

# FIFTH ANNUAL REPORT : 2001-2002



सिद्धिमूलं प्रबन्धनम्  
IIM INDORE

**INDIAN INSTITUTE OF MANAGEMENT INDORE**

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## From the Director

The year under review, 2001-2002, was yet another eventful year marked by growth and achievements on several parameters. The most significant milestone was the beginning of our campus construction on 4<sup>th</sup> June, 2001.

Another significant milestone was yet another business school ranking done by Outlook and MDRA, which ranked us No.7 among the top 10 business schools in India, and right at the top among the business schools set up in the decade of 1990. To us, it is a recognition and reconfirmation of the path that we have adopted to emerge as one of the top ranking management schools in India and Asia Pacific in the near future.

This was also a year when the institute was widely talked about because of innovations on two counts. One was the teaching methodology, which was made more relevant, contemporary, and contextual. One of the members of the faculty, for example, used the well-known Hindi feature film, Lagaan, for teaching concepts in leadership and team building. Another faculty member used it in the management development programmes to discuss these and other issues like competency building, strategy crafting, competitive intelligence, and strategic leadership. The other significant development talked about, and which has given us a distinctive identity, was the design and launch of our Executive PGPM and a three-month Faculty Development Programme for the purpose of developing management teachers for the country. The year was also marked by several other achievements of the students and faculty as also the growing research and publication culture. As could be seen in the sub-sections of this report, the research was not just merely limited to long drawn projects but also involved case research leading to the development and registration at the institute's case bank of 12 cases. The year was also marked by growing corporate linkages.

The events of September 11, 2001 had their impact on the placements at the Institute also. The overall economic slowdown impacted our MDP/Consulting/Training areas. It was reflected in terms of the cancellation of a large number of programmes because of lack of nominations, and delay in the finalization of consulting and training assignments with reduced scope. In the case of placements, it was reflected by the absence of international offers and also lower number of Indian offers. However, the most satisfying part was we were not so badly hit as others were. All our students got placed with average annual salary of Rs. 5.22 lakh.

The year was also marked by additions to and departures from our faculty. Faculty availability

and retention continues to be one of our concerns, which we are trying to address in our given constraints.

### **Intellectual Capital at the Institute**

The quality of any management school is to a very large extent reflected by the research and publications of the faculty as also the presentation of the research based papers in national and international conferences. The year 2001-02 saw as many as 17 papers being presented at various seminars and conferences in India and outside and 37 articles and books being published. The year also saw the development and registration of 8 cases by various faculty members in different areas.

There were two significant research projects initiated, one in the area of Supply Chain Management and the other in M-Commerce. For the latter, Government of India, Ministry of HRD has extended financial support to the extent of Rs.10 lakh. The research on Supply Chain Management is being supported by the institute. Prof. K.V. Ramaswamy of the Institute was offered a fellowship by the East West Centre, Honolulu, Hawaii, where he worked on 'Globalization and Labour Markets in South Asia'. We have thus started on the journey of creating intellectual capital at the institute. We do hope that over a period of time, it will grow and make us visible in the global community of management educators and professionals.

### **Corporate Linkage**

The institute entered into a MOU with Life Insurance Corporation for developing the managerial competency for executives in financial management area. Another objective of this tie-up is to develop their Regional Training Centre at Bhopal as an apex-training center in financial management. The institute also conducted several programmes for a large number of companies including BSNL, with whom we are in a dialogue for a long term relationship.

### **Leadership Role of the Faculty**

The institute's faculty was nominated to governing boards of various management schools by AICTE. Personally I was nominated by the Chief Minister, Madhya Pradesh to the State Advisory Board of Education which he chairs. I was also nominated by the Government of India to the Army Management Studies Board and was invited to join the National Advisory Committee of SIDBI, Board of Governors of the Academy of Administration, Government of

Madhya Pradesh and the Task Force for development of management education programmes for bankers. This Task Force is a joint Task Force of Indian Institute of Bankers and IIMs and XLRI. I also had the privilege of delivering the Foundation Day lecture of Hindustan Zinc Limited at Udaipur. I was also nominated to the Executive Board of Association of Management Development Institutions in South Asia (AMDISA), which is the South Asian regional network of management schools.

### **Final Word**

Thus, looking back, 2001-02 was yet one of the years of achievement and progress. The road ahead is still long. Though we have come a long way from the time we started in 1997, we still have many more miles to cover before we could say that we have achieved. I believe our biggest concern is that of faculty retention. Some of the major bottlenecks that have been voiced to me by my colleagues, who have left the institute, relate to the housing and the lack of social life as they are all not necessarily living on the same campus and the absence of long-term retirement benefits, not necessarily at par with other IIMs. The fact that the faculty housing is not a part of the existing project also unnerves many of the potential faculty members. We will have to take up this matter with the Government of India for giving us the necessary financial resources in the 10<sup>th</sup> Plan for the construction of faculty houses. Another concern is that our revised project cost has still not been approved by the Government of India. We are pursuing the matter with the Government.

I would like to place on record my sincere gratitude to the Government of India, Ministry of HRD and the Government of Madhya Pradesh without whose support many of the things that we have achieved would not have been possible. I am also thankful to AICTE which supported the research programme of the faculty as also enabled some of them, through financial grants, to travel for international conferences and present their papers. Finally my thanks are also due to the corporates who have supported us in our placement, management development programmes and who have reposed confidence in our faculty for conducting training programmes for them or offering consultancy services. My gratitude to my team of faculty, academic fellows, academic associates and administrative personnel who have made it possible to achieve a part of our vision.

**Dr. Rajan Saxena**  
**Director**

## **Post Graduate Programme**

Sixty students will be admitted to the fifth batch (2002-2004) of the Post Graduate Programme in Management. Out of 61 students in the fourth batch, sixty were promoted to the second year of the programme. One will be repeating the programme. All 41 participants of the 2000-2002 batch satisfactorily completed the academic requirements and graduated from the Institute.

### **Orientation Programme**

The orientation programme for the fourth batch (2001-2003) of students was held from June 21 to 23, 2001. The programme was addressed by Mr. B.S.Nagesh, Managing Director, Shoppers' Stop Ltd., Mumbai.

The re-orientation programme for the third batch (2000-2002) was held on June 29, 2001. Mr. Ashok Wadhwa, Managing Director, Ambit Corporate Finance Private Limited addressed the second year students on the reorientation day.

### **Highlights of Activities**

The two courses i.e. Experiential Learning (EL) and Society, Business and Management (SBM), make the IIMI's academic programme unique. Divided into three components viz. Industrial training during first year, summer training at the end of first year and, organizational project in the second year, EL is spread over two years. The main feature of EL is its practical approach to the real life of organization. The participants apply their classroom learnings in all the three components.

SBM course is a step towards helping the society. As a responsibility towards society, IIMI encourages its 'to be managers' to take up projects related to the upliftment of poor, rural development and related projects in the second year. Projects done under SBM brings a great deal of learning and experience to participants.

### **Curriculum**

The first year package consists of 30 courses, spread over three terms, having 100 credit

units. All courses are compulsory. For every 6 sessions, one credit is assigned to a course. A 4-credit course consists of 24 sessions. In the second year, participants are allowed to take a minimum of 50 credits and a maximum of 54 credits. The package consists of 3 compulsory courses of 6 credits; remaining credit requirements are fulfilled from across 49 electives and Courses of Independent Study (CIS).

## **Scholarships and Gold Medals**

### Scholarship

- Mr. Deepak Kapur was awarded GE Fund Scholarship of Rs. 2,10,000
- Mr. K.V. Prasanna was awarded Kalyani Scholarship of Rs.2,00,000
- Ms. Sumeli Chatterjee was awarded Bridgestone Scholarship of Rs.1,00,000.
- Mr. Shibu S. Nair was the recipient of Eicher Scholarship of Rs.50,000.

### Gold Medal

- Mr. Deepak Kapur was given Eicher Gold Medal and a cash prize of Rs. 5,000 for All Round Best Performance.
- Mr. Deepak Kapur was also given Chairman's Gold Medal
- Mr. K.V. Prasanna was given Director's Gold Medal
- Ms. Sumeli Chatterjee was given PGP Chair's Gold Medal

## **Annual Convocation**

The Third Annual Convocation was held on March 24, 2002. Forty-one students were awarded the Post-Graduate Diploma in Management. Mr. Adi Godrej, Chairman & Managing Director, Godrej Group, Mumbai, delivered the Convocation address. Mr. Godrej, in his simple but effective style, crisply underlined the important traits that are required to compete in adverse situations.

After giving a brief account of the Indian economy during the last 10 years, he stated that, India would soon reach a stage where its standard of living would be at par with that of Thailand and Malaysia. Quoting a recent study done by Mckinsey, Mr. Godrej said that India would be the third largest economy, behind only China and the United States within the next

five years. Keeping in mind such a future Mr. Godrej stressed that the future managers should be effective leaders. "Lack of proper leadership is the root cause of problems faced by countries and companies alike," he further added that leadership in India has to be tactical and strategic and instead of focusing on individual leadership, stress should be more on teamwork. "Leadership is about learning to manage change positively, not to resist it. It is about emphasizing continuous improvement, about creating an unease with the status quo, so that change is unending and positive", said Mr. Godrej. He also pointed out several factors to bring India to the aforementioned position like the need for facilitating foreign investment and to give a boost to primary education and health facilities. More significantly, Mr. Godrej called for freeing Indian financial markets and privatizing Government-owned banking, insurance and mutual fund sectors.

### **Achievements and Activities by Students**

- **IRIS-2001**, the annual management festival of IIM Indore was held from November 1 to 4, 2001. The festival was inaugurated by Mr Rajan Mittal, MD of Bharti Enterprises. The 4-day event saw participants from the top management institutes in the country pit their wits against each other in various games and events. The formal events featured games from all areas of management like finance, marketing, and strategy. The online version of the festival, 'Iris Online', received a response of 500 hits per day. The panel discussion on 'Architecting Brands in the Indian Wilderness', witnessed participation by the hottest youth brands in the Indian market – OysterBay, Nike, Lacoste, and Radio Mirchi. The festival featured eminent guest speakers like Mr. Gulu Mirchandani, Chairman and Managing Director of Mirc Electronics. He delivered a talk on the anticipated threat to industry from Chinese products.

The festival also featured several semi-formal and informal events like the garrulous "Impromptu" (JAM) to the Channel-V night that had all the participants dancing to the tunes of VJ Poorab. The overwhelming response to IRIS-2001 and its success was the fructification of efforts put in by the students of IIM-Indore.

During the course of the year, IIM Indore students participated in several competitions and brought laurels to the institute.



