

ANNUAL REPORT 2009-10



**INDIAN INSTITUTE OF MANAGEMENT
CALCUTTA**

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Annual Report

2009-2010

The Board of Governors

(During April 1, 2009 to March 31, 2010)

Shri Ajit Balakrishnan, Chairman

Chairman and CEO,
Rediff.com India Ltd.,
Mahalaxmi Engineering Estate,
L.J. Road, No. 1, Mahim (West)
Mumbai - 400 016

Shri R. P. Agrawal, (upto 31.10.2009)

Secretary,
Ministry of Human Resources Development,
Department of Secondary and Higher Education
Shastri Bhavan, C Wing,
New Delhi - 110001

Shri S.K. Ray

Jt. Secretary & Financial Adviser
Ministry of Human Resource Development,
Department of Secondary & Higher Education,
Government of India,
Shastri Bhavan,
New Delhi - 110 001

Shri R. Bandyopadhyay, Secretary,

Department of Public Enterprises,
Govt. of India
Kendriya Karyalaya Parisar,
Block No. 14, Lodi Road
New Delhi - 110 003

Shri P. Bhattacharya

Additional Chief Secretary & Director,
Administrative Training Institute,
Govt. of West Bengal,
FC Block, Sector III, Salt Lake
Kolkata 700 106

Prof. R. A. Yadav, Chairman,

All India Council for Technical Education
Chandralok Building (7th Floor),
Janpath,
New Delhi - 110 001

Shri G. P. Goenka, (upto 14.06.2009)

Chairman,
Duncan Group of Industries,
31, Nelaji Subhash Road
Kolkata - 700 001

Shri Harshavardhan Neotia

Managing Director,
Ambuja Cement Eastern Ltd.,
"Viswakarma"
86-C, Topsia Road (S)
Kolkata - 700 046

Shri R. C. Bhargava

220, Sector 15-A,
Gautam Buddh Nagar,
NOIDA (U.P.) - 201 301

Shri S. M. Datta

Peerless General Finance &
Investment Co. Ltd.,
11-A, Mittal Tower
'A' Wing, 1st Floor, Nariman Point,
Mumbai - 400 021

Shri S C Tewary

Principal Secretary
Higher Education Department
Govt. of West Bengal
Bikash Bhavan, Salt Lake City
Kolkata - 700 091.

Dr. T. B. Singh, (upto 14.06.2009)

B-371, Sarita Vihar
New Delhi - 110 044

Shri N C Vasudevan

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

Shri. M.G. Parameswaran

Executive Director and CEO,
FCB-Ulka Advertising Pvt. Ltd.,
'Nirma', 4th Floor
Nariman Point,
Mumbai - 400 021

Shri M. K. Deb, (upto 14.06.2009)

Managing Director,
MP Windfarms Ltd.,
(A Joint Sector Company)
162, Maharana Pratap Nagar Zone - II,
Bhopal - 462 011

Shri R. Gopalakrishnan

Executive Director,
Tata Sons Ltd.,
Bombay House, 4th Floor
24, Homi Mody Street
Mumbai - 400 001

Shri Avijit Mazumdar

Chairman
TIL Limited
No.1, Taratala Road,
Garden Reach
Kolkata 700 024

Shri Roopen Roy

Managing Director,
Deloitte Consulting India Pvt. Ltd.,
Bengal Intelligent Park,
Alpha Building (1st Floor),
Block EP & GP,
Salt Lake Electronics Complex,
Sector - V, Plot-A2, M2 & N2
Kolkata - 700 091

Shri Gaurav Swarup

Managing Director,
Paharpur Cooling Towers Ltd.,
Paharpur House,
8/1/B, Diamond Harbour Road
Kolkata - 700 027

Shri Hirak Ghosh

15, Southend Park
Kolkata 700 029.

Smt. Sangeeta Talwar

Executive Director - Marketing,
Tata Tea Ltd.,
P.O. 2286,
M.E.S. Road, Yeshwanipur
Bangalore - 560 022

Shri S N Menon (w.e.f 17.8.2009)

P-404/5, Gariahat Road
Kolkata 700029

Shri R K Rao (w.e.f 17.8.2009)

B-2/144, 3rd Floor
Saidarjung Enclave
New Delhi 110029

Smt Meena Gupta (w.e.f 17.8.2009)

376/2, Block G
New Alipore
Kolkata 700053

Smt Swati Piramal (w.e.f 17.8.2009)

Piramal Healthcare Limited
Piramal Tower
10th Floor
Ganpath Rao Kadam Marg
Lower Parel
Mumbai 400013

Smt Chokila Iyer (w.e.f 17.8.2009)

46, Vasant Enclave
New Delhi 110057

Smt Vibha Puri Das (w.e.f 10.2.2010)

Secretary,
Ministry of Human Resource Development,
Department of Higher Education,
Government of India,
Room No. 127, 'C' Wing
Shastri Bhavan,
New Delhi - 110 015.

Prof. Subir Bhattacharya, (upto 19.11.2009)

Indian Institute of Management Calcutta,
Joka, D. H. Road,
Kolkata - 700 104

Prof. Asish K. Bhattacharyya, (upto 07.03.2010)

Indian Institute of Management Calcutta,
Joka, D. H. Road,
Kolkata - 700 104

Prof Anup K Sinha (w.e.f 20.11.2009)

Indian Institute of Management Calcutta,
Joka, D. H. Road,
Kolkata - 700 104

Prof. Shekhar Chaudhuri

Director,
Indian Institute of Management Calcutta,
Joka, D. H. Road,
Kolkata - 700 104.

Secretary:

Shri Dinesh Varma

Chief Administrative Officer,
Indian Institute of Management Calcutta,
Joka, D. H. Road,
Kolkata - 700 104

Chairman's Message



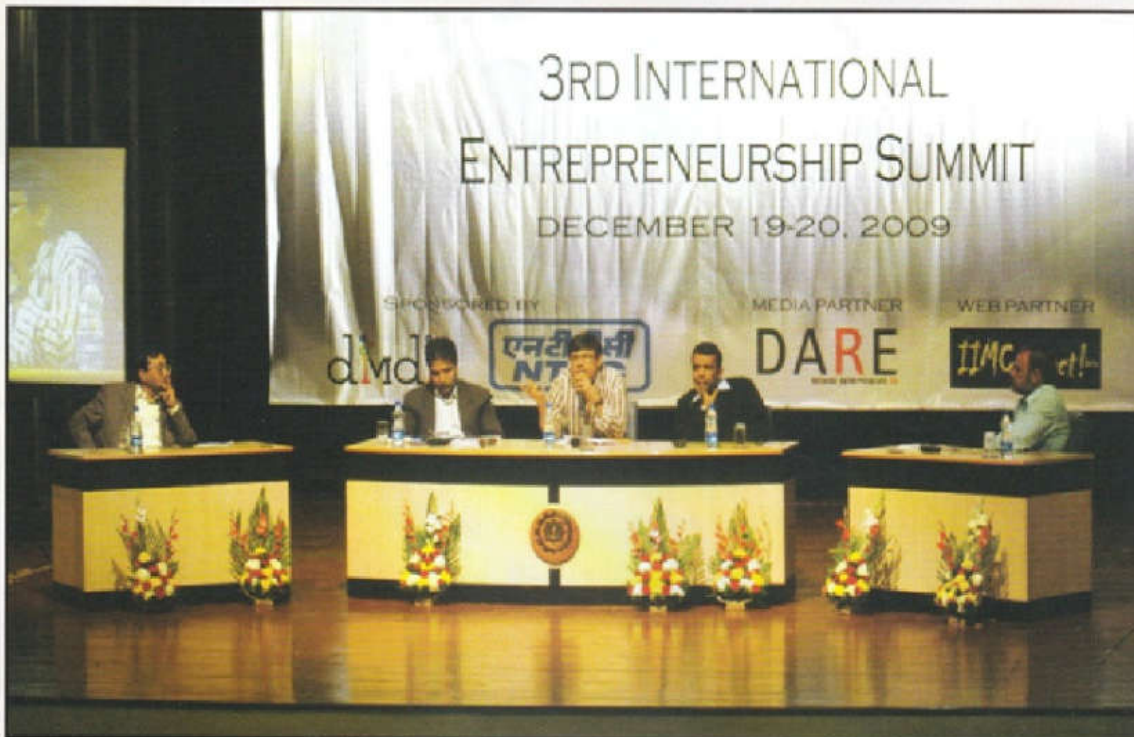
How do we get India's much admired higher education institutions like the IIMs and the IITs to co-operate and provide new insights in frontier areas of management? These stellar institutions have, historically, pursued their goals of excellence in isolation. We are happy to report that IIM Calcutta is taking the lead in driving such synergistic co-operation.

Our venture with IIT Kanpur and IIT Madras, the one year Post Graduate Programme for Executives (PGPEX) for Visionary Leaders in Manufacturing is a pioneering effort in this and is now entering its third year. Students enrolled in the programme take classes in turn at IIM Calcutta, IIT Kanpur and IIT Madras. This course, incidentally, was designed with the active involvement of Professor Shoji Shiba, Japan's manufacturing guru and Deming Award winner. This programme is part of the effort to make India's Manufacturing Sector globally competitive. We earnestly hope that the success of this co-operation will drive other institutions to emulate it.

Ajit Balakrishnan



The Inaugural Session of Intaglo



3rd International Entrepreneurship Summit

Director's Overview

I have the proud privilege to report to you here the highlights of our various activities during 2009-10. The Institute has made significant all round progress and it has been an excellent year in spite of the many challenges that we have had to face.

OUR PROGRAMMES

The Institute offers a doctoral programme leading to the title of 'Fellow of IIM Calcutta' and four post-graduate diploma programmes viz. a) Post Graduate Diploma in Management; b) Post Graduate Diploma in Computer Aided Management; c) Post Graduate Diploma in Management for Executives; and d) Post Graduate Diploma in Management for Executives for Visionary Leadership in Manufacturing.



FELLOW PROGRAMME IN MANAGEMENT AND RELATED AREAS

This year seven doctoral students who completed all academic requirements have received the title of 'Fellow of IIMC.' Three students out of the graduating batch have joined or will be joining academic institutions as faculty thus contributing to management education in the country. Two of our students have already joined XLRI Jamshedpur and another one will be joining IIM Indore.

The doctoral programme essentially serves two purposes: a) it strengthens the research activities of the Institute; and b) it develops management teachers for the nation. Several of our doctoral students have excelled in their research this year during which the Institute supported seven doctoral students for presenting papers at international conferences.

Six Fellow Programme students presented research papers at international conferences this year with full financial support from the Institute. One of our Fellows, Dr. Sanghamitra Sanyal, who graduated in 2009, published two of her papers in the *International Journal of Human Resource Management* which is one of the top journals in the area of Human Resource Management. Currently, she works as a Senior Consultant in the Strategic Consulting Group of Deloitte-Touche in India.

Mr. Indrajit Mukherjee received the Marti G. Subrahmanyam Best Conference Paper Award at the IIMB Management Review Doctoral Students Conference, IIM Bangalore held on 27th November, 2009. He was also selected for the Writing Workshop for doctoral students and junior faculty in the 'Corporate Strategy and Governance' interest group at the SMS Conference, Washington DC held during October 11-14, 2009.

Ms. Anubha Shekhar Sinha was awarded a Canadian Studies Doctoral Research Fellowship by the Shastri Indo-Canadian Institute, New Delhi. Mr. Myshkin Ingawale

collaborated with a research team at the MIT SENSEable City Lab, of MIT, USA on a multidisciplinary project called "The Copenhagen Wheel". This project aimed at making modern cities less polluting and more responsive by firstly, promoting bicycle usage over car usage by easy conversion of conventional bicycles into electric bikes; and secondly, by enabling decentralized data collection of pollution and congestion metrics in the city for real-time response by city planners to situations in the city. The project was completed in December 2009; he presented it at the UN Climate Summit held during December 7-18, 2009 on an invitation from the lab and the city of Copenhagen. The project evoked considerable interest from the media and the public as well as mayors of different cities from across the world.

2-YEAR FULL-TIME POST GRADUATE PROGRAMME

This year 230 students received the *Post Graduate Diploma in Management* and 52 students received the *Post Graduate Diploma in Computer Aided Management*. I wish to make special mention of those students whose names have been included in the Honour Roll and those who have been selected for the award of medals for their superlative performance. A new scholarship has been set up by the family of Late Shri Aditya Kashyap, an illustrious alumnus of IIM Calcutta who had served the Institute in various ways – his contribution as a member of our Board of Governors for three terms was, especially, valuable to the Institute. The new scholarship in his memory is called the Aditya Kashyap Memorial Scholarship.

Shri Arora Ankit Rattan secured the first rank in the PGDM programme this year and received the Dr. B. C. Roy Gold Medal and other prizes for his outstanding achievements; he also received the first Aditya Kashyap Memorial Scholarship. Shri Vibhor Gupta secured the second rank and received the Dr. B. C. Roy Silver Medal and Shri Vohra Prerak Kashyapkumar bagged the third rank and received the Duncan Award.

Shri Gaurav Lal and Shri Keshari Nandan Agrawal jointly secured the fourth rank and received the TIL Scholarship and other prizes for their outstanding achievements.

In the PGDCM programme, Shri Prashant Agarwal secured the first rank and received the Institute's Gold Medal and other prizes for his outstanding achievements. Shri Ashutosh Gadodia secured the second rank and received the Smt Indira Chowdhury Gold Medal and other prizes and Shri Thite Hrishikesh Vinay secured the third rank and received the ACC award and other prizes.

This year our final placements have been excellent. A total of 278 students participated in the final placement process which started on 6th March, 2010 and concluded on 10th March, 2010. The financial sector drew more than 37% of the students offering salaries that were considerably higher than last year. The Swiss investment-banking giant UBS continued to hire exclusively from IIM Calcutta. Other leading financial services firms that recruited from IIM Calcutta include Goldman Sachs, JP Morgan, Nomura, Morgan Stanley, Credit Suisse, Royal Bank of Scotland, Macquarie Bank, Temasek Holdings, American Express Banking Corporation India, Yes Bank, ICICI Bank, Allegro Financial Services, Standard Chartered, Edelweiss Capital and Citibank. Consulting was another important sector with 27% of the students deciding to join

consulting firms from across the world. Oliver Wyman recruited exclusively from IIM Calcutta for their international offices in London, New York, Dubai and Singapore. McKinsey & Co, The Boston Consulting Group, A. T. Kearney, Bain & Co., Deloitte Consulting, Diamond Consultants, Accenture Business Consulting and Cognizant Business Consulting were the other major recruiters.

Marketing positions were chosen by 18% of the students this year. Leading recruiters included Hindustan Unilever, Procter & Gamble, Nokia, Johnson & Johnson, ITC, Godrej, 3M, Wrigley, Airtel, Raymond and Medtronic.

General Management accounted for 15% of the offers made to students. In this category, Tata Administrative Services was a major recruiter with seven offers.

The average salary this year saw a 20% increase over last year with the average domestic compensation rising to INR 15.32 lakhs this year as compared to INR 12.7 lakhs last year, a clear indication that the economic situation has improved significantly since 2009. The highest (domestic) package offered was INR 75 lakhs compared to INR 60 lakhs last year. The average international package was US \$ 123,450; last year, it was US \$ 86,785. The highest salary offered was over INR.1.6 crores which was the highest in India as per as most published reports.

1-YEAR FULL TIME POST GRADUATE PROGRAMME FOR EXECUTIVES (PGPEX)

The mission of this programme is to help experienced and ambitious executives develop themselves for leadership positions in global organizations. The eligibility criteria for entry into this programme are:

(a) a graduate degree in any discipline; (b) at least 5 years of full-time post-qualification professional experience; (c) a valid GMAT score; and (d) proficiency in English.

The second batch that joined the Institute in December, 2007 comprised of one female and 36 male participants. They completed their academic requirements in December, 2008. The third edition of the programme that commenced on April 2, 2009 graduated on April 2, 2010. The fourth batch of PGPEX will commence from 19th April 2010. This batch has 48 participants of whom 45 have an engineering background.

This year 51 students received the Post Graduate Diploma in Management for Executives. Shri Babrubahan Panigrahi secured the first rank. Shri Barada Prasanna Tripathy and Shri Susanta Kumar Roy secured the second and third ranks respectively. Shri Gaurav Jindal and Shri Vishesh Handa bagged the fourth and fifth ranks. Their names were placed in the Director's Merit List for their excellent academic performance.

1-YEAR FULL TIME POST GRADUATE PROGRAMME FOR EXECUTIVES FOR VISIONARY LEADERSHIP IN MANUFACTURING (PGPEX-VLM)

The objective of the PGPEX-VLM is to develop leadership and management skills with cutting-edge technology awareness. The programme has been designed jointly by IIM Calcutta, IIT Kanpur and IIT Madras in close association with industry through CII with considerable guidance and involvement of Professor Shoji Shiba, a renowned expert in the manufacturing sector and a recipient of the individual Deming Prize.

The admission requirements are (a) a first-class degree in any branch of engineering; and (b) a minimum of five years of work experience in manufacturing or related sectors. The candidates are selected on the basis of academic performance, relevant work experience, employer's recommendations, performance in the Aptitude Test administered jointly by the three institutes and a personal interview.

As this programme is a joint programme of IIM Calcutta, IIT Kanpur and IIT Madras it has been decided that the participants will receive their diplomas from the Institute which is the designated host for that year. Last year it was IIM Calcutta that had the privilege of conducting the convocation for the 1st Batch of PGPEX-VLM students. This year it will be the turn of IIT Kanpur to organize the convocation for the second batch that will be followed by the convocation at IIT Madras in 2011 for the 3rd Batch.

The three institutes jointly decided last year to advance the launch of the 3rd Batch from August 2009 to April 2009.

NEW ELECTIVE COURSES OFFERED IN THE PGP AND PGPEX

The Institute offered 22 new elective courses in the PGP and eight new elective courses in the PGPEX respectively during the year as per the following details:

PGP

Term	Course Title	Group/ Centre
IV	Designing Corporate Citizenship Initiatives (3 Cr. Course)	BS
	Trading Strategies (3 Cr. Course)	F&C
	Relationship Marketing (3 Cr. Course)	Marketing
	Analysis of ICT Markets (3 Cr. Course) (Cross listed with MIS Group)	PPM
V	Trade and Industrial Policies (3 Cr. Course)	ECO
	Financial Regulations & Corporate Governance (3 Cr. Course)	F&C
	Business Process Management (1.5 Cr.)	MIS
	Managing the Legal & Regulatory Environment of Indian Business (3 Cr. Course)	PPM
VI	International and Cross Cultural Management (3 Cr. Course)	BS
	The Economics of Corporate Environmental Strategy (3 Cr. Course)	ECO
	Money and Banking (3 Cr. Course)	F&C
	Financial Risk Management (1.5 Cr. Course)	F&C
	Infrastructure and Project Finance (3 Cr. Course)	F&C
	Issues and Perspectives in Software Business (1.5 Cr. Course)	MIS
	RFID and its Business Implications (1.5 Cr. Course)	MIS
	Information Technology: Strategy and Governance (3 Cr. Course)	MIS

	Business Intelligence for Marketing Applications (BIMA) (3 Cr. Course)	MIS
	Consumption, Culture and Markets (3 Cr. Course)	PPM
	The Business of Intellectual Property (3 Cr. Course)	PPM
	Leading the Family Business (1.5 Cr. Course)	SM
	Strategy Execution (1.5 Cr. Course)	SM
	Corporate Entrepreneurship (1.5 Cr. Course)	SM
PGPEX		
IV	Business Forecasting	OM
VI	Business Dynamics	MIS
	Business Intelligence	MIS
VII	Business Data Mining	MIS
	Perspectives on Software Business	MIS
	Innovation and Technology Policy	SM
	The Economics of Personnel for Managers	HR
	Conflict and Negotiations	BS

RESEARCH AND PUBLICATIONS

Thirty-eight faculty members participated in international conferences and presented their papers with full financial support from the Institute.

Professor Bodhibrata Nag's book titled "*Optimal Design of Timetables for Large Railways*", based on his Fellow Program dissertation has been published by VDM Verlagesservicegesellschaft mbH, Saarbrücken, Germany. Professor Jayanta Bandyopadhyay's book titled "*Water, Agriculture and Sustainable Well-being*" has been published by Oxford University Press, New Delhi.

Professor Rahul Mukerjee, a faculty member in the Operations Management Group of the Institute, who is widely regarded to be one of the country's leading statisticians, was awarded the prestigious *J. C. Bose National Fellowship* by the Department of Science and Technology of the Government of India this year. This is the first time that this Fellowship has been awarded to a faculty member in the IIM system. It carries a monthly fellowship of Rs.20,000/- and an annual research grant of Rs.5,00,000/- for a period of five years.

Professor Bodhibrata Nag has been awarded a Fulbright Nehru Senior Research Fellowship for 2010-11 for research on "*Modeling USA Railroad Operation Strategies for Evaluation and Adaptation in the Indian Context*" at the University of Michigan Ann Arbor, USA.

Professor Debasish Bhattacharjee received the "*Best Teacher in Human Resource Management*" Prize at the 17th Business School Affaire Meeting, Dewang Mehta Business School Awards in Mumbai in November 2009. Professor Sahadeb Sarkar



received the “Best Teacher in Operations Management” award at the same meeting.

Dr. Tarit Kr. Datta, Research Assistant at the Institute, was invited to present a paper titled “Case Study in India: Darjeeling Tea – Geographical Indications” at the International Conference on ‘Rural Development and Agricultural and Food Quality linked to Geographical Origin in Asia: Lessons and Perspectives’ held at Bangkok during 8-11th June, 2009 under the aegis of the Food and Agricultural Organization (FAO), European Commission (EC) and Department of Intellectual Property (DIP), Government of Thailand.

The Institute’s Publication Division brought out two issues of the bi-annual journal Decision and the Management Centre for Human Values brought out two issues of the Journal of Human Values, which is published by SAGE.

The Institute funded 15 new research projects during 2009-10. Two of these projects were in the INR 10 lakh category and another two projects were in the INR 5 lakh category; the rest of them were in the INR 1 lakh category. The total research funding provided by the Institute and the type of research projects undertaken by the faculty have changed significantly after changes were introduced in the research policy two years ago.

Several faculty members are currently conducting research in collaboration with faculty members at reputed institutions that include IIM Ahmedabad; Fox School of Business at Temple University; Brunel University, London; the Economics Department at MIT; Harvard Business School; the Finance Department, Wharton Business School, University of Waterloo, Canada; University of Malaya, Kuala Lumpur; Nankai University, Tianjin, China; North East Normal University, Changchun, China and Chosun University, Gwangju, Korea; the Centre for Logistics and Supply Chain Management, School of Management, Cranfield University.

Some of the Faculty members of the Institute have published papers in peer reviewed journals like the Quarterly Journal of Economics; Commonwealth Journal of Local Governance; Statistica Sinica; Statistics; Test; Indian Journal of Pure and Applied Mathematics; Designs, Codes and Cryptography; International Journal of Human Resource Management; International Journal of Production Research; International Journal of Production Economics; ACM Journal of Data and Information Quality; Decision; Economic and Political Weekly; Water Policy; Vikalpa; Industrial Relations: The European Journal of Analysis, Policy and Practice; British Journal of Industrial Relations; Critical Review; International Journal of Business Data Communications and Networking; Urban Geograpy; IET Journal of Computers & Digital Techniques; Indian Journal of International Law; Journal of Asian Economics; Review of Income and Wealth; Econophysics & Economics of Games and Social Choices and Quantitative Techniques.

During the period April 2009 to March 2010 our Faculty members and Fellow Programme students brought out fourteen Working Papers.

EXECUTIVE EDUCATION

The Institute conducts a large number of Management Development Programmes of



short and long duration to provide opportunities to different kinds of organizations and individuals to improve their managerial and leadership capabilities. During 2009-10 the Institute conducted 36 short duration programmes, a reduction of 23% from last year. However, organization sponsored programmes increased by around 8% during this period when 96 such programmes were conducted involving 2518 participants. The Institute is now recognized as a leader in satellite based long duration executive education. We conducted 43 Long Duration Programmes that attracted a total of 4440 participants – an increase of about 10% over the previous year.

ACTIVITIES OF CENTRES

MANAGEMENT CENTRE FOR HUMAN VALUES

MCHV offered eight courses in the PGP, PGPEX and PGPEX-VLM programmes. In addition, MDPs on Leadership Excellence, Excellence in School Education and Organizational Excellence were offered by faculty members of the Centre and eleven organization-specific MDPs were also conducted by them. Several workshops and seminars were also conducted within the country and the Middle-East.

CENTRE FOR CORPORATE GOVERNANCE

The Centre organized one training programme titled 'Training of Trainers Programme on Corporate Governance' in collaboration with the World Bank's (IFC) Global Corporate Governance Forum and National Institute of Securities Markets (NISM) of SEBI, during January 21-24, 2010 and a one day workshop on Corporate Governance titled "Good Governance is Good Business" in collaboration with the Indo-American Chamber of Commerce. The Centre continued to offer programmes and also conduct research on issues of corporate governance.

CENTRE FOR ENTREPRENEURSHIP AND INNOVATION

The Centre for Entrepreneurship and Innovation organized its 3rd International Entrepreneurship Summit in partnership with the Whitman School of Management, University of Syracuse and the Management School, Queen's University of Belfast. The 3rd Entrepreneurship Summit attracted approximately 600 participants, and was judged to be the largest event of its kind in eastern India by the National Entrepreneurship Network (NEN). The Centre also offered several courses in PGP, PGPEX, and PGPEX-VLM.

FINANCIAL RESEARCH AND TRADING LAB

The Financial Research and Trading Lab, an initiative of the Finance and Control Group of the Institute conducted the second workshop on Optimization Methods, its Financial Applications and High Frequency Finance which was a great success. It was organized during 10-13 March, 2010. The workshop was jointly organized by the Centre for the Analysis of Risk and Optimization Modeling (CARISMA) of Brunel University, London and IIM Calcutta. Speakers were from CARISMA, IIM Bangalore and IIM Calcutta. This year fifty participants from India and abroad attended the workshop compared to only 28 participants last year.



INTERNATIONAL FINANCE CONFERENCE 2009

The First International Finance Conference 2009 was organized by the Finance & Control Group of the Institute during December 3-5, 2009. It was the first conference of its type at IIM Calcutta. A number of renowned academics from several universities including New York University, University of California, Los Angeles; Oxford University, and Brunel University, attended the conference. A total of 70 papers were presented in various technical sessions over three days.

ALUMNI RELATIONS

The Alumni Relations Committee organized the Annual Alumni Reunion of the silver jubilee batch at the Institute campus during December 25-26, 2009. The Institute also briefly hosted a lunch meeting with the 6th batch PGP in order to share with them the plans and activities of the Institute.

INITIATIVE FOR COMMUNITY ACTION [INCA]

The Initiative for Community Action (INCA) has the motto 'service to those who serve others.' INCA has been associated with various voluntary organizations over time offering them free management consulting and helping them to achieve greater efficiency and effectiveness. Students have undertaken INCA projects in different areas like development of a new centre, raising resources for an organization and designing a marketing strategy etc. The INCA team this year consisted of around 70 dedicated volunteers involved in 14 projects. They have worked with NGOs like CRY, Mukti, Samaritan, Sundarika Bartika, SLARTC, Cancer Foundation, Nanritam and Unmukta Nikash this year.

Also, INCA took the initiative this year in association with Intaglio to undertake a project that attempted to develop a blueprint for the development of a backward village in South 24-Parganas district. This was a novel effort that required the development of a strategy and action plan based on available resources. Besides this, sensitive issues like spreading awareness about breast cancer were also taken up by members. The work done by "Women in Pink" for the Cancer Foundation of India involved exploring various avenues to generate funds for the cause. The team also organized an exhibition at the campus for a fund raising effort for Nanritam, an NGO run by doctors who hold free medical camps and provide free education for children within Calcutta city and villages in Purulia district of West Bengal.

INFRASTRUCTURE DEVELOPMENT

The work on the Institute's expansion project is moving at a rapid pace both in the academic as well as residential zones

There has been some delay in the execution of this work due to the complexity and large size of the project. However, our project team is working at a frenetic pace with our associates to complete the first phase of the project before the beginning of the next academic year.

FACULTY ENHANCEMENT

Shortage of high quality faculty has been a major area of concern for the IIMs. However, by simplifying the faculty selection process, and also, by taking proactive steps, we have been able to increase our faculty strength quite rapidly. During this year offers were made to 31 faculty candidates – amongst them 12 candidates have already joined the Institute. The Institute has made offers in various areas including a) Business Ethics & Communication b) Behavioural Science c) Public Policy and Management d) Finance and Control e) Operations Management and f) Economics. A team of faculty members along with the Director participated in several academic conferences in the USA this year solely for the purpose of interviewing highly qualified faculty candidates who had shown interest in joining IIM Calcutta.

ORGANIZATIONAL INITIATIVES

A Finance & Accounts Administration Software (FAAS) that has several modules - Oracle Financials, Oracle Purchasing, Oracle Inventory and Custom CMDP Solution – was implemented with effect from 1st August, 2009. The Institute completely migrated to FAAS from 1st April this year and the legacy system has been discontinued. Several changes have been brought about in the academic administration in response to challenges of growth and qualitative change required in the organization. A new policy to govern the Long Duration Management Development Programmes was implemented during the year and a comprehensive incentive policy for non-teaching staff was also introduced for the first time. A three-day Strategic Thinking Retreat was organized outside the Institute in November 2009 during which the faculty and senior officers of the Institute discussed the future of the Institute. The deliberations during the Retreat have now been consolidated into the Vision and Action Plan 2014.

OUR PLANS FOR THE FUTURE

During the Retreat in November 2009 we reiterated our Vision, Mission and Core Values as follows:

Vision: To be an international Centre of Excellence in all aspects of management education.

Overall Mission Statement: To develop innovative and ethical future leaders capable of managing change and transformation in a globally competitive environment and to advance the theory and practice of management.

Core Institutional Values: (a) Excellence (b) Academic Freedom (c) Commitment (d) Creativity (e) Openness (f) Responsiveness to Societal Needs (g) Diversity with Synergy.



Our goals related to various existing programmes are as follows:

PROGRAMME	GOAL
Post Graduate Programme (PGP)	Complete implementation of expansion as per OBC Reservation Policy; continue efforts to improve and strengthen the programme and expand annual intake up to 500 students after creating necessary infrastructure.
Fellow Programmes (FP)	Continue efforts to improve and strengthen the FP and increase the annual intake to 20 students after creation of necessary infrastructure.
Post Graduate Programme for Executives (PGPEX)	Increase annual intake to 120 after creation of necessary infrastructure.
Post Graduate Programme for Executives for Visionary Leadership in Manufacturing (PGPEX-VLM)	Increase annual intake to 60 after creation of necessary infrastructure.

PROPOSED NEW INITIATIVES

ACADEMIC PROGRAMMES

ONE YEAR ADVANCED MANAGEMENT TEACHERS PROGRAMME (AMTP)

There was a shared concern at STR-III about a serious paucity of good quality faculty that management education in India was facing. Attracting and retaining good quality faculty is arguably the biggest challenge that the IIMs are now facing. The strengthening of the FP is one route to augment the future supply of teachers. Another route is to train and 'refresh' existing teachers in non-IIM management institutions or facilitate mid-career corporate executives who may desire to move into academia. The Institute decided to launch a One Year Advanced Management Teachers Programme with this objective in mind.

INTERNATIONAL PARTNERSHIPS

In keeping with the vision to be an international Centre of Excellence the Institute has decided to deepen its relationships with its partner institutes on a selective basis. We plan to explore activities like joint research projects, joint conferences, joint executive programmes and dual degree/diploma programmes besides student exchange.

ONLINE GENERAL MANAGEMENT CERTIFICATE PROGRAMME

The Institute plans to launch an Online General Management Certificate Programme to provide opportunities to a large number of working executives to acquire proficiency in general management through an academically rigorous programme offered in the LDP mode (using satellite communication technology) and managed through an organization structure on the lines of diploma programmes. This can be availed of by

working managers who do not need to exit the market as well as other learners who aspire to become trained managers. Classes would be held in the evenings and on weekends. Such classes can be held across several cities in India simultaneously. The design of the programme will be aimed to equip young managers with basic skills in management as well as to help them learn from their own experiences. The final module of the programme will entail a campus visit and short stay.

RESEARCH

During STR-III the faculty felt that the Institute needed to scale up research in a significant way. Various suggestions were made in this regard though it was not possible to decide on the operational details. Some of the suggestions which were made are given below:

- (i) Strengthening of existing research centres.
- (ii) Creation of new research centres including a centre for social development. The Institute could seek external funding to sustain the centres as well as to be in the public eye.
- (iii) Develop mechanisms for post doctoral researchers and visiting research scholars to work jointly with faculty.
- (iv) Establish chair professors and research fellowships.
- (v) Creating funds for interdisciplinary research and for research collaborations nationally and internationally, organizing lecture series, creating a pool of research assistants, and hosting of annual area wise conferences.
- (vi) Encourage collaboration with industry; leverage alumni relations, and deepen consulting links that can have a bearing on applied research.
- (vii) Encourage faculty members to take sabbaticals for research and ensure that younger faculty focuses on research. This may be facilitated by strengthening peer interactions, and strict promotion norms. Academic groups should be encouraged to develop their research agendas. The aim should be to create an environment where only the best would be attracted to join the Institute, and also, where only the best can thrive.
- (viii) Strengthen the Institute's two Journals; (a) Decision and (b) Journal of Human Values.

FACULTY DEVELOPMENT

As part of our plans to strengthen the PG programmes it was felt that an intensive exposure to participant-centric teaching and learning processes for our faculty would be very beneficial. Last year four faculty members attended a 10-day programme titled Global Colloquium on Participant Centered Learning at the Harvard Business School from July 26 to August 5, 2009. We plan to continue to depute our faculty members to this and other programmes over the next few years. This would not only help them learn new pedagogical methods but also help in academic networking.



SOME THOUGHTS ON OUR CURRICULUM

Our programmes are benchmarked against the best in the world. Our strategies and activities are guided by our desire to be internationally recognized for our excellence and to produce transformational organizational leaders. The global economic meltdown to some extent is being attributed to managers and organizational leaders who had their education in top business schools. We need to ask ourselves some fundamental questions regarding the basic assumptions that have shaped our vision, mission, goals and strategies and educational methods. Is what we teach relevant to the context in which our students work? Are we enabling our students to think in a fundamentally different way? Do they have the right values to respond to the problems plaguing the country and the world today? Is there the right balance in our programmes and courses between tools, techniques and substance? Do our students have the qualities of the heart that are of essence today?

Today more than ever before organizational leaders need to recognize the fact that there are large sections of our people who have not been touched by the fruits of economic development in our country. What is necessary is economic growth with equity and social justice. We need to create an inclusive development process that ensures that the poor get access to good quality education, food and basic health care and opportunities for intellectual and professional development. We will have to deal with all these issues at our future strategic thinking retreats.

Professor Shekhar Chaudhuri



19th batch Alumni during Alumni Reunion

Fellow Programme

The Fellow Programme, which was started in 1971, has been very successful. At present there are 48 students who are at various phases of their course work/research.

During the Convocation for this academic year, seven students have been awarded the title of 'Fellow of Indian Institute of Management Calcutta'.

PROGRAMME OBJECTIVES

The Fellow Programme (FP) is a full-time doctoral level programme offering studies in different fields of management and related disciplines and areas.

The objective of the programme is to prepare students for careers in teaching and research in management or in related disciplines which require advanced research and analytical capabilities. The Fellow Programme in Management allows students to specialize in the following areas of management :

Behavioural Sciences	Operations Management
Finance and Control	Human Resource Management
Management Information Systems	Strategic Management
Marketing	Economics
Public Policy and Management	

The Fellow Programme at IIMC is distinctive in scope as it also allows students to specialize in three disciplinary areas related to the field of management. These are:

- Operations Research & Systems Analysis
- Regional Development
- Sociology

ACTIVITY REPORT 2009-10

No. of students admitted to the Fellow Programme during 2009-10 (Groupwise)

Finance and Control	: 2(Out of the two, one joined directly in the 2nd year)
Management Information Systems	: 2
Marketing	: 1
Operations Management	: 2
Public Policy and Management	: 2
Regional Development	: 1
Strategic Management	: 1 (Joined directly in the 2nd year)
Total	: 11

PERCENTAGE OF NEW ENTRANTS FROM DIFFERENT STREAMS - ENGINEERING/SCIENCE / HUMANITIES/ETC. - DURING 2009-10

Engineering: 7 (64%), Arts: 1 (9%), Commerce :1 (9%), Science: 2 (18%)

PERCENTAGE OF STUDENTS ADMITTED DURING 2009-10 HAVING WORK EXPERIENCE AND ALSO AMOUNT OF EXPERIENCE

1 Student having work experience	: 10 Years (approx)	9%
1 do	: 6 Years (approx)	9%
3 do	: 2 Years (approx)	27%
2 do	: 1 Years (approx)	18%
3 do	: 6 Months (approx)	27%
1 do	: Nil	9%

NO. OF GRADUATING FP STUDENTS (ACADEMIC GROUP WISE)

Management Information Systems	: 4
Strategic Management	: 1
Operations Management	: 1
Operations Research & Systems Analysis	: 1
Total =	: 7

SUBMISSION OF THESIS BY THE FP STUDENTS:

Name	Area	Title of Thesis	Date
Anirban Banerjee (FP/06/2001)	Strategic Management	"Complexity and Strategic Decision Making: A Quasi-Experimental Study"	April 30, 2009.
Ritesh Kumar (FP/13/2004)	Management Information Systems	"Computational Models for Investment Portfolio Selection"	May 22, 2009.
Soumyakanti Chakraborty (FP/07/2004)	Management Information Systems	"Issues in Iterative Combinatorial Auctions"	July 03, 2009.
Dipankar Bose (FP/17/2004)	Operations Management	"Capacity Planning Under Demand Uncertainty: Impact of Postponement Decisions and Product Flexibility"	July 09, 2009.
Rahul Thakurta (FP/09/2004)	Management Information Systems	"A Study of the Dynamics of Software Requirement Volatility, and Strategies for its Management"	September 7, 2009.
Sourav Basu (FP/11/2004)	Operations Research and Systems Analysis	"A Strategic Planning Model for Identifying Locations of Rail-Road Intermodal Terminals"	October 21, 2009.

Sanjog Ray (FP/06/2004)	Management Information Systems"	"Select Issues in Recommender Systems"	November 9, 2009.
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A NUMBER OF FP STUDENTS HAVE AVAILED OF IIMC'S FINANCIAL SUPPORT FOR PRESENTING PAPERS AT INTERNATIONAL AND NATIONAL CONFERENCES.

