	16,905.39	13,529.19
Loans , Advances and Deposits	10	2,439.42	747.93
TOTAL		51,521.72	41,788.93
Notes on Accounts	22 & 23		

Anil K. Juyal
Advisor (F&A)

Col. K.T. Udupa (Retd.)
Chief Administrative Officer

Rishiksha T. Krishnan
Director

PLACE : Indore

DATE : 19-June-2014

Indian Institute of Management Indore

Income and Expenditure Account
for the year ended on 31st March 2014

(Rs. in Lakhs)

Particulars	Schedule	As at 31 st March, 2014					As at 31 st March, 2014
		Corpus	Designated fund	General fund	Capital fund	Total	Total
INCOME							
Academic Receipts	11	-	-	10,427.62	-	10,427.62	8,599.12
Grants & Donations	12	-	-	-	233.66	233.66	85.18
Income from investments	13	-	-	-	4.54	4.54	-
Other Incomes	14	-	-	2,151.79	-	2,151.79	1,778.43
TOTAL (A)		-	-	12,579.41	238.20	12,817.61	10,462.73
EXPENDITURE							
Staff Payments & Benefits	15	-	-	2,005.57	-	2,005.57	1,632.47
Academic Expenses	16	-	-	2,107.90	235.86	2,343.76	1,809.22
Administrative and General Expenses	17	-	-	3,100.90	-	3,100.90	2,782.96
Transportation Expenses	18	-	-	61.51	-	61.51	34.78
Repairs & maintenance	19	-	-	121.64	-	121.64	90.29
Finance costs	20	-	-	2.79	-	2.79	0.82
Other Expenses	21	-	-	30.21	-	30.21	20.50
TOTAL (B)		-	-	7,430.52	235.86	7,666.38	6,371.04
Balance being excess of Income over Expenditure (A-B)		-	-	5,148.89	2.34	5,151.23	4,091.70
Transfer to/from General/Capital fund				(0.98)	0.98	-	-
Prior Period Adjustments (Net)		-	-	(47.84)	-	(47.84)	5.90
Balance Being Surplus (Deficit) Carried to General Fund/Designated fund		-	-	5,100.06	3.32	5,103.39	4,097.60

Notes on Accounts

22 & 23

Anil K. Juyal
Advisor(F&A)

Col. K.T. Udupa (Retd.)
Chief Administrative Officer

Rishiksha T. Krishnan
Director

PLACE : Indore

DATE : 19-June-2014

Indian Institute of Management Indore

(Rs. in Lakhs)

Schedules Forming Part of Balance Sheet as at 31st March 2014

Particulars		As at 31 st March, 2014		As at 31 st March, 2013
SCHEDULE - 1 CORPUS				
Balance as at the beginning of the year (A+C)		<u>37,530.31</u>		<u>29,249.88</u>
Opening balance of Capital Fund for Fixed Assets (A)	15,761.46		13,028.12	
Add : Interest on Corpus Fund	1,070.60		938.78	
Add : Grant-in-Aid (Plan-General)	2,339.00		2,276.06	
Add : Grant-in-Aid (Plan-SC)	441.00		621.94	
Add : Grant-in-Aid (Plan-ST)	220.00		346.05	
Less :-Depreciation written-off	1,620.03		1,449.48	
Closing balance of Capital Fund for Fixed Assets (B)	18,212.03		15,761.46	
Opening balance of Corpus Fund (C)	21,768.85		16,221.76	
Add :Depreciation written-off	1,620.03		1,449.48	
Add: Transferred from Income & Expenditure Account	-		4,097.60	
Deduct: Asset written off during the year created out of corpus	-		-	
Closing balance of Corpus Fund (D)	23,388.88		21,768.85	
BALANCE AT THE YEAR-END (B+D)	41,600.91		37,530.31	

Anil K. Juyal
Advisor (F&A)

Col. K.T. Udupa (Retd.)
Chief Administrative Officer

Rishiksha T. Krishnan
Director

PLACE : Indore

DATE : 19-June-2014

Indian Institute of Management Indore

(Rs. in Lakhs)

Schedules Forming Part of Balance Sheet as at 31st March 2014

Particulars	As at 31 st March, 2014	As at 31 st March, 2013
SCHEDULE -2 GENERAL FUND		
Balance as at the beginning of the year	-	-
Add: Contributions towards General Fund		
Add/(Deduct): Balance of net income/(expenditure) transferred from the Income and Expenditure Account	5,100.06	-
BALANCE AT THE YEAR-END	5,100.06	-

Anil K. Juyal
Advisor (F&A)

Col. K.T. Udupa (Retd.)
Chief Administrative Officer

Rishikesh T. Krishnan
Director

PLACE : Indore

DATE : 19-June-2014

Indian Institute of Management Indore

(Rs. in Lakhs)

