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**ANNUAL  
REPORT  
2013-14**

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INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

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# **ANNUAL REPORT**

## 2013–2014

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA



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## List of Board of Governors

### **Shri Ajit Balakrishnan,**

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

### **Shri Ashok Thakur**

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

### **Shri V Kumar**

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

### **Shri P. Bhattacharya,**

AD-64, Salt Lake, 1st Avenue, Sector I,  
Kolkata 700 064.

### **Shri S.N. Menon,**

P-404/5, Gariahat Road  
Kolkata – 700 029.

### **Ms. Meena Gupta,**

376/2, Block G, New Alipore,  
Kolkata – 700 053

### **Shri R. Ramaraj,**

1D Aum Apartments

No. 26, Kothari Road, Nungambakkam  
Chennai – 600 034.

### **Shri S. M. Datta,**

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

### **Shri Harshavardhan Neotia,**

Chairman,  
Ambuja Reality Development Ltd.  
Ecospace, 2F/11,  
Action Area II, Block 3A,  
2nd floor, New Town,  
Kolkata 700156.

### **Shri Sanjiv Goenka**

Vice Chairman, RPG Enterprise  
Management House, 14 Institutional Area,  
Lodhi Road, New Delhi 110003.

### **Shri Ganesh Krishnan,**

Villa No.3, Palm Meadows Extension,  
Ramagondanahalli, Varthur Main Road,  
Bangalore - 560 066.

### **Shri Thulasiraj Ravilla,**

Executive Director,  
Lions Aravind Institute of  
Community Ophthalmology,  
72, Kuruvikaran Salai,  
Gandhi Nagar, Madurai – 625 020

### **Dr. M.G. Parameswaran,**

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

### **Shri Hirak Ghosh,**

Flat No. 9L, Tower 4, South City  
375, Anwar Shah Road,  
Kolkata 700 068.

### **Mrs. Sangeeta Talwar**

S-373, First Floor, Greater Kailash II  
New Delhi- 110 048.

### **Shri P. M. Murty**

Flat 102, 6-3-1192/A2 to A5, Ashoka Lake  
View Apartments,  
Kundanbagh, Begumpet,  
Hyderabad 500 016

### **Shri R.K. Rao,**

B-2/144, Safdarjung Enclave (3rd Floor)  
New Delhi – 110 029.

### **Mrs. Chokila Iyer,**

46, Vasant Enclave  
New Delhi – 110 057.

### **Prof. Biju Pail Abraham,**

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

**Prof. Mritunjoy Mohanty (up to 23.11.2013);**

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

**Prof. Annapurna Shaw, (wef 08.12.2013)**

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

**Prof. Shekhar Chaudhury (up to 08.04.2013);**

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

**Prof. Saibal Chattopadhyay (wef  
08.04.2013)**

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

**Secretary****Wing Cdr Vibhas Gupta (up to 20.02.2014)**

GM (OD & Administration),  
Indian Institute of Management Calcutta,  
Joka, D. H. Road, Kolkata – 700 104.









# Major Events 2013-14







# Chairman's Message

Shri Ajit Balakrishnan  
Indian Institute of Management  
Calcutta

We continued our international thrust this past year. In the annual Financial Times London rankings, we came in at No 13, overall in worldwide rankings, No 1 in Finance and Economics. Further we were awarded accreditation by the Advance Collegiate Schools of Business (AACSB), and also accredited by the Association of MBAs (AMBA); we are already the only member in India of CEMS (formerly known as Community of European Management Schools). Therefore IIM Calcutta is the only institute in India to have dual accreditation by AACSB and AMBA and membership of CEMS.

Our faculty research continues to contribute to Indian society at large. Prof Nimruji Prasad's work on re-defining corporate social responsibility to mean a way of making the relationships between business and society work, Prof. Bhaskar Chakraborty and Prof. Biswatosh Saha's study of India's commodity ecosystem for designing a more effective multi-commodity exchange, studies by Prof Pulak Das and Prof Debashis Bhattacharjee on understanding the rising incidence of contract labour system in industries as diverse as manufacturing and Five Star Hospitality, speak of the engagement of our faculty with issues that matter to our country.

We have a number of things to look forward to in the coming year. Our campus expansion project is making good progress. Our new Executive Development Centre is a new asset for the institute that is already enabling a significant rise in the number of such programmes we hold. We are planning an Innovation Centre to give a fillip to the entrepreneurial activity in our country. And IIMC personnel led an MHRD effort to think through the design of an online education platform for India's higher education system.

***Ajit Balakrishnan***



## Director's Overview

Prof. Saibal Chattopadhyay  
Indian Institute of Management  
Calcutta

The year 2013-14 has been a remarkable year in the history of IIM Calcutta since it got its firm stand on International front when it received the 19<sup>th</sup> rank in Financial Times Masters in management 2013 Global Rankings in its first attempt. IIM Calcutta also judged the No 1 in Finance and No 2 in Economics among the top 70 global business schools that offer masters in management programme. The Prime Minister of UK, David Cameron visited IIM Calcutta during its Foundation Day on November 14, 2013 and interacted with its students, which happens to be a remarkable moment in the history of the Institute. Institute received AMBA Accreditation and hosted the prestigious and first ever Pan-IIM Conference, sponsored by MHRD in Goa in May-June, 2013.

## Our Programmes

### Fellow Programme in Management and Related areas

This year 7 doctoral students who have completed all the academic requirements received the title of Fellow of IIM Calcutta. Several of our doctoral students have excelled in their research during this year. This year the Institute supported 11 doctoral students for presenting papers at International conferences. Shri Arqum Mateen, one of our graduating Fellow Programme students has secured the "Satish K. Sehgal Doctoral Student Award 2013" for excellence in scholarship and organizational citizenship.

### Expanding Research Output and promoting inter-disciplinarily

The Research Policy was amended with the following changes: a) Financial limits for Category 1 and 2 project funding was increased to Rs. 3 lakhs and Rs.10 lakhs respectively. Category 3 funding was enhanced to upto Rs 50 lakhs and a new scheme of formation and institutional recognition to inter-disciplinary 'Research Groups' was introduced to route Category 3 funding. One (1) Research Group has been formed. Another one proposal is now under external review process.

## Stipend increase for doctoral students

The stipend structure of doctoral students was revised (for implementation from 2014 June) to correct for inflation and respond to changes in other peer institutions. Students would get Rs.27,000 before CQE and Rs.30,000 after CQE. Annual Contingency grant was revised to Rs 25,000 (from Rs.20,000) and computer grant to Rs.40,000 (from Rs.25,000).

## Field grant support

Field grant support for undertaking field based research was raised to Rs.50,000. Provision has been made for taking up, on a case by case basis, applications for larger grants in deserving cases for approval by Director after recommendation from research committee.

## TAC Rule changes

Provision has been made to include academicians outside IIMC in the thesis Advisory Committee of an FP student – with a line of funding support for travel of the student or the TAC member for closer face-to-face discussion.

## Sharing FP level courses with other IIMs

Policy has been finalized for incoming students from other IIMs to attend FP level courses at IIMC. Routines from administering the exchange are under development at FPR Office.

## New FP lab

A new 27-seater FP lab has started functioning

## Two year Full-time Post Graduate Programme

The year 2013-14 is a landmark in the history of the Institute because of the sheer number of students who graduated this year, which stands for 384 students who have received the Post Graduate Diploma in Management and 55 students the Post Graduate Diploma in Computer Aided Management. I wish to specially congratulate the award winners for their superlative performance.

Shri Srinivas Bhaskar secured the 1st rank and received Dr. B. C. Roy Gold Medal and other prizes for his outstanding achievement. Shri Dipak Daga secured the 2nd rank and received Dr. B. C. Roy Silver Medal and other prizes; Shri Dwaipayan Bhowmik and Shri Sadhak Bindal bagged the 3rd rank jointly and received the TIL Scholarship and Duncan Award; Shri Gupat Sachin Subhash Chandra and Shri Vishal Visanji Thakkar secured the 5th rank jointly and received Balmer & Lawrie Award. Ms. Chakraborty Ishita Sunity was selected for the IIMC Alumni Association Calcutta Chapter Gold Medal and Cash Award for the best female student in the PGDM programme for her outstanding academic performance.

In the PGDCM programme Shri Anirudh Gupta secured the 1st rank and received the Institute's Gold Medal and Dr. Jogendra Kumar Chowdhury Gold Medal and other prizes for his outstanding achievement. Shri Jatin Pasrija secured the 2nd rank and received the Smt. Indira Chowdhury Gold Medal and other awards. Shri Srikanth B G secured the 3rd position and received the ACC award and IIMC Alumni Association prize.

Shri Srinivas Bhaskar received Aditya Kashyap Memorial Scholarship for receiving highest CGPA in Compulsory & Elective Courses and Late Sumantra Ghoshal Award for Academic Excellence for receiving highest CGPA at the end of the two year programme including all six terms. The names of all prize winners have been included in the Institute's Honour Roll.



## One year Full time Post Graduate Programme for Executives (PGPEX)

This year 50 students received the Post Graduate Diploma in Management for Executives. Ms Samara Dielle Almeida received the IIMC Alumni Association Calcutta Chapter Gold Medal for securing the 1st rank, Shri Himanshu Singh secured the 2nd rank and received the IIMC PGPEX First Batch Alumni Silver Medal, Shri Pilla Kiran Kumar secured the 3rd rank and received the IIMC PGPEX Fourth Batch Alumni sponsored Silver Medal and Shri Manish Sinha and Shri Koras Mukherjee received the Institute Book Prizes. Their names have been included in the Director's Merit List.

### PGPEX Batch 8

Out of the total number of 358 candidates who had applied for admission to the 8th batch of PGPEX, 248 were selected by the PGPEX admissions sub-committee for personal and Skype interviews. Of the 248 candidates interviewed for admissions to PGPEX batch 8, offers were sent out to selected candidates. We have 52 admissions till date for the forthcoming batch.

## One year Full time Post Graduate Programme for Executives for Visionary Leadership in Manufacturing (PGPEX-VLM)

The Visionary Leaders for Manufacturing programme, jointly offered by IIM Calcutta, IIT Kanpur and IIT Madras under the aegis of the National Manufacturing Competitiveness Council of the Government of India, has been supported by the Government of Japan through the Japan International Cooperation Agency (JICA). 37 students graduated this year. Shri Gaurang Garg secured 1st rank, Shri Prashant Kumar secured 2nd rank and Shri Sahil Kapoor secured 3rd rank.

### Visits by Japanese Experts

3 renowned Japanese Faculty conducted class lecture cum workshop session on being sponsored by JICA as per JICA agreement in force, as mentioned below:

- Padmashree Prof. Shoji Shiba on Breakthrough Management and Five Step Discovery process.
- Prof. Furuhashi Takeyuki on Value Stream Mapping.
- Prof. Yuji Akaba on Entrepreneurship Business Development.

### PGPEX VLM 8th Batch

IIT Kanpur was the host Institute. 109 applications were received. 82 students were shortlisted for written test. 68 students were called for interview and 40 candidates accepted offer of admission (Gender breakup: Male: 38; Female: 02).

Average Age: 28 years 9 months. Average work experience: 5 years 11 months. About 53% students are with Mechanical Engineering background and 12% on Production and Electrical background, rest are from Metallurgy, Electronics and Instrumentation Engineering 6% each, Metal and Mining and Chemical 3% each.

## Interesting Highlights of the program during the year 2013-14

- Project on champions for Societal Manufacturing within the purview of fresh JICA agreement for 3 years with effect from April 2013 was agreed between authorities concerned in the Government of India and Japan International Cooperation agency.
- The first ever VLFM Alumni-Industry-Academia meet was successfully organized by IIM Calcutta on September 7, 2013 in Bangalore in an effort to jointly contribute for enrichment of the program and mutual benefits.
- Visionary Leadership Lecture series was initiated by the 7<sup>th</sup> batch by inviting leaders of the manufacturing industry in the month of October 2013 in IIT Madras.

## New Elective Courses offered in the PGP and PGPEX

During the year the faculty members continued their efforts to respond to the emerging needs of the students in different programmes. The Institute offered 12 new elective courses in the PGP during the year 2013-14. The courses were offered by the BS (2), BE&C (1), F&C (3), Marketing (1), PPM (2) and Strategic Management (3). Six new elective courses were offered during this period in the PGPEX. They were offered by the CE&I (1), Strategy (3), Marketing (1) and BS (1) groups..

## International Collaboration

### (a) STEP

The objective of the Student Exchange Program (STEP) is to provide students with increased exposure to cultures and business practices other than their own. Keeping in mind today's dynamic global business environment, IIM Calcutta has placed a strong emphasis on international student exchange programs as a means to equip students with cross-cultural exposure and train them in global business ethics to complement their knowledge of the Indian business scenario.

We currently have a list of 58 partner schools spread over USA, Europe and South-East Asia, among them the newly signed partnerships are with Frankfurt School of Finance & Management, Graduate School of Management Kyoto University, Pepperdine University, University of International Business and Economics, Catolica Lisbon School of Business and Economics, University of Economics, Prague and Ryerson University.

In the academic year 2013-14, 96 STEP students from IIM Calcutta went on exchange programme and around 66 exchange students visited IIMC in Term V.

### (b) Double Degree Programme

IIM Calcutta signed a Double-degree programme with ESCP Europe in 2011. IIMC and ESCP Europe want to further strengthen their relationship by giving the select group of students from both the schools an opportunity to obtain Post Graduate Diploma / Degree from both IIMC and ESCP Europe.

### (c) Partnership with CEMS

IIM Calcutta had become a member of CEMS in November 2012. The first batch of CEMSMIM programme started with a one week Block Seminar on "Social Entrepreneurship" from 2 September 2013. 17 students from various CEMS member schools attended the Block Seminar. There were 4 IIMC CEMS students undertaking the Block Seminar here, taking the cohort size to 21. The rest of the IIMC CEMS students (another 14 students) did their Block Seminars in the CEMS member schools they were visiting for their Term1. The Block Seminar had sessions by various IIMC faculty members along with visiting experts. The cohort was taken offsite for two days for some sessions by an external expert and a visit to a Social Enterprise. CEMS-MIM Term1 started from 9 September 2013 and ran till 13 December 2013.

An informal feedback session with the students was organized over dinner. The overall feedback was good. We have noted some constructive suggestions which can improve the program quality, which we intend to implement next year. The formal evaluation reports (based on student feedback) for last year's Term 1 curriculum elements from CEMS head office were received. While we have scored well on certain offerings like the Block Seminar, the mandatory course on Global Strategy etc. where we have scored higher than the CEMS average, we have not fared well (lower scores than CEMS average) on certain elements like the skill seminar on Business Communication, some of the elective courses etc. This has been shared with the concerned faculty members and we are planning steps to ensure that we fare better next year.

Term 2 started on 16 December 2013 with 21 CEMS students (18 IIMC students and 3 incoming foreign students) all students have been given Business Projects, which were organized from Corporate Partners after considerable effort. Of the other special curriculum elements, the Responsible Global Leadership Seminar was organized during January 18 & 19, 2014; the Skill Seminar on "Team Effectiveness and Leadership" was scheduled for February 15 & 16. With the completion of CEMS Term 2 on March 07, 2014 our first year of the CEMS MIM program has come to an end.

The new batch of CEMS students has been selected. This year we have increased the CEMS cohort from 18 (last year) to 26. All 26 selected candidates have been welcomed into the CEMS community; they have been allocated their term abroad schools and officially registered on the CEMS database.

#### (d) Immersion Programme:

Along with the CEMS initiative, the other main area of focus of the international office was to start Immersion Programs for foreign students in India. One such program has been finalized with Kyoto University of Japan. This program started in October 2013 and continued till February 2014. One student from Japan has attended the five-month immersion programme. Another one-week immersion programme was conducted for Flanders Business School, Denmark in during February, 2014. A cohort of 19 senior participants, including the Dean and some senior professors of Flanders Business School, University of Leuven, Belgium came down for a week long Immersion Program titled "Doing Business in India" during the week starting 17 February 2014. The program was designed with the approval of Flanders Business School and comprised class-room sessions, panel discussions, address by industry experts, visit to a Social Enterprise and cultural and social programs. This program will pave the way for discussions regarding a possible reciprocal immersion arrangement for IIMC's PGPEX cohort.

## Placements

This year, IIMC has seen a significant rise in compensation as well as the variety of roles being offered on campus. One of the main highlights is the increase in the international roles that were offered. Optiver, Alshaya, Protiviti, Mahindra Comviva, Airtel and Sharaf DG are a few firms which offered international roles. Despite the economic slowdown many Investment Banks, Management Consulting, Marketing and General Management firms recruited from the campus.

IIM Calcutta saw the highest number of Pre-Placement offers (PPOs) in the Management Consulting domain across all IIMs from the top 4 management consulting firms. McKinsey & Co., The Boston Consulting Group, Bain & Co., A.T. Kearney, Accenture and Opera are the top recruiters in the consulting domain. The Boston Consulting Group and Accenture Management Consulting made the highest number of offers in this domain at 12 each. Opera hired exclusively from IIM Calcutta and made five offers.

Continuing the legacy, IIM Calcutta lived up to its title of the finance campus of India. IIMC received one of the highest number of offers in India for the strongly coveted Investment Banking Divisions (IBD) of several banks as firms like Citi, BAML, Edelweiss, BNP Paribas, etc. hired exclusively from IIMC for the IBD roles through PPOs and final placements. Finance firms that made offers this year included Citibank, Nomura, Bank of America Merrill Lynch, Royal Bank of Scotland, Credit Suisse, Goldman Sachs, BNP Paribas, Deutsche Bank, HSBC, Standard Chartered, Macquarie, Dunia Finance, Edelweiss, Kotak IBD, ICICI, DBS, IndusInd Bank, Axis Bank, IDBI, etc. BNP Paribas and Macquarie hired exclusively from IIM Calcutta. Optiver, one of world's largest high frequency and proprietary trading firms based out of the Netherlands, chose to recruit exclusively from IIM Calcutta among all IIMs.



We had a star attraction this time on campus in the form of Mr.Sourav Ganguly who came to recruit for a niche brand management and marketing role. On an overall perspective, Amazon made the highest number of offers (16, including PPOs) on campus for various leadership and operations roles. The noted General Management roles were offered by TAS, Aditya Birla Group, Mahindra, Airtel, RIL, CK Birla, Cairn India, etc. Marketing firms which offered roles included HUL, P&G, ITC, Nestlé, Asian Paints, Alshaya, Mondelez, Dabur, PepsiCo, L'Oreal, Kellogg's, Samsung, Emami, Mother Dairy, Johnson & Johnson, etc. Several analytics firms like EXL, LatentView, Bridgei2i and media firms like Network18, HT Media, Star Network, Times Group recruited as well in significant numbers. Overall, IIM Calcutta has shown a great performance in the final placements owing to the strong calibre of the students and the excellent academic standards on campus.

## Foreign Language Courses

To enable our students to perform effectively as Managers in different parts of the world we conducted a course on French Language and a course on Spanish Language. 78 Students enrolled for French and 82 for Spanish.

## Need Based Institute Scholarship

During the period 2013-14, the Institute provided Need Based Scholarships from its own funds to 132 PGP students (including 1st and 2nd year students) amounting to over 4 crore. Students with family income up to 6,00,000/- per annum are eligible for these scholarships.

## Research and Publications

During the year faculty members published a large number of peer-reviewed Research Papers in Journals and Books Chapters, in addition of several Working Papers and conference proceedings. This is indeed a very creditable achievement in our context where faculty members are required to participate in multiple activities including teaching in diploma programmes, executive programmes, doing research and academic administration.

During the year faculty members published around 110 research papers and chapters in journals and books and wrote 17 working papers.

## Faculty Participation in International & National Conferences

A number of 36 faculty members participated in international conferences and 16 faculty members participated in national conferences for presenting their research papers with full financial support from the Institute.

## Participation by Fellow Programme Students in International and National Conferences

During the year 11 Fellow Programme students presented papers at International Conferences and 11 students participated in National Conferences with full financial support from the Institute.

## Conferences/Seminars organized by IIM Calcutta

The Institute organized several conferences/seminars during the year 2013-2014. The details are given below:

### (a) PAN IIM World Conference.

Indian Institute of Management Calcutta, along with 12 other IIMs conducted the first ever World Management Conference on Emerging Issues in Management in Marriott Resort & Spa, Goa during May 30 -June 1, 2013. The 3 day event offered a platform to discuss game changing ideas in management placed in a societal context that are expected to provide a roadmap for managers in the future. The conference was based on 5 broad themes- Firm of the Future, Looking beyond Profits, Inclusive Growth, Managing People and Future of Management Education. A total of 300 papers were submitted for presentation in the conference. After appropriate review, the organizing committee had accepted only 30 papers for presentation

in the main tracks and 15 papers of Ph.D scholars for presentation in the poster session. The event brought together academicians, economists and researchers from leading B-Schools like Fox Business School, U.S.A, Ohio State University, Essec School of Business, IESEG, EBS, ISB and all the IIMs. About 220 delegates from India and abroad attended the conference. World Billiards and Snooker Champion Mr. Geet Sethi and the Vice President of Yashraj Films Mr. Rafiq Gangjee kicked off the event with keynote speeches. Hon<sup>ble</sup> Minister of HRD, Dr. M. Mangapati Pallam Raju inaugurated the conference as the Chief Guest. Hon<sup>ble</sup> Minister of State - MHRD, Dr. Shashi Tharoor was the Guest of Honour in the inaugural session and also a keynote speaker in a separate session, Prof. Srikant M. Datar, Arthur Lowes Dickinson Professor of Accounting, Harvard Business School, was another Keynote Speaker. Mr. Ashok Thakur, Secretary – Higher Education, MHRD Monsieur Francois Richier, the French Ambassador to India and Ms. Amita Sharma Additional Secretary (TE), MHRD spoke on the valedictory session. MHRD had announced, in the concluding session, that the Pan-IIM World Conference will be an Annual feature and will be sponsored by the MHRD.

### (b) SPIC MACAY International Conference:

IIMC was host to the first SPIC MACAY International Conference during 20-26 May 2013. More than 1500 music enthusiasts from India and abroad attended the Conference.

## Journal Publication

The Management Centre for Human Values brought out two issues of the Journal of Human Values, which is published by SAGE. The Institute's Publication Division brought out two issues of the bi-annual journal Decision. From 2013, Decision is co-published with Springer to improve internationally visibility of the journal, Citation and indexing and participation in ranking and impact-factor development. The journal is now available online on Springer Link along with Proquest and Ebsco. Already, manuscript submissions to the journal have increased by manifold after the co-publication with Springer. From 2014, the journal is also going to be published four times a year (from three times earlier). One of these would be a special issue. The special issue planned for 2014 is on Business, Governance and Society, and will be edited by the Co-Chairs of the Critical Management Track of Academy of Management: Gavin Jack of La Trobe University, Melbourne and Prof. Nimruji Jammulamadaka of IIM Calcutta.

### Books published by the Faculty Members during 2013-14

Name of the Faculty Member	Title of the Book
Prof. Apoorva Bharadwaj	Bharadwaj, A., The Narcissism Conundrum: Mapping the Mindscape of Ernest Hemingway through an Enquiry into his Epistolary and Literary Corpus. Newcastle: Cambridge Scholars Publishing, 2013. ISBN-10: 1443852732; ISBN-13: 978-1443852739
Prof. Bodhibrata Nag	"Business Applications of Operations Research". (New York: Business Expert Press, 2013).
Prof. Partha Ray	Monetary Policy: Oxford India Short Introduction, Delhi: Oxford University Press. 2013
Prof. Soumyen Sikdar	Capital Flows and Exchange Rate Management: Oxford India Short Introduction, Delhi: Oxford University Press. 2013

## External Recognition received by the Faculty

**Prof. Arnab Bisi** organized and chaired two invited sessions in Production and Operations Management Society conference in Denver, Colorado, USA in May 2013.

**Prof. Abhishek Goel** selected as a member the Advisory Board of Asian Institute of Poverty Alleviation.

**Prof. Bhaskar Chakrabarti** selected as Member of Board (2013-15), Commonwealth Local Government Forum (CLGF, with its head office in London, works to promote and strengthen local governments across 40 Commonwealth countries in the world).

**Prof. Kalyan Sankar Mandal** appointed as Visiting Professor to Indian Council of Cultural Relations Chair at the Center for Contemporary India Studies, Sociology Department, Lund University, Lund, Sweden for one academic year (June 11, 2013 to June 10, 2014).

**Prof. Kaushik Roy's** doctoral thesis received the recently constituted 'Prof. Tirath Gupta Memorial Thesis Award' for the year 2013-14, on convocation eve at IIM Ahmedabad.

**Prof. Nimruji Prasad** elected as Chair of the Critical Management Studies Division of the Academy of Management this year.

**Prof. Peeyush Mehta** invited to be the Theme Chair for 2015 Indo-German Frontiers of Engineering flagship meeting co-hosted by the German Foreign Office, Alexander von Humboldt Foundation, Bonn, Germany, and Department of Science and Technology, India. The proposed theme is 'Competitiveness in Manufacturing'. The events are scheduled in Germany in 2014 and India in 2015.

**Prof. Rahul Mukerjee** appointed as Member, National Statistical Commission, Govt. of India (2013-16).

**Prof. R. Rajesh Babu** served as Guest Editor, Journal of Risk Research vol. 7 (1) 2014 (Taylor and Francis, UK) – special issue on Nuclear Law and Decision Making in India. He is selected for participation in the Centre for Studies and Research, Hague Academy of International Law, The Hague, The Netherlands.

**Prof. Ramendra Singh** received Outstanding Reviewer Award, Emerald Emerging Markets Case Studies 2013

**Prof. Sougata Ray** won top honours in a recent case writing competition sponsored by the European Foundation of Management Development (EFMD): Child in Need Institute: Non-Profit or Hybrid? (Jointly with Anjan Ghosh and Indranil Biswas – Inclusive Business Models category).

## B-School Ranking

IIM Calcutta participated in the Financial Times (FT) Global Rankings survey for Masters in Management programs, for the first time this year. It was overwhelming to learn that in its very first outing, IIM Calcutta was ranked within the Top 20 Management programs in The World (ranked 19th)! It was even more heartening that IIM Calcutta was ranked higher than world renowned institutions like the London School of Economics, Aalto University, Manchester Business School and quite a few others. IIM Calcutta and IIM Ahmedabad are the only two institutions from India to feature in this ranking.

IIM Calcutta's vast intellectual capital, impeccable placement history and the success of its alumni base made this international recognition possible. Our engagement with CEMS, the Global Alliance in Management Education, paved the way for our participation in the FT rankings survey. Our association with CEMS has given a tremendous impetus to our journey for Internationalization. With our accreditation with AACSB expected shortly, and various other initiatives in the areas of internationalization, entrepreneurship and sustainability taking shape, we are looking forward to performing even better in the coming years.

The positioning of IIM Calcutta as a Centre of Excellence for Management Studies and its recognition worldwide as a Management Institution of Distinction has got strengthened considerably by this recognition. This will not only attract the best students but also more renowned faculty to the institution, further strengthening our foundation for pursuing our vision of becoming 'An International Centre of Excellence in all aspects of Management Education'.



## Executive Education and Consultancy

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 2013-14 the Institute conducted 25 short duration MDPs that attracted around 450 participants. Currently a number of 36 long duration programmes are running under LDP that attracting around 3600 participants approximately. Out of which 15 were offered with the support with NIIT Imperia and 20 LDPs with the support with HCIL. The Institute also conducted eight (8) consultancy projects during the year.

## Post-doctoral Research Fellowship at IIM Calcutta

In keeping with the Institute's mission of advancing the theory and practice of management, a proposal to institute Post-doctoral Research Fellowships at IIMC has been introduced. The objectives of the PDRF are as follows:

- To provide management researchers in India an opportunity to contribute to theory of management specially suited to the Indian context.
- To enable faculty members at IIM Calcutta to collaborate on research projects with bright young researchers in India.

The Post-doctoral Fellowship can therefore play an important role in grooming young researchers for a fruitful academic career. The researcher can acquire new skills, broaden his/her horizon and learn to work in cross disciplinary areas. The candidates selected for the PDRF is attached to an appropriate academic group and is associated with a Faculty member of the group who essentially performs the role of a mentor and collaborator. The benefits include a monthly stipend, an annual contingency grant and medical benefits and insurance.

This year, three Research Fellows have been selected following a due process of selection and they have joined the Institute. Currently two of them are continuing.

## Student Activities for the year 2013-14

Blood donation camps, working with NGOs to bring a better life to the less fortunate and other such activities continued to be part of the student calendar. Festivals like Ganesh Puja, Deepawali, Christmas, and Lohri were celebrated with as much fervour as the numerous parties, get togethers and events like the 'World War'.

Among events that the student community hosted and help run, Intaglio 2014 - the Business Fest, Carpe Diem 2014 - the Cultural Fest, Lattice 2013 - PGPEX's Annual Business Symposium and Reminiscence - the Alumni reunion were all big successes. There were many prominent personalities that came and addressed the student community during these events - this included Montek Singh Ahluwalia, Prahlad Kakkar, Meera Sanyal, Derek O'Brien, T V Narendran and Bunty Bohra during Intaglio 2014, and Shekhar Gupta, Prashant Panday, Sudipta Sen, Anil Viswanathan, Ashish Chaturvedi, and E Sarath Babu at Lattice 2013.

Carpe Diem 2014 was once again a vibrant event with music, dance, drama, painting etc., bringing the best out of competing teams, while workshops and activities on herpetology, and adventure sports kept people engaged. As always the event had a prominent societal angle to it with a short film by Child Relief and You (CRY) titled "Time for our children" narrowcast over the Carpe Diem 2014 online platform, a camp by Red Cross India to test for Thalassaemia, and a day of activity on campus conducted by our student club INCA and Carpe Diem 2014 volunteers for children from economically backward backgrounds from local schools and for the students of the school for the blind at Behala.

On the sports front the first edition of the inter-section tournament was held and was a great success. The annual Cricket extravaganza, the IIM Calcutta Premier League (ICPL), saw the fifth edition being fought with a lot of passion.

A new sports event that our PGPEX 7th Batch students participated in was the sports fest 'XLerate 2014' organized at XLRI for students of the one-year programme that included teams from IIMC, Great Lakes Chennai, SP Jain Mumbai, and the hosts XLRI.

Our students had a great showing at national and international level competitions too:

- A team comprising Karthik Ramesh, Deepak Thomas, Ranjai Banerji, Prasanth John Abraham, and Sayantan Das was placed third at 'Nihilanth 2013', the annually held inter IIT+IIM Quiz competition.
- Radhika Narayan stood third at 'Numero Uno - search for the next CEO' competition at IIM Bangalore's biz fest VISTA 2013.
- A team comprising Rakesh Mishra, Sanket Agarwal, Akshay Mahajan, and Sharad Cyriac won the Global Runners-up position at the annual 'Cities Case Competition' held at Miami, Florida, USA, conducted by Networked Society Forum (NEST), which is an Ericsson-sponsored forum to discuss the Networked Society and its impact on global urbanization. Based on their performance they were invited to the final round of the "Grand Business Challenge in Digital Health" organized at Boston University, which had only 16 teams from leading business schools from all around the world. They were the only team from an Indian B-School at the competition.
- The team of Akhil Malik, Tarun Kumar Tiwari, Dharamveer Singh Chouhan and Paavan Nanda won the first position beating teams from leading b-schools of the world in the startup competition (Post-Proof of Concept category) held as part of the 'Wharton India Economic Forum 2014' for their startup 'ZOSTEL' - this team of students is joining their venture full-time.
- A noteworthy highlight of the year was that the IIMC Student Council played big brother to our sister IIM at Ranchi by helping their students with the processes and know-how to help form their Student Council. Internally, the Student Council has tried to set up processes to become more transparent, especially with regards to their accounts, and with their activities.

## INCA

- 22 consulting live projects for various NGOs including CRY, Teach for India, Govt. of West Bengal
- Collection Drive – to accept donations from students for the sake of under privileged
- Social Entrepreneurship Panel discussion @ Intaglio 2014
- TSEC 2nd edition in association with E-cell
- Thank You lunch
- Blood Donation camp

## Alumni Relations

### (a) IIMC Newsletter

Two issues of 'Connexion', the Newsletter for the Alumni were published during the period. Also three issues of 'Sandesh' the in-house magazine were produced.

### (b) Strategic Marketing Workshop

The Strategic Marketing Workshop organized by Chennai chapter of IIM Calcutta Alumni Association is a major event conducted by Marcell, Marketing Club of IIM Calcutta. This year, Marcell and the Chennai Alumni Chapter conducted 11th edition of the strategic marketing workshop in the month of September, 2013. IIMC Alumni Association Chennai Chapter has started offering similar workshops in other management schools to help develop their students' marketing knowledge and skills.

### (c) P. R. Karthik Scholarship

The PGP Alumni of the 33rd batch along with a few alumni of other batches have donated Rs. 47 lakhs to the institute for instituting one merit-cum-means scholarship for PGP students in the memory of late Pazhayanur Rama Krishnan Karthik (an alumnus of 33rd batch). The scholarship is decided on the basis of performance in the first year. The scholarship is awarded on the 15th of August every year.

### (d) Engage @ IIMC:

A new initiative has been started to engage our alumni in various parts of the world to support the institute through teaching, mentoring incubates, helping the case research centre and reinforcing our brand. Around 80 selected alumni, based in 22 cities across the world, were sent personal emails to engage with their alma mater. We have already received responses from 40 of these. They are now being invited to join a group that we have created on Linked-In called Engage @ IIMC. Depending on their interest areas we will start engaging them in various institute activities.

### (e) Reminiscence 2013

Reminiscence 2013 for the 23rd batch was held during 27 and 28 December, 2013. Around 70 Alumni and family members flew in from all parts of the world. Some very senior professionals like the MD of Tata Steel, CEO of Samsung India, MD of Federal Bank etc. were part of this group.

The highlights of the event were the River Cruise and the Ignite event – where many alumni shared their life, achievements and learning.

The reunion batch had promised to fund centres of excellence at IIMC. We have already received Rs. 27 lakhs and it is expected to collect around Rs.80 lakhs from the 23rd batch.

### (f) Distinguished Alumnus Award

IIM Calcutta has instituted the “Distinguished Alumnus Award” in the Golden Jubilee year of the Institute to felicitate its alumni who have reached pinnacles of eminence in their field of work and made the institution proud. This year’s Distinguished Alumnus Award ceremony was celebrated on November 15, 2013.

The award was bestowed upon four illustrious alumni of the Institute:

- Prof. Ravi Dhar, George Rogers Clark Professor of Management and Marketing and Director of the Center for Customer Insights at the Yale School of Management; an affiliated appointment as professor of psychology in the Department of Psychology, Yale University
- Mr. Ravindra Dhariwal, the Chief Executive Officer of Bennett Coleman & Co.Ltd.
- Mr. Bhupendra Madhiwalla, Managing Trustee of Self-Help Aid plus Empowerment (SHAPE) and Partner of Overseas Trading Corporation
- Prof. Venkatesh Shankar, Professor of Marketing & Coleman Chair in Marketing and Director of Research; Center for Retailing Studies at Mays Business School, Texas A&M University.

### (g) Alumni Outreach

Our alumni have offered 15 live business projects to our PGPII students. Typically 4-5 students are involved in each project. Hence, about 60-75 students are involved in these projects. Projects are from various domains of business like operations, marketing, strategy/consulting and finance. Progress of the projects was closely monitored by the Industry Collaboration group of the Alumni Cell.



## Institute Lecture Series

The Institute Lecture Series has the objective of establishing a dialogue between the Institute and eminent individuals and organizations in different fields and to provide a platform to the campus community to get acquainted and be sensitized to major issues concerning the country and society at large. It also aims at making us aware about various initiatives being undertaken by individuals/organizations in different walks of life to address those concerns and challenges. During the year 2013-14, two lectures were held under the Institute Lecture Series. The details are given below:

- 1) Shri Dinesh Trivedi, Member of Parliament, gave the 11th Institute Lecture under the Institute Lecture Series on 03.10.2013. The topic of his lecture was "Country Before Self".
- 2) Dr. Sam Pitroda, Chairman, National Innovation Council and Advisor to the Hon'ble Prime Minister of India, gave the 12th Institute Lecture under the Institute Lecture Series on 15.11.2013.

## Campus Development Project

A large part of the campus development project has been completed during the financial year 2013-14. The Commissioning of the new 33 KVA sub-station of the Institute took place on December 06, 2013. The A-2 block (excluding the ground floor) of the new Executive Hostel was commissioned in the last week of the December'2013. Development of Financial Research and Trading laboratory at the ground and first floor of P. Block of the New Academic Building had been completed.

(a) The following project works are ongoing and would be completed soon:

- Construction of A-3 block of New Executive Hostel is nearing completion and to be completed by 1st week of April.
- Construction of A-1 block of the New Executive hostel is on full swing and would be completed within May 2014.

(b) The following are the upcoming project works:

- Tendering process for the construction of Boat house for the Kayaking facility has been initiated.

(c) The major maintenance works completed during the financial year 2013-14:

- Renovation of all the toilets in Tagore Hostel and Annex hostel in IIMC campus.
- Renovation of all the toilets attached with the rooms & suites of Tata Hall.
- Development of approach pathway to Library building with landscaping.
- Development of approach pathway to Staff Canteen building with RCPC grating over the existing drains.
- Development of approach pathways of several hostels and office buildings in IIMC campus by providing decorative concrete tiles.
- Installation of second passenger lift at NF.III building.
- Development of FPR laboratory in the C-4 of New teaching Block of the Institute.
- Development of PGPEX extension office in B-304 of Instructional Building.
- Roof treatment with specialized APP membrane on all the roofs of Instructional building.
- Renovation of the electrical wiring system in Ramanujan Hostel.

(d) The following works are ongoing and would be completed soon:

- Repairing and painting of the foot bridge connecting the Lake view Hostel.
- Upliftment of the area in between L-3 & L-4 classroom of Instructional Building.
- Modernization of PGPEX office of Instructional Building.
- Roof treatment of the Ramanujan Hostel in on process.

## Organizational Development and Administration

### (a) Faculty Augmentation

We have been continuing our efforts to recruit additional faculty. Currently we have 88 Faculty members. We still need to recruit another 17 Faculty members to meet the projected needs of the Institute. Because of our emphasis on recruiting only those candidates who have strong research orientation as well as teaching capabilities, the growth in the faculty strength has slowed down.

### (b) Faculty Development

IIM Calcutta continues to depute faculty members for attending Global Colloquium on Participant Centered Learning (GCPCL) at the Harvard Business School to acquire an intensive exposure to participant centric teaching and learning process. This year four faculty members would be deputed to attend the programme at HBS.