- Indu Jacob and Reena Choudhary won the Second Prize in a paper presentation on Rural Markets at 'Backwaters 2001', the management festival of IIM Kozhikode.
- Indu Jacob was placed at Second Position on 'Bzz Wings 2002', the National Business Plan competition organized by IIM Bangalore. The prize carried a cash award of Rs. 3 Lakh.
- Jaya Gupta won the First Prize in T.A. Pai Young Business Leader contest held at the TAPMI Management Festival, 'Atharva'.
- Minal Shah won the First Prize at the Paper Presentation contest, held at the Velammal College of Management and Computer Studies.

Several IIM Indore students participated and won prizes at the India Brand Summit organized by the Centre for Change Management, Mumbai.

- Deepak Kapur and Vijay Kamalakara got the Third Prize in the Presentation Contest.
- Sushmita Biswas and Saptarishi Ganguly attained the First Position in the Paper Presentation contest.
- Deepak Kapur got the Third Prize in the Best Student in Management contest sponsored by the Dewang Mehta Foundation.
- The IIM Indore Placement Brochure was adjudged the Best Placement Brochure.

## **PGP Admissions & Financial Aid**

### **Admissions**

The Fifth batch (2002-2004) of the two-year Post-Graduate Programme in Management (PGP) offered by the institute, attracted 74408 young graduate / post-graduate applicants, compared to previous year's 47639, registering an increase of 56%.

While the attendance ratio of the shortlisted candidates appearing for Group Discussion and Personal Interview during the first three years – 1998, 1999, and 2000 was low, it improved considerably during the subsequent two years – 2001 and 2002.

During the year under review, we received applications from eight candidates living abroad (NRIs) as against just one in the previous year. (Their GMAT scores are considered in lieu of the CAT scores, as is done by other IIMs).

Seven hundred and ninety four of 74400 (1.07%) CAT applicants and 3 of the 8 GMAT applicants were shortlisted and called for GD and interview. Of these, 677 CAT applicants and two GMAT applicants attended the GD and interview.

In all 396 successful candidates, which include 368 General, one GMAT, 18 scheduled caste, 5 scheduled tribe, and 4 physically challenged applicants were offered admission to the PGP 2002-2004 batch. Out of these 63 including 59 General, one GMAT and 3 scheduled caste applicants accepted our offer of admission.

The data is given below:

S.No	Particulars	General	SC	ST	PH	GMAT*	Total
1.	Total No. of CAT takers	73610	3141	942	534	—	78227
2.	No. of CAT/GMAT takers applied to IIMI	70235	2847	827	491	08	74408
3.	No. of candidates called for interview	704	51	25	14	03	797
4.	No. of candidates attended the interview	615	40	14	08	02	679
5.	No. of admission offers made	368	18	05	04	01	396
6.	No. of candidates who accepted the offers	59	03	00	00	01	63

\* All are General candidates

### Education Loan from Banks

Nationalized banks are offering education loan to needy students to pursue professional courses like MBA and this has been of great help to our past and present batches of PGP students. On our part, we facilitate the banks to directly interact with our students on the day of registration on our campus to assess the students' need for education loan and process of applying, etc.

### Scholarship Schemes

Currently the institute has four merit-based scholarships for its PGP participants. These scholarships are instituted by industry, banks and other entities, either through endowment or on annual renewal basis.

The table below lists various scholarships, donor organizations, amount of the scholarships, funding particulars, and the name of recipients of the scholarships during the academic year 2001-2002.

Merit-based Scholarships available and awarded during the year 2001-2002

<b>S.No.</b>	<b>Title</b>	<b>Amount</b>	<b>Donor Organization</b>	<b>Name of the awardee student</b>
1.	GE Fund	Rs. 2,10,000/- approx.	General Electric (GE) India	Deepak Kapur
2.	Kalyani	Rs.2,00,000/-	Bharat Forge Limited	K.V. Prasanna
3.	Bridgestone	Rs.1,00,000/-	Bridgestone ACC India Limited	Sumeli Chatterjee
4.	Eicher Motors	Rs.50,000/-	Eicher Motors Limited	Shibu S. Nair

## **Placement**

### **Final Placement 2002**

Final placement for the third batch was held from February 15 to 17, 2002. Thirty companies registered for the final placement week but 26 companies could be accommodated. A total of 48 offers were made and 39 students appeared for final placements and were placed in the final placement week itself.

Some of the reputed companies which participated in the placement were : Alembic Pharma Ltd., Anand Corporate Services, Apticraft Systems, BASF India Ltd., Bharat Petroleum Corporation Ltd., Birla Management Corporation, Citi Bank, Coca Cola India Ltd., Dabur India Ltd., GE Capital Services India Ltd., Global Tele system, HDFC Limited, ICICI Ltd., I-flex solutions Ltd., RPG Enterprises Ltd., RSM Consulting, Standard Chartered Bank, Tata Consultancy Services, UTI Bank Ltd.

The highest offer was of Rs. 8.00 lakh/annum and the average salary for the accepted offers was Rs. 5.22 lakh/annum.

## Area wise Placement

Nature of Job Accepted	No. of Students	% of students
General Management/Consulting	4	10%
Finance	7	17%
Marketing	16	39%
IT	9	22%
HR	3	7%
Others (Entrepreneur)	2	5%
Total	41	100%

## Top Recruiters

Name of the Company	No of Offers Made	No. of Offers accepted
Alembic Pharma Ltd.	1	1
Anand Corporate Services	1	1
Apticraft Systems	1	0
BASF India Ltd.	1	1
Bharat Petroleum Corporation Ltd.	2	2
Birla Management Corporation	1	1
Career Launcher	2	0
Citi Bank	1	1
Coca Cola India Ltd.	1	1
CSC India Pvt Ltd.	3	2
Dabur India Ltd.	2	2
GE Capital Services Ltd.	1	1
Global Tele system	2	2
HDFC Ltd.	3	3
ICICI Ltd.	2	1
I-flex solutions Ltd.	1	1
Madura Coats Ltd.	1	1
Patni Computer System	1	0
Polaris Software Ltd.	4	4
RPG Enterprises Ltd.	1	1
RSM Consulting	1	1
Standard Chartered Bank	2	2
Tata Consultancy Services	8	6
TVS Electronics Ltd.	1	0
Unit Trust of India	1	1
UTI Bank Ltd.	3	3
<b>Total</b>	<b>48</b>	<b>39</b>

## **Summer Placement 2002**

Summer Placement-2002 also received good response from companies. In all 33 companies participated in the summer placement programme. All 61 students were placed.

All the big names in the Indian FMCG, Finance and IT industries participated in this year's Summer recruitment and helped make it a run-away success. Some of the reputed companies that participated in the summer placement programme were : A.F.Ferguson & Co., Alembic Ltd., Ashok Leyland Finance Ltd., Asian Paints India Ltd., Bharat Petroleum Corporation Ltd. (BPCL), Britannia Industries Ltd., Cadbury India Ltd, Citi Bank N.A., CSC India Pvt Ltd., Dabur India Ltd., Escotel Mobile Communications Ltd., GE Capital Services, Glaxo Smithkline Consumer Healthcare Ltd., Global Telesystem Ltd., H.S.B.C. Ltd., Hindustan Lever Ltd., ICICI Bank Ltd., ICICI Ltd., Indian Railway Catering and Tourism Corporation Ltd. (IRCTC), Indian Space Research Organization (ISRO), Industrial Development Bank of India (IDBI), ITC Ltd., Larsen & Toubro Ltd., Marico Industries Ltd., Patni Computer Systems, RPG Enterprises Ltd., Saint Gobain Glass Ltd., Standard Chartered Bank Ltd., TVS Electronics Ltd., UTI Bank Ltd.

Though the average stipend offered was Rs. 9,500/- the maximum was Rs. 20,000/- . The corresponding figures for summer placement 2001 were 8,500/- and 15,000/-.

## **Executive Post-Graduate Programme in Management**

It is one of Institute's dreams to take management education to executives in their organizations and across the various political and geographical boundaries of India and to empower them to customize their learning. Executive PGP is a uniquely designed programme for the working executives. The objective of the programme is to provide an opportunity for the practicing executives to enhance their knowledge and skills continually.

The duration of eighteen months has been divided into six terms of three months each and the participants need to attend the campus only for 15 days during each term.

The programme is designed specially for Graduates with a minimum of five years of managerial experience. Organisational sponsorship is desirable but is not a compulsory requirement for the programme. The selection would be based on multiple criteria such as the performance of the candidate in the written test, the group discussion, and the interview.

The first four terms have compulsory courses. During these terms, the participants are offered the foundational courses and the courses in the basic functional areas. The fifth term has both compulsory and elective courses. In the fifth and the sixth terms, the participants can choose the electives from a wide range of electives offered by the Institute, which will enable them to gain a deeper knowledge in their areas of special interest.

The pedagogy would be a judicious mix of lectures, case discussions, project work, term papers, role play, seminar presentations, assignments, films, management games, and course of independent study.

On successful completion of the programme, the participants would be awarded the "Executive Post-Graduate Diploma in Management" by the Indian Institute of Management, Indore.

The Institute is starting its first Executive PGP programme on 1<sup>st</sup> September, 2002. The intake would be 54 in the first batch and 60 from the second batch onwards. International and national experience is considered in designing the Executive PGP programme.

The process of selection involved conducting a competitive written test in three cities – Indore, Mumbai, and New Delhi, followed by personal interview of shortlisted candidates. Final selection was made on the basis of performance in the test, interview, past academic record, and work experience.

## **Faculty Development Programme**

One of the objectives of the Indian Institute of Management, Indore, is to assist in the development of teachers, researchers, and trainers for management education. To meet this objective the Institute had organized a series of short-term University Teachers' Programmes. To further this effort, the Institute will be offering its first restructured FDP from April 1, 2002 to June 21, 2002 under the title "International Teachers Development Programme for Management Educators".

This programme is designed to help the participants identify teaching practices that successfully meet today's educational challenges and expectations, drawing attention to educational philosophies and pedagogical theories, module design, instructional strategies, pedagogically sound use of IT and assessment.

## Management Development Programmes

The Management Development Programmes at the institute were started during the academic Year 2000-2001. In the year 2001-2002, nine programmes were successfully conducted . One hundred and two executives from private and public sectors and government departments participated in these programmes. These programmes were offered covering functional areas of Marketing, Human Resource , Finance, Logistics and Supply Chain, Organizational Behaviour and Data Mining.