Schedules Forming Part of Balance Sheet as at 31st March 2014

Particulars	FUND WISE BREAK UP				TOTAL	
	FUND AA	FUND BB	FUND CC	FUND DD	As at 31 st March, 2014	As at 31 st March, 2013
SCHEDULE 3 -DESIGNATED FUND						
a) Opening balance of the funds	-	-	-	-	-	-
b) Additions to the Funds:						
i. Donation/grants	-	-	-	-	-	-
ii. Income from investments made on account of funds	-	-	-	-	-	-
iii. Accrued interest on investments of the funds	-	-	-	-	-	-
iv. Other additions	-	-	-	-	-	-
TOTAL (a+b)	-	-	-	-	-	-
c) Utilisation / Expenditure towards objectives of funds						
i. Capital Expenditure						
- Fixed Assets	-	-	-	-	-	-
- Others	-	-	-	-	-	-
Total (c)	-	-	-	-	-	-
ii. Revenue Expenditure						
- Salaries, Wages and allowances etc.	-	-	-	-	-	-
- Rent	-	-	-	-	-	-
- Other Administrative expenses	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-
TOTAL (c)	-	-	-	-	-	-
NET BALANCE AS AT THE YEAR-END (a+b-c)	-	-	-	-	-	-

Anil K. Juyal
Advisor (F&A)

Col. K.T. Udupa (Retd.)
Chief Administrative Officer

Rishiksha T. Krishnan
Director

PLACE : Indore

DATE : 19-June-2014

Indian Institute of Management Indore

Schedules Forming Part of Balance Sheet as at 31st March 2014

(Rs. in Lakhs)

Particulars	FUND WISE BREAK UP									
	SBI Chair-Endowment Fund A/c.	SBI Scholarship Fund	Eicher Scholarship Fund	Eicher Motors Gold Medal Fund	Scholarship K.K. Alagh Gold Medal	Central Govt.	State Govt.	Institutional Bodies	As at 31 st March, 2014	As at 31 st March, 2013
SCHEDULE 4 - CAPITAL FUNDS										
a) Opening balance of the funds	42.07	16.12	5.00	1.00	2.55	-	-	-	66.74	63.99
b) Additions to the Funds:										
i. Donation/grants	-	-	-	-	-	149.08	79.33	5.25	233.66	-
ii. Income from investments made of the funds	-	1.12	0.44	-	0.22	-	-	-	1.77	4.62
iii. Accrued interest on investments of the funds	2.76	-	-	-	0.01	-	-	-	2.77	-
iv Other additions (From Income & Expenditure A/c)	-	0.77	0.06	-	0.15	-	-	-	0.98	0.79
TOTAL (a+b)	44.83	18.01	5.50	1.00	2.93	149.08	79.33	5.25	305.93	69.40
c) Utilisation/Expenditure towards objectives of funds										
i. Capital Expenditure										
- Fixed Assets	-	-	-	-	-	-	-	-	-	-
- Others	-	-	-	-	-	-	-	-	-	-
Total (i)	-	-	-	-	-	-	-	-	-	-
ii. Revenue Expenditure										
- Salaries, Wages and allowances etc.	-	-	-	-	-	-	-	-	-	-
- Rent	-	-	-	-	-	-	-	-	-	-
- Other Administrative expenses	-	1.50	0.50	-	0.20	149.08	79.33	5.25	235.86	2.66
Total (ii)	-	1.50	0.50	-	0.20	149.08	79.33	5.25	235.86	2.66
TOTAL (i+ii =c)	-	1.50	0.50	-	0.20	149.08	79.33	5.25	235.86	2.66
NET BALANCE AS AT THE YEAR-END (a+b-c)	44.83	16.51	5.00	1.00	2.73	-	-	-	70.07	66.74

Anil K. Juyal, Advisor (F&A)

Col. K.T. Udupa (Retd.), Chief Administrative Officer

Rishiksha T. Krishnan, Director

PLACE : Indore DATE : 19-June-2014

Indian Institute of Management Indore

Schedules Forming Part of Balance Sheet as at 31st March 2014

(Rs. in Lakhs)

Particulars	As at 31 st March, 2014	As at 31 st March, 2013
<u>SCHEDULE 5 - LOANS / BORROWINGS</u>		
<u>A) SECURED LOANS</u>		
1. Central Government	-	-
2. State Government (Specify)	-	-
3. Financial Institutions		
a) Term Loans	-	-
b) Interest accrued and due	-	-
4. Banks		
a) Term Loans		
- Interest accrued and due	-	-
b) Other Loans (Specify)		
- Interest accrued and due	-	-
5. Other Institutions and Agencies	-	-
6. Debentures and Bonds	-	-
7. Others (Specify)	-	-
<u>TOTAL</u>	-	-
<u>B) UNSECURED LOANS</u>		
1. Central Government	-	-
2. State Government (Specify)	-	-
3. Financial Institutions	-	-
4. Banks:		
a) Term Loans	-	-
b) Other Loans (Specify)	-	-
5. Other Institutions and Agencies	-	-
6. Debentures and Bonds	-	-
7. Fixed Deposits	-	-
8. Others (Specify)	-	-
<u>TOTAL</u>	-	-
Note: Amounts due within one year	-	-

Anil K. Juyal
Advisor (F&A)

Col. K.T. Udupa (Retd.)
Chief Administrative Officer

Rishiksha T. Krishnan
Director

PLACE : Indore
DATE : 19-June-2014

Indian Institute of Management Indore

Schedules Forming Part of Balance Sheet as at 31st March 2014

(Rs. in Lakhs)

