



सिद्धिमूलं प्रबन्धनम्
भा. प्र. सं. इन्दौर
IIM INDORE

SIXTH ANNUAL REPORT
2002-03



INDIAN INSTITUTE OF MANAGEMENT INDORE

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From the Director

The year 2002-2003 marked continuous growth and achievement.

Campus Construction

The campus construction work progressed significantly. It should be possible for the Institute to move into its own campus soon in 2003.

Ranking of IIM Indore

The Institute continues to be ranked among the top 10 management schools of the country. In the last such perception survey of B-schools by Indian Market Research Bureau and reported in Economic Times in December 2002, it was ranked 5 by the aspiring students and 9 by recruiters.

The Institute was ranked as follows:

	Area	IIMI Rank
a.	Marketing	6
b.	HRD	7
c.	Finance	8
d.	Information Technology & Systems	8

Research Program

The research projects approved under Modernization and Removal of Obsolescence (MOD), Research and Development (R&D), Thrust Areas in Technical Education (TAT) approved by MHRD during the year were:

Title of the Project	Project Co-ordinator	Amount	Date of Sanction
Upgradation of LAN, Internet, and Computing Facility	Prof. P. P. Yadav	Rs. 15 Lac	March 31, 2003
The Evaluation of Supply Chain Management Practices in Indian Industry	Prof. Nitin Agarwal	Rs. 7 Lac	March 31, 2003

In addition to this, the GLOBE research project continued during the year.



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Human Resource Development at the Institute

The institute believes in continuous development of its employees. It is for this purpose that the institute organized the training programs, both competency development and personality development, by several organizations during the year. Also, the institute's employees were sent for training at the conference on official language, organized by the Ministry of HRD, at IIT Guwhati. The institute also has been nominating its faculty for national and international conferences with an accepted paper.

Final Word

Institute has now been in existence for five years. Looking back in time, I feel that we have come a long way in putting this institute at a national level. We have also been able to take definitive steps in creating a permanent infrastructure which, once completed, will be the pride of the state and the country.

Faculty strength has also increased, so also have the activities. While these are some of the achievements of the institute in these years, I believe we still have a long way to go. The biggest challenge continues to be attracting and retaining good quality faculty who not only have competencies and skills but also the attitude to build an institution in a collaborative and cooperative manner.

I take this opportunity to place on record my sincere gratitude to Government of India, Government of Madhya Pradesh and all other agencies, the corporate and social organizations, which have supported the institute in its journey.

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 Program

The fifth batch of PGP (2002-2004) comprising 59 participants was admitted to the Institute in April-May 2002. Sixty participants of the 2001-2003 batch satisfactorily completed the academic requirements and graduated from the Institute. Fiftyeight participants of the 2002-2004 batch were promoted to the 2nd year of the program.



Registration and Orientation Program

The registration and orientation program for the fifth batch (2002-2004) of students was held from June 20 to 22, 2002. Mr. Raman Madhok, Managing Director and CEO, Jindal Iron & Steel Co. Ltd., Mumbai addressed the program.

The registration and re-orientation program for the fourth batch (2001-2003) was held from June 27 to 29, 2002. Mr. Vinay Chajjalani, Managing Director, Web Duniya addressed the second year students on the re-orientation day.

Highlights of Activities

The two courses, i.e., Experiential Learning (EL) and Society, Business and Management (SBM), make IIMI's academic program unique. Divided into three components, viz., industrial training during the first year, summer training at the end of first year and, organizational project in the second year, EL is spread over two terms. The main feature of EL is its practical approach to the real life of an organization. The participants apply their classroom learning 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 the 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 thirty courses, spread over three terms, having hundred credit units. All courses are compulsory. For every six sessions, one credit is assigned to a course. A four-credit course consists of twenty-four sessions. In the second year, participants are allowed to take a minimum of fifty credits and maximum of fifty-four credits. The package consists of three compulsory courses of fourteen credits; remaining credit requirements are fulfilled from across forty-six electives and Courses of Independent Study (CIS)



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Scholarships and Gold Medals

Scholarship

- Ms. Neha Malik was awarded GE Fund Scholarship of Rs. 2,36,192.
- Ms. Priyadarshni S was awarded Kalyani Scholarship of Rs. 2,00,000.
- Mr. Nitin Mathur was awarded State Bank of Indore Scholarship of Rs.1,50,000.
- Ms. Neha Rastogi was awarded Bridgestone Scholarship of Rs. 1,00,000.
- Ms. Sumedha Khoche was the recipient of Eicher Scholarship of Rs. 50,000.

Gold Medal

- Ms. Neha Malik was given Eicher Gold Medal and a cash prize of Rs.5, 000 for All Round Best Performance.
- Ms. Neha Malik was also given Chairman's Gold Medal.
- Mr. Nitin Mathur was given Director's Gold Medal.
- Ms. Sumedha Khoche was given PGP Chair's Gold Medal.
- Ms. Neha Malik was given Best Woman Participant Gold Medal.

Annual Convocation

The Fourth Annual Convocation was held on March 28, 2003, at which 60 students were awarded the Post-Graduate Diploma in Management. Padma Vibhushan Dr. C. Rangarajan, Chairman, Twelfth Finance Commission, delivered the Convocation address. He said that a new productivity culture must emerge, along with an organizational structure and an incentive system, so as to promote productivity.

In his address, he said that youth is full of idealism and ambition but he went on to caution against idealism without ambition that did not achieve much. On the other hand, he said, ambition without idealism may also be dangerous and students must combine the two in right proportion.

Speaking on the shifts in the industrial policy paradigm in India, he said that it was time to recognize that the challenges of the new century demanded action at the enterprise level as well. They had to learn to swim in tempestuous waters of competition, away from the protected swimming pools. Indian firms were becoming global players as per the need of the hour. The search for identifying new competitive advantages must begin in right earnest, he added.

Comparing Indian industries with Chinese ones, he pointed out that Chinese were good at making simple things in large batch size adding what India lacked in manufacturing capacities could be made up in capabilities for design innovations and by moving up the value chain. He said that in today's environment, the primary focus had to be on the strategy and quality of microeconomic business management and the goal must be to achieve higher levels of efficiency and productivity.

About Indian economy, he said that we must rejuvenate and revitalize the old economy with the new economy tools.

Dr. Rangarajan suggested that India must take a pro-active stand in the next round of trade negotiations and articulate its demands focusing on what it wanted from the global trading system.

Achievements and Activities by Students

IRIS-2002

The annual management festival of IIM Indore was held from November 7 to November 10, 2002. The festival was inaugurated by Mr. M. K. Sharma, Vice Chairman, Hindustan Lever Limited. The guest of honor for the ceremony was Mr. Rakesh Kalra, MD, Eicher Motors. As in the past, IRIS '02, was an exciting festival that witnessed the unleashing of creativity and managerial expertise of the participants drawn from the leading B-Schools from all over the country. Participating alongside 120 students from IIM Bangalore, FMS Delhi, IIM Lucknow, XLRI Jamshedpur and other elite business schools, were three CEO's from the leading web-portals in the country and eminent personalities from leading FMCG and financial companies.

The event was sponsored by Coca-Cola, Nestle, Tata Group, Hotel Crown Palace, Eicher Motors, among others. The event witnessed management games featured around banking, marketing, supply chain, stock markets, and systems applications. Apart from this, there were aptitude contests like Best Among Equals, which centered around Best Manager, and Mr./ Ms. Iris, the informal personality contest.

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

- Rajib Sen, Dibakar Bhattacharya, and Kaustab Dutta won the First Prize in Advertising Contest at IIMA (Confluence 2002)
- Sreejit S, Kunal Purohit, and Asvin R won the Second Prize in Derivatives Game at IIMA (Confluence 2002)



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- Sujay Dutta, Sumedha Khoche, and Shyam Deshpande won the Second Prize in Derivatives Game at IIMA (Confluence 2002)
- Neha Rastogi, Nitin Mathur, and Sreejit R won the Third Prize in Derivatives Game at IIMA (Confluence 2002)
- Atul Chhabra and Vivek Srivatsan won the Third Prize in Strategy Case Contest at IIMA (Confluence 2002)
- Aswin R and Rajarshi Purwar won the Third Prize in Marketing Case Contest at IIMA (Confluence 2002)
- Atul Chhabra presented a paper in the conference of Global Generic Strategy at IIR Barcelona Espana
- Dipankar Bhattacharya, Dipesh Arun Sontakke, Pawan Sherpuri, and Priyadarshini S won the Second Prize in Best Sellers at VISTA 2002 held at IIMB
- Rajib Sen won the Second position in Best Summer Trainee at IIMC
- Shireen Sultana selected for paper presentation in 32nd ISC Symposium in St. Gallen, Switzerland
- Suvir Loomba secured 3rd position in Business School Affaire Contest (paper presentation)
- Suvir Loomba secured 2nd position in Sicilian Defence in Intaglio
- Neha Malik secured 3rd place in the Presentation Contest at Business School Affaire
- Neha Malik shortlisted for final round in “Leaders in Making” award at IIML
- Neha Malik secured 2nd position in Intaglio held at IIMC
- Neha Malik judged Best Student in Management and Presentation Contest at Business School Affaire

PGP ADMISSIONS AND FINANCIAL AID

Admissions

The fifth batch (2002-2004) of the two-year Post-Graduate Program in Management (PGP) offered by the institute, attracted 74,408 young graduate/post-graduate applicants, compared to previous year's 47,639, 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, 2002.

During the year under review, we had received applications from 8 candidates living abroad (NRIs) as against just one in the previous year. Their GMAT (Graduate Management Aptitude Test) 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.

A summary table 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



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Group Profile of the candidates who registered for the 2002-2004 batch:

Gender Distribution		Age Group		Discipline-wise Distribution		Work Experience	
Male	49	Below 21	05	Arts	01	With work exp.	42
Female	10	21-23	28	Comm./Mgmt	11	W/o work exp.	17
		24-26	24	Engg./Tech	34		
		Above 26	02	Science	11		
				Others	02		
Total	59	Total	59	Total	59	Total	59

Education Loan from Banks

Education loans from Banks are now available. 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 for it. Twenty-two PGP participants availed the education loan facility from various banks during the year under review.