Some of the major organizations who participated in the institute's MDP were: Hindustan Motors Ltd., SIDBI, General Motors India Pvt. Ltd., Hutchison Max Telecom Ltd., Cadbury India Ltd., Cavin Kare Pvt. Ltd., Jindal Vijaynagar Steel Ltd., Novartis India Ltd., Grasim Industries Ltd., Godrej Saralee Ltd., BPL Ltd., Canara Bank, Directorate of Treasuries and Accounts, Duncans Industries Ltd., Dr. Willmar Schwabe India Pvt. Ltd., BSNL, IFFCO, Balsara Home Products, Allergan India Ltd. Group, Nycomed Amersham, Standard Chartered Grindlays Bank Ltd., Sterling Cellular Ltd, Eicher Motors Ltd., Pidilite Industries Ltd., Ranbaxy Laboratories, Raptakos Brett, Kirloskar Copeland Ltd., TVS Srichakra Ltd., UTI Bank Ltd.

MDP is one of Institute's thrust areas aimed at satisfying the business needs of the Indian industries through innovative approaches based on experience sharing, research findings and integration of theory and practice. The programmes are designed and updated continuously on the basis of the feedback received from the industry. IIMI's aim is to deliver short-term quality programmes for competency development of working executives.

The programmes conducted during the year are as follows:

<b>Programme Title</b>	<b>Dates</b>
Managerial Effectiveness for Organizational Success	August 6 - 10, 2001
Shareholder Value Management	August 27 - 29, 2001
Leading and Managing Sales Force	September 3 - 7, 2001
Logistics and Supply Chain Management	September 10 - 14, 2001
Strategies for Meeting Competition from Low Cost Producers	September 17 - 19, 2001
Art of Negotiation	October 9 - 11, 2001
Finance for Non-Finance Executives	October 15 - 18, 2001
Effectiveness of Data Mining in Organizations	January 7 - 9, 2002
Product Policy & Management	February 18 - 20, 2002

## Incompany Programmes And Consultancy Projects

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

### Incompany Programmes:

<b>Name of Company</b>	<b>Project/Training Programme</b>	<b>Dates</b>
BSNL	Finance for Non-Finance Executives	May 21-27, 2001
Madhya Pradesh Housing Board	Marketing for Senior Executives	June 4-8, 2001
Jay Pee Rewa Cement Ltd., Rewa	Programme on Sales Management	June 23-24, 2001
Jay Pee Rewa Cement Ltd., Rewa	Area Managers Training Programme	July 6-7, 2001
Jay Pee Rewa Cement Ltd., Rewa	Executives Training Programme	August 21, 2001
BSNL	7-Day Orientation Course for Finance Officers of BSNL	September 10-16, 2001
Jay Pee Rewa Cement Ltd., Rewa	Field Officers Training Programme - Team Building and Motivation Development Programme	November 7, 2001
LIC of India	Training Programme on Financial Management for LIC Officers	December 18-23, 2001
Vindhya Telelinks, Rewa	Programme on Strategic Management for Senior Managers	December 21-23, 2001
Hindustan Zinc Limited, Udaipur	Management of Change	January 11, 2002
LIC of India	Training Programme on Financial Management for LIC Officers	January 14-19, 2002
Ranbaxy Laboratories Limited	Leadership and Team Development Programme for Executives	February 9 & 10, 2002
LIC of India	Training Programme on Financial Management for LIC Officers	February 11-16, 2002



## **Consultancy Projects**

Comprehensive Organizational Diagnostic Survey of Drillco Seco Ltd., Pune. (A cutting tool manufacturing company.)

## **Computing Facilities**

IIMI has world class, state of the art information technology tools to meet its computing and communication needs. These include powerful Network Server, dedicated Internet and Email Access, Electronic Library, desktop PCs, Multimedia PCs and laser/ DeskJet /dot-matrix printers, etc.

All the computing tools are interconnected through 100 MBPS Fast Switched Ethernet Network using fiber backbone and 10 MBPS dedicated access CaT-5 cable.

Every room of the hostel has a dedicated desktop PC connected to the Institute network to provide round the clock access to resources on the net. Internet Access is provided using 512 KBPS leased line through VSNL. Institute is also providing remote access services through 16 Modems RAS server.

Institute has heterogeneous network, mainly environment of Windows NT /2000 and Linux 7.X. Faculty, Participants, Administration and Library servers are running on Windows NT / 2000, while the Webserver and Mail server are running on Linux Operating System. Institute is maintaining its own Webserver and Mail server with webbased email facility. All the nodes are running on Windows 95/98/ NT Workstation/ Windows ME/ Windows 2000 professional and Windows XP.

Other application software include Office 97/2000, SPSS 10.1, Rational Suit Enterprise, Cold fusion, Primavera , Libsys , AutoCAD 2000 I , Architecture bundle , Shazam , Oracle 8I, MS SQL Server 7.0, Clear Case, Visual Studio 6.0, Ms Exchange Server 5.5 , Acrobat Writer, IBM DB2 , IBM Websphere and Anti-virus software etc.

Institute has also put up its home pages on the Intranet with hyper links to information on its activities, faculty, staff and participants and facilities. Institute has well equipped Incubation Center, E-Commerce lab, and Computer lab.

The Stores & Purchase Dept. and Account Section are computerized using Flash and Tally Software. Library is fully computerized with Libsys Software .

The Details of the available facilities are as follows:

**Network Servers:** The Institute has 5 Network servers and 4 Member servers. Library has own Network server and one CD-Net server with 28 CD Rom drives with expansion chassis for another 28 CD/DVD drives.

**Desktop PCs** (Included Multimedia PCs) : One hundred and ninety two Intel PIII/ PII and Pentium I with 128/64/32 MB RAM and 20 /10/4/2 GB Hard disk .

**Laptop** : Eight Intel P-III/ P-II with 128/32 MB Ram, 15.2/3.2 GB HDD with Multimedia Kit.

**Printers** : Five Heavy duty Xerox Network Laser printers, 2 HP laser 6p printers, 1 HP Network Color Laser printer, 3 HP laser jet 6l/1100 printers. DeskJet printers and 5 dot-matrix Printers.

**Others** : HP CD Writer, Scanner, Zip Drive, DAT Drive, etc.

**Internet Access** : Round the clock Internet access through VSNL with 512 kbps bandwidth using leased line.

#### **Available Software at IIMI**

- Ms windows 2000 Advanced Server
- Ms windows 2000 Professional Server
- Red hat Linux 7.0 Advanced Server
- Shazam 10.1
- Rational Suit Enterprise 1.5
- Cold fusion 4.5
- Ms Office 97 /professional edition
- Ms office 2000 Professional
- SPSS 8.0
- SPSS 10.1 Including Modules ( Base, Advanced Models, Regression Models, Trends, Categories, Conjoint, Exact Tests, Missing Value Analysis)
- Auto Cad 2000 i
- Primavera
- Flash

- Tally 5.1
- Ms Windows NT 4.0 Server
- Ms Windows NT 4.0 Workstation
- MS System Management Server 2.0
- Libsys
- MS SQL server 7.0
- Ms Exchange server 5.5
- Oracle 8 i
- Pcounter 2.05
- SAS 8.0
- Fplive
- Escan Antivirus
- Architecture Bundle
- Ms Visual Studio 6.0
- Adobe Acrobat Writer
- Windows 95/97/98/ME

Following Software were acquired during the year:

- Arena 1
- ILog-cplex 7.1
- Microsoft Project 2000
- IBM DB2
- IBM Websphere Server

## **Library**

IIMI Library is “ hybrid library “ which provides information access, both in print as well as electronic form. It balances the resource requirements for print access and storage, while also increasingly providing round the clock electronic access to all its users.

### **Books and Periodicals**

During the year library added 2127 volumes to its existing collection of books. The Library currently has 11369 books on various aspects of management and economic and computer sciences. Reference resources include encyclopaedias, directories, handbooks and manuals. The Library subscribes to 375 periodicals (300 foreign journals, 75 Indian journals and magazines and 13 newspapers)

## **Videos**

The Library acquired 7 videos during the year. Today the Library has 157 videos in its collection.

## **CD-ROMs**

During the year library has acquired 38 CD titles which include Human Development Report (10 Years), Global Development Finance 2001, World Development Indicator 2001, Statistical Yearbook 2001(Unido). The total CD collection has gone up to 70.

## **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)
- 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
- India informer (Online) – Full text database of news papers, magazine and other important sources
- INDIASTAT.COM (Online) – Demographic, economic and political statistics of India
- CRIS-INFAC – Industry report of 37 key Indian Industries

### *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 Primer from EBSCO (covering abstracts of over 2500 journals and full text of about 1500 journals on all aspects of management)
- Econlit (covering economic literature published all over the world with citations and abstracts)
- National Geographic (the complete set of volumes)
- World Development Indicators

- World Development Reports
- Social Science Citation Index
- 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
- CASES - Cases procured from Harvard Business School Publishing and IIM, Ahmedabad
- CD-ROM-Includes all the CD-ROMs acquired by the library
- VIDEO-Includes all the VIDEO collection of the IIMI library

**E-Journals and Digital Archive**

- Emerald Intelligence Fulltext – Online access to 123 Journals along with back issues
- ACM Digital Library- Online access to 25 Journals + Conference Proceedings published by ACM
- Elsevier Science Direct – Online access to over 140 journals in Business, Computer Science, Economics and Decisions Sciences along with the back issues
- J-STOR – Back issues of 46 Management, business and economics journals.

**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 – The library is using LIBSYS software (Library Management Software) with web enabled online public access catalogue.

## **Information Services**

Library provides various information services that include current awareness service, selective dissemination of information services, electronic notification of new arrival of books and journals, news items, book reviews, etc. It also helps the users in obtaining resource from other libraries through interlibrary loan. The online public access catalogue of IIMI Library is also made available on the Intranet.

## **Foundation Day Lecture**

The Second Foundation Day Lecture of the Institute was held on October 3, 2001. Dr. Y.V. Reddy, Deputy Governor, Reserve Bank of India delivered the lecture. Dr. Reddy spoke on "Autonomy of the Central Bank : Changing Contours in India". Dr. Reddy talked at length about the role of RBI as central bank in pre as well as post 1991 reforms period, greater need of transparency and ongoing debate about its design and accountability. Quoting some cardinal economic theories, he said that unless there are constitutional or institutional constraints to the contrary, a democracy contains a bias towards deficit finance. That is why they operate within the premise that politicians do not necessarily pursue public interest but are more concerned with their personal or political agenda, he added. In such conditions the central bank has a strong case for independence for greater transparency but with enhanced accountability.

However, Dr. Reddy asserted that it was difficult to measure the independence of central banks. He pointed out that actual independence, as opposed to formal independence, does not entirely depend upon legislation but also on several factors such as informal arrangement with government.

The quality of personnel in the bank as well as government and the personal characteristic of key individuals also play an important role in exercising the independence.

Quoting the RBI Governor in 1960s, he mentioned of four areas of potential conflict between the bank and the central government: namely, interest rate policy, deficit financing, cooperative credit policies and management of substandard banks. Dr. Reddy affirmed that these were still of RBI's concern.