Particulars	As at 31 st March, 2014	As at 31 st March, 2013
SCHEDULE 6 - CURRENT LIABILITIES & PROVISIONS		
A. CURRENT LIABILITIES		
1. Deposits from staff	-	-
2. Deposits from students	294.62	403.09
TOTAL		
3. Others		
a) Security Deposit	409.87	371.78
b) Retention Money	27.40	30.66
4. Sundry Creditors		
a) For Goods & Services	818.89	1,385.09
b) Others	-	0.10
5. Advances Received	1,231.25	1,377.93
6. Interest accrued but not due on:	-	-
a) Secured Loans/borrowings	-	-
b) Unsecured Loans/borrowings	-	-
7. Statutory Liabilities (GPF, TDS, WC TAX, CPF, GIS, NPS):	122.55	122.58
a) Overdue	-	-
b) Others	-	-
8. Other Current Liabilities	1,420.90	55.49
a) Salaries	-	-
b) Receipts against sponsored projects	-	-
c) Receipts against sponsored fellowships & scholarships	-	-
d) Unutilised Grants	-	-
e) Grants in advance	-	-
f) Other funds	-	-
g) CAT 2013	1,248.93	-
h) Other liabilities	171.97	55.49
TOTAL (A)	4,325.48	3,746.72

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PLACE : Indore
DATE : 19-June-2014

Indian Institute of Management Indore

Schedules Forming Part of Balance Sheet as at 31st March 2014

(Rs. in Lakhs)

Particulars		As at 31 st March, 2014		As at 31 st March, 2013
<u>B. PROVISIONS</u>				
1. For Taxation		-		-
2. Gratuity	-	14.29	-	114.94
a) Provision for Gratuity	179.30		156.74	
b) IIM Indore Group Gratuity Scheme A/c	(165.00)		(41.81)	
3. Superannuation/Pension		-		-
4. Accumulated Leave Encashment		365.83		288.84
5. Expenses payable		45.10		41.37
6. Trade Warranties/Claims		-		-
7. Others (Specify)		-		-
<u>TOTAL (B)</u>		425.21		445.15
<u>TOTAL (A+B)</u>		4,750.68		4,191.88

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Indian Institute of Management Indore

Schedules Forming Part of Balance Sheet as at 31st March 2014

(Rs. in Lakhs)

DESCRIPTION	GROSS BLOCK			DEPRECIATION			NET BLOCK			
	Cost/valuation As at beginning of the year	Additions during the year	Deductions during the year	Cost/valuation at the year end	As at the beginning of the year	On Additions During the year	On Deductions during the year	Total up to the year end	As at 31 st March, 2014	As at 31 st March, 2013
SCHEDULE 7 - FIXED ASSETS										
I. Land:- Freehold	50.00	-	-	50.00	-	-	-	-	50.00	50.00
II. Buildings:										
a) On Freehold Land										
- Buildings-Administrative	16,525.98	332.72	-	16,858.70	5,051.18	1,178.39	-	6,229.57	10,629.13	11,474.81
- Buildings-Residential	1,847.15	126.39	-	1,973.54	290.50	81.99	-	372.49	1,601.05	1,556.65
III. Plants, machinery & equipment	1,840.13	917.24	47.19	2,710.17	948.04	240.62	-	1,188.66	1,521.50	859.74
IV. Vehicle	157.65	0.42	-	158.07	46.85	16.68	-	63.54	94.54	110.79
V. Furniture & fixtures	968.37	120.87	13.28	1,075.95	374.16	69.39	-	443.56	632.40	585.68
VI. Office Equipment	9.49	-	-	9.49	7.03	0.37	-	7.40	2.10	2.47
VII. Computer/peripherals	442.96	9.02	1.15	450.83	415.04	20.08	-	435.12	15.70	26.78
VIII. Electric Installations	27.79	-	-	27.79	17.61	1.02	-	18.63	9.16	10.18
IX. Library books	1,233.04	5.83	-	1,238.87	1,230.60	6.27	-	1,236.87	2.00	2.44
X. Tube wells & water supply	75.67	-	-	75.67	25.11	5.06	-	30.17	45.50	50.56
XI. Other fixed assets (Solar Energy System)	25.37	-	-	25.37	25.17	0.16	-	25.33	0.04	0.19
A. Total of Current Year	23,203.60	1,512.49	61.62	24,654.45	8,431.29	1,620.03	-	10,051.34	14,603.12	14,730.29
Previous Year	18,796.97	4,431.53	24.81	23,203.69	7,025.47	1,449.48	1.54	8,473.42	1,729.05	2,322.58
XII. Capital Work-in-progress									4,961.84	3,679.88
Transfer to Assets									1,244.23	4,273.41
B. Net Work-in-progress									5,446.65	1,729.05
Total (A+B)	23,203.60	1,512.49	61.62	24,654.45	8,431.29	1,620.03		10,051.34	20,049.77	16,459.34

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PLACE : Indore
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Indian Institute of Management Indore

Schedules Forming Part of Balance Sheet as at 31st March 2014

(Rs. in Lakhs)

