

Fourth Annual Report : 2000-2001



सिद्धिमुलं प्रबन्धनम्
IIM INDORE

INDIAN INSTITUTE OF MANAGEMENT INDORE

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FROM THE DIRECTOR

At the end of 1999-2000 we had said that we would like to create a position for ourselves in management education and also would like to explore opportunities in the international market. Our vision, as was mentioned earlier, is to be a leader among world class management institutions impacting organizations and society through innovative excellence inspiring pride in the stakeholders. We had mentioned that the agenda that we had set last year was to (a) invest significant funds in acquisition of knowledge resources and technology resources from



the global market, (b) identify the best of the international business schools like INSEAD, Columbia, Babson College, Berkeley, and Harvard for international linkages, (c) go international through recruitment of foreign students to the PGP and Fellowship Programmes, invite international faculty either on sabbatical or short contracts, offer online executive education programme to executives in global markets and work with other IIMs to set up an offshore campus in one of the Asian countries, (d) attract and invite some of the best professionals in academia and industry to be a part of the Institute's core faculty team, (e) accelerate the process of campus development with the target to be in our own campus at the start of the academic year 2002, and (f) make the IIM-I a place to be loved and an exciting place for study and work. The performance during the year 2000-2001 should necessarily be considered against the above backdrop. Before I present the detailed report, let me present the following highlights of 2000-2001:

- The most significant achievement of the year was the allotment and possession of all the 193.4 acres of land for our campus construction which was earlier embroiled in a whole lot of political and legal crises. We were able to get the controversies resolved and the land was formally handed over to us on September 30, 2000. On October 17, 2000, the High Court of Madhya Pradesh gave orders for removing the T.B. Sanatorium from the land and housing the patients at the Manorama Raje Hospital in Indore. The High Court also said that the Government of M.P. should notify the public that the Sanatorium no longer existed. On 18th of October, the Sanatorium was demolished by the district administration and notification issued. Immediately after that the land was demarcated and the work of awarding the contract got off to a start. Earlier, M/s. Suresh Goel & Associates, Delhi were appointed as architects for the campus. In March 2001, it was decided to assign the contract of construction of the campus to M/s. Simplex Concrete Piles (India) Limited, Mumbai who have already started the construction of the work.
- On 19th April, 2001, the Institute's Post-Graduate Programme got the recognition from the Association of Indian Universities as equivalent to MBA degree of an Indian university.
- The Institute launched its Management Development Division and achieved moderate success. It conducted 8 programmes during the year and generated a total revenue of Rs. 10.87 lakh.
- In the first ever rating of IIM-I done by Business Today, we were ranked No.8 among the top business schools in the country. Earlier, another study done by Cool Avenue

and Business Today on Placement put us at No.5. We can thus rightfully claim to have broken the threshold level of recognition.

- The students organized for the first time their annual festival called IRIS.
- Dr. Biswajeet Pattanayak was offered the AICTE Career Award for Young Teachers for 3 years by AICTE. AICTE will meet his salary and allowances during the tenure of the award, and will also release a research grant of up to Rs. 3 lakh.
- GE identified 15 national institutions in the country for the purpose of award of their scholarship. IIM Indore was one of these 15 national level institutions.

Post-Graduate Programme

As I mentioned earlier, our PGP has been recognized by the Association of Indian Universities as equivalent to an MBA degree of an Indian university vide their letter No.EV/II(854)/2001/15446 dated 19th April, 2001. This will provide to our students the opportunity to undertake research and other advanced degree programmes both in India and at foreign universities. The Programme gained acceptability and recognition from the industry particularly because of its experiential learning component as also its IT focus.

Admission

The number of students appearing for interviews and finally registering has continuously been increasing. This year 716 candidates appeared for interviews out of 800 who were called. Three hundred and sixty three offers were made. Sixty nine candidates accepted the offers and 61 finally registered for the Programme. The 8 candidates who did not register joined IIM-L and Faculty of Management Studies, Delhi University.

Figures for this year and the 3 previous batches are shown below

Year	Total Seats	No. of Students			
		Called for Interview	Attended Interview	Offered Admission	Joined PGP
1998-1999	60	760	340 (45%)	183 (54%)	38 (21%)
1999-2000	60	760	398 (53%)	252 (63%)	35 (14%)
2000-2001	60	760	530 (70%)	316 (60%)	43 (14%)
2001-2002	60	800	716 (90%)	363 (51%)	62 (17%)

Campus

As I mentioned earlier, the Institute was handed over clear title and possession of the 193.4 acres of land originally allotted to the Institute at Pigdambhar at Rau but was embroiled in political and legal controversies. All possible attempts were made to shift the T.B. patients but unfortunately none of these succeeded. In August 2000, some of the interested groups

got into the act and tried to create a case of IIM Indore getting the land at the expense of the TB patients. I took up the matter with the district administration as also with the Chairman and other members of the Board. It was decided to hold a press conference and put IIM-I's point of view to the public, which was done in September 2000. Soon thereafter, the hearing of the case in the MP High Court was advanced and on 17th October 2000, the High Court allowed the MP Government to close the TB Sanatorium and hand over the land to us for construction of our permanent campus. However, in order to prevent any kind of action at the Supreme Court level, we also filed a caveat in Supreme Court. On January 19, 2001, the writ petition challenging the High Court order was also dismissed by the Supreme Court. The writ was not even admitted for hearing.

Subsequently on February 7, 2001 we floated tenders inviting bids from the pre-qualified construction agencies for construction of the permanent campus. Eight out of the 9 pre-qualified agencies submitted their bids. The contract was awarded to M/s. Simplex Concrete Piles (India) Ltd. for an amount of Rs. 44.75 crore. The total area to be covered under construction is 35,000 Sq. Mtrs. and we hope to have the following facilities ready for occupation by March 2003:

1. Academic Complex
2. Students' Hostels
3. Library

In addition to this, a 4100 Mtr. long boundary wall and road network covering an area of 3050 Mtrs. would also be completed. The campus will be: (a) intelligent, (b) environment friendly, (c) disabled friendly, and (d) energy efficient. The other features of the campus are as follows:

- The campus has been designed as a concentrated complex and buildings sited accordingly with a view to reducing the cost and optimum utilization of space.
- Only those buildings will be built which are absolutely essential for the next 5 years.
- Construction work will be undertaken only in an area of 35,000 Sq.Mtr. as per the guideline laid down by the EFC.
- As per the EFC, modern office equipment and communication facilities have been planned out on the campus which will help us reduce the recurring cost on manpower.
- Communication network is being outsourced to one of the telecom companies. Negotiations are already on with BSNL and Bharti Telecom who will be willing to provide to us the necessary cable network and other facilities free of cost.
- Satellite Earth Station will be set up with the help of STPI and VSNL. Hopefully, it will be available to us free of cost much the same way as we have been able to source the video conferencing facility for the Institute from Bharti Telecom.

The salient features of the agreement entered into with M/s. Simplex Concrete Piles (I) Ltd. are as follows:

- Fixed rate contract
- Fixed time contract of 21 months
- No escalation cost for 21 months
- No advance to the firm except mobilization advance which has been limited to Rs.50 lakh, and that too against a bank guarantee of Rs.1 crore.
- Security deposit for the entire construction period and until the expiry of defect liability will be Rs. 2 crore.
- A composite contract covering civil and electrical work, landscaping, road network, HVAC, and services required on the campus.

The Institute has sent a detailed proposal to the Government of India for providing the necessary financial support for the campus construction.

International Linkages

On my way back from the University of Helsinki where I had gone to present a paper on Internet and Indian Economy, I visited INSEAD. I had an opportunity to discuss with the faculty members there and the Dean the possibility of IIMI establishing academic linkage with INSEAD. Dr. Soumitra Dutta, Dean, who has been coordinating my visit to INSEAD welcomed the idea of collaboration and we are further working on it.

The idea of collaboration is in line with the commitment that I had made on creating linkages with the best international schools like INSEAD.

All in all, the year 2000-2001 was a year of achievements and confirmation of our road map by our stakeholders. We have still a long way to go. We will not rest until the time we have fully achieved our vision. The years ahead for us will be far more challenging. These will see our expansion in executive education, doctoral programme, and faculty development. The year 2000-2001 will see us expanding our operations internationally. We therefore feel excited at the future opportunities that are now knocking at our door.

POST GRADUATE PROGRAMME

Sixty two students registered for the 2001-2003 batch of the Post Graduate Programme in Management. Forty one participants were promoted to the second year of the programme. All 37 participants of the 1999-2001 batch satisfactorily completed the academic requirements and graduated from the Institute.

Orientation Programme

The orientation programme for the new batch of students was held from June 21 to 23, 2001. Orientation programme was addressed by Mr. B.S.Nagesh, Managing Director, Shoppers' Stop Ltd. Mumbai. He emphasised the need for paying attention to the customers, developing long term relationship with the customer, and remaining in touch with the ground realities prevailing in the context of each business.

The re-orientation programme for the second year was held on June 29, 2001. Mr. Ashok Wadhwa, Managing Director, Ambit Corporate Finance Private Limited, was invited to address the second year PGP participants, on the reorientation day. In his talk, Mr. Wadhwa, delved upon his experience in the corporate life and also the process of metamorphosing into an entrepreneur. He emphasised that to be a successful manager and entrepreneur, one must imbibe the virtues of values, ethics, morality, risk taking, and result orientation. He further said that being successful is as important as being highly ethical and moral in one's conduct and character. Risk containment is as critical as risk taking was the message of Mr. Wadhwa to the second year participants.

Highlights of Activities

In two respects, IIMI's academic programme is distinct from the programme of other management institutions in the country. The first relates to modular approach. The basic premise of the *modular approach* is that organisations are built around a set of inter-woven activities of acquisition of resources, conversion of resources to marketable products and services, in the process serving a host of their stakeholders. The modular approach is built around a combination of functional approaches, value chain activities and stakeholders' perspectives through various carefully designed and inter-linked modules. It also facilitates collaborative effort among faculty as they teach in terms. The second uniqueness is *experiential learning* (EL). Spread across the entire two-year curriculum, EL has three components: industrial training in the first year, summer training on the completion of first year, and organizational project in the second year. The objective is to provide the students early real life exposure to organisations and to enrich the learning experience through simultaneous inputs from theory and practice.

Curriculum

The first year package consisted of 35 modules, spread over three terms, having 104 credit units. All modules were compulsory. For every 6 sessions, one credit is assigned to a module. While a course may consist of several modules of varying credits, typically a 4-credit module consists of 24 sessions. In the second year, participants were allowed to take a minimum of 61 credits and a maximum of 65 credits. The package consisted of 4 compulsory courses of 21 credits; remaining credit requirements were fulfilled from across 35 electives and Courses of Independent Study (CIS).

Scholarships and Gold Medals

- Mr. Vishal Keswani was awarded Kalyani scholarship of Rs. 2,00,000 and the "Indian Institute of Management Indore Medal for Scholastic Performance" at the Convocation.
- Mr. Amit Gairola was awarded Bridgestone Scholarship of Rs. 1,00,000.
- Mr. Bankim Mitra was the recipient of Eicher Scholarship of Rs. 50,000. He was also given Eicher Gold Medal and a cash prize of Rs. 5,000 for All Round Best Performance.
- Mr. Prashant Kumar was awarded PMSI Scholarship of Rs. 50,000.

Annual Convocation

The second Annual Convocation was held on March 25, 2001, at which 37 students were awarded the Post-Graduate Diploma in Management. Padma Bhushan Dr. Abid Hussain delivered the Convocation address. In his address Dr. Abid Hussain impressed on the graduating students the need to hear the footsteps of history and follow them to compete with the very best in the new world order where speed is the order of the day. Many more skies are there to be conquered beyond the visible sky. He also exhorted the students to fight against the evil that lurks in our hearts and become a better human being and an asset for the society.



The Graduating Batch with the Chief Guest, Chairman, Board & Society Members and the Faculty.



Mr. Vishal Keshwani, recipient of the IIMI Medal for Scholarship Performance, with the Chief Guest, Padma Bhushan Dr. Abid Hussain; The Chairman, Board of Governors, Mr. B.N. Kalyani; and the Director, Dr. Rajan Saxena.



A Graduating student receiving his Diploma from the Chairman.



Padma Bhushan Dr. Abid Hussain, delivering the Convocation Address.



Pandit Vishwa Mohan Bhatt performing at the Institute on the eve of the Second Annual Convocation.

Achievements by Students

- During the year, the students organized the Institute's first management festival. Christened as IRIS 2000, the three-day festival was filled with creativity and enthusiasm and fun and camaraderie. It also had the right doses of fierce competition and rigor. His Excellency Dr. Bhai Mahavir, Governor of M.P., inaugurated the Festival.