Scholarship Schemes

Currently the institute has five 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 given below lists various scholarships, donor organizations, amounts of the scholarships, funding particulars and the names of recipients of the scholarships during the academic year 2002-2003 for their academic excellence in the first year (2001-2002) of the two-year post-graduate program.

Merit-based Scholarships available and awarded during the year 2002-2003

S. No	Title	Amount	Donor Organization	Type	Name of the awardee participant
1.	GE Fund	Rs.2,36,192/-	General Electric (GE) India	Annually renewable	Neha Malik (Ms.)
2.	Kalyani	Rs.2,00,000/-	Bharat Forge Limited	Annually renewable	Priyadarshini S. (Ms.)
3.	State Bank of Indore	Rs.1,50,000/-	State Bank of Indore	Perpetual	Nitin Mathur

4.	Bridgestone	Rs.1,00,000/-	Bridgestone ACC India Limited	Annually renewable	Neha Rastogi (Ms.)
5.	Eicher Motors	Rs. 50,000/-	Eicher Motors Limited	Perpetual	Sumedha Khoche (Ms.)



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PLACEMENT

Final Placement 2003

The final placement for the fourth batch was held from February 15 to 17, 2003. The entire batch was placed within three days. A handful of PPO's (Pre Placement Offers) offered to the students after their successful stint at summer training and a few lateral placement offers further boosted the process.

A total of 41 companies registered for the placement process at IIM Indore. However some companies couldn't be accommodated due to the non-availability of students at their allotted time. A total of 65 jobs were offered to the students in the process. The prominent recruiters in campus included ICICI Bank, Infosys, PepsiCo India and Asian Paints. Infosys gave the largest number of offers - 8, with HCL Technologies coming a close second with 7 offers followed by Pepsi and IOCL with 5 offers each. The highest salary was Rs. 12 lakh and the average salary offered to the students was Rs. 5.64 lakh.

Area wise Placement

Functional Area	No. of students	% of students
Marketing/Sales/Advertising	22	37
Information Systems	18	30
Finance/Banking	15	25
Human Resources	2	3
Others (sponsored, entrepreneurs, opted out from process, etc.)	3	5
Total Students	60	100

Status of Acceptance of Final Offers



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S.No.	Name of the company	No. of offers made	offers accepted
1	Aditya Birla Group	1	1
2	Air Tel	2	1
3	Asian Paints Ltd.	1	1
4	BPCL	2	2
5	Citi Bank	1	1
6	CSC India Pvt. Ltd.	3	2
7	Eicher Motors	1	1
8	GE Capital International	3	3
9	HCL Technologies	7	5
10	HPCL	1	1
11	HSBC	1	1
12	ICICI Bank Ltd.	3	3
13	Impetus	1	1
14	Infosys	8	6
15	IOCL	5	5
16	Larsen & Toubro Ltd.	1	1
17	Madura Coats Ltd.	2	2
18	Marico Industries Ltd.	2	2
19	Patni Computer Services	1	1
20	Pepsi Foods Pvt. Ltd.	5	3
21	RPG Enterprises	1	1
22	Saint Gobain Glass	1	1
23	Standard Chartered Bank	1	1
24	Tata Consultancy Services	4	4
25	TELCO	2	2
26	Torrent Pvt. Ltd.	2	2
27	UTI Bank Ltd.	2	2
28	Welspun	1	1
	Total	65	57

Summer Placement 2003

Almost all the big names of India Inc. turned up to recruit the PGP Participants for their summers. The companies, like ICICI Bank, Citibank, came with a mindset to recruit a few – went back taking a large number; reflective of the caliber of the students and the company's satisfaction levels about the performance of summer trainees of previous batches and the institute's 3-year old alumni.

Well known firms visiting the campus included banks like Citibank, ICICI Bank, Standard Chartered Bank, UTI Bank, and IDBI Bank, the FMCG leader Hindustan Lever Ltd. and other greats like Marico Industries, paint giant Asian Paints, Britannia, Pepsi and Coca-Cola from the foods and beverages, automobile leaders like Ashok Leyland and Eicher Motors, and GE Capital International Services from the services sector. All the sectors were well represented with Ranbaxy and Wockhardt from the burgeoning pharmaceutical sector, Larsen & Toubro, Madura Coats and H&R Johnson from the manufacturing world and AF Fergusson in consultancy industry. IT services had a significant presence with the industry leaders like Tata Consultancy Services, Wipro Ltd., CSC India visiting the campus. For the first time in the history of the institute, an NGO, BASIX offered a summer project to one of the students. Companies as diverse as the RPG group to the telecom companies like Bharti Telenet, Escotel Mobile to public sector behemoths like Indian Space Research Organization (ISRO), Indian Railway Catering and Tourism Corporation (IRCTC), participated in the summer placement process.

Thirty-one companies turned up to recruit all the 58 first year students and as many as 67 offers were made. ICICI Bank led the way with as many as 7 offers followed closely by other banks like Standard Chartered with 5 offers and Citibank and IDBI Bank with 4 each. The stipends ranged between 9,500 per month and Rs. 20,000 per month.

Sector wise break-up

Sector	Number of offers	Percentage
Finance	23	40
Marketing	26	45
Systems	6	10
Others	3	5



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Executive Post-Graduate Program in Management

IIM Indore successfully launched its first Executive PGP program in September 2002. The Program has gained recognition in the industry in the first year itself. The first batch comprises 53 participants representing public and private sectors like Tata, Bharti-Telenet, Colgate-Palmolive, ACC Cement, Birla Sunlife, Ministry of Railways, Central Excise, NTPC, and SAIL.

Executive-PGP is a uniquely designed program for the working executives. The objective of the program is to provide an opportunity for the practicing executives to enhance their knowledge and skills continually.

The Program is designed specially for Graduates with a minimum of five years of managerial experience. Organizational sponsorship is desirable but is not a compulsory requirement for the program. The selection to this Program is based on multiple criteria such as the performance of the candidate in the written test (CAT 2002), the group discussion/ interview, past academic record and work experience.

This Program has been developed on the lines of well-known internationally recognized Executive MBA programs. 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. Each term is further divided into three modules, i.e., Pre-campus, on-campus and post-campus modules. Contact classes are also being held towards the end of every term in metro cities like Bangalore, Delhi, Kolkata, Mumbai, and Indore.

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 is a judicious mix of lectures, case discussions, project work, term papers, role play, seminar presentations, assignments, films, and management games.

On successful completion of the program, the Indian Institute of Management, Indore, would award the participants the "Executive Post-Graduate Diploma in Management".

FACULTY DEVELOPMENT PROGRAM

Indian Institute of Management, Indore offered its first restructured Faculty Development Program (FDP) between the period April 1 and June 21, 2002 under the title "International Teachers Development Program for Management Educators". The Program was well appreciated by all the 26 participants who attended this program. This is also evident by the fact that we have been receiving queries from faculties of various colleges/universities about the Program.

This program was 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. After undergoing the program, the participants acquired the basic teaching skills like ability to lecture, conduct tutorials, implement the concepts of teaching and learning in higher education and use innovative ideas in pedagogy. The participants also learned to manage students by adopting a client-centered approach and attitude to learners, listening to learners, welcoming student evaluation and complaints, and turning them into improvements. The Program also covered topics such as how to manage themselves through self-organization, use of time, self-appraisal and managing conflict and change and, finally, to move from merely good traditional teaching to outstanding innovative teaching resulting in enhanced learning outcomes.

As a part of the Program a series of guest lectures were also organized on various topics, viz., "Institutional Building", "IT Strategy", "Knowledge Management" "Pedagogical Interventions in Management Education", and so on. The FDP concluded on June 21, 2002 with a valedictory program where Prof. Ashok Chandra (Former Special Secretary, Ministry of HRD) gave away the certificates to the participants on their successful completion of the programs. Mr. Raman Madhok (Director & CEO Jindal Iron & Steel Company Ltd., Mumbai), who was present on this occasion, also addressed the FDP participants.

MANAGEMENT DEVELOPMENT PROGRAMS

The Management Development Programs (MDPs) at the institute were started during the academic year 2000-2001. The MDPs aim at delivering short-term quality programs for competency development of working executives. This is achieved by discussing the latest developments in management thinking and offering analytical insights and skills. The programs are designed to meet identified training needs which cover the latest concepts and techniques in functional and general management areas.



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In the year 2002-03, six programs were successfully conducted and sixty-four executives from private and public sectors and government departments participated in these programs. These programs were offered covering functional areas of Marketing, Human Resource, Finance, Logistics & Supply Chain, Organizational Behavior, and Data Mining.

Some of the major organizations that participated in the institute's MDP were:

Ranbaxy Laboratories Ltd., TV Today Network, Canteen Stores Deptt., BTA Cellcom, Eicher Motors, Reserve Bank of India, Cargill Foods, Bridgestone ACC Ltd., Indian Army, Zandu Pharmaceuticals Works Ltd., Kirloskar Copeland, Tata Holset, Clariant India Ltd., Ispat Industry Ltd. Bajaj Tempo Ltd., General Foods Ltd., Godrej Consumer Products, Syndicate Bank, ABN Amro Bank, Nicolas Piramal, GE Capital International Services, JK Ltd., Federal Express Corporation, Chambal Fertilisers & Chemicals Ltd., GAIL, E-Funds International Ltd., Ernst & Young India, Apollo Tyres Ltd.