### (c) Staff Activities and Achievements

After serving for over 2 years as General Manager (OD&A), Wing Commander (Retd) Vibhas Gupta resigned on February 20, 2014 and joined as Registrar, ASCI, Hyderabad. Shri Biplab Chakraborty, a senior staff member secured the 1st rank in the track event of 1500 mtrs. run (55+) in the 29th State Masters' Athletic Championship organized by Masters' Athletic Association of West Bengal. One of our Research Assistants, Shri Lawrence Gomes has successfully authored two research papers, viz. i) 'Problems of NGOs in Rural Development: A Study in West Bengal' published in Excel International Journal of Multidisciplinary Management Studies and ii) Status of Panchayat Members in West Bengal: A Micro level Study – published in *Academica: A South Asian Academic Research Journal*.

### (d) Training & Development Activities

- CAO participated in a Technical Workshop on “Handling of Disciplinary Proceedings & Cases of Sexual Harassment at Workplace” conducted by Integrated Training & Policy Research in New Delhi.
- Chief (Accounts & Finance) participated in an International conference for technical sessions – promoting excellence, corporate finance – way forward, beyond accountancy Management and leadership, information technology – rewriting the rules of business, global competitiveness – evolving dimensions of trade at Science City, Kolkata conducted by Institute of Chartered Accountants of India.

## International Accreditation

To get international validation of the excellence of the institute's programmes, the institute decided to seek accreditation. The institute pursued accreditation with two agencies- Association of MBAs (AMBA) and Association to Advance Collegial School of Business (AACSB).

## a) AMBA Accreditation

The AMBA accreditation process started in May 2013. The accreditation process consisted of 3 stages. The institute has developed and submitted the reports documenting the requirements of the AMBA accreditation agency for all the 3 stages. The institute has developed and submitted the reports documenting the requirements of the AMBA accreditation agency for all the 3 stages. These reports range from 150-350 pages. Broadly the information covered in them is about the institution, faculty, programme management, student engagement, students, curriculum and mode and duration, etc.

The work on AMBA accreditation was completed very quickly. The AMBA review team visited the Institute on 14<sup>th</sup> and 15<sup>th</sup> January, 2014. Following members were part of the review team –

Professor Robert Dixon (Dean at Durham University Business School)

Professor Jyoti Gupta (Dean at Cotrugli Business School)

Professor Prem Chandrani (Chairperson, International Relations at S.P. Jain Institute of Management & Research)

Mark Stoddard (Accreditation Projects Manager at Association of MBAs)

The team recommended that accreditation of PGPEX (MBA) and PGP (MBM) programmes should be granted for a period of five years, the maximum period allowed under the current review cycle, subject to conditions. The formal letter confirming AMBA accreditation has now been received.

## b) AACSB Accreditation

Work resumed on AACSB Accreditation from April, 2012. Dean (Academic) is driving the project and the office of Accreditation with one person was set up. As a first step the school had to submit Eligibility/Accreditation Application. The institute submitted the final application on 15<sup>th</sup> August, 2012, to AACSB. It was a 110 page document. In December 2012, decision letter was received to go ahead on implementation of AOL and submission of school's Self Evaluation Report. Towards achieving AACSB accreditation the school has implemented Assurance of Learning on a pilot basis for the PGP and PGPEX programme. As per the requirements of AACSB agency, the FP Programme and the PGPEX-VLM programme had also been brought into the purview of the accreditation process. The two mentors have visited the institute in July, 2013 and September, 2013 to provide us with the guidance for the accreditation process. Both the mentors- Gonzalo Garland (Institute de Empresa) and Kwei Tang (National Chengchi University) spoke highly regarding the school in terms of its quality of faculty members, students and infrastructure. The institute submitted the Self Evaluation Report (SER) which documents the institute's compliance with twenty one standards of AACSB which covers strategic framework, financial Strategy, admission procedure, faculty research output, student admission and retention and student support, etc; in January 2014 to Initial Accreditation Committee (IAC). The committee has accepted and approved the school's SER. AACSB Review Visit is scheduled to take place on 6-9 July 2014. The members of the Review Committee consist of the Deans and Vice Presidents of Business Schools in Europe and China.

## Strategic Thinking Retreat IV

The fourth Strategic Thinking Retreat was held during December 6-8, 2013 at the Hotel Fortune Park Panchwati, Howrah to discuss the future directions the Institute should take keeping in line with its vision. The Director inaugurated the STR-IV with a presentation which included a description of the structure of the retreat, review of the progress made since STR-I. During the next two days several presentations were made by the Chairman, BOG, Mr. Ajit Balakrishnan and the faculty members covering strategic issues facing the institute. The Director had set up seven working groups to come up with their deliberations on the topics assigned to them. Shri Ajit Balakrishnan, Chairman, Board of Governors, in his presentation titled "IIMC Offsite Intro" delved into how the Institute has fared on STR-II goals viz. recruitment of faculty resources, creation of space for growth, improved rankings.

## Others:

### Promoting IIMC Brand

The process for short-listing a PR / Social Media firm as a partner to put in place an effective communication strategy was started during January 2014. An initial shortlist of 8 PR agencies and 4 Digital/ Social media firms were contacted and asked to submit their Expression of Interest (Eoi). Based on their responses and interest, 4 PR agencies and 3 Social Media firms had been invited to present their credentials on 12 February, 2014. Based on their presentations and responses to our queries, a recommendation document was prepared and placed before the BoG for their approval. The BoG approved appointment of one PR Agency and one Social Media firm for a period of one year on an experimental basis, during their meeting on 13 February, 2014. The shortlisted firms were sent RFPs (with well-defined scope of work and success targets), against which they have sent in their quotes. The firms who quoted the lowest were negotiated with and the following firms have been engaged for a period of one year starting 01st April 2014:

PR Agency – Perfect Relations

Social Media – WatConsult

### IIMC in Google:

Google had contacted us to include IIMC as a part of their special imagery collection programme. Under the programme, Google collects high resolution camera photos of selected education, tourist and cultural sites. These 360 degree photos are available as a virtual tour on Google Maps when someone searches for that particular Institute or cultural site/establishment. The programme only covers infrastructure facilities and not people. Accordingly, Google representatives have visited our campus and taken the photographs. One may experience the virtual tour of our campus in the following link: <http://www.iimcal.ac.in/about/campus-life/campus> and click on Panoramic View. Alternatively, one can type IIM Calcutta in Google search and have the same view.

### IIMC Profile Brochure:

IIM Calcutta has been lacking an updated Institutional Brochure. A contemporary brochure was designed with relevant information depicting IIM Calcutta's new initiatives and drive for excellence. The profile brochure was published in July 2013.

## Concluding Thoughts

Overall, this year has been an outstanding year for the Institute. I have already described our activities and achievements in some detail. We have experienced all round development and dynamism. All this would not have been possible without the wholehearted involvement and cooperation of all stakeholders. It has been possible only because of the collective efforts of the faculty, officers, staff and the students with the full support of the Board of Governors. We can be justly proud of these achievements.

We have received tremendous support from the Ministry of HRD that has gone a long way in helping us achieve our goals. I wish to express my sincere thanks to the Ministry of HRD for their help and thank the members of the Board of Governors and specially our Chairman, Shri Ajit Balakrishnan for their active encouragement, involvement and support. I would also like to thank the representatives of the Press and Media for their continuing support to the Institute.

***Professor Saibal Chattopadhyay***



# Fellow Programme and Research

The Fellow Programme, which was started in 1971, has been very successful. At present there are 67 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*'.

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

## Programme Objective

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

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 2013-14

### Admission

This year the FPR Office has received 462 applications for 2014-2015 admission cycle. Total number of applicants was 348. A total of 9 students were finally admitted in 2014. Group wise details are given below:-

Economics	2
Finance and Control	1
Management Information Systems	2
Marketing	1
Operations Management	1
Public Policy and Management	2
<b>Total</b>	<b>9</b>

## Comprehensive Qualifying Examination (CQE)

- a) Sri Nishant Kumar Verma (FP/03/11) has successfully completed CQE Written on June 21st, 2013 under guidance of his faculty advisor Prof. Sanjeet Singh. His area of specialization is OM.
- b) Ms Nivedita Haldar (FP/08/11) has successfully completed CQE Written on June 21st, 2013 under guidance of her faculty advisor Prof. Ashis K Chatterjee. Her area of specialization is OM.
- c) Sri Abhishek Shinde Jaysingh (FP/13/11) has successfully completed CQE Written on June 21st, 2013 under guidance of his faculty advisor Prof. Bodhibrata Nag. His area of specialization is OM.
- d) Sri Arnab Adhikari (FP/25/10) has successfully completed CQE Written on June 21st, 2013 under guidance of his faculty advisor Prof. Ashis K Chatterjee. His area of specialization is OM.
- e) Sri Ashish K Jha (FP/02/11) has successfully completed CQE Written on June 30th, 2013 under guidance of his faculty advisor Prof. Rahul Roy. His area of specialization is MIS.
- f) Sri Ashish K Jha (FP/02/11) has successfully completed CQE Viva on July 12th, 2013 under guidance of his faculty advisor Prof. Rahul Roy. His area of specialization is MIS.
- g) Sri Diptiman Banerji (FP/14/11) has successfully completed CQE Written on July 16th, 2013 and CQE Viva on July 22nd, 2013 under guidance of his faculty advisor Prof. Prashant Mishra. His area of specialization is MARKETING.
- h) Sri Nishant Kumar Verma (FP/03/11) has successfully completed CQE Viva on July 19th, 2013 under guidance of his faculty advisor Prof. Sanjeet Singh. His area of specialization is OM.
- i) Ms Nivedita Haldar (FP/08/11) has successfully completed CQE Viva on July 19th, 2013 under guidance of her faculty advisor Prof. Ashis K Chatterjee. Her area of specialization is OM.
- j) Sri Abhishek Shinde Jaysingh (FP/13/11) has successfully completed CQE Viva on July 19th, 2013 under guidance of his faculty advisor Prof. Bodhibrata Nag. His area of specialization is OM.
- k) Sri Arnab Adhikari (FP/25/10) has successfully completed CQE Viva on July 19th, 2013 under guidance of his faculty advisor Prof. Ashis K Chatterjee. His area of specialization is OM.
- l) Ms G V S B Sarada Devi (FP/04/11) has successfully completed CQE Written on July 30th, 2013 and CQE Viva on July 31st, 2013 under guidance of her faculty advisor Prof. Sougata Ray. Her area of specialization is SM.
- m) Ms Kamalika Chakraborty (FP/05/11) has successfully completed CQE Written on July 30th, 2013 and CQE Viva on July 31st, 2013 under guidance of her faculty advisor Prof. Biswatosh Saha. Her area of specialization is SM.
- n) Sri Arindam Mondal (FP/12/11) has successfully completed CQE Written on July 30th, 2013 and CQE Viva on July 31st, 2013 under guidance of his faculty advisor Prof. Sai Prakash Iyer. His area of specialization is SM.
- o) Sri Sidh Kumar (FP/11/11) has successfully completed CQE Written & Viva on July 31st, 2013 under guidance of his faculty advisor Prof. B N Srivastava. His area of specialization is BS.
- p) Ms P Padmavathy Dhillon (FP/09/11) has successfully completed CQE Written & Viva on August 29th, 2013 under guidance of her faculty advisor Prof. B N Srivastava. Her area of specialization is BS.
- q) Ms Smita Chaudhry (FP/01/12) has successfully completed CQE Written & Viva on September 26th, 2013 under guidance of her faculty advisor Prof. B N Srivastava. Her area of specialization is BS.
- r) Sri Bharat Goel (FP/02/12) has successfully completed CQE Written on September 27th, 2013 under guidance of his faculty advisor Prof. Arijit Sen. His area of specialization is ECO.

- s) Ms Ridhi Agarwal (FP/04/12) has successfully completed CQE Written on October 11th, 2013 under guidance of her faculty advisor Prof. Prashant Mishra. Her area of specialization is MKTG.
- t) Sri Bikramjit Raychaudhuri (FP/05/12) has successfully completed CQE Written on October 24th, 2013 under guidance of his faculty advisor Prof. Sushil Khanna. His area of specialization is SM.
- u) Sri Bikramjit Raychaudhuri (FP/05/12) has successfully completed CQE Viva on October 25th, 2013 under guidance of his faculty advisor Prof. Sushil Khanna. His area of specialization is SM.
- v) Sri Bharat Goel (FP/02/12) has successfully completed CQE Viva on October 25th, 2013 under guidance of his faculty advisor Prof. Arijit Sen. His area of specialization is ECO.
- w) Sri Vidhu Shekhar (FP/03/12) has successfully completed CQE Written on November 18th, 2013 and CQE Viva on November 27th, 2013 under guidance of his faculty advisor Prof. Sudip Chaudhuri. His area of specialization is ECO.

## Thesis Proposal Defence

- a) Ms Arpita Mathur (FP/14/10), an FP student of Sociology Group, successfully defended her Thesis Proposal on April 01<sup>st</sup> 2013 at 10:30 am in FPR Seminar Room, under the guidance of Prof. Kalyan Sankar Mandal, her thesis advisor. The title of the dissertation was: *"Corruption: Issues of Legitimacy in a Decentralized Setting"*
- b) Sri Arqum Mateen (FP/19/10), an FP student of Operations Management Group, successfully defended his Thesis Proposal on April 02<sup>nd</sup> 2013 at 11:00 am in FPR Seminar Room, under the guidance of Prof. Ashis K Chatterjee, his thesis advisor. The title of the dissertation was: *"Perspectives on Supply Chain Coordination through Vendor Managed Inventory"*.
- c) Sri Agam Gupta (FP/13/10), an FP student of Management Information Systems Group, successfully defended his Thesis Proposal on April 03<sup>rd</sup> 2013 at 11:00 am in CAM-C First Floor Conference Room, under the guidance of Prof. Biswatosh Saha & Prof. Uttam Kumar Sarkar, his joint thesis advisor(s). The title of the dissertation was: *"The Dynamics of Niche Creation in Sponsored Search Markets"*.
- d) Ms Pinjala Srujana (FP/11/10), an FP student of Management Information Systems Group, successfully defended her Thesis Proposal on April 11<sup>th</sup> 2013 at 02:00 pm in FPR Seminar Room, under the guidance of Prof. Rahul Roy & Prof. Priya Seetharaman, her joint thesis advisor(s). The title of the dissertation was: *"Impact of policy and institutions: A comparative study of Indian software and pharmaceutical industries"*.
- e) Sri M S Sankar (FP/20/10), an FP student of Human Resource Management Group, successfully defended his Thesis Proposal on April 29<sup>th</sup> 2013 at 11:00 am in FPR Seminar Room, under the guidance of Prof. Amit Dhiman, his thesis advisor. The title of the dissertation was: *"Proposal To Study The Phenomenon of Voluntary Turnover of Officers of The Indian Army"*.
- f) Ms Paribhasha Kumari Sharma (FP/18/10), an FP student of Public Policy and Management Group, successfully defended her Thesis Proposal on May 02<sup>nd</sup>, 2013 at 11:30 am in FPR Seminar Room, under the guidance of Prof Annapurna Shaw, her thesis advisor. The title of the dissertation was: *"Gender-based Crime against Women and Governance in Indian Cities"*.
- g) Ms Sankalpa Satapathy (FP/08/10), an FP student of Public Policy and Management Group, successfully defended her Thesis Proposal on May 03<sup>rd</sup>, 2013 at 11:30 am in FPR Seminar Room, under the guidance of Prof Annapurna Shaw, her thesis advisor. The title of the dissertation was: *"A 'non-productive' Aspect of Disability: Marriage and Motherhood for Disabled Women in India"*.
- h) Sri Sankalp Pratap (FP/02/10), an FP student of Strategic Management Group, successfully defended his Thesis Proposal on May 08<sup>th</sup>, 2013 at 11:00 am in FPR Seminar Room, under the guidance of Prof. Biswatosh Saha, his thesis advisor. The title of the dissertation was: *"Investigations Into Shifts In Steel Distribution Practices In Post Liberalisation India"*.
- i) Sri Apoorv Khare (FP/10/10), an FP student of Marketing Group, successfully defended his Thesis Proposal on May 13<sup>th</sup>, 2013 at 11:00 am in FPR Seminar Room, under the guidance of Prof. Rohit Varman, his thesis advisor. The title of the dissertation was: *"An Inquiry into Subaltern Consumption"*.

- j) Sri Anjan Ghosh (FP/09/10), an FP student of Strategic Management Group, successfully defended his Thesis Proposal on June 11th, 2013 at 10:00 am in FPR Seminar Room, under the guidance of Prof. Sougata Ray, his thesis advisor. The title of the dissertation was: *“Strategic Transition towards Organizational Hybridism – an Inquiry in a Social Enterprise”*.
- k) Sri Amit Baran Chakrabarti (FP/01/11), an FP student of Strategic Management Group, successfully defended his Thesis Proposal on July 08th, 2013 at 10:30 am in FPR Seminar Room, under the guidance of Prof. Sougata Ray, his thesis advisor. The title of the dissertation was: *“Ownership and Firm Performance: In Search of the Missing Link”*.
- l) Ms Shreyashi Chakraborty (FP/22/10), an FP student of Human Resource Management Group, successfully defended her Thesis Proposal on July 09th, 2013 at 02:30 pm in A-103 Room, under the guidance of Prof. Leena Chatterjee & Prof. Amit Dhiman, her joint thesis advisor. The title of the dissertation was: *“Antecedents of Diversity and their Impact on Implementation of Organizational Structures and Systems for a Gender Inclusive workplace: A study in the Indian IT/ITES industry”*.
- m) Sri Arnab Adhikari (FP/25/10), an FP student of Operations Management Group, successfully defended his Thesis Proposal on February 17th, 2014 at 02:00 pm in A-103, under the guidance of Prof. Arnab Bisi, his thesis advisor. The title for his dissertation was: *“Essays on Textile Supply Chain”*.
- n) Sri Ashish Kumar Jha (FP/02/11), an FP student of Management Information Systems Group, successfully defended his Thesis Proposal on February 27th, 2014 at 02:00 pm in FPR Seminar Room, under the guidance of Prof. Indranil Bose, his thesis advisor. The title for his dissertation was: *“Demystifying Organizational Factors for Technological Innovation: Implementation and Outcome”*.
- o) Mr Nishant Kumar Verma (FP/03/11), an FP student of Operations Management Group, successfully defended his Thesis Proposal on March 24th, 2014 at 11:00 am in FPR Seminar Room, under the guidance of Prof. Ashis K Chatterjee, his thesis advisor. The title of the dissertation was: *“Flexibility Considerations for Supply Chain through Price, Process and Product Architecture”*.
- p) Mr Shinde Abhishek Jaysing (FP/13/11), an FP student of Operations Management Group, successfully defended his Thesis Proposal on March 28th, 2014 at 10:00 am in FPR Seminar Room, under the guidance of Prof. Peeyush Mehta, his thesis advisor. The title of the dissertation was: *“Stochastic Inventory Decisions Under Ambiguity: An Experimental Study”*.
- q) Ms Nivedita Haldar (FP/08/11), an FP student of Operations Management Group, successfully defended her Thesis Proposal on March 28th, 2014 at 12:00 noon in A-103, under the guidance of Prof. Sanjeet Singh, her thesis advisor. The title of the dissertation was: *“Bilevel Programming Based Methodology for Pricing Decisions”*.
- r) Mr Arindam Mondal (FP/12/11), an FP student of Strategic Management Group, successfully defended his Thesis Proposal on March 31st, 2014 at 11:00 am in A-103, under the guidance of Prof. Sougata Ray, his thesis advisor. The title of the dissertation was: *“An Investigation Into The Factors Contributing To the Performance Of The Subsidiaries Of Emerging Multinationals From India”*.
- s) Ms P Padmavathy Dhillon (FP/09/11), an FP student of Behavioural Sciences Group, successfully defended her Thesis Proposal on March 31st, 2014 at 03:00 pm in A-103, under the guidance of Prof. B N Srivastava, her thesis advisor. The title of the dissertation was: *“The effects of levels of confidence, organizational slack and perceived opposition from Top management team (TMT) on conflict response styles and its post-performance feedback on escalation/de-escalation of conflict response style and sense of power”*.

## Pre-Defence

- a) Sri Joydeep Guha (FP/05/08), an FP student of Regional Development Group, successfully completed his Pre-Defence on August 05<sup>th</sup>, 2013 at 04:15 pm in A-103 Room, under the guidance of Prof. Bhaskar Chakrabarti, his thesis advisor. The title of the dissertation was: *“Co-ordination Failure in Policy Networks: West Bengal Panchayats in Action”*.
- b) Sri Surya Sarathi Majumdar (FP/05/09), an FP student of Operations Management Group, successfully completed his Pre-Defence on November 28th, 2013 at 04:30 pm in FPR Seminar Room, under the guidance of Prof. Sanjeet Singh, his thesis advisor. The title of the dissertation was: *“DEA models & methods for efficiency improvement under constant sum of inputs/outputs”*.



- c) Sri Partha Saha (FP/05/10), an FP student of Management Information Systems Group, successfully completed his Pre-Defence on December 13th, 2013 at 11:00 am in FPR Seminar Room, under the guidance of Prof. Ambuj Mahanti, his thesis advisor. The title of the dissertation was: *"Ontology Based Multi Agent Model for Compliance Management in Indian Banking Sector"*.
- d) Ms Radha Ladkani Mukesh (FP/11/08), an FP student of Finance&Control Group, successfully completed her Pre-Defence on December 27<sup>th</sup>, 2013 at 02:00 pm in FPR Seminar Room, under the guidance of Prof. Ashok Banerjee & Prof. Purusottam Sen, her joint thesis advisor(s). The title of the dissertation was: *"Essays on Mergers and Acquisitions"*.
- e) Sri Arqum Mateen (FP/19/10), an FP student of Operations Management Group, successfully completed his Pre-Defence on March 08th, 2014 at 10:30 am in FPR Seminar Room, under the guidance of Prof. Ashis K Chatterjee, his thesis advisor. The title of the dissertation was: *"Perspectives on Supply Chain Coordination through Vendor Managed Inventory"*.
- f) Ms Sourya Joyee De (FP/06/09), an FP student of Management Information Systems Group, successfully completed her Pre-Defence on March 06th, 2014 at 12:00 noon in CAMC 1st floor Seminar Room, under the guidance of Prof. Asim K Pal, her thesis advisor. The title of the dissertation was: *"An Investigation into Adversarial and Rational Behavioral Approaches to Secure Multi-Party Computation"*.

## Public Defence

- a) Sri Abhishek Chakraborty (FP/08/08), an FP student of Operations Management Group, successfully completed his Public Defence on May 17th, 2013 at 11:00 am in FPR Seminar Room, under the guidance of Prof. Ashis K Chatterjee, his thesis advisor. The title of the dissertation was: *"Perspectives in Supply Chain coordination and Supply Chain Efficiency"*.
- b) Sri Pankaj Kumar Baag (FP/03/06), an FP student of Finance & Control Group, successfully completed his Public Defence on November 20th, 2013 at 04:00 pm in FPR Seminar Room, under the guidance of Prof. Ashok Banerjee & Prof. Binay Bhusan Chakrabarti, his joint thesis advisor(s). The title of the dissertation was: *"Analysis of Loan Covenants"*.
- c) Sri Joydeep Guha (FP/05/08), an FP student of Regional Development Group, successfully completed his Public Defence on December 16th, 2013 at 11:00 am in FPR Seminar Room, under the guidance of Prof. Bhaskar Chakrabarti, his thesis advisor. The title of the dissertation was: *"Co-ordination Failure in Policy Networks : West Bengal Panchayats in Action"*.
- d) Sri Neerav Nagar (FP/09/08), an FP student of Finance & Control Group, successfully completed his Public Defence on January 03rd, 2014 at 12:30 pm in FPR Seminar Room, under the guidance of Prof. Kaustav Sen, his thesis advisor. The title of the dissertation was: *"Essays on Classification Shifting"*.
- e) Sri Surya Sarathi Majumdar (FP/05/09), an FP student of Operations Management Group, successfully completed his Public Defence on March 07th, 2014 at 11:00 am in FPR Seminar Room, under the guidance of Prof. Sanjeet Singh, his thesis advisor. The title of the dissertation was: *"DEA models & methods for efficiency improvement under constant sum of inputs/outputs"*.

## FPR Seminars

Seminar Date	Title of the Paper	Speaker	Faculty Host
24.06.13	Procurement Strategy under Supply Disruption Risk: Theory and Experiments	Prof. Saibal Ray, Associate Professor, Desautels Faculty of Management, McGill University	Prof. Sumanta Basu
02.07.13	An Empirical Examination of the Impact of Monitoring Role of VC Investors in India: A Comparative Study of VC-IPOs and Groups of Non VC-IPOs	Prof. M. Ragupathy, Assistant Professor, IIM Kozhikode	Prof. Manju Jaiswall

Seminar Date	Title of the Paper	Speaker	Faculty Host
08.07.13	Ethnic Conflict and Civic Engagement	Mr Souvik Dutta, Doctoral student of Pennsylvania State University	Prof. Soumyendranath Sikdar
09.07.13	Compassion to Strangers: Examining underlying mental models in the case of public compassion during Asian Tsunami	Prof. Latha Poonamallee, Assistant Professor of Organization Behaviour, School of Business and Economics, Michigan State University	Prof. Nimruji Prasad
11.07.13	An Exploratory Study of the Antecedents and Consequences of Consumers' Attitudinal Dispositions toward Cause-Related Marketing in Egypt	Pallab Paul, Ph.D., Professor of Marketing, Daniels College of Business, University of Denver	Prof. Krishanu Rakshit
12.07.13	The Dark Side of ETFs and Indexed Funds	Prof. Utpal Bhattacharya of Indiana University, Kelley School of Business, Bloomington, USA	Prof. B.B. Chakrabarti
12.07.13	How To Develop a Research Philosophy?	Prof. Utpal Bhattacharya of Indiana University, Kelley School of Business, Bloomington, USA	Prof. B.B. Chakrabarti
17.07.13	Shadows of the Past: Path Dependence of TV on its Sub-systems, Complements and Substitutes	Ms Mahua Guha, Doctoral Student in Strategy from University of North Carolina, Chappel Hill, USA	Prof. Sougata Ray
23.07.13	Research in Business Academics: Why and How?	Prof. Audhesh Paswan, Professor Dept. of Marketing and Logistics, College of Business, University of North Texas, Denton	Prof. Prashant Mishra
25.07.13	Going Beyond Jugaad: Can India create a systematic innovation capability?"	Prof Rishikesha T Krishnan, Professor of Corporate Strategy & Policy, Indian Institute of Management Bangalore	Prof. Sushil Khanna
26.07.13	Publishing in Quality Journals" and "Building a Research Career	Prof. Andrew Delios, Professor in the Department of Strategy & Policy, NUS Business School, National University of Singapore	Prof. Sougata Ray
30.08.13	Residual Audit Fees: Rents or Costs?	Prof. Rajib Doogar, Associate Professor University of Washington, Bothell	Prof. Manju Jaiswall
11.09.13	Determinants of Capital Structure of Real Estate Firms: An analysis of the Indian Capital Market	Prof. Dinabandhu Nag, Associate Professor, National Institute of Technology, Rourkela	Prof. Manju Jaiswall
11.09.13	Frailty Survival Model and its applications in Finance	Prof. Pulak Ghosh, Professor in the Quantitative Methods and Information Sciences Area, Indian Institute of Management Bangalore	Prof. Manju Jaiswall
13.09.13	A new two-bin policy for inventory systems with differentiated demand classes	Prof. S Viswanathan, Professor of Operations Management, Nanyang Business School, Nanyang Technological University, Singapore	Prof. Sumanta Basu

Seminar Date	Title of the Paper	Speaker	Faculty Host
26.09.13	Partisan And Opportunistic Priorities Of Incumbent Policy Makers And Identity Choices Of New Ventures— Linguistic Identity Choices Of Indian Newspapers, 1948 – 2008	Prof R Kozhikode, Simon Fraser University, Canada	Prof. Sougata Ray
08.11.13	Informational Spillovers from Credit Lines to Term Loans	Ms. Charu Agarwal, Phd candidate in the final year at Urbana Champaign University of Illinois	Prof. Manju Jaiswall
19.11.13	Aadhar Unmasked	Dr. Usha Ramanathan expert on UID - Aadhar, works on the jurisprudence of law, poverty and rights	Prof. Priya Seetharaman
26.11.13	Sustainability and Business: Complements or Trade-offs?	Prof. Santosh Kumar Mahapatra, Associate Professor of Operations Management and Information Systems with Tenure School of Business, Clarkson University, Potsdam, NY, USA	Prof. Sumanta Basu
19.12.13	The Competitive Implications Of A “No-Haggle” Pricing Policy: The Access Toyota Case	Dr. Sarbana Dasgupta, Assistant Professor, Marketing Department, Simon Fraser University	Prof. Ramendra Singh
20.12.13	Precision of Public Information and Coordination Failure: An Experimental Analysis	Prof. Sanjay Banerjee, Assistant Professor in Accounting, University of Alberta	Prof. Manju Jaiswall
27.12.13	Is India Shining?	Prof. Anurag Narayan Banerjee, Reader in Financial Econometrics, Department of Economics and Finance, Durham Business School, Durham University	Prof. Manisha Chakrabarty
27.12.13	Managing with Incomplete Inventory Information	Prof. Suresh Sethi of Operations Management and Director of the Center for Intelligent Supply Networks, The University of Texas at Dallas	Prof. Sumanta Basu
06.01.14	SMEs and Networks: Overcoming the Liability of Outsidership	Professor Roger Schweizer, Associate Professor, Department of Business Administration, School of Business, Economics and Law, University of Gothenburg	Prof. Anirvan Pant
06.01.14	Economic Diplomacy: The Hidden Story of India’s Growth	Mr. Rahul Chhabra, Joint Secretary (Central Europe) in the Ministry of External Affairs	Prof. Biju Paul Abraham
09.01.14	Big Data Analytics : Where we are? Where we are going to?	Prof. Dipak Kumar Dey, Department of Statistics, The University of Connecticut, Storrs	Prof. Sumanta Basu
13.01.14	Could the subaltern manage? Perspectives on post-colonial studies in management	Prof Nidhi Srinivas, Associate Professor, Nonprofit Management, The New School, New York City, USA	Prof. Biswatosh Saha

Seminar Date	Title of the Paper	Speaker	Faculty Host
06.02.14	Consumer Evaluation of Brand Extensions: Good to Service and Service to Good	Mr. Jayasankar Ramanathan, Doctoral Candidate, IIM Kozhikode	Prof. Krishanu Rakshit
07.02.14	Green Building Asset Management	Mr. Manoj Sinha, Associate Director of Global Business Service at IBM India	Prof. Indranil Bose
17.02.14	Structural Equation Modelling with Formative Indicators	Mr Sanjay Kumar, ex-CEO, Arcelor Mittal, IIMC PGP alumni & currently pursuing Ph D from Delhi University	Prof. Biswatosh Saha
25.03.14	Professional institutions and the emergence of an Indian identity among engineers, c. 1900-47	Prof. Aparajith Ramnath, Assistant Professor, Humanities and Liberal Arts in Management, IIM Kozhikode	Prof. V K Unni
28.03.14	International Search Behavior Of Business Group Affiliated Firms: Scope Of Institutional Changes And Group Dynamics	Prof. Sathyajit Gubbi, Assistant Professor, Faculty of Economics and Business, University of Groningen, The Netherlands	Prof. Sougata Ray
31.03.14	Transforming the State from Below': Social Movement of the Dam-evictees' in Southern Maharashtra, 1960-2004	Arnab Roy Chowdhury, PhD Candidate, Department of Sociology, National University of Singapore	Prof. V K Unni

## Ongoing Research Projects - Externally Funded

Researcher(s)	Title of the Project	Research Budget
Ashok Banerjee	S.P Algorithm ( Securities Performance Algorithms )	Rs. 20 lakhs
Biswatosh Saha & Bhasakar Chakrabarti	Study on "Impacts of Futures Markets of Potato and Mentha Oil on Farm Communities"	Rs. 12.5 lakhs + Service Tax
Biswatosh Saha & Vidyanand.Jha	A Study of the Marketplace funded by mJunction.com, a joint venture of SAIL and TISCO	Rs.2,00,000/- + Plus Service Tax
Manisha Chakrabarty	UKIERI UK-US-India - Trilateral Research in Partnership-2012/13-057	Rs. 22,27,960/-
Parthapratim Pal	Food Supply Chain in India: Analysing the Potential for International Business	29,986 pound
Parthapratim Pal	Harnessing Indian Agriculture to Global Value Chain: Prospects and Challenges	GBP 84,999
Purusottam Sen	Earnings Quality in India	C\$9,900/4.30 LAKH
Runa Sarkar	Engaging Farmers, Enriching Knowledge: Agropedia Phase - II	Rs. 49.1332 (lakh)



Researcher(s)	Title of the Project	Research Budget
Somprakash Bandyopadhyay & Indranil Bose	Post-Disaster Situation Analysis and Resource Management Using Delay Tolerant Peer-to-Peer Wireless Networks (DISARM)	Rs. 54.18 lakhs/-
Sougata Ray	Feasibility Study for Setting up the 'Centre and Laboratory for Sustainable Business and Management (CLSBM)' with focus on Rural Health Communication	Rs.14,06,000/- (USD 27,065)
Sudip Chaudhuri	The State, Globalisation and Industrial Development in India: The Political Economy of Regulation and Deregulation	USD 100,000

## Ongoing Research Projects - Internally Funded

Researcher(s)	Title of the Project	Category
Abhishek Goel	Exploratory study on Impact of management practices on employee engagement	I
Ambuj Mahanti	Select Issues in Recommender Systems	II
Ambuj Mahanti	Towards An Automated Adaptive Compliance Auditing System	III
Amit Dhiman & Megha Sharma	Key Attributes desired by recruiters' of MBA Graduates in Indian Industrial context & Their perceptions about Indian Management education	I
Anindya Sen & Partha Ray	Micro, Small and Medium Enterprises in India: Dynamisim Finance and Reforms	I
Annapurna Shaw	Kolkata in the Twenty First Century	I
Annapurna Shaw & Debashish Bhattacharjee	Human Resource Management Processes in the Hotel Industry: A Case study of a five star hotel in Kolkata	I
Anup K Sinha & Runa Sarkar	Development Project as Temporary Organizations: Lessons in Inclusion and Empowerment	III
Arijit Sen	Strategic Thinking by Decision-Makers: Testing for Rationality	I
B.N Srivastava & Chetan Joshi	Information Processing Heuristics In Distributive And Integrative Bargaining Decision Situations: The Effects Of Regulatory Focus, Information Cues, And Aspiration Level	I
B.N Srivastava & Chetan Joshi	Living And Learning Abroad: A Study Of International Exchange Students At Three IIMs	I
Bhaskar Chakrabarti	The Monastery Organisation: Ethnography of Buddhist Monasteries in India	I
Bhaskar Chakrabarti & Manish K Thakur	The Challenges of Governance in a Nascent Democracy	I
Biswatosh Saha	Study of Technology transfer/ licensing at National Research and Development Corporation (NRDC)	I
Indranil Bose	Analyzing the behavior of customers of mobile services using data mining	II
Indranil Bose	Frugal Innovation And Multinationals In India: A Case Study	I
Koushiki Choudhury	"Service Quality And Customers' Switching Behaviour In The Higher education Sector"	I

Researcher(s)	Title of the Project	Category
Krishanu Rakshit	Marketing Orientation in the Public Sector-studies on Indian Firms	I
Manisha Chakrabarty	Do Food-Price movements affect inequality between rich and poor? Getting Real Into Inequality	I
Manju Jaiswall	Returns to spatial (attribute) differentiation in audit markets	I
Partha Priya Datta	Incentive Design in Industrial Product Service Systems Operations: A simulation based research	I
Parthapratim Pal	India-Bangladesh Trade through West Bengal: Trends, Patterns and Barriers	I
Peeyush Mehta	Advance Booking Discount: Equilibrium Strategies in Bayesian Games	I
Prafulla Y. Agnihotri	Voltas ACS: Can this Brand be revived? A Case Study	I
Prashant Mishra	Investigation of Retails Brand Personality: An Empirical Study in Emerging Economy	I
Preetam Basu	Managing Supply-side Disruption Risks through Mutiple Sourcing	I
Purusottam Sen	Experimental studies on the choice and outcomes of management control mechanisms.	I
R Rajesh Babu	Rating Agencies	I
Rahul Mukerjee	Theoretical and Applied Statistics (Phase XI)	I
Rahul Roy & Priya Seetharaman	IT Use Maturity in Organizations	II
Rahul Roy, Biju Paul Abraham & Priya Seetharaman	Public Health in West Bengal: Systems and Processes	I
Rajiv Kumar & Jacob D Vakkayil	Key Issues in Business Education & Responses of Indian B-schools	I
Rama Seth	Impact of Voluntary Disclosures and of Corporate Governance on Cost of Capital and Liquidity of Listed Companies on the BSE and KLSE (or other stock exchange).	II
Ramendra Singh	State Of Health Consumers At The Rural Bottom Of The Pyramid: A Qualitative Investigation Of NRHM Policy Implementation	I
Ritu Mehta	Pricing of Online Product Bundles with Uncertain Reservation Prices	I
Rohit Varman	Understanding the Micro-Structures of Necrocapitalism	II
Rohit Varman	History of Marketing and Consumption in India	I
Somprakash Bandyopadhyay & Kalyan Sankar Mandal	Ageing Well: Using ICT for Empowerment of Indian Elderly People	III
Sougata Ray & Sai Prakash R Iyer	Turnaround at Andrew Yule	I
Subrata Mitra	Remanufacturing in India – A Case Study on Caterpillar India Pvt. Ltd.	I
Sudip Chaudhuri	Patents and Developing Countries: Is it time to review the TRIPS agreement?	I
Suren Sista & R Rajesh Babu	Essential Sales & Marketing Laws In India	I
Sushil Khanna	Regional Inequalities and Industrial Growth in India	I