All the different streams of management were represented in the various games that were held at the festival. The coveted prize was the Best Manager award that was given to the participant who had the best grounding in all the different fields of management.

IRIS 2000 received a highly enthusiastic response from the other business schools of India. Some of the premier business schools that took part in the festival included IIMA, IIMB, IIML, XLRI, NITIE, And Symbiosis. The online component of the festival which was included in keeping with the IT focus of the Institute, greatly helped in increasing the reach of the festival and resulted in greater participation from a host of other institutes.

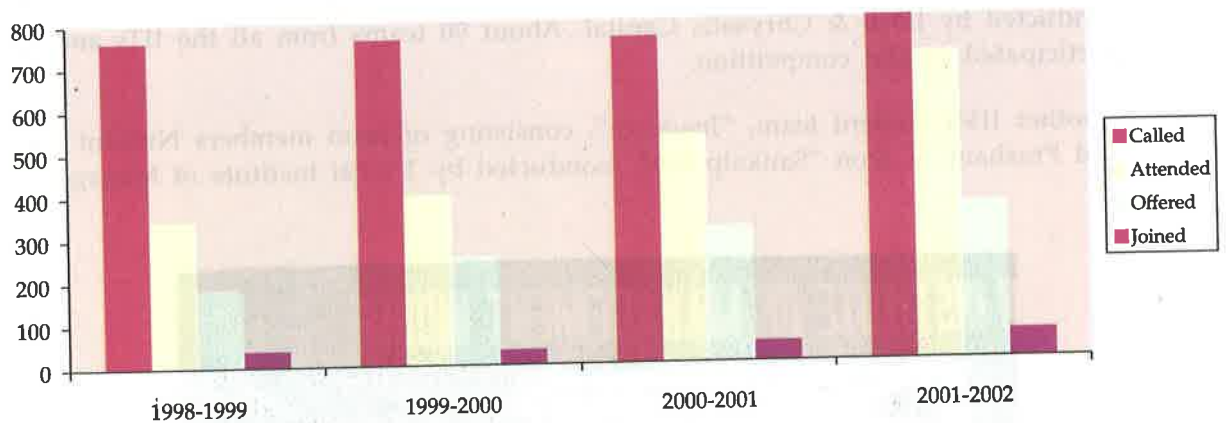
- IIMI student team, "Grass Roots" consisting of team members Prashant V., Kartik R., Arvind S.K., and Anand R. won the second place in Bzzwings 2001, a B-plan competition conducted by IIMB & Chrysalis Capital. About 90 teams from all the IITs and IIMs participated in the competition.
- Another IIMI student team, "Insource", consisting of team members Nishant Singla and Prashant, V. won "Sankalp-2001" conducted by TA Pai Institute of Management.



His Excellency, Dr. Bhai Mahavir, Governor of M.P., inaugurating the institute's First Management Festival, IRIS-2000.

ADMISSION

Given the relatively low attendance for interviews in the initial first two years, special efforts were made to improve the attendance. As a result, last year, the turnout ratio improved substantially. Because of such efforts and the perception of the institute after its first two batches graduated, turnout at the GD/Interviews improved significantly to almost 90% in the current academic year.

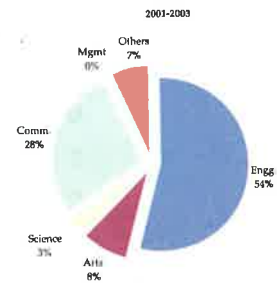
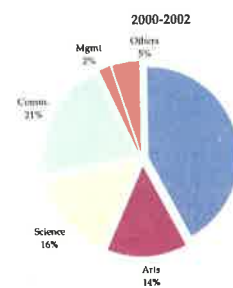
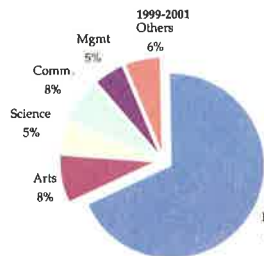
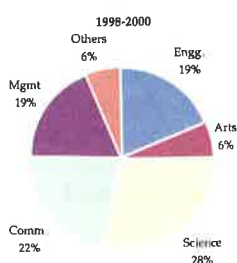
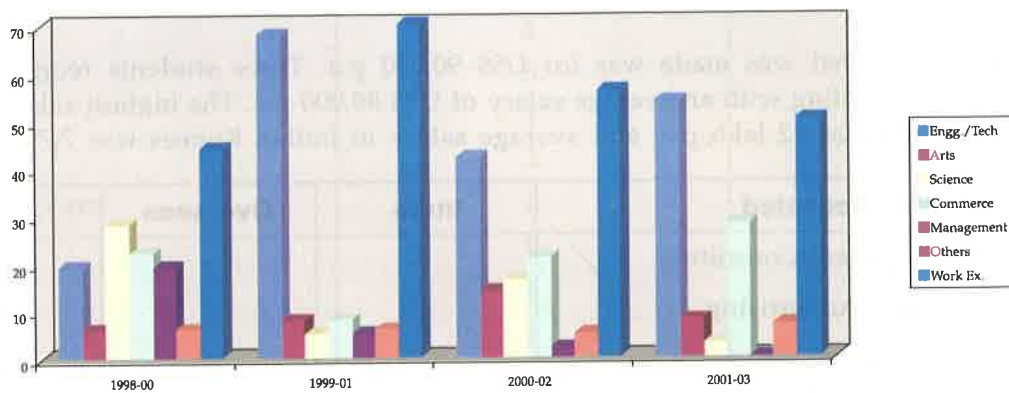


Profiles of the current batch and the 3 previous batches of participants are given below.

Profile of Participants

(in percentages)

Background	1998-00	1999-01	2000-02	2001-03
Engg./Tech	19	68	42	54
Arts	6	8	14	8
Science	28	5	16	3
Commerce	22	8	21	28
Management	19	5	2	0
Others	6	6	5	7
With Work Experience (Of over 1 year)	44	70	56	50



PLACEMENT

Final Placement

Final campus placement -2001 was held during February 21-23, 2001. In all 46 companies were slated to participate in the final placements but only 34 could be accommodated, as companies lapped up the students. A total 89 offers (including 12 international offers) were made over two days. Students had multiple offers with an average of 2.48 offers per student. All 37 students were placed in 32 hours.

Some of the reputed companies which participated in the placement were : ABN AMRO Bank, Asian Paints(I) Ltd, Bangalore Labs, Birla Management Corporation Ltd., Banque Nationale De Paribas (BNP), Cadbury India Ltd, Carrier Aircon Ltd, Coca-Cola India Ltd, Citi Bank, EMDICO (Dubai), GE Capital Services Ltd, Glaxo Smithkline Consumer Healthcare Ltd, Honkong and Shanghai Banking Corporation (HSBC), I-flex solutions, ICICI Bank Ltd, Larson & Toubro Ltd, NIIT Ltd, Satyam Computer Services Ltd, STG International Ltd, Wipro Ltd.

The highest offer that was made was for US\$ 90,000 p.a. Three students received offers for international posting with an average salary of US\$ 80,000 p.a. The highest salary offered in Indian Rupees was 12 lakh p.a. and average salary in Indian Rupees was 7.75 lakh p.a.

Nature of Job Accepted	India	Overseas	Total
General Management/Consulting	3		3
Marketing/Sales/Advertising	4		4
Information Systems	11	3	14
Finance/Banking	16		16
Total	34	3*	37

*All 3 students placed in the USA

Top Recruiters

Name of Company	No. of Offers Made	No. of Offers Accepted
ABN Amro	2	0
Asian Paints	2	1
Bangalore Labs	2	1
BMC	5	1
BNP	3	2
Cadburys	1	1
Carrier Aircon	3	1
Citibank	3	2
Coca-Cola	1	1
Emdico	7	0
GE Capital	2	2
Glaxo SmithKline	1	1
Godrej Soaps	2	0
HSBC	2	2
I flex	8	2
ICICI Bank	5	3
IDFC	3	2
L&T	2	0
Madura Coats	1	0
Marico	1	0
Newgen	1	0
NIIT	2	1
Patni Computer Systems	1	1
PMSI (Mynd Corporation)	5	3
RPG	2	0
Satyam	1	1
SBI Mutual Fund	2	2
Sony Entertainment	2	0
SQL Star International	1	0
STCI	2	1
STG International	4	2
TVS	3	1
Wipro	4	2
Zuari Industries	3	0

Summer Placement

Summer Placement 2001 also received good response from companies. In all 23 companies participated in the summer placement programme. All 41 students were placed by January 2001 itself.

All the big names in the Indian FMCG, Finance and IT industries participated in this year's Summer recruitment and helped make it a success. Some of the reputed companies that participated in the summer placement programme were : A. F Ferguson and Co., ABN AMRO Bank, Asian Paints (I) Ltd, BASF, Britannia Industries Limited, Cadbury India Limited, Cap Gemini Ernst & Young, Citibank, G.E Capital Services Limited, Hindustan Lever Limited, ICICI Bank Ltd, I-Flex Technologies Ltd., Kotak Mahindra Finance Ltd, Madura Coats Ltd, Marico Industries Ltd, Mindtree Consulting Pvt Ltd, Satyam Computers Systems Ltd, Tata Administrative Services Ltd, Wockhardt Ltd.

The average stipend offered was Rs. 8500/- and the maximum stipend, Rs.15000/- .The figures for summer placement 2000 were Rs. 5622/- and Rs. 10,000/- respectively.

COMPUTING FACILITIES

- The Campus-wide Local Area Network (LAN) is fully operational. It is 10 MBPS switched network with 100 MBPS backbone.
- Each Student has been provided with PC (Pentium II) in his/her hostel room connected to the campus wide LAN, From which he/she can access the Internet and the students server. Students submit assignments and communicate with each other through LAN.
- Faculty and Administrative staff are also connected through the LAN.
- The Institute website was developed and installed on the Internet in October 1998. It can be found at the following site : <http://www.iimidr.ac.in> which is updated regularly.
- Institute has own web server and mail server.
- A basic framework for internet has been setup.
- Institute has 512 KBPS Lease line connection for the Internet from VSNL.
- The Accounts Section is computerized using TALLY 5.4 Software.
- The Payroll system of IIMI Staff is already computerized.
- The Stores and Purchase section is computerized.
- An E-Commerce lab and Business Incubator Center is set up with fully equipped multi-media computers and software. These labs will enable faculty and participants to develop and test online business models.

The Institute also has the following facilities:

1. 192 PCs. (PIII/ PII /PI)
2. 8 Notebook Computer
3. 34 Hp Deskjet Printer
4. 3 132 Column Dot matrix Printer
5. 6 80 Column Dot matrix Printer
6. 5 Laser Printer
7. 6 Network Laser Printer (including one Color laser Printer)
8. 2 Scanner
9. 25 Modems
10. 1 HP Dat Drive
11. 3 External CD-ROM Drives
12. 1 HP CD Writer
13. 4 Servers (Wipro Accer Altos 930 & Compaq): Pentium II 266 MHz with 128 MB Ram, 2 x 4.3 GB HDD with CD ROM drive Operating under Windows NT server and Linux.
14. 1 CD NET server with 28 CD ROM Drive.
15. 16 Modem's Remote Access Server
16. 4 No. of Compaq Proliant Server P-III (1GHZ/1GB Ram /2 No. of 18.2 GB HDD)

Software Available

1. Ms Dos 6.22
2. Ms windows 95
3. Ms windows 98
4. Ms windows 2000 Advanced Server
5. Ms windows 2000 Professional
6. Red hat linux 7.0 Advanced Server
7. Shazam 10.1
8. Rational Suit Enterprise 1.5
9. Cold fusion 4.5
10. Ms Office 97 professional edition
11. Ms office 2000 Professional
12. SPSS 8.0
13. SPSS 10.1
14. Auto Cad 2000 i
15. Primavera
16. Flash
17. Tally 5.4
18. Ms Windows NT 4.0 Server
19. Ms Windows NT 4.0 Workstation
20. MS System Management Server 2.0
21. Libsys
22. MS SQL server 7.0
23. Ms Exchange server 5.5
24. Oracle 8 i
25. Pcounter 2.05
26. SAS 8.0
27. Fplive
28. Escan Antivirus
29. Architecture Bundle
30. Ms Visual Studio 6.0
31. Adobe Acrobat

LIBRARY

Books and Periodicals

During the year Library added 4842 volumes to its collection of books. The Library currently has 9208 books on various aspects of Management. Reference resources include encyclopaedias, directories, handbooks and manuals. The Library subscribes to 366 periodicals. (291 foreign journals, 63 Indian journals, and magazines and 12 newspapers)

Videos

The Library acquired 44 videos during the year. Today the Library has 10 videos in its collection.