Speaking about the prevailing scenario, he described the current year as a landmark as it was decided to divest RBI of all the ownership function in commercial banking, development finance and securities trading entities.

Another path breaking decision taken this year was the beginning made in recommending divestiture of RBI's supervisory functions in regard to cooperative banks. It would presumably be extended to non-banking financial companies and later to all government banks.

The RBI also signalled the initiation of steps for separation of government debt management function from monetary policy, he said.

In the years to come, the sheer need to improve the efficiency of operations will thrust upon the RBI a greater degree of autonomy and, therefore, a greater degree of accountability, he stated. In such a milieu it is essential that the setting of goals and the policy processes will need to evolve in a transparent manner, said Dr. Reddy.

## **Campus Development**

The construction work is being executed by Messrs. Simplex Concrete Piles under the overall supervision of Messrs. Suresh Goel & Associates, who are our architects and project consultants. The total area now available to the Institute, after having to give away the right of way to the local villagers and giving away the ownership of the land where local settlement exists, is 191 acres.

The campus personality as envisaged by us is one of contemporary and yet ethnic, intelligent, sensitive to environment, as also to physically challenged individuals. For the purpose of making it modern and intelligent, the campus will have the necessary security access controls, networking, and intelligent information systems.

Rain water harvesting, recycling of water, and solid waste management are some of the other tools by which we propose to make this campus environment friendly. In addition, energy saving devices are being used for the purpose of ensuring that there is no wastage of energy and also the recurring costs on this account gets minimized. In order to reflect its sensitivity for the environment, Institute has planned to develop a forest through plantation of trees, shrubs, and development of manicured lawns. Also, to make it comfortable for people to

walk in the campus and not use their vehicles, the road network has been planned with a comfortable gradient making it easy for people to walk.

The phase-I of the project has been divided into 3 different stages:

- Stage-I - Boundary wall and gates, roads excluding black topping, all external services, civil as well as electrical.
- Stage-II - Hostel, academic block, library, HVAC and security control.
- Stage-III - Remaining works like management development centre, residences, visiting faculty apartments, married students hostel, and black topping of road.

The work in hand today is for Stage-I and Stage-II and we hope to achieve the targeted date of completion of March 2003.

## **Intellectual Capital**

### **Faculty Publications**

#### **Books**

Pattanayak, B. (2001), "*Human Resource Management*", Prentice Hall India, New Delhi

Pai, S. Kaila, H.L. Ravishankar, S. & Pattanayak, B. (2001), "*Managing Emotional Support and Relationships*", Himalaya Publishing House.

#### **Chapters in Books**

Rajasekar, J., Gupta, V., and Surie, G. (2002). "*Creating Performing Human Resource System: The Case of India*" in B. Pattanayak and V. Gupta (Eds.) *Creating Performing Organizations: International Perspectives for Indian Management*. New Delhi, India: Sage.

Rajasekar, J., and Dhar, U. (2002). "*Creating Performing Teams: Learned Optimism and Confucius Dynamism*" in B. Pattanayak and V. Gupta (Eds.) *Creating Performing Organizations: International Perspectives for Indian Management*. New Delhi, India, Sage.



Rajasekar, J., Wong, P., and Gupta, V. (2002). "The Positive psychology of Transformative Culture-Climate: The New Challenge of Management and Leadership in Rohmetra, N and Gupta, V. (Eds.) The Transformative Organization. New Delhi, India: Prentice-Hall.

### Articles

- Gupta, V.K., "Financial Reporting Around the World Affecting Managerial Decisions", The Management Accountant ICWAI, New Delhi, Issue 2001, Vol. 35, No.8.
- Pattanayak, B., (2001). "The Learning Edge", Indian Management, 40(1), 39-43
- Pattanayak, B., & Mishra, R. (2001). "Managing Human Resources in Virtual Organization", In U.Dhar, & S. Dhar, (Eds.) Organisational Challenges: Insights and Solutions, New Delhi, Excel Books.
- Pattanayak, B. & Mishra, R. (2001). "Virtual Organization : Emerging HR Issues" The Chanakya, 1(1), 4-10.
- Pattanayak, B., (2001). "Corporate Excellence : HR Imperative for New Economy", Personnel Focus, February, 30-36.
- Pattanayak, B. (2001). "Do you Know Your Employee"? Indian Management, 40(2), 35-37
- Pattanayak, B., & Niranjana, P. (2001). "Internet Addiction : Beyond the Threshold", Computers Today, 17 (224), 64-65.
- Pattanayak, B. & Niranjana, P. (2001). "Assessing Competency – The Scientific Way", Indian Management, 40 (4), 46-51.
- Pattanayak, B. (2001), "Human Resource Perspective in Corporate Excellence: A Proposed Model", Indian Journal of Industrial Relations, 36 (3), 345-354
- Mishra, R., Pattanayak, B. & Mishra, A. (2001), *Human Functional States : An Exploratory Study on Performance and Role Stress in Power Plant*, Management and Labour Studies, 26 (2), 79-90.
- Pattanayak, B. (2001), "Empowerment: A Tool for Improving Organizational Competitiveness", Productivity, 42 (1), 94-98.
- Pattanayak, B. & Niranjana, P. (2001), "Organizational Role Stress and Quality of Work Life in Public Sector Manufacturing Industries", Sankalpa, IX (1), 27-38
- Pattanayak, B. & Mishra, R. (2002), "Knowledge Creation and Management" Productivity, 42(3), 353-361.

- Pattanayak, B. (2002), "*Learning Organization : A Key to Competitive Edge*", Srijan, 1 (1), 20-24.
- Pattanayak, B. (2002). "*A Human Resource Model on Creating Performing Organization*", The Analyst, 1 (2), 39-43
- Pattanayak, B., Mishra, R., Niranjana, P. & Pethe, S. (2002), "*Corporate Excellence : A Conceptual Framework and Scale Development*", Indian Journal of Industrial Relations, 37 (3), 420-423.
- Pattanayak, B. (2002), "*Effects of Shift Work and Hierarchical Position in the Organization on Psychological Correlates: A Study on an Integrated Steel Plant*", Organizational Development Journal, 20 (2), 71-82 ( International)
- Pandian, Paul M., Jambekar, Ashok, Karisiddappa, CR, "*IIM Digital Library System: Consortia-based approach*" The Electronic Library, MCB UP Ltd., 0264-0473
- Gupta, V. et al (2002). "*Southern Asia Cluster: where the old meets new?*" Journal of World Business, 37, 16-27. (As an associate author: Rajasekar, J.).
- Ramaswamy, K.V., "*Liberalization, Outsourcing and Industrial Labour Markets in India*", Uchikawa Shuji (edited), Labour Market and Institutions in India, Discussion Paper No.63, Institute of Developing Economies, JETRO, Tokyo.
- Sadh, Ashish, "*Customer Relationship Management and the Banking Industry*", Productivity (the Journal of National Productivity Council) Volume 42, April-June 2001.
- Sadh, Ashish, "Customer Retention Through Database Marketing", Entrepreneur, Vol. 09, No.8, August 2001.
- Saxena, Rajan, "*Making Education Productive*", Hindustan Times, 25, February, 2002
- Saxena, Rajan, "*At the Helm*", Business Standard, December 29, 2001
- Saxena, Rajan, "*Marketing in the millennium – I*", Industry, December 2001
- Saxena, Rajan, "*Global Competitiveness of Indian Enterprises*", Chartered Secretary, November, 2001
- Saxena, Rajan, "*Goals of Management Education*", Hindustan Times, October 31, 2001
- Singh, Kuldeep, "*Building High Performance Work Teams for Leveraging Human Potential*", Indian Journal of Industrial Relations, October 2001. pp9
- Singh, N., "*Decentralised Control in Supply Chains*", Financial Express, New Delhi, October 2001.
- Singh, N., "Changing the Way Businesses Operate" in Business Line, Chennai, April 2002.

## Technical Papers

Singh, N. , *"Infrastructure in Supply Chains"* Communications of the ACM, Broadway, New York, forthcoming.

## Working Papers

Agarwal, Nitin, *"Information Sharing Consideration in Supply Chain Management"*

Singh, N., Shah, J., *"A Framework for Performance Measurement Scheme in Decentralised Internal Supply Chains"* Working Paper 2001-5, IIM Indore, October 2001.

Agarwal, Girish., "Strategic Valuation of Firms for Merger/Acquisition using Game Theory Insight", Concept paper published in M & A summit, June 6-8, 2002, organized by Strategic Management, Society & University of Calgary, Canada.

## Cases

Agarwal, Nitin, *"Study of Supply Chain at Eicher Motors Ltd."*

Rajasekar, J., and Gupta, V. (2001). *"The Case of Larsen & Toubro - Dignified Workforce Makes for Dignified Enterprise"*. (Submitted for publication by International Labor Organization (ILO), New York.

Saxena, Rajan, *"Hindustan Lever Limited"* in October 2001

Saxena, Rajan, *"Jet Airways"* in October 2001

Saxena, Rajan, *"Western India Limited"* – 1996, updated in October 2001

Saxena, Rajan, *"Services Standardization"* – 1998, updated in October 2001

Singh, N., Shah, J., *"BPL Sanyo's International Operations"*, Registration: 2002, European Case Clearing House Limited, Cranfield University, Wharley End, Bedfordshire MK43 0JR England.

Singh, N., *"Equipment Development Project"*, Copyright: 2001, Institute for Supply Management, 2055 E. Centennial Circle, Tempe, Arizona 85284-1898.

# Faculty's Participation in Seminars and Conferences

## National

Prof. V.K. Gupta

Presented a paper on "*Intellectual Capital Accounting : An Indian Perception*" at the IC 2002, National Conference on Intellectual Capital conducted by Goa Management Institute: 7-8 March 2002.

Prof. Sumit Mustafi

Presented a paper on "*China and India: The Mutant Dragon & Elephant*" at the 5<sup>th</sup> Convention of Strategic Management Forum at Management Development Institute, Gurgaon.

Mr. Paul Pandian, Librarian

Participated in the Fourth International Conference on *Asian Digital Libraries* held in Bangalore from December 10-12, 2001.

Participated in the User meet of *JSTOR* held in Bangalore from January 21, 2002.

Dr. Rajan Saxena

Presented a paper on "*Managing Strategy - From Competition to Collaboration*" at NMIMS Academic Conference, Mumbai on February 22, 2002

Prof. Nitin Singh

Presented a paper on "*Decentralised Control in Supply Chains*" Operations Management Conference, Bombay in December 2001.

Prof. P.P. Yadav

Participated in the workshop on *"Case Writing and Teaching"* from May 24 to 25, 2002 at Indian Institute of Foreign Trade (IIFT), New Delhi.