Particulars		As at 31 st March, 2014	As at 31 st March, 2013
SCHEDULE 8 - INVESTMENTS			
A) FROM EARMARKED/ENDOWMENT FUNDS			
1. In Central Government Securities		-	-
2. In State Government Securities		-	-
3. Other approved Securities		-	-
4. Shares		-	-
5. Debentures and Bonds		-	-
6. Others (to be Specified)		70.04	67.10
Accrued Interest on FDRs- Earmarked Funds	10.16		7.41
Fixed Deposits- SBI Chairs Endowment Fund	34.33		34.33
Fixed Deposits- Scholarship Funds	25.02		25.02
TDS Recievable-Accrued Int SBI Chair Fund	0.34		0.34
Additional FD - K.K. Alagh Gold Medal	0.18		-
Accrued Int-Scholarship Fund	0.01		-
TOTAL (A)		70.04	67.10
B) INVESTMENTS OTHERS			
1. In Central Government Securities		-	-
2. In State Government Securities		-	-
3. Other approved Securities		-	-
4. Shares		-	-
5. Debentures and Bonds		-	-
6. Others - (Fixed Deposit - Corpus Fund A/c.)		12,057.09	10,985.38
TOTAL (B)		12,057.09	10,985.38
GRANT TOTAL (A+B=C)		12,127.14	11,052.47

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Indian Institute of Management Indore

Schedules Forming Part of Balance Sheet as at 31st March 2014

(Rs. in Lakhs)

Particulars		As at 31 st March, 2014		As at 31 st March, 2013
SCHEDULE 9 - CURRENT ASSETS				
1. Stock:		40.47		26.80
a) Stores and Spares	40.47		26.80	
b) Loose Tools	-		-	
c) Publications	-		-	
2. Sundry Debtors:		142.47		106.25
a) Debts Outstanding for a period exceeding six months	-		-	
b) Others	142.47		106.25	
3. Cash balances in hand (Including cheques/ drafts and imprest)		0.20	-	-
4. Bank Balances (to be further classified as pertaining to earmarked fund or otherwise)				
a) With Scheduled Banks:		16,505.54		13,368.46
- In Current Accounts	-		-	
- In term deposit Accounts	15,848.36		13,213.59	
- In Savings Accounts (Incl. Auto Roll deposit)	657.18		154.87	
b) With Non-Scheduled Banks:		-		-
- In Current Accounts	-		-	
- In term deposit Accounts	-		-	
- In Savings Accounts	-		-	
5. Post Office- Savings Accounts		-		-
6. Prepaid Expenses		35.66		27.69
7. Accrued Income for IPM		181.07		-
TOTAL		16,905.39		13,529.19

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Indian Institute of Management Indore

Schedules Forming Part of Balance Sheet as at 31st March 2014

(Rs. in Lakhs)

Particulars		As at 31 st March, 2014	As at 31 st March, 2013
SCHEDULE 10 - LOANS, ADVANCES & DEPOSITS			
1. Advances to employees: (Non-interest bearing)		31.32	0.49
a) Salary	-	-	-
b) Festival	0.01	0.02	-
c) LTC	-	-	-
d) Medical Advance	-	-	-
e) Other (to be Specified)	31.31	0.47	-
- Advance for Admissions	30.29	-	-
- Advance for Others	1.02	0.47	-
2. Advance for CAT	-	-	1.59
- CAT 2012	-	0.98	-
- CAT 2013	-	0.60	-
3. CAT Investment		1,249.98	-
- CAT FDR	1,234.57	-	-
- CAT Saving Account	15.41	-	-
4. Long Term Advances to employees: (Interest bearing)		-	-
a) Vehicle loan	-	-	-
b) Home loan	-	-	-
c) Others (to be Specified)	-	-	-
5. Advances and other amounts recoverable in cash or in kind or for value to be received:		1,055.31	650.16
a) On Capital Account	1,014.34	645.58	-
- Advances for Subscription-Journals	206.93	76.58	-
- Mobilisation Advance	807.41	569.00	-
b) Others	40.97	4.58	-
6. Prepaid Expenses		-	-
a) Insurance	-	-	-
b) Other expenses	-	-	-
7. Deposits		37.36	34.31
a) Telephone	0.20	0.20	-
Deposits for Telephones	0.15	0.15	-
Deposits with Airtel	0.05	0.05	-
b) Lease Rent	-	-	-
c) Electricity	35.82	32.78	-
Deposits With MP Electricity Board	0.50	0.50	-
Deposits with MPSEB for Campus Electricity	35.32	32.28	-

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PLACE : Indore

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Indian Institute of Management Indore

Schedules Forming Part of Balance Sheet as at 31st March 2014

(Rs. in Lakhs)

Particulars		As at 31 st March, 2014		As at 31 st March, 2013
d) Insurance	0.32		-	
Deposit With M/s United India Insurance Co. Ltd	0.30		-	
Deposit With The New India Assurance Co. Ltd.	0.02		-	
e) AICTE, if applicable	-		-	
f) Others (to be Specified)	1.02		1.33	
Deposits With Gujrat Co-Op. Milk Mktg. Fed.	-		0.20	
Deposits With LPG	0.02		0.13	
Deposit with UFO Moviez India Limited	1.00		1.00	
8. Income Accrued:			-	-
a) On Investments from Earmarked/ Endowment Funds	-			
b) On Investments-Others	-			
c) On Loans and Advances	-			
d) Others (includes income due unrealized-Rs.....)	-			
9. Other receivable		41.46		61.38
a) Debit balances in Sponsored Projects	-			
b) Debit balances in Fellowship & Scholarship	-			
c) Grants Recoverable	-			
d) Other receivables	41.46		61.38	
10. CAT Receivable		23.99		-
TOTAL		2,439.42		747.93