Databases

National Databases:

Prowess (Corporate information database from Center for Monitoring Indian Economy)
CAPEX (An investment opportunities database from Center for Monitoring Indian Economy)
VANS (News update Services on Indian Economy and business from VANS Information)
VANS Electronic library (covers full text of leading business magazines and newspapers)
Business India on CD
Exim India on CD (Export import policy, procedures and notifications, etc.)
India Business Insight database covering Indian business and news sources
India Trades from DGCI&S and CMIE
Manorama Year Book on CD
India Statistics On Line

International Databases:

ABI/INFORM Global Full-text (covering abstracts of 1000 journals and full-text of about 600 journals on management and allied subject areas)
Business sources Elite from EBSCO (covering abstracts of over 1400 journals and full text of about 860 journals on all aspects of management)
Econlit (covering economic literature published all over the world with citations and abstracts)
Encyclopaedia Britannica
Encarta 99 Encyclopedia
National Geography (the complete set of volumes)
World Development Indicators
World Development Reports
Social Science Citation Index
ACM Digital Library
Emerald Intelligence Full Text
Humanity Library (covering select publications from 50 national and international developmental organizations such as UN, World Bank, FAO, IDRC, UNESCO, etc.)
FAOSTAT (International Statistical database containing time-series data on food and agricultural related areas)
United Nations University Press Database (covering about 137 full text publications on environment, food and nutrition)

In-house database:

BOOKS – covers the bibliographic information about the books that are acquired in the library

JOURNALS – covers the journals that are subscribed with available volumes and issues

ART – Index to articles appeared in journals that are not covered in any of the subscribed databases

NEWS – Index to news items published from the leading daily newspapers

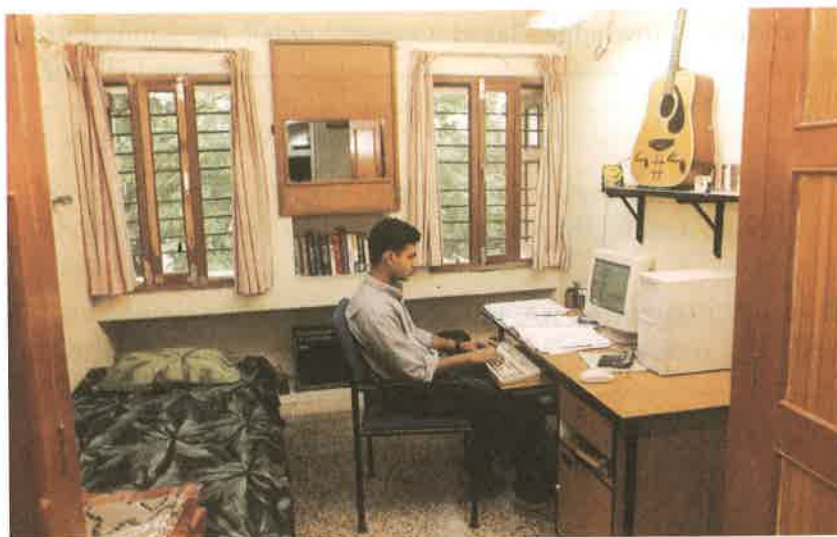
Infrastructure Facilities

Library has a CD-NET Server with 28 CD Drives and another Pentium II 350 MHz with 128 MB RAM, 3X9 GB HDD server to host all the library databases both CD and Hard disk based. All the databases have been web enabled and made available on the Institute Intranet. Every functional unit has been equipped with a network computer to enable smooth information flow. Also, there are two computers kept inside the library to facilitate the search requirements of the users during their visit to the library. Library also has a VCR and Xerox facilities.

LIBSYS – An integrated library management system software has been installed with web enabled online public access catalogue.

Information Services

Intranet home page for the Library has been put up on the Institute's network. Other services include interlibrary loan, internet searching, book exhibitions, etc.



A student in his hostel room.

MANAGEMENT DEVELOPMENT PROGRAMMES

The Management Development Programmes at the Institute were started during the current academic year 2000-2001. Eight programmes were successfully conducted. One hundred and eighteen executives from private and public sectors and government departments participated in these programmes. The response was encouraging considering that it was Institute's maiden year for the MDPs.

Some of the major organizations who participated in the Institute's MDPs were: Reserve Bank of India, Bombay Dyeing, National Securities Depository Ltd., BHEL, Mahindra & Mahindra, Dr. Willmar Schwabe India, Sumitomo Corporation, Tata International, Gabriel India, Eicher Motors, Ordnance Factory, CESC Ltd., A. H. Wheeler Publishing Company Ltd., BSNL, NABARD, Sahara Group, PMSI, Bharat Petroleum Corporation, Citicorp Finance.

The programmes conducted during the year are as follows:

S.No.	Programme Title	Dates
1.	Managerial Effectiveness for Organizational Success	August 21-25, 2000
2.	Finance for Non-Finance Executives	September 4-7, 2000
3.	Creating Customer-Driven Organization	October 12-13, 2000
4.	Improving Work Culture through Teaming	October 19-21, 2000
5.	Selection & Interviewing	November 15-18, 2000
6.	Human Resource Management for Corporate Excellence	December 18-22, 2000
7.	Managerial Excellence through Empowerment	February 19-23, 2001
8.	Building Knowledge Based Organization	June 26 - 28, 2001

INCOMPANY PROGRAMMES AND CONSULTANCY PROJECTS

During the year, the Institute completed the following incompany programmes and consultancy projects:

S. No.	Programme Title	Dates
<i>I - Incompany Programmes</i>		
1	General & Technical Mgt. Development Programme (For PMS India Ltd.)	July 05-26, 2000
2	Senior Management Development Programme (For Ruchi Group)	September 11-14, 2000
3	Managerial Effectiveness for Organizational Success (For Benara Group & Allied Industries)	October 03-06, 2000
4	Finance for Non-Finance Executives (For BSNL)	January 08-14, 2001
5	Finance for Non-Finance Executives (For BSNL)	February 06-12, 2001
6	Managerial Effectiveness for Organizational Excellence (For Grasim Industries Ltd.)	May 17-19, 2000
7	Finance for Non-Finance Executives (For BSNL)	May 21-27, 2001
8	Marketing for Senior Executives (For Madhya Pradesh Housing Board)	June 04-08, 2001
9	Programme on Sales Management (For JP Cement)	June 23-24, 2001
<i>II - Consulancy Projects</i>		
1	"Reorganization of the State Land Development Bank and District Land Development Bank of MP State" for the MP State Cooperative Land Development Bank Ltd.	
2	"Developing a Concept Proposal for An Industrial Consumables B2B Site (called e-Drillco) for Mr. Atul Khanna, MD, Drillco-Seco Ltd., Pune."	

INCUBATION CENTRE

A Business Incubator Unit (BIU) was set up at the Institute to promote entrepreneurship. Mr. Paresh Thakkar of Infinity Ventures, Mumbai formally inaugurated the Unit on February 5, 2001. The aim of the BIU is to provide the necessary infrastructure facilities to enable conversion of new business ideas into viable business ventures. The Unit will provide computer facilities, assistance in conducting business feasibility studies, access to information and data sources on emerging businesses, and help in carrying out test marketing and gauge potential customer response and networking to access venture capitalists and other sources of capital. The residency period at the BIU will be 6 months to one year.

FOUNDATION DAY LECTURE

The First Foundation Day Lecture of the Institute was held on October 3, 2000. Prof. S.L.Rao, Chairman, Central Electricity Regulatory Commission delivered the lecture. Prof. Rao spoke on "Business Ethics in a Competitive Economy". Prof. Rao, in his lecture, said that ethics related to the rules recognized in respect to a particular class of human actions. So when one talks of business ethics, one refers to a set of rules of conduct, either explicit or implicit, which are generally accepted by business and society as the desired rules of conduct. Competition in business, Prof. Rao said, while it benefited one might hurt another, which was not necessarily unethical conduct. It is merely competitive behaviour. Competition provides choice to the consumer and when choice is restricted, it is anti-competition and so unethical.



*Prof. S.L. Rao, Chairman,
Central Electricity Regulatory
Commission, delivering the
First Foundation Day Lecture.*

MANAGEMENT CONVENTION

IIM Indore, in collaboration with Institute of Management Consultants of India (IMCI) and Indore Management Association organized the 10th National Management Convention on the theme "Knowledge Management: Beyond Survival Unto Growth". The Convention was inaugurated by Mr. Digvijay Singh, Honourable Chief Minister of Madhya Pradesh. One hundred and thirty five participants from different parts of the country attended the Convention. A major attraction of the Convention was online video presentation from Australia by Dr. Karl Sveiby, Knowledge Management Guru.

CAMPUS DEVELOPMENT

The Institute has taken physical possession of all the 193.4 acres of land allotted to it by the Government of Madhya Pradesh for its campus. M/s. Simplex Concrete Piles (India) Ltd., Mumbai have been awarded the contract for the construction work. Earlier, M/s. Suresh Goel & Co., Delhi have been appointed as the architects and consultants for the development of the campus. The first phase of the project, which will include construction of academic complex, library, MDC, hostels, residential quarters, etc., is expected to be completed by September 2002.

FACULTY DEVELOPMENT

Faculty Publications

1. Books

Pandian, Paul M. and Jambhekar, A.: **Internet for Libraries and Information Centres**, Tata McGraw-Hill, New Delhi, 2001

Pattanayak, B. and Mishra, P.K.: **Reengineering Organizational Behaviour (ROBE)**, A.H. Wheeler & Co.

Pattanayak, B. and Ravishankar, S.: **OD Skills for Competitive Edge (Eds)**, Himalaya Publishing House.

Pattanayak, B. and Ravishankar, S.: **Human Skills: Creating the Future**, Himalaya Publishing House.

Pattanayak, B.; Pai, S.; Kaila, H.L.: **Managing Emotional Support and Relationships**, Himalaya Publishing House.

Pattanayak, B.: **Human Resource Management**, Prentice Hall.

2. Articles

Saxena, Rajan, **"New Age Marketing"**
Indian Management, July 2000

Gangopadhyay, Abhijit, **"Status of Labour Market Mismatch in India"**
Asian Productivity Organization Review, July 2000, Tokyo

Gupta, V.K., **"Human Capital Valuation at IIM Indore"**
Human Capital, Vol.4.

Gupta, V.K., **"The Need to Develop a Specific Organization to Regulate NBFCs."**
IBA Bulletin, Mumbai Edition, December 2000.

Pattanayak, B., **"Effects of Shift-work and the Hierarchical Position on Satisfaction, Commitment, Stress, and HRD Climate – A Study on an Integrated Steel Plant"**,
Management & Labour Studies, Vol.25, No.2, April 2000.

Pattanayak, B., **"Role Stress in Work Life Management in Public Sector"**
Social Science International, Vol.16.

Pattanayak, B., **"Managing Change through Re-engineering"**
In B. Pattanayak and S.

Ravishankar (Eds.), **Organizational Development Skills for Competitive Edge**
Mumbai, Himalaya Publishing House.

Pattanayak, B., **"Motivation"**
In Fernandez, Pattanayak, Dhar, and Ravishankar (Eds.),
Human Skills –Creating the Future, Mumbai, Himalaya Publishing House.

Pattanayak, B., **"Reengineering OB"** Productivity, Vol.41.

Pattanayak, B., **"Role Stress in Indian Industries: Work Life Dynamics"**
International Journal of Psychology, Vol.35.

Pattanayak, B., **"Panchsheel Model of Corporate Moral Excellence"**
Management Today, Vol.1.

Pattanayak, B., **"Ethics in Corporate Governance"**

Indian Management, Vol.39.

Pattanayak, B., **"The Learning Edge"** Indian Management, Vol.40

Pattanayak, B. and Mishra, R., **"Managing Human Resources in Virtual Organization"** In Dhar, U. and Dhar, S. (Eds.) **Organizational Challenges: Insights and Solutions**, Excell Books, New Delhi.

Pattanayak, B., and Mishra, R., **"Virtual Organization: Emerging HR Issues"** The Chanakya.

Pattanayak, B., **"Corporate Excellence: HR Imperative for New Economy"** Personnel Focus, February 2001.

Pattanayak, B., **"Do You Know Your Employee ?"**, Indian Management, Vol. 40.

Pattanayak, B. and Niranjana, Phalgu, **"Internet Addiction: Beyond the Threshold"** Computers Today, Vol.17.