## Faculty participation in International Conferences

Name of Faculty	Name of the Conference & Venue	Date of the Conference	Title of the Paper
Ashis K Chatterjee	2013 Decision Sciences Institute, 44th Annual Meeting, Baltimore, Maryland	Nov 16-19, 2013	On the Equivalence of Some Supply Chain Coordination Models
Anirvan Pant	Academy of Management Annual Meeting, Orlando, Florida, USA	August 09-13, 2013	The Many Worlds of Emerging Economies: Researcher Frames in International Management Research
Annapurna Shaw	2013 Annual Meeting of the Association of American Geographers, Los Angeles, California, USA	Apr 09-13, 2013	Urban Growth and Change in India's Global Era: Small City Dynamics
Apoorva Bharadwaj	2013 International Conference on Education and Social Sciences (ICEASS), Singapore	Sep 13-15, 2013	Communication in Contemporary Indian Advertising: Socio-Cultural Semantics and the Ethical Quandary
Arijit Sen	5th Annual American Business Research Conference, New York, USA	June 06-07, 2013	Publicly Provided Goods and Private Supplements: Some Unpleasant Interaction Effects
Arnab Bisi	2013 POMS Annual Conference, Denver, Colorado, USA	May 03-06, 2013	i) Concurrent Dual Sourcing Procurement by a Risk Sensitive Firm & ii) An Adaptive Method for a Storable Inventory Problem
Arnab Bisi	INFORMS Annual Meeting 2013, Minneapolis, Minnesota, USA	Oct 06-09, 2013	i) Simultaneous Contract and Spot Market Procurement by a Risk averse firm ii) A Nonparametric Method for an Inventory Problem with Unobserved Lost Sales
Asim K Pal	CANS 2013, The 12th International Conference on Cryptology and Network Security, Paraty, Brazil	Nov 20-22, 2013	Achieving Correctness in Fair Rational Secret Sharing
Asim K Pal	HICSS 47 (Hawaii International Conference on Systems Sciences), Hilton Waikoloa Island, Hawaii	Jan 06-09, 2014	A Policy-based Security Framework for Storage and computation on Enterprise data in the Cloud
B. N. Srivastava	Academy of International Business meeting, Istanbul, Turkey	July 03-06, 2013	The evolution of Global Mindset of the emerging economy of India: Towards an analysis of opportunity and constraints
B. N. Srivastava	Academy of Management Meeting, Orlando, FUSA	August 09-13, 2013	Role of Regulatory Focus, Uncertainty and Past Relationship Experience in Buyer-Supplier Negotiation

Name of Faculty	Name of the Conference & Venue	Date of the Conference	Title of the Paper
Bhaskar Chakrabarti	Commonwealth Local Governance Research Colloquium and Conference (CLGC 2013), Uganda	May 13-17, 2013	“Bridges Near and Far: How Local Leaders Meet their Objectives and Why they (sometimes) Fall Short?”
C. Panduranga Bhatta	3rd International Conference on Human & Social Sciences (ICHSS 2013), La Sapienza University of Rome and MCSER, Rome, Italy	Sep 20-22, 2013	Including Human Values in Management Education: Experiential Insights
Debashish Bhattacharjee	2013 Annual Meeting of the Association of American Geographers, Los Angeles, California, USA	Apr 09-13, 2013	Locals, Migrants and Work Profiles in an Indian Five-Star Hostel
Devi Vijay	Academy of Management 2013 Annual Meeting, Lake Buena Vista, Orlando, Florida, USA	Aug 09-13, 2013	Distributed Agency and Emergence of an Organizational Field
Indranil Bose	The 2014 International Electrical Engineering Congress (iEECON 2014), Pattaya, Thailand	Mar 19-21, 2014	Detecting Temporal Changes in Customer Behavior
Krishanu Rakshit	ANZMAC 2013, Auckland, New Zealand	Dec 01-04, 2013	Exploring antecedents for Misselling in Financial Services
Leena Chatterjee	IJAS International Conference, Harvard Campus, Boston	May 26-30, 2013	The Virtual Experience: Challenges faced by Virtual Teams
Manju Jaiswall	American Accounting Association Annual Meeting, Anaheim, California	August 03-07, 2013	Relative Performance Evaluation in CEO Compensation: Evidence from India
Mritunjoy Mohanty	25th Annual Meeting of the Society for the Advancement of Socio-Economics, University of Milan, Italy	June 27-29, 2013	India's capitalist transition – at the crossroads?
Nimruji Prasad J.	Academy of Management Meeting, Orlando, USA	August 09-13, 2013	Beyond US and Euro-centric Models of CSR: India as a Locus of Enunciation
Partha Ray	76th International Atlantic Economic Conference, Philadelphia, USA	Oct 10-13, 2013	Global Imbalances and Savings of Developing Asia: Facts and Fiction
Prashant Mishra	Academy of Marketing Science's World Marketing Congress, Melbourne.	July 16-20, 2013	Consumption Emotion, Satisfaction And Word Of Mouth: A Structural Study Of Demographic Correlates
Pulak Kumar Das	Shanghai International Conference on Social Science, Shanghai, China	July 11-13, 2013	Contractual Employment And Transformation Of Internal Labor Markets: An Exploratory Study Of A Few Manufacturing Industries In India

Name of Faculty	Name of the Conference & Venue	Date of the Conference	Title of the Paper
R Rajesh Babu	Asia's Plurilateral Trade Agreements: TPP, ASEAN and Beyond Asia WTO Research Network Annual Conference & Asian Center for WTO and International Health Law and Policy, National Taiwan University (ACWH), Taipei	June 15-16, 2013	India-ASEAN free Trade Agreement: Ramification for India
Rahul Mukerjee	59th World Statistics Congress (WSC), Hong Kong	August 25-30, 2013	Construction of Efficient Fractional Factorial Designs for General Factorials under a Baseline Parametrization
Rama Seth	Eastern Finance Association Annual Meetings, St. Pete Beach, Florida	Apr 10-13, 2013	Countercyclical Lending by Foreign Banks During Three U.S. Recessions
Rama Seth	INFINITI Conference on International Finance 2013, Aix, France	June 10-13, 2013	Disciplinary Tools and Bank Risk Exposure
Ramendra Singh	2nd Biennial Africa Academy of Management Conference 2014 (AFAM), Gaborone, Botswana	Jan 08-11, 2014	Corporate Social Responsibility in Emerging Markets: Engagement Between Companies and Local Communities in India
Somprakash Bandyopadhyay	International Conference on Knowledge, Innovation and Enterprise, London, United Kingdom	Sep 10-13, 2013	Social Knowledge Management: Use of Social Media for Disseminating Informal Wisdom of Elderly to the Youth
Somprakash Bandyopadhyay	The International Conference on Advances in Computing and Information Technology (ACIT 2014), Bangkok, Thailand	Jan 04-05, 2014	Post-Disaster Resource Management using Peer-to-peer Opportunistic Networks
Somprakash Bandyopadhyay	International Conference on Ageing Well-Social and Managerial Challenges (ICAW) to be held in Kochi, Kerala	January 17-19, 2014	Redefining the role of elderly as facilitator to educate young generation through Information and Communication Technology
Sougata Ray	Annual Conference of Academy of Management, Orlando, Florida, USA	August 09-13, 2013	Explaining the Internationalization of EMNEs: Role of Managerial Intentionality
Subrata Mitra	International Conference Operations Research (OR2013), Rotterdam, The Netherlands	Sep 03-06, 2013	Static vs. Dynamic Policies for Vehicle Routing Problems with Backhauling and Dynamic Customer Demands
Uttam K Sarkar	17th Pacific-Asia Conference on Knowledge Discovery and Data Mining (PAKDD 2013), Gold Coast, Australia	April 14-17, 2013	Identifying dominant economic sectors and stock markets: A social network mining approach
V. K. Unni	Intellectual Property Scholars Roundtable 2014, Drake University, Des Moines, Iowa, USA	Mar 28-29, 2014	Compulsory Licensing of Pharmaceutical Patents in India: Whether Natco Decision will meet the Global Benchmarks ?



## Faculty participation in National Conferences

Name of Faculty Members	Name of the Conference	Title of the Paper
Prof. Mritunjoy Mohanty	Delhi Historical Materialism Conference “New Cultures of the Left” held at the Convention Centre, JNU, New Delhi	Chair the session “The Global Economic Crisis & the Response of the Global South”
Prof. Sushil Khanna	Delhi Historical Materialism Conference “New Cultures of the Left” held at the Convention Centre, JNU, New Delhi	Chair the session “The Global Economic Crisis & the Response of the Global South”
Prof. Sushil Khanna	XVI Annual Convention of Strategic Management Forum, IIM Kozhikode	Invited by IIM-Kozhikode
Prof. Indranil Bose	First International Conference on Emerging Trends in Engineering and Technology, Munnar, Kerala, India	A Data Mining Based Behavioral Analysis of Customers of Mobile Services
Prof. Vidyanand Jha	3rd Indian Academy of Management Conference (IAM 2013), IIM-Ahmedabad	Chair the session “Trust Antecedents and Consequences”
Prof. Abhishek Goel	3rd Indian Academy of Management Conference (IAM 2013), IIM-Ahmedabad	Chair the session “Individual Differences and Work Outcomes” and Track Chair “Organisation Studies”
Prof. Devi Vijay	3rd Indian Academy of Management Conference (IAM 2013), IIM-Ahmedabad	Chair the session “Behavioral Perspectives and Entrepreneurial Strategy” and Track Chair “Entrepreneurship and Business Model Innovation”
Prof. Anirvan Pant	Strategic Management Society’s Special Conference 2013-India, India School Of Business, Mohali	1) Innovative Management Practices and Interventions at the Base of the Pyramid: An Organizing Framework 2) Strategy-on-the-Go: Revisiting Choice and Strategic Leadership
Prof. Mritunjoy Mohanty	Indian Society of Labour Economics 55th Annual Conference, JNU, New Delhi	New Trends in Unionisation and Organising in India
Prof. Peeyush Mehta	17th Annual International Conference of the Society of Operations Management (SOM 2013), IIT Madras, Chennai	Optimal Retail Shelf-Space Stocking Policies using Stochastic Dominance under Supply-driven Demand Uncertainty
Prof. Balram Avittathur	17th Annual International Conference of the Society of Operations Management, IIT Madras, Chennai	Green Supply Chains: A Perspective from an Emerging Economy

Name of Faculty Members	Name of the Conference	Title of the Paper
Prof. Preetam Basu	17th Annual International Conference of the Society of Operations Management (SOM 2013), IIT Madras, Chennai	1) Decision Support System for Cash Management of Warranty Reserves & 2) Managing Supply-side Disruption Risks through Dual Sourcing
Prof. Ramendra Singh	International Conference on Research in Marketing(ICRM 2013), New Delhi, Convened by-IIT Delhi, Cutin University & XLRI Business School	Drivers of Salesperson's Customer Orientation-A Work Value Perspective
Prof. Manish K Thakur	Indian Sociological Society, XXXIX All India Sociological Conference, Mysore, Karnataka	The Past(s) of Indian Sociology: Why Read Radhakamal Mukerjee
Prof. Ritu Mehta	2014 Annual Conference of the Emerging Markets Conference Board, IIM Lucknow (Noida Campus)	Consumer Preference for Bonus Packs and Discounts: The Role of Perceived Control
Prof. C Panduranga Bhatta	3rd International Conference on "Human Values in Higher Education", Punjab Technical University, Kapurthala	Invited to share MCHV Experiences

## Participation by Fellow Programme Students in International Conferences

Student Name & Reg. No.	Name of the Conference	Period of Conference	Title of the Paper
Neerav Nagar (FP/09/08)	4th Conference on Financial Markets and Corporate Governance, Wellington, New Zealand	Apr 03-05, 2013	1.) Classification Shifting: A comprehensive Model to Estimate Unexpected Core Earnings. 2.) Classification Shifting: Impact of Firm Life Cycle. 3.)Classification Shifting in the Cash Flow Statement: Evidence from India
Sourya Joyee De (FP/06/09)	CLOSER 2013-3 <sup>rd</sup> International Conference on Cloud Computing and Services Science, Aachen, Germany	May 08-10, 2013	"Achieving Energy Efficiency and Security in Mobile Cloud Computing"
Neerav Nagar (FP/09/08)	American Accounting Association 2013 Ohio Region Meeting, Huron, Ohio	May 09-10, 2013	Earnings Management in India: Managers' Fixation on Operating Profits

Student Name & Reg. No.	Name of the Conference	Period of Conference	Title of the Paper
Agam Gupta (FP/13/10)	2013 Complex System Summer School, Santa Fe Institute, New Mexico, USA	June 02-29, 2013	WORKSHOP
Partha Saha (FP/05/10)	First AIS-Journals Joint Author Workshop (AJJAW) to be held during Pacific Asia Conference on Information Systems (PACIS 2013), South Korea	June 18-22, 2013	A Risk Scorecard Framework for e-Auditing in Indian Banking Sector
Abhinay Puvvala (FP/12/08)	International Conference of the System Dynamics Society, Cambridge, Massachusetts	July 21-25, 2013	Anticipating Future of Android: Role of Quality Gate Keeping
Sourya Joyee De (FP/06/09)	CD-ARES 2013-International Cross Domain Conference and Workshop on Availability, Reliability and Security, Regensburg, Germany	Sep 02-06, 2013	Cloud-based Privacy Aware Preference Aggregation Service
Anjan Ghosh (FP/09/10)	oikos UNDP Young Scholars Development Academy 2013, Istanbul, Turkey	Sep 02-06, 2013	Sustainable Development at BoP through Social Venture : A participatory action research on community centric micro market creation by a social enterprise in collaboration with Government, Institutions, NGOs and Corporations
Venkataraman S(FP/01/10)	33rd Strategic Management Society(SMS) Annual Conference 2013 and Doctoral Workshop, Atlanta, USA	Sep 28-Oct 01, 2013	Sustainability Orientation of Firms: A Multi-Context Exploration of Patterns in Corporate Sustainability Reporting
Radha Ladkani (FP/11/08)	The 13th FRAP - Finance, Risk and Accounting Perspectives Conference, University of Cambridge, UK	Nov 18-20, 2013	Merger Waves in Emerging Markets: Evidence from India
Tutan Ahmed (FP/07/09)	World Business and Social Science Research, Cancun, Mexico	Dec 15-16, 2013	Labour Market Outcome for Vocational Training in India - Does Safety Net Theory Hold True in India

## Participation by Fellow Programme Students in National Conferences

Student Name & Reg. No.	Name of the Conference	Period of Conference	Title of the Paper
Ambuj B Anand (FP/23/10)	IFIP Working Group 8.6 Doctoral Consortium, Bangalore	June 24-29, 2013	"Factors impacting Sustainability of e-Government Projects in India"
Divya Sharma (FP/15/12)	ACM Compute 2013 the 6th ACM India computing convention on theme "Next Generation Computing Paradigms and Technologies", Vellore, Tamil Nadu	Aug 22-24, 2013	"A Ranking Algorithm for Online Social Network Search"
Dipsubhra Chakraborty (FP/03/10)	Teaching Consortium Indian School of Business (ISB), Hyderabad	Aug 30-Sep 01, 2013	Workshop
Smita Chaudhury (FP/01/12)	3rd Indian Academy of Management Conference (IAM 2013), IIM-Ahmedabad	Dec 12-14, 2013	"Effect of Transformational Leader Communication on Affective Commitment to Change"
Amit Baran Chakrabarti (FP/01/11)	3rd Indian Academy of Management Conference (IAM 2013), IIM-Ahmedabad	Dec 12-14, 2013	Fuelling the Ownership and Firm Performance Debate: Puzzling Evidences from India
Dipsubhra Chakraborty (FP/03/10)	The Third IDRBT Doctoral Colloquium, Hyderabad	Dec 16-17, 2013	The Impact of Bank Capital on Financial Stability with special reference to the experience in China and India
Sourya Joyee De (FP/06/09)	Ninth International Conference on Information Systems Security, ISI, Kolkata	Dec 16-20, 2013	"Auctions with Rational Adversary"
Amit Baran Chakrabarti (FP/01/11)	Strategic Management Society's Special Conference 2013-India, India School Of Business, Mohali	Dec 17-19, 2013	"Fuelling the Firm Ownership and Performance Debate in Emerging Economies: Puzzling Evidences from India"
Venkataraman S (FP/01/10)	Strategic Management Society's Special Conference 2013-India, India School Of Business, Mohali	Dec 17-19, 2013	"Multinational Corporations and Sustainability: A Preliminary Investigation of Corporate Sustainability in Multiple Contexts"
G V S B Sarada Devi (FP/04/11)	Strategic Management Society's Special Conference 2013-India, India School Of Business, Mohali	Dec 17-19, 2013	"Microfinance Organizations-Paragons or Pariahs?"

Student Name & Reg. No.	Name of the Conference	Period of Conference	Title of the Paper
Bikramjit Ray Chaudhuri (FP/05/12)	Strategic Management Society's Special Conference 2013-India, India School Of Business, Mohali	Dec 17-19, 2013	Corporate Sustainability Performance Measurement System: A Critical Review and Development of a Comprehensive Framework
Arindam Mondal (FP/12/11)	Strategic Management Society's Special Conference 2013-India, India School Of Business, Mohali	Dec 19, 2013	WORKSHOP



# Post-Graduate Programmes (PGP)

- PGDM
- PGDCM
- List of Optional Courses in 2013-14
- Fees and Expenses
- Scholarships and Prizes

## 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 activity 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 careers with an Information Technology focus in Management.

## Post-Graduate Diploma in Management (PGDM)

The 1<sup>st</sup> 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 solutions of management problems.

The academic year at the Institute is divided into three terms – each consisting of about twelve 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 1<sup>st</sup> Year, all the Courses are Compulsory. In the 2<sup>nd</sup> Year, a PGDM student can take a minimum of 42 (excluding term paper) and a maximum of 54 credit point elective courses on credit basis spread over three terms. In the summer, between the 1<sup>st</sup> and the 2<sup>nd</sup> Year, 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 2<sup>nd</sup> Year.

The Institute's faculty member 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 – as 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 Differently Abilities (DA) 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 possess an equivalent qualification recognized by the Ministry of HRD, Government of India is eligible for admission to 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, a student requires to produce certificates and mark sheets in original together with 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 are 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 on GMAT score, work experience, report from academic referees and scholastic achievements.

### 50<sup>th</sup> & 20<sup>th</sup> Batch of Post Graduate Programme (2013-15)

Category	Students Promoted to 2 <sup>nd</sup> Year		
	PGDM	PGDCM	Total
Open Category	189	28	217
SC	53	8	61
ST	27	1	28
DA	12	0	12
NC-OBC	106	14	120
<b>Total</b>	<b>387</b>	<b>51</b>	<b>438</b>

## 51<sup>th</sup> & 21<sup>th</sup> Batch of Post Graduate Programme (2014-16)

Category	1 <sup>st</sup> Year Intake		
	PGDM	PGDCM	Total
Open Category	191	28	219
SC	60	9	69
ST	34	1	35
DA	14	0	14
NC-OBC	112	13	125
<b>Total</b>	<b>411</b>	<b>51</b>	<b>462</b>

### Curriculum of PGDM

The 1<sup>st</sup> Year courses covered in Terms I to III are compulsory for all the students. During the 2<sup>nd</sup> 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 three terms.

### Compulsory Courses – 1<sup>st</sup> 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

Group	Term I	Term II	Term III	Total credits
Public Policy and Management	Indian Economic & Political History (1.5)		Indian Legal System (1.5)	6.0
	Environment & Development (1.5)		Indian Social Structure (1.5)	
<b>Total</b>	<b>18</b>	<b>15</b>	<b>15</b>	<b>48</b>
<b>Qualifying Non-credit courses</b>	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, between the 1<sup>st</sup> and 2<sup>nd</sup> Year. 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 summer project is assigned a weightage equivalent to that of 1 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 2<sup>nd</sup> Year, keeping in view the current Placement requirements for specialization.

## Post-Graduate Diploma in Computer Aided-Management (PGDCM)

The world has been 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 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. 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 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 – 1<sup>st</sup> 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
<b>Total</b>	<b>18</b>	<b>15</b>	<b>18</b>	<b>51.0</b>
<b>Non-credit courses</b>	Qualifying Mathematics Managerial Commn.-I (15 hr) Basic Skills in IT (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 credit basis in the second year spread over these terms.

The minimum 42 credit points include a compulsory 6 credit points equivalent yearly ICT related project.



## List of Optional Courses in 2013-2014

**The following optional courses were offered during the year.**

### **Behavioural Sciences**

- Management of Change
- Designing Corporate Citizenship Initiatives
- Creating, Managing, and Leading Social Enterprises
- Organisational Structure & Design
- Management of Self in Organizations
- Management of Creativity
- Cross Cultural Management
- Business Research Methods
- Conflict & Negotiations
- Organisational Leadership: Inspiration, Dilemmas and Action
- Organising Work: Past, Present and Evolving Possibilities
- Management Practices Across Cross Cultural Contexts

### **Business Ethics & Communication**

- Advanced Analytical Skills in Communication
- Ethics and Values in International Business

### **Economics**

- Selected Aspects of Macroeconomics
- Econometric Methods
- The Economics of Human Resources
- The Global Economy of the Twenty-first Century : Trends and Issues
- The Economics of Corporate Sustainability
- Institutions, Markets and Firms : Growth and Structural Change in China and India
- Mergers and Acquisitions : Aspects of Corporate Control
- International Economics
- Game Theory and Business Strategy : An Economic Perspective
- Economics of Sustainable Development
- Financial Econometrics
- Crisis and Contagion: Contemporary Challenges to Macro-Financial Policies

**Finance and Control**

- Options, Futures & Derivatives
- Fixed Income Markets
- Business Valuation
- Investment Analysis & Portfolio Management
- Corporate Restructuring
- Infrastructure Finance
- Financial Modelling
- Bank Management
- Structured Finance
- Financial Risk Management
- Commodity Finance

**Human Resource Management**

- Human Resource Management in Multinational Corporations
- The Economics of Human Resources
- Strategic Human Resource Management in Services
- Strategic Planning and HRM

**Management Information Systems**

- Management Information Systems : The Strategic Dimensions
- Decision Support Systems
- Artificial Neural Networks: Applications to Finance and Strategy
- E-Commerce
- Business Data Mining
- Marketing Data Analytics
- Business Dynamics
- Green Business Environment : IT, Operations, and Innovation
- Strategic Business Intelligence (SBI)
- Business Process Management
- Information Technology : Strategy and Governance
- Information Technology and Business Innovation
- Business Risk Management
- Business Transformation with Social Media
- Business Applications of Intelligent Systems

- RFID and its Business Implications
- Creating and Managing Innovative ICT Startups
- Selected Problems in Information Security in Business

### **Management Centre for Human Values**

- Creative Excellence in Management: Insights from Indian Ethos
- Corporate Social Responsibility : Perspectives and Practices
- Entrepreneurship in NGOs
- Leadership Excellence : Insights from Indian Ethos

### **Marketing**

- Sales and Distribution Management
- Consumer Behaviour
- Strategic Brand Management
- Sports Entertainment and Media Marketing
- Integrated Marketing Communication
- International Marketing
- Product Management
- Strategic Marketing
- Marketing in Practice
- Managing Retailing
- Marketing to Bottom of Pyramid Consumers
- Innovations in Marketing Theory and Practice
- Rural Marketing
- Relationship Marketing
- Marketing for High Tech & Innovation (HTIM)
- Managing Luxury Business
- Marketing Theory and Contemporary Issues

### **Operations Management**

- OR in Marketing
- Production and Inventory Control
- Project Management
- Logistics and Supply Chain Management
- Constraint Management

- Operations Strategy
- Revenue Management & Dynamic Pricing

### **Public Policy and Management**

- Social Development and Social Policy
- Managing the legal & Regulatory Environment of Indian Business
- WTO Law and Policy
- Country Risk Analysis
- Urban Management : Issues & Strategies
- Managing Public-Private Partnerships
- Politics of Development
- Indian Business History

### **Strategic Management**

- Managing Strategy Implementation and Business Transformation
- Leading the Family Business
- Strategies For The New Media Industries
- Strategic Leadership
- Industry and Competitive Analysis
- Mergers and Acquisitions : Aspects of Corporate Control
- Corporate Social Irresponsibility
- Global Strategic Management
- Corporate Entrepreneurship

During the year the following 11 new optional courses were offered in the Post Graduate Programme.

## **New Optional Courses in PGP (2013-2014)**

### **Behavioural Sciences**

- Creating, Managing, and Leading Social Enterprises
- Management Practices Across Cross Cultural Contexts

### **Business Ethics & Communication**

- Advanced Analytical Skills in Communication

### **Finance and Control**

- Commodity Finance

### Management Information Systems

- Business Transformation with Social Media

### Marketing

- Managing Luxury Business

### Public Policy and Management

- Managing Public-Private Partnerships
- Indian Business History

### Strategic Management

- Strategic Leadership
- Corporate Social Irresponsibility
- Global Strategic Management

## 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 50<sup>th</sup> Session / 20<sup>th</sup> Session (2013-15) at Indian Institute of Management Calcutta is as follows:

1<sup>st</sup> Year

S.No.	Particulars	1 <sup>st</sup> Term (Rs.)	2 <sup>nd</sup> Term (Rs.)	3 <sup>rd</sup> Term (Rs.)	Total (Rs.)
1	Tuition Fees	137000.00	137000.00	137000.00	411000.00
2	Academic Charges	53000.00	53000.00	53000.00	159000.00
3	Development Fees	50000.00	0.00	0.00	50000.00
4	Room Rent	9000.00	9000.00	9000.00	27000.00
5	Medical Insurance Charges	1000.00	0.00	0.00	1000.00
6	Students' Association Fees	1000.00	0.00	0.00	1000.00
7	Alumni Activities	1000.00	0.00	0.00	1000.00
	<b>TOTAL</b>	<b>252000.00</b>	<b>199000.00</b>	<b>199000.00</b>	<b>650000.00</b>

2<sup>nd</sup> Year

S.No.	Particulars	4 <sup>th</sup> Term (Rs.)	5 <sup>th</sup> Term (Rs.)	6 <sup>th</sup> Term (Rs.)	Total (Rs.)
1	Tuition Fees	147000.00	147000.00	147000.00	441000.00
2	Academic Charges	61000.00	60000.00	60000.00	181000.00



S.No.	Particulars	4 <sup>th</sup> Term (Rs.)	5 <sup>th</sup> Term (Rs.)	6 <sup>th</sup> Term (Rs.)	Total (Rs.)
3	Development Fees	50000.00	0.00	0.00	50000.00
4	Room Rent	9000.00	9000.00	9000.00	27000.00
5	Medical Insurance Charges	1000.00	0.00	0.00	1000.00
	<b>TOTAL</b>	<b>268000.00</b>	<b>216000.00</b>	<b>216000.00</b>	<b>700000.00</b>

## Scholarships and Prizes

**A. The Institute awards the following prizes to the meritorious students based on their PGP-I result on the Prize Distribution Day:**

### First Year:

#### For PGDM Students:

1. B. P. Poddar Merit Scholarship
2. BPL Prize
3. India Carbon Limited Scholarship
4. T. T. Krishnamachari Award

#### 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. P.R. Karthik Scholarship
3. Central Bank of India Prize
4. Aditya Kashyap Scholarship for receiving highest CGPA in
5. Compulsory Courses on completion of 1st year.

## **B. The Institute awards the following prizes and medals to meritorious students on the day of the Convocation:**

### **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. Magunta Subbarama Reddy Memorial Prize
8. P. C. Chandra Silver Medals
9. TIL Award
10. Dr. Amiya Barat Prize
11. IIMC Alumni Association, Calcutta Chapter Prize Gold medal and cash Award for outstanding Academic Performance in PGDM by Female Student

#### **For PGDCM Students:**

##### **(a) Sponsored by the Institute**

1. Institute's Gold Medal

##### **(b) Sponsored by outside organizations**

1. Associated Cement Co. Ltd. Prize
2. Dr. Jogendra Chowdhury Gold Medal
3. Smt. Indira Chowdhury Gold Medal

#### **For PGDM & PGDCM Students Combined:**

1. Bengal Chamber of Commerce Medal
2. IIMC Alumni Association, Calcutta Chapter Prize
3. Aditya Kashyap Memorial Scholarship for receiving highest CGPA in compulsory & elective courses
4. Late Sumantra Ghoshal Award for Academic Excellence for receiving highest

5. CGPA at the end of two-year Post Graduate Programmes
6. Taylor & Francis Book Prize

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

1. B. S. Dua Memorial Prize
2. Dr. B. C. Roy Memorial Prize (sponsored by the Institute)
3. Pawan Tyagi Prize (sponsored by the Institute)
4. Bharat Chamber of Commerce Medal
5. Srinath Damarla Award for Outstanding Leadership Ability

**C. Following Scholarships are provided by different organizations based on merit:**

1. Aditya Birla Scholarship
2. Sir Ratan Tata Scholarship
3. O P Jindal Engineering & Management Scholarship
4. NTPC Scholarship for students belonging to SC/ST/DA categories
5. T. Thomas Scholarship by Hindustan Unilever
6. Bennett Scholarship by Times of India

**D. Government of India Scholarships based on merit are also available for students belonging to SC, ST, DA & Minority Categories.**

## Need Based Financial Assistance (NBFA)

During the period 2013-14, Institute provided Need-based scholarships to the students who fulfilled the eligibility criteria and applied through due process the details of which are given below:

Sl. No.	Year	Category					Total	NBFA Amount
		Open	SC	ST	NC-OBC	DA		
1	1st	09	08	06	25	04	52	14898750.00
2	2nd	12	13	06	47	02	80	26019000.00
<b>Total</b>		<b>21</b>	<b>21</b>	<b>12</b>	<b>72</b>	<b>06</b>	<b>132</b>	<b>40917750.00</b>

## 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 2<sup>nd</sup> 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.

## Placements

### Summer Placements

IIM Calcutta wrapped up its summer placements on the morning of 8th November 2013, successfully securing internship offers for all 465 students enrolled in the first year of its flagship management program. 155 firms recruited in all with 441 students securing job offers at the end of just 3 days – a feat, never achieved before in the history of all IIMs. Despite the economic slowdown, the institute saw an unprecedented 282 offers in the first 2 days of the process itself (Slot 0) from the top firms across sectors. Leading banks like JP Morgan Chase, Bank of America Merrill Lynch, Royal Bank of Scotland, Citi Group, HSBC, Credit Suisse, Nomura, Goldman Sachs and Standard Chartered among others recruited for Investment Banking, Equities Research, Sales and Trading and Global Markets. McKinsey and Co, Boston Consulting Group, Bain and Co, AT Kearney, and Accenture Management Consulting were the top recruiters from the consulting domain.

Top FMCG recruiters like Hindustan Unilever Ltd, Proctor & Gamble, Mondelez International, Nestle, Asian Paints, Johnson and Johnson, Coca Cola, PepsiCo, L'Oreal, Kellogg's offered roles in Marketing and Sales. TAS, Aditya Birla Group, Mahindra and Mahindra, Shell, Reliance Industries Limited, C K Birla Group, and Cairn Energy selected students for General Management roles. Students also secured internship offers from global giants like Microsoft, Google and Amazon for multiple functions - Product Management, Operations, and Sales and Marketing. This year's placement season at IIMC was noteworthy as several niche finance roles were offered by financial services firms such as Macquarie Group, Multiples Equity, Mizuho Securities, Monsoon Capital and Clearwater Capital. Dalberg Global Development Advisors, a boutique advisory firm, was a first-time recruiter and hired exclusively from IIM Calcutta.

Unique roles were offered by recruiters like Bristol Myers-Squibb, Feedback Infra, Maersk Line, Eli Lilly and CEB. International roles were offered by Bank of America Merrill Lynch, Nomura, Goldman Sachs, MH Alshaya and Choppies Group. The excellent placements this year are an affirmation by the industry of the high-standards of management education at IIM Calcutta. The placement process concluded in a record time of just over 3 days, with 100% of the batch securing summer internship offers from reputed organizations across industry sectors.

## Final Placements

IIM Calcutta has completed the final placements for its class of 2014. This year, IIM Calcutta has seen a significant rise in compensation as well as the variety of roles being offered on campus. One of the main highlights is the increase in the international roles that were offered. Optiver, Alshaya, Protiviti, Mahindra Comviva, Airtel and Sharaf DG are a few firms which offered international roles. Despite the economic slowdown many Investment Banks, Management Consulting, Marketing and General Management firms recruited from the campus.

IIM Calcutta saw the highest number of Pre-Placement offers (PPOs) in the Management Consulting domain across all IIMs from the top 4 management consulting firms, at 27. McKinsey & Co., The Boston Consulting Group, Bain & Co., A.T. Kearney, Accenture and Opera are the top recruiters in the consulting domain. The Boston Consulting Group and Accenture Management Consulting made the highest number of offers in this domain at 12 each. Opera hired exclusively from IIM Calcutta and made five offers.

Continuing the legacy, IIM Calcutta lived up to its title of the finance campus of India. IIM Calcutta received one of the highest number of offers in India for the strongly coveted Investment Banking Divisions (IBD) of several banks as firms like Citi, BAML, Edelweiss, BNP Paribas, etc. hired exclusively from IIM Calcutta for the IBD roles through PPOs and final placements. Finance firms that made offers this year included Citibank, Nomura, Bank of America Merrill Lynch, Royal Bank of Scotland, Credit Suisse, Goldman Sachs, BNP Paribas, Deutsche Bank, HSBC, Standard Chartered, Macquarie, Dunia Finance, Edelweiss, Kotak IBD, ICICI, DBS, IndusInd Bank, Axis Bank, IDBI, etc. BNP Paribas and Macquarie hired exclusively from IIM Calcutta. Optiver, one of world's largest high frequency and proprietary trading firms based out of the Netherlands, chose to recruit exclusively from IIM Calcutta among all IIMs.

The former Indian cricket captain, Sourav Ganguly recruited for a niche brand management and marketing role. On an overall perspective, Amazon made the highest number of offers (16, including PPOs) on campus for various leadership and operations roles. The noted General Management roles were offered by TAS, Aditya Birla Group, Mahindra, Airtel, RIL, CK Birla, Cairn India, etc. Marketing firms which offered roles included HUL, P&G, ITC, Nestlé, Asian Paints, Alshaya, Mondelez, Dabur, PepsiCo, L'Oreal, Kellogg's, Samsung, Emami, Mother Dairy, Johnson & Johnson, etc. Several analytics firms like EXL, LatentView, Bridgei2i and media firms like Network18, HT Media, Star Network, Times Group recruited as well in significant numbers.

Overall, IIM Calcutta has shown a great performance in the final placements owing to the strong calibre of the students and the excellent academic standards on campus.

# Post Graduate Programme for Executives (PGPEX)

## Visiting Foreign Faculty

In order to ensure the development of an international perspective, PGPEX Batch 7 had **Visiting Foreign Faculty** from the Schulich School of Business- York University; W.P. Carey School of Business-Arizona State University; Lancaster University Management School; Department of Operations and Information Management- School of Business, University of Connecticut; Finance Department, School of Business-University of Connecticut; Pace University- New York City; Moore School of Business- University of South Carolina; Fordham University's School of Business; ESMT Berlin , School of Business-University of Washington Bothell and Institute for Excellence in Corporate Governance - University of Texas , Dallas, teaching elective courses in terms 4, 5 and 6.

## Guest Lectures and CEO Talks

As part of the "Being A CEO" lecture series, the students interacted with leading industrialists and business luminaries. Dr Arup Roy Choudhury, Chairman of NTPC, gave the students an insight into what it takes to be at a leadership role and how to execute responsibilities with dexterity.

The students had the benefit of interactions with Sanjay Kumar, VP, Arcelor Mittal Ltd, Luxembourg; Ranjit Chatterjee, Managing Director, Securities and Fund Services Citibank Gurgaon ; Deepakk Goyal, VC & MD at Green Earth Group and Mr Madan Mohanka, CMD, Tega Industries Ltd. The CEOs spoke about challenges of leading a company in a difficult political landscape and adapting to changing industries.

As part of the guest lecture series by industry personalities who are experts in their own domain , the students had lectures by Mr Sudipta Ghosh, Partner, PwC India , Mr. Anil Viswanathan, VP – Chocolate, Cadbury India, Sabih Kidwai, Dir - HR , Schneider Electric, Mr S. Rajendran , Chief Marketing Officer, Acer India Pvt Ltd and Prof P.K. Basu, Chairman , Strategic Management Group of India & Director , Cambridge Advanced Management Programme , UK .

The students also had the benefit of visits and discussions with eminent guest lecturers from diverse fields. Mr Jayanta Sengupta a consultant with Tata Group, Mr.Rajarshi Sengupta(Executive Director, Deloitte & Touch), Mr. M.G Parameswaran (Executive Director and CEO, Draffcb + Ulka) , Mr. Suranjan Gupta ( Additional Executive Director of Engineering Export Promotion Council), Mr. Venkatesh Natarajan( General Manager-IT, Ashok Leyland Limited) were some of the illustrious guest lecturers.

## Workshops

On May 23 and 24, Mr Anamitra Chatterjee , an alumnus of the 1994 batch of the PGP programme of our institute and an executive career coach at other premier business schools, conducted two half day career coaching workshops for the PGPEX students. The workshop focused on long term career development of the students with coaching on how to identify future career paths. Inputs on CV writing were also provided.

A workshop on Effective Communication was conducted by PGPEX Batch 6 alumni Shahvir Irani, an executive working with Accenture, and PGPEX Batch 6 alumni on July 6 and 7, 2013.

## Internship

This year, there were three major changes made to the immersion program of PGPEX. First, it was shortened to two weeks. Second, the time frame of the immersion was brought forward to the month of August from October to dovetail better with the summer months in Europe and to give students more time to prepare for the placements season starting December. Third, the programme was made compulsory . The PGPEX students completed their 2 week immersion module at Mannheim Business School, Germany and Ashridge Business School, United Kingdom



between **August 19th and 30th, 2013**. 25 students went to Germany for the module “Doing Business in Germany” and 24 students went to Ashridge Business School for the “Global Leadership” module. Prof. Sanjeet Singh and Prof. Runa Sarkar accompanied the students to Mannheim and Ashridge respectively. One student missed out on the immersion because of problems with his visa and he worked on a project on Social Media.

The concept planning and entire immersion module was organized by the 2 business schools in consultation with the PGPEX team. The students found the immersion experience enriching and a distinct “value add” to their one year at IIMC.

## Lattice 2013

Lattice, the annual Business Symposium of the PGPEX students of Indian Institute of Management Calcutta, held on the 25th and 26th of October at the institute campus was a great success. The theme for this year’s event, India: The Time Ahead was selected with the objective of highlighting India’s potential to grow, its increasing role in the world and its climate for entrepreneurial activities. The two day symposium was graced by esteemed guest speakers including Padma Bhushan Shri Shekhar Gupta (Editor-in-chief, The Indian Express), Mr. Prashant Panday (CEO, Radio Mirchi), Mr. Sudipta K Sen (Regional Director South East Asia, SAS), Mr. E. Sarath Babu (CEO and founder of Foodking, Winner of CNN-IBN Award for Young Indian Leader). The talks were followed by a very thought-provoking panel discussion on “Industrialization at what human costs?” where Mr. Dipankar Bhattacharya (General Secretary Communist Party of India Marxist- Leninist Liberation), Mr. Armstrong Pame (IAS officer - Manipur cadre and social activist), Mr. Pradeep Lenka (CEO at Aditya Birla Group - Power Systems) and Mr. Anurag Danda (Head - Climate Adaptation, WWF India) were part of the panel. Prof. Anup Sinha, (Professor of Economics at IIMC) moderated the panel.