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Indian Institute of Management Indore

Schedules Forming Part of Income and Expenditure Account

For the year ending on 31st March 2014

(Rs. in Lakhs)

Particulars	As at 31 st March, 2014	As at 31 st March, 2013
SCHEDULE 11 - ACADEMIC RECEIPTS		
FEE FROM STUDENTS		
Academic		
1. Tuition fee		
- PGP Fees	5,937.85	5,237.85
- IPM Fees	1,328.44	769.68
- PGP Mumbai - Fees	656.69	169.39
- EPGP - EG Fees	192.98	17.52
- PGPMX Mumbai Fees	217.49	246.79
- PGPMX UAE	48.00	198.94
- BBEP/CPM Fees	0.35	0.32
- PGP UAE Fees	658.29	302.16
- CAT Income	150.00	280.63
- MDP Fees	94.92	98.16
- EPGP Fees	800.75	928.49
- FDP Fees	14.70	15.87
- CPEG Income	-	46.06
- GMP-CCBMDO Fees Received	57.50	92.32
- Post Graduate Certificate in Business Management	18.75	54.72
- FPM Industry Programme	41.73	22.51
2. Admission fee	97.20	60.69
3. Enrolment Fee	-	-
4. Library Admission fee	-	-
5. Laboratory fee	-	-
6. Art & Craft fee	-	-
7. Registration fee	-	-
8. Syllabus fee	-	-
TOTAL (A)	10,315.64	8,542.10
Examinations		
1. Admission test fee	-	-
2. Annual Examination fee	-	-
3. Mark sheet, certificate fee	-	-
TOTAL (B)	-	-

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Indian Institute of Management Indore

Schedules Forming Part of Income and Expenditure Account

For the year ending on 31st March 2014

(Rs. in Lakhs)

Particulars	As at 31 st March, 2014	As at 31 st March, 2013
Other fees		
1. Identity card fee		
2. Fine/Miscellaneous fee	16.01	11.18
3. Medical fee	-	-
4. Transportation fee	-	-
5. Hostel fee	95.95	45.83
TOTAL (C)	111.96	57.01
Sale of publications		
1. Sale of syllabus and Question Paper, etc.	-	-
2. Sale of prospectus including admission forms	-	-
TOTAL (D)	-	-
GRAND TOTAL (A+B+C+D)	10,427.62	8,599.12

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PLACE : Indore

DATE : 19-June-2014

Indian Institute of Management Indore

Schedules Forming Part of Income and Expenditure Account

For the year ending on 31st March 2014

(Rs. in Lakhs)

Particulars	As at 31 st March, 2014	As at 31 st March, 2013
SCHEDULE 12 - GRANTS & DONATIONS (Irrevocable Grants & Subsidies Received)		
1) Central Government-(Including Grant-In-Aid Plan FPM)	149.08	85.18
2) State Government(s)	79.33	-
3) Government Agencies	-	-
4) Institutions/Welfare Bodies	5.25	-
5) International Organisations	-	-
6) Others (Specify)	-	-
TOTAL	233.66	85.18

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PLACE : Indore

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Indian Institute of Management Indore

Schedules Forming Part of Income and Expenditure Account

For the year ending on 31st March 2014

(Rs. in Lakhs)

Particulars	As at 31 st March, 2014	As at 31 st March, 2013
SCHEDULE 13- INCOME FROM INVESTMENTS		
Investment from Earmarked/Endowment Fund		
1) Interest	-	-
a) On Govt. Securities	-	-
b) Other Bonds/Debentures	-	-
2) Income received	1.77	-
3) Income accrued	2.77	-
4) Others (Specify)	-	-
TOTAL	4.54	-

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Indian Institute of Management Indore

Schedules Forming Part of Income and Expenditure Account

For the year ending on 31st march 2014

(Rs. in Lakhs)

Particulars		As at 31 st March, 2014	As at 31 st March, 2013
SCHEDULE 14- OTHER INCOME			
A. Income from Land & Building		15.43	36.75
1) Hostel Room Rent (MDC)	3.56		12.10
2) License fee	11.87		24.65
3) Hire Charges of Auditorium/Play ground/Convention Centre, etc	-		-
4) Electricity & water charges	-		-
TOTAL (A)		15.43	36.75
B. Sale of Institute's publications		0.18	2.09
TOTAL (B)		0.18	2.09
C. Interest on Term Deposits:		1,320.73	877.10
1) With Scheduled Banks	1,320.73		877.10
2) With Non-Scheduled Banks	-		-
3) With Institutions	-		-
4) Others	-		-
TOTAL (C)		1,320.73	877.10
D. Interest on Savings Accounts:		26.80	39.17
1) With Scheduled Banks	26.80		39.17
2) With Non-Scheduled Banks	-		-
3) With Institutions	-		-
4) Others	-		-
TOTAL (D)		26.80	39.17
E. Interest on Debtors and Other Receivables		106.06	4.35
1) Interest on Mobilization Advance	103.39		1.30
2) Interest on Secured Advance	2.67		3.05
TOTAL (E)		106.06	4.35