Participated in the *"National Consultative Workshop on ICTS Application in Rural Development"* from February 7 to 8, 2002 at National Institute of Rural Development (NIRD), Hyderabad.

Participated in the national seminar on *"Strengthening Gyandoot and Moving Ahead"* from January 12 to 13, 2002 at Gyandoot Samiti, Dhar, MP.

Presented a paper entitled *"Concept Paper on Socially Sensitive Managers"* in the Workshop on ICTS Application in Rural Development from Feb 7 to 8, 2002 at National Institute of Rural Development (NIRD), Hyderabad.

**International**

Prof. Sumit Mustafi

Presented a paper on *"Knowledge Management Issues in Joint Ventures between Developed and Developing Country Partners: Exploring the Indian Context"* at the 27<sup>th</sup> Annual Conference of European International Business Academy being organized at European School of Management, ESCP-EAP in Paris during 13-15 December, 2001.

Prof. J. Rajasekar

Rajasekar, J., and Fouts, P. (2002). *"The Impact of Airline Alliances: The Effects of Codesharing on the Performance of Domestic Airlines"* A Paper submitted at the Mergers & Acquisition Summit 2002 held in Calgary, Alberta, Canada during June 6-9th. organized by Strategic Management Society of USA and the University of Calgary, Canada.

Prof. K.V. Ramaswamy

Presented a Paper on *"Economic Reforms, Industrial Structure and Performance: The Case of Consumer Durable Goods Industry in India"* at the Global Business and Technology Association 2001 conference on 'Economies and Business Transition' held in Istanbul, Turkey, during July 11-15, 2001.

Also acted as the discussant for the paper on *"The Impact of Culture on Managerial Perceptions of Quality"* at the Global Business and Technology Association 2001 Conference on 'Economies and Business Transition' held in Istanbul, Turkey, during July 11-15, 2001.

Prof. Kuldeep Singh

A paper on *"Strategic HR Orientation and Firm Performance in India"* was accepted at Academy of HRD International Research Conference : February 27-March 2, 2002 at Hawaii, USA. However, Prof. Singh could not participate because of certain unavoidable circumstances.

**Chaired Sessions**

Dr. Rajan Saxena

Concurrent Session – Symposium on CRM at the *"Seventh South Asian Management Forum 2002"* at Male, Maldives

Fourth National Seminar on *"Institute Industry Interface: Agenda for Winning Organisations"* at Prestige Institute of Management, Indore on 15<sup>th</sup> September, 2001

Workshop on *Madhya Pradesh Police Vidheyak 2001*, conducted by Commonwealth Human Rights in July, 2001

**Keynote Speaker**

Dr. Rajan Saxena

Delivered the Keynote address on *"Teacher Education: Global Challenges in the 21st Century"* at Council For Teacher Education XV Annual Conference on 30<sup>th</sup> September, 2001

Prof. L.V. Ramana

Delivered the Keynote address of *"Wall Street – The Financial Market Workshop"* as part of the annual technical festival TECHNEX 2002 organized by the Institute of Technology, Banaras Hindu University (IT-BHU), Varanasi on January 25, 2002.

## **Consultancy Assignments :**

Prof. Nitin Agarwal

Comprehensive Organizational Diagnostic Survey of Drillco Seco Ltd., Pune (A cutting tool manufacturing company)

Dr. Rajan Saxena

Comprehensive Organizational Diagnostic Survey of Drillco Seco Ltd., Pune (A cutting tool manufacturing company)

Prof. Ashish Sadh

Comprehensive Organizational Diagnostic Survey of Drillco Seco Ltd., Pune (A cutting tool manufacturing company)

Prof. Kuldeep Singh

Comprehensive Organizational Diagnostic Survey of Drillco Seco Ltd., Pune (A cutting tool manufacturing company)

## **Research Projects**

Prof. V.K. Gupta

*"M-Commerce – An Indian Perspective Model"* approved by the Ministry of HRD, Government of India.

*"US GAAP v/s Indian GAAP – A Reconciliation Model"* at IIM Indore.

Prof. Sumit Mustafi

*"Understanding Alliances Formation Between Developed and Developing Country Partners: A Study of Selected International Joint Ventures in India"*

Prof. Biswajeet Pattanayak

*"Ameliorating Organizational Effectiveness in Corporate Sector : An Innovative Hierarchical Model"*, a joint project of AICTE & IIM, Indore

*"An Entrepreneurial Leadership Model of Organizational effectiveness : A Cross-Cultural Study"* a joint research project of IIMI & Fordham University, USA

Prof. J. Rajasekar

Rajasekar, J., and Agrawal, G. (2002). *"Kirkoskar Brothers"* (DAP Division).

Rajasekar, J., and Agrawal, G. *"Strategies for Meeting Competition from Low Cost Producers"*

Prof. Nitin Singh

*"An Investigation into Financially Oriented Metrics for Assessing Efficiency and Effectiveness in Supply Chains"* Sponsored by IIM Indore, January 2002.

**Fellowship Award**

Prof. K.V. Ramaswamy was awarded the International Fellowship by the East-West Center, Honolulu, Hawaii, to study *"Globalization and Labour Markets in South Asia"*. This will be part of their research program on 'Challenges of Globalization'.

**Memberships / Boards Of Studies / Boards Of Directors**

Prof. Nitin Agarwal

Board Member of *Prestige Institute of Management & Research, Indore*

Prof. V.K. Gupta

Member of the Governing Body of *Shri Vaishnav Institute of Management, Indore*, nominated by AICTE, Government of India



Prof. Biswajeet Pattanayak

Nominated to the Board of Governors of VNS Institute of Management, Bhopal and IPS Academy, Indore by AICTE.

Nominated as Advisor, Board of Research, American Biographical Institute, USA.

Prof. J. Rajasekar

Governing Board member of the *Pioneer Institute of Professional Studies, Indore*. Appointed by AICTE, Government of India.

Prof. K.R. Rao

Member of the Governing Body of *Prestige Institute of Management, Indore*, nominated by AICTE, Government of India

Member of the Governing Body of *Crescent Institute of Management, Bhopal*, nominated by AICTE, Government of India

Dr. Rajan Saxena

Member of the *Madhya Pradesh Academy of Administration, Government of M.P.*

Member of the *Advisory Board, Mandsaur Institute of Technology, Mandsaur*

Member of *All India Board of Management Studies of AICTE, New Delhi*.

Member of *All India Council for Technical Education – Distance Education Council joint Committee, Government of India*

Member of the *India Academic Advisory Council of The Chartered Institute of Marketing, UK*

Member, Board of Governors, *Sri Sathya Sai Vidya Vihar, Indore*

Chairman - *Advisory Board: Institute of Finance and International Management*, Bangalore

Member of *State Advisory Board of Education* constituted by Chief Minister of M.P.

Member of *Task force of Indian Institute of Bankers*, Mumbai.

Member of *National Advisory Committee of SIDBI*

Member of *Army Management Studies Board*, Shimla.

Executive Board Member of *AMDISA*

Prof. Ashish Sadh

Served as referee for the Journals "*Vikalpa*" (Indian Institute of Management, Ahmedabad) and "*Prajnan*" (National Institute of Bank Management).

## **Visitors to the Institute**

The following eminent personalities visited the Institute during the year:

- Mr. G.N. Bajpai, Chairman, LIC of India, Mumbai
- Mr. R.V. Shahi, Chairman & Managing Director, BSES, Mumbai
- Dr. D.D. Bhavalkar, Director, CAT, Indore
- Mr. A. Mahendra Raju, Regional Provident Fund Commissioner, Indore
- Mr. Pushpinder Bindra, President, International Business & Ranbaxy Laboratories Ltd., Dewas
- Mr. Rajan Mittal, Managing Director, Bharti Enterprises, Delhi
- Mr. Shiv Singh Mehta, CEO, Kriti Industries Ltd., Indore
- Prof. Ramadhar Singh, Deptt. Of Social Work and Psychology, The National University of Singapore
- Dr. Raj Sisodia, Trustee Professor of Marketing, The Bentley College, USA
- Mr. Sten Le Berrigaud, Director, Alliance Francaise de Bhopal
- Dr. Mrs. H. Bossman, Director, DAAD, New Delhi
- H.E. Klaus Ranner, German Counsel General, New Delhi
- Mr. Prakash Balerao, USA

- Dr. Jagdish Sheth, Professor, Emory University
- Mr. Samy Bonakazy, Education Adviser, French Consulate
- General (Retd.) V.P. Malik, Former Chief of the Army Staff
- Mr. S.N. Prasad, Executive Director (P&A), Hindustan Zinc Ltd., Udaipur
- Justice Deepak Verma, M.P. High Court, Indore
- Mr. Pradeep Mallick, Managing Director, Wartsilla India Ltd., Mumbai

## Grant In Aid

During 2001-2002, the Institute received grant-in-aid of Rs. 2396.00 lakh from the Ministry of HRD, Government of India and Rs.100 lakh from the Government of Madhya Pradesh. The details are given below:

	<i><u>Rs.in lakh</u></i>
Opening Balance	821.27
Received from Ministry of HRD, Government of India	2396.00
Received from Government of M.P.	<u>100.00</u>
Total	<b>3,317.27</b>
Expenditure during the year	<u>926.19</u>
Unspent balance carried forward	<b><u>2391.08</u></b>

## Personnel

During the year the following new employees joined the Institute:

### Faculty:

- Prof. Amit Gupta, Associate Professor, Organizational Behaviour
- Prof. M.V. Madan, Professor, Operations Management & Quantitative Techniques
- Prof. Sumit Mustafi, Associate Professor, Strategic Management
- Prof. Nitin Singh, Assistant Professor, Operations Management & Quantitative Techniques

### Academic Associates

- Mr. Lokesh Nagar, Operations Management & Quantative Techniques
- Mr. Jagjit Singh Saini, Finance & Accounting
- Ms. Barkha Saxena, Organisational Behaviour
- Ms. Richa Sharma, Marketing
- Mr. Ashish Dubey, Marketing
- Ms. Shivani Rai, Operations Management & Quantative Techniques
- Ms. Smita Pandey, Economics
- Ms. Manpreet Kaur Arora, Human Resource Management

### Research Associate (AICTE Project)

Nivedita Srivastava, Human Resource Management

### Administrative Staff :

- Air Cmde JV Singh (Rtd.), Chief Administrative Officer
- Sarika Gupta, Programmes Officer (MDP)
- Evelyn Jobe, Private Secretary to Director
- KR Unni, Executive Assistant

### Left :

During the year the following employees left the Institute:

- Prof. Abhijit Gangopadhyay
- Prof. Somnath Ghosh
- Mr. V. Jayendran, Personnel Officer
- Farha Haque, Academic Associate
- Kapil Sharma, Academic Associate
- Sonika Singh, Academic Associate
- Manish Sinha, Academic Associate