Six FP Students have attended International Conferences during the year 2009-10

1. A paper entitled "Founding Context, Business and Performance Evolution of New Ventures in Emerging Economy - A Longitudinal Study" of Indrajit Mukherjee (FP/18/2004), (co-authored with Prof. Sougata Ray and Prof. Raveendra Chittoor, Strategic Management Group accepted for presentation at the Babson College Entrepreneurship Research Conference and Doctoral Consortium, Wellesley, USA during 2-6 June, 2009.
2. The two papers entitled "Corporate Control, Reputation and Governance in Business Groups: Evidence from India" (co-authored with Prof. Sushil Khanna and Prof. Pradyot K Sen, University of Cincinnati) and "Does History Matter in Corporate Governance? Influence of Owner's Legacy on Firm Performance" (co-authored with Mr. Indrajit Mukherjee, FP Student) of Apalak Khatua (FP/01/06), Fellowship student, Behavioural Sciences Area accepted for presentation at the 29th Annual International Conference of Strategic Management Society held in Washington DC (USA) during October 11-14, 2009.
3. A paper entitled "International Alliance: Impact on Creativity and Performance of Professional Service Firms-Study of Indian Advertising Agencies" of Somnath Dutta (FP/15/2004), Fellowship student accepted for presentation at the 29th Annual International Conference of Strategic Management Society held in Washington DC (USA) during October 11-14, 2009.
4. A paper entitled "The Small -Worlds of Wikipedia: Implications for Growth, Quality and Sustainability of Collaborative Knowledge Networks" of Myshkin Ingawale (FP/02/05), Fellowship student accepted for presentation at the Americas Conference on Information Systems (AMCIS) held at San Francisco, USA during August 6-9, 2009.
5. A paper entitled "Corporate Disclosure Quality and Foreign Capital Flow in India" of Titas Rudra (FP/19/2004), Fellowship student has been accepted for presentation at the 9th Hawaii International Conference on Business held at Honolulu, USA during June 12-15, 2009. The student could not attend the International Conference due to some unavoidable circumstances.
6. A paper entitled "Founding Context and Performance Evolution: A Longitudinal Study of Emerging Economy Firms" of Anubha Shekhar Sinha (FP/01/2004), Fellowship student (co- authored with Prof. Sougata Ray and Mr. Indrajit Mukherjee) accepted for presentation at the Annual International Conference of Academy of Management held in Chicago (USA) during August 7-11, 2009

**RESEARCH:****NOS. OF RESEARCH PROJECTS INITIATED DURING 2009-10 THROUGH IIMC FUNDING AND AMOUNT OF FUNDS INVOLVED**

Category – I	:	11 (upto 1 lakh)
Category –II	:	2 (upto 5 lakhs)
Category – III	:	2 (upto 10 lakhs)
Total	:	15

CATEGORY – I :

Paper Name	:	Metropolitan Governance and Social Inequality in India Prof. Annapurna Shaw
Paper Name	:	Critical Evaluation of Assumptions behind the Conceptualization of Customer Life Time Value (CLV) and its Implication for Application Prof. Janakiraman Moorthy
Paper Name	:	Self-Awareness and Interpersonal Skills Workshop Prof. Sujoya Basu
Paper Name	:	Labour Relations & Restructuring in the Indian Automobile Sector Prof. Debashish Bhattacharjee
Paper Name	:	Financial turnaround of the Swaraj Division , Firm Equipment Sector of Mahindra & Mahindra Limited Prof. B. B. Chakrabarti
Paper Name	:	Measurement of Service Quality in the Financial Services Sector Prof. Koushiki Choudhury
Paper Name	:	Ethnic Associations and Everyday State: Selected Case Studies Prof. Manish K. Thakur
Paper Name	:	Study of technology transfer/licensing at National Research and Development Corporation (NRDC) Prof. Biswatosh Saha
Paper Name	:	Financial Reporting Practices of listed companies on the Bombay Stock Exchange Prof. Rama Seth
Paper Name	:	Human Resource Management Processes in the Hotel Industry: A Case study of a five Star Hotel in Kolkata Prof. Annapurna Shaw and Prof. Debashish Bhattacharjee
Paper Name	:	Manufacturing Growth and Economic Reforms in India Prof. Sudip Chaudhuri

Category – II

- Paper : An Examination of current IT Governance Practices in India
 Name : Prof. Priya Seetharaman
- Paper : Management Education in India: Exploring Perceptions
 Name : Prof. Sujoya Basu

Category – III

- Paper : Development Projects as Temporary Organizations: Lessons in Inclusion and Empowerment”
 Name(s) : Profs. Anup K. Sinha, Runa Sarkar and Bhaskar Chakrabarti
- Paper : Analyzing the Impact of Using Real-Time Tracking, Sensing & Management System for Improving Industrial Safety & Security
 Name(s) : Prof. Somprakash Bandyopadhyay and Prof. Manabendra Nath Pal

There are also some projects with external funding support.

A number of Faculty Members have availed of IIMC’s Financial Support for presenting papers at International Conferences.

Thirty-eight Faculty members have attended International Conferences during the year 2009-10.

BEHAVIOURAL SCIENCES

1. A paper entitled “Foreign Nurtured Talent in Indian Business Houses” by Professor Rajiv Kumar of Behavioural Sciences Group accepted for presentation at the 10th International Human Resource Management Conference held at Santa Fe, New Mexico during June 21-24, 2009.
2. A paper entitled “X-inefficiency: Inside the Interorganizational Network” by Professor Amit Jyoti Sen of Behavioural Sciences Group (Jointly written with Apalak Khatua, FP/01/2006) accepted for presentation at the Association of Heterodox Economics (AHE) Conference 2009 held at the Kingston University, Kingston-on Thames, UK during July 9-12, 2009.
3. Two papers by Professor B N Srivastava of Behavioural Sciences Group accepted for presentation at the Academy of Management Meeting held at Chicago during August 7-11, 2009. The papers are “Positive Organizational Scholarship: A Cross-Cultural Perspective from Five Nations” and “Innovativeness of Technological Innovations: A Knowledge and Team Perspective” (co-authored with Prof. Debabrata Chattopadhyay).
4. A paper entitled “Configurations of Outsourcing Firms and Performance: Exploring Organizational Gestalts” by Professor Leena Chatterjee of Behavioural Sciences Group (Written jointly with Prof. Kirti Sharda of IIM Ahmedabad) accepted for presentation at the 2009 Academy of Management Meeting held in Chicago during August 7-11, 2009.

ECONOMICS GROUP

1. A paper entitled "Commodity Price Movements and Their Impact on Human Development: Evidence from Asia and Policy Options" by Professor Parthapratim Pal of Economics Group accepted for presentation at the 9th International Working Group on Gender and Macroeconomics (GEM-IWG) conference held at Bard College, Annandale-on-Hudson, New York during July 13-14, 2009.
2. A paper entitled "Coincident test and Converget Hypothesis: theory and Evidences" by Prof. Manisha Chakrabarty of Economics Group (Co-authored with Prof. Samarjit Das and Ajoy Paul) accepted for presentation at the Tenth Islamic Countries Conference on Statistical Sciences (ICCS-X) on Statistics For development and Good Governance held at American University of Cairo, Egypt during December 20-23, 2009.

FINANCE AND CONTROL GROUP

1. A paper entitled "Capital Structure of SME's – A Puzzle that Merits Attention: The Case of India" by Professor B. B. Chakrabarti of Finance and Control Group accepted for presentation at the West Lake International Conference on Small & Medium Business held at Hangzhou, China during October 24-26, 2009.

HUMAN RESOUECE MANAGEMENT GROUP

1. A paper entitled "Comparative Industrial Relations Narratives and their Relevance to India" by Professor Debashish Bhattacharjee of Human Resource Management Group accepted for presentation at the 15th Congress of the International Industrial Relations Association (IIRA) meeting held in Sydney, Australia during August 24-27, 2009.
2. A paper entitled "Performance Appraisal Politics from Appraisee's perspective: Exploration in Indian context" by Professor Amit Dhiman of H.R. Group accepted for presentation at the Academy of Management conference held at Chicago during August 7-11, 2009.

MARKETING GROUP

1. A paper entitled "Exploring the Dimensionality of Service Quality: An Application of TOPSIS" by Prof. Koushiki Choudhury of Marketing Group accepted for presentation at the 4th International Conference on Services Management Oxford Brookes University, Oxford, U.K. from May 8-9, 2009.
2. A paper entitled "Poverty and Subaltern Consumers: Toward a Gandhian Post-Development Understanding" of Professor Rohit Varman, Marketing Group accepted for presentation at the Second Transformative Consumer Research Conference 2009, held at Villanova University, outside of Philadelphia, United States during June 26-28, 2009.
3. A paper entitled "Understanding the Role of Devices and Spaces in Neoliberal Governmentality" by Professor Rohit Varman of Marketing Group accepted for

presentation at the Critical Management Studies Conference in Warwick, United Kingdom during July 13-15, 2009.

MANAGEMENT INFORMATION SYSTEMS GROUP

1. A paper entitled "Some Interesting Patterns in the Adverse Event Reporting System of the Food and Drug Administration" by Professor Uttam Kumar Sarkar of Management Information Systems Group (Jointly Written with Dilip Sarkar and Mitsunori Ogihara) accepted for presentation at the 30th Annual Conference of the International Society for Clinical Biostatistics (ISCB 2009), held at Prague, Czech Republic during August 23-27, 2009.
2. A paper entitled "Balancing Load of APs by Concurrent Association of Every Wireless Node with Many APs" by Professor Uttam Kumar Sarkar of Management Information Systems Group (Co-authored with Dilip Sarkar) accepted for presentation at the 5th International Conference on Networking and Services (ICNS 2009) held at Valencia, Spain during April 20-25, 2009.
3. A paper entitled "An Improved WLAN-first Access Scheme for UMTS/WLAN Interworking System" by Professor Debashis Saha of Management Information Systems Group (co-authored with Sibram Khara of VIT and Iti Saha Mishra of JU) accepted for presentation at the 25th ACM Symposium on Applied Computing (SAC) held in the University of Applied Sciences, Western Switzerland (HES-SO) in Sierre, Switzerland during March 22-26, 2010.
4. A paper entitled "Improving Prediction accuracy in Trust-aware Recommender Systems" by Professor Ambuj Mahanti of Management Information Systems Group accepted for presentation at the 43rd Hawaii International Conference on System Sciences (HICSS-43) held in Kauai, USA during January 5-8, 2010.
5. A paper entitled "Process Reengineering in Government Institutions: Walking A Tightrope" by Professor Priya Seetharaman of Management Information Systems Group (Co-authored with Prof. Raghavendra Chattopadhyay) accepted for presentation at the 5th Annual International Conference on Public Administration, 2009 held at Chengdu, China during October 23-25, 2009.
6. A paper entitled "An Intelligent Destination Initiated Reservation Protocol for Wavelength Management in WDM Optical Networks" by Professor Debashis Saha of Management Information Systems Group accepted for presentation at the 12th International Conference on Advanced Communication Technology (ICACT) held in Phoenix Park, Gangwon-Do, Republic of Korea, during February 7-10, 2010.
7. A paper entitled "Designing Accurate Trust-aware Recommender Systems for Cold Start Users" by Professor Ambuj Mahanti of Management Information Systems Group (Co-authored with Mr. Sanjog Ray, FP Student) accepted for presentation at the Artificial Intelligence and Applications 2010 held in Innsbruck, Austria, during February 15-17, 2010.
8. A paper entitled "Greedy by Chance – Stochastic Greedy Algorithms" by Professor Anup K Sen of Management Information Systems Group (written jointly by



- Prof. Viswanathan Kodaganallur, Seton Hall University, USA) has been accepted for presentation at the 6th International Conference on Autonomic and Autonomous Systems (ICAS 2010) to be held at Cancun., Mexico during March 7-13, 2010.
9. A paper entitled "A Cooperative Game for Multi-Agent Collaborative Planning" by Professor Asim K Pal of Management Information Systems Group has been accepted for presentation at the 2010 IAENG International Conference on Operations Research (ICOR'10) Hong Kong during March 17-19, 2010.
 10. A paper entitled "A Discriminatory Rewarding Mechanism for Sybil Detection with Applications to Tor" by Professor Asim K Pal of Management Information Systems Group has been accepted for presentation at the ICCIS 2010 at Rio-de-janeiro, Brazil during March 29-31, 2010.

OPERATIONS MANAGEMENT GROUP

1. A paper entitled "Benefits of Partial Product Flexibility" by Prof. Ashis K Chatterjee of Operations Management Group accepted for presentation at the 23rd European Conference on Operational Research (EURO 2009) held at Bonn from July 5-8, 2009.
2. A paper entitled "Multiparametric Sensitivity Analysis in Transportation Problems with Linear-plus-linear Fractional Objective Function" by Prof. Sanjeet Singh of Operations Management Group accepted for presentation at the XXIII EURO Conference 2009 held in Bonn, Germany from July 5-8, 2009.
3. A paper entitled "Highest Posterior Density Regions Based on Empirical-Type Likelihoods: Role of Data-Dependent Priors" by Professor Rahul Mukerjee of Operations Management Group accepted for presentation at the New Zealand Statistical Association 2009 Conference (NZSA 2009) held at Victoria University of Wellington, New Zealand during September 2-3, 2009.
4. A paper entitled "Exponential Clinical Trials: Sequential Comparison under Asymmetric Penalty" by Professor Saibal Chattopadhyay of Operations Management Group accepted for presentation at the New Zealand Statistical Association 2009 Conference (NZSA 2009) held at Victoria University of Wellington, New Zealand during September 2-3, 2009.
5. A paper entitled "On Multiparametric Analysis in Sum-of-ratios Programming Towards universalising primary education: A business solution" by Prof. Sanjeet Singh of Operations Management Group (Written jointly with Prof. Pankaj Gupta, University of Delhi) has been accepted for presentation at the International Multiconference of Engineers and Scientists 2010 (IMECS 2010, Track: ICOR 2010) to be held in Hong Kong during March 17-19, 2010.
6. A paper entitled "A Comparative Study of North American and Indian Third-Party Logistics (3PL) Service Providers" by Professor Subrata Mitra of Operations Management Group, has been accepted for presentation at the ICILT 2010 Conference to be held in Singapore, during February 26-28, 2010.

PUBLIC POLICY AND MANAGEMENT GROUP

1. A paper entitled "Social welfare through business: Study of home based ayah service for the aged" by Professor Kalyan Sankar Mandal of Public Policy and Management Group accepted for presentation at the 9th Conference of Asia-Pacific Sociological Association (APSA) held at Kuta, Bali, Indonesia during June 13-15, 2009.
2. A paper entitled "Towards universalising primary education: A business solution" by Professor Kalyan Sankar Mandal of Public Policy and Management Group has been accepted for presentation at the International Conference on Primary Education held at Hong Kong during November 25-27, 2009.
3. A paper entitled "Public Policy Interventions and Social Inclusion: The Case of National Rural Employment Guarantee Act, India" by Professor Manish K Thakur of Public Policy and Management Group accepted for presentation at the International Conference on Public Administration, 2009 held at Chengdu, China during October 23-25, 2009.
4. A paper entitled "Problems with People's Participation in Decision-Making and the Fourth Tier of Local Government in Rural India" by Professor Raghavendra Chattopadhyay of Public Policy and Management Group (Co-authored with Prof. Bhaskar Chakrabarti) accepted for presentation at the Commonwealth Local Government Conference and Research Colloquium, Freeport, Bahamas during 10-14 May 2009.
5. A paper entitled "Coordination within Local Governments in Rural India" by Professor Bhaskar Chakrabarti of Public Policy and Management Group (Co-authored with Prof. Raghavendra Chattopadhyay) accepted for presentation at the Commonwealth Local Government Conference and Research Colloquium, Freeport, Bahamas during 10-14 May 2009.
6. A paper entitled "Organisational Effectiveness and Administrative Reforms for Local Governments in Rural West Bengal, India" by Professor Bhaskar Chakrabarti of Public Policy and Management Group (Co-authored with Prof. Raghavendra Chattopadhyay) accepted for presentation at the Annual Conference of the International Association of Schools and Institutes of Administration (IASIA) held at Rio de Janeiro, Brazil during August 3-8, 2009.
7. A paper entitled "Decentralization of Irrigation Management in India: Problems of Participation and the role of Water User Associations" by Professor Bhaskar Chakrabarti of Public Policy and Management Group (Co-authored with Prof. Raghavendra Chattopadhyay and Mr. Suman Nath) accepted for presentation at the 5th Annual International Conference on Public Administration, 2009 held at Chengdu, China during October 23-25, 2009.
8. A paper entitled "Reconstituting Social Identity: One Step Forward and Two Steps

Backward” of Prof. Pranaya Kumar Swain of Public Policy and Management Group accepted for presentation at British Sociological Association Annual Conference 2009 held at Cardiff City Hall, Cardiff, UK during April 16-18, 2009.

BUSINESS ETHICS & COMMUNICATION GROUP

1. A paper entitled “Globalisation in Management Education: Challenges and Strategies” by Professor Apoorva Bharadwaj of Business Ethics and Communication Group has been accepted for presentation at the International Journal of Arts & Sciences Conference for Academic Disciplines to be held at Orlando, Florida, USA during March 1- 4, 2010.

STRATEGIC MANAGEMENT GROUP

1. A paper entitled “Corporate Control, Reputation and Governance in Business Groups: Evidence from India” by Professor Sushil Khanna of Strategic Management Group (Co-authored with Mr. Apalak Khatua, FP/01/06 and Prof. P K Sen) accepted for presentation at the 29th Annual International Conference of Strategic Management Society held in Washington DC, USA during October 11-14, 2009.

FPR SEMINAR	
Seminar Date	: June 12, 2009
Title of Paper	: Demand and Supply of Currencies of Small Denominations: Theoretical Framework
Speaker	: Prof. Kaushik Bhattacharya, Associate Professor, IIM Lucknow
Faculty Host	: Prof. Manisha Chakrabarty
Seminar Date	: June 12, 2009
Title of Paper	: Agro-sense : Precision Agriculture using Sensor based Wireless Mesh Networks
Speaker	: Prof. Somprakash Bandyopadhyay
Seminar Date	: June 15, 2009
Title of Paper	: Balancing Load of APs by Concurrent Association of Every Wireless Node with many APs
Speaker	: Prof. Uttam K. Sarkar
Seminar Date	: June 17, 2009
Title of Paper	: Reliability in Portfolio Optimization using uncertain estimates”
Speaker	: Prof. Raghunandan Sengupta, Fellow of IIMC
Faculty Host	: Prof. Sanjeet Singh
Seminar Date	: June 25, 2009
Title of Paper	: Computer Intensive Methods for Designing the Pilot Sample in Adoptive Estimation under Asymmetric Loss Function
Speaker	: Prof. Saibal Chattopadhyay

Seminar Date	: August 14, 2009
Title of Paper	: "Job Loss: Eat, drink and try to be merry"
Speaker	: Prof Partha Deb, Professor of Economics at the City University of New York
Faculty Host	: Prof. Manisha Chakrabarty
Seminar Date	: September 10, 2009
Title of Paper	: "Impact of the International Safety Management Code on Occupational Health and Safety in the Maritime Industry"
Speaker	: Dr. Syamantak Bhattacharya, Lecturer at the Business School of University of Plymouth
Faculty Host	: Prof. Bhaskar Chakrabarti
Seminar Date	: October 5, 2009
Title of Paper	: "Enterprise Computing in Healthcare Sector: Emerging Trends and Future Challenges"
Speaker	: Prof Pradeep Ray, Australian School of Business (ABB), University of New South Wales, Sydney, Australia
Faculty Host	: Prof. Debashis Saha
Seminar Date	: November 13, 2009
Title of the talk	: "Entrepreneurial learning"
Speaker	: Dr Deepak Sardana, Australian School of Business, University of New South Wales.
Faculty Host	: Prof. Biswatosh Saha
Seminar Date	: December 04, 2009
Title of the talk	: "Public Policy Research at the LBJ School: Priority Areas, Methods and Audiences"
Speaker	: Prof. Robert H. Wilson, Associate Dean for Academic Affairs and Research and Mike Hogg Professor of Urban Policy at the Lyndon B. Johnson School of Public Affairs, the University of Texas at Austin Fellow
Faculty Host	: Prof. Anindya Chaudhuri
Seminar Date	: December 16, 2009
Title of the talk	: It is not just me: the role of Inferred distribution of others in estimators of relative standings.
Speaker	: Prof. Andrew Gershoff, Associate Professor of Marketing, Red McCombs School of Business at the University of Texas at Austin
Faculty Host	: Prof. Prashant Mishra
Seminar Date	: December 21, 2009
Title of the talk	: "Prospects & Policies for Low Carbon Economic Growth in India"
Speaker	: Dr. Ramprasad Sengupta, Professor of Economics, CESP, JNU



Faculty Host	: Prof. Anup K. Sinha
Seminar Date	: December 29, 2009
Title of the talk	: "Enterprise Systems Success"
Speaker	: Prof. Darshana Sedera, a senior lecturer and Australian Research Council Post Doctoral Fellow at the Faculty of Science and Technology, Queensland University of Technology, Brisbane
Faculty Host	: Prof. Priya Seetharaman
Seminar Date	: January 04, 2010
Title of the talk	: "Going Global : Why Some Firms from Emerging Markets are more Successful at International Expansion than others"
Speaker	: Mr. Sourindra Banerjee, a Ph.D. student at Judge Business School, University of Cambridge, UK.
Faculty Host	: Prof. Ashish K Bhattacharyya
Seminar Date	: January 05, 2010
Title of the talk	: "Fundamental Accounting Based Valuation : Reconciling Accounting with Finance"
Speaker	: Prof. Jens Stephan, Department Head of Accounting and Finance in Eastern Michigan University.
Faculty Host	: Prof. Bhaskar Chakrabarti



ADMISSION PROCESS

Students interested in applying to the Institute's Fellow Programme have to take the Common Admission Test (CAT) or other test(s) in lieu of CAT as specified below:

Area	Test(s) in lieu of CAT	Validity of Score
Behavioural Sciences	GMAT/GRE/GATE/UGC-JRF in any discipline	Two years from the date of the test and should be valid on the deadline of submission of the application form.
Economics	GRE/UGC-JRF in Business Economics/Development Economics/Economics	
Finance & Control	GMAT/GRE/UGC-JRF in Commerce/Economics/Management	
Human Resource	GMAT / GRE / GATE /UGC-JRF in any discipline	
Management Information Systems	GMAT / GRE / GATE /UGC-JRF in any discipline	
Marketing	GMAT/GRE/UGC-JRF in Anthropology/Economics /Management/ Psychology/Sociology.	
Operations Management & Operations Research and Systems Analysis	GMAT / GRE / GATE (for GATE, a candidate will be required to submit his/her score(s) in (i) either the " Mathematics (MA)" Paper, or (ii) in the general "Engineering Sciences (XE)" Paper which has "Engineering Mathematics" as a compulsory component).	
Public Policy & Management	GRE/ UGC-JRF in Anthropology/ Economics/ Geography/ Management/ Political Science/ Public Administration/ Sociology	
Regional Development	GRE / UGC-JRF in Anthropology / Economics / Geography / Population Studies/ Public Administration / Sociology	
Sociology	UGC-JRF in Anthropology/Economics/Political Sciences/ Sociology	
Strategic Management	GMAT/ GRE/ GATE/UGC-JRF in Anthropology/Commerce/ Defense and Strategic Studies/Economics/Environment Science/Geography/History/Law/Management/Political Science/Psychology/ Public Administration/ Sociology.	

The announcement of the procedure for appearing in CAT for admission into the programme which starts in June the following year is published in leading newspapers in July every year.

The applicant must possess a Post-Graduate Degree in Management or an equivalent professional qualification or a Post-Graduate Degree in any discipline, with 55% marks or its equivalent. A minimum of 50% aggregate marks at the Bachelor's Degree level is also required. Graduates in Engineering (with B.Tech or B.E. Degree) may also apply provided they have secured a first class. In addition, all applicants must ensure that they have obtained a minimum of 50% aggregate marks in either the Secondary or Higher Secondary Examination (or equivalent) held by the Board/University.

Candidates who are otherwise eligible, but are yet to complete their Bachelor's degree in Engineering or Master's degree in any relevant discipline can also apply. Such candidates will be provisionally admitted, if they complete all requirements for obtaining



the degree before 30th June. For SC/ST candidates, the eligibility criteria may be relaxed as per the Institute's rules.

Candidates must submit an Application Form to the Fellow Programme Office of the Institute. For the candidates who qualify in the CAT / other test (s) and meet the eligibility criteria, short listing for interviewing is done. The interviews are held around the end of March/middle of April. Candidates are first interviewed by the faculty of the discipline to which they are applying. Those who qualify in the first round are then interviewed by the Fellow Programme Committee, which makes the final selection. Applicants are informed of the Institute's decision as soon as possible.

An applicant to the Fellow Programme who has earned a PGDM/PGDCM from any of the IIMs is not required to take the CAT, if his/her Cumulative Grade Point Average (CGPA) is 6.0/9.0 and above or its equivalent. Applications can be made directly through the prescribed Application Form. If any candidate's CGPA is less than 6.0/9.0 he/she must take the CAT test and go through the admission procedure like any other candidate. After submission of the Application Form, the selection procedure for these candidates will be the same as for the others.

Graduates of the six IIMs applying for the Fellow Programme in Management (FPM) who have a CGPA of 6.0/9.0 and above (or its equivalent) are automatically eligible for direct admission to the second year of the Fellow Programme. Candidates who have completed their PGDBM from IIM Calcutta will be eligible for the CAT waiver (but not the interviews) if they have secured a CGPA of at least 6.5.

All other candidates admitted to the Fellow Programme have the opportunity of seeking some waivers, which may be granted at the discretion of the FPR Committee on the basis of the recommendation of their faculty advisors.

NRI/Foreign Students can apply for admission to the Programme. They will be guided by the Rules and Regulations for NRI/Foreign Students as stipulated by the Institute.

NRI/Foreign applicants (with or without an MBA) may be exempted from the CAT. But the applicant will have to prove that he/ she is residing abroad or has lived abroad. Besides the completed application form, they must furnish:

- GMAT scores (obtained not earlier than three years from the year of application for applicants without an MBA, and not earlier than five years from the year of application for applicants with an MBA)
- Three letters of recommendation
- A write-up on their research interest (in a suitably designed format)
- Transcripts from the institution last attended.

The FPR Committee will review on a case-by-case basis whether to short-list the candidate or not.

PH.D RECOGNITION

The Fellow Programme in Management and the Fellow Programme in the four areas related to Management are recognized as being equivalent to a Ph.D (Doctor of Philosophy) by the Association of Indian Universities. The Government of India has also recognized the title, 'Fellow of Indian Institute of Management Calcutta' as equivalent to a Ph.D degree of a recognized Indian University.

OUTLINE OF THE PROGRAMME

The programme consists of course work followed by a dissertation. The course work phase is of two years' duration covering six terms. On satisfactory completion of the course work with the requisite CGPA, a Comprehensive Qualifying Examination (CQE) is held. The student is required to submit his/her dissertation proposal to an interdisciplinary Thesis Advisory Committee consisting of the Thesis Advisor(s) and two other faculty members within nine months of the date of completion of CQE. The student's dissertation is evaluated by a Thesis Examination Committee (including external experts) and finally the student publicly defends the dissertation before the Thesis Examination Committee.

DURATION OF THE PROGRAMME

The expected duration of the programme is four years for those who enter in the first year and three years for those who enter in the second year. Typically a student requires two years to complete the dissertation. For various reasons some students require more than two years to do so. Students are allowed to continue and receive scholarships up to three years after course work. For their 5th year of study, a provision of extension of six months at a time is granted by Director based on the recommendation of the FPR Committee, after review/scrutiny of the progress made by the student. Each FP student will have to give a seminar on his/her thesis topic. This seminar will be open to the entire institute community and will be apart of the evaluation for extension. A maximum of two extensions (i.e. one year) may be granted.

If a student does not submit his/her dissertation within five years of entry to the Programme (four years for those who enter in the second year), his/her name is liable to be struck off from the rolls. Only under exceptional circumstances, a student would be allowed to continue to re-register for the programme, without the benefit of scholarship and contingency grant, for a maximum period of two years. After this, the student's name will be automatically struck off from the rolls and no further appeal is granted.

CURRICULUM

The Fellow Programme consists of two years of course work followed by a dissertation.

The Fellow Programme is divided into two major streams:



a) Management (with specialization in):

Behavioural Sciences, Finance and Control, Human Resource Management, Management Information System, Marketing, Operations Management, Strategic Management, Economics and Public Policy & Management

b) Related Disciplines (with specialization in):

Operations Research and Systems Analysis, Regional Development and Sociology

In the first year of the Programme, students are introduced to major concepts and theories underlying various basic disciplines and functional areas of management. The Second year students take advanced courses in their major and minor areas of specialization and interest. The students of related discipline streams are required to take minor areas courses from their 1st year. After completing the second year, students are required to pass the Comprehensive Qualifying Examination (CQE), written and oral, in both the major and minor areas.

Students are required to undertake research leading to a thesis during the third and fourth years. In this phase, a student writes a research proposal, defends it before the Thesis Advisory Committee, and pursues the work under the guidance of the same committee. The thesis is evaluated by a Thesis Examination Committee consisting of internal committee members, including his Thesis Advisor(s), as well as external experts. Finally, the student has to defend the thesis publicly and pass the viva voce examination before TEC in order to be eligible to receive the title 'Fellow of the Indian Institute of Management Calcutta.'

FEES

No Tuition Fee is charged. Currently compulsory charges are for:

Hostel Room Rent	Rs.5000 per annum
Alumni Fee	Rs. 500 (one time)
Students' Association Fee	Rs. 500 per annum
FP Family Quarter Rent	Rs.1500 (per month)

On admission, students are required to pay Rs.100/- towards Registration Fee and a refundable deposit of Rs.1000/- which will be returned to them once all dues are cleared. A student who withdraws from the programme will forfeit his/her security deposit and certificates to that effect are produced. Students are required to pay a fee of Rs.100/- to cover registration and other charges in every academic year in the month of July.

FINANCIAL AID AND SCHOLARSHIPS

Stipend per month : Upto December 2008, the stipend was Rs. 10,000 – Rs. 11,000.

With effect from January 2009, the scholarship has been revised to Rs.20,000/- before Comprehensive Qualifying Examination (CQE), Rs.22, 000/- after CQE oral is completed and Rs.24,000/- if the student clears his proposal defense.

Duration of Scholarship: The duration of the stipend will be four years with the provision of granting extension of six months at a time after review/scrutiny of progress made by the student. A maximum of two extensions (i.e. one year) will be granted.

Housing: Students will pay Rs.5,000/- per annum for single room accommodation. Some limited family accommodation is also available.

Contingency: Upto December 2008 the contingency grant was Rs.10,000/- per year. This will be raised to Rs.20,000/- per year on passing CQE. With effect from January 2009 the contingency grant has been revised. For the students in the first year of 2009, it would be Rs. 50,000 and for 2nd to 5th year students, it would be Rs.20, 000 annually. Any unspent balance will be carried forward.

Field Work: There is a provision of grant up to Rs.30, 000/- for field work.

Attending courses, presenting papers in Seminars/Conferences

Domestic: Unlimited from Contingency funds.

International: The institute allows the FP students to participate in 2 (two) international conferences to present papers with Institute's funding subject to other rules remaining the same. They would be eligible to receive Institute's funding to participate and present a paper in a third international conference in case they have a publication (or forthcoming paper) in a journal from any of the two international conference papers. This has come in force with effect from August 1, 2009.

INFOSYS FELLOWSHIPS

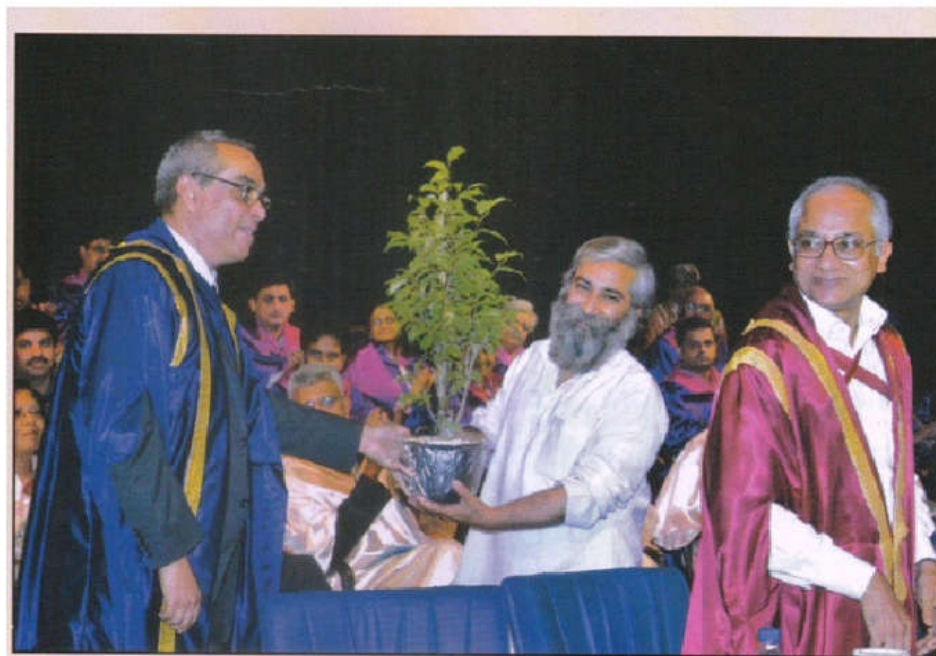
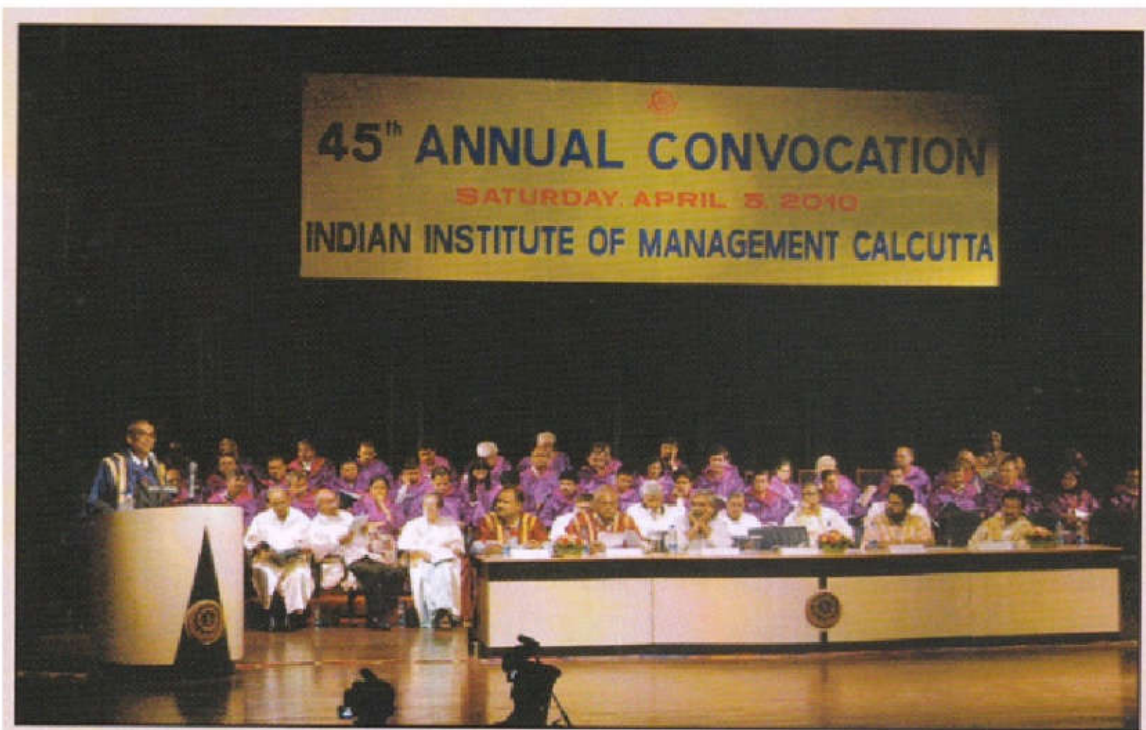
Infosys Technologies Limited awards fellowships to outstanding students working in the Information Technology and related areas.

PLACEMENT

Placement facilities are available to all Fellowship students who have successfully completed the Programme requirements. The Institute encourages Fellow students to accept assignments which offer opportunities for teaching and research. Students who desire for permanent placement have to complete their Thesis proposal defence and should apply for Institute Placement through the FP Office.

POST-GRADUATE PROGRAMMES (PGP)

- PGDM
- PGDCM
- List of Optional Courses in 2009-10
- New Optional Courses in 2009-10
- Fees and Expenses
- Scholarships and Prizes
- System of Evaluation
- Placement 2010



POST-GRADUATE PROGRAMMES (PGP)

The Post Graduate Programme in Management (PGP) allows students to pursue studies in 2 streams:

The Post Graduate Diploma in Management (PGDM) is the core offering of the Institute. It is a full-time two-year programme designed for students who wish to pursue careers in General Management.

The Post Graduate Diploma in Computer-Aided Management (PGDCM) is also a full time two-year residential programme. The programme has been designed for students opting for careers with an Information Technology focus in Management.

POST-GRADUATE DIPLOMA IN MANAGEMENT (PGDM)

The 1st Year of the programme is devoted to basics: economic principles; the principles of organization and human behaviour; financial and accounting systems and quantitative methods for the solution of management problems.

The academic year at the Institute is divided into three terms – each consisting of around 12 working weeks and the PGP course requires six terms of full-time work on a residential basis. The students are continuously graded, not only on their performance in the examinations but also on class participation, home assignments, projects presentations, etc.

In the 1st Year, all the courses are compulsory. In the 2nd Year, a PGDM student can take a minimum of 42 credit point (excluding term paper) and a maximum of 54 credit point elective courses on a credit basis spread over three terms. In the summer, i.e. between the 1st and the 2nd Years, the students are expected to gain practical experience through internship in an organization. Apart from allowing the students to supplement their academic knowledge with practical exposure, this helps them in the selection of Electives in the 2nd Year.

The Institute's faculty members use different pedagogical tools to facilitate learning. The Institute believes that the method of instruction to maximize learning varies from course to course and thus makes use of varying proportions of case studies, lectures, group exercises and project work.

ADMISSION

The students are admitted to the PGP on the basis of their interests, aptitude and capacity for undergoing a rigorous programme of study in management sciences – indicated by previous academic records, CAT scores, performance in group discussions and interviews, and also work experience. The minimum eligibility criterion is a Bachelor's Degree (in 10+2+3 system) recognized by the Association of Indian Universities.