The programs conducted during the year are as follows:

Finance For Non - Finance Executives	August 19-22, 2002
Logistics & Supply Chain Management	September 2-6, 2002
Sales Management	November 26-29, 2002
Human Resource Management for Corporate Excellence	December 9-11, 2002
Leadership & Team Building	January 6-8, 2003
Logistics & Supply Chain Management	February 17-21, 2003

INCOMPANY PROGRAMS AND CONSULTANCY PROJECTS

Name of the Company	Project/ Training Program	Faculty
Bharti Telnet, Bhopal	Assessment Center Programs	Prof. Kuldeep Singh
BSF Academy, Tekanpur	Leadership and Human Resources Management for Commanding Officers of BSF Academy	Prof. Abhijit Gangopadhyay Prof. Kuldeep Singh
IPCL, Vadodara	Customer Relationship Management for Indian Petrochemicals Corporation Limited	Prof. Shubhamoy Dey Dr. Rajan Saxena

Hindustan Zinc Limited, Udaipur	Senior Executives Training Program for Business Managers of Hindustan Zinc Limited	Prof. Sumit Mitra Prof. Pranab Pani Dr. Rajan Saxena Prof. Arijit Sikdar Prof. Kuldeep Singh
BTNL - Bhopal	Working Capital Management	Prof. V. K Gupta
BTNL - Bhopal	US GAAP vs. Indian GAAP - A Reconciliation Model	Prof. V. K Gupta
INTAS Pharmaceuticals, Ahmedabad	Strategic Marketing Program for Product Management Group	Dr. Rajan Saxena
J K Cement Works, Udaipur	Marketing Strategies for Competitive Environment	Dr. Rajan Saxena
BHEL, Bhopal	Restructuring and Transformation at BHEL, Bhopal	Prof. Sumit Mitra Prof. Arijit Sikdar
BSN L -Lucknow, Dehradun, Bhopal	Evaluation of the Expression of Interest invited for Forming Dealers / Distributors Network for Mobile Services	Prof. V. K Gupta



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 E-mail 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 been provided net connectivity such that participants can connect 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



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Operating System. Institute is maintaining its own Webserver and Mail server with web based 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 Enterprises, Cold Fusion, Primavera, Libsys, Auto CAD 2000 1, Architecture bundle, Shazam, Oracle 81, 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 home pages on the Intranet with hyperlinks to information on its activities, Faculty, Staff, Participants and Facilities. Institute has a well-equipped Incubation Center, E-Commerce Lab, and Computer Lab.

The Stores and Purchase Department 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 9 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 (Including Multimedia PCs): One hundred and ninety-two. Intel P-III / P-II 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, two HP Laser 6p printers, one HP Network Color Laser printer, three HP Laser jet 61/1100 printers, 34 DeskJet printers and five dot-matrix printers.

Others: HP CD Writers, Scanners, Zip Drive, DAT Drive, etc.

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

RAS: 16-line server to provide remote access.

Available Software at IIMI

- MS windows 2000 advanced server
- MS windows 2000 professional server

- Red hat Linux 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 / 11.5 including modules (Base, Advanced Models, Regression Models, Trends, Categories, Conjoint, Exact Tests, Missing Value Analysis)
- Auto Cad 2000 i
- Primavera
- Flash
- Tally 5.1 / 6.3
- MS Windows NT 4.0 server
- MS Windows NT 4.0 workstation
- MS System Management Server 2.0
- Libsys
- MS SQL server 7.0
- MExchange server 5.5
- Oracle 8 i
- Pcounter 2.05
- SAS 8.0
- Fplive
- Escan Antivirus
- Architectural Bundle
- MSVisual Studio 6.0
- Adobe Acrobat Writer



इंदिरा प्रवेश
 सं. १. सं. १००१
 IIM INDORE



- Windows 95/97/98/ ME
- Windows XP Professional
- Windows 2000 Professional
- Arena 1
- ILog-cplex 7.1
- Microsoft Project 2000
- IBM DB2
- IBM Websphere Server
- Dragon Naturally Speaking

LIBRARY

IIMI Library joined two Consortia and started cooperative subscriptions to electronic resources. Through the IIM Library Consortia, we are able to subscribe to a good number of electronic journals and other databases.

Library is also part of the INDEST (Indian National Digital Library in Science and Technology) Consortium, an initiative by the Ministry of HRD. Through this consortium, we are now subscribing to well known databases like ABI/INFORM, Business Source Premier, IEL Online, and ACM Digital Library.

1. Library: A Statistical Profile 2002-2003

1.1 Resources as on 31.03.2003

S. No.	Resources	No. of Resources
1	Books	11928
2	Journals (print only)	369
3	CD-ROMs	82
4	Electronic Databases	24
5	Educational Videos	157
6	Working papers	354
7	Case Studies	880

1.2 Resources added during 2002–2003

S. No.	Resources	No.	Cost
1	Books	762	Rs. 1422837/-
2	Journals (Subscription renewed)	369	Rs. 5664129/-
3	CD-ROMs	12	Rs. 47514/-
4	Electronic Databases	13	Rs.1023778/-
5	Educational Videos	2	Rs.18900/-
6	Working Papers	183	—
7	Case Studies	79	—

1.3 Library Services

S. No.	Service	Nos.
1	Circulation	10358 documents
2	Reprints request	44
3	Photocopy	13411 exposures
4	Inter Library Loan	6

2 Major Databases available in the Library

2.1 National databases

- Business India on CD
- CAPEX (An investment opportunities database from CMIE)
- Capita Stocks
- Capitalline 2000
- Exim India on CD
- India Statistics online
- Prowess (Corporate information database from CMIE)



भारतीय प्रबंधन
शिक्षण संस्थान
भोपाल
IIM BHOPAL



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2.2 International databases

- ABI/INFORM (Covering full text articles of 600 journals on management & Allied subjects)
- ACM Digital Library
- Business Source Premier EBSCO (Full text of around 900 journals on all aspects of management)
- Econlit (covering economic literature published all over the world with citations and abstracts)
- Encyclopaedia Britannica
- IEL Online (provides full text access to IEEE transactions, journals, and conference proceedings)
- JSTOR (archives of 46 select business journals)
- World Development Indicators
- World Development Reports

2.3 E-Journals

Apart from the e-journals collection in databases such as ABI/INFORM, Business Source Premier, etc., Library is also subscribing to more than 250 select e-journals from renowned publishers like John Wiley & Sons, Taylor & Frances, Kluwer.

3. Infrastructure Facilities

Library has a CD-NET Server with 28 CD drives and another Pentium Server to host the IIMI Digital Library. All the databases have been web-enabled and made available on the Institute's LAN through the Digital Library. Every functional unit in the Library has been equipped with a network computer to enable smooth information flow. Also there are four computers kept inside the Library to facilitate information accessing by users. Library also has VCR and photocopying facilities.

Library is using LIBSYS – an integrated library management system for automating various functions in the Library like book procurement, circulation. LIBSYS provides web enabled online public access catalogue (OPAC) and is available through Institute's LAN

4. Information Services

Most of the information services are available through the Digital Library accessible through the Institute's LAN. Other major services include interlibrary loan, book exhibitions, and reference services.

Foundation Day Lecture

The Third Foundation Day Lecture of the Institute was held on October 3, 2002. Shri M.N. Venkatachaliah, Former Chief Justice of India, delivered the lecture.

Campus Development

The new campus of the Institute is getting completed on 193.4-acre land at Pigdambar, Rau (near Indore). Situated in a picturesque surrounding on the outskirts of Indore adjoining the Agra -Bombay National Highway on the BOT road connecting Indore to Pithampur, the site is representative of the Malwa plateau – undulated, with the plateau right in the centre, where the Academic Complex is taking shape.

The architectural style is a combination of ethnic and modern thus giving shape to our personality of being modern with ethnic value system. The strong regional influences such as architecture of Mandu and climatic factors have been studied to evolve a simple, functional but modern architectural built form.

The campus is envisaged to be intelligent, sensitive to environment as also to physically challenged individuals. Rainwater harvesting, recycling of water and Solid Waste Management are some of the tools by which we propose to make this campus environment friendly.'

Construction work is in progress and some of the facilities such as Hostels; Utility I, II, and III, Dining & Kitchen and Faculty Block are fast getting completed.

The work on Administration Block, Computer Centre, Classrooms, Library and other services such as road, internal & external electrification, water supply, etc. is also making good progress.

The first phase of the campus will be completed shortly.



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BBA INDORE

Intellectual Capital



महाराष्ट्र प्रशासन
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● *Faculty Publications*

Books

Dr. Rajan Saxena

Saxena, R. (2002), "*Marketing Management*", Second Edition, Tata McGraw Hill Publications, New Delhi

● *Chapters in Books*

Prof. Shubhamoy Dey

Dey, S., and Roberts, S. A. (2002). *Data Mining III*: Published by WIT Press, Southampton, UK (ISBN: 1-85312-925-9) under the series 'Management Information Systems'.

Prof. J. Rajasekar

1. 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: Response Books (A division of SAGE Publications).
2. 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: Response books (A division of SAGE Publications)*.

● *Cases -Completed*

Mr. Girish Agarwal

1. Kirloskar Brothers
2. ABC Limited: Agricultural and Domestic Pumps Division (with J. Rajasekar)

Prof. J. Rajasekar

ABC Limited: Agricultural and Domestic Pumps Division (with G. Agarwal)

● **Cases – In Progress**

Prof. Nitin Agarwal

1. Software development process at Impetus
2. Software process evolution at Cognizant

Prof. V. K. Gupta

ICICI Bank Ltd. (US GAAP vs. Indian GAAP)

Prof. Sumit Mitra

1. Webduniya - An Entrepreneurial Venture
2. Unilever-A Case in Transnationalization

Prof. Arijit Sikdar

BHEL's Battery Powered Vehicle

● **Research - In Progress**

Mr. Girish Agarwal

Webduniya-An Entrepreneurial Venture

- *Supported by the Institute*

Prof. Nitin Agarwal

1. The Evaluation of Supply Chain Management Practices in Indian Industry
- *Sponsored by Ministry of HRD*
2. Impact of Software Process Maturity on the Software Project Performance - *supported by the institute.*

Prof. V.K. Gupta

M - Commerce: An Indian Perspective Model
- *Sponsored by MHRD, Govt. of India*



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Prof. Sumit Mitra

1. Webduniya: An Entrepreneurial Venture
- *Supported by the Institute*
2. Documentation of Transformation and Change at BHEL
- *Sponsored Project*
3. Managing Joint Ventures between Developed and Developing Country Partners - *supported by the institute*

Prof. J. Rajasekar

Global Leadership and Organizational Behavior Effectiveness (GLOBE)
- *supported by the institute.*

Mrs. Urvashi Rathore

Software Measurement in a non-CMM Company – Impetus Technologies, Inc.