## Board of Governors

Mr. B.N.Kalyani Chairman & Managing Director Bharat Forge Limited Mundhwa Pune 411 036	Chairman
Dr. Ramesh Baheti Executive Chairman STI India Limited "Badgara House" 13/1 New Palasia Indore 452 001	Member
Mr. Subodh Bhargava A15/1, DLF Phase I Gurgaon 122 001	Member
Mr. Jagdish Capoor Chairman HDFC Bank Ramon House 4 <sup>th</sup> Floor, 169 Backbay Reclamation Mumbai 400 020	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
Mr. Abhay Firodia Chairman & Managing Director Bajaj Tempo Limited Akurdi Pune 411 035	Member

Dr. D.R. Gadekar Meher Chandra 885/5, Bhandarkar Road Deccan Gymkhana Pune 411 004	Member
Mr. S.H. Khan Chairman Credit Analysis & Research Ltd. Fifth Floor, Mahindra Towers Road No.13, Worli Mumbai	Member
Prof. R.S. Nirjar Member Secretary All India Council for Technical Education Indira Gandhi Sports Complex IP Estate New Delhi 110 002	Member
Mr. V.S. Pandey Joint Secretary Deptt. of Secondary Education & Higher Education Ministry of Human Resource Development Shastri Bhavan New Delhi 110 001	Member
Mr. R. Parasuram Secretary Government of Madhya Pradesh Technical Education and Manpower Planning Mantralaya Bhopal 462 004	Member
Prof. Jahar L.Saha Director Indian Institute of Management Vastrapur Ahmedabad 380 015	Member

Mr. T.R. Satish Chandran  
Flat No. G-2, Archana Apts.  
26, Norris Road,  
Richmond Town  
Bangalore - 560 025

Member

Mr. Rajendra Singh  
Chairman  
Gujarat Positra Port Infrastructure Ltd.  
Dr. Gopal Das Bhawan  
28, Barakhamba Road  
New Delhi 110 001

Member

Dr. Rajan Saxena  
Director  
Indian Institute of Management  
Indore 452 012

Member

#### **Board Members who left during 2001-2002**

Prof. V.N. Asopa  
Indian Institute of Management  
Vastrapur  
Ahmedabad 380 015

Mr. L.K. Joshi  
Principal Secretary  
Government of Madhya Pradesh  
Technical Education and Manpower Planning  
Mantralaya  
Bhopal 462 004

## Faculty, Research Staff, and Officers

### Director

- 1 Rajan Saxena  
Ph.D (Delhi)

### Faculty

- 2 Nitin Kumar Agarwal  
M.Tech (IIT, Mumbai)  
M.S. (UNC, Chapel Hill, USA)
- 3 Amit Gupta  
B.Sc. (NDRI) Karnal  
PGDM (IIM Ahmedabad)  
Ph.D. (Maryland, USA)
- 4 V.K. Gupta  
M.A., M.Com, Ph.D (Agra)
- 5 M.V. Madan  
M.Sc (Mysore)  
PGDM (IIM, Calcutta)  
Ph.D (IIT, Khargpur)
- 6 Sumit Mustafi  
BE, Fellow (IIM, Ahmedabad)
- 7 Pranab Kumar Pani  
M.A. (Sambalpur)  
Fellow (IIM, Ahmedabad)
- 8 Biswajeet Pattanayak  
M.A., Ph.D., D.Litt. (Utkal)
- 9 J. Rajasekar  
M.Com (Madras)  
DBA  
(Golden Gate University, CA, USA)



- 10 L.V. Ramana  
M.A. (Hyderabad)  
M.Tech (IISC, Bangalore)  
Ph.D (Chennai)
- 11 K.V. Ramaswamy  
M.A. (Mysore)  
Ph.D (Delhi)
- 12 K.R. Rao  
Ph.D (Madras)  
MBA (California)
- 13 Ashish Sadh  
MBA (SPSU, Rewa)  
Ph.D (Indore)
- 14 Kuldeep Singh  
M.Sc., MBA, LL.B (Jammu)  
ACS, Fellow (XLRI)
- 15 Nitin Singh  
B.E. (Jabalpur)  
Fellow (IIM Bangalore)
- 16 P.P. Yadav  
M.Sc., Ph.D (IARI, New Delhi)

#### **Academic Fellows**

Girish Aggarwal  
B.E(Bhopal)  
MBA(Indore)

Urvashi Rathore  
M.Sc(Indore )  
P.G.D.S.D.(NIIT)

#### **Academic Associates**

Manpreet Kaur Arora  
MBA

Soniya Chitale  
MSc, MBA

Ashish Dubey  
MBA

Jyotsna Pandit Garde  
ME (Civil)

Lokesh Nagar  
ME

Smita Pandey  
MA, M.Phil

Shivani Rai  
MSc  
Barkha Saxena  
MBA

Indira Sharma  
MBA

Richa Sharma  
MBA

Vibha K.M.  
B.Sc, MMS, DHRD

Trupti Vyas  
MBA

### **Visiting Faculty**

Prof. M.L. Agarwal  
Dr. S.P. Agarwal  
Prof. Avadhoot R. Nadkarni  
Mr. N. Chandrasekaran  
Mr. Sabyasachi Das  
Prof. Ravindra Dholakia

IIM Lucknow  
A.F. Ferguson & Co., Mumbai  
SNDT Women's University, Mumbai  
Take Solutions, Chennai  
Cognigent Tech Solutions, Kolkata  
IIM Ahmedabad

Mr. Sunil Handa	Managing Director, Core Health Care, Ahmedabad
Mrs. Neena George	Bosco Institute of Research and Development for Youth, Hyderabad
Prof. Somnath Ghosh	Centre for International Management, New Delhi
Mr. Gopaldaswamy	Standard Chartered Grindlays Bank, Mumbai
Dr. M.P. Gupta	Indian Institute of Technology, Delhi
Mr. Dinesh Janjale	UTI, Mumbai
Prof. M.P. Jaiswal	Management Development Institute Gurgaon
Mr. Sanjeevan Kapshe	Railway Staff College, Vadodara
Mr. Sudhir Kapadnis	General Manager – HR, Ranbaxy Ltd.
Ms. Gauri Karwande	Unilever, Mumbai
Mr. Jagdish Kundu	Cognigent Tech Solutions, Kolkata
Mr. Mohan Kuruvila	Consultant, Bangalore
Prof. Mathew J. Manimala	IIM Bangalore
Dr. Lakshmi Mohan	Albany State University of New York
Prof. Vivek Moorthy	IIM Bangalore
Dr. Jinesh Panchali	UTI Institute of Capital Markets
Dr. Somendra Pant	Clarkson University, USA
Prof. S. Ramkumar	MICA, Ahmedabad
Mr. B.Yeshwant Rao	Reliance Petroleum, Mumbai
Prof. S.N. Rao	IIT Bombay
Dr. Vijay N. Sarathi	Corporate Pricing, Bangalore
Mr. Rajesh Sajani	Nihilent Technologies, Pune
Prof. Ravi Shankar	IIT, New Delhi
Dr. Uma Shashikant	UTI Institute of Capital Markets, Mumbai
Prof. Ashutosh Sinha	Marketing Research Consultant, New Delhi
Mr. Ramanujam Sridhar	CEO, Integrated Brand Officer, Bangalore
Mr. Rajesh Tiwari	Sr. Vice President, UTI Bank, Mumbai
Dr. Rajiv Uberoi	Standard Chartered Grindlays Bank, Mumbai
Mr. Ashok Mehta	Company Secretary, Indore
Mr. Manish Dafaria	Chartered Accountant, Indore
Prof. G. Sethu	UTI, Institute of Capital Markets, Mumbai
Prof. N.M. Agarwal	IIM Bangalore
Mr. Arun Arora	General Manager, Eicher Motors Ltd., Indore

## **Officers**

Air Cmde J.V. Singh (Rtd.)  
Chief Administrative Officer  
B.A. (Delhi), PGDM (Mysore)

U.K.Harindran  
Secretary(Planning)  
M.A.(Gujarat)

A.K.Shantharaman  
Finance & Accounts Officer  
B.Com (Madras) ICWA(Calcutta) DCFA(Mumbai)

Atul Kumar Pandey  
Executive Engineer  
M.E.(Indore)

Salim Shaikh  
Stores & Purchase Officer  
M.A.(Punjab) M.A.(Pune)  
Dip. In Materials Management (Pune)

K.N.Maniyan  
Accounts Officer  
B..Com, M.A.(Jabalpur)  
PGDFM(Annamalai), PGDMIR&PM (BVB)

Pankaj Kumar Gupta  
Programmes Officer (Student Affairs)  
M.Com(Bundhelkand) M.A. (Jaipur)  
Dipl in Hotel Management & Catering (Panipat)

Sarika Gupta  
Programmes Officer (MDP)  
B.Sc (MDS), MBE (DAVV)

S Roy  
Programmes Officer (PGP)  
M.Sc (Ranchi)

## **AUDIT CERTIFICATE**

I have examined the Income and Expenditure Account for the year ended 31<sup>st</sup> March 2002 and the Balance Sheet as on 31<sup>st</sup> March 2002, 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, as a result of my audit, that in my opinion, these Account 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 the organization.

Place: Gwalior  
Dated: 5.6.2003

Sd.  
Surinder Pal  
Principal Accountant General (Audit)-I  
Madhya Pradesh, Gwalior

# **Audit Report on the Accounts of the Indian Institute of Management, Indore for the year 2001-02**

## **1. Introductory**

The Indian Institute of Management Indore was established in the year 1996 as a Centrally funded autonomous institution and registered under the Madhya Pradesh Societies Registration Act, 1973, in October 1996.

The entrustment of audit of the accounts of the Institute to the Comptroller and Auditor General of India under Section 20(1) of the Comptroller and Auditor General's (Duties, Powers, and Conditions of Service) Act, 1971, initially for the period 1996-97 to 2000-01 has been further extended for another period of five years from 2001-02.

The Institute is funded by Central and State governments. During the year 2001-2002, it received grants-in-aid of Rs.1200 lakh from the Government of India and Rs.100 lakh from the State Government.

## COMMENTS ON ACCOUNTS

### **2. Balance Sheet**

#### *Non-charging of depreciation*

The asset accounts depict book value of acquisition and do not exclude obsolete, unusable, irreparable, and condemned assets and also do not take into account depreciation with corresponding reduction of capital account.

Therefore, the capital and asset accounts are overstated and do not give correct picture. The Institute stated (December 2002) that all Indian Institutes of Management under the Ministry of Human Resource Development were not depreciating the assets and hence it too is following the same practice. The reply is not tenable as the practice followed is not in consonance with the normally accepted accounting principles.