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PLACE : Indore

DATE : 19-June-2014

Indian Institute of Management Indore

Schedules Forming Part of Income and Expenditure Account

For the year ending on 31st March 2014

(Rs. in Lakhs)

Particulars		As at 31 st March, 2014		As at 31 st March, 2013
F. Other Income		682.60		818.97
1. Income from consultancy	576.72		735.13	
2. RTI fees	-		-	
3. Income from Royalty	-		-	
4. Sale of application form (recruitment)	-		-	
5. Misc. receipts (Sale of tender form, waste paper, Transport charges etc.)	102.16		81.42	
6. Prior Period Income	-		-	
7. Library Membership Fees	0.19		0.17	
8. Swimming Pool Membership Fee	3.53		2.25	
TOTAL (F)		682.60		818.97
GRAND TOTAL (A+B+C+D+E+F)		2,151.79		1,778.43

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Indian Institute of Management Indore

Schedules Forming Part of Income and Expenditure Account

For the year ending on 31st March 2014

(Rs. in Lakhs)

Particulars	As at 31 st March, 2014	As at 31 st March, 2013
SCHEDULE 15 - STAFF PAYMENTS & BENEFITS		
a) Salaries and Wages	1,015.72	887.73
b) Allowances and Bonus	67.64	57.30
c) Contribution to Provident Fund	122.72	84.16
d) Staff Welfare Expenses	129.45	99.80
e) Retirement and Terminal Benefits	115.72	185.63
f) Medical facility	-	17.31
g) Children Education Allowance	13.48	11.01
h) TA/DA expenses	522.01	289.53
TOTAL	2,005.57	1,632.47

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PLACE : Indore

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Indian Institute of Management Indore

Schedules Forming Part of Income and Expenditure Account

For the year ending on 31st March 2014

(Rs. in Lakhs)

Particulars	As at 31 st March, 2014		As at 31 st March, 2013	
	Capital Fund	General Fund	Capital Fund	General Fund
SCHEDULE 16 - ACADEMIC EXPENSES				
a) Convocation expenses	-	42.77	-	34.45
b) Publications	-	6.16	-	5.54
c) Stipend/means-cum-merit scholarship	-	163.32	-	142.95
d) Others (Specify)				
- PGP Expenses	235.86	512.32	-	493.70
- EPGP Expenses	-	215.24	-	161.05
- EPGP-EG Expenses	-	43.61	-	10.12
- FPM Expenses	-	65.95	-	64.74
- FPM Industry Expenses	-	12.72	-	18.61
- FDP Expenses	-	4.69	-	9.18
- MDP Expenses	-	76.51	-	78.06
- IPM Expenses	-	207.95	-	79.75
- PGP Mumbai Expenses	-	107.65	-	62.69
- PGPMX Mumbai Expenses	-	49.19	-	75.91
- PGPMX RAK UAE Expenses	-	34.99	-	60.13
- PGP RAK Expenses	-	291.58	-	147.88
- BBEP/CCBMDO	-	19.81	-	12.07
- CPEG EXP	-	0.63	-	8.60
- CPSM Expenses	-	-	-	4.20
- PGCBM	-	-	-	1.37
- Consultancy & Incompany Training	-	252.79	-	338.23
- Program Exp.				
TOTAL	235.86	2,107.90	-	1,809.22

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Indian Institute of Management Indore

Schedules Forming Part of Income and Expenditure Account

For the year ending on 31st March 2014

(Rs. in Lakhs)

Particulars	As at 31 st March, 2014	As at 31 st March, 2013
SCHEDULE 17 - ADMINISTRATIVE AND GENERAL EXPENSES		
a) Electricity and Power	318.90	272.21
b) Water Charges	19.81	15.29
c) Postage & Telegram	1.93	1.88
d) Telephone and Internet Charges	7.97	9.18
e) Printing and Stationary	21.02	21.76
f) Traveling and Conveyance Expenses	54.45	51.84
g) Expenses on Seminar/Workshops	6.87	5.97
h) Hospitality	0.81	1.29
i) Auditors Remuneration	6.74	7.05
j) Professional & Legal Charges	25.60	16.12
k) Advertisement and Publicity	72.66	78.48
l) Magazines & Journals	222.55	190.52
m) Information Technology	11.10	10.55
n) Sports Complex Expenses	13.71	14.45
o) Event	35.37	22.37
p) Others (specify)	31.66	19.22
- Depreciation	1,620.03	1,449.48
- Housekeeping Services	189.48	173.90
- Security Services	40.72	114.47
- Services & Contracts	397.53	247.32
- Placement Fees Debtors W/O	-	51.55
- Final (Exp. on Final Settlement of Arbitration (Anand Furni))	-	4.89
- Accreditation Fees	1.98	3.18
TOTAL	3,100.90	2,782.96

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Indian Institute of Management Indore

Schedules Forming Part of Income and Expenditure Account

For the year ending on 31st March 2014

(Rs. in Lakhs)

Particulars	As at 31 st March, 2014	As at 31 st March, 2013
SCHEDULE 18 - TRANSPORTATION EXPENSES		
1. Vehicles (owned by educational institution)		
a) Running expenses	34.02	16.77
b) Repairs & maintenance	11.43	10.44
c) Insurance expenses	14.69	6.41
2. Vehicle taken on rent/ lease		
a) Taxi Hiring Charges	0.63	0.33
b) Taxi Hiring Charges (Board/FC)	0.73	0.83
TOTAL	61.51	34.78

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Indian Institute of Management Indore

Schedules Forming Part of Income and Expenditure Account

For the year ending on 31st march 2014

(Rs. in Lakhs)

Particulars	As at 31 st March, 2014	As at 31 st March, 2013
SCHEDULE 19 - REPAIRS & MAINTENANCE		
a) Building	40.17	32.71
b) Furniture & Fixture	1.18	2.35
c) Plant & Machinery	19.65	4.61
d) Sewage Treatment Plant	7.08	6.83
e) R&M (Central Airconditiong Plant)	12.98	15.22
f) Computers	29.48	18.03
g) Electricals	10.08	10.52
h) Hostel Building	1.03	-
TOTAL	121.64	90.29

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PLACE : Indore

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Indian Institute of Management Indore

Schedules Forming Part of Income and Expenditure Account

For the year ending on 31st March 2014

(Rs. in Lakhs)

Particulars	As at 31 st March, 2014	As at 31 st March, 2013
SCHEDULE 20 - FINANCE COSTS		
a) Interest on fixed loans	-	-
b) Interest on other loans	-	-
c) Bank charges	2.79	0.82
d) Others (specify)	-	-
TOTAL	2.79	0.82

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Advisor (F&A)

Col. K.T. Udupa (Retd.)
Chief Administrative Officer

Rishiksha T. Krishnan
Director

PLACE : Indore

DATE : 19-June-2014

Indian Institute of Management Indore

Schedules Forming Part of Income and Expenditure Account

For the year ending on 31st March 2014

(Rs. in Lakhs)

Particulars	As at 31 st March, 2014	As at 31 st March, 2013
SCHEDULE 21 - OTHER EXPENSES		
a) Provision for Bad and Doubtful Debts/Advances	-	-
b) Irrecoverable Balances Written-off	1.48	-
c) Others (specify)		
RTO Charges	0.90	0.65
Institutional Membership	3.15	3.24
Horticulture	4.79	11.66
Interest on Service Tax	0.60	1.25
Interest on TDS	1.92	0.02
Misc. Expenses	-	-
Office Expenses	7.10	2.58
Profit/Loss on Currency Fluctuations	4.92	0.54
Profit/Loss on Sale of Assets	5.32	0.56
Interest Expenses	0.04	-
TOTAL	30.21	20.50

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Receipts & Payments Account for the Financial Year 2013-14

2012-2013		RECEIPTS	2013-2014	2012-13	PAYMENTS	2013-2014
5,530.71		Opening Balances	13,368.46	527.32	EXPENDITURE	105.06
	a)	Cash in Hand	-		Establishment Expenditure	14.10
	b)	Bank Balances			Other Administrative Expenses	90.97
		i) in Deposits accounts	13,213.59			
		ii) Savings accounts	154.87		- Fixed Assets	20.91
3,279.23		Grants Received	3,000.00			
	a)	From Govt. of India - Plan	3,000.00		Earmarked / Endowment Fund	
	b)	OSC Grant	-			
	c)	Non-Plan Grant GOI	-	1,037.02	Investment - Earmarked / Endowment Fund	968.36
1,569.77		Grant Received for Prev. Year	-	-		-
9,718.39		Income	10,680.39	1,815.25	Investments - Corpus Funds	
		Fees Income	9,988.46	14,104.55	Current Assets	22032.95
		Interest on Deposits	651.95		CAT Account	1,210.41
		Scholarship Funds	-		Other Receivable	3.47
		Other Income	39.98		Fixed Deposits	20,722.95
					Advance to Staff	8.47
1.86		Earmarked / Endowment Fund	4.88		Adv. for Journals/database	-
		Scholarship Funds	4.88		Prepaid Expenses	-
					Other Current Assets	1.83
2,789.46		Capital/Corpus Funds	967.06		Advance to Others	7.77
		Interest on Corpus Fund	10.14		Sundry Debtors	78.05
		Fixed Deposit-Corpus Fund A/c.	956.92			
		Fixed Assets	29.57	9,549.82	Current Liabilities & Provisions	17461.00
					Deposit From Participants	99.09
					EMD / SD / Retention Money	0.46
16,079.60		Current Assets	22,786.67		Statutory Liability	1,039.30
		CAT Account	-		Provisions	30.31

(Rs. in Lakhs)

2012-2013	RECEIPTS	2013-2014	2012-13	PAYMENTS	2013-2014
	Other Receivable	45.71		Sundry Creditors	11,259.23
	Fixed Deposits	21,416.26		Other Liabilities	5,032.60
	Advance to Staff	7.25			
	Deposit- Assets	0.02			
	Advance to Others	23.93		Closing Balances	16505.74
	Advance for Journals	-		a) Cash in Hand	0.20
	Accrued Income	-		i) In Deposits accounts	15,848.36
	Other Current Assets	12.95		ii) Savings accounts (Including	657.18
	Sundry Debtors	1,280.54		Autoroll deposit)	
1,433.40	Current Liabilities & Provisions	6,256.99			
	CAT Account	5,674.89			
	Deposit From Participants	96.65			
	EMD / SD / Retention Money	5.20			
	Provisions	-			
	Statutory Liability	1.26			
	Other Liabilities	449.48			
	Sundry Creditors	29.51			
40,402.43	TOTAL	57,094.02	40,402.43	TOTAL	57,094.02

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Independence Day Celebration at IIM Indore

Indian Institute of Management Indore**Schedule 22****Significant accounting policies and notes forming part of the accounts (2013-2014):**

Significant accounting policies: -

1. ACCOUNTING CONVENTION
The financial statements are prepared on the basis of historical cost convention, unless otherwise stated and on the accrual method of accounting.
 2. INVENTORY VALUATION
The inventories of Stationery, Stores & spares, Consumables are valued at cost following the FIFO method.
 3. 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. In respect of projects involving construction, the related pre-operational expenses form part of the value of the assets capitalized.
 4. DEPRECIATION
Depreciation on all fixed assets is provided on Written Down Value method at the rates specified in Income Tax Act, 1961 relevant for the year.
Individual assets costing less than Rs. 5000/- are depreciated @95% in the year of purchase.
 5. INVESTMENTS
Long Term Investments are valued at cost. Current Investments are valued at lower of cost or market value in accordance with AS-13.
 6. 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.
 7. 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 for Fixed Assets.
 8. HORTICULTURE
This represents the plantation work in the campus. It has been treated as revenue expenditure and written off to the Income & Expenditure account.
 9. INTEREST ON INVESTMENT
 - a. Interest on Investment out of General Fund has been recognized in Income and Expenditure Account.
 - b. Interest on Investment out of Corpus Fund has been added back to Corpus Fund.
-

Indian Institute of Management Indore

- c. Interest on Investment out of Earmarked, Endowment and Other Funds are allocated to Respective Fund Account.

10. FOREIGN EXCHANGE TRANSACTIONS

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

11. RETIREMENT BENEFITS

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

Provision for accumulated leave encashment benefit to the employee is accrued and computed on the assumption that employees are entitled to receive the benefit as at each year end.

12. 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.

13. SOFTWARE EXPENDITURE

Perpetual Software expenditure is treated as Capital Expenditure.

14. FEES INCOME

Fees income is recorded on the basis of programme duration and as per the accrual method of accounting.

15. CAT INCOME

Income Share of CAT is accounted for in the year of Receipt.

16. SCHOLARSHIPS/GRANT

Funds received and paid towards Scholarship are shown under the head Income & Expenses respectively in the Income & Expenditure Account.

During the year, Scholarship of Rs. 233.66 Lakh was received. Out of this, Scholarship of Rs. 214.16 Lakh was paid to respective students and balance amount of Rs. 19.50 Lakh is payable, which is shown under Current Liability.

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PLACE : Indore

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Indian Institute of Management Indore**Schedule 23****Contingent liabilities & notes forming part of the accounts:**

1. CONTINGENT LIABILITIES

Disputed demand in respect of provident fund: Damages u/s 14-B - Rs. 51.08 Lakh. (Nil paid during Current Year, Previous Year Rs. Nil;)

Service Tax demand by Department of Central Excise & Customs for Convention Services relating to the period 2004-05 to 2008-09 of Rs. 2.38 Lakh is currently in appeal at the Central Appellate Tribunal.

2. CAPITAL COMMITMENTS

Estimated value of contracts remaining to be executed on capital account and not provided for (net of advances) Rs. 7222.55 Lakh (Previous Year Rs. 11750.06 Lakh).

3. GOVERNMENT GRANT: -

a. In the current year, sanction of Plan grant-in-aid of Rs. 2339 Lakh received during the year (Previous Year 2276.06 Lakhs).

b. Sanction of Plan grant-in-aid for FPM of Rs. Nil received during the year (Previous Year 85.18 Lakhs).

c. Sanction of SC Grant Rs. 441.00 Lakh received during the year (Previous Year Rs. 621.94 Lakhs).

d. Sanction of ST Grant Rs. 220.00 Lakh received during the year (Previous Year Rs. 346.05 Lakhs).

4. RETIREMENT BENEFITS: -

a. Leave Encashment:- During the current year, a provision of Rs. 89.64 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. 12.65 Lakh has been paid to the employees on cessation of service & encashment of earned leave.

b. Gratuity:- The Institute has taken an Insurance Policy under LIC Group Gratuity Scheme. During the current year a sum of Rs. 1.86 Lakh was paid towards the premium and a provision of Rs. 22.55 Lakh has been made in the accounts as per actuarial valuation according to Accounting Standard 15 (Revised) issued by the Institute of Chartered Accountants of India.

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

6. 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.

Indian Institute of Management Indore

7. FOREIGN CURRENCY TRANSACTIONS

	Current year	Previous Year
8.1 Earnings- Fees	Rs. 9.34 Lakh	Rs. 148.28 Lakh
8.2 Expenditure in Foreign Currency	Rs. 875.45 Lakh	Rs. 259.57 Lakh

8. Corresponding figures for the previous year have been regrouped / rearranged, wherever necessary.
9. Schedules 1 to 23 are annexed to and form an integral part of the balance sheet as at 31-3-2014 and the income & expenditure account for the year ended on that date.

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Chief Administrative Officer

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