Prof. Arijit Sikdar

An Empirical Analysis of the Status of Collaborative R & D in India -
Funded by DSIR

Prof. P.P. Yadav

Upgradation of LAN, Internet, and Computing Facility
- *Sponsored by Ministry of HRD*

● **Working Papers**

Mr. Girish Agarwal

Business Groups in Emerging Markets 'Academy of International Business'
website. www.aibworld.net

Prof. Sumit Mitra

China and India: Profiles in contrast. *Working paper No. 2002-6 of IIM Indore, July 2002*

● **Faculty's Participation in Seminars and Conferences**

Prof. Nitin Agarwal

National

Presented a paper on "Information Sharing Considerations in Supply Chain Design" on December 22, 2002 at Society of Operations Management VI Annual Conference at IIMK

Prof. V. K. Gupta

International

"Innovations in Banking: M-Banking" 50th Anniversary Financial Conference at D. A. Tsenov Academy of Economics, Svishtov, Bulgaria. 2002

National

"Intellectual Capital Accounting - An Indian Perspective" IC 2002, Institute of Management, Goa.

Prof. Sumit Mitra

International

Presented paper titled, "*China and India: The Firm Industry, and Nation Linkage Revisited in the Context of Globalization*" at the Seventh International Conference on Global Business and Economic Development, Thailand: Bangkok, January 8-11, 2003

National

Presented paper titled "*China and India: The Mutant Dragon and Elephant*" at the fifth National Convention of Strategic Management Forum of India (SMFI) having theme Competitiveness 2010: Prospects, Tasks & Challenges, MDI, Gurgaon. April, 2002

Prof. J. Rajasekar

International

Presented a paper "The Impact of Airline Alliances: The Effects of Codesharing on the Performance of Domestic Airlines" at the Mergers and Acquisition Summit 2002 held in Calgary, Alberta, Canada. June 6-9, 2002



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Prof. Ashish Sadh

National

1. Presented a paper on "Marketing of Technology Products" at the Indian Institute of Management, Bangalore 2003
2. Presented a case study titled, "Webduniya.com" at the Indian Institute of Management, Bangalore 2003

Dr. Rajan Saxena

International

1. Presentation on "*Management Schools and Industries: Partners for Growth*" at Global Forum on Management - INTERMAN, Bangkok, on the theme "Breaking Traditional Barriers"
2. Presented a paper titled "*Customer Value Maximization through Bundling of Services*" at International Congress of Applied Psychologists Conference at Singapore

National

Presentation on "*Marketing Success Stories in India - Leadership Lessons for Young Managers*" at Mumbai

Prof. Kuldeep Singh

National

Presented a paper titled "HR Competencies and Roles in India: Research Directions and Suggestions for New Millennium" in the First International Conference on 'Human Resources Development in Asia' held at IIM Bangalore. October 28-29, 2002.

Sessions Chaired

Prof. Nitin Agarwal

1. Session chair for SOM conference at IIMK - session on IT in Operations Management
2. Appointed conference chair for the VII. SOM conference to be held at IIMI

Dr. Rajan Saxena

1. Chaired a session on "Corporate Renaissance through CRM - Preparing the Academics and Business in South Asia" at the 7th South Asian Management Forum 2002, Maldives, on the theme "Breaking Dawn: Towards South Asian Economic Renaissance.
2. Chaired a session on Quality in Education at International Conference on Alternatives Learning Organizations organized by DAV Trust, Pune.
3. Chaired a session on "Case Studies - Service Industry" at the Southern Indian Training and Development Conference at XIME, Bangalore

Prof. Arjit Sikdar

1. Chaired a session on "Planning of Business Driven R & D Strategies" in CSIR Annual Meeting of Planning and Business Development Scientists at Lucknow on January 22, 2003
2. "Strategic Planning" in Seminar on Challenges before Us and Vision for the Future at Ordinance Factories Staff College, Nagpur on December 9, 2002.

● Talk / Keynote Address

Dr. Rajan Saxena

Talked on "Management Challenges in the context of Economic Reforms" Mandsaur Institute of Technology, Mandsaur

Visitors to the Institute

The following eminent personalities visited the Institute during the year.

- Prof. Bernard A. Arogyaswamy, Chair & Prof. LeMoyne College, USA
- Mr. Pradip Baijal, Secretary, Ministry of Disinvestment, GOI
- Mr. R.C. Bhargava, Former CMD, Maruti Udyog Ltd.
- Mr. M.N. Buch, Chairman, National Centre for Human Settlements and Environment, Bhopal
- Mr. Gunit Chaddha, CEO & MD, IDBI Bank



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- Dr. Sharad Joshi, Former Chairman, Agricultural Task Force and Farmer Activist and President, Shetkari Sangathana
- Mr. H.R. Prasad, MD, Gabriel Ltd.
- Lt. Gen. Arjun Ray (Retd.)
- Shri Dinesh Nandan Sahay, Governor of Chattisgarh
- Mr. D. Sanyal, Production Head, Tata International Ltd.
- Mr. M.K. Sharma, Vice Chairman, Hindustan Lever Ltd.
- Mr. M.V. Subbiah, Chairman, Murugappa Group, Secunderabad

GRANT-IN-AID

During the year 2002-2003, the Institute received grant in aid of Rs. 774.00 lakh from the Ministry of HRD, Government of India.

PERSONNEL

During the year the following joined the Institute:

Faculty:

- Prof. B Hariprasad, Assistant Professor, Finance & Accounting
- Prof. Shubhamoy Dey, Associate Professor, Information Technology
- Prof. Meera Sharma, Assistant Professor, Finance & Accounting
- Prof. Arijit Sikdar, Visiting Associate Professor, Strategic Management

Academic Associates:

- Mr. Debraj D. Bhowmic, Operations Management & Quantitative Techniques
- Ms. Ruchi Chaturvedi, Finance & Accounting
- Ms. Jayalakshmi Gopalkrishnan, Marketing
- Ms. Pavan Kumar, Operations Management & Quantitative Techniques
- Ms. Mukta Paliwal, Operations Management & Quantitative Techniques

- Ms. Divya Ray, Marketing
- Mr. Sthia Pragyan Ray, Society, Business & Management
- Mr. Jaspal Singh, Finance & Accounting
- Ms. Kanchan Tripathi, Information Technology
- Ms. S Usha, International Business

Left

During the year the following employees left the Institute:

- Prof. Amit Gupta
- Prof. Biswajeet Pattanayak
- Prof. K.V. Ramaswamy
- Ms. Soniya Chitale, Academic Associate
- Ms. Jyotsna Pandit Garde, Academic Associate
- Ms. Jayalakshmi Gopalkrishnan, Academic Associate
- Mr. Ashish Dubey, Academic Associate
- Mr. Lokesh Nagar, Academic Associate
- Ms. Phalgu Niranjana, Research Associate
- Ms. Shivani Rai, Academic Associate
- Mr. Sthia Pragyan Ray, Academic Associate
- Mr. Jagjit Singh Saini, Academic Associate
- Ms. Barkha Saxena, Academic Associate
- Ms. Indira Sharma, Academic Associate
- Ms. Sonika Singh, Academic Associate
- Ms. Nivedita Srivastava, Research Associate
- Ms. Trupti Vyas, Academic Associate



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Board of Governors



विकास संस्थान
मा. उ. प. इंदौर
IIM INDORE

● **Chairman**

Mr. B.N. Kalyani
Chairman & Managing Director
Bharat Forge Limited
Mundhwa, Pune 411036

● **Member**

Dr. Ramesh Baheti
Executive Chairman
STI India Limited
"Badgara House"
13/1 New Palasia
Indore 452 001

Mr. Subodh Bhargava
Chairman Emeritus, Eicher Group
A15/1 DLF Phase I
Gurgaon 122001

Mr. Jagdish Capoor
Chairman
HDFC Bank
Ramon House
4th Floor
169 Backbay Reclamation, Mumbai 400 020

Mr. S.H. Khan
Chairman
Credit Analysis & Research Ltd.
Kalpataru Point, II Floor
Kamani Marg
Sion (E)
Mumbai 400 022

Prof. R.S. Nirjar

Member-Secretary

All India Institute of Technical Education

Indira Gandhi Sports Complex

IP Estate

New Delhi 110 001

Mr. K.K. Nohria

Chairman

Crompton Greaves Ltd.

CG House, 7th Floor

Dr. Annie Besant Road

Prabhadevi, Mumbai 400 025

Mr. V.S. Pandey, IAS

Joint Secretary

Deptt. of Secondary & Higher Education

Ministry of Human Resource Development

Shastri Bhavan

New Delhi 110 001

Mr. R. Parasuram, IAS

Secretary

Government of Madhya Pradesh

Technical Education and Manpower Planning

Mantralaya Bhopal 462 004

Prof. K.R. Rao

Indian Institute of Management

Rajendra Nagar

Indore

Mr. T.R. Satish Chandran, IAS (Retd.)

Flat No.G2, Archana Apartments

26 Norris Road

Richmond Town

Bangalore 560 025



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Prof. Kuldeep Singh

Indian Institute of Management
Rajendra Nagar
Indore

Mr. Rajendra Singh

Chairman
Gujarat Positra Port Infrastructure Ltd.
1001 Kanchanjunga, 10th Floor
18, Barakhamba Road
New Delhi 110 001

Dr. Rajan Saxena

Director
Indian Institute of Management
Rajendra Nagar
Indore 452 012

● **Board Members who left during 2002-2003:**

1. Prof. Ashoka Chandra
2. Mr. Abhay Firodia
3. Dr. D.R. Gadekar
4. Prof. Jahar Saha

FACULTY, RESEARCH STAFF, AND OFFICERS

Director

Rajan Saxena

Ph D (Delhi)

Faculty

1. **Nitin Agarwal**
M.Tech (IIT, Mumbai)
M.S. (UNC, Chapel Hill, USA)
Ph.D (NCSU, USA)
2. **Shubhamoy Dey**
M.Tech IIT (Kharagpur)
Ph.D. (University of Leeds, UK)

3. **V.K. Gupta**
M.A., M.Com, Ph.D (Agra)
4. **M.V. Madan**
M.Sc (Mysore), PGDM (IIM, Calcutta)
Ph.D (IIT, Kharagpur)
5. **Sumit Mitra**
B.E., Fellow (IIM, Ahmedabad)
6. **Pranab Kumar Pani**
M.A. (Sambalpur)
Fellow (IIM, Ahmedabad)
7. **J. Rajasekar**
M.Com (Madras)
DBA
(Golden Gate University, CA, USA)
8. **L. V. Ramana**
M.A. (Hyderabad)
M.Tech (IISc, Bangalore)
Ph.D (Chennai)
9. **K. R Rao**
MBA (California)
Ph. D (Madras)
- 10 **Ashish Sadh**
MBA (Rewa)
PhD (DAVV)



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11. **Meera Sharma**
PGDM (IIM, Ahmedabad)
Ph.D, BITS Pilani
12. **Arijit Sikdar**
Fellow (IIM, Ahmedabad)
13. **Kuldeep Singh**
M.Sc., MBA, LLB (Jammu)
ACS, Fellow (XLRI)
14. **Nitin Singh**
B.E. (Jabalpur)
Fellow (IIM, Bangalore)
15. **P. P. Yadav**
M.Sc., Ph.D. (IARI, New Delhi)

● **Academic Fellows**

1. Girish Agarwal
B.E. (Bhopal)
MBA (Indore)
2. Urvashi Rathore
M.Sc (Indore)
PGDSD (NIIT)

● **Academic Associates**

- Manpreet Kaur Arora
- Debraj D. Bhowmick
- Ruchi Chaturvedi
- Jayalakshmi Gopalkrishnan
- Pavan Kumar
- Mukta Paliwal
- Smita Pandey
- Divya Ray
- Sthia Pragyan Ray

- Richa Sharma
- Jaspal Singh
- Kanchan Tripathi
- S Usha
- Vibha K.M

Visiting Faculty

- | | |
|---------------------------------|---|
| 1. Dr. S.P. Agarwal | A.F. Ferguson and Company |
| 2. Prof. Milan Agnihotri | MICA |
| 3. Prof. Bernard A. Arogyaswamy | Chair & Prof. Le Moyne College, USA |
| 4. Mr. Dheeraj Awasthy | IIM-A |
| 5. Dr. Rachna Baid | UTI Institute of Capital Markets |
| 6. Prof. A. G. Balasubhranian | Goa University |
| 7. Mr. Bipradas Basak | Siemens Information Systems Ltd. |
| 8. Prof. H. S. Currimbhoy | Indira Groups of Institute |
| 9. Prof. Bernard D'Mello | MDI, Gurgaon |
| 10. Mr. Manish Dafria | |
| 11. Mr. Sanjiva Shankar Dubey | Bil Corp. |
| 12. Prof. Ajit Gaikwad | Gokhale Institute of Politics and Economics |
| 13. Dr. Abhijit Gangopadhyay | Tata Institute of Social Sciences |
| 14. Prof. Somnath Ghosh | PAN Network (P) Ltd. |
| 15. Dr. Deepak Gupta | PriceWaterhouse Coopers (P) Ltd. |
| 16. Prof. O. P. Gupta | University of Delhi South Campus |
| 17. Mr. Pradeep Kapasi | |
| 18. Prof. Abharam Koshy | IIM-A |
| 19. Mr. Vipul Mankad | SIDBI Venture Capital Ltd. |
| 20. Mr. Ashok Mehta | |
| 21. Dr. Laxmi Mohan | Albany State University of NewYork |
| 22. Prof. Avadhoot R. Nadkarni | SNDT Women's University |
| 23. Dr. Jinesh Panchali | UTI Institute of Capital Markets |
| 24. Prof. Rajas Parchure | National Insurance Academy |
| 25. Dr. Atul Parvatiyar | Georgia State University |
| 26. Prof. S. Ramkumar | |



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- | | |
|-----------------------------|--|
| 27. Prof. Tirthankar Roy | Gokhle Institute of Politics and Economics |
| 28. Mr. Girja Sahoo | Standard Chartered Grindlays Bank Ltd. |
| 29. Mr. V. Ravendra Saradhi | |
| 30. Mr. N. Vijay Sarathi | GE Caps |
| 31. Prof. Omar Bin Sayeed | NITIE Mumbai |
| 32. Prof. G. Sethu | UTI Institute of Capital Markets |
| 33. Dr. Deepak K Sharma | GE Caps |
| 34. Prof. G. K. Sharma | |
| 35. Prof. Uma Shashikant | ICICI |
| 36. Prof. Anil Sood | Administrative Staff College of India |
| 37. Dr. R. B. Smarta | Interlink Marketing Consultancy (P) Ltd. |
| 38. Prof. Ramanujam Sridhar | Integrated Brand Comm (P) Ltd. |
| 39. Mrs. Preeta Vyas | IIM-A |

Officers

U.K. Harindran

Secretary (Planning)

A.K. Shantharaman

Finance & Accouts Officer

Atul Kumar Pandey

Executive Engineer

Salim Shaikh

Stores & Purchase Officer

K.N. Maniyan

Accounts Officer

Pankaj Kumar Gupta

Programmes Officer (Student Affairs)

Sarika Gupta

Programmes Officer (MDP)

S Roy

Programmes Officer (PGP)

AUDIT CERTIFICATE

I have examined the Receipts and Payments, Income and Expenditure Account for the year ended 31st March 2003 and the Balance Sheet as on 31st March 2003, 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 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 the information and explanations given to me and as shown by the books of the organization.

Place: Gwalior
Date: 20.5.2004

Sd.
L.A.C. Singh
Accountant General (Audit)-I
Madhya Pradesh, Gwalior



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भारतीय प्रबन्धन
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Audit Report on the Accounts of the Indian Institute of Management Indore for the year 2002-03

1. Introductory

1.1 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 from 1996-97 to 2000-01, has been further extended for a period of five years from 2001-02 to 2006-07.

1.2 Finance

The Institute received grants-in-aid of Rs.1,766.00 lakh from the Central Government during 2002-03.

Comments on Accounts

2. Balance Sheet

Assets Rs.4,395.96 lakh

2.1 Fixed Assets Rs.2,768.44 lakh

As per schedule 5 to Balance Sheet, the fixed assets also include work-in-progress of Rs.2,437.02 lakh. This should have been shown separately under the head "Capital-work-in-progress."

2.2 Understatement of Assets

The institute was in possession of 193.42 acres of land donated by the State Government, the cost of which had not been accounted for in the accounts of the institute. Due to value of land not having been exhibited in the fixed assets in the Balance Sheet, it has resulted in understatement of assets to that extent.

3. Income and Expenditure Account

3.1 Overstatement of Expenditure

The depreciation valuing Rs.386.46 lakh pertaining to previous years was charged in Income and Expenditure Account for 2002-03 which has resulted in overstatement of expenditure to the extent of Rs.386.46 lakh.

4. Other Irregularities

4.1 Unspent Grant

There was an unspent grant of Rs.1,138.26 lakh at the end of 31.3.2003. It should have been shown as 'returnable' to the Government in the liabilities side of the Balance Sheet.

4.2 Non furnishing of Utilization Certificates to the Government

Indian Institute of Management Indore has utilized Rs.2,026.82 lakh out of the total grant of Rs.4,811 lakh during 2002-03 but utilization certificates were not furnished to the Government.

4.3 Physical Verification

The physical verification carried out for the year 2002-03 is incomplete as the assets were not actually physically certified by the authorized officer. These were certified on the basis of undertakings obtained from the department heads.

5. Effect of Audit Comments

The net impact of the comments given is that expenditure overstated by Rs.386.46 lakh in Income and Expenditure Account.

Place: Gwalior
Date: 20.5.2004

Sd.
L.A.C. Singh
Accountant General (Audit)-I
Madhya Pradesh, Gwalior



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या. प्र. उ. इंदौर
IIM INDORE

INDIAN INSTITUTE OF MANAGEMENT, INDORE

BALANCE SHEET AS AT 31ST MARCH 2003

(Amount in Rs.)

PARTICULARS	SCH No.	AS AT 31-3-2003	AS AT 31-3-2002
CORPUS / CAPITAL FUND AND LIABILITIES			
CAPITAL FUND	1	276,873,105.68	140,591,963.97
GRANT IN AID	2	130,620,061.70	239,108,471.97
ENDOWMENT & SCHOLARSHIP FUND	3	2,247,821.56	2,260,891.56
CURRENT LIABILITIES	4	29,854,876.41	7,045,750.00
TOTAL		439,595,865.35	389,007,077.50
ASSETS			
FIXED ASSETS	5	276,844,121.68	140,591,963.97
ENDOWMENT & SCHOLARSHIP FUND INVESTMENTS	6	2,100,000.00	2,100,000.00
CURRENT ASSETS, LOANS AND ADVANCES	7	93,051,743.67	81,715,113.53
GRANT IN AID RECEIVABLE FROM GOVT. OF INDIA		67,600,000.00	164,600,000.00
TOTAL		439,595,865.35	389,007,077.50
NOTES FORMING PART OF ACCOUNTS	14		

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

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

Sd.
(Dr. Rajan Saxena)
Director

INDIAN INSTITUTE OF MANAGEMENT, INDORE

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDING 31ST MARCH 2003

(Amount in Rs.)