POST GRADUATE PROGRAMMES IN MANAGEMENT

The school offers two full time two-year Post Graduate Programmes, one leading to a Post Graduate Diploma in Management (PGDM), and the other to a Post Graduate



Diploma in Computer Aided Management (PGDCM). The latter is a distinctive programme with special emphasis on Information Technology (IT) and its applications to business.

ELIGIBILITY

POST-GRADUATE PROGRAMME IN MANAGEMENT (PGP)

The candidate who holds a Bachelor's Degree with at least 50% marks or equivalent CGPA [45% in case of the candidates belonging to Scheduled Caste (SC)/ Scheduled Tribe (ST) or Persons with Disability (PWD) category] of any of the Universities incorporated by an act of the central or state legislature in India or other educational institutions established by an Act of Parliament or declared to be deemed as a University under section 3 of UGC Act, 1956, or who possesses an equivalent qualification recognized by the Ministry of HRD, Government of India is eligible for admission to the PGDM/PGDCM programmes provided that the Bachelor's Degree or equivalent qualification obtained by the candidate must entail a minimum of three years of education after completing higher secondary schooling (10+2) or equivalent.

Candidates appearing for the final year Bachelor's degree (or equivalent) examination are also eligible to apply provided they complete all their graduating requirements including practical examinations/viva/assignments on or before June 30 of the academic year in which the programme begins. However, students are required to produce their certificates and mark sheets in original together with the photocopies as soon as the respective University/Institute publishes the results - but not later than December 31 of the academic year in which the programme begins.

SELECTION

PGDM: Candidates are short listed for Group Discussions and interviews based on their performance in CAT. The final selection is made using multiple criteria including performance in CAT, group discussion, personal interview and relevant work experience.

PGDCM: The short listing and the selection procedure is similar to that of PGDM.

Overseas candidates, who stay outside India for a period of 13.5 months ending on February 15 of the academic year, previous to the academic year in which they are seeking admission, are exempted from appearing in CAT. They are short listed for admission based on their performance indicated by the GMAT score, work experience, report from academic referees and scholastic achievements.

46TH & 16TH BATCH OF POST GRADUATE PROGRAMME (2009-11)

Category	Final Registered		
	PGDM	PGDCM	Total
Open Category	223	31	254
SC	51	2	53
ST	13	2	15

PWD	12		12
OBC	71	3	74
Total	370	38	408

47TH & 17TH BATCH OF POST GRADUATE PROGRAMME (2010-12)

Category	Final Registered		
	PGDM	PGDCM	Total
Open Category	195	34	229
SC	45	07	52
ST	24	03	27
PWD	11	00	11
OBC	34	09	43
Total	309	53	362

CURRICULUM OF PGDM

The 1st Year courses covered in Terms I to III are compulsory for all the students. During the 2nd Year, a PGDM student can take a minimum of 42 (excluding term paper) and a maximum of 54 credit points elective courses on credit basis spread over there terms.

COMPULSORY COURSES – 1ST YEAR

Group	Term I	Term II	Term III	Total credits
Finance and Control	Corporate Financial Reporting & Analysis (3)	Cost Management (1.5)	Corporate Finance (3)	7.5
Behavioural Sciences	Behavioural Sciences-I (3)	Behavioural Sciences-II (1.5)		4.5
Marketing	Marketing Management I (3)	Marketing Management II (1.5)		4.5
Economics	Microeconomics (3)	Macroeconomics (3)	India and the World Economy (1.5)	7.5
Operations Management	Statistics for Management (3)	Risk Management (1.5) Operations Research (3)	Production & Operations Management (3)	10.5
MIS		Information Technology and Systems (3)		3.0
Strategic Management			Strategic Management (3)	3.0
Human Resources Management			Human Resource Management (1.5)	1.5
Public Policy and Management	Indian Economic & Political History (1.5)		Indian Legal System (1.5)	
	Environment & Development (1.5)		Indian Social Structure (1.5)	6.0



Total	18	15	15	48
Qualifying Non-credit courses	Qualifying Mathematics	Managerial Communication - II (15 hours)	Business Ethics (15 hours)	
	Managerial Communication-I (15 hours)			

The students are also required to work on a project during the summer, i.e. between the 1st and 2nd Years. Each student is required, as a compulsory part of the curriculum, to spend about eight weeks of the period May-June working on a project specified by an employer and to submit a report to the sponsoring authority. The students work under the guidance of a faculty member who finally evaluates the Project Report. The summer project is assigned a weightage equivalent to that of one course in the curriculum. The Institute does not offer any specialization package. However, it is possible to choose optional courses with concentration in the areas of choice in the 2nd Year keeping in view the current placement requirements for specialization.

POST-GRADUATE DIPLOMA IN COMPUTER AIDED-MANAGEMENT (PGDCM)

The world is witnessing an unprecedented growth in the field of Information Technology and Communication. Deregulation, globalization, fundamental breakthroughs in science and the strategic importance of Information Technology are blurring the boundaries in a variety of industries. In such a business environment, Indian companies are rapidly trying to restructure, re-engineer and reorganize themselves in order to be competitive. The revolution in Information Technology is transforming sectors such as Banking, Publishing, Tele-communications, Healthcare and others. Information Technology is so pervasive today that a distinction cannot be made on this basis between technology and non-technology business. It pervades the work-place, in products and in the market-place. From being managers of people and resources, today's managers also need to manage. The impact of Information Technology on information services, communication and networking is increasingly forcing more and more corporate houses to look for people who can work effectively in this environment: the Techno-MBAs.

In response to this changing job requirement for managers in the use of Information Technology, IIM Calcutta designed and started the Post-Graduate Diploma in Computer Aided Management (PGDCM) in 1994-95, the first programme of its kind in the country. This course integrates components of General and Functional Management with those of Information Technology.

The selection of students for PGDCM is done with the PGDM students, through CAT. The expenses and fees are the same for both the programmes.

CURRICULUM OF PGDCM

Compulsory Courses – 1st Year

Group	Term I	Term II	Term III	Total credits
Finance and Control	Corporate Financial Reporting & Analysis (3)	Cost Management (1.5)	Corporate Finance (3)	7.5
Behavioural Sciences	Behavioral Sciences-I (3)	Behavioral Sciences-II (1.5)		4.5
Marketing	Marketing Management(3)			3.0
Economics	Microeconomics (3)	Macroeconomics (3)	India and the World Economy (1.5)	7.5
Operations Management	Statistics for Management (3)	Operations Research (3)	Production & Operations Management (3)	9.0
MIS	Emerging Information Technologies (3)	Business Decision Modelling (1.5) Business Intelligence Tools and Techniques I (3)	Business Intelligence Tools and Techniques II (1.5)	9.0
Strategic Management			Strategic Management (3)	3.0
Human Resources Management			Human Resource Management (1.5)	1.5
Public Policy and Management			Indian Legal System (1.5)	1.5
Interdisciplinary		ICT for development (1.5)	ICT for organizational effectiveness (3)	4.5
Total	18	15	18	51.0
Non-credit courses	Qualifying Mathematics Managerial Commn.-I (15 hr) Basic IT skills (15 hr)	Managerial Commn.-II (15 hr)	Business Ethics (15 hr)	

A PGDCM student can take a minimum of 42 (excluding term paper) and a maximum of 54 credit point elective courses on a credit basis in the second year spread over there terms. The minimum 42 credit points include a compulsory 6 credit points equivalent yearly ICT related project.

LIST OF OPTIONAL COURSES IN 2009-2010

The following optional courses were offered during the year.

BEHAVIOURAL SCIENCES

Learning Organisations
 Designing Corporate Citizenship Initiatives
 Organisational Structure & Design
 Management of Self in Organizations
 Business Research Methods
 International and Cross Cultural Management



ECONOMICS

Selected Aspects of Macroeconomics
 Global Economy of the 21st Century: Trends and Issues
 International Economics
 Economics of Development
 The Economics of Human Resources
 Economics of Business Policy
 Trade and Industrial Policies
 Econometric Methods
 Game Theory and Business Strategy: An Economic Perspective
 The Economics of Corporate Environmental Strategy

FINANCE AND CONTROL

Business Valuation
 Investment Analysis and Portfolio Management
 Corporate Restructuring
 Fixed Income Markets
 Trading Strategies
 International Finance
 Commercial Banking
 Options, Futures and Derivatives
 Business Valuation
 Structured Finance
 Financial Regulations & Corporate Governance
 Market Microstructure
 Money and Banking
 Financial Risk Management
 Infrastructure and Project Finance

HUMAN RESOUCE MANAGEMENT

HRM in MNCs
 Strategic Human Resource Management in Services
 HRM Policy and Strategy
 Strategic Planning and HRM

MANAGEMENT INFORMATION SYSTEMS

E-Commerce
 Business Data Mining
 Business Integration with Information Technology: Concepts and Cases
 ISB-PTC : Information Security in Business-Privacy, Trust & Control
 Computational Intelligence in Finance and Business
 Business Dynamics
 Artificial Neural Networks : Applications to Finance and Strategy
 Business Process Management
 Business Intelligence
 Issues and Perspectives in Software Business

RFID and its Business Implications
Information Technology : Strategy and Governance
Information Security in Business – Multi-Party Computation (ISB-MPC)
Business Intelligence for Marketing Applications (BIMA)

MANAGEMENT CENTRE FOR HUMAN VALUES

Management, Culture and Creativity
Corporate Social Responsibility: Perspectives and Practices
Ethics in International Business
Entrepreneurship in NGOs
Management through Enlightenment

MARKETING

Consumer Behaviour
Product Management
Services Marketing
Relationship Marketing
Integrated Marketing Communication
Sales and Distribution Management
Strategic Marketing
Marketing Decision Models
B2B Marketing
Marketing in Practice
Marketing Research
Marketing Theory and Contemporary Issues
International Marketing
Seminar on Agricultural Marketing
Strategic Brand Management

OPERATIONS MANAGEMENT

Production and Inventory Control
Logistics and Supply Chain Management
Optimization Models for Industry
Executive Decision & O.R.
Project Management

PUBLIC POLICY AND MANAGEMENT

Social Development and Social Policy
Country Risk Analysis
Analysis of ICT Markets
Urban Management: Issues and Strategies
Seminar on Entrepreneurship
Managing the Legal & Regulatory Environment of Indian Business
Politics of Development
Consumption, Culture and Markets
The Business of Intellectual Property



STRATEGIC MANAGEMENT

Managing Strategy Implementation and Business Transformation
 Managing New Ventures
 Leading the Family Business
 Strategy Execution
 Corporate Entrepreneurship

During the year the following new optional courses were offered in the Post Graduate Programme.

NEW OPTIONAL COURSES IN 2009-2010

BEHAVIOURAL SCIENCES:

Designing Corporate Citizenship Initiatives
 International and Cross Cultural Management

ECONOMICS:

Trade and Industrial Policies
 The Economics of Corporate Environmental Strategy

FINANCE AND CONTROL:

Trading Strategies
 Financial Regulations & Corporate Governance
 Money and Banking
 Financial Risk Management
 Infrastructure and Project Finance

MANAGEMENT INFORMATION SYSTEMS:

Business Process Management
 Issues and Perspectives in Software Business
 RFID and its Business Implications
 Information Technology: Strategy and Governance
 Business Intelligence for Marketing Applications (BIMA)

MARKETING:

Relationship Marketing

PUBLIC POLICY MANAGEMENT:

Analysis of ICT Markets
 Managing the Legal & Regulatory Environment of Indian Business
 Consumption, Culture and Markets
 The Business of Intellectual Property

STRATEGIC MANAGEMENT:

Leading the Family Business
 Strategy Execution
 Corporate Entrepreneurship

FEES AND EXPENSES

The Fee Structure for the students of the Post Graduate Diploma in Management

(PGDM)/Post Graduate Diploma in Computer Aided Management (PGDCM) for the 46th Session / 16th Session (2009-11) at the Indian Institute of Management Calcutta is as follows:

1st Year

Tuition Fee	Rs. 2,49,000 per annum*
Accommodation Charge	Rs. 12,000 per annum*
Course Materials Charge	Rs. 54,000 per annum*
Computer Charge	Rs. 36,000 per annum*
Library Fee	Rs. 30,000 per annum*
Medical Insurance Charges	Rs. 600 per annum
Students' Association Fee	Rs. 1000 (one time)**
Alumni Fee	Rs. 800 (one time)**
Caution Deposit	Rs. 6,000 (one time)***
Development Fee	Rs. 16,600 (one time)****

2nd Year

Tuition Fee	Rs. 3,15,000 per annum*
Accommodation Charges	Rs. 15,000 per annum*
Course Materials Charges	Rs. 67,500 per annum*
Computer Charges	Rs. 45,000 per annum*
Library Fee	Rs. 37,500 per annum*
Medical Insurance Charges	Rs. 750 per annum
Development Fee	Rs. 19,250 (one time)****

* Payable in three equal installments at the beginning of each term

** Payable at the beginning of 1st Term

*** Refundable

**** Payable at the beginning of the 1st Term & 4th Term (` 16600 + ` 19250)

SCHOLARSHIPS AND PRIZES

The Institute awards the following prizes and medals to meritorious students:

Dr. B. C. Roy Memorial Gold & Silver Medals Chairman's Prize John Wyne Prize Institute's Gold Medal
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SCHOLARSHIPS/PRIZES/AWARDS DONATED BY DIFFERENT ORGANIZATION TO THE STUDENTS

A number of scholarships sponsored by different companies like Aditya Birla Scholarship Group, Sir Ratan Tata Trust, Hindustan Liver, etc. are available for deserving students on the basis of merit and other criteria. During the period 2009-10, the Aditya Birla Scholarship Group offered Scholarships amounting to Rs.1,75,000/- per student for five 1st year students and Rs.1,75,000/- for one 2nd year student. Sir Ratan Tata Trust offered a scholarship amounting to Rs.32,000/- per student for two 1st year students

and one 2nd year student. Hindustan Lever offered the T. Thomas Scholarship amounting to Rs. 1,00,000/- for one 2nd year student. During this period NTPC also offered three scholarships amounting to Rs.1500/- p.m. for a period of two years for four SC/ST/PWD students based on the criteria stipulated by them. OPJEM Scholarship was awarded to two students, one each from 1st Year and 2nd Year.

PRIZES AND AWARDS:

There are a number of prizes/awards sponsored by the Institute and various organizations for meritorious students on the basis of their first and second year results. Some prizes are also awarded to students at the Institute's Annual Convocation for certain outstanding extra curricular activities on the recommendation of the Students' Council.

FIRST YEAR:

For PGDM Students:

1. B. P. Poddar Merit Scholarship
2. BPL Prize
3. Hindustan Lever Limited Prize
4. India Carbon Limited Scholarship
5. Dr. K. Nath Public Trust Award
6. T. T. Krishnamachari Award
7. B.P.L. Prize
8. ENAM Manek Roopchand Bhanshali Scholarship for the 1st rank holder

For PGDCM Students:

1. Institute's Prize for first rank holder
2. Institute's Prize for second rank holder
3. Institute's Prize for third rank holder

For PGDM & PGDCM Students Combined:

1. Damodar Valley Corporation (Best SC/ST Student)
2. ITC Limited Prize
3. Central Bank of India Prize

SECOND YEAR:

For PGDM Students:

(a) Sponsored by the Institute

1. Dr. B. C. Roy Memorial Gold & Silver Medals
2. Chairman's and John Wynne Prize

(b) Sponsored by outside organizations

1. ABC Ltd. Award
2. Balmer Lawrie Award
3. B. S. Dua Memorial Prize



4. Calcutta Management Association Prize
5. Calcutta Port Trust Award
6. Duncan Industries Award
7. Exide Industries Award
8. Dr. K. Nath Public Trust Gold Plated Medal
9. Magunta Subbarama Reddy Memorial Prize
10. P. C. Chandra Silver Medals
11. TIL Award
12. Dr. Amiya Barat Prize
13. IIMC Alumni Association, Calcutta Chapter Prize
14. ENAM Manek Roopchand Bhanshali Scholarship for the 1st rank holder

For PGDCM Students:

(a) Sponsored by the Institute

- Institute's Gold Medal

(b) Sponsored by outside organizations

- Associated Cement Co. Ltd. Prize
- Dr. Jogendra Chowdhury Gold Medal
- Mrs. Indira Chowdhury Gold Medal
- Dr. K. Nath Public Trust Gold Plated Medals
- IIMC Alumni Association, Calcutta Chapter Prize
- Aditya Kashyap Memorial Scholarship for the receiving highest CGPA in compulsory & elective courses

For PGDM & PGDCM Students Combined:

- Bengal Chamber of Commerce Medal
- Johnson & Johnson Award & Cash Prize for excellence in Marketing
- IIMC Alumni Association, Calcutta Chapter Prize

Prizes for Extra Curricular Activities for PGDM & PGDCM Students Combined:

- B. S. Dua Memorial Prize
- Dr. B. C. Roy Memorial Prize (sponsored by the Institute)
- Pawan Tyagi Prize
- Bharat Chamber of Commerce Medal

SYSTEM OF EVALUATION

All students are evaluated on the basis of examinations, reports, home assignments, term papers, class performance, seminars, regular tests, surprise quizzes and oral examinations – as determined by the faculty members concerned. Sometimes, in courses involving group methods of teaching, the students play a major role in grading each other.

PASSING STANDARD AND AWARD OF DIPLOMA

The Grade-Point system is used in evaluating a student's performance in each term and over the two-year Programme as a whole. To graduate, a student must obtain a Cumulative Grade Point Average (CGPA) of at least 5.0 in all Credit Courses. Generally, in order to be promoted to the 2nd Year, a student should obtain a CGPA of at least 4.5 at the end of the Third Term. A student who achieves a CGPA of less than 4.5 at the end of the Third Term may sometimes be permitted to continue, subject to satisfactory fulfillment of conditions stipulated by the Faculty according to the merit of the case. However, a student must fulfill all requirements for the Diploma within three academic years.

Those who successfully complete the Programme are awarded the Post-Graduate Diploma in Management (PGDM), which has been recognized as equivalent to a Master's Degree in Business Administration by the Ministry of Human Resources Development, Department of Secondary & Higher Education, Government of India, the Association of Indian Universities (formerly the Inter-University Board of India and Ceylon) and foreign Universities who have admitted IIM Calcutta students into Doctoral Programmes.

PLACEMENT 2010

SUMMER PLACEMENT

The summer placements for the batch of 2009-11 with 407 students were held from November 4, 2009 to November 9, 2009. A large number of international offers were made this time. As many as 61 students have internship offers at locations across the world, such as New York, London, Hong Kong, Singapore, Dubai and South Africa with the possibility of more getting confirmed soon.

The recruiters were Royal Bank of Scotland, Barclays Capital, Bank of America-Merrill Lynch (BoA-ML), Nomura, UBS, Credit Suisse, JP Morgan Chase, HSBC Global, Macquarie, Rothschild, Morgan Stanley, Deutsche Bank and Goldman Sachs, McKinsey, Bain, BCG and AT Kearney, Baring Private Equity Partners and Mount Kellett Capital Management. Others included Hindustan Unilever, Procter and Gamble, Diageo, Tata Administrative Services (TAS), Aditya Birla and Edelweiss. American Express, Citibank, Standard Chartered, HSBC India and DBS India, Cadbury, Coca Cola, Pepsi and RPG Group. Morgan Stanley (London) recruited exclusively from IIMC.

Finance dominated the placement scenario with 43% of the students taking up jobs in banks. This included 80 offers in investment banks and private equity firms as compared to last year's 58. The Slot Zero consulting firms made 20 offers - up from 16 in 2008. Marketing firms recruited 50% more than last time, attracting more than a quarter of the students in the process. Leading marketing companies like HUL made more offers this year than in any other year in recent times. Apart from media houses like HT Media and Star, the campus was visited by NGOs such as CRY and Akanksha. Public sector firms such as Union Bank of India and SEBI also made internship offers here.

The six-day process ended up placing 407 students, making it the most intensive placement process in India. This is significant since the six day period includes a Sunday, a day that hosted very few firms. At the end of the process, there were at least 30 potential offers, making the number of offers much more than the number of students in the process.

The corporate world has once again reaffirmed its faith in the students of IIM Calcutta. An aggregate of 140 companies showed interest in hiring from this campus - up from last year's 110. With the support of the recruiters, alumni, faculty, staff and students of IIM Calcutta, the Institute has overcome the challenge in terms of the batch size, and has made the recession look insignificant. We would like to thank all those involved in making the placement process a grand success yet again. Without the help of the alumni and the recruiters, and the cooperation of the media this would not have been possible.

LATERAL PLACEMENT

The lateral placement process is for students with considerable work-experience, where candidates are offered roles depending upon the nature and duration of their work-experience. During the laterals process, candidates are allowed to negotiate the nature of their roles and their packages with the firm, as opposed to final placements where firms hire for specific positions. This process allows candidates to design their own roles and responsibilities and thus ensures a perfect fit between the candidate and the job.

This year, the lateral process began in the first week of January and continued till the last week of February. The minimum amount of work-experience required to be eligible for this process was set at 10 months and 170 out of the 280-strong batch were eligible for the process. 46 firms visited the campus to participate in this process and 92 offers were made at the end of it. Mahindra & Mahindra recruited during the lateral process for the first time. i-Nautix, Star TV, Amazon and Microsoft were some of our other recruiters. The roles offered included 'Manager of Strategy' and 'Asst. Vice President.'

The lateral process this year at IIM Calcutta was the most successful across all IIMs and enabled us to start the final placement process with 92 lateral offers and 41 PPOs, which amounted to a total of 133 offers already in hand.

FINAL PLACEMENT

The final placement process for the batch of 2008-2010 started on 6th March, 2010 and concluded on 10th March, 2010; it was conducted in slots with each slot lasting

for two days. 'Slot-0' took place on 6th-7th March, 'Slot-1' on 8th-9th March and 'Slot-2' began on 10th March. The process came to an end in the middle of 'Slot 2' with all 278 students who sat for the placement process receiving job offers at the end of the fifth day.

More than 37% of the students chose to join the financial sector, with salaries considerably higher than last year. Swiss investment-banking giant UBS continued to hire exclusively from IIM Calcutta. Leading global investment banks Goldman Sachs, JP Morgan, Nomura, Morgan Stanley, Credit Suisse, Royal Bank of Scotland and Macquarie Bank have all extended offers to students from the Institute. Temasek Holdings, the investment arm of the Singapore government also hired from IIM Calcutta. IIM Calcutta was the only campus in the country where HSBC hired for both their global as well as Indian arms. American Express hired for diverse profiles like business transformation, international risk management and for American Express Banking Corporation India, extending offers to six students.

The major recruiters in the financial sector were Yes bank and ICICI bank. Yes Bank extended a total of 13 offers while ICICI Bank made 10 offers. Some of the other major recruiters included Allegro Financial Services, Standard Chartered, Edelweiss Capital and Citibank. Consulting remained a preferred sector for students with 27% of the students set to join consulting firms in offices across the world. Oliver Wyman made a total of five offers, which is more than twice the number of offers made at any other campus in India. They also recruited for their international offices in London, New York, Dubai and Singapore exclusively from IIM Calcutta. Other big recruiters were McKinsey & Co, The Boston Consulting Group, A.T. Kearney, Bain & Co, Deloitte Consulting and Diamond Consultants. Opera Solutions hired exclusively from IIM Calcutta amongst all the IIMs. Accenture Business Consulting made the highest number of offers in the consulting space with a total of 15 offers across six different roles out of which 11 offers were made during final placements and four offers were made during the lateral placements.

Cognizant Business Consulting made 14 offers to students during the laterals process. Our regular recruiters Hindustan Unilever, Procter & Gamble and Nokia were back this year, offering marketing profiles, with Hindustan Unilever making five offers, Procter & Gamble making four offers and Nokia extending three offers. Johnson & Johnson made four offers at IIM Calcutta. Some of the other leading brands which hired from IIM Calcutta for marketing profiles include ITC, Godrej, 3M and Medtronic. In general management, Tata Administrative Services made 7 offers, the highest in the sector. Six of these offers were made during the final placement process and one was extended as a pre-placement offer.

International Offers were made to 17 students in the batch. The total of 91 offers excluding PPOs made by the set of companies collectively referred to as Slot Zero firms was easily the highest across all campuses of the country, reflecting the quality of the students.

The average salary has seen a 20% increase over last year with the average domestic compensation excluding year-end bonuses rising to 15.32 lakhs this year as compared

to 12.7 lakhs last year, a clear indication that the economic situation has improved significantly since 2009. The highest package offered (domestic) increased to INR 75 lakhs compared to INR 60 lakhs last year. The average international package exclusive of bonus is USD 123,450. Last year, it was USD 86,785.

POST GRADUATE PROGRAMME FOR EXECUTIVES (PGPEX)

The Salient features of PGPEX

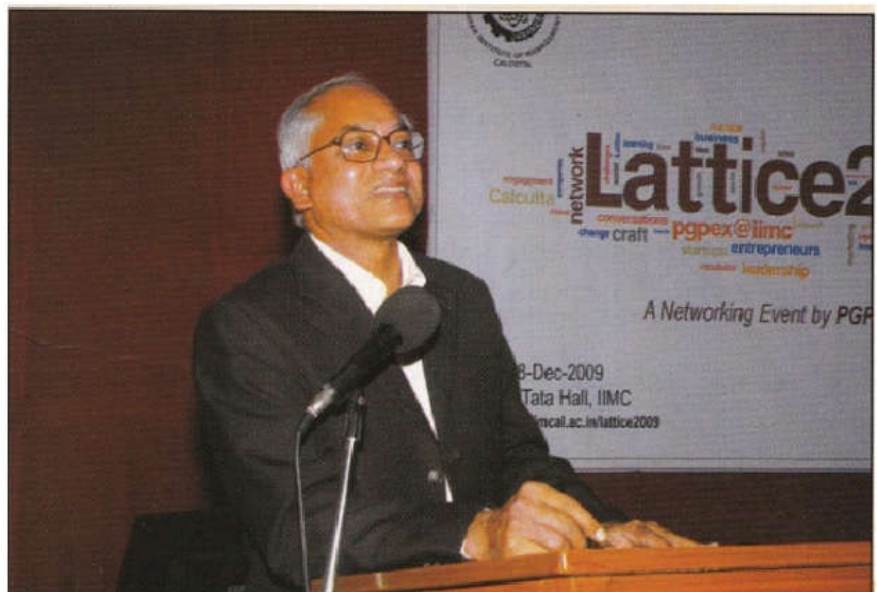
- Open to executives of all nationalities
- One year full time residential programme
- Targeted at executives with the potential for top management positions
- Strong focus on analytical and problem-solving pedagogy
- Emphasis on developing communication, team-building and leadership skills.
- Learning in a cross-cultural environment
- Study tour in an international organization in India or abroad
- Learning through group based approach for addressing complex issues
- World class management education at Indian price

ELIGIBILITY CRITERIA

- Executives with graduate degree (minimum three years duration) in any discipline or equivalent qualification from a recognised University
- At least 5 years of full time post-qualification managerial/ professional experience
- A valid GMAT score (taken within the last 36 months at the time of application)
- Proficiency in English

PROGRAMME FEES

- The Programme fee will be INR 14,00,000/- (Rupees fourteen lakhs only) for one year, payable in four instalments
- An additional INR 36,000/ (Rupees Thirty six thousand only) has to be paid if the candidate opts for family accommodation.
- A security deposit of INR 20,000/- (Rupees Twenty thousand only) which is refundable has to be paid at the time of registration.





- The programme fee includes tuition fees, cost of course materials, accommodation and cost of study tours organized by IIMC.
- The institute will bear the air fare (in India or abroad) related to Internship/ project work that is part of the curriculum if the same is not borne by the sponsoring organisation.
- Students will have to bear the expenses for food, personal travel, electricity, other utility/ miscellaneous expenses and any other expenses of a personal nature during their stay in the Campus.

COURSE MODULES OVER TERMS

- Term I:** Micro-Economics; Human Behaviour at Work; Managerial Communication-I; Financial Reporting and Analysis; Information Technology; Managerial Statistics; Induction & Orientation.
- Term II:** Macro-Economics; Designing Effective Organizations; Cost Management; Information Systems; Marketing Management - Foundation Concepts; Operations Research in Managerial Decision Making; Managerial Communication-II
- Term III:** International Economics; Leading and Managing Change; Corporate Financial Management; Managing World Class Operations; Environment, Organization and Strategy; Marketing Management - Strategic Issues; The Regulatory and Legal Environment;
- Term IV:** Human Resources Management; Strategy Execution; Managerial Problem Solving; International Business Management ; Business Ethics; India and the World Economy- An Introduction; and 3 elective courses .
- Term V:** Internship / Project Work (4 weeks)
- Term VI:** Creating and Managing New Ventures and 8 Elective Courses
- Term VII:** Being a Chief Executive; Corporate Governance and 7 Elective Courses

PROFILE OF THE 3RD. BATCH

- The average, lowest and highest GMAT scores are 718, 590 & 770 respectively
- Average years of experience - 9 years
- The students are from diverse sectors including IT, Automation, Marine , Steel, Telecom, Petroleum, Healthcare , Financial Services , Consultancy, Power , Government , Defence Aerospace and others.

PLACEMENT

Placements for IIM Calcutta's 3rd PGPEX (Post Graduate Programme for Executives) batch have been very good. Three students from Navaratna PSU backgrounds chose

to revert back to their parent organizations to take up senior positions and better pay packages; and three other students with private sector backgrounds re-joined their former firms but at levels more senior to those they held prior to joining the programme and with a different job profile.

Table 1: Comparative statistics

	2009	2008	2007
Average Domestic Salary	Rs. 18.4 lakhs	Rs.18 lakhs	Rs.20 lakhs
Highest Salary	Rs. 35 lakhs	Rs. 35 lakhs	Rs. 45 lakhs
No. of companies	60	33	48
No. of offers	45	36	60
No. of foreign Placements	1	0	5
No. not availing placement services	4	3	3
Total No. of students	51	37	39

There were small increases in both mean and median salaries over comparable 2008 figures, but the highest salary remains the same at Rs. 35 lakhs. Some offers have been made and accepted at the level of Director/VP/GM. Around 50% of the jobs this year were in the consulting domain as compared to 31% last year. There were fewer jobs in sales and marketing as well as IT/ITES/Telecom sector. However this year also saw jobs being offered in strategy and business development.

About 52% of the students joining the programme had work-experience in the IT/ITES sector. In keeping with last year's trend, PGPEX placements allowed students to leverage their past work experience and stay within the same sector or leverage the PGPEX programme to switch sectors this year as well. Finally, one student rejected a good offer to join a network security start-up. A swallow does not make the summer, but the PGPEX programme is about allowing people to make these kinds of choices. Overall, this was a satisfying placement season that augurs well both for the programme as well as the 4th batch.

A sample of firms that participated this year:

Consulting: McKinsey & Co., Deloitte, TCS, Hewlett-Packard, Mindtree Consulting, Amazon Consulting, Accenture, Sapient

IT/ITES/Telecom: Tech Mahindra, Wipro, Rediff.com, HCL, Infosys BPO

Sales and Marketing: Opus Soft, Google (India), Zycus

Project Management/Operations: KPIT Cummins, Wellspun Group, Siemens

Strategy and Business Development: Directi Internet Solutions, Infosys, Tata International, Manipal Education Group



**POST GRADUATE PROGRAMME FOR EXECUTIVES FOR VISIONARY LEADERSHIP
IN MANUFACTURING (PGPEX VLM)**

BACKGROUND

The contribution of the manufacturing sector to the National GDP has been far from satisfactory in India in comparison to countries like China, Indonesia, Malaysia and Thailand. The National Manufacturing Policy has given significant emphasis on the competitiveness of manufacturing industry and to improve it both in qualitative and quantitative terms. This will increase Indian Industry's ability to meet the needs of our people and secure a larger share of the global market. The Government of India believes that the twin objectives of economic growth as well as creation of a substantial number of jobs can be achieved through increased manufacturing activities.

- PGPEX-VLM is part of the flagship national program to develop Leaders in Manufacturing as per the recommendations contained in the National Strategy for Manufacturing (NSM).
- The program is based on a partnership arrangement between IIMC, IITs and CII with NMCC playing a catalytic role.
- Government of Japan is actively supporting various initiatives of the Indian academia and industry in the area of manufacturing and design in the spirit of the Indo-Japan Cooperation Agreement 2006, signed by Hon'ble Dr. Manmohan Singh, Prime Minister of India and His Excellency Mr. Shinzo Abe, Prime Minister of Japan, in December 2006.
- Attributes of participants :
 - Dedicated to manufacturing industries
 - Dedicated to Business
 - Dedicated to India

Logo of the programme: A separate LOGO for the program has been assigned by the Government of India, as shown below:



Illustrates growth and improvement with the support of 3 major stakeholders; Industry, Government and Academia.

MAJOR ATTRIBUTES OF VLM PROGRAMME

- Supported by Japanese International Cooperation Agency (JICA)
- One year full time residential program.
- 36 weeks classroom interaction, case studies, tutorials, lab sessions, project work at IIMC, IITM and IITK; total 1030 interaction hours. IIMC-550 hours, IITK - 240 hours and IITM – 240 hours

- 8 (Eight) weeks internship in manufacturing industry.
- A 1-week industry visit in India
- A 2-week industry visit in Japan
- The program will have a proper balance of theoretical inputs and practical training to develop a high degree of leadership skill which would enable Indian companies convert manufacturing into a competitive weapon.

Certification: A joint Post Graduate Diploma in Management for Executives in Manufacturing by IIM Calcutta, IIT Kanpur and IIT Madras is awarded after the successful completion of the Program.

Batch Size: The batch size is 35 to 40.

ELIGIBILITY:

- Education : First-Class Graduate Engineers with First Division/ First Class Marks from SLC/ Madhyamik
- Work Experience : Minimum 5 to a maximum of 10 years of work experience in manufacturing and related sectors; holding responsibilities in production planning and control, research, design and development, quality control, plant engineering, maintenance, supply chain, etc. for self sponsored candidates. Sponsored candidates and candidates on study leave are required to have a minimum of 5 years of work experience as per above and there is no upper limit.

Pedagogy: A team based approach is employed to address complex issues. The courses are delivered through an appropriate mix of class room lectures, case studies, class room exercises, and individual/team assignments. There is also Self Initiated Research (SIR) during the Japan Visit.

Admission Process: An aptitude test is conducted to test the verbal ability, quantitative skills and engineering aptitude. The aptitude test is followed by a personal interview in the process of selection of candidates.

Term wise Course list:	Title of the Course
Total Cont. Hour	
Term 0 - IIM Calcutta	
Managerial Communication *	
Break-through Management *	58
Term I - Course work at IIM Calcutta	
Decision Making Tools	
Global Scenario	
Regulatory - National & International	
Managerial Economics	
Organizational Structure and Design	
Marketing	141

 Term II - Course work at IIM Calcutta

ERP Workflow & BPR

Financial Analysis

Human Resource & Labour law

Manufacturing Strategy

Strategic Analysis

Production Management

Project Management

237

 Term III - Domestic Industry visit *

 Term IV - Course work at IIT Kanpur

Supply Chain Management

Product Design and New Product Management

Automation & Robotics in Manufacturing

Computer Integrated Manufacturing Systems

Advance Materials

Data Analysis and Decision Modeling

240

 Term V - Course work at IIT Madras

Leadership in Decision Making II

Leadership in Decision Making III

Supply Chain Management

Production Management II

Technology Management

Computer Integrated Manufacturing

Frontier Technology in Manufacturing

Automation and Robotics (Ergonomics)

240

 Term VI - Course work at IIMC

Interpersonal Skills & Leadership

Green Manufacturing

Vision to Execution

Ethics & Values in Business

Entrepreneurship

114

 Term VII - Industry Internship in India **

 Term VIII - International Industrial Study Visit at Japan **

Grand Total : 1030

* Compulsory (Audit)

**Compulsory (Qualifying)

FEE FOR THE PROGRAM

Fees	On Acceptance	IIM Calcutta	IIT Kanpur	IIT Madras	IIM Calcutta	Total	Application money
Batch 2009-10	50000	300000	150000	150000	50000	700000	2500

Convocation: The convocation of the 2008-09 and 2009-10 batches were held at IIT Kanpur and IIT Madras respectively – they were the host Institutes for these batches.

Placement: Recruiting Companies

Batch 3 (2009-10) : Wheels India (PPO), HP (PPO), Anand Group, Shinsei Bank, Vedanta, Tata Cummins, Bharat McNally, Wipro, Bharat McNally, Jubilant, ITC, Voltas, TCS

Average Salary: Rs. 12.5 lakhs – Increase of 56%

MANAGEMENT DEVELOPMENT PROGRAMMES
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In addition to providing top-quality management education to its graduate students, IIM Calcutta also offers practicing managers and administrators at different levels in industry and government an opportunity to gain knowledge in the field of management; to improve their problem-solving ability; and to develop their decision-making skills and managerial competence through Management Development Programmes.

Some programmes are specially customized for various departments and agencies of the Central and State Governments, IAS, IPS, IFS, local Governing Bodies, Defence Services and PSUs. Others are customized for organizations on an In-Company basis.

In-Company Training Programmes are conducted by the Institute in response to requests from client organizations. These are customized programmes, which are structured after an evaluation of the client organization's needs, profile, business goals etc.

Management Development Programmes (MDPs) are initiated by the Institute itself and offered to practicing managers and administrators to continue their management education while working. A few of these programmes are offered in collaboration with other organizations such as professional societies, industry associations and government agencies.

The Institute offers a wide range of programmes targeted towards young and middle managers, senior managers, consultants, technical staff as well as NGOs. All programmes contribute to managerial development within the structure and systems



of organizational behaviour blending management theory and tools with practical insights and participation. IIM Calcutta believes that each programme participant learns and adds value to the learning process by sharing his or her own career experiences.

The globalized business environment demands that managers leverage the most advanced management approaches to keep abreast of change. Downsizing, mergers, joint ventures, corporate restructuring, customer relationship management, web-enabled technologies along with GAAP, WTO, GATT, IPR, TRIPs and other protocols, policy decisions, treaties and agreements are the new lessons in these times. Development Management, Ethics in Management, Value-based Management, Corporate Social Responsibility, amongst others have led to niche programmes being offered at IIM Calcutta's Management Centre for Human Value (MCHV). With the increased demand for greater effectiveness and professional management in NGOs, MCHV also offers Programmes for the managers and field/project workers of NGOs and funding agencies, grassroots and activist organizations.