Pattanayak, B. and Niranjana, Phalgu, **"Assessing Competency, the Scientific Way"** Indian Management, Vol.40.

Pattanayak, B., **"Human Resource Perspective in Corporate Excellence: A Proposed Model"** Indian Journal of Industrial Relations, Vol.36.

Pattanayak, B.; Mishra, R.; and Mishra, A., **"Human Functional States: An Exploratory Study on Performance and Role Stress in Power Plant"** Management and Labour Studies, Vol.26.

Ramaswamy, K.V. ,**"Economic Reforms, Industrial Structure and Performance: The Case of Consumer Durable Goods Industry in India"** Economic Reforms and Industrial Structure in India, Shuji Uchikawa (ed), Institute of Developing Economies, ASED, Tokyo, Japan

Sadh, Ashish, **"Building Customer Loyalty – Adding Value through Database Marketing"**, In **Organizational Challenges: Insights & Solutions**, Excel Books.

Sadh, Ashish, **"Building Customer Loyalty through Relationship Marketing"**, Science Tech Entrepreneur, Vol.8.

Singh, Kuldeep, **"HRD and OD: Is there really a difference ?"** In Srinivas, R.K. et al. **Perspectives on HRD & OD in Indian Organisations** (ed). 2000.

Singh, Kuldeep, **"Organizational culture: Dimensions and functions."** In Srinivas, R.K. et al. **"Perspectives on HRD & OD in Indian Organisations"** (ed). 2000

Singh, Kuldeep, **"Does investment in HR contributes to Bottomline ?"** Human Capital, June 2000.

3. Working Papers

Nidugala, Ganesh Kumar, **"International Trade and Economic Growth in India"** IIMI-WP.No.2000-1.

Rajasekar, J., **"The Effects of Strategic Alliances on the International Airline Industry."** IIMI-W.P. No.2000-3.

Ramaswamy, K.V.,**"India's Apparel Exports and the MFA Phase Out: Competing in the Global Market Place"**, IIMI-WP.No. 2000-4

Faculty's Participation in Seminars and Conferences

Dr. Rajan Saxena

- Participated in a Symposium on Internet and Productivity on May 3 and 4, 2001 at the Helsinki University of Technology, where he also presented a paper on "Internet and Indian Economy."
- Delivered the Foundation Day Lecture on "Global Competitiveness of Indian Enterprises" at the Centre for Entrepreneurship Development, Madhya Pradesh, Bhopal on November 17, 2000.
- Delivered a talk on "Job of CEO: Institution Building" at the Top Management Seminar conducted jointly by Indore Management Association and CII, Malwa Zone on March 8, 2001.

Prof. Abhijit Gangopadhyay

- Delivered a lecture on "Strategic Management for Unorganized & Social Sector Success: A Review of Theoretical Framework", UGC Programme organized by Visva Bharti, Shantiniketan, November 5-6, 2000.
- Delivered the keynote address at the National Seminar organized by the Department of Personnel Management & Industrial Relations, Utkal University, Bhubaneswar, April 11-12, 2001.

Prof. V.K. Gupta

- Participated in the 10th National Management Convention on "Knowledge Management: Beyond Survival unto Growth" organized jointly by IIM-I and Indore Management Association, December 8-9, 2000.
- Participated in the Fourth Capital Markets Conference 2000 held at UTI Institute of Capital Markets, Mumbai, March 1-2, 2001.

Mr. Paul Pandian, Librarian

- Presented a paper on "*Integrating Library and Computing Services: A New Perspective*" at MANLIBNET 2001 at IIM Lucknow.
- Participated in the National Conference on Libraries and Information Networking (NACLIN 2000), IIT, Chennai, Dec 24-25, 2000

Prof. Biswajeet Pattanayak

- Participated and presented scientific paper titled "Role Stress in Indian Industry: Work Life Dynamics" at the XXVII International Congress of Psychologists, Stockholm, Sweden, July 23-28, 2000.
- Presented a paper titled, "Managing Human Resources in Virtual Organization" at the III PIMR-National Conference on People, Processes, and Organization: Emerging Realities, January 30-31, 2001.
- Presented a paper on "Change: Key to Organizational Excellence" at the National Symposium on Achieving Corporate Excellence by Using Innovative Administrative Dynamics, Utkal University, Bhubaneswar, on January 23, 2001.
- Presented a paper titled, "Enhancing Business Performance through Strategic HRM: A Case Study, at the National Symposium on Agenda for HRD Professionals in New Millennium, Vikram University, Ujjain, February 16-17, 2001.
- Delivered a talk on "Brain Drain: A Worrysome Phenomena" on AIR on June 12, 2001.

Prof. K.V. Ramaswamy

- Was one of the key discussants at the international conference on '*Industrialization: A Quantitative Approach*' held in honour of Prof. K. L. Krishna at Delhi School Of Economics, Delhi, December 18-20,2000.
- Participated in Expert group meeting on '*Training Manual for Technology management for Technology Based SME's*' organized by APCTT in Bangalore (August 16-18,2000)
- Participated in The First International Workshop on Technology Business Incubators in Bangalore (January 29-31, 2001).
- Took part in The GRI (Global Reporting Initiative) South Asia Briefing, Mumbai (September 27-28, 2000).
- Gave a talk at the Indore chapter of ICSI (Institute of Company Secretaries, India) on '*Globalization and India*' (October 14, 2000).

Prof. Kuldeep Singh

Presented a paper on "*Competitive Advantage through Strategic Management of Human Resources*" at National Seminar on "*Creating and Sustaining High Performing Organizations*", April 15-16, 2000 at IIM, Lucknow.

Prof. P.P. Yadav

- Participated in the All India Conference on "*Blending the best of the East & West in Management Education*" at IIM, Kolkata during March 18-21, 2001.
- Delivered a lecture on "*Managing customer Relationship with Data Mining*" during conference "*CUSTOPIA*" organized by SPSS South East Asia at World Trade Centre, Cuffe Parade, Mumbai on April 27, 2001.
- Delivered a talk on "*Effect of 3e's (Environment, Electricity & Electronics) on Productivity*" at State Bank of Indore, HQ Indore on Feb 17, 2001 during the productivity week celebrations February 12-17, 2001.

Education India Fair – 2001

Profs. Abhijit Gangopadhaya and Kuldeep Singh represented IIM, Indore as well as other IIMs at the Education India Fair - 2001 organised by Educational Consultants of India (EdCIL) from February 25 to March 2, 2001. The Fair was held in five countries viz., Bahrain, Kuwait, Kenya, Uganda, and Mauritius. Twenty seven institutions including IITs, IITMs, and medical and engineering institutes from different parts of the country participated in the Fair. The objective in conducting the Fair in different countries was to create an awareness about the educational opportunities available at graduate and post-graduate levels in different streams in India and cost benefit of pursuing the same in India vis-a-vis in Western countries.

On the basis of the interaction with the visitors coming to the IIM, Indore stall at different locations, the major observations can be summarised as:

1. There is a growing demand for NRI based admission to Post Graduate Programme (PGP) at IIMI as there were overwhelming inquiries regarding this.
2. Also, the working Indian and local inhabitants of the countries were interested to attend the Management Development Programmes if these were offered at places like Middle East, Mauritius, etc.
3. Further, working executives, particularly in the Middle East countries were inquiring about the availability of Executive MBA Programme by IIM, Indore and its launch in near future.

MEMBERSHIPS / BOARDS OF STUDIES / BOARDS OF DIRECTORS

Dr. Rajan Saxena continued to be on the Boards of Directors of Software Technology Group International Ltd.; All India Board of Management Studies; and Advisory Board, Institute of Finance and International Management.

Prof. Abhijit Gangopadhyay was nominated as a member of Board of Studies of Andhra University, Vishakapatnam and MGM University, Kottayam. He has been appointed a member of the AIB MS Sub-Committee on 'Development of Norms & Standards for Fellow Programme', AICTE, New Delhi. Prof. Gangopadhyay is also a member of UGC Committee of DSA for Jamia Milia Islamia University, New Delhi and member of Indian Civil Service Recruitment, UPSC, New Delhi.

Prof. Biswajeet Pattanayak was enrolled as a member of American Psychological Association (APA), USA and International Council of Psychologists (ICP), USA. He also became life member of NIPM Calcutta and AIMA, New Delhi. He was elected Vice President of ISTD, Indore Chapter. Prof. Pattanayak is also the editor of *Social Science International*, abstracted journal of American Psychological Association.

VISITORS TO THE INSTITUTE

The following eminent personalities visited the Institute during the year:

1. His Excellency, Dr. Bhai Mahavir, Governor of Madhya Pradesh
2. Dr. Murlī Manohar Joshi, Minister of HRD, Government of India
3. Mr. David P. Good, Consul General of the USA
4. Mr. Yves Charpentier, Consul General of France
5. Ms. Elizabeth A. Corwin, Director, American Consulate General, Mumbai
6. Dr. Sharu Rangnekar, Management Consultant
7. Prof. Ramadhar Singh, National University of Singapore
8. Dr. Krishna Mourie, Economic Adviser, American Consulate General, Mumbai

GRANT IN AID

During 2000-2001, the Institute received grant-in-aid of Rs.750 lakh from the Ministry of HRD, Government of India and Rs.100 lakh from the Government of Madhya Pradesh. The details are given below:

	Rs. in lakh
Opening Balance	566.71
Received from Ministry of HRD, Government of India	750.00
Received from Government of M.P.	100.00
Total	1,416.71
Expenditure during the year	595.44
Unspent balance carried forward	821.27

PERSONNEL

New appointments

During the year the following new employees joined the Institute:

Faculty:

1. Prof Amit Gupta	Associate Professor	Organizational Behaviour
2. Prof M.V. Madan	Professor	Operations and Strategic Mgt.
3. Prof K.R. Rao	Professor	Marketing
4. Prof P.P. Yadav	Asst Professor	Production & QM

Academic Fellows:

1. Mr Girish Kumar Aggarwal

Academic Associates:

1. Ms Swaranjeet Arora
2. Ms. Soniya Chitale
3. Ms Farha Haque
4. Ms Jyotsna Pandit
5. Mr Kapil Sharma
6. Ms Sonika Singh
7. Mr Manish Sinha
8. Ms Vibha
9. Ms Trupti Vyas

Research Associates (AICTE Project)

1. Mr Rajnish.K.Mishra
2. Ms Phalgu Niranjana

Administrative Staff

1. Mr A.K.Shantharaman	Finance & Accounts Officer
2. Mr V.Jayendran	Personnel Officer
3. Mr Pankaj.K.Gupta	Programme Officer (Student Affairs)
4. Mr Anil Kaushal	Computer Professional
5. Mr Tambi Nesa Kumar	Computer Professional
6. Mr Armstrong Andrews	General Duty Assistant
7. Mr Abhay Kulkarni	General Duty Assistant
8. Mr Nagendra Rao	Professional Assistant

Left: The following employees left during the year:

Faculty:

1. Prof Somnath Ghosh
2. Prof P.W.Khokhle
3. Prof S.R.Singhvi

Academic Associates:

1. Ms Sonali Cheena Masih
2. Mr Rajnish Kumar Mishra
3. Ms Shobhana Sachan

BOARD OF GOVERNORS

Shri B.N.Kalyani Chairman Bharat Forge Limited Mundhwa Pune 411 036	Chairman
Prof. V.N. Asopa Indian Institute of Management Vastrapur Ahmedabad 380 015	Member
Prof. Ashoka Chandra Special Secretary Department of Education Ministry of Human Resource Development Room No. 414, 'C' Wing Shastri Bhavan, New Delhi 110 001	Member
Dr. Ramesh Baheti Executive Chairman STI India Limited "Badgara House" 13/1 New Palasia Indore 452 001	Member
Mr. Subodh Bhargava Chairman Emeritus, Eicher Group Eicher House 12, Commercial Complex Greater Kailash II, Masjid Moth New Delhi 110 048	Member
Mr. Abhay Firodia Chairman & Managing Director Bajaj Tempo Limited, Akurdi, Pune 411 035	Member
Dr. D.R. Gadekar Vice Chancellor Babasaheb Bhimrao Ambedkar University Vidya Vihar, Rae Bareli Road Lucknow 226 025	Member

<p>Mr. L.K. Joshi Principal Secretary Government of Madhya Pradesh Technical Education and Manpower Planning Mantralaya, Bhopal 462 004</p>	Member
<p>Mr. S.H. Khan Chairman Credit Analysis & Research Ltd. Fifth Floor, Mahindra Towers Road No.13, Worli Mumbai</p>	Member
<p>Mr. Sanjay Narayen Financial Advisor (HRD) Deptt. of Secondary Education & Higher Education Ministry of Human Resource Development Shastri Bhavan, New Delhi 110 001</p>	Member
<p>Prof. R.S. Nirjar Member Secretary All India Council for Technical Education Indira Gandhi Sports Complex IP Estate New Delhi 110 002</p>	Member
<p>Prof. Jahar L.Saha Director Indian Institute of Management Vastrapur Ahmedabad 380 015</p>	Member
<p>Mr. T.R. Satish Chandran 231, 18th Cross Sadashivnagar Bangalore 560 080</p>	Member
<p>Mr. Rajendra Singh D-111, Anand Vihar Delhi 110 092</p>	Member
<p>Dr. Rajan Saxena Director Indian Institute of Management Indore 452 012</p>	Member

FACULTY, RESEARCH STAFF, AND OFFICERS

Director

Rajan Saxena

Ph.D (Delhi)

Nitin Agarwal

M.Tech (IIT, Mumbai)

M.S.(UNC, Chapel Hill USA)

Ph.D(NCSU, USA)

Faculty

Abhijit Gangopadhyay

M.A.(Calcutta)

D.I.I.T.(IIT Kharagpur)

Ph.D(Calcutta)

Amit Gupta

B.Sc. (NDRI, Karnal)

PGDM(IIM, Ahmedabad)

Ph.D(Maryland, USA)

V.K. Gupta

M.A., M.Com, Ph.D(Agra)

M.V. Madan

M.Sc. (Mysore)

PGDM(IIM, Calcutta)

Ph.D(IIT, Kharagpur)

Ganesh Kumar Nidugula

M.Sc.