### **3. Receipts and Payments Account**

Receipts and Payments Account for 2001-2002 was not appended to the Annual Account.

Sd.  
Surinder Pal  
Principal Accountant General (Audit)-I  
Madhya Pradesh, Gwalior

**INDIAN INSTITUTE OF MANAGEMENT, INDORE****BALANCE SHEET AS AT 31ST MARCH 2002****(Amount in Rs.)**

<b>PARTICULARS</b>	<b>SCH No.</b>	<b>AS AT 31-3-2002</b>	<b>AS AT 31-3-2001</b>
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**CORPUS / CAPITAL FUND AND LIABILITIES**

CAPITAL FUND	1	140,591,963.97	72,324,481.00
GRAND IN AID	2	239,108,471.97	82,127,534.83
ENDOWMENT & SCHOLARSHIP FUND	3	2,260,891.56	2,100,000.00
CURRENT LIABILITIES	4	7,045,750.00	4,149,039.00
<b>TOTAL</b>		<b>389,007,077.50</b>	<b>160,701,054.83</b>

**ASSETS**

FIXED ASSETS	5	140,591,963.97	72,324,481.00
ENDOWMENT & SCHOLARSHIP FUND INVESTMENT	6	2,100,000.00	2,100,000.00
CURRENT ASSETS, LOANS AND ADVANCES	7	81,715,113.53	40,876,573.83
GRAND IN AID RECEIVABLE FROM GOVT. OF INDIA	-	164,600,000.00	45,400,000.00
<b>TOTAL</b>		<b>389,007,077.50</b>	<b>160,701,054.83</b>

**NOTES FORMING PART OF ACCOUNTS 15**

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

Sd.  
(Dr. Rajan Saxena)  
Director

Place : Indore  
Date : 25-10-2002

**INDIAN INSTITUTE OF MANAGEMENT, INDORE**

**INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDING 31ST MARCH 2002**

**(Amount in Rs.)**

<b>PARTICULARS</b>	<b>SCH No.</b>	<b>AS AT 31-3-2002</b>	<b>AS AT 31-3-2001</b>
<b>INCOME</b>			
Fees Income	8	10,005,688.00	6,944,100.00
Income from Consultancy Projects and Inhouse training programmes	9	983,006.00	840,988.00
Interest Earned	10	6,359,464.33	3,648,336.22
Scholarship & Endowment Fund Received	11	575,744.00	400,000.00
Other Income	12	41,597.00	592,507.00
Amount transferred (to)/from Capital Fund		(947,468.50)	837,079.00
<b>TOTAL (A)</b>		<b>17,018,030.83</b>	<b>13,263,010.22</b>
<b>EXPENDITURE</b>			
Establishment Expenses	13	12,957,114.00	10,843,646.00
Other Administrative Expenses	14	30,307,433.72	27,350,843.00
<b>TOTAL (B)</b>		<b>43,264,547.72</b>	<b>38,194,489.00</b>
Excess of Expenditure over Income (B-A)		26,246,516.89	24,931,478.78
<b>Adjustment of prior periods</b>		<b>947,468.50</b>	<b>-</b>
<b>TOTAL</b>		<b>25,299,048.39</b>	<b>24,931,478.78</b>
<b>Balance being excess of Expenditure over Income transferred to Grant-in-aid A/c.</b>		<b>25,299,048.39</b>	<b>24,931,478.78</b>
<b>TOTAL</b>		<b>25,299,048.39</b>	<b>24,931,478.78</b>

**NOTES FORMING PART OF ACCOUNTS**

15

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

Sd.  
(Dr. Rajan Saxena)  
Director

Place : Indore  
Date : 4-7-2002



**INDIAN INSTITUTE OF MANAGEMENT, INDORE**  
**SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31ST MARCH 2002**

(Amount in Rs.)

PARTICULARS	SCH. No.	AS AT 31-3-2002	AS AT 31-3-2001
<b>CAPITAL FUND</b>	<b>1</b>		
<b>A. APPROPRIATION OUT OF GRANTS</b>			
<b>OPENING BALANCE</b>		72,264,181.00	38,488,842.00
ADD : Amount transferred during the year			
1. For Non Recurring Expenditure		12,711,193.87	22,333,612.00
2. For Capital Work in Progress		54,608,820.60	12,278,806.00
Add : Amount transferred from/ (to) Income & Expenditure account		947,468.50	(837,079.00)
<b>CLOSING BALANCE</b>		<b>140,531,663.97</b>	<b>72,264,181.00</b>
<b>B. AICTE PROJECT AWARD CAPITAL FUND</b>			
<b>OPENING BALANCE</b>		60,300.00	
Amount transferred during the year		-	60,300.00
<b>CLOSING BALANCE</b>		<b>60,300.00</b>	<b>60,300.00</b>
<b>TOTAL</b>		<b>140,591,963.97</b>	<b>72,324,481.00</b>
<b>GRAND IN AID</b>	<b>2</b>		
<b>OPENING BALANCE</b>		82,127,534.83	56,671,431.61
ADD : Grant-in-aid received from			
1. Govt. of India, Ministry of HRD		239,600,000.00	75,000,000.00
2. Govt. of Madhya Pradesh		10,000,000.00	10,000,000.00
<b>TOTAL</b>		<b>331,727,534.83</b>	<b>141,671,431.61</b>
LESS : Amount transferred			
1. From Income and Expenditure Account		25,299,048.39	24,931,478.78
2. To Fund for Non-Recurring Expenditure		12,711,193.87	22,333,612.00
3. To Fund for Capital Work in Progress		54,608,820.60	12,278,806.00
<b>TOTAL</b>		<b>92,619,062.86</b>	<b>59,543,896.78</b>
<b>CLOSING BALANCE</b>		<b>239,108,471.97</b>	<b>82,127,534.83</b>
<b>ENDOWMENT &amp; SCHOLARSHIP FUND</b>	<b>3</b>		
<b>Endowment Fund (Opening Balance)</b>			
Eicher Motors Limited		100,000.00	100,000.00
<b>Scholarship Fund (Opening Balance)</b>			
Eicher Motors Limited		500,000.00	500,000.00
State Bank of Indore		1,500,000.00	1,500,000.00
<b>TOTAL</b>		<b>2,100,000.00</b>	<b>2,100,000.00</b>
<b>Interest on Scholarship Fund</b>			
Opening Balance		-	-
Interest received during the year		223,191.56	50,000.00
Scholarship Paid during the year		62,300.00	50,000.00
Closing Balance		<b>160,891.56</b>	-
<b>TOTAL</b>		<b>2,260,891.56</b>	<b>2,100,000.00</b>

**INDIAN INSTITUTE OF MANAGEMENT, INDORE**  
**SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31ST MARCH 2002**  
**(Amount in Rs.)**

PARTICULARS	SCH No.	AS AT 31-3-2002	AS AT 31-3-2001
<b>CURRENT LIABILITIES</b>	<b>4</b>		
Pre-Received Income - FDP		440,000.00	-
Sundry Creditors for Expenses		4,183,626.00	717,912.00
Deposits		610,000.00	483,275.00
EMD / SD / Retention Money		563,337.00	1,429,492.00
Project Credit Balances		-	591,584.00
Statutory Liabilities		63,446.00	-
Other Current Liabilities		1,185,341.00	926,776.00
<b>TOTAL</b>		<b>7,045,750.00</b>	<b>4,149,039.00</b>
<b>ENDOWMENT SCHOLARSHIP FUND INVESTMENT</b>	<b>6</b>		
UTI Bond Fund		-	100,000.00
ICICI Bank		600,000.00	-
IndusInd Bank		-	500,000.00
State Bank of Indore		1,500,000.00	1,500,000.00
<b>TOTAL</b>		<b>2,100,000.00</b>	<b>2,100,000.00</b>
<b>CURRENT ASSETS, LOANS AND ADVANCES</b>	<b>7</b>		
Current Assets	a		
Inventories (as certified by management)	b		
Stock of Stationeries, Stores, etc.,		171,294.58	-
Cash Imprest	c	20,000.00	20,000.00
Bank Balances with Scheduled Bank	d		
State Bank of Indore - S.B. A/c		270,293.91	4,124,851.83
Fixed Deposit		70,600,000.00	34,600,000.00
Advances and Other amounts recoverable in cash or in kind or for value to be received	e		
Advances to Staff		51,749.00	23,498.00
Advance to Others		5,574,340.00	240,163.00
Prepaid Expenses		483,556.00	186,445.00
Other Receivables		783,248.43	88,403.00
Interest Accrued	f	1,700,083.00	162,425.00
Deposits	g	632,272.00	567,405.00
Project Debit Balances	h	889,361.91	49,749.00
CAT Expenses Receivables	i	538,914.70	813,634.00
<b>TOTAL</b>		<b>81,715,113.53</b>	<b>40,876,573.83</b>

