

ANNUAL REPORT 2010-11



सिद्धिमूलं प्रबन्धनम्
भा. प्र. सं. इन्दौर
IIM INDORE

INDIAN INSTITUTE OF MANAGEMENT INDORE

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1. From the Director

I am pleased to inform you that the year ending March 2011 has been a year of consolidation of our efforts to evolve as a leading management institution.

During the year under review, we have completed the Group I project (estimated cost of Rs. 384,097,850) which provided additional student accommodation, classrooms, and accommodation for an additional 200 Managers on our campus.

The Group II project as on 31.3.2011 is in advanced stage of its completion. The Group III project has been initiated and work is in progress.

Several new academic initiatives have begun. We have substantially increased our Faculty strength.

The PGP batch size was doubled. The first year (PGP) Summer Placement was smooth and satisfying.

We have re-profiled our PGP intake to ensure diversity in terms of academic background, work experience and gender.

Our one-year Executive Post Graduate Programme (EPGP) has stabilized. Katz Graduate School of Business, University of Pittsburgh, our collaborator, actively contributed towards its evolution. The participants of the programme have been able to find appropriate career opportunities.

Preparations are underway to launch our Week End Executive Post Graduate Programme in Mumbai. We are also actively pursuing our preparatory work to launch our academic programmes in the UAE.

During the year under review IIM Indore launched an FPM (Industry) Programme for practicing executives. The first batch saw a registration of 8 participants. We have announced a Five Year Integrated Programme in Management, a unique and bold initiative by IIM, Indore.

In the near future, we shall focus on revamping the academic processes, enhancing the quality of education and ensuring competitiveness of IIM Indore to rapidly emerge as a socially relevant, leading business school.

We are encouraged by the support shown by various stakeholders of the Institute viz. students, participants, parents, industry community, Board of Governors, members of IIM Indore Society and the Government.

We are confident that we will be able to accomplish our set objectives in the near future.

N. Ravichandran
Director



2. PGP Admission

Admissions to the Post Graduate Programme in Management

The Thirteenth batch (2010-2012) of the two-year, Post-Graduate Programme in Management (PGP) attracted 217,540 applicants (217,520 CAT & 20 GMAT).

The important statistics related to the admission process are (please see **Annexure 1** for summary information):-

- 2632 candidates were short listed (2612 CAT and 20 GMAT) for the Written Ability Test (WAT) and Personal Interview (PI).
- 1068 candidates were offered admission (390 General, 7 GMAT, 205 Scheduled Caste, 71 Scheduled Tribe, 363 Non-Creamy Other Backward Classes and 32 physically challenged) to the PGP 2010-12 batch.
- 486 candidates accepted offer of admission (214 General, 5 GMAT, 80 Scheduled Caste, 40 Scheduled Tribe, 131 Non-Creamy Other Backward Classes, and 16 Physically Challenged applicants) to the PGP 2010-12 batch.
- 454 candidates registered (210 General, 5 GMAT, 68 Scheduled Caste, 35 Schedule Tribe, 122 Non-Creamy Other Backward Class and 14 Physically Challenged applicants for PGP 2010-12 batch.

Besides the above, during April 01, 2010 to March 31, 2011, the admission process for the Fourteenth batch (2011-2013) was undertaken. The details are provided in **Annexure II**.

Admissions to IIM Raipur's first PGP batch

IIM Indore was nominated as the mentor for IIM Raipur. Admission activities for IIM Raipur's PGP began with the admission notification on August 16, 2010 and culminated with its registration on October 11, 2010.

The First batch (2010-2012) of the two-year, residential Post-Graduate Programme in Management (PGP) of

3. Post Graduate Programme (PGP) and Financial Aid

In the academic year 2010-11, there were 240 participants of the twelfth batch (the “seniors”) in their second year and 454 participants of the thirteenth batch (the “juniors”) in their first year.

The new batch (thirteenth batch) registered for the PGP during July 5 - 7, 2010. The inauguration and orientation programme was held from July 8 - 10, 2010. The purpose of the orientation programme was to motivate and inspire the young PGP students to excel in their appropriate career choices. The idea behind this activity was to illustrate to the students that there is no single route to professional success.

The commencement address was delivered by Mr. Vinay Chhajlani, CEO, Webdunia. Other speakers were Mr. M. Ayyappan, Chairman & Managing Director, HLL Lifecare Limited, and Ms. Rama Bijapurkar, renowned Management Consultant, Bombay.



PGP Batch 2010-12

Special Features of PGP

The institute's flagship programme – the Post-graduate Programme in Management (PGP) – commenced in 1998. Thirteen batches of students (total 1391 students) who have undergone this programme have been awarded the Post Graduate Diploma in Management.

In the first year of the programme, that comprises three terms, participants go through a set of compulsory core courses that are offered by the various areas of the Institute. The objective is to prepare the student to be able to understand any management issue from a holistic view point. Understanding of concepts in a contextual setting is aimed at while delivering the various courses. The case method of teaching is followed to accomplish this objective. The ability of the participants to understand management issues in various types of organizations – viz. private, small-scale, government, multinational, etc. is enhanced by their exposure to a range of courses.

It is essential that participants also understand the social context in which organizations exist. To enable an understanding of this perspective, exposure to the rural settings of Madhya Pradesh is also undertaken. The batch is divided into 45 groups of size 10. Each group visits a district, and understands the local issues confronting the people, and the manner in which the administration addresses those issues.

Students also get to do a workshop on the various industries by studying about them, and making presentations. This enhances their exposure to industry and enables them to make informed choices related to their summer placement.

In the second year of the programme, participants select elective courses offered by the various functional academic departments.

There are two unique aspects of the second year of the programme. While students get an opportunity to pursue electives of their choice, they are also encouraged to register for workshops to get focused knowledge on the skills and practices applicable to specific domains. Given that students have to be prepared for a corporate career responsibility, their ability to motivate themselves to perform in unfamiliar ambience and work as an effective member of a team is sought to be undertaken through outbound exercises conducted in serene locations.

Scholarships

During the academic year 2010-11, the Institute had two merit-based scholarships for its PGP participants.

The table given below lists the details of the donor organisations, amount of the scholarships, and the name of recipients of the scholarships during the academic year 2010-11 for their excellent performance in the first year (2009-10) of the two-year post-graduate programme.

Merit-based Scholarships:

Sr. No.	Title	Value of the Scholarship	Donor Organisation	Name of the Recipient
1.	State Bank of India Scholarship	Rs. 1,50,000/-	State Bank of India	Sumant Wattas
2.	Eicher Scholarship	Rs. 50,000/-	Eicher Motors Ltd.	Kavitha Subramanian

Gold Medals:

Sr. No.	Title	Value of the Scholarship	Donor Organisation	Name of the Recipient
1.	Eicher Gold Medal	Gold Medal	Eicher Motors Ltd.	Sumant Wattas
2.	K.K. Alagh Gold Medal	Gold Medal	SKA Advisors	Kavitha

Need-based Financial Assistance (NBFA) Scheme:

The Institute has implemented a “Need-based Financial Assistance” (NBFA) scheme from the academic year 2004-2005 to provide financial support to needy PGP participants, from economically disadvantaged families.

In the year 2010-11, 44 PGP participants benefited under this scheme.

NBFA details for the AY 2010-11

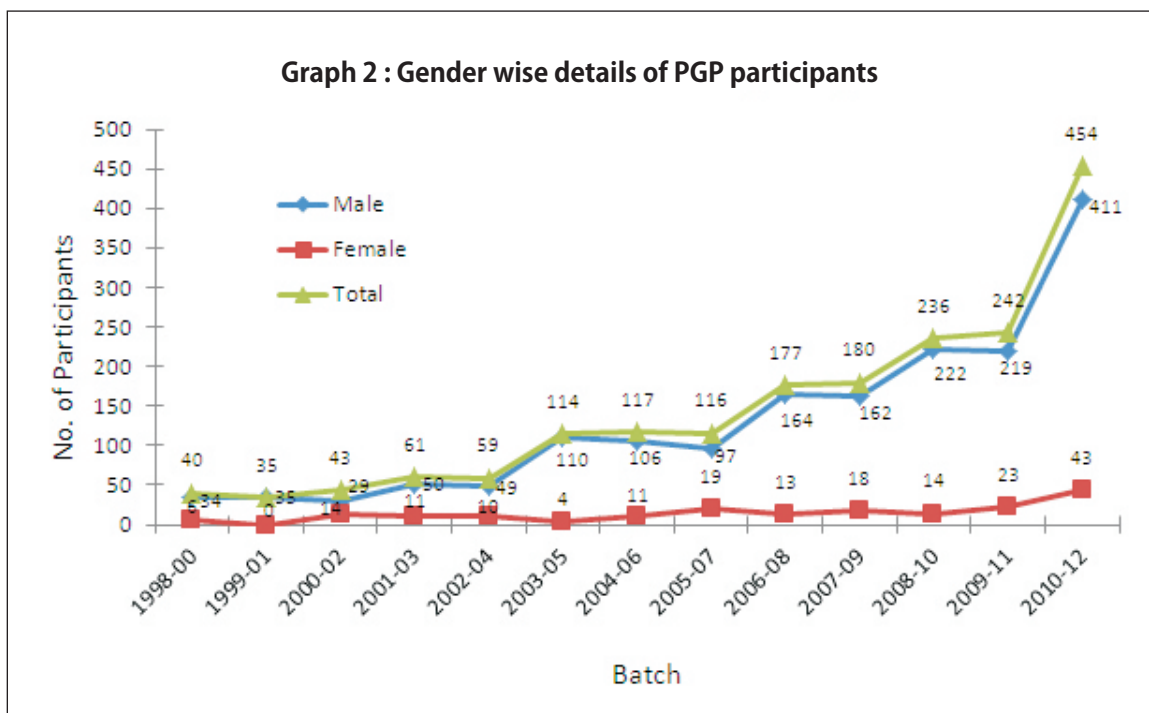
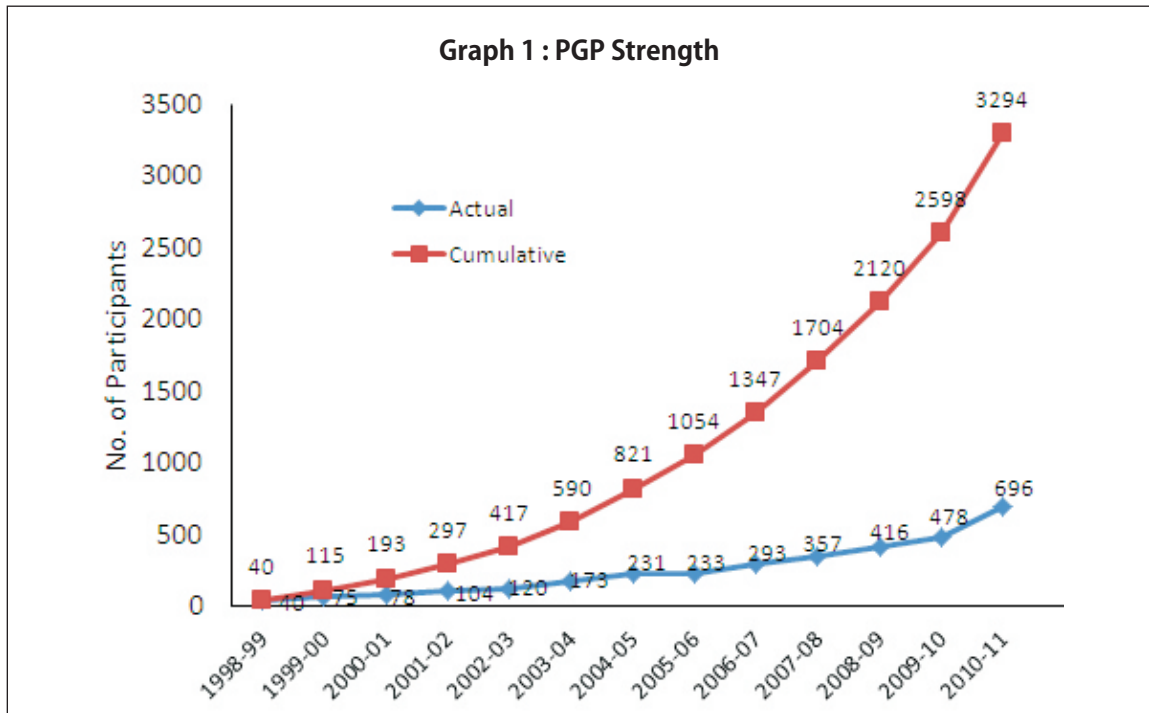
	PGP I	PGP II	Total Awarded
No. of scholarships awarded	29	15	44

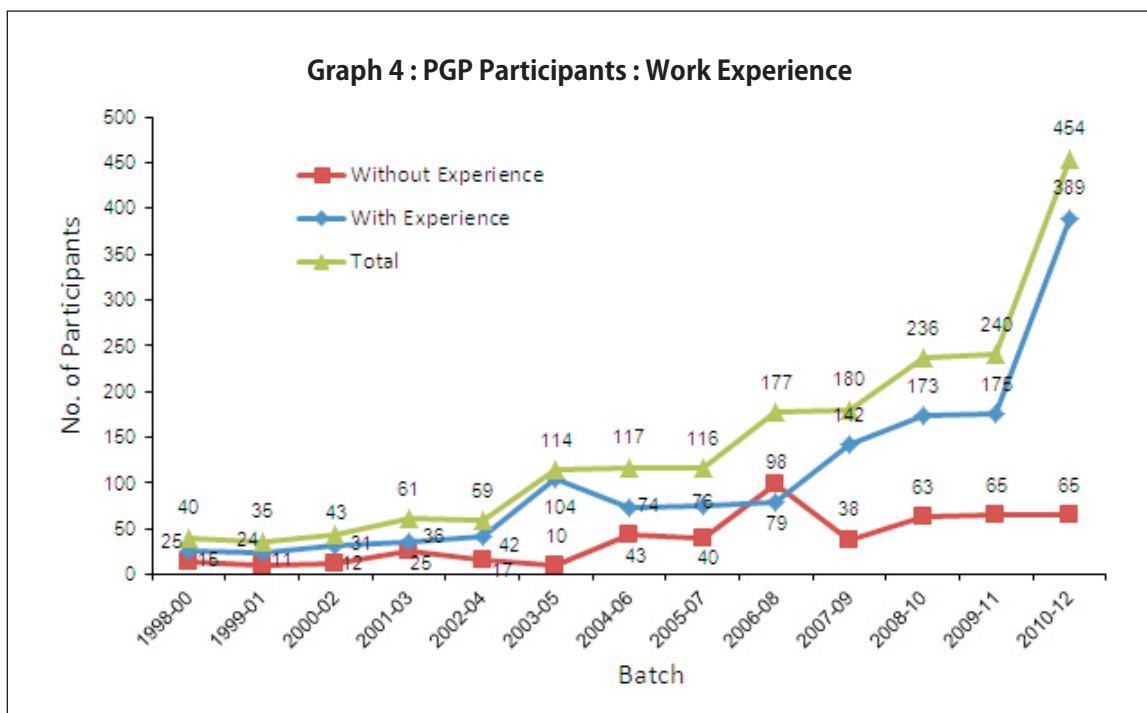
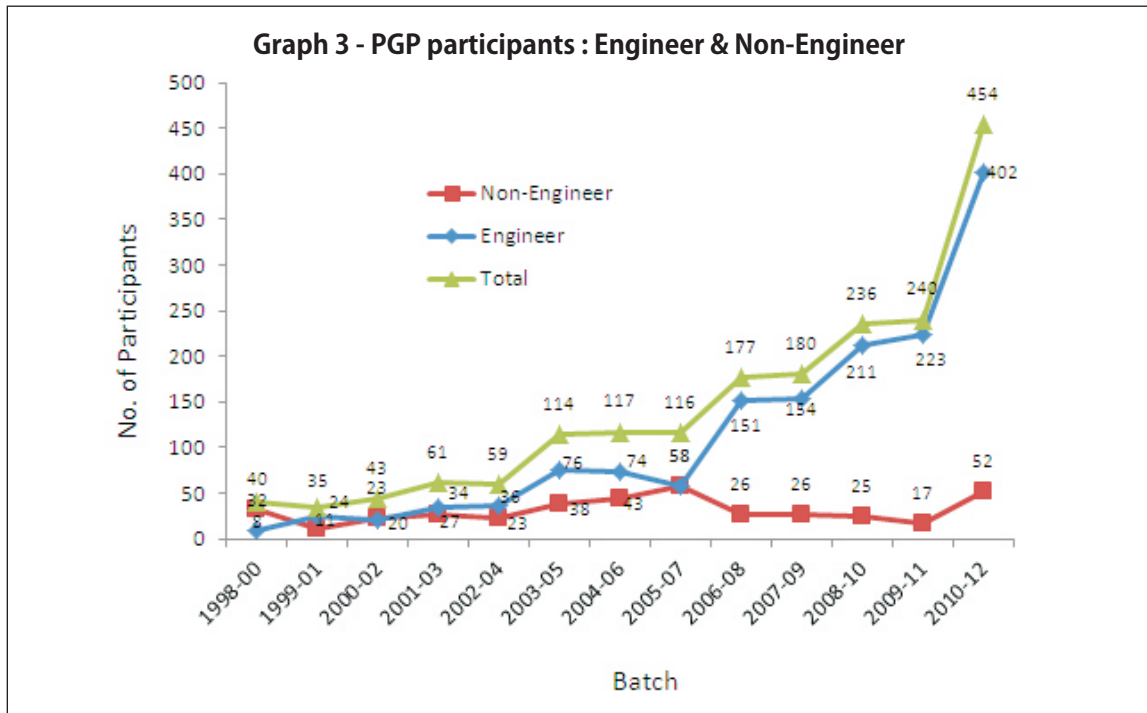
NBFA details for the AY 2010-11
PGP I (2010-11)