On Day 2, in his keynote speech Mr. Shekhar Gupta shared his thoughts on the current Indian economy, government and bureaucrats and growth from the point of view of a journalist and Mr. Ashish Chaturvedi (PGPEX V IIMC Alumnus, Founder & CEO - uFony) spoke about his own entrepreneurship venture and provided useful tips to the students on embarking on the entrepreneurship journey. Finally Lattice 2013 came to an end with a interesting and informative business quiz followed by the official PGPEX alumni meet in the evening.

## PGPEXplain

In continuation with the initiative taken in the previous years to increase our interface with the outer world, PGPEXplain was organised on **13th July** at Delhi, Mumbai, Hyderabad, Bangalore and Calcutta. The first half of the day was reserved for interactive sessions between prospective applicants, IIMC Faculty members, PGPEX alumni and a representative of the current batch. HR executives of different organizations were invited in the second half to better our placement prospects. Prof Sushil Khanna, Prof S.D.Vaidya, Prof C.Panduranga Bhatta, Prof Soumyen Sikdar in Delhi and Prof Runa Sarkar hosted the session in Hyderabad, Mumbai, Bangalore, Delhi and Kolkata respectively.

The event met with more success than the previous years as there were over 100 applicants participating across the 5 cities compared to the poor turn out last year, despite heavy rains in Mumbai and Hyderabad.

## AMBA and AACSB Preparations

The PGPEX team supported the accreditation team wholeheartedly, as a result of which the PGPEX team is now AMBA accredited. Work in ongoing to also obtain AACSB accreditation.

## Curriculum Review

Keeping in mind the feedback of the PGPEX students and alumni with regard to revamping the course curriculum and on the request of the Faculty Council, a PGPEX **Curriculum Review Committee** was formed.

The PGPEX **Curriculum Review Committee** worked on an analysis of the feedback given by the past batches of PGPEX students and the reasons behind them, while taking into account the observations and comments of different academic groups in this regard. They also reviewed course outlines and conducted benchmarking exercises with peer programmes within the country. The PGPEX team supported this endeavour, providing all possible assistance.

The report was placed to the Faculty Council for recommendations. The Faculty Council agreed on the reduction of contact hours to allow time for student reflection; the details of the revised curriculum are being worked on, and will be a key activity for the the PGPEX committee in 2014-15.

## Admission Batch 8

Out of the total number of 358 candidates who had applied for admission to the 8<sup>th</sup> batch of PGPEX, 248 were selected by the PGPEX admissions sub- committee for personal and skype interviews.

Of the 248 candidates interviewed for admissions to PGPEX batch 8 , offers were sent out to selected candidates. We have 52 admissions till date for the forthcoming batch.

## Student Events and Accolades

Three students of the current batch had participated in the Pan-IIM case competition as part of conference organized by CSCMP (Council of Supply Chain Management Professionals) along with Operations Club -IIM Calcutta. The topic of the conference was unlocking the future of Supply Chain Management.

Of the three finalists from IIM Lucknow , IIM Bangalore and IIM Calcutta, the team representing IIM Calcutta won the 1st prize at the competition.

PGPEX students also emerged winner of Battlefield Joka (A competition based on creating strategy and managing supply chain with scarce resources organised by IIMC Operations Club) and became finalist of the 11th Annual Marketing Work shop's Strategic Marketing Case study competition.

Students of PGPEX 7 recently participated in 'XLerate 2014', a sports festival at XLRI Jamshedpur on 1<sup>st</sup> and 2<sup>nd</sup> March 2014. The PGPEX team was declared the overall winner in volleyball and were runner ups in tennis singles and tennis doubles, chess, badminton singles and badminton doubles.

## GMAC Annual Conference

Chairperson and Manager PGPEX were invited to participate in the GMAC Annual Conference at Vancouver between June 19-21, 2013, with GMAC bearing travel and conference registration costs.

The conference provided a great opportunity to network with other business schools and professionals in admissions, marketing, and career services as well as representatives from organizations from all over the world. We also got a better idea of what the global trends were with respect to executive education.

# Post Graduate Program for Executives for Visionary Leadership in Manufacturing (PGPEX-VLM)

## Background

The Visionary Leaders for Manufacturing (VLFM) is a path breaking programme, and has its genesis in the request that Dr Abdul Kalam, then President of India made to Prof Shoji Shiba, ( world renowned expert in Breakthrough Management) to initiate a process to lead India's manufacturing sector into growth. Later the programme formed a part of the Joint Technical Cooperation Agreement signed by the Prime Ministers of India and Japan in December 2006.

Visionary Leadership for Manufacturing Program (PGPEX-VLM), is jointly conducted by IIM Calcutta, IIT Kanpur & IIT Madras, is one of the four such programs initiated by the Government of India through the services of National Manufacturing Competitiveness Council (NMCC) with active support and cooperation from Japan International Cooperation Agency (JICA), Ministry of Human Resource Development (MHRD) and Confederation of Indian Industries (CII) with the objective of enhancing the competitiveness of Indian manufacturing sector.

Fresh JICA agreement. " Champions for Societal Manufacturing" was signed by appropriate authorities of Govt of Japan and Govt of India for a period of three years from 1<sup>st</sup> April 2013 to March 2016.

Item 14 of the Joint Statement signed by the Prime Ministers of Govt. of Japan and Govt. of India and released on 29<sup>th</sup> May 2013 reads as follows, "The two Prime Ministers highly appreciated the achievements of the Visionary Leaders for Manufacturing (VLFM Programme) as a valuable Japanese contribution to the development of the manufacturing sector in India and welcomed the development of this programme as the new project 'Champions for Societal Manufacturing' (CSM)"

## Objectives and Goals of New JICA Project, " Champions for Societal Manufacturing" for three years from April 2013 to March 2016:

- Deepening the roots for Human Resources-to nurture global talents for propelling growth.
- Creating strong pillars for Spread out Manufacturing-This project takes learning of building a strong win-win relationship between customers and suppliers anywhere in a supply chain and focuses on spreading the learning and implementation to support wide spread high quality manufacturing base.
- Ensuring Sustainable Environment for Manufacturing -This project is on Conservation of Energy and Environment. It will help clean and environment friendly manufacturing
- Creating Rural Entrepreneurs for Inclusive Society -This project will extend the practice of observation skills and application of simple improvement methods learned so far in the manufacturing plants to daily village life

## Eligibility for Admission:

A First-Class Graduate Engineers with First Division/ First Class Marks from SLC/ Madhyamik with Work Experience of Minimum 4½ (four and half) to maximum 10 (ten) years manufacturing, engineering and related sector. There is no upper limit of work experience for sponsored/candidates on study leave. 225 visionary leaders for manufacturing have been created by academia till 7th batch, out of which 4 are female candidates. The present batch ( 8<sup>th</sup> ) strength is 38 with 2 female candidates.

## Convocation of 2012-13 (6th batch):

IIT Madras being the host Institutes of 2012-13 batch, the students were convocated at IITM and the first three rank holders were awarded Gold medals on merit during convocation. NMCC, JICA and IIMC Alumni Association, Calcutta Chapter sponsored Gold Medals were awarded to the First, Second and Third rank holder of the merit list respectively.

## Final Placement:

Out of total 33 students of 6<sup>th</sup> batch, all eligible students were placed at an average CTC of Rs 13.23lakhs, while max CTC offered is Rs.19.00 lakh and min Rs 8.50 lakhs.

## Admission of PGPEX VLM 2013-14 (7th) BATCH:

By turn, it was IIMC this year to be the host institute for admission of 2013-14 batch. Poor response from prospective applicants earlier was a matter of concern as expressed by Mr. Ajay Shankar Member Secretary, NMCC during Apex Committee meeting. He has himself written to 116 PSUs to sponsor eligible engineers to PGPEX VLM Program. In compliance of his advice, Head VLFM Coordinating office visited 16 leading manufacturing companies of both private and public sectors and held meetings with top level HR Managers to increase visibility of the program and to reach prospective applicants through intra- network system of those companies.

It yielded better result than previous years. The highest ever number of applications, 163, were received this year in comparison to 102 last year. 37 out of 40 selected candidates appeared for Registration of 1<sup>st</sup> April 2013, out of which 3 are female candidates.

There was only one female student in last six batches. Out of 37 students, 3 students are sponsored (one by Ashok Leyland and 2 by Telco construction ltd), 3 students are on study leave (2 from Tata Steel, 1 from Tata Consultancy Services).

Average age: 29 years 6 months, Average work experience: 5 years 7 months, Average last Income: Rs 8.48 lakh.

His Excellency Mitsuo Kawaguchi, Consul General of Japan was the chief guest during inauguration ceremony of 7<sup>th</sup> Batch on 4<sup>th</sup> April 2013.

IIMC IIT's Coordination Committee meeting held on 4<sup>th</sup> April 2013 at IIMC. One of the important resolutions passed during the meeting was that Alumni Meet would be organized in different cities with a view to establish better contact with the Alumni which can have multiple benefits.

2013-14 Academic Session in IIMC commenced on 3<sup>rd</sup> April 2014 at IIMC. Prof Shoji Shiba took session on Breakthrough Management (BTM) and Five Step Discovery Process (FSDP) in Term 0, followed by Term I, II, III in IIMC. Term IV and Term academic sessions were conducted by IIT Kanpur and IIT Madras respectively. Again term VI session was conducted in IIMC followed by Industry Internship in Term VII and International Industry visit in Japan in Term VIII. PGPEX VLM Programme has 1032 contact hours with 90 credit points.

## Bureau Veritas Certification :

The IRCA Registered ISO 9001:2008 Lead Auditor Training program by Bureau Veritas Certification (India) Pvt. Ltd. at IIMC was conducted from 17<sup>th</sup> July, 2013 to 21<sup>st</sup> July, 2013 (Term III) for PGPEX-VLM students. This training program is being conducted in IIMC since first batch in 2007-08 as an additional value input and successful participants are awarded certificates.

### Course List of PGPEX-VLM (2013-14)

Sl.	Course Code	Title of the Course	Cont. Hour	Total Cont. Hour	Credit Point	Total Credit Point
	<b>Term 0</b>	<b>Ice-Breaking Session at IIMC</b>				
1	VLM001	Managerial Communication *	18		1.5	
2	VLM002	Break-through Management *	40	58	3	4.5
	<b>Term I</b>	<b>Course work at IIMC</b>				
1	VLM101	Decision Making Tools	30		3	
2	VLM102	Global Scenario	15		1.5	
3	VLM103	Regulatory National & International	15		1.5	
4	VLM104	Managerial Economics	21		2	
5	VLM105	Organizational Structure and Design	30		3	
6	VLM106	Marketing	30	141	3	14
	<b>Term II</b>	<b>Course work at IIMC</b>				
1	VLM201	ERP Workflow & BPR	45		4.5	
2	VLM202	Financial Analysis	45		4.5	
3	VLM203	Human resource & labour law	30		3	
4	VLM204	Manufacturing Strategy	21		2	
5	VLM205	Strategic Analysis	30		3	
6	VLM206	Production Management	45		4.5	
7	VLM207	Project Management	21	237	2	23.5
	<b>Term III</b>	<b>Organised by IIMC</b>				
		Domestic Industry visit *				
	<b>Term IV</b>	<b>Course work at IIT Kanpur</b>				
1	VLM602	Supply Chain Management	35		2	
2	VLM601	Product Design and New Product Management	75		5	
3	VLM604	Automation & Robotics in Manufacturing	40		3	
4	VLM605	Computer Integrated Manufacturing Systems	30		2	

Sl.	Course Code	Title of the Course	Cont. Hour	Total Cont. Hour	Credit Point	Total Credit Point
5	VLM603	Advance Materials	32		2	
6	VLM606	Data Analysis and Decision Making	30	242	2	16
	<b>Term V</b>	<b>Course work at IIT Madras</b>				
1	MS503V	Leadership in Decision Making II	30		2	
2	MS517V	Leadership in Decision Making III	20		1	
3	MS533V	Supply Chain Management	40		2	
4	MS537V	Production Management II	30		2	
5	MS599V	Technology Management	30		2	
6	MS651V	Computer Integrated Manufacturing	30		2	
7	MS652V	Frontier Technology in Manufacturing	36		2.5	
8	MS653V	Automation and Robotics (Ergonomics)	30	246	2	15.5
	<b>Term VI</b>	<b>Course work at IIMC</b>				
1	VLM601	Interpersonal Skills & Leadership	30		3	
2	VLM602	Green Manufacturing	15		1.5	
3	VLM603	Vision to Execution	21		2	
4	VLM604	Ethics & Values in Business	21		2	
5	VLM605	Entrepreneurship	21	108	2	10.5
	<b>Term VII</b>	<b>Industry Internship in India **</b>				<b>3</b>
	<b>Term VIII</b>	<b>International Industrial Study Visit at Japan **</b>				<b>3</b>
		<b>Grand Total</b>		<b>1032</b>		<b>90</b>

New initiatives were taken by PGPEX VLM office to facilitate learning by the students from real life cases of leaders of from different sections of society.

New initiatives were taken by PGPEX VLM office to facilitate learning by the students from real life cases of leaders of from different sections of the society. Accordingly, the students had attended the guest lectures delivered on “Leadership” and real life cases during the period.

Mr Sambit Mukherjee, Managing Principal-Asia Pacific & Japan, CGN Business Performance Consulting, Gurgaon; Mr Gautam Ckkrabarty, DIG Police, Govt. of West Bengal and Ex Police Commissioner, Kolkata Police; and Colonel J S Dhodi, Col GS (Training) Army HQ, Bengal Area, were the Guest Speakers on July 22<sup>nd</sup>, July 23<sup>rd</sup> and July 24<sup>th</sup> 2013 respectively with out any speaking fee.



## Efforts on Industry-Academia bonding for comprehensive “Visibility” of Visionary Leadership For Manufacturing Program :

Head VLFM Coordinating Office visited ABB GSIL, Hitachi India Pvt Ltd in Bangalore and Renault Nissan, Daimler at Oragadam, Sriperumbudur, Kanchipuram District, TN, in July 2013 in compliance to the Apex Committee on VLFM India advice to increase visibility of the PGPEX VLM Program amongst manufacturing companies.

## Industry Internship Placement :

There was 100% internship placement of all students.

## International Industry Visit to Japan :

International Industry visit to Japan was from 23rd Feb 2014 to 5th March 2014.

## Teaching by Japanese experts :

Prof. Shoji Shiba has taken BTM and FSDP sessions from 3.4.12 to 15.4.12. Faculty from IIM Calcutta, IIT Madras and Instructors from Industries namely Godrej & Boyce, Sona Koyo, Anand Group and CII were invited to help in these sessions.

Prof. Takayuki Furuhashi has taken session on Value Mapping in the first week of October, 2012 at IIT Madras.

Japanese Expert Mr. Yuji AKABA has taken four sessions on 6<sup>th</sup> December 2012 on Venture Business Management at IIMC

## VLFM Alumni-Industry-Academia Meet

In compliance with the resolution dated 4<sup>th</sup> April 2013 of PGPEX VLM Coordination Committee consisting of three participating institutes, VLFM Alumni-Industry-Academia meet was successfully held at IIM Bangalore premises on 7<sup>th</sup> September 2013. The effort was with the objective to explore area of cooperation amongst the three important stake holders of VLFM programme initiated by Government of India in 2007. VLFM Coordination office continued to follow-up with alumni, industry subsequently to strengthen the bond.

## Placement:

There was 100 % placement of all 7<sup>th</sup> batch students.

## Other important activities of PGPEX VLM Programme:

(a) CSM Mission to Japan for Sharing Practices of Indian way of Monozukuri Management :-

Prof Vidyanand Jha, Chairman, PGPEX VLM visited Japan from 7<sup>th</sup> to 13 July 2013 as an invitee member of above mission and gave presentation on PGPEX VLM Program conducted by academia before the distinguished participants from Japanese industry and academia.

(b) Prof Vidyanand Jha Chairman PGPEX VLM attended the 4<sup>th</sup> Governing Board Meeting of CII-VLFM Institute on invitation from Shri Jamshyd N Godrej, Chairman, CII-VLFM Institute on 21<sup>st</sup> August 2013 in Mumbai.

## Computation of Results

On receipt of results from the partner institutes and IIMC and after completion of results computation, Rank wise and Registration Number wise Overall Normalized CGPA (ONCGPA) were computed at the PGPEX VLM Coordinating Office. The names of first three Rank Holders were determined based on ONCGPA to prepare the “Merit List”.

The Faculty Council had considered in its meeting held on 28.03.2014 the recommendation of the Academic Committee –VLMP dated 26.03.2014, the summary of results, Prize/Award – Winner List, Rank/ Registration wise ONCGPA; and recommended for Convocation 2014 to the Board of Governors, IIM Calcutta for consideration in its meeting held on 05.04.2014.

The IIM Calcutta Society, in its meeting held on 05.04.2014, inter alia, had approved for Convocation 2014 - the summary of results, Prize/Award – Winner List, Rank/ Registration wise ONCGPA of PGPEX VLM, as per the recommendation of the Board of Governors, IIM Calcutta. The Diploma Certificates and Merit certificates were duly appended with signatures by statutory signatories of the three partner institutes.

# Management Development Programmes

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

NGOs, MCHV also offers Programmes for the managers and field/project workers of NGOs and funding agencies, grassroots and activist organizations.

## Management Development Programmes

Name of the Programme	Programme Director/s	Duration
Leadership and Team Building	Prof. B. N. Srivastava; Prof. Chetan Joshi	June 24 - 28, 2013
Excellence in Managerial Communication	Prof. Pragyant Rath; Prof. Apoorva Bharadwaj	July 10 - 12, 2013
Interpersonal Effectiveness and Leadership Excellence	Prof. Chetan Joshi; Prof. B. N. Srivastava	July 29 - Aug 02, 2013
Developing Your Team for Superior Performance	Prof. Vidyanand Jha ; Prof. Amit Dhiman	August 05 - 08, 2013
Managerial Leadership and Conflict Resolution	Prof. B. N. Srivastava	August 26 – 31, 2013
Leadership Excellence	Prof. C. Panduranga Bhatta	September 16 - 18, 2013
Finance Skills for Non-Finance Executives	Prof. Purushottam Sen ; Prof. Manju Jaiswal	September 23 - 27, 2013
Advanced Management Programme	Prof. Ambuj Mahanti ; Prof. V.K. Unni	Sep 16 - 28, (Module - I) Oct 23 - Nov 10, (Module - II)
Managerial Leadership & Team Effectiveness	Prof. Leena Chatterjee ; Prof. Rajiv Kumar	October 21 - 25, 2013
Leadership Excellence	Prof. C. Panduranga Bhatta	October 28 - 30, 2013

Name of the Programme	Programme Director/s	Duration
Strategic Brand Management	Prof. Ramanuj Majumdar	November 11- 15, 2013
Leadership and Team Building	Prof. B. N. Srivastava; Prof. Chetan Joshi	November 25 – 29, 2013
General Management Programme for Senior and Middle-Level Executives	Prof. Subrata Mitra	November 25 – 29, 2013
Supply Chain Management	Prof. Balaram Avittathur; Prof. Preetam Basu	December 11 – 14, 2013
Leadership Excellence	Prof. C. Panduranga Bhatta	December 16 – 18, 2013
Managerial Effectiveness	Prof. Leena Chatterjee; Prof. Rajiv Kumar	December 19 – 23, 2013
Managerial Leadership and Conflict Resolution	Prof. B. N. Srivastava	January 13 – 18, 2014
Selling & Negotiation Skills	Prof. Ramanuj Majumdar	February 06 – 08, 2014
Managerial Leadership and Team Effectiveness	Prof. Leena Chatterjee; Prof. Rajiv Kumar	January 27 – 31, 2014
Excellence in Managerial Communication	Prof. Pragyan Rath; Prof. Apoorva Bharadwaj	February 03 – 05, 2014
Personal Growth & Team Building	Prof. B. N. Srivastava	February 17 – 21, 2014
Advanced Corporate Finance	Prof. B. B. Chakrabarti; Prof. Ashok Banerjee	February 17 – 22, 2014
Interpersonal Effectiveness and Leadership Excellence	Prof. B. N. Srivastava; Prof. Chetan Joshi	February 24 – 28, 2014
Value Creation Through Operation Strategy	Prof. Partha Priya Datta; Prof. Peeyush Mehta	March 12 – 15, 2014
Communication and Presentation Skills	Prof. Vidyanand Jha ; Prof. Leena Chatterjee	March 24 - 28, 2014

## In-Company Training Programme

Client Organization	Name of the Programme	Programme Director/s	Duration
Denso International India Pvt. Ltd., Manesar, Haryana	Training for Denso India Regional Managers – Phase 1	Prof. Abhishek Goel	April to August, 2013 (8 days)
India Infoline Limited, Mumbai	Executive Education Programme on Leadership Excellence	Prof. C. Panduranga Bhatta	April 08 – 12, 2013
Sudarshan Chemical Industries Ltd. (SCIL)	Strategic Consulting for SCIL	Prof. Ranjan Das	April 9, 2013
NADP, OFB	Mid Carrier Training Programme for HAG/SAG/(CEOs) of OFB	Prof. Prashant Mishra	April 15 – 19, 2013
Yes Bank Ltd.	Training Programme for Branch Managers of Yes Bank Ltd. (1st & 2nd Batch)	Prof. B. N. Srivastava	1st Batch : April 17-19, 2013 and 2nd Batch : April 25 – 27, 2013

Client Organization	Name of the Programme	Programme Director/s	Duration
Krishna International	Training Programmes on Strategic Management and Discussion on Strategy & Organization	Prof. Ranjan Das	April 12 -13, 2013
Yes Bank Ltd.	Training Programme for Middle and Regional Managers of Yes Bank Ltd.	Prof. B. N. Srivastava	April 21 – 23, 2013
Adani Enterprises Limited	Aligning HR to Business Strategy	Prof. Ranjan Das	April 20, 2013
Indian Oil Corporation Limited (IOCL)	Senior Management Programme	Prof. Balaram Avittathur; Prof. Ashok Banerjee	Domestic Module: 20/5 – 16/6 & 30/6 – 01/7, 2013; (20 days for IIMC) International Module: 17-28/6, 2013 (for 12 days)
Forbes and Company Ltd.	Achieving Outstanding Performance: Strategic and Organizational Choices	Prof. Ranjan Das	April 5, 2013
RP-Sanjiv Goenka Group	Leadership Development Programme for Senior Management Executives of RP Sanjiv Goenka Group	Prof. Partha Ray	May 6, 2013
DRDO, Govt. of India, Ministry of Defence	Negotiation Skills in Product Development Projects	Prof. Ramanuj Majumdar	May 21- 24, 2013
CESC LTD.	Leadership Development Programme	Prof. Ranjan Das	May 10, 2013
The Strategy Academy	Core Purposes and Targeted Future	Prof. Ranjan Das	June 3, 2013
GAIL (Gas Authority of India Ltd.)	Thinking Strategically & Influencing Stakeholders	Prof. V. K. Unni; Prof. Rama Seth	June 10 – 14, 2013
INTEL INDIA	Strategic Leadership Workshop	Prof. Anirvan Pant	June 18 – 19, 2013
CANARA BANK	Training on Leadership Development	Prof. Vidyanand Jha	June 18 – 22, 2013
eSquare Academia Group	Alternative Profit Models & Innovation as a Key Driver for Wealth Generation	Prof. Ranjan Das	June 20 – 21, 2013
Standing Conference of Public Enterprises (SCOPE)	Advanced Global Leadership Programme	Prof. Sougata Ray	June 01 - Nov 30, 2013 (which includes ):- One Week Workshop: August 26-31, 2013 at IIMC One-Day Workshop: September 06, 2013 at SCOPE, Delhi and Two weeks study tour in Europe: September 07 to September 20, 2013

Client Organization	Name of the Programme	Programme Director/s	Duration
CESC Limited	Training Programme on Management GenNext	Prof. Vidyanand Jha	June 27 – 29, 2013
Indian Economic Service	Training on Public Policy for the IES Probationers	Prof. R. Rajesh Babu; Prof. V. K. Unni	July 01 – 12, 2013
GAIL (Gas Authority of India Ltd.)	Training Programme on Developing People, Working in collaboration & Empowering Terms	Prof. Rama Seth; Prof. V. K. Unni	July 01- 05, 2013
Larsen & Toubro Limited	Management Development Programme for Executives of L&T	Prof. B. B. Chakrabarti; Prof. Peeyush Mehta	July 15 – 20, 2013
Power Grid India	Executive Development Programme	Prof. Prashant Mishra	July 29 - August 02, 2013
Larsen & Toubro Limited	Strategic Management	Prof. Ranjan Das	July 05 - 06, 2013
Indian Oil Corporation Ltd.	Financial Management Skills for Senior Executives of IOCL	Prof. Ashok Banerjee	July 15 – 17, 2013
CANARA BANK	Leadership Development Programme	Prof. Vidyanand Jha	July 22 – 26, 2013
RPG Enterprises	Leadership Development Programme II	Prof. Ranjan Das	July 16, 2013
Council for the Indian School Certificate Examinations, New Delhi	Educational Leadership Skills for CISCE	Prof. Ranjan Mitter; Prof. C. Panduranga Bhatta	July 29 - August 03, 2013
Indian Oil Corporation Ltd.	Financial Management Skills for Top Management for IOCL	Prof. Ashok Banerjee	August 07 – 09, 2013
McKinsey India	Strategic Management	Prof. Sougata Ray	August 5, 2013
National Academy of Defence Production	Workshop on Mission, Vision Statement & Strategy Map of OFB (NADP)	Prof. Ranjan Das	August 9, 2013
Power Grid Corporation of India Limited	Building Corporate Credibility And Values	Prof. C. Panduranga Bhatta	August 19 – 21, 2013
VIOM Networks	Business Strategy and Effective Decision Making Skills	Prof. Rama Seth	August 16-19, 2013
Reliance Power	Training on Finance for Reliance Power	Prof. Manju Jaiswall; Prof. Purusottam Sen	August 19 – 21, 2013
ONGC Ltd.	Senior Management Programme – I , Batch - I	Prof. P. K. Sett; Prof. Amit Dhiman	DLC Module : August 18 – September 02, 2013 OLC Module: November 30 – December -13, 2013



Client Organization	Name of the Programme	Programme Director/s	Duration
RGA Services India	Managerial Effectiveness	Prof. Vidyanand Jha	August 25 – 26, 2013
Power Grid Corporation of India Limited	Executive Development Programme	Prof. Prashant Mishra	September 02 – 06, 2013
NHPC Limited	Decision Making Techniques for Managers	Prof. Preetam Basu	August 29 – 31, 2013
Oil India Limited	Customized General Management and Leadership Programme for Middle Management Executives of Oil India Ltd. (Batch 1)	Prof. Ramendra Singh; Prof. V. K. Unni	September 11 – 25, 2013
Bharat Petroleum Corporation Limited	Programme on Values & Ethics for Managerial Effectiveness	Prof. C. Panduranga Bhatta	September 04 – 06, 2013
Steel Authority of India Ltd. (SAIL)	Executive Development Programme	Prof. Prashant Mishra	September 12 – 13, 2013
ONGC Ltd.	Senior Management Programme - I , Batch II	Prof. P. K. Sett; Prof. Amit Dhiman	DLC Module : September 16 –29, 2013 OLC Module: February 22 – March 07, 2013
National Academy of Defense Production (NADP)	HRD Programme Level 1 for SAG Officers of National Academy of Defense Production (NADP)	Prof. Ramendra Singh	September 23 – 26, 2013
The Strategy Academy	Training Programme on Strategic Management	Prof. Ranjan Das	September 14 – 30, 2013
ONGC Ltd.	Training Programme on Leadership Development II for Senior Executives of ONGC Ltd.	Prof. Rama Seth; Prof. Ambujaksha Mahanti	DLC Module : September 14 - 25, 2013 OLC Module: October 02 - 08, 2013
Kolkata Port Trust	Customized Executive Development Programme for Kolkata Port Trust	Prof. Ramendra Singh	September 28 – 29, 2013
Al Osool Al Arabia L.L.C.	Supply Chain & Procurement Management	Prof. Partha Priya Datta Prof. Preetam Basu	October 09 – 10, 2013
HDFC Standard Life Insurance (Co.) Ltd.	Executive General Management Programme	Prof. Prashant Mishra	Module I – October 21-26, 2013; Module II – December 16-21, 2013 & Module III – April 2014 (dates to be confirmed later)

Client Organization	Name of the Programme	Programme Director/s	Duration
Larsen & Toubro Limited	Management Development Programme for the Executives of L&T	Prof. B. B. Chakrabarti; Prof. Peeyush Mehta	September 30 – October 05, 2013
Department of Public Enterprises, Ministry of Heavy Industries, Government of India	Strategic Thinking and Leadership for Senior Managers of State Level Public Enterprises	Prof. Sushil Khanna; Prof. Mritiunjoy Mohanty; Prof. Biswatosh Saha	Module I : November 11-15; Module II : December 02-06, 2013
eSquare Academia	Valuation Issues in Mergers & Acquisitions	Prof. Ashok Banerjee	October 07 – 08, 2013
ONGC Ltd.	Advanced Management Programme for Senior Executives of ONGC	Prof. Prashant Mishra; Prof. B. B. Chakrabarti	DLC Module: October 16 – November 01, 2013 OLC Module: November 22 – December 05, 2013
Oil India Limited	Customized General Management cum Leadership Programme for Senior Management Executives of Oil India Limited - Batch 1	Prof. Ramendra Singh; Prof. V. K. Unni	October 22 – 31, 2013
eSquare Academia, Dubai	Business Decisions using Analytics and Computational Intelligence	Prof. Uttam Kumar Sarkar; Prof. Saibal Chattopadhyay	October 22 – 24, 2013
TIL Limited	Programme on Entrepreneurial Leadership	Prof. Sougata Ray	October 05 – 06, 2013
Royal Institute For Governance & Strategic Studies, Thimpu, Bhutan	Senior Executive Leadership Programme (SELP) for Royal Institute For Governance & Strategic Studies	Prof. Anup Kumar Sinha	November 04 - 05, 2013
Oil India Limited	Customized General Management cum Leadership Programme for Senior Management Executives of Oil India Limited (Batch II)	Prof. Ramendra Singh; Prof. V. K. Unni	November 05 -15, 2013
ONGC Ltd.	Senior Management Programme – I, Batch III	Prof. P. K. Sett; Prof. Amit Dhiman	DLC Module: November 11 – 24, 2013 OLC Module: February 16 - March 01, 2014
NTPC	General Management Programme for NTPC Executives	Prof. Rama Seth	November 11 – 22, 2013
Mangalore Refinery & Petrochemicals Ltd.	Leadership Development Programme for Senior Managers of Mangalore Petrochemicals & Refinery Ltd.	Prof. B. N. Srivastava; Prof. Chetan Joshi	November 18 – 20, 2013

Client Organization	Name of the Programme	Programme Director/s	Duration
Oil India Limited	Customized General Management cum Leadership Programme for Senior Management Executives of Oil India Limited (Batch III)	Prof. Ramendra Singh; Prof. V. K. Unni	November 18 – 28, 2013
The Strategy Academy	Training Programme on Strategic Management	Prof. Ranjan Das	November 05 – December 18, 2013
Larsen & Toubro Limited	Management Development Programme for the Executives of L&T	Prof. B. B. Chakrabarti; Prof. Peeyush Mehta	December 02 – 07, 2013
Oil India Limited	Customized General Management cum Leadership Programme for Senior Management Executives of Oil India Limited, Batch IV	Prof. Ramendra Singh; Prof. V. K. Unni	December 02 – 12, 2013
Oil India Limited	Customized General Management and Leadership Programme for Middle Management Executives of Oil India Ltd. (Batch II)	Prof. Ramendra Singh; Prof. V. K. Unni	December 09 – 23, 2013
British Deputy High Commission, Kolkata	WTO and Regional Trade Agreements	Prof. Biju Paul Abraham; Prof. Parthapratim Pal	December 12 – 13, 2013
RP-Sanjiv Goenka Group	Leadership Development Programme for Senior Management Executives of RP- Sanjiv Goenka Group	Prof. Partha Ray	December 9, 2013
Oil India Limited	Training Programme on Finance for Non-Finance	Prof. Purusottam Sen; Prof. Manju Jaiswall	December 18 – 20, 2013
Asian Paints Limited	General Management Programme for Executives of Asian Paints	Prof. Ranjan Das; Prof. Ashok Banerjee	December 12 – 14, 2013
Garden Reach Shipbuilders	Enterprise Risk Management Programme for GRSE Officers	Prof. Ashok Banerjee	December 23 – 24, 2013
Asian Paints Limited	General Management Programme for Executives of Asian Paints	Prof. Ranjan Das; Prof. Ashok Banerjee	December 17 – 19, 2013
ONGC Ltd.	Programme on Innovation & Intrapreneurship	Prof. Ashok Banerjee	January 06 – 10, 2014
ONGC Ltd.	Senior Management Programme – I , Batch IV	Prof. Amit Dhiman; Prof. P. K. Sett	DLC Module: January 6-19, 2014 OLC Module: March 16 - 29, 2014

Client Organization	Name of the Programme	Programme Director/s	Duration
ONGC Ltd.	Advance Management Programme for ONGC, Batch II	Prof. B. B. Chakrabarti; Prof. Prashant Mishra	DLC Module: January 06-22, 2014 OLC Module: March 07-20, 2014
Micro & Small Scale Enterprises & Textiles Department, Govt. of West Bengal	Training Programme on Capacity Building of District Industries Centre (DICs)	Prof. Ashok Banerjee	January 08 – 11, 2014
ONGC Ltd.	Contract Management & Arbitration	Prof. R. Rajesh Babu; Prof. V. K. Unni	January 20 – 24, 2014
Council for the Indian School Certificate Examination, New Delhi	Educational Leadership Skills for CISCE	Prof. C. Panduranga Bhatta; Prof. Ranjan Mitter	January 27 – February 01, 2014
Oil India Limited	Customized General Management and Leadership Programme for Middle Management Executives of Oil India Ltd. (Batch 3)	Prof. Ramendra Singh; Prof. V. K. Unni	February 04 – 19, 2014
Standard Chartered Bank Ltd.	Training Programme on Leadership and International Finance	Prof. Ashok Banerjee	January 28 - 30, 2014
Project Management Institute (PMI) and Ministry of Statistics and Programme Implementation (MoSPI)	Training Programme on Project Management Across Border (PMAB)	Prof. Bodhibrata Nag; Prof. Preetam Basu	Domestic Module: February 26-28, 2014 Overseas Module: March 03 – 07, 2014
HAL Management Academy, Bangalore	Training Programme on Leadership Excellence	Prof. C. Panduranga Bhatta	February 10 – 14, 2014
ONGC Ltd.	Advanced Management Programme for Senior Executives of ONGC	Prof. B. B. Chakrabarti, Prof. Prashant Mishra	DLC Module: February 03-19, 2014 OLC Module: April 11-24, 2014
eSquare Academia , Dubai	Leading & Managing: Planning for Tomorrow	Prof. Sushil Khanna; Prof. Vidyanand Jha	February 06 – 07, 2014
Larsen & Toubro Limited	Management Development Training Programme for the Executives of L&T	Prof. B. B. Chakrabarti; Prof. Peeyush Mehta	February 17-22, 2014
John Deere India Private Limited	Supply Chain Management	Prof. Ramendra Singh; Prof. Peeyush Mehta	February 11 – 13, 2014
Oil India Limited	Strategic Management & Decision Making	Prof. Sushil Khanna; Prof. Biswatosh Saha	February 20 – 22, 2014
Flanders Business School, Belgium	Doing Business in India	Prof. Ashok Banerjee	February 18 – 23, 2014

Client Organization	Name of the Programme	Programme Director/s	Duration
GAIL (Gas Authority of India Ltd.)	Developing People, Working in Collaboration & Empowering Teams	Prof. Rama Seth; Prof. V. K. Unni	February 17 – 21, 2014
Apollo Tyres Limited	Advanced Programme for Apollo Tyres State Managers (APASM)	Prof. Krishanu Rakshit	Module I – February 17-20, 2014 Module II – May 20-23, 2014
Micro & Small Scale Enterprises & Textile Department. Govt. of West Bengal	Industrial Development Officers Convention	Prof. Ashok Banerjee	February 24 – 25, 2014
Indian Oil Corporation Ltd.	Financial Management Skills for Senior Executives of IOCL	Prof. Ashok Banerjee	March 03 – 05, 2014
ONGC Ltd.	Training Programme on Contract Management & Arbitration for the Executives of ONGC	Prof. R. Rajesh Babu; Prof. V. K. Unni	March 03 – 07, 2014
GAIL (Gas Authority of India Ltd.)	Training Programme on Thinking Strategically, Influencing Stakeholders & Driving Change for the Executives of GAIL	Prof. Rama Seth; Prof. V. K. Unni	March 03 – 07, 2014
eSquare Academia , Dubai	Financial Skills for Decision Making	Prof. Ashok Banerjee	March 07 – 08, 2014
Micro & Small Scale Enterprises & Textiles Department, Govt. of West Bengal	Training Programme on Capacity Building of District Industries Centre (DICs)	Prof. Ashok Banerjee	March 10 – 11, 2014
Asian Paints Limited	Strategic & General Management Programme	Prof. Ashok Banerjee	March 20 – 22, 2014

## Consulting Projects

Client Organization	Subject	Programme Director/s	Duration
West Bengal Tourism Development Corporation	Restructuring of West Bengal Tourism Development Corporation	Prof. Shekhar Chaudhuri; Prof. Ashok Banerjee (Project Coordinator); Prof. Bhaskar Chakrabarti; Prof. Prashant Mishra; Prof. Amit Dhiman	April – September, 2013 (10 Faculty days involved)
Rajasthan State Mines and Minerals Limited	Devising Pricing Models for Rock Phosphate, Gypsum, Lignite and Limestone	Prof. Ashok Banerjee	April – September, 2013 (5 Faculty days involved)
Amalgamated Plantations Private Ltd.	Analysis and Documentation of 5 years Business Plan of Amalgamated Plantations	Prof. Amit Dhiman; Prof. Prashant Mishra	April – May, 2013 (8 Faculty days involved)

Client Organization	Subject	Programme Director/s	Duration
Aquapharm Chemicals Pvt. (ACPL)	Consulting Business Strategy at Aquapharm Chemicals Pvt. Ltd. (ACPL)	Prof. Ranjan Das	May 02, 2013 (1 Faculty day involved)
Sudarshan Chemical Industries Ltd. [SCIL]	Strategic Consultancy for SCIL	Prof. Ranjan Das	May 29, 2013 (1 Faculty day involved)
Sudarshan Chemical Industries Ltd. [SCIL]	Strategic Consultancy for SCIL	Prof. Ranjan Das	July 02, 2013 (1 Faculty day involved)
Tata Metalliks Kubota Pipes Limited	Developing Branding Strategy for TMKPL	Prof. Ramendra Singh; Prof. Prashant Mishra	July – August, 2013 (7 Faculty days involved)
Calcutta International School	Reviewing and Redesigning the Existing Performance Management System for Teachers of Calcutta International School	Prof. Leena Chatterjee; Prof. Amit Dhiman	July – December, 2013 (4 Faculty days involved)
Aquapharm Chemicals Pvt. (ACPL)	Consulting Business Strategy at Aquapharm Chemicals Pvt. Ltd. (ACPL)	Prof. Ranjan Das	July 24, 2013 (1/2 Faculty day involved)
Sudarshan Chemical Industries Ltd. [SCIL]	Strategic Consultancy for SCIL	Prof. Ranjan Das	July 24, 2013 (1/2 Faculty day involved)
GIC of India	Short Term Engagement of Expert to Assist in Selection of Management Consultants	Prof. P. K. Sett	June - December 2013 (5 Faculty days involved)
ESCP Europe	Smart City Project	Prof. Annapurna Shaw; Prof. Indranil Bose; Prof. Somprakash Bandyopadhyay; Prof. Runa Sarkar	December 2013 – February 2014 (30 Faculty days involved)
Sundarban Biosphere Reserve (SBR), Government of West Bengal	Feasibility Study on Micro-finance initiative	Prof. Rama Seth	February – April, 2014 (5 Faculty days involved)
Oil India Ltd.	Normalization of PMS Score at Oil India Ltd.	Prof. Amit Dhiman	March , 2014 (4 Faculty days involved)

## Long Duration Programmes

Sl. No.	Programme Name	Programme Directors	No of Participants
1	Certificate Programme in Management of Software Development (CPMSD07)	Prof. Subir Bhattacharya, Prof. Rahul Roy, Prof. Uttam K Sarkar	51
2	Advanced Programme for Marketing Professionals (APMP-04)	Prof. Prashant Mishra	119

SI. No.	Programme Name	Programme Directors	No of Participants
3	Executive Programme in Business Management (EPBM-18)	Prof. Manisha Chakrabarty; Prof. Sudip Chaudhuri; Prof. Suren Sista	233
4	Executive Programme for Young Managers (EPYM-16)	Prof. Preetam Basu; Prof. Manisha Chakrabarty; Prof. Ramendra Singh	117
5	Advanced General Management Programme for Nestle (AGMP Nestle - 03)	Prof. Prashant Mishra, Prof. Biju Paul Abraham	40
6	Executive Programme in Business Analytics (EPBA-04)	Prof. Rahul Roy, Prof. Anup K. Sen	97
7	Executive Programme in International Business (EPIB-05)	Prof. Rama Seth, Prof. Chetan Joshi, Prof. V K Unni	52
8	Executive General Management Programme for Deloitte (EGMP-Deloitte -02)	Prof. Manju Jaiswall, Prof. Suren Sista	75
9	Senior Management Programme (SMP10)	Prof. Ramendra Singh, Prof. Chetan Joshi, Prof. Sudip Chaudhuri	269
10	Executive Programme on Managing Business Decisions (EPMBD-05)	Prof. Sahadeb Sarkar, Prof. Sumanta Basu	60
11	Executive Programme in Applied Finance (EPAF-09)	Prof B. B. Chakrabarti, Prof. Debashish Bhattacharjee	72
12	Executive Programme in Global Business Management, (EPGBM-07)	Prof. Abhishek Goel; Prof. R. Rajesh Babu Prof. Partha Ray	99
13	Advanced Programme in Strategic Management (APSM-07)	Prof. Biswatosh Saha, Prof. Mritunjoy Mohanty, Prof. Sushil Khanna	75
14	Advanced Programme in Supply Chain Management (APSCM-03)	Prof. Bodhibrata Nag, Prof. Partha Priya Datta	72
15	Executive Programme in Leadership and Management (EPLM-07)	Prof. Sushil Khanna; Prof. Vidyanand Jha	126
16	Executive Programme in Human Resource Management (EPhRM-05)	Prof. Rajiv Kumar; Prof. Amit Dhiman	110
17	Executive Programme in Sales and Marketing (EPSM-07)	Prof. Krishanu Rakshit; Prof. Suren Sista	51



# Facilities

## Library

During the financial year ending on 31<sup>st</sup> March 2014, the Library spent a total amount of Rs 5,24,91,092/- approximately, for procurement of resources of all types and in all media. Out of this amount Rs75 lakhs approximately was spent for buying 2165 printed books and 324 e-books. Rs288 lakhs was spent for journals. It covers subscription to 502 journals, out of which there are 102 Indian

print journals, 79 foreign print journals, 51 foreign journals both print and electronic version and 270 online foreign journals. This year Library also subscribed for 304 titles (back file) of Sage journals. Rs162.5 lakhs was spent for the subscription to 34 online databases.