PARTICULARS	SCH No.	2002-2003	2001-2002
INCOME			
Grants from Govt. of India, Ministry of HRD - NON-PLAN		30,400,000.00	-
Fees Income	8	34,652,550.00	10,005,688.00
Interest Earned	9	10,004,060.32	6,359,464.33
Scholarship & Endowment Fund Received	10	743,650.00	575,744.00
Other Income	11	561,508.11	1,024,603.00
Amount transferred (to)/ from Capital Fund		-	(947,468.50)
TOTAL (A)		76,361,768.43	17,018,030.83
EXPENDITURE			
Establishment Expenses	12	16,380,701.71	13,388,854.60
Other Administrative Expenses	13	30,120,336.31	29,875,693.12
Depreciation for the year 2002-2003	5	10,421,780.98	-
Depreciation related to previous years	5	38,646,217.99	-
TOTAL (B)		95,569,036.99	43,264,547.72
Excess of Expenditure over Income (B-A)		19,207,268.56	26,246,516.89
Adjustment of prior periods		-	947,468.50
TOTAL		19,207,268.56	25,299,048.39
Transfer to Capital Fund (· Depreciation)		49,067,998.97	
Balance being Surplus / (Deficit) carried to Grant-in-Aid A/c.		(29,860,730.41)	25,299,048.39
TOTAL		19,207,268.56	25,299,048.39
NOTES FORMING PART OF ACCOUNTS	14		

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

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

Sd.
(Dr. Rajan Saxena)
Director

PLACE : Indore

DATE : 15.7.2003



भारतीय प्रबंधन
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INDIAN INSTITUTE OF MANAGEMENT, INDORE

SCHEDULES FORMING PART OF BALANCE SHEET

AS AT 31ST MARCH 2003

(Amount in Rs.)

S.No. PARTICULARS	AS AT 31-3-2003	AS AT 31-3-2002
1. CAPITAL FUND		
A. APPROPRIATION OUT OF GRANTS		
OPENING BALANCE	140,531,663.97	72,264,181.00
ADD : Amount transferred during the year		
1. For Non Recurring Expenditure	9,499,702.68	12,711,193.87
2. For Capital Work in Progress	175,849,438.00	54,608,820.60
Add: Amount transferred from/(to)		
Income & Expenditure account	-	947,468.50
CLOSING BALANCE	325,880,804.65	140,531,663.97
B. AICTE PROJECT AWARD CAPITAL FUND		
OPENING BALANCE	60,300.00	60,300.00
Amount transferred during the year		-
CLOSING BALANCE	60,300.00	60,300.00
LESS : Depreciation on Assets	49,067,998.97	-
TOTAL	276,873,105.68	140,591,963.97
2 GRANT IN AID		
OPENING BALANCE	239,108,471.97	82,127,534.83
ADD:		
1. Grants from Govt. of India, Ministry of HRD - PLAN	47,000,000.00	239,600,000.00
2. Grants from Govt of M.P.	-	10,000,000.00
3. From Income and Expenditure Account	29,860,730.41	-
TOTAL	315,969,202.38	331,727,534.83

LESS: Amount transferred

1. To Fund for Non-Recurring Expenditure	9,499,702.68	12,711,193.87
2. To Fund for Capital Work in Progress	175,849,438.00	54,608,820.60
3. From Income and Expenditure Account	-	25,299,048.39

TOTAL	185,349,140.68	92,619,062.86
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CLOSING BALANCE	130,620,061.70	239,108,471.97
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3 ENDOWMENT & SCHOLARSHIP FUND**Endowment Fund (Opening Balance)**

Eicher Motors Limited	100,000.00	100,000.00
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Scholarship Fund (Opening Balance)

Eicher Motors Limited	500,000.00	500,000.00
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State Bank of Indore	1,500,000.00	1,500,000.00
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TOTAL	2,100,000.00	2,100,000.00
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Interest on Scholarship Fund

Opening Balance	160,891.56	-
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Interest received during the year	199,430.00	223,191.56
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Scholarship Paid during the year	212,500.00	62,300.00
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Closing Balance	147,821.56	160,891.56
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TOTAL	2,247,821.56	2,260,891.56
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4 CURRENT LIABILITIES AND PROVISIONS**A Current Liabilities**

Sundry Creditors for Expenses	17,431,181.00	4,183,626.00
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Project Credit Balances	3,374,349.00	-
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Deposits	590,264.41	610,000.00
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EMD / SD / Retention Money	268,594.00	563,337.00
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Statutory Liabilities	174,265.00	63,446.00
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Other Current Liabilities	967,776.00	1,185,341.00
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Pre-Received Income - FDP	-	440,000.00
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Pre-Received Fees - Executive-PGP	5,342,649.00	-
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B Provisions

Provision for Gratuity	166,529.00	-
Provision for Leave Encashment	1,539,269.00	-
TOTAL	29,854,876.41	7,045,750.00

5 Please see Page No. 48-49

6 ENDOWMENT & SCHOLARSHIP FUND INVESTMENTS

ICICI Bank	-	600,000.00
State Bank of Indore	2,100,000.00	1,500,000.00
TOTAL	2,100,000.00	2,100,000.00

7 CURRENT ASSETS, LOANS AND ADVANCES ETC.

A CURRENT ASSETS

1 Inventories (as certified by management)

Stock of Stationeries, Stores, etc.,	163,220.00	171,294.58
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2 Others Receivables	18,386,234.11	1,877,857.81
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3 Cash Balance on hand	20,000.00	20,000.00
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4 Bank Balances with Scheduled Bank

Fixed Deposit	65,000,000.00	70,600,000.00
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Savings Account	2,119,156.56	270,293.91
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B LOANS, ADVANCES & OTHER ASSETS

1 Loans

Computer Loan	196,300.00	-
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2 Advances and Other amounts recoverable in cash or in kind or for value to be received

Advances to Staff	33,889.00	51,749.00
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Advances to Students	-	333,667.23
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Advances to Others	4,557,731.00	5,574,340.00
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Deposits	597,273.00	632,272.00
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Prepaid Expenses	397,820.00	483,556.00
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3 Income Accrued

Interest Accrued	1,580,120.00	1,700,083.00
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TOTAL	93,051,743.67	81,715,113.53
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INDIAN INSTITUTE OF MANAGEMENT, INDORE

SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31ST MARCH 2003



भारतीय प्रबंधन
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S.No. PARTICULARS	(Amount in Rs.)	
	2002-2003	2001-2002
8 Fees Income		
POST GRADUATE PROGRAMME		
PGP Participation Fees	10,804,097.00	8,272,200.00
CAT Income	16,793,688.00	-
PGP Fee Forfeited	182,200.00	49,507.00
PGP Admissions Fees (GMAT)	19,146.00	38,221.00
Placement Fee	225,000.00	-
SUB-TOTAL	28,024,131.00	8,359,928.00
MDP / FDP / EXE PGPM Fees Received		
MDP Fees Received	998,068.00	1,262,650.00
FDP Fees Received	520,000.00	54,000.00
Executive PGPM Fees received	5,070,351.00	-
Executive PGPM Fees Forfeited	40,000.00	-
Executive PGPM - Application Fees received	-	329,110.00
SUB-TOTAL	6,628,419.00	1,645,760.00
GRAND TOTAL	34,652,550.00	10,005,688.00
9 Interest Earned		
On Fixed Deposits with Scheduled Banks	9,915,655.32	6,272,176.33
On Saving Bank A/c with Scheduled Banks	88,405.00	87,288.00
TOTAL	10,004,060.32	6,359,464.33
10 Scholarship & Endowment Fund Received		
Bridgestone	100,000.00	100,000.00
State Bank of Indore	150,000.00	-
Eicher Motors Ltd.	62,500.00	62,300.00
GE Scholarship	231,150.00	213,444.00
Bharat Forge Ltd.	200,000.00	200,000.00
TOTAL	743,650.00	575,744.00



11 Other Income

PGP Miscellaneous Income	3,250.00	3,000.00
Income from Consultancy Projects and Inhouse Training Programmes	363,705.00	983,006.00
Misc. Receipts	51,453.11	30,697.00
Library Membership Charges	2,500.00	-
Rent from Guest House	34,100.00	6,400.00
Sale of Tender Forms	106,500.00	1,500.00
TOTAL	561,508.11	1,024,603.00

12 Establishment Expenses

Salaries	11,968,321.00	11,565,305.00
Allowances and Bonus	801,371.69	432,434.00
Contribution to Provident Fund	658,659.00	394,101.00
Staff Welfare Expenses	1,215,902.02	880,376.60
Expenses on Employees' Retirement and Terminal Benefits	1,736,448.00	103,006.00
Leave Travel Concession Expenses	-	13,632.00
TOTAL	16,380,701.71	13,388,854.60

13 Other Administrative Expenses

Electricity & Water charges	3,129,061.00	2,436,445.00
Insurance	196,775.00	195,192.00
Repairs & Maintenance	1,273,775.00	2,438,735.00
Rent, Rates and Taxes	2,191,021.00	1,891,636.00
Vehicle Running and Maintenance	185,822.00	206,146.00
Postage, Telephone and Communication Charges	1,372,953.99	1,784,909.68
Printing and Stationery	1,080,975.67	1,071,246.04
Travelling and Conveyance Expenses	2,841,419.23	3,642,332.00
Subscription Expenses	33,838.00	30,118.00
Auditor's Remuneration	25,000.00	45,000.00
Hospitality and Guest Houe Expenses	284,901.00	272,602.40
Legal and Professional Charges	225,838.00	382,885.00
Advertisement and Publicity	2,848,080.00	3,925,790.00
PGP Expenses	3,333,681.18	2,648,595.00

MDP/FDP/Exe-PGP Expenses	4,577,992.28	1,536,219.00
Scholarship & Endowment Fund Expenses	743,650.00	575,744.00
Research & Publications	74,870.00	96,271.00
Information Technology Expenses	1,229,896.00	2,261,015.00
House-keeping	587,132.00	591,898.00
Institutional Membership	85,451.00	394,426.00
Kitchenware / Crockeries	39,279.00	54,012.00
Security services	1,060,646.00	855,940.00
Service & Contracts	860,719.00	381,030.00
Convocation Expenses	757,268.00	636,974.00
Other Revenue Expenses	1,080,291.96	1,520,532.00
TOTAL	30,120,336.31	29,875,693.12