MANAGEMENT DEVELOPMENT PROGRAMMES [MDPs]

Sl.	Name of the MDP	Duration	Programme. Director	Participants
1	Strategic Brand Management	June 01 - 04, 2009	Prof. Ramanuj Majumdar	13
2	Becoming An Effective Sales Manager	July 14 - 17, 2009	Prof. Prashant Mishra	18
3	Management of Organisational Change	July 27 - 30, 2009	Prof. Vidyanand Jha	13
4	Leadership Excellence	Aug 17 - 19, 2009	Prof. C. Panduranga Bhatta	30
5	Advanced Management Programme	Aug 24 - Sep 05, 2009 Prof. Debashis Saha	Prof. B.N.Srivastava &	9
6	Lecture Session for "Customer Orientation for CMO Executives"	Sep 08, 2009	Prof. Ramanuj Majumdar	N.A
7	Customer Service Strategy: Profiting through Value Creation, Loyalty & relationship	Sep 22-24, 2009	Prof. Prafulla Agnihotri	30
8	Self Development for Global Managers	Sep 14-16, 2009	Prof. Sanjoy Mukherjee & Prof. C. Panduranga Bhatta	12
9	Managerial Leadership & Team Effectiveness	Sep 07-11, 2009	Prof. Leena Chatterjee & Prof. Sujoya Basu	30
10	Competitive Marketing Strategy	Oct 07-10, 2009	Prof. Prafulla Agnihotri	18
11	Excellence in School Education through Leadership	Oct 12-14, 2009	Prof. C. Panduranga Bhatta	20
12	Communication & Presentation Skills	Oct 12-15, 2009	Prof. Leena Chatterjee & Prof. Vidyanand Jha	23
13	Improving Communication & Interpersonal Effectiveness	Oct 19-21, 2009	Prof. Leena Chatterjee	20
14	Organisational Excellence through Leadership	Nov 02-04, 2009	Prof. C. Panduranga Bhatta	19
15	Leadership Excellence	Nov 23-25, 2009	Prof. C. Panduranga Bhatta	34
16	Supply Chain Management	Nov 17-20, 2009	Prof. Balram Avittathur	10
17	Strategic Analysis for Marketing Decision Making	Nov 18-21, 2009	Prof. Prafulla Agnihotri	12
18	Leadership & Team Building	Nov 23-27, 2009	Prof. B.N.Srivastava	22
19	E-Commerce & BPR for Successful Business Transformation	Nov 28-29, 2009	Prof. P S Dasgupta & Prof. Debashis Saha	7
20	Leadership Excellence	Dec 14-16, 2009	Prof. C. Panduranga Bhatta	41
21	Marketing Strategies	Dec 21-23, 2009	Prof. Ramanuj Majumdar	13

22	Project Management	Dec 28,2009-Jan 01,2010	Prof. M N Paul	20
23	General Management Programme for Senior & Middle - Level Executives	Jan 04-08,2010	Prof. Subrata Mitra	23
24	Managerial Leadership & Team Effectiveness	Jan 04-08,2010	Prof. Leena Chatterjee & Prof. Rajiv Kumar	30
25	Managerial Excellence	Jan 11-13,2010	Prof. C. Panduranga Bhatta	21
26	Managerial Leadership & Conflict Resolution	Jan 11-16,2010	Prof. B.N.Srivastava	19
27	Training Programme for "Trainers In Corporate Governance"	Jan 14-15,2010	Prof Saibal Chattopadhyay	20
28	Mergers & Acquisitions	Jan 14-16,2010	Prof. Ashok Banerjee	7
29	CBSE Principals' Annual Conference	Jan 28,2010	Prof. C. Panduranga Bhatta	30
30	Managerial Effectiveness	Jan 25-29,2010	Prof. Leena Chatterjee & Prof. Jacob D. Vakkayil	31
31	Organisational Excellence through Leadership	Feb 01-03,2010	Prof. C. Panduranga Bhatta	24
32	Leadership Excellence	Feb 24-25,2010	Prof.C. Panduranga Bhatta	34
33	Communication & Presentation Skills	Feb 08-11,2010	Prof. Leena Chatterjee & Prof. Vidyanand Jha	15
34	Management of Creativity & Innovation	Feb 15-19,2010	Prof. Vidyanand Jha	18
35	Knowledge Management for Competitive Excellence	Feb 22-24,2010	Prof. Vidyanand Jha & Prof. Rajiv Kumar	19
36	Creating & Managing New Products	Feb 24-26,2010	Prof. Ramanuj Majumdar	14

IN COMPANY TRAINING PROGRAMMES

Sl. No.	Name of the Programme	Duration	Prog. Director/s	No. of Participants
1	In company Training Programme on "IFRS" for Princeton Academy	April 17 - 18, 2009	Prof. Asish K. Bhattacharyya	25
2	In company Training Programme on "Business Valuation" for Princeton Academy	July 10 - 11, 2009	Prof. Asish K. Bhattacharyya	25
3	In company Training Programme on "IFRS" for Princeton Academy	August 07 - 08, 2009	Prof. Asish K. Bhattacharyya	25
4	In company Training			

	Programme on "Empowerment" for CESC Limited	Aug 08-09, 2009	Prof. Vidyanand Jha	25
5	In company Training Programme for Managers of NTPC Limited	June 05 - 19, 2009	Prof. Vidyanand Jha & Prof. Prafulla Y. Agnihotri	25
6	In company Training Programme for Executives of Peerless Hospital & B.K. Roy Research Centre	June 12 - 13, 2009	Prof. B.N. Srivastava	16
7	Advanced Leadership Development Programme for Senior Executives of WBSEDCL and WBSETCL	June 15 - 27, 2009	Prof. Prashant Mishra & Prof. Sahadeb Sarkar	25
8	EDP for ZBMs of Vodafone Essar East Limited	June 16 - 18, 2009	Prof. Prashant Mishra	25
9	Top Management Programme for Akij Group, Bangladesh	July 17 - 18, 2009	Prof. Vidyanand Jha	25
10	In company - Finance for Non-Finance Executives for the executives of McNally Bharat Engineering Company Ltd.	June 16 - 17, 2009	Prof. B.B. Chakrabarti	28
11	EDP for Cognizant Technology Solutions	July 01 - 02, 2009	Prof. Prashant Mishra & Prof. Jacob D. Vakkayil	30
12	Advanced Leadership Development Programme for Senior Executives of WBSEDCL and WBSETCL	July 06 - 18, 2009	Prof. Prashant Mishra & Prof. Sahadeb Sarkar	26
13	Enhancing Managerial Effectiveness for CESC Limited	July 08 - 10, 2009	Prof. Vidyanand Jha	12
14	In Company Training programme for DONER			15
15	In Company Training Programme on "IFRS" for Coca-Cola India Inc.	July 13 - 14, 2009	Prof. Asish K. Bhattacharyya	25
16	In Company Training Programme on "Future Managers" for AKIJ Group.	July 20 - 25, 2009	Prof. Vidyanand Jha	20
17	Creating Customer Oriented Public Services for DONER	July 12 - 15, 2009	Prof. Anjan Raichaudhuri & Prof. Bodhibrata Nag	25
18	"General Management Programme for Officers of the North-Eastern Region" for DONER	July 13 - 22, 2009	Prof. B.B. Chakrabarti & Prof. B.P. Abraham	21



19	In Company Training Programme on "Managerial Excellence" for NHPC Ltd.	August 03 - 07, 2009	Prof. C. Panduranga Bhatta	20
20	In Company Training Programme on "Finance for Non-Finance Executives" for Mahindra & Mahindra Ltd.	August 04 - 06, 2009	Prof. B.B. Chakrabarti	24
21	In company Training Programme on "IFRS" for Princeton Academy, Mumbai	August 21 - 22, 2009	Prof. Asish K. Bhattacharyya	25
22	"Disaster Management" for DONER	July 26 - 28, 2009	Prof. Bhaskar Chakrabarti & Prof. Debashis Saha	29
23	"Destination North-East Attracting Investment & Services" for DONER	July 27 - 29, 2009	Prof. Sushil Khanna & Prof. Anjan Raichaudhuri	22
24	"Organisational Excellence through Leadership" for Garden Reach Shipbuilders & Engineers Limited	August 10 - 11, 2009	Prof. C. Panduranga Bhatta	25
25	"Organisational Excellence through Leadership" for Garden Reach Shipbuilders & Engineers Limited	August 24 - 25, 2009	Prof. C. Panduranga Bhatta	25
26	In-Company Programme on "Customer Service Strategy: Profiting through Value Creation, Loyalty & Relationship" for Axis Bank	August 10 - 12, 2009	Prof. Prafulla Agnihotri	30
27	In-Company Training Programme for "Management Trainees" for CESC limited	August 05 - 07, 2009	Prof. Vidyanand Jha	25
28	In-Company Training Programme for "Management Trainees" for CESC limited	August 10 - 12, 2009	Prof. Vidyanand Jha	25
29	"Senior Management Programme" for Managers of Indian Oil Corporation Limited	August 17 - September 22, 2009	Prof. Ashok Banerjee & Prof. Balram Avittathur	25
30	In -Company Training Programme on "Project Planning & Management" for DONER	September 07 - 11, 2009	Prof. Sushil Khanna, Prof. Anindya Sen & Prof. Mritunjoy Mohanty	30
31	In-Company Training programme on EDP on "Marketing Skills for			

	High Performance" for Virbac Animal Health India Pvt. Ltd.	August 17-19, 2009	Prof. Prashant Mishra	27
32	In-Company Training programme on "Advanced Leadership Programme" for Sr. Executives of WBSEDCL.	August 24 - September 05, 2009	Prof. Prashant Mishra & Prof. Sahadeb Sarkar	25
33	In-Company Training programme on "Development Strategies in the Social Sector" for DONER.	September 14 - 17, 2009	Prof.R.Chattopadhyay, Prof. Saibal Chattopadhyay & Prof.Bhaskar Chakrabarti	30
34	In.-Company Training programme on "Developing Effective Managerial and Leadership Skills" for M.N. Dastur & Co.(P) Ltd.	September 10-12, 2009	Prof. C. Panduranga Bhatta	25
35	In-Company Training Programme on " Leadership Excellence" for M.N.Dastur & Co. (P) Ltd.	September 17 & 19	Prof. C. Panduranga Bhatta	12
36	In-Company Training Programme on " Advanced Leadership Development Programme" for HDFC Standard Life Insurance Co. (Mumbai)	August 28-30, 2009	Prof. Prashant Mishra	36
37	In-Company Training Programme on " Creativity & Innovation" for Donn Corporation	September 09-11, 2009	Prof. Vidyanand Jha	30
38	In-Company Training Programme on " EDP for Vodafone Essar South Ltd."-Phase I	August 31- September 03, 2009	Prof. Prashant Mishra	20
39	EDP for HDFC Standard Life Insurance Co. Ltd.	September 04-06, 2009	Prof. Prashant Mishra	20
40	EDP for the 'Executives of Bajaj Auto Ltd."	Oct 06-08, 2009	Prof. Sahadeb Sarkar & Prof. Prashant Mishra	25
41	In Company Programme on"Financial Management Skills for Top Management for the Executives of Indian Oil Corpn.Ltd."	Oct 06-07 & 09, 2009	Prof Ashok Banerjee	15
42	"Advanced Sales & Marketing Programme" for Johnson & Johnson Medical India	Oct 11-16, 2009	Prof. Sahadeb Sarkar & Prof. Prashant Mishra	18

43	"Educational Leadership Skills" for Council for the Indian School Certificate Examinations, New Delhi	Oct 26-30,	Prof. C. Panduranga Bhatta & Prof. Ranjan Mitter	25
44	"Trade Union Leadership" for CII	14-Oct-09	Prof. Vidyanand Jha	20
45	"Understanding & Analyzing Financial Statements" for the Executives of Coca Cola India (P) Ltd.	Nov 18-19, 2009	Prof. Ashok Banerjee	15
46	In-Company Training Programme on "Management of Creativity & Innovation" for NHPC Ltd.	Oct 22-26, 2009	Prof. Vidyanand Jha	20
47	In Company Training programme on "Road Management, Construction and Maintenance" for WBSRDA	Oct 26-30, 2009	Prof. M.N. Pal & Prof. Bodhibrata Nag	20
48	Road Management, Construction and Maintenance for West Bengal State Rural development Agency	November 09-13,2009	Prof. Manabendranath Paul & Prof. Bodhibrata Nag	20
49	"Advanced Leadership Development Programme" for Sr. Executives of WBSEDCL and WBSETCL	Oct 26-Nov 07, 2009	Prof. Prashant Mishra & Prof. Sahadeb Sarkar	25
50	Advanced Leadership Development Programme for Senior Executives of WBSEDCL and WBSETCL	November 23-December 05,2009	Prof. Prashant Mishra & Prof. Sahadeb Sarkar	25
51	Developing Effective Managerial and Leadership Skills	November 12-14,2009	Prof. C. Panduranga Bhatta	25
52	Developing Effective Managerial and Leadership Skills	December 10-12,2009	Prof. C. Panduranga Bhatta	25
53	Developing Effective Managerial and Leadership Skills	January 20-22,2010	Prof. C. Panduranga Bhatta	25
54	EDP for ONGC	November 09-11,2009	Prof. Prashant Mishra & Prof. Jacob D. Vakkayil	30
55	Leadership and Strategic Management for Quality Improvement in Education Innovation for State Council of Educational Research & Training	December 28,2009-January 01,2010	Prof. C. Panduranga Bhatta	25

56	In-Company Training for Managers of NTPC Ltd.	November 23-December 07,2009	Prof. Vidyanand Jha & Prof. Prafulla Y. Agnihotri	25
57	Session on Globalization for ITC Ltd.	November 09,2009	Prof. Anup Kumar Sinha	
58	EDP for ONGC	November 23-25,2009	Prof.Prashant Mishra & Jacob D Vakkayil	30
59	In-Company Training Programme for Executives of Sterlite Industries India Ltd.	December 04-06,2009	Prof. B.N. Srivastava	30
60	Training Workshop for the Executives of West Bengal Electricity Board	December 07,2009 (Phase-I) & March 04-05,2010 (Phase-II)	Prof. Prashant Mishra & Prof. Sahadeb Sarkar	25
61	In-company Training Programme on "EDP for ONGC"	December 15-17,2009 Jacob D Vakkayil	Prof.Prashant Mishra & Jacob D Vakkayil	30
62	Training Workshop for the Executives of West Bengal Electricity Board	December 12,2009 (Phase-I) March 08-09,2010 (Phase -II)	Prof.Prashant Mishra & Sahadeb Sarkar	25
63	In-company Training Programme on "IFRS" for Princeton Academy, Mumbai	December 11-12,2009	Prof. Ashish K. Bhattacharya	25
64	In-company Training Programme on "IFRS" for Princeton Academy, Mumbai	January 28-29,2010	Prof. Ashish K. Bhattacharya	25
65	In-company Training Programme on "IFRS" for Princeton Academy, Mumbai	February 05-06,2010	Prof. Ashish K. Bhattacharya	25
66	In company Training Programme on "Strategic Leadership for CBSE School Principals"	December 26-30,2009	Prof. Shekhar Chaudhuri, Prof. Bhaskar Chakrabarti & Prof. Amit Dhiman	20
67	In-company Training Programme on "Strategic Consultancy" for Aircel Academy	December 22,2009	Prof. Ranjan Das	54
68	In-company Training Programme on "General Management for Godrej Industries for their Young Managers"	January 04-18,2010	Prof.Janikiraman Moorthy & Prof. Abhisekh Goel	20

69	In-company Training Programme on "Financial Planning for ICICI Bank Ltd."	January 04-06,2010	Prof. B.B. Chakrabarty	25
70	Advanced Leadership Programme for Sr. Executives of WBSEDCL	January 04-16,2010	Prof. Prashant Mishra & Prof. Sahadeb Sarkar	25
71	EDP for the General Managers of OFB	January 18-23,2010	Prof. Prashant Mishra & Prof. Rajiv Kumar	20
72	Leadership & Executive Competency Building	January 27,2010	Prof.C. Panduranga Bhatta	25
73	Strategic Leadership Programme for CBSE School Principals	January 18-22, 2010	Prof. Shekhar Chaudhuri, Prof. Bhaskar Chakrabarti & Prof. Amit Dhiman	20
74	ALDP for West Bengal Power Development Corp. Ltd.	January 25-February 06,2010	Prof. Prashant Mishra & Prof. Sahadeb Sarkar	20
75	Leadership Excellence	January 22,2010	Prof. C. Panduranga Bhatt	25
76	Cutting Edge Programme for IOCL Managers	January 25-February 27,2010	Prof. Ashok Banerjee & Prof. Balram Avittathur	30
77	ALDP for West Bengal State Electricity Transmission Co. Ltd.	February 01-06,2010	Prof. Prashant Mishra & Prof. Sahadeb Sarkar	25
78	Smart Salesman Programme for Dealers of BPCL	February 04-06,2010	Prof. Prafulla Agnihotri	25
79	ALDP for West Bengal State Electricity Transmission Co. Ltd.	February 15-20,2010	Prof. Prashant Mishra & Prof. Sahadeb Sarkar	25
80	Development & Private Sector Participation	February 08-13,2010	Prof. Bhaskar Chakrabarti Prof. Bhaskar Chakrabarti	17
81	Educational Leadership Skills for CISCE	February 15-19,2010	Prof. C. Panduaranga Bhatta & Prof. Ranjan Mitter	25
82	Performance Feedback: Getting It Right	February 12,2010	Prof. Ranjan Das	38
83	Strategic Training for Voltas Ltd. At Tata Management Training Centre	February 16-17,2010	Prof. Ranjan Das	23
84	Strategic Consultancy for Aircel Academy	February 23,2010	Prof. Ranjan Das	35
85	Corporate Training Programme for L&T	February 15-20,2010	Prof. B B Chakrabarti & Prof. Sushil Khanna	35

86	Workshop for the Executives of WBSEDCL	Feb 17,2010 (Ph-I) June 2010 (Ph -II)	Prof. Prashant Mishra & Prof. Sahadeb Sarkar	25
87	Workshop for the Executives of WBSEDCL	Feb 19,2010 (Ph-I) June, 2010	Prof. Prashant Mishra & Prof. Sahadeb Sarkar	25
88	Workshop for the Executives of WBSEDCL	February 24,2010 (Phase -I) June, 2010 (Phase -II)	Prof. Prashant Mishra & Prof. Sahadeb Sarkar	25
89	Basic Management Programme for Executive of NHPC	March 03-13,2010	Prof. Prafulla Agnihotri & Prof. Sanjeet Singh	35
90	Empowerment for CESC Managers	March 02-03,2010	Prof. Vidyanand Jha	25
91	Empowerment for CESC Managers	March 03-04,2010	Prof. Vidyanand Jha	25
92	Management of Creativity & Innovation for NHPC	March 15-19,2010	Prof. Vidyanand Jha	25
93	Strategic Leadership Programme for CESC	March 19-21,2010	Prof. Ranjan Das	23
94	Training on Strategic Management for Executives of BOC India Ltd.	March 22-23,2010	Prof. Ranjan Das	170
95	Performance Feedback: Getting It Right	March 24,2010	Prof. Ranjan Das	47
96	Senior Management Programme for ONGC	March 29 -April 10,2010	Prof. B.B.Chakravarti, Prof. Prashanta Mishra and Prof. Leena Chatterjee	30

CONSULTANCY

Sl. No.	Received From	Subject	Project Director/s
1	Landell - Mills Limited (1st Phase)	Feasibility of setting up a Tea auction center in Vietnam. Location - Hanoi	Prof. Sudas Roy
2	Andhra Pradesh Industrial Development Corporation	Strategic Review of APIDC	Prof. Biswatosh Saha, Prof. Sushil Khanna & Prof. Mritunjoy Mohanty
3	MSTC Limited	Consulting Assignment for MSTC Limited	Prof. Ashok Banerjee & Prof. Balram Avittathur
4	IISWBM	Consultancy programme for IISWBM	Prof. Anindya Sen
5	Valley Soft, Offshore Development Centre- India	Consultancy programme on "Advisor to Board"	Prof. Purusottam Sen
6	Oil India Ltd.	Consultancy Programme for Oil India Ltd	Prof. Debashosh Bhattacharjee

Sl. No.	Received From	Subject	Project Director/s
7	Arab Iron and Steel Corporation, Yemen	Consultancy Project for "Arab Iron and Steel Corporation, Yemen."	Prof. Ranjan Das
8	Satyam-Venture Engineering Services Pvt. Ltd.	Consultancy Project for "Satyam-Venture Engineering Services Pvt. Ltd."	Prof. Ranjan Das
9	Sudarshan Chemical Industries Ltd.	Sudarshan Chemical Industries Ltd. Strategic Consultancy Project for	Prof. Ranjan Das
10	RIECO Industries Ltd., Pune	Strategic Consultancy Project for "RIECO Industries Ltd., Pune	Prof. Ranjan Das
11	A.K. Khan & Co. Ltd.	Strategic Consultancy Project for A.K. Khan & Co. Ltd.	Prof. Ranjan Das
12	Welspun Group	Strategic Consultancy Project for Welspun Group	Prof. Ranjan Das
13	Sudarshan Chemical Industries Ltd.	Strategic Consultancy Project for Sudarshan Chemical Industries Ltd.	Prof. Ranjan Das
14	Sudarshan Chemical Industries Ltd.	Strategic Consultancy Project for Sudarshan Chemical Industries Ltd.	Prof. Ranjan Das
15	RIECO Industries Ltd., Pune	Strategic Consultancy Project for "RIECO Industries Ltd., Pune	Prof. Ranjan Das
16	Spencer	Business Strategy Management	Prof. Ranjan Das
17	Rahimafrooz Bangladesh	Strategic Management Programme for Rahimafrooz, Bangladesh	Prof. Ranjan Das
18	Harrisons Malayalam Ltd.	Consultancy on Strategy Formulation & Process	Prof. Ranjan Das
19	SCIL Ltd. Pune	Strategic Consultancy for SCIL	Prof. Ranjan Das
20	RIECO Ltd. Pune	Strategic Consultancy for RIECO Ltd.	Prof. Ranjan Das
21	OIL India Ltd.	Strategic Consultancy for Oil India Ltd.	Prof. Biswatosh Saha, Prof. Sushil Khanna & Prof. Mritunjoy Mohanty
22	NREGS, Bardhaman	Consultancy on Impact of the NREGS in Bardhaman, West Bengal	Prof. Bhaskar Chakrabarti, Prof. Raghavendra Chattopadhyay & Prof. Biju Paul Abraham
23	Harrisons Malayalam Ltd.	Consultancy on Strategy Formulation & Process	Prof. Ranjan Das
24	The Strategy Academy Centre for Advance Studies	Strategic Consultancy for TSA	Prof. Ranjan Das
25	Royal Infraconstru Ltd.	Strategic Consultancy for Royal Infraconstru Ltd.	Prof. Ranjan Das

LONG DURATION PROGRAMMES (LDPs)

Sl. No.	Programme Name	Programme Directors	Start Date	End Date	No. of participants
1	Executive Programme in Sales and Marketing (EPSM02)	Prof. Prashant Mishra, Prof. Vidyanand Jha, Prof. Prafulla Agnihotri	8-May-08	7-May-09	115
2	Executive Programme in Applied Finance (EPAF03)	Prof. Ashok Banerjee, Prof. B. B. Chakrabarti	22-May-08	7-Jun-09	100
3	Executive Programme in Global Business Management-(EPGBM-01)	Prof. Rajiv Kumar, Prof. Vidyanand Jha, Prof. Manish Thakur	7-Jun-08	19-Jul-09	158
4	Executive Programme in Global Business Management-(EPGBM-02)	Prof. Rajiv Kumar, Prof. Vidyanand Jha, Prof. Manish Thakur	10-Jul-08	19-Aug-09	143

5	Executive Programme in Business Management (EPBM 11)	Prof. Sushil Khanna, Prof. Saibal Chattopadhyay, Prof. Sudip Chaudhuri	26-Jul-08	26-Aug-09	339
6	Executive Programme in Business Analytics-(EPBA 01)	Prof. Rahul Roy, Prof. Saibal Chattopadhyay, Prof. Anup K. Sen	30-Jul-08	30-Jun-09	81
7	Executive Programme in International Business (EPIB 01)	Prof. Prafulla Agnihotri, Prof. Anjan Raichaudhuri	17-Sep-08	16-Sep-09	120
8	Senior Management Programme (SMP04)	Prof. Ashok Banerjee, Prof. Balram Avitthatur , Prof. B. B. Chakrabarti	25-Sep-08	27-Sep-09	128
9	Executive Programme for Young Professionals (EPYP -09)	Prof. Sujoya Basu, Prof. Bhaskar Chakrabarti	27-Sep-08	28-Oct-09	158
10	Advanced Programme in Sales and Marketing - Johnson & Johnson (APSM02-J&J)	Prof Prashant Mishra, Prof. Sahadeb Sarkar	15-Oct-08	14-Oct-09	40
11	Executive Programme in Retail Management-(EPRM 01)	Prof. Balram Avitthatur, Prof. Prashant Mishra	1-Nov-08	24-Oct-09	70
12	Executive Programme for Young Professionals For Genpact (EPYP Genpact)	Prof. Sujoya Basu, Prof. Bhaskar Chakrabarti	5-Nov-08	5-Dec-09	93
13	Executive Programme in Business Management (EPBM 12)	Prof. Sushil Khanna, Prof. Saibal Chattopadhyay, Prof. Sudip Chaudhuri	12-Nov-08	12-Dec-09	296
14	Executive Programme for Young Professionals (EPYP -10)	Prof. Sujoya Basu, Prof. Bhaskar Chakrabarti	7-Dec-08	10-Dec-09	136
15	Executive Programme in Applied Finance (EPAF04)	Prof. Ashok Banerjee, Prof. B. B. Chakrabarti	8-Jan-09	15-Jan-10	100
16	Executive General Management Programme for Nestle (EGMP Nestle)	Prof. Prashant Mishra, Prof. Ashok Banerjee, Prof. Biju Paul Abraham	9-Jan-09	30-Jun-10	50
17	Executive Programme in Management and Insurance (EPMI)	Prof. Ashok Banerjee, Prof. B. B. Chakrabarti, Prof. Parthapratim Pal	19-Jan-09	19-Dec-09	93
18	Advanced Programme in Strategic Management (APSM02)	Prof. Sushil Khanna, Prof. Biswatosh Saha	5-Feb-09	14-Jun-09	50
19	Certificate Programme in Management of Software Development (CPMSD03)	Prof. Rahul Roy, Prof. Subir Bhattacharya	12-Feb-09	13-Sep-09	50
20	Executive General Management Programme for Genpact (EGMP - Genpact 02)	Prof. Biju Paul Abraham, Prof. Prashant Mishra	19-Mar-09	25-May-10	110
21	Executive General Management Programme for Probationer Officers of India Railways (EGMP-IR)	Prof. Prashant Mishra, Prof. Sahadeb Sarkar, Prof. Bodhibrata Nag	6-Apr-09	26-Jun-09	60
22	Business Management for the Officers of the Armed Forces (Army Programme)	Prof. Sushil Khanna, Prof. Vidyanand Jha, Prof. Prafulla Agnihotri	6-Apr-09	22-Sep-09	30
23	Senior Management Programme (SMP05)	Prof. Ashok Banerjee, Prof. Balram Avitthatur , Prof. B. B. Chakrabarti	11-Apr-09	27-May-10	130
24	Executive Programme on Managing Business Decisions	Prof. Sahadeb Sarkar, Prof. Sanjeet Singh	25-Apr-09	May, 2010	70
25	Management and Business Excellence Programme for Dr. Reddy's Laboratories Ltd. (MBEP - Dr. Reddy's)	Prof. Ashok Banerjee, Prof. Prashant Mishra	30-Apr-09	30-Oct-10	74

26	Executive Programme in Business Management (EPBM13)	Prof. Sushil Khanna, Prof. Saibal Chattopadhyay, Prof. Sudip Chaudhuri	10-May-09	30-Jun-10	235
27	General Management Programme for Accounting Professionals (GMPAP)	Prof. Asish K. Bhattacharyya, Prof. Manju Jaiswall	18-May-09	Nov, 2010	44
28	Executive Programme for Young Professionals (EPYP -11)	Prof. Sujoya Basu, Prof. Bhaskar Chakrabarti	24-May-09	25-May-10	126
29	Advanced General Management Programme for Nestle India Ltd (AGMP - Nestle)	Prof. Prashant Mishra, Prof. Biju Paul Abraham	9-Jun-09	30-Jun-10	40
30	Executive Programme in Business Management - International (EPBM - International)	Prof. Sushil Khanna, Prof. Saibal Chattopadhyay, Prof. Sudip Chaudhuri	1-Jul-09	30-Aug-10	40
31	Executive Programme in Supply Chain Management (EPSCM)	Prof. M. N. Pal, Prof. Bodhibrata Nag	22-Jul-09	31-Jan-10	75
32	Executive Programme in Business Analytics-(EPBA 02)	Prof. Rahul Roy, Prof. Saibal Chattopadhyay, Prof. Anup K. Sen	14-Aug-09	14-Aug-10	70
33	Executive Programme in International Business (EPIB 02)	Prof. Prafulla Agnihotri, Prof. Anjan Raichaudhuri	20-Oct-09	26-Oct-10	60
34	Senior Management Programme (SMP06)	Prof. Ashok Banerjee, Prof. Balram Avittathur , Prof. B. B. Chakrabarti	29-Oct-09	Oct, 2010	130
35	Executive Programme in Business Management (EPBM14)	Prof. Sushil Khanna, Prof. Saibal Chattopadhyay, Prof. Sudip Chaudhuri	31-Oct-09	30-Nov-10	200
36	Executive Programme in Applied Finance (EPAF05)	Prof. Ashok Banerjee, Prof. B. B. Chakrabarti	12-Nov-09	Nov, 2010	100
37	Executive Programme for Young Professionals (EPYP -12)	Prof. Sujoya Basu, Prof. Bhaskar Chakrabarti, Prof. Runa Sarkar	7-Nov-09	30-Nov-10	100
38	Executive Programme for Young Professionals for Genpact (EPYP Genpact 02)	Prof. Bhaskar Chakrabarti, Prof. Runa Sarkar	23-Dec-09	23-Dec-10	70
39	Advanced Programme in Strategic Management (APSM 03)	Prof. Biswatosh Saha, Prof. Sushil Khanna	19-Jan-10	June, 2010	60
40	Certificate Programme in Management of Software Development (CPMSD04)	Prof. Rahul Roy, Prof. Subir Bhattacharya	23-Jan-10	Sep,2010	69
41	Programme in Leading and Managing (PLAM03)	Prof. Vidyanand Jha, Prof. Sushil Khanna	12-Feb-10	30-Aug-10	72
42	Executive Programme in Global Business Management (EPGBM03)	Prof. Vidyanand Jha, Prof. Rajiv Kumar, Prof. Manish Thakur, Prof. Abhishek Goel	9-Mar-10	30-Apr-11	80
43	Executive Programme in Sales and Marketing (EPSM03)	Prof. Prafulla Agnihotri, Prof. Vidyanand Jha	10-Mar-10	9-Mar-11	80

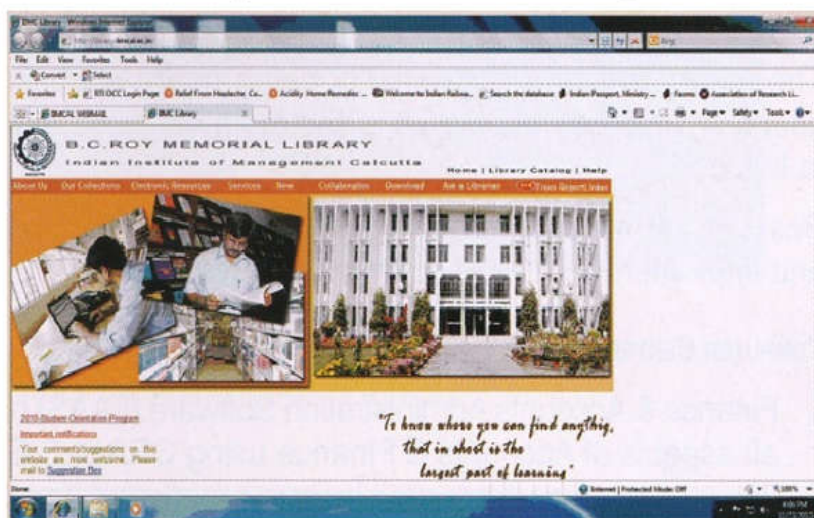
FACILITIES

B.C. Roy Memorial Library

B.C. Roy Memorial Library, the library of the institute – named in the memory of founder-chairman of the Board of Governors and the Chief Minister of West Bengal, Dr. B.C. Roy – started functioning from the inception of the institute. In the initial few years, the Library received generous grant from Ford Foundation to build up its core collection. The Institute, however, has been funding the library completely since those initial years.

While keeping the primary objective of the Library same, which is to provide information support and appropriate learning materials to the students and faculty members in their academic pursuit, the Library has evolved over last 50 years into a hybrid library. Not only books, journals, and other learning materials, but hardware, software and other modern infrastructure constitute what the Library is now.

The Library functions are completely computerized and its catalog is now available on the Internet. Many of the functionalities are extended to users and



they can handle such functionalities directly. Two such functionalities released to users in the current year are self-renewal and self-reservation. Users can now renew their books online and put reservation online on issued out books without coming to the Library. The library also provides wireless network connection and thus facilitates the use of laptops in the building, by the users. A new Computing Facility room was created in the current year to accommodate more users who wish to work on computers.

The collection of the Library comprises books, journals, newspapers, databases both in print and electronic/web-enabled medium. Most of the electronic resources are now available through authentication of public IPs of the institute. There are several computer terminals in the library which can be used by the users for studying materials online. A remote user authentication system has been installed in the current financial year. This system enables the valid users of the Library to access electronic resources subscribed by the Library from their home – thus making the Library ubiquitous in the true sense.

The Library is the member of two consortia in the country – Indian National Digital Library for Engineering, Science and Technology (INDEST) sponsored by MHRD, Govt of India and IIM Library Consortium (a pan-IIM- library consortium). As a member of INDEST, the Library receives licensed access to several electronic resources. The membership of IIM Library Consortium facilitates access to journals published by Wiley, Springer and Taylor & Francis and subscribed by other IIMs.

During the financial year ending on 31.3.2010, the library spent around Rs 47 lakhs/ for procurement of 1900 books and other materials. 401 international journals, 106



Indian journals and 29 newspapers/newsmagazines were subscribed to against an expenditure of around Rs 155 lakhs. In addition, the library subscribed to 46 electronic databases and full text journal packages. Out of which 11 of those databases were received from INDEST consortium and the rest were procured against subscription amount of Rs70 lakhs approximately. During this year, the Library also switched over to complete online version of about 180 journals.

A newly designed portal was installed in the year. This portal is the platform for communication between the users and the Library. The portal also functions as diving board to connect to all electronic resources.

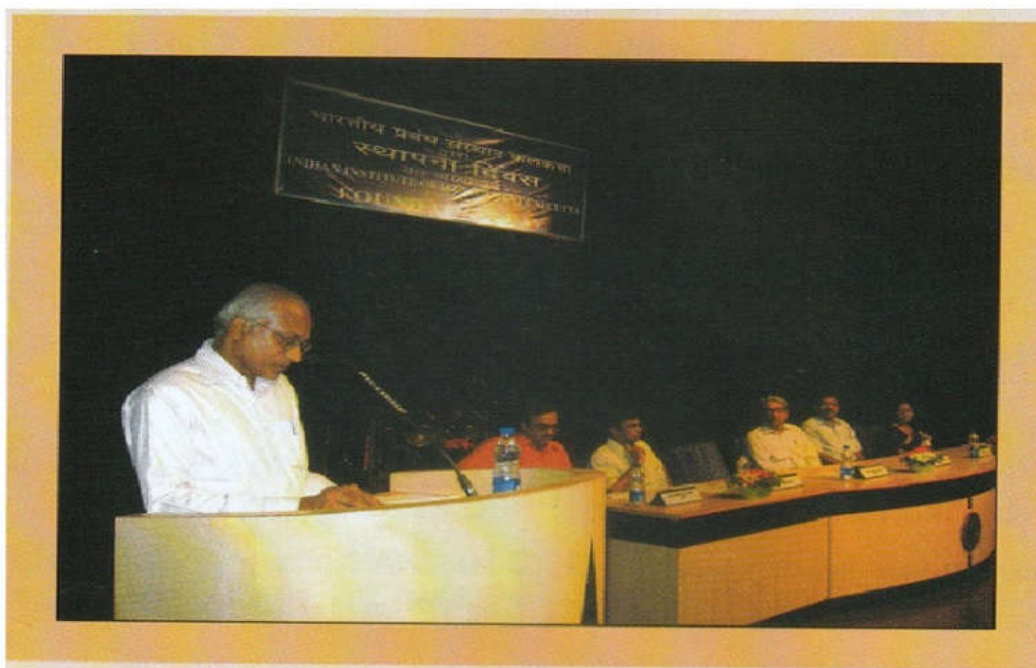
Library handled more than 11,478 transactions through book issue and return, answered more than 100 queries over email during this period. 54 individuals from other institutions and 2 corporate houses renewed their membership of the library.

The library building is gradually being made accessible to physically challenged users. A ramp has been built at the main entrance of the library, in the current year, to this end.

Besides, the Library has embarked upon a project to upgrade the Library software and implement RFID-EM dual security system.

COMPUTER CENTRE

- Finance & Accounts Administration Software (FAAS) has been implemented covering all aspects of Accounts & Finance using ORACLE E-business suite.
- Upgradation of Campus Network & Network security has been done at a cost of Rs.1.17 crore (80 old switches replaced).
- Upgradation of 15 Mbps (1:4) Internet Lease Line to 34 Mbps (1:1) has been done at the existing annual cost of Rs 32 lacs.
- Hiring of 425 Desktop Pcs (Tier I & II) has been done.
- Campus LAN Extension (Wire & Wireless) to New Buildings [L, L, Hostel C, Dining Hall (Block G)] is in progress.





During the MoU Signing with University of Melbourne



GuruSpeak Organised by Kolkata Chapter of IIMC Alumni Association

FACULTY ACTIVITY

BEHAVIOURAL SCIENCES

Prof. B. N. Srivastava

Publication:**Book Chapter:**

Bhagat, R.S., Billing, T., Lammel A. & country collaborators (B.N. Srivastava, India) Temporal Orientation and its Relationships with Organizationally Valued Outcomes: Results from a 14 Country Investigation. In Barl, A & Mylonas, K. (Eds.) "Q.E.D. From Herodotus' Ethnographic Journeys to Cross-Cultural Research" Athens: Atrapos Editions, 2009.

International Conference:

Srivastava, B.N. Positive Organizational Scholarship: The Indian Perspective. Paper presented at an invitational symposium titled 'Positive Organizational Scholarship: Cross-cultural perspectives from five nations' at the Academy of Management meeting held at Chicago during August, 2009.