A total of 2393 books were processed and were released for users during this year. The Library has also been working on a reclassification job and a total of 3000 books were covered under this activity. Under maintenance, 418 sets of journals were bound.

Apart from regular users including faculty, officers, staff and students of all programs of the institute, 37 external individuals and 2 organizations renewed their membership of the Library. Besides, 48 individuals were allowed to use the library for short period (1 – 7) days. There were more than 11,500 transactions covering the issue and return of the library materials. Library facilitated the procurement of 28 cases from the Case Centre for different programs of the institute.

This year, the Library continued its membership with CARMA (Center for the Advancement of Research Methods and Analysis) International Video Library Program, NASSCOM, the Case Centre, British Council Library Calcutta, American Library Calcutta. Under the program of cooperation with other libraries in the country, 42 requests were made to other libraries to meet the internal demand and 20 requests were fulfilled. In that process, the Library received 194 requests from other libraries out of which 75 requests could be fulfilled.

Under the comprehensive security project of the Library, approximately 1,00,000 number of books were affixed EM tape and RFID tags. The tags were also coded. The Electromagnetic security gate is under construction. Installation of the new Library software VTLS has already been completed.

The Library continued to participate in two library consortiums and has access to 710 online journals on cross-sharing basis with other IIMs as benefit of the consortium.

National Institute for the Visually Handicapped, Ministry of Social Justice & Empowerment, Govt. of India, recognized the Library as one of the country-wide support center for visually handicapped. Accordingly, NIVH installed a refreshable Braille system in the library which is used by visually handicapped student of other institutes in Kolkata and adjoining areas.

## Computer Centre

During the year the Institute continued its efforts to upgrade the computer services. The details are given below:

### (a) Software/Service

- i. Up gradation of 220 Mbps (1:1) Internet Lease Line to 270 Mbps (1:1) at the existing annual cost of 32 lacs.
- ii. 100Mbps network connectivity from National Knowledge Network (NKN) is enhanced to 1 Gbps
- iii. Migrated Institute e-mail from qmail to gmail (cloud based) service. Each user now get 30GB mailbox/google drive and other services like hangout etc.
- iv. Procured IT-FMS service for three years from M/s Wipro Ltd at an approx cost of Rs. 70 lacs
- v. Hired 291nos different type (LaserJet, color, dot matrix) of printers for three years from M/sDynamic Computer World at an approx cost Rs. 46 lacs

- vi. Hired 23 LCD projectors for three years at a cost of Rs. 40 lacs
- vii. Up gradation of SPSS clamentine to SPSS modeler 16.0 (50 users & 1 server) at a costs of Rs.14 Lacs
- viii. Procured VMWARE workstation (5 users) at a cost of Rs. 85,000/-
- ix. Procured K7 antivirus software 100 users at a cost of Rs. 15,000/-
- x. STATA upgraded to ver 13 at a cost of Rs 55,000/-
- xi. Procured SAS Business Intelligence/Data Mining software at a cost of Rs. 12 lac
- xii. LVH Wi-Fi connectivity is enhanced by laying of UTP cables and 32 more I/O points and installation of 32 nos Wireless Access Point connectivity.
- xiii. LAN laying/connectivity of 27 nos I/O points with PCs to new FP LAB at NAB
- xiv. Shifting of 12Mbps Internet Lease line to Finance Lab in P building and connectivity with the Institute LAN are (in progress)
- xv. Procurement of Geotrust certificate for authentication of institute domain (iimcal.ac.in) for better security (in progress)

## (b) Networking & Hardware

- i. PO is placed for procurement of 1 Lac RFID EM strip and 1 lac Tag for Library at a cost of 23 Lacs.
- ii. One DSLAM is procured at a cost of 85,000/- for broadband connectivity to Faculty/staff Qtrs
- iii. 20 number DLink make 8 port switches were procured at a cost of Rs. 60,000/-
- iv. Undertaken process of procurement of LAN/Security switches for newly built Executive Guest House

## (C) Miscellaneous Services from in-house developed software:

- i. Budget Control System in computer centre to provide budget status (i.e. how much expenditure is made against budget head with drill down details etc) on line from any PC.
- ii. IT resource allocation system to view IT resources (i.e. PCs, printers etc.) under custody of a user/department real time from any PC by the user.
- iii. The Document management system for computer centre is regularly updated which contains digitized L&CSC minutes, CPDC minutes and purchase orders. It also keeps up-to-date information of IT resource allocated (such as PCs, switches, laptop, DSL modem, printer etc. throughout the institute. Such e-documents are visible from any Pcs within IIMC network.

# Activities of Centres

## (a) Management Centre for Human Values

The Management Centre for Human Values is a unique contribution of the Institute to the field of Management Education in the country. It has been very active in the major areas of activity of the Institute covering teaching, training and research on Ethics and Values. During the period the Centre offered 5 courses for PGP one for PGPEX and one for PGPEX-VLM. The Centre also offered 3 Management Development Programmes and also 5 in-company training programmes during the period.

The Management Centre for Human Values (MCHV) organized a Workshop on July 20, 2013 for the Youths of Kashmir jointly with TCS. This workshop was designed under a novel initiative by the Government of India to help Kashmiri youth join the mainstream of corporate India. The purpose of this workshop was to motivate selected Kashmiri youths to explore new directions and take positive steps as they embark on a journey towards self-reliance. 54 students drawn from different parts of Kashmir participated in this workshop.

MCHV organized - a unique dance drama called **“Mokshagati”** on August 02, 2013 through Touch World, a unique social transformation initiative pioneered by Smt. Alokanda Roy. This dance drama based on the transformation of the King Ashokawas a unique presentation where more than 75 stage performers were the inmates of the west Bengal correctional homes.

## (b) Financial Research and Trading Lab

The Financial Research and Trading Lab has started its function in July 2011, on receiving a grant of Rs. 20 crores from Ministry of Human Resource Development. The construction of the Finance Lab is in progress and the facilities are expected to be ready for use by first week of April 2014. The centre will function like the labs in overseas B-schools, providing students' access to live national and international databases, fundamentals and other banking and non-banking data. IIMC is currently using a temporary facility to run various activities of Finance Lab. This report provides details of the activities undertaken by Finance Lab during April 2013-March 2014.

## Databases & Hardware:

The Finance Lab presently equipped with a number of international and national databases:

### International Databases:

**Bloomberg** – The Finance lab have subscribed to 12 terminals of Bloomberg which contains data on kind of financial data on foreign exchange, equity and debt markets, etc. from across the globe. Almost all major investment banks use this database for their own operations. This database can be accessed through Finance lab only.

**Thomson One Investment Banking (by Thomson Reuters)** - Provides details relevant to corporate finance, PE and M&A. One can find historical stock prices, financial reports, etc. on this database.

**WRDS (Wharton Research Data Services)** – WRDS is a web-based business data research service from The Wharton School at the University of Pennsylvania. WRDS provides access to CRSP, Compustat, Execucomp and many other important business research databases.

- i. Compustat - This database provides information on various indexes and quarterly & annual financial reports, ratings, pension details, etc. of various companies. It can be accessed through WRDS.
- ii. Execucomp - This database provides information on the managements of various organizations and can be accessed through WRDS.
- iii. CRSP - This database is primarily used for equity research and can be accessed through WRDS. We have access to data from 1962.

**Bankscope** - Bankscope is a comprehensive, global database of banks' financial statements, ratings and intelligence. Bankscope combines widely-sourced data with flexible software for searching and analysing banks. It contains comprehensive information on banks across the globe. You can use it to research individual banks and find banks with specific profiles and analyse them. Bankscope has up to 16 years of detailed accounts for each bank. Bankscope contains information on 30,000 banks.

## National Databases:

**Prime Database** - Provides information on Indian capital markets (both equity & debt) including any recent updates, reports, etc. It can be accessed from anywhere inside the campus.

**ACE Equity** - Finance Lab subscribed Corporate Database (ACE Equity) from M/s. Accord Fintech Pvt. Ltd. This database is useful for all researchers who need to access good quality data based on financial reports filed by Indian corporations to the regulators.

## E - Magazine – “Artha”

The Finance Lab has produced a newsletter, called “Artha”, which has two aims

- (a) Dissemination of research results to the business community
- (b) Provision of commentary on recent events in the market.

In July 2013, the magazine completed one year and we had published the anniversary issue. The anniversary issue of “Artha” magazine had six invited articles from renowned academicians with a foreword by Prof. Maureen O'Hara (Robert W. Purcell Professor of Finance at the Johnson Graduate School of Management, Cornell University).

The e-magazine has completed one year in July 2013 and it is now a bi-monthly magazine. It is released in our Finance Lab website <http://financelab.iimcal.ac.in/artha/>. Presently it has four sections – Equity Market, Bank Market, Corporate Finance and Debt Market. Each section has one article. To release the magazine online in Finance Lab website we had developed a web application in our Finance Lab server.

## CFO Dashboard Project

Finance Lab has received a request from a leading software giant in India Tata Consultancy Services (TCS) to develop a project called “CFO Dashboard Project”. The CFO dashboard project will be divided into three modules:

- i. Module I: Financial Statements Analytics
- ii. Module II: Industry/Sector Analytics
- iii. Module II: Valuation Analytics

The Finance lab of IIMC shall provide the functional design and develop the CFO dashboard with all its elements. The functional design will constitute the design of the content of the dashboard, suggested navigation, development of algorithms for processing of data, predictive analysis / “What-if” analysis model development etc. Actual software development will be beyond the scope of functional design. The Finance Lab of IIMC will develop the CFO dashboard for two sectors/industries as decided by TCS and shall deliver a prototype of all the modules after conducting various tests, in six months from the date of signing the agreement and payment of the first installment.

## RSMML Project

This is a consulting project on Devising Pricing Models for Rock Phosphate, Gypsum, Lignite and Limestone for Rajasthan State Mines and Minerals Limited (RSMML). Rajasthan State Mines and Minerals Ltd (RSMML) is a leading manufacturer of Rock Phosphate, for use in DAP, fertilizer and SSP manufacturing units, gypsum, limestone and lignite. It sought our help to provide technical inputs on how to price its products – Rock Phosphate, Lignite, Gypsum and Limestone so that it could improve its top-line and contributions to the State exchequer.

## The Finance Lab is committed to:

- i. Significantly improve the research output of the Finance & Control faculty,
- ii. Attract better quality FP students,
- iii. Provide excellent research environment to help not only the faculty/student community at IIM Calcutta but also the researchers in other Institutions.

The above steps will help Finance Lab achieve its vision and mission. We are committed to transform the Finance Lab into a world class centre of excellence.

### (c) Centre for Corporate Governance

The Indian Institute of Management Calcutta has set up the Centre for Corporate Governance (CCG) to create and disseminate knowledge in the area of corporate governance. The IIMC Centre for Corporate Governance has been recognized by the Government of India as a “Centre for Excellence” for imparting training to directors of companies registered under the Companies Act 1956.

A training programme on “Enterprise Risk Management” for the officers of Garden Reach Shipbuilders & Engineers Limited held during 23-24 December, 2013. Professor Ashok Banerjee, coordinator, Centre for Corporate Governance, conducted this programme. A total number of 20 officers joined this programme.

### (d) Centre for Entrepreneurship and Innovation

The Centre offered three courses in the PGP, PGPEX and PGPEX-VLM on entrepreneurship and new ventures and organized several events to promote entrepreneurship – Tata Social Enterprise Challenge, Ideas to Implementation (i2i) Competition and the E-summit. The Centre also organized In-company programmes during 2013-14 for Micro & Small Scale Enterprises & Textile Department, Govt. of West Bengal and for ONGC Ltd.

#### i) Tata Social Enterprise Challenge

Tata Social Enterprise Challenge organized by IIM Calcutta, organized jointly by IIM Calcutta and the Tata Group, aims to establish itself as a major event in the Indian social entrepreneurship space by bringing together social entrepreneurs, venture capitalists and members from the academia, industry and business to identify and promote sustainable ideas that have a measurable social impact in our society. The competition has been completed successfully for two years in a row and has been organized by e-cell of IIM Calcutta. The competition has been steadily gaining in popularity and the second edition saw no less than 160 entries all across India and even one international entry. The second edition of the Tata Social Enterprise Challenge (TSEC) was held during October 2013-January 2014. Like last year, this year too we have received more than 160 proposals, each of which has gone through two-stage rigorous screening process and we have shortlisted 20 proposals for the semi-finals. Members from these 20 shortlisted teams visited IIMC during 13-17 January 2014 to pitch for their projects. These teams were guided by mentors during this period. The mentor and the jury list include Villgro, Ennovent, Acumen Fund, Yunus Social Business India, Ankur Capital,

SELCO. The semi-final round was held on 15 January followed by a Thematic Workshop on 16 January conducted by Villgro Innovations Foundation (under the title UnConvention | L). The final round was held on 17 January 2014 where 10 teams fought for the winning positions. The Jury has selected the following winners:

- MicroX Labs (Healthcare Sector)- First Prize (Prize money Rs.1.75 lakhs)
- Bodhi Health Education (Education Portal for Health Workers)- Second Prize (Prize money Rs. 1.25 lakhs)
- Green Agrevolutions (Knowledge Portal for farmers)- Third Prize (Prize money Rs. 1 lakh)

Seven of the ten finalists have expressed interest in getting incubation support at IIMC. These are:

- Sambad - SETU (Field - Education)
- Ujjeewan Family Health Center Pvt.Ltd (Field - Healthcare)
- Microx Labs (Field - Healthcare)
- Mobile Harvest (Field - Education)
- e-Swaraj (Field - Governance)
- New Leaf Dynamic Technologies (Field - Green Tech)
- Bodhi (Field - Education)

## ii) MoU with Govt. of West Bengal

The Principal Secretary, Department of Micro & Small Scale Enterprises & Textiles (MSSET), Government of West Bengal, approached the CEI, to support Govt. of West Bengal (and MSSET in particular) in creating entrepreneurship culture in the state. A tripartite agreement (amongst MSSET, IIMC and TiE) was signed on 16 September 2013 in the presence of the Chief Minister, West Bengal. The CEI also conducted two panel discussions on “Social Entrepreneurship” during the MSME conclave on 19 September 2013, titled Synergy MSME, organized by the MSSET, Govt of West Bengal. Two of our incubates participated in the panel. CEI has already conducted two training programmes (total six days duration) for the general managers of the District Industries Centres in December 2013 and February 2014 and a two-day convention for 400 IDOs (Industry Development Officers) in February 2014. As part of the MoU, the CEI has plans to support the state government, as a knowledge partner, in promoting entrepreneurial culture in Bengal.

## iii) Ideas to Implementation (i2i) Competition

Ideas to Implementation commonly known as i2i as an international Business Plan Competition, which has seen students from both within the country and abroad taking part in the competition. This competition looks at providing a platform to upcoming entrepreneurs so that their dreams turn into reality by meeting and interacting with the right type of people. This business plan competition connects the budding entrepreneurs to ideas, money and experienced people so that the business can take wings and fly. There are also cash prizes for the winners to the tune of one lakh rupees and the entries are for two categories of early stage start-up and mature stage start-up. Apart from the cash prize, the winners are also eligible for mentorship at IIM Calcutta where they would be guided by field experts and faculty members in their journey of making their business robust and self sustaining. The competition culminated this year on 25<sup>th</sup> January 2014.

## iv) E-Summit

The E-Summit is an event that is organized by the Entrepreneurship cell at IIM Calcutta, along with C.Start (The Main Incubator at IIM Calcutta) & CEI (Center for Entrepreneurship & Innovation). The main aim of the event is to bring together luminaries and well known entrepreneurs to share their know-how and experience in their respective field with the student body. The idea behind the E-Summit is to promote the spirit of entrepreneurship by bringing together students, alumni, established entrepreneurs and academia. This year the E-Summit was held on 22<sup>nd</sup> February 2014.

## (e) IIMC Case Research Centre

The IIMC Case Research Centre is focused on creating world-class teaching cases and teaching notes with an Indian context. IIMCCRC is working at a measured pace to build a meaningful catalogue of case studies, which can be used not only in classrooms across the world, but also to help understand the Indian way of doing business. The Centre has already finished working on 2 cases for the Kolkata Police and Microsoft IT India. There are 15 more ongoing projects with companies like Aravind Eyecare, Crisil, Exide Industries, Tata Air Aisa, Indian Railways, Banglankatak.com, et al. Discussions are on with various organizations for similar projects.

## Case Method Workshop

IIM Calcutta Case Research Centre (IIMCCRC) organized its second annual Case Method Workshop on February 13th and 14th. The objective of this workshop was to emphasize the value of the case method in the learning process. The target audience included practitioners with an interest in using case studies as a teaching tool, as well as those interested in research and development of such teaching cases. The workshop was well attended by faculty from different business schools and other academic institutions from all over India, as well as many research scholars.

The workshop started on Feb 13 with an opening address by Prof. Indranil Bose, faculty coordinator of the IIMCCRC. The key speaker for Day 1 was Dr. Phillip C. Zerrillo, Director of the Case Writing Initiative at Singapore Management University (SMU) and an expert on the Case Method. Throughout his highly interactive session, Dr. Z, as he is popularly known, kept the audience enthralled with his insights into the teaching and writing of cases. Day 2 started with Ms. Havovi Joshi, Head of Communications and Dissemination for the Centre for Management Practice at SMU, taking the audience through an interactive journey with her as she spoke about her experiences as a case writer. Following Ms. Joshi, Ms. Pooja Sharma, Director India of Ivey Business School, spoke about Ivey's rich tradition with the case method, and opportunities for case writers to collaborate. Mr. Vinay Hebbar, Managing Director, Asia Pacific, of Harvard Business School Publishing spoke about HBSP, its offerings, and opportunities for institutional collaboration to round off the morning session. After lunch, there were three brief presentations on recent cases that have been developed through the IIMCCRC. Prof. Manju Jaiswall of IIMC, supported by Prof. Ashok Banerjee, presented her experience of developing a case study on Aravind Eyecare. Then, Ms. Sumita Ghosh, Fellow at Observer Research Foundation, spoke about writing a case study on the Kolkata Police Force's management of the mega festival of Durga Puja. Finally, Ashish Kr. Jha, doctoral candidate at IIMC, spent a few minutes on a recent case based on Microsoft IT India's journey in business model transformation. The workshop concluded with Prof. Ashok Banerjee, the Dean of New Initiatives and External Relations at IIMC, and Prof. Indranil Bose presenting tokens of appreciation to the speakers.

## MoU with Ivey Business School, Ontario, Canada

An MoU for Case Development Collaboration was signed on 19 March, 2014 between IIMC and Ivey Business School. The objectives of the collaboration are:

- To expand IIMC's research network in North America and to increase Ivey's research network in India
- To leverage Ivey's rich knowledge base and accumulated intellectual capital in business case study research to develop case studies at IIMC
- To encourage joint research and co-authorship between faculty at IIMC and Ivey with the goal of jointly publishing case studies and
- To support IIMC's emphasis on case based teaching and writing to enhance its reputation as a leader in management education in India.



# Faculty Activity

## Behavioural Sciences

### Professor Chetan Joshi

#### Publication:

- Chetan Joshi, Hari Bapuji, & R. C. Chandrasekhar. (December 2013). Windermere Manor: Sustainability and Change. Ivey Publishing (Case# 9B13C044), Western University, London, Ontario, Canada.
- Chetan Joshi, Hari Bapuji, & R. C. Chandrasekhar. (December 2013). Windermere Manor: Sustainability and Change. Ivey Publishing (Teaching Note# 8B13C044), Western University, London, Ontario, Canada.

## Business Ethics and Communication

### Professor Apoorva Bhardwaj

#### Book:

- Bharadwaj, A., *The Narcissism Conundrum: Mapping the Mindscape of Ernest Hemingway through an Enquiry into his Epistolary and Literary Corpus*. Newcastle: Cambridge Scholars Publishing, 2013. ISBN-10: 1443852732; ISBN-13: 978-1443852739

#### Journal:

- Rath, P., Bharadwaj, A., Deconstructing symbolic ideology in contemporary communication strategy in advertising: The case of Nirma and Wheel, *IIMB Management Review* (2014), <http://dx.doi.org/10.1016/j.iimb.2013.12.001>.
- Bharadwaj, A. & Bhuyan, N., Understanding the Character of Santiago in *The Old and the Sea* within the Framework of Aristotelian Virtue Ethics and its Contemporary Relevance in *Ethical Management, Decision* (December 2013) 40(3):223–233, DOI 10.1007/s40622-013-0018-9

#### Conference Proceeding:

- Contemporary Indian Advertising: Socio-Cultural Semantics and the Ethical Quandary published in the conference proceedings of International Conference on Education and Social Sciences, Singapore, (pp.393-403), September 13-15, 2013, ISBN: 978-986-89844-5-5

### Professor C. Panduranga Bhatta

#### Publications:

- 'Taking Individual Responsibility to Solve Global Problems' in *The X-ECUTIVE*, Vol. X. 2013, The Xavier's Management Society of the Department of Business Administration, St. Xavier's College, Kolkata.
- Edited *Journal of Human Values*, Vol. 19.2 and Vol. 20.1 published by the SAGE.

- Published a paper titled “Including Human Values in Management Education: Experiential Insights” in the Journal of Educational and Social Research, Published by Meditaranian Center of Social and Educational Research, Rome, Italy, Vol. 3, No. 7, October 2013, Pp. 197-204.

### Conferences/Workshops

- Workshop on “Becoming a role Model Teacher” for the teachers of KendriyaVidyalayas at MCHV on June 05, 2013.
- Workshop on July 20, 2013 for the Youths of Kashmir through TCS.
- Organised Mokshagati Dace Drama through Touch World headed by Smt. Alokanda Roy on August 02, 2013.

### International assignments

- Delivered a Keynote on “The Role of Ethics and Business in the International National Seminar on “Business Ethics for a Prosperous Nepal” organised by the World Forum for Ethics in Business in Kathmandu on Jan 17, 2014.
- Conducted one day workshop on “Responsible Leadership” sponsored by the Standard Chart Bank directed by Prof. Ashok Banerjee in Kuala Lumpur on Jan 28, 2014.

## Finance and Control

### Professor Rama Seth

#### Publications

##### Journal

- “Disciplinary Tools and Bank Risk Exposure.” Pacific-Basin Finance Journal 01/2014 26:37–64.. With Mamiza Haq, Robert Faff and Sunil Mohanty.

##### Book Chapter

- “Private Equity Trends and Exits in the Indian Market.” Draft submitted for Book chapter; expected publication: end 2014-early 2015. With Rohan Chinchwadkar

#### Conferences

- Infiniti Conference in International Finance. “Impact of Bank Capital, Charter Value and Market Discipline on Bank Risk Exposure: Evidence from Asia Pacific Countries.” With Robert Faff, Mamiza Haq and Sunil Mohanty.
- Eastern Finance association Meetings. “The Lending Behavior of Foreign Banks during Recessions.” With Anoop Rai and Sunil Mohanty.
- Midwest Finance Association Annual Meeting, Chicago. “Information leakage, foreign certification and business groups: Evidence from PIPE deals.” With Rohan Chinchwadkar.
- Allied Social Sciences Association Annual Meeting, San Diego. “Private Equity Exits: Do Multiple & Foreign PE Investors Matter?” With Rohan Chinchwadkar.

## Human Resource Management

### Professor Debashish Bhattacharjee

#### Publication:

- Review of 'Workers, Unions and Global Capitalism: Lessons from India' by Rohini Hensman, British Journal of Industrial Relations, Vol. 51:2, (June, 2013): 421-423.
- [with Errol D'Souza], 'Workforce Development and Skill Formation in India: Shortage amidst Surplus', in John Benson, Howard Gospel and Y.Zhu (eds.), Workforce Development and Skill Formation in Asia, London: Routledge (2013): 178-209.

#### Conference Paper:

- Presented a paper titled 'Locals, Migrants and Work Profiles in an Indian Five-Star Hotel', at the 2013 Annual Meeting of the Association of American Geographers held in Los Angeles, CA., April 9-13, 2013.

## Management Information Systems

### Professor Partha Sarathi Dasgupta

#### Publications;

- A Novel Wire Planning Technique for Optimum Pin Utilization in Digital Microfluidic Biochips. P. Roy, S Bhattacharya, S Bhattacharya, F J Imam, H. Rahaman, and P. Dasgupta, IEEE International Conference on VLSI Design, IIT Mumbai, January 2014, 510-515.
- Optimization algorithms for the design of digital microfluidic biochips: A survey, I. Pan a, R. Mukherjee, H. Rahaman, T. Samanta and Parthasarathi Dasgupta, Computers and Electrical Engineering Journal, 39(2013), 112-121, Elsevier Pub.
- Digital Microfluidic System: A new design for heterogeneous sample based integration of multiple DMFBs, Roy, P. ; Patra, M.R. ; Rahaman, H. ; Dasgupta, P, IEEE International Symposium on Circuits & Systems (ISCAS), 2013, Beijing, China.
- A new cross-contamination-aware routing method with intelligent path exploration in digital microfluidic biochips, Roy, P. ; Howladar, P. ; Bhattacharjee, R. ; Rahaman, H, Dasgupta, P, 8th IEEE International Conference on Design & Technology of Integrated Systems in Nanoscale Era (DTIS), 2013, Abu Dhabi, UAE.
- Novel design of digital detection analyzer for intelligent and analysis in digital microfluidic biochips, Roy, P. ; Patra, M.R. ; Rahaman, H. ; Dasgupta, P, 8th IEEE International Design and Test Symposium (IDT), 2013, Marrakesh, Morocco.
- A new method for route-based synthesis and placement in digital microfluidic biochips, P. Roy, S Bhattacharya, H. Rahaman, and P. Dasgupta, VLSI Design & test Symposium, 2013, Springer Pub.

#### Conferences:

- Member, Programme Committee, 27th IEEE International Conference on VLSI Design, IIT Mumbai, January 2014.

## Professor Somprakash Bandyopadhyay

### Publications:

- Somprakash Bandyopadhyay, Vaybhav Shaw, Aadrita Banerjee, Debopriyo Nag, “Social Knowledge Management: Use of Social Media for Disseminating Informal Wisdom of Elderly to the Youth” . Presented at the International Conference on Knowledge, Innovation and Enterprise in London, United Kingdom, in September 2013.
- Somprakash Bandyopadhyay, Arina Bardhan and Kalyan S Mandal, “Redefining the role of elderly as facilitator to educate young generation through Information and Communication Technology”, Presented at the International Conference on Ageing Well-Social and Managerial Challenges (ICAW) to be held in Kochi, Kerala from 17th January to 19th January 2014.
- Kalyan S Mandal, Somprakash Bandyopadhyay, Shrabastee Banerjee, and Priyadarshini De, “Role of ICT In Mitigating Social Problems”, Accepted for preasentation in XVIII ISA World Congress of Sociology on Facing an Unequal World: Challenges for Global Sociology, Yokohama, July 13-19, 2014, Japan.
- Arina Bardhan, Priyadarshini De, Somprakash Bandyopadhyay, “Connecting Generations: Creation of Web based Virtual Communities for Imparting Formal and Informal Education to the Underprivileged Children by Elderly” accepted for presentation at International Federation on Ageing (IFA)’s 12th Global Conference on Ageing on 10-13 June, 2014

### Others:

#### Research Grant:

Research project on: “ Post-Disaster Situation Analysis and Resource Management Using Delay-Tolerant Peer-to-Peer Wireless Networks”. Funding Agency: ITRA (Information Technology Research Academy), Department of Electronics & Information Technology, Govt of India. The objective of this research project is to investigate different aspects of communication and coordination problems during disaster relief management as well as to participate in different outreach programs and to work jointly with NGOs on awareness creation & societal sensitivity development programs. Six Institutes under the leadership of IIT Kharagpur & IIM Calcutta as Lead Institutes and NIT Durgapur, Bengal Engineering and Science University (BESU), Heritage Institute of Technology & Kalyani Govt Engineering College as Partner Institutes are participating in this project. Prof Somprakash Bandyopadhyay is the Project Investigator at IIM Calcutta. Prof Indranil Bose is the co-investigator of this project at IIM Calcutta. The duration of the project is three years.

#### Formation of a Research Group

A multi-disciplinary Research Group on “Social Informatics” has been formed by Prof Somprakash Bandyopadhyay and Prof Indranil Bose of MIS Group and, Prof Kalyan Sankar Mandal of PPM Group. The objective of this research group is to develop and evaluate Internet-enabled social media based Social Information Systems, to investigate their applications for business and societal benefits and to study their possible impact on individual, groups, organizations and society at large using a set of analytic tools.

## Marketing

### Professor Ramendra Singh

#### Publications:

- Mason, Katy, Ronika Chakrabarti, and Ramendra Singh (2013), “What are bottom of the pyramid markets and why do they matter?” Marketing Theory, 13(3), 401-4.

- Tarafdar, Monideepa, Ramendra Singh, and Prashanth Anekal (2013), "Impact of ICT-Enabled Product and Process Innovations at The Bottom of the Pyramid: A Market Separations Perspective," Journal of Information Technology (special issue on ICT Innovations in Emerging Economies), 28(4), 279-295.

#### **International Conference:**

- "CSR in Emerging Markets: Engagement and Local Communities in India" (with Sharad Agarwal), 2nd Biennial Africa Academy of Management (AFAM) Conference, January 8-11, 2014, Gaborone, Botswana.

#### **Awards:**

- Outstanding Reviewer Award, Emerald Emerging Markets Case Studies, 2013.

### **Professor Ritu Mehta**

#### **Publications:**

- Ritu Mehta. 2013. "Understanding perceived retail crowding: A critical review and research agenda", Journal of Retailing and Consumer Services, 20(6), 642 - 649.
- Ritu Mehta, N K Sharma, Sanjeev Swami. 2014. "A typology of Indian hypermarket shoppers based on shopping motivation", International Journal of Retail & Distribution Management, 42(1), 40 - 55.
- Ritu Mehta, Debjit Gupta. 2014. "Consumers' Preference for Bonus Packs and Discounts in Sales Promotion" published in Conference Proceedings, Annual Conference of the Emerging Markets Conference Board at the IIM Lucknow, Noida Campus, January 2014.

## Operations Management

### **Professor Arnab Bisi**

#### **Publication:**

- IIE Transactions: "A Non-Parametric Adaptive Algorithm for the Censored Newsvendor Problem" by Arnab Bisi, Karanjit Kalsi, and Golnaz Abdollahian.

#### **Other:**

- Organized and chaired two invited sessions in Production and Operations Management Society conference in Denver, Colorado, USA in May 2013.

### **Professor Balram Avittathur**

#### **Publications**

#### **Journal:**

- Impact of Time of Use (TOU) Retail Pricing in an Electricity Market with Intermittent Renewable Resources, IIMC WPS, No. 739, January 2014.

- Impact of Structure, Market Share and Information Asymmetry on Supply Contracts for a Single Supplier Multiple Buyer Network, IIMC WPS, No. 743, March 2014.

### Conference proceedings

- Green Supply Chains: A Perspective from an Emerging Economy in Proceedings of XVII Annual International Conference of the Society of Operations Management, 2013 held at IIT Madras.

### National Conferences

- XVII Annual International Conference of the Society of Operations Management, 2013 held at IIT Madras during Dec 20-22, 2013.

### International Assignments

- Joint Program Director of Overseas Leadership Module in Senior Management Program for IOCL executives in June 2013. Visited organizations in Belgium and UK.

## Professor Bodhibrata Nag

### Book:

- “Business Applications of Operations Research”. (New York: Business Expert Press, 2013).

### Journal:

- “Organizing National Elections in India to Elect the 543 Members of the Lok Sabha” (coauthored with Katta G. Murty), *Algorithmic Operations Research* Vol.7 (2013) pages 55-70
- “A Dynamic Programming Algorithm for Optimal Design of Tidal Power Plants”, *Journal of Institution of Engineers (India) Series B* (2013) 94:43-51
- “Public Procurement - Case Study of the Indian Railways”, *The Journal of Institute of Public Enterprise*, Vol. 36, No. 1&2
- “A MIP model for scheduling India’s General elections and police movement” accepted for publication in *Opsearch* in August 2013.

## Professor Peeyush Mehta

### Publications

- K Thyagaraj, Peeyush Mehta, Kripa Shanker. 2014. Integrating operations and marketing decisions using delayed differentiation of products and guaranteed delivery time under stochastic demand. Forthcoming in *European Journal of Operational Research*. <http://dx.doi.org/10.1016/j.ejor.2014.01.055>
- L. Devangan, R K Amit, Peeyush Mehta, Sanjeev Swami, and K. Shanker. 2013. Individually Rational Buyback Contracts with Inventory Level Dependent Demand. *International Journal of Production Economics*. 142(2), 381-387.
- M. Zhang, Kulwant Pawar, Janat Shah, Peeyush Mehta. 2013. Evaluating outsourcing partners’ capability: a case study from the pharmaceutical supply chain. *Journal of Manufacturing Technology Management*. 24(8), 1080 - 1101.

**International assignments:**

- Invited to be the Theme Chair for 2015 Indo-German Frontiers of Engineering flagship meeting co-hosted by the German Foreign Office, Alexander von Humboldt Foundation, Bonn, Germany, and Department of Science and Technology, India. The proposed theme is 'Competitiveness in Manufacturing'. The events are scheduled in Germany in 2014 and India in 2015.

**Professor Rahul Mukerjee****Publications:**

- A complementary set theory for quaternary code designs (2013, with B. Tang). *The Annals of Statistics* 41, 2768-2785.
- Minimum aberration designs for two-level factorials in  $N = 1 \pmod{4}$  runs (2013, with R. Zhang). *Statistica Sinica* 23, 853-872.
- Data-dependent probability matching priors for likelihood ratio and adjusted likelihood ratio statistics (2013, with I.H. Chang). *Statistics* 47, 294-305.
- Union distinct families of sets, with an application to cryptography (2013, with M. Bose). *Ars Combinatoria* 110, 179-192.
- Highly efficient factorial designs for cDNA microarray experiments: use of approximate theory together with a step-up step-down procedure (2013, with R. Zhang). *Statistical Applications in Genetics and Molecular Biology* 12, 489-503.
- Two-level minimum aberration designs in  $N = 2 \pmod{4}$  runs (2013, with S. Huda). *Journal of Statistical Planning and Inference* 143, 1872-1879.
- An unequal probability scheme for improving anonymity in shared key operations (2014, with M. Bose). *Journal of Statistical Theory and Practice* (J.N. Srivastava Memorial issue) 8, 100-112.