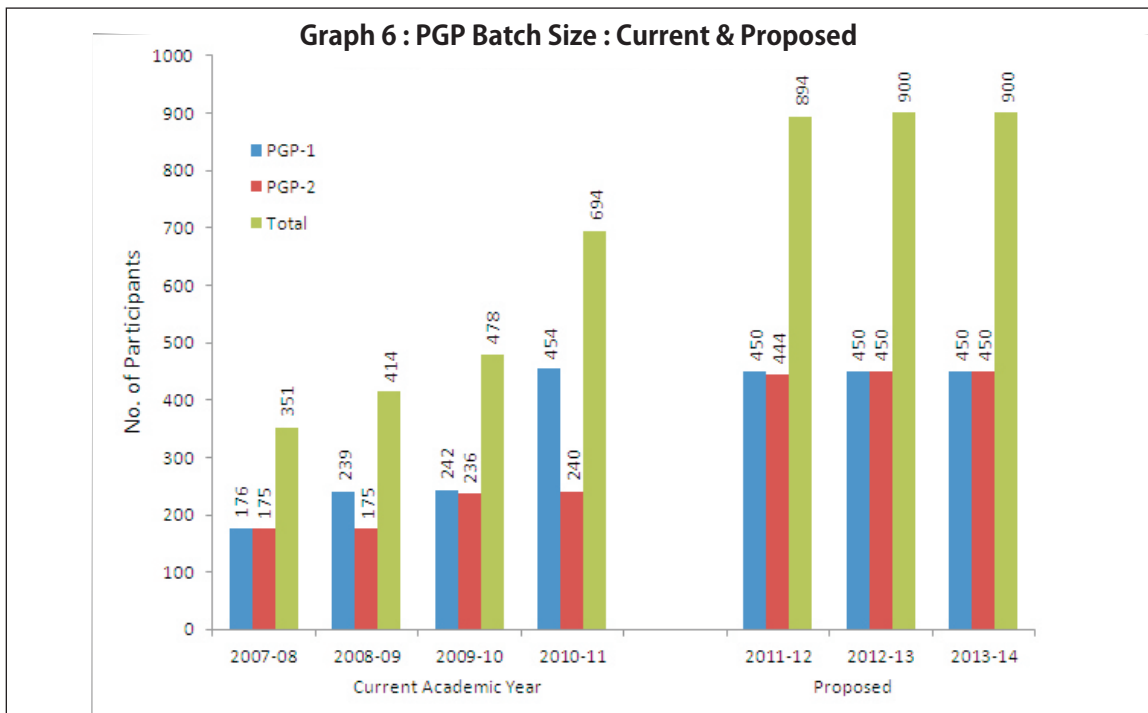
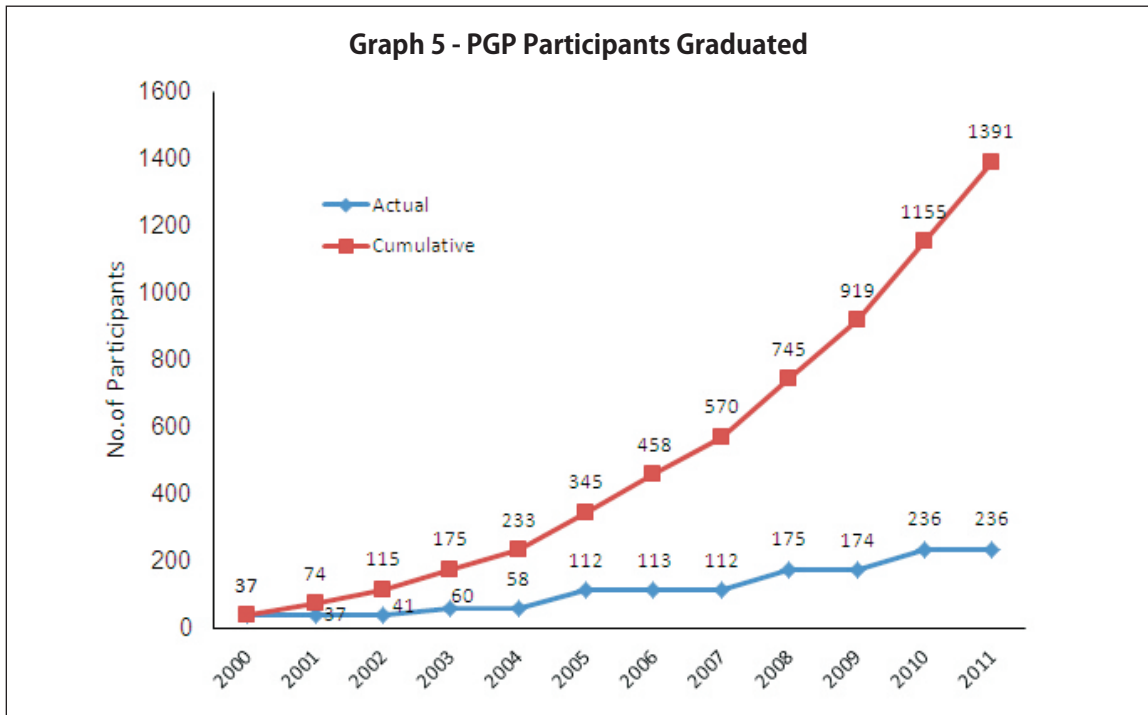
S.No.	Name	Waiver Amount (Rs.)
1	Ajit Haribhau Gaikwad	500,000
2	Chaitanya Somarwar	500,000
3	Chetan Zarekar	227,500
4	Harveer Singh	500,000
5	Jaipal Charan	227,500
6	Manhara Krishna Dasari	227,500
7	Manish Ambadas Mahakalkar	455,000
8	Paripurnachari Vaddipati	227,500
9	Patel Jigar Amrutbhai	227,500
10	Piyush Pandey	500,000
11	Ramakrishna Aaitha	227,500
12	Ravi Kumar Bable	227,500
13	Rohan Madhukar Wagh	227,500
14	Sandeep Tukaram Bangar	227,500
15	Shreya Chandrakant Shinde	227,500
16	Subramanyam Mithireddy	500,000
17	Synroplang Garod	455,000
18	Vijay Kumar Ashanna Siddi	227,500
19	Abhinav Sonkar	500,000
20	AngadBaban Patangrai	455,000
21	Brajesh Kumar	227,500
22	Manish Kumar Rameshbhai Parmar	227,500
23	Nikhil Deepak Rao Gulhane	227,500
24	Prashant Lakra	227,500
25	Raj V. Vijayan	455,000
26	Ramakrishna Shanker Kandagatla	227,500
27	Sandeep Kumar	455,000
28	Shiv Kumar	227,500

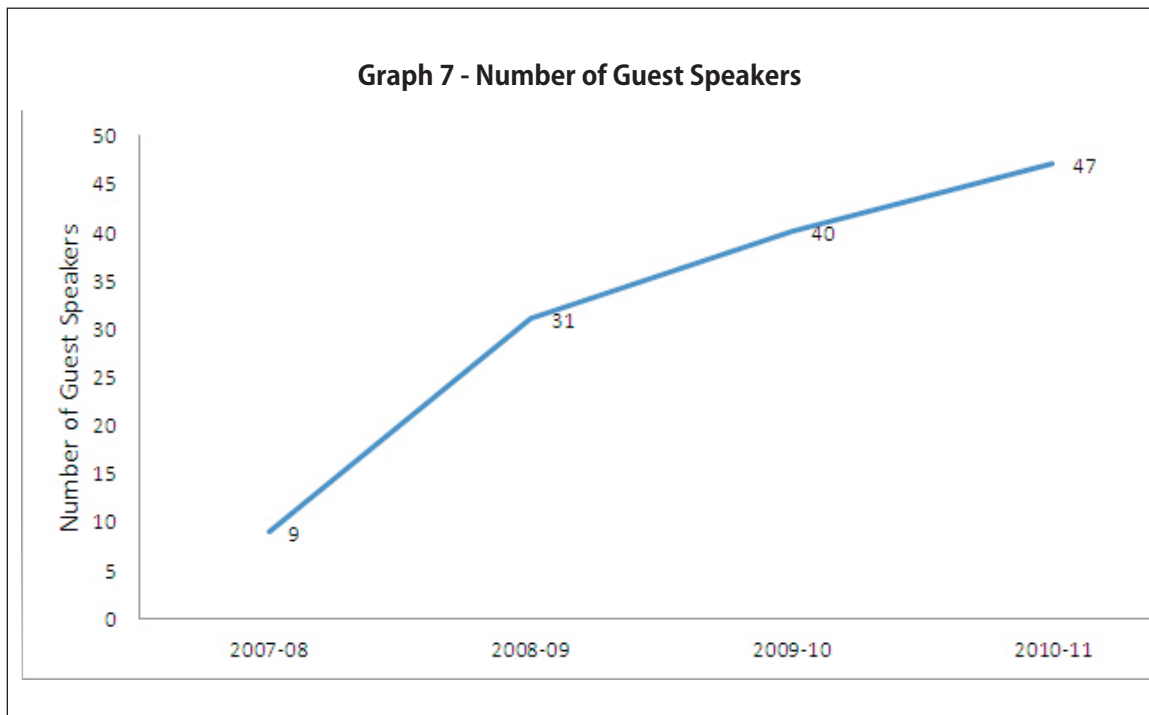
**NBFA details for the AY 2010-11
PGP II (2010-11)**

S.No.	Name	Waiver Amount (Rs.)
1	Gaurabh Kumar Chaudhary	400,000
2	Guru KiranVarma Pandeti	400,000
3	Mainak Shome	179,000
4	Meakkonathu Sukumaran Sreenath	400,000
5	Naga Niranjana Gangavarapu	400,000
6	Nishant Mittal	400,000
7	Pratyush	358,000
8	Rishita Paruchuri	358,000
9	Sarvesh Kumar	358,000
10	Saurabh Dwivedi	179,000
11	Vankadara Manohar NVD	400,000
12	Jain Sakshi	179,000
13	Shankardev Das Gupta	358,000
14	Ankur Grover	179,000









Curriculum

Academic input is delivered through two types of courses: core courses and elective courses. Core courses are compulsory for all participants and are about two-thirds of the total curriculum. They provide participants with the fundamental conceptual knowledge, analytical skills and techniques, contextual understanding, environmental awareness and overall perspective that will serve as the bedrock for the programme. All the courses in the first year are core courses. The elective courses, which are offered only in the second year, give participants a deeper understanding of different functional areas and enable them to specialize in 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 to be utilised for preparation and assignments.

List of Courses offered during the year

Sl.No	Batch	Course Name	Term	Credit	Course	Batch
1	PGP-II	Summer Placement	IV	0	Non credit	2009-11
2	PGP-II	Strategy Safari	V	0	Non credit	2009-11
3	PGP-II	Digital Marketing Workshop	IV	1	Workshop	2009-11
4	PGP-II	Business Analytics	V	1	Workshop	2009-11
5	PGP-II	Competition Law	V	1	Workshop	2009-11
6	PGP-II	Corporate Communication	V	1	Workshop	2009-11
7	PGP-II	Health Insurance	V	1	Workshop	2009-11
8	PGP-II	Himalaya Program	V	1	Workshop	2009-11
9	PGP-II	Introduction to Banking Industry	V	1	Workshop	2009-11
10	PGP-II	Management Control Systems	V	1	Workshop	2009-11
11	PGP-II	Public Private Partnership	V	1	Workshop	2009-11
12	PGP-II	Services Excellence	V	1	Workshop	2009-11
13	PGP-II	Thriving At Work	V	1	Workshop	2009-11
14	PGP-II	Unlocking Rural Potential	V	1	Workshop	2009-11
15	PGP-II	Strategic Management of Direct Taxes	VI	1	Workshop	2009-11
16	PGP-II	Strategic Management of Indirect Taxes	VI	1	Workshop	2009-11
17	PGP-II	Corporate Banking	IV	2		2009-11
18	PGP-II	Decision Support Systems	IV	2		2009-11
19	PGP-II	Enterprise Resource Planning	IV	2		2009-11
20	PGP-II	Fixed Income Securities	IV	2		2009-11
21	PGP-II	Game Theory and its Applications	IV	2		2009-11
22	PGP-II	New Product Development	IV	2		2009-11
23	PGP-II	Options Futures and Derivatives	IV	2		2009-11
24	PGP-II	Project Appraisal and Finance	IV	2		2009-11
25	PGP-II	Quantitative Foundations of Financial Markets	IV	2		2009-11
26	PGP-II	Retail Banking	IV	2		2009-11
27	PGP-II	Strategic Management-II	IV	2		2009-11

List of Courses offered during the year (Contd.)

Sl.No	Batch	Course Name	Term	Credit	Course	Batch
28	PGP-II	Advanced Fixed Income Securities	V	2		2009-11
29	PGP-II	Advanced Options	V	2		2009-11
30	PGP-II	Alternative Investment	V	2		2009-11
31	PGP-II	Collective Bargaining and Negotiation	V	2		2009-11
32	PGP-II	Contemporary Film Industry	V	2		2009-11
33	PGP-II	Corporate Risk Management	V	2		2009-11
34	PGP-II	International Finance	V	2		2009-11
35	PGP-II	Multi-Criteria Decision Making	V	2		2009-11
36	PGP-II	Project Appraisal and Finance	V	2		2009-11
37	PGP-II	Strategic HRM	V	2		2009-11
38	PGP-II	Theory of Constraints	V	2		2009-11
39	PGP-II	Building Creative Potential	VI	2		2009-11
40	PGP-II	Customer Relationship Management	VI	2		2009-11
41	PGP-II	E-Business Models	VI	2		2009-11
42	PGP-II	Green Business Management	VI	2		2009-11
43	PGP-II	International Corporate Finance	VI	2		2009-11
44	PGP-II	Investment Banking	VI	2		2009-11
45	PGP-II	Management of Outsourced Services	VI	2		2009-11
46	PGP-II	Managing Intellectual Property	VI	2		2009-11
47	PGP-II	Operations Strategy	VI	2		2009-11
48	PGP-II	Performance Measurement and Control Systems	VI	2		2009-11
49	PGP-II	Regulatory Issues in Infrastructure	VI	2		2009-11
50	PGP-II	Rural Marketing	VI	2		2009-11
51	PGP-II	Strategic Retail Marketing	VI	2		2009-11
52	PGP-II	Strategy of Information Technology	VI	2		2009-11
53	PGP-II	Treasury Management	VI	2		2009-11
54	PGP-II	Investment-Philosophies and Market Behaviour	VI	3		2009-11
55	PGP-II	Brand Management	IV	4		2009-11
56	PGP-II	Consumer Behaviour	IV	4		2009-11
57	PGP-II	HRD System and Strategies	IV	4		2009-11
58	PGP-II	International Business and Trade Management	IV	4		2009-11
59	PGP-II	International Business Strategy	IV	4		2009-11
60	PGP-II	Marketing of FMCG	IV	4		2009-11
61	PGP-II	Marketing Research	IV	4		2009-11
62	PGP-II	Securities Analysis and Portfolio Management	IV	4		2009-11
63	PGP-II	Strategic Change Management	IV	4		2009-11
64	PGP-II	Strategic Financial Management	IV	4		2009-11
65	PGP-II	Supply Chain Management	IV	4		2009-11
66	PGP-II	B2B Marketing	V	4		2009-11
67	PGP-II	Business Analysis and Valuation	V	4		2009-11
68	PGP-II	Business Forecasting	V	4		2009-11

List of Courses offered during the year (Contd.)

Sl.No	Batch	Course Name	Term	Credit	Course	Batch
69	PGP-II	Economics of Rural Urban Divide	V	4		2009-11
70	PGP-II	Integrated Marketing Communication	V	4		2009-11
71	PGP-II	Mergers Acquisition and Corporate Restructuring	V	4		2009-11
72	PGP-II	Sales and Distribution Management	V	4		2009-11
73	PGP-II	Security Analysis and Portfolio Management	V	4		2009-11
74	PGP-II	Services Marketing	V	4		2009-11
75	PGP-II	Business Analytics- CRM	VI	4		2009-11
76	PGP-II	International Trade and WTO	VI	4		2009-11
77	PGP-II	Logistics Management	VI	4		2009-11
78	PGP-II	Marketing Strategy	VI	4		2009-11
79	PGP-II	Personal Growth Lab	VI	4		2009-11
80	PGP-I	Workshop on Marketing Research	III	1	Workshop	2010-12
81	PGP-I	Workshop on Transformational Leadership	III	1	Workshop	2010-12
82	PGP-I	Business Research Methods	III	2		2010-12
83	PGP-I	Data Analysis and Decision Making	III	2		2010-12
84	PGP-I	Managerial Oral Communications	III	2		2010-12
85	PGP-I	Society, Business and Management-I	I	2		2010-12
86	PGP-I	Society, Business and Management-II	II	2		2010-12
87	PGP-I	Strategic Management-I	II	2		2010-12
88	PGP-I	Written Analysis & Communication-I	I	2		2010-12
89	PGP-I	Written Analysis and Communication-II	II	2		2010-12
90	PGP-I	Decision Analysis	I	3		2010-12
91	PGP-I	Information Systems for Managers-I	II	3		2010-12
92	PGP-I	Information Systems for Managers-II	III	3		2010-12
93	PGP-I	Managing Uncertainty	II	3		2010-12
94	PGP-I	Finance-I	II	4		2010-12
95	PGP-I	Finance-II	III	4		2010-12
96	PGP-I	Human Resource Management	III	4		2010-12
97	PGP-I	Legal Aspects of Business	II	4		2010-12
98	PGP-I	Macroeconomics	II	4		2010-12
99	PGP-I	Managerial Accounting and Control - I	I	4		2010-12
100	PGP-I	Managerial Accounting and Control-II	II	4		2010-12
101	PGP-I	Marketing-I	I	4		2010-12
102	PGP-I	Marketing-II	II	4		2010-12
103	PGP-I	Microeconomics for Managers	I	4		2010-12
104	PGP-I	Operations Management-I	I	4		2010-12
105	PGP-I	Operations Management-II	III	4		2010-12
106	PGP-I	Organisational Behaviour-I	I	4		2010-12
107	PGP-I	Organisational Behaviour-II	II	4		2010-12

During the Academic year 2010-11, a number of workshops were offered to enhance the contemporary industry perspective to the program led by successful leaders from all walks of life.

Unique feature of PGP in 2010-11

Workshop by Dr. A P J Abdul Kalam

Dr. APJ Abdul Kalam, Former President of India conducted a 2-day workshop on November 26- 27, 2010.

Dr. Kalam delivered a series of 3 lectures during his visit. They are :-

- Three Dimensional Action for World Prosperity and Peace: Global Vision,
- Regional Cooperation and National Missions, Dynamics of leadership and its characteristics and discussion,
- The PURA Mission and sustained development systems.

In addition to the lectures, Dr. Kalam and his team listened to presentations made by the participants of IIM Indore, and interacted with the students on PURA mission.



Strategy Safari

The course Strategy Safari was envisioned and led by Dr. N. Ravichandran (Director and Professor, IIM Indore). This is the second year the course is being offered. Held during December 18 to 24, 2010, the participants went to Kuala Lumpur, Malaysia to experience Malaysia's industry practices.

The objectives included:

- Understanding (by exposure and discussion) the business practices of specific organizations in a different socio-economic and cultural setting.
- Understand the influence of industrial policy (macro economic policy) and the competitiveness of the firms chosen by discussion and dialogue with senior government executives, industry leaders and the respective CEOs.
- Exposure to strategy formulation and implementation in a different business environment.
- Understand (by observation and discussion) the influence of cultural issues related to implementation of world-class practices.
- Exposure to a different culture, business process and practices.

Other workshops:

Sl.No.	Name of the Workshop	Instructor
1	Himalaya Programme	Capt J V Avadhanalu, Coordinator, ICITI Auroville
2	Thriving at work	Mr. Sandeep Batra, International Manager, HSBC
3	Service Excellence	Mr. Anuj Puri, Independent Practitioner
4	Business Models	Dr. N Ravichandran, Director, IIM Indore
5	Corporate Communication	Col. R. Hariharan, Strategic Analyst and Treasurer, Chennai Centre for China Studies
6	Public Private Partnership	Dr. Satyam Shivam Sundaram, Adjunct faculty, IIM Indore & Senior Associate EY
7	Management Control Systems	Mr. K P Sasidharan, Director General (Commercial), Office of the Comptroller & Auditor General of India
8	Introduction to Banking Industry	Mr. Yogesh Kumar Gupta, Chartered Accountant
9	Health Insurance	Mr. Lalit Baveja & Mr. Abhishekh Agarwal
10	Business Analytics	Mr. Uday Bhate, Partner, nmore
11	Strategic Management of Direct Taxes	Mr. Manish Dafaria, Managing Partner, VK Dafaria & Co. (Chartered Firm), Indore
12	Strategic Management Of Indirect Taxes	Professor D.D. Chaudhuri, IIM Indore
13	Digital Marketing	Mr. Siddartha Paul Tiwari, Lead Product Specialist, Google India Pvt. Ltd., Gurgaon

National Youth Conference

The 3rd edition of National Youth Conference 2011(NYC 2011) was held from January 10 - 12, 2011 in commemoration of the 148th birth anniversary of Swami Vivekananda. There was a series of talks by prominent speakers and student symposia, each aimed at understanding the problems in life – individual, business and societal; and the role of the youth in improving the situation.

NYC 2011, provided a forum for the youth from prestigious educational institutions across India to share their opinions on what is required to solve India's pressing problems in the following broad areas:

- Education and training
- Employment generation
- Health and family welfare
- Gender equality



National Youth Conference 2011

Speakers at NYC 2011

Sl. No.	Speaker	Topic / Workshop
1.	Swami Nirvikalpanandaji, Secretary Ramakrishna Mission, Dehradun, Uttarakhand	Youth and Swami Vivekanand
2.	Shri P S Bawa, Chairman, Transparency India Shri Satish Sahney, Former Commissioner, Mumbai Police Shri P G J Nampoothiri, Former DG, Gujarat Police Professor Ganesh Kumar Nidugala, IIM Indore	Panel Discussion on Corruption Free India
3.	Professor Siddhartha Rastogi, IIM Indore	Education and Training
4.	Dr. N. Ravichandran, Director, IIM Indore	An Agenda for the Youth of India
5.	Professor S K Mishra, IIM Indore	Employment Generation
6.	Dr. M N Buch, Chairman, National Center for Human Settlements and Environment, Bhopal	Issues in Governance
7.	Shri A K Pandya, Indian Olympic Association and Consultant to the Government of India and Govt. of Kerala on promotion of sports	Inter-relationship between Health, Physical Education and Sports
8.	Shri K.M. Padmanabhan, Director, Prerana Educational Media Pvt. Ltd., Chennai	Workshop on Swami Vivekananda's teachings
9.	Professor Srinivas Gunta, IIM Indore	Panel Discussion on Role of Wikipedia in Fostering the Web 2.0 Revolution
10.	Shri Sanjeev Bikhchandani, Founder, Naukri.com	Lessons in Entrepreneurship
11.	Professor Nisha Niar, IIM Indore	Gender Equality
12.	Shri Abhilash Khandekar, State Editorial Head, Dainik Bhaskar	Role of Journalism in Improving Governance and Society

4. Convocation

The twelfth Annual Convocation of the Indian Institute of Management Indore was held March 26, 2011. 236 PGP and 42 EPGP participants received their diplomas. The pre-convocation ceremony for the Class of 2011 (Batch 2009-2011) was held on March 25, 2011.

Dr. N Ravichandran, Director, IIM Indore, began the proceeding by welcoming the graduating students. This was followed by an address by the Guest of Honour, Ms. Parbati Barua, Honorary Chief Elephant Warden of Assam. Ms. Barua spoke about her experiences with elephants and shared some interesting anecdotes. Mr. N.K. Singh, Resident Editor, Hindustan Times, Bhopal, the Chief Guest, focused on the status of journalism in India and stressed on the changing global landscape and significant role of the media.



Ms. Parbati Barua addressing the audience on the Pre-convocation celebrations and Cultural programme

The pre-convocation event was enlivened by two dance-based performances. Ms. Ekta Sikarwar, a Doctoral student of IIM Indore performed a Kathak dance including Ganesh Vandana followed by Tarana. After this Ms. Shweta Devendra performed the "Nrityamanjari" – a fusion of Bharatnatyam and Kathak styles along with Ms. Kshyama Malviya and 16 other members of the dance troupe.

The Chief Guest for the convocation, Shri M V Subbiah, Chairman, National Skill Development Corporation, Former Chairman of Murgappa Group delivered an inspirational address on the enormous opportunities available in the growing Indian economy. He advised the graduating participants to focus on nation building and affirmed that while doing well in one's chosen job was important it was equally important to follow strong moral values, focus on duties toward others and place others interest above self. This, he asserted, would lead to building organizations with positive environments. He pointed out the various choices that young graduates would face in organizations, viz., status quo or change, inclusive growth or profit, greed or welfare, values or corruption, and control or empowerment. The choices made by this generation of managers would determine the future of the country, and their own success as business leaders.

As the participants stood at the threshold of the corporate world, the Director of IIM Indore, Dr. N Ravichandran addressed them and spoke on Manisthiti and Paristhithi. He emphasized, the significance of managing oneself in one's personal and professional life. He indicated that one could assume the frame of references that are already available in terms of value systems, governance, efficiency parameters, effectiveness etc, and align oneself to this framework. Alternatively, one could develop a deeper insight into an individual's character and performance measures in the contribution of the change in the environment under which an individual is working.



All graduating participants were conferred the postgraduate diplomas witnessed by proud family members, relatives and friends in the audience. Medals for academic excellence were awarded to the following participants:

Institute Gold Medals

- Ms. Kavitha Subramanian received the IIM Indore Gold Medal for scholastic performance Rank 1
- Mr. Rahul Jain received the IIM Indore Gold medal for scholastic performance Rank 2
- Mr. Sumant Wattas received the IIM Indore Gold medal for scholastic performance Rank 3
- Ms. Kavitha Subramanian received the IIM Indore gold medal for the best woman participant for scholastic performance.

5. Placement

Final Placement 2011

The placement season at IIM Indore stood out for the excellent opportunities it offered to the 12th batch of the Institute. The 240 strong batch of 2011 witnessed participation from 92 recruiters across 16 sectors. 27% of these were first time recruiters. The placement season saw the renewal of campus ties with many past recruiters signaling the improvement in global economic scenario. The highest domestic offer this year showed an increase of 14% over that of 2010. There was a 20% year-on-year growth in the number of offers made. There was a substantial increase in the number of roles offered across General Management and Consulting, traditionally considered to be the barometer of management talent excellence.

Highlights:

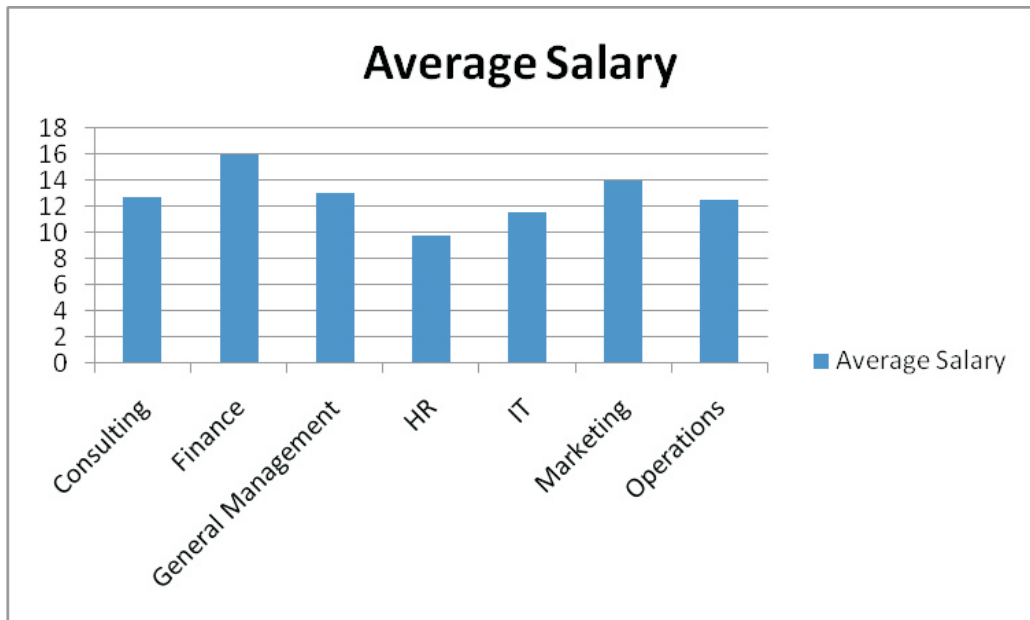
- 25 first time recruiters among 92 participating corporate houses spread across 16 sectors.
- 14% increase in highest domestic compensation and 27% increase in average domestic compensation over Final Placement 2010.
- A hike of Rs. 11 lakhs over their pre-MBA compensation was observed in the average compensation of candidates with prior work experience.
- The top 12% of the class of 2011 has secured offers on campus in excess of 20 Lakh Per Annum.
- Domain preference of participants: Consulting (23%), Sales & Marketing (22%), Finance (28%), Corporate Strategy & General Management (10%), Operations (10%), IT (4%), HR (3%)

The leading recruiters included Boston Consulting Group, Proctor & Gamble, Deloitte, Ernst&Young, Deutsche Bank, Bank of America and Cognizant.



Statistics:

	2010	2011
Number of Participants	235	238
Average Work Experience (in Months)	16	16
Number of Offers/Company	2.14	2.62
Increase in highest Domestic Compensation over last placement season (%)	25	14
Increase in Average Domestic Compensation over last placement season (%)	16	27
Number Of Lateral Offers	62	74



Summer Placements 2011

The Summer Placement season for the 13th batch of IIM Indore witnessed participation from 160 recruiters across 22 sectors. Close to one third of them were first time recruiters.

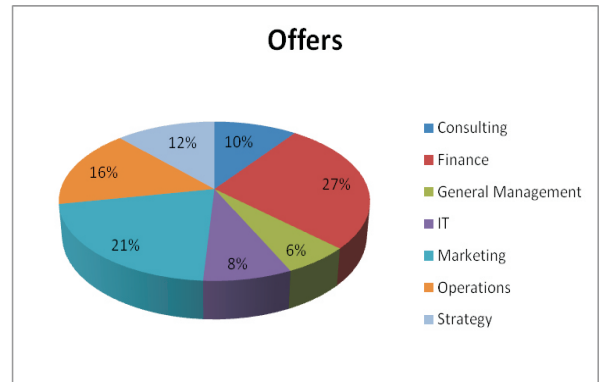
Recruiters that hired for Financial services included MNC Banks like Deutsche Bank, JPMorgan Chase, HSBC, Citibank, Standard Chartered Bank, American Express and Dunn & Bradstreet. Indian majors like Edelweiss Capital, ICICI Bank, Axis Bank, UTI Mutual Fund also recruited in large numbers. PriceWaterHouseCoopers, NCDEX, Reserve Bank of India, SEBI and Forwards Markets Commission also offered good profiles to our participants. Adding to this, various boutique firms offered exciting profiles in Private Equity, Investment Banking and Wealth Management. Another significant addition to last year's placements were the Public Sector banks including Union Bank of India, Central Bank of India, Bank of India, Bank of Baroda and Corporation Bank, which offered challenging projects in Treasury, Corporate Banking and Regulation.

FMCG majors that recruited in large numbers included Hindustan Unilever, Proctor and Gamble, ITC, Marico, Colgate- Palmolive, Dabur, Reckitt Benckiser, PepsiCo, Asian Paints, Johnson & Johnson, Coca Cola, Heinz, Voltas, Perfetti van Melle and Pidilite. Marketing roles were also offered by recruiters from assorted sectors like Retail, Telecom, Engineering, Automobile, IT, Cement amongst others.

General Management was a much sought after career option with leading Indian conglomerates hiring in large numbers. Reliance Industries Ltd, Anil Dhirubhai Ambani Group, Tatas, Mahindra and Mahindra and Aditya Birla Group hired summer interns through their group companies. The profiles offered ranged from Corporate Strategy to Finance and Marketing projects tied to specific businesses.

Operations was a major focus with a good proportion of the batch having prior experience in manufacturing. L&T, Reliance Power, Daimler India, Saint Gobain, Bertling Logistics, Jindal Steel, and Cummins were the major recruiters from this domain.

The major recruiters in the Consulting and IT domain were Microsoft, Yahoo!, Cognizant Business Consulting, Wipro Consulting, Capgemini, iGate, Tata Consultancy Services, Genpact, and Aricent. Besides, niche consulting firms into specific sectors like Retail, Branding, Intellectual Property, Healthcare, SME and Education amongst others, recruited participants with relevant work experience. This was a great opportunity for lateral candidates to pursue their internships in careers they already had relevant experience in.



Highlights:

- Candidates with prior experience as Developers and Software engineers were offered attractive roles in IT Consulting, Project Management and Product development. With 70% of the batch having prior experience in IT/ITES and consulting, 40% opted to go for better roles in the similar domain and the balance 60% went for a domain shift to marketing, finance, operations, and general management.
- Sales and Marketing was the preferred sector with close to 21% of the batch opting for B2B and B2C roles across sectors.
- 27% of participants accepted offers in Financial services.
- Candidates with work experience in operations and related fields leveraged most of their prior work experience with multi roles and profiles on offer. This year saw a considerable rise in number of offers in the operations domain. On the other hand close to 30% of the candidates looking for a domain shift received offers from marketing and finance domains.

Alumni Activity

The annual on-campus alumni meet of IIM Indore was held on November 13 and 14, 2010. 127 alumni from across batches attended the alumni meet. Ms. Rashmi Bansal, Writer and Entrepreneur did the honor of inaugurating the alumni meet and led the panel discussion with other members. The alumni-faculty interaction was organized this year over an informal brunch, for the alumni, faculty and their families.



Lighting of Lamp - Alumni Meet

6. Student Activities

Indore Marathon

Indore Marathon, an initiative by IIM Indore student community, has become an annual fixture for Indore city. It is organized on the occasion of Gandhi Jayanti with the aim of spreading social consciousness and solidarity among individuals.

On October 2, 2010 IIM Indore organized its third edition of Indore Marathon with a theme of "Run for Educated India". The motive was to create awareness about importance of education.

The Marathon race was in 3 categories - an 'Education Run' for males, an 'Education Run' for females and a 'Dream Run' common for all above 12 years of age. 'Education Run' was 11 km long and starting from Dussehra Maidan and culminating at IIM Indore campus. 'Dream Run' was for 3 km around the campus.

The event saw huge participation from Indore-ians, young and old, from all sections of society.



UtsAha - The Annual Marketing Fair

The third edition of Utsaha was held during November 20–21, 2010. It is the brainchild of the marketing club of IIM Indore, Mercur-I and aims to bridge the gap between a marketer's plans and consumer's mind to provide appropriate solutions to marketers across different industries.

After a huge success last year, Utsaha continued its attempt to understand the rural consumer. It was held in Janapaw Kuti village located at Agra-Mumbai Road around 35 Kms from Indore on the day of Kartik Purnima.

The vast scope and opportunities present in today's Indian rural markets have attracted big corporations and small businesses alike. While large players have vast experience, it becomes difficult for social entrepreneurs and start-ups focusing on rural segments to proceed without fully understanding the behavior of rural consumers. It is here that rural market research plays a crucial role for entrepreneurs to fine-tune their approach.

In contrast to urban markets and the usual research techniques used, rural markets put forth challenges in the form of illiteracy, lack of awareness, low exposure to media and presence of strong influencers etc. Thus, understanding behavior of a rural consumer calls for unconventional approach of engaging visual tools and games to capture unbiased data. Whether it is to understand usage patterns of cooking oil in households or assess the success of smokeless chulha or to arrive at a marketing strategy for solar lamp, an insightful marketing research will help entrepreneurs in utilizing their limited resources effectively to gain targeted market.

In the last 2 years, UTSAHA-Rural market research cell at IIM Indore, has worked with leading FMCG firms like Hindustan Unilever, CavinKare, Pidilite, Cadbury, Reckitt Benckiser and Dabur insights into their brands and competition, to help Brand managers validate their strategies. Utsaha has also been involved in social projects for Department of Health and Education, Government of Madhya Pradesh.



IIM Indore Students with rural consumers during Utsaha 2010

AHVAN- "Inspire to Act... Act to Inspire"

The 10th edition of Institute's annual management festival "Ahvan" was conducted during December 2 - 4, 2010. The event witnessed huge participation from the top B-schools of the country. The three-day festival began on a stupendous note on its premiere day and continued its extravaganza till the end.

The festival which had its underlying theme as 'Inspire to Act... Act to Inspire' was inaugurated by Mr. Chandrashekhar Ghosh, founder of micro-finance institution "Bandhan" in presence of Dr. N. Ravichandran, Director, IIM Indore and other senior faculty members on December 2, 2010.



A series of guest speakers were invited under Envision – a Guest Lecture series from diverse fields such as Industry, Academia and Administration. The speakers included Professor Anil Gupta from IIM Ahmedabad, Mr. Kabir Kewalramani, MD Berggruen Holdings India, Mr. Karan Bhagat, Country Head and Managing Director, Barclays Corporate India, Ms. Meenakshi Natarajan, MP from Mandsaur and Dr. Saibaba Goud, founder of the Devnar foundation for the blind.

Events like Ashwamedha, Chanakya, Klueless, Finance League, Kalpavriksha and My Campaign had their final rounds, which saw the winners being hailed as the greatest management minds of the country.

As a part of the celebrations, a play "Chanakya" by renowned artist Mr. Manoj Joshi was organized for the community members on December 3, 2010.

'Ashwamedha' the flagship event of IIM Indore witnessed participation from more than 1500 of the brightest minds from top B-Schools of the country. Klueless, an online game, broke all previous records when it was rolled down its dice for Ahvan '10. The number of hits on Klueless page surpassed the previous year's record and crossed 6 million. Moreover, on the day of its introduction Klueless was in the top 5 most searched keywords of Google. 'Ahvan 2010' culminated in a grand fashion with rocking performance of Bollywood playback singer Kunal Ganjawala.

Mridang

The second edition of the cultural festival - Mridang was held during January 21 to 23, 2011. During the event, IIM Indore looked like a mini India, with participants from different parts of the country celebrating the rich Indian culture, through recitals, plays and literary activities.

The various events conducted were:-

- Laavanya – Fashion Show·
- Paravayu - Fusion Concert ·
- Distortion - Battle of the Bands·
- Lasya - Choreography·
- Cult Icon - Search for the ultimate entertainer·
- Kaayamanan - Treasure Hunt·
- Akriti - Arts·
- Dhvani - Vocals·
- Sutra - Quizzes ·
- Literary events gave the participants a great platform to showcase their talent.

Guest lectures:-

- Mr Paresh Mokashi, the famous filmmaker talking about his struggles as a filmmaker and his famous film Harishchandrachi factory
- Mr. P. Sainath, an accomplished rural reporter
- Mr. Hemshankar Pathak, a distinguished photographer, in the form of a workshop for the budding photographers and professionals



Activity Clubs and Interest Clubs

Apart from these major events, students pursue their hobbies and interest through various activity clubs.

Activity Clubs

1. **Currenc-I:** The club aims to encourage students to extrapolate what they learn in the classroom to real life business news and problems. They organize a host of events which include simulation games, case analyses, crosswords, quizzes, and career preparation sessions. The industry interface group of Currenc-I organizes guest lectures, seminars, and special talks.
2. **Consulting Club:** The club activities are designed to provide platforms for students to interact with academia and industry professionals and develop an understanding of the consulting domain, thereby enhancing their readiness for a career in management consulting. It offers Industry projects, guest lectures/workshops and events/sessions for the participants.
3. **Entrepreneurship Cell:** The club is committed to encouraging, motivating and crystallizing new and innovative ideas from the campus. The primary motive for the existence of E-cell is to motivate participants towards the path of entrepreneurship by facilitating a channel of valuable resources using which they can develop their ideas into effective business plans.
4. **Equit-I:** The Finance and Investment Club formed by the PGP participants of IIM Indore focuses on driving initiatives in the field of finance and intends to further the employability of IIMI participants. The club strives to be an important partner in participant's career development by creating learning opportunities and providing interface with industry.
5. **Humain-I:** The aim of the club is to promote HR discipline not only in the campus but also throughout the nation. The focus of the club is to spread knowledge and encourage the learning opportunities in the field of HR for students, academicians and industry people.
6. **Infinit-I:** The Technology and Systems Club of IIM Indore was created with a mission to enrich the IT awareness of the participants of IIM Indore. It provides a platform for the participants to interact with the corporate world and builds a strong synergy between them using Live Projects, Consultancy work, Seminars, Workshops, Guest Lectures, etc.
7. **Mercur-I:** The club provides participants with opportunities to augment the classroom learning with real life application of the marketing concepts and to prepare them for a successful career in Marketing. The club does so by providing participants with assistance and mentorship through different events and activities, industry projects, and workshops throughout the year.

8. **Merchand-I:** The club is a student initiative whose aim is to provide a wide variety of products and services not only to students but also faculty and other associates at IIM Indore. Fondly known as the Pi-Shop within the student community, now functions under the aegis of the club, offers huge gamut of products ranging from personal care, stationery, health care and a variety of food items. It has become a part and parcel of a student's life at planet I.
9. **Operand-I:** The focus of the club is on the 'Continuous improvement' of the participants with regards to their operations and strategy competence. The club's forte is to regularly come up with innovative and enriching learning experiences like industrial visits, quizzes, computer based events, simulation games and guest lectures by experienced industry personnel.

Interest Clubs

1. **Aperture - IIM Indore Photography Club:** It provides a platform for budding photographers to discuss and exchange techniques, ideas and collaborations for general promotion of photography. This is generally implemented through regular photo walks, contests and workshops.
2. **AR3NA - The Gaming Club:** The club carries a belief that gaming creates team players and hones social skills. It encourages healthy competition and demands the players to think on their feet. The club conducts regular gaming competition in the campus.
3. **DebSoc - Debating Society of IIM Indore:** The club conducts inter-section and inter-batch debates and aims to stimulate people to take different perspectives on any topic and express it effectively to an audience thereby helping them to improve their speaking skills in professional life as well as personal life.
4. **idAnIm - The Film and Theatre Fraternity at IIM Indore:** The club tries to promote the theatre culture and appreciation of world cinema, and also tries to bring in the best of the world on screen/stage right in front of the IIM audience. To this effect, it organizes drama screenings, workshops, movie making events, movie festivals and movie quizzes.
5. **Management Canvas - a quarterly business magazine:** It is an IIM Indore student publication, a quarterly business magazine. It offers keen insights on contemporary business issues encompassing all major disciplines in the field of management. It aspires to bring forth the ideas and models which hold the potential to change the business landscape in future.
6. **Harmon-I - The Music Society of IIM Indore:** The club provides a platform for the musical talent present in the institute and is dedicated towards promoting wide genres of music among the student community. The society endeavors to encourage original compositions with a unique blend of traditional Indian and various western genres of music.

1. **Pragat-I - the IIM Indore Social Sensitivity Cell:** 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. Pragat-I 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.
2. **Quiz Club:** This club is responsible for all the non-academic quizzing that happens on campus. IIM Indore has traditionally had a very good quizzing culture and the Quiz Club always looks to sustain and then build on that. The quizzes that are conducted on campus cover a wide range of topics including, but not confined to, general knowledge, sports, entertainment, business and technology and geography among others.
3. **Voyage Capital - A student run Mutual Fund Initiative:** The objective of the fund is to provide students first-hand experience of the world of investment. Voyage Capital consists of a team of elected individuals passionate about investing in capital markets. The fund invests on behalf of the IIM-I student community and encourages students to look out for opportunities, believing that investing is as much an art as a science.

7. Women's Day Celebrations March 8, 2011

IIM Indore celebrated International Women's Day on March 8, 2011 by organizing a colloquium on the theme of 'Empowering Women in India: Challenges and Opportunities.' The Institute also hosted the first Amrata Pancholi Memorial Lecture. Dr. Neharika Vohra, Professor of IIM Ahmedabad, delivered a talk on 'Women Leaders and Leadership: A time to integrate our Strengths'. Smt. Nirmala Buch, former Chief Secretary of the Government of Madhya Pradesh, inaugurated the event and was the keynote speaker. She spoke of the various initiatives of the government towards empowering women and commented on the role that institutions, civic society and individuals have towards women's empowerment.

The first panel discussion on 'Empowering Women' drew on panelists from differing professions and sectors, featuring Smt. Manorama Menon (Founder, Janhit Vikas Sanstha and active social worker), Dr. Anita Ayyar (Senior Geriatrics Specialist), Smt. Annie Pawar (Retired General Manager of SBI), Smt. Puspha Mittal (Entrepreneur, Steel Industry), Smt. Rumni Ghosh (Editorial Assistant, Dainik Bhaskar) and Smt. Sadhana Pathak (Advocate, M.P. High Court). The panel deliberated on what women's empowerment meant to each of them and discussed ways to empower women by integrating the differing perspectives.

A speaker series was also organized, featuring women who have made a difference to society. In the speaker series, Smt. Sumitra Guha (Padma Shree awardee) shared her experiences and journey as a musician, Smt. G. V. Rashmi (Managing Director, M.P. Audyogik Kendra Vikas Nigam Ltd.) spoke of women whose contributions the world has forgotten and the need to recognize the worth that women in their everyday lives make, Smt. Anuradha Shankar (IPS, Inspector General, Intelligence Department) spoke of Sita as an empowered woman making choices and cautioned against the commodification of women, and Smt. Praseeda Kunam (CEO, Samhita Microfinance) discussed the status of women in Madhya Pradesh with regard to financial empowerment.

A second panel discussion on the theme of 'Education for Women: Challenges and Opportunities' featured academicians and student participants from IIM Indore. The panel members were Dr. Lalita Singh (Principal, Shishu Kunj International School), Dr. Punita Nehru (Principal, Satya Sai Vidya Vihar), Dr. Archana Ranka (Professor of Law, DAVV), Dr. Neharika Vohra (Professor, IIM Ahmedabad) and Major Divya Pillai and Captain Sonia Bharadwaj (participants of IIM Indore's Defense Officers Programme). The panel discussed on empowering women through education, the barriers to education for women and the importance of mindset change in improving participation of women at all levels of education.

The programme concluded with a classical recital by renowned vocalist Padma Shree Vidushi Sumitra Guha and her accompanying artists.



Padma Shree Vidushi Sumitra Guha and her team

8. Picnic

The Institute conducted one-day picnic to Maheshwar and Mandleshwar on June 13, 2010, the famous tourist attractions near Indore.



Participants from Maheshwar Picnic

IIM Indore also organized the first ever three-day picnic attended by 52 members from IIMI community during December 17 – 19, 2010 at Panchmarhi, widely known as the “Queen of Satpura” situated at the height of 3555 feet from sea level.

The participants reached the destination by overnight journey from Indore and spent two days in the company of scenic beauty of nature, waterfalls, streams, wildlife, archaeological treasures and some rare species of medicinal plants. The participants visited the famous tourist spots like Bee Fall, Jata Shankar, Vaniki Sangrahalaya (Bison Lodge), Dhoopgarh, Reachgarh, Pandav caves, HandiKhoh, Priyadrashini, Mahadev, Gupt Mahadev, Rajendra Giri etc.

The Jungle-Safari and campfire with dance and music were the most memorable moments for all the participants.



Picture from Panchmarhi Picnic

9. Annual Sports Meet, February 26 – 27, 2011

The much-awaited 1st two-day IIM Indore's Sports Meet 2011, started at the central lawn of the campus on February 26, 2011. IIM Indore's Director, Dr. N. Ravichandran, inaugurated the Sports Meet. Sports like Cricket, Rapid Chess, Kabbadi, Slow Cycling, Tug of War, Kho-Kho, Marathon, Dodgeball, Badminton, and Table Tennis were organized. The Sports Meet was attended by large number of IIMI community members.



An event from Sports Meet

10. Fellow Programme in Management (FPM)

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 participants in management. The programme has two-fold objective of enabling the participants to master the relevant methodological tools of management research on one hand, and the advancement of the current body of management knowledge on the other.

The programme was launched in 2006-07 with intake of one student. Since then, IIM Indore has made efforts to increase the enrolment in the programme as can be seen from the statistics in section 10.1. It is hoped that increased intake will help ameliorate shortage of quality faculty in management education in India.

Participants in the programme have started contributing to the body of knowledge as can be seen from sections 10.3 to 10.5. Going forward as number of participants in the programme rises, we can expect such academic contribution to become more pronounced. IIM Indore has also been organizing Conference on Research and Education from the year 2009 (section 10.6).

10.1 Structure of the Programme:

- The first year of the programme imparts required knowledge of the area of specialization, other functional areas of management, and general management. The first year of the course work is common with IIMI's Post Graduate Programme (PGP).
- The second year of the programme imparts in-depth knowledge in the area of specialization and related fields so as to develop analytical and comprehensive research skills. Additionally, participants take the (FPM) compulsory courses, which are designed to provide expertise in teaching and research.
- On completion of the second year course work, the participants take the respective area comprehensive examination. The area comprehensive examination tests whether the participant has obtained a satisfactory level of knowledge in the field of specialization and whether the candidate has satisfactorily integrated the various courses taken in the relevant area.

After comprehensive examination candidate proceeds to the 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.

10.2. FPM Enrolment:

Area	Intake				
	2010-11	2009-10	2008-09	2007-08	2006-
07					
Finance and Accounting	02	07	03	-	01
Marketing	01	02	01	01	-
OB & HR	03	01	-	01	-
Strategy Management	01	01	-	-	-
Operation Management	03	02	-	-	-
Communication	-	01	-	-	-
Information Systems	03	01	-	-	-
Financial Economics	01	Nil	-	-	-

10.3. Papers Presented / Accepted for Presentation in National / International Conferences / Seminars by FPM Participants

FPM participants have actively participated in various research activities. The following papers were presented in national and international conferences:

Conference Proceedings

1. Ray, Bablu & Kumar, K. K.(2010), Women earning members in family and female role models: Examining the effect on male leadership stereotype in female students, Excellence in Research and Education Conference 2010, Indore.
2. Kumar, K. K.(2010), Development and application of an instrument to find out the linguistic background of employees in MNCs, 26th EGOS Colloquium, European Group for Organizational Studies, Lisbon, Portugal.
3. Kumar, K. K.(2010), Maintaining and promoting linguistic diversity in multinational corporations: Notion of social justice and arguments of business sense, 12th New Zealand Language & Society Conference, Auckland, New Zealand.
4. Kumar, K. K.(2010), Too hot to handle: Linguistic conflicts in social and business arenas, ACSCOS 2010 - The 4th Australasian Caucus of the Standing Conference on Organizational Symbolism, Melbourne, Australia.
5. Sharma, A. & Totawar, A. K.(2010), HR 2.0: Leveraging Social Media for Employment Engagement, International Conference & Colloquium ' 2010, Indian Institute of Management Indore in collaboration with Universiti Tun Abdul Razak, Malaysia.

6. Chauhan, G. S.(2010), Subordinate debt, Deposit Insurance and Systemic Risk, 10th International Consortium of Students in Management Research, Indian Institute of Science, Bangalore
7. Singh, P. K. & Sharma A.(2010), Weather Index Insurance: Risk Hedging Tool for Indian Agriculture Sector, Excellence in Research & Education Conference, Indian Institute of Management, Indore
8. Chauhan, G. S. & Sundaram S. S.(2011), Delegated Monitoring by Subordinate Debt in the Presence of Deposit Insurance, International Conference on Banking and Finance Perspective, Eastern Mediterranean University, North Cyprus
9. Chauhan, G. S.(2010), Interplay Between Deposit Insurance and Subordinate Debt in Banking System Stability, 4th Doctoral Colloquium, Indian Institute of Management, Ahmedabad
10. Pasupuleti, V.V.K. & Singh, P.K.(2011), A Study of Return, Liquidity of Sectoral Indices, Market Index of Indian Financial Market (BSE), International Conference EREC, Indian Institute of Management Calcutta, Kolkata

10.4. Research Publications

1. Kumar, K. K., & Kumar, A. (2011). The irony and the paradox of organizational commitment. *Growth*, 38(4), 23-33.
2. Jain, K. K., & Kumar, K. K. (2010). Reassessing the curriculum-competency alignment in MBA programs. *Journal of Management and Strategy*, 1(1), 68-75.
3. Chauhan, G. S. and Kanagaraj, A., (2011). Can Risk Monitoring of Banks by Subordinate Debt be made effective by Non-Diversified Investors? Investigation of Non-Diversified Investments by Sector Specific Mutual Funds in India. *Prajnan*, Vol. XL, No. 1.
4. Chauhan, G. S., (2011). Modeling of Extreme Market Risk using Extreme Value Theory(EVT)-An Empirical Exposition for Indian and Global Stock Indices. Forthcoming *Indore Management Journal*.
5. Chauhan, G.S., (2010). Emerging Challenges of Financial Regulation. *Vinimaya*, Vol. XXXI, No. 2.
6. Kumar, K. K. (2010). Too hot to handle: Linguistic conflicts in social and business arenas. *ACSCOS 2010 Conference Proceedings*, Melbourne, Australia.

10.5. Achievements & Awards

1. Chauhan, G.S., (2010). Paper titled “Subordinate debt, Deposit Insurance and Systemic Risk” awarded First prize at 10th International Consortium of Students in Management Research (COSMAR-2010) held at IISc, Bangalore in November 2010.
2. Chauhan, G.S., (2011). Research proposal titled “Interplay Between Deposit Insurance and Subordinate Debt in Banking System Stability” was adjudged as one of the Best papers at 4th Doctoral Colloquium held at IIM, Ahmedabad (IIM A-DC) in January 2011.
3. Chauhan, G.S., (2011). Awarded the Macro Research project titled “Emerging Challenges of Financial Regulation” for 2010-11 by Indian Institute of Banking and Finance, Mumbai to be co-authored with Prof A. Kanagaraj (IIM Indore) and Prof K. Ramesha (NIBM, Pune).

10.6 Research Conference organized

Excellence in Research and Education Conference (EREC) 2nd edition was organized at IIM Indore during May 14 to 17, 2010. The purpose of this conference was to provide an opportunity for individuals with various research philosophies and interests to get together and promote the development of doctoral research in academic institutions. It was a forum for sharing research work and to provide a platform for new initiatives and partnerships. It also gave an opportunity to the participants to interact with the experts from other educational institutions, industries and research organizations to get a direction for their research work or aspirations. 85 participants attended the conference, out of which 67 participants presented their papers in different areas on different themes.



10.7 Wednesday Seminars

From 2009 onwards, IIM Indore commenced a seminar series every Wednesday on a voluntary basis.

The objective of this Academic Seminar series is to share research work/ teaching experience of faculty members and doctoral students with the faculty community.

These seminars are held on Wednesdays from 5.30 p.m. to 6.30 p.m. The nature of seminar would be the following.

- Presentation of papers that are published in Journals/ presented in conferences
- Presentation of working papers
- Discussion of cases/ games written by faculty members
- Discussion on current issues in management/ policy
- Experience sharing of teaching cases, leanings from training programmes (such as Case methodology workshop at HBS)

In the year 2009-10, 20 faculty members and 3 doctoral students made their presentations. In the year 2010-11, 17 faculty members and 32 doctoral students made their presentations.

11. Executive Post Graduate Programme (EPGP)

The Executive Post Graduate Programme in Management (EPGP) is an intensive one-year residential program. 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 exposure to new perspectives, contemporary theories and approaches in management lends focus to leading in turbulent times. In addition to a comprehensive functional core module, the electives provide opportunities to specialize in Strategy, Leadership, and International Business.

The EPGP is, thus, structured to prepare executives for transformational leadership positions. During the intense one-year programme, the participants work towards developing a deeper understanding of various facets of management and hone their managerial skills. The programme is spread over six academic terms including an international immersion term. The first three terms compose of core courses focusing on laying the foundation for the specialization through a bundle of courses offered in the remaining three terms.

During the year 2010-11, the Second batch of Executive-Post Graduate Programme with thirty-nine participants completed their course. The 1st Batch of EPGP during 2009-10 consisted of 42 participants.

EPGP 2010 Batch

EPGP 2010 – 2011 batch had 39 students from diverse academic and employment backgrounds. The average age of the batch was 31 years. The average years of experience at around 8 years. They were from 13 different domains. The batch had 15 months of average international exposure, 78% of the batch having worked at international locations.

Curriculum

EPGP has four segments; i.e., Induction, Core Curriculum, Electives Courses, and International Immersion. The intensive cross-functional core curriculum covers traditional management disciplines - Economics, Accounting, Finance, General Management, Information Systems, Marketing, Operations Management, Quantitative Techniques, Organizational Behavior, Human Resource Management, and Strategic Management - as well as Ethics, Legal Aspects of Business and Communication Skills needed at senior levels of management. This segment crystallizes and enhances the basic conceptual and analytical knowledge for managerial and leadership effectiveness.

IIM Indore EPGP offers its participants the flexibility to customize their study and help them to explore new areas of learning and reflect on and leverage their past experiences. Each one of them gets an opportunity to choose from a large number of electives from all the functional areas.

During 2010-11, there were 24 core courses and 30 electives (excluding 16 electives with 32 IIM Indore equivalent credits in International Immersion). Total 148 credits (excluding credits from International Module) were available for one year EPGP programme. Of these 96 credits were required for successful completion of the programme.

EPGP International Immersion 2011

IIM Indore EPGP International Immersion at Katz Graduate School of Business, University of Pittsburgh gives unique international exposure to the participants, and takes them to individual companies abroad to give them an overview of the broader economic, political, social, and cultural factors that influence business opportunities and practice.

EPGP International Immersion 2011 was scheduled from March 13th to April 30th. With a judicious mix of academic activities, class discussions, company visits, panel discussions, guest talks, cross-cultural interactions, the executive leadership immersion programme during 2010-11 provided EPGP participants an opportunity to develop an understanding of the global business environment and the ability to operate in a multicultural environment.

Convocation of the first batch of EPGP

The convocation of the first batch of EPGP (2009 – 2010) was held along with the Convocation of PGP on 26th of March, 2011. The Chairman of the Board of Governors, IIM Indore, handed over the diplomas to the graduating students in a colourful ceremony. Institute Gold Medals for Rank Holders were also presented on the occasion.



EPGP Participant receiving Diploma from the Chairman, IIM Indore BoG & Society

Placement Report - EPGP

EPGP participants, unlike PGPs underwent lateral placements where job role fitment was the prime criteria of the placement process. A Summary of statistics is given below:

As on 31st Mar 2011, 24 students have accepted offers, 8 are in the final stage of recruitment, 2 students have initiated talks to return to their parent organization. 5 students are yet to be placed with two companies in the process of visiting the campus for recruitment within the week. One student has opted out of placement. The organisations shown interest in recruiting include: -

Ericsson India, Ernst & Young, CTS, Cybertech India, Geometrica Global, ICICI Bank, Visual IQ, CGL, WIPRO, Shapoorji Palonji, Winshuttle, L&T Infotech, Delloitte & Touche, Kennametal, Reliance, Freudenberg GmbH, TCS, Span Services, Titan Industries, Capgemini, IBM (India).

Guest Speakers in EPGP 2009-10 Batch

The EPGP participants had the opportunity to interact with the stalwarts of academia and Industry. An indicative list of the guest speakers include P.C.Sen, IAS (Retd) and Ex- Chairman & Managing Director of Air India; S.K.Roongta, Former Chairman of SAIL; R.H.Dholakia, Professor in Economics Area at IIM Ahmedabad; Sheru Choudhary - Partner at Paulson & Co.

11.1 Post Graduate Programme in Management for Executives (Modular)-PGPMX

The two-year Post Graduate Programme in Management for Executives (PGPMX) 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.

Broad Content of the activity

The PGPMX comprises of a rigorous curriculum, exposing participants to experiential learning, and provides avenues for creative collaborations with their peers, faculty, and the organizations they are employed with. The objective of the programme is to provide our participants with a platform to enhance their knowledge base, and hone their skills and competencies to grow higher in their career and to be a leader in their organizations.

Admission Process

PGPMX inaugural batch (2011-13) is scheduled to begin on April 2, 2011 in Mumbai with an expected batch size of 30 participants. The inaugural batch has an average work experience of about 12 years and hail from varied backgrounds like Financial Industries, Healthcare, Telecom, IT, Banking and public sector firms.

Impact of the Program

The PGPMX program is based on an innovative approach, need-based curriculum, powerful experiential learning, and experienced faculty deliver an integrated learning experience that is designed to make a positive impact on the professional career of the participants by maintaining high academic standards that is not just career-altering, but life-changing.

11.2 Broadband Based Executive Education Programme (BBBEEP)

The Broadband Based Executive Education programme was launched in the year 2007. It reached out to the aspirants from different segments of management education through an on-line distance education program. NIIT Imperia and subsequently Reliance Webstore Limited were the technology partners for this programme.

The Institute offered the Post Graduate Certificate Program in Management (PGCPM) and the Certificate Program in Business Administration (CBA) using broadband technology with NIIT Imperia, New Delhi. The programme content was divided into 12 courses. Each course consisted of 12 contact sessions of 90 minutes each.

CBA had 11 courses; each course consisted of 8 sessions of 90 minutes each. The participants were by and large young professionals from various segments of the corporate world. A certification function for the programmes CBA (Batch-02) and PGCPM (Batch-05) was organized on September 5, 2010. 51 participants attended the function to receive the certificates.

The Institute also offered a Certificate Program in Management (CPM) in collaboration with Reliance Webstore Limited. There were three modules in which 21 courses were offered. Participants attended 232 contact sessions each of 75 minutes duration over a period of one year. Participants were evaluated on various parameters such as quizzes, assignments, project work, and end-term exam. The valedictory function was organized on April 24, 2011. Out of 28 successful participants, 18 participants attended the valedictory function.

IIM Indore, at the request of Aegis Limited, Mumbai, contributed to a General Management Component (GMC) of the Certificate Program in Services Management (CPSM). The one-year programme, of about 240 contact hours of classes, covered 14 courses over three terms. In addition to the above, the participants were given 25 hours (5 days) on-campus training during January 24-29, 2011. About 30 participants attended classes at the Institute of Customer Experience Management (ICEM), Coimbatore. Faculty members of IIM Indore delivered courses through web-ex based technology and also visited the ICEM, Coimbatore for evaluating students' presentations. Successful candidates would receive Certificate of Participation by IIM Indore.

IIM Indore has signed an MOU with Edulive Infra India Ltd., Pune for conducting Post Graduate Certificate Program in Business Management (PGCBM) for corporate executives with at least two years of work experience. The delivery methodology is 200 hours of lectures over a period of one year via video conferencing technology and a 30-hour (5 days) on-campus module. Classes are likely to commence from October 2011.

11.3 Certificate Course in Business Management for Defence Officers (CCBMDO)

The Directorate General Resettlement (DGR) initiated this course to uphold its commitment by providing meaningful training to the retiring and retired service officers, to enable them in finding suitable and appropriate employment. IIM Indore so far has successfully conducted six batches of this course and trained more than 300 defence officers. The programme consists of 24 courses and each course consists of 10 contact sessions of 75 minutes each.

The certification function of the sixth batch (consisting of forty-six defence officers) was held on June 19, 2010. The inauguration of seventh batch consisting of forty-five defence officers was held on January 4, 2011. The certification function for this batch is scheduled on June 18, 2011. The participants also attended various seminars organized on campus and interacted with the speakers.



Sixth Batch of CCBMDO – Valedictory address by Director, IIM Indore



CCBMDO – Seventh Batch

12. Management Development Programmes (MDPs)

Management Development is a very important academic activity for IIM Indore. Our open MDPs are specifically designed to reflect the evolving realities of business and management practices and applications so that it adds knowledge and skill to the participants, facilitating their personal contribution to the future success of their organizations.

Our Customised programmes are aimed at fulfilling the specific developmental needs of the organizations so as to ensure that their employees are geared up to take up the present and future challenges in changing the business scenario.

IIM Indore's MDPs offer a tremendous learning opportunity to the participants to learn new management concepts, explore good management practices, get exposure to critical new perspectives and approaches in management, and master new skills. Moreover, these MDPs provide the participants an opportunity to access contemporary thinking, exchange ideas and gain insights from a diverse range of peers.

12.1 Open Management Development Programmes

The Institute's experienced faculty members, develop these programmes. As they are close to practice through relationships with the corporate world as consultants and trainers, they leverage their business expertise and action research to create new knowledge and functional concepts. They bring in contemporary theory and practices to classroom with a participative learning environment for generation of knowledge and competence building. The pedagogies are tuned to match the learning requirements of each programme.

During the year 2010-11, IIM Indore conducted 21 Management Development Programmes. A total of 373 executives from 137 companies, both private and public sectors, took advantage of these development programmes. These development programmes were offered in functional areas of Finance & Accounting, Organizational Behaviour, Marketing, Strategy, Communications, Information Technology, International Business and Operations Management & Quantitative Techniques.

12.2 In-company Programmes

Customised in-company programmes at IIM Indore are designed in partnership with organizations to create powerful transformational experiences for their managers, who can play the role of change agents in their organizations. With over 12 years experience in the design, development and delivery of customized executive programmes for major public and private sector companies, IIM Indore appreciates that each organization requires unique learning interventions. Hence, at IIM Indore we design and develop highly customized programmes to address the specific training requirements of the organizations.

During the year 2010-11, IIM Indore conducted 74 In-company training programmes for corporate, and public sector organizations. A total of 1976 executives from 25 companies, both private and public sectors, took benefit of these development programmes.

Table-1

Details of Open MDPs conducted during last three years				
S.No.	Year	2008-09	2009-10	2010-11
1.	Number of Programmes	24	16	21
2.	Average number of participants	17	14	18
3.	Number of Participants	409	217	373
4.	Number of participants from Govt. / Public sector	180	101	118
5.	Number of companies participated	160	103	132
6.	Number of Govt. / Public sector organizations that nominated participants	36	33	29

Table-2

Details of in-company programmes conducted during the last three years				
S. No.	Year	2008-09	2009-10	2010-
11				
1.	Number of Programmes	50	43	74
2.	Average number of participants	22	24	27
3.	Number of Participants	1096	1053	1976
4.	Number of participants from Govt. / Public sector	424	661	1294
5.	Number of companies for whom programmes conducted	27	27	25
6.	Number of Govt. / Public sector organizations	9	15	13



MDP on Interpersonal Effectiveness and Team Building; January 17 – 19, 2011



**In-company Programme on Train the Trainers for
Birla Sun Life Insurance Co. Ltd. January 9 - 11, 2011**

13. Computing Facilities

During 2010-11, IT infrastructure (old computers, laptops and servers) and resources of our institute have been upgraded. Overall 200 new desktops, 45 laptops and 6 servers have been installed. In addition to that, new networking setup has been installed and configured in the new hostel buildings – Student residence - 9 and 10, Married Students Residence-1, Executive Residence-2 and 3 with capacity of 436 nodes. With this new network installation, IIM Indore’s total number of network nodes has been increased to 1850. The license of Escan antivirus and content scanner has been renewed.

The institute has software tools like SPSS, Clementine, MATLAB, Primavera, MS Project, MS Office, AMOS, NLOGIT, Polyanalyst, Answer Tree, Shazam, Visual studio etc. These software have been provided for use by faculty and participants during the year. Institute has also started providing PGP, EPGP and FPM alumni with email ids on “iimidr.ac.in” domain from this year onwards.

14. Learning Centre

The IIMI Learning Centre (IIMI LC), with its modern collection of knowledge resources and innovative information services, fills an essential role for students, faculty, and the surrounding community in their intellectual pursuits. IIMI LC, a hybrid Centre with the state-of-the-art technological applications holds knowledge resources predominantly related to management and allied subjects. Entire LC collection of books, print journals/magazines along with its wide range of e-collection, which includes e-journals, e-books, online databases, CD-ROM collection etc. are accessible through 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, stimulates the right ambiance for reading.



IIM Indore Learning Centre Building

The IIMI LC offers a wide range of information services set to the highest professional standards with the following broad objectives in mind:

- 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 service to the user community of the Institute.

Details of IIM Indore Learning Centre Resources		
Sl.No.	Type of Resources	Collection as on March 31, 2011
1.	Books	24,102
2.	No. of Print Journals	235
3.	Bound Volume	6,806
4.	CD-ROM	414
5.	Databases	36
6.	Videos	153
7.	Working papers	1,041
8.	Case studies	1,317

Keeping in view the format preference of members, IIMI LC focused more on subscription to online resources than printed form of documents. E-resources of the IIMI LC during the period increased considerably in terms of its number and subject coverage. However, the subscription to print journals reduced to 235 as most of such journals were replaced with either e-journal or formed part of e-journals databases being subscribed by the IIMI LC. With regard to addition of books and databases, 709 books and 11 new databases were added to IIMI LC's collection to facilitate members in their research and development activities.

In addition to a rich Hindi collection, a separate section of books for children has been organized in the IIMI LC.

Over 8300 transactions (issue/return of documents) were reported in the FY2010-11 consisting of CD-ROMs, working papers etc.

To maintain the highest level of service standards in meeting users' requirements, the IIMI LC continues to operate 362 days a year except 3 national holidays i.e. January 26, August 15 & October 02.

In addition to circulation and acquisition services, IIMI LC provides reference, photocopying and scanning services to its members. Documents, which are not available in the IIMI LC, are arranged from other IIMs, IITs and other major institutions in the country through a robust inter-library loan arrangement.

Regular training programmes in the use of databases being subscribed by the IIMI LC are conducted for the benefit of IIMI community.

External membership from business/industrial and government setups as well as from the academics (Research Scholars) and IIMI Alumni is granted under certain specified terms and conditions.

15. Research Projects

The following are the research projects undertaken at the Institute with their status:

S. No.	Title	Principal coordinator	Status
1	Building Balanced Scoreboard for Higher Educational Institutes In India	V.K. Gupta	Completed
2	Models and Applications of	U.K. Bhattacharya	Closed

16. Foundation Day

IIM Indore celebrated its 11th foundation day with a series of events: a lecture on the theme “Building Institutions: Lessons of experience” by the Chief Guest, Dr. Samuel Paul, and a mono act musical Hindi play “Vivekanand” by Mr. Shekhar Sen.

Shri L N Jhunjunwala, Chairman, BoG, the Director and the Chief Guest opened the programme by lighting the inaugural lamp. Mr. Jhunjunwala addressed the audience and introduced the Chief Guest, Dr Samuel Paul, former Director of the Indian institute of Management Ahmedabad and founder of the Public Affairs Centre, Bangalore.

Dr. Samuel Paul, a recipient of both national and international honours, including the Padma Shri (Govt of India) addressed the gathering on the basic qualities that build institutions. He emphasized that rules, norms of conduct, good organizational culture and trust and commitment are the four-pillars supporting a strong institution. He also spoke about IIM Ahmedabad and underlined the key factors behind its success – a strategy for the institute, conceptualized very early by Indian policy makers, and the important role played by their international collaborators - Harvard Business School.



Dr. Samuel Paul lighting the lamp

The foundation day celebrations culminated with an inspiring mono act musical play in Hindi “Vivekanand”. It was written, composed, sung and acted by a multi talented actor Shekhar Sen. He was the first artist to perform his mono act musical play in 2005. IIM Indore has a tradition in making people aware about social causes and the play Vivekanand was a tribute to the great traditions and cultural heritage of India.



A scene from the play Vivekanand

17. Research Publications and Conferences

Indore Management Journal (Quarterly Journal)

The 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.

The Journal has acquired an International Standard Serial Number (ISSN) from National Institute of Science Communication and Information Resources. The allotted number is ISSN 0975-1653.

In the year April 10 – March 11 two issues of the journal were published. A small write up on the features of the issues are given below –

Volume 1 issue 3

This issue is a collection of research articles, viewpoint, case study, perspective, interview and book reviews. Based on an experimental study, one article explores the relationship between trust and monitoring. The second article highlights customer perceptions and expectations of both private and public sector banks. The viewpoint section captures the evolution of Ms. Soundara Kumar as a leader of state bank of India. The working of a national bank and the questions related to changing the infrastructure is discussed in the case study. In the perspective section, Swami Samarpanananda retorts that all changes affect the individual both mentally and spiritually and he provides a subtle message on harnessing mental energy in dealing with it. An interview with Harsh Mariwala brings forth an Indian way of leading and entrepreneurship in competitive times. The book reviews covers the topics of the turnaround of Indian Railway and the making of IIT Kanpur into an institution of excellence.

Volume 1 Issue 4

This issue begins with homage to C. K. Prahalad, a great teacher and a management guru across borders. The main theme of this issue was developing India. The conceptualization, impact, assessment and implementation issues related to PURA (Providing Urban Amenities in Rural Areas) were discussed by eminent personalities including Dr. APJ Abdul Kalam. The issue contains the regular combination of articles, viewpoint, Management case, perspectives, and book reviews. The viewpoint section captures the leadership behavior and the article contrasts the rate of software piracy with the value of software piracy. Access to women's education; the concepts of governance as experienced and thought about are captured in the perspective section whereas the performance management of a private business school is discussed in the Case. The book review section addresses variety of issues ranging from Revitalising the MBA programme, the case of an entrepreneur and its business model to innovation.

17.1 Books(s) / Monograph Published

1. Basu, Subhabrata (2010). Strategic Response of State Owned Enterprises to Environmental Shifts – The Indian Perspective, Saarbrucken, Germany, Lambert Academic Publishing, (ISBN: 978-3-8433-7926-7)
2. Chandrashekhar, G. R. (2011). Influence of Founding Conditions on Growth of Firms, Saarbrucken, Germany, Lambert Academic Publishing GmbH & Co., (ISBN: 978-3-8433-7949-6)
3. Pani, S. K. (2011). The Effect of Social and Economic Embeddedness of Firms, Saarbrucken, Germany, Lambert Academic Publishing GmbH & Co. (Both in English and German Language).

17.2 Book Chapter(s)

1. Basu, Subhabrata (2010). Architectural Innovation and SAIL's strategic response. In Subir Verma (ed.) Towards the Next Orbit: A corporate odyssey (pp. 155-178). SAGE & NHRDN, New Delhi.

17.3 Book Review Published

1. Sreenath, Lalitha (2010). [Book Review of "Global Pharmaceutical Policy: Ensuring Medicines for Tomorrow's World" by Frederick M. Abbott & Graham Dukes] in Web Journal of Current Legal Issues, [2010] 5 Web JCLI.

17.4 Research Papers / Articles Published

1. Bhattacharya, U. (accepted for publication). Investor Dilemma-Great Eastern Shipping Co. Ltd. (with Pranava Tripathy, Shashank Bhansali & Vivek Edlabadkar), Industrial Engineering Journal
2. Chakraborty, P., Ray, Sanjog, & Mahanti, A. (2010). Use of Tags in Recommender Systems: A Survey. Proceedings of 2nd international Conference on IT & Business Intelligence, Nagpur, India, November 12 – 14, 2010 (ISBN No: 978-81-7446-900-7)
3. Chaudhuri, Datta Dipayan (2009). Total Factor Productivity Growth in Indian Manufacturing Sector in an Era of Economic Liberalization : A Review. Productivity, 50(2), 159-165 (Late edition).
4. Dash, Pradyumna & Bhole, L. M. (2010). Does Interest Rate Differential Determine Exchange Rate in India? The Indian Economic Journal, 57 (4), 20-36 (Late edition).
5. Dey, S. (2010). Enhancing Text Cluster Visualization in Emergent Self Organizing Maps by Incorporating Bigram Vectors. Proceedings of the Third International Conference on Modeling, Simulation and Optimization, Beijing, China, 2010.
6. Dey, Shubhamoy (Forthcoming). Improving Credit Scoring Accuracy by Population Segmentation, Indore Management Journal. Vol. 2 (1).
7. Kapoor, V., Dey, S., & Khurana, A.P. (2010). Empirical Analysis and Random Respectful Recombination of Crossover and Mutation in Genetic Algorithms, International Journal of Computer Applications: Special Issue on Evolutionary Computation, (1): 25–30 (Foundation of Computer Science, New York).

8. Lowalekar, H. & Ravichandran, N. (2010). Model for blood collections management. *Transfusion (Special Issue: Journal of Blood Services Management)*, 50(12): 2778–2784.
9. Mishra, S. K. & Bhatnagar, D. (2010). Linking emotional dissonance and organizational identification to turnover intention and emotional well-being: A study of medical representatives in India. *Human Resource Management*, 49(3), 401-419.
10. Nair, Nisha & Ravichandran, Radha (2009). Evolution of a Leader: The journey of Ms. Soundara Kumar, MD - State Bank of Indore. *Indore Management Journal*- March 2010, 1(3).
11. Rao, G. K., & Dey, S. (2010). Evolution of Text Mining Techniques and Related Applications in E-governance and E-democracy. *Proceedings of the IEEE International Conference on Computer Engineering and Technology*, Jodhpur, India.
12. Ray, Sanjog, & Sharma, A. (2011). A Collaborative Filtering Based Approach for Recommending Elective Courses. *Proceedings of 5th International Conference on Information System, Technology and Management*, New Delhi, March 2011, Springer series in Communications in Computer and Information Science, Vol. 141, 330-339.
13. Saha, S., Majumder S., Ray, Sanjog, & Mahanti, A. (2010). Categorizing User Interests in Recommender Systems. *Proceedings of Knowledge-Based and Intelligent Information and Engineering Systems*, *Lecture Notes in Computer Science*, 6277, 282-291. DOI: 10.1007/978-3-642-15390-7_29.
14. Sandhu, M. S., Jain, K. K., & Yusof, M. (2010). Entrepreneurial Inclination of Students at a Private University in Malaysia. *New England Journal of Entrepreneurship*, Vol. 13 (1), 61-72.
15. Sethi, V., & Mishra, S.K. (2010). Inclusive growth and corporate social responsibility: Understanding CSR from stakeholders' perspective. *Proceedings of the International Conference on Challenges to Inclusive Growth in the Emerging Economies*, IIM Ahmedabad, December 15–17.
16. Thaker, K. (2011). Management control insights from the Mahabharata. Accepted for Publication in *International Journal of Indian Culture and Business Management*, Vol. 4 (4), Inder Science Publication. University of Massachusetts-Dartmouth, USA.
17. Thaker, B. Keyur (2010). Measuring Marketing Performance, Practices and Management Control Challenges. *Indian Journal of Marketing*, 40(6).
18. Thaker, B. Keyur (2010). Business performance measures; A study with reference to companies in India. *Finance India*, 24 (2), 535-542 (Late edition).

17.5 National/International Conferences Chaired / Attended / Papers presented

1. Basu, S. Architectural Innovation at the Bottom of the Pyramid, Paper presented at Strategic Management Society Workshop, IIM Bangalore, December 10–12, 2010.
2. Basu, S. Innovation Characteristics and Globalization Potential of BOP Firms in International Conference on Economic Asymmetries and Globalization – Challenges and Opportunities – Athenian Policy Forum, IIM Lucknow - Noida Campus, December 16–18, 2010.

3. Basu, S. Ownership Context and Location of Organizational Slack - The Indian SOE Perspective, Presented at Strategic Management Society Strategic Management Workshop, IIM Calcutta, February 26-28, 2011.
4. Chandrashekhar, G.R., & Srinivasan, R. Conceptualizing sheltering for new ventures research; Strategic Management Society research workshop and conference, Indian Institute of Management, Bangalore, December 10, 2010.
5. Gunta, Srinivas. Ensuring Competence & Governance in Sustaining Digital Resources: The 3 P's of Wikipedia at Ithaka's Workshop titled Creating High Impact & Sustainable Digital Initiatives in India, Bangalore, December 9, 2010.
6. Manikandan, K. S. & Gunta, Srinivas. What Keeps Business Group Affiliated Firms Ticking? An Absorptive Capacity Perspective" at Strategic Management Society Paper Development Workshop, IIM Bangalore, December 10, 2010.
7. Mishra, S. K. Sales Employees' Emotional Labor: A Question of Image or Support, Seventh International Conference on Emotions and Work life, Montreal, Canada, August 04-05, 2010.
8. Mishra, S. K. Exploring The Antecedent and Consequences of Authenticity of Emotional Expression, Seventh International Conference on Emotions and Work life, Montreal, Canada, August 04-05, 2010.
9. Palsule-Desai, O. D., Tirupati, D. & Shah, J. Product Line Design & Positioning in the Presence of Quality Sensitive Consumers, at The Biennial Supply Chain Management Conference organized by EADS-SMI Chair for Sourcing and Supply Management and Supply Chain Management Centre, Indian Institute of Management Bangalore, January 7-8, 2011.
10. Palsule-Desai, O. D., & Mahajan, S. Supply chain coordination using revenue-dependent revenue sharing contracts, 14th Annual International conference of the Society of Operations Management, Organized by NITIE and IIT Bombay December 17-19, 2010.
11. Sunder, D. L. Is Organized Retailing a Threat to Small Retailers? Perceptions of Retailers and Consumers. (Jointly with Anshul Garg) Presented at the 11th National Conference on Mapping for Excellence: Challenges Ahead, organized by Pioneer Institute of Professional Studies in association with AIMS, Hyderabad on February 16, 2011 at Indore.
12. Sunder, D. L. Is Knowledge Management a Fad? (Jointly with Anshul Garg) Presented at the National Conference on Emerging trends in information technology & management, organized by Christian Eminent College on March 05, 2011 at Indore.
13. Venkat, S. Productivity Management: A Case of Handicrafts Manufacturing Units in SOM 2010 International Conference, NITIE Mumbai, December 17-19, 2010.
14. Venkata, V. & Thaker, K. Performance Analysis of Micro Finance institutes (MFIs) In India, Presented at the International Conference On Challenges To Inclusive Growth In The Emerging Economies, organized by SMF at Indian Institute of Management, Ahmedabad, December 15-17, 2010.

17.6 Paper accepted for presentation in National / International Conferences

1. Jawahir, I.S., Iyengar, D., Goldsby, T.J., Badurdeen, F., Wijekoon, K., & Mohannad, S. Integrated Modeling to Enhance Resilience in Sustainable Supply Chains, 6th IEEE Conference on Automation Science and Engineering, Toronto, Canada, August 21-24, 2010.
2. Salwan, Prashant. Upgrading Internationalizing Business Strategies for Reinventing the Company's Fortunes a case of Tata Motors, 52nd annual conference of the Academy of International Business, Rio de Janeiro, Brazil, June 25-29, 2010.
3. Salwan, Prashant, & Das, M. K. Leveraging your value chain competencies and resources on a global platform in a strategic industry in emerging economy: An outside in and inside out perspective, International Conference, *Emerging Multinationals Outward Foreign Direct Investment from and Emerging and Developing Economies*, Copenhagen Business School, Denmark, November 25-26, 2010.

17.7 Case Study / Teaching Notes Published

1. Basu, Shubhabrata (2009). Quo Vadis-The Retails Hub Business of National Bank. *Indore Management Journal* – March 2010, 1(3).
2. Chandrashekhkar, G.R.(2010).Darling Pumps Pvt. Ltd. *European Case Clearing House* (810-042-1)
3. Chandrashekhkar, G.R. (2010). Morepen Laboratories - betting on Loratadine. *European Case Clearing House* (810-043-1)
4. Ravichandran, N. & Basu, S. (Forthcoming) - Towards the Strategic Transformation of Gujarat State Road Transport Corporation, *Indore Management Journal*, 2(1).

17.8 Case Analysis Published

1. Chandrashekhkar, Hemalatha (2009). Quo Vadis - The Retails Hub Business of National Bank. *Indore Management Journal* – March 2010, 1(3).
2. Chawan, Vinaysingh (2009). Quo Vadis - The Retails Hub Business of National Bank. *Indore Management Journal* – March 2010, 1(3).
3. Panigrahi, Prabin (2009). Quo Vadis - The Retails Hub Business of National Bank. *Indore Management Journal* – March 2010, 1(3).
4. Sunder, L.D. (2009). Quo Vadis - The Retails Hub Business of National Bank. *Indore Management Journal* – March 2010, 1(3).

17.9 Guest Talks / Invited Lectures / Keynote Addresses / Any other Activities

1. Dey, Shubhamoy. Invited lecture on *Data Mining Techniques and Applications* at Board of Research in Nuclear Sciences sponsored "8th Department of Atomic Energy - Vision for Information Exchange" organised by Raja Ramanna Centre for Advanced Technology, Indore, December 9-10, 2010.

2. Sunder, D. L. Chaired a session at the 11th National Conference on *Mapping for Excellence: Challenges Ahead* organized by Pioneer Institute of Professional Studies in association with AIMS, Hyderabad on February 16, 2011 at Indore.
3. Sunder, D. L. Member of the panel discussion on *Managing Technology and Innovation for Competitive Advantage* in the plenary session of the First International Conference on "Sustaining Competitive Advantage through Value Creation", organized by Sanghvi Institute of Management & Science and Sanghvi Innovative Academy on February 18, 2011 at Indore.
4. Sunder, D. L. Invited lecture on *Key Issues in Strategic Management* at the seminar on "Current Issues in Strategic Management" organized by the Institute of Management Studies, DAVV, Indore on March 06, 2011.

18. Visitors to the Institute

The following guest speakers addressed the participants during the year 2010-2011:

1.	A.P.J. Abdul Kalam, Former President of India
2.	A K Pandya, Indian Olympic Association, Consultant to the Government of India and Kerala on promotion of sports
3.	Abhilash Khandekar, State Editorial Head, Dainik Bhaskar
4.	Anita Ayyar, Senior Geriatrics Specialist
5.	Anne Nemer, Assistant Dean, Katz Graduate School of Business, University of Pittsburgh
6.	Anne-Claire Charpentier, International Development Manager, BEM Management School, France
7.	Annie Pawar, Retired General Manager of SBI
8.	Anuradha Shankar IPS, Inspector General, Intelligence Department
9.	Archana Ranka, Professor of Law, DAVV
10.	Arnold Maltz, W P Carey School of Business, Arizona State University
11.	Axel Schumacher, Associate Dean, International Relation, EBS, Germany
12.	G. V. Rashmi, Managing Director, M.P. Audyogik Kendra Vikas Nigam Ltd.

13.	He Ee Hong, Area Director, Economic Development Board, Singapore
14.	Ishwar Murthy, Professor, Indian Institute of Management, Bangalore
15.	K.M. Padmanabhan, Director, Prerana Educational Media Pvt. Ltd. Chennai
16.	Kabir Kewalramani, Managing Director of Berggruen Holdings India
17.	Karan Bhagat, Country Head, MD, Barclays Corporate, India
18.	Lalita Singh, Principal, ShishuKunj International School
19.	M N Buch, Chairman, National Center for Human Settlements and Environment, Bhopal; and Chairman Board of Governors, IIITM Gwalior
20.	Manju Hara, Director (Language and Culture), ICEC
21.	Manorama Menon, Founder, Janhit Vikas Sanstha and active social worker
22.	Meenakshi Natarajan, Member of Parliament from Mandsaur, Madhya Pradesh in the 15th Lok Sabha and All India Congress Committee Secretary
23.	Mohammed Saqib, Secretary General, ICEC
24.	Neharika Vohra, Professor, IIM Ahmedabad
25.	Nirmala Buch, former Chief Secretary of the government of Madhya Pradesh
26.	P G J Nampoothiri, Former DG, Gujarat Police
27.	P S Bawa, Chairman, Transparency India
28.	P.N. Khandwalla, Former Director, IIM Ahmedabad
29.	Paresh Mokashi, Film Maker
30.	Pradeep Baijal, Former Chairman, TRAI
31.	Praseeda Kunam, CEO, Samhita Microfinance, Bhopal
32.	Punita Nehru, Principal, Satya Sai Vidya Vihar, Indore
33.	Puspha Mittal, Entrepreneur, Steel Industry, Indore
34.	Rajiv Weimin Yao, Senior Vice President, Huawei Technologies, India

35.	Rashmi Bansal, writer, entrepreneur and youth expert Author of two bestselling books on entrepreneurship - Stay Hungry Stay Foolish and Connect the Dots.
36.	Rumni Ghosh, Editorial Assistant, Dainik Bhaskar
37.	S K Roongta, Former Chairman SAIL
38.	Sadhana Pathak, Advocate, M.P. High Court
39.	Sai Baba Gaud, Founder - Chairman, Devnar Foundation for the Blind, Professor and Head of the Department of Ophthalmology, Osmania Medical College, Hyderabad
40.	Sanjeev Bikhchandani, Founder, Naukri.com
41.	Satish Sahney, Former Commissioner, Mumbai Police
42.	Sidin Vadukut, Columnist, Writer and Blogger. Managing Editor, Livemint.com. Author of Dork: The Incredible Adventures of Robin 'Einstein' Varghese
43.	Sumitra Guha, Renowned Vocalist and Padma Shree awardee
44.	Swami Atmashrdhananda, Ramakrishna Mission
45.	Swami Brahmavihari, Akshardham, New Delhi
46.	Swami Nirvikalpanandaji, Secretary, Ramakrishna Mission, Dehradun, Uttarakhand
47.	Swami Samarpanananda, Ramakrishna Mission, Belur Mutt, Kolkata
48.	Vinod Rao IAS, Managing Director, Gujarat State livelihood Projects Ltd.



S.K. Roongta



APJ Abdul Kalam



Sanjeev Bikhchandani

19. Grant-in-Aid

During the financial year 2010-11 the Institute received the following grant-in-aid from the Ministry of Human Resource Development, Government of India.

			Rs. In Lakh
Plan Grant	OSC Grant	Non Plan Grant	Total
1200.00	345.00	241.00	1786.00

20. Corpus Fund

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

During the financial year 2010-11, the Institute has transferred the internal net revenue of Rs.1992.67 lakh to the Corpus Fund. The closing balance as on 31-3-2011 is Rs.11865.99 lakh.

21. Campus Development Projects

In the year 2010-11, campus development activities were taken forward with the commencement of new projects and substantial progress on ongoing projects. The major works completed /in progress, during the year 2010-11, is summarized below;



Executive Residence 2

21.1 Group – I Project:

The group – I project contract was awarded to M/s Rajdeep Buildcon Pvt. Ltd, Pune. The gross value of the project was Rs.38.78 crore. The following buildings and work was completed under Group – I project.

- Management Development Centre (MDC) with 60 double rooms to accommodate 120 participants, 2 Classrooms and Dining hall
- Lecture Hall for MDC with capacity of 90 participants
- Hostel Unit III (Hostel Block – I) with 63 rooms
- PGP Family Accommodation Block (Hostel Block-J) with 24 rooms with attached toilets.
- Hostel Unit IV (Hostel Block – K) with 71 rooms including 8 rooms for Physically handicapped participants
- Dining Hall for PGP students Unit III, Unit IV and PGP Family Accommodation Block
- EPGP Hostel with 90 single occupancy rooms

21.2 Group – II Project:

The group – II project contract was awarded to M/s Sita Homes Pvt. Ltd., Indore. The gross value of the project is Rs.17.04 crore. The construction was started in December 2009 and the following buildings and work is completed/in progress under Group – II project.

Sport Complex with following facilities:

- Auditorium, Swimming Pool, Amphitheatre, Gymnasium, Cafeteria, Two Tennis Courts, Squash Court, Book Shop, and Event Court.

Campus Development work completed in the year 2010-11:

- Upgrading existing roads
- Four wheeler and two wheeler Parking
- Boundary wall in Type V Quarter
- Concrete Road in Type V Quarter
- Skywalks
- General Store
- Children park



Sports Complex

Campus Development work that is in progress in the year 2010-11 :

- Children Park Extension
- Dhobi Ghat
- Medical Centre
- Sump well
- Approach Road for Sports Complex

21.3 Group – III Project:

The tendering process for Group – III project was completed and the contract was awarded to M/s. KMV Projects Ltd, Hyderabad. The work order for this was issued on 09 July 2010. The gross value of the project is Rs.60.11 crore. The Bhoomi Poojan of the project was conducted on 25 July 2010. The construction was started in July 2010 and is planned to be complete by January 2012. The following works were planned under Group – III project.

- Lecture Theatre Complex
- Ph.D. Students Residence
- 4 New Hostel Blocks
- Faculty Quarters Type – V
- Staff Quarters Type –II, III & IV
- Dining Hall
- Food Court
- Allied services like Roads, drainage systems, water supply, High Mast Lightings



Hostel Blocks

Estate Department

During the year 2010-11, Estate department provided all the requisite services essential for running day to day activities of the Institute which includes supply of Electricity and Water, electrical and civil maintenance activities, catering, pest control, telephones, EPABX, STP, DG Set, AC, Security and Housekeeping etc.

In the year 2010- 2011 Estate office has started a help line on telephone no. 617 for registering complaints from community members and residents, for maintenance and services on day-to-day basis. A dedicated team of technicians has been deployed to attend the complaints.

21.4 Plantation

IIM Indore has made a small beginning by planting 5000 saplings in the year 2009 –10 in coordination with the Forest Department Indore Division. "Greening IIM Indore under Plantation Project": The community has shown great enthusiasm towards the greenery project and thus Phase II plantation for the year 2010-11 was formally inaugurated in July 2011. Phase II plantation saw the active participation of the Faculty, Staff, Family members as well as PGP students in large numbers. This year 5500 saplings of varieties like Indian Gooseberry (Aawala), Banyan, Gular, Tamarind, Jambul, Molsari, Palash (Flame of the Forest), Shisham, Mango, Jamun, Cherry, Guava, Chikoo (shade bearing and fruit bearing) etc. have been planted.



Former President of India Dr. A.P.J. Abdul Kalam during plantation



IIM Indore community participating during plantation

21.5 Butterfly Park

Introduction

BUTTERFLY CONSERVATORY was inaugurated by Sri Jagdish Capoor, Chairman (Finance & Personnel committee) that has been designed and developed for breeding butterflies for the proposed "BUTTERFLY PARK" on 26 June 2010.



Shri Jagdish Capoor, Chairman, F&PC
IIM Indore inaugurating the Butterfly Park



Sapling of citrus as well as fruit bearing viz. lemon, orange, meethi neem and flowers have been planted which will attract butterflies. Further works towards the development of butterfly park is in progress.

21.6. Transport Service

The department functions as a nodal department for all the requirements of the Institute to co-ordinate for hassle free transport service. It maintains a vehicles fleet of 12.

IIM Indore campus is 20 kms away from the Indore city, which is not well connected with regard to transportation. In our endeavor to make the campus easily reachable from the city & to cater to the increasing needs of the community members of IIM Indore campus, this department has taken a lot of initiatives. Some of them are as mentioned below:

- Start of shuttle service on an hourly frequency to the city on multiple routes.
- Increasing the frequency of Mhow trip to twice a week.
- 24x7 AC ambulance service with all modern facilities.



Transport staff with Director and Dean (Administration)

22. Human Resource

1. The Institute introduced bi-monthly birthday celebrations of all administrative staff and academic associates since June 1, 2010. The Personnel Department is facilitating this activity. In all 123 employees' birthdays were celebrated during the period.



Ms. Pratima Jain, Academic Associate receiving the birthday gift from Professor Nisha Nair, FIC (HR & Personnel) during the birthday celebrations

2. In the year 2010–11, the Institute felicitated 22 employees (19 administrative staff and 3 faculty) who completed ten years of service in the Institute. They were awarded a memento (Wrist watch and a citation). A group photograph was taken on the occasion.



Group photograph of 22 employees (faculty and staff) on completion of 10 years of service at the Institute on October 2, 2010

The Institute has conducted workshop/training programmes for the Administrative staff and Academic Associates during the year 2010-11. The details are given below:

For Administrative Staff

1. 'Who Moved My Cheese' conducted by Professor K. M. Padmanabhan Director, Prerana Educational Media P Ltd, Chennai on September 05, 2010. 27 members of the administrative staff attended this workshop.
2. 'Effective Office Administration' conducted by Mr. Hiren Vakil, Visiting Faculty, Ahmedabad Management Association, Ahmedabad for 27 staff members.

For Academic Associates

'Understanding Research' conducted by Professor Srinivas Gunta, Strategic Management Area, IIM Indore on December 04, 2010. 22 Academic Associates attended this workshop.



**Training Programme on Effective Office Administration by
Mr. Hiren Vakil**

Additions

Faculty

1	Deepak Iyengar	Visiting Assistant Professor
2	Harshal Lovalekar	Visiting Assistant Professor
3	Mahesh Ramamani	Visiting Assistant Professor
4	Oindrila De	Visiting Assistant Professor
5	Omkar D. Palsule Desai	Visiting Assistant Professor
6	Patturaja Selvaraj	Visiting Assistant Professor
7	Rahul Nilakantan	Visiting Assistant Professor
8	Sanjog Ray	Visiting Assistant Professor
9	Saroj Kumar Pani	Visiting Assistant Professor
10	Shaleen Gopal	Visiting Assistant Professor
11	Siddhartha K Rastogi	Visiting Assistant Professor
12	Srinivas Gunta	Visiting Assistant Professor
13	Vaibhav Bhamoriya	Visiting Assistant Professor

Non-teaching Staff

Nil

Resignation

Faculty

1	Ashok Kumar	Visiting Professor	05-Apr-10
2	Neeraj Dwivedi	Assistant Professor	17-May-10
3	Vaibhav Bhamoriya	Visiting Assistant Professor	19-Jan-11

Non - Teaching Staff

1	Ram Kumar Dangi	Assistant Librarian	16-Apr-10
2	Salim Shaikh	Stores & Purchase Officer	30-Nov-10

Separation

1	Anil Kumar Patel	Driver	10-Sep-10
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23. Faculty and Officers

Faculty

Director

N. Ravichandran

Ph.D (IIT, Madras)

2	Abha Chatterjee Ph. D. (Jawaharlal Nehru University)	16	Lalitha Sreenath Ph. D. (Kerala University)
3	Ashish Sadh Ph.D. (DAVV, Indore)	17	Mahesh Ramamani Ph.D (Michigan State University)
4	Ashraf Rizvi Ph. D. (Patna University)	18	Neeraj Dwivedi FPM (IIM, Lucknow)
5	Chandrashekar G.R. FPM (IIM, Lucknow)	19	Nisha Nair FPM (IIM, Ahmedabad)
6	Deepak Iyenger Ph.D (University of Maryland, USA)	20	Nitin Agarwal Ph. D. (North Carolina State University)
7	Dipayan Datta Chaudhuri Ph.D. (Calcutta University)	21	Oindrila De Ph.D (University of East Anglia)
8	Ganesh Kumar N. FPM (IIM, Ahmedabad)	22	Omkar D. Palsule Desai FPM (IIM, Ahmedabad)
9	Hariprasad B. Ph. D. (IIT, Chennai)	23	Patturaja Selvaraj FPM (IIM, Ahmedabad)
10	Harshal Lovalekar FPM (IIM, Ahmedabad)	24	Pawan Kumar Singh Ph.D. (Vikram University)
11	Hasmukh Gajjar Ph.D. (IIT, Bombay)	25	Prabin K. Panigrahi Ph.D. (IIT, Khargpur)
12	Hemalatha Chandrasekhar FPM (IIM, Lucknow)	26	Pradyumna Dash Ph.D. (IIT, Mumbai)
13	Kamal Kishore Jain Ph.D. (Agra University)	27	Prashant Salwan Ph.D. (Pune University)
14	Kanagaraj A Ph.D. (Pondicherry University)	28	Rahul Nilakantan Ph.D (University of Southern California)
15	Keyur B Thaker Ph.D. (North Gujarat University)	29	Ramana L.V. Ph. D. (IFMR, Chennai)

- | | | | |
|----|---|----|---|
| 30 | Ranjeet Nambudiri
FPM (IIM, Ahmedabad) | 41 | Srinivas Gunta
FPM (IIM Bangalore) |
| 31 | Rohit Kapoor
FPM (IIM Ahmedabad) | 42 | Sumit Kumar Ghosh
Ph.D. (Pune University) |
| 32 | Sabita Mahapatra
Ph.D. (Utkal University) | 43 | Sunder D.L.
Ph.D. (IIT, Chennai) |
| 33 | Sanjog Ray
FPM (IIM, Calcutta) | 44 | Sushanta Kumar Mishra,
FPM (IIM, Ahmedabad) |
| 34 | Saroj Kumar Pani
FPM (IIM, Bangalore) | 45 | U.K. Bhattacharya
Ph. D. (IITK) |
| 35 | Shaleen Gopal
FPM (IIM, Bangalore) | 46 | V.K. Gupta
Ph.D. (Agra University) |
| 36 | Shrikrishna Madhumohan Govindaluri
Ph.D. (Clemson University, USA) | 47 | Vaibhav Bhamoriya,
FPM (IIM, Ahmedabad) |
| 37 | Shubamoy Dey
Ph. D. (University of Leeds, UK) | 48 | Venkataramanaiah S.
Ph.D. (Anna University) |
| 38 | Shubhabrata Basu
FPM (IIM, Ahmedabad) | 49 | Vinay Singh Chawhan
FPM (IIM, Ahmedabad) |
| 39 | Siddhartha K Rastogi
FPM (IIM, Ahmedabad) | 50 | Yogesh Maheshwari, Ph.D.
(Rajasthan Vidyapeeth University) |
| 40 | Sreenath M.R.
Ph. D. (SK University) | | |

Officers

S. No.	Name	Department
1	Ajaya Kumar Dash	Transport
2	Jigar Kantharia	Library
3	K.N. Maniyan	Photocopy
4	Ghanshyam Prasad Shriwas	Finance & Accounts
5	Salim Shaikh	Stores & Purchase
6	K.R. Unni	Hostel & Student Affairs
7	Sateshwar Vaidhya	Estate
8	N Janardhana Rao	Personnel



IIM Indore Community

24. Board of Governors (As on 31.03.2011)

Chairman

L.N. Jhunjhunwala

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

2	Abraham P. IAS (Retd.) Former Power Secretary Flat No. 507, 5th Floor, Silver Arch, 22, Feroze Shah Road, New Delhi - 110 001	11	Ravichandran N. Director Indian Institute of Management Indore Prabandh Shikhar, Rau-Pithampur Road Indore - 453 331
3	Balaram P. Director, Indian Institute of Science Bangalore - 560 012	12	S.K. Chakraborty B-4/ 1, Diamond Park, D.H. Road, Joka, Kolkata - 700104
4	Deepak Nayyar Centre for Economic Studies and Planning School of Social Sciences Jawaharlal Nehru University New Delhi 110 067	13	S.S. Mantha Chairman - Acting All India Council for Technical Education 7th Floor, Chander Lok Building, Janpath, New Delhi - 110 001
5	Ganesh Kumar N. Indian Institute of Management Indore Prabandh Shikhar, Rau-Pithampur Road Indore - 453 331	14	Salil Bhandari Managing Partner BG Jeffreys Consulting Pvt. Ltd., President, PHD Chamber of Commerce and Industry, Raj Tower 1, G1, Alaknanda Community Centre, New Delhi - 110 019
6	Jagdish Capoor Former Chairman, HDFC Bank Ltd. 1601, Brooke Ville, 359, Mogul Lane, Mahim, Mumbai - 400 016	15	Sanjay Singh Principal Secretary Department of Technical Education, Room No.407, Mantralaya, Bhopal - 462 003
7	Kannan T. Managing Director Thiagarajar Mills (P) Ltd. Kappalur, Madurai - 625 008	16	Sunil Alagh Chairman SKA Advisors 410, Lotus House, 4th Floor 33A, New Marine Lines, Mumbai - 400 020
8	Lalitha Sreenath Indian Institute of Management Indore Prabandh Shikhar, Rau-Pithampur Road Indore - 453 331	17	Sunil Kumar Additional Secretary Government of India Ministry of HRD, Department of Higher Education, Shastri Bhavan, New Delhi - 110 001
9	O.P. Bhatt Chairman & Managing Director State Bank Group Corporate Centre, 18th Floor, Madam Cama Road, Nariman Point, Mumbai - 400 021		
10	Ramesh Baheti Executive Chairman, STI Group, Romal Villa, Bungalow No. 4, Gulmohar Colony, Narsingarh Kothi, Indore - 452 018		

25. Society Members (As on 31.03.2011)

Chairman

L.N. Jhunjhunwala

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

2	A. K. Birla Executive Vice President, VE Commercial Vehicles Ltd., (Unit: Eicher Trucks & Buses) 102, Industrial Area No.1, Pithampur - 454 775 Dist. Dhar (M.P)	11	Ramesh Baheti Executive Chairman, STI Group, Romal Villa, Bungalow No. 4, Gulmohar Colony, Narsingarh Kothi, Indore - 452 018
3	A.M. Naik CEO & MD Larsen & Turbo Ltd. L & T House, Ballard Estate, P.O. Box 278 Mumbai - 400 001	12	Ramesh Chandra Chairman Unitech Ltd. Unitech Home, L B Block, South City - 1, Gurgaon - 122001
4	B.P. Singh Commissioner, Indore Division Moti Bungalow, Near Gandhi Hall, M.G. Road, Indore - 452 001	13	Ravichandran N. Director Indian Institute of Management Indore Prabandh Shikhar, Rau-Pithampur Road Indore - 453 331
5	Bhagirath Prasad IAS (Retd) E7/837, Shahpura, Arera Colony, Bhopal	14	S.S. Mantha Chairman - Acting All India Council for Technical Education 7th Floor, Chander Lok Building, Janpath, New Delhi - 110 001
6	Dattaraj Salgaocar Managing Director VM Salgaocar Group of Companies Salgaocar House, Dr. Francisco Luis Gomes Road, Vasco-Da-Gama, Goa - 403 802	15	Sunil Alagh SKA Advisors 410, Lotus House, 4th Floor 33A, New Marine Lines, Mumbai - 400 020
7	Ganesh Kumar N. Indian Institute of Management Indore Prabandh Shikhar, Rau-Pithampur Road, Indore - 453 331	16	Sunil Kumar Additional Secretary Government of India Ministry of HRD, Department of Higher Education, Shastri Bhavan, New Delhi - 110 001
8	Lalitha Sreenath Indian Institute of Management Indore Prabandh Shikhar, Rau-Pithampur Road Indore - 453 331	17	Udayan Bose Chairman KC Corporate Finance Advisors Pvt. Ltd. 12th Floor, Mittal Chambers, Nariman Point, Mumbai - 400 021
9	N.S. Sekhsaria Chairman ACC Limited Cement House, 121, Maharshi Karve Road, Mumbai - 400 020	18	V.P. Das Chairman - Cum - Managing Director National Buildings Construction Corporation Ltd. (NBCC Ltd.) NBCC Bhawan, Lodhi Road, New Delhi - 110 003
10	P.K. Mishra Vice-Chancellor Devi Ahilya Vishwa Vidyalaya (DAVV), RNT Marg, Indore		

26. Audit Report

Separate Audit Report of the Comptroller & Auditor General of India on the Accounts of the Indian Institute of Management, Indore for the year ended 31 March 2011.

We have audited the attached Balance Sheet of Indian Institute of Management, Indore (IIM, Indore) as at 31 March 2011 and the Income & Expenditure Account / Receipts & Payment Account for the year ended on that date under Section 20 (1) of the Comptroller & Auditor General's (Duties, Powers & Conditions of Service) Act, 1971. The Audit has been entrusted for the period upto 2010-11. These financial statements are the responsibility of the Institute. Our responsibility is to express an opinion on these financial statements based on our audit.

2. This Separate Audit Report contains the comments of the Comptroller & Auditor General of India (CAG) on the accounting treatment only with regard to classification, conformity with the best accounting practices, accounting standards and disclosure norms, etc. Audit observations on financial transactions with regard to compliance with the Law, Rules & Regulations (Propriety and Regularity) and efficiency-cum-performance aspects etc. if any, are reported through Inspection Reports / CAG's Audit Reports separately.
3. We have conducted our audit in accordance with auditing standards generally accepted in India. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatements. An audit includes examining on a test basis, evidences supporting the amounts and disclosure in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluation of the overall presentation of financial statements. We believe that our audit provides a reasonable basis for our opinion.
4. Based on our audit, we report that:
 - (i) We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purpose of our audit;
 - (ii) The Balance Sheet and Income & Expenditure Account / Receipt & Payment Account dealt with by this report have been drawn up in the format approved by the Ministry of Finance, Government 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. Grants-in-aid
During the year, the Institute received Grant-in-aid of Rs. 17.86 crore (Plan-Rs. 15.45 Crore and Non-Plan Rs. 2.41 Crore) which was fully utilized during the year.
- (v) Subject to our observations in the preceding paragraphs, we report that the Balance Sheet and Income & Expenditure Account / Receipt & Payment Account dealt with by this report are in agreement with the books of accounts.
- (vi) In our opinion and to the best of our information and according to the explanations given to us, the said financial statements read together with the Accounting Policies and Notes on Accounts and subject to the significant matters stated above and other matters stated in annexure 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 2011; 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: Gwalior

Dated: 4.11.2011

Sd/-

Principal Accountant General (C&CA)
- MP, Gwalior

Sd/-
A. KANAGARAJ
Faculty In-Charge (F&A)

Sd/-
RANJEET NAMBUDIRI
Dean (Admin)

Sd/-
N. RAVICHANDRAN
Director

Annexure
(referred to in para 4 A(vi) of SAR)

1. Adequacy of Internal Audit system: -

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

2. Adequacy of Internal control system:-

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

3. System of physical Verification of Assets:-

Physical verification of the assets has been conducted during the year.

4. System of Physical verification of inventories:-

Physical verification of inventories has been conducted during the year.

5. Regularity in payment of Statutory Dues:-

All statutory dues have been paid during the year except for the disputable claim from EPFC for damages u/s 14B amounting to Rs.51.08 lakh.

Sr. Audit Officer / SAR

27. Balance Sheet

INDIAN INSTITUTE OF MANAGEMENT, INDORE
BALANCE SHEET AS AT 31ST MARCH 2011

(Amount Rs. in Lakh)

PARTICULARS	SCH No.	AS AT 31-3-2011	AS AT 31-3 2010
<u>CAPITAL FUND AND LIABILITIES</u>			
CORPUS / CAPITAL FUND	1	21,462.21	17,191.67
EARMARKED / ENDOWMENT FUND	2	61.49	59.38
CURRENT LIABILITIES AND PROVISIONS	3	2,416.49	2,086.80
TOTAL		23,940.19	19,337.85
<u>ASSETS</u>			
FIXED ASSETS	4	11,123.23	7,120.32
INVESTMENTS - FROM EARMARKED / ENDOWMENT FUNDS	5	61.85	59.35
CURRENT ASSETS, LOANS & ADVANCES, ETC.	6	12,755.11	12,158.18
TOTAL		23,940.19	19,337.85

SIGNIFICANT ACCOUNTING POLICIES 13

CONTINGENT LIABILITIES &
NOTES ON ACCOUNTS 14

Sd/-
A. KANAGARAJ
Faculty In-Charge (F&A)

Sd/-
RANJEET NAMBU DIRI
Dean (Admin)

Sd/-
N. RAVICHANDRAN
Director

PLACE : Indore
DATE : 13-June-2011

INDIAN INSTITUTE OF MANAGEMENT, INDORE

INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDING 31ST MARCH 2011

(Amount Rs. in Lakh)

PARTICULARS	SCH No.	2010-11	2009-10
<u>INCOME</u>			
Grants from MHRD, Govt. of India - Non - Plan	7	241.00	753.75
Fees Income	8	5,222.06	3,375.68
Interest Earned	9	295.84	279.61
Other Income	10	219.83	182.40
TOTAL (A)		5,978.73	4,591.44
<u>EXPENDITURE</u>			
Establishment Expenses	11	794.93	868.02
Other Administrative Expenses	12	2,248.20	1,576.29
Depreciation		942.94	701.17
TOTAL (B)		3,986.06	3,145.48
Excess of Income over Expenditure (A-B)		1,992.67	1,445.96
Transfer to Special Reserve (Specify each)			
Transfer to/ from General Reserve			
Balance being Surplus / (Deficit) carried to CORPUS/ CAPITAL FUND		1,992.67	1,445.96

SIGNIFICANT ACCOUNTING POLICIES 13

CONTINGENT LIABILITIES & NOTES ON ACCOUNTS 14

Sd/-
A. KANAGARAJ
Faculty In-Charge (F&A)Sd/-
RANJEET NAMBUDIRI
Dean (Admin)Sd/-
N. RAVICHANDRAN
DirectorPLACE : Indore
DATE : 13-June-2011

INDIAN INSTITUTE OF MANAGEMENT, INDORE
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31ST MARCH 2011

(Amount Rs. in Lakh)

PARTICULARS	AS AT 31-3-2011	AS AT 31-3-2010
<u>SCHEDULE-1 CORPUS / CAPITAL FUND</u>		
<u>(A) Corpus Fund</u>		
Balance as at the beginning of the year	8,930.38	6,783.25
ADD: Transfer from Income & Expenditure Account	1,992.67	1,445.96
ADD: Matching grant received from MHRD, GoI	-	-
ADD: Depreciation written-off in Schedule 1(B)	942.94	701.17
BALANCE AS AT THE YEAR END	11,865.99	8,930.38
<u>(B) Capital Fund for Fixed Assets</u>		
Balance as at the beginning of the year	8,261.29	6,628.93
ADD : Trfrd. for assets purchased (Consultancy fund)	-	0.58
ADD: Interest on Corpus Fund	732.87	699.71
ADD: Transferred from Grant-in-Aid (PLAN)	1,200.00	762.24
ADD: Trfrd. from Grant-in-Aid (PLAN-OSC)	345.00	871.00
LESS : Depreciation written off during the year	(942.94)	(701.17)
BALANCE AS AT THE YEAR END	9,596.22	8,261.29
<u>(C) Grant-In-Aid (PLAN)</u>		
Balance as at the beginning of the year	-	262.24
ADD: Contribution towards Capital Fund (GoI Grant)	1,200.00	500.00
LESS: Transferred to Capital Fund for Fixed Assets	(1,200.00)	(762.24)
BALANCE AS AT THE YEAR END	-	-
<u>(D) Grant-In-Aid (PLAN-OSC)</u>		
Balance as at the beginning of the year	-	-
ADD: Contribution towards Capital Fund (GoI Grant)	345.00	949.50
LESS: Transferred for Recurring Expenditure (Sch-13)	-	(78.50)
LESS: Transferred to Capital Fund for Fixed Assets	(345.00)	(871.00)
BALANCE AS AT THE YEAR END	-	-
<u>(E) Grant-In-Aid - Non-PLAN (6th Pay)</u>		
Balance as at the beginning of the year	-	52.98
Grant received from MHRD	-	140.27
Less: Allocated for Expenditure to Schedule-13	-	(193.25)
BALANCE AS AT THE YEAR END	-	-
TOTAL BALANCE AS AT THE YEAR END (A+B+C+D+E)	21,462.21	17,191.67

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Dean (Admin)

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Director

PLACE : Indore
DATE : 13-June-2011

INDIAN INSTITUTE OF MANAGEMENT, INDORE
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31ST MARCH 2011

Schedule-2 EARMARKED/ ENDOWMENT FUND	State Bank of India Chair Professor	IMPETUS Chair Professor	Scholarship/ Gold Medal Funds			TOTALS		
			Scholarship State Bank of India	Scholarship Eicher Motors Ltd.,	Gold Medal (Eicher)	Gold Medal (K.K. Alagh)	Current Year 2010-11	Previous Year 2009-10
a) Opening Balance of the Funds	34.33	-	16.50	5.00	1.00	2.55	59.38	84.56
b) Additions to the Funds								
i) Donations / Grants / Other receipts	-	-	-	-	-	-	-	2.70
ii) Income from investment/Saving Bank	2.50	-	1.12	0.44	0.09	0.22	4.36	4.61
iii) From Income & Expenditure A/c.	-	-	-	0.06	0.13	-	0.20	-
TOTAL (a+b)	36.83	-	17.62	5.50	1.22	2.77	63.94	91.87
c) Utilization/Expenditure towards objective of Fund								
i. Capital Expenditure	-	-	-	-	-	-	-	-
ii Revenue Expenditure								
- Salaries, Wages & allowances, etc.,	-	-	-	-	-	-	-	-
- Other Administrative Expenses	-	-	1.50	0.50	0.22	0.22	2.44	2.28
iii Amount refunded / returned	-	-	-	-	-	-	-	30.21
TOTAL (c)	-	-	1.50	0.50	0.22	0.22	2.44	32.49

(Amount Rs. in Lakh)

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Director

PLACE : Indore
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INDIAN INSTITUTE OF MANAGEMENT, INDORE
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31ST MARCH 2011

(Amount Rs. in Lakh)

DESCRIPTION	GROSS BLOCK			DEPRECIATION			NET BLOCK			
	Cost/ Valuation as at the beginning of the year	Additions during the year	Deductions during the year	Cost/ Valuation as at the year-end	As at the beginning of the year	Additions during the year	Deductions during the year	Total up to year-end	As at the Current year-end	As at the previous year-end
A	FIXED ASSETS									
1	50.00	-	-	50.00	-	-	-	-	50.00	50.00
2	5,700.09	3,466.96	-	9,167.05	2,303.23	626.27	-	2,929.50	6,237.56	3,396.86
3	844.72	-	-	844.72	140.95	35.19	-	176.14	668.58	703.77
4	1,120.08	111.31	(7.16)	1,224.23	685.13	78.06	(5.85)	757.34	466.88	434.95
5	33.83	33.13	-	66.96	7.46	8.89	-	16.35	50.60	26.35
6	489.09	132.36	(2.80)	618.65	248.91	35.82	(1.87)	282.86	335.80	240.18
7	497.10	99.50	(192.18)	404.42	486.19	65.74	(191.31)	360.62	43.80	10.92
8	27.79	-	-	27.79	13.80	1.42	-	15.22	12.57	14.00
9	1,171.07	52.71	-	1,223.78	1,136.35	64.25	-	1,200.60	23.19	34.72
10	63.16	12.51	-	75.67	6.32	6.94	-	13.26	62.42	56.84
11	-	25.37	-	25.37	-	20.30	-	20.30	5.07	-
12	0.14	-	(0.03)	0.11	0.08	0.06	(0.03)	0.11	-	0.06
	9,997.07	3,933.85	(202.17)	13,728.75	5,028.42	942.94	(199.06)	5,772.30	7956.47	4,968.65
	9,460.41	545.84	(9.19)	9,997.07	4,335.32	701.17	(8.06)	5,028.42	-	-
B	CAPITAL WORK IN PROGRESS									
									3,146.99	2,151.67
C	WIP FURNITURE									
									19.78	-

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Dean (Admin)

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N. RAVICHANDRAN
Director

INDIAN INSTITUTE OF MANAGEMENT, INDORE
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31ST MARCH 2011

(Amount Rs. in Lakh)

PARTICULARS	AS AT 31-3-2011	AS AT 31-3-2010
<u>SCHEDULE-3 CURRENT LIABILITIES AND PROVISIONS</u>		
<u>A. CURRENT LIABILITIES</u>		
1. Sundry Creditors		
a) For Goods		
b) For Others	885.94	49.93
2. Advances Received	352.90	319.54
3. Statutory Liabilities		
a) Overdue		
b) Others	139.15	2.14
4. Other Current Liabilities	464.66	413.29
TOTAL (A)	1,842.65	784.90
<u>B- Provisions</u>		
1. Gratuity	37.95	41.46
2. Accumulated Leave Encashment	174.77	138.64
3. Others		
Provision for Expenses (Non-Plan)	243.99	420.96
Provision for Expenses (Plan)	34.89	700.84
Provision for CWIP (Plan)	28.21	-
Salary Payable	54.03	-
TOTAL (B)	573.84	1,301.90
TOTAL (A+B)	2,416.49	2,086.80
<u>SCHEDULE-5 INVESTMENTS FROM EARMARKED/ ENDOWMENT FUND</u>		
SBI Chair Fund	34.33	34.33
Impetus Chair Fund	-	-
Scholarship/Endowment Funds	25.02	25.02
Accrued Interest	2.50	-
TOTAL	61.85	59.35

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Dean (Admin)

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Director

PLACE : Indore
DATE : 13-June-2011

INDIAN INSTITUTE OF MANAGEMENT, INDORE
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31ST MARCH 2011

(Amount Rs. in Lakh)

PARTICULARS	AS AT 31-3-2011	AS AT 31-3-2010
SCHEDULE-6 CURRENT ASSETS, LOANS, ADVANCES ETC.,		
A. CURRENT ASSETS		
1. Inventories		
Stock of Stationeries, Stores, etc.,	14.47	10.18
2. Sundry Debtors		
a) Debts outstanding for a period exceeding six mths.	10.81	22.45
Less: Provision for Bad and Doubtful Debts/Advances	-	(5.34)
b) Others	57.14	47.93
3. Cash balances in hand	-	-
4. Bank Balances with Scheduled Bank		
on Savings Accounts	945.58	220.11
on Deposits Accounts		
(a) Corpus Fund- Fixed Deposits	7,713.53	7,502.71
Accrued Interest	1,438.93	917.29
TDS on Corpus Fund Interest	0.95	-
(b) General- Fixed Deposit	2,300.00	3,130.00
Accrued Interest	97.07	113.93
Total (A)	12,578.48	11,959.26
B. LOANS, ADVANCES & OTHER ASSETS		
1. Loans		
2. Advances and Other amounts recoverable in cash or in kind or for value to be received		
a) on Capital Account		
Advance for Subscription- Journals	2.65	26.99
b) on Prepayments		
Prepaid Expenses	18.57	37.68
c) Others		
Advance to Staff	2.84	0.37
Advance to Others	32.29	0.62
Scholarship Grants Receivable from GOI	20.13	-
Receivable from CAT	2.70	4.26
Other Receivable	69.33	63.42
Deposits	19.80	42.29
3. Income Accrued	8.32	23.29
Total (B)	176.63	198.92
TOTAL (A+B)	12,755.11	12,158.18

Sd/-
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RANJEET NAMBUDIRI
Dean (Admin)

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N. RAVICHANDRAN
Director

PLACE : Indore
DATE : 13-June-2011

INDIAN INSTITUTE OF MANAGEMENT, INDORE
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED ON 31ST MARCH 2011

(Amount Rs. in Lakh)

Sch. No.	PARTICULARS	2010-11	2009-10
7	<u>Grants-in-Aid (Non-Plan)</u>		
	Regular non-plan grant (Block Grant Scheme)	241.00	482.00
	OSC non-plan grant (from Schedule-1)	-	78.50
	6th pay grant- (from Schedule-1)	-	193.25
	TOTAL	241.00	753.75
8	<u>Fees Income</u>		
	<u>Post Graduate Programme (PGP)</u>		
	CAT Income	283.15	221.00
	PGP Participation Fees	3,199.63	1,707.30
	PGP Admissions Fees (GMAT)	1.79	1.78
	International Exchange Programme Fees	4.91	3.77
	PGP Fee Forfeited/ Misc. Income	1.44	2.06
	Placement Fee	42.00	30.99
	SUB-TOTAL	3,532.92	1,966.90
	<u>EPGP/ MDP / FDP / FPM/CCBMDO / BBBEP/ CPM/PGPMX</u>		
	Exe-PGP Fees Received	680.33	551.20
	Exe-PGP Misc. Income	-	0.25
	EPGP Application Fees/Forfeited fee/Commitment Fee	10.00	10.62
	FPM Application Fees/ Misc. Income/Forfeited Fee	1.49	1.66
	FDP Fees	8.20	15.00
	BBBEP Fees	16.02	215.56
	CPM Fees	66.47	35.77
	CA Students Programme	-	57.60
	GMP-CCBMDO Fees Received	90.88	93.35
	MDP Fees Received	135.91	111.42
	PGCPM- SAIL	-	37.50
	Consultancy & Incompany Training fees	679.84	278.85
	SUB-TOTAL	1,689.14	1,408.78
	GRAND TOTAL	5,222.06	3,375.68
9	<u>Interest Earned</u>		
	1. Interest on Term Deposits with Sch. Banks	230.73	237.04
	2. Interest on Savings Accounts with Sch. banks	17.53	5.59
	3. Interest on Debtors and Other receivables		
	Interest on Mobilisation Advance	45.90	34.73
	Interest on Security Deposits	1.68	2.25
	TOTAL	295.84	279.61

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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 ENDED ON 31ST MARCH 2011

(Amount Rs. in Lakh)

Sch. No.	PARTICULARS	2010-11	2009-10
10	<u>Other Income</u>		
	Library Membership Charges	0.13	0.15
	Rent from Guest House (MDC Charges)	11.20	83.85
	Licence Fees	6.31	5.65
	Journal subscription- income a/c	2.34	0.94
	MCHCI-2010	0.70	1.31
	EMD Forfieted	-	18.86
	Misc. Receipts	25.04	14.09
	Profit / Loss on sale/disposal of assets	8.78	0.39
	Income on Reversal of Provision (Bad & Doubtful)	5.34	5.03
	Income on Reversal of Provision	67.68	-
	Sale of Tender Forms	9.50	2.66
	Executive Education Alumni A/c	0.63	-
	<u>Scholarship Grants/Receipts</u>		
	Director of Social Welfare	3.39	-
	Ministry of Tribal, GoI	35.48	9.98
	M/o Social Justice and Empowerment, GOI	43.31	39.49
	TOTAL	219.83	182.40
11	<u>Establishment Expenses</u>		
	Salaries	596.84	687.48
	Allowances and Bonus	31.37	27.01
	Contribution to Provident Fund	64.20	63.14
	Staff Welfare Expenses	10.59	3.36
	Expenses on Employee's		
	Retirement and Terminal Benefits	57.99	68.50
	Professional Development of Faculty & Staff	33.94	18.53
	TOTAL	794.93	868.02
12	<u>Other Administrative Expenses</u>		
	Water & Electricity Charges	197.99	165.71
	Insurance	1.20	0.99
	Repairs & Maintenance	66.71	33.69
	Rent, Rates & Taxes	2.00	4.00
	Vehicle Running and Maintenance	10.30	4.97
	Postage, Telephone and Communication Charges	10.10	8.67
	Printing and Stationery	21.31	13.06
	Travelling and Conveyance Expenses	20.82	14.34
	Newspapers & Periodicals	0.50	0.58
	Hospitality and Guest House Expenses	6.14	6.98
	Legal and Professional Charges	10.73	11.04
	Advertisement and Publicity	22.79	16.65

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PLACE : Indore
DATE : 13-June-2011

INDIAN INSTITUTE OF MANAGEMENT, INDORE
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED ON 31ST MARCH 2011

(Amount Rs. in Lakh)

Sch. No.	PARTICULARS	2010-11	2009-10
12	Other Administrative Expenses (Contd.)		
	<u>Expenses on Fees (PGP, EPGP etc.)</u>		
	PGP Expenses	327.24	202.99
	PGP- Need Based Scholarship Expenditure	162.15	80.56
	EPGP Expenses	204.86	179.82
	FDP Expenses	4.74	12.50
	BBBEP Expenses	2.70	132.74
	CPM Expenses	33.08	25.07
	CA Students Programme Expenses	-	13.56
	GMP-CCBMDO Expenses	9.94	19.90
	MDP Expenses	43.44	60.25
	PGCPM- SAIL Expenses	-	3.14
	Consultancy & Incompany Training Expenses	340.28	164.09
	FPM Expenses	113.45	64.80
	Research & Publications	3.73	2.53
	Information Technology Expenses	30.65	28.77
	Library e-Journals / Databases	113.69	34.83
	House-keeping	81.22	35.56
	Security services	79.68	47.04
	Service & Contracts	80.04	83.34
	Other Revenue Expenses	164.12	54.65
	<u>Scholarships Paid</u>		
	Director of Social Welfare, Maharashtra	3.39	-
	Ministry of Tribal, GoI	-	9.98
	Ministry of Social Justice and Empowerment, GOI	41.19	39.49
	Eicher Scholarship Fund	0.06	-
	Eicher Motors Ltd. Endowment Fund	0.13	-
	Central Sector Scholarship	37.60	-
	Scholarship from Institute's Fund	0.22	-
	TOTAL	2,248.19	1,576.29

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Director

PLACE : Indore
DATE : 13-June-2011

INDIAN INSTITUTE OF MANAGEMENT INDORE

SCHEDULE 13

Significant Accounting Policies and Notes Forming Part of the Accounts (2010-2011):

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, 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 related pre-operational expenses form part of the value of the assets capitalized.

4. DEPRECIATION

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

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

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

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.

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8. HORTICULTURE

This represents the plantation work in the campus. It has been treated as revenue expenditure and written off to the profit and loss account.

9. LEASE

Lease rentals are expensed with reference to lease terms.

10. INTEREST ON INVESTMENT

Interest on investment out of General Fund has been recognized in Income and Expenditure Account.

Interest on investment out of Corpus Fund has been added back to Corpus Fund.

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

11. FOREIGN EXCHANGE TRANSACTIONS

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

12. RETIREMENT BENEFITS

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

13. 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.

14. SOFTWARE EXPENDITURE

Perpetual Software expenditure is treated as capital expenditure.

15. FEES INCOME

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

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PLACE : Indore
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INDIAN INSTITUTE OF MANAGEMENT INDORE

SCHEDULE 14

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. (Previous year Rs. 68.11 Lakh; Rs. 17,02,851/- (25% of Rs. 68.11 Lakh) paid during Current Year as per Court Order)

2. CAPITAL COMMITMENTS

Estimated value of contracts remaining to be executed on capital account and not provided for (net of advances) Rs. 6093.70 Lakh (Previous year Rs. 3130.38 Lakh).

3. Government Grant:-

- a. In the current year, sanction of Plan grant-in-aid of Rs.1200.00 Lakh received during the year.
- b. Sanction of Non-Plan grant-in-aid of Rs. 241.00 Lakh received during the year.
- c. Sanction of OSC Grant Rs. 345 Lakh received during the year.

4. Retirement Benefits:-

- a. Leave Encashment: - During the current year, a provision of Rs. 36.17 Lakh has been made as per actuarial valuation according to Accounting Standard 15 issued by the Institute of Chartered Accountants of India. An amount of Rs. 2.28 Lakh has been paid to the employees on cessation of service.
- b. Gratuity: - The Institute has taken an Insurance Policy under LIC Group Gratuity Scheme. During the current year a sum of Rs.1.03 Lakh was paid towards the premium and 22.44 lakh has been paid as a contribution for LIC Group Gratuity Scheme for the current year and a provision of Rs. 18.93 Lakh has been made in the accounts as per actuarial valuation according to Accounting Standard 15 issued by the Institute of Chartered Accountants of India.

5. The Institute has transferred the internal net revenue generation of Rs. 1992.67 Lakh to the Corpus Fund under the Block Grant Scheme of the Ministry of HRD introduced from the year 2005-2006.

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DATE : 13-June-2011

6. 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.
7. Salary Amount of Last Year includes 6th Pay Arrears Salary Amount of Rs. 255.79 Lakh.
8. 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.

9. FOREIGN CURRENCY TRANSACTIONS

	<u>Current Year</u>	<u>Previous year</u>
8.1 Earnings- Fees	Rs. 11.68Lakh	Rs. 24.25 Lakh
8.2 Expenditure in foreign currency	Rs.151.00Lakh	Rs. 115.58Lakh

10. Corresponding figures for the previous year have been regrouped / rearranged, wherever necessary.
11. Schedules 1 to 14 are annexed to and form an integral part of the Balance Sheet as at 31-3-2011 and the Income & Expenditure Account for the year ended on that date.

Signature to schedules 1 to 14

Sd/-
A. KANAGARAJ
Faculty In-Charge (F&A)

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RANJEET NAMBUDIRI
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Director

PLACE : Indore
DATE : 13-June-2011

INDIAN INSTITUTE OF MANAGEMENT, INDORE
RECEIPTS & PAYMENT ACCOUNT FOR THE FINANCIAL YEAR 2010-2011

(Amount Rs. in Lakh)

2009-2010	RECEIPTS	2010-2011		2009-2010	PAYMENTS	2010-2011	
2,655.68	Opening Balances	-	3,464.04	2,185.99	EXPENDITURE		
	a) Cash in Hand			1,495.28	Establishment Expenditure	637.63	
	b) Bank Balances				Other Administrative Expenses	857.65	
	i) in Deposits accounts	3,243.93		1,324.64	Fixed Assets		159.76
2,071.77	Grants Received		1,786.00		Equipment	23.20	
	a) From Govt. of India - Plan	1,200.00			Furniture & Fixtures	20.41	
	b) OSC Grant	345.00			Computers	89.72	
	c) Non-Plan Grant GOI	241.00			Vehicles	24.00	
372.33	Grant Received for Prev. Year				Library Books	2.43	
3,278.20	Direct Income		4,755.68	27.40	Earmarked / Endowment Fund		
	Fees Income	4,462.68		59.35	Investment -Earmarked /		
	Interest on Deposits	191.31			Endowment Fund		-
	Scholarship Funds	62.05		3,821.68	Investments- Corpus Funds		777.83
	Other Income	39.64		379.49	Current Assets		1,793.29
7.14	Earmarked/Endowment Fund		1.86		CAT Account	2.41	
	Scholarship Funds	1.86			Other Receivable	233.07	
1,844.35	Capital/Corpus Funds		777.28		Fixed Deposits	1,429.51	
	Interest on Corpus Fund	9.13			Advance to Staff	38.82	
	Fixed Deposit-Corpus Fund A/c.	768.15			Adv. for Journals/database	26.56	
	Investments-Earmarked/				Prepaid Expenses	1.70	
	Endowment Funds				Advance to Others	61.15	
	Scholarship Fund Investments	-		1,063.84	Sundry Debtors	0.07	
	SBI Chair Endowment Fund	-			Current Liabilities & Provisions		8,682.76
1,053.57	Current Assets		2,608.42		Deposit From Participants	444.19	
	CAT Account	4.28			EMD / SD / Retention Money	1,076.67	
	Other Receivable	230.52			Statutory Liability	469.34	
	Fixed Deposits	1,525.00			Provisions	180.29	
	Advance to Staff	21.41			Sundry Creditors	6,097.23	
	Deposit- Assets	7.40			Other Liabilities	415.04	
	Advance to Others	13.49		3,464.03	Closing Balances		3,341.08
	Advance for Journals	0.53			a) Cash in Hand	-	
	Accrued Income	8.22			b) Bank Balances		
	Accrued Int. on Mob. Advance	7.56			i) in Deposits accounts	2,395.49	
	Sundry Debtors	790.01					
1,043.38	Current Liabilities & Provisions		2,571.90				
	Deposit From Participants	790.66					
	EMD / SD / Retention Money	1,107.07					
	Provisions	11.11					
	Statutory Liability	532.92					
	Other Liabilities	55.20					
	Sundry Creditors	74.94					
	Fixed Assets						
	Campus Work-in-Progress		284.82				

Sd/-
A. KANAGARAJ
Faculty In-Charge (F&A)

Sd/-
RANJEET NAMBUDEIRI
Dean (Admin)

Sd/-
N. RAVICHANDRAN
Director

PLACE : Indore
DATE : 13-June-2011

28. Annexures

Annexure I - PGP Admissions: 2010-2012 Batch

Sl. No.	Particulars	General	SC	ST	PH	OBC	GMAT*	Total
1.	No. of CAT / GMAT takers applied to IIMI	178,112	11,036	2,603	664	25,105	20	217,540
2.	No. of candidates called for interview	1,070	534	298	106	604	20	2,632
3.	No. of admission offers made	390	205	71	32	363	7	1,068
4.	No. of candidates who accepted the offers	214	80	40	16	131	5	486
5.	No. of candidates who registered for the programme	210	68	35	14	122	5	454

* All General candidates

Group Profile of the Registered Participants (2010-12)

Gender Distribution		Age Group		Discipline-wise Distribution		Work Experience	
Male	411	Below 21	0	Arts	1	With work Exp.	389
Female	43	21-23	33	Comm./Mgmt.	10	Without work Exp.	65
		24-25	106	Engg./Tech.	402		
		Above 25	315	Science	7		
				Computer Sci.	29		
				Others	5		

Annexure II - PGP Admissions: 2011-2013 Batch (as on 31st March 2011)

Sl. No.	Particulars	General	SC	ST	PH	OBC	GMAT*	Total
1.	No. of candidates applied for PGP	136,939	9,171	2,289	530	19,188	20	168,237
2.	No. of candidates called for interview	1,599	681	374	161	1,001	4	3,820