Puri, R. & Srivastava, B.N. The role of strategy dimensions and slack resources in determining product innovations among Indian manufacturing organizations. Paper presented at the Academy of Management, meeting, August, 2009, Chicago.

Chattopadhyay, D. & Srivastava, B.N. Innovativeness of technological innovation: A knowledge and team process perspectives. Paper presented at the Academy of Management meeting held at Chicago, August 2009

Prof. Jacob D Vakkayil

Publications:**Journal:**

*Dynamics of Multiple Memories: Reflections from an Inquiry – */Journal of Management Inquiry/, 18(3)

Case Analysis: Surviving the Recession: Venus Jewel- A case study from the Indian Diamond Industry, /Vikalpa/ 34(3)

Book Chapter:

***Conflict Management and Negotiation*: (Co-authored with Rajiv Kumar) in /_Doing Business in India._/_ Edited by Pawan S. Budhwar and Arup Varma. Routledge Publishers.

Prof. Nimruji P. J.

Publication:

Do NGOs Differ? How, with What Consequences?, Nimruji Jammulamadaka, Vikalpa, volume 34, No 4, October - December 2009, (a paper by invitation for perspectives)

CSR practice in India: some suggestions for empirical investigation, Nimruji

Jammulamadaka, Maitreyi R Kollegal, VMGSU Journal of Management and Administration, vol. 1, No.1

International Conference:

What the Social Economy can learn from the Global Crisis? Nimruji Jammulamadaka, 2nd International CIRIEC Research Conference on the Social Economy, Ostersund, Jamtland, Sweden, October 2-3 2009.

Prof Rajeev Kumar

Conference:

International:

Presented a paper titled "Foreign Nurtured Talent in Indian Business Houses" at the 10th International Human Resource Management Conference (Santa Fe, New Mexico, USA)

National:

A guest lecture on Behavioral Sciences at 23rd Students Regional Conference, organized by Easter Region of Institute of Company Secretaries: July, 2009

ECONOMICS

Prof. Amitava Bose .

Conferences/Seminar:

International:

'Wealth Effects'. Presented at the following two conferences:

Invited lecture. International Conference on 'Recent Economic Crisis and its Impact on India: Theory and Policy, Centre for Advanced Studies, Department of Economics, Jadavpur University, January 8, 2010.

Invited lecture, International Conference on 'Globalization and Development', organized jointly by the Centre for Studies in the Social Sciences, Kolkata, and Rabindra Bharati University, at RBU, Kolkata, January 19, 2010.

National:

'Real Balance Effects and Wealth Effects in Macroeconomics'. N. Sen Memorial Lecture. 30th Annual Conference of the Bengal Economic Association, Kolkata, February 6, 2010

Prof. Anindya Sen

Publications:

Book:

Sudip Chaudhuri and Anindya Sen, Indian Adaptation of Economics by Samuelson and Nordhaus. Tata McGraw-Hill, Mumbai, 2010.

Book Chapter:

Anindya Sen, Three Case Studies for B.D. Bernheim and M.D. Whinston, Microeconomics, Tata McGraw-Hill, New Delhi. Special Indian Edition 2009.



Newspaper Article:

"There is a crying need for decouplings", Dreams, An Economic Times supplement, June 30, 2010.

Guest Lecture:

Delivered public lecture on Theoretical Contribution of Oliver Williamson at the Department of Economics, Jadavpur University, on November 10, 2009.

Other Professional Activities:

- Member, Board of Studies, Department of Economics, Jadavpur University
- External member, Steering Committee on Economic and Policy Research, Reserve Bank of India
- Chairman, Library and Computer Service Committee, IIMC

Prof. Anup Kumar Sinha

Journal Publication:

The Aura of Green: Commitment in an Age of Uncertainty (with Jamie Gilpin) in DECISION Volume 36, No.2, August 2009.

Prof Manisha Chakrabarty

Publication:

Journal

Earning Differences Between Chinese and Indian Wage Earners, 1987-2004" (Jointly with Olivier Bargain, University College Dublin, Ireland; Sumon Bhaumik, Brunel University, UK; Zhong Zhao, IZA), Review of Income and Wealth, series 55, special issue 1, July, 2009.

Book Chapters:

"Earnings Inequality in India: Has the Rise of Caste and Religion Based Politics in India Had an Impact?" (Jointly with Sumon Bhaumik) in the Handbook of Muslims in India, Edited by R Basant and A Shariff, OUP, New Delhi, India, 2009.

Estimating Equivalence Scales Through Engel Curve Analysis (with Amita Majumder, Indian Statistical Institute, Calcutta), in Econophysics & Economics of Games, Social Choices and Quantitative Techniques Edited by Banasri Basu, Bikas K. Chakrabarti, Satya R. Chakravarty, Kausik Gangopadhyay, Springer, 2009.

Testing for Absolute Convergence: A Panel Data Approach (with Samarjit Das, Indian Statistical Institute, Calcutta), in Econophysics & Economics of Games, Social Choices and Quantitative Techniques Edited by Banasri Basu, Bikas K. Chakrabarti, Satya R. Chakravarty, Kausik Gangopadhyay, Springer, 2009.

Discussion Papers:

Coincident Test and Convergent Hypothesis: Theory and Evidence (with Samarjit Das and Ajoy Pal), Indian Statistical Institute, Calcutta, Discussion Paper ERU/2010-02.

Engel's Law Reconsidered (with Werner Hildenbrand, University of Bonn, Germany), Bonn Econ Discussion Paper 22/09, September 2009, Bonn Graduate School of Economics, Department of Economics, University of Bonn.

International Conference:

"Coincident test and Convergent Hypothesis: theory and Evidence", presented at the Tenth Islamic Countries Conference on Statistical Sciences Organised by the American University of Cairo, Cairo, Egypt, December, 2009.

Prof Parthapratim Pal

Publications:

'Undermining Global Trade' which is a review of the book 'Termites in the Trading System: How Preferential Agreements Undermine Free Trade' by Jagdish Bhagwati. This was published in the Economic and Political Weekly, Vol 44 No 29, July 18, 2009."

"ASEAN-India FTA: An Assessment" has been published in the Economic and Political Weekly, Vol. 44 No. 38, September 19, 2009.

"International Commodity Price Volatility and a Proposed Price-trigger-based Safeguard Mechanism" published in Effects of Futures Market on Agricultural Commodities, edited by Madhoo Pavaskar, Takshashila Academia of Economic Research, Mumbai 2009.

'Foreign Portfolio Investment, Stock Market and Economic Development: A Case Study in India', in Capital without Borders: Challenges to Development edited by Ashwini Deshpande, Anthem Press, London, UK, 2010.

Conferences:

International:

Presented a paper titled 'The ASEAN-India FTA: Opportunities for Malaysian Business' at a conference on Conference on India-ASEAN FTA at Kuala Lumpur on 21 October 2009. This Conference is jointly organized by Indian High Commission in Malaysia, Government of Malaysia and FICCI.

Presented the same paper at Penang on 22nd October 2009. A special focus on Malaysian hardware industry was made in this paper.

Presented a paper titled "WTO Agreement on Agriculture: Time to Rethink the Framework?" at a international conference on THE CRISIS OF NEO-LIBERALISM IN INDIA: CHALLENGES AND ALTERNATIVES, Tata Institute of Social Sciences (TISS), Mumbai and International Development Economics Associates (IDEAs), New Delhi during 13th to 15th of March 2009, Conference Hall, TISS, Mumbai.

National:

Presented a paper titled "Economic Downturn and the Indian Corporate Sector: Some Policy Issues" at a National Conference on Corporate Sector, Industrialisation and Economic Development in India during March 27-28, 2009 organized by Institute for Studies in Industrial Development, New Delhi

Presented a paper titled "State and local level issues and concerns for the EDS



Industry" at a conference on Express Delivery Services in India organized by Indian Council of Research on international Economic Relations (ICRIER) at Delhi on 26th August 2009.

Prof Runa Sarkar

Publications:

Yogendra Kumar, Runa Sarkar and Sanjeev Swami, Cluster-based Diffusion: Aggregate and Disaggregate level Modeling, Journal of Advances in Management Research, Vol 6, Issue 1, pages 8-26, 2009 The paper has been chosen as a Highly Commended Award Winner at the Emerald Literati Network Awards for Excellence 2010

Basanth.K, Runa Sarkar and Binayak Rath, 2009 ,In search of a Methodology to Assess Sustainability for Mining and Mineral Sector, PES Business Review ,Volume 4,issue 1, January 2009,P.22-31

Runa Sarkar, Overview of the Report, India Infrastructure Report 2009, Oxford, (pp. 1-9) New Delhi, 2009

Amritesh and Sarkar, R. (2009). ""Conceptualizing 'Knowledge Organisms' for a sustainable Digital Knowledge Ecosystem"". Proceedings on Third IEEE International Conference on Digital Ecosystem and Human Space Computing. Istanbul

Amritesh, Runa Sarkar Knowledge Creation in Agropedia: Towards a Methodology to Compare Peer Content to Certified Content, The International ACM Conference on Management of Emergent Digital EcoSystems (MEDES), Lyon, France, 2009

Amritesh and Sarkar, R. (2009).""Methodology to Evaluate and Compare Knowledge Creation in agropedia"". 5th eINDIA International conference 2009, August Hyderabad, India.

Nagaraju Pappu, Runa Sarkar, T.V. Prabhakar, "Agropedia: Humanization of Agricultural Knowledge: Web Extra," IEEE Internet Computing, p. Sup1, September/October, 2010 doi:10.1109/MIC.2010.108

Nagaraj Pappu, Runa Sarkar T V Prabhakar, Agropedia: Humanization of Agricultural Knowledge," IEEE Internet Computing, vol. 14, no. 5 , 2010, p. 57-59; <http://doi.ieeeecomputersociety.org/10.1109/MIC.2010.109>

Runa Sarkar, T V Prabhakar, Meeta Bagga Bhatia, agropedia – Revolutionizing Indian Agriculture, I4D Magazine on ICT for Agricultural and Rural Development, January-March 2010, <http://www.i4donline.net/jan-march-2010/index.asp>

Debashish Pattanaik and Runa Sarkar, Kisan Blog an Web 2.0 application for promoting agricultural knowledge services in India, The Participatory Web: New Potential for ICT in rural Areas, gtz Bulletin, 2009

Conference:

Amritesh and Sarkar, R. (2009).""Methodology to Evaluate and Compare Knowledge Creation in agropedia"". 5th eINDIA International conference 2009, August Hyderabad, India

Invited Lectures:

Invited Lecture on Corporate Environmental Strategy at Nehru Centre Mumbai, March 2010

Invited Panelist for the "e-agriculture- a budding reality" session 5th e-India Conference, Hyderabad, August 2009

Invited talk on agropedia – a successful ICT intervention in agriculture National Institute of Agricultural Extension Management, Hyderabad, August 2009

Invited panelist Economic Times pre-budget roundtable discussions, Kolkata, June 2009

Other Professional Activity:

Independent Director on the Board of CTRAN Consulting Private Limited, a BASIX Group Company since March 2010

Prof Soumen Sikdar**National Seminar:**

Seminar presentation at Delhi School of Economics in February 2010. Title: Job preference of Students in Calcutta and Delhi-Preliminary results.

Other Professional Activity:

Selected as ICCR Chairprofessor of the Indian Economy at Shenzen University, China for 14 weeks starting from November 2009. Had to return after 2 weeks on medical grounds.

Prof Sudip Chaudhuri**Conference:****International:**

"Tracing Pharmaceuticals in India after TRIPS", Tracing Pharmaceuticals in South Asia: Dissemination Workshop, Edinburgh, June 17-19, 2009.

"Trends in IPR Regime India: Focus Pharmaceuticals", Workshop on Alternate Patent Regime and Access to Health, RIS and CASTED, May 25-26, 2009, Beijing, China.

National:

"Avoiding BOP Crisis: Manufacturing Trade Deficit and Industrial Policy in India", conference on "Reforming the Financial System: Proposals, Constraints and New Directions", organized by International Development Economics Associates, Muttukadu, Chennai, India, January 25-27, 2010.

"Indian Pharmaceutical Industry after TRIPS", UNDP Technical Consultation 11 December, 2009, New Delhi

"PUPFIP Bill, 2008: Is it relevant for India?", Consultative Meeting on Protection and Utilization of Public Funded Intellectual Property (PUPFIP) Bill, 2008, Lawyers Collective HIV/AIDS Unit, Bangalore, 2 October 2009.

"An Economic Perspective on WTO-TRIPS Pharmaceutical Innovation in India



before and after TRIPS”, NATIONAL SEMINAR ON WTO-TRIPS Jointly organized by Ministry of HRD, GOI and NALSAR University of Law, Hyderabad, May 2-3, 2009

FINANCE AND CONTROL

Prof. Manju Jaiswall

Publication:

International Journals

"CEO pay, firm performance, and corporate governance in India's listed firms" International Journal of corporate Governance, 1(3) 2009, along with Prof. Michael Firth of Lignan University Hong Kong.

Prof. Rama Seth

Working Paper:

Financial Development and Poverty Reduction: Linkages and Policy Options, IIMC Working paper WPS-647, October 2009.

HUMAN RESOURCE MANAGEMENT

Prof. Amit Dhiman

International Conference:

Dhiman, A., & Maheshwari, S. (2009). Performance Appraisal Politics from Appraisee perspective: Exploration in Indian Context. Presented at Academy of Management conference, August 2009, Chicago.

Prof. Debashish Bhattacharjee

Publication:

[with Peter Ackers], 'Introduction: employment relations in India – old narratives and new perspectives', Industrial Relations Journal: The European Journal of Analysis, Policy and Practice, (Vol.41, March, 2010): 104-121. A jointly edited Special Issue on 'Employment Relations in India'.

Review of 'Labor, Democratization and Development in India and Pakistan' by Christopher Candland, British Journal of Industrial Relations, Vol. 48:1, (March, 2010): 215-218.

'Changing Trends in Industrial Relations: India, 1950-2000' in T.K.Oommen (ed.), Social Movements II: Concerns of Equity and Security, New Delhi: Oxford University Press (2010): 143-160.

[with Errol D'Souza], 'Employment and Industrial Relations in India' in India Development Report 2010, IGIDR, New Delhi: OUP.

[with Errol D'Souza], 'Labour Markets in India: Informality and Inequality' in John Benson and Ying Zhu (eds.), The Dynamics of Asian Labour Markets: Balancing Control and Flexibility, London: Routledge.

International Conferences/Seminars:

Invited to present a paper titled 'Union-Management Relations and the Global Recession in the Indian Automobile Sector' and participate in a Workshop on

'The Automotive Sector: How Can Social Dialogue Assist a Sector in Crisis (A Global Response?)' organized by the European Foundation for the Improvement of Living and Working Conditions at the EUROFOUND Conference Centre, Dublin, November 26-27, 2009.

Invited paper, "Comparative Industrial Relations Narratives and Their Relevance to India', presented to the Theory Study Group at the 15th World Congress of the International Industrial Relations Association held at Sydney, August 24-27, 2009.

Invited to present a paper titled 'Industrial Relations in India: Structure, Trends and Developments' to the School of Management, University of South Australia, Adelaide, August 21, 2009.

Other Professional Activities

Editor, Decision, journal from IIM Calcutta & Chairperson, Publications Committee of IIM Calcutta

Reviewer & on the Editorial Board, The Indian Journal of Labour Economics

Reviewer & on the Editorial Board, International Journal of Comparative Management

Prof Pulak Das

Publication:

Completed work on book titled "Strategic Planning and Human Resource Management: A Resource Driven Approach" and is under consideration for publication shortly.

National Workshops:

Was invited and attended a panel discussion on "Balanced Score Card" on 18.4.09 held at Peerless Inn, Calcutta under the sponsorship of NIPM, Kolkata.

Was invited and attended the Diversity forum meeting of HSBC, Kolkata for a discussion on "Best Practices in Gender Diversity: Building Competitive Advantage" held on 8.5.09 in Kolkata.

Was invited and attended as an expert on a workshop on "Competency Mapping" organized by NIPM, Kolkata on 25.7.09.

Was invited and given a talk on "Strategic approach to I.R" on an one day workshop on Paradigm Shift in Employee Relations organized by NIPM, Kolkata on 26.11.09.

Attended one day workshop as a participant to a workshop on Strategic HR organized by Indian Chambers of Commerce held in Taj Bengal, Kolkata on 18.5.09.

Attended an one day workshop on Industry-Institute relations organized by NIPM, Kolkata, held in Hotel Oberoi, on 4.9.09.

MARKETING

Prof Ramendra Singh

Publication:

Singh, Ramendra, and Abraham Koshy (2010), "Determinants of B2B Salesperson's Performance: A Review and Synthesis of Literature", *Journal of Business & Industrial Marketing*, 25(7), 535-546.

Singh, Ramendra (2009), "H & R Johnson (India) Limited in Gujarat", *Asian Case Research Journal*, 13(2), 1-27.

Pratik, Modi, and Ramendra Singh (2010), Case diagnosis of "Tata Steelium" case, *Vikalpa* (April-June).

Singh, Ramendra (2009), "Does My Structural Model Represent the Real Phenomenon? A Review of the Appropriate use of Structural Equation Modeling Model Fit Indices," *The Marketing Review*, 9(3), 199-212.

Singh, Ramendra, Rodolfo P. Ang, and Joseph A. Sy-Changco (2009), "Buying Less, More Often: An Evaluation of Sachet Marketing Strategy in an Emerging Market," *The Marketing Review*, 9(1), 3-17.

"Knowledge Management for an Effective Sales and Marketing Function" (chapter 15; with Amit Karna, and Sanjay Verma), *Knowledge Management Strategies for Business Development*, Edited by Meir Russ, IGI Global (formerly Idea Group Inc.), 2010.

Book Review of the Book, "Multicultural Intelligence, Eight Make-or-Break Rules for Marketing to Race, Ethnicity, and Sexual Orientation," by David R. Morse, Paramount Market Publishing Inc., New York, 2009, *Journal of Consumer Marketing*, 27(5), 2010.

International Conference:

"Does Life Happiness and Attachment with Service Usage Impact Attitude? An Exploratory Study of Young People's Use of Text Messaging," (with Joseph A. Sy-Changco, Xie Yi, and Suwichit Chaidaroon), *Global Marketing Conference*, Tokyo, September 9-12, 2010.

"The Empirical Study of Indian Consumers' Involvement and Redemption Behavior of Credit Card Reward Programs" (with Matthew Tingchi Liu, James L. Brock, and Joseph A. Sy-Changco), *Global Marketing Conference*, Tokyo, September 9-12, 2010.

"Salesperson's Karma Orientation: A Conceptual Framework and Research Propositions," (with Rakesh Singh), *AMA Winter Marketing Educators' Conference*, New Orleans, USA, February 19-22, 2010.

"Mini-sizing consumption or whetting the appetite? Managerial insights on sachet marketing strategies of consumer goods companies" (with Joseph A. Sy-Changco, and Chanthika Pornpitakpan), *ANZMAC Annual Conference*, Australia, 30 Nov-2 Dec, 2009.

"Salesperson's Customer Orientation: Does it differ across B2B and B2C Contexts?"

(with Abraham Koshy), AMA Summer Marketing Educators' Conference, Chicago, USA, August 7-10, 2009.

"Why does Salesperson's Customer Orientation differ across B2B and B2C Contexts?" (with Abraham Koshy, and Prathap Oburai), Academy of Marketing Conference, Leeds, UK, July 7-9, 2009.

Invited sessions in Marketing, and Case Method of Teaching at Gaeddu College of Business Studies, Bhutan, September 13-14, 2010.

Other Professional Activity

Special Issue Editor, Marketing Intelligence & Planning, on 'Personal Selling and Sales Management', 2011(Expected).

Prof. Koushiki Choudhury

Publication:

Article entitled "A Model of Service Quality Dimensionality in Higher Education: An Application of TOPSIS", accepted for publication in the International Journal of Modelling in Operations Management.

International Conference:

LCBR European Marketing Conference 2010, Munich, June 3-4. "Service Quality in the Indian Education Industry: Dimensionality and Evaluation"

MANAGEMENT CENTRE FOR HUMAN VALUES

Prof. Panduranga C. Bhatta

Publication:

Book Chapter:

Professional Success through Soft-skills as a book chapter in Soft-Skills for Better Employability (Ed) M.S. Rao and PSV Ramana, The Icfai University Press, Hyderabad, Pp.81.88.

Journal:

Holistic Personality Development through Education: Ancient Indian Cultural Experiences, JHV, Vol.15, No.1. Jan-June 2009, Pp.49-59.

Guest Lectures:

International

"Leadership Excellence" for the Faculty Members of Gedu College of Business Administration, Bhutan on April 21, 09.

"Educational Excellence" for the Faculty Members of National Institute of Education, Bhutan on April 22, 09.

National

Four lectures on Excellence in Tourism at Pondicherry University and one on Relevance of Sanskrit and Indology in 21st Century at Pondicherry University during October 21 and 22, 09.



Special lecture while releasing the book of Shiv Khera titled "Leaders and Young Leaders" at McMillan, Kolkata on November 17, 09

MANAGEMENT INFORMATION SYSTEMS

Prof. Asim K Pal

Publications:

Computational Intelligence for Problem Solving : Applications to Financial Modelling, Asim Kumar Pal. (Invited Talk) Proceedings on Mathematics and Computer Science An Interface, UGC Seminar, Bangabasi Morning College, Kolkata, March 14, 2001 – Academic Publishers, Kolkata, ISBN: 978-93-80599-06-9, 2010, pp. 39-52.

A Discriminatory Rewarding Mechanism for Sybil Detection with Applications to Tor, Asim Kumar Pal, Debabrata Nath and Sumit Chakraborty. Proc. WASET International Conference on Cryptography, Coding and Information Security (ICCCIS 2010), Rio De Janeiro, 29-31 March, 2010, Volume 63, pp.84-91 (ISSN 2070-3724).

A Cooperative Game for Multi-Agent Collaborative Planning, Sumit Chakraborty and Asim Kumar Pal. Proc. IAENG International Conference on Operations Research (ICOR 2010), International MultiConference of Engineers and Computer Scientists (IMECS 2010), Hong Kong, 17-19 March, 2010, Vol. III, pp. 2119-2126

International Conferences:

A Discriminatory Rewarding Mechanism for Sybil Detection with Applications to Tor, Asim Kumar Pal, Debabrata Nath and Sumit Chakraborty. Proc. WASET International Conference on Cryptography, Coding and Information Security (ICCCIS 2010), Rio De Janeiro, 29-31 March, 2010, Volume 63, pp.84-91

A Cooperative Game for Multi-Agent Collaborative Planning, Sumit Chakraborty and Asim Kumar Pal. Proc. IAENG International Conference on Operations Research (ICOR 2010), International MultiConference of Engineers and Computer Scientists (IMECS 2010), Hong Kong, 17-19 March, 2010, Vol. III, pp. 2119-2126

Other Professional Activities:

ISI, Kolkata: A member of the Technical Advisory Committee (TAC) of the Applied Statistics Division for the period 2008-10.

IIT Kanpur: Was an examiner of Ph.D. Thesis in the area of Multiple Objective Evolutionary Optimization.

Jadavpur University / ISI, Kolkata: Was an examiner (viva-voci examination) of the Ph.D. Thesis in the area of Bio-Informatics and Soft Computing. The student was from Jadavpur University, the supervisor was from ISI, Kolkata.

Calcutta University Ph.D. Supervisors Panel: Member of Ph.D. supervisors panel for the Dept. of Business Management as well as for the Dept. of Computer Science.

Prof Debashis Saha

Publications:

M. Sengupta, S. K. Mondal, and D. Saha, "A protocol for piggy-backing on Markov based wavelength reservation in WDM optical networks", Optical Switching and

- Networking (OSN), Vol. 6, Issue 4 (2009), pp. 250-258, 2009, Elsevier.
- K. Mukhopadhyay, S. Chatterjee, S. Saha, S. Ghose, and D. Saha, "An Efficient Call Admission Control Scheme on Overlay Networks Using Fuzzy Logic", Proc. IEEE Int. Conf. on Advanced Networks & Telecom Systems (ANTS'2009), New Delhi, India, Dec 14-16, 2009.
- S. K. Sadhukhan, S. Mandal, and D. Saha, "A Practical Approach for Planning WLAN Deployment under 3G Cellular Network", Proc. 1st International Conference on Networks & Communications (NetCoM-2009), 27-29 December 2009, Chennai, India.
- K. Mukhopadhyay, S. Saha, S. Ghose, and D. Saha, "An Analytical Model of Multi-Service Call Admission Control in Next Generation Wireless Overlay Networks", Proc. 1st International Conference on Networks & Communications (NetCoM-2009), 27-29 December 2009, Chennai, India.
- S. Gupta, A. Khan and D. Saha, "Managing Node Collaboration Effectively in Multihop Wireless Sensor Networks for Efficient Data Routing", WPS No. 643/ July 2009.
- S. K. Sadhukhan, S. Mandal, P. Bhaumick and D. Saha, "A Markov-based Diurnal Mobility Model for 3G Cellular Networks", WPS No. 644/ August 2009.
- D. Saha, S Khara and I. S. Misra, "A new scheme for efficiently managing call admissions in 3G/WLAN mixed cells", WPS No. 648/November 2009.
- S. Khara, I. S. Misra and D. Saha, "Global Gateway based UMTS/WLAN Integration for Improved Delay Performance," International Journal of Parallel, Emergent and Distributed Systems (IJPEDS), Taylor & Francis (England), First Article, 2010, pp. 1-18.
- S. K. Sadhukhan, S. Mandal, P. Bhaumik and D. Saha, "Post-deployment Planning of 3G Cellular Networks through Dual-homing of NodeBs", Proc. International Conference on Distributed Computing and Networking (ICDCN), Kolkata, India, Jan, 2010.
- Sircar, B. Sardar, and D. Saha, "ROTIO+: A Modified ROTIO for Nested Network Mobility", Proc. International Conference on Distributed Computing and Networking (ICDCN) 2010 pp. 307-322, Kolkata, India, Jan, 2010.
- D. Saha, "An Intelligent Destination Initiated Reservation Protocol for Wavelength Management in WDM Optical Networks", Proc. 12th IEEE International Conference on Advanced Communication Technology (ICACT'2010), pp. 1266-1271, February 7~10, 2010, Phoenix Park, Gangwon-Do, Republic of Korea.
- M. Sengupta, S. K. Mandal, and D. Saha, "MMSRP: Multi-wavelength Markov-based Split Reservation Protocol for DWDM Optical Networks", Proc. 25th ACM Symposium on Applied Computing (SAC), March 22-26, 2010, University of Applied Sciences, Western Switzerland (HES-SO), Sierre, Switzerland.
- S Khara, I. S. Misra and D. Saha, "An Improved WLAN-first Access Scheme for UMTS/WLAN Integrated System", Proc. 25th ACM Symposium on Applied Computing (SAC), March 22-26, 2010, University of Applied Sciences, Western Switzerland (HES-SO), Sierre, Switzerland.
- Sardar, D. Saha and M. Hassan, "A New Protocol to improve TCP Performance in Network Mobility", WPS No. 649/ January 2010.



Conference:

International:

Research paper "An Intelligent Destination Initiated Reservation Protocol for Wavelength Management in WDM Optical Networks", presented in Proc. 12th IEEE International Conference on Advanced Communication Technology (ICACT'2010), pp. 1266-1271, February 7~10, 2010, Phoenix Park, Gangwon-Do, Republic of Korea.

Research paper "An Improved WLAN-first Access Scheme for UMTS/WLAN Integrated System", presented in Proc. 25th ACM Symposium on Applied Computing (SAC), March 22-26, 2010, University of Applied Sciences, Western Switzerland (HES-SO), Sierre, Switzerland.

National:

Invited Talk: "NETwork MObility (NEMO): Issues & Challenges" in GISFI Workshop on Future Generation ICT and Standards, Institute of Radio Physics and Electronics, Calcutta University, Kolkata, December, 2009.

Invited Talk: "Securing Information over The Public Internet" in UGC Sponsored Staff Development Programme, Institute of Engineering & Management (IEM), Salt Lake, Kolkata, July 2009.

Invited Talk: "Revisiting TCP in the Wireless Era" in UGC Sponsored Refresher Course, ETCE Dept, Jadavpur University, Kolkata, June, 2009.

Other Professional Activity:

Vice-Chairman, Calcutta Section of IEEE, USA [2009-].

Prof. Partha Sarathi Dasgupta

Publication:

Near-optimal Y-routed Delay Trees in Nanometric Interconnect Design, Tuhina Samanta, Hafizur Rahaman, Parthasarathi Dasgupta, Accepted in IET Journal of Computers & Digital Techniques(2010)

Conference:

International:

R. Halder, Parthasarathi Dasgupta, S. Naskar, S. Sen-Sarma, A Web-based IP Protection Scheme for Circuit Designs using LFSR-based Locking, Accepted at the 22nd ACM/IEEE Symposium on Circuits & Systems Design (SBCCI-2009), August 31 - Sep 3, 2009.

Prasun Ghosal, Hafizur Rahaman and Parthasarathi Dasgupta, "An Experimental Study of Interconnection Length in 3D and 2D VLSI", Accepted at the IEEE Latin American Symposium on Circuits & Systems, Brazil, Feb 24-26, 2010.

National:

Prasun Ghosal, Hafizur Rahaman and Parthasarathi Dasgupta, "Uniform Thermal Distributions in Placement of Standard Cells and Gate Arrays: Algorithms and Results", Proceedings of the 13th IEEE/ VSI VLSI Design and Test Symposium (VDAT 2009), Bangalore, India, July 8-10, 2009. pp. 69-78.

Tuhina Samanta, Sudipta Maity, Hafizur Rahaman, Partha Sarathi Dasgupta, "Sub-optimal Y-routed Delay Trees with Multiple Sources", Proceedings of 12th IEEE International Conference on Information Technology (ICIT-09), December, 2009, Bhubaneswar, pages: 35-41.

Workshop:

Conducted a one-day workshop on "VLSI Routing in the Nanometric Regime" sponsored by the Ministry of Communication & Information Technology was organized by Prof. Debashis Saha and me at IIM Calcutta in January, 2010.

Prof. Subir Bhattacharya

Publications:

Ritesh Kumar and Subir Bhattacharya, Multi-Agent Model for Threshold Constrained Portfolio Selection, Proceedings of IEEE Conference on Automation Science and Engineering (CASE 2009), Bangalore, India, August 22-25, 2009.

Consultancy

Effectiveness of BRCs & CRCs in providing Academic Support & Supervision to Elementary Schemes, Ministry of HRD, alongwith Profs. R. Chattopadhyay, S. Chattopadhyay, and Rahul Roy, completed.

Study the gap between irrigation potential created and utilized in India, Ministry of Water Resources, alongwith Profs. Bhaskar Chakraborti, Annapurna Shaw, R. Chattopadhyay, S. Chattopadhyay, and Rahul Roy, completed.

Other Professional Activities:

Vice-Chairperson, Academic Council (till November 2009).

Member, BoG (till November 2009).

Convenor, AACSB Accreditation Committee.

Prof. Uttam K Sarkar

International Conference:

[Uttam K Sarkar, Dilip Sarkar, and Mitsunori Ogihara] Some Interesting Patterns in the Adverse Event Reporting System of the Food and Drug Administration, in The 30th Annual Conference of the International Society for Clinical Biostatistics (ISCB 2009), Prague, Czech Republic, August 23-27, 2009.

[Dilip Sarkar and Uttam K Sarkar] Balancing Load of APs by Concurrent Association of Every Wireless Node with Many APs, in The Fifth International Conference on Networking and Services (ICNS 2009), April 20-25, 2009, Valencia, Spain.

OPERATIONS MANAGEMENT

Prof Asish Chatterjee

International Conference:

Bose Dipankar and Chatterjee A.K., "Benefits of Partial Product Flexibility" presented at EURO 2009, 23rd European Conference on Operational Research held at Bonn during 5th-8th July, 2009.

Prof Balram Avittathur

Publication:

The case "Kurlon Limited in "Supply Chain Management: Text and Cases" by Janat Shah, Pearson Education, 2009



National Conference:

Presented the paper "The future of Supply Chains: An Exploratory Study" at Society of Operations Management (SOM) conference, December 21-22, 2009, IIT Madras, Chennai.

Prof. Bodhibrata Nag

Publication:

The book "Optimal Design of Timetables for Large Railways: a framework to maximise schedule robustness and minimise resource deployment, using a multi-objective mathematical model" (ISBN 978-3-8383-3849-1) was published by VDM Verlagsservicegesellschaft mbH, Germany in February 2010.

Prof Partha P Datta

Publication:

Datta, P.P. & Christopher, M.G., 2010. Information Sharing and Coordination Mechanisms for Managing Uncertainty in Supply Chains: A Simulation Study. International Journal of Production Research, 49, 3, 765-803.

Datta, P.P., Roy, R., 2010, Cost modelling techniques for availability type service support contracts: A literature review and empirical study, CIRP Journal of Manufacturing Science and Technology, 3, 142-157.

International Conference:

Paper entitled "Incentive design in Industrial Product-Service Systems – A Simulation Study" presented at 2010 Annual Informs Meeting, Austin, Texas, USA, 7th – 10th November, 2010.

Prof Rahul Mukerjee

Publication:

Characterization of general minimum lower order confounding via complementary sets (2009, with R. Zhang). Statistica Sinica 19, 363-375.

General minimum lower order confounding in block designs using complementary sets (2009, with R. Zhang). Statistica Sinica 19, 1787-1802.

Bayesian and frequentist confidence intervals via adjusted \hat{E} likelihoods under prior specification on the interest parameter (2009, with I.H. Chang and B.H. Kim). Statistics 43, 203-211.

Confidence intervals based on empirical statistics: Existence of a probability matching prior and connection with frequentist Bartlett adjustability (2009, with L.Y. Chan). Test 18, 271-282.

Minimax second-order designs over cuboidal regions for the difference between two estimated responses (2010, with S. Huda). Indian Journal of Pure and Applied Mathematics (special issue celebrating Platinum Jubilee of INSA) 41, 303-312.

Optimal (k, n) visual cryptographic schemes for general k (2010, with M. Bose). Designs Codes and Cryptography 55, 19-35.

Conference:

International:

University of Malaya, Kuala Lumpur, Malaysia (invited lectures; April, 2009).

Institute of Mathematical Statistics - Asia Pacific Rim Meeting, Seoul, Korea (Distinguished speaker; June, 2009).

New Zealand Statistical Association Conference, Wellington, New Zealand (speaker; September, 2009, with full support from IIMC).

Nankai University, Tianjin, China (invited lectures; October, 2009).

Ewha Women's University, Seoul, Korea (invited lecture; February, 2010).

National :

Indian Statistical Institute, Delhi Center (invited lectures, January, 2010).

Other Professional Activities:

Continued on the editorial boards of such international journals as

Biometrika (UK),

Statistica Sinica (USA and Taiwan), and

Annals of the Institute of Statistical Mathematics (Japan).

Prof. Saibal Chattopadhyay

International Conference:

Chattopadhyay, S. (2009): Exponential Clinical Trials: Sequential Comparison under Asymmetric Penalty: Annual Conference of New Zealand Statistical Association (NZSA-2009), Auckland, September 2009.

Other Professional Activities:

Associate Editor, Sequential Analysis, Taylor & Francis Group, USA. (2003 – present)

Associate Editor, International Journal of Management Science and Engineering Management, World Academic Union, UK. (2006 – present)

Member, Editorial Board, International Journal of Information and Management Sciences, Tamkang University Press, Taiwan. (2005 – present)

Member, Editorial Review Board, Journal of Indian Business Research, Emerald Group Publishing Limited, UK. (2008 – present)

Life Member, Calcutta Statistical Association Bulletin

Member, Board of Research Studies, Burdwan University, India, 1995-present.

Prof. Sanjeet Singh

Publication:

Multiparametric sensitivity analysis of the additive model in DEA, Published in International Transactions in Operational Research.

Optimality and duality in linear-plus-linear fractional transportation problem, Published in International Journal in Optimization Theory Methods & Applications.

On multiparametric analysis in sum of ratios programming published in Lecture Notes in Engineering and Computer Science.

Conference/Seminars:

International:

Presented a paper entitled "Multiparametric sensitivity analysis in linear-plus-linear fractional transportation problems" during the 23rd EURO Conference in Bonn, Germany during July 06-09, 2009.

Presented a paper entitled "On Multiparametric Analysis in Sum-of-ratios Programming" during the International Conference on Operations Research (ICOR2010) in Hongkong during March 17-19, 2010.



National:

Presented a paper entitled "Integer Programming Model for Efficient Bidding Strategy in IPL" during the Asia Pacific Operations Research Societies (APORS2009) conference held during December 06-09, 2009 in Jaipur.

Delivered an invited talk entitled "Performance Evaluation & Benchmarking of Health Care Service" during a national seminar organised jointly by World Health Organization and AIIMS held during August 06-09, 2009 in New Delhi.

PUBLIC POLICY & MANAGEMENT

Prof. Annapurna Shaw

Publication:

(with Freek Colombijn). 2009. "Introduction--Decolonization and Urban Change in the Asian City." *Urban Geography*, 30 (8): 809:814. This is the introduction to the Special Issue entitled 'Decolonization and Urban Change in the Asian City' which I have jointly edited with Freek Colombijn.

"Urban Planning in Post-colonial India, 1948-1965: Chandigarh Reexamined". 2009. *Urban Geography*, 30 (8): 857-878.

International Conference:

'Regenerating the old core of Indian cities: Issues and Strategies' Paper presented at the 10th International Congress of the Asian Planning Schools Association on "The Future of Asian Cities" organized by CEPT University, Ahmedabad from November 24-26, 2009.

Guest Lecture:

Invited lecture given on 'Metropolitan Governance and Inequality in India' at the Indian Institute for Social and Economic Change, Bangalore on 20 August, 2009.

Prof. Biju Paul Abraham

Publication:

(With Shamama Afreen) 'Bioprospecting: Promoting and Regulating Access to Genetic Resources and Benefit Sharing', *Decision. Special Issue on Environmental Governance: Ecology, Economics & Policy*, Vol.36, No.3, December 2009, pp.121-58.

Working Papers:

(With Anant Prakash), Trends in Pharmaceutical Patenting in India, IIM Calcutta Working Paper No.653, April 2010.

Other Professional Activities:

Member of the Member Council of the Shastri Indo-Canadian Institute

Member, Academic Council, School of International Relations, Jadavpur University

Prof Kalyan Sankar Mandal

Conference:

International:

Presented a paper entitled "Social welfare through business: Study of home based care service for the aged" in the 9th Conference of Asia-Pacific Sociological Association at Bali, Indonesia, June 13-15, 2009.

Presented a paper entitled "Towards universalizing primary education : A business

solution” in the International Conference on Primary Education at The Hong Kong Institute of Education , Hong Kong, November 25 - 27, 2009.