**INDIAN INSTITUTE OF MANAGEMENT, INDORE**

**SCHEDULES No. 5**

**SCHEDULES FORMING PART OF BALANCE SHEET AS ON 31ST MARCH 2002** (Amount in Rs.)

SCH No.	NAME OF THE ASSETS	OPENING BALANCE AS ON 1-4-2001	ADJUSTMENT OF PREVIOUS YEARS	BALANCE	ADDITION DURING THE YEAR	CLOSING BALANCE AS ON 31-3-2002
<b>A</b>	<b><u>CAPITAL WORK IN PROGRESS</u></b>					
<b>I</b>	<b><u>CAMPUS DEVELOPMENT</u></b>	13,243,524.00	-	13,243,524.00	54,608,820.60	67,852,344.60
	<b>TOTAL (A)</b>	13,243,524.00	-	13,243,524.00	54,608,820.60	67,852,344.60
<b>B</b>	<b><u>MOVABLE ASSETS</u></b>					
<b>II</b>	<b><u>COMPUTER &amp; EDUCATIONAL EQUIPMENTS</u></b>					
	Computers	13,719,922.00	-	13,719,922.00	4,288,764.00	18,008,686.00
	Educational Equipments	991,259.00	-	991,259.00	8,680.00	999,939.00
		14,711,181.00	-	14,711,181.00	4,297,444.00	19,008,625.00
<b>VII</b>	<b><u>LIBRARY BOOKS</u></b>					
	Journals & Periodicals	9,135,290.00	947,468.50	10,082,758.50	1,939,281.00	12,022,039.50
	Library-CD-ROM / Databases	1,117,447.00	-	1,117,447.00	430,215.00	1,547,662.00
	Library Books	14,898,399.00	-	14,898,399.00	3,598,919.00	18,497,318.00
		25,151,136.00	947,468.50	26,098,604.50	5,968,415.00	32,067,019.50
<b>III</b>	<b><u>ELECTRICAL INSTALLATION</u></b>	1,441,145.00	-	1,441,145.00	105,391.00	1,546,536.00
<b>IV</b>	<b><u>STAFF VEHICLE</u></b>	1,335,157.00	-	1,335,157.00		1,335,157.00
<b>V</b>	<b><u>FURNITURE &amp; EQUIPMENTS</u></b>					
	<b>EPABX</b>	894,826.00	-	894,826.00	33,299.00	928,125.00
	Equipments	4,839,895.00	-	4,839,895.00	680,066.00	5,519,961.00
	Bicycle	-	-	-	3,100.00	3,100.00
	Medical Equipments & Furnitures	-	-	-	3,550.00	3,550.00
	Furniture & Fixtures	7,003,113.00	-	7,003,113.00	1,383,505.87	8,386,618.87
	Furniture & Fixtures-Incu - Lab	3,61,795.00	-	361,795.00	-	361,795.00
	MDP Equipments	403,464.00	-	403,464.00	-	403,464.00
		13,503,093.00	-	13,503,093.00	2,103,520.87	15,606,613.87
<b>VI</b>	<b><u>HOSTEL FURNITURE &amp; EQUIPMENT</u></b>					
	Hostel Equipment	739,999.00	-	739,999.00	90,780.00	830,779.00
	Hostel Furniture	1,891,194.00	-	1,891,194.00	77,711.00	1,968,905.00
	Kitchen Equipments	162,729.00	-	162,729.00	5,700.00	168,429.00
	Sports Equipments	85,023.00	-	85,023.00	62,232.00	147,255.00
		2,878,945.00	-	* 2,878,945.00	236,423.00	3,115,368.00
	<b>TOTAL (B)</b>	59,020,657.00	947,468.50	* 59,968,125.50	12,711,193.87	72,679,319.37
<b>C</b>	<b>Assets acquired against AICTE Grants</b>	60,300.00	-	60,300.00	-	60,300.00
		60,300.00	-	60,300.00	-	60,300.00
	<b>GRANT TOTAL (A+B+C)</b>	72,324,481.00	947,468.50	73,271,949.50	67,320,014.47	140,591,963.97
	<b>Previous year</b>	38,488,842.00	(837,079.00)	37,651,763.00	34,672,718.00	72,324,481.00

- \* Note : 1. Revenue expenditure of earlier years treated as capital expending the current year  
2. Capital Work in Progress includes a contribution of Rs. 50 Lacs for establishment Chest Centre as approved by the Board at its 5th meeting held on 12th November 1998.  
3. 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 INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED ON 31ST MARCH 2002 (Amount in Rs.)**

<b>PARTICULARS</b>	<b>SCH No.</b>	<b>2001-2002</b>	<b>2000-2001</b>
<b><u>Fees Income</u></b>	<b>8</b>		
Post Graduate Programme		8,359,928.00	5,857,500.00
MDP / FDP / EXE PGPM Fees Received		1,645,760.00	1,086,600.00
<b>TOTAL</b>		<b>10,005,688.00</b>	<b>6,944,100.00</b>
<b><u>Income from Consultancy Projects and Inhouse training Programmes</u></b>	<b>9</b>		
Income from Consultancy Projects		574,819.00	456,104.00
Income from Inhouse Training Programme		408,187.00	384,884.00
<b>TOTAL</b>		<b>983,006.00</b>	<b>840,988.00</b>
<b><u>Interest Earned</u></b>	<b>10</b>		
On Fixed Deposits with Schedule Banks		6,272,176.33	3,559,617.22
TDS Rs. 82,603.20 (Previous year Rs. 1,760.00)			
On Saving Bank A/c with Schedule Bank		87,288.00	88,719.00
<b>TOTAL</b>		<b>6,359,464.33</b>	<b>3,648,336.22</b>
<b><u>Scholarship &amp; Endowment Fund Received</u></b>	<b>11</b>		
Bridgestone		100,000.00	100,000.00
Eicher Motors Ltd.		62,300.00	50,000.00
GE Scholarship		213,444.00	-
Bharat Forge Ltd.		200,000.00	200,000.00
PMSI (I) Pvt. Ltd.,		-	50,000.00
<b>TOTAL</b>		<b>575,744.00</b>	<b>400,000.00</b>
<b><u>Other Income</u></b>	<b>12</b>		
CAT 2000 Receipts		-	332,429.00
PGP Miscellaneous Income		3,000.00	5,700.00
Misc. Receipts		30,697.00	12,803.00
Pre Qualification Tender Charges Received		-	130,100.00
Rent from Guest House		6,400.00	10,700.00
Sale of Tender Forms		1,500.00	44,590.00
IIMI Book-Fare Participation Fees Received		-	56,185.00
<b>TOTAL</b>		<b>41,597.00</b>	<b>592,507.00</b>

**INDIAN INSTITUTE OF MANAGEMENT, INDORE**

**SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED ON 31ST MARCH 2002 (Amount in Rs.)**

<b>PARTICULARS</b>	<b>SCH No.</b>	<b>2001-2002</b>	<b>2000-2001</b>
<b><u>Establishment Expenses</u></b>	<b>13</b>		
Salaries		11,565,305.00	9,346,948.00
Allowances and Bonus		432,434.00	577,462.00
Contribution to Provident Fund		394,101.00	387,680.00
Staff welfare expenses		448,636.00	347,136.00
Expenses on Employee's Retirement and Terminal Benefits		103,006.00	84,720.00
Leave Travel Concession expenses		13,632.00	99,700.00
<b>TOTAL</b>		<b>12,957,114.00</b>	<b>10,843,646.00</b>
<b><u>Other Administrative Expenses</u></b>	<b>14</b>		
Electricity & Water charges		2,436,445.00	2,374,872.00
Insurance		195,192.00	37,495.00
Repairs & Maintenance		2,438,735.00	3,114,497.00
Rent, Rates and Taxes		1,891,636.00	1,542,886.00
Vehicle Running and Maintenance		206,146.00	186,435.00
Postage, Telephone and Communication Charge		1,784,909.68	1,474,154.00
Printing and Stationery		1,071,246.04	1,007,864.00
Travelling and Conveyance Expenses		4,074,072.60	3,383,002.00
Subscription Expenses		30,118.00	31,962.00
Auditor's Remuneration		45,000.00	45,000.00
Hospitality and Guest House Expenses		272,602.40	87,452.00
Legal and Professional Charges		382,885.00	108,354.00
Advertisement and Publicity		3,925,790.00	3,115,096.00
Scholarship & Endowment Fund Expenses		575,744.00	400,000.00
Management Development Programme		1,292,497.00	1,380,070.00
Research & Publications		96,271.00	59,190.00
Information Technology Expenses		2,261,015.00	2,075,112.00
House-keeping		591,898.00	689,661.00
Institutional Membership		394,426.00	21,900.00
Kitchenware / Crockeries		54,012.00	43,242.00
Security services		855,940.00	631,005.00
Service & Contracts		381,030.00	118,042.00
Convocation Expenses		636,974.00	1,332,417.00
PGP Expenses		2,648,595.00	2,396,998.00
Other Revenue Expenses		1,764,254.00	1,694,137.00
<b>TOTAL</b>		<b>30,307,433.72</b>	<b>27,350,843.00</b>

## **SCHEDULE-15**

### **NOTES FORMING PART OF ACCOUNTS**

#### **1. SIGNIFICANT ACCOUNTING POLICIES:**

##### **A. ACCOUNTING CONVENTION**

The financial statements are prepared on the basis of historical cost convention, unless otherwise stated and on the accrual method of accounting except in case of Gratuity and Leave Encashment.

##### **B. INVENTORY VALUATION**

The inventory of stationery, stores, etc. are valued at cost.

##### **C. 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.

##### **D. DEPRECIATION**

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

##### **E. GOVERNMENT GRANT**

Government grants are accounted on the basis of sanction received.

##### **F. LEASE**

Lease rentals are expensed with reference to lease terms.

##### **G. RETIREMENT BENEFITS**

Gratuity and leave encashment benefits to the staff are accounted on cash basis.

##### **H. FOREIGN EXCHANGE TRANSACTIONS**

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

## **I. INVESTMENTS**

Investments are carried at cost.

## **2. CAPITAL COMMITMENTS:**

Estimated value of contracts remaining to be executed on capital account and not provided for and restricted to the sanction of Government of India of Rs. 18.30 crore is Rs. 12,72,85,143 (net of advances). Previous year Rs. NIL.

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.

In view of there being no taxable income under Income Tax Act, 1961, no provision for Income Tax has been considered necessary.

There is a change in Accounting treatment of stationery, stores, etc. expenses in the current year. Physical stock as on 31<sup>st</sup> March 2002 has been valued at cost amounting to Rs. 1,71,294.58 and shown in Current Assets.

There is also a change in accounting treatment of journals and periodicals and Library Databases in the current year. The value of subscriptions pertaining to next financial year amounting to Rs. 51,54,296 has been shown as Advances to Others in Current Assets.

Rs. 5,00,000 incurred by the Government of MP towards setting up of the Institute in earlier year and deducted from the Grant paid to the Institute had been accounted for during the current year.

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

### **Signatures to Schedules 1 to 15**

Sd.  
A.K. Shantharaman  
F&AO

Sd.  
Rajan Saxena  
Director

Place: Indore  
Date: 25.10.2002

**REPLIES TO C&AG'S AUDIT REPORT FOR THE FINANCIAL YEAR 2001-2002**

<b>C&amp;AG OBSERVATION</b>	<b>INSTITUTE REPLY</b>
<p><b><u>Non-Charging of Annual Depreciation :</u></b></p> <p>The asset accounts depict book value of acquisition and do not exclude obsolete, unusable, irreparable and condemned assets and also do not take into account depreciation with corresponding reduction of capital account.</p> <p>Therefore, the capital and assets accounts are overstated and do not give correct picture. The Institute stated (September 2002) in reply that all Indian Institute of Management under the Ministry of Human Resource Development are not depreciating the assets and hence it too is following the same practice. The reply is not tenable as the practice followed is not in consonance with the normally accepted principles.</p>	<p>Provisions of GFR with regard to disposal of obsolete, unusable, irreparable, and condemned assets will be strictly followed and their book value taken out of the asset account during the current financial year.</p> <p>Educational Institution under the Ministry of HRD do not depreciate the Fixed Assets. However, CAG observation is noted and cumulative depreciation will be worked out for all assets from the date of their acquisition and provided for in the current financial year.</p>





सिद्धिमूलं प्रबन्धनम्  
IIM INDORE

INDIAN INSTITUTE OF MANAGEMENT INDORE  
P.O. Rajendra Nagar, Indore - 452 012  
Tel.: (731) 2321112 - 5/2321971/3 Fax:0731-2321050