**Honours:**

- Appointed member, National Statistical Commission, Government of India (2013-16)

**International assignments:**

- Vancouver, Canada: Collaborative research at Simon Fraser University, June, 2013.
- Hong Kong: World Statistics Congress (with support from my JC Bose Fellowship, administered through IIMC): August, 2013
- Gwangju, Korea: Collaborative research at Chosun University, September, 2013.
- Kuala Lumpur, Malaysia: Collaborative research at University of Malaya, December, 2013.
- Kuwait: Collaborative research at Kuwait University, February, 2014.

**Professor Sanjeet Singh****Publications:**

- Sanjeet Singh (2014). Efficiency Improvement Strategy under constant sum of inputs, (With Surya Sarathi Majumdar), accepted for publication in *J Math Model Algor* (Springer).
- Sanjeet Singh (2014). A New Method to Solve Bi-level Quadratic Linear Fractional Programming Problems, (with Nivedita Halder), accepted for publication in *International Game Theory Review* (World Scientific).



## Public Policy and Management

### Professor Annapurna Shaw

#### Publications:

- “Emerging Perspectives on Small Cities and Towns in India” In Small Towns and Cities in Global Era: Emerging Changes and Perspectives edited by R.N. Sharma and R. S. Sandhu, pp 36-53, Jaipur: Rawat Publications, 2013..

#### International Conference:

- “Urban Growth and Change in India’s Global Era: Small City Dynamics”. A Paper presented at the 2013 Annual Meeting of the Association of American Geographers held in Los Angeles, California from April 9-13, 2013. This was funded by the Institute.

### Professor Bhaskar Chakrabarti

#### Publications:

- [With Joydeep Guha] Making e-Government Work: Adopting the Network Approach, Government Quarterly (Elsevier), 2014, Vol 31.

#### International Assignment:

- Selected as Member of Board (2013-15), Commonwealth Local Government Forum (CLGF, with its headoffice in London, works to promote and strengthen local governments across 40 Commonwealth countries in the world).

### Professor Kalyan Sankar Mandal

#### Publication:

- Kalyan Sankar Mandal, “Home Based Care Service for the Aged: A Business Model of Social Welfare, Profit and Poverty Alleviation”, Indian Journal of Gerontology, 2013, Vol.27, No.3, pp.621 - 636.
- Manisha Garg and Kalyan Sankar Mandal, “ Mid-Day Meal for the Poor, Privatised Education for the Non-Poor”, Economic and Political Weekly, (under Special Article section), July 27, 2013, Vol XLVIII, No.30, pp.155 - 163.

#### International Assignment:

- Appointed as Visiting Professor to Indian Council of Cultural Relations Chair at the Center for Contemporary India Studies, Sociology Department, Lund University, Lund, Sweden for one academic year (June 11, 2013 to June 10 , 2014).

### Professor R Rajesh Babu

#### Publications:

#### Journal:

- Nuclear Energy Law and Decision Making in India, Editorial Article, Journal of Risk Research vol. 7(1) 2014 (with MP Ram Mohan) (Taylor & Francis, UK)
- India-ASEAN Free Trade Agreement: Ramifications for India, Asian Journal of WTO and International Health Law, vol. 8(2), 2013, pp. 453-473

**Book Chapters:**

- Eleventh Report of the International Law Association Committee on International Trade Law (ITLC) for the International Law Association (ILA) Biannual Conference, Washington Conference (April 2014) (with Prof. T. Einhorn, Prof. M. Krajewski, Professor E.U. Petersmann)
- 'Sanctions and International Trade Law,' Special Meeting on "Extraterritorial Application of National Legislation: Sanctions Imposed against Third Parties" Summary Report of the Fifty-Second Annual Session of the AALCO held at New Delhi on 9-12th Sep 2013, pp 92-93.

**Others:**

- Guest Editor, Journal of Risk Research vol. 7 (1) 2014 (Taylor and Francis, UK) – special issue on Nuclear Law and Decision Making in India.
- Selected for participation in the Centre for Studies and Research, Hague Academy of International Law, The Hague, The Netherlands.

## Strategic Management

**Professor Anirvan Pant****Publication:**

- co-authored a paper titled 'Why Conglomerates Thrive (Outside the U.S.)' which was published in the December 2013 issue of the Harvard Business Review.

## Achievements of the Institute's Faculty

Name of the Faculty Member	External Recognition
Prof. Arnab Bisi	Organized and Chaired two invited sessions in Production and Operations Management Society conference in Denver, Colorado, USA in May 2013.
Prof. Abhishek Goel	Selected as a member the Advisory Board of Asian Institute of Poverty Alleviation.
Prof. Bhaskar Chakrabarti	Selected as Member of Board (2013-15), Commonwealth Local Government Forum (CLGF, with its head office in London, works to promote and strengthen local governments across 40 Commonwealth countries in the world).
Prof. Kalyan Sankar Mandal	Appointed as Visiting Professor to Indian Council of Cultural Relations Chair at the Center for Contemporary India Studies, Sociology Department, Lund University, Lund, Sweden for one academic year (June 11, 2013 to June 10, 2014).
Prof. Kaushik Roy	His doctoral thesis received the recently constituted 'Prof. Tirath Gupta Memorial Thesis Award' for the year 2013-14, on convocation eve at IIM Ahmedabad.
Prof. Nimruji Prasad	Elected as Chair of the Critical Management Studies Division of the Academy of Management this year.
Prof. Peeyush Mehta	Invited to be the Theme Chair for 2015 Indo-German Frontiers of Engineering flagship meeting co-hosted by the German Foreign Office, Alexander von Humboldt Foundation, Bonn, Germany, and Department of Science and Technology, India. The proposed theme is 'Competitiveness in Manufacturing'. The events are scheduled in Germany in 2014 and India in 2015.
Prof. Rahul Mukerjee	Appointed as Member, National Statistical Commission, Govt. of India (2013-16)
Prof. R. Rajesh Babu	1) Guest Editor, Journal of Risk Research vol. 7 (1) 2014 (Taylor and Francis, UK) – special issue on Nuclear Law and Decision Making in India 2) Selected for participation in the Centre for Studies and Research, Hague Academy of International Law, The Hague, The Netherlands.
Prof. Ramendra Singh	Outstanding Reviewer Award, Emerald Emerging Markets Case Studies 2013.

Prof. Sougata Ray	Won top honours in a recent case writing competition sponsored by the European Foundation of Management Development (EFMD): Child in Need Institute: Non-Profit or Hybrid? (Jointly with Anjan Ghosh and Indranil Biswas – Inclusive Business Models category).
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## Faculty, Administrative Staff And Personnel

<b>Director</b>	
Prof. Shekhar Chaudhuri (upto 08.04.2013)	B. Tech (Hons.), (IIT Kharagpur), Fellow (IIMA)
Prof. Saibal Chattopadhyay (w.e.f. 09.04.2013)	MSc (Calcutta), MS, PhD (Connecticut)
<b>PERMANENT FACULTY</b>	
<b>Behavioural Sciences</b>	
Prof. Leena Chatterjee	MA (Delhi), PhD (IIT Kanpur)
Prof. B. N. Shrivastava	MA (Lucknow), PhD (IIT Kanpur)
Prof. Vidyanand Jha	BSc, PGD in Rural Management (IRMA), Fellow (IIMA)
Prof. Rajiv Kumar	PGDFM(IIFM), Fellow (IIMA)
Prof. Abhishek Goel	MBA(AMU), Fellow(IIMA)
Prof. Nimruji Prasad J	MBA(IRM-Anand), Ph.D(IIT-Kanpur)
Prof. Chetan Joshi	BSc, MBA, PhD (University of Western Ontario, Canada)
<b>Business Ethics &amp; Communication</b>	
Prof. C Panduranga Bhatta	MA, PhD (Madras)
Prof Apoorva Bharadwaj	MA, PhD (Nagpur University)
Prof. Nisigandha Bhuyan	M.Phil (university of Hyderabad), PhD (IIT Kanpur)
Prof. Pragyan Rath	MA, M Phil, PhD (IIT Bombay)
<b>Economics</b>	
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 Sarjkar	MS, Fellow
Prof. Partha Ray	MSc (CU), PGDDP (IGIDR, Mumbai), PhD (Univ of Mumbai)
<b>Finance and Control</b>	
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)
Prof. Kaustav Sen	BTech (IIT Kgp), MBA & PhD (Routgers University)
Prof. Arpita Ghosh	MCom, Fellow (IIMC)
<b>Human Resource Management</b>	
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
<b>Marketing</b>	
Prof. Ashish K. Banerjee	PGDM (IIMC), PhD (Calcutta)
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
Prof. Ramendra Singh	MBA (XLRI) < Fellow(IIMA)
Prof. Suren Sista	BSc, PGD in Communication, Fellow (IIMB)
Prof. Ritu Mehta	BTech, PhD (IIT Kanpur)
<b>Management Information Systems</b>	
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)
Prof. Indranil Bose	BTech (IIT Kgp), MS (Univ of IOWA), PhD (Purdue Univ)
<b>Operations Management</b>	
Prof. Ashis K. Chatterjee	BME (JU), Fellow (IIMA)
Prof. Rahul Mukerjee	MSc (Cal), PhD (Calcutta)
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.)
Prof. Sumanta Basu	B.Tech (H), Fellow (IIMA)
Prof. Peeyush Mehta	BE, Fellow (IIMA)
Prof. Arnab Bisi	B.Sc(Hon's), Mstat, Ph.D
Prof. Megha Sharma	B.Tech, Fellow (IIMA)
Prof. Preetam Basu	MS (Math), JU, MS (Applied Math), University of Minnesota; PhD, University of Connecticut
<b>Public Policy &amp; Management</b>	
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. Manish K. Thakur	MA, Mphil, PhD (Goa University)
Prof. Biju Paul Abraham	MA (Kerala), Mphil (JNU), PhD (London)
Prof. R Rajesh Babu	LLM, M.Phil, Ph.D.
Prof. V K Unni	LLM, Ph.D.(Nalsar Univ. of Law)
Prof. Rajesh Bhattacharya	M.Sc, M.Phil(CU), MA & Ph.D(University of Massachusetts, Amherst)
<b>Strategic Management</b>	
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. Anirvan Pant	B.A,M.A, Fellow(IIMB)
<b>Full Time Visiting Faculty MemberS</b>	
Prof. Shantanu Dey	MA (Delhi School of Eco) & MA (Umass, USA)
Prof. Prarthan B Desai	MBA, Fellow (IIMB)
Prof. Dileep S More	B.E, M.Tech, Ph.D (IIT Bombay)
Prof. Amitava Bose	M.A.(Delhi),M.A.,Ph.D (Rochester)
Prof. R. Chattopadhyay	M.A.,M.A.,Ph.D (Australia)
Prof. Nivedita Sinha	B.E, Fellow (IIMB)
Prof. Devi Vijay	B.E(Electrical & Electronics), 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**

Lt. Col. Alok Chandra	Chief Administrative Officer
Shri Samir Sadhukhan	Senior Systems Analyst
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 Somnath Sinha Roy	Senior Administrative Officer
Shri Devapriya Chatterjee	Senior Administrative Officer
Shri Amitava Bhaduri	Senior Administrative Officer
Shri Debabrata Bishayee	Senior Administrative Officer
Shri Arunava Das	Senior Administrative Officer
Smt. Tapati Chakraborty	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
Smt. Luckyna K A Lungdoh	Administrative Officer
Shri Tapan Kumar Chakraborty	Administrative Officer
Shri Sudipto Saha	Assistant Engineer (Electrical)
Shri Arghya Pal Chowdhury	Assistant Engineer (Civil)
Shri Ananta Bag	Administrative Officer

**LIBRARY PERSONNEL**

Ms. Swati Bhattacharyya	Librarian
Ms. Ruma Ghosh	Deputy Librarian
Ms. Papia Chakraborty	Senior Assistant Librarian
Shri Biswajit Saha	Senior Assistant Librarian
Shri.Haripada Chakraborty	Senior Assistant Librarian
Ms. Sarmila Paul	Senior Assistant Librarian

## Personnel

### Appointments

Name	Designation	Date of Joining
Prof. Pragyan Rath	Assistant Professor	4/12/2013
Prof Megha Sharma	Assistant Professor	5/17/2013
Prof. Arpita Ghosh	Assistant Professor	5/26/2013
Prof. Preetam Basu	Assistant Professor	6/1/2013
Prof. Rajesh Bhattacharya	Assistant Professor	7/1/2013
Prof. Chetan Joshi	Assistant Professor	9/10/2013
Shri Debabrata Bishayee	Senior Administrative Officer	6/14/2013
Sri Arunava Das	Senior Administrative Officer	27/03/2014 (FN)

### Resignation/Dismissal/Termination

Name	Designation	Date
Shri Pradip Banerjee	AE(Electrical)	Dismissal on 5/7/2013
Prof. Kaustav Sen	Professor	Resignation on 13/09/2013 (AN)
Shri Devapriya Chatterjee	Sr Administrative Officer	Terminated on 9/30/2013

### Retirement

Name	Designation	Date of Retirement
Sri Kh. Nurul Alam	Sub. Asstt. Engineer(Elect.)	4/30/2013
Sri Phani Bhusan Pal	Executive Assistant	4/30/2013
Sri Arabinda Saha	Jr. Office Supdt.	5/31/2013
Sri Amiya Kr. Adhikari	Sr. Executive Assisstant	6/30/2013
Sri Mukul Ranjan Sarkar	Jr. Office Supdt.	6/30/2013
Sri Nikhil Kr. Ghosh	Jr. Office Supdt.	6/30/2013
Sri Probal Ch. Baidya	Accountant	9/30/2013
Sri Gobinda Mondal	Sr. Security Guard	11/30/2013
Sri Gobinda Mondal	Sr. Security Guard	11/30/2013
Sri B. P. Singha Roy	Pharmacist	1/31/2014
Sri Gopinath Banerjee	Executive Assistant	1/31/2014



Name	Designation	Date of Retirement
Sri Jiban Ch Mondal	Office Attendant	2/28/2014
Sri Shyamal Kr. Das	Office Superintendent	3/31/2014

## On EOL

Name	From	To
Prof. Prafulla Y. Agnihotri	2/6/2011	2/5/2016
Prof. Janakiraman Moorthy	4/16/2012	4/15/2014
Prof. Shekhar Chaudhuri	5/1/2013	4/30/2015
Prof. Ranjan Das	9/1/2013	8/31/2014
Ms. Swati Bhattacharyya, Librarian	3/18/2014	5/29/2014

## On Deputation

Name	From	To
Shri R. Rajaraman, AF &O	6/7/2012	6/6/2014
Prof. Kalyan Sankar Mandal	9/11/2013	6/10/2014

## Promotions

NAME	Designation From	Designation To	With effect From
Prof. Rajiv Kumar	Assistant Professor	Associate Professor	3/12/2014
Prof. Sumanta Basu	Assistant Professor	Associate Professor	3/12/2014
Sri Ranjit Kr. Halder	Accountant	Sr. Accountant	9/2/2013
Smt Swapna Chakraborty	UDA-Accounts	Assistant Accountant	7/24/2013
Sri Tapan Kr. Saha	Assistant Accountant	Accountant	7/24/2013
Sri Ananta Bag	Executive Assistant	Administrative Officer	7/22/2013
Sri Sankar Ranjan Dey	Electrical Supervisor	Sub-Assistant Engineer (Elect.)	7/19/2013
Sri Sambhu Nath Saha	Stenographer	Executive Assistant	5/1/2013

## Manpower

Year	Faculty*	Research Staff	Administrative Staff	Total
1995-96	55	12	404	471
1996-97	53	12	394	459

Year	Faculty*	Research Staff	Administrative Staff	Total
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
2009-10	75	05	245	325
2010-11	73	04	230	307
2011-12	89 <sup>#</sup>	03	212	304
2012-13	78 <sup>##</sup>	2	194	274
2013-14	78 <sup>###</sup>	2	181	261

\*Regular Position

<sup>#</sup>Includes Full Time Visiting Professor and Assistant Professor on Contract

<sup>##</sup>Plus 12 Nos. Full time Visiting Faculty

<sup>###</sup>Plus 12 Nos. Full time Visiting Faculty





# **ANNUAL REPORT**

## 2013–2014

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

# Balance Sheet

as at 31st March, 2014

(₹. in Lakh)

DESCRIPTION	Schedule	As at March 31, 2014	As at March 31, 2013
<b><u>CORPUS/CAPITAL FUND AND LIABILITIES</u></b>			
Corpus/Capital Fund	<b>1</b>	34644.93	31287.02
Earmarked/Endowment Funds	<b>2</b>	729.02	677.83
Other Funds	<b>3</b>	2108.86	2134.40
Current Liabilities and Provisions	<b>4</b>	13400.07	12239.67
<b>Total</b>		<b>50882.88</b>	<b>46338.92</b>
<b><u>ASSETS</u></b>			
Fixed Assets			
Gross Block	<b>5 (i)</b>	20119.17	18019.06
Less: Accumulated Depreciation	<b>5 (i)</b>	(5057.07)	(4435.56)
<b>Net Block</b>		<b>15062.10</b>	<b>13583.50</b>
Capital Work-In-Progress			
Capital Work-In-Progress	<b>5 (ii)</b>	5694.84	4808.87
Construction Stores & Advances		7.20	6.92
Investment - Corpus Fund	<b>6</b>	17268.27	16993.00
Investment - Earmarked/Endowment Funds	<b>6</b>	661.12	654.06
Investment - Others	<b>7</b>	5207.74	4088.04
Current Assets, Loans & Advances	<b>8</b>	6981.61	6204.53
<b>Total</b>		<b>50882.88</b>	<b>46338.92</b>
Significant Accounting Policies	<b>18</b>		
Notes Forming Part of Accounts	<b>19</b>		

Prasanta Chattopadhyay  
(Asst. Finance & Accounts Officer)

S.S. Panja  
(Chief-Accounts & Finance)

Saibal Chattopadhyay  
(Director)

# Income and Expenditure Account

(₹. in Lakh)

DESCRIPTION	Schedule	For the year ended March 31, 2014	For the year ended March 31, 2013
<b>INCOME</b>			
Program Fees	9	12283.82	11114.48
Interest Income - Corpus Fund	10	1839.01	1593.69
Interest Income - Other	11	420.31	307.32
Income from, Royalty, Publications etc.	12	0.21	8.74
Other Income	13	277.45	217.89
<b>Total (A)</b>		<b>14820.80</b>	<b>13242.12</b>
<b>Expenditure</b>			
Program Expenses	14	3417.18	2754.82
Establishment Expenses	15	4606.22	4459.73
Other Administrative Expenses	16	2778.45	2297.58
Depreciation	5	624.30	571.14
<b>Total (B)</b>		<b>11426.15</b>	<b>10083.27</b>
Balance of Income Over Expenditure (A-B), excluding prior period items		<b>3394.65</b>	<b>3158.85</b>
Prior Period Income/Expenditure (Net)		(75.80)	(90.85)
Balance of Income Over Expenditure		<b>3318.85</b>	<b>3068.00</b>
Transfer (to)/from Capital Fund	17	(1465.17)	(2558.76)
Surplus Carried to Corpus Fund		<b>1853.68</b>	<b>509.24</b>
Significant Accounting Policies	18		
Notes Forming Part of Accounts	19		

Prasanta Chattopadhyay  
(Asst. Finance & Accounts Officer)

S.S. Panja  
(Chief-Accounts & Finance)

Saibal Chattopadhyay  
(Director)

# Schedules forming part of Balance Sheet

## Schedule 1

(₹. in Lakh)

DESCRIPTION	As at March 31, 2014		As at March 31, 2013	
<b>CAPITAL FUND</b>				
<b><u>GENERAL ACCOUNT</u></b>				
Opening Balance	<b>5071.60</b>		4847.80	
Value of Assets created during the year	<b>599.73</b>		505.20	
Add: Depreciation (Prior period adjustment)	<b>0.00</b>		21.77	
Add: Accumulated depreciation on Assets sold	<b>1.51</b>		0.00	
Less: Depreciation for the year	<b>(375.00)</b>	<b>5297.85</b>	<b>(303.17)</b>	<b>5071.60</b>
<b><u>Value of Assets created for OBC from general Fund</u></b>				
Opening Balance	<b>4341.53</b>		1815.74	
Add: Addition during the year	<b>1486.95</b>		2602.65	
Add: Depreciation (Prior period adjustment)	<b>1.28</b>		0.28	
Less: Proportionate depreciation for the year	<b>(90.68)</b>	<b>5739.08</b>	<b>(77.14)</b>	<b>4341.53</b>
MCHV Opening Balance	<b>125.47</b>		129.62	
Add: Addition for the year			0.05	
Less: Depreciation for the year	<b>(4.12)</b>	<b>121.35</b>	<b>(4.20)</b>	<b>125.47</b>
Research Fund Opening Balance	16.95		19.83	
Add: Addition for the year				
Less: Depreciation for the year	<b>(2.89)</b>	14.06	<b>(2.88)</b>	<b>16.95</b>
World Bank Project Opening Balance	<b>2.37</b>		2.67	
Add: Addition for the year				
Less: Depreciation for the year	<b>(0.30)</b>	2.07	<b>(0.30)</b>	<b>2.37</b>

continued....



(Continuation)

DESCRIPTION	As at March 31, 2014		As at March 31, 2013	
Grant -In-Aid-Govt. of India (OBC) Opening Balance	<b>3921.57</b>		4007.85	
Add: Addition for the year				
Less: Depreciation for the year	<b>(86.28)</b>	<b>3835.29</b>	(86.28)	<b>3921.57</b>
<b>TOTAL OF CAPITAL FUND CORPUS FUND</b>		<b>15009.70</b>		<b>13479.50</b>
<b>Opening Balance</b>	<b>17807.52</b>		17298.28	
<b>Add: Adjustment for earlier year</b>	<b>(25.96)</b>		0.00	
<b>Add: Surplus transferred from Income &amp; Expenditure A/c</b>	<b>1853.68</b>	<b>19635.24</b>	509.24	<b>17807.52</b>
<b>TOTAL OF CAPITAL AND CORPUS FUND</b>		<b>34644.93</b>		<b>31287.02</b>

Prasanta Chattapadhyay  
(Asst. Finance & Accounts Officer)

S.S. Panja  
(Chief-Accounts & Finance)

# Schedule forming part of Balance Sheet

## Schedule 2

(₹. in Lakh)

	IPR CHAIR (GOI)	ENDOWMENT OTHER	CDEP	SCHOLARSHIP & PRIZES	MCHV	RESEARCH FUND	As at March 31, 2014	As at March 31, 2013
<b>ENDOWMENT FUND</b>								
a. Opening Balance	<b>9.86</b>	<b>8.49</b>	<b>320.59</b>	<b>141.13</b>	<b>173.17</b>	<b>24.59</b>	<b>677.83</b>	<b>592.73</b>
b. Addition to the fund:								
Donations / Grants/Others	0.00	1.40	0.00	0.00	2.77		4.17	58.50
Interest Income from Investments for the year	0.00	0.00	26.54	12.36	27.69	0.00	66.59	61.62
Other Income	0.00	0.00	0.00	0.00	8.40	0.00	8.40	3.22
<b>Sub Total (a + b)</b>	<b>9.86</b>	<b>9.89</b>	<b>347.13</b>	<b>153.49</b>	<b>212.02</b>	<b>24.59</b>	<b>756.99</b>	<b>716.07</b>
Utilisation/Expenditure towards objective of funds								
1. Capital Expenditure:								
Fixed Assets for the year								0.05
2. Revenue Expenditure:								
Salaries & other Administrative	0.16	1.76	0.00	0.00	18.36	0.00	20.28	30.30
Others-Scholarship & Prizes	0.00	0.00	0.00	7.69	0.00	0.00	7.69	7.88
<b>Sub Total (C)</b>	<b>0.16</b>	<b>1.76</b>	<b>0.00</b>	<b>7.69</b>	<b>18.36</b>	<b>0.00</b>	<b>27.97</b>	<b>38.23</b>
<b>Net balance :(a+b)-c</b>	<b>9.70</b>	<b>8.13</b>	<b>347.13</b>	<b>145.80</b>	<b>193.66</b>	<b>24.59</b>	<b>729.02</b>	<b>677.83</b>

Prasanta Chattapadhyay  
(Asst. Finance & Accounts Officer)

S.S. Panja  
(Chief-Accounts & Finance)

Administration

Fellow Programmes  
& Research

PGP

PGPEX

PGPEX VIM

MDP

Facilities

Activities of Centres

Faculty Activity

Final Accounts

# Schedules forming part of Balance Sheet

## Schedule 3

(₹. in Lakh)

DESCRIPTION	As at March 31, 2014		As at March 31, 2013	
<b><u>OTHER FUNDS</u></b>				
Fund for Recoverable Advance		<b>0.00</b>		0.04
Director's Discretionary Fund		<b>0.14</b>		0.14
Staff Welfare and Amenities Fund		<b>0.02</b>		0.02
Students' Loan and Assistance Fund		<b>0.14</b>		0.14
Alumni Contribution Fund		<b>119.04</b>		60.37
<b><u>VLMP Common Fund</u></b>				
Opening Balance	10.07		7.26	
Add: Received during the year	22.20		19.80	
	32.27		27.06	
Less: Expenses during the year	(34.76)	<b>(2.49)</b>	(16.99)	10.07
<b><u>GOI - Finance Lab</u></b>				
Opening Balance	1968.43		2031.11	
Add: Interest received on Investment during the year	107.59		137.50	
Add: Interest receivable on Investments	43.24		12.57	
	2119.26		2181.18	
Less: Revenue expenditure during the year	(131.77)		(115.58)	
Balance	1987.49		2065.60	
Less: Depreciation on Fixed Assets utilized from the fund	(65.03)	<b>1922.46</b>	(97.17)	1968.43
Finance Lab-Research Project		<b>17.42</b>		17.42
<b><u>GOI - FPM Programme</u></b>				
Opening Balance	77.77		0.00	
Add: Received during the year	0.00		89.20	
Less: Paid during the year	(26.20)	<b>51.57</b>	(11.43)	77.77
Staff Development Fund		<b>0.11</b>		0.00
Donation and Prize Fund		<b>0.44</b>		0.00
<b>Total Other Funds</b>		<b>2108.86</b>		<b>2134.40</b>

**Prasanta Chattapadhyay**  
(Asst. Finance & Accounts Officer)

**S.S. Panja**  
(Chief-Accounts & Finance)

# Schedules forming part of Balance Sheet

## Schedule 4

(₹. in Lakh)

DESCRIPTION	As at March 31, 2014	As at March 31, 2013
<b>CURRENT LIABILITIES AND PROVISIONS</b>		
<b><u>1. SUNDRY CREDITORS</u></b>		
a. Liability for Capital Expenditure	<b>586.77</b>	154.42
b. Liability for Revenue Expenditure	<b>667.95</b>	840.45
<b><u>2. Others</u></b>		
Accounts Payable	<b>79.92</b>	69.26
Group Insurance Payable	<b>2.43</b>	3.38
Library Deposit	<b>0.82</b>	0.87
Scholarship Donation Payable	<b>14.76</b>	15.26
IIMC Students' Association	<b>5.31</b>	7.36
Providend Fund Payable	<b>18.47</b>	39.98
Security Deposit - Construction	<b>599.21</b>	806.41
Miscellaneous Deposit - Construction	<b>127.06</b>	
<b><u>3. Statutory Liabilities</u></b>		
Liability for Income Tax- Salary	<b>0.00</b>	55.15
Liability for Income Tax- Contractor	<b>2.92</b>	21.65
Liability for Income Tax- Contractor (Const.)	<b>5.12</b>	0.00
Liability for Income Tax- Prof. & Tech. Services	<b>16.72</b>	22.04
Liability for Income Tax-Rent	<b>0.72</b>	0.77
Liability for Income Tax-Rent-Non-resident	<b>2.33</b>	0.00
Liability for Work Contract Tax	<b>0.79</b>	0.77
Liability for Work Contract Tax (Const.)	<b>5.79</b>	0.00
Liability for Professional Tax	<b>0.66</b>	0.61
Liability for Staff contributory PF Clearing	<b>25.59</b>	25.18
Liability for Staff New Pension Scheme	<b>10.55</b>	9.71

continued....

(Continuation)

Provident Fund Deposit		<b>0.83</b>		0.83
Liability for Cess		<b>0.89</b>		0.00
Liability for New Pension Scheme		<b>1.57</b>		3.10
<b>4. Other Current Liabilities</b>				
Unpaid Salary		<b>0.41</b>		0.16
Unpaid OT & Honoraria		<b>0.17</b>		0.30
Clearing A/c IIMC Staff Co-Operative Credit Society Ltd.		<b>0.05</b>		6.19
Clearing A/c IIMC Community Welfare Society		<b>0.09</b>		0.23
Clearing A/c IIMCEU Subscription		<b>0.01</b>		0.04
Project-in-Progress		<b>2279.71</b>		2650.82
Clearing A/c Revenue Stamps		<b>0.01</b>		0.01
LIC Clearing		<b>4.85</b>		2.38
Deferred Revenue Income		219.58		233.62
Earnest Deposit		<b>0.00</b>		6.67
Security Deposit		<b>21.89</b>		21.91
Caution Deposit - PGPEX		<b>9.80</b>		8.40
Caution Deposit - PGP		<b>69.91</b>		52.89
Caution Deposit - FP		<b>9.32</b>		6.82
Caution Deposit - PGDBM		<b>24.78</b>		24.78
Caution Deposit - PGDCM		<b>7.50</b>		4.34
Advance From Customer		<b>20.07</b>		6.47
<b>Provisions</b>				
Gratuity		<b>1142.87</b>		952.32
Pension		<b>6380.07</b>		5158.22
Leave Salary		<b>1031.68</b>		1016.11
Accounts Payable - GPF		<b>0.11</b>		7.12
Accounts Payable - CPF		<b>0.00</b>		2.67
<b>Total</b>		<b>13400.07</b>		<b>12239.67</b>

**Prasanta Chattapadhyay**  
(Asst. Finance & Accounts Officer)

**S.S. Panja**  
(Chief-Accounts & Finance)

# Schedules forming part of Balance Sheet

## Schedule 5(i)

(₹. in Lakh)

DESCRIPTION	Gross Block				Depreciation / Amortization				Net Block	
	Cost as on 01.04.2013	Addition for the year	Deduction / Adjustment during the year	Cost as on 31.03.2014	Total as on 01.04.2013	Addition for the year	Adjustment during the year	Total as on 31.03.2014	As at March 31, 2014	As at March 31, 2013
<b>A FIXED ASSETS (General)</b>										
Land Including Development	138.61	0.00	0.00	138.61	0.00	0.00	0.00	0.00	138.61	138.61
Water Supply Installation	98.09	0.00	0.00	98.09	41.33	4.66	0.00	45.99	52.10	56.76
Electrical Installation	366.77	15.71	0.00	382.48	225.94	15.41	0.00	241.35	141.13	140.83
Boundary Wall	32.98	0.00	0.00	32.98	10.29	0.54	0.00	10.83	22.15	22.69
Roads Drains & Culverts	93.32	0.00	0.00	93.32	27.22	1.52	0.00	28.75	64.57	66.09
Tubular Structure	20.90	0.00	0.00	20.90	8.32	0.34	0.00	8.66	12.23	12.57
Equipments & Tools	0.42	0.00	0.00	0.42	0.40	0.00	0.00	0.40	0.02	0.02
Sundry Structures	31.76	0.00	0.00	31.76	9.75	0.52	0.00	10.27	21.49	22.01
Air Conditioning Plants	48.12	0.00	0.00	48.12	45.72	0.00	0.00	45.72	2.41	2.41
Installation of Gas Line	1.39	0.00	0.00	1.39	1.13	0.07	0.00	1.20	0.19	0.25
Equipments PGDCM	1.17	0.00	0.00	1.17	1.00	0.06	0.00	1.06	0.12	0.17
Auditorium	691.64	0.00	0.00	691.64	141.50	11.27	0.00	152.78	538.86	550.14
Buildings	1,911.13	0.42	0.00	1,911.55	575.42	31.15	0.00	606.58	1,304.98	1,335.71
General Equipments	277.63	22.48	0.00	300.11	162.65	15.32	0.00	177.97	122.14	114.99
Swimming Pool	53.76	0.00	0.00	53.76	6.14	0.88	0.00	7.01	46.75	47.63
General Furniture	231.25	25.63	0.00	256.88	136.00	28.86	0.00	164.86	92.02	95.25
Motor Vehicles & Cycles	49.02	11.63	0.00	60.65	25.23	5.80	0.00	31.03	29.62	23.79
Library Books & Periodicals	3,541.90	359.65	-0.04	3,901.50	1,389.11	159.28	-0.02	1,548.36	2,353.14	2,152.79
Computer & Peripherals	932.11	144.65	0.00	1,076.76	855.40	69.38	0.00	924.78	151.98	76.70
Computer Software	122.30	19.08	0.00	141.38	46.20	20.89	0.00	67.09	74.29	76.11
Fire Protection	15.22	0.00	0.00	15.22	6.51	0.72	0.00	7.24	7.99	8.71
Multi-Gym	51.56	11.38	-10.85	52.09	6.79	0.84	-1.49	6.14	45.95	44.78

Administration

Fellow Programmes  
& Research

PGP

PGPEX

PGPEX VIM

MDP

Facilities

Activities of Centres

Faculty Activity

Final Accounts

Water Treatment Plant	42.66	0.00	0.00	42.66	11.64	2.03	0.00	13.67	28.98	31.01	Administration
Generator Set - Auditorium	15.00	0.00	0.00	15.00	8.55	0.71	0.00	9.26	5.74	6.45	
Fire Protection - Auditorium	28.52	0.00	0.00	28.52	16.26	1.35	0.00	17.61	10.91	12.26	
AC Plant - Auditorium	51.14	0.00	0.00	51.14	29.15	2.43	0.00	31.58	19.56	21.99	
Furniture -Auditorium	25.54	0.00	0.00	25.54	24.27	0.00	0.00	24.27	1.28	1.28	Fellow Programmes & Research
Stage Craft-Auditorium	16.07	0.00	0.00	16.07	15.26	0.00	0.00	15.26	0.80	0.80	
Stage Lighting -auditorium	20.47	0.00	0.00	20.47	11.67	0.97	0.00	12.64	7.83	8.80	
<b>Total (A)</b>	<b>8,910.46</b>	<b>610.62</b>	<b>-10.90</b>	<b>9,510.18</b>	<b>3,838.85</b>	<b>375.00</b>	<b>-1.51</b>	<b>4,212.34</b>	<b>5,297.85</b>	<b>5,071.60</b>	
<b><u>B FIXED ASSETS (MCHV)</u></b>											
Building	150.53	0.00	0.00	150.53	42.79	2.45	0.00	45.25	105.28	107.73	PGP
Equipment	4.45	0.00	0.00	4.45	2.93	0.21	0.00	3.14	1.31	1.52	
Furniture	0.88	0.00	0.00	0.88	0.84	0.00	0.00	0.84	0.04	0.04	PGPEX
Books	24.42	0.00	0.00	24.42	14.01	1.16	0.00	15.17	9.26	10.42	
Periodicals	4.42	0.00	0.00	4.42	2.74	0.21	0.00	2.95	1.47	1.68	PGPEX VIM
Sculpture	5.35	0.00	0.00	5.35	1.26	0.09	0.00	1.35	4.00	4.09	
<b>Total (B)</b>	<b>190.05</b>	<b>0.00</b>	<b>0.00</b>	<b>190.05</b>	<b>64.57</b>	<b>4.12</b>	<b>0.00</b>	<b>68.69</b>	<b>121.36</b>	<b>125.48</b>	MDP
<b><u>C. FIXED ASSETS (Research Fund)</u></b>											
Equipment	45.73	0.00	0.00	45.73	34.94	2.71	-1.08	36.57	9.16	10.79	Facilities
Furniture	0.50	0.00	0.00	0.50	0.48	0.00	0.00	0.48	0.03	0.03	
Books	3.78	0.00	0.00	3.78	2.48	0.18	0.00	2.66	1.12	1.30	
Data Processing Equipments	11.34	0.00	0.00	11.34	6.50	0.00	1.08	7.58	3.76	4.84	
<b>Total (C)</b>	<b>61.35</b>	<b>0.00</b>	<b>0.00</b>	<b>61.35</b>	<b>44.39</b>	<b>2.89</b>	<b>0.00</b>	<b>47.28</b>	<b>14.06</b>	<b>16.95</b>	Activities of Centres
<b><u>D FIXED ASSETS (World Bank)</u></b>											
Books	3.69	0.00	0.00	3.69	2.17	0.18	0.00	2.34	1.35	1.52	Faculty Activity
Research Journal	2.61	0.00	0.00	2.61	1.77	0.12	0.00	1.89	0.72	0.85	
<b>Total (D)</b>	<b>6.30</b>	<b>0.00</b>	<b>0.00</b>	<b>6.30</b>	<b>3.93</b>	<b>0.30</b>	<b>0.00</b>	<b>4.23</b>	<b>2.07</b>	<b>2.37</b>	Final Accounts
<b>Total (A + B + C + D)</b>	<b>9,168.15</b>	<b>610.62</b>	<b>-10.90</b>	<b>9,767.88</b>	<b>3,951.75</b>	<b>382.31</b>	<b>-1.51</b>	<b>4,332.55</b>	<b>5,435.34</b>	<b>5,216.40</b>	

continued....