Fellow(IIMA)

Pranab Kumar Pani

M.A.(Sambalpur)

Fellow(IIMA)

Biswajeet Pattanayak

M.A.(Utkal)

Ph.D(Utkal)

D.Litt(Utkal)

James Rajasekar
M.Com(Madras)
Ph.D (Golden Gate University, CA,USA)

L.V. Ramana
M.A.(Hyderabad)
M.Tech(IISC Bangalore)

K.V. Ramaswamy
M.A.(Mysore)
Ph.D(Delhi)

K.R. Rao
Ph.D(Madras)
MBA(California)

Ashish Sath
M.B.A.(APSU, Rewa)
Ph.D(Indore)

Kuldeep Singh
M.Sc, MBA, LLB(Jammu)
ACS
Fellow(XLRI)

P.P. Yadav
M.S. (IARI, New Delhi)
Ph.D(IARI, New Delhi)

Librarian
Paul Pandian
B.Lib & Isc(Madurai Kamaraj)
Associateship in Documentation & Information Science(ISI Bangalore)

Visiting Faculty

- 1 **Girish Agrawal**
Indore
- 2 **S. Balasubramanian**
Faculty, International Management Institute, New Delhi 110016
- 3 **Mr. R.C. Bhargav**
Ex-Chairman and Managing Director, Maruti Udyog Ltd., Delhi
- 4 **Malay Bhattacharya**
Faculty, IIM Lucknow
- 5 **B. Brahmaiah**
Faculty, Institute of Public Enterprise, Hyderabad 500 007
- 6 **Deepankar Chakrabarti**
Professor, New Delhi 110 019
- 7 **N.Chandrasekaran**
General Manager – Content, Careercommunity.com, Secunderabad
- 8 **Sujit Choudhury**
Professional Assistance Network, Calcutta
- 9 **Manish Dafaria**
Chartered Accountant, Indore
- 10 **H.R. Dave**
AGM, State Bank of Indore, Indore
- 11 **Ravindra H. Dholakia**
Faculty, IIMA
- 12 **Sunanda Easwaran**
Dean Academics, NMIMS, Mumbai
- 13 **Ranjan Ghosh**
Faculty, IIMC
- 14 **Dr. Vipin Gupta**
Faculty, Fordham Business School, USA
- 15 **Sunil K. Handa**
MD, Core Emballage Limited, Ahmedabad
- 16 **Mohinder N. Kaura**
Faculty, ASCI, Hyderabad 500 082
- 17 **Mr. Suroja Kishore**
Faculty, MICA, Ahmedabad
- 18 **Mangesh G. Korgaonker**
Faculty and Head, School of Management, IIT Mumbai
- 19 **Srinivas Kulkarni**
Director, Nihilent Technologies, Pune
- 20 **M.V. Madan**
Faculty, XLRI Jameshedpur
- 21 **Ramanuj Majumdar**
Faculty, IIMC

- 22 **B.D. Misra**
Ex- Faculty, IIT Mumbai
- 23 **P.N. Misra**
Exe.Dir., Centre For Entrepreneurship Development, Bhopal
- 24 **Laxmi Mohan**
USA
- 25 **S. Sreenivasa Murthy**
Faculty, Institute of Public Enterprise, Hyderabad
- 26 **Rajiv Oberoi**
Mumbai
- 27 **Jinesh Panchali**
UTI Institute of Capital Markets, Mumbai
- 28 **Ajay Pandey**
Faculty, MDI, Gurgaon
- 29 **Ashwini Ramani**
Professor, Indore
- 30 **S. Ramkumar**
Visiting Faculty, MICA, Ahmedabad
- 31 **S. Narayan Rao**
Faculty, School of Management, IIT Mumbai
- 32 **Madhukar Sabnavis**
Speer Communication, Mumbai
- 33 **Debasis Sanyal**
Faculty, MDI, Gurgaon
- 34 **Vijay N. Sarathi**
GE Capital International Services, Bangalore
- 35 **G. Sethu**
Dean, UTI Institute of Capital Markets, Navi Mumbai
- 36 **Alok Sharma**
Asst. V.P. – Foreign Exchange, Bank of America, Mumbai
- 37 **Uma Shashikant**
Faculty, UTI Institute of Capital Markets, Navi Mumbai
- 38 **K.K. Sheri**
Vice Principal, MDC, LIC, Mumbai
- 39 **Sundararajan Srinivasa**
Citibank, N.A., Mumbai
- 40 **Akhilesh Srivastava**
DGM, MPFC, Indore
- 41 **Surendra Sundararajan**
Professor, Vadodara
- 42 **Rajesh Tiwari**
GM-Equity Research, UTI, Mumbai
- 43 **Preeta Vyas**
IIMA

Academic Fellows

Girish Aggarwal

B.E.(Bhopal)

MBA(Indore)

Urvashi Rathore

M.Sc(Indore)

P.G.D.S.D.(NIIT)

Officers

U.K.Harindran

M.A.(Gujarat)

Secretary(Planning)

A.K.Shantharaman

B.Com (Madras)

ICWA(Calcutta)

DCFA(Mumbai)

Finance & Accounts Officer

Atul Kumar Pandey

M.E.(Indore)

Executive Engineer

Salim Shaikh

M.A.(Punjab)

M.A.(Pune)

Dip. In Materials Management (Pune)

Stores & Purchase Officer

K.N.Maniyan

B.Com (Jabalpur)

M.A.(Jabalpur)

PGDFM(Annamalai)

Accounts Officer

V.Jayendran

B.Com (Bangalore)

CFA Gr A & B (Hyderabad)

Personnel Officer

Pankaj Kumar Gupta

M.Com(Bundhelkand)

M.A. (Jaipur)

Dipl in Hotel Management & Catering (Panipat)

Programmes Officer (Student Affairs)

Research Staff

Mukta Atrey
Ph.D. (IIT Bombay)

Pankaj Agarwal
M.Com. (Bhopal)

Soniya Chitale
M.Sc. (Indore)
M.B.A (Bhopal)

Charu Dueby
B.Ed. (Agra)
M.B.A (Indore)

Farah Haque
MMS (IIPS)
D.HRD (Hyderabad)

Rajnish K. Mishra
M.Psy.HRDM. (Allahabad)

Lokesh Nagar
M.E. (Indore)

Renu Nagar
M.A. (Indore)

Aditya Negi
B.E. (Gwalior)

Phalgu Niranjana
M.Phil (Orissa)

Jyotsna Pandit
M.E. (Gwalior)

Kapil Sharma
M.M.S. (Indore)

Manish Sinha
M.A. (Pune)

Sonika Singh
B.Sc. (Kurukshetra)
B.Ed. (Allahabad)

Trupti Vyas
M.B.A. (Indore)

Vibha
M.M.S. (Indore)
D.HRD (Hyderabad)

Audit Certificate

I have examined the Receipt and Payment, Income and Expenditure Account for the year ended 31/3/2001 and Balance Sheet as on 31st March 2001 of the Indian Institute of Management Indore. I have obtained all the information and explanations that I have required and subject to the observations in the appended Audit Report, I certify that as a result of my audit that in my opinion these Accounts and Balance Sheet are properly drawn up so as to exhibit a true and fair view of the state of affairs of the Indian Institute of Management Indore according to the best of information and explanations given to me and as shown by the books of organisation.

Place : Gwalior

Dated : 4-3-2002

Sd
Accountant General (Audit)-I
Madhya Pradesh, Gwalior

Sorab S. Engineer & Co.

Chartered Accountants

909, Atma House, Opp.: Reserve Bank of India, Ashram Road, Ahmedabad - 380 009

Auditor's Certificate

We have examined the attached Balance Sheet of Indian Institute of Management Indore as at 31st March 2001 and the Income and Expenditure account for the year ended on that date which are in agreement with the books of account maintained by the said society.

We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of the audit. In our opinion, proper books of account have been kept by the above named society visited by us so far as appears from our examination of the books.

In our opinion and to the best of our information and according to explanations given to us, the said accounts give true and fair view

- 1) in the case of the Balance Sheet, of the state of affairs of the above named Society as on 31st March 2001 and
- 2) in the case of the Income and Expenditure Account, of Surplus of its accounting year ending on 31st March 2001

For Sorab S. Engineer & co.
Chartered Accountants

Sd.

(Shreyas B. Choksi)

Partner

Member Regn. No.: 100892

Place : Ahmedabad

Date : 27-6-2001

INDIAN INSTITUTE OF MANAGEMENT, INDORE
BALANCE SHEET AS AT 31ST MARCH 2001

PARTICULARS	SCH	(Amount in Rs.)	
		As At 31-3-2001	As At 31-3-2000
SOURCES OF FUND			
Grant - in - Aid Account	1	82,127,534.83	56,671,431.61
Funds for Non - Recurring Expenditure created out of Grant-in-Aid	2	72,324,481.00	38,488,842.00
AICTE - Project Award	3	74,822.00	-
Endowment & Scholarship Funds	4	2,100,000.00	600,000.00
LIABILITIES			
Deposits	5	483,275.00	404,740.00
EMD / SD / Retention Money	6	1,429,492.00	69,487.00
Project Credit balances	7	516,762.00	399,723.00
For Expenses	8	1,644,688.00	1,834,244.00
TOTAL		160,701,054.83	98,468,467.61
APPLICATION OF FUND			
Immovable Assets	9	13,243,524.00	964,718.00
Movable Assets	9	59,080,957.00	37,524,124.00
Endowment & Scholarship Investments	10	2,100,000.00	600,000.00
Deposits	11	567,405.00	399,460.00
Advances	12	263,661.00	146,710.00
CAT Expenses Recoverable	13	813,634.00	5,218.00
Other Receivable	14	300,577.00	9,594.00
Grant in Aid receivable from Govt. of India		45,400,000.00	10,000,000.00
Scholarship Fund Receivable		-	50,000.00
Prepaid Expenses	15	186,445.00	-
Cash & Bank Balances	16	38,744,851.83	48,768,643.61
TOTAL		160,701,054.83	98,468,467.61
Notes forming part of Accounts	34		

Sd '
(A.K. Shantharaman)
F & A O
Place : Indore
Date : 26 - 6 - 2001

Sd
(U.K. Harindran)
Secretary (Planning)

Sd
(Dr. Rajan Saxena)
Director

Place : Ahmedabad
Date : 27 - 6 - 2001

As per our report of even date
For **SORAB S. ENGINEER & Co.,**
Chartered Accountants
Sd
(Shreyas B. Chokshi)
Partner
Member Regn. No.100892

INDIAN INSTITUTE OF MANAGEMENT, INDORE
INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDING 31ST MARCH 2001

(Amount in Rs.)

PARTICULARS	SCH	2000-2001	1999-2000
INCOME			
PGP Participation Fees Received	17	5,863,200.00	4,671,116.00
MDP Participation Fees Received	18	1,086,600.00	6,500.00
Income from Inhouse Training Programme	19	840,988.00	55,154.00
Endowment & Scholarship received	20	400,000.00	60,000.00
Other Income	21	388,614.00	821,011.00
Interest Received from Deposits	22	3,648,336.22	2,355,008.00
Miscellaneous Income	23	198,193.00	590,333.75
Transferred from Fund for Non-Recurring Expenses - Adjustment of previous years	9	837,079.00	
Excess of recurring expenditure over income transferred from Grant in Aid Account of Govt. of India & Govt. of MP		24,931,478.78	14,828,832.59
TOTAL		38,194,489.00	23,387,955.34
EXPENDITURE			
Salary and Allowances	24	11,491,297.00	8,047,028.00
Travelling Expenses	25	2,146,450.00	1,675,693.05
Supply, Services & Contingencies	26	11,331,047.00	8,935,165.79
Legal & Professional Expenses	27	108,354.00	41,076.00
Audit Fees		45,000.00	30,000.00
PGP Expenses	28	6,499,107.00	3,573,607.50
Endowment & Scholarship expenses	29	400,000.00	60,000.00
MDP Expenses	30	3,132,289.00	52,626.00
Research & Publications	31	59,190.00	10,337.00
Information Technology Expenses	32	2,075,112.00	962,422.00
Other Revenue Expenses	33	906,643.00	-
TOTAL		38,194,489.00	23,387,955.34

Notes forming part of Accounts

34

Sd

Sd

Sd

(A.K. Shantharaman)

(U.K. Harindran)

(Dr. Rajan Saxena)

F & A O

Secretary (Planning)

Director

Place : Indore

Date : 26 - 6 - 2001

As per our report of even date
For **SORAB S. ENGINEER & Co.,**
Chartered Accountants
Sd

(Shreyas B. Chokshi)

Partner

Place : Ahmedabad

Date : 27 - 6 - 2001

Member Regn. No.100892

INDIAN INSTITUTE OF MANAGEMENT, INDORE
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31ST MARCH 2001

(Amount in Rs.)

SCH No.	PARTICULARS	As On 31-3-2001	As On 31-3-2000
1	<u>GRANT IN AID ACCOUNT</u>		
	OPENING BALANCE	56,671,431.61	36,272,241.20
	ADD: Grant-in-aid received from		
	1. Govt. of India, Ministry of HRD	75,000,000.00	40,000,000.00
	2. Govt of Madhya Pradesh	10,000,000.00	10,000,000.00
	TOTAL	141,671,431.61	86,272,241.20
	LESS: Amount transferred to		
	1. Income and Expenditure Account	24,931,478.78	14,828,832.59
	2. Fund for Non-Recurring Expenditure	22,333,612.00	13,807,259.00
	3. Fund for Campus Development	12,278,806.00	964,718.00
	TOTAL	59,543,896.78	29,600,809.59
	CLOSING BALANCE	82,127,534.83	56,671,431.61
2	<u>FUND FOR NON-RECURRING EXPENSES</u>		
	<u>A. GRANT IN AID</u>		
	OPENING BALANCE	38,488,842.00	23,716,865.00
	ADD : Amount transferred during the year		
	1. For Non Recurring Expenditure	22,333,612.00	13,807,259.00
	2. For Campus Development	12,278,806.00	964,718.00
	Less: Amount transferred to		
	Income & Expenditure account	(837,079.00)	-
	CLOSING BALANCE	72,264,181.00	38,488,842.00
	<u>B. AICTE PROJECT AWARD FUND FOR NON RECURRING EXPENSES</u>		
	Amount transferred during the year	60,300.00	-
	TOTAL	72,324,481.00	38,488,842.00
3	<u>AICTE PROJECT AWARD</u>		
	Grant - in - aid received during the year	400,000.00	-
	TOTAL	400,000.00	-
	LESS : 1.Recurring expenditure incurred	264,878.00	-
	2.Funds transferred for Assets	60,300.00	-
	TOTAL	325,178.00	-
	CLOSING BALANCE	74,822.00	-

INDIAN INSTITUTE OF MANAGEMENT, INDORE
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31ST MARCH 2001

(Amount in Rs.)

SCH No.	PARTICULARS	As On 31-3-2001	As On 31-3-2000
4	<u>ENDOWMENT & SCHOLARSHIP FUND</u>		
	<u>Endowment Fund</u>		
	Eicher Motors Limited	100,000.00	100,000.00
	<u>Scholarship Fund</u>		
	Eicher Motors Limited	500,000.00	500,000.00
	State Bank of Indore - received during the year	1,500,000.00	-
	TOTAL	2,100,000.00	600,000.00
5	<u>DEPOSITS</u>		
	Students Account (Net)	53,275.00	34,740.00
	PGP Caution Deposit	430,000.00	370,000.00
	TOTAL	483,275.00	404,740.00
6	<u>EMD / SD / Retention Money</u>		
	Earnest Money	1,206,600.00	20,000.00
	Retention Money	158,350.00	-
	Security Deposit	64,542.00	49,487.00
	TOTAL	1,429,492.00	69,487.00
7	<u>PROJECT CREDIT BALANCES</u>		
	Drillco - DSL Project	477,345.00	-
	Drillco - Seco Ltd.,	15,417.00	-
	Jaypee Rewa Cement	24,000.00	-
	Kriti Industries	-	67,500.00
	MP State Land Development Bank	-	332,223.00
	TOTAL	516,762.00	399,723.00
8	<u>OTHER LIABILITIES</u>		
	Outstanding Liabilities for Expenses	717,912.00	1,198,504.00
	MDP Fees Refundable	-	3,000.00
	Salary Payable	926,776.00	632,740.00
	TOTAL	1,644,688.00	1,834,244.00

INDIAN INSTITUTE OF MANAGEMENT, INDORE
SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31ST MARCH 2001

Sl. No.	NAME OF THE ASSETS	OPENING BALANCE AS ON 1-4-2000	ADJUSTMENT OF PREVIOUS YEARS	BALANCE	ADDITION DURING THE YEAR 2000-2001	CLOSING BALANCE AS ON 31-3-2001
A	<u>IMMOVABLE ASSETS</u>					
I	<u>CAMPUS DEVELOPMENT</u>	964,718.00	-	964,718.00	12,278,806.00	13,243,524.00
	TOTAL A	964,718.00	-	964,718.00	12,278,806.00	13,243,524.00
B	<u>MOVABLE ASSETS</u>					
II	<u>COMPUTER & EDUCATIONAL EQUIPMENT</u>					
	Computers	11,925,590.00	(813,678.00)	11,111,912.00	2,608,010.00	13,719,922.00
	Educational Equipment	909,323.00	-	909,323.00	81,936.00	991,259.00
		12,834,913.00	(813,678.00)	12,021,235.00	2,689,946.00	14,711,181.00
VII	<u>LIBRARY BOOKS</u>					
	Journals & Periodicals	3,521,091.00	175,000.00	3,696,091.00	5,439,199.00	9,135,290.00
	Library - CD - ROM	-	-	-	1,117,447.00	1,117,447.00
	Library Books	7,486,721.00	52,105.00	7,538,826.00	7,359,573.00	14,898,399.00
		11,007,812.00	227,105.00	11,234,917.00	13,916,219.00	25,151,136.00
III	<u>ELECTRICAL INSTALLATION</u>	303,093.00	(22,085.00)	281,008.00	1,160,137.00	1,441,145.00
IV	<u>STAFF VEHICLE</u>	1,318,452.00	-	1,318,452.00	16,705.00	1,335,157.00
V	<u>FURNITURE & EQUIPMENT</u>					
	EPABX	647,548.00	-	647,548.00	247,278.00	894,826.00
	Equipment	2,477,286.00	(49,728.00)	2,427,558.00	2,412,337.00	4,839,895.00
	Furniture & Fixtures	6,678,033.00	(177,059.00)	6,500,974.00	502,139.00	7,003,113.00
	Furniture & Fixtures Incu-Lab	-	-	-	361,795.00	361,795.00
	MDP Equipment	-	-	-	403,464.00	403,464.00
		9,802,867.00	(226,787.00)	9,576,080.00	3,927,013.00	13,503,093.00
VI	<u>HOSTEL FURNITURE & EQUIPMENT</u>					
	Hostel Equipment	425,737.00	(687.00)	425,050.00	314,949.00	739,999.00
	Hostel Furniture	1,633,135.00	-	1,633,135.00	258,059.00	1,891,194.00
	Kitchen Equipment	160,501.00	(947.00)	159,554.00	3,175.00	162,729.00
	Sports Equipment	37,614.00	-	37,614.00	47,409.00	85,023.00
		2,256,987.00	(1,634.00)	2,255,353.00	623,592.00	2,878,945.00
	TOTAL B	37,524,124.00	(837,079.00)*	36,687,045.00	22,333,612.00	59,020,657.00
C	Assets acquired against AICTE Grants	-	-	-	60,300.00	60,300.00
	TOTAL C	-	-	-	60,300.00	60,300.00
	GRANT TOTAL A + B + C	38,488,842.00	(837,079.00)	37,651,763.00	34,672,718.00	72,324,481.00

* Reflects rectification of entries pertaining to Fixed Assets treated as Revenue expenditure during the current year
Note 1. Addition to Campus development includes a contribution of Rs.50 Lac for establishment of Chest Centre as approved by the Board at its 5th meeting held on 12th November 1998.

2. The Government of Madhya Pradesh has initially provided 125 acres of cost free land for setting up IIM Indore as its commitment to the Government of India as recorded in the minutes of the meeting of the Expenditure Finance Committee held on 2nd March 1995. This was subsequently increased to 193.4 acres.

INDIAN INSTITUTE OF MANAGEMENT, INDORE
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31ST MARCH 2001

(Amount in Rs.)

SCH No.	PARTICULARS	As On 31-3-2001	As On 31-3-2000
10	<u>ENDOWMENT & SCHOLARSHIP INVESTMENTS</u>		
	UTI Bond Fund	100,000.00	100,000.00
	IndusInd Bank	500,000.00	500,000.00
	State Bank of Indore	1,500,000.00	-
	TOTAL	2,100,000.00	600,000.00
11	<u>DEPOSITS</u>		
	Association of Indian Universities	-	3,000.00
	Gujrat Co-op. Milk Mktg. Federation	20,000.00	-
	Leased Houses	247,015.00	156,070.00
	LP Gas	11,000.00	11,000.00
	MP Electricity Board	181,890.00	221,890.00
	Reliance Telecom Limited	7,500.00	7,500.00
	VSNL	100,000.00	-
	TOTAL	567,405.00	399,460.00
12	<u>ADVANCES</u>		
	For Admissions	98,090.00	132,910.00
	To Ajanta Bus Service	54,880.00	-
	For Festival	1,800.00	-
	For Leave Travel Concession	-	7,300.00
	For Library Books	800.00	-
	To Outside Parties	1,971.00	-
	For Postage - Franking Machine	9,422.00	-
	For Research Projects - RP-5	75,000.00	-
	To Staff (Since received)	5,000.00	-
	For Travelling Expenses	16,698.00	6,500.00
	TOTAL	263,661.00	146,710.00
13	<u>CAT EXPENSES RECOVERABLE</u>		
	CAT - 1999 Expenses	32,170.00	5,218.00
	CAT - 2000 Expenses	11,832.00	-
	CAT - 2001 Expenses	769,632.00	-
	TOTAL	813,634.00	5,218.00

INDIAN INSTITUTE OF MANAGEMENT, INDORE
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31ST MARCH 2001

(Amount in Rs.)

SCH No.	PARTICULARS	As On 31-3-2001	As On 31-3-2000
14	<u>OTHER RECEIVABLE</u>		
	Accrued Interest	162,425.00	-
	AIMA	17,313.00	-
	Global Research Project	49,749.00	-
	IIM Calicut	-	9,594.00
	IIM Indore CPF cum Gratuity Trust	8,738.00	-
	TDS Receivable	55,713.00	-
	Rent Recoverable from staff	6,639.00	-
	TOTAL	300,577.00	9,594.00
15	<u>PREPAID EXPENSES</u>		
	Prepaid Insurance	61,445.00	-
	Internet charges	125,000.00	-
	TOTAL	186,445.00	-
16	<u>CASH & BANK BALANCES</u>		
	Cash Imprest	20,000.00	20,000.00
	Cash Special Imprest	-	63,400.00
	Fixed Deposit	34,600,000.00	45,792,480.00
	State Bank of Indore - S.B.A/c	4,124,851.83	2,892,763.61
	TOTAL	38,744,851.83	48,768,643.61

INDIAN INSTITUTE OF MANAGEMENT, INDORE
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31ST MARCH 2001

(Amount in Rs.)

SCH No.	PARTICULARS	2000-2001	1999-2000
17	<u>Post Graduate Programme</u>		
	PGP Participation Fees	5,841,500.00	4,649,016.00
	PGP Fee Forfeited	16,000.00	8,000.00
	PGP Miscellaneous Income	5,700.00	14,100.00
	TOTAL	5,863,200.00	4,671,116.00
18	<u>MDP Participation Fees Received</u>		
	Creating a customer driven Organisation	101,000.00	6,500.00
	FDP-Measurement of Productivity & Efficiency	45,000.00	-
	FDP-Research Methodology Workshop	149,000.00	-
	Finance for Non-Finance Executives	238,000.00	-
	Human Resource Mgt. For Corp. Excellence	112,000.00	-
	Improving Work Culture	38,400.00	-
	Managerial Effectiveness	248,000.00	-
	Managerial Excellence through Empowerment	104,000.00	-
	Selection and Interviewing Skills	51,200.00	-
	TOTAL	1,086,600.00	6,500.00
19	<u>Income from Consultancy Projects and Inhouse Training Programmes</u>		
	Benara Udhyog Ltd.	32,551.00	-
	BSNL Training Programme	96,172.00	-
	Enbee Group of Companies	-	6,958.00
	Essar Steel Ltd.	-	11,020.00
	Hindustan Zinc	-	11,305.00
	Ispat Industries Ltd.	85,463.00	-
	Jaypee Rewa Cement Training	22,871.00	25,871.00
	Kriti Industries (I) Ltd.	105,000.00	-
	MP State Land Development Bank Ltd.	265,641.00	-
	PMSI Training Programme	159,518.00	-
	Ruchi Soya Industries Ltd.	73,772.00	-
	TOTAL	840,988.00	55,154.00
20	<u>Scholarship & Endowment Fund Received</u>		
	Bridgestone	100,000.00	-
	Eicher Motors Ltd.	50,000.00	10,000.00
	Bharat Forge Ltd.	200,000.00	-
	PMSI (I) Pvt. Ltd.	50,000.00	50,000.00
	TOTAL	400,000.00	60,000.00

INDIAN INSTITUTE OF MANAGEMENT, INDORE
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31ST MARCH 2001

(Amount in Rs.)			
SCH No.	PARTICULARS	2000-2001	1999-2000
21	<u>Other Income</u>		
	CAT 2000 Receipts	332,429.00	516,011.00
	Advertisement income for Convocation	-	305,000.00
	IIMI Book-Fare Participation Fees Received	56,185.00	-
	TOTAL	388,614.00	821,011.00
22	<u>Interest on Deposits</u>		
	Interest on Fixed Deposits	3,559,617.22	2,288,458.00
	Interest on Saving Bank A/c	88,719.00	66,550.00
	TOTAL	3,648,336.22	2,355,008.00
23	<u>Miscellaneous Income</u>		
	Income from other sources - from Participants	-	574,984.00
	Misc. Receipts	12,803.00	13,199.75
	Pre Qualification Tender Charges Received	130,100.00	-
	Rent from Guest House	10,700.00	2,150.00
	Sale of Tender Forms	44,590.00	-
	TOTAL	198,193.00	590,333.75
24	<u>Salary and Allowances</u>		
	Salary and Allowances	9,346,948.00	7,023,198.00
	Adhoc Bonus	41,733.00	15,118.00
	CPF Contribution	387,680.00	293,505.00
	Entertainment Expenses	15,060.00	9,000.00
	Faculty Development	121,103.00	28,222.00
	Faculty Development Allowance	31,209.00	16,054.00
	Leave Salary	28,869.00	56,521.00
	Leave Travel Concession Expenses	99,700.00	22,718.00
	Medical Expenses	520,669.00	104,341.00
	Pension Contribution	55,851.00	112,896.00
	Rent for Leased Houses	842,475.00	365,455.00
	TOTAL	11,491,297.00	8,047,028.00

INDIAN INSTITUTE OF MANAGEMENT, INDORE
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31ST MARCH 2001

(Amount in Rs.)

SCH No.	PARTICULARS	2000-2001	1999-2000
25	<u>Travelling Expenses</u>		
	Local conveyance	26,013.00	8,634.00
	TA Transfer	288,538.00	90,537.00
	TA - Board	453,505.00	436,308.00
	TA - Case Research	6,904.00	6,935.00
	TA - Others & Miscellaneous	116,433.00	42,972.00
	TA - Recruitment	178,163.00	412,359.00
	TA - Seminar/conference	200,206.00	100,133.55
	TA - staff, faculty & Director.	615,673.0	564,096.50
	TA - Foreign travel	261,015.00	13,718.00
	TOTAL	2,146,450.00	1,675,693.05
26	<u>Supply, Services & Contingencies</u>		
	Advertisement	1,362,877.00	1,166,533.00
	Bank charges	7,700.00	3,680.94
	Book Binding	14,320.00	6,280.00
	Furnishing	140,011.00	168,754.00
	Horticulture	433,021.00	126,425.00
	Hospitality & Guest House Expenses	87,452.00	68,894.00
	House-keeping	689,661.00	490,779.00
	Institutional Membership	21,900.00	140,219.00
	Insurance	37,495.00	56,119.00
	Kitchenware / Crockery	43,242.00	9,925.00
	Liveries	21,479.00	25,914.00
	Newspapers & Periodicals	31,962.00	27,708.00
	Contingencies	171,882.00	125,088.88
	Postage & Telegram expenses	245,040.00	168,356.00
	Printing & Stationery	635,851.00	420,541.00
	Recruitment Expenses	19,311.00	21,646.00
	Repairs & Maintenance - Buildings	2,349,116.00	2,457,295.00
	Repairs & Maintenance - Computers	47,368.00	16,075.00
	Repairs & Maintenance - Electricals	85,323.00	67,411.00
	Repairs & Maintenance - Equipment	198,152.00	95,656.00
	Repairs & Maintenance - Furniture & Fixtures	20,480.00	10,880.00
	Repairs & Maintenance - Hostels	414,058.00	37,758.00
	Repairs & Maintenance - Vehicles	84,980.00	67,011.00
	Security services	631,005.00	516,648.00
	Service & Contracts	118,042.00	10,230.00
	Staff Development & Training Expenses	36,468.00	64,500.00

INDIAN INSTITUTE OF MANAGEMENT, INDORE
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31ST MARCH 2001

(Amount in Rs.)

SCH No.	PARTICULARS	2000-2001	1999-2000
	Staff welfare	110,052.00	119,018.00
	Revenue Stamps	1,249.00	910.00
	Telephone Expenses	1,229,114.00	776,121.97
	Vechile P.O.L. Expenses	101,455.00	63,446.00
	Water & Electricity	1,940,981.00	1,605,343.00
	TOTAL	11,331,047.00	8,935,165.79
27	<u>Legal & Professional Charges</u>		
	Legal Charges	64,834.00	18,300.00
	Legal Expenses	1,735.00	3,576.00
	Professional Charges	41,785.00	19,200.00
	TOTAL	108,354.00	41,076.00
28	<u>Post Graduate Programme Expenses</u>		
	Admission Expenses	-	326,239.00
	Convocation Expenses	1,332,417.00	453,759.00
	Electricity charges for Hostels	433,891.00	39,741.00
	PGP - Stationery & Printing	372,013.00	118,816.00
	PGP Experiential learning	154,970.00	116,532.00
	PGP Honorarium	910,185.00	771,254.00
	PGP Medical Expenses	44,715.00	9,233.00
	PGP Misc. Expenses	563,916.00	337,598.50
	PGP Personal Growth Lab Expenses	81,582.00	-
	PGP Placement expenses	508,059.00	154,987.00
	Rent for Students, hostels	700,411.00	435,362.00
	SWAC expenses	133,571.00	55,022.00
	TA - Visiting faculty	1,263,377.00	755,064.00
	TOTAL	6,499,107.00	3,573,607.50
29	<u>Scholarship & Endowment Fund Expenses</u>		
	Bridgestone	100,000.00	-
	Eicher Motors Ltd.,	50,000.00	10,000.00
	Bharat Forge Ltd.,	200,000.00	-
	PMSI (I) Pvt. Ltd.,	50,000.00	50,000.00
	TOTAL	400,000.00	60,000.00

INDIAN INSTITUTE OF MANAGEMENT, INDORE
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31ST MARCH 2001

(Amount in Rs.)

SCH No.	PARTICULARS	2000-2001	1999-2000
30	<u>Management Development Programme</u>		
	Advertisement - FD Programme	63,258.00	-
	Advertisement Expenses	1,688,961.00	14,407.00
	MDP Expenses	828,865.00	15,430.00
	MDP General Expenses	551,205.00	22,789.00
	TOTAL	3,132,289.00	52,626.00
31	<u>Research & Publications</u>		
	Research & Publications Expenses	5,653.00	9,937.00
	Research Projects Expenses	53,537.00	400.00
	TOTAL	59,190.00	10,337.00
32	<u>Information Technology Expenses</u>		
	Internet charges	909,022.00	645,444.00
	Software Expenses	1,063,515.00	285,478.00
	Upgradation of Technology	102,575.00	31,500.00
	TOTAL	2,075,112.00	962,422.00
33	<u>OTHER REVENUE EXPENSES</u>		
	Business Incubator Lab Expenses	8,050.00	-
	EdCIL - IIMI Campaign	604,576.00	-
	Executive MBA Programme	1,500.00	-
	First Foundation Day Expenses	292,517.00	-
	TOTAL	906,643.00	-

Schedule 34

Notes forming part of accounts

1. Significant Accounting Policies:
 - A. Accounting Convention

The financial statement are prepared on the basis of historical cost convention, unless otherwise stated and on the accrual method of accounting.
 - B. Fixed Assets

Fixed assets are stated at cost of acquisition inclusive of inward freight, duties and taxes and incidental and direct expenses related to acquisition.
 - C. Depreciation

No depreciation has been provided on the fixed assets as per policy followed by the Institute.
 - D. Government Grant

Government grants are accounted on the basis of sanction letter.
 - E. Lease

Lease rentals are expensed with reference to lease terms.
 - F. Retirement Benefits

Leave encashment benefits to the staff is accounted on cash basis.
 - G. Foreign Exchange Transactions

Transactions denominated in foreign currency are accounted at the exchange rate prevailing at the date of transaction.
2. The income includes Rs. 70,690/- pertaining to the previous year. The expenditure includes Rs. 18,47,634/- pertaining to the previous years has been accounted for in the respective account head during the current year due to change in the system of accounting.
3. In the opinion of the Management, the current assets, loans and advances have a value on realization in the ordinary course of business, equal atleast to the aggregate amount shown in the Balance Sheet.

4. In view of there being no taxable income under Income Tax Act, 1961, no provision for Income Tax has been considered necessary.
5. Corresponding figures for the previous year have been regrouped/rearranged, wherever necessary.

Signature to schedules 1 to 34

Sd.
(A.K. Shantharaman)
F & A.O.

Sd.
(U.K. Harindran)
Secretary (Planning)

Sd.
(Dr. Rajan Saxena)
Director

Place : Indore
Date : 26-6-2001

For Sorab S. Engineer & Co.
Chartered Accountants

Place : Ahmedabad
Date : 27-6-2001

Sd.
(Shreyas B. Chokshi)
Partner
Member Regn. No. 100892

INDIAN INSTITUTE OF MANAGEMENT, INDORE
RECEIPT AND PAYMENT ACCOUNT FOR THE YEAR ENDING 31ST MARCH 2001

(Amount in Rs.)

RECEIPTS	SCH No.	AMOUNT	PAYMENTS	SCH No.	AMOUNT
Opening Cash & Bank Balance	1	2,976,163.61	Recurring Expenditure		
			Salary and Allowances	12	11,225,508.00
Grant-in-aid received	2	50,000,000.00	Travelling Expenses	13	2,138,574.00
			Supply, Services & Contingencies	14	11,555,147.00
Income Received			Legal & Professional Expenses	15	87,054.00
PGP Participation Fees Received	3	5,863,200.00	Audit Fees		30,000.00
MDP Participation Fees Received	4	1,086,600.00	PGP Expenses	16	6,654,444.00
Income from Inhouse Training Programme	5	841,588.00	MDP Expenses	17	3,126,978.00
Other Income	6	388,614.00	Research & Publications	18	59,161.00
Interest Received from Deposits	7	3,491,551.22	Information Technology Expenses	19	1,613,539.00
Miscellaneous Income	8	198,193.00	Other Revenue Expenses	20	906,643.00
Scholarship received	9	445,000.00	Expenditure on AICTE Project		264,878.00
Endowment Fund from SB of Indore received		1,500,000.00	Non-Recurring Expenditure	21	34,648,414.00
Fixed Deposit receipt		97,992,480.00	Scholarship expenses	22	400,000.00
Receipts of Assets	10	192,804.00	Endowment Fund Investment made		1,500,000.00
Receipts of Liabilities	11	1,991,888.00	Fixed Deposit receipt		86,800,000.00
			Payment of Assets	23	1,410,167.00
			Payment of Liabilities	24	402,723.00
			Closing Cash & Bank Balance	25	4,144,851.83
TOTAL		<u>166,968,081.83</u>	TOTAL		<u>166,968,081.83</u>

INDIAN INSTITUTE OF MANAGEMENT, INDORE
SCHEDULES FORMING PART OF RECEIPT & PAYMENT ACCOUNT
FOR THE YEAR ENDED 31ST MARCH 2001

SCH No.	PARTICULARS	AMOUNT
1	<u>OPENING CASH & BANK BALANCES</u>	
	Cash Imprest	20,000.00
	Cash Special Imprest	63,400.00
	State Bank of Indore - S.B.A/c	2,892,763.61
	TOTAL	2,976,163.61
2	<u>Grant-in-aid received from</u>	
	Govt. of India	40,000,000.00
	Govt. of M.P.	10,000,000.00
	TOTAL	50,000,000.00
3	<u>Post Graduate Programme</u>	
	PGP Participation Fees	5,841,500.00
	PGP Fee Forfeited	16,000.00
	PGP Miscellaneous Income	5,700.00
	TOTAL	5,863,200.00
4	<u>MDP Participation Fees Received</u>	
	Creating a customer driven Organisation	101,000.00
	FDP-Measurement of Productivity & Efficiency	45,000.00
	FDP-Research Methodology Workshop	149,000.00
	Finance for Non-Finance Executives	238,000.00
	Human Resource Mgt. For Corp. Excellence	112,000.00
	Improving Work Culture	38,400.00
	Managerial Effectiveness	248,000.00
	Managerial Excellence through Empowerment	104,000.00
	Selection and Interviewing Skills	51,200.00
	TOTAL	1,086,600.00
5	<u>Income from Consultancy Projects and Inhouse training programmes</u>	
	Benara Udhyog Ltd.,	32,551.00
	BSNL Training Programme	96,772.00
	Ispat Industries Ltd.,	85,463.00
	Jaypee Rewa Cement Training	22,871.00
	Kriti Industries (I) Ltd.,	105,000.00
	MP State Land Development Bank Ltd.,	265,641.00
	PMSI Training Programme	159,518.00
	Ruchi Soya Industries Ltd.,	73,772.00
	TOTAL	841,588.00

INDIAN INSTITUTE OF MANAGEMENT, INDORE
SCHEDULES FORMING PART OF RECEIPT & PAYMENT ACCOUNT
FOR THE YEAR ENDED 31ST MARCH 2001

SCH No.	PARTICULARS	AMOUNT
6	<u>Other Income</u>	
	CAT 2000 Receipts	332,429.00
	IIMI Book Fare Participation Fees Received	56,185.00
	TOTAL	388,614.00
7	<u>Interest on Deposits</u>	
	Interest on Fixed Deposits	3,402,832.22
	Interest on Saving Bank A/c	88,719.00
	TOTAL	3,491,551.22
8	<u>Miscellaneous Income</u>	
	Misc. Receipts	12,803.00
	Pre Qualification Tender Charges Received	130,100.00
	Rent from Guest House	10,700.00
	Sale of Tender Forms	44,590.00
	TOTAL	198,193.00
9	<u>Scholarship & Endowment Fund Received</u>	
	Bridgestone	100,000.00
	Eicher Motors Ltd.,	95,000.00
	Bharat Forge Ltd.,	200,000.00
	PMSI (I) Pvt. Ltd.,	50,000.00
	TOTAL	445,000.00
10	<u>Receipts of Assets</u>	
	MP Electricity Board	40,000.00
	Association of Indian Universities	3,000.00
	LTC Advance	7,300.00
	IIM Calicut	9,594.00
	Admissions	132,910.00
	TOTAL	192,804.00

INDIAN INSTITUTE OF MANAGEMENT, INDORE
SCHEDULES FORMING PART OF RECEIPT & PAYMENT ACCOUNT
FOR THE YEAR ENDED 31ST MARCH 2001

SCH No.	PARTICULARS	AMOUNT
11	<u>Receipts of Liabilities</u>	
	Students Account (Net)	55,121.00
	PGP Caution Deposit	60,000.00
	Earnest Money	1,186,600.00
	Retention Money	158,350.00
	Security Deposit	15,055.00
	Drillco - DSL Project	477,345.00
	Drillco - Seco Ltd.,	15,417.00
	Jaypee Rewa Cement	24,000.00
	TOTAL	<u>1,991,888.00</u>
12	<u>Salary and Allowances</u>	
	Salary and Allowances	9,052,912.00
	Adhoc Bonus	41,733.00
	CPF Contribution	422,151.00
	Entertainment Expenses	12,060.00
	Faculty Development	121,103.00
	Faculty Development Allowance	27,985.00
	Leave Salary	28,869.00
	Leave Travel Concession Expenses	99,700.00
	Medical Expenses	520,669.00
	Pension Contribution	55,851.00
	Rent for Leases Houses	842,475.00
	TOTAL	<u>11,225,508.00</u>
13	<u>Travelling Expenses</u>	
	Local conveyance	26,013.00
	TA Transfer	288,538.00
	TA - Board	453,505.00
	TA - Case Research	6,904.00
	TA - Others & Miscellaneous	116,433.00
	TA - Recruitment	178,163.00
	TA - Seminar/conference	200,206.00
	TA - staff ,faculty & Director	607,797.00
	TA- Foreign travel	261,015.00
	TOTAL	<u>2,138,574.00</u>

INDIAN INSTITUTE OF MANAGEMENT, INDORE
SCHEDULES FORMING PART OF RECEIPT & PAYMENT ACCOUNT
FOR THE YEAR ENDED 31ST MARCH 2001

SCH No.	PARTICULARS	AMOUNT
14	<u>Supply, Services & Contingencies</u>	
	Advertisement	1,954,035.00
	Bank charges	7,700.00
	Book Binding	6,160.00
	Furnishing	104,360.00
	Horticulture	420,593.00
	Hospitality & Guest House Expenses	93,269.00
	House-keeping	689,661.00
	Institutional Membership	21,900.00
	Insurance	98,940.00
	Kitchenware / Crockery	42,295.00
	Liveries	21,479.00
	Newspapers & Periodicals	31,962.00
	Contingencies	129,659.00
	Postage & Telegram expenses	223,203.00
	Printing & Stationery	614,323.00
	Recruitment Expenses	19,311.00
	Repairs & Maintenance - Buildings	2,256,294.00
	Repairs & Maintenance - Computers	47,368.00
	Repairs & Maintenance - Electricals	76,983.00
	Repairs & Maintenance - Equipment	198,152.00
	Repairs & Maintenance - Furniture & Fixtures	20,480.00
	Repairs & Maintenance - Hostels	376,380.00
	Repairs & Maintenance - Vehicles	84,980.00
	Security services	683,090.00
	Service & Contracts	93,700.00
	Staff Development & Training Expenses	36,468.00
	Staff welfare	90,591.00
	Revenue Stamps	1,249.00
	Telephone Expenses	1,151,252.00
	Vechile P.O.L. Expenses	91,719.00
	Water & Electricity	1,867,591.00
	TOTAL	11,555,147.00
15	<u>Legal & Professional Charges</u>	
	Legal Charges	44,834.00
	Legal Expenses	1,735.00
	Professional Charges	40,485.00
	TOTAL	87,054.00

INDIAN INSTITUTE OF MANAGEMENT, INDORE
SCHEDULES FORMING PART OF RECEIPT & PAYMENT ACCOUNT
FOR THE YEAR ENDED 31ST MARCH 2001

SCH No.	PARTICULARS	AMOUNT
16	<u>Post Graduate Programme Expenses</u>	
	Convocation Expenses	1,475,150.00
	Electricity charges for Hostels	433,822.00
	PGP - Stationery & Printing	393,498.00
	PGP Experiential learning	147,010.00
	PGP Honorarium	910,185.00
	PGP Medical Expenses	44,715.00
	PGP Misc. Expenses	563,090.00
	PGP Personal Growth Lab Expenses	81,582.00
	PGP Placement expenses	508,040.00
	Rent for Students hostels	700,411.00
	SWAC expenses	133,564.00
	TA - Visiting faculty	1,263,377.00
	TOTAL	6,654,444.00
17	<u>Management Development Programme</u>	
	Advertisement - FD Programme	63,258.00
	Advertisement Expenses	1,688,961.00
	MDP Expenses	828,865.00
	MDP General Expenses	545,894.00
	TOTAL	3,126,978.00
18	<u>Research & Publications</u>	
	Research & Publications Expenses	5,653.00
	Research Projects Expenses	53,508.00
	TOTAL	59,161.00
19	<u>Information Technology Expenses</u>	
	Internet charges	934,022.00
	Software Expenses	603,367.00
	Upgradation of Technology	76,150.00
	TOTAL	1,613,539.00
20	<u>OTHER REVENUE EXPENSES</u>	
	Business Incubator Lab Expenses	8,050.00
	EdCIL - IIMI Campaign	604,576.00
	Executive MBA Programme	1,500.00
	First Foundation Day Expenses	292,517.00
	TOTAL	906,643.00

INDIAN INSTITUTE OF MANAGEMENT, INDORE
SCHEDULES FORMING PART OF RECEIPT & PAYMENT ACCOUNT
FOR THE YEAR ENDED 31ST MARCH 2001

SCH No.	PARTICULARS	AMOUNT
21	<u>Non-Recurring Expenditure</u>	
	Campus Development Expenditures	12,273,752.00
	Computers	2,608,010.00
	Educational Equipment	81,936.00
	Journals & Periodicals	5,439,199.00
	Library - CD - ROM	1,117,447.00
	Library Books	7,359,573.00
	Electrical Installation	1,160,137.00
	Staff Vehicle	16,705.00
	EPABX	247,278.00
	Equipment	2,393,087.00
	Furniture & Fixtures	502,139.00
	Furniture & Fixtures-Incu-Lab	361,795.00
	MDP Equipment	403,464.00
	Hostel Equipment	314,949.00
	Hostel Furniture	258,059.00
	Kitchen Equipment	3,175.00
	Sports Equipment	47,409.00
	AICTE Assets	60,300.00
	TOTAL	34,648,414.00
22	<u>Scholarship & Endowment Fund Expenses</u>	
	Bridgestone	100,000.00
	Eicher Motors Ltd.,	50,000.00
	Bharat Forge Ltd.,	200,000.00
	PMSI (I) Pvt. Ltd.,	50,000.00
	TOTAL	400,000.00

INDIAN INSTITUTE OF MANAGEMENT, INDORE
SCHEDULES FORMING PART OF RECEIPT & PAYMENT ACCOUNT
FOR THE YEAR ENDED 31ST MARCH 2001

SCH No.	PARTICULARS	AMOUNT
23	<u>Payment of Assets</u>	
	Gujarat Co-op. Milk Mktg, Federation	20,000.00
	Leased Houses	90,945.00
	VSNL	100,000.00
	For Admissions	95,320.00
	To Ajanta Bus Service	54,880.00
	For Festival	1,800.00
	For Library Books	800.00
	To Outside Parties	1,971.00
	For Postage - Franking Machine	9,422.00
	For Research Projects - RP-5	75,000.00
	To Staff (Since received)	5,000.00
	For Travelling Expenses	10,198.00
	CAT - 1999 Expenses	26,952.00
	CAT - 2000 Expenses	11,832.00
	CAT - 2001 Expenses	769,632.00
	AIMA	17,313.00
	Global Research Project	48,012.00
	IIM Indore CPF cum Gratuity Trust	8,738.00
	TDS Receivable	55,713.00
	Rent Recoverable from staff	6,639.00
	TOTAL	<u>1,410,167.00</u>
24	<u>Payment of Liabilities</u>	
	Kriti Industries	67,500.00
	MP State Land Development Bank	332,223.00
	MDP Fees refunded	3,000.00
	TOTAL	<u>402,723.00</u>
25	<u>CLOSING CASH & BANK BALANCES</u>	
	Cash Imprest	20,000.00
	State Bank of Indore - S.B.A/c	4,124,851.83
	TOTAL	<u>4,144,851.83</u>