National:

Presented a paper entitled “Towards inclusive capitalism” in the 35th All India Sociological Conference at the University of Kashmir, Srinagar, October 10 -12, 2009

Prof Manish Thakur

Publications:

Journal

‘Global Discourses and Local Mobilisations: The Case of “Barh Mukti Abhiyan”’, Sociological Bulletin, Vol. 58, No. 2, May-August 2009, pp. pp. 212-28.

Edited Books

‘Of Mainstream and Margins: Sociology in Indian Institutes of Management’ in Maitrayee Chaudhuri (ed.). 2010. Sociology in India: Intellectual and Institutional Practices. New Delhi: Rawat Publishers, pp.157-80.

‘Globalisation, Nation-State and the Production of Sociological Knowledge’ in S.R. Mehta (ed.) 2010. Socio-Cultural Diversities and Globalisation: Issues and Perspectives. Shimla: Indian Institute of Advanced Study, pp.103-18.

Conference Proceedings

‘Public Policy Interventions and Social Inclusion: The Case of National Rural Employment Guarantee Act, India’ in Proceedings of 2009 International Conference on Public Administration (5th) (Vol. 2), UESTC Press, Chengdu (China), pp. 782-87.

Conference:

International:

Presented a paper entitled ‘Public Policy Interventions and Social Inclusion: The Case of National Rural Employment Guarantee Act, India’ at the 5th Annual International Conference for Public Administration, Chengdu (China), October 23-25, 2009.

National:

Presented a paper entitled ‘Indian Sociology and Policy Research: Retrospect and Prospects’ at the XXXV All India Sociological Conference, University of Kashmir, Srinagar, October 10-12, 2009.

Presented a paper entitled ‘Discourse on Rural Development’ at the National Seminar on Discourses on Development, University of Burdwan, Burdwan, March 13-14, 2010.

Prof R Rajesh Babu

Publications:

“Interpretation of the WTO Agreements, Democratic Legitimacy and the Developing Nations” Indian Journal of International Law, vol. 50, no. 1, 2010, pp. 45-90.

“Understanding the Role of International Law in the WTO Law”, Indian Yearbook of International Law and Policy vol. 1, no.1, 2009, pp. 287-311.

“Trade and Environment Interface: Implications on Developing Country’s Trade” in Essays on Contemporary Issues in International Law(AALCO: New Delhi August 2009, ISBN: 81-902886-5-2)

"Effectiveness of Sanctions under the WTO Legal System", in Dixit, R.K., at al (ed), International Law: Issues and Challenges, vol. I, ISIL-Hope India Publications, New Delhi 2009.

Conference:

International:

"Interpretation of the WTO Agreements by the Panel/Appellate Body: Bias against Developing Countries", The Challenging issues under WTO organized by the Asian WTO Research Network (Thailand), Koh Samui, Thailand, 13-14 October 2009

"International Protection of IPRs in Traditional Knowledge and Folklore" The Challenging issues under WTO organized by the Asian WTO Research Network (Thailand), Koh Samui, Thailand, 13-14 October 2009.

National:

"The US – Shrimp/Turtle Saga: The Expanding Horizon of GATT Article XX Defence for Green Protectionism", International Law Association (ILA) Regional Conference "International Trade Law & Legal Aspects of Trans-Border Investment", New Delhi 19-20 September 2009.

Prof. V K Unni

National Seminars/ Conferences:

Invited Speaker at the National Awareness programme on 'Industrial Design Registration and Protection' jointly organised by National Institute of Design-Ahmedabad and Office of the Controller General Patents, Designs and Trademarks (Government of India), 20th March 2010.

Invited Speaker, Round Table on "Protection of Traditional Knowledge /Traditional Cultural Expression - Evolving a Sui- Generis Model for India", organised by MHRD Chair on IPR, National Law School Bangalore, 25th January 2010.

Invited Speaker and Doctoral Colloquium Advisor, "1st IPR Researcher's Confluence on Spearheading IPR in India - An Agenda for Research", Shailesh J. Mehta School of Management, IIT Bombay, 21-22nd December 2009.

Invited Speaker for the "Workshop on Geographical Indications" organised by United Nations Conference on Trade and Development (UNCTAD) India Project and Government of Nagaland at Kohima on 26th November 2009.

Invited Speaker for the Workshop on "Emerging Intellectual Property Trends in Information Technology" organised by Microsoft Centre for Excellence in Intellectual Property Research & Technology Policy, RGSO IPL, IIT Kharagpur, 22nd October 2009.

Invited Speaker on the theme "Does India Need More Aggressive Policy Both Nationally and Internationally on Geographical Indications?" at the "National Seminar on Geographical Indications : Where Do Indian Interests Lie?" organised by the Centre for WTO Studies, Indian Institute of Foreign Trade (IIFT), New Delhi on 25th September 2009.

Panelist for the Roundtable on 'Public Funded Patents & Technology Transfer: A Review of the Indian Bayh-Dole Bill' organised by the MHRD Chair on IPR, National University of Juridical Sciences (NUJS), Kolkata on 12th September 2009.

Invited Speaker on "Strategic Legal Issues in Joint Ventures" at the National University of Juridical Sciences (NUJS), Kolkata organised for Larsen & Toubro executives on 29th July 2009.

Invited Speaker on "Emerging Legal Issues in Patenting of Computer Software" at the "MHRD-AICTE Induction Program on IPR" organised by IIT Kharagpur, 8th July 2009.

STRATEGIC MANAGEMENT

Prof. Biswatosh Saha

Publication:

Books

Saha, Biswatosh, Parthasarathi Banerjee and R.K.Kakani (2010): 'Strategic Thinking', Sage (in press), London, Thousand Oaks and New Delhi

Book Chapters

Saha, Biswatosh (2010): 'Institutional innovation and entrepreneurial deployment of technology as device: Case of Financial Technologies group in India' in 'Cases on Technology Innovation: Entrepreneurial Successes and Pitfalls', ed. Ann. S. Becker and Robert Niebuhr, IGI Global.

Saha, Biswatosh and Parthasarathi Banerjee (2009): 'Growth of futures market: Acts of disintermediation or reintermediation?', in 'Effects of futures markets on agricultural commodities', ed. Madhoo Pavaskar, Takshashila Academia of Economic Research, Mumbai

Journals

Varman, Rohit and Biswatosh Saha (2009): 'Disciplining the Discipline: Understanding Postcolonial Epistemic Ideology in Marketing', in Journal of Marketing Management, Volume 25, No. 7-8, pp. 811-824

Conference:

International:

Saha, Biswatosh (2009): 'Is an alternate reading of strategy possible? An exploration through the language of the traditional Indian literati', Special session on 'Critical Perspectives on Strategy as Discourse and Practice' at Sixth Critical Management Studies (CMS) conference at Warwick Business School, UK, July 13-15

National:

Saha, Biswatosh (2009): 'Understanding the practice turn in social sciences: Why strategy research should begin asking a different set of questions', in Strategic Management Forum of India Conference, IIM Bangalore, May 27-29.

Prof. Chetan Joshi

International Conferences:

Dietz, J., & Joshi, C. (June 2009). F2F&V: Sharing an experiential activity that simulates the challenges of working simultaneously in face-to-face and virtual teams. Presentation and Proceedings of the 36th Annual Organizational Behaviour Teaching Conference, Charleston, SC.

Joshi, C., Dietz, J., Esses, V. M., & Bennett-Abuayyash, C. (April 2009). Employment discrimination against immigrants: Accreditation, immigrant race and evaluators'

biases. Poster presented at the 24th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

Prof. Sougata Ray

Publications:

Ray, Sougata (co-author Gubbi, Sathyajit, Aulakh, Preet, C. Raveendra and Sarkar, MB.) (2010) "Do International Acquisitions by Emerging Economy Firms Create Shareholder Value? The Case Of Indian Firms", *Journal of International Business Studies*.

Ray, Sougata (co-author Raveendra Chittoor, Preet Aulakh, and M.B. Sarkar) (2009) "Third-World Copycats' to 'Emerging Multinationals': Institutional Transformation and Strategic Renewal in the Indian Pharmaceutical Industry", *Organization Science*, 20 (1), 187-205.

Ray, Sougata (co-author Gubbi, Sathyajit) (2009). "International acquisitions by Indian firms: Some observations and implications for future research on emerging multinationals," *Indian Journal of Industrial Relations*, Special Issue on Global Indian Firms, edited by Tarun Khanna.

Conference:

International:

Ray, Sougata (co-author Gubbi, Sathyajit and Aulakh, Preet) (2009), "Do business groups enable or constrain the strategic transformation of affiliated firms?" paper presented at Annual Meeting of the Academy of Management, BPS Division, (Chicago, USA).

Ray, Sougata (co-author Aulakh, Preet and C. Raveendra) (2009 "Imitators to Innovators: Exploring Sources of Innovation Capabilities in Firms from Developing Economies", paper to be presented at the 29th Annual International Conference of the Strategic Management Society, held in Washington, D.C., USA.

Ray, Sougata (co-author Mukherjee, Indrajit and Somnath Dutta) (2009) "Dynamics of Institutional Legacy, Organizational Imprints and Entrepreneurial Strategy: A Longitudinal Study in Emerging Economy", paper to be presented at the 29th Annual International Conference of the Strategic Management Society, held in Washington, D.C., USA.

Ray, Sougata (co-author Gubbi, Sathyajit and Aulakh, Preet) (2009) "Business Group Effects on Affiliates' Strategic Responses to Institutional Transitions: Resources, Market Position and Intra-Group Bargaining Power" paper presented at the Annual Meeting of the Academy of International Business (San Diego, USA).

National:

Ray, Sougata (co-author Sinha, Anubha Sekhar) (2009) "Strategic Management of State Owned Enterprises: A Review & Reflections," Paper presented in Strategic Management Forum – 12th Conference, held in Indian Institute of Management Bangalore, India.

SOME IMPORTANT VISITORS

Name of Visitor	Designation & University	Date of Visit
Mr. Andrew Roe	Director, Asia - Pacific, Golden Key International Honour Society	29-Apr-09
Mr. John Mitchell	CEO, Golden Key International Honour Society	29-Apr-09
Mr. Vishal Bajjal	Thunderbird, Director of Strategic Initiative, Chairman of Venture Fund	19-Aug-09
Ms. Kiran Abraham - Zacharia	Scientist D (Principal Scientific Officer), Technology Information, Forecasting and Assessment Council, 'A' Wing, Vishwakarma Bhawan, Shaheed Jeet Singh Marg, New Delhi - 110016	20-Aug-09
Mr. F. Landis Mackellar	Leader, Health and Global Change Project, International Institute for Applied Systems Analysis, Schlossplatz 1, A-2361 Laxenburg, Austria	20-Aug-09
Prof. Nasser A Spear	GL Wood Chair of Accounting, Deputy Dean, Associate Dean (International), Dept. of Accounting and Business Information Systems, The University of Melbourne, Victoria 3010, Australia	14-Sep-09
Ms. Suzanne Dixon	director, Advancement, Faculty of Economics and commerce, The University of Melbourne, australia	14-Sep-09
Ms. Alison Jenkins	External Relations Manager, Faculty of Economics & Commerce, The University of Melbourne, Australia	14-Sep-09
Prof. Chinmoy Ghosh	Professor and Head, School of Business, University of Connecticut	5-Oct-09
Mr. Andrew Roe	Director, Asia Pacific, Golden Key International Honour Society, Glebe NSW 2037	10-Nov-09
Prof. Jacques - Oliver Pesme	Professor, Director, Development & Extnl Relations, Bordeaux management School, France	14-Nov-09
Ms. Marie - Odile DOMINIQUE	Head of International Relations, ESC - Toulouse, France	25-Nov-09
Dr. Hans WIESMETH	Dean, HHL - Leipzig, Germany	19-Dec-09
Dr. Judith MARQUARDT	Chancellor, HHL - Leipzig, Germany	
Mr. Frank HOFFMANN	Associate Dean, Director, HHL - Leipzig, germany	
Ms. P. Rama	Research Associate	
Mr. Faisal Beg	Trade Commissioner of Education in India, Canadian Trade Office, Kolkata, Hyatt Regency, JA-1, Sector - III, Salt Lake City, Kolkata - 700 098	18-Feb-10

FACULTY, ADMINISTRATIVE STAFF AND PERSONNEL

DIRECTOR

Prof. Shekhar Chaudhuri	B. Tech (Hons.), (IIT Kharagpur), Fellow (IIMA)
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PERMANENT FACULTY

Behavioural Sciences

Prof. Leena Chatterjee	MA (Delhi), PhD (IIT Kanpur)
Prof. Amit Jyoti Sen	MA (Cambridge), PhD (MIT)

Prof. B. N. Shrivastava	MA (Lucknow), PhD (IIT Kanpur)
Prof. Vidyanand Jha	BSc, PG Diploma in Rural Management (IRMA), Fellow (IIMA)
Prof. Sujaya Basu	BE (JU), Fellow (IIMA)

ECONOMICS

Prof. Amitava Bose	MA (Delhi), MA, PhD (Rochester)
Prof. Sudip Chaudhuri	MA, PhD (JNU)
Prof. Anup K. Sinha	MA, PhD (Southern California)
Prof. Anindya Sen	MA, PhD (Southern California)
Prof. Mritiunjoy Mohanty	MA, PhD (JNU)
Prof. Arijit Sen	MA, PhD (Princeton University)
Prof. Partha Pratim Pal	MA, (JNU), M.Phil (CESP), Ph.D (JNU)
Prof. Manisha Chakraborty	MSc (CU), PhD (ISI)
Prof. Soumendranath Sikdar	M.A.(CU), Ph.D.(Minnesota,USA)
Prof. Runa Sarkar	MS, Fellow (IIMC)

FINANCE AND CONTROL

Prof. Asish K. Bhattacharyya	MCom, FCA, FICWA, DMA, DPhil (Allahabad)
Prof. Dipankar Mitra	MSc, LLB (Cal), MBA (Pittsburgh)
Prof. Ashok Banerjee	MCom. CA, PhD
Prof. B. B. Chakrabarti	BE, PGDM (IIMC), FICWA, PhD (JU)
Prof. Purusottam Sen:	ACMA (London), MBA (IISWBM), Fellow-IIMC
Prof. Rama Seth	M.A., M.Phil. Ph.D.
Prof. Manju Jaiswall	MCom (C.U), MPhil (CU), Fellow (IIMB)

HUMAN RESOURCE MANAGEMENT

Prof. Debashish Bhattacharjee	MA (JNU), PhD (Illinois)
Prof. Pulak Das	MSc (JU), MS (Pittsburgh), MA (Houston), PhD (IISc)
Prof. Prodip K. Sett	MSc (Calcutta), Fellow (IIMC)
Prof. Amit Dhiman	BE, MBA(Punjab Univ.), Fellow-IIMA

MARKETING

Prof. Ashish K. Banerjee	PGDM (IIMC), PhD (Calcutta)
Prof. Manas Das	MStat (ISI)
Prof. Ramanuj Majumdar	MStat (ISI), Fellow (IIMC)
Prof. Prashant Mishra	BSc (Hons.), MBA, PhD
Prof. Prafulla Y. Agnihotri	ICWA (Calcutta), MMS (Mumbai), PhD (Mumbai)

Prof. Koushiki Choudhury	MSc (CU), MS (U.S.A), Fellow (IIMC)
Prof Rohit Varman	BE. (MU), MBA (Canada)
Prof. Janakiraman Moorthy	MSC(Eco.), Fellow-IIMA
Prof. Krishanu Rakshit	B.E., PGDM, Fellow-IIMB

MANAGEMENT CENTRE FOR HUMAN VALUES

Prof. C. Panduranga Bhatta	MA, PhD (Madras)
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MANAGEMENT INFORMATION SYSTEMS

Prof. Subir Bhattacharya	MTech, PhD (Calcutta)
Prof. Ambujaksha Mahanti	MSc(Stat), MSc(Computer Sc.), DSc(Computer Sc.), Calcutta
Prof. Asim K. Pal	MStat (ISI), PhD (Calcutta)
Prof. Rahul Roy	MTech, PhD (IIT Kharagpur)
Prof. Anup K. Sen	MTech, PhD (Calcutta)
Prof. Sanjiv D. Vaidya	BTech, PGDM, Fellow (IIMC)
Prof. Partha Sarathi Dasgupta	MTech, PhD (Calcutta)
Prof. Uttam K. Sarkar	BTech, MTech, PhD (IIT Kharagpur)
Prof. Somprakash Bandyopadhyay	BTech (IIT Kharagpur), PhD (JU)
Prof. Debashis Saha	BE (JU), MTech, PhD (IIT Kharagpur)
Prof. Priya Seetharaman	MCom (M.U), Fellow (IIMC)

OPERATIONS MANAGEMENT

Prof. Ashis K. Chatterjee	BME (JU), Fellow (IIMA)
Prof. Soumyo D. Moitra	MA (Cornell), MS (Syracuse), PhD (Carnegie Mellon)
Prof. Rahul Mukerjee	MSc (Cal), PhD (Calcutta)
Prof. Manabendra N. Pal	MME (JU), PhD (Calcutta), Fellow (IIMC)
Prof. Sahadeb Sarkar	MStat, PhD (Iowa State University, USA)
Prof. Saibal Chattopadhyay	MSc (Calcutta), MS, PhD (Connecticut)
Prof. Balram Avittathur	BE (REC, Rourkela), Fellow (IIMB)
Prof. Subrata Mitra	BE, ME (JU), Fellow (IIMC)
Prof. Bodhibrata Nag	B.Tech (IIT Madras), Fellow (IIMC)
Prof. Sanjeet Singh	MSc, PhD (Delhi)
Prof Partha Priya Datta	B. Tech.(H), M.B.A., Ph.D.(Cranfield Univ.-U.K.)

PUBLIC POLICY & MANAGEMENT

Prof. Annapurna Shaw	MA (JNU), PhD (Illinois)
Prof. Bhaskar Chakrabarti	M.Phil (U.K.), Ph.D.(Canada)

Prof. Kalyan S. Mandal	MA, PhD (IIT Bombay)
Prof. Madhu S. Mishra	MA, MLitt, PhD (Delhi)
Prof. Manish K. Thakur	MA, MPhil, PhD (Goa University)
Prof. J. Bandyopadhyay	MTech, PhD (IIT Kanpur)
Prof. Raghendra Chattopadhyay	MA, PhD (Australia)
Prof. Biju Paul Abraham	MA (Kerala), MPhil (JNU), PhD (London)
Prof. Rajesh Babu	LLM, M.Phil, Ph.D.
Prof. V K Unni	LLM, Ph.D.(Nalsar Univ. of Law)

STRATEGIC MANAGEMENT

Prof. Ranjan Das	MSc (Calcutta), Fellow (IIMA)
Prof. Sougata Ray	BTech (Calcutta), Fellow (IIMA)
Prof. Biswatosh Saha	BTech (IIT Kh), Fellow (IIMC)
Prof. Shekhar Chaudhuri	B. Tech (Hons.), (IIT Kharagpur), Fellow (IIMA)
Prof. Sushil Khanna	BSc, PGDM, Fellow(IIMC)
Prof. Raji G Srinivasan	PGDM (IIMC), PhD (Purdue University)

VISITING FACULTY MEMBERS

Prof. Anjan Rai Chaudhuri	BTech (IIT Kh), PGDM (IIMC)
Prof. Sudas Roy	PGDM (IIMC)
Prof. Rajiv Kumar	PGDFM(IIFM), Fellow (IIMA)
Prof. Abhishek Goel	MBA(AMU), Fellow(IIMA)
Prof. Jacob D. Vakkayil	Fellow (XIM-Bhubaneswar)
Prof. Anindya Chaudhuri	M.A.(JU), Ph.D.(Univ. of Texas-USA)
Prof. Shantanu Dey	MA (Delhi School of Eco) & MA (UMass, USA)
Prof. Nimruji Prasad J	MBA(IRM-Anand), Ph.D(IIT-Kanpur)
Prof. Prarthan B Desai	MBA, Fellow (IIMB)

In addition to above Visiting Faculty, a number of Part-Time visiting Faculty and Guest Faculty are invited from industry, public sector enterprises, financial institutions, Government and Non-Government Organizations to deliver special lectures in different courses.

ADMINISTRATIVE STAFF

Shri Dinesh Varma	Chief Administrative Officer
Shri Samir Sadhukhan	Senior Systems Analyst
Shri Santanu Bhattacharya	Finance & Accounts Officer
Shri D. K. Mishra	Executive Engineer

Shri B.S.Panda	Senior Administrative Officer (HRD)
Shri P. K. Singh	Senior Administrative Officer (Campus & Purchase)- Acting
Shri.Samarendra Mukhopadhyay	Administrative Officer
Shri K. N. Naskar	Administrative Officer
Smt. Tapati Chakraborty	Administrative Officer
Shri Swapan Ghosh	Administrative Officer
Shri Tapan Kumar Roy	Administrative Officer
Shri. Pradip Banerjee	Assistant Engineer (Electrical)
Shri. Rajaraman R	Assistant Finance & Accounts Officer
Shri. Mahesh Patnaik	Assistant Engineer(Civil)
Shri. Akhil Kr. Patra	Administrative Officer
Shri.Prasanta Chattopadhyay	Assistant Finance & Accounts Officer

LIBRARY PERSONNEL

Ms. Swati Bhattacharyya	Librarian
Ms. Ruma Ghosh	Deputy Librarian
Shri Ananta Kr. De	Senior Assistant Librarian
Shri P. B. Sengupta	Senior Assistant Librarian
Shri Chanchal Pal	Senior Assistant Librarian
Ms. Papia Chakraborty	Senior Assistant Librarian
Shri Biswajit Saha	Senior Assistant Librarian
Shri.Haripada Chakraborty	Senior Assistant Librarian

PERSONNEL**Year 2008-2009****APPOINTMENTS**

Name	Designation	Date of Joining
Prof. Soumyendranath Sikdar	Professor	01.04.2009
Prof. Manju Jaiswall	Assistant Professor	04.04.2009
Prof. Priya Seetharaman	Assistant Professor	09.04.2009
Prof. Runa Sarkar	Assistant Professor, Economics Group	01.06.2009
Prof. R Rajesh Babu	Assistant Professor, PPM Group	15.06.2009
Prof. V. K. Unni	Assistant Professor, PPM Group	17.06.2009
Prof. Rama Seth	Professor, Finance & Control Group	03.08.2009
Prof. Apoorva Bharadwaj	Assistant Professor, B E & C Group	04.11.2009

Prof Raji G Srinivasan	Assistant Professor, Strategic Management Group	09.11.2009
Prof Partha Priya Datta	Assistant Professor, OM Group	27.11.2009
Prof. Krishanu Rakshit	Assistant Professor, Marketing Group	18.01.2010
Prof. Prarthan B Desai	F T V Assistant Professor – Strategic Management Group	01.09.2009
Shri Santanu Bhattacharyya	FAO	01.04.2009
Sri Gopi Nath Naskar	LDA-Typist	28/09/2010
Sri Saikat Barua	Accountant	16,07.2010
Sri Atanu Mandal	Sr. Accountant	15.07.2010
Sri Sanjoy Kr. Giri	Office Attendant	17,08,2009

VOLUNTARY RETIREMENT

Shri Mohit Lal Mukhopadhyay, Works Assistant

RETIREMENTS

Name	Designation	Date of Retirement
Sri Ajoy Kr Rej	Research Assistant	30/11/2009
Sri Sadalat Ram	Security Guard	31/05/2009
Sri Rathindra Nath Paul	U.D.A.	30/09/2009
Sri Swapan Kr. Saha	Senior Assistant	30/11/2009
Sri Diptimoy Dutta	Executive Assistant	30/11/2009
Sri Ajoy Kr. Rej	Research Assistant	30/11/2009
Sri Sonalal Das	Library Attendant	31/01/2010
Sri H. P. Chatterjee	Security Guard	31/01/2010
Sri Gayadhar Nayak	Bus Attd-cum-Cleaner	28/02/2010
Sri Haridas Saha	Jr. Office Supdt.	28/02/2010
Sri Supal Mondal	Sweeper	28/02/2010
Sri Ibrahim Khan	Security Guard	31/03/2010

LEAVE OF ABSENCE (EOL)

Sl. No	Name of the Professor	From	To	Rejoined from EOL
1	Prof. Madhu S. Mishra	01-11-07	31-10-09	03-11-2009
2	Prof. Sougata Ray	10-03-08	09-03-10	07-01-2010
3	Prof. Ranjan Das	01-11-07	03-10-09	27-10-2009
4	Prof. Uttam K. Sarkar	01/08/06	31-07-08	12-06-08
5	Ms. Swati Bhattacharyya	04-08-07	31-08-08	01-09-08
6	Prof S D Moitra	01.06.08	31.05.10	

7	Prof S D Vaidya	01.07.08	30.06.10
8	Shri Sasanka S Roy	10.11.2009	07.11.2010

PROMOTIONS

Name	Designation From	Designation To	With Effect From
Sri Sunil Kr. Sriwastava	LDA-Typist	U.D.A.	03/03/2010
Sri Samir Kr. Ghosh	UDA	Senior Assistant	03/03/2010
Sri Raghu Nath Adhikary	Sr. Assistant	Jr. Office Supdt.	03/03/2010
Sri Arup Das	LDA-Typist	U.D.A.(Accounts)	22/12/2009
Sri Prahallad Patra	LDA-Typist	U.D.A.	01/12/2009
Sri Shyamal Kr. Ghosh	UDA	Senior Assistant	01/12/2009
Sri Achintya K.Chatterjee	Assistant Accountant	Accountant	27/11/2009
Sri Asit Kr. Manna	UDA	Assistant Accountant	27/11/2009
Sri Jagannath Patra	LDA-Typist	U.D.A.	05/10/2009
Sri Kh. Nurul Alam	ECP	Supervisor (Elec.)	04/09/2009
Sri Sunil Kr. Sriwastava	LDA-Typist	U.D.A.	03/03/2010

MANPOWER

Year	Faculty*	Research Staff	Administrative Staff	Total
1995-96	55	12	404	471
1996-97	53	12	394	459
1997-98	56	12	384	452
1998-99	58	12	368	438
1999-00	71	11	356	438
2000-01	69	11	329	409
2001-02	69	11	320	400
2002-03	68	11	305	384
2003-04	60	11	297	368
2004-05	60	10	287	357
2005-06	60	10	285	355
2006-07	62	09	274	345
2007-08	62	08	261	331
2008-09	64	06	257	327
2009-2010	75	05	245	325

* Regular Position



Statement of Accounts

2009-2010



**INDIAN INSTITUTE OF
MANAGEMENT
CALCUTTA**

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Balance Sheet as at 31st March, 2010

(Rs. in Lakh)

CORPUS/CAPITAL FUND AND LIABILITIES	Schedule	Current Year Ending 31.3.2010	Previous Year Ending 31.3.2009
Corpus/Capital Fund	1	23190.17	20153.87
Earmarked/Endowment Funds	2	718.48	692.02
Other Funds	3	232.16	34.74
Current Liabilities and Provisions	4	6616.03	5529.93
Total		30756.84	26410.56
ASSETS			
Fixed Assets			
Gross Block	5 (i)	8447.87	7675.96
Less: Accumulated Depreciation	5 (i)	(2984.82)	(2672.37)
Net Block		5463.05	5003.59
Capital Work-In-Progress	5 (ii)	5556.86	2289.93
Construction Stores & Advances	5 (iii)	8.45	10.80
Investments - From Corpus Fund	6	12553.02	10926.88
Investments - From Earmarked/Endowment Funds	6	512.59	480.25
Investments - Others	7	2415.04	2176.98
Current Assets, Loans & Advances	8	4247.83	5522.13
Total		30756.84	26410.56
Significant Accounting Policies	16		
Notes forming part of accounts	17		

Sd/-
(Prasanta Chattopadhyay)
Asstt. Finance & Accounts Officer

Sd/-
(Santanu Bhattacharyya)
Finance & Accounts Officer

Sd/-
(Shekhar Chaudhuri)
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Income & Expenditure Account for the year ended 31st March, 2010

(Rs. in Lakh)

	Schedule	Current Year Ending 31.3.2010	Previous Year Ending 31.3.2009
INCOME			
Programme Fees	9	6616.88	5333.88
Interest Income -Corpus Fund	10	1326.71	1019.82
Interest Income -Other	11	286.86	229.43
Income from, Royalty, Publications etc.	12	19.36	5.16
Other Income	13	147.02	201.54
TOTAL(A)		8396.83	6789.83
EXPENDITURE			
Establishment Expenses	14	2983.60	2892.55
Other Administrative Expenses	15	3149.84	3119.73
Depreciation	5	316.51	258.66
TOTAL(B)		6449.95	6270.94
Balance of Income Over Expenditure (A-B)		1946.88	518.89
Prior Period Income/Expenditure (Net)		(179.12)	0.00
Transfer to Capital Fund (Cost of asset transferred during the year)		(483.44)	(468.97)
Transferred from Capital Fund (Depreciation)		316.51	258.66
Surplus Carried to Corpus Fund		1600.83	308.58
Significant Accounting Policies	16		
Notes forming part of accounts	17		

Sd/-
(Prasanta Chattopadhyay)
Asstt. Finance & Accounts Officer

Sd/-
(Santanu Bhattacharyya)
Finance & Accounts Officer

Sd/-
(Shekhar Chaudhuri)
Director



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedules forming part of Balance Sheet as at 31st March, 2010

(Rs. in Lakh)

DESCRIPTION	CURRENT YEAR ENDING 31.03.2010	PREVIOUS YEAR ENDING 31.03.2009
SCHEDULE - 1		
CAPITAL FUND		
A GENERAL ACCOUNT		
Government of India (Balance as on 01.04.09)	4530.64	4303.28
Government of West Bengal	23.04	23.04
B Library Development	10.10	10.10
C Ford Foundation	55.34	55.34
D UNDP	4.41	4.41
	<u>4623.54</u>	<u>4396.17</u>
Add: Value of Assets created during the year	483.44	468.97
Add: Accumulated Depreciation written back	4.06	9.62
Less: Depreciation for the year	<u>(300.42)</u>	<u>(251.22)</u>
	4810.62	4623.54
E MCHV Balance 01.04.09	141.19	144.66
Add: Addition for the year	0.37	0.53
Less: Depreciation for the year	<u>(4.17)</u>	<u>(4.00)</u>
	137.39	141.19
F Research Fund Balance as on 01.04.09	22.12	24.50
Add: Addition for the year	11.34	0.00
Less: Depreciation for the year	<u>(6.53)</u>	<u>(2.38)</u>
	26.93	22.12
G World Bank Project Balance as on 01.04.09	3.57	3.87
Add: Addition for the year	0.00	0.00
Less: Depreciation for the year	<u>(0.30)</u>	<u>(0.30)</u>
	3.27	3.57
H Grant -In-Aid-Govt. of India (OBC)		
Balance as on 01.04.09	2764.00	2764.75
Add: Addition for the year	1100.00	
Total Grant Received	<u>3864.00</u>	
Less: Depreciation for the year	<u>(5.09)</u>	<u>(0.75)</u>
	3858.91	2764.00
TOTAL OF CAPITAL FUND	<u>8837.12</u>	<u>7554.41</u>
CORPUS FUND		
Balance as on 01.04.09	12599.46	12300.50
Add: Adjustment for earlier year	156.82	0.00
Add: Excess of Income over Expenditure transferred from Income & Expenditure A/c	1600.83	308.58
Less: Accumulated Depreciation written back	<u>(4.06)</u>	<u>(9.62)</u>
	14353.05	12599.46
TOTAL OF CORPUS & CAPITAL FUND	<u>23190.17</u>	<u>20153.87</u>

Sd/-
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Asstt. Finance & Accounts Officer

Sd/-
(Santanu Bhattacharyya)
(Finance & Accounts Officer)

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
Schedules forming part of Balance Sheet as at 31st March, 2010

(Rs. in Lakh)

DESCRIPTION	FUND-WISE BREAKUP					TOTAL (Amount in Rs.)	
	IPR Chair (GOI)	Endowment Fund				Current Year Ending 31.03.2010	Previous Year Ending 31.03.2009
		CDEP	Scholarship & Prizes	MCHV	Research Fund		
SCHEDULE - 2							
ENDOWMENT FUND							
a Balance as on 01.04.2009	10.00	283.98	76.32	297.12	24.59	692.01	601.90
b Addition to the fund:							
1 Donations / Grants			0.97			0.97	65.00
2 Interest Income from Investments for the year		18.60	6.80	20.38	0.00	45.78	38.93
3 Other Income	0.00	0.00	0.00	0.16	0.00	0.16	0.48
Sub-Total (a + b)	10.00	302.58	84.09	317.66	24.59	738.92	706.31
c Utilisation/Expenditure towards objective of funds							
1 Capital Expenditure:							
Fixed Assets for the year	0.00	0.00	0.00	0.37	0.00	0.37	0.53
2 Revenue Expenditure:							
Salaries & other Administrative Expenses	0.14	8.16		8.30	0.00	16.60	12.90
Others-Scholarship & Prizes			3.47			3.47	0.86
Sub-Total (c)	0.14	8.16	3.47	8.67	0.00	20.44	14.29
Net balance as at 31.03.10 (a+b)-c	9.86	294.42	80.62	308.99	24.59	718.48	692.02

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(Finance & Accounts Officer)


INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedules forming part of Balance Sheet as at 31st March, 2010

(Rs. in Lakh)

DESCRIPTION	CURRENT YEAR ENDING 31.03.2010		PREVIOUS YEAR ENDING 31.03.2009	
SCHEDULE - 3				
OTHER FUNDS				
1 Fund for Recoverable Advance	0.04		0.05	
2 Director's Discretionary Fund	0.14		0.14	
3 Staff Welfare and Amenities Fund	0.02		0.02	
4 Students' Loan and Assistance Fund	0.14		0.14	
5 Alumni Donation Fund	35.53	35.87	34.39	34.74
6 IIM Ranchi Fund				
Received during the year	198.15			
Less: Payment made during the year	1.86	196.29		0.00
		232.16		34.74
SCHEDULE - 4				
CURRENT LIABILITIES AND PROVISIONS				
1 Sundry Creditors				
a. Liability for Capital Expenditure	406.27		546.70	
b. Liability for Revenue Expenditure	354.46	760.73	243.48	790.18
2 Others				
Accounts Payable	49.63		54.37	
Group Insurance Payable	5.56		3.12	
Library Deposit	0.82		0.82	
Scholarship Donation Payable	51.11		15.05	
IIMC Students' Association	4.38		0.34	
Provident Fund Payable	71.95		113.26	
Miscellaneous Charges Payable	0.06		0.04	
Security Deposit - Construction	579.03		232.54	
Miscellaneous Deposit - Construction	3.76	766.30	3.36	422.89
3 Statutory Liabilities				
Liability for Income Tax	21.08		56.14	
Liability for Income Tax- Contractor	19.00		22.83	
Liability for Income Tax- Contractor (Const.)	13.97		0.42	
Liability for Income Tax- Prof. & Tech. Services	1.52		0.67	
Liability for Income Tax-Rent	0.49		0.00	
Liability for Sales Tax	0.15		0.28	
Liability for Sales Tax (Const.)	9.72		0.00	
Liability for Professional Tax	2.82		0.02	
Clearing A/c Provident Fund	1.72		1.88	
Liability for New Pension Scheme	11.07		34.04	
Provident Fund Deposit	0.83		0.83	
Liability for Cess	10.19	92.56	0.00	117.11
4 Other Current Liabilities				
Unpaid Salary	0.48		0.46	
Unpaid OT & Honoraria	0.09		0.07	
Clearing A/c IIMC Staff Co-Operative Credit Society Ltd.	0.17		0.00	
Clearing A/c Staff on Deputation	0.00		0.00	
Clearing A/c IIMC Community Welfare Society	0.01		0.31	

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedules forming part of Balance Sheet as at 31st March, 2010

(Rs. in Lakh)

DESCRIPTION	CURRENT YEAR Amount (Rs.)		PREVIOUS YEAR Amount (Rs.)	
Clearing A/c IIMCEU Subscription	0.00		0.03	
Table Fan	0.00		0.00	
Project-in-Progress	2579.12		2101.68	
Clearing A/c Revenue Stamps	0.01		0.01	
LIC Clearing	2.21		0.00	
Deferred Revenue Income	229.10		26.96	
Earnest Deposit	6.67		6.67	
Security Deposit	10.65		11.33	
Caution Deposit - PGPEX	0.20		0.00	
Caution Deposit - PGP	26.85		19.02	
Caution Deposit - FP	3.88		3.59	
Caution Deposit - PGDBM	1.68		1.68	
Caution Deposit - PGDCM	3.38	2864.50	4.22	2176.03
Provisions				
Provision for arrear salary (Non-teaching staff)			150.00	
Provision for arrear salary (Faculty)			450.00	
Provision for Retirement Benefits:				
Gratuity- Rohit Verman	1.18		0.00	
Gratuity	261.85		98.28	
Pension	1498.79		1182.39	
Leave Salary	369.47		143.05	
Leave Salary-Rohit Verman	0.65	2131.94	0.00	1423.72
TOTAL		<u>6616.03</u>		<u>5529.93</u>

Sd/-
(Prasanta Chattopadhyay)
Asstt. Finance & Accounts Officer

Sd/-
(Santanu Bhattacharyya)
(Finance & Accounts Officer)

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedules forming part of Balance Sheet as at 31st March, 2010

(Rs. in Lakh)

DESCRIPTION	Cost as on 01.04.09	GROSS BLOCK			DEPRECIATION				NET BLOCK	
		Addition during the year	Deduction during the year	Cost as on 31.03.10	As on 01.04.2009	For the year 2009-10	Deduction/Adjustment during the Year	Total as on 31.03.10	As on 31.03.10	As on 31.03.09
SCHEDULE - 5 (i)										
A FIXED ASSETS (General)										
1 Land including Development	138.61			138.61	0.00	0.00		0.00	138.61	138.61
2 Water Supply Installation	98.09			98.09	22.69	4.66		27.35	70.74	75.40
3 Electrical Installation	325.49	6.58		332.07	165.72	13.56		179.28	152.79	159.77
4 Boundary Wall	32.98			32.98	8.14	0.54		8.68	24.30	24.84
5 Roads Drains & Culverts	93.31			93.31	21.14	1.52		22.66	70.65	72.17
6 Tubular Structure	20.90			20.90	6.96	0.34		7.30	13.60	13.94
7 Equipments & Tools	0.42			0.42	0.42	0.00		0.42	0.00	0.00
8 Sundry Structures	31.76			31.76	7.68	0.51		8.19	23.57	24.08
9 Air Conditioning Plants	47.73			47.73	46.75	0.28		47.03	0.70	0.98
10 Installation of Gas Line	1.39			1.39	0.87	0.07		0.94	0.45	0.52
11 Equipments PGDCM	1.18			1.18	0.78	0.06		0.84	0.34	0.40
12 Auditorium	848.39			848.39	116.85	13.83		130.68	717.71	731.54
13 Buildings	1885.90	25.23		1911.13	450.82	15.58		466.40	1444.73	1435.08
14 Office Equipments	283.77	7.85		291.62	132.28	12.88		145.16	146.46	151.49
15 Swimming Pool	53.76			53.76	2.63	0.88		3.51	50.25	51.13
16 Office Furniture	153.38	44.99		198.37	50.84	15.72		66.56	131.81	102.54
17 Motor Vehicles & Cycles	33.99	45.20	(8.02)	71.17	28.64	4.89	(4.06)	29.47	41.70	5.35
18 Library Books & Periodicals	2432.51	205.18		2637.69	853.29	124.07		977.36	1660.33	1579.22
19 Gift Books & Periodicals	0.03			0.03	0.00	0.00		0.00	0.03	0.03
20 Computer Centre Equipment	738.84	138.71		877.55	666.26	82.21		748.47	129.08	72.58
21 Accounting Software	0.00	32.84		32.84	0.00	5.32		5.32	27.52	0.00
22 Fire Protection	15.22			15.22	3.62	0.72		4.34	10.88	11.60
23 Multi-Gym	39.83	6.38		46.21	3.25	0.75		4.00	42.21	36.58
24 Water Treatment Plant	42.66			42.66	3.54	2.03		5.57	37.09	39.12
TOTAL (A)	7320.14	512.96	(8.02)	7825.08	2593.17	300.42	(4.06)	2889.53	4935.55	4726.97
B FIXED ASSETS (MCHV)										
1 Building	150.53	0.00	0.00	150.53	32.98	2.45	0.00	35.43	115.10	117.55
2 Equipment	4.00	0.00	0.00	4.00	2.15	0.19	0.00	2.34	1.66	1.85
3 Furniture	0.88	0.00	0.00	0.88	0.51	0.08	0.00	0.59	0.29	0.27
4 Books	23.86	0.37	0.00	24.23	9.39	1.15	0.00	10.54	13.69	14.47
5 Periodicals	4.42	0.00	0.00	4.42	1.90	0.21	0.00	2.11	2.31	2.52
6 Sculpture	5.35	0.00	0.00	5.35	0.91	0.09	0.00	1.00	4.35	4.44
TOTAL (B)	189.04	0.37	0.00	189.41	47.84	4.17	0.00	52.01	137.40	141.20
C FIXED ASSETS (Research Fund)										
1 Equipment	45.72		0.00	45.72	25.71	2.17	0.00	27.88	17.84	20.01
2 Furniture	0.50	0.00	0.00	0.50	0.41	0.05	0.00	0.46	0.04	0.09
3 Books	3.78	0.00	0.00	3.78	1.76	0.18	0.00	1.94	1.84	2.02
4 Data Processing Equipments		11.34		11.34		4.13		4.13	7.21	0.00
TOTAL (C)	50.00	11.34	0.00	61.34	27.88	6.53	0.00	34.41	26.93	22.12

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
Schedules forming part of Balance Sheet as at 31st March, 2010

(Rs. in Lakh)

DESCRIPTION	Cost as on 01.04.09	GROSS BLOCK			DEPRECIATION				NET BLOCK	
		Addition during the year	Deduction during the year	Cost as on 31.03.10	As on 01.04.2009	For the year 2009-10	Deduction/Adjustment during the Year	Total as on 31.03.10	As on 31.03.10	As on 31.03.09
D FIXED ASSETS (World Bank)										
1 Books	3.69	0.00	0.00	3.69	1.46	0.18	0.00	1.64	2.05	2.23
2 Research Journal	2.61	0.00	0.00	2.61	1.27	0.12	0.00	1.39	1.22	1.34
TOTAL (D)	6.30	0.00	0.00	6.30	2.73	0.30	0.00	3.03	3.27	3.57
Total (A + B + C + D)	7565.48	524.67	(8.02)	8082.13	2671.62	311.42	(4.06)	2978.98	5103.15	4893.86
E FIXED ASSETS (OBC)										
1 Land Development	64.44	0.22		64.66	0.00	0.00		0.00	64.66	64.44
2 Road Work	28.96	15.82		44.78	0.47	0.73		1.20	43.58	28.49
3 Canteen building	17.08	0.17		17.25	0.28	0.28		0.56	16.69	16.80
4 Genex Valley Flats	0.00	236.74		236.74	0.00	3.86		3.86	232.88	0.00
5 Furniture-Genex Valley Flats	0.00	2.31		2.31	0.00	0.22		0.22	2.09	0.00
TOTAL (E)	110.48	255.26		365.74	0.75	5.09		5.84	359.90	109.73
Total (A + B + C + D+E)	7675.96	779.93	(8.02)	8447.87	2672.37	316.51	(4.06)	2984.82	5463.05	5003.59
SCHEDULE - 5 (ii)										
Capital Work-in-Progress										
1 Executive Hostel	227.62	594.46	0.00	822.08						
2 Student Hostel - I	260.51	782.79	0.00	1043.30						
3 Student Hostel - II	494.93	895.76	0.00	1390.69						
4 Dining Hall	260.41	277.49	0.00	537.90						
5 Amphi Theatre	126.02	66.86	0.00	192.88						
6 Passage-W	16.95	43.72	0.00	60.67						
7 Passage - III	34.39	66.50	0.00	100.89						
8 Laboratories & Toilet Block	72.08	117.46	0.00	189.54						
9 Syndicate Hall - I	85.97	112.95	0.00	198.92						
10 Syndicate Hall - II	136.48	116.67	0.00	253.15						
11 Laboratory and Faculty Room	100.43	128.25	0.00	228.68						
12 Passage and Toilets	57.93	78.62	0.00	136.55						
13 Faculty Room	185.61	167.18	0.00	352.79						
14 Sewerge & Effluent Treatment	0.11	0.00	0.00	0.11						
15 Water Supply Treatment	0.10	36.75	0.00	36.85						
16 Foot Bridge	0.06	3.71	0.00	3.77						
17 Ownership Flat-Genex	222.65	14.09	236.74	0.00						
18 Electrical Installation	7.68	0.42	0.00	8.10						
Total of 6(ii)	2289.93	3503.68	236.74	5556.86						
SCHEDULE - 5 (iii)										
1 Construction Stores	10.80		2.35	8.45						

Note : Motor Vehicles includes cost of 3 old buses (original cost to Rs. 13.62 lakh) has been discarded and held for disposal.

Sd/-
(Prasanta Chattopadhyay)
Asstt. Finance & Accounts Officer

Sd/-
(Santanu Bhattacharyya)
(Finance & Accounts Officer)



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedules forming part of Balance Sheet as at 31st March, 2010

(Rs. in Lakh)

DESCRIPTION	CURRENT YEAR ENDING 31.03.2010		PREVIOUS YEAR ENDING 31.03.2009	
SCHEDULE - 6				
INVESTMENT - Corpus & Endowment Fund				
A) CORPUS				
1 Government Securities:				
Post Office Time Deposit - Calcutta GPO		400.00		430.00
2 Debenture & Bonds:				
ICICI Bond	0.00		163.60	
IFCI Bond	0.00		100.00	
IDBI Bond	50.00		100.00	
Govt. of India Bond	3429.00		3429.00	
REC Bond	800.00		0.00	
PFC Ltd.	330.00		0.00	
KTDFC Ltd.	1000.00	5609.00	0.00	3792.60
3 Fixed Deposit & Other Deposits:				
Allahabad Bank - FD	335.00		798.46	
ICICI Bank - FD	3720.72		2426.07	
IFCI -FD	100.00		0.00	
AXIS Bank - FD	135.53		100.00	
State Bank of India- Joka Branch - FD	2252.77	6544.02	3379.75	6704.28
Corpus Total (A)		12553.02		10926.88
B) ENDOWMENT				
1 C. D. E. P.				
Govt. of India-Bonds	100.00		100.00	
ICICI Bank - FD	62.00		77.00	
State Bank of India- Joka Branch - FD	40.00	202.00	0.00	177.00
2 SCHOLARSHIP & PRIZES				
Government Securities:				
Government of India Bond	10.00		10.00	
Fixed Deposit:				
State Bank of India- Joka Branch	61.25	71.25	61.25	71.25
3 MANAGEMENT CENTRE FOR HUMAN VALUES				
Debenture & Bonds:				
Govt. of India Bond	107.00		107.00	
Fixed Deposit & Other Deposit:				
Allahabad Bank	30.00		30.00	
State Bank of India- Joka Branch	25.00		95.00	
ICICI Bank	77.34	239.34	0.00	232.00
Endowment Total (B)		512.59		480.25
TOTAL (A + B)		13065.61		11407.13

Sd/-
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(Finance & Accounts Officer)

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedules forming part of Balance Sheet as at 31st March, 2010

(Rs. in Lakh)

DESCRIPTION	CURRENT YEAR ENDING 31.03.2010	PREVIOUS YEAR ENDING 31.03.2009
SCHEDULE - 7		
INVESTMENTS - OTHERS		
NPS Investment		
State Bank of India- Joka Branch - FD	0.00	17.14
General-Term Deposit		
State Bank of India- Joka Branch - FD	959.84	1509.84
Axis Bank-FD	630.00	650.00
Allahabad Bank-FD	825.20	0.00
	2415.04	2159.84
TOTAL	2415.04	2176.98

Sd/-
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Sd/-
(Santanu Bhattacharyya)
(Finance & Accounts Officer)


INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedules forming part of Balance Sheet as at 31st March, 2010

(Rs. in Lakh)

DESCRIPTION	CURRENT YEAR ENDING 31.03.2010		PREVIOUS YEAR ENDING 31.03.2009	
SCHEDULE - 8				
CURRENT ASSETS, LOANS AND ADVANCES				
A CURRENT ASSETS				
Inventory of Stores:				
a. General Account		4.65		3.80
Sundry Debtors:				
Accounts Receivable	147.98		148.57	
Accounts Receivable CAT			540.00	
Accounts Receivable Placement	79.41		83.40	
Accounts Receivable PF	65.27		21.32	
Computer Aided Management Centre	1.33		1.33	
Donation & Prizes	1.54		1.67	
Government of West Bengal	25.96	321.49	24.65	820.94
Cash Balance - in hand:				
General Account	5.53		2.76	
Construction Account	0.36		0.24	
Expansion Project	0.51		0.00	
Postage, Petty Cash, Franking	0.34		0.14	
Imprest Fund (Despatch)	0.00		0.01	
Imprest Fund - PGPEX	0.00		0.02	
Imprest Fund - PGPEX-VLMP	0.00		0.03	
Imprest Fund - VLM Hostel	0.00		0.01	
Imprest Fund - Library	0.00	6.74	0.01	3.22
Bank Balances:				
a. On Current Account: (Scheduled Bank)				
SBI Joka Branch	0.63		2.77	
SBI Main Branch	0.10		0.10	
SBI Joka Branch A/c - Construction	19.14	19.87	15.90	18.77
b. On Savings Account: (Scheduled Bank)				
SBI Joka Branch	15.70		767.09	
SBI Main Branch	23.29		9.09	
SBI Joka Branch A/c - Endowment Fund	191.04		222.14	
SBI Main Branch A/c - FC	0.10		0.10	
SBI Joka IIMC Alumni Contribution	34.75		33.60	
SBI IIMC Contributory Pension A/c	33.80		15.68	
SBI Joka Branch A/c - Infosys	9.49		13.78	
ICICI Banking Corporation	65.09		2.31	
IIMC Expansion Project A/c-SBI Joka	145.33		390.01	
AXIS Bank (Main Branch)	1096.81		653.34	
SBI Joka Branch- IIM, Ranchi	196.30	1811.70	0.00	2107.14

Sd/-
(Prasanta Chattopadhyay)
Asstt. Finance & Accounts Officer

Sd/-
(Santanu Bhattacharyya)
(Finance & Accounts Officer)

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedules forming part of Balance Sheet as at 31st March, 2010

(Rs. in Lakh)

DESCRIPTION	CURRENT YEAR ENDING 31.03.2010		PREVIOUS YEAR ENDING 31.03.2009	
SCHEDULE - 8				
B LOANS, ADVANCES				
a Loans:				
Staff				
House Building	23.50		27.58	
Cycle	0.03		0.05	
Motor Car & Scooter	14.88		19.65	
Computer	2.58		1.73	
Festival	2.39		1.27	
Flood Relief	0.02		0.02	
Personal	50.42	93.82	22.75	73.05
Others				
Advance Research Journal	6.48		6.48	
Consultancy Project	14.18		19.51	
Research Project	0.01		0.01	
Seminar	0.05		0.05	
MDP	0.22		0.22	
Extn. Programme	0.07		0.07	
Travel	0.06		0.06	
Purchase	0.11		0.11	
PGP	0.06		0.06	
CAT	0.02		0.02	
Centre	2.55		5.71	
DDFR	0.06	23.87	0.07	32.37
b Advance recoverable in cash or in kind or value to be received				
Electricity & Water Charges	0.15		0.15	
Telephone Charges	0.20		0.20	
Clearing A/c LIC - GSLI	0.92		0.92	
NPS Clearing	0.11		0.11	
Liability for Sales Tax - Construction	0.00		0.12	
Liability for Service Tax	31.76		21.60	
Prepaid Expenses	49.02		0.00	
Accounts Receivable-Service Tax	22.91		0.00	
Advance Vendors	23.76		42.21	
Advance Vendors-Expansion	53.97		164.08	
Accounts Receivable- IIM Ranchi	0.31		0.00	
Deposit	97.20		83.07	
Accounts Receivable TDS (IT)	27.39		27.14	
HM Building	15.75	323.45	15.75	355.35
c Income Accrued				
Accrued Interest on Investment of Endowment Fund	36.88		25.15	
Accrued Interest on Investment of Term Deposit	49.62		100.76	
Accrued Interest on Investment of Corpus Fund	1555.74	1642.24	1981.58	2107.49
TOTAL		4247.83		5522.13

Sd/-
(Prasanta Chattopadhyay)
Asstt. Finance & Accounts Officer

Sd/-
(Santanu Bhattacharyya)
(Finance & Accounts Officer)



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedules forming part of Income & Expenditure Account for the year ended 31st March 2010

(Rs. in Lakh)

INCOME	CURRENT YEAR ENDING 31.03.2010		PREVIOUS YEAR ENDING 31.03.2009	
SCHEDULE - 9				
FEES				
Common Admission Test Fees		3.98		753.81
Post Graduate Diploma in Management				
Tuition Fees	1633.12		854.41	
Lodging	67.28		47.81	
Course Materials	318.50		118.57	
Computer Fees	214.02		111.44	
Library Fees	179.54		111.44	
Alumni Fees	2.84		1.84	
Medical	3.54		2.73	
Development Fee	95.41	2514.25	35.98	1284.22
Post Graduate Diploma in Computer Aided Management				
Tuition Fees	264.20		167.83	
Lodging	9.71		10.80	
Course Materials	48.96		27.76	
Computer Fees	32.76		25.92	
Library Fees	27.20		25.92	
Alumni Fees	0.30		0.48	
Medical	0.55		0.67	
Development Fee	14.47	398.15	9.06	268.44
Tuition Fees (PGPEX)		615.00		262.74
Application Fees (PGPEX)		5.92		8.27
Application Fees (PGPEX-VLM)		2.73		0.00
Course Fees (PGPEX - VLM)		73.00		112.00
Fellowship Programme				
Application Fees	1.08		0.66	
Registration & Dissertation Fees	0.04		0.06	
Lodging	2.46		2.53	
Alumni Fees	0.05		0.07	
Medical	0.23	3.86	0.23	3.55
Management Development Programme		223.54		241.80
MDP Complex		119.57		133.89
Consultancy Programme		134.76		243.16
Training Programme		557.55		682.56
Long Duration Programme (LDP)		1825.33		1239.24
Placement		128.49		94.32
Placement - PGPEX		8.84		4.30
Placement - PGPEX-VLM		1.91		1.58
TOTAL		6616.88		5333.88

Sd/-
(Prasanta Chattopadhyay)
Asstt. Finance & Accounts Officer

Sd/-
(Santanu Bhattacharya)
(Finance & Accounts Officer)

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedules forming part of Income & Expenditure Account for the year ended 31st March 2010

(Rs. in Lakh)

INCOME	CURRENT YEAR ENDING 31.03.2010	PREVIOUS YEAR ENDING 31.03.2009
SCHEDULE - 10		
INTEREST/OTHER INCOME ON CORPUS FUND		
Interest received during the year	573.14	323.46
Interest receivable	746.57	696.36
Other Income- Corpus (Commission)	7.00	0.00
TOTAL	1326.71	1019.82
SCHEDULE - 11		
INTEREST INCOME - OTHERS		
On Term Deposit	245.04	180.59
On Savings Account		
SBI Joka Branch	17.47	4.86
SBI Main Branch	0.30	0.21
SBI Foreign Currency	0.00	0.03
ICICI Bank	0.48	0.55
AXIS Bank	16.09	8.78
Interest / Dividend from PF Investment	0.00	18.60
On Loans and Advances		
House Building, Motor Car, Scooter etc.	7.48	15.81
TOTAL	286.86	229.43
SCHEDULE - 12		
INCOME FROM ROYALTY, PUBLICATION etc.		
Royalty	9.32	1.42
Subscription for Decisions	10.04	3.74
TOTAL	19.36	5.16
SCHEDULE - 13		
OTHER INCOME		
Transport Income	7.25	4.01
Rent for Quarters	3.80	3.75
Rent for Bank Building	9.54	4.23
Electricity & Water Charges - Construction	2.00	0.25
Miscellaneous Income	48.46	74.91
Miscellaneous Income A/c - Construction	2.70	2.60
Rent for Faculty Accomodation Transferred to Government of West Bengal - As per Contra	1.31	1.34
Seminar & Conference Income	14.20	5.45
Alumni Activities Income	2.24	
Profit on sale of Assets	0.06	
CMDS Income	55.46	104.98
Rounding off difference	0.00	0.03
TOTAL	147.02	201.51

Sd/-
(Prasanta Chattopadhyay)
Asstt. Finance & Accounts Officer

Sd/-
(Santanu Bhattacharyya)
(Finance & Accounts Officer)

INDIAN INSTITUTE OF MANAGEMENT CALCUTTASchedules forming part of Income & Expenditure Account for the year ended 31st March 2010
(Rs. in Lakh)

EXPENDITURE	CURRENT YEAR ENDING 31.03.2010	PREVIOUS YEAR ENDING 31.03.2009
SCHEDULE - 14		
ESTABLISHMENT EXPENSES (NON-PLAN)		
Salary	1535.01	1787.71
Children Education Allowance	10.41	3.13
Leave Salary	0.00	12.06
Leave Encashment for LTC	2.98	0.00
Overtime & Honoraria	10.95	5.73
Provident Fund Contribution	48.37	38.58
New Pension Scheme Contribution	18.03	8.15
Gratuity	0.00	1.51
Deposit Linked Insurance	0.00	0.30
Pension	212.00	166.08
Leave Travel Concession	16.53	40.11
Medical Expenses	78.65	85.95
Staff Welfare & Amenities	2.11	3.24
Retirement Benefits for Employees	1048.56	740.00
TOTAL	2983.60	2892.55
SCHEDULE - 15		
OTHER ADMINISTRATIVE EXPENSES (NON-PLAN)		
Travelling Expenses	8.03	20.67
Stationery & Printing	14.31	11.89
Postage Expenses & Telephone Expenses	32.33	28.87
Motor Car Expenses	28.38	29.93
Repairs & Renewals	16.14	12.29
Repairs & Renewals - Construction A/c	29.67	11.00
Electricity & Water Charges	174.29	129.62
Freight & Insurance	0.01	0.64
Advertisement & Publicity	6.21	5.29
Library Maintenance	43.38	2.76
Library Maintenance - Construction A/c	0.38	5.41
Binding	0.28	0.37
Membership & Subscription	2.84	14.11
PGDM Service & Supplies	193.86	92.66
Financial Aid to Students	176.69	76.53
CAT Expenses	5.90	286.21
Selection Test Expenses	17.24	33.34
Convocation	13.32	7.62
PGPEX	87.82	124.54
PGPEX - VLM	42.40	28.94
PGDBM Service & Supplies	0.00	1.87
City Office Expenses	6.47	3.99
FP Service & Supplies	114.22	67.46
MDP Service & Supplies	120.95	189.93
MDP Complex Expenses	69.49	68.81
Consultancy Project Expenses	73.44	158.75
Training Programme Expenses	334.31	456.04

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedules forming part of Income & Expenditure Account for the year ended 31st March 2010
(Rs. in Lakh)

EXPENDITURE	CURRENT YEAR ENDING Amount (Rs.)	PREVIOUS YEAR ENDING Amount (Rs.)
Long Duration Programme Expenses (LDP)	615.06	353.62
Placement Expenses	19.15	22.54
Placement Expenses - PGPEX	4.72	1.20
Placement Expenses - PGPEX-VLMP	0.23	0.22
Computer Centre Maintenance	122.97	174.90
Computer Centre Maintenance - Construction A/c	5.76	4.88
Legal Expenses	12.33	8.53
Board Meeting Expenses	9.46	8.38
Entertainment Expenses	0.20	0.20
Audit Fees	7.21	4.72
Auditors Fees - Others	12.57	11.60
Contingencies	17.38	22.50
Campus Maintenance	128.16	112.88
Campus Maintenance - Construction A/c	194.68	165.33
Bank Charges	6.49	1.99
Bank Charges - Construction A/c	0.02	0.01
Faculty Participation in International Conferences	60.16	55.07
Seminar & Conferences	22.34	8.59
Alumni Activities Expenses	13.70	11.79
Rent, Rates & Taxes	14.21	13.34
CMDS	49.75	98.17
Preparation of Working Papers, Newsletters & Decisions	3.81	2.82
Special Programme on Rural Development	0.01	0.54
International Collaboration & Exchange Programme	12.55	12.93
Faculty Development	154.74	108.95
Officers Development	10.95	9.19
Staff Development	4.18	1.15
Finance Lab Expenses	31.95	24.09
Loss on Sale of Assets	2.72	10.06
Rounding off Difference	0.02	0.00
TOTAL	3149.84	3119.73

Sd/-
(Prasanta Chattopadhyay)
Asstt. Finance & Accounts Officer

Sd/-
(Santanu Bhattacharyya)
(Finance & Accounts Officer)

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedules Forming Part of the Accounts for the Year ended 31st March, 2010

4. CURRENT ASSETS, LOANS AND ADVANCES

In the opinion of the management, the Current Assets, Loans and Advances have a value on realization in the ordinary course of business equal to at least the aggregate amount shown in the Balance Sheet.

5. TAXATION

The Institute, being exempt from Income Tax under Section 10(23C)(vi) of Income Tax Act 1961, no provision for income tax has been made.

6. PAYMENTS TO AUDITORS

In addition to the C & AG audit, the Institute engages the services of audit firms for internal audit, service tax and other matters. During financial year 2009-10, the following expenses have been incurred on this account:

		2009-10	2008-09
C & AG Audit:	Rs. (lakh)	7.21	4.72
Internal Audit:	Rs. (lakh)	2.35	0.40
Other Services:	Rs. (lakh)	10.22	11.20

7. EMPLOYEE RETIREMENT BENEFITS

Provisions are made based on actuarial valuation done by LIC of India as on 31.12.2009.

Details of Provision for retirement benefits as on 31.3.2010 are given below:

Particulars	Gratuity (in lakh)	Pension (in lakh)	Leave Encashment (in lakh)	Total (in lakh)
Opening Balance	98.28	1182.39	143.05	1423.72
Add: Provision during the year	244.57	539.61	264.38	1048.56
	342.85	1722.00	407.43	2472.28
Less: Payment made during the year	81.00	223.21	37.96	342.17
Balance as on 31.03.2010	261.85	1498.79	369.47	2130.11

8. NEW PENSION SCHEME (NPS)

Details of NPS subscriptions and matching contribution and payment made during the year are reproduced below:

Particulars	As on 31.3.2010 (in lakh)	As on 31.3.2009 (in lakh)
(Employees' contribution) Balance as on 01.04.2009	17.29	8.88
Add: Subscription during 2009-10	18.03	8.15
Less: Payment made during 2009-10	(29.86)	--
Balance as on 31.3.2010 (A)	5.46	17.03
(Employees' contribution) Balance as on 01.04.2009	16.75	8.60
Add: Contribution during 2009-10	18.03	8.15
Less: Payment made during 2009-10	(29.86)	---
Balance as on 31.3.2010 (B)	4.92*	16.75
Bank Interest as on 31.3.2010 (C)	0.69	0.26
Total (A+B+C)	11.07	34.04

* Represents dues for the month of January and February 2010.

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
Receipts and Payments Accounts for the year ended 31st March, 2010

RECEIPTS	Current Year	Previous Year	PAYMENTS	Current Year	Previous Year
	Amount (Rs. in Lakh)	Amount (Rs. in Lakh)		Amount (Rs. in Lakh)	Amount (Rs. in Lakh)
To, Opening Balance			By, Establishment Expenses		
Cash in Hand	2.76	2.42	Salary	1232.44	781.66
Cash in Hand (Construction)	0.24	0.07	Children Education Allowance	8.73	2.35
Cash in Hand (Expansion Project)	0.00	0.01	Leave Salary & Pension Contribution	37.95	29.01
Petty Cash:			Pension	291.99	176.23
Postage - Petty Cash Franking	0.14	0.22	Gratuity	77.51	23.48
Imprest Fund - Library	0.01	0.00	Deposit Linked Insurance	0.00	0.30
Imprest Fund - Purchase	0.00	0.00	LTC Expenses	17.28	42.25
Imprest Fund - Transport	0.00	0.00	Leave Encashment for LTC	2.74	0.00
Imprest Fund - Despatch	0.01	0.00	Medical Expenses	76.57	45.83
Imprest Fund - FP	0.00	0.00	Staff Welfare & Amenities	2.06	2.95
Imprest Fund -PGPEX	0.02	0.00	Overtime & Honorarium	14.92	5.75
Imprest Fund -VLMP	0.03	0.00	Faculty Development Expenses	134.62	96.58
Imprest Fund -VLMP-Hostel	0.01	0.00	Officers' Development	11.08	7.99
Imprest Fund -Maintenance	0.00	0.00	Staff Development	4.03	1.08
Imprest Fund -Admission	0.00	0.00	NPS Contribution	18.03	8.29
Imprest Fund -MDP	0.00	0.00	Administrative Expenses		0.00
Cash at Bank			Travelling Expenses	6.48	25.37
Current A/c with SBI, Main Branch	0.10	0.00	Stationary & Printing	15.83	14.30
Current A/c with SBI, Joka Branch	2.77	0.32	Postage Expenses	0.35	0.51
Current A/c with SBI, Joka Branch (Const.)	15.90	13.51	Motor Car Expenses	26.84	27.91
Savings A/c with SBI, Joka Branch -	0.00	13.57	Telephone Expenses	31.18	28.86
IIMC Endowment Fund	222.14	0.00	Subscription for Decisions	0.06	0.02
Savings A/c with ICICI Banking Corporation	2.31	108.11	Repairs & Renewals	16.94	11.55
Savings A/c with IIMC FC Account	0.10	6.46	Electricity & Water Charges	169.62	152.46
IIMC Alumni Contribution A/c	33.60	0.07	Freight & Insurance	0.01	0.64
Savings A/c SBI, Joka Branch (INFOSYS)	13.78	31.52	Advertisement & Publicity	6.46	5.29
Savings A/c with SBI, Main Branch	9.09	22.73	Application Fees-PGDM	0.10	0.00
Savings A/c with SBI, Joka Branch	767.09	9.30	Tuition Fees-PGDM	25.55	2.10
AXIS Bank, Kolkata Main Branch	653.34	118.12	Library Maintenance	45.25	3.22
IIMC Contributory Pension A/c (SBI, Joka)	15.68	0.00	Binding	0.28	0.37
SBI, Joka (Expansion Project)	390.01	314.25	Membership & Subscription	2.84	14.11
Interest on Endowment Fund Investment	22.34	16.26	PGP S & S	0.00	0.00
Interest on Corpus Fund Investment	580.14	10.86	Common Admission Test Expenses	5.27	292.26
Interest on New Pension Scheme Investment	3.34	18.30	Financial Aid to Students	176.69	76.53
Interest on Bank Deposit	224.07	322.98	Selection Test Expenses	11.97	32.72
Miscellaneous Income	31.72	0.26	Convocation	8.35	7.03
Interest on Scooter, Motor Car & HB Adv.	0.86	93.74	PGP for Executives	84.55	120.11
Sale of Motor Car/ Motor Cycle	1.30	57.83	PGDBM- S & S	0.00	1.83
			FP S & S	115.73	66.11



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Receipts and Payments Accounts for the year ended 31st March, 2010

RECEIPTS	Current Year	Previous Year	PAYMENTS	Current Year	Previous Year
	Amount (Rs. in Lakh)	Amount (Rs. in Lakh)		Amount (Rs. in Lakh)	Amount (Rs. in Lakh)
Sale of Library Periodicals	0.08	3.81	MDP S & S	74.77	89.10
Post Graduate Diploma in Management:			MDP Complex Expenses	64.52	64.94
Application Fees	2.98	5.51	Long Duration Programme Expenses	492.07	273.72
Common Admission Test Fees	3.99	213.81	Consultancy Project Expenses	54.00	118.16
Course Materials Fees	319.04	118.72	Placement Expenses-PGPEX-VLMP	0.23	0.19
Tuition Fees	1656.07	850.99	Placement Expenses	14.98	20.76
Computer Fees	217.74	111.62	City Office Expenses	5.47	3.50
Library Fees	179.84	111.62	PGPEX Placement Expenses	4.70	0.99
Lodging Fees	70.63	48.80	Computer Centre Maintenance	147.71	154.31
Alumni Fees	2.86	1.84	Board Meeting Expenses	8.12	7.99
Mediclaime	3.65	2.74	Entertainment	0.20	0.20
Development Fees	95.90	36.10	Audit Fees	15.33	12.41
	0.00	0.00	Contingencies	12.52	19.18
Post Graduate Diploma in Computer			Campus Maintenance	125.38	103.24
Aided Management			Legal Expenses	12.47	8.35
Tuition Fees	266.69	167.83	Bank Charges	6.50	1.99
Lodging Fees	10.56	11.28	Faculty Participation in International Conf.	61.30	55.87
Course Materials Fees	48.96	27.76	Seminar & Conference	18.84	12.33
Computer Fees	33.12	25.92	CMDS	40.53	95.07
Library Fees	27.20	25.92	Prep. of Working Papers, Newsletter & Decision	2.88	2.73
Alumni Fees	0.30	0.48	Finance Lab Expenses	33.42	23.21
Mediclaime	0.55	0.67	Special Programme on Rural Dev.	0.00	0.53
Development Fees	14.47	9.06	International Collaboration & Exchange Prog.	12.65	12.88
Fellowship Programme:	0.00	0.00	Alumni Activities Expenses	9.42	8.43
Registration & Dissertation Fees	0.02	0.03	Training Programme Expenses	238.97	306.93
Application Fees	1.08	0.66	PGPEX - VLMP Expenses	43.35	26.02
Lodging Fees	0.27	0.00	Rent, Rates & Taxes	14.34	13.47
Alumni Fees	0.05	0.07	PGDM-Service & Supplies	186.55	83.76
Post Graduate Programme for Executives:	0.00	0.00	Prior Period Expenses	8.69	0.00
Application Fees	5.98	8.28	Lodging Fees - PGDM	3.35	0.99
Tuition Fees	615.00	264.89	Course Materials-PGDM	0.54	0.15
Post Graduate Prog. for Executives - VLM			Computer Fees-PGDM	3.72	0.18
Application Fees	2.73	0.00	Library Fees-PGDM	0.30	0.18
Course Fees	73.00	112.00	Mediclaime-PGDM	0.11	0.01
Management Development Prog. Income	196.74	231.70	Development Fees-PGDM	0.50	0.12
MDP Complex Income	10.34	17.25	Alumni Fees-PGDM	0.02	0.00
Long Duration Programme Income	2426.08	2048.98	Tuition Fees-PGDCM	2.46	0.00
Royalty	9.11	1.42	Lodging Fees -PGDCM	0.85	0.48
Motor Car Expenses	0.09	0.11	Computer Fees-PGDCM	0.36	0.00

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Receipts and Payments Accounts for the year ended 31st March, 2010

RECEIPTS	Current Year	Previous Year	PAYMENTS	Current Year	Previous Year
	Amount (Rs. in Lakh)	Amount (Rs. in Lakh)		Amount (Rs. in Lakh)	Amount (Rs. in Lakh)
Freight & Insurance	0.00	0.00	Tuition Fees-PGPEX	0.00	2.15
Prior Period Income	0.16	0.00	Application Fees - PGPEX	0.05	0.00
Finance Lab Expenses	3.00	0.00	MDP Income	2.02	0.00
Consultancy Project Income	131.31	243.59	MDP Complex Income	0.00	1.95
Training Programme Income	556.64	783.89	Transport Income	0.01	0.01
Transport Income	0.18	0.19	Interest on Advance (Cycle, Scooter, Motor Car and HB)	0.01	0.21
Seminar and Conference Income	12.38	5.22	CAT Income	0.00	0.00
Alumni Activities Income	2.24	0.00	Consultancy Income	0.01	0.00
Placement Income	97.97	74.75	Interest on Bank Deposit	0.14	0.00
PGPEX Placement Income	8.84	4.30	Intt. on New Pension Scheme Investment	11.27	0.00
PGPEX-VLM- Placement Income	1.67	1.58	Training Programme Income	2.66	0.00
CMDS Income	23.65	117.76	Placement Income	0.02	3.90
Rent for Quarters	0.08	0.06	CMDS Income	0.00	7.50
Rent for Bank Building	9.28	4.23	Miscellaneous Income	2.24	22.70
Subscription for Decision	10.10	3.76	Royalty	0.03	1.64
Capital Fund - Alumni Contribution	1.15	2.42	Seminar & Conference Income	0.00	0.00
Donation & Prizes Fund	2.40	4.95	LDP Income	0.18	0.00
IIMC NPS Subscription Fund	18.03	8.29	Donation & Prize Fund	84.04	0.25
IIMC NPS Contribution Fund	18.03	8.29	Prior Period Income	5.51	1.90
Accounts Receivable	658.66	519.09	CDEP	2.36	0.00
Accounts Receivable - Placement	31.30	58.64	MCHV Expenses	5.70	4.11
IIMC Students' Association	4.36	1.74	Expenditure on Fixed Assets	8.21	6.15
Advance - Consultancy Project	0.84	3.68	Purchase of Fixed Assets:	0.00	0.00
Advance - Personal	6.26	3.06	General Equipment	7.65	7.33
Advance - House Building	0.00	0.41	Computer Centre Equipment	140.74	45.47
Advance - Motor Car & Scooter	0.29	0.28	General Furniture	40.87	39.16
Advance - Centre	0.21	0.19	Furniture-OBC	2.31	0.00
Advance - Computer	0.01	0.00	Motor Car, Vehicles & Cycles	17.94	3.60
Advance - GPF Investment	200.40	0.00	Library Books	45.99	72.97
Advance - CPF Investment	70.13	0.00	Library Development Microforms	13.05	56.83
Security Deposit	1.21	4.17	Research Journal	148.06	154.42
IIM Ranchi-Receiveable	0.91	0.00	Library Periodicals	0.09	0.14
Term Deposit	8619.45	1944.61	MCHV Furniture	0.00	0.07
Deferred Revenue Income	231.14	7.01	MCHV Books	0.00	0.51
Accounts Payable	66.73	20.52	Construction Account:	0.98	0.00
Scholarship Donation Repayable	55.92	20.50	Miscellaneous Income	225.74	19.96
Group Insurance Repayable	3.75	1.99	Security Deposit	122.75	35.55
Endowment Fund Investment	86.30	121.21	Liability for Sales Tax	158.12	60.67
Corpus Fund Investment	4959.19	2809.50	Liability for Income Tax - Contractors		
NPS Fund Investment	17.14	0.00			



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Receipts and Payments Accounts for the year ended 31st March, 2010

RECEIPTS	Current Year	Previous Year	PAYMENTS	Current Year	Previous Year
	Amount (Rs. in Lakh)	Amount (Rs. in Lakh)		Amount (Rs. in Lakh)	Amount (Rs. in Lakh)
Caution Deposit - PGP	22.06	13.80	Liability for cess	62.58	12.85
Caution Deposit - PGDCM	2.28	3.60	Advance Vendor	12.46	164.08
Caution Deposit - FP	0.70	0.90	Land	0.34	64.44
Clearing A/c - LIC	0.12	0.03	Hostel Building	15.03	20.15
Clearing A/c - LIC/GLSI	0.04	0.02	Instructional Building	6.56	9.26
P. F. Clearing	9.54	0.94	Administrative Building	0.00	1.22
Liability for Income Tax	3.25	0.00	Canteen Building	12.34	5.08
Liability for Income Tax-Prof. & Tech. Services	52.34	0.63	Residential Building	1.27	5.34
Liability for Income Tax (Contractor)	14.25	80.11	Bank Building	2.47	0.00
Liability for Service Tax	131.31	123.81	Multy Gym	6.38	0.00
Liability for Sales Tax	3.22	3.56	CAM Centre Building	0.00	1.32
Unpaid Salary	6.18	3.15	Teaching Block	0.81	28.47
Liability for Income Tax-Rent	4.58	0.00	Water Supply Installation	36.75	0.10
Unpaid OT/Honorarium	0.44	0.62	Foot Bridge	7.42	0.06
A/c's Receivable - Interest on Corpus Fund	1012.73	196.95	Electrical Installation	13.74	21.20
A/c's Receivable - Interest on Endowment					
Fund Investment	11.72	8.83	Electrical Installation-Exspansion Project	0.64	7.67
Accounts Receivable TDS (IT)	8.90	12.17	MDP Complex Building	13.37	2.49
Advance Festival	0.00	0.00	Road, Drains & Culverts	0.00	19.39
IIM Ranchi fund	198.15	0.00	Auditorium	0.00	0.02
Research Journal	0.28	0.37	New Building	16.43	5.96
Endowment Fund	0.97	55.00	Sewerage & Effluent Treatment Plant	0.00	0.11
Advance Vendor	0.06	0.00	Executive Hostel	910.92	156.40
Salary	6.53	1.12	Students Hostel - I	1174.37	147.02
Leave Salary & Pension Contribution	0.14	0.00	Students Hostel - II	1293.70	360.57
Liability for Revenue Expenditure	47.19	0.00	Dining Hall	427.08	198.77
Liability for Capital Expenditure	511.98	0.00	Amphi Theatre	10.73	118.48
Gratuity	1.04	0.65	Passage - I	5.99	12.46
Pension	0.04	0.00	Passage - III	94.06	25.30
Travelling Expenses	0.78	4.74	Laboratories and Toilet Block	153.32	62.44
LTC Expenses	0.75	2.14	Class and Syndicate Hall - I	162.60	65.60
Telephone Expenses	0.10	0.25	Class and Syndicate Hall - II	176.50	98.60
Electricity And Water Charges	8.42	6.89	Laboratory and Faculty Room	181.13	66.57
Library Maintenance	0.13	0.05	Passage and Toilets	115.87	46.30
Common Admission Test Expenses	0.84	6.12	Faculty Room	226.84	132.16
Convocation	0.00	0.17	Ownership Flat (Genex Valley)	28.19	222.65
Selection Test Expenses	0.17	2.00	Road work	25.70	0.00
FP S & S	2.83	0.00	Repairs & Renewals	37.54	12.67
FP S & S	0.00	0.52	Electricity & Water Charges-Const.	0.72	0.00
PGDM S & S	0.05	0.07	Library Maintenance-Const.	2.57	2.04

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Receipts and Payments Accounts for the year ended 31st March, 2010

RECEIPTS	Current Year	Previous Year	PAYMENTS	Current Year	Previous Year
	Amount (Rs. in Lakh)	Amount (Rs. in Lakh)		Amount (Rs. in Lakh)	Amount (Rs. in Lakh)
PGPEX-VLMP Expenses	3.64	0.02	Computer Centre Maintenance	4.62	2.69
Long Duration Programme Expenses	1.02	0.86	Campus Maintenance	208.85	170.57
PGP for Executives	0.00	0.40	Bank Charges	0.03	0.01
MDP S & S	1.56	3.76	Stock (Construction)	1.69	1.35
Consultancy Project Expenses	0.62	2.04	IIMC Students' Association	0.32	2.65
Training Programme Expenses	0.60	0.11	Advance - Consultancy Project	5.75	15.58
Placement Expenses	0.26	0.14	Advance - Personal	50.41	20.09
Medical Expenses	0.06	0.00	Advance - House Building	6.32	0.03
Bank Charges	0.01	0.00	Advance - Motor Car & Scooter	1.20	5.93
Stock (Construction)	4.04	0.00	Advance - Centre	0.67	3.71
Staff Development	0.01	0.00	Term Deposit	8874.64	3660.53
Faculty Participation in International Conf.	1.47	0.91	Deposit	13.87	1.24
Seminar & Conference	0.60	7.42	Accounts Payable	60.76	43.85
International Collaboration & Exchange Programme	0.19	0.00	Scholarship Donation Repayable	18.61	26.34
Rent, Rates & Taxes	0.00	0.01	Investment Corpus Fund	6585.33	2718.01
Construction A/c	0.00	0.00	Group Insurance Repayable	1.31	2.89
Misc. Deposit	0.40	0.00	Investment Endowment Fund	118.64	151.21
Security Deposit	572.23	215.41	NPS Fund Investment	0.00	17.14
Liability for Sales Tax	132.59	35.51	Caution Deposit - PGP	14.04	12.72
Liability for Income Tax - Construction	171.67	60.55	Caution Deposit - PGDCM	3.07	3.18
Electricity & Water Charges	2.73	0.25	Caution Deposit - PGDBM	0.00	0.17
Advance Vendor-Const. A/c	122.57	0.00	Caution Deposit - FP	0.41	0.11
Project-in-Progress	0.00	1.74	Clearing A/c - LIC	21.11	17.94
Liability for Cess	72.77	12.85	Clearing A/c - LIC/GSLI	2.25	2.23
Land	0.12	0.00	Clearing A/c - IIMC Staff Co-Operative	59.56	55.29
Const. A/c-Hostel Building	7.09	0.00	Credit Society	0.00	0.00
Const. A/c-Residential Building	0.43	0.00	Clearing A/c - IIMCEU Subscription	0.09	0.06
MDP Complex Building	5.13	0.00	Clearing A/c - IIMC Community Welfare	0.61	0.00
Const. A/c-Teaching Block	0.40	0.00	Society	0.00	0.00
Const. A/c-Electrical Installation	1.32	0.00	P F Clearing	415.02	151.77
Bank Building	1.24	0.00	NPS Clearing	18.03	8.29
Executive Hostel A	264.04	0.00	Security Deposit	1.25	1.47
Student Hostel (I) B	296.66	0.00	Miscellaneous Charges Recoverable	0.00	0.02
Student Hostel (II) C	380.89	0.00	Liability for Income Tax	568.21	250.11
Dining Hall-G	108.06	0.00	Liability for Revenue Expenditure	47.19	0.18
Amphitheatre-H	2.92	0.00	Liability for Capital Expenditure	511.98	0.00
Passage W	1.54	0.00	Liability for Professional Tax	3.64	5.56
Labotary & Toilet Block P-TB	40.35	0.00	Liability for Income Tax (Contractor)	18.11	69.77
Class & Syndicate Hall-N	47.47	0.00	Liability for Service Tax	124.42	161.84

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Receipts and Payments Accounts for the year ended 31st March, 2010

RECEIPTS	Current Year	Previous Year	PAYMENTS	Current Year	Previous Year
	Amount (Rs. in Lakh)	Amount (Rs. in Lakh)		Amount (Rs. in Lakh)	Amount (Rs. in Lakh)
Passage (3) W3	30.25	0.00	Liability for Income Tax for Professional or Technical Services	58.73	0.00
Laboratory & Faculty Room M	63.56	0.00	Liability for Income -Rent	0.00	7.13
Class & Syndicate Hall (2) L	47.60	0.00	Liability for Sales Tax	4.09	0.00
Passage & Toilet W1	41.53	0.00	Provident Fund Payable	3.36	3.38
Faculty Room K	58.13	0.00	Unpaid Salary	113.26	0.00
Road Work	0.31	0.00	Unpaid OT/Honorarium	6.15	3.10
Canteen Building	0.17	0.00	FFRA	0.41	0.65
Genex Valley-Flat	14.09	0.00	IIMC NPS Subscription Fund	0.03	0.13
Foot Bridge	3.71	0.00	IIMC NPS Contribution Fund	29.86	0.14
Electrical Installation	0.22	0.00	Endowment Fund	29.86	0.14
Repairs & Renewals-Const.	9.08	0.00	Alumni Contribution Fund	4.05	0.27
Campus Maintenance-Const.	45.00	0.00	DDFR	0.00	0.33
Miscellaneous Income-Const.	3.67	2.60	IIM Ranchi Fund A/c	0.06	0.15
Bank Charges-Const.	0.01	0.00	Pre-paid Expenses	1.86	0.00
Imprest Fund-MCHV	0.00	0.01	Advance Festival	46.06	0.00
Imprest Fund - Purchase	0.00	0.01	Advance Computer	4.18	1.88
Imprest Fund - FP	0.00	0.00	Advance Vendor	1.50	0.00
Imprest Fund - Hostel-(Ramanujm Hall)	0.00	0.00	Advance Cycle	31.66	36.66
Imprest Fund - PGP	0.00	0.00	Postage Petty Cash Franking	0.00	0.02
Imprest Fund - MDP	0.00	0.00	Accounts Receivable - Service Tax	2.40	2.88
Imprest Fund -City Office	0.00	0.10	Accounts Receivable - Service Tax-Project	23.52	0.00
Grant In Aid- GOI	1100.00	2764.75	Accounts Receivable - IIM Ranchi	2.76	0.00
Grant In Aid- GOI-IPR Chair Fund	0.00	10.00	Advance to GPF Investment	1.16	0.00
NPS Contribution	0.00	0.14	Advance to CPF Investment	200.40	0.00
			Expenses out of Imprest Fund:		
			Imprest Fund - Transport	0.19	0.16
			Imprest Fund - Maintenance	0.14	0.15
			Imprest Fund - Library	0.10	0.08
			Imprest Fund - Hostel (Ramanujam Hall)	0.04	0.04
			Imprest Fund - PGP	0.59	0.64
			Imprest Fund - Admission	0.05	0.09
			Imprest Fund - MDP	0.36	0.17
			Imprest Fund - City Office	1.46	0.81
			Imprest Fund - Computer Centre	0.11	0.27
			Imprest Fund - MCHV	0.21	0.24
			Imprest Fund - Purchase	0.00	0.01
			Imprest Fund - Despatch	0.04	0.04
			Imprest Fund - FP	0.37	0.23
			Imprest Fund - Telephone	0.02	0.01

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
 Receipts and Payments Accounts for the year ended 31st March, 2010

RECEIPTS	Current Year	Previous Year	PAYMENTS	Current Year	Previous Year
	Amount (Rs. in Lakh)	Amount (Rs. in Lakh)		Amount (Rs. in Lakh)	Amount (Rs. in Lakh)
			Imprest Fund - PGPEX	0.15	0.09
			Imprest Fund - Tagore Hall	0.00	0.00
			Imprest Fund - PGPEX-VLMP	0.17	0.09
			Closing Balance:		
			Cash in Hand	5.53	2.76
			Cash in Hand (Construction)	0.36	0.24
			Cash in Hand (Expansion Project)	0.51	0.00
			Petty Cash:	0.00	0.00
			Postage Petty Cash Franking	0.34	0.14
			Imprest Fund - Library	0.00	0.01
			Imprest Fund - Transport	0.00	0.00
			Imprest Fund - Despatch	0.00	0.01
			Imprest Fund - FP	0.00	0.00
			Imprest Fund -PGPEX	0.00	0.02
			Imprest Fund -VLMP	0.00	0.03
			Imprest Fund -VLMP-Hostel	0.00	0.01
			Imprest Fund -Maintenance	0.00	0.00
			Imprest Fund -Admission	0.00	0.00
			Imprest Fund -MDP	0.00	0.00
			Cash at Bank:		
			Current A/c with SBI, Main Branch	0.10	0.10
			Current A/c with SBI, Joka Branch	0.63	2.77
			Current A/c with SBI, Joka Branch (Const.)	19.14	15.90
			IIMC Alumni Contribution A/c	34.75	33.60
			Savings A/c with SBI, Main Branch A/c	0.00	0.00
			IIMC FC	0.10	0.10
			IIMC Endowment Fund	191.04	222.14
			Savings A/c INFOSYS	9.49	13.78
			Savings A/c with SBI, Main Branch	23.29	9.09
			Savings A/c with SBI, Joka Branch	15.70	767.09
			Savings A/c with ICICI Banking Corp.	65.09	2.31
			Axis Bank, Kolkata Main Branch	1096.81	653.34
			IIMC Expansion Project A/c	145.33	390.01
			IIMC Contributory Pension A/c (SBI, Joka)	33.80	15.68
			IIM Ranchi-SBI Joka Savings	196.29	0.00
TOTAL	30927.43	16049.47	TOTAL	30927.43	16049.47

Sd/-
 (Prasanta Chattopadhyay)
 Asstt. Finance & Accounts Officer

Sd/-
 (Santanu Bhattacharyya)
 (Finance & Accounts Officer)



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
 Provident Fund Account
 Balance Sheet As At 31st March, 2010

Accounts	Schedule	Amount Rs. in Lakh		Accounts	Schedule	Amount Rs. in Lakh	
		2009-10	2008-09			2009-10	2008-09
LIABILITIES				ASSETS			
IIMC CPF	1	1,214.08	1,020.52	Investment - CPF	3	1,050.20	734.20
IIMC GPF	1	894.44	636.06	Investment - GPF	3	803.95	533.45
Sundry Creditors - CPF	2	50.25	4.55	Loan to Members - CPF	4	2.26	2.96
Sundry Creditors - GPF	2	16.28	16.08	Loan to Members - GPF	4	5.79	5.09
Total		2,175.05	1,677.21	Sundry Debtors - CPF	5	209.59	180.49
				Sundry Debtors - GPF	5	81.72	63.65
				Cash at Bank - CPF		2.21	108.59
				Cash at Bank - GPF		19.33	48.78
				Total		2,175.05	1,677.21

Sd/-
 (Rajaraman R.)
 A.F & A. O.

Sd/-
 (Santanu Bhattacharyya)
 Finance & Accounts Officer

Sd/-
 (Shekhar Chaudhuri)
 Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
Provident Fund Account
Income & Expenditure Account for the year ended 31st March, 2010

Expenditure	Amount Rs. in lakh		Income	Amount Rs. in lakh	
	2009-10	2008-09		2009-10	2008-09
To Bank Charges	CPF	0.13	By Interest on PF Investment:		
	GPF	0.40			
" Excess Income over Expenditure	CPF	79.64	" Interest received	CPF	14.68
	GPF	57.31		GPF	16.20
			" Interest accrued	CPF	65.09
				GPF	41.51
Total		137.48	Total		137.48
To Interest on subscription	CPF	51.55	By Balance C/D	CPF	79.64
	GPF	57.42		GPF	57.31
" Interest on contribution	CPF	32.33	" Excess of Expenses over Income	CPF	4.24
	GPF			GPF	0.11
" Excess Income over Expenditure - Payable to IIMC	CPF				
	GPF				
Total		141.30	Total		141.30
					137.04

Sd/-
(Rajaraman R.)
Asstt. Finance & Accounts Officer

Sd/-
(Santanu Bhattacharyya)
Finance & Accounts Officer

Sd/-
(Shekhar Chaudhuri)
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
 Provident Fund
 Schedules forming part of Balance Sheet as at 31st March, 2010

Rs. in lakh

Description	GPF		CPF	
	2009-10	2008-09	2009-10	2008-09
SCHEDULE - 1				
IIMC Members' Fund :				
A. Subscription :				
As per last account 2008-09	636.06	584.26	606.43	509.96
Add : Adjustment during the year	0.44	1.00		
Add : Subscription during the year	112.19	65.12	25.26	18.37
Add : Voluntary subscription during the year			115.10	38.56
Add : Arrear subscription	127.71	2.78	18.76	20.21
Add : Arrear subscription (excess received)				
Add : Interest on subscription during the year	57.42	48.03	51.55	42.55
Add : Interest receivable from IIMC				
Less : Adjustment by transfer GPF				-0.10
Less : Adjustment by transfer CPF				-23.13
Less : Withdrawal during the year	-39.38	-65.13	-63.71	-23.13
Sub-Total (A)	894.44	636.06	753.39	606.42
B. Contribution				
As per last account 2008-09			414.10	362.44
Add : Outstanding contribution				
Add : Contribution during the year			25.26	18.37
Add : Arrear contribution			18.76	20.21
Add : Interest on contribution during the year			32.33	27.93
Less : Withdrawal during the year			-29.76	-14.85
Less : Transfer of fund to GPF Account				
Sub-Total (B)	0.00	0.00	460.69	414.10
Total (A+B)	894.44	636.06	1,214.08	1,020.52
SCHEDULE - 2				
Accounts Payable				
Opening balance (GPF/CPF/NPS) Payable	16.08		4.55	1.85
Add : Interest received during the year				
Add : Interest accrued during the year				
Add : Fund payable to the Institute for excess income over expenditure		16.08		2.49
Add : Excess amount paid by IIMC			18.58	0.21
Add : Excess amount paid by IIMC			1.60	
Add : Excess amount paid by IIMC			0.01	
Add : Excess amount paid by IIMC			23.56	
Add : Excess amount paid by IIMC	0.20			
Add : Amount transfer from CPF to NPS			1.95	
Total	16.28	16.08	50.25	4.55

Sd/-
 (Rajamaran R.)
 Asstt. Finance & Accounts Officer

Sd/-
 (Santanu Bhattacharyya)
 (Finance & Accounts Officer)

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
Provident Fund
Schedules forming part of Balance Sheet as at 31st March, 2010

Description	GPF		CPF	
	2009-10	2008-09	2009-10	2008-09
Rs. in lakh				
SCHEDULE - 3				
Investment at cost				
Opening balance as at 1.4.2009	533.45	507.45	734.20	731.20
Add : Investment during the year	395.00	217.00	413.50	347.00
Less : Withdrawal during the year	-124.50	-191.00	-97.50	-344.00
Total	803.95	533.45	1,050.20	734.20
SCHEDULE - 4				
Loan to Members				
Opening balance as at 1.4.2009	5.09	5.69	2.97	3.86
Add : Loan paid during the year	5.24	4.40	2.20	3.39
Less : Loan recovered during the year	-4.54	-5.00	-2.91	-4.29
Total	5.79	5.09	2.26	2.96
SCHEDULE - 5				
Sundry Debtors				
A. IIMC PF Receivable				
Opening balance as at 1.4.2009	14.70	14.67	79.77	40.25
Add : Interest on subscription due from IIMC	0.11		4.24	
Add : Contribution during the year			25.26	18.37
Add : Arrear contribution during the year			18.76	20.21
Add : Subscription & Voluntary Subscription		0.03		0.93
Add : Accounts receivable NPS	0.64			
Less: Amount recovered from IIMC	-15.35		-74.36	
Total : A	0.10	14.70	53.67	79.76
B. Accrued Interest etc.				
Opening balance as at 1.4.2009	48.95	36.37	100.73	82.16
Add : Accrued intt receivable during	41.51	33.14	65.09	47.41
Add : Accrued intt. receivable (TDS)	0.64	0.64	1.29	1.28
Add : Accrued intt for the year				
Total : B	91.10	70.15	167.11	130.85
Total : (A+B)	91.20	84.85	220.78	210.61
Less : Settlement of interest (Accounts Receivable - Intt. on CPF/GPF Invst.)	9.48	21.20	11.19	30.12
Balance	81.72	63.65	209.59	180.49

Sd/-
(Rajamaran R.)
Asstt. Finance & Accounts Officer

Sd/-
(Santanu Bhattacharyya)
(Finance & Accounts Officer)

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
Computer Aided Management Centre Account
Balance Sheet As At 31st March, 2010

LIABILITIES	Amount Rs.		ASSETS	Amount Rs. in lakh	
	2009-10	2008-09		2009-10	2008-09
CAPITAL FUND			FIXED ASSETS	66.62	66.62
General Accounts			(As per last account)		
a. Government of India	66.62	66.62	GIFT ASSETS UNDP	50.10	50.10
(As per last account)			(As per last account)		
b. UNDP	50.10	50.10	ADVANCE AND OTHER RECEIVABLES		
(As per last account)			Advance - Periodicals	0.03	
CURRENT LIABILITIES	1.41	1.41	Account Receivables	0.00	
			Deposit	0.01	0.05
					0.05
			INVENTORY OF STORES		
			Central Stores	0.36	0.36
			EXCESS OF EXPENDITURE OVER INCOME		
			Expenditure over income upto 90-91	0.56	
			Expenditure over income during 91-92	0.53	
				1.09	
			Income over expenditure during 92-93	0.09	1.00
TOTAL	118.13	118.13	TOTAL	118.13	118.13

Sd/-
(Prasanta Chattopadhyay)
Asstt. Finance & Accounts Officer

Sd/-
(Santanu Bhattacharyya)
(Finance & Accounts Officer)

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
Computer Aided Management Centre
SCHEDULE FORMING PART OF BALANCE SHEET FOR 2009-10

CURRENT LIABILITIES

	Rs. in lakh	
IIM Calcutta	Rs.	1.33
Youth Book Forum	Rs.	0.05
International Book Centre	Rs.	0.03
Total	Rs.	1.41

FIXED ASSETS

Plant and Machinery	Rs.	19.15
Computer Equipment	Rs.	7.08
Furniture and Fixture	Rs.	4.11
Computer Centre	Rs.	20.79
Office Equipment	Rs.	1.68
Computer Programme	Rs.	0.69
Books	Rs.	10.61
Periodicals and Journals	Rs.	2.51
Cycle	Rs.	0.01
Total	Rs.	66.62

GIFT ASSETS - UNDP

Sony Video Projector	Rs.	1.16
VAX Hardware	Rs.	31.19
VAX Spares	Rs.	3.21
VAX Software	Rs.	12.71
PC Software	Rs.	1.83
Total	Rs.	50.10

Sd/-
(Prasanta Chattopadhyay)
Asstt. Finance & Accounts Officer

Sd/-
(Santanu Bhattacharyya)
(Finance & Accounts Officer)

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Separate Audit Report of the Comptroller & Auditor General of India on the Accounts of Indian Institute of Management Calcutta for the year ended 31 March, 2010

1. We have audited the attached Balance Sheet of the Indian Institute of Management Calcutta, as at 31st March, 2010 and the Income and Expenditure Account and Receipts and Payments Account for the year ended on that date under Section 20(1) of the Comptroller and Auditor General's (Duties, Powers and Conditions of Service) Act, 1971 read with West Bengal Societies Registration Act, 1961. The audit has been entrusted for the period up to 2011-12. These financial statements are the responsibility of the Institute's management. Our responsibility is to express an opinion on these financial statements based on our audit.
2. This Separate Audit Report contains the comments of the Comptroller and Auditor General of India (CAG) on the accounting treatment only with regard to classification, conformity with the best accounting practices, accounting standards and disclosure norms, etc. Audit observations on financial transactions with regard to compliance with the Law, Rules and Regulations (Propriety and Regularity) and efficiency-cum-performance aspects, etc, if any, are reported through Inspection Reports/CAG's Audit Reports separately.
3. We have conducted our audit in accordance with auditing standards generally accepted in India. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatements. An audit includes examining, on a test basis, evidences supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the management, as well as evaluating the overall presentation of financial statements. We believe that our audit provides a reasonable basis for our opinion.
4. Based on our audit, we report that:
 - i. We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purpose of our audit;
 - ii. The Balance Sheet and Income and Expenditure Account and Receipts and Payments Account dealt with by this report have been drawn up in the format prescribed by the Ministry of Finance, Government of India.
 - iii. In our opinion, proper books of accounts and other relevant records have been maintained by the Indian Institute of Management Calcutta as required in so far as it appears from our examination of books.
 - iv. We further report that

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Separate Audit Report of the Comptroller & Auditor General of India on the Accounts
of Indian Institute of Management Calcutta for the year ended 31 March, 2010

A. Balance Sheet

Management Replies

1.1. Liabilities	
<p>The Endowment fund (Schedule 2) exhibited a balance of Rs. 718.48 lakh as on 31st March, 2010. However, the total assets against the fund were Rs. 740.51 lakh (investment Rs. 512.59 lakh, accrued interest Rs. 36.88 lakh and bank balance Rs. 191.04 lakh). This resulted in discrepancy of Rs. 22.03 lakh between the Endowment fund balance and asset created out of Endowment fund which needs to be reconciled.</p>	<p>Endowment Fund (CDEP, Scholarship & Prize, MCHV, and Research Fund) are represented by way of investments, accrued interest, TDS, Bank Balance, Books and Furniture. There are two reasons for the difference between fund and investments and other assets:</p> <ol style="list-style-type: none"> a) Books and furniture purchased out of endowment fund were included with general books and furniture for over a long period. b) IIMC maintains a common bank account for Corpus and Endowment Fund. Hence, it is not correct to consider the entire bank balance in this account towards endowment.
1.2 Assets	
<p>Balance Sheet, Fixed Asset {Schedule 5 (i)} exhibited addition of books and journals for Rs. 205.18 lakh which included advance for Rs. 154.53 lakh paid towards acquisition of periodicals and journals. As per records of library, the advance was not adjusted till the end of 2009-10, and was included in the final head of addition of 'periodicals and journals'. This resulted in over statement of fixed asset and understatement of current asset by Rs. 154.53 lakh. Further, since the Institute had charged depreciation on periodicals and journals, the depreciation on the adjusted advance amount was also charged. This incorrect charging of Depreciation further resulted in understatement of fixed asset and capital fund by Rs. 7.34 lakh at the end of 2009-10.</p>	<p>The Institute has been consistently following this practice. As and when we make payment against the invoice for journals/periodicals, it is booked under the head "Library Books and Periodicals" and included in the fixed asset schedule (Schedule 5-i) rather than showing it as advance to vendors. Accordingly depreciation has been provided on the additions to Books & Periodicals during the year 2009-10. However we have noted the observation of the audit and we will follow the suggested practice from 2010-11.</p>
<p>1.2.2 Schedule 5(i) exhibited depreciation on Fixed Assets (General) of Rs. 3.00 crore for the year 2009-10. This amount included Rs. 15.58 lakh towards depreciation in respect of 'Building' for the year 2009-10. Schedule 16 (Disclosure of Accounting Policies) annexed to Annual Accounts for the year 2009-10, specified that depreciation was chargeable for the whole year irrespective of the dates of actual additions to the Fixed Assets. Scrutiny of records however revealed that depreciation was charged on 'Building' shown under Fixed Assets (General) for six month periods instead of the whole year, as disclosed in Accounting Policy. This resulted in overstatement of both the Fixed Assets and Capital Fund by Rs. 15.57 lakh at the end of 2009-10. The Institute's policy for</p>	<p>Point is noted. The shortfall in depreciation will be considered in 2010-11.</p>

<p>charging depreciation for the whole year irrespective of the dates of actual addition to Fixed Assets needs to be amended accordingly.</p>						
<p>B. Computer Aided Management Centre (CAM Centre)</p>						
<p>The Institute had prepared Balance Sheet in respect of CAM Centre accounts which form a part of annual accounts for the year 2009-10. But in the absence of detailed schedule, ledgers and other accounts, the correctness of the figure (Rs. 1.18 crore) of the CAM Centre could not be verified in audit. Despite mention in the previous audit report, the Institute had not taken any action to produce the records related to the accounts.</p>	<p>CAM Centre is defunct since early 90's. Efforts will be made for identification of remaining assets in the CAM Centre during physical verification this year. Necessary action will be taken subsequently.</p>					
<p>C. General</p>						
<p>The Balance Sheet exhibited an amount of Rs. 894.44 lakh (Schedule 1) under General Provident Fund (GPF), however, the figures as per the Broadsheet & ledger stood at Rs. 894.39 lakh resulting in a discrepancy of Rs. 0.05 lakh. The discrepancy arose due non-reconciliation of the discrepancy of Rs. 0.05 lakh in the closing balance under GPF as on 31st March, 2010 which still existed.</p>	<p>The point is noted; further reconciliation between Master Sheet and Balance Sheet has been prepared. However, the rectification entry will be made in the year 2010-11.</p>					
<p>D. Grants-in-aid</p>						
<p>Although the Institute is financed by the Government of India but it had not received any regular Government Grants during the year 2009-10. The Institute had only received specific purpose grants of Rs. 12.98 crore (Rs. 11.00 crore for Capacity expansion and implementation of reservation for OBC's and Rs. 1.98 crore for setting up of IIM Ranchi). Out of the above specific purpose Grants, the Institute as a mentor, had utilized only Rs. 0.02 crore for setting up of IIM Ranchi Unit leaving an unspent balance of Rs. 1.96 crore and in regard to utilization of OBC expansion the Institute had spent Rs. 10.46 crore for construction of residential hostel complex leaving an unspent balance of Rs. 0.54 crore.</p>	<p>Noted. Rs. 0.54 crore is paid as advance to vendor in connection with OBC Expansion Project as on 31.03.2010.</p>					
<p>E. Effect of Audit Comments on Accounts</p>						
<p>The net impact of the comments given in preceding paras is that both the assets and liabilities of the Institute were overstated by Rs. 8.23 lakh in the Main Balance Sheet as at 31st March, 2010.</p>	<p>The effect of audit comments on accounts are as follows:</p> <table border="1" data-bbox="816 1574 1390 1906"> <thead> <tr> <th data-bbox="816 1574 1209 1647">Details</th> <th data-bbox="1209 1574 1390 1647">Amount (Rs. in lakh)</th> </tr> </thead> <tbody> <tr> <td data-bbox="816 1647 1209 1813">i. Overstatement of Fixed Assets due to non-consideration of depreciation for 6 months in respect of Buildings (vide para no. 1.2.2)</td> <td data-bbox="1209 1647 1390 1813" rowspan="2">15.57</td> </tr> <tr> <td data-bbox="816 1813 1209 1906">ii. Advance paid for "periodicals and journals" was included in</td> </tr> </tbody> </table>	Details	Amount (Rs. in lakh)	i. Overstatement of Fixed Assets due to non-consideration of depreciation for 6 months in respect of Buildings (vide para no. 1.2.2)	15.57	ii. Advance paid for "periodicals and journals" was included in
Details	Amount (Rs. in lakh)					
i. Overstatement of Fixed Assets due to non-consideration of depreciation for 6 months in respect of Buildings (vide para no. 1.2.2)	15.57					
ii. Advance paid for "periodicals and journals" was included in						

	the Fixed Assets and subsequent depreciation on that advance understated assets (vide para no. 1.2).	7.34
Hence Rs. 15.57 lakhs overstated in Fixed Assets and Rs. 7.34 lakhs understated in the net impact is Rs. 8.23 lakhs (Rs. 15.57 lakhs – 7.34 lakhs)		

- v. Subject to our observations in the preceding paragraphs, we report that the Balance Sheet and Income and Expenditure Account and Receipts and Payments Account dealt with by this report are in agreement with the books of accounts.
- vi. In our opinion and to the best of our information and according to the explanations given to us, the said financial statements, read together with the Accounting Policies and Notes on Accounts, and subject to the significant matters stated above and other matters mentioned in the Annexure to this Separate Audit Report, give a true and fair view in conformity with accounting principles generally accepted in India in so far as
- i. it relates to the Balance Sheet, of the state of affairs of the Indian Institute of Management Calcutta as at 31st March, 2010 and
 - ii. it relates to Income and Expenditure Account of the surplus for the year ended on that date.

For and on behalf of the C&AG of India

Sd/-

L. V. Sudhir Kumar
Principal Director of Audit
Central Kolkata

Place: Kolkata
Date : 20.01.2011

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Annexure to separate Audit Report

A. Adequacy of Internal Audit System

There is no internal audit manual in force. No internal audit report could be furnished. As such the extent of coverage by Internal Audit System could not be ascertained in audit.

B. System of Physical Verification of Fixed Assets

i) The Institute does not have any written procedure for physical verification of assets in absence of written procedure for physical verification of assets; damaged/obsolete items of fixed assets could not be quantified.

ii) 'Significant Accounting Policies' (Schedule 16) of the Institute disclosed that the physical verification of fixed asset was to be done every alternate year except for library books which was to be verified in full once in ten years. The policy adopted by this Institute in this regard was not in conformity with the provision of GFR 2005. No physical verification was conducted for the year 2008-09 and 2009-10. In the absence of physical verification, actual existence of fixed asset could not be verified in audit. Moreover, the Institute did not maintain register of fixed asset in the format prescribed in the GFR required under rule. As such, actual physical existence and correctness of progressive value of different assets of Rs. 8447.87 lakh (Gross block of Fixed Assets) as shown in Schedule 5(i) as on 31 March, 2010 could not be verified in audit.

C. Others

1. The organization chart does not show a clear definition and allocation of duties and responsibilities of officials and employees.
2. Fixed Assets Register is not regularly written up.
3. The Institute does not use any cheque protector to avoid its misuse.
4. There is no accounting manual in use. There are no circulars and instructions which fulfill the purpose of accounting manual.
5. The Institute had never possessed the title deeds of land. The Institute had taken up the matter with the appropriate Department.
6. Fixed Assets are not insured at re-instatement basis.

D. Statutory liabilities:- The Institute had statutory liabilities of Rs. 92.56 lakh at the end of 2009-10.

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Subject: Management letter – Deficiencies noticed in accounting records/systems /Internal controls etc.

Observations

1. Despite mention in previous year's management letter, the Institute had not reconciled the difference of Rs. 2.98 lakh between the total liability exhibited in CPF Broad Sheet/Master Sheet (Rs. 1023.50 lakh) and total liability exhibited in the Balance Sheet of CPF (Rs. 1020.50 lakh) in 2008-09. In the absence of reconciliation, the difference of Rs. 2.98 lakh still continued in the Broad Sheet of 2009-10.

Reply: The point is noted; further reconciliation between Master Sheet and Balance Sheet has been prepared. However, the rectification entry will be made in the year 2010-11

2. Despite mention in previous year's Audit Reports, the Institute had not followed the pattern of investment prescribed by the Government of India (vide Ministry of Finance, Notification dated 14 August 2008) in respect of Investment of Provident Funds of Rs. 18.54 crore (GPF Rs. 8.04 crore and CPF Rs. 10.50 crore).

Reply: The Institute tries to follow the pattern of investment as prescribed by the Govt. of India from time to time. The actual investment pattern is given below:

Pattern of investment as prescribed by the Govt. of India vide notification during 2005						
Sl. No	Pattern of investment	Amount (Rs)	% to followed	% complied	Excess	Short
i)	Central Govt securities	20914477	25%	11.28%		13.72%
ii)	State Govt securities	20000000	15%	10.79%		4.21%
iii)	Bonds/Fixed deposits with scheduled Bank	144500000	25%	77.93%	17.93%	NIL
iv)	To be invested in any of (i), (ii) and (iii) which will be decided by the P.F. Trustee.	NIL	30%*	NA	NA	
v)	To be invested in shares of Companies or in sl. no.(iii) of above	NIL	5%	NIL	NIL	NIL
vi)	Private sector Bonds/securities up to 1/3 of (iv)	NIL	10%	NIL	NIL	NIL
	Total	185414477		100%		

*30% prescribed in sl. No. (iv) is invested in sl. no. (iii) due to higher rate of interest as advised by PF Trustee. The deviation is due to non-availability of instruments in the above prescribed categories as on 31 March 2010.

3. Institute Balance Sheet Current Assets, Loans and Advances (Schedule 8A) exhibited "**Accounts Receivable PF**" as Rs. 65.27 lakh while the Provident Fund Balance Sheet exhibited no such amounts as Accounts Payable to Institute. This resulted in a discrepancy between Institute's receivable accounts and PF payable account at the end of 2009-10. The discrepancy needs to be reconciled.

Reply: The difference between "Account Receivable PF" in the Institute Account (Schedule 8A) and "Account Payable to the Institute" in the PF Account (Schedule – 2) is only Rs.1.26 lakhs and not Rs. 65.27 lakh as noted by audit.

The difference of Rs. 1.26 lakh will be rectified during 2010-11.

4. Balance Sheet of Provident Fund as on 31st March, 2010 exhibited an amount of Rs. 1050.20 lakh under the head '**investment – CPF**'. This amount included Rs. 5.00 lakh as investment on UTI mutual fund (50000 units at a face value of Rs. 10 each) under the scheme '**Growing Corpus growing income plan 1994**'. The Institute had earned annual dividend and credited the amount so earned to its savings account.

Scrutiny of records revealed that the fund under the above scheme was transferred to the new scheme in 2005 viz. 'UTI balances fund (income)' with 36788 units and the face value of those units was Rs. 17.27 each. Records further disclosed that the face value further enhanced at Rs. 22.34 per unit as of during 2009-10. But the investment for UTI Mutual Fund was shown only Rs. 5.00 lakh at the end of 2009-10.

Hence, the investment for UTI mutual fund should have been exhibited as Rs. 8.22 lakh (36788 units x Rs. 22.34) instead of Rs. 5.00 lakh. This resulted in understatement of both the investment and CP Fund balance by Rs. 3.22 lakh at the end of 2009-10.

Reply: An amount of Rs. 5 lakh was invested during 1994 in UTI Mutual Fund under the scheme of "growing corpus growing income plan 1994" and we have been allotted 50,000 units. Subsequently, the plan was changed by UTI during 2005 to UTI balance fund (income) with 36788 units at the face value of Rs. 17.27 each. The supporting papers were produced to Govt. Audit.

As per accounting standard 13, it should be shown at lower of cost or market value and accordingly we have shown the value of investment at cost price since the market value is higher. Hence the Para may be treated as settled.

5. Schedule 5(i) Fixed Asset exhibited an amount of Rs. 4835.55 lakh under the head '**General**'. This amount included Rs. 0.03 lakh under the head 'gift book and periodicals'. As per record of library, a good number of gift books (52 nos.) were received by the library, but the value of those books was not included under the above mentioned head as addition. Non-inclusion of value of gifted books resulted in understatement of assets under the head '**gift books and periodicals**'.

The Institute should have at least the total numbers of Books and Periodical received as gift in their Notes to account disclosed.

Reply: The Institute receives books from different stakeholders (e.g. faculty, students etc) as gift. Such books are taken at "**NIL**" value and hence only the numerical number of gifted books are maintained by Library. The value of Rs. 0.03 lakh has been carried forward for long time. The observations about disclosure in Notes to account are noted.

6. Schedule 15 appended in the Income and Expenditure Account for the year 2009-10 exhibited an amount of Rs. 3149.84 lakh under the head '**Other Administrative Expenses**' (non plan). This amount included Rs. 0.02 lakh under the head '**round off difference**'. This figure has been arrived at after rounding off of figures from '**rupees**' to '**lakh**', which has no material effect.

Reply: IIMC has changed its policy of reporting financial numbers to "Rs. in lakh" in the annual accounts from 2009-10. Accordingly, for comparison purpose, previous year's figures are also rounded off to "Rs. in lakh". Rounding off is done up to two decimal places. The difference of Rs. 6,553.88 (and not Rs.14,473.78 as stated in the draft audit report) is insignificant and hence no rectification is required. Therefore the para may be dropped.

7. The Institute prepared its annual accounts of 2009-10 in the common format of accounts but the Institute, despite mention in the earlier management letter, had not followed proper guidelines in preparation of annual accounts. Schedule as appended in the balance sheet were not in conformity with the uniform format of accounts. The Institute should prepare its annual accounts as per detailed guidelines of common format of accounts and as such the schedules which do not have any figures should have been shown as '**nil**'.

Reply: Common Format of Accounts is a general guideline for preparation of accounts by the Central Autonomous Bodies. Institute may present annual accounts along with the schedules furnishing part of the accounts, which suits their individual requirements.

8. Schedule 15 exhibited Rs. 31.50 crore under the head '**Other Administrative Expenses**' (non plan) for the year 2009-10. The amount (Rs. 31.50 crore) included Rs. 1.23 crore under the head '**Computer Centre Maintenance**'. Audit scrutiny revealed that this amount includes payment of Rs. 1.56 lakh to '**Microtech Software**' for renewal for "**Statistica Data Miner**" under MS windows for a period of one year from 16 October 2009 to 15 October 2010 (Payment Voucher No. 11456/10 dated 17.12.2009). Therefore, the entire benefit of expenditure did not expire/exhaust within the year 2009-10. The expenditure of Rs. 0.72 lakh related to the year 2009-10 and the balance of Rs. 0.84 lakh (Rs. 1.56 lakh – 0.72 lakh) related to the year 2010-11. So the Institute should have booked the amount of Rs. 0.72 lakh as prepaid expenditure on Computer Centre Maintenance. Non-booking of prepaid expenses resulted in understatement of both Current Assets by Rs. 0.78 lakh at the end of 2009-10.

Reply: Point is noted.