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म. उ. सं. प्रौद्योगिकी
IIM INDORE



सिद्धिपूर्व प्रयत्नम्
भा. प्र. सं. इण्डोर
IIT INDORE

INDIAN INSTITUTE OF

SCHEDULES FORMING PART OF BALANCE

S No.	Description	Cost/Valuation at the beginning of the year (1-4-2002)	Gross Block		Cost/Valuation at the year end
			Adjustment during the year 2002-03	Additions during the year 2002-03	
A FIXED ASSETS					
COMPUTER & EDU.EQPT.					
1	Computers	18,008,686.00	731,530.00	10,300.00	18,750,516.00
2	Educational Equipments	999,939.00	-	43,150.00	1,043,089.00
	TOTAL	19,008,625.00	731,530.00	53,450.00	19,793,605.00
LIBRARY BOOKS					
3	Journals & Periodicals	12,022,039.50	(9,484.00)	6,317,597.00	18,330,152.50
4	Library -CD- ROM / Database	1,547,662.00	(19,500.00)	925,417.00	2,453,579.00
5	Library Books	18,497,318.00	(731,530.00)	1,420,372.68	19,186,160.68
	TOTAL	32,067,019.50	(760,514.00)	8,663,386.68	39,969,892.18
6	ELECTRICAL INSTALLATION	1,546,536.00	-	33,278.00	1,579,814.00
7	STAFF VEHICLE	1,335,157.00	-	-	1,335,157.00
FURNITURE & EQUIPMENTS					
8	EPABX	928,125.00	-	42,644.00	970,769.00
9	Equipments	5,519,961.00	-	154,618.00	5,674,579.00
10	Bicycle	3,100.00	-	-	3,100.00
11	Medical Eqpt. & Fur.	3,550.00	-	-	3,550.00
12	Furniture & Fixtures	8,386,618.87	-	324,560.00	8,711,178.87
13	Furniture & Fixtures-Incu-Lab	361,795.00	-	-	361,795.00
14	MDP Equipments	403,464.00	-	-	403,464.00
	TOTAL	15,606,613.87	-	521,822.00	16,128,435.87
HOSTEL FURNITURE & EQPT.					
15	Hostel Equipments	830,779.00	-	128,775.00	959,554.00
16	Hostel Furniture	1,968,905.00	-	98,991.00	2,067,896.00
17	Kitchen Equipments	168,429.00	-	-	168,429.00
18	Sports Equipments	147,255.00	-	-	147,255.00
	TOTAL	3,115,368.00	-	227,766.00	3,343,134.00
	Total A	72,679,319.37	(28,984.00)	9,499,702.68	82,150,038.05
19	Assets acquired against AICTE Grants	60,300.00	-	-	60,300.00
	Total B	60,300.00	-	-	60,300.00
	TOTAL OF CURRENT YEAR (A)	72,739,619.37	(28,984.00)	9,499,702.68	82,210,338.05
	PREVIOUS YEAR	60,017,603.50	-	12,722,015.87	72,739,619.37
B CAPITAL WORK-IN-PROGRESS					
	TOTAL (A+B)	140,591,963.97	-	-	-

MANAGEMENT, INDORE

SHEET AS AT 31ST MARCH 2003



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Rate of Depreciation	DEPRECIATION			NET BLOCK	
	As at the beginning of the year	On Additions during the year	As at the to the year end	As at the current year end (31-3-2003)	Previous year end (31-3-2002)
60%	15,891,012.13	1,715,702.32	17,606,714.45	1,143,801.55	2,849,203.87
25%	592,723.97	107,197.51	699,921.48	343,167.52	407,215.03
	16,483,736.10	1,822,899.83	18,306,635.93	1,486,969.07	3,256,418.90
25%	5,119,912.35	2,907,710.23	8,027,622.58	10,302,529.92	6,892,643.15
25%	473,962.69	437,325.83	911,288.52	1,542,290.48	1,054,199.31
25%	7,826,906.08	2,759,572.65	10,586,478.73	8,599,681.95	9,938,881.92
	13,420,781.12	6,104,608.71	19,525,389.83	20,444,502.35	17,885,724.38
15%	382,962.47	179,527.73	562,490.20	1,017,323.50	1,163,573.53
20%	725,948.02	121,841.80	847,789.82	487,367.18	609,208.98
15%	330,741.65	96,004.10	426,745.75	544,023.25	597,383.35
25%	2,612,215.64	762,562.72	3,374,778.36	2,299,800.64	2,907,745.36
100%	3,100.00	-	3,100.00	-	-
25%	887.50	665.63	1,553.13	1,996.87	2,662.50
15%	3,103,811.36	836,020.88	3,939,832.24	4,771,346.63	5,282,807.51
15%	77,333.69	42,669.20	120,002.89	241,792.11	284,461.31
25%	138,690.75	66,193.31	204,884.06	198,579.94	264,773.25
	6,266,780.59	1,804,115.84	8,070,896.43	8,057,539.44	9,339,833.28
25%	370,971.54	147,145.62	518,117.16	441,436.84	459,807.46
15%	804,043.39	189,484.74	993,528.13	1,074,367.87	1,164,861.61
25%	99,361.85	17,266.79	116,628.64	51,800.36	69,067.15
25%	48,216.91	24,759.52	72,976.43	74,278.57	99,038.09
	1,322,593.69	378,656.67	1,701,250.36	1,641,883.64	1,792,774.31
60%	38,602,801.99	10,411,650.58	49,014,452.57	33,135,585.48	34,047,533.38
	43,416.00	10,130.40	53,546.40	6,753.60	16,884.00
	43,416.00	10,130.40	53,546.40	6,753.60	16,884.00
	38,646,217.99	10,431,911.38	49,067,998.97	33,142,339.08	34,064,417.38
	25,942,880.08	12,703,337.91	38,646,217.99	-	-
	-	-	-	243,701,782.60	67,852,344.60
	-	-	-	276,844,121.68	101,916,761.98

INDIAN INSTITUTE OF MANAGEMENT, INDORE

SCHEDULE 14

NOTES FORMING PART OF ACCOUNTS



भारतीय प्रबंधन
विद्यापीठ इंदौर
IIM INDORE

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.

B. INVENTORY VALUATION

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

C. FIXED ASSETS

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

D. DEPRECIATION

The Institute from this year has started charging depreciation on fixed assets with retrospective effect from the year 1997-98. Depreciation on all fixed assets is provided on WDV method at the rates specified in Income Tax Act, 1961 relevant to that year. Depreciation on additions after 30th September is charged at half of the actual rate. The depreciation so charged has been debited to Income & Expenditure Account due to which **excess of expenditure over income** is increased by Rs. 4,90,67,998.97 out of which a sum of Rs. 3,86,46,217.99 relates to previous years. If depreciation had not been provided the **excess of expenditure over income** would have been reduced by Rs. 4,90,67,998.97.

E. GOVERNMENT GRANT

Government grants are accounted on the basis of sanction received. The Institute has first time received Non Plan Grant of Rs. 3,04,00,000/-, which has been credited to the Income & Expenditure Account. The Plan Grant of Rs. 4,70,00,000/- has been credited to the Grant-in-Aid Account as per the practice followed in earlier years.

F. LEASE

Lease rentals are expensed with reference to lease terms.

G. RETIREMENT BENEFITS

The Institute hitherto accounted for encashment of accumulated leave only in the year of payment. However, from this year, the same is accrued and provided for on the basis of arithmetical calculations. Due to this change, the Institute has provided for the accrued liability of Rs. 15,69,919/-, which has resulted in the expenditure for the year being higher by this amount.

Since the Institute has completed its 5 yrs, provision for gratuity of Rs. 1,66,529/- is made on the basis of GOI rules. .

H. FOREIGN EXCHANGE TRANSACTIONS

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

2. CAPITAL COMMITMENTS: -

Estimated value of contracts remaining to be executed on capital account and not provided for (net of advances) Rs. 3, 62,21,756.31 (Previous year Rs.12,72,85,143/-).

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 at least 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 15

Sd.

(A.K. Shantharaman)
F & A O

Sd.

(U.K. Harindran)
Secretary (Planning)

Sd.

(Dr. Rajan Saxena)
Director

PLACE : Indore

DATE : 15.7.2003



विश्वविद्यालय
भारत, ज. सं. इन्दौर
IIM INDORE



सिद्धिपूर्णे शक्यमायुः
मा. प्र. सं. इण्डी
IIM-INDORE

INDIAN INSTITUTE OF MANAGEMENT, INDORE

WORKING SCHEDULES FORMING PART OF FINAL ACCOUNTS FOR THE
YEAR ENDED 31ST MARCH 2003

S.N. PARTICULARS	(Amount in Rs.)	
	2002-2003	2001-2002
1 PROJECT CREDIT BALANCES		
BHEL, Bhopal	144,149.00	-
MHRD Project- Evaluation of Supply Chain Mgt.	700,000.00	-
MHRD Project- LAN & Internet Connectivity	1,500,000.00	-
MHRD Project -Mobile Commerce	1,030,200.00	-
TOTAL	3,374,349.00	-
2 DEPOSITS		
Exe-PGP SWAC A/c	106,000.00	-
Exe-PGP-Alumni A/c	106,000.00	-
PGP Caution Deposit	-	610,000.00
PGP-Alumni A/c	148,750.00	-
Students Account (Net)	229,514.41	-
TOTAL	590,264.41	610,000.00
3 EMD / SD / RETENTION MONEY		
Earnest Money	173,573.00	211,950.00
Retention Money	60,625.00	254,374.00
Security Deposit	34,396.00	97,013.00
TOTAL	268,594.00	563,337.00
4 STATUTORY LIABILITIES		
IIM Indore CPF cum Gratuity Trust	73,387.00	63,446.00
Professional Tax (Since remitted)	240.00	-
TDS Provisions (Since remitted)	100,638.00	-
TOTAL	174,265.00	63,446.00

5 OTHER CURRENT LIABILITIES

Library Caution Deposit	5,000.00	-
LIC of India	6,125.00	-
Ms. Neetu Masand	100.00	-
Prof. Rajasekar	134.00	-
Rent payable	-	6,597.00
Salary Payable	956,417.00	1,178,744.00
TOTAL	967,776.00	1,185,341.00



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6 OTHER RECEIVABLES

AICTE Projects	402,353.91	390,534.91
Air Cmde J.V. Singh	5,014.00	-
BSNL Dehradun (Since received)	19,725.00	-
CAT Receivable	17,109,102.00	538,914.70
Drillco - DSL Project	-	248,682.00
Drillco - Seco Ltd.,	-	140,096.00
Exe-PGP Fee Receivable (Since received)	300,000.00	-
For Globe Research Projects	59,213.00	110,049.00
HDFC (since received)	-	100,000.00
IPCL, Vadodara (Since received)	83,788.00	-
M/s Sanghi Travels (Since received)	88,316.00	68,273.00
Prof. B. Pattanayak (Group Insu. Premium)	200.00	-
Prof. Ganesh Kumar (Group Insu. Premium)	2,200.00	1,800.00
Prof. KV Ramaswamy (Group Insu. Premium)	200.00	-
Recoveries - Employees	-	3,150.00
Rent Recoverable from staff	-	12,933.00
SIDBI Lucknow	-	24,324.00
Sorab S. Engineer & Co.,	2,363.00	-
Tata International Ltd.	14,043.00	-
TDS Receivable	299,716.20	239,101.20
TOTAL	18,386,234.11	1,877,857.81



7 SAVINGS ACCOUNT

Canara Bank- S.B. A/c	1,010.00	-
State Bank of Indore- S.B.A/c	506,927.56	270,293.91
State Bank of Indore- CAT-2002 S.B. A/c	581,019.00	-
State Bank of Indore- Mobile Commerce Project- SB A/c	1,030,200.00	-
TOTAL	2,119,156.56	270,293.91

8 ADVANCES

To Staff

For Expenses	-	5,680.00
For Travel	23,789.00	28,869.00
For Festival	10,100.00	17,200.00
Total	33,889.00	51,749.00

To Students

To Students' A/c.	-	300,620.23
For Student Activities	-	15,765.00
Alumni Advance	-	17,282.00
Total	-	333,667.23

To Others

AICTE, New Delhi	-	6,502.00
EPF Receivables	85,687.00	85,687.00
For Admissions	65,188.00	213,350.00
For Globe Research Project	135,607.00	98,323.00
For GSLIS'	-	5,925.00
For Journals / Databases	4,199,169.00	5,154,296.00
For Postage - Franking Machine	62,980.00	257.00
To MP State Electricity Board	5,000.00	10,000.00
To Outside Parties	4,100.00	-
TOTAL	4,557,731.00	5,574,340.00

9 DEPOSITS

Gujarat Co-op. Milk Mktg. Federation	20,000.00	20,000.00
Leased Houses	335,015.00	361,715.00



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LP Gas	11,000.00	11,000.00
MP Electricity Board	186,258.00	176,890.00
Reliance Telecom Limited	7,500.00	7,500.00
RPG Cellcom Ltd.,	-	1,000.00
VSNL	37,500.00	54,167.00
TOTAL	597,273.00	632,272.00
10 PREPAID EXPENSES		
Prepaid Expenses	390,326.00	397,901.00
Prepaid Insurance	7,494.00	85,655.00
TOTAL	397,820.00	483,556.00
11 ALLOWANCES & BONUS		
Adhoc Bonus	61,881.00	57,770.00
Entertainment Expenses	14,075.00	12,000.00
Medical Expenses	717,255.69	354,504.00
Tution Fees	8,160.00	8,160.00
TOTAL	801,371.69	432,434.00
12 STAFF WELFARE EXPENSES		
Employee welfare	128,291.00	93,214.00
Faculty Development	223,647.00	75,586.00
Faculty Development		
- International conference	555,439.02	478,411.60
Faculty Development Allowance	48,791.00	40,033.00
Liveries	40,215.00	32,859.00
Staff Development & Training Expenses	219,519.00	160,273.00
TOTAL	1,215,902.02	880,376.60
13 EXPENSES ON EMPLOYEES' RETIREMENT AND TERMINAL BENEFITS		
Encashment of Earned Leave	1,569,919.00	23,124.00
Gratuity Expenses	166,529.00	-
Leave Salary & Pension Contribution	-	79,882.00
TOTAL	1,736,448.00	103,006.00



14 WATER & ELECTRICITY EXPENSES

Electricity charges for Hostels	626,305.00	856,527.00
Water & Electricity	2,502,756.00	1,579,918.00
TOTAL	3,129,061.00	2,436,445.00

15 REPAIRS & MAINTENANCE

Repairs & Maintenance - Buildings	308,650.00	1,541,132.00
Repairs & Maintenance - Computers	89,207.00	81,166.00
Repairs & Maintenance - Electricals	45,090.00	471,650.00
Repairs & Maintenance - Equipments	348,374.00	190,952.00
Repairs & Maintenance- Furniture & Fixtures	34,723.00	12,600.00
Repairs & Maintenance - Hostels	447,731.00	141,235.00
TOTAL	1,273,775.00	2,438,735.00

16 RENTS, RATES AND TAXES

Rent for Guest House	160,000.00	107,000.00
Rent for Leased Houses	1,025,761.00	1,065,321.00
Rent for Students hostels	1,005,260.00	719,315.00
TOTAL	2,191,021.00	1,891,636.00

17 VEHICLES RUNNING & MAINTENANCE

Repairs & Maintenance - Vehicles	105,658.00	104,192.00
Vechile P.O.L. Expenses	80,164.00	101,954.00
TOTAL	185,822.00	206,146.00

18 POSTAGE, TELEGRAM & COMMUNICATION EXPENSES

Postage & Telegram expenses	121,046.00	230,470.00
Telephone Expenses	1,251,907.99	1,554,439.68
TOTAL	1,372,953.99	1,784,909.68

19 PRINTING & STATIONERY

Printing & Stationery	763,493.58	566,222.02
PGP - Stationery & Printing	317,482.09	505,024.02
TOTAL	1,080,975.67	1,071,246.04

20 TRAVELLING EXPENSES

Local conveyance	14,286.00	21,987.00
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TA Transfer	185,759.00	218,499.00
TA - Board, FC Committee, Society	473,647.73	393,458.00
TA - Others & Miscellaneous	135,678.00	118,069.00
TA - Recruitment	309,715.00	243,753.00
TA - Seminar/conference	70,682.50	295,289.00
TA - staff, faculty & Director	675,545.00	927,098.00
TA - Visiting faculty	976,106.00	1,424,179.00
TOTAL	2,841,419.23	3,642,332.00

21 LEGAL & PROFESSIONAL CHARGES

Legal Charges	170,265.00	334,565.00
Legal Expenses	17,448.00	5,570.00
Professional Charges	38,125.00	42,750.00
TOTAL	225,838.00	382,885.00

22 ADVERTISEMENT EXPENSES

Advertisement - General & Recruitments	1,212,672.00	1,306,777.00
MDP Advertisement Expenses	667,871.00	1,632,876.00
Advertisement - Exe. MBA Programme	967,537.00	986,137.00
TOTAL	2,848,080.00	3,925,790.00

23 PGP EXPENSES

Admission Expenses	701,773.70	229,944.00
PGP - SBM Project	17,775.00	38,660.00
PGP Experiential learning	256,748.00	197,536.00
PGP Honorarium	687,320.00	749,000.00
PGP Life Style Management Workshop	49,990.00	41,000.00
PGP- Marketing Club Exp.	1,033.87	-
PGP Medical Expenses	-	42,805.00
PGP Misc. Expenses	384,014.93	306,836.00
PGP Personal Growth Lab Expenses	384,160.00	172,014.00
PGP Placement expenses	690,729.00	711,401.00
SWAC expenses	160,136.68	159,399.00
TOTAL	3,333,681.18	2,648,595.00



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24 MDP/FDP/Exe-PGP EXPENSES

MDP Expenses	954,136.28	1,211,136.00
FDP Expenses	1,039,076.00	81,361.00
Executive PGP Programme	2,584,780.00	243,722.00
TOTAL	4,577,992.28	1,536,219.00

25 SCHOLARSHIP & ENDOWMENT FUND EXPENSES

Bridgestone	100,000.00	100,000.00
State Bank of Indore	150,000.00	-
Eicher Motors Ltd.,	62,500.00	62,300.00
GE Scholarship	231,150.00	213,444.00
Bharat Forge Ltd.,	200,000.00	200,000.00
TOTAL	743,650.00	575,744.00

26 INFORMATION TECHNOLOGY EXPENSES

Internet charges	668,153.00	1,021,206.00
Software Expenses	172,400.00	1,077,954.00
Library E-Journals / Databases	327,468.00	-
Upgradation of Technology	61,875.00	161,855.00
TOTAL	1,229,896.00	2,261,015.00

27 OTHER REVENUE EXPENSES

Alumni Expenses	-	94,704.00
Bank charges	14,763.00	1,207.00
Book Binding	25,698.00	121,680.00
Contingencies	142,248.00	112,259.00
Corporate PGPM Expenses	-	10,754.00
EdCIL - IIMI Campaign	-	950.00
Foundation Day Expenses	139,459.00	408,491.00
Furnishing	12,874.00	85,101.00
Horticulture	193,685.00	219,212.00
IRIS - Expenses	345,658.96	362,960.00
Recruitment Expenses	126,932.00	103,214.00
Service Tax including interest	78,974.00	-
TOTAL	1,080,291.96	1,520,532.00



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