(Continuation)

DESCRIPTION	Gross Block				Depreciation / Amortization				Net Block	
	Cost as on 01.04.2013	Addition for the year	Deduction / Adjustment during the year	Cost as on 31.03.2014	Total as on 01.04.2013	Addition for the year	Adjustment during the year	Total as on 31.03.2014	As at March 31, 2014	As at March 31, 2013
<b><u>E. FIXED ASSETS (OBC)</u></b>										
Land Development	64.87	7.53	0.00	72.40	0.00	0.00	0.00	0.00	72.40	64.87
Road Work	187.25	0.00	0.00	187.25	4.90	3.05	0.00	7.95	179.30	182.35
Canteen building	17.25	0.00	0.00	17.25	1.40	0.28	0.00	1.68	15.57	15.85
Genex Valley Flats	256.68	0.00	0.00	256.68	16.09	4.18	0.00	20.27	236.41	240.59
Residential PGP Hostel(B)	2,051.52	0.00	0.00	2,051.52	44.68	33.44	0.00	78.12	1,973.40	2,006.84
Residential PGP Hostel(C)	2,120.47	4.77	0.00	2,125.24	46.18	34.64	0.00	80.82	2,044.42	2,074.29
Residential Dining Complex	976.09	0.00	0.00	976.09	21.26	15.91	0.00	37.17	938.93	954.84
Electrical Installation	228.60	628.91	0.00	857.51	21.88	12.18	0.00	34.06	823.45	206.72
Water Supply Installation	48.18	113.43	0.00	161.61	1.60	3.71	0.00	5.31	156.30	46.59
Furniture - Others	314.03	0.00	0.00	314.03	145.05	19.09	0.00	164.14	149.89	168.98
Furniture - Genex Valley	4.91	0.00	0.00	4.91	1.62	0.47	0.00	2.08	2.82	3.29
Bridges & Culverts - OBC	152.14	0.00	0.00	152.14	1.87	2.48	0.00	4.35	147.79	150.27
Air Conditioning Plant - OBC	4.33	175.15	0.00	179.48	0.20	4.99	0.00	5.19	174.29	4.13
New Academic Building - OBC	2,129.01	447.81	0.00	2,576.81	31.95	41.82	0.00	73.77	2,503.05	2,097.06
Landscaping - OBC	47.02	50.08	-47.02	50.08	0.58	0.70	-1.28	0.00	50.08	46.44
33KV Terminal Building	0.00	106.28	0.00	106.28	0.00	0.00	0.00	0.00	106.28	0.00
<b>Total (E)</b>	<b>8,602.35</b>	<b>1,533.96</b>	<b>-47.02</b>	<b>10,089.30</b>	<b>339.24</b>	<b>176.96</b>	<b>-1.28</b>	<b>514.92</b>	<b>9,574.38</b>	<b>8,263.11</b>
<b><u>F. FIXED ASSETS (Finance Lab)</u></b>										
Software-Finance Lab	66.24	0.92	0.00	67.17	31.25	18.09	0.00	49.33	17.83	35.00
Database-Finance Lab	169.02	0.00	0.00	169.02	113.08	42.66	0.00	155.74	13.27	55.93
Hardware-Finance Lab	13.29	12.51	0.00	25.80	0.24	4.28	0.00	4.53	21.27	13.05
<b>Total (F)</b>	<b>248.55</b>	<b>13.43</b>	<b>0.00</b>	<b>261.98</b>	<b>144.57</b>	<b>65.03</b>	<b>0.00</b>	<b>209.61</b>	<b>52.38</b>	<b>103.98</b>
<b>Total (A + B + C + D + E+F)</b>	<b>18,019.06</b>	<b>2,158.02</b>	<b>-57.91</b>	<b>20,119.17</b>	<b>4,435.56</b>	<b>624.30</b>	<b>-2.79</b>	<b>5,057.07</b>	<b>15,062.10</b>	<b>13,583.50</b>

Prasanta Chattopadhyay  
(Asst. Finance & Accounts Officer)

S.S. Panja  
(Chief-Accounts & Finance)

Final Accounts

Administration

Fellow Programmes  
& Research

PGP

PGPEX

PGPEX VIM

MDP

Facilities

Activities of Centres

Faculty Activity

# Schedules forming part of Balance Sheet

## Schedule 5(ii)

(₹. in Lakh)

DESCRIPTION	As at March 31, 2013	Additions during the year	Capitalisation during the year	As at March 31, 2014
<b>Capital - Work in Progress</b>				
Buildings (Residential)-Executive Guest House	3021.87	1583.97	0.00	4605.84
Buildings (Residential)-Students Hostel (II)	4.77	0.00	4.77	0.00
Buildings (Academic)-Amphitheatre	401.20	18.38	0.00	419.58
Buildings (Academic)-Passage-W	62.03	0.00	0.00	62.03
Buildings (Academic)-Laboratory & Toilet Block	443.46	4.34	447.80	0.00
Electrical Installation	26.19	30.12	44.13	12.18
Sewerage Treatment	0.11	0.00	0.00	0.11
Water supply System	122.15	36.25	113.43	44.97
Air Conditioning - Academic Complex	175.15	0.00	175.15	0.00
Net Working Equipments	133.41	0.00	133.41	0.00
33KV Sub Station	287.35	348.73	584.78	51.30
Landscaping	33.53	0.99	10.59	23.93
Air Conditioning - Executive Hostel	0.65	199.12	0.00	199.77
33kV Sub Station Building	96.66	24.11	106.28	14.49
Furniture (EXHS)	0.34	70.42	0.00	70.76
Finance Lab (A.V)	0.00	108.36	0.00	108.36
Finance Lab (Furniture)	0.00	44.14	0.00	44.14
RFID-Library	0.00	37.38	0.00	37.38
<b>Total</b>	<b>4808.87</b>	<b>2506.31</b>	<b>1620.34</b>	<b>5694.84</b>

Prasanta Chattapadhyay  
(Asst. Finance & Accounts Officer)

S.S. Panja  
(Chief-Accounts & Finance)

# Schedules forming part of Balance Sheet

## Schedule 6

(₹. in Lakh)

DESCRIPTION	As at March 31, 2014	As at March 31, 2013
<b><u>INVESTMENT - Corpus &amp; Endowment Fund</u></b>		
<b>A) CORPUS</b>		
1. Government Securities	740.00	740.00
<b><u>2. Debenture &amp; Bonds</u></b>		
REC Bond	800.00	800.00
PFC Ltd.	330.00	330.00
<b><u>3. Fixed Deposit &amp; Other Deposits:</u></b>		
Allahabad Bank	2204.99	2204.99
ICICI Bank	2932.85	2924.83
AXIS Bank	4158.90	4158.90
State Bank of India	211.82	531.82
IDBI BANK	384.21	0.00
KTDFC	2130.50	1927.46
HDFC	3000.00	3000.00
Hudco	375.00	375.00
<b>CORPUS TOTAL (A)</b>	<b>17268.27</b>	<b>16993.00</b>
<b>B) ENDOWMENT</b>		
1. C. D. E. P.		
State Bank of India- Joka Branch - FD	50.36	50.36
Allahabad Bank - FD	109.31	109.31
Axis Bank - FD	101.50	101.50
<b><u>2. SCHOLARSHIP &amp; PRIZES</u></b>		
Fixed Deposit		
State Bank of India	135.80	128.73
<b><u>3. MANAGEMENT CENTRE FOR HUMAN VALUES</u></b>		
<b><u>Fixed Deposit &amp; Other Deposit:</u></b>		
Allahabad Bank	73.60	73.60
<u>ICICI Bank</u>	77.34	77.35
<u>HUDCO</u>	25.00	25.00

continued....

(Continuation)

DESCRIPTION	As at March 31, 2014	As at March 31, 2013
<u>HDFC - Fixed Deposit</u>	57.00	57.00
<u>IDBI Bank - Fixed Deposit</u>	31.21	31.21
<b>Endowment Total (B)</b>	<b>661.12</b>	<b>654.06</b>
<b>TOTAL (A+B)</b>	<b>17929.39</b>	<b>17647.06</b>

## Schedules forming part of Balance Sheet

### Schedule 7

(₹. in Lakh)

DESCRIPTION	As at March 31, 2014	As at March 31, 2013
<u>INVESTMENT - OTHERS</u>		
Fixed Deposits-Alumni Sports Complex Fund	48.10	0.00
Fixed Deposits-Finance Lab	1404.24	1809.29
Fixed Deposits & Other Deposits	3755.40	2278.75
<b>TOTAL</b>	<b>5207.74</b>	<b>4088.04</b>

Prasanta Chattapadhyay  
(Asst. Finance & Accounts Officer)

S.S. Panja  
(Chief-Accounts & Finance)

# Schedules forming part of Balance Sheet

## Schedule 8

(₹. in Lakh)

DESCRIPTION	As at March 31, 2014	As at March 31, 2013
<b>CURRENT ASSETS, LOANS AND ADVANCES</b>		
<b><u>A CURRENT ASSETS</u></b>		
Inventory of Stores:		
a. General Account	15.58	15.92
<b><u>Sundry Debtors:</u></b>		
Accounts Receivable	440.10	527.01
Accounts Receivable Placement	246.83	295.28
Accounts Receivable PF	0.80	41.55
Computer Aided Management Centre	0.00	1.33
Donation and Prize Fund	0.00	1.34
Government of West Bengal	0.00	25.96
<b>Total Sundry Debtor</b>	<b>687.73</b>	<b>892.47</b>
<b><u>Cash Balance - in hand:</u></b>		
Cash in Hand	1.19	0.89
Postage, Petty Cash, Franking	0.93	0.86
<b>Total Cash Balance In hand</b>	<b>2.12</b>	<b>1.75</b>
<b><u>Bank Balances:</u></b>		
a. On Current Account: (Scheduled Bank)	5.16	73.18
b. On Savings Account: (Scheduled Bank)	1920.10	2421.61
<b>Total Bank Balances</b>	<b>1925.26</b>	<b>2494.79</b>
<b><u>B LOANS, ADVANCES</u></b>		
a Loans:		
Staff	20.82	17.85
b Advance recoverable in cash or in kind or value to be received		
Prepaid Expenses	187.50	172.76
Liability for Staff-GSLI	0.96	0.91
Accounts Receivable-Service Tax	8.74	4.21
Liability for Service Tax	25.50	23.07
Liability for Service Tax (Const.)	0.00	0.37
Liability for Cess	0.00	0.58

continued....

(Continuation)

DESCRIPTION	As at March 31, 2014	As at March 31, 2013
Deposit	197.84	224.85
Miscellaneous Deposit (Const.)	0.00	2.86
Accounts Receivable TDS (IT)	541.37	404.95
Recoverables	0.00	0.29
Advance to Staff	47.26	67.30
Advance - Others	133.02	207.66
<b>Total of advances recoverable</b>	<b>1142.19</b>	<b>1109.81</b>
<b><u>C. Interest Accrued</u></b>		
Accrued Interest on Investment of Endowment Fund	94.54	46.52
Accrued Interest on Investment of Term Deposit	219.83	160.82
Accrued Interest on Investment of Corpus Fund	2873.55	1464.60
<b>Total of Income Accrued</b>	<b>3187.92</b>	<b>1671.94</b>
<b>Total</b>	<b>6981.61</b>	<b>6204.53</b>

Prasanta Chattapadhyay  
(Asst. Finance & Accounts Officer)

S.S. Panja  
(Chief-Accounts & Finance)

# Schedules forming part of Income Expenditure

## Schedule 9: - Programme Fee

(₹. in Lakh)

DESCRIPTION	For the year ended March 31, 2014	For the year ended March 31, 2013
<b>CAT Fees</b>	<b>157.47</b>	<b>280.63</b>
<b>A. Fee</b>		
1. Post Graduate Programme (PGP)	6229.39	6275.95
2. PGPEX	939.25	615.60
3. PGPEX - VLM	169.50	128.70
4. Fellow Programme	5.36	4.64
<b>B. Placement Income</b>		
1. PGP	361.30	377.64
2. PGPEX	4.23	15.60
3. PGPEX - VLM	3.60	9.67
<b>C. Management Development Programme Income</b>	<b>4303.64</b>	<b>3326.83</b>
<b>D. Consultancy Income</b>	<b>110.08</b>	<b>79.22</b>
<b>Total</b>	<b>12283.82</b>	<b>11114.48</b>

Prasanta Chattapadhyay  
(Asst. Finance & Accounts Officer)

S.S. Panja  
(Chief-Accounts & Finance)

# Schedules forming part of Income Expenditure Account

## Schedule 10

(₹. in Lakh)

DESCRIPTION	For the year ended March 31, 2014	For the year ended March 31, 2013
<b>INTEREST/OTHER INCOME ON CORPUS FUND</b>		
Interest received during the year	280.54	544.61
Interest receivable	1558.47	1048.28
Other Income- Corpus (Commission)	0.00	0.80
<b>Total</b>	<b>1839.01</b>	<b>1593.69</b>

## Schedule 11

(₹. in Lakh)

DESCRIPTION	For the year ended March 31, 2014	For the year ended March 31, 2013
<b>INTEREST INCOME - OTHERS</b>		
On Term Deposit	359.72	241.89
On Savings Account	58.27	58.32
<b>On Loans and Advances</b>		
House Building, Motor Car, Scooter etc.	2.32	7.11
<b>Total</b>	<b>420.31</b>	<b>307.32</b>

Prasanta Chattopadhyay  
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S.S. Panja  
(Chief-Accounts & Finance)



# Schedules forming part of Income Expenditure Account

## Schedule 12

(₹. in Lakh)

DESCRIPTION	For the year ended March 31, 2014	For the year ended March 31, 2013
<b>INCOME FROM ROYALTY, PUBLICATION etc.</b>		
Royalty	0.19	0.06
Subscription for Decisions	0.02	8.68
<b>Total</b>	<b>0.21</b>	<b>8.74</b>

## Schedule 13

(₹. in Lakh)

DESCRIPTION	For the year ended March 31, 2014	For the year ended March 31, 2013
<b>OTHER INCOME</b>		
Transport Income	3.80	3.81
Rent for Quarters	5.93	6.12
Rent for Bank Building	6.27	6.39
Rent - Others	23.70	31.26
Miscellaneous Income	147.70	95.60
Miscellaneous Income A/c - Construction	5.88	8.49
Interest on Income Tax Refunds	7.12	0.00
Seminar & Conference Income	26.80	27.91
Gain against Foreign exchange fluctuation	0.97	0.00
Profit on sale of Assets	0.00	0.27
Research Project Income	49.28	38.04
<b>Total</b>	<b>277.45</b>	<b>217.89</b>

Prasanta Chattopadhyay  
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(Chief-Accounts & Finance)

# Schedules forming part of Income Expenditure

## Schedule 14

(₹. in Lakh)

DESCRIPTION	For the year ended March 31, 2014	For the year ended March 31, 2013
<b>PROGRAMME EXPENSES</b>		
CAT Expenses	17.66	10.05
PGP Expenses	862.53	762.77
PGPEX - Program Expenses	324.80	137.57
PGPEX - VLM	24.64	21.66
FP Service & Supplies	255.54	218.42
Research Project Expenses	45.25	54.93
Convocation	48.77	29.00
MDP Service & Supplies	119.84	111.59
MDP Complex Expenses	48.94	47.15
Consultancy Project Expenses	42.22	46.51
Training Programme Expenses	926.85	689.83
Long Duration Programme Expenses	648.96	593.13
Placement Expenses - PGP	37.65	27.81
Placement Expenses - PGPEX	7.09	2.34
Placement Expenses - PGPEX-VLMP	6.45	2.06
<b>TOTAL</b>	<b>3417.18</b>	<b>2754.82</b>

Prasanta Chattapadhyay  
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S.S. Panja  
(Chief-Accounts & Finance)

# Schedules forming part of Income Expenditure Account

## Schedule 15

(₹. in Lakh)

DESCRIPTION	For the year ended March 31, 2014	For the year ended March 31, 2013
<b>ESTABLISHMENT EXPENSES</b>		
Salary	2352.70	2115.96
Children Education Allowance	13.14	11.85
Leave Encashment for LTC	8.90	6.15
Overtime & Honoraria	39.67	38.69
Provident Fund Contribution	19.98	21.75
New Pension Scheme Contribution	54.93	47.41
Deposit Linked Insurance	0.00	0.30
Leave Travel Concession	41.01	34.62
Medical Expenses	136.99	134.16
Staff Welfare & Amenities	14.38	7.12
<b>Retirement Benefits for Employees:</b>		
Gratuity	262.50	42.74
Pension	1600.00	1636.70
Leave Encashment	60.64	361.18
Medical Allowance	1.38	1.10
<b>Total</b>	<b>4606.22</b>	<b>4459.73</b>

Prasanta Chattapadhyay  
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(Chief-Accounts & Finance)

# Schedules forming part of Income Expenditure Account

## Schedule 16

(₹. in Lakh)

DESCRIPTION	For the year ended March 31, 2014	For the year ended March 31, 2013
<b>OTHER ADMINISTRATIVE EXPENSES</b>		
Travelling Expenses	10.57	11.20
Stationery & Printing	28.48	24.08
Postage Expenses & Telephone Expenses	35.17	29.19
Motor Car Expenses	41.17	42.04
Repairs & Renewals	19.48	16.02
Electricity & Water Charges	428.67	379.60
Freight & Insurance	3.51	2.79
Advertisement & Publicity	3.54	25.72
Library Maintenance	71.23	36.56
Membership & Subscription	6.26	3.54
Selection Test Expenses	65.95	52.54
City Office Expenses	7.31	7.27
Computer Centre Maintenance	204.07	164.48
Legal Expenses	10.51	15.10
Board Meeting Expenses	19.92	20.86
Entertainment Expenses	1.32	1.36
Audit Fees-CAG	7.29	8.94
Auditors Fees - Others	18.99	18.20
Contingencies	117.32	86.63
Campus Maintenance	344.22	269.72
Campus Maintenance - Construction A/c	515.62	423.32
Bank Charges	1.87	2.65
Faculty Participation in International Conferences	97.01	152.50
Seminer & Conferences	83.48	39.80
Alumni Activities Expenses	20.95	19.58
Rent, Rates & Taxes	22.60	22.28

continued....

(Continuation)

DESCRIPTION	For the year ended March 31, 2014	For the year ended March 31, 2013
Prep. of Working Papers, Newsletters & Decisions	1.21	2.19
International Collaboration & Exchange Programme	8.52	9.96
Faculty Development	118.84	163.94
Officers Development	16.85	22.34
AACSB Accreditation	44.14	4.93
Staff Development	0.20	0.39
Finance Lab Expenses	2.11	2.59
Profit/Loss on sale of Assets	6.44	1.26
E-Journal/Database Subscription	138.52	105.59
Recruitment Expense	9.38	8.43
Genex-Vally Maintenance	1.98	1.90
Irrecoverable balances Written off	102.22	0.00
CENVAT Credit Reversal	24.08	22.21
Golden Jubilee	6.66	58.14
Professional Charges	50.41	1.31
Post Doctoral Research Fellowships	7.80	0.00
Dean-NI & ER	39.43	16.43
Provident Fund Deficit	13.15	0.00
<b>TOTAL</b>	<b>2778.45</b>	<b>2297.58</b>

Prasanta Chattapadhyay  
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# Schedules forming part of Income Expenditure Account

## Schedule 17: - Transfer (to) /from Capital Fund

(₹. in Lakh)

DESCRIPTION	For the year ended March 31, 2014	For the year ended March 31, 2013
Cost of assets created during the year	<b>(2086.68)</b>	(3107.85)
Depreciation during the year	<b>624.30</b>	571.14
Depreciation (Prior period)	<b>(1.28)</b>	(22.05)
Accumulated depreciation on assets sold	<b>(1.51)</b>	0.00
<b>Total</b>	<b>(1465.17)</b>	<b>(2558.76)</b>

Prasanta Chattapadhyay  
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S.S. Panja  
(Chief-Accounts & Finance)

# Schedules Forming Part of the Accounts for the Year Ended 31st March, 2014

## Schedule 18: Significant Accounting Policies

### 1. BASIS OF PREPARATION

The Financial Statements are prepared under the historical cost convention and on accrual basis, unless otherwise stated in accordance with uniform format of accounts for Central Autonomous Bodies prescribed by the office of C&AG.

The preparation of financial statements requires the management to make estimates and assumptions that affect the reported balances of assets and liabilities and disclosures relating to the contingent liabilities as at that date of the financial statements and reported amounts of income and expenses during the year.

### 2. FIXED ASSETS

- i. Fixed assets are stated at cost, less accumulated depreciation. Costs include all expenses incurred to bring the assets to its present location and condition. In respect of major projects involving construction, related pre-operational expenses form part of the cost of the assets capitalized. Such assets are capitalized in the year in which the asset is put to use.
- ii The physical verification of Fixed Assets is done every alternate year except for Library Books which is verified in full once in ten years.
- iii The Institute subscribes to electronic Journals/database under various schemes. Amount spent on such account is capitalized when the Institute has perpetual access to current as well as back issues. Otherwise, the same is charged to revenue as and when incurred.
- iv. Books received as gift from different stakeholders (faculty, student, author etc.) are neither recognized nor shown in the financial statements. However, a register providing a list of such books is maintained in the Library.

### 3. DEPRECIATION

- i. Depreciation is charged on Straight Line Method, except for certain assets, proportionately on the basis of date of utilization.
- ii. Amount corresponding to the depreciation charged on assets is transferred from respective fund to Income & Expenditure account (below the line) to bring the book value of fixed assets in line with the balance lying in the corresponding funds.
- iii. Assets costing up to Rs.5000/- individually are fully depreciated in the year of acquisition.

### 4. INVESTMENTS

Investments are generally made keeping in view the guidelines and provisions applicable to the Institute. All investments, short term and long term, are stated at cost. Our short-term investments are made in non-marketable securities.

## 5. INVENTORIES

Inventories, including stores and spares, are valued at weighted average cost. Cost comprises expenditure incurred in the normal course of business in bringing such inventories to its location and includes, where applicable, appropriate overheads.

## 6. REVENUE RECOGNITION

- i. Programme fees are recognized on accrual basis. The amount of invoice raised on account of on-going in-company training programmes, long duration programmes, and consultancy programmes are shown as project-in-progress (PIP) after charging related expenses and institute's share of income. Balances in PIP is reviewed and adjusted to revenue on closure of the programmes.
- ii. Placement income comprises of two elements – participation fees and recruitment fees. Participation fee is recognized as income when a company participates in the placement process and invoice is raised. Invoice for recruitment fee is raised and recognized when a student joins the concerned organization.
- iii. Interest Income is recognized on time proportion basis taking into account the amount outstanding and the rate applicable.
- iv. Participation fee for MDPs, is treated as Income when the concerned participant attends the respective programme and till that time recognition of revenue is deferred. The fee stands forfeited on expiry of 12 months from the date of receipt of the fee if the participation does not happen.
- v. Fees received from PGPEX-VLM students which is earmarked to meet the common expenses are credited to VLP Common Fund and all identified common expenses are charged to the said funds.

## 7. EMPLOYEES' RETIREMENT BENEFITS

- i. Regular monthly contributions to various Provident Funds which are in the nature of defined contribution scheme (CPF and NPS) are charged against revenue.
- ii. Long term employee benefits viz Pension liability (GPF) and liability towards Gratuity and employees' Leave Encashment are determined by an independent actuarial valuer at the close of the year at present value of the amount payable using actuarial valuation techniques as required in terms of Accounting Standard 15 (revised-2005) Employee Benefits.
- iii. Actuarial gains or losses are generally recognized in the year when they arise.

## 8. SEGREGATION OF PROVIDENT FUND ACCOUNT

The Institute presents separate accounts of Provident Fund. The deficit/surplus between interest income on investment and statutory obligations to the members of Provident Fund is adjusted from/to the Institute's Corpus Fund.

## 9. GOVERNMENT GRANT

The Institute receives Capital Grant from Government of India from time to time. Such grant is accounted for as per AS-12 "Accounting for Government Grant" of the Institute of Chartered Accountants of India following "Capital Approach" and thereby credited directly as part of Capital or Other funds of the Institute.



## 10. CAPITAL FUND AND CORPUS FUND

Capital Fund is earmarked for Fixed Asset of the Institute. The Fund is created mainly out of grant from Government of India, other grants and corpus utilized for creation of fixed assets.

The Corpus Fund is created out of surplus (including depreciation) generated by the Institute over the years.

## 11. FOREIGN CURRENCY TRANSACTION

Income received and expenses incurred in foreign currency are recorded at the exchange rate as on date of transactions. Exchange rate fluctuation, if any, is shown in Income and Expenditure Account.

## 12. PROVISION, CONTINGENT LIABILITIES AND CONTINGENT ASSETS

A provision is recognized when the Institute has a present obligation as a result of past event and it is probable that an outflow of resources will be required to settle the obligation, in respect of which reliable estimate can be made. Provisions (excluding retirement benefits) are not discounted to its present value and are determined based on best estimate required to settle the obligation at the balance sheet date. These are reviewed at each balance sheet date and adjusted to reflect the current best estimates. Contingent liabilities are not recognized in the financial statements. A contingent asset is neither recognized nor disclosed in the financial statements.

# Schedules Forming Part of the Accounts For the Year Ended 31 March, 2014

## Schedule – 19: Notes On Accounts

### 1. CONTINGENT LIABILITIES

Claims not acknowledged as debt:

- i. In respect of demand of service tax of Rs.34.40 lakhs (Previous year –Rs.34.40 lacs) along with interest and equivalent penalty raised by commissioner of service tax through a show cause notice issued by DGCEI on account of income arising out of Management Consultancy Services, the Institute has filed an appeal and paid an amount of Rs. 17.20 lakhs, and Rs.18.17 lakhs and Rs.13.16 lakhs against Tax, Penalty and interest respectively. The matter is pending before the Hon'ble CESTAT.
- ii. In respect of demand of service tax of Rs.11.79 lakhs (Previous year Rs. 11.79 lacs) along with interest and penalty raised by Commissioner of Service Tax in respect of show cause notice issued by Joint Commissioner of Service Tax on account of Manpower Recruitment Services, the Institute filed an appeal and paid an amount of Rs.2.5 lakhs. The matter is pending before the Hon'ble CESTAT.
- ii. The Joint Commissioner of Service Tax issued a demand of service tax amounting Rs.903.39 lakhs along with equivalent penalty and interest on MDP/LDP fees for the period from 2006-07 to 2010-2011. IIMC filed appeal against the said order contesting the demand proposed. The matter is pending before the Hon'able CESTAT.
- iv. Total thirty two (32) legal cases with employees and outsiders are pending in various courts of law against IIMC. The financial implications of such cases could not be determined at this stage.

### 2. CAPITAL COMMITMENTS

Estimated value of contracts remaining unexecuted on Capital Assets not provided for Rs. 1948.78 lakh (previous year Rs.2803.08 lakh)

### 3. CAPITAL EXPENDITURE AND DEPRECIATION

Depreciation on fixed assets is charged on straight line method as per the rates prescribed in schedule XIV of the Companies Act 1956, excepting the following items where the rates used are as follows:

- a. Cycles 9.5%
- b. Computer software
  - Finance lab (having finite life) over the useful life
  - Others- 16.21%
- c. Books 4.75%

The Institute will provide estimate depreciation as per provisions of the Companies Act 2013 from the financial year 2014-2015.

Capital expenditure has been funded out of surplus of the Institute and an amount of 2086.68 (Previous year Rs.3107.85 lacs) is transferred to Capital Fund.

Total number of gift books as on 31.3.2014 as per library record is 3334 number.

#### 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.

#### 4. TAXATION

The Institute has obtained Exemption from Income Tax U/S 10(23) (vi) of the Income Tax Act 1961 vide no CCIT-III/10(23)(vi)/10-11/78 dated January 24, 2011 from the Office of the Chief Commissioner of Income tax, Kolkata – III. It will be in force till it is withdrawn by the Competent Authority. In view of this no provision for Income Tax has been considered necessary.

#### 6. DONATION

Ministry of Finance Department of Revenue, Government of India vide notification no 197 to 220 (F. No. DG(E)/80G/93-94) dated February 10, 1994 has notified the Indian Institute of Management Calcutta together with some other educational institutions of national eminence, to receive donation under Section 80G(2)(a)(iiif) of the Income Tax Act 1961.

#### 7. PAYMENTS TO AUDITORS AND CONSULTANTS

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 2013-14, the following expenses have been incurred on this account:-

		2013-14	2012-13
C & AG Audit:	Rs. (lakh)	7.29	8.94
Internal Audit	Rs. (lakh)	4.14	6.10
Other Services:	Rs. (lakh)	14.85	12.10

#### 8. EMPLOYEE RETIREMENT BENEFITS

- The Institute has engaged a certified valuer to estimate retirement benefit as per AS-15 (revised 2005) as on 31.3.2014 for defined benefit schemes. The present value of obligations i.e. Gratuity, Pension and Leave Encashment in this respect have been determined using Projected Unit Method.
- The valuation report shows that the gross pension liability (considering all pensioner including family pension and current pensionable employees) is Rs. 10,281.65 lakhs against which the pension liability of Rs.4,780.07 lakhs was lying as on 31.3.2014. The financial statements for this year have made an additional provision of Rs.1600 leaving a balance of Rs.3,901.58 lacs to be provided over the next three years.
- The disclosures in this regard are given below:

Actuarial Assumptions		2011-12	2010-11
1	Discount Rate	9.10%	8.20%
2	Expected Rate of Return on Plan assets	NA	NA
3	Expected Rate of Salary Increase	8%	8%
4	Mortality Table	LIC (96-98)	LIC (96-98)
5	Withdrawal Rates	Varying between 4.2% pa and 2.20% pa depending on duration and age of the employees	Varying between 2% pa and 1% pa depending on duration and age of the employees

Details of Provision for retirement benefits as on 31.3.2014 are given below:

Particulars	Rs. in Lakh			
	Gratuity	Pension	Leave Encashment	Total (in lakh)
<b>Opening Balance as on 1<sup>st</sup> Apr'2014</b>	952.32	5158.22	1016.11	7126.65
<b>Add: Provision during the period</b>	255.16	1600.00	56.40	1911.56
<b>Amount received from IIMA</b>	7.33	26.68	4.24	38.25
<b>Total</b>	1214.81	6784.90	1076.75	9076.46
<b>Less: Payment made during the year</b>	-71.95	-404.83	-45.07	-521.85
<b>Balance as on 31.03.2014</b>	1142.86	6380.07	1031.68	8554.61

## 9. NPS

During the period NPS subscription and matching contribution have been remitted to CRA (NSDL) as per guidelines.

## 10. SERVICE TAX LIABILITY

The debit balance in the service tax liability being excess payment of service tax which is shown under 'Advance recoverable in cash or in kind or value to be received'. The Institute is seeking legal opinion on the possibility of claiming refund of such amount.

## 11. ALUMNI CONTRIBUTION FUND

During the year the Institute has received Rs. 23.84 lakh from 22nd batch of IIMC PGP students towards "Alumni Sports Complex Fund" and the same has been credited to the said fund. The 23rd batch of IIMC PGP graduates has contributed Rs. 30.75 lakh during the year towards the development of various academic excellence initiatives. The amount is credited to the Alumni Contribution Fund. It is pertinent to note that, the donations received by IIM Calcutta is eligible to exempt under section 80G(2) (a)(iiif) of the Income Tax Act, 1961, as IIM Calcutta is recognized as an Institute of national eminence.

## 12. GRANT- IN- AID- FPM PROGRAMME

The Institute had received during 2012-13 a grant-in-aid from Ministry of Human Resource Development, Government Of India of Rs. 89.20 lakh for FPM programme towards stipend and other contingency expenditure for Fellow programme students. The amount lying unspent under this head as on 31.3.2014 is Rs.51.57 lakhs

## 13. COMMON EXPENSES IN PGPEX-VLMP

PGPEX-VLMP is a joint diploma programme of three institutions- IIM Calcutta (IIMC), IIT Kanpur (IITK), and IIT Madras (IITM). Common expenses incurred by IIMC (till March 2010) have been determined and sent to partner institutions. IIMC has not yet received any formal feedback on the above. Common expenses incurred by IIMC for 2010-11 have not yet been determined. Fees received to defray common expenses and expenses incurred by IIMC for PGPEX-VLMP, had been charged to revenue till 2010-11. As on 31.3.2014, there is a debit balance of Rs.2.49 lakh in the aforesaid fund which would be adjusted from the fees collected from the students during the year 2014-2015.

## 14. PRIOR PERIOD INCOME/EXPENDITURE (IN LAKHS)

PRIOR PERIOD INCOME	2013-14	2012-13
Programme Fess	7.11	21.74
Interest on Loans	2.84	
Electricity/Water/License Fees/Rent	3.85	
Interest on Corpus/MCHV Fund/Other	-3.88	-76.34
Placement Income	-29.20	
Research Project	-10.08	
Royalty/Subscription for Decision	-6.77	
Other Income	-0.62	0.74
<b>Total</b>	<b>-36.75</b>	<b>-53.86</b>
PRIOR PERIOD EXPENSES:	2013-14	2012-13
Programme Expenses	28.07	25.81
Establishment Expenses	-12.11	-1.20
Other Administrative Expenses	25.69	35.99
Depreciation	0.00	-22.78
Others	- 2.60	-0.84
<b>Total</b>	<b>39.05</b>	<b>36.98</b>
Prior Period Income/Expenditure-Net (B-A)	<b>75.80</b>	<b>90.84</b>

## 15. FOREIGN CURRENCY TRANSACTIONS

	2013-14	2012-13
i) Income during the year		
1) PGDM, PGDCM	- Rs. 600.13 Lakh	Rs.517.92 Lakh
2) Others Programme	- Rs. 138.64 Lakh	Rs.138.64 Lakh
ii) Expenditure during the year	- Rs. 675.31 Lakh	Rs. 350.53 Lakh
iii) Value of Imports during the year	Rs. 0.00 Lakh	Rs. 16.90 Lakh

## 16. FINANCE LAB

The Institute has received during 2011-12 a grant-in-aid of Rs.2000 lakh for establishment of Finance Research and Trading Laboratory (Finance Lab). Such grant-in-aid is shown in schedule-3 under Other fund as Finance Lab Fund and the assets created out of this fund has been separately earmarked in Schedule-5(i). Depreciation of those earmarked assets is deducted from the grant in aid received. Some part of the grant is temporarily invested in short term deposit of Rs.1404.24 Lacs (Previous Year Rs. 1809.29 Lacs) and the balance of Rs.310.15 is lying in the Bank Balance. Interest on such deposits matured during the year and the accrued interest on investment have been credited to Finance Lab Fund account. The position of Finance Lab Fund and it's utilization is given below:

### FUND FLOW STATEMENT

	As on 31.3.2014	As on 31.3.2013
<b>Sources of fund</b>		
Opening Balance	2246.65	2096.59
Fund received from GOI during the year	0.00	0.00
Add:- Interest earned during the year	150.83	150.06
<b>Total</b>	<b>2397.48</b>	<b>2246.65</b>
<b>Application of Fund</b>		
Fixed Deposits	1404.25	1809.29
Capital Expenditure	377.23	248.55
Revenue expenditure	265.42	133.66
Interest receivable on Fixed Deposits	43.24	12.57
Bank Balance	310.15	53.82
<b>Sub-Total</b>	<b>2400.29</b>	<b>2257.89</b>
Less: Payable to Vendor/IIMC	(2.81)	(11.24)
<b>Total</b>	<b>2397.48</b>	<b>2246.65</b>

## 17. ACCOUNTS RECEIVABLE-TDS

General ledger balances for the financial years ended 2007-08 to 2012-13, have been reconciled with income tax return figures although the NSDL figure for 2007-08 and 2008-09 shows higher amount. The excess amount of Rs.26.43 lakhs as per NSDL for financial years 2007-08 and 2008-09 have been claimed. Reconciliation for the year 2013-14 in this respect is in process.

**18. Schedules 1** to 19 form an integral part of the Balance Sheet as at 31 March, 2014 and of the income and expenditure for the year ended on that date.

## 19. PREVIOUS YEAR'S FIGURES

Corresponding figures for the previous year have been regrouped / rearranged, wherever necessary. Rounding off errors are adjusted in Miscellaneous Income/Expenses.

# Receipts and Payments Account

RECEIPTS AND PAYMENTS ACCOUNT FOR THE YEAR ENDED 31st MARCH 2014

Code	Account Name	Current Year (Rs. in lakh)	Previous Year (Rs. in lakh)
<b>Opening Balance</b>			
	Postage, Petty cash, Franking	0.86	0.39
	IDBI Current Account	26.72	0.02
	SBI -Joka (IIMC Contribution/Donation)	23.61	0.00
	IIMC Construction Works A/c (SBI, Joka Savings)	21.71	20.39
	Cash in Hand	0.74	6.56
	Cash in Hand (Construction)	0.07	0.35
	Cash in Hand (Expansion Project)	0.08	0.09
	SBI, Joka Savings	833.33	183.77
	IIMC Endowment Fund (SBI, Joka Savings)	23.63	13.78
	ICICI Banking Corpn. (Savings)	434.49	350.18
	IIMC Alumni Contribution A/c. (SBI, Joka Savings)	37.62	36.16
	AXIS Bank (Kolkata Main Branch)	615.38	11.33
	Contributory Pension A/c. (SBI, Joka Savings)	16.12	15.77
	INFOSYS (SBI, Joka Savings)	0.79	12.30
	IIMC Finance Lab	53.82	29.50
	SBI, Joka Current	46.47	42.78
	CAT IIMC 2011	0.00	10.19
	IIMC Corpus Fund	140.30	13.58
	IDBI Bank	77.77	0.00
	IIMC Expansion Project Account	143.03	72.79
	<b>Total</b>	<b>2496.54</b>	<b>819.93</b>
<b>Receipts</b>			
11201	Corpus Fund	0.00	82.29
11303	Endowment Fund-Scholarship and Prizes	0.05	54.75
11304	Endowment Fund-MCHV	2.77	0.00
11305	Endowment Fund-Research Fund	0.00	0.10
11306	Alumini Fund	0.00	21.86
11401	Fund for Recoverable Advance	0.07	0.12
11403	Staff Welfare Amenties Fund	0.30	0.00
11405	Alumini Contribution Fund	55.48	2.97



(Continuation)

Code	Account Name	Current Year (Rs. in lakh)	Previous Year (Rs. in lakh)
11407	VLMP Common Fund	22.20	19.80
11408	GOI - Finance Lab	108.94	41.03
11410	GOI - FPM Programme Fund	0.00	89.20
11411	PAN IIM Fund - GOI	127.17	0.00
11417	Staff Development Fund	0.11	0.00
12102	Donation and Prize fund	3.06	1.39
12103	Endowment Fund - Other	1.40	0.00
17102	Liability for Revenue Expenditure	0.23	3.63
17151	Accounts Payable	100.68	53.31
17152	Group Insurance Payable	5.68	9.48
17154	Scholarship Donation Payable	30.60	124.05
17155	Student's Association	4.58	4.57
17157	Security Deposit	152.03	118.85
17158	Miscellaneous Deposit-Construction	22.15	7.66
17159	Accounts Payable - GPF	157.20	41.89
17160	Accounts Payable - CPF	27.30	0.00
17203	Inventory AP Accrual	2.09	0.42
17204	Expense AP Accrual	0.34	0.55
17301	Advance From Customer	55.80	8.21
17352	Liability for Income Tax -Contractor	0.00	0.01
17353	Liability for Income tax- Prof. & Tech. Services	0.02	2.73
17355	Liability for Sales tax	70.54	34.49
17356	Liability for New Pension Scheme - Subscription Fund	60.65	77.54
17357	Liability for New Pension Scheme - Contribution Fund	61.14	77.54
17359	Liability for Cess	17.74	12.59
17401	Unpaid Salary	2.16	1.68
17402	Unpaid OT & Honoraria	0.60	0.42
17403	Staff Co-Operative Credit Society limited	80.28	69.91
17405	Community Welfare Society	0.21	0.22
17406	IIMCEU Subscription	0.04	0.04
17408	LIC Clearing	27.36	25.26
17409	Liability for Staff LIC- GSLI	2.02	2.00
17410	Liability for Staff New Pension Scheme	61.67	47.13
17415	Liability for Staff Contributory PF Clearing	20.74	21.62

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(Continuation)

Code	Account Name	Current Year (Rs. in lakh)	Previous Year (Rs. in lakh)
17416	Liability for Staff Contributory PF Arrear Clearing	0.00	0.15
17417	Liability for Staff Contributory VPF Clearing	70.34	66.38
17418	Liability for Staff Contributory PF Loan Clearing	2.10	4.18
17419	Liability for Staff General PF Clearing	15.04	177.81
17420	Liability for Staff General PF Loan Clearing	4.23	4.22
17430	Deffered Revenue income	199.95	221.56
17431	Earnest Money	0.00	0.75
17433	Caution Deposit PGPEX	10.30	8.38
17434	Caution Deposit PGP	40.96	46.24
17435	Caution Deposit FP	2.86	1.22
17437	CautionDeposit PGDCM	5.66	0.00
17501	TDS	9.84	2.77
17503	WCT	6.55	3.60
17504	Liabilities for Professional Tax	7.20	6.78
21107	Computer Hardware & Software	0.00	0.27
22101	Investment from CORPUS Fund - In Govt.Securities	0.00	80.00
22104	Investment from CORPUS Fund - Debentures and Bonds	0.00	50.00
22322	Investment from Endowment Fund - Scholarship & Prizes- Fixed Deposit & Othres	7.21	7.87
22333	Investment from Endowment Fund - MCHV- Fixed Deposit & Others	0.00	82.98
22336	Investment from IIMC-Alumni Sports Complex Fund	28.19	0.00
22401	Investment Others - Fixed Deposits & Other Deposits	0.00	1586.96
24105	Clearing Account	5.72	1.93
24201	Accounts Receivable	48.60	89.62
24202	Accounts Receivable - PF	0.55	69.58
24203	Accounts Receivable - TDS (IT)	102.32	1.88
24204	Accounts Receivable - Intt on Endowment Fund Investment	3.38	16.10
24205	Accounts Receivable(F.Ds)	163.24	160.20
24206	Accounts Recv - Intt on Corpus Fund	149.52	1808.34
24209	Unapplied receipts	159.44	75.00
24211	Accounts Receivable - Placement	313.62	219.17
24304	Control Account	0.30	0.27
24601	Loans to Staff	10.70	9.25

continued....

(Continuation)

Code	Account Name	Current Year (Rs. in lakh)	Previous Year (Rs. in lakh)
24701	Service Tax Input	2.51	2.27
24703	Recoverables	0.00	0.01
24705	Advance to Staff	7.65	5.64
24707	Deposit	0.00	19.00
33101	CAT Fees	157.47	0.00
33102	Application Fees	0.03	0.06
33103	Registration and Dissertation Fees	0.15	0.35
33202	Tuition Fees	4893.88	4662.86
33203	Lodging fees	320.05	230.92
33204	Course Material	4.46	470.08
33206	Computer Fees	2.60	269.74
33207	Library Fees	1.95	201.12
33208	Alumni Fees	4.72	0.89
33209	Medical	8.99	9.11
33210	Development Fees	446.46	332.56
33211	Subscription for Decision	5.73	9.67
33212	Seminar and Conference Income	31.91	34.34
33213	Research Project Income	61.51	38.25
33214	STEP Income	26.63	10.61
33216	Academic Charges	1429.48	720.27
33217	Processing - VLMP	1.20	0.00
33401	Training Programme income	1357.09	803.79
33402	Consultancy programme income	130.67	86.62
33404	MDP COMPLEX INCOME	4.72	9.29
33405	Placement Income PGP	66.94	30.66
33412	Placement Income-PGPEX	1.20	4.80
33413	Placement Income-PGPEX-VLM	0.53	6.47
33601	Transport income	4.01	3.89
33603	Alumni Activities Income	0.00	3.90
34101	Interest on Endowment Fund Investment	15.17	40.71
34102	Interest on Corpus Fund Investment	272.58	538.88
34105	Incentive on Investment	0.00	0.96
35101	Income from Royalty	0.39	0.06
36101	Interest Earned - On Term Deposits	194.77	157.96
36102	Interest Earned - On Saving Accounts	57.98	59.63

continued....

(Continuation)

Code	Account Name	Current Year (Rs. in lakh)	Previous Year (Rs. in lakh)
36104	Interest Earned on Loans	10.50	12.19
36105	Interest on Sports Complex Fund	0.36	0.00
37401	Discount Received	0.06	0.00
37402	Miscellaneous Income	122.33	49.08
37403	Rent	28.74	32.45
37405	Prior Period Income	12.94	41.46
37406	MDP Income	193.74	175.78
37407	LDP Income	2255.96	2197.73
41201	Children Education Allowance	0.02	0.10
41203	Overtime & Honoraria	0.15	2.55
41204	Medical expenses	38.88	0.72
41205	Leave Travel Concession	1.47	0.52
41206	Leave Salary for LTC	0.07	0.12
41501	Staff Welfare and Amenties	0.00	0.75
41603	New Pension Scheme Contribution	0.00	0.53
41606	Retirement Benefits for Employee	0.07	0.00
41702	Faculty Development Expenses	0.17	2.70
41703	Officers Development Expenses	0.11	0.00
41704	MDP Expenses	3.74	0.91
41709	MCHV Expenses	0.06	0.10
41711	Research Project Expenses	0.65	2.02
41712	AACSB Accreditation	2.10	0.00
42101	Services and Supplies (Disabled)	0.00	0.44
42104	Travelling Expenses	0.10	0.34
42105	Motor Car Expenses	0.09	2.04
42106	Freight and Insurance	0.03	0.00
42107	Stationary and Printing	0.07	0.31
42108	Postage Expenses	0.00	0.00
42109	Telephone Expenses	0.29	1.01
42110	Repairs and Renewal	0.23	0.00
42112	Advertisement & Publicity	0.93	0.00
42117	City office expenses	0.00	0.89
42118	MDP Complex Expenses	0.30	0.01
42121	Faculty Participation in International Conference	1.20	2.30
42122	Seminar and Conferences	1.80	0.18

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(Continuation)

Code	Account Name	Current Year (Rs. in lakh)	Previous Year (Rs. in lakh)
42128	Board Meeting Expenses	0.00	0.21
42131	Audit Fees	1.05	0.00
42132	Contingencies	2.01	1.31
42134	Bank Charges	0.18	0.32
42135	Alumni Activities Expenses	3.72	0.12
42139	Finance Lab Expenses	0.00	0.02
42140	Rent, Rates & Taxes	3.33	0.13
42141	Gain/Loss against Foreign Exchange Fluctuation	3.29	0.02
42145	Prior Period Expense	0.65	0.98
42146	E-Journal/Database Subscription	13.72	11.06
42148	Recruitment Expense	0.54	0.68
42151	Selection Test Expense	3.11	1.80
42152	CAT Expenses	0.07	3.60
42153	Convocation Expense	0.09	0.09
42154	Consultancy Project Expenses	0.02	0.00
42156	Placement Expenses -PGP	0.36	0.17
42157	International Collaboration & Exchange Programme	2.00	0.83
42159	Library Maintenance	0.10	0.34
42160	Computer Centre Maintenance	7.56	0.00
42164	Placement Expense-PGPEX	0.01	0.09
42165	Placement Expense-PGPEX-VLM	0.00	0.08
42166	Professional Charges	3.21	0.00
42167	Case Research Centre	0.07	0.00
42168	CEMS Expense	11.87	0.00
45141	Golden Jubilee	0.32	0.28
45143	Centre for Entrepreneurship & Innovation Activities	0.50	0.00
45144	International Office Expenses	0.00	0.00
90006	Cost Variance	0.06	0.00
90012	Sale Of Fixed Assets Clearing A/c	1.26	0.20
	<b>Total</b>	<b>14902.84</b>	<b>17177.70</b>
<b>Payments</b>			
11101	Capital Fund-GOI	3.00	0.00
11201	Corpus Fund	0.00	82.29
11301	Endowment Fund-IPR Chair	0.16	0.00
11303	Endowment Fund-Scholarship and Prizes	12.00	2.87
11304	Endowment Fund-MCHV	0.00	0.50

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(Continuation)

Code	Account Name	Current Year (Rs. in lakh)	Previous Year (Rs. in lakh)
11401	Fund for Recoverable Advance	0.11	0.08
11402	Director's Discretionary Fund	0.05	0.00
11403	Staff Welfare Amenties Fund	0.05	0.27
11405	Alumini Contribution Fund	0.89	0.00
11408	GOI - Finance Lab	123.53	0.00
11409	CAT - Fund	0.00	1404.55
11410	GOI - FPM Programme Fund	9.10	11.43
11411	PAN IIM Fund - GOI	66.73	0.00
12102	Donation and Prize fund	1.95	0.52
12103	Endowment Fund - Other	1.76	1.00
17101	Liability for Capital Expenditure	342.78	0.00
17102	Liability for Revenue Expendutre	0.24	6.42
17151	Accounts Payable	85.75	34.79
17152	Group Insurance Payable	8.26	8.89
17153	Library Deposit	0.05	0.00
17154	Scholarship Donation Payable	31.09	128.01
17155	Student's Association	6.63	4.67
17156	Provident Fund Payable	41.92	36.95
17157	Security Deposit	173.71	67.77
17158	Miscellaneous Deposit-Construction	75.79	144.30
17159	Accounts Payable - GPF	164.21	35.00
17160	Accounts Payable - CPF	34.30	38.33
17203	Inventory AP Accrual	79.70	59.92
17204	Expense AP Accrual	0.34	0.61
17301	Advance From Customer	13.63	0.00
17351	Liability for Income Tax - Salary	33.37	6.60
17352	Liability for Income Tax -Contractor	0.23	1.17
17353	Liability for Income tax- Prof. & Tech. Services	3.83	3.05
17355	Liability for Sales tax	65.73	34.49
17356	Liability for New Pension Scheme - Subscription Fund	61.23	78.11
17357	Liability for New Pension Scheme - Contribution Fund	61.16	78.11
17359	Liability for Cess	17.11	12.59
17401	Unpaid Salary	2.01	1.77
17402	Unpaid OT & Honoraria	0.50	0.25
17403	Staff Co-Operative Credit Society limited	74.70	69.99
17405	Community Welfare Society	0.33	0.16

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(Continuation)

Code	Account Name	Current Year (Rs. in lakh)	Previous Year (Rs. in lakh)
17406	IIMCEU Subscription	0.07	0.03
17408	LIC Clearing	23.04	27.30
17409	Liability for Staff LIC- GSLI	1.91	2.10
17410	Liability for Staff New Pension Scheme	58.85	47.87
17415	Liability for Staff Contributory PF Clearing	19.18	21.76
17416	Liability for Staff Contributory PF Arrear Clearing	0.80	0.00
17417	Liability for Staff Contributory VPF Clearing	65.01	66.38
17418	Liability for Staff Contributory PF Loan Clearing	1.79	4.18
17419	Liability for Staff General PF Clearing	0.00	177.78
17420	Liability for Staff General PF Loan Clearing	3.95	4.22
17422	Liability for Staff General PF Arrear Clearing	1.38	0.00
17431	Earnest Money	0.00	0.75
17433	Caution Deposit PGPEX	8.48	8.69
17434	Caution Deposit PGP	23.94	3.02
17435	Caution Deposit FP	0.36	0.48
17437	Caution Deposit PGDCM	2.50	0.00
17451	Liability for Retirement Benefits	464.28	656.20
17502	Liabilities for Service Tax	35.89	65.45
17503	WCT	6.70	3.49
17504	Liabilities for Professional Tax	7.03	6.77
21105	Furniture and Fixture	2.56	19.87
21106	Equipments	6.59	0.00
21107	Computer Hardware & Software	0.00	0.27
21108	Electrical Installation	4.67	8.11
21109	Library Books	0.00	0.00
21112	Asset Clearing Account	613.69	346.82
21201	Capital Work In Progress-Projects	1668.17	1373.17
22107	Investment from CORPUS Fund - Fixed Deposits & Other Deposits	275.28	2602.67
22310	Investment from Endowment Fund - CDEP- Fixed Deposit & Others	0.00	18.79
22322	Investment from Endowment Fund - Scholarship & Prizes- Fixed Deposit & Othres	14.28	64.99
22333	Investment from Endowment Fund - MCHV- Fixed Deposit & Others	0.00	104.81
22336	Investment from IIMC-Alumni Sports Complex Fund	76.28	0.00

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(Continuation)

Code	Account Name	Current Year (Rs. in lakh)	Previous Year (Rs. in lakh)
22401	Investment Others - Fixed Deposits & Other Deposits	1071.60	0.00
24103	Stock control Account (Receiving Account)	0.00	0.05
24105	Clearing Account	0.24	0.00
24201	Accounts Receivable	18.40	4.64
24203	Accounts Receivable - TDS (IT)	164.52	63.83
24205	Accounts Receivable(F.Ds)	0.00	37.91
24209	Unapplied receipts	112.33	39.51
24302	Imprest Fund	3.35	2.76
24303	Postage, Petty cash, Franking	3.03	2.33
24601	Loans to Staff	9.54	6.34
24701	Service Tax Input	32.06	29.39
24705	Advance to Staff	125.01	84.25
24706	Advances-Others	123.65	190.71
24707	Deposit	0.00	19.00
24801	Prepaid Expense	199.89	124.65
33102	Application Fees	0.08	0.00
33103	Registration and Dissertation Fees	0.00	0.01
33204	Course Material	0.35	0.00
33206	Computer Fees	0.20	0.00
33207	Library Fees	0.15	0.00
33208	Alumni Fees	0.01	0.11
33209	Medical	3.78	0.06
33211	Subscription for Decision	5.45	0.13
33212	Seminar and Conference Income	1.73	3.34
33213	Research Project Income	22.34	0.85
33214	STEP Income	13.31	0.00
33402	Consultancy programme income	5.01	0.00
33404	MDP COMPLEX INCOME	0.00	0.69
33405	Placement Income PGP	0.00	0.00
33413	Placement Income-PGPEX-VLM	0.00	1.67
33601	Transport income	0.00	0.06
33603	Alumni Activities Income	0.00	0.05
34101	Interest on Endowment Fund Investment	0.05	0.00
34104	Interest / Dividend on PF Investment	13.15	0.00
34105	Incentive on Investment	0.00	0.16

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(Continuation)

Code	Account Name	Current Year (Rs. in lakh)	Previous Year (Rs. in lakh)
35101	Income from Royalty	0.19	0.00
36101	Interest Earned - On Term Deposits	10.74	14.17
36102	Interest Earned - On Saving Accounts	0.37	1.31
36104	Interest Earned on Loans	0.09	0.05
37402	Miscellaneous Income	30.82	0.00
37403	Rent	0.25	1.01
37405	Prior Period Income	4.40	12.24
37406	MDP Income	6.90	27.83
41101	Salary-Earnings	2476.56	2105.80
41201	Children Education Allowance	12.33	12.77
41203	Overtime & Honoraria	39.66	38.34
41204	Medical expenses	145.04	112.82
41205	Leave Travel Concession	12.53	11.93
41206	Leave Salary for LTC	8.07	6.36
41302	Deposit Linked Insurance	0.00	0.30
41501	Staff Welfare and Amenties	12.87	4.05
41603	New Pension Scheme Contribution	63.93	47.85
41606	Retirement Benefits for Employee	1.38	1.10
41702	Faculty Development Expenses	126.73	161.52
41703	Officers Development Expenses	19.05	21.59
41704	MDP Expenses	86.85	70.59
41708	CDEP Expenses	0.00	15.86
41709	MCHV Expenses	19.49	11.73
41711	Research Project Expenses	41.86	45.54
41712	AACSB Accreditation	42.96	4.44
42101	Services and Supplies (Disabled)	0.00	0.54
42104	Travelling Expenses	12.07	8.95
42105	Motor Car Expenses	39.10	40.52
42106	Freight and Insurance	0.84	0.74
42107	Stationary and Printing	8.29	9.41
42108	Postage Expenses	1.34	0.44
42109	Telephone Expenses	33.28	27.29
42110	Repairs and Renewal	7.29	4.03
42111	Electricity and Water Charges	423.38	378.83

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(Continuation)

Code	Account Name	Current Year (Rs. in lakh)	Previous Year (Rs. in lakh)
42112	Advertisement & Publicity	6.65	24.45
42113	Campus Maintenance Expenses	770.21	585.28
42115	Membership and Subscription	10.59	3.54
42116	Programme Expenses	1544.34	1213.92
42117	City office expenses	7.53	6.94
42118	MDP Complex Expenses	41.50	32.35
42121	Faculty Participation in International Conference	108.94	146.80
42122	Seminar and Conferences	86.58	49.64
42124	Preparation of Working Papers, Newsletter & Decision	0.34	0.88
42127	Legal Expenses	6.60	15.47
42128	Board Meeting Expenses	19.03	20.00
42129	Entertainment Expenses	1.40	0.92
42131	Audit Fees	26.52	25.22
42132	Contingencies	109.18	70.94
42134	Bank Charges	1.95	2.94
42135	Alumni Activities Expenses	21.28	18.16
42139	Finance Lab Expenses	4.60	2.77
42140	Rent, Rates & Taxes	28.24	22.94
42141	Gain/Loss against Foreign Exchange Fluctuation	1.28	1.24
42145	Prior Period Expense	54.68	44.51
42146	E-Journal/Database Subscription	65.54	60.72
42148	Recruitment Expense	8.07	9.63
42151	Selection Test Expense	36.56	26.92
42152	CAT Expenses	22.46	12.29
42153	Convocation Expense	35.39	14.35
42154	Consultancy Project Expenses	41.54	48.09
42155	Training Programme Expenses	790.71	416.14
42156	Placement Expenses -PGP	34.33	18.59
42157	International Collaboration & Exchange Programme	15.27	9.96
42158	LDP Expenses	618.30	562.70
42159	Library Maintenance	41.32	34.02
42160	Computer Centre Maintenance	186.79	143.42
42161	Genex-Vally Maintenance	1.80	0.00
42163	Staff Development Expenses	0.24	0.31

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Code	Account Name	Current Year (Rs. in lakh)	Previous Year (Rs. in lakh)
42164	Placement Expense-PGPEX	6.65	2.04
42165	Placement Expense-PGPEX-VLM	4.17	1.86
42166	Professional Charges	50.42	1.06
42167	Case Research Centre	3.50	0.01
42168	CEMS Expense	32.68	5.43
42169	Post Doctoral Research Fellowships	6.82	0.00
45138	Tax Control Account	0.01	2.13
45141	Golden Jubilee	5.73	38.29
45143	Centre for Entrepreneurship & Innovation Activities	9.65	0.30
45144	International Office Expenses	0.13	0.00
	<b>Total</b>	<b>15472.00</b>	<b>15501.10</b>
<b>Closing Balance</b>			
	Postage, Petty cash, Franking	0.93	0.86
	IDBI Current Account	0.00	26.72
	SBI -Joka (IIMC Contribution/Donation)	34.14	23.61
	IIMC Construction Works A/c (SBI, Joka Savings)	0.09	21.71
	Cash in Hand	0.81	0.74
	Cash in Hand (Construction)	0.27	0.07
	Cash in Hand (Expansion Project)	0.10	0.08
	SBI, Joka Savings	276.77	833.33
	IIMC Endowment Fund (SBI, Joka Savings)	32.50	23.63
	ICICI Banking Corpn. (Savings)	255.93	434.49
	IIMC Alumni Contribution A/c. (SBI, Joka Savings)	31.53	37.62
	AXIS Bank (Kolkata Main Branch)	155.87	615.38
	Contributory Pension A/c. (SBI, Joka Savings)	15.00	16.12
	INFOSYS (SBI, Joka Savings)	0.00	0.79
	IIMC Finance Lab	310.15	53.82
	SBI, Joka Current	5.16	46.47
	IIMC Corpus Fund	299.71	140.30
	IDBI Bank	380.96	77.77
	IIMC Expansion Project Account	127.46	143.03
	<b>Total</b>	<b>1927.38</b>	<b>2496.54</b>

# Provident Fund

Balance Sheet as on 31st March, 2014

Liabilities	Schedule	Amount (Rs.)		Assets	Schedule	Amount (Rs.)	
		2011-12	2010-11			2011-12	2010-11
IIMC CPF	1	1,278.09	1,216.43	Investment - CPF	3	1,083.82	1,023.72
IIMC GPF	1	1,594.71	1,362.56	Investment - GPF	3	1,369.75	1,208.75
Sundry Creditors - CPF	2	0.19	41.55	Loan to Members - CPF	4	3.18	1.85
Sundry Creditors - GPF	2	0.80	0.00	Loan to Members - GPF	4	6.33	3.73
				Sundry Debtors - CPF	5	179.06	177.78
				Sundry Debtors - GPF	5	198.58	144.23
				Cash at Bank - CPF		13.33	43.83
				Cash at Bank - GPF		19.73	16.65
		2,873.79	2,620.54			2,873.79	2,620.54

Prasanta Chattopadhyay  
(Asst. Finance & Accounts Officer)

S.S. Panja  
(Chief-Accounts & Finance)

Saibal Chattopadhyay  
(Director)

# Provident Fund

Income & Expenditure for the Year Ended 31st March 2014

Expenditure			Amount (Rs.)		Income			Amount (Rs.)	
			2013-14	2012-13				2013-14	2012-13
To	Bank Charges	CPF		0.00	By	Interest on PF Investment :			
		GPF	0.00	0.00	"	Interest received	CPF	52.84	42.37
							GPF	43.83	45.51
"	Excess Income over Expenditure	CPF	100.72	88.88					
		GPF	104.99	109.93	"	Interest accrued	CPF	47.88	46.51
							GPF	61.16	64.43
<b>Total</b>			<b>205.71</b>	<b>198.82</b>	<b>Total</b>			<b>205.71</b>	<b>198.82</b>
To	Interest on subscription	CPF	67.84	66.50	By	Balance C/D	CPF	100.72	88.88
"	Interest on prior period expenses	CPF					GPF	104.99	109.93
"	Interest on subscription	GPF	122.44	110.92					
"	Interest on contribution	CPF	33.47	34.55					
"	Interest on prior period expenses	CPF							
"	Excess of Income over Expenditure	CPF			"	Excess of Expenses Over Income	CPF	0.59	12.16
	(Payable to IIMC)	GPF				(Receivable from IIMC)	GPF	17.45	0.99
			223.75	211.96				223.75	211.96

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# Provident Fund

Schedule forming part of Balance Sheet as at 31st March, 2014

(₹. in Lakh)

DESCRIPTION	GPF		CPF		REMARKS
	2013-14	2012-13	2013-14	2012-13	
<b>Schedule-1</b>					
IIMC Members' Fund					
A	Subscription				
	As per last account 2012-13	1,362.56	1,281.68	786.77	802.31
	Add : Subscription during the year	208.54	177.77	19.20	21.60
	Add : Voluntary subscription during the year			65.01	66.35
	Add : Arrear on subscription during the year	1.38	0.22	0.78	0.15
	Add : Interest on subscription during the year	122.44	110.92	67.84	66.50
	Less : Adjustment during the year			0.00	-1.72
	Less : Adjustment during the year				
	Less : Adjustment during the year				
	Less : Withdrawal during the year	-100.21	-208.02	-96.63	-168.43
	<b>Sub-total (A)</b>	<b>1,594.71</b>	<b>1,362.56</b>	<b>842.98</b>	<b>786.77</b>
B.	Contribution				
	As per last account 2012-13			429.66	476.44
	Add : Adjustment during the year			0.00	-0.55
	Add : Contribution during the year			19.20	21.60
	Add : Arrear contribution during the year			0.78	0.15
	Add : Interest on contribution during the year			33.47	34.55
	Add :Adjustment during the year				1.72
	Add :Adjustment during the year				
	Less : Withdrawal during the year			-47.99	-104.25
	<b>Sub-total (B)</b>			<b>435.12</b>	<b>429.66</b>
<b>Total (A+B)</b>		<b>1,594.71</b>	<b>1,362.56</b>	<b>1,278.09</b>	<b>1,216.43</b>

Prasanta Chattapadhyay  
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# Provident Fund

Schedule forming part of Balance Sheet as at 31st March, 2014

(₹. in Lakh)

DESCRIPTION	GPF		CPF		REMARKS
	2013-14	2012-13	2013-14	2012-13	
<b>Schedule-2</b>					
Accounts Payable					
Opening balance (GPF/CPF) payable	0.00	1.88	41.55	67.70	
Add : Fund payable to the Institute for excess of income over expenditure			0.00		
Add : Amount payable to IIMC (excess cont. recd.)			0.19	41.00	
Add : Amount payable to IIMC (excess amount received)	0.80			0.55	
Add :Amount payable to the retired employees					
Add : Loan from IIMC					
Add : Prior period excess of income over expenditure					
Less : Amount paid during the year 2013-14		-1.88	-41.55	-67.70	
<b>Total (A+B)</b>	<b>0.80</b>	<b>0.00</b>	<b>0.19</b>	<b>41.55</b>	

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# Provident Fund

Schedule forming part of Balance Sheet as at 31st March, 2014

(₹. in Lakh)

DESCRIPTION	GPF		CPF		REMARKS
	2013-14	2012-13	2013-14	2012-13	
<b>Schedule-3</b>					
Investment at cost					
Opening balance as at 1.4.2013	1,208.75	1,159.51	1,023.72	1,128.82	
Add : Investment during the year 2013-14	271.00	156.80	110.10	193.72	
Less : Withdrawal during the year 2013-14	-110.00	-107.57	-50.00	-298.82	
<b>Total (A+B)</b>	<b>1,369.75</b>	<b>1,208.75</b>	<b>1,083.82</b>	<b>1,023.72</b>	

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Saibal Chattopadhyay  
(Director)



# Provident Fund

Schedule forming part of Balance Sheet as at 31st March, 2014

(₹. in Lakh)

DESCRIPTION	GPF		CPF		REMARKS
	2013-14	2012-13	2013-14	2012-13	
<b>Schedule-4</b>					
Loan to members					
Opening balance as at 1.4.2013	3.73	4.05	1.85	3.20	
Add : Loan paid during the year 2013-14	6.60	4.02	3.12	2.87	
Less : Loan recovered during the year 2013-14	-4.00	-4.34	-1.79	-4.22	
<b>Total (A+B)</b>	<b>6.33</b>	<b>3.73</b>	<b>3.18</b>	<b>1.85</b>	

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# Provident Fund

Schedule forming part of Balance Sheet as at 31st March, 2014

(₹. in Lakh)

DESCRIPTION	GPF		CPF		REMARKS
	2013-14	2012-13	2013-14	2012-13	
<b>Schedule-5</b>					
Sundry Debtors					
<b>A. IIMC PF Receivable</b>					
Opening balance as at 1.4.2011	1.28	10.66	33.91	26.29	
Add : Fund receivable from the Institute for excess expenditure over income	17.45	0.99	0.59	12.16	
Add : Contribution receivable				21.60	
Add : Adjustment (A16)			0.00	0.15	
Add : Adjustment (A17)	0.43				
Add : Amount receivable (A14 Accounts Receivable)		0.29			
Less : Amount received during the year 2013-14			-12.16		
Less : Amount received during the year 2013-14	-1.11	-10.66	-21.75	-26.29	
<b>Sub-total (A)</b>	<b>18.05</b>	<b>1.28</b>	<b>0.59</b>	<b>33.91</b>	
<b>B. Accrued Interest etc.</b>					
Opening balance as at 1.4.2013	142.96	89.25	143.86	110.84	
Add : Accrued interest receivable	61.16	64.43	47.88	46.51	
Add : Accrued interest receivable (TDS)					
Less : Settlement of interest (A05-Accounts Receivable - Intt. on CPF/GPF Invst.)	-23.59	-10.72	-13.28	-13.49	
<b>Sub-total (B)</b>	<b>180.53</b>	<b>142.96</b>	<b>178.46</b>	<b>143.86</b>	
<b>Total (A+B)</b>	<b>198.58</b>	<b>144.23</b>	<b>179.06</b>	<b>177.78</b>	

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# Computer Aided Management Centre Account

Balance Sheet as at 31st March, 2014

LIABILITIES	AMOUNT		ASSETS	AMOUNT	
	2013- 14	2012- 13		2013- 14	2013- 14
CAPITAL FUND			FIXED ASSETS	66.62	66.62
General Accounts			(As per last account)		
a. Government of India (As per last account)	66.62	66.62			
			GIFT ASSETS UNDP (As per last account)	50.10	50.10
b. UNDP (As per last account)	50.10	50.10			
			ADVANCE AND OTHER RECEIVABLES		
			Advance - Periodicals	0.03	
			Account Receivables	0.00	
CURRENT LIABILITIES	1.41	1.41	Deposit	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
<b>TOTAL</b>	<b>118.13</b>	<b>118.13</b>	<b>TOTAL</b>	<b>118.13</b>	<b>118.13</b>

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# Computer Aided Management Centre

SCHEDULE FORMING PART OF BALANCE SHEET FOR 2013-14

CURRENT LIABILITIES	Rs. (In Lakh)	
IIM Calcutta	Rs.	1.33
Youth Book Forum	Rs.	0.05
International Book Centre	Rs.	0.03
<b>Total</b>	<b>Rs.</b>	<b>1.41</b>
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
<b>Total</b>	<b>Rs.</b>	<b>66.62</b>
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
<b>Total</b>	<b>Rs.</b>	<b>50.10</b>

Prasanta Chattapadhyay  
(Asst. Finance & Accounts Officer)

S.S. Panja  
(Chief-Accounts & Finance)

# 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 2014

1. We have audited the attached Balance Sheet of the Indian Institute of Management Calcutta, as at 31 March 2014, 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. The audit has been entrusted for the period upto 2016-17. 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, 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 such books.
  - iv. We further report that

# Indian Institute of Management Calcutta

## Separate Audit Report of the Comptroller and Auditor General of India on the Accounts of Indian Institute of Management Calcutta for the year ended 31 March, 2014

CAG Report		Management Replies
<b>A</b>	<b>Balance Sheet</b>	
<b>1.1</b>	<b>Liabilities</b>	
<b>1.1.1</b>	<p><b>Current Liabilities and Provisions (Schedule - 4) - ₹134000.07 lakh</b></p> <p>The above liabilities remained understated by ₹ 13.00 lakh due to non-consideration of the amount (₹13.00 lakh) received from the Government of Andhra Pradesh towards Minority Community Cell in March 2014 for disbursement among the students under the scheme. This further resulted in understatement of Current Assets (Cash at Bank) by ₹13.00 lakh at the end of 2013 - 14.</p>	<p>We had received the payment through NEFT/RTGS and therefore could not identify the source before 31.3.2014 and finally we had received the information from the concerned deptt. in April 2014 and immediately accounted for in the books during 2014-15.</p>
<b>1.2</b>	<b>Assets</b>	
<b>1.2.1</b>	<p><b>Fixed Assets</b></p> <p><b>i Library Books and Periodicals (Schedule - 5(i)) - ₹ 2353.14 lakh</b></p> <p>The above head remained overstated by ₹ 217.00 lakh as the advances paid to different firms for purchase of Research journals during the year 2013 - 14 were booked as Fixed Assets (Journal). This resulted in understatement of Current Assets (Advances) by ₹ 217.00 lakh at the end of 2013 - 14.</p> <p><b>ii Fixed Assets (Finance Lab) Schedule - 5(i) - ₹ 52.38 lakh</b></p> <p>The above head remained understated by ₹53.57 lakh as total 95 Personal Computers, although purchased from M/s Wipro for the Finance lab and installed in March 2014, had neither been taken as Fixed Assets nor liability had been provided for against the supply.</p> <p>This further resulted in understatement of Current Liabilities and Provisions by ₹ 53.57 lakh at the end of 2013 - 14.</p>	<p>We would like to mention that the institute capitalizes the amount spent for the research journals which has perpetual access to current as well as back issues. It is pertinent to mention here that in case of e-journal, we are receiving the full access and the volume of the said e-journal on payment irrespective of the period of subscription and thus the entire subscription amount is capitalized in the year of payment.</p> <p>In this respect please refer our 'Significant Accounting Policies' [Schedule 18 – Point No. 2(iii)] of Annual Accounts.</p> <p>The subject bill was received by the Accounts deptt. on 6.5.2014 which is much after the cutoff date i.e. 12.4.2014 for consideration of bills relating to 2013-14. The relevant bill has already been booked in May 2014. However the Point is noted.</p>

## CAG Report

## Management Replies

## B. Income and Expenditure Account

## 2.1 Expenditure

## 2.1.1 Administrative Expenditure (Schedule - 16) - ₹ 2778.45 lakh

- i. The above expenditure remained understated by ₹ 114.96 lakh as the said amount is shown as Accounts receivable (Placement) in Current Assets (Schedule - 8) in respect of eight programmes which were closed since 2007 - 08. This should have been reconciled and necessary provisions may be made in accounts.
- ii. Further the above head remained understated by ₹ 25.50 lakh as that amount had been lying unrecovered for years together against service tax authorities should have been reviewed and provisions should be made in the accounts.

**Management Reply to Para No. 2.1.1(i)- ₹114.96 lakh**

Please note that, out of the Receivable amount of ₹114.96 lakh, an amount of ₹ 88.75 lakhs relates to the Management Development Programme income. Please note that, from the financial year 2010-11, IIMC had implemented Oracle financial Software and shifted to the computerized accounting system. During such initial period, several invoices and adjustment entries were wrongly/inadvertently entered into the system. Accordingly out of ₹ 88.75 lakh, entry for ₹60.60 lakh has already been identified and reversed during 2014-15 for wrong/over invoicing made during 2010-11 and for which nothing is receivable from the client and therefore no provision for doubtful debt is required for such outstanding balance. For balance amount of ₹28.15 (₹88.75-₹60.60) necessary rectification/reversal entries will be passed during 2014-15.

The balance amount of ₹26.21 lakh (₹ 114.96-₹ 88.75) relates to the Placement receivable. The details of the same is appended below:

					(₹ in lakh)
Year	Amount received (1)	Refused to pay (2)	Yet to receive (3)	No Documents available (4)	Total
2007-08	2.07	-	1.25	5.14	8.46
2008-09	-	2.00	-	-	2.00
2009-10	3.00	1.00	1.00	-	5.00
2010-11	-	4.50	6.25	-	10.75
Total :	5.07	7.50	8.50	5.14	26.21

**From the above table, please note the following:**

- 1) Please note that, an amount of ₹5.07 lakh was already received but booked under miscellaneous income during that period. Necessary rectification entries will be passed during 2014-15.
- 2) Regarding ₹7.50 lakh, clients has refused to pay and therefore the same amount will be written off during 2014-15 on obtaining the approval of the competent authority.
- 3) Regarding ₹8.50 lakh, since client has not declined the payment, we will create a provision for doubtful debt for such outstanding balance during 2014-15.
- 4) Regarding ₹5.14 lakh, clients has refused to pay and therefore the same amount will be written off during 2014-15 on obtaining the approval of the competent authority.

Therefore out of ₹.26.21 lakh, an amount of ₹ 12.64 lakh (₹.7.5+₹.5.14) can be considered as bad debt which can be written off during 2014-15. Similarly an amount of ₹8.50 lakh, which has not been received will be provided as doubtful debt during 2014-15.

#### Management Reply to Para No. 3.1.1(ii)- ₹25.5 lakh

Debit balance in service tax liability indicates excess payment of service tax which is shown under "Advance recoverable in cash or in kind or value to be received". The Institute is seeking legal opinion on the possibility of claiming refund of such amount.

C	General	
3.1	<p>Despite mention in previous years' 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 ₹4.54 crore (GPF ₹13.70 crore and CPF ₹10.84 crore).</p>	<p>As per Notification No. 5(53)/2002 (copy enclosed) – ECB &amp; PR dated August 14, 2008 of Ministry of Finance, pattern of investment is to be followed by Non – Government Provident Fund. IIMC Provident Funds are governed by the Provident Fund Act 1925 as approved by the Ministry of Finance vide their notification No. U.O.No. 818 CIT (F)/64 dated March 11 (copy enclosed), 1964. Provident Fund Act 1925 is applicable to Government and other Provident Funds. The definition of Government Provident Fund, as per 2 (d) of the said Act is given below:</p> <p>"Government Provident Fund" means a Provident Fund, other than a Railway Provident Fund, constituted by the authority of the Secretary of State, the Central Government, the Crown Representative of any State Government for any class or classes of persons in the service of the Government or of persons employed in educational institutions or employed by bodies existing solely for educational purposes, and references in this Act to the Government shall be construed accordingly."</p> <p>IIMC Provident Funds fall under the 2 (d) of the said act and as such pattern of investment is not applicable to IIMC Provident Funds. Hence the para may be dropped.</p>
3.2	<p>The Institute had prepared Balance Sheet in respect of CAM Centre accounts of which form a part of annual accounts for the year 2013 – 14. But in absence of detailed schedules, ledgers and other supporting documents, correctness of the liabilities and assets (₹1.18 crore) as exhibited in the Balance Sheet of the CAM Centre could not be verified in audit. Despite mention in the previous audit reports, the Institute had not taken any proactive 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>
3.3	<p>The Institute had booked prior period expenditure of ₹22.29 lakh in Schedule - 14 and Schedule - 16 of its Income and Expenditure Accounts for the year 2013 - 14. The Institute should have disclosed the fact of booking of prior period expenses in its 'Notes on Accounts' as per detailed guidelines of Common Format of Accounts.</p>	<p>Although the, prior period expenditure has been wrongly charged to the normal heads, this will not affect the surplus of the Institute. However point is noted for future action.</p>



CAG Report		Management Replies
<b>D</b>	<b>Grants-in-aid</b>	
	The Institute had not received any grant from the Government of India during 2013 - 14.	Confirmed.
<b>E.</b>	<b>Net Impact</b>	

The net impact of the Comments given in preceding paras is that the assets and Liabilities were understated by ₹ 66.57 lakh as at 31 March 2014.

#### Management Replies

Para No.	Description	Amount (₹ In Lakh)
1.1.1	Scholarship for student from Govt. of AP not entered	13.00
1.2.1 (ii)	95 PC for Finance Lab not booked	53.57
	<b>TOTAL</b>	<b>66.57</b>

<b>F</b>	<b>Management Letter</b>
	<p>Deficiencies which have not been included in the Audit Report have been brought to the notice of the Director, Indian Institute of Management Calcutta through a management letter issued separately for remedial/corrective action.</p> <p>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.</p> <p>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.</p> <p>In so far as it relates to the Balance Sheet, of the state of affairs of the Indian Institute of Management Calcutta as at 31 March, 2014 and</p> <p>In so far as it relates to Income and Expenditure Account of the surplus for the year ended on that date.</p> <p style="text-align: right;"><b>For and on behalf of the C&amp;AG of India</b> Sd/- <b>A. Roychoudhury</b> Director General of Audit Central:: Kolkata</p> <p>Place:- Kolkata Date:</p>



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA