

# ANNUAL REPORT 2010-11



**INDIAN INSTITUTE OF MANAGEMENT  
CALCUTTA**



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## Annual Report 2010-11

## The Board of Governors

(During April 1, 2010 to March 31, 2011)

### Shri Ajit Balakrishnan, Chairman

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

### Shri P. Bhattacharya,

AD-64, Salt Lake  
1st Avenue, Sector – 1,  
Opp. UBI Bank  
Kolkata 700 064.

### Shri S.C. Tewary,

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

### Shri Avijit Mazumdar (upto 15.06.2010)

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

### Shri R C Bhargava (upto 12.01.2010)

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

### Prof. R. A. Yadav

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

### Shri R. Gopalakrishnan,

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

### Shri S.K. Ray,

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

### Shri R. Bandyopadhyay,

Secretary,  
Ministry of Corporate Affairs,  
Govt. of India  
Room No. 515, 'A' Wing, 5th Floor,  
Shastri Bhavan,  
New Delhi – 110 001.

### Smt. Vibha Puri Das, (w.e.f. 10-02-2010)

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

### Ms. Swati Piramal, (upto 03.09.2010)

Piramal Healthcare Ltd.,  
Piramal Tower (10th Floor),  
Ganpath Rao Kadam Marg, Lower Parel  
Mumbai - 400 013.

### Shri Harshavardhan Neotia,

Chairman,  
Ambuja Reality Development Ltd.,  
"Viswakarma", 86-C, Topsia Road (S)  
Kolkata - 700 046.

### Shri S. M. Datta,

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

### Shri S.N. Menon,

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

### Shri N.C. Vasudevan,

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

### Shri R. Ramaraj, (w.e.f. 31.05.2010)

Co-Founder & Ex-CEO – SIFY Ltd. –  
Sequoia Capital Advisors Pvt. Ltd.,  
1D Aum Apartments  
No. 26, Kothari Road, Nungambakkam  
Chennai – 600 034.

### Shri Roopen Roy,

Managing Director,  
Deloitte Consulting India Pvt. Ltd.,  
Bengal Intelligent Park,  
Block EP & GP, Salt Lake Electronics Complex,  
Sector – V, Plot-A2, M2 & N2  
Kolkata – 700 091.

### Shri Gaurav Swarup,

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

### Shri Hirak Ghosh,

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

### Mrs. Sangeeta Talwar

Managing Director  
NDDB Dairy Services  
NDDB House  
Safdarjung Enclave,  
New Delhi- 110 029.

### Mr. M.G. Parameswaran,

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

### Ms. Meena Gupta,

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

### Mrs. Chokila Iyer,

46, Vasant Enclave  
New Delhi – 110 057.

### Shri R.K. Rao,

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

### Prof. Anup K. Sinha,

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

### Prof. Saibal Chattopadhyay (w.e.f. 03.04.2010)

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

### Prof. Shekhar Chaudhuri

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

## Chairman's Message

Our cup of joy is overflowing this year, the 50<sup>th</sup> year of our founding! First, we show up at the No. 1 position in the All India Management Association survey of management schools for 2011. We have been amongst the Top-3 all through our 50-year history; but it is especially sweet to be placed at the top in our 50<sup>th</sup> year! This has reaffirmed our belief that concentrating on better pedagogy and a better curriculum matters more than anything else for an educational and research institution like ours.

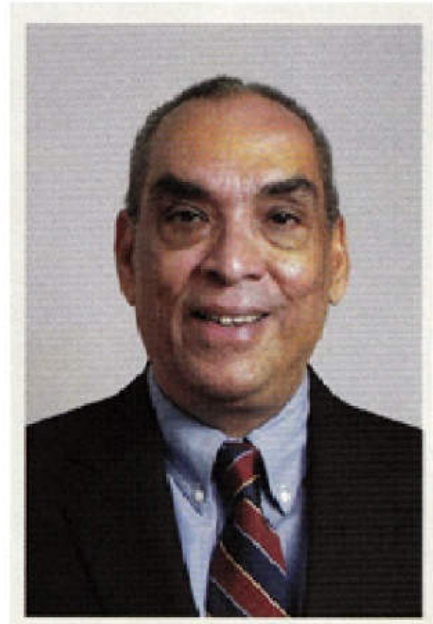
We had the best placement record amongst all the IIMs last year as judged by the starting salaries that our students commanded. We don't spend a lot of time aiming for this; nevertheless, it is gratifying to get such an acknowledgement from important stakeholders like our recruiters.

Our faculty published more articles this year in peer-reviewed international management journals than all other management schools in India. This proves to us that the decision we had made three years ago to fund our own research has paid off.

We have commissioned a quarter-of-a-million square feet of new classroom and hostel space in our campus this year to ease the pressure of having nearly doubled our student intake in the last four years. You can see all these beautiful new buildings as you walk around our campus.

Finally, 10% of our revenue came from online education during this year; this is a percentage higher than the Harvard or Stanford business schools. As we take up the challenge to deliver high quality higher education at an affordable cost, this is destined to be a very big step forward.

This is a good point from which to begin the next phase of our journey over the next 50 years.

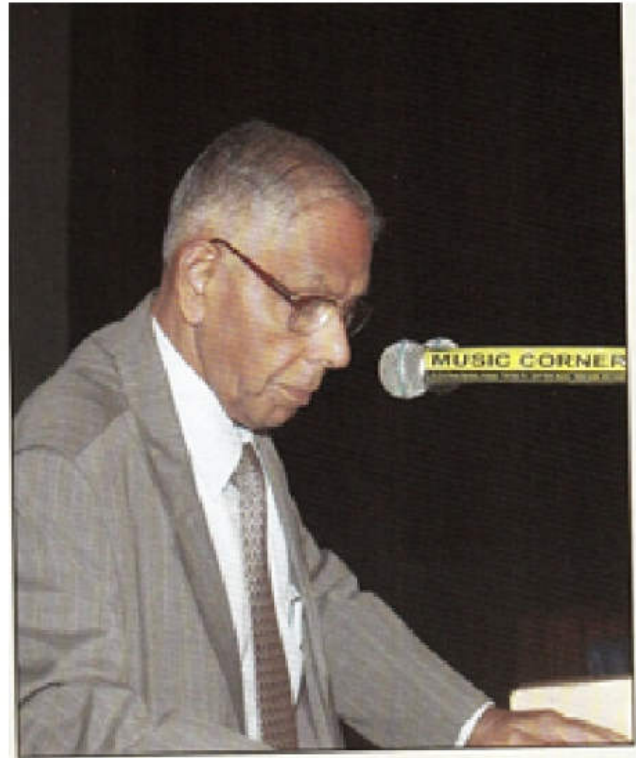


*Ajit Balakrishnan*

## Golden Jubilee Celebrations



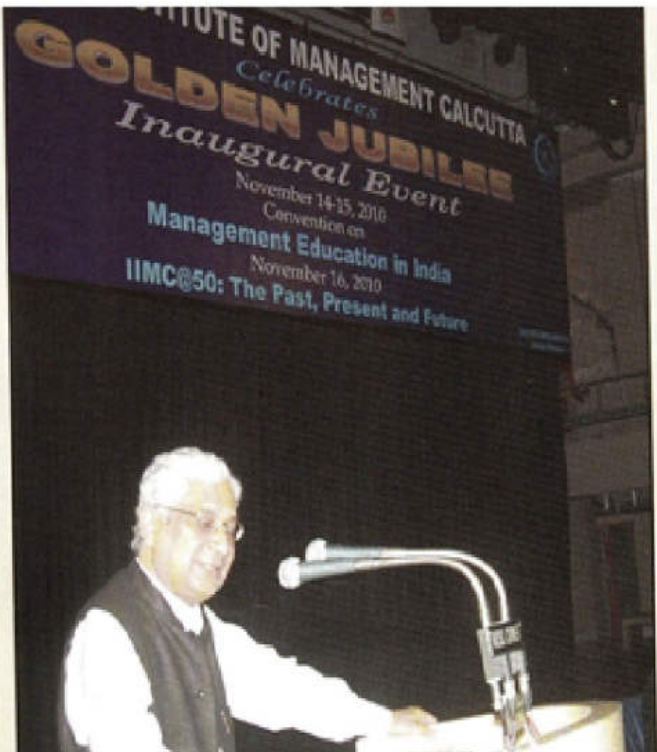
*Plantation of sapling by the Hon'ble Minister of State, MHRD, Smt D. Purandeshwari.*



*His Excellency the Governor of West Bengal, Dr. M. K. Narayanan delivering his speech*



*Sri Ashoke Thakur, Addl. Secretary, Dept. of Higher Education, MHRD, delivering his speech*



*Dr. Deepak Nayyar delivering his speech*

## Director's Overview

The year 2010 held special significance for IIM Calcutta as it entered its 50<sup>th</sup> glorious year of existence. IIM Calcutta was established by the Government of India on November 14, 1961 as the first Indian Institute of Management. Therefore, this also marked the start of management education in the country. In this context, we decided to observe November 14, 2010 as the start of not only the Institute's Golden Jubilee celebrations, but also, that of the IIM system in India.



This special event was commemorated by organizing a convention on Management Education in India held during November 14-15, 2010. The convention was attended by several directors and former directors of IIMs as well as other top management schools; a number of former faculty members of IIMs including some founding members; alumni; senior executives; and members of the Board of Governors of IIM Calcutta.

The convention was inaugurated by Smt. Purandeswari Devi, Union Minister of State for Human Resources Development; it was also graced by H.E. the Governor of West Bengal, Shri. M. K. Narayanan.



Some retired faculty members and non-teaching staff members were honoured for their contributions to the Institute on November 16, 2010.

We have decided to celebrate the Golden Jubilee of the Institute over a two-year period ending on November 14, 2012; this period of time gives us an opportunity to undertake several important initiatives. Several new initiatives have already been undertaken as part of the Institute's Golden Jubilee celebrations, some of which I shall briefly describe a little later in my Overview.

## Our Programmes

### Fellow Programme in Management and Related Areas

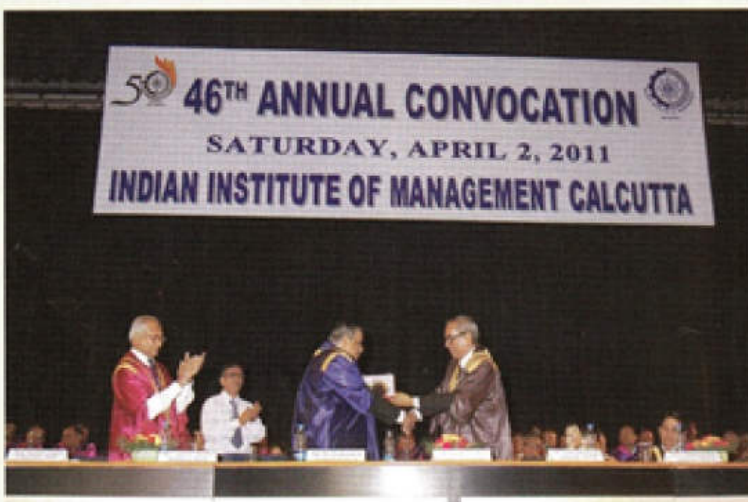
Five of our doctoral students received the title of '*Fellow of IIM Calcutta*' this year on completion of their academic requirements. One of them has joined the University of

Groningen in The Netherlands, a top European Business School as a faculty member in the area of Strategic Management; and another student will be joining the Institute of Management Technology at Nagpur. The remaining three students will be joining Accenture Labs, McKinsey & Company and Biosense Technologies Pvt. Ltd.

Several of our doctoral students have excelled in their research during the year. The Institute provided support to eight doctoral students this year for the presentation of their papers at international conferences. Sathyajit R. Gubbi has been selected for the Satish K. Sehgal Doctoral Student Award 2011 for excellence in scholarship and organizational citizenship.

### Two-Year Full-Time Post Graduate Programme

During the course of this year 348 students received the *Post Graduate Diploma in Management* and 35 students received the *Post Graduate Diploma in Computer Aided Management*. Ramandeep Singh received the Dr. B. C. Roy Silver Medal and Dr. Amiya Barat Prize, Priyesh Jaipuria received the Duncan Award, Alpesh Chaddha received the TIL Scholarship. Sujata Rathi was awarded 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. Laxman Bablani received the Institute's Gold Medal and Dr. Jogendra Kumar Chowdhury Gold Medal award for his outstanding achievement in the PGDCM programme. Ashish Agarwal received the ACC Award.



We have had an excellent final placement performance this year. A total of 383 students took part in the final placement process. The placement process was conducted during March 3-7, 2011. All students had received job offers by the end of the fifth day. Although this was the largest batch across the IIMs, the entire process was successfully completed within five days; this reaffirmed IIM Calcutta's strong position amongst corporate recruiters.

The placement performance of this year's batch in Finance endorsed IIM Calcutta's leadership position in this domain; 31% of the offers were garnered by Finance. This was closely followed by Consulting and Marketing accounting for 23.7% and 21.6% of the offers made respectively.

This year saw more than 50 firms participate in the Lateral Placement Process including recruiters like Barclays Bank, Olam International, Google, Microsoft, Amazon and Shell, who hired in large numbers. This was a welcome change after the modest hiring during the recession.



IIM Calcutta has introduced the Deferred Placement Policy this year which is a new initiative to help mitigate the career risk which students might face if they venture into alternative career paths. This will allow a student to try offbeat career options, secure in the knowledge that if their attempts are not very successful, the Deferred Placement Policy will provide them access to the campus placement process to enter regular corporate careers at a later date.

This policy will support students who wish to pursue entrepreneurship or work in the social sector or join a government organization involved in national service or pursue higher education. This year five students decided to sign up for the Deferred Placement Program. For example, Tanuj Mendiratta has founded an organization called Study Craft that specializes in enhancing the learning environment at educational institutions with the use of state-of-the-art products and innovative IT solutions. M. Vivekanandam has decided to set up a consultancy firm called "Butterfly Spotter" that will assist resorts to create butterfly habitats. The other students, who have opted for deferred placement, are all pursuing innovative ideas away from the conventional path. The Institute is supporting the initiative and energy of these students.

### **One-Year Full-Time Post Graduate Programme for Executives (PGPEX)**

This year 44 students received the One-Year Full Time *Post Graduate Diploma in Management for Executives (PGPEX)*. Parijat Garg received the IIM-C Alumni Association Calcutta Chapter Gold Medal for securing the 1<sup>st</sup> rank and Sachin C. Mungikar received the IIM-C PGPEX First Batch Alumni Silver Medal respectively; their names as well as those of four other students have been included in the Director's Merit List for their outstanding performance.

The final placement of participants in the PGPEX program has been very satisfactory. Most students have been already placed with reputed companies. The prominent sectors in this year's placement were Consulting, IT Consulting/Telecom, Business Development/General Management, Sales and Marketing. There were more job offers this year than in any previous year. PGPEX participants were offered roles ranging from middle to senior level – viz. Deputy General Manager, Assistant General Manager, Principal Consultant and Senior Business Development Manager.

The companies participating in the PGPEX placement process included Goldman Sachs, Yahoo, Microsoft, Google, Cognizant, Lava International, PWC, Blue Star, Bertling Logistics and Amazon Consulting; the salaries ranging from INR 15 lakhs to INR 28 Lakhs.

### **One-Year Full-Time Post Graduate Programme for Executives for Visionary Leadership in Manufacturing (PGPEX-VLM)**

This is a joint programme offered by IIM Calcutta, IIT Kanpur and IIT Madras; it has been decided that the participants will receive their diplomas from the Institute which is the designated host for that particular year. The participants of the 4th batch of PGPEX-VLM,

conducted during April 2010 - April 2011, received their diplomas from IIM Calcutta at this year's convocation.

Gurumurgan received the Chairman NMCC's Gold Medal for securing the 1<sup>st</sup> rank; B. Vijaya Kumar received the JICA Gold Medal for securing the 2<sup>nd</sup> rank and N. Vinoth Kumar received IIMC Alumni Association Calcutta Chapter Gold Medal for securing the 3<sup>rd</sup> rank. All three participants have been selected to be placed in the Director's Merit List.

Most of the 4<sup>th</sup> batch have been already placed in reputed companies across domains – viz. Consulting, Operations, IT, Logistics, General Management, Manufacturing and Research & Development. The recruiters included Tata Consulting, HP Consulting, Anand Group, John Deere, Tata Cummins and Hitachi; the salaries ranging from INR 11.4 lakhs to INR 18 lakhs.

### **New Elective Courses offered in the PGP and PGPEX**

The Institute offered 13 new elective courses in the PGP and seven in the PGPEX respectively during the year. The details of the new elective courses offered are:

#### **New Elective Courses in the PGP**

<b>Course Title</b>	<b>Group/Centre</b>
Financial Modelling	Finance & Control
Operations Strategy	Operations Management
Sustainable Supply Chain Management	
Supply Chain Strategy, Performance and Risks: Tools and Techniques	
Excellence in Manufacturing - Concepts and Tools	
Law and Policy of International Trade	Public Policy and Management
Environmental Challenges in India	
Competitive Strategy and Organizational Integration	Strategic Management
Cross Cultural Management	Behavioural Sciences
Institutions, Markets and Firms: Growth and Structural Change in China and India	Economics
Marketing to Bottom of Pyramid Consumers	Marketing
Leadership Excellence : Insights from Indian Ethos	Management Centre for Human Values
Information Technology and Business Innovation	MIS

### **New Elective Courses in the PGPEX**

PGPEX students had the privilege of being taught by nine visiting faculty members from reputed foreign universities and partner schools in the U.S.A, Canada, U.K and Australia.

Some new elective courses were offered in the PGPEX by different academic groups and centres during this year:

Course Title	Group/Centre
Sales and Distribution Management	Marketing
Integrated Marketing Communication	
International and Cross-Cultural Management	Behavioral Sciences
Marketing Data Analytics	MIS
Creative Excellence in Management: An Alternate Approach	MCHV
Managing Across Borders and Cultures	
Strategy and Policy in the New Economy	Strategic Management

## Research and Publications

Our faculty members published around 40 research papers in peer-reviewed journals and presented around 25 papers at international conferences during the year. The Institute funded 13 new research projects undertaken by faculty members and two projects received external funding support. A new faculty promotion policy was implemented this year with the objective of further strengthening the research environment.

### Publications by the Faculty in Peer Reviewed Journals

Details of publication in peer-reviewed journals are given below:

Name of Faculty Member	Title of Journal
Prof. Asim K. Pal (co-authored)	A Heuristic Method for RCPSP with Fuzzy Activity Times, EJOR
Prof. J. Bandyopadhyay	Complex Science of Global Warming in Commodity Review.
Prof. C. Panduranga Bhatta	Frameworks of Ethics and Values-An Appointment with Ancient India, the Journal of Oriental Research
Prof. B. N. Srivastava (co-authored)	i) Individualism-Collectivism and context as predictors of behaviors in cross-national working: Incidence and outcomes, International Journal of Inter-cultural Relations ii) Cooperation across cultures: An examination of the concept in 16 countries, International Journal of Inter-cultural Research.
Prof. Manisha Chakrabarty	Engel's Law Reconsidered, Journal of Mathematical Economics.
Prof. Sougata Ray (co-authored)	Do International Acquisitions by Emerging Economy Firms Create Shareholder Value? The Case of Indian Firms, Journal of International Business Studies.
Prof. P. S. Dasgupta (co-authored)	i) Near-Optimal Y-routed Delay Trees in Nanometric Interconnect Design, IET Computer Digital Technology. ii) An Internet-based IP Protection Scheme for Circuit Designs using Linear Feedback Shift Register-based Locking, Engineering Letters.
Prof. Sanjeet Singh	i) Multiparametric sensitivity analysis of the additive model in data envelopment analysis, International Transactions in Operational Research.

Name of Faculty Member	Title of Journal
	ii) Optimality and duality in linear-plus-linear fractional transportation problem, International Journal of Optimization Theory Methods and Applications. iii) On multiparametric analysis in sum-of-ratios programming, Lecture Notes in Engineering and Computer Sciences. iv) Dynamic bidding strategy for players auction, International Journal of Sports Science & Engineering. v) An Alternative Approach to Solve Quadratic Programming with Homogeneous Constraints, Global Journal of Pure & Applied Mathematics.
Prof. Dileep S. More	Supply chain flexibility: a risk management approach, International Journal of Business Innovation and Research.
Prof. Megha Sharma	Estimation methods in evaluation and design of reliable networks: applications and scope, Calcutta Statistical Association Bulletin.
Prof. Nimruji Prasad	i) Is NGO Development Assistance Mistargeted? An Epistemological Approach, Critical Review. ii) Embedding CSR at Burckhardt Compression, Asian Case Research Journal.
Prof. Debashis Saha (co-authored)	Global Gateway based UMTS/WLAN Integration for Improved Delay Performance, IJPEDS
Prof. Sushil Khanna	Growth and Crisis in Pakistan's Economy, Economic and Political Weekly.
Prof. R. Rajesh Babu	i) Cause and effect of 'differentiation' among developing countries in the WTO, International Journal of Private Law. ii) Interpretation of the WTO Agreements, Democratic Legitimacy and the Developing Nations, International Journal of Private Law.
Prof. Ramendra Singh	i) Exploratory Investigation into the Linkages between Salesperson's sales call activities and customer's psychosocial benefits and terminal values, Journal of Indian Business Research. ii) Does Salesperson's customer orientation create value in B2B Relationships? Empirical Evidence from India.
Prof. Subrata Mitra	i) The 2008 Survey of Indian Third-Party Logistics (3PL) Service Providers: Comparisons with the 2004 Survey of Indian 3PLs and 2006 Survey of North American 3PLs, International Journal of Applied Logistics. ii) The New Indian Postal Bill: Issues and Way Forward, Economic & Political Weekly. iii) Exploring Relationships between Key Success Factors and Performance Metrics for Indian Express Delivery Service Providers, Supply Chain Forum: An International Journal.
Prof. Rahul Mukerjee (co-authored)	1. Data dependent probability matching priors of the second order (2010), Statistics. 2. Minimax second-order designs over cuboidal regions for the difference between two estimated responses (2010), Indian Journal of Pure and Applied Mathematics. 3. Interval estimation of a small proportion via inverse sampling, Journal of Applied Statistics. 4. Stars and regular fractional factorial designs with Randomization restrictions, Statistica Sinica. 5. Data-dependent probability matching priors for highest posterior density and equal-tailed two-sided regions based on empirical-type likelihoods, Journal of Statistical Planning and Inference. 6. Highest posterior density regions with approximate Frequentist validity: The role of data-dependent priors, Statistics and Probability Letters.

Name of Faculty Member	Title of Journal
Prof. Sudip Chaudhuri	1. "Can NGOs Regulate Medicines Markets? Social Enterprise in Wholesaling, and Access to Essential Medicines", in Globalization and Health, February, 2011 (jointly with Maureen Mackintosh and Phares G M Mujinja). 2. Indian generic producers, access to essential medicines and local production in Africa: an argument with reference to Tanzania", in European Journal of Development Research, Vol 22, No 4, September, 2010 (jointly with Maureen Mackintosh and Phares G M Mujinja). 3. "R&D for Development of new drugs for neglected diseases", in International Journal of Technology and Globalization, special issue guest edited by Sunil Mani and Sudip Chaudhuri, Vol 5, No 1/2, 201 .
Prof. Debashish Bhattacharjee	Introduction: employment relations in India – old narratives and new perspectives, Industrial Relations Journal: The European Journal of Analysis, Policy and Practice.

Twenty-four faculty members participated in international conferences and presented their papers with full financial support from the Institute during the year 2010-11. The papers were presented at the following conferences:

Faculty Member's Name	Conference Name & Venue
Prof. Koushiki Choudhury	LCBR European Marketing Conference 2010 Munich, Germany
Prof. Debashish Bhattacharjee	4th Annual International Conference on Sociology, Athens, Greece
Prof. Debashis Saha	2010 IEEE International Conference on Communications (ICC'10) Cape Town, South Africa
Prof. Annapurna Shaw	4th Annual International Conference on Sociology, Athens, Greece
Prof. Rahul Mukerjee	Nordic Conference on Mathematical Statistics, Voss, Norway
Prof. Sushil Khanna	International Academy of Business and Public Administration Disciplines (IABPAD), Dallas, USA
Prof. Jacob D Vakkayil	2010 EGOS Colloquium, Lisbon, Portugal
Prof. Ashis K Chatterjee	EURO 2010 Conference on Operation Research , Lisbon, Portugal
Prof. Abhishek Goel	12th International Conference of the International Society for Study on Work and Organizational Values (ISSWOV) Lisbon, Portugal
Prof. Saibal Chattopadhyay	23rd Nordic Conference on Mathematical Statistics, Voss, Norway
Prof. Uttam Sarkar	23rd Nordic Conference on Mathematical Statistics, Voss, Norway
Prof. Krishanu Rakshit	INFORMS Marketing Science Conference 2010, Cologne, Germany
Prof. Ambuj Mahanti	KES' 2010 14th Annual KES Conference, Cardiff, Wales, UK
Prof. B N Srivastava	International Association of Applied Psychology (IAAP) Conference, Melbourne, Australia Academic of Management (AOM) Conference, Montreal, Canada
Prof. Kalyan Sankar Mondal	17th World Congress of Sociology Conference, Gothenburg, Sweden
Prof. Amit Jyoti Sen	Association of Heterodox Economics (AHE) Conference 2010 , Universite Montesquieu Bordeaux IV, Avenue Leon Duguit, France
Prof. Manish K Thakur	XVII ISA World Congress of Sociology Conference, Gothenburg, Sweden
Prof. Somprakash Bandyopadhyay	2010 International Conference on Intelligent Transport Systems Telecommunications (ITST 2010), Kyoto, Japan

Faculty Member's Name	Conference Name & Venue
Prof. R Rajesh Babu	Fifth International Conference on "Legal Security and Privacy Issues in IT Law (LSP)", the fourth International Law and Trade Conference (ILTC) and the First International Private Law Conference (IPLC), Barcelona, Spain
Prof. Partha Priya Datta	2010 INFORMS Annual Meeting Austin, Texas, USA
Prof. Ramendra Singh	AMA Winter Marketing Educators' Conference, Austin, Texas, USA
Prof. Shekhar Chaudhuri	Global Strategy Conference: Leveraging Megatrends for Global Advantage, Tokyo, Japan
Prof. C Panduranga Bhatta	1st Academic International Conference "Exploring Leadership & Learning Theories in Asia", Penang, Malaysia
Prof. Manish K Thakur	6th Global Conference: Pluralism, Inclusion & Citizenship, Prague, Czech Republic
Prof. Sougata Ray	Global Strategy Conference, Leveraging Megatrends for Global Advantage, Tokyo.
	Annual Meeting of the Academy of Management, Montreal, Canada
	Annual Meeting of the Academy of International Business, Rio de Janeiro, Brazil.

### Participation in International Conferences by Fellow Programme students

During the year eight FP students attended international conferences and presented their papers with full financial support from the Institute. The papers were presented at the following conferences:

Student's Name & Registration No	Conference Name & Venue
Ram Babu Roy (FP/03/2007)	Society for Computational Economics 16th International Conference on Computing in Economics and Finance at City University, London
Apalak Khatua (FP/01/2006)	The 2010 Strategic Management Society Annual Conference in Rome, Italy
Soumojit Kumar (FP/03/2008)	Euro Conference XXIV to be held in Lisbon, Portugal
Anubha Shekhar Sinha (FP/01/2004)	Academy of Management (AOM) Conference to be held at Montreal, Canada
Soumya Sarkar (FP/02/2007)	ISBM Business to Business Ph.D. Student Research Camp and the associated ISBM B2B Conference at Harvard Business School
Vikas Goyal (FP/04/2007)	10th Annual Hawaii International Conference on Business, Honolulu in Hawaii
Vivek Rajvanshi (FP/01/2008)	50th Annual meeting of the Southwestern Finance Association, at Houston, Texas
Avantika Tomar (FP/14/08)	International Academy of Business and Economics (IABE), Las Vegas, Nevada, USA

### Books Published

During the year the following books were published by the Institute's faculty:

1. Prof. Anjan Raichaudhuri - *Managing New Ventures: Concepts & Cases on Entrepreneurship* published by PHI Pvt. Ltd.,

2. Prof. Debashish Saha (co-authored) – *Recent Advances in Broad Band Integrated Network Operations and Services Management*, IGI Global Publishing.
3. Prof. Prafulla Y. Agnihotri (co-authored) – *Principles of Marketing: A South Asian Perspective* published by Pearson Education Inc.
4. Prof. Pulak Das – *Strategic Human Resource Management: A Resource Driven Perspective* published by Cengage Learning, Delhi.
5. Prof. J. Bandyopadhyay (co-authored) – *Environmental Governance: Approaches, Imperatives and Methods* to be published by MacMillan, New Delhi.

### Faculty Research Projects

During the year the Institute funded 13 new research projects. Of these 12 projects were in the INR 1 lakh category and one was in the INR 5 lakh category. In addition to this, two other research projects were launched by faculty members through external funding.

### Journal Publication

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

### IIM Calcutta Mentors IIM Ranchi

IIM Calcutta took on the responsibility to mentor IIM Ranchi as desired by the Ministry of HRD, Govt. of India. The maiden PGP session of 2010-12 started at Ranchi on July 7, 2010. The new IIM was set up in just six months.

A Task Force was created at IIM Calcutta under the leadership of Prof. B. B. Chakrabarti as the Convener. IIM Ranchi was inaugurated on July 6, 2010 by the Hon'ble Governor of Jharkhand. The first academic session began with 45 students. IIM Calcutta has provided total support for setting up the new Institute: this has included looking for existing buildings for use as classrooms, offices and residential accommodation as well as adapting and renovating them; designing the curriculum; identifying the faculty; recruiting non-teaching staff; setting up the IT infrastructure; organizing the catering system; setting up an infirmary; and arranging for a tie-up with a hospital, etc.

Most of the courses are being taught by the faculty members of IIM Calcutta so that the students of IIM Ranchi get an opportunity to be taught by some of the best management faculty in the country. Prof. M. Xavier, the newly appointed Director of IIM Ranchi, is an alumnus of IIM Calcutta.

## **Executive Education and Consultancy**

The Institute conducts a large number of Management Development Programmes to provide opportunities to different kinds of organizations and individuals to improve their managerial and leadership capabilities. These programmes are of short and long duration. The Institute conducted 29 short duration MDPs that attracted about 550 participants and 43 long duration MDPs that attracted around 3640 participants during 2010-11. In addition, the Institute conducted 34 consultancy projects during this year.

## **Activities of Centres**

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

MCHV offered the following eight courses in the PGP, PGPEX and PGPEX-VLM programmes: Business Ethics, Management Culture and Creativity, Leadership Excellence: Insights from Indian Ethos, Corporate Social Responsibility, Creative Excellence in Management: An Alternate Approach, and Entrepreneurship in NGOs.

In addition, MDPs on Excellence in School Education through Leadership, Leadership Excellence and Creative Excellence in Management were offered by faculty members of the Centre. Several workshops and seminars were also conducted within the country and the Middle-East. The Centre supported a workshop on 'Socially Conscious Leadership,' organized by PGPEX students; this was sponsored by ONGC. MCHV also hosted the Swami Vivekananda Memorial Workshop sponsored by ONGC.

### **Centre for Entrepreneurship and Innovation**

The Centre for Entrepreneurship and Innovation organized the 4th International Entrepreneurship Summit in partnership with the National Entrepreneurship Network (NEN). The Centre also offered several courses in the PGP, PGPEX, and PGPEX-VLM - viz. Managing New Ventures, Leading Family Business, Corporate Entrepreneurship, Creating & Managing New Ventures.

## **International Conferences organized by the Institute**

### **International Marketing Conference**

The Marketing Group of the Institute organized the International Marketing Conference – MARCON 2010 for the first time during December 27-29, 2010. Several renowned faculty members from reputed business schools as well as senior marketing executives from the industry participated in the conference.

### **International Finance Conference 2010**

The Second International Finance Conference 2010 was organized by the Finance & Control Group of the Institute during January 9-12, 2011. The conference was inaugurated on



January 10, 2011 by Shri Pranab Mukherjee, Hon'ble Union Finance Minister, who was the Chief Guest. The three-day conference was preceded by a pre-conference tutorial on January 9, 2011. There were nearly 150 delegates representing various academic institutions, non-governmental organizations, banks and industry. The conference saw several participants from the USA, United Kingdom, Australia, Germany, Japan, New Zealand, Bangladesh, Taiwan and Italy who participated and presented papers at the technical sessions.



The Government of India has decided to give a grant of INR 20 crore to the Institute to develop IIM Calcutta's Financial Research and Trading Lab into a world class resource.

### **IIMC-SMS Workshop**

The Strategic Management Group of the Institute organized an international Workshop on Strategy, Innovation and Sustainability during February 26-28, 2011 under the aegis of the Strategic Management Society, the global body of strategy professionals and scholars headquartered at Chicago, USA.

The objective of the Workshop was to create a platform for aspiring scholars from diverse disciplines and functions related to management, including faculty members and doctoral students to develop their research work for publishing in reputed international journals.



As part of this initiative a day-long workshop exclusively focusing on the needs of the industry was organized on February 28, 2011 during which world renowned strategy scholars from across the world and a select group of top executives from industry exchanged their views and perspectives and engaged in dialogues on contemporary issues facing Indian industry. The Workshop was attended by visiting scholars, senior level executives, faculty members and students of IIM Calcutta.

### **Initiative for Community Action [INCA]**

Driven by the motto of 'Service to those who serve others', the *Initiative for Community*

*Action*, popularly known as INCA, is an IIM Calcutta student body where budding managers offer voluntarily service in the form of free management consultancy service to NGOs and others doing useful social work.

This year 63 students along with their faculty guides successfully completed 19 projects for 13 organizations. These organizations included CRY, Reach India, Cancer Foundation of India, Mukti Foundation, CINI, Calcutta Rescue, Nanritam, Bengal Home Industries, Indian Institute of Cerebral Palsy, She, SLTARC, etc. The teams worked on projects for providing managerial inputs and models that could significantly improve the services of these organizations.

INCA projects cover a diverse range of managerial issues of far-reaching consequence – e.g. developing a fund raising campaign for an NGO; revival of a 93-year old organization; developing a marketing strategy for an NGO's products; remodelling an organization's structure; and developing financial proposals to pitch for governmental funding.

Besides this, INCA also organizes several initiatives which instill voluntarism and community action amongst the IIMC community. INCA organized the first ever 'Joy of Giving Week' at IIM Calcutta from Sept 26 - Oct 2, 2010 where students and faculty members donated money, clothes, books, and other resources to help the under-privileged. In this initiative, INCA coordinated with two NGOs, Parivaar Ashram and Goonj, to ensure that the contributions reach the needy. Parivaar Ashram, incidentally is a social initiative started by Mr. Vinayak Lohani, an alumnus of IIM Calcutta. INCA organised a Blood Donation Camp at IIM Calcutta in association with Indian Association of Blood Cancer & Allied Diseases.

## Student Activities

### Intaglio

*Intaglio* 2011 had more than 1800 registered participants from over 180 colleges representing 58 countries. Rakeysh Omprakash Mehra (the director of *Rang De Basanti*, a popular film), Pronab Sen (Principal Advisor, Planning Commission of India), Shantanu Khosla (CEO, P&G India) and Sheila Dikshit (Chief Minister of Delhi) were amongst the eminent personalities who shared their experiences with the audience during the festival.



As part of *Intaglio* 2011 a Social Entrepreneurship Conclave and Woman Leader's Conclave were also organized.

*Intaglio* decided to set aside a corpus of INR 4 lakh as part of a new initiative, 'Sunehra Kal' that will provide primary education to girl children of rural families in backward areas.

In its Golden Jubilee year, this will be an IIM Calcutta contribution to the cause of education for all and women empowerment.

### **Dramatics Club**

The students of the Dramatics Club of IIM Calcutta staged a play in the city for the first time during February 12-13, 2011. The play titled '*Who the hell is John*' was well received by critics and drew an enthusiastic response from the audience. The effort of the students was much appreciated.

### **Inter-Institutional Sports**

The annual XLRI-IIM Calcutta meet was hosted at IIM Calcutta this year. Once again, IIM Calcutta won the overall championship convincingly. The Institute also took part in the annual inter-IIM sports meet held at IIM Lucknow for the first time this year.

### **International Collaboration and Student Exchange**

In keeping with our vision to be an 'An International Centre of Excellence in all aspects of Management Education,' we are putting in place processes that not only expand our partnerships and collaboration with well-known foreign institutions, but also deepen such relationships by engaging in activities that involve close interaction with the partnering schools.

Currently, we have partnerships with about 45 frontline business schools from different parts of the world. We have added the Mannheim Business School from Germany and IESEG from France to our list of partners this year. We are also in the process of collaborating with a few more top ranking institutions – viz. the Fox School of Business, Temple University and Heinz School, Carnegie Mellon University. A total of about 420 foreign students have visited our campus from across the world and about 550 of our students have gone abroad during the last decade. During the academic year 2010-11, 93 students from IIM Calcutta visited our foreign partner institutions as part of our exchange programme and around 60 foreign students visited our campus. We have also started dialogues with some of our existing partners to explore opportunities for expanding our relationships beyond student exchange to encompass faculty exchange, joint research, joint conferences/workshops and other collaborative efforts.

#### **Double Degree Programme**

We recently signed our first Double Degree program with ESCP, Europe, one of the top European management institutions. We are working on forging collaborative initiatives like offering a double PhD; joint long-distance satellite /Internet-based Long Duration Programmes; and live consulting projects to be conducted jointly by students of IIMC in collaboration with prospective foreign partner schools.

## Alumni Relations



Various new initiatives are being undertaken to strengthen our relationship with the alumni community. We have started a major drive to update the alumni contact database; this ongoing initiative has already yielded good results, enabling us to expand our reach to the community.

The launch of the alumni newsletter, *Connexion*, has generated excitement and anticipation in the alumni community.

The next issue is under preparation and will be circulated soon. The Reminiscence event of the 20th batch saw unprecedented participation from the alumni and their families. The event was extremely successful and provided us insights on how to deepen relations and leverage our alumni base.

Further, we have planned a number of new initiatives in the coming months including the setting up of an Alumni Office to be anchored by an Alumni Executive. The incumbent has already been appointed. A special Golden Jubilee re-union is being planned in each of the major cities with the help of the local alumni chapters. We will ensure senior level participation from the Institute for each of these events that will boost the Institute-Alumni bond.

## Media Relations

We are laying a lot of stress on focused public communication as a means of positioning IIM Calcutta as an 'International Centre of Excellence in Management Education'. To realize this objective we furthered our efforts to deepen our relationship with the Media at the level of business heads and editorial teams through initiatives like the first 'Think Tank' meeting with senior media personnel held at the Bengal Club in Kolkata. This event saw participation from senior people in the print and electronic media. Some media personnel presented their views on the contribution that IIM-C could make towards enriching the media industry. It was a good beginning, paving the way for more such events in the major metros. We are planning to host such get-togethers in Delhi and Mumbai in the near future with active support from some of our senior alumni. These events would ultimately culminate in a Media Conclave planned for the Golden Jubilee celebration later this year.



## Campus Development Project

The work on the expansion project progressed significantly during the course of this year. But, we were not able to adhere to the deadlines decided earlier because of a number of reasons. We are indeed very sorry that the outgoing batch of students could not be given an opportunity to stay in the new hostels. Two new hostel buildings with a capacity of 173 students each are now ready for occupation. The Dining Complex which would serve the two hostels is also ready for use.



The Academic Complex having 14 classrooms, 98 faculty rooms and several meeting/syndicate rooms is also nearing completion. Two of the five blocks in this building are ready for occupation. These classrooms will come into use during the next academic session beginning in June, 2011. Placement activities have already been conducted in these buildings.

The footbridge and the footpath connecting the Academic Complex with the Residential Complex are almost complete. A hard top road giving vehicular access to the Residential Complex is under construction and is expected to be ready by the end of May. Hard and soft landscaping work is in progress which will be completed in the next few months.

## Organizational Development and Administration

The Institute's activities have increased manifold over the past five years. In order to respond to this rapid expansion it became necessary to make major changes in the administration of the Institute. A software programme to facilitate academic administration has been implemented; it is designed to tackle the complexities involved in various academic programmes. We have also begun the computerization of various administrative activities with the objective of improving the efficiency of administration.

The Finance and Accounts department was the first administrative department selected for computerization. It is expected that the Finance and Accounts department would now provide faster and better service. The Institute has plans to integrate the activities of other administrative departments with Oracle Financial in the near future.

A Newsletter for the IIM-C community titled '*IIMC Sandesh*' was launched on February 18, 2011 by the Chairman, Board of Governors.

## Faculty Recruitment

We have been placing a lot of emphasis on processing faculty applications quickly. There has been considerable improvement in reducing the processing time through

constant monitoring. Nine new faculty members, educated at other IIMs, IITs and other reputed Universities in the USA and Canada, have joined the Institute in different areas during this year.

### Our Future Plans

Based on the deliberations at the Strategic Thinking Retreat held in November 2009 our goals regarding the Golden Jubilee celebrations, existing academic programmes, proposed new initiatives, research, faculty development, and campus development are briefly described below:

As part of the Golden Jubilee celebrations we have planned several activities. Three major initiatives which have been taken are briefly mentioned below:

- **New Web Portal**

The Institute decided to create a new web portal during the year. It is based on the latest technology and would have the best of functionalities that are currently possible. The look and feel will be contemporary. The web portal is nearing completion and we hope to launch it very soon.

- **Commemorative Volume**

As part of the Golden Jubilee celebrations, the Institute will publish a commemorative volume on the evolution of the Institute over the last 50 years by the end of December 1, 2012; this will be accompanied by an edited book on Management Education in India.

- **Documentary Film**

We are also planning to produce a documentary film on the Institute for release on the Foundation Day i.e. November 14, 2011.

### Existing Academic Programmes

Programme	Goal
Post-Graduate Programme	Complete implementation of expansion as per OBC Reservation Policy; continue efforts to improve and strengthen the programme and expand annual intake up to 500 students after creating necessary infrastructure.
Fellow Programmes	Continue efforts to improve and strengthen the FP and increase the annual intake to 25 students after creation of necessary infrastructure.
PGPEX	Increase annual intake to 120 after creation of necessary infrastructure.
PGPEX-VLM	Increase annual intake to 60 after creation of necessary infrastructure.

## Proposed New Initiatives: Academic Programmes

### One-Year Advanced Management Teachers Programme (AMTP)

There was a shared concern in STR-III about management education in India facing a serious paucity of good quality faculty. The biggest challenge facing the IIMs is, arguably, attracting and retaining good quality faculty. The strengthening of the FP is one route to augment the future supply of teachers. Another route is to train and 'refresh' existing teachers in non-IIM management institutions or to facilitate the induction of mid-career corporate executives who may desire to move into academia. In this context, it was decided to launch a *One Year Advanced Teachers Programme* after creating the necessary infrastructure.

### International Partnerships

In keeping with our vision to be an international centre of excellence, the Institute has decided to deepen its relationships with its partner institutes on a selective basis. We plan to explore activities like joint research projects; joint conferences; joint executive programmes and dual degree/diploma programmes in addition to student exchange programmes already underway. Currently, we are in the process of exploring and examining some possibilities of partnerships with reputed foreign schools.

### Online General Management Certificate Programme

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

This can be availed of by working managers who do not need to exit the job market; even other learners who aspire to become trained managers will be able to join this programme. The classes will be held in the evenings and during weekends. Such classes can be held across several cities in India simultaneously. The design of the programme will be aimed to equip young managers with basic skills in management as well as to help them learn from their own experiences. The final module of the programme will entail a campus visit and short stay. We are also exploring the possibility of launching a certificate programme in collaboration with top foreign business schools.

### Research

We shall continue our efforts to scale up research activities in a significant way. We have already put in place a new faculty promotion policy that aims to strengthen the research environment at the Institute. Over the next few years we shall strive to explore various options to improve the Institute's research output. For example,

mechanisms for joint research with partner schools involving faculty and students from both sides; joint research conferences; chair professorships and research fellowships; and organizing research conferences etc.

### **Faculty Development**

As part of our plans to strengthen the PG programmes, it was felt that it would be beneficial for our faculty to get an intensive exposure to participant-centric teaching and learning processes. Over the past two years eight faculty members have attended a 10-day programme titled Global Colloquium on Participant Centered Learning at the Harvard Business School during July 26 - August 5, 2009. Again, four of our faculty members will be attending the same programme at Harvard this year.

We plan to continue to send faculty members to HBS and other top schools so that they may gain exposure to new pedagogies and introduce them at IIM-C; also, they may develop partnerships with the faculty of reputed foreign schools that may eventually culminate into joint research and other academic projects.

### **Campus Development**

Over the next two years we plan to complete the construction of the Executive Guest House and the Amphitheatre Complex which had been put on hold because of funding constraints. We have now restarted work on the Executive Guest House.

I wish to express my gratitude to all my faculty colleagues, officers, staff members, the student community and the alumni for their help and cooperation in all our efforts. I wish to express my sincere thanks to the Government, to the members of our Board of Governors and to our Chairman, Mr. Ajit Balakrishnan for their whole hearted support.

I would also like to take this opportunity to thank all our well wishers including the parents of our students and the members of the Press for their continuing support to the Institute. I wish to thank the alumni of the Institute for their help in strengthening the brand image of the Institute amongst others and in conducting the admission process; and also, for their other contributions to the Institute. I wish to thank all the donors who have supported the various events.

*Professor Shekhar Chaudhuri*



## Golden Jubilee Celebrations



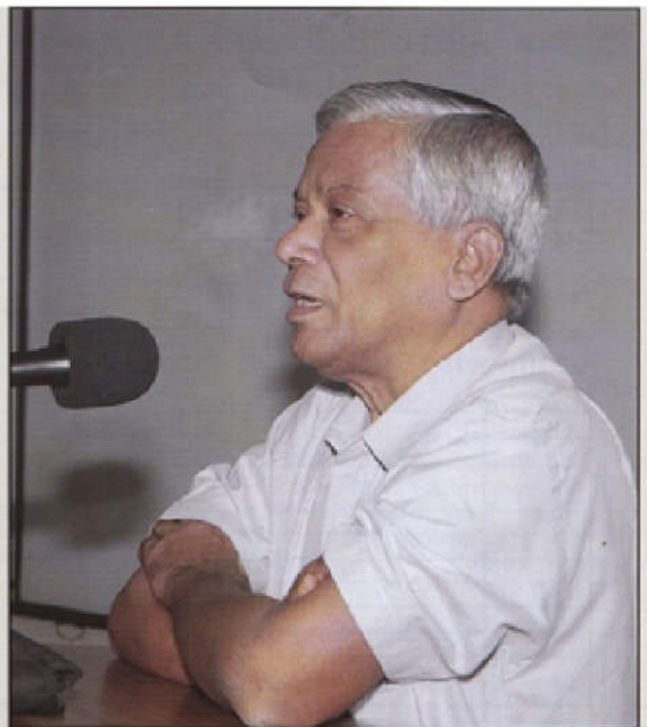
*Retired Professor Kamini Adhikari  
delivering her speech*



*Retired Professor Barun De  
delivering his speech*



*Retired Professor Gouranga Chattopadhyay  
delivering his speech*



*Retired Professor Bani Sinha  
delivering his speech*

## Fellow Programme

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, five 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 2010-11

### New Admissions

#### Group-wise Distribution

S. No.	Group	Admitted in 1st Year	Admitted in 2nd Year
01	Finance and Control	03	01
02	Management Information Systems	05	01
03	Marketing	01	-
04	Operations Management	03	-
05	Public Policy and Management	02	-
06	Sociology	01	-
07	Strategic Management	02	02

S. No.	Group	Admitted in 1st Year	Admitted in 2nd Year
08	Behavioural Sciences	01	-
09	Human Resource Management	02	-
10	Economics	01	01

### Stream-wise Distribution

Stream	No of Student	Percentage
Engineering	18	69
Science	05	19
Arts	02	08
Commerce	01	04

### Work Experience wise Distribution

Year of Experience	No of Student	Percentage
More than 10 years	04	15
6 to 10 years	03	11.5
Less than 1 year	03	11.5
Without Experience	01	04

### Graduating Students (Academic Group wise)

Management Information Systems	02
Strategic Management	01
Finance & Control	01
Economics	01
Total	05

### Placements

S.No.	Name of the student	Area	Placement
1	Sathyajit Gubbi	Strategic Management	University of Groningen
2	Anurag D	Management Information Systems	Accenture Labs
3	Satsheel Shrotriya	Finance & Control	Mckinsey & Company
4	Subhasankar Chattopadhyay	Economics	IMT Nagpur
5	Myshkin Ingawale	Management Information Systems	Biosense Technologies Pvt Ltd.

### Submission of Thesis

Name	Area	Title	Date
Sathyajit Gubbi (FP/05/2004)	Strategic Management Group	Strategic Leap to Multinationality: Study of International Acquisitions by Emerging Multinationals from India	April 13, 2010.
Anurag D (FP/01/2005)	Management Information Systems Group	Some Investigations in Technical and Business Aspects for the effective Adoption of Wireless Sensor Networks	January 25, 2010
Subhasankar Chattopadhyay (FP/04/2004)	Economics Group	Essays on Contemporary Macroeconomic Developments in India	December 23, 2010
Satsheel Shrotriya (FP/03/2003)	Finance & Control Group	Commonality in Liquidity: Evidence from Indian Equity Market	September 30, 2010
Myshkin Tejas Deepak Ingawale (FP/02/2005)	Management Information Systems Group	Network Dynamics of Knowledge Creation in the Wikisphere	December 24, 2010

### IIMC's financial support availed for presenting papers at international and national conferences during 2010-2011

Following 8 FP Students have attended International Conference during the year 2010-11

Student's Name & Regn No	Title of the Paper	Period of Conference	Name of the Conference & Venue
Ram Babu Roy FP/03/2007	Capturing Early Warning Signal for Financial Crisis from the Dynamics of Stock Market Networks: Evidence from North American and Asian Stock Markets	July 13-17, 2010	Society for Computational Economics 16th International Conference on Computing in Economics and Finance at City University, London
Apalak Khatua FP/01/2006	Too Big to Fail: Emerging Economy Business Groups during Institutional Transitions	September 12-15, 2010	The 2010 Strategic Management Society Annual Conference in Rome, Italy
Soumojit Kumar FP/03/2008	Retailer Product Portfolio Selection & Pricing Problem	July 11-14, 2010	Euro Conference XXIV to be held in Lisbon, Portugal
Anubha Shekhar Sinha FP/01/2004	An exploration of multi-level paradoxes in State-owned enterprises	August 6-10, 2010	Academy of Management (AOM) Conference to be held at Montreal, Canada
Soumya Sarkar FP/02/2007	Presented the Research proposal	August 11-12, 2010	ISBM Business to Business Ph.D. Student Research Camp and the associated ISBM B2B Conference at Harvard Business School

Student's Name & Regn No	Title of the Paper	Period of Conference	Name of the Conference & Venue
Vikas Goyal FP/04/2007	Influence of Organizational Environment on the Managerial choice of dealer performance measures: a multi dimensional model	May 27-30, 2010	10th Annual Hawaii International Conference on Business, Honolulu in Hawaii
Vivek Rajvanshi FP/01/2008	Volatility dynamics in Indian futures trading	March 9-12, 2011	50th Annual meeting of the Southwestern Finance Association, at Houston, Texas
Avantika Tomar FP/14/08	Exploring the Role of Human Resource Management in Service Delivery in Healthcare Organizations: A Study in an Indian Hospital	October 17-20, 2010	International Academy of Business and Economics (IABE), Las Vegas, Nevada, USA

## Research

Research projects initiated during 2010-11

Category – I (upto 1 lakh)	: 12
Category –II (upto 5 lakhs)	: 1
Externally-Funded	: 2
Total	: 15

Project Director(s)	Title of the Project
<b>Category – I</b>	
Prof. Manisha Chakrabarty	Do-food price movements affect inequality between rich and poor? Getting Real Into Inequality.
Prof. Bhaskar Chakrabarti	Political Motivation and Local Government Leaders: A study of Life Histories.
Prof. Parthapriya Datta	Incentive Design in Industrial Product Service Systems Operations: A simulation based research.
Prof. R Rajesh Babu	Eminent Domain and the Changing Dimensions of Property Rights in India.
Prof. Krishanu Rakshit	Marketing Orientation in the Public Sector - studies on Indian firms.
Prof. Ramendra Singh	When and how do sales persons spend with customers? An Empirical study of the quality of sales calls, and its impact on sales force performance.
Prof. Prafulla Agnihotri	Voltas Acs: Can this brand be revived? A case study.
Prof. Sanjiv D Vaidya	A Critical Investigation into the Effectiveness of Management of e-Government Projects in India.
Prof. Prashant Mishra	Formal Vs Informal Markets in Urban Setting: A Comparative Study of Consumer Choices for Food and Garment Sellers in Emerging Economy.
Prof. Ramendra Singh	Fast Food Mania? : An Empirical Investigation of Junk Food Consumption, Consumer Ethics & Attitudes, and Spiritual Well-being among Indian Consumers.
Prof. Manish K Thakur	Cultural Identity and Political Articulations.
Prof. Rohit Varman	Postcolonial Interpretations of Poverty and Poor Consumers.

Project Director(s)	Title of the Project
<b>Category – II</b>	
Prof. Subrata Mitra, Prof. Partha Priya Datta	A Study of Sustainability Initiatives and Sustainable Supply Chain Management Practices in Indian Firms.
<b>Externally Funded</b>	
Prof. Bhaskar Chakrabarti, Prof. Manish Thakur	Political Culture and Local Governance: Aspects of Service Delivery in West Bengal.
Prof. Biswatosh Saha, Prof. Prarthan B Desai, Prof. Vidyanand Jha	A study of the Marketplace funded by mJunction.com, a joint venture of SAIL and TISCO.

**Following faculty members availed of IIMC's financial support for presenting papers at international conference during 2010-2011:**

Name of the Faculty	Title of the Paper	Period of Conference	Conference Name & Venue
Prof. Koushiki Choudhury	Service Quality in Indian Education Industry: An Application of TOPSIS	June 3-4, 2010	LCBR European Marketing Conference 2010, Munich, Germany
Prof. Debashish Bhattacharjee	Restructuring Union-Management Relations in the Indian Automobile Sector: Evidence from three Case Studies	May 10-13, 2010	4th Annual International Conference on Sociology, Athens, Greece
Prof. Debashis Saha	Co-existence of Network and Terminal Mobility in the Context of TCP Performance	May 23-27, 2010	2010 IEEE International Conference on Communications (ICC'10), Cape Town, South Africa
Prof. Annapurna Shaw	The Informal Sector in the Kolkata Metropolitan Region: Social Conditions and Role in Local Economic Development	May 10-13, 2010	4th Annual International Conference on Sociology, Athens, Greece
Prof. Rahul Mukerjee	On the Approximate Frequentist Validity of the Posterior Quantiles of a Parametric Function: Results based on Empirical and Related Likelihoods	June 14-17, 2010	Nordic Conference on Mathematical Statistics (NORDSTAT 2010), Voss, Norway
Prof. Sushil Khanna	Evolution of Corporate Governance and Control in Business Groups in Asia: The Case of Indian Business Houses	April 22-25, 2010	International Academy of Business and Public Administration Disciplines (IABPAD), Dallas, USA
Prof. Jacob D Vakkayil	Objects in Action and Interaction in Outsourced Software Development	July 1-3, 2010	2010 EGOS Colloquium, Lisbon, Portugal
Prof. Ashis K Chatterjee	Strategic Capacity Planning Under Dynamic Probabilistic Demand	July 11-14, 2010	EURO 2010 Conference on Operation Research Lisbon, Portugal
Prof. Abhishek Goel	Is Positive Does Positive: A conclusion or a question?	June 27-30, 2010	12th International Conference of the International Society for Study on Work and Organizational Values (ISSWOV) Lisbon, Portugal

Name of the Faculty	Title of the Paper	Period of Conference	Conference Name & Venue
Prof. Saibal Chattopadhyay	Sequential Estimation of the Smallest Location of k Exponential Populations under LINEX Loss	June 14-17, 2010	23rd Nordic Conference on Mathematical Statistics (NORDSTAT), Voss, Norway
Prof. Uttam Sarkar	Asymmetrically Penalized Estimation of Normal Mean with Known Coefficient of Variation	June 14-17, 2010	23rd Nordic Conference on Mathematical Statistics (NORDSTAT), Voss, Norway
Prof. Krishanu Rakshit	Uncertain Consumption and Quantity Surcharges in Consumer Non-Durables: an Analytical Model	June 16-19, 2010	INFORMS Marketing Science Conference 2010 Cologne, Germany
Prof. Ambuj Mahanti	Categorizing User Interests in Recommender Systems	September 8-10, 2010	KES'2010 14th Annual KES Conference Cardiff, Wales, UK
Prof. B N Srivastava	Basic Assumption about Man, Work and Organization: Empirical Examination of the Construct and its Validation among Indian Managers	July 11-16, 2010	International Association of Applied Psychology (IAAP) Conference, Melbourne, Australia
Prof. B N Srivastava	Work Family Conflict and the Moderating Role of Decision Latitude in Five National Contexts	August 6-10, 2010	Academic of Management (AOM) Conference, Montreal, Canada
Prof. Kalyan Sankar Mondal	Conflicts over Land Acquisition for Development Project: Lesson from two failed attempts at Gopalpur and Singur	July 11-17, 2010	17th World Congress of Sociology Conference Gothenburg, Sweden
Prof. Amit Jyoti Sen	Transaction Frequency, Institutional Context and the Agent-Steward Continuum and Residual Property Rights in Off-shore Outsourcing: Today and Tomorrow	July 7-10, 2010	Association of Heterodox Economics (AHE) Conference 2010 Universite Montesquieu Bordeaux IV, Avenue Leon Duguit, 33608 Pessac, France
Prof. Manish K Thakur	Studying a Class through the Optic of Nation and Consumption: Towards Sociology of the New Indian Middle Classes	July 11-17, 2010	XVII ISA World Congress of Sociology Conference Gothenburg, Sweden
Prof. Somprakash Bandyopadhyay	Real Time Traffic Congestion Detection and Management using Active RFID and GSM Technology	November 9-11, 2010	2010 International Conference on Intelligent Transport Systems Telecommunications (ITST 2010) Kyoto, Japan
Prof. R Rajesh Babu	Cause and effect of 'differentiation' between developing countries in the WTO	November 2-5, 2010	Fifth International Conference on "Legal Security and Privacy Issues in IT Law (LSP)", the fourth International Law and Trade Conference (ILTC) and the First International Private Law Conference (IPLC), Barcelona, Spain
Prof. Partha Priya Datta	Incentive Design in Industrial Product-Service System: A Simulation Study	November 7-10, 2010	2010 INFORMS Annual Meeting, Austin, Texas, USA

Prof. Ramendra Singh	SALCUSTOR: A multidimensional scale for salesperson's customer orientation and implications for customer-oriented selling	February 18-20, 2011	AMA Winter Marketing Educators' Conference, Austin, Texas, USA
Prof. Shekhar Chaudhuri	Leap to Multinationality: A Longitudinal Study of Strategic Transformation of Top Indian IT Services Firms	December 16-17, 2010	Global Strategy Conference: Leveraging Megatrends for Global Advantage, Tokyo, Japan
Prof. C Panduranga Bhatta	Inclusive Leadership for the 21st Century: Insights from Indian History	February 15-17, 2011	1st Academic International Conference "Exploring Leadership & Learning Theories in Asia", Penang, Malaysia
Prof. Manish K Thakur	Democracy, Pluralism and the Religious Minorities: The Muslim Question in India	March 11-13, 2011	6th Global Conference: Pluralism, Inclusion & Citizenship, Prague, Czech Republic

### FPR SEMINAR / Interactive Session

Date	Title of the Paper	Speaker
23.04.2010	Coincident test and convergent Hypothesis : Theory and Evidence	Prof. Manisha Chakrabarty
28.05.2010	What the Social Economy can learn from the global Crises?	Prof. Nimruji Prasad J
15.6.2010	Emergence of Independent Candidates : A Negative Binomial Regression Model of an Indian Parliamentary Election	Prof. Manisha Chakrabarty
16.6.2010	Financial Development, Capital Account Openness and Vulnerability to External Shocks	Prof. Manisha Chakrabarty
17.6.2010	Voluntary Disclosures, Corporate Governance and the Cost of Capital	Prof. Rama Seth
21.06.2010	Parametric Estimation for Generalized Exponential Distribution under competing Risk	Prof. Sanjeet Singh
16.7.2010	Life of a young management scholar (I.S)	Prof. Abhirup Chakrabarti
26.7.2010	Investor Naivete in Financial Markets	Prof. Avandhar Subrahmanyam
29.7.2010	Entrepreneurship as Protest : Evidence from Colonial India	Prof. Arijit Chatterjee
04.08.2010	A Framework for Designing Policies for Networked Systems with Uncertainty	Dr. Surya D. Pathak
05.08.2010	Long-run effects of aggregate demand fluctuations	Prof. Amitava K Dutt
10.08.2010	Discipline or Disruption? Stakeholder Relationships & the Effect of Takeover Threat	Prof. Rik Sen
11.08.2010	Analyzing Operational Risk-Reward Trade-offs for start-ups	Prof. Preetam Basu
13.08.2010	Competition in Buyer-Seller Markets : One Sided Simultaneous Offers Bargaining	Prof. Manisha Chakrabarty
10.09.2010	Bidding Rings : A Bargaining Approach	Dr. Conan Mukherjee
29.10.2010	Machine Learning Applications in Real World Problems – Some Issues	Dr. Ramasubramanian Sundararajan
11.11.2010	Service Orientation : Future of Software Engineering	Dr. Srinivas Padmanubhuni



22.12.2010	Dynamics of Brand Competition-Effects of unobserved social networks	Dr. Abhijit Sengupta
24.12.2010	Cooperative Advertising in a Dynamic Retail Market Duopoly	Prof. Suresh Sethi
27.12.2010	Use of Mobile Phones by Indian Small and Micro Enterprises for Business Activities : An Exploratory Study	Prof. Kala C Seal
04.01.2011	Multi-Product Firms and Exchange Rate Fluctuations	Dr. Arpita Chatterjee
13.01.2011	Is There Magic Left in Teaching Probability, Inference and Linear Models? (Session-I)	Prof. Nitis Mukhopadhyay
18.01.2011	Is There Magic Left in Teaching Probability, Inference and Linear Models? (Session-II)	Prof. Nitis Mukhopadhyay
27.01.11	Evaporating Cash Constraint within 100 days-The Theory of Constraints way	Mr. Ravi Gilani
24.02.11	Essays on, Market Efficiency, Maturity Effect & Volatility Modeling : Evidence from New Emerging Commodity Futures Market	Mr. Vivek Rajvanshi
09.03.2011	The Business of Sustainability	Prof. Gillen D. Wood
21.03.2011	Paper Presentation by FP Students	Prof. Amita Majumder



### Admission Process

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



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

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

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

Candidates who are otherwise eligible, but are yet to complete their Bachelor's degree in Engineering or Master's degree in any relevant discipline can also apply. Such candidates will be provisionally admitted, if they complete all requirements for obtaining the degree before 30th June. For SC/ST candidates, the eligibility criteria may be relaxed as per the Institute's rules.

Candidates must submit an Application Form to the Fellow Programme Office of the Institute.

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

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

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

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

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

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

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

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

### **PhD Recognition**

The Fellow Programme in Management and the Fellow Programme in the four areas related

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

### **Outline of the Programme**

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

### **Duration of the Programme**

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

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

### **Curriculum**

The Fellow Programme consists of two years of course work followed by a dissertation. The Fellow Programme is divided into two major streams:

a) Management (with specialization in):

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

b) Related Disciplines (with specialization in):

Operations Research and Systems Analysis, Regional Development and Sociology

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

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

### Fees

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

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

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

### Financial Aid and Scholarships

Stipend per month : Upto December 2008, the stipend was Rs. 10,000 – Rs. 11,000. With effect from January 2009, the scholarship has been revised to Rs.20,000/- before Comprehensive Qualifying Examination (CQE), Rs.22, 000/- after CQE oral is completed and Rs.24,000/- if the student clears his proposal defense.

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

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

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

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

### **Attending Courses, Presenting Papers in Seminars/Conferences**

Domestic: Unlimited from Contingency funds.

International: One conference/exchange programme during the entire period as a student. Reimbursement of actual expenses on cheapest airfare by shortest route, registration fee, visa charges, medical insurance etc. in addition to per diem allowance of \$ 100 towards to & fro journey and conference duration.

### **Infosys Fellowships**

Infosys Technologies Limited awards fellowships to outstanding students working in the Information Technology and related areas. Currently, the amount stands at Rs.15, 000/- per month plus grants for buying books and study materials, attending seminars and conferences, etc.

### **Placements**

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



## Post-graduate Programmes (PGP)

- PGDM
- PGDCM
- List of Optional Courses in 2010-11
- Fees and Expenses
- Scholarships and Prizes
- Prizes and Awards
- System of Evaluation
- Placement

2010/09/09

## Post-graduate Programmes (PGP)

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

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

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 1st Year of the programme is devoted to basics; Economic Principles; the Principles of Organization and Human Behaviour; Financial and Accounting Systems and Quantitative Methods for the solution of management problems.

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

All the courses are compulsory in the 1st Year. In the 2nd Year, a PGDM student can take a minimum of 42 (excluding the term paper) and a maximum of 54 credit-point elective courses on a credit basis spread over three terms. During the summer - between the 1st and the 2nd 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 2nd Year.

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

### Admission

The students are admitted to the PGP on the basis of their interests, aptitude and capacity for undergoing a rigorous programme of study in management sciences – 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)

Any candidate, who holds a Bachelor's Degree with at least 50% marks or equivalent CGPA [45% in the case of candidates belonging to the Scheduled Caste (SC)/ Scheduled Tribe (ST) category or Persons with Disability (PWD) category] from any University incorporated by an Act of the central or state legislature in India or from any other educational institution established by an Act of Parliament or declared to be deemed as a University under section 3 of the UGC Act, 1956, or who possesses an equivalent qualification recognized by the Ministry of HRD, Government of India, is eligible for admission to the PGDM/PGDCM programmes provided that the Bachelor's degree or equivalent qualification obtained by the candidate has entailed a minimum of three years of education after the completion of 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 is required to present all certificates and mark sheets in the original together with photocopies as soon as the respective University/Institute publishes the results, in any case 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 process and the selection procedure are similar to that of PGDM.

**Overseas candidates,** who have stayed 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 appearance in CAT. They are short -listed for admission based on their GMAT score, work experience, report from academic referees and scholastic achievements.

**47<sup>th</sup> & 17<sup>th</sup> Batch of Post Graduate Programme (2010-12)**

Category	Final Registered (2nd Year)		
	PGDM	PGDCM	Total
Open Category	194	34	228
SC	45	7	52
ST	17	3	20
PWD	9	0	9
OBC	33	9	42
<b>Total</b>	<b>298</b>	<b>53</b>	<b>351</b>

**48<sup>th</sup> & 18<sup>th</sup> Batch of Post Graduate Programme (2011-13)**

Category	Final Registered (1st Year)		
	PGDM	PGDCM	Total
Open Category	194	26	220
SC	63	03	66
ST	32	00	32
DA	12	01	13
NC-OBC	118	10	128
<b>Total</b>	<b>419</b>	<b>40</b>	<b>459</b>

**Curriculum of PGDM**

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

**Compulsory Courses – 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
Public Policy and Management	Indian Economic & Political History (1.5) Environment & Development (1.5)	--	Indian Legal System (1.5) Indian Social Structure (1.5)	6.0
<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 1st and 2nd Year period of study. Each student is required as a compulsory part of the curriculum to spend about eight weeks of the period May-June working on a project specified by an employer and to submit a report to the sponsoring authority. The students work under the guidance of a faculty member who finally evaluates the Project Report. The summer project is assigned a weightage equivalent to that of one course in the curriculum. The Institute does not offer any specialization package. However, it is possible to choose optional courses with concentration in the areas of choice in the 2nd Year, keeping in view the current Placement requirements for specialization.

### **Post-graduate Diploma In Computer Aided-management (PGDCM)**

The world is witnessing an unprecedented growth in the field of Information Technology and Communication. Deregulation, globalization, fundamental breakthroughs in science and the strategic importance of Information Technology are blurring the boundaries in a variety of industries. In such a business environment, Indian companies are rapidly trying to restructure, re-engineer and reorganize themselves in order to be competitive. The revolution in Information Technology is transforming various sectors – viz. Banking, Publishing, Telecommunications, and Healthcare.

Information Technology is so pervasive today that a distinction cannot be made on this basis between Technology and non-Technology businesses. IT pervades the work-place, in products and at the market-place. Besides being managers of people and resources today's managers also need to manage technology. 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 the 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 such programme to be offered 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 together with 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 IT skills (15 hr)	Managerial Commn.-II (15 hr)	Business Ethics (15 hr)	

A PGDCM student can take a minimum of 42 (excluding the term paper) and a maximum of 54 credit-point elective courses on a credit basis in the second year spread over three terms.

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

**List of Optional Courses in 2010-2011**

The following optional courses were offered during the year.

**Behavioural Sciences**

Business Research Methods  
Cross Cultural Management  
Designing Corporate Citizenship Initiatives  
International and Cross-Cultural Management  
Learning Organizations  
Management of Self in Organizations  
Organizational Leadership: Inspiration, Dilemmas & Action  
Organizational Structure & Design

**Economics**

Applied Macroeconometrics  
Econometric Methods  
Economics of Business Policy  
Global Economy of the 21st Century: Trends and Issues  
Institutions, Markets and Firms : Growth and Structural Change in China and India  
International Economics  
Selected Aspects of Macroeconomics  
The Economics of Corporate Environmental Strategy  
The Economics of Human Resources  
Trade and Industrial Policies

**Finance and Control**

Bank Management  
Behavioural Finance  
Business Valuation  
Corporate Restructuring  
Financial Modelling  
Financial Risk Management  
Fixed Income Markets  
Infrastructure & Project Finance  
International Finance  
Investment Analysis and Portfolio Management  
Management Control System  
Money & Banking  
Options, Futures & Derivatives  
Structured Finance

**Human Resource Management**

HRM in MNCs

Strategic Human Resource Management in Services  
Strategic Planning & HRM

**Management Information Systems**

ANNFS: Applications to Finance & Strategy  
Business Applications of AI And Expert System  
Business Data Mining  
Business Dynamics  
Business Integration with Information Technology: Concepts and Cases  
Business Intelligence  
Computational Intelligence in Finance and Business [CIFB]  
E-Commerce  
Information & Network Industries  
Information Technology : Strategy and Governance  
Information Technology and Business Innovation  
ISB-MPC : Information Security in Business Multi-Party Computation  
RFID and its Business Implications

**Management Centre for Human Values**

Corporate Social Responsibility: Perspectives and Practices  
Entrepreneurship in NGOs  
Leadership Excellence: Insights from Indian Ethos  
Management, Culture and Creativity

**Marketing**

B2B Marketing  
Consumer Behaviour  
International Marketing  
Integrated Marketing Communication  
Marketing in Practice  
Marketing Theory and Contemporary Issues  
Marketing to Bottom of Pyramid Consumers  
Product Management  
Relationship Marketing  
Rural Marketing  
Sales and Distribution Management  
Services Marketing  
Sports Entertainment and Media Marketing  
Strategic Marketing  
Strategic Brand Management

**Operations Management**

Excellence in Manufacturing - Concepts and Tools  
Logistics and Supply Chain Management  
Operations Strategy

Optimization Models for Industry  
Production and Inventory Control  
Project Management  
Quantitative Applications in Finance  
Revenue Management & Dynamic Pricing  
Supply Chain Strategy, Performance and Risks: Tools and Techniques  
Sustainable Supply Chain Management

**Public Policy and Management**

Consumption Culture & Markets  
Country Risk Analysis  
Environmental Challenges in India  
Law and Policy of International Trade  
Managing the legal & Regulatory Environment of Indian Business  
Politics of Development  
Social Development and Social Policy  
Urban Management: Issues and Strategies

**Strategic Management**

Competitive Strategy and Organizational Integration  
Corporate Entrepreneurship  
Leading the Family Business  
Managing New Ventures  
Managing Strategy Implementation and Business Transformation

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

**New Optional Courses In PGP (2010-2011)****Behavioural Sciences**

Cross Cultural Management

**Economics**

Applied Macroeconometrics  
Institutions, Markets and Firms: Growth and Structural Change in China and India

**Finance & Control**

Financial Modelling

**Management Centre for Human Values**

Leadership Excellence: Insights from Indian Ethos

**Management Information Systems**

Information & Network Industries  
Information Technology and Business Innovation

**Marketing**

Marketing to Bottom of Pyramid Consumers  
Sports Entertainment and Media Marketing

**Operations Management**

Operations Strategy  
Sustainable Supply Chain Management  
Supply Chain Strategy, Performance and Risks: Tools and Techniques  
Excellence in Manufacturing - Concepts and Tools  
Revenue Management & Dynamic Pricing

**Public Policy Management**

Environmental Challenges in India  
Law and Policy of International Trade

**Strategic Management**

Competitive Strategy and Organizational Integration

<b>Fees and Expenses</b>
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The fee structure for the students of the Post Graduate Diploma in Management (PGDM) and Post Graduate Diploma in Computer Aided Management (PGDCM) for the 47th Session/ 16th Session (2010-12) at the Indian Institute of Management Calcutta is as follows:

Description	First Year	Second Year
Tuition Fee	4,11,000.00 per annum*	4,41,000.00 per annum*
Accommodation Charge	24,000.00 per annum*	24,000.00 per annum*
Course Materials Charge	99,000.00 per annum*	1,05,000.00 per annum*
Computer Charge	54,000.00 per annum*	60,000.00 per annum*
Library Fee	36,000.00 per annum*	45,000.00 per annum*
Medical Insurance Charges	1,000.00 per annum	1,000.00 per annum
Students' Association Fee	1,000.00 (one time)**	-
Alumni Fee	1,000.00 (one time)**	-
Caution Deposit	6,000.00 (one time)***	-
Development Fee	23,000.00 (one time)****	24,000.00 (one time)****

\* Payable in 3 equal installments at the beginning of each term

\*\* Payable at the beginning of 1st Term

\*\*\* Refundable

\*\*\*\* Payable at the beginning of the 1st Term & 4th Term ( ` 23000.00 + ` 24000.00)



## Scholarships and Prizes

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

Dr. B. C. Roy Memorial Gold & Silver Medals  
Chairman's Prize  
John Wyne Prize  
Institute's Gold Medal

The Institute awards the following cash prizes to meritorious students on the day of the Prize Distribution Function:

Institute Prize

## Scholarships/Prizes/Awards

A number of scholarships / Prizes / Awards sponsored by different companies like the Aditya Birla Scholarship Group, Sir Ratan Tata Trust, O P Jindal Engineering & Management Scholarship etc. are available for deserving students on the basis of merit and other criteria.

During the period 2010-11, the Aditya Birla Scholarship Group offered a Scholarship worth INR 1,75,000 to one 1st year student and one 2nd year student. Sir Ratan Tata Trust offered scholarships amounting to INR 50,000 each to four 2nd year students. Hindustan Unilever offered the T. Thomas Scholarship amounting INR 1,00,000 to one 2nd year student. NTPC offered two scholarships amounting to INR 1500 p.m. for a period of two years to two SC/ST students based on criteria stipulated by them. The OPJEM Scholarship amounting to INR 1,00,000 was awarded to two students, one each from the 1st year and 2nd year. The Citi Woman Leader Award was awarded to one PGP-II student.

## Prizes and Awards

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

## First Year

### For PGDM Students:

1. B. P. Poddar Merit Scholarship
2. BPL Prize
3. India Carbon Limited Scholarship
4. Dr. K. Nath Public Trust Award
5. 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:**

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

**Second Year:****For PGDM Students:**

- (a) Sponsored by the Institute

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

- (b) Sponsored by outside organizations

ABC Ltd. Award

Balmer Lawrie Award

B. S. Dua Memorial Prize

Calcutta Management Association Prize

Calcutta Port Trust Award

Duncan Industries Award

Dr. K. Nath Public Trust Gold Plated Medal

Magunta Subbarama Reddy Memorial Prize

P. C. Chandra Silver Medals

TIL Award

Dr. Amiya Barat Prize

IIMC Alumni Association, Calcutta Chapter Prize Gold medal and cash Award  
for outstanding Academic Performance in PGDM by a Female Student

**For PGDCM Students:**

- (a) Sponsored by the Institute

Institute's Gold Medal

- (b) Sponsored by outside organizations

Associated Cement Co. Ltd. Prize

Dr. Jogendra Chowdhury Gold Medal

Smt. Indira Chowdhury Gold Medal

Dr. K. Nath Public Trust Gold Plated Medals

**For PGDM & PGDCM Students :**

Bengal Chamber of Commerce Medal  
Johnson & Johnson Award & Cash Prize for Excellence in Marketing  
IIMC Alumni Association, Calcutta Chapter Prize  
Aditya Kashyap Memorial Scholarship for receiving highest CGPA in compulsory & elective courses

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

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

**Tutorship**

In addition, meritorious students studying in the second year may be selected for the award of tutorship of various courses and are paid a stipend on successful completion of the assignment.

**System of Evaluation**

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

**Passing Standard and Award of Diploma**

The Grade-Point system is used in evaluating a student's performance in each term and over the two-year Programme as a whole. To graduate a student must obtain a Cumulative Grade Point Average (CGPA) of at least 5.0 in all credit courses. Generally, in order to be promoted to the 2nd Year, a student should obtain a CGPA of at least 4.5 at the end of the Third Term. A student who achieves a CGPA of less than 4.5 at the end of the Third Term may sometimes be permitted to continue, subject to satisfactory fulfillment of conditions stipulated by the Faculty according to the merits 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's summer placement process for the batch of 2010-2012 started on November 10, 2010 and concluded on November 15 with placements being suspended for a day in between (to mark the Golden Jubilee celebrations) on November 14. The process lasted for a total of five days at the end of which all students who were a part of the placement process had received and accepted offers.

The process was conducted in slots with each slot lasting for two days. Slot-0 took place on the 10th and 11th of November, Slot-1 on the 12th and 13th, and Slot-2 began on the 15th after a break on November 14. The process came to an end in slot-2, with all 353 students who had sat for the placement process receiving offers by the fifth day. A total of 125 recruiters participated in the process across the five days.

### Lateral Placements

The Lateral Placement Process is for students with considerable work-experience. The candidates are recruited for senior positions based on the nature and duration of their work experience. The Lateral Placements saw a huge increase of 57.6% in the number of offers, up from 92 last year to 145 this year. More than 50 firms participated in the Lateral Process including recruiters like Barclays Bank, Olam International, Google, Microsoft, Amazon and Shell who hired in unprecedented numbers after modest levels of hiring or completely giving a miss to placements during the recession period.

This placement season saw the participation of banks and private equity firms. Barclays Bank was back on campus recruiting in big numbers along with Olam International which made trading offers (derivatives trading in commodities) with posting at Singapore. The highlight of the Lateral Process was the participation of Private Equity firm Gaja Capital, which recruited exclusively from IIM Calcutta and selected 3 students. Additionally, MCap Fund Advisors also visited campus for Lateral recruitments.

In addition to fortifying its position as the 'Finance Campus of India', IIM Calcutta has emerged as a clear favourite for global management consulting firms. The Lateral Placement saw an excellent performance in the consulting domain with firms like Deloitte, PWC and Accenture. Deutsche Post DHL selected students for consulting roles in their Miami office. For the first time, the process saw the participation of Bain & Co, a regular recruiter in Final Placements, offering senior roles during the Lateral Process.

General Management and Operations were other top picks during the Lateral Placements. Indian corporate houses such as Reliance, the Aditya Birla Group, Mahindra & Mahindra, RPG, Hinduja and Adani recruited students for leadership roles in their respective General Management programs. Amazon made the highest number of offers across the IIMs as part

of the Lateral Placements for Operations profiles. Other companies who offered operations roles were TVS Logistics, Biocon and Glenmark.

### Final Placements

IIM Calcutta went into the Final Placements with 237 offers already in hand, from pre-placement offers (PPO) and the Laterals Process. The PPOs saw an increase of 156% compared to last year (from 36 last year to 92 this year). 19 PPOs were for international locations that include the finance hubs of New York, London, Hong Kong and Singapore. The Final Placements this year witnessed a fair spread across all sectors, indicating the students' interest in diverse domains. The total of 200 offers (139 – Final Placement offers, 61 – PPOs) made during Slot Zero recruiters is the highest across all campuses of the country.

The diversity of roles on offer this year is a unique feature of the placement process at IIM Calcutta. Given the wide array of choices, students could hand pick the exact roles they were interested in, thus moving out of the process with the ideal jobs in hand. This, we consider to be the most important aspect of this year's placement process, and our greatest success.

As the first day unfolded, Finance, considered IIM Calcutta's stronghold, saw a manifold increase in the number of offers made compared to last year, with international Investment Banks like UBS, Morgan Stanley, Citigroup, Deutsche Bank and HSBC, Bank of America Merrill Lynch hiring our students. The offers were for desks across the globe. Students had already received PPOs from firms like Goldman Sachs, Morgan Stanley, Barclays Capital, Royal Bank of Scotland, Rothschild, Credit Suisse, MacQuarie. Japanese investment bank, Daiwa Securities, recruited exclusively from IIM Calcutta and extended offers to 6 students.

The Consulting firms made the most offers on the first day, with McKinsey & Co making 13 offers - the highest number of offers made by the firm at any campus in the country. The firm recruited for its Singapore and India offices and for its Sydney office for the first time. BCG, Bain & Co and AT Kearney recruited in large numbers as well. IIM Calcutta had the highest PPO conversion rate among IIMs (87.5%) in the top 4 consulting firms McKinsey, BCG, Bain and AT Kearney. Essex Lake Group, a global consulting firm, also recruited exclusively from IIM Calcutta. After a great start on the first day, the placements continued the good run on the second and third days of the Final Placement Process. The second day saw 23 companies coming to campus to hire the talented bunch of students. FMCG behemoth Procter and Gamble made 11 offers in their sales and marketing roles, including roles in Singapore. Dabur made an international offer for New Business Development at their Dubai operations. Marketing roles were also offered by Hindustan Unilever, ITC, J&J Consumer Products, Nokia and Kraft Cadbury. Tata Administrative Services (TAS) recruited 5 students for their business leadership program. Consulting offers were made by Feedback Ventures, Hewitt and EXL services.

As always, Finance remained a stronghold even during the second day. Indian Investment Banks like ICICI Securities, India Infoline and Allegro recruited students. On the other hand, International Banks such as HSBC, Standard Chartered and Development Bank of Singapore also extended offers. ICICI, the largest recruiter on day 2, made 19 offers in roles such as M&A and Treasury roles. The day additionally witnessed the participation of Bloomberg, recruiting from the campus for the first time after the financial crisis.

The third day was packed with firms from various sectors with finance and telecom majors dominating the day's proceedings. Bharti Airtel and Yes Bank with eight and seven offers respectively were the biggest recruiters of the day. Credit rating agency CRISIL also participated in the placement process for the first time and specifically selected students for strategy roles. KPMG, PWC, Vodafone, Aircel, Asian Paints and Castrol were some of the other companies that participated in the third day. The following day saw the participation of Indian corporate giants like RPG, Tata Steel, Raymond and Bajaj. Students with an entrepreneurial inclination were picked up by firms like Flipkart for a variety of roles.

The Final Placements alone saw 21 new recruiters. Nielsen & Co. selected students for their emerging leadership program in the Finance domain. Daiwa, Avendus, India Infoline and CRISIL were some of the Finance firms that visited IIM Calcutta for the first time. Consulting major Arthur D Little selected students for their Dubai office. Other first time recruiters in the consulting domain included Essex Lake Group and EXL Services.

### **Deferred Placements**

IIM Calcutta has introduced deferred placements this year wherein students who want to pursue entrepreneurship, work in the social sector, join a government organization involved in national service or pursue higher education are allowed to sign out of the current placement process and sit for the placement process in the next three years. This is an initiative aimed at encouraging students to pursue alternative careers beyond what are offered by the corporate world. The idea is to mitigate the career risk students might otherwise face by offering a fallback option. This year itself five students have signed up for the deferred placement program.

### **Post Graduate Programme for Executives (PGPEX)**

The PGPEX Batch-4 consisting of 44 students successfully completed their course between April 1, 2010 and 31st March 2011. The first four terms were completed by the 7th of November 2010. The students in their fifth term (between 8th November and 5th December 2010) did internship projects at various organizations as part of their curriculum. They did their internship in 31 different organizations in India – viz. SBI Capital Markets, Wipro Consulting, L&T, HP, Aircel, ICRA Techno Analytics Ltd etc. For this internship, the students were expected to study and present a report on some relevant aspects, applying theoretical concepts learned in the PGPEX programme to ensure that this would add value to the concerned organization.

This academic year, the PGPEX students had the privilege of being taught by many Visiting

Foreign Faculty from Universities in the U.S.A, U.K and Australia; they offered various elective courses during Terms 4, 6 and 7.

### New Elective Courses

This year the following new elective courses were offered by different groups and centres in PGPEX.

Sales and Distribution Management	Marketing
Integrated Marketing Communication	
International and Cross-Cultural Management	Behavioral Sciences
Marketing Data Analytics	MIS ( cross listed with Marketing)
Creative Excellence in Management: An Alternate Approach	MCHV
Managing Across Borders and Cultures	
Strategy and Policy in the New Economy	Strategy

During this period, the students also had an opportunity to interact with leading industrialists and business luminaries. They included CEOs and Managing Directors of reputed organizations like SAP Labs India, Hindustan Motors, Jubilant Industries Ltd, Corporate Executive Board and Mahindra and Mahindra Ltd.

The students also had the privilege of guest lectures by the Executive Director & CEO of Draftfcb + Ulka, Head of Agency Relations- Google-South East Asia, Jt. Sr. Director of EEPC, International Trade Facilitation Centre, Executive Director of Deloittee & Touche Consulting India Ltd. etc.

The students received valuable insights and inputs on the working methodology of top executives and businessmen in their respective fields from these lectures.

### Admission to 5<sup>th</sup> Batch

The admission procedure for the 5th batch of PGPEX was completed during this period. The total number of applicants for admission to the 5th batch of PGPEX was 297.

221 candidates were shortlisted for the Personal Interview out of whom 204 appeared for the interview at different venues. Offers were made to 75 candidates and 44 finally accepted the offers. The average work experience of the final 44 candidates is 114 months and the average GMAT score is 718. There are 36 graduates and eight Post Graduates. In this batch 42 candidates have an Engineering background, one has an Arts background and one has a Science background. The PGPEX Batch-5 would commence from 20th of April, 2011.

## Lattice 2010

To celebrate the Golden Jubilee of IIM Calcutta, the PGPEX students presented Lattice 2010- a campaign to incubate Socially Conscious Leadership. This was hosted on December 19, 2010 under the leadership of MCHV in association with ONGC.

The panelists included business luminaries, social activists, theatre personnel, IIMC Faculty, visiting Foreign Faculty and PGPEX students. They generated ideas that integrate CSR (Corporate Social Responsibility) initiatives of private organizations, NGOs and social activists to create responsible social enterprises.

## PGPEX Students in Competition

Two PGPEX Batch-4 students, Anand Moroney and Sameer Karkhanis, participated in the National Competition for Management students (NCMS), a premier B-School event conducted by the All India Management Association (AIMA). They were declared the winners of the Eastern Zone and eventually went on to become 1st runners-up in the National finals of the competition amongst 210 participating business schools.



Parijat Garg and Siddharth Sreenivasan, students of PGPEX class of 2011 have won this year's Kolkata regional round of the Tata Crucible Campus Quiz. The contest witnessed participation of more than 150 teams from different colleges across West Bengal. After 5 intense rounds of quizzing the IIM-C duo of Parijat and Siddharth beat IIFT to claim the top spot and a place in the National finals scheduled to be held in Mumbai in April.

## Placement

Placements at IIM Calcutta's PGPEX program saw 35 students placed out of 44 students.

Six students are still going through the process with different organizations and three students did not avail of the placement facility. This year the job offers were not only more than last year they were much more diverse. The sectors in which students got offers include Energy, Infrastructure, Operations, Healthcare, IT, telecom, business consulting, education, logistics and banking. The roles offered to PGPEX students ranged from mid-to senior level with designations like Deputy General Manager, Assistant General Manager, Principal Consultant, Senior Business Development Manager, Manager India). The fourth batch had some of the leading companies offering salaries ranging from 15 lacs to 28 lacs.



### Sectorwise Distribution of Offers

Consulting	11
IT Consulting/Telecom	16
Business Development/Gen. Management	6
Sales/Marketing	8
Others	6
Total Number of Offers	47
Highest Salary Offered	28 lakhs
Average Salary	19.66 lakhs

A total of 48 companies have participated till now and a few more will conduct their process soon. Some of the companies who participated include Goldman Sachs, Yahoo, Microsoft, Google, Cognizant, Lava International, PWC, Blue Star, Bertling Logistics, Amazon Consulting, iNautix and Carestream. First time recruiters include Corporate Executive Board, Lava International, Shapoorji, ABS, Carestream, Manipal, Aricent Technologies and Bertling Logistics. The highest number of offers (four) was made by Cognizant Business Consulting

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

#### Background

While the Indian Manufacturing Sector has been doing reasonably well with a growth rate of around 11%, increasing demand of variety products from the consumer in the last two decades, coupled with uncertainty associated with increased competition has posed distinct challenges for manufacturing today. The VLFM Programme in this context can be seen as an initiative for developing leaders, who will take up the new challenges in manufacturing, using manufacturing as a competitive weapon.

With three years since its inception, and the 4th batch about to graduate in April 2011, the programme has gone a long way with many success stories and a strengthening of the bond amongst the various stakeholders – Academia (IIMC, IITK and IITM), Industry (CII & Manufacturing Industry) and the Government (Govt. of India, NMCC, MHRD, Govt. of Japan and, JICA) who contributed to this programme. On 4th June, 2010 an Agreement was signed to extend the support of JICA for the VLFM program till March 2013. This was based on the recommendation of the Joint Evaluation Committee of the Government of Japan and Government of India.

The programme not only provides inputs in management and technology from some of the best experts in Japan and India, but also provides practical exposure through Industry visits in both the countries. One of the distinctive features of the programme is the initial module of Breakthrough management and the Five Step Discovery Process conducted by

Prof. Shoji Shiba which lays the foundation of a change in the mindset of students and helps them transcend to the domain of visionary leadership.

### **Report on the 4<sup>th</sup> Batch [2010-11]**

IIM Calcutta was the host for the academic session 2010-11 of PGPEX VLM, 4th batch. The written test and interview were conducted on 24th January 2010. Out of 111 applicants, 86 candidates reported for the written test and finally 32 students were selected; 29 students accepted the offers. The profile of the candidates selected in the 4th batch is given below:

- Average work experience: 6.5 years
- Average age: 29 years
- Industry-wise students intake: Metal - 10; Automobile - 9; Mining and Minerals – 3; Heavy Machineries – 3; FMCG & Pharmaceuticals – 2; Engineering Construction – 1; Industrial Consumer Products - 1
- No. of sponsored students: 5

### **Industry Visit / Internship**

The Japan Visit is an integral part of the PGPEX-VLM program. This year students visited Japan during 27th February 2011 to 9th March 2011. The visit among other things included interaction with several organizations – viz. Sony Archives (Museum), Mitsui Chemicals Inc.(MCI), Ichihara works, Motomachi Plant of Toyota Motors/ Assembly line and welding in Nagoya & Toyoda, Shinsei Bank, Meguro Production Center.

As part of the program all students underwent Industry Internship during 3rd January 2011 to 19th February 2011. The sponsored candidates went back to their own organizations while the remaining students did their internship in different companies – viz. ACC Ltd., JCB, Shinsei Bank, Hitachi India, H.P., Bosch, ITC Ltd., Shinsei Bank, Bosch, Anand Group, Jubilant Organosys, Welspun, VMukti Solutions. The internship reports have been submitted to the respective organizations and also to the PGPEX-VLM office at IIM Calcutta.

### **Placement**

A total of 24 students were enrolled for placement (five sponsored students opted out of the placement process.) The companies that participated in the Placement process included Tata Consulting, HP Consulting, BMG Consulting, Take solutions, Anand Group, John Deere Tata Cummins and Hitachi. The fourth batch had some of the leading companies offering salaries ranging from Rs.11.4 lakhs to Rs.18 lakhs.

### **Some important activities during the year 2010-11**

1. Introduction of new courses on Green Manufacturing
2. Guest Lectures from JICA, Japan: Prof. Michihiro Nishi from Japan delivered lectures

on Green Manufacturing on 17th December 2010 and Mr. Yuji AKABA took sessions on Venture Business Management on 16th December 2010.

3. Invited Talk by Prof. Shekhar Chaudhuri, Director in the Seminar organized by BNCCI, Kolkata: Prof. Chaudhuri gave a presentation on “Developing Leaders for the Manufacturing Sector: An unique initiative of GOI, Industry, JICA, CII and Academia – IIM Calcutta, IIT Kanpur and IIT Madras” on 18th August 2010 at BNCCI premises, Kolkata.
4. Achievement in LAKSHYA 2010 competition sponsored by TCS: Sri K Sivaraman and Sri Vijay Kumar, PGPEX-VLM 4th batch students won the first position in the NITIE Supply Chain Management and Operations Case Study context (LAKSHYA 2010) Sponsored by TCS.
5. 4th CII Global Summit on Skills Development 2010 in Mumbai: Prof. V K Unni, member of the Academic Committee of PGPEX-VLM attended the 4th CII Global Summit on Skills Development from 29 to 30 November 2010 in Mumbai.
6. VLMP Convention: 3rd VLFM Convention was held on 4th February 2011 in New Delhi. VLFM program Success Stories were released on that occasion.
7. VLFM Study Missions:
  - **Study mission to Japan from January 22 to January 28, 2011:** A sustainability mission comprising of ten members headed by Prof. Shekhar Chaudhuri, Director, IIM Calcutta, visited Japan during 22nd to 29th January 2011 with the objective of identifying opportunities to strengthen the tie between the Indian and the Japanese stakeholders to make VLFM program sustainable without JICA aid.
  - **Study Mission to Thailand (March 22 to 25, 2011) :** The objectives of this mission were (a) to study Alumni Activities and (b) to identify the key success factors from experiences of TNI, TPA and other Institutes. The mission was lead by Prof. Shoji Shiba. IIM-C was represented by Prof. Ashis K Chatterjee, and Mr. Alok K Chaudhury.
8. **VLFM Archive at IIM-C:** As planned, JICA provided the following office equipment for VLFM Archive Room at IIMC by the end of March 2011: Five steel cabinets for documents, text books, etc; one colour copy machine; one PC; one Ceramic Steel Mat Board for Projection; and one SONY LCD Projector and HP PC



## Term-wise Course List

Term	Title of the Course	Cont. Hour	Credit Points	Total Credit Point
Term 0 -	Ice-Breaking Session at IIM Calcutta Communication * Break-through Management *	55	1.5 3.0	4.5
Term I -	Course work at IIM Calcutta Decision Making Tools Global Scenario Regulatory National & International Managerial Economics Organizational Structure and Design Marketing	141	3.0 1.5 1.5 2.0 3.0 3.0	14
Term II -	Course work at IIM Calcutta ERP Workflow & BPR Financial Analysis Human Resource & Labour Law Manufacturing Strategy Strategic Analysis Production Management Project Management	237	4.5 4.5 3.0 2.0 3.0 4.5 2.0	23.5
Term III -	Organised by IIM Calcutta Domestic Industry visit *			
Term IV -	Course work at IIT Kanpur Supply Chain Management Product Design and New Product Management Automation & Robotics in Manufacturing Computer Integrated Manufacturing Systems Advance Materials Data Analysis and Decision Modelling	240	2.0 5.0 3.0 2.0 2.0 2.0	16
Term V -	Course work at IIT Madras Leadership in Decision Making II Leadership in Decision Making III Supply Chain Management Production Management II		2.0 1.0 2.0 2.0	

Term	Title of the Course	Cont. Hour	Credit Points	Total Credit Point
	Technology Management		2.0	
	Computer Integrated Manufacturing		2.0	
	Frontier Technology in Manufacturing		2.0	
	Automation and Robotics (Ergonomics)	240	2	15
Term VI -	Course work at IIMC			
	Interpersonal Skills & Leadership		3.0	
	Green Manufacturing		2.0	
	Vision to Execution		2.0	
	Ethics & Values in Business		2.0	
	Entrepreneurship		2.0	11
	Quality Management Systems Auditor/ Lead Auditor Training Course by Bureau Veritas.	144		
Term VII -	Industry Internship in India **			3
Term VIII -	International Industrial Study Visit at Japan **			3
	Grand Total :	1057		90

Compulsory (Audit)

Compulsory (Qualifying)

## 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. The participant's problem-solving abilities and decision-making skills are developed thus increasing their managerial competence during the Management Development Programmes.

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

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

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

The Institute offers a wide range of programmes targeted towards young and middle managers, senior managers, consultants, technical staff as well as NGOs. All programmes contribute to managerial development within the structure and systems of organizational behaviour blending management theory and tools with practical insights and participation. IIM Calcutta believes that each programme participant learns and adds value to the learning process by sharing his or her own career experiences.

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

### Management Development Programmes

Sl. No.	Name of the MDP	Duration	Prog. Director
1	Excellence in School Education through Leadership	July 26 – July 28, 2010	Prof. C. Panduranga Bhatta
2	Leadership and Team Building	August 16 – August 20, 2010	Prof. B. N. Srivastava
3	Becoming an Effective Sales Manager	August 17 – August 20, 2010	Prof. Prashant Mishra and Prof. Janakiraman Moorthy
4	Programme on Corporate Finance	July 26, 2010 – March 31, 2011	Prof. Binay Bhushan Chakrabarti
5	Communication and Presentation Skills	September 06 – September 09, 2010	Prof. Leena Chatterjee and Prof. Vidyanand Jha
6	Competitive Marketing Strategy	September 01 – 04, 2010	Prof. Prafulla Y. Agnihotri
7	Managerial Effectiveness	September 13 – September 17, 2010	Prof. Leena Chatterjee and Prof. Jacob D Vakkayil
8	Leadership Excellence	September 20 – 22, 2010	Prof. C. Panduranga Bhatta
9	Managerial Leadership and Team Effectiveness	October 25 – October 29, 2010	Prof. Leena Chatterjee and Prof. Rajiv Kumar
10	Marketing Skills for High Performance	October 26 – October 29, 2010	Prof. Prashant Mishra and Prof. Janakiraman Moorthy
11	Managing Risks in Banks and Financial Institutions	November 11 – 13, 2010	Prof. Binay Bhushan Chakrabarti and Prof. Ashok Banerjee
12	Leadership and Team Building	November 08 – 12, 2010	Prof. B. N. Srivastava
13	Customer Service Strategy: Profiting Through Value Creation, Loyalty and Relationship	November 18 -20, 2010	Prof. Prafulla Y. Agnihotri

Sl. No.	Name of the MDP	Duration	Prog. Director
14	Leadership Excellence	November 22 – 24, 2010	Prof. C. Panduranga Bhatta
15	Strategic Analysis for Market Decision-Making	December 08 – 11, 2010	Prof. Prafulla Y. Agnihotri
16	Supply Chain Management	December 07 – 10, 2010	Prof. M.N. Pal and Prof. Balram Avittathur
17	General Management Programme for Senior and Middle-Level Executives	November 29 – December 03, 2010	Prof. Subrata Mitra
18	Improving Communication and Interpersonal Effectiveness	December 13 – 15, 2010	Prof. Leena Chatterjee
19	Leadership Excellence	December 13 – 15, 2010	Prof. C. Panduranga Bhatta
20	Mergers & Acquisitions	December 16 – 18, 2010	Prof. Ashok Banerjee
21	Managerial Leadership and Team Effectiveness	January 03 - 07, 2011	Prof. Leena Chatterjee and Prof. Rajiv Kumar
22	Creative Excellence in Management	January 17-19,2011	Prof. C. Panduranga Bhatta
23	Managerial Leadership and Conflict Resolution	January 17-22,2011	Prof. B. N. Srivastava
24	Managerial Effectiveness	January 31-February 04,2011	Prof. Leena Chatterjee & Prof. Jacob D. Vakkayil
25	Organisational Excellence through Leadership	February 07-09,2011	Prof. C. Panduranga Bhatta
26	Communication and Presentation Skills	January 31-February 03,2011	Prof. Leena Chatterjee & Prof. Vidyanand Jha
27	Building Relationships for Organizational Effectiveness	February 14-18,2011	Prof. Leena Chatterjee & Prof. Jacob D. Vakkayil
28	Knowledge Management for Competitive Excellence	February 21-23,2011	Prof. Vidyanand Jha & Prof. Rajiv Kumar
29	Leadership Excellence	March 07-09,2011	Prof. C. Panduranga Bhatta

### In Company Training Programmes

Sl. No.	Name of the Programme	Duration	Prog. Director/s
1	Training on Strategic Management for Executives of Aditya Birla Ltd.	April 09,2010	Prof. Ranjan Das
2	Workshop for the Executives of WBSEDCL	3 days in two phase; Phase I : April 08,2010 and Phase II : 2 days during July/August,2010	Prof. Prashant Mishra & Prof. Sahadeb Sarkar
3	Strategic Consultancy for Birla Corporation Limited	April 19,2010	Prof. Ranjan Das
4	Special Management Programme for Steel Authority of India limited	April 06, 2010 – May 25, 2010 ( Module: I on Campus April 6-18,2010; Module: II a study visit to abroad May 11-23,2010; Project Presentation on Campus May 24-25,2010)	Prof. Binay Bhushan Chakrabarti and Prof. Biju Paul Abraham

Sl. No.	Name of the Programme	Duration	Prog. Director/s
5	Thinking Strategically For Excelling In Execution for National Academy of Defence Production	April 16, 2010	Prof. Ranjan Das
6	Strategic Consultancy Programme Aditya Birla Learning Centre	April 13, 2010	Prof. Ranjan Das
7	Corporate Training Programme for L&T	April 12, 2010 – April 17,2010	Prof. Sushil Khanna and Prof. Binay Bhushan Chakrabarti
8	Introductory Finance for Mid Level Engineers of Power Departments of North Eastern States	April 26 – April 30, 2010	Prof. Purusottam Sen and Prof. Binay Bhushan Chakrabarti
9	Corporate Training Programme for L&T	August 09 – August 14, 2010	Prof. Sushil Khanna and Prof. Binay Bhushan Chakrabarti
10	Corporate Training Programme for L&T	October 04 – October 9, 2010	Prof. Sushil Khanna and Prof. Binay Bhushan Chakrabarti
11	EDP for Oil & Natural Gas Corporation Ltd. (ONGC)	April 19 – April 21, 2010	Prof. Prashant Mishra and Prof. Jacob D Vakkayil
12	Training Programme for Steel Authority of India Ltd.	April 29, 2010	Prof. Ranjan Das
13	EDP for Oil & Natural Gas Corporation Ltd. (ONGC)	April 22 – April 24, 2010	Prof. Prashant Mishra and Prof. Jacob D Vakkayil
14	EDP for Oil & Natural Gas Corporation Ltd. (ONGC)	April 28 – April 30, 2010	Prof. Prashant Mishra and Prof. Jacob D Vakkayil
15	EDP for Oil & Natural Gas Corporation Ltd. (ONGC)	May 03 - May 05, 2010	Prof. Prashant Mishra and Prof. Jacob D Vakkayil
16	Leading & Managing New Product Development Projects for Defence Research & Development Organisation (DRDO)	May 03 – May 08, 2010	Prof. Ramanuj Mazumdar
17	Best Practices in Strategic Planning Formulation in various Industries for Bharat Heavy Electricals Limited (BHEL)	May 7, 2010	Prof. Sougata Ray
18	Workshop for the Executives of WBSETCL	April 29 - August 31, 2010 (3 days in two phase; Phase I : April 29, 2010 and Phase II : 2 days during August,2010)	Prof. Sahadeb Sarkar and Prof. Prashant Mishra
19	Workshop for the Executives of WBSETCL	April 30 - August 31, 2010 (3 days in two phase; Phase I : April 30,2010 and Phase II : 2 days during August,2010)	Prof. Sahadeb Sarkar and Prof. Prashant Mishra
20	Executive Development Programme for Lafarge India Pvt. Ltd.	May 02 – May 05, 2010	Prof. Prashant Mishra and Prof. Janakiraman Moorthy



Sl. No.	Name of the Programme	Duration	Prog. Director/s
21	Executive Development Programme for Lafarge India Pvt. Ltd.	May 10 – May 13, 2010	Prof. Prashant Mishra and Prof. Janakiraman Moorthy
22	Executive Development Programme for HDFC Standard Life Insurance Co.	May 07 - May 09, 2010	Prof. Prashant Mishra
23	Executive Development Programme for HDFC Standard Life Insurance Co.	May 14 – May 16, 2010	Prof. Prashant Mishra
24	Session on Project Risk Management for M.N.Dastur & Company (P) Ltd.	May 8, 2010	Prof. Subrata Mitra
25	Training Programme for Steel Authority of India Ltd.	May 13, 2010	Prof. Ranjan Das
26	Training on Management GenNext for CESC Limited	May 24 - May 26, 2010	Prof. Vidyanand Jha
27	Training on Management GenNext for CESC Limited	May 27 - May 29, 2010	Prof. Vidyanand Jha
28	Performance Feedback: Getting It Right for Tata Steel	May 26, 2010	Prof. Ranjan Das
29	Training Programme for Steel Authority of India Ltd.	June 1, 2010	Prof. Ranjan Das
30	Strategic Choice during Economic Downturn for IPCA Laboratories Ltd.	May 31, 2010	Prof. Ranjan Das
31	Programme on Foundations of Management for HCL Technologies Limited (BPO Services)	June 1, 2010 – November 30, 2010	Prof. Ranjan Das
32	Training on Delivering Performance Feedback for Voltas Limited	June 2, 2010	Prof. Ranjan Das
33	Training Programme for Steel Authority of India Ltd.	June 2, 2010	Prof. Binay Bhushan Chakrabarti
34	Educational Leadership Skills for Council for the Indian School Certificate Examinations	June 28 – July 03, 2010	Prof. C. Panduranga Bhatta and Prof. Ranjan Mitter
35	Training Session on Strategy for CGI India	June 23, 2010	Prof. Ranjan Das
36	Performance Feedback: Getting It Right for Tata Steel	June 28, 2010	Prof. Ranjan Das
37	Training Programme on IFRS for Princeton Academy	June 18 – June 19, 2010	Prof. Ashish K. Bhattacharyya
38	IIMC-Godrej Initiative for Young Managers - General Management Programme	August 02 – August 17, 2010	Prof. Janakiraman Moorthy and Prof. Abhishek Goel
39	Training Session on Strategy for NIIT Technologies Ltd.	July 14, 2010	Prof. Ranjan Das
40	Senior Leaders' Program for Wipro	May 25 – June 05, 2010 ( Session I : 25th - 27th May, 2010 and Session II: 5th June, 2010)	Prof. Ranjan Das
41	Opinion for Kingfisher Airlines Limited	May 21, 2010	Prof. Ashish K. Bhattacharyya
42	EDP for HDFC Standard Life Insurance Co.	July 16 – July 18, 2010	Prof. Prashant Mishra
43	Dell Red Carpet Programme for Dun & Bradstreet	July 15, 2010	Prof. Ashish K. Bhattacharyya

44	ALDP for West Bengal Power Development Corporation Limited	July 19 – July 31, 2010	Prof. Prashant Mishra & Prof. Sahadeb Sarkar
45	Leading & Managing New Product Development Projects, Sponsored by DRDO, Delhi	August 23 – August 27, 2010	Prof. Ramanuj Mazumdar
46	Strategic Marketing: Training and Development for Steel Authority of India Ltd.	July 21, 2010	Prof. Ranjan Das
47	Strategic Training Programme for Larsen & Toubro	July 28 - July 29, 2010	Prof. Ranjan Das
48	ALDP for West Bengal Power Development Corporation Limited	August 02 - August 14, 2010	Prof. Prashant Mishra & Prof. Sahadeb Sarkar
49	Training Programme for GATI	June 19, 2010	Prof. Ashish K. Banerjee
50	Training Programme for WBPDC for West Bengal Power Development Corporation Limited	August 16 – August 21, 2010	Prof. Prashant Mishra & Prof. Sahadeb Sarkar
51	Training Programme for Cognizant Technology Solution India Pvt. Ltd.	August 30, 2010	Prof. Ranjan Das
52	Training Programme for Kotak Mahindra Bank	September 04 – September 05, 2010	Prof. Binay Bhushan Chakrabarti
53	Training Programme for WBPDC for West Bengal Power Development Corporation Limited	August 23 – August 28, 2010	Prof. Prashant Mishra & Prof. Sahadeb Sarkar
54	Strategy and Leadership Development Programme for L&T Infotech	August 27 - August 30, 2010	Prof. Ranjan Das
55	Senior Leaders Programme for HDFC Bank	September 03 – 04, 2010	Prof. Ranjan Das
56	Government Finance & Project Management FOR Government of Manipur	September 20 – September 25, 2010	Prof. Saibal Chattopadhyay, Prof. Ashok Banerjee and Prof. Partha Priya Datta
57	Contract Management & Arbitration for ONGC	September 13 – September 17, 2010	Prof. R. Rajesh Babu and Prof. V. K. Unni
58	Advanced Sales and Marketing Programme for Johnson and Johnson	Phase I : September 13 – 18, 2010 Phase II : January 10 – 15, 2011 OR February 07 – 12, 2011 Phase III : June 13 – 18, 2011	Prof. Prashant Mishra & Prof. Sahadeb Sarkar
59	Management of Creativity and Innovation for NHPC	September 20 – 24, 2010	Prof. Vidyanand Jha
60	Implementing Brand Strategy at the Field Level for IPCA	September 9, 2010	Prof. Ranjan Das
61	Total Business Manager and Business Strategy for Tata Steel Processing and Distribution Ltd.	September 24, 2010	Prof. Ranjan Das
62	'Economic Value Added' for Hero Honda Motors Ltd.	October 8, 2010	Prof. Ashok Banerjee
63	Training Session on Strategy for NIIT Technologies Ltd.	October 20, 2010	Prof. Ranjan Das
64	Financial Management skills for Top Management for IOCL	October 26 – October 30, 2010 (IIMC Module - 3 days)	Prof. Ashok Banerjee

65	Understanding Financial Statement & Credit Appraisal for HSBC	November 12 – November 14, 2010	Prof. Ashok Banerjee
66	Advance Management Programme for ONGC	September 20, 2010 – November 21, 2010 (On Campus Module : Sep 20 – Oct 06, 2010 at Floatel Hotel Kolkata and OLC Module: Nov 07 - 21, 2010)	Prof. Binay Bhushan Chakrabarti and Prof. Prashant Mishra
67	Strategy and Operation Management for CESC	October 30, 2010 and November 1 - 03, 2010	Prof. Ranjan Das
68	Training Session on Strategy for NIIT Technologies Limited	November 10, 2010	Prof. Ranjan Das
69	Advance Management Programme for Robi Axiata Ltd.	December 12 – 14, 2010	Prof. Vidyanand Jha
70	Leadership Excellence for Saud Bahwan Group, Oman	January 07 – 08, 2011	Prof. C. Panduranga Bhatta
71	Training in Strategy and Strategy Execution for NIIT Limited	November 13 – 14, 2011	Prof. Ranjan Das
72	Training for NHPC Limited, 'Rangshala - Effective Communication Mantras'	November 29 – December 03, 2010	Prof. Leena Chatterjee and Prof. Vidyanand Jha
73	Future Manager's Programme for AKIJ Group, Bangladesh	December 16 – December 21, 2010	Prof. Vidyanand Jha
74	Understanding & Analyzing of Financial Statements for Coca Cola (India) Pvt. Ltd.	January 08, 2011 and January 13, 2011	Prof. Ashok Banerjee
75	Training on Strategic Management for Coromandel Engineering Company Ltd.	December 17, 2010	Prof. Ranjan Das
76	Training in Strategic Management for Association of Petroleum Geologist	January 10, 2011	Prof. Ranjan Das
77	Cutting Edge Programme for IOCL Managers	February 07 -28, 2011 and March 14, 2011	Prof. Ashok Banerjee and Prof. Balram Avittathur
78	Strategic Training for Nestle	December 22, 2010	Prof. Ranjan Das
79	Managerial Excellence for NHPC	January 04 – 07, 2011	Prof. Leena Chatterjee and Prof. Vidyanand Jha
80	Educational Leadership Skills for Council for the Indian School Certificate Examinations	January 24 - 29, 2011	Prof. C. P. Bhatta
81	Workshop for School Principals for Skyline University	January 12, 2011	Prof. C. P. Bhatta
82	Leading & Managing New Product Development Projects	January 31-February 04, 2011	Prof. Ramanuj Majumdar
83	Training in Strategy & Strategy Execution	January 13-14, 2011	Prof. Ranjan Das
84	Strategic Training for Nestle	January 21, 2011	Prof. Ranjan Das
85	Development & Private Sector Participation	February 07-12, 2011	Prof. Shekhar Chaudhuri & Prof. Bhaskar Chakrabarti

86	In-company Training Programme on Credit Management	February 14-19,2011, (1st batch) February 23-26,2011, February 28, 2011 & March 01,2011 (2nd batch)	Prof. Binay Bhushan Chakrabarti & Prof. Ashok Banerjee
87	Training programme on Functional management for HCL Ltd.	December 23-June 30,2011	Prof. Ranjan Das
88	Situational Leadership for Tata Steel	February 02,2011	Prof. Ranjan Das
89	Workshop for Ambadi Enterprises Ltd.	February 25,2011	Prof. Ranjan Das
90	Incompany Program of Strategy Leadership	March 03-05,2011	Prof. Sougata Ray
91	Training Session on Strategy	March 01-02,2011	Prof. Ranjan Das
92	One day Training Programme for WBSEB at Asian Institute of Power Management, Kolkata	March 31,2011	Prof. B.N. Srivastava

### Consultancy

Sl. No.	Received From	Subject	Project Director
1	Rahimafrooz Bangladesh Ltd.	Strategic Management Project for Rahimafrooz Bangladesh Ltd.	Prof. Ranjan Das
2	Sudarshan Chemical Industries Ltd., Pune	Strategic Consultancy for SCIL	Prof. Ranjan Das
3	RIECO, Pune	Strategic Consultancy for RIECO Ltd.	Prof. Ranjan Das
4	Bangladesh Association of Software & Information Services, Dhaka, Bangladesh	Consultancy for Bangladesh Association of Software & Information Services	Prof. Sougata Ray
5	Nexus Recycling Pvt. Ltd.	Consultancy for Nexus Recycling Pvt. Ltd.	Prof. Annapurna Shaw and Prof. Balram Avittathur
6	Harrissons Malayalam Ltd., Kerala	Consultancy on Strategy Formulation and Process	Prof. Ranjan Das
7	Sudarshan Chemical Industries Ltd., Pune	Strategic Consultancy for SCIL	Prof. Ranjan Das
8	Voltas Limited	Strategic Consultancy for Voltas	Prof. Ranjan Das
9	Rahimafrooz Bangladesh Ltd.	Strategic Management Project for Rahimafrooz Bangladesh Ltd.	Prof. Ranjan Das
10	Max New York Life Insurance Co. Ltd.	Strategic Consultancy for Max New York Life	Prof. Ranjan Das
11	Sudarshan Chemical Industries Ltd., Pune	Strategic Consultancy for Sudarshan Chemical Industries Ltd.	Prof. Ranjan Das
12	RIECO, Pune	Strategic Consultancy for RIECO Ltd.	Prof. Ranjan Das
13	Supreme Industries Ltd.	Strategic Intervention Project	Prof. Ranjan Das
14	Sudarshan Chemical Industries Ltd., Pune	Strategic Consultancy for Sudarshan Chemical Industries Ltd.	Prof. Ranjan Das
15	RIECO, Pune	Strategic Consultancy for RIECO Ltd.	Prof. Ranjan Das

Sl. No.	Received From	Subject	Project Director
16	School Education Department, Govt. of West Bengal	Restructuring of School Education System in West Bengal	Prof. Shekhar Chaudhuri, Prof. Raghendra Chattopadhyay, Prof. Ashok Banerjee, Prof. Manish Kumar Thakur, Prof. Bhaskar Chakrabarti
17	Sudarshan Chemical Industries Ltd., Pune	Strategic Consultancy for Sudarshan Chemical Industries Ltd.	Prof. Ranjan Das
18	GMR Group	Aspiration Exercise for GMR Group	Prof. Sougata Ray
19	The Strategy Academy Centre for Advance Studies	Strategic Consultancy for 'The Strategy Academy Centre for Advance Studies'	Prof. Ranjan Das
20	Indian Institute of Management Bangalore	Consultancy for IIMB	Prof. Prarthan B. Desai
21	NIFT, Kolkata	Skill Development for NIFT Students	Prof. Ashish K. Banerjee
22	Partners in Change (On behalf of Citi)	Screening Organisation for CMEA 2010	Prof. Abhishek Goel
23	Sudarshan Chemical Industries Ltd., Pune	Strategic Consultancy for Sudarshan Chemical Industries Ltd.	Prof. Ranjan Das
24	Sudarshan Chemical Industries Ltd., Pune	Strategic Consultancy for Sudarshan Chemical Industries Ltd.	Prof. Ranjan Das
25	Chittagong Skills Development Centre	Strategic Consultancy for Chittagong Skills Development Centre	Prof. Ranjan Das
26	HCL Technologies Ltd., Noida	Consulting Services	Prof. Ranjan Das
27	Transport Corporation of India (TCI)	Study of the operational efficiency of freight transport by road in India	Prof. Subrata Mitra
28	Sudarshan Chemical Industries Ltd., Pune	Strategic Consultancy at SCIL	Prof. Ranjan Das
29	Famy Energy Pvt. Ltd.	Strategy Consulting at Famy Energy Pvt. Ltd.	Prof. Ranjan Das
30	DENSO International India Pvt. Ltd., Gurgaon	Validation & Integration of Asia Competency Model & DNHA Model (Consulting)	Prof. Abhishek Goel
31	The Strategy Academy Centre for Advanced Studies (TSACAS)	Strategy Consulting at the Strategy Academy Centre for Advanced Studies	Prof. Ranjan Das
32	GMR Group, Bangalore	Aspiration Exercise for GMR Group	Prof. Sougata Ray
33	Sudarshan Chemical Industries Ltd., Pune	Strategic Consultancy for SCIL	Prof. Ranjan Das
34	Aquapharm Chemicals Pvt. Ltd. (ACPL), Pune	Business Strategy Consulting at Aquapharm Chemicals Pvt. Ltd. (ACPL)	Prof. Ranjan Das

### Long Duration Programmes

Sl. No.	Programme Name	Programme Directors	Start Date	End Date	No. of participants
1	Executive General Management Programme for Nestle (EGMP Nestle)	Prof. Prashant Mishra, Prof. Ashok Banerjee, Prof. Biju Paul Abraham	9-Jan-09	30-Jun-10	50
2	Executive General Management Programme for Genpact (EGMP -Genpact 02)	Prof. Biju Paul Abraham, Prof. Prashant Mishra	19-Mar-09	1-Apr-10	110
3	Senior Management Programme (SMP05)	Prof. Ashok Banerjee, Prof. Balram Avittathur , Prof. B. B. Chakrabarti	11-Apr-09	27-May-10	130
4	Executive Programme on Managing Business Decisions(EPMBD 01)	Prof. Sahadeb Sarkar, Prof. Sanjeet Singh	25-Apr-09	1-May-10	70
5	Management and Business Excellence Programme for Dr. Reddy's Laboratories Ltd. (MBEP - Dr. Reddy's)	Prof. Ashok Banerjee, Prof. Prashant Mishra	30-Apr-09	30-Oct-10	74
6	Executive Programme in Business Management (EPBM13)	Prof. Sushil Khanna, Prof. Saibal Chattopadhyay, Prof. Sudip Chaudhuri	10-May-09	30-Jun-10	235
7	General Management Programme for Accounting Professionals (GMPAP)	Prof. Asish K. Bhattacharyya, Prof. Manju Jaiswall	18-May-09	1-Nov-10	44
8	Executive Programme for Young Professionals (EPYP -11)	Prof. Sujoya Basu, Prof. Bhaskar Chakrabarti	May-09	May-10	126
9	Advanced General Management Programme for Nestle India Ltd (AGMP - Nestle)	Prof. Prashant Mishra, Prof. Biju Paul Abraham	9-Jun-09	30-Jun-10	40
10	Executive Programme in Business Management - International (EPBM - International)	Prof. Sushil Khanna, Prof. Saibal Chattopadhyay, Prof. Sudip Chaudhuri	1-Jul-09	30-Aug-10	40
11	Executive Programme in Business Analytics-(EPBA 02)	Prof. Rahul Roy, Prof. Saibal Chattopadhyay, Prof. Anup K. Sen	14-Aug-09	14-Aug-10	70
12	Senior Management Programme (SMP06)	Prof. Ashok Banerjee, Prof. Balram Avittathur , Prof. B. B. Chakrabarti	Oct-09	Oct, 2010	130
13	Executive Programme in International Business (EPIB 02)	Prof. Prafulla Agnihotri, Prof. Anjan Raichaudhuri	20-Oct-09	26-Oct-10	60
14	Executive Programme in Business Management (EPBM14)	Prof. Sushil Khanna, Prof. Saibal Chattopadhyay, Prof. Sudip Chaudhuri	31-Oct-09	30-Nov-10	200

Sl. No.	Programme Name	Programme Directors	Start Date	End Date	No. of participants
15	Executive Programme for Young Professionals (EPYP -12)	Prof. Sujoya Basu, Prof. Bhaskar Chakrabarti, Prof. Runa Sarakar	7-Nov-09	30-Nov-10	100
16	Executive Programme in Applied Finance (EPAF05)	Prof. Ashok Banerjee, Prof. B. B. Chakrabarti	Nov-09	Nov, 2010	100
17	Executive Programme for Young Professionals for Genpact (EPYP Genpact 02)	Prof. Sujoya Basu, Prof. Bhaskar Chakrabarti, Prof. Runa Sarakar	23-Dec-09	23-Dec-10	70
18	Advanced Programme in Strategic Management (APSM 03)	Prof. Biswatosh Saha, Prof. Sushil Khanna	19-Jan-10	June, 2010	60
19	Certificate Programme in Management of Software Development (CPMSD04)	Prof. Rahul Roy, Prof. Subir Bhattacharya	23-Jan-10	Sep,2010	69
20	Programme in Leading and Managing (PLAM03)	Prof. Vidyanand Jha, Prof. Sushil Khanna	12-Feb-10	30-Aug-10	72
21	Executive Programme in Global Business Management (EPGBM03)	Prof. Vidyanand Jha, Prof. Rajiv Kumar, Prof. Manish Thakur, Prof. Abhishek Goel	9-Mar-10	30-Apr-11	80
22	Executive Programme in Sales and Marketing (EPSM03)	Prof. Prafulla Agnihotri, Prof. Vidyanand Jha	10-Mar-10	9-Mar-11	80
23	Executive Programme in Supply Chain Management (EPSCM02)	Prof. M. N. Pal, Prof. Partha Priya Datta	8-Apr-10	18-Aug-10	65
24	Executive General Management Programme for Nestle India Ltd. (EGMP Nestle 02)	Prof. B. P. Abraham, Prof. Jacob D. Vakkayil, Prof. Janakiraman Moorthy	19-Apr-10	31-Dec-11	50
25	Advanced Programme for Marketing Professionals (APMP-01)	Prof. Prashant Mishra	23-Apr-10	23-May-11	64
26	Executive Programme in Human Resource Management (EPHRM 01)	Prof. Amit Dhiman, Prof. Rajiv Kumar	2-Jul-10	30-Apr-11	50
27	Executive Programme in General Management for Genpact (EGMP Genpact 03)	Prof. Biju Paul Abraham, Prof. Prashant Mishra	29-Jul-10	30-Jun-11	63
28	Executive Programme in Business Management (EPBM 15)	Prof. Anindya Sen, Prof. Anjan Raichaudhuri, Prof. Amit Dhiman	1-Aug-10	20-Sep-11	200
29	Executive Programme on Managing Business Decisions (EPMBD02)	Prof. Sahadeb Sarkar, Prof. Sanjeet Singh	14-Aug-10	31-Aug-11	50
30	Executive Programme for Young Professionals (EPYP 13)	Prof. Jacob D. Vakkayil, Prof. R. Rajesh Babu, Prof. Runa Sarkar	22-Aug-10	31-Aug-11	100

Sl. No.	Programme Name	Programme Directors	Start Date	End Date	No. of participants
31	Executive Programme in Sales and Marketing (EPSM04)	Prof. Janakiraman Moorthy, Prof. Ramendra Singh	18-Sep-10	19-Sep-11	100
32	Management and Business Excellence Programme for Dr. Reddy's Laboratories Ltd. (MBEP02 - Dr. Reddy's)	Prof. Prashant Mishra, Prof. Krishanu Rakshit	3-Oct-10	31-Oct-11	66
33	Senior Management Programme (SMP07)	Prof. B. B. Chakrabarti, Prof. Ramanuj Majumdar, Prof. Sahadeb Sarkar	7-Oct-10	30-Oct-11	200
34	Executive Programme in Supply Chain Management (EPSCM03)	Prof. M. N. Pal, Prof. Partha Priya Datta	13-Oct-10	13-Apr-11	62
35	Programme on Leading and Managing (PLAM-04)	Prof. Biswatosh Saha, Prof. Vidyand Jha	3-Nov-10	30-Jun-11	50
36	Executive Programme in Applied Finance (EPAF-06)	Prof. B. B. Chakrabarti, Prof. Manisha Chakrabarty, Prof. Manju Jaiswall, Prof. Sahadeb Sarkar	1-Dec-10	31-Dec-11	75
37	Advanced General Management Programme for Nestle (AGMP Nestle - 02)	Prof. Prashant Mishra, Prof. Biju Paul Abraham	1-Dec-10	30-Nov-11	40
38	Advanced Programme in Strategic Management (APSM-04)	Prof. Biswatosh Saha, Prof. Mritunjoy Mohanty	13-Jan-11	13-Jun-11	70
39	Executive Programme in Business Management - International 02 (EPBM I - 02)	Prof. Anindya Sen, Prof. Krishanu Rakshit, Prof. Prarthan B. Desai	9-Feb-11	31-Jan-12	40
40	Certificate Programme in Management of Software Development (CPMSD-05)	Prof. Rahul Roy, Prof. Subir Bhattacharya	11-Feb-11	11-Sep-11	50
41	Executive Programme on Global Business Management (EPGBM04)	Prof. Abhishek Goel, Prof. Partha Priya datta, Prof. Sanjeet Singh; Prof. V. K. Unni	20-Feb-11	31-Mar-12	120
42	Executive Programme for Young Professionals for Genpact (EPYP Genpact - 03)	Prof. Bhaskar Chakrabarti, Prof. Jacob D. Vakkayil; Prof. Rajesh Babu	22-Feb-11	30-Mar-12	50
43	Executive Programme on Business Analytics (EPBA03)	Prof. Rahul Roy, Prof. Saibal Chattopadhyay	5-Mar-11	5-Mar-12	65



## Facilities

### B. C. Roy Memorial Library

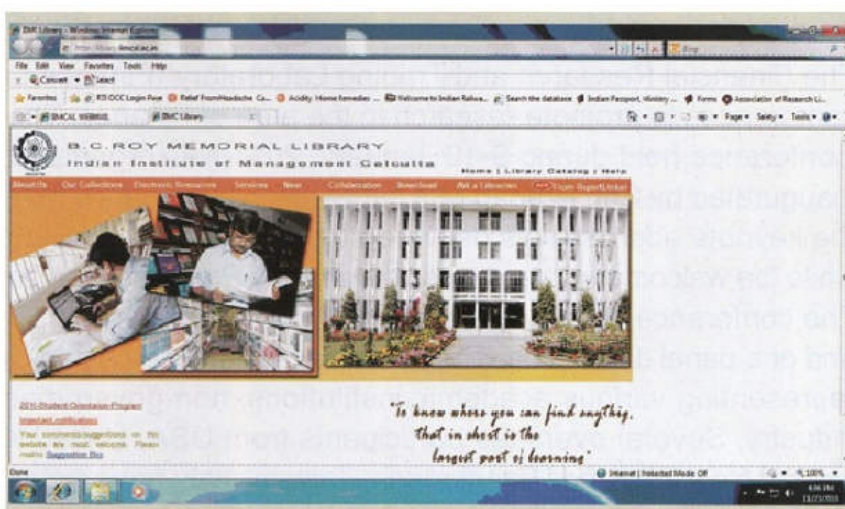
During the financial year ending on 31st 2011, the Library spent around INR 72 lakhs for procuring 2900 books and around INR 54,000 for procuring six multimedia documents. The expenditure was INR 1,65,74,414 for Indian and foreign journals: 95 Indian journals, 167 online foreign journals, 96 foreign journals in both online and print version, 136 foreign journals in print version and 782 online journals on cross-sharing basis with other IIMs.

In addition, the Library subscribed to 26 electronic databases and full text journal packages against an expenditure of INR 72,65,995 and received 11 databases from INDEST – the consortium sponsored by MHRD.

2200 books were processed and sent for use by the readers during this year.

There were more than 14,000 transactions covering the issue and return of Library materials. The Library supplied nine articles to other libraries and received one article from another library. 42 research scholars in the city and two organizations renewed their annual membership with the Library.

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



### Computer Centre

Considerable progress has been made in improving computer-related services at the Institute. The major tasks undertaken during the year are described below:

- Upgradation of 34 Mbps (1:1) Internet Lease Line to 70 Mbps (1:1).
- Procurement of Capstone Interactive Business simulation (Management Game) for PGP.

- The SAS software was upgraded and training programmes were organized to make the users familiar with different aspect of the software.
- Several new software were procured by the Institute during the year to provide support to the faculty members offering courses that require advanced computer support and to improve the anti-virus security environment in the campus.

## Activity Centres

### Finance Lab

The Financial Research and Trading Laboratory (Finance Lab) organizes workshops and conferences to promote research in the area of Finance. The second International Finance Conference held during 9-12 January, 2011 was organized by the Finance Lab and was inaugurated by Shri Pranab Mukherjee, Hon'ble Finance Minister, Government of India and the keynote address was delivered by Prof. M. Suresh Sundaresan, Columbia University while the welcome address was delivered by Prof. Shekhar Chaudhuri, Director, IIM Calcutta. The conference covered as many as five plenary sessions, twenty-two technical sessions and one panel discussion. The conference witnessed a participation of nearly 150 delegates representing various academic institutions, non-governmental organizations, banks and industry. Several overseas participants from USA, United Kingdom, Australia, Germany, Japan, New Zealand, Bangladesh, Taiwan, Italy have participated and presented papers at the technical sessions.

Several Post Graduate Programme (PGP) and FP courses which require extensive use of high frequency market data are conducted in the Lab. The courses are: Financial Modeling - PGP-II (46th/16th and FP), Fixed Income Markets - PGP - II (46th / 16th and FP Batch), Asset Pricing (2010, Doctoral students, Finance & Control) and Behavioural Finance - PGP - II (PGDM: 46th / PGDCM: 16th Batch and FP students). Apart from the PGP and FP courses, the lab is used for conducting Bloomberg sessions as well as various training programmes are offered to corporate participants under MDPs and a few summer internship students from IIT Kharagpur, IIT Guwahati and Institute of Technology, BHU use the lab for their project work.

### Management Centre for Human Values

MCHV organized a workshop on "Personality Development" for PGPEX students of IIMC on July 10, 2010. MCHV organized another workshop on "Personality Development through Indian Ethos" for the teachers and students of Orchid International School at MCHV on August 21, 2010.

MCHV supported the workshop on "Socially Conscious Leadership" organised by PGPEX students under Lattice-2010 sponsored by ONGC. CSR representatives from industry, academicians and heads of NGOs shared their views on the current role of CSR in society, the issues facing social organizations working at the grassroots, and the need for a higher

social vision from corporations and citizens alike to make a meaningful and effective march towards inclusive growth. This workshop proved to be a successful event in sensitizing future corporate leaders to the problems plaguing the grassroots and the opportunities for corporations to bridge the socio-economic divide.

MCHV hosted the Swami Vivekananda Memorial Workshop on Feb. 1, 2011, sponsored by ONGC. The workshop was centered around the lives of prisoners, and the depression, despair and hopelessness of prison life. Eminent danseuse Ms. Alokanda Roy spoke of her work with the prisoners and how she has instilled hope among hard core criminals, hitherto shunned by society, and brought them back to the mainstream. Former convict Nigel Akkara, alias Vicky, who has shared this journey with her, shared his experiences.

## Faculty Activity

### Behavioural Sciences

#### Prof. B N Srivastava

##### *Publications:*

##### *Chapter in Book:*

- Srivastava, B.N. Perception and Management of Time: Perspective from India. In Helfrich-Holter, H., Hölter, E. & Arzhenowskij, I. (Eds.) .Time and Management from the Perspective of Different Cultures. Hogrefe & Huber Publishers, Cambridge, MA..

##### *Journals:*

- Smith,, P.B. Torres, C., Hecker, J., HweeChua, C., Chudzikova, A., Degirmencioglu, S., Donoso-Maluf, F., Feng,N.C.Y., Harb, C., Jacksonj, B., Malvezzi, S., Mogaji, A. Pastorm, J., Perez-Florianon, L., Srivastava, B.N., Stahl, G., Thomason, S., Yanchuk, V. Individualism-Collectivism andness context as predictors of behaviors in cross-national working: Incidence and outcomes. International Journal of Inter-cultural Relations.
- Leonard, K.M., Cosans, C., Pakdil, F.,Brew,F., Tanure, B., Coutina-Hill, V., Kuo, B., Kwantes, K. Rojas, J., Kim, T-Y., Lammel, A., Schmid,S., Srivastava, B.N., Setiadi, B., Keeley, T., Surkiene, G., Nasuridin, A.M., Mockaitis, A.I., Nowak, M., Kim, S-P., Shin, M., Tsai, F-S., Wu, L.L., Akdogan, A., Esatoglu, E., Gumus, M., Koyuncu, K., Kemal M., Tasci, D., Tokgoz, N., Yousef, D., Salciuviene, L., Rodriguez, S.B., Chamseddine, N.J., Ford, D., Rajadhyaksha, U., Soler, O. Cooperation across cultures: An examination of the concept in 16 countries. International Journal of Intercultural Research, March 16, 2011.

##### *International Conferences:*

- Bhagat, R.S., Billing, T.K. and others ( Srivastava, B.N.) Work Family Conflict and the Moderating Role of Decision Latitude in five national contexts. Pa[er presented at the meeting of Academy of Management, August, 2010, Montreal, Canada.
- Srivastava, B.N. Basic Assumption about Man, Work and Organization: Empirical examination of the construct and its validation among Indian Managers. Paper presented at the meeting of International Association of Applied Psychology, July 11-16, 2010, Melbourne, Australia
- Srivastava, B.N. Perception and management of time: Perspective from India. Paper presented at a symposium on 'Perception and management of time: Perspectives from five nations' at the meeting of International Association of Cross-Cultural Psychology, July 7-10, 2010, Melbourne, Australia.

- Bhagat, R.S., Billing, T.K., Srivastava, B.N, & Singh, K. A comparative study of styles of coping with work stress in sixteen different national contexts: Towards a culture-centric approach. Paper presented at the meeting of International Association of Applied Psychology, July 11-16, Melbourne, Australia.
- Bhagat, R.S. & Srivastava, B.N. Cultural variations from the perspective of Hofstede (1991) and House (1994) :A comparative evaluation of the dimensions in sixteen countries. Paper presented at the meeting of International Association of Applied Psychology, July 11-16, 2010, Melbourne, Australia.

### **Prof. Chetan Joshi**

#### ***National Conferences:***

- Joshi, C. (February 2011). Management of workforce diversity: Micro and macro approaches. Plenary Session I, National Conference on Management of Workforce Diversity, Organized at Xavier Institute of Management (in collaboration with Shastri-Indo Canadian Institute), Bhubaneswar, India.
- Joshi, C. (February 2011). Discussant, Session on "Diversity and leadership in a changing world", National Conference on Management of Workforce Diversity, Organized at Xavier Institute of Management (in collaboration with Shastri-Indo Canadian Institute), Bhubaneswar, India.

### **Prof. Nimruji Prasad J**

#### ***Publications:***

- The paper "Is NGO Development Assistance Mismatched? An Epistemological Approach" published in the Special Issue on Democracy and Deliberation of the highly respected journal Critical Review.
- The above paper has also been listed among the recommended scholarship of "The Hayek Project" on epistemology in social sciences.
- The case "Embedding CSR at Burckhardt Compression" published in the Asian Case Research Journal.

#### ***Invited Talk:***

- An invited speaker on CSR at the CII-Eastern Region's CSR Summit held in December 2010.
- An invited speaker on CSR at the Public Relations Society of India's Annual Conference in December 2010

## **Business Ethics and Communication**

### **Prof. Apoorva Bharadwaj**

#### ***Publications:***

- 'Imparting Intercultural Business Communication Competencies in a Business School: A New Perspective' published in Journal of Communication and Media Studies, Volume 2, Issue 9, November 2010, pp. 191-199, ISSN 2141 - 2545@2010AcademicJournals.
- 'Globalization in Management Education: Challenges and Strategies' published in International Journal of Arts & Sciences, Volume 3, Issue 7, 2010, pp. 466-477, ISSN: 944-6934@InternationalJournal.org .
- 'Industry-Institute Integration: Exploring Symbiotic Engagements for Management Education' published in International Journal of Management in Education, Volume 4, No. 1, 2010, pp. 46-60, ISSN(Online):1750-3868-ISSN (Print):1750-385X.

- *Book Review: 'Decoding Leadership'*, critical review of the book 'Essence of Leadership: Explorations from Literature' published in Journal of Human Values, Volume 16, Issue 2, 2010.

### **Prof. C. Panduranga Bhatta**

#### ***Publications:***

- Edited the Journal of Human Values Vol.16.No.1 and No.2 during this period.
- Environmental Friendly Life Styles: A Dialogue with Ancient India, in the Special Issue of the Decision, Environmental Governance: Ecology, Economics & Policy, Edited by Prof. Jayanta Bandyopadhyay, Indian Institute of Management Calcutta, Kolkata, India, Vol. 36, Number 3, December, 2010, Pp.103-120.
- "Frameworks of Ethics and Values-An Appointment with Ancient India" in the Journal of Oriental Research, Madras, Vols. LXXXI-LXXXII, Pp 225-250, 2010.
- "Dice- play related stories from India: Some general observations" in Festschrift in Honour of Alessandro Sanvito, Edited by Luca D'Ambrosio, Antonio Rosino, Published by Vindobona, Refordis Verlag, Austria, 2010.

#### ***National Conference:***

- One day workshop on "Leadership Excellence" in Geddu College of Business Management, Bhutan on April 11 and 12, 2010
- One day workshop on "Excellence in School Education" for the teachers of Jamanbai Narsee School, Mumbai on June 1, 2010
- One day workshop on "Excellence in School Education" for the teachers of Orchid International School, Nasik on June 2, 2010
- Arranged an interactive session with Mr. Michel Doucin, French Ambassador for Bo-ethics and Corporate Social Responsibility on June 23, 2010 at MCHV
- Half day workshop on "Personality Development" for PGPEX students of IIMC on July 10, 2010.
- Half day workshop on "Personality Development through Indian Ethos" for the teachers and students of Orchid International School at MCHV on August 21, 2010.
- Organized *Swami Vivekananda Memorial Workshop* along with Prof. Ranjan Mitter on February 3, 2011.

#### ***International Conference:***

- Presented a paper titled "Inclusive Leadership: Insights from Indian History in the International Conference on "Exploring Leadership and Learning Theories" held at Universiti Sains Malaysia, Penang, Malaysia during February 15-17, 2011.

#### ***Lectures:***

- Guest lecture at Kejeriwal Vidyapeeth Kolkata on June 19, 2010
- Two guest lectures at Vagdevi Vilas Institutions, Bengaluru on July 24, 2010.
- Veena Memorial Endowment lecture at the Institute of Science and "Ethical Frameworks for Preventing Corruption" at SE Railways, Kolkata on October 29, 2010
- "Excellence through Indian Ethos" for Sashatra Seemabal at MCHV on November 21, 2010
- Delivered lectures on Excellence in School Education for the Teachers and Students of various schools in Dubai and Sharjah during January 10-12, 2011.
- Delivered a talk on "In Search of Ethical Leadership" at TCS, Kolkata on February 4, 2011.

- Delivered a talk on "Effective Leadership through Emotional Intelligence" at Indian Military Academy, Dehra Dun on February 10, 2011.
- Delivered the ONGC Chair Professor's lecture on "In Search of Ethical Leadership" at ONGC Academy on February 12, 2011. More than two hundred officers attended the workshop.
- Interacted with Teachers, Parents of Sri Vagdevi Vilas School in Kaula Lumpur on February 17, 2011 on a topic like "Igniting Leadership: Parents' Role"
- Interacted with the students of Tunga Mahavidyalaya at Tirthahalli in Karnataka on March 4, 2011

**International Assignment:**

- Presented a paper titled "Inclusive Leadership: Insights from Indian History in the International Conference on "Exploring Leadership and Learning Theories" held at Universiti Sains Malaysia, Penang, Malaysia during February 15-17, 2011.

**Award:**

- Honoured with Dewang Mehta Business School Award for Best Teacher in Business Ethics and Communication in recognition of leadership, development, innovation and industry interface.

## Economics

### Prof. Amitava Bose

**Publication:**

- "The Analytics of Changing Growth Rates", Economic & Political Weekly XLV no. 28 (July 10, 2010), jointly with Subhasankar Chattopadhyay.

**Seminars:**

- "Changing Role of Teachers" talk in 2-day seminar on 'Professionalism in Teacher Education', Dept of Education, St Xavier's College Calcutta, 21 February 2011
- "Structural Macroeconomics and Contemporary Inflation", seminar held in Centre for Development Studies, Trivandrum, March 7, 2011.

### Prof. Anindya Sen

**Publications:**

**Book:**

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

**Newspaper Article:**

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

**Conference:**

- Chairperson for session on Economics, Jan. 14 2011 at 'Management and Social Welfare Issues: Modern Perspectives', IISWBM Conference.

**Other Professional Activity:**

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

## Prof. Manisha Chakrabarty

### Publication:

- Engel's Law Reconsidered in Journal of Mathematical Economics, First author: Dr. Manisha Chakrabarty, March 2011.

## Prof. Sudip Chaudhuri

### Publications:

- "Can NGOs Regulate Medicines Markets? Social Enterprise in Wholesaling, and Access to Essential Medicines", in Globalization and Health, February, 2011 (jointly with Maureen Mackintosh and Phares G M Mujinja).
- "The Indian Pharmaceutical Industry after TRIPS", in "Five Years into the Product Patent Regime: India's Response", UNDP, New York, December 2010.
- "Indian generic producers, access to essential medicines and local production in Africa: an argument with reference to Tanzania", in European Journal of Development Research, Vol 22, No 4, September, 2010 (jointly with Maureen Mackintosh and Phares G M Mujinja).
- "R&D for Development of new drugs for neglected diseases", in International Journal of Technology and Globalization, special issue guest edited by Sunil Mani and Sudip Chaudhuri, Vol 5, No 1/2, 2011.

### National Workshops:

- "DNDi Intellectual Property Workshop", New Delhi 4 December, 2010.
- Workshop on Patents and Access to medicines" Maharashtra Judicial Academy, Mumbai, 23 October 2010.

### International Conference:

- "India-Brazil-South Africa (IBSA) Academic Forum: A Policy Dialogue", 12-13 April, 2010, Brasilia, Brazil.
- "Asian Dialogue for Technology Transfer for Local Manufacturing of Drugs and vaccines", Kuala Lumpur, Malaysia, 29-30 April, 2010.

## Finance and Control

### Prof. Rama Seth

#### National Conferences:

- International Case Conference, November (IMT, Nagpur held in Goa): Case Study In Special Situations Arbitrage: The case of Tata Motors. With Aiyar, Gupta and Vohra
- International Finance Conference, January (IIMC, Kolkata): A Study on Yield Spreads & Liquidity measures in the Indian Bond Market." With Sethunaryan and Sankaran.
- IIMA, January (IIM, Ahmedabad): "The Lending Behavior of Foreign Banks during Recessions." With Anoop Rai and Sunil Mohanty

## Human Resource Management

### Prof. Debashish Bhattacharjee

#### Publications:

- [With Errol D'Souza], 'Labour Markets in India: Informality and Inequality' in John Benson and Ying Zhu (eds.), The Dynamics of Asian Labour Markets: Balancing Control and Flexibility, London: Routledge (2011).
- [With Errol D'Souza], 'Employment and Industrial Relations in India' in India Development Report 2010, IGIDR, New Delhi: OUP (2011).

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

**International Conferences:**

- Presented a paper titled 'Restructuring Union-Management Relations in the Indian Automobile Sector: Evidence from Three Case Studies', at the 4th Annual International Conference on Sociology, Athens, Greece, May 10-13, 2010.

**Prof. Pulak Das**

**Publication: Book:**

- Strategic Human Resource Management: A Resource Driven Perspective- Pulak Das, Cengage learning, New Delhi, 2010

**Workshops & Lectures (National):**

- Delivered a lecture titled "Talent Retention Strategies and Controlling Cost: Going Beyond Facts and Fictions" on 26th June 2010 at the Strategic HR Summit 2010, organized by Indian Chamber of Commerce, Kolkata at the Park Hotel, Kolkata.
- Delivered an invited lecture on Strategic Management of Human Resources at MP Birla Planetarium on March 16th, 2011 organized by Indian Society for Training and Development.
- Attended a three days Case Writing workshop at JK Lakshmiipat University, Jaipur from December 4 to 6, 2010.
- Attended an evening workshop titled "Performance Management & Talent Management with special reference to Hindalco" held on 19.11. 10 at NIPM office at Rajdanga Road, Kolkata 700 017.

## Management Information Systems

**Prof. Asim K. Pal**

**Publication:**

- A Heuristic Method for RCPSP with Fuzzy Activity Times, Tarun Bhaskar, M.N. Pal and A.K.Pal, EJOR, Vol: 208, Issue:1, January 2011.

**National Seminar:**

- IEEE INDICON 2010, Jadavpur University, Kolkata, 17-19 December. Chaired the Session CS IB (Algorithms & Verification) on 18 December 2010.

**Other Professional Activity:**

- Project 'Design and Development of Enterprise Level Security Metrics': This is a Ministry of Communication and Information Technology, GOI, Project of Rs.133.75 lacs budget. Member. Project Review and Steering Group.
- Indian Statistical Institute: A member of the Technical Advisory Committee (TAC) of the Applied Statistics Division for the period 2008-10.
- Indian Statistical Institute: Was involved in Faculty Recruitment and Promotion process.
- IIM Ahmedabad: Reviewing a case for faculty promotion.
- IIT Kharagpur: Participated in the short listing of Business Plans for B-Plan Competition in Kshitij 2011.
- Calcutta University: Was invited in the allotment process of Ph.D. incumbents for the Department of Business Management.
- ISI, Kolkata: A student of M.Tech. worked for his summer project with me.



**Prof. Debasish Saha****Publications:****Edited Book:**

- V. Sridhar and D. Saha (Ed.), "Recent Advances in Broadband Integrated Network Operations and Services Management, IGI Global Publishing, USA, DOI: 10.4018/978-1-60960-589-6, ISBN13: 9781609605896, ISBN10: 1609605896, EISBN13: 9781609605902, 2011.

**Indian Reprinted Book:**

- D. Saha, A. Mukherjee and S. Bandyopadhyay, "Networking Infrastructure for Pervasive Computing: Enabling Technologies and Systems", Springer International Edition (SIE), India, Paperback, 306 pp., ISBN: 8184898037, ISBN-13: 9788184898033, 2011.

**Journals:**

- S. Khara, I. S. Misra and D. Saha, "Global Gateway based UMTS/WLAN Integration for Improved Delay Performance," International Journal of Parallel, Emergent and Distributed Systems (IJPEDS), Taylor & Francis (England), 25(2): 153-170, 2010.

**International Conference:**

- B. Sardar, M. Nasipuri and D. Saha, "Co-existence of Network and Terminal Mobility in the Context of TCP Performance," Proc. ICC'10 Workshop on Vehicular Networking & Applications, ICC'10, May 23-27, 2010, Cape Town, South Africa.

**National Conferences:**

- S. K. Sadhukhan, S. Mandal, S. Shaw, and D. Saha, "Joint Optimization of 2-tier Dual-homing for NodeBs and RNCs in UMTS Networks Using Meta-heuristic Techniques", Proc. 5th Workshop on Intelligent Networks: Adaptation, Communication & Reconfiguration (IAMCOM 2011), held in conjunction with 3rd Int'l Conference on COMMunication Systems and NETWORKS (COMSNETS) 5 January 2011, Bangalore, India, 2011.
- P. Chand, B. Sardar, and D. Saha, "Selective Retransmission Schemes in TCP for Network Mobility: Performance Comparisons and Usage Recommendations", Proc. International Conference on Network Communication and Computer (ICNCC 2011), pp. 307-322, March 19-20, 2011, New Delhi, India.

**Other Activity:**

- Member, Organizing Committee, IEEE INDICON'2010 (Annual Conference of IEEE India Council) in Jadavpur University, Kolkata, India, during Dec. 15-16, 2010.
- Member, Technical Programme Committee, Second International Conference on Emerging Applications of Information Technology (EAIT 2011), Kolkata, India, Feb 18-20, 2011.
- Member, Technical Programme Committee, 1st International Conference on Parallel, Distributed and Grid Computing (PDGC-2010), JUIT, India, October 28 - 30, 2010.
- Member, Technical Programme Committee, 2010 IEEE 8th International Conference on Web Services (ICWS 2010), Sousse, Tunisia, 5-7 July 2010.
- Member, Technical Programme Committee, 2010 ACS/IEEE International Conference on Computer Systems and Applications (AICCSA), HAMMAMET, TUNISIA May 16-19, 2010.

**Prof. Partha Sarathi Dasgupta****Publications:**

- Tuhina Samanta, Hafizur Rahaman, Parthasarathi Dasgupta, Near-optimal Y-routed Delay Trees in Nanometric Interconnect Design, IET Comput. Digit. Tech. -- January 2011 -- Volume 5, Issue 1, p.36-48.

- Raju Halder, Parthasarathi Dasgupta, S. Naskar, S S Sen-sarma, An Internet-based IP Protection Scheme for Circuit Designs using Linear Feedback Shift Register-based Locking, Accepted in Engineering Letters (February, 2011)

#### **International Conferences:**

- P. Roy, Hafizur Rahaman, Parthasarathi Dasgupta, A Novel Droplet Routing Algorithm for Digital Microfluidic Biochips, Proceedings of the ACM/IEEE Great Lakes Symposium on VLSI (GLSVLSI-2010), Rhode Island, USA, May 16-18, 2010, pages 441-446.
- K. Singha, T. Samanta H. Rahaman and Parthasarathi Dasgupta, A Method of Droplet Routing in Digital Microfluidic Biochip, Proceedings of the 2010 IEEE/ASME International Conference on Mechatronic and Embedded Systems and Applications pp. 251-256, July 15-17, 2010, Qingdao, ShanDong, China (BEST PAPER AWARD WINNER)
- P. Roy, H. Rahaman, and Parthasarathi Dasgupta, A Multipin droplet routing algorithm for Digital Microfluidic Biochips, Proceedings of the Biodevices 2011, International Conference on Biomedical Electronics and Devices, 26-29 Jan, 2011, Rome, Italy.
- P. Ghosal, H. Rahaman, and Parthasarathi Dasgupta, Minimizing Thermal Disparities During Placement in 3D ICs, Proceedings of the 13th IEEE International Conference on Computational Science and Engineering (CSE-2010), Hong Kong, China, Dec 11-13, 2010.
- Abhishek Raj, Debashis Saha and Parthasarathi Dasgupta, "A Cost-efficient Algorithm for Finding Connected Dominating Sets in Static Wireless Ad Hoc Networks with Obstacles", Accepted in the Fourth IEEE International Conference on Advanced Networks and Telecommunication Systems (ANTS), New Delhi, December, 2010.

#### **Other Professional Activity:**

- Member, Programme Committee, IEEE/ VSI VLSI Design & Test workshop (VDAT-2010), India, July, 2010.
- Member, Programme Committee, IEEE INDICON, India, December, 2010.

### **Prof. Somprakash Bandyopadhyay**

#### **International Conference:**

- "Real Time Traffic Congestion Detection and Management using Active RFID and GSM Technology", presented at the 2010 International Conference on Intelligent Transport Systems Telecommunications (ITST 2010), Kyoto, Japan, 9-11 November 2010.

#### **National Conference:**

- "Assisted Living Environment for Elderly People", invited speaker in Indo-US Workshops on Developing a Research Agenda in Pervasive Communications and Communications Collaboration (PC3), organized by NSF, USA and DIT, Govt. of India at IIT Delhi, March 9-11, 2011

### **Prof. Uttam Kumar Sarkar**

#### **International Conferences**

- (Ram Babu Roy and Uttam Kumar Sarkar) Capturing Early Warning Signal for a Financial Crisis from the Dynamics of Stockj Market Networks: Evidence from North American and Asian Stock Markets, in the 16th International Conference on Computing in Economics, City University, London, UK, July 2010.
- (Uttam Kumar Sarkar and Saibal Chattopadhyay) Asymmetrically Penalized Estimation of Normal Mean with Known Coefficient of Variation, in the 23rd Nordic Conference on Mathematical Statistics (NORDSTAT 2010), Voss, Norway, 14-17, June, 2010.
- (Saibal Chattopadhyay and Uttam Kumar Sarkar) Sequential Estimation of the Smallest Location of Exponential Populations under LINEX Loss, in the 23rd Nordic Conference on Mathematical Statistics (NORDSTAT 2010), Voss, Norway, 14-17, June, 2010.

## Marketing

### Prof. Ramendra Singh

#### Publications:

- Singh, Ramendra (2011), "Exploratory investigation into the linkages between salesperson's sales call activities and customer's psychosocial benefits and terminal values," *\*Journal of Indian Business Research\**, 3(1).
- Singh, Ramendra, and Abraham Koshy (2011), "Does Salesperson's Customer Orientation Create Value in B2B Relationships? Empirical Evidence from India", *\*Industrial Marketing Management- special issue on BRIC countries\**, 40(1), 78-85.

#### International Conferences:

- "SALCUSTOR: A multi-dimensional scale for salesperson's customer orientation and implications for customer-oriented selling," (with Abraham Koshy), accepted for AMA Winter Marketing Educators' Conference, New Orleans, USA, \*18-20 February\*, 2011.
- "The Moderating Role of Job Satisfaction Facets on Salespeople's Reactions to Corporate Social Responsibility: Evidence from India, and the Netherlands," (with Pavlos Vlachos, Nikolaos Panagopoulos, Rakesh Singh, and Aristeidis Theotokis), accepted for AMA Winter Marketing Educators' Conference, New Orleans, USA, \*18-20 February\*, 2011.
- "Does Life Happiness and Attachment with Service Usage Impact Attitude? An Exploratory Study of Young People's Use of Text Messaging," (with Joseph A. Sy-Changco, Xie Yi, and Suwichit Chaidaroon), Global Marketing Conference, Tokyo, September 9-12, 2010.
- "The Empirical Study of Indian Consumers' Involvement and Redemption Behavior of Credit Card Reward Programs" (with Matthew Tingchi Liu, James L. Brock, and Joseph A. Sy-Changco), Global Marketing Conference, Tokyo, September 9-12, 2010.

#### Awards & Honours:

- Selected for Marquis Who's Who in the World 2011 (28th Edition).
- AIMS International Young Management Researcher Award 2010.

## Operations Management

### Prof. Balram Avittathur

#### Publication:

- With R. Patil of IIT Bombay and J. Shah of IIM Bangalore, Ordering Strategies for Short Product Life Cycle Products in the Proceedings of the 15th International Symposium on Logistics (15th ISL), held at Kuala Lumpur, Malaysia; July 4- 7, 2010, pp. 301-310.

#### Other Activity:

- Contributing Editor – India of International Abstracts in Operations Research (IAOR), Area Editor - Operations Management, Journal of Indian Business Research (JIBR) and Regional Editor – India, Operations Management Research

### Prof. Bodhibrata Nag

#### International Conference:

- Paper on "Operations Research Opportunities in the Railroad Industry" presented at the The 12th Annual Midwest Optimization Meeting, Wayne State University, Detroit, 8th October 2010

#### Invited Talks:

- "Operations Research Opportunities in the Railroad Industry" Invited talk at Department of Industrial & Operations Engineering, University of Michigan, Ann Arbor, 13th October 2010.

- "Leading High-Performing R&D Project Teams", Invited talk at Variable Energy Cyclotron Centre(Department of Atomic Energy, Government of India),Kolkata, 15th April 2010

### **Prof. Dileep S More**

#### **Publication:**

- A paper on "Supply chain flexibility: a risk management approach" has been accepted in a peer reviewed International Journal of Business Innovation and Research.

#### **International Conference:**

- A paper on "Challenges of supply chain finance: a hierarchical model" co-authored with Prof. Preetam Babsu at 22nd POMS Annual Conference 2011 at Reno, Nevada, U.S.A.

#### **National Conference:**

- A paper on "Investigation of supply chain flexibility using a forced field analysis-a case study" co-authored with Prof. A. Subash Babu presented at XIV Annual International Conference of the Society of Operations Management, December, 17-19, NITIE, Mumbai, India.

#### **Award:**

- "Excellence in PhD thesis" award was received by me on 06th August 2010 in the 48th Convocation at IIT Bombay.

### **Prof. Megha Sharma**

#### **Publication:**

- Sharma, M. (2010), Estimation methods in evaluation and design of reliable networks: applications and scope, Calcutta Statistical Association Bulletin, Vol. 62, No. 245-246, 109-128.

#### **National Conferences:**

- XIV Annual International Conference of the Society of Operations Management, held at NITIE, Mumbai during Dec. 17-19, 2010: An investigation into randomly generated Euclidean symmetric traveling salesman problem (with D. Ghosh)
- 43rd Annual Convention of Operations Research Society of India, held at Thiagrajar College of Engineering, Madurai during Dec. 15-17, 2010: Computing the probability mass function of the maximum flow through a reliable network

### **Prof. Preetam Basu**

#### **International Conferences:**

- Preetam Basu & Suresh Nair, 2011, "Risk-Reward Analysis in Stochastic Dynamic Programming", Proceedings of the Production and Operations Management Society Annual Meeting, April 29-May 2, 2011, Reno, Nevada, USA.
- Preetam Basu & Dileep More, 2011, "Challenges of Supply Chain Finance: a Hierarchical Model", Proceedings of the Production and Operations Management Society Annual Meeting, April 29-May 2, 2011, Reno, Nevada, USA.

#### **National Conference:**

- Preetam Basu, 2010, " Risk-Reward Trade-offs for Start-ups: A Heuristics - Based Approach", Proceedings of the Society of Operations Management (India) Annual Meeting, Dec 17-19, 2010, Mumbai, India.

### **Prof. Rahul Mukerjee**

#### **Publications:**

- Data dependent probability matching priors of the second order (2010, with S.H. Ong). Statistics 44, 291-302..
- Minimax second-order designs over cuboidal regions for the difference between two estimated responses (2010, with S. Huda). Indian Journal of Pure and Applied Mathematics (special issue celebrating Platinum Jubilee of INSA) 41, 303-312.

- Interval estimation of a small proportion via inverse sampling (2010, with L.Y. Chan). *Journal of Applied Statistics* 37, 425-433.
- Stars and regular fractional factorial designs with randomization restrictions (2010, with P. Ranjan and D. Bingham). *Statistica Sinica* 20, 1637-1653.
- Data-dependent probability matching priors for highest posterior density and equal-tailed two-sided regions based on empirical-type likelihoods (2010, with I.H. Chang). *Journal of Statistical Planning and Inference* 140, 2589-2595.
- Highest posterior density regions with approximate frequentist validity: The role of data-dependent priors (2010, with I.H. Chang). *Statistics and Probability Letters* 80, 1791-1797.

#### **International Assignments:**

- Simon Fraser University, Vancouver, Canada; academic visit, for collaborative research.
- NORDSTAT-2010 (Voss, Norway); international conference, supported by IIMC.
- Osaka Prefecture University, Sakai, Japan; academic visit, for collaborative research.
- First International Conference on Theory and Applications of Statistics, Dhaka, Bangladesh; plenary speaker.
- University of Malaya, Kuala Lumpur; academic visit, for collaborative research

#### **Other Activity:**

Continued on the editorial boards of such international journals as

- a) *Biometrika* (UK),
- b) *Annals of the Institute of Statistical Mathematics* (Japan),
- c) *Statistica Sinica* (USA and Taiwan), and so on.

### **Prof. Sanjeet Singh**

#### **Publications:**

- Singh, S. (2010), "Multiparametric sensitivity analysis of the additive model in data envelopment analysis", *International Transactions in Operational Research\**, Vol. 17, pp. 365-380.
- Singh, S. (2010), "Optimality and duality in linear-plus-linear fractional transportation problem", *International Journal of Optimization Theory Methods and Applications\**, Vol. 2(1), pp. 100-107.
- Singh, S. (2010), "On multiparametric analysis in sum-of-ratios programming", *Lecture Notes in Engineering and Computer Sciences\**, Vol. 2182(3), pp. 2004-2009.
- Singh, S. (2010), "Dynamic bidding strategy for players auction", published in *International Journal of Sports Science & Engineering\**.
- Singh, S. (2010) "An alternative approach to solve quadratic programming with homogeneous constraints, published in *Global Journal of Pure & Applied Mathematics\**.

### **Prof. Subrata Mitra**

#### **Publications:**

- Mukherjee, A., P. Pal, S. Mitra, R. Goswami and S. Dutta, "Facilitating Trade and Global Competitiveness: Express Delivery Services in India", Oxford University Press: New Delhi, Forthcoming.
- Mitra, S. (2011), "The 2008 Survey of Indian Third-Party Logistics (3PL) Service Providers: Comparisons with the 2004 Survey of Indian 3PLs and 2006 Survey of North American 3PLs", *International Journal of Applied Logistics*, Vol. 2, No. 1, pp. 57-74.
- Pal, P., A. Mukherjee and S. Mitra (2010), "The New Indian Postal Bill: Issues and Way Forward", *Economic & Political Weekly*, Vol. XLV, No. 49, pp. 18-22.

- Mitra, S., P. Pal, A. Mukherjee and S. Dutta (2010), "Exploring Relationships between Key Success Factors and Performance Metrics for Indian Express Delivery Service Providers", Supply Chain Forum: An International Journal, Vol. 11, No. 2, pp. 70-82.

**Other Activity:**

- Editorial reviewer for the "Journal of Supply Chain Management", a journal published by the Institute for Supply Management, USA.
- Reviewer for the following journals: European Journal of Operational Research, International Journal of Production Economics, Omega, Journal of Supply Chain Management etc.

**Professional Membership:**

- Institute for Operations Research and the Management Sciences (INFORMS)
- Project Management Institute (PMI)
- Society of Operations Management (SOM)
- Operational Research Society of India (ORSI)

**Award:**

- Fulbright-Nehru Visiting Lecturer Fellowship at the Krannert School of Management, Purdue University, USA, February – May, 2011.

**Prof. Sumanta Basu**

**Publications:**

- Neighborhood Reduction Strategy for Tabu Search Implementation in Asymmetric Traveling Salesman Problem (Proceedings of 43rd Annual Convention of Operational Research Society of India, December, 2010). has been selected to be published in OPSEARCH.

Intensification based Approach for Tabu Search Implementation (Proceedings of XIV Annual International Conference of the Society of Operations Management, December, 2010)

## Public Policy and Management

**Prof. Jayanta Bandyopadhyay**

**Publications:**

**Book:**

- Bandyopadhyay, J., Kanchan Chopra and Nilanjan Ghosh (Eds), Environmental Governance: Approaches, Imperatives and Methods, New Delhi, MacMillan

**Chapter in Books:**

- Bandyopadhyay, J. (2011) 'The Uncertain Science and Complex Politics of Global Warming' in M. Pavaskar and Nilanjan Ghosh (Eds) Debate Over Climate Change and Global Warming, Mumbai, TAER.
- N. Ghosh and J. Bandyopadhyay 'Cauvery River Basin in India: Inter State Disputes Over Allocation' in Basin Water Allocation: Principles, Procedures and methods (Paris, UNESCO and World Wide Fund for Nature-UK).
- Bandyopadhyay, J. (2011) 'Interdisciplinary Approach to Water Management' in Misdorp, Robbert, (Ed) Climate of Coastal Cooperation; Coastal & Marine Union (Leiden, the Netherlands; EUCC)
- Bandyopadhyay, J. (2011) 'Thoughts on Future of River Basin Management' in River Basin Management (Bangkok, IUCN and Asian Development Bank) Monograph:

- Danda, A. A. A. Ghosh, J. Bandyopadhyay and S. Hazra (2011) The Indian Sundarbans Delta: A Vision for 2050 (New Delhi, World Wide Fund for Nature India)

**Book Review:**

- Bandyopadhyay, J. (2010) Review of Water and the Laws in India edited by Ramaswamy R Iyer (New Delhi, Sage) 2009 in Economic and Political Weekly 45(17):30-31, April 24-30 2010

**Journals:**

- Bandyopadhyay, J. (2010) 'Complex Science of Global Warming' in Commodity Review 3(5):Mar-Apr 2010:21-23 Chapter in e-book
- Bandyopadhyay, J. 'Interdisciplinary Approach to Water Management: from the Uplands to the Coasts' in :R. Misdorp (Ed) Climate for Coastal Cooperation (Amsterdam, Ministry of Transport)

**Honours:**

- Fellow, India-China Institute, The New School, New York, USA

**International Assignments:**

- From World Wide Fund for Nature - UK leading to publication 3 above.
- From EUCC, The Netherlands leading to publication 4 and 8 above.
- From IUCN Bangkok leading to publication 5 above.
- Editorial Advisor to Progress in Development Studies (UK).
- Advisor to Water Diplomacy Programme at Tufts University, USA

**Prof. Kalyan Sankar Mandal**

**International Assignment:**

- Presented a paper entitled "Conflicts over Land Acquisition for Development Projects: Lessons from two failed attempts at Gopalpur and Singur" at the 17th World Congress of Sociology held at Gothenburg, Sweden, July 11-17, 2010.

**Prof. R Rajesh Babu**

**Publications:**

- "Cause and effect of 'differentiation' among developing countries in the WTO", International Journal of Private Law Vol. 4 (3), 2011 (forthcoming)
- "Interpretation of the WTO Agreements, Democratic Legitimacy and the Developing Nations" Indian Journal of International Law, vol. 50, no. 1, 2010, pp. 45-90.

**National Conference:**

- "The Indian Constitution and the Changing Dimensions of Property Law" presented at the Second Law and Social Sciences Research Network (LASSnet) Conference: "Siting Law", Pune from 27th and 30th December 2010.

**International Conference:**

- "Cause and effect of 'differentiation' among developing countries in the WTO", Paper presented at the Fourth International Law and Trade Conference (ILTC), Barcelona, Spain, November 3-5, 2010.

**International Assignment:**

- Global Scholar-in-Residence, Graduate Institute of International Studies (HIE) Geneva

**Prof. V K Unni****National Seminars / Conferences:**

- Invited Speaker: Workshop on Protection and Utilisation of Public Funded Intellectual Property Bill, Microsoft Centre of Excellence in Intellectual Property Research and Technology Policy, IIT Kharagpur, 10th January 2011
- Invited Speaker, Max Planck-NUJS Workshop on Innovation, Creativity and Intellectual Property Policy, organised by NUJS Kolkata, 20th November 2010
- Invited Speaker, Workshop on "Intellectual Property Rights (IPR) for Micro Small and Medium Enterprises" organised by Rajiv Gandhi School of Intellectual Property Law, IIT Kharagpur, 23rd June 2010
- Invited Panelist, National Consultation on "Patent Pooling and Access to Knowledge: A Case-study of Biotechnology with Reference to India", The Energy and Resources Institute (TERI), New Delhi on 21st April 2010

**International Seminars / Conferences:**

- Invited Speaker: Viewing the Indian Pharmaceutical Landscape through a Patent Prism, Center for Science and Innovation Studies, University of California-Davis, 15th March 2011
- Invited Speaker: The Impact of Human Rights Norms on the Law of Intellectual Property, Symposium on The Global Impact and Implementation of Human Rights Norms, Pacific McGeorge School of Law-Sacramento, 11th March 2011
- Invited Speaker: Changing Trends in Indian Intellectual Property Litigation: POST 2005 Analysis, Asia Roundtable, Max Planck Institute for Intellectual Property, Competition and Tax Law - Munich, 25th October 2010
- Invited Speaker Harnessing Intellectual Property for Business Dominance : The Indian Experience, MIPLC Lecture Series at Max Planck Institute for Intellectual Property, Competition and Tax Law, Munich (Germany), 11th October 2010
- Invited Panelist, "TRIPS Compliance of Domestic Patent Regimes and Its Impact on Innovative Activity in Pharmaceutical and Electronic Industries" undertaken by The Earth Institute, Columbia University (New York) 25-26th August 2010

**Achievement / Award**

- Scholar-in-Residence, University of California, Davis, School of Law, March 2011
- Visited Germany as "Guest Research Fellow" from 4th October – 3rd November 2010 upon invitation from Max Planck Institute, Munich under The Science India Program

<b>Strategic Management</b>
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**Prof. Prarthan Desai****International Conferences:**

- Paper titled "Sustaining and Enhancing Internal Legitimacy of Alternate Identity in Dual-identity Organizations" presented at Annual Meeting of Academy of Management, 2011, San Antonio, Texas, USA.
- An earlier version of the paper was presented at SMS Research Workshop on Emerging India: Strategy, Innovation and Sustainability, at IIM Calcutta, February 26-28, 2011.

**Prof. Sougata Ray****Publication:**

- Ray, Sougata (Co-author Gubbi, Sathyajit and others) (2010) "Do International Acquisitions by Emerging Economy Firms Create Shareholder Value? The Case of Indian Firms", Journal of International Business Studies, 41, 397-418.



**International Conferences:**

- Ray, Sougata (Co-author Chaudhuri, S), (2010) "Leap to Multinationality: Lessons from the Strategic Transformation Experiences of Indian IT Services Firms", Global Strategy Conference, Leveraging Megatrends for Global Advantage, Tokyo, Japan.
- Ray, Sougata (Co-author Sinhai, Anubha Sekhar), (2010) "An Exploration of Multi-Level Paradoxes in State-Owned Enterprises", paper presented at Annual Meeting of the Academy of Management, (Montreal, Canada, Published in the Conference Proceedings.
- Ray, Sougata (Co-author C Raveendraand Aulakh, Preet), (2010) "Drivers of Innovation Orientation of Developing Economy Firms: A Study of the Indian Pharma Industry", paper presented at Annual Meeting of the Academy of Management, (Montreal, Canada, Published in the Conference Proceedings.
- Ray, Sougata (Co-author Banerjee, Anirban and Sinhai, Anubha Sekhar), (2010) "Effect of Complexity on Strategic Decision Making Process: A Quasi Experimental Study", paper presented at Annual Meeting of the Academy of Management, (Montreal, Canada, Published in the Conference Proceedings.
- Ray, Sougata (Co-author Mukherjee, Indrajit), (2010) "Institutional Environment and Technology Import Trajectory: A Longitudinal Study of Emerging Economy, paper presented at the Annual Meeting of the Academy of International Business, (Rio de Janeiro, Brazil, Published in the Conference Proceedings.
- Ray, Sougata (Co-author Sinhai, Anubha Sekhar), (2010) "State Owned Enterprises: Competing in a Liberalised and Globalised World", paper presented at the Annual Meeting of the Academy of International Business, (Rio de Janeiro, Brazil, Published in the Conference Proceedings.
- Ray, Sougata (Co-author C Raveendraand Aulakh, Preet), (2010) "Accumulative & Assimilative Learning, Institutional Infrastructure and Innovation Orientation of Developing Economy Firms", paper presented at the Annual Meeting of the Academy of International Business, (Rio de Janeiro, Brazil, Published in the Conference Proceedings.

**International Workshop:**

- Organized the Strategic Management Society – IIM Calcutta scholar development workshop on "Emerging India: Strategy, Innovation and Sustainability" during February 26-28, 2011 at IIM Calcutta in Kolkata, India

**Prof. Sushil Khanna****Publication:**

- "Growth and Crisis in Pakistan's Economy", published in Economic and Political weekly, Mumbai, Dec., 18, 2010 (vol. XLV, 51)

**International Assignment:**

- ICCR Chair on India at Asia Research Centre, Copenhagen Business School, DENMARK (from DEC 2010 TO AUG 2011)

**Faculty Awards**

Professor Subrata Mitra has been awarded a Fulbright-Nehru Visiting Lecturer Fellowship at the Krannert School of Management, Purdue University, USA. Prof. Rajesh Babu has been selected for a Global Scholar-in-Residence award at the Graduate Institute of International Studies (HIE), Geneva. Prof. Sushil Khanna was selected for the ICCR Chair on India at the Asia Research Centre, Copenhagen Business School, Denmark.. Professors Anjan Raichaudhuri, C. Panduranga.Bhatta, Prafulla Agnihotri and Balram Avittathur were

selected for the “Best Teacher” award in different areas at the 18th Business School Affaire Meeting, Dewang Mehta Business School Awards in Mumbai in November 2010. Prof. Dileep S. More received the “Excellence in PhD thesis award at the 48th Convocation at IIT Bombay. Profesoor Ashok Banerjee and Professor Anindya Sen received the Best Faculty award during Reminiscence 2010.

### Some Important Visitors & Guests

Mr. Mark Stoddard	Accreditation Projects Manager, Associate Editor, Business Readership Review, Association of MBAs, London	19-May-10	
Ms. Suzanne Dixon	Director, Advancement, Faculty of Economics & commerce, The University of Melbourne, Austrailia	20-May-10	
Ms. Lorine Barrier	Country Manager, Marketing & Recruitment, Faculty of Economics & commerce, The University of Melbourne, Austrailia		
Mr. Vinod Mirchandani	India Liaison Office of University of Melbourne, Bangalore		
Prof. Howard Davies	Associate Dean, Hongkong Polytechnic University, Hongkong	09-Jul-10	
Dr. Abhijit Biswas	Kmart Endowed Chair & Professor, Department of Marketing, School of Business Administration, Wayne State University, USA	28-Jul-10	
Dr D Purandeswari	Minister of State, MHRD, Govt of India, New Delhi	Golden Jubilee Inaugural Events 14,15-Nov-10	
Prof. Deepak Nayyar	Jawaharlal Nehru University		
HE, Shri M K Narayan	Governor, West Bengal		
Shri Ashok Thalur	Addl. Secretary, HE, MHRD, New Delhi		
Shri Pranab Mukherjee	Finance Minister of India		
Prof. Pankaj Chandra	Director, IIM Bangalore,		
Prof. N Ravichandran	Director, IIM Indore		
Prof. Devi Singh	Director, IIM Lucknow		
Prof. M J Xavier	Director, IIM Ranchi		
Mr. Ajit Rangnekar	Dean-ISB, Hyderabad		
Sangeeta Talwar	Managing Director, NDDB Dairy Services		
M G Parameswaran	Executive Director, Draft FCB Ulka		
R Ramaraj	Senior Advisor , Sequoia Capital India		
Mr. Pallab Ghosh	Australian Trade Commission - South Asia		19-Nov-10
Mr. Virag Zaveri	General Manager, IESEG Office		
Mr. Mathias Falkenstein	Director of International Relations, IESEG School of Management, Paris, France		
Dr. (Ms.) Andrea Wechsler	Co-ordinator, International Max Planck Research School for Competition and Innovation, Munich, Germany		
Prof. James Keene	Faculty of Business and Economics, Macquarie University, NSW 2109, Australia		
Prof. Mark Gabbot	Executive Dean and Faculty of Business and Economics, Macquarie University, NSW 2109, Australia		

Ms. Joyanti Saikia	Trade Assistant, High Commission of Canada, Canadian Trade Office, Kolkata	
Dr. James P. Anglin	Director, Office of International Affairs and Adviser to the Provost, Victoria, British Columbia, Canada	
Dr. Aaron H. Devor	Dean and Professor of Sociology, Office of the Dean, Victoria, British Columbia, Canada	
Dr. Indira Chowdhury	Scholar-in-Residence, Srishti School of Art, Design and Technology, Bangalore	13-Dec-10
Mr. Sitaram Yechury	CPI (M) leader and Rajya Sabha member	17-Dec-10
Lt. Gen. J.S. Bajwa	Chief of Staff of the Eastern Command	Lattice 2010
Mr. Prashanth Ahir	General Manager, HR at Tata Motors	19-Dec-10
Ms. Shalini Vatsa	Social activist & Theatre person	
Mr. Atreya Rayaprolu	VP Intellectap	
Ms. Kamayani Swami	Jeevansaathi	
Mr. Kaluram Salvi	Sarpanch Grampanchayat Vijayapura, Rajasthan	
Prof. Samir Ranjan Chatterjee	Curtin University of Technology, Australia	
Mr. D Shivakumar	VP & Country General Manager for Nokia India	27-Dec-10
Prof. Moshe Porat	Dean, Fox School of Business, Temple University, USA	
Rakeysh Omprakash Mehra	Director: Rang De Basanti	Intaglio 2011 06-08-Jan-2011
Dr. Pronab Sen	Pr. Adviser, Planning Commission	
Mr. Shantanu Khosla	Country Head P&G	
Mrs. Sheila Dixit	Chief Minister, Govt. of Delhi	
Ms. Alokandana Roy	Danseuse	01-Feb-11
Dr. P K Basu	Chairman, SMGI	16-Feb-11
Shri P S Bhattacharyya	Chairman, Coal India Limited	
Dr. Prajapati Trivedi	Secretary (Performance Management), Cabinet Secretariat, Govt. Of India	
Mr. Bob Roy	Regional Editor of The Education Times	20-Feb-2011
Mrs. Monideepa Banerjee	Regional Head of NDTV	
Prof. Preet Aulakh	York University	IIMC-SMS
Prof. Michael Hitt	Texas, A&M	Workshop
Prof. Suresh Kotha	Washington University	26-28-Feb-11
Prof. William Mitchell	Duke University	
Prof. Phanish Puranan	London Business School	
Prof. Stephen Tallman	University of Richmond	
Prof. Mohan Subramanian	Boston University	
Prof. Bala Vissa	INSEAD	

Mr. Andrew Roe	Director, Asia - Pacific, Golden Key International Honour Society	01-Mar-11
Mr. Santosh Jha	Harvard Business Publishing, New Delhi	03-Mar-11
Mr. Meleveetil Damodaran	Chairman, BoG, IIM Tiruchirapally	02-Apr-11

## Faculty, Administrative Staff And Personnel

<b>Director</b>		
Prof. Shekhar Chaudhuri	B. Tech (Hons.), (IIT Kharagpur), Fellow (IIMA)	
<b>Permanent Faculty</b>		
<b>Behavioural Sciences</b>		
Prof. Leena Chatterjee	MA (Delhi), PhD (IIT Kanpur)	
Prof. Amit Jyoti Sen	MA (Cambridge), PhD (MIT)	
Prof. B. N. Shrivastava	MA (Lucknow), PhD (IIT Kanpur)	
Prof. Vidyanand Jha	BSc, PGD in Rural Management (IRMA), Fellow (IIMA)	
Prof. Sujaya Basu	BE (JU), Fellow (IIMA)	
Prof. Rajiv Kumar	PGDFM(IIFM), Fellow (IIMA)	
<b>Business Ethics &amp; Communication</b>		
Prof. C Panduranga Bhatta	MA, PhD (Madras)	
Prof Apoorva Bharadwaj	MA, PhD (Nagpur University)	
<b>Economics</b>		
Prof. Amitava Bose	MA (Delhi), MA, PhD (Rochester)	
Prof. Sudip Chaudhuri	MA, PhD (JNU)	
Prof. Anup K. Sinha	MA, PhD (Southern California)	
Prof. Anindya Sen	MA, PhD (Southern California)	
Prof. Mritiunjoy Mohanty	MA, PhD (JNU)	
Prof. Arijit Sen	MA, PhD (Princeton University)	
Prof. Partha Pratim Pal	MA, (JNU), M.Phil (CESP), Ph.D (JNU)	
Prof. Manisha Chakraborty	MSc (CU), PhD (ISI)	
Prof. Soumendranath Sikdar	M.A.(CU), Ph.D.(Minnesota,USA)	
Prof. Runa Sarjkar	MS, Fellow	
<b>Finance And Control</b>		
Prof. Asish K. Bhattacharyya	MCom, FCA, FICWA, DMA, Dphil (Allahabad)	
Prof. Dipankar Mitra	MSc, LLB (Cal), MBA (Pittsburgh)	
Prof. Ashok Banerjee	Mcom. CA, PhD	

Prof. B. B. Chakrabarti	BE, PGDM (IIMC), FICWA, PhD (JU)
Prof. Purusottam Sen	ACMA (London), MBA (IISWBM), Fellow-IIMC
Prof. Rama Seth	M.A., M.Phil. Ph.D.
Prof. Manju Jaiswall	MCom (C.U), Mphil (CU), Fellow (IIMB)
<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. Manas Das	MStat (ISI)
Prof. Ramanuj Majumdar	MStat (ISI), Fellow (IIMC)
Prof. Prashant Mishra	BSc (Hons.), MBA, PhD
Prof. Prafulla Y. Agnihotri	ICWA (Calcutta), MMS (Mumbai), PhD (Mumbai)
Prof. Koushiki Choudhury	MSc (CU), MS (U.S.A), Fellow (IIMC)
Prof Rohit Varman	BE. (MU), MBA (Canada)
Prof. Janakiraman Moorthy	MSC(Eco.), Fellow-IIMA
Prof. Krishanu Rakshit	B.E., PGDM, Fellow-IIMB
<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)
<b>Operations Management</b>	
Prof. Ashis K. Chatterjee	BME (JU), Fellow (IIMA)
Prof. Soumyo D. Moitra	MA (Cornell), MS (Syracuse), PhD (Carnegie Mellon)

Prof. Rahul Mukerjee	MSc (Cal), PhD (Calcutta)
Prof. Manabendra N. Pal	MME (JU), PhD (Calcutta), Fellow (IIMC)
Prof. Sahadeb Sarkar	MStat, PhD (Iowa State University, USA)
Prof. Saibal Chattopadhyay	MSc (Calcutta), MS, PhD (Connecticut)
Prof. Balram Avittathur	BE (REC, Rourkela), Fellow (IIMB)
Prof. Subrata Mitra	BE, ME (JU), Fellow (IIMC)
Prof. Bodhibrata Nag	B.Tech (IIT Madras), Fellow (IIMC)
Prof. Sanjeet Singh	MSc, PhD (Delhi)
Prof Partha Priya Datta	B. Tech. (H), M.B.A., Ph.D. (Cranfield Univ.-U.K.)
Prof. Sumanta Basu	B.Tech (H), Fellow (IIMA)
<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. Madhu S. Mishra	MA, Miitt, PhD (Delhi)
Prof. Manish K. Thakur	MA, Mphil, PhD (Goa University)
Prof. J. Bandyopadhyay	Mtech, PhD (IIT Kanpur)
Prof. Raghavendra Chattopadhyay	MA, PhD (Australia)
Prof. Biju Paul Abraham	MA (Kerala), Mphil (JNU), PhD (London)
Prof. Rajesh Babu	LLM, M.Phil, Ph.D.
Prof. V K Unni	LLM, Ph.D.(Nalsar Univ. of Law)
<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. Raji G Srinivasan	PGDM (IIMC), PhD (Purdue University)
Prof. Sai Prakash R Iyer	BTech (Kerala), Fellow (IIMB)
<b>Full Time Visiting Faculty Members</b>	
Prof. Anjan Rai Chaudhuri	BTech (IIT Kh), PGDM (IIMC)
Prof. Sudas Roy	PGDM (IIMC)
Prof. Abhishek Goel	MBA(AMU), Fellow(IIMA)
Prof. Jacob D. Vakkayil	Fellow (XIM-Bhubaneswar)
Prof. Anindya Chaudhuri	M.A.(JU), Ph.D.(Univ. of Texas-USA)

Prof. Shantanu Dey	MA (Delhi School of Eco) & MA (Umass, USA)
Prof. Nimruji Prasad J	MBA(IRM-Anand), Ph.D(IIT-Kanpur)
Prof. Pragyan Rath	MA, M Phil, PhD (IIT Bombay)
Prof. Prarthan B Desai	MBA, Fellow (IIMB)
Prof. Arpita Ghosh	MCom, Fellow (IIMC)
Prof. Megha Sharma	B.Tech, Fellow (IIMA)
Prof. Preetam Basu	MS (Mathematics), Jadavpur University, MS (Applied Mathematics), University of Minnesota; PhD, University of Connecticut
Prof. Dileep S More	B.E, M.Tech, Ph.D (IIT Bombay)
Prof. Chetan Joshi	BSc, MBA, PhD (University of Western Ontario, Canada)

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.

<b>Administrative Staff</b>	
Shri Dinesh Varma	Chief Administrative Officer
Shri Samir Sadhukhan	Senior Systems Analyst
Shri Santanu Bhattacharya	Finance & Accounts Officer
Shri D. K. Mishra	Executive Engineer
Shri B.S.Panda	Senior Administrative Officer (HRD)
Shri P. K. Singh	Senior Administrative Officer (Campus & Purchase)- Acting
Shri.Samarendra Mukhopadhyay	Administrative Officer
Shri K. N. Naskar	Administrative Officer
Smt. Tapati Chakraborty	Administrative Officer
Shri Swapan Ghosh	Administrative Officer
Shri Tapan Kumar Roy	Administrative Officer
Shri. Pradip Banerjee	Assistant Engineer (Electrical)
Shri. Rajaraman R	Assistant Finance & Accounts Officer
Shri. Mahesh Patnaik	Assistant Engineer(Civil)
Shri. Akhil Kr. Patra	Administrative Officer
Shri.Prasanta Chattopadhyay	Assistant Finance & Accounts Officer
Smt. Luckyna K A Lungdoh	Administrative Officer
<b>Library Personnel</b>	
Ms. Swati Bhattacharyya	Librarian
Ms. Ruma Ghosh	Deputy Librarian

Shri Ananta Kr. De	Senior Assistant Librarian
Shri Chanchal Pal	Senior Assistant Librarian
Ms. Papia Chakraborty	Senior Assistant Librarian
Shri Biswajit Saha	Senior Assistant Librarian
Shri.Haripada Chakraborty	Senior Assistant Librarian

## Personnel

### Appointments

Name	Designation	Date of Joining
Prof. Ramendra Singh	Assistant Professor, Marketing Group	12.04.2010
Prof. Sumanta Basu	Assistant Professor, OM Group	14.06.2010
Prof. Rajeev Kumar	Assistant Professor, BS Group	18.07.2010
Prof. Sai Prakash R Iyer	Assistant Professor, SM Group	20.10.2010
Prof. Pragyan Rath	F.T.V. Assistant Professor, BE&C Group	12.04.2010
Prof. Megha Sharma	F.T.V. Assistant Professor, OM Group	17.05.2010
Prof. Arpita Ghosh	F.T.V. Assistant Professor, OM Group	26.05.2010
Prof. Preetam Basu	F.T.V. Assistant Professor, OM Group	01.06.2010
Prof. Dileep S More	F.T.V. Assistant Professor, OM Group	07/06/2010
Prof. Chetan Joshi	F.T.V. Assistant Professor, BS Group	10.09.2010
Sri Gopi Nath Naskar	LDA-Typist	28/09/2010
Sri Saikat Barua	Accountant	16.07.2010
Sri Atanu Mandal	Sr. Accountant	15.07.2010
Smt. Luckyna K A Lyngdoh	Administrative Officer (HR)	09.02.2011

### Died In Harness

Prof. M. N. Pal on 16/12//2010

### Voluntary Retirement

Prof. Manas Das on 30/04/2010

Shri Shantanu Bhattacharjee on 30.09.2010

Prof. Raji G Srinivasan on 08/11/2010

Prof. S. D. Moitra on 01/06/2010

Prof. Asish K. Bhattacharyya on 15/12/2010



## Retirements

Name	Designation	Date of Retirement
Sri Mohan Prasad	Security Guard	30/06/2010
Prof. Madhu S Mishra	Professor	31/07/2010
Sri Baldev Singh	Driver	31/07/2010
Sri Mantu Das	Office Attendant	31/07/2010
Smt. Surya Devi	Cleaner	31/08/2010
Sri K. N. Naskar	Administrative Officer	30/09/2010
Sri Jitu Rajbhar	Library Attendant	30/09/2010
Smt. Kalpana Mukherjee	Senior Assistant	31/10/2010
Sri Gouranga Nandy	Skilled Helper	30/11/2010
Sri D. N. Bhattacharjee	Accountant	30/11/2010
Sri Sudipto Chatterjee	Accountant	30/11/2010
Sri S. N. Chauhan	Sr. Security Guard	31/12/2010
Sri Swapan Kr Sardar	Office Assistant	31/01/2011
Sri Baban Prasad Shaoo	Sr. Security Guard	31/01/2011
Sri Priyabrata Sengupta	Sr. Assistant Librarian	31/01/2011
Sri Dinesh Varma	Chief Administrative Officer	28/02/2011

## Leave Of Absence (Eol)

Sl. No	Name of the Professor	From	To	Rejoined from EOL
1.	Prof. S D Moitra	01.06.08	31.05.10	Retired voluntarily
2.	Prof. S D Vaidya	01.07.08	30.06.10	01.07.2010
4.	Shri Sasanka S Roy	10.11.2009	07.11.2010	08.11.2010
5.	Prof. Prafulla Y Agnihotri	07.02.2011	06.02.2016	

## Promotions

Name	Designation From	Designation To	With Effect From
Shri Priya Bandhu Saha	LDA-Typist	U.D.A.	21/04/2010
Shri Biswajit Dutta	U.D.A.	Senior Assistant	20/01/2011
Smt Kanan Basak	Library Attendant	Skilled Helper (Lib)	22/02/2011
Shri Ujjal Banerjee	Senior Assistant	Jr. Office Superintendent	25/02/2011
Shri Tapan Kr Sen	Senior Assistant	Jr. Office Superintendent	25/02/2011
Shri Madhusudan Sarkar	Senior Assistant	Jr. Office Superintendent	25/02/2011

### Promotions

Name	Designation From	Designation To	With Effect From
Shri Subhasis Ghatak	LDA-Typist	Executive Assistant	28/02/2011
Shri Bhaskar Deb	Assistant Accountant	Accountant	14/03/2011
Shri Gopal Ch Roy	Assistant Accountant	Accountant	14/03/2011
Shri Shyamal Kr Saha	U.D.A.	Senior Assistant	23/03/2011
Shri Sudipta Bhattacharjee	U.D.A.	Senior Assistant	23/03/2011
Shri Kamal K. Chattopadhyay	U.D.A.	Senior Assistant	23/03/2011
Shri Mahadev Mandi	U.D.A.	Senior Assistant	24/03/2011

### Manpower

Year	Faculty*	Research Staff	Administrative Staff	Total
1995-96	55	12	404	471
1996-97	53	12	394	459
1997-98	56	12	384	452
1998-99	58	12	368	438
1999-00	71	11	356	438
2000-01	69	11	329	409
2001-02	69	11	320	400
2002-03	68	11	305	384
2003-04	60	11	297	368
2004-05	60	10	287	357
2005-06	60	10	285	355
2006-07	62	09	274	345
2007-08	62	08	261	331
2008-09	64	06	257	327
2009-2010	75	05	245	325
2010-2011	73	04	230	307

\* Regular Position

*Statement of Accounts*  
**2010-2011**



**INDIAN INSTITUTE OF  
MANAGEMENT  
CALCUTTA**

## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

### Balance Sheet as at 31st March, 2011

(Rs. in Lakh)

DESCRIPTION	Schedule	Current Year Ending 31.3.2011	Previous Year Ending 31.3.2010
<b>CORPUS/CAPITAL FUND AND LIABILITIES</b>			
Corpus/Capital Fund	1	25328.68	23190.17
Earmarked/Endowment Funds	2	750.41	718.48
Other Funds	3	37.61	232.16
Current Liabilities and Provisions	4	9154.35	6616.03
<b>Total</b>		<b>35271.05</b>	<b>30756.84</b>
<b>ASSETS</b>			
Fixed Assets			
Gross Block	5 (i)	8530.35	8447.87
Less: Accumulated Depreciation	5 (i)	(3354.88)	(2984.82)
Net Block		5175.47	5463.05
Capital Work-In-Progress	5 (ii)	9110.44	5556.86
Construction Stores & Advances		7.25	8.45
Investment - From Corpus Fund	6	13765.02	12553.02
Investment - From Earmarked/Endowment Funds	6	512.60	512.59
Investment - Others	7	2460.00	2415.04
Current Assets, Loans & Advances	8	4240.27	4247.83
<b>Total</b>		<b>35271.05</b>	<b>30756.84</b>
Significant Accounting Policies	18		
Notes Forming Part of Accounts	19		

(Prasanta Chattopadhyay)  
Asstt. Finance & Accounts Officer

(Shekhar Chaudhuri)  
Director

## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Income & Expenditure Account for the year ended 31st March, 2011

(Rs. in Lakh)

DESCRIPTION	Schedule	Current Year Ending 31.3.2011	Previous Year Ending 31.3.2010
<b>INCOME</b>			
Program Fees	9	8851.28	6616.88
Interest Income - Corpus Fund	10	1213.14	1326.71
Interest Income - Other	11	250.22	286.86
Income from, Royalty, Publications etc.	12	10.26	19.36
Other Income	13	144.74	147.02
<b>Total (A)</b>		<b>10469.64</b>	<b>8396.83</b>
<b>EXPENDITURE</b>			
Program Expenses	14	2207.11	1858.24
Establishment Expenses	15	4445.99	2983.60
Other Administrative Expenses	16	1591.53	1291.60
Depreciation	5(i)	341.07	316.51
<b>Total (B)</b>		<b>8585.70</b>	<b>6449.95</b>
Balance of Income Over Expenditure (A-B) , excluding prior period items		1883.94	1946.88
Prior Period Income/(Expenditure) (Net)		4.80	(179.12)
Balance of Income Over Expenditure		1888.74	
Transfer (to)/from Capital fund	17	327.64	(166.93)
Surplus Carried to Corpus Fund		2216.38	1600.83
Significant Accounting Policies	18		
Notes Forming Part of Accounts	19		

(Prasanta Chattopadhyay)  
Asstt. Finance & Accounts Officer

(Shekhar Chaudhuri)  
Director

## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedules forming part of Balance Sheet as at 31st March, 2011

(Rs. in Lakh)

DESCRIPTION	Current Year Ending 31.03.2011	Previous Year Ending 31.03.2010
<b>SCHEDULE - 1</b>		
<b>CAPITAL FUND</b>		
<b>GENERAL ACCOUNT</b>		
Opening Balance - GOI	4717.73	4530.64
Government of West Bengal	23.04	23.04
Library Development	10.10	10.10
Ford Foundation	55.34	55.35
UNDP	4.41	4.41
	4810.62	4623.54
Add: Value of Assets created during the year	76.58	483.44
Add: Adjustment for depreciation	(16.48)	4.06
Add: Depreciation (Prior period adjustment)	(77.39)	
Add: Accumulated depreciation on assets sold	14.24	
Less: Depreciation for the year	(327.05)	(300.42)
	4480.52	4810.62
MCHV Opening Balance	137.39	141.19
Add: Addition for the year		0.37
Less: Depreciation for the year	(4.18)	(4.17)
	133.21	137.39
Research Fund Opening Balance	26.93	22.12
Add: Addition for the year		11.34
Less: Depreciation for the year	(4.21)	(6.53)
	22.72	26.93
World Bank Project Opening Balance	3.27	3.57
Add: Addition for the year		
Less: Depreciation for the year	(0.30)	(0.30)
	2.97	3.27
Grant -In-Aid-Govt. of India (OBC) Opening Balance	3858.91	2764.00
Add: Addition for the year	266.25	1100.00
Less: Depreciation for the year	(5.34)	(5.09)
	4119.82	3858.91
<b>TOTAL OF CAPITAL FUND</b>	<b>8759.26</b>	<b>8837.12</b>
<b>CORPUS FUND</b>		
Opening Balance	14353.04	12599.46
Add: Adjustment for Earlier Year		156.82
Less: Accumulated Depreciation written back		(4.06)
Add: Excess of Income over Expenditure transferred from Income & Expenditure A/c	2,216.38	1600.83
	16569.42	14353.04
<b>TOTAL OF CAPITAL AND CORPUS FUND</b>	<b>25328.68</b>	<b>23190.17</b>



## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

### Schedules forming part of Balance Sheet as at 31st March, 2011

(Rs. in Lakh)

DESCRIPTION	IPR Chair (GOI)	Endowment Other	CDEP	Scholarship & Prizes	MCHV	Research Fund	Current Year Ending 31.03.2011	Previous Year Ending 31.03.2010
<b>SCHEDULE - 2</b>								
<b>ENDOWMENT FUND</b>								
a. Opening Balance	9.86	0.00	294.41	80.62	308.99	24.59	718.47	692.01
b. <u>Addition to the fund:</u>								
Donations / Grants	0.00	10.00	0.00	13.89	0.41	0.00	24.30	0.97
Interest Income from Investments for the year	0.00	0.00	19.04	6.39	19.75	0.00	45.18	45.78
Other Income	0.00	0.00	0.00	0.00	0.13	0.00	0.13	0.16
<b>Sub Total (a + b)</b>	<b>9.86</b>	<b>10.00</b>	<b>313.45</b>	<b>100.90</b>	<b>329.27</b>	<b>24.59</b>	<b>788.07</b>	<b>738.92</b>
Utilisation/Expenditure towards objective of funds								
1. <u>Capital Expenditure:</u>								
Fixed Assets for the year	0.00		0.00	0.00		0.00	0.00	0.37
2. <u>Revenue Expenditure:</u>								
Salaries & other Administrative	0.00	0.25	9.86	0.00	8.70	0.00	18.81	16.60
Others-Scholarship & Prizes	0.00		0.00	18.85	0.00	0.00	18.85	3.47
<b>Sub Total (C)</b>	<b>0.00</b>	<b>0.25</b>	<b>9.86</b>	<b>18.85</b>	<b>8.70</b>	<b>0.00</b>	<b>37.66</b>	<b>20.44</b>
<b>Net balance : (a+b)-c</b>	<b>9.86</b>	<b>9.75</b>	<b>303.59</b>	<b>82.05</b>	<b>320.57</b>	<b>24.59</b>	<b>750.41</b>	<b>718.48</b>

(Prasanta Chattopadhyay)  
Asstt. Finance & Accounts Officer

## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedules forming part of Balance Sheet as at 31st March, 2011

(Rs. in Lakh)

DESCRIPTION	Current Year Ending 31.03.2011	Previous Year Ending 31.03.2010
<b>SCHEDULE - 3</b>		
<b>OTHER FUNDS</b>		
Fund for Recoverable Advance	0.06	0.04
Director's Discretionary Fund	0.14	0.14
Staff Welfare and Amenities Fund	0.02	0.02
Students' Loan and Assistance Fund	0.14	0.14
Alumni Donation Fund	35.53	35.53
IIM Ranchi Fund	1.72	196.29
<b>Total Other Funds</b>	<b>37.61</b>	<b>232.16</b>
<b>SCHEDULE 4</b>		
<b>CURRENT LIABILITIES AND PROVISIONS</b>		
<b>1. Sundry Creditors</b>		
a. Liability for Capital Expenditure	546.15	406.27
b. Liability for Revenue Expenditure	530.96	354.46
<b>2. Others</b>		
Accounts Payable	52.64	49.63
Accounts Payable - GPF	7.12	0.00
Accounts Payable - CPF	2.67	0.00
Group Insurance Payable	3.90	5.56
Library Deposit	0.82	0.82
Scholarship Donation Payable	19.16	51.11
IIMC Students' Association	6.64	4.38
Provident Fund Payable	100.21	71.95
Miscellaneous Charges Payable		0.06
Security Deposit - Construction	678.86	579.03
Miscellaneous Deposit - Construction	101.21	3.76
<b>3. Statutory Liabilities</b>		
Liability for Income Tax- Salary	48.44	21.08
Liability for Income Tax- Contractor	22.33	32.97
Liability for Income Tax- Prof. & Tech. Services	39.79	1.52
Liability for Income Tax-Rent	0.96	0.49
Liabilities for Service Tax	2.26	
Liability for Sales Tax	0.49	0.15
Liability for Sales Tax (Const.)	0.00	9.72
Liability for Professional Tax	0.62	2.82
Liability for Staff PF Clearing	30.18	1.72
Liability for Staff New Pension Scheme	5.22	0.00
Provident Fund Deposit	0.83	0.83
Liability for Cess	0.14	10.19
Liability for New Pension Scheme	17.95	11.07
<b>4. Other Current Liabilities</b>		
Unpaid Salary	0.46	0.48
Unpaid OT & Honoraria	0.12	0.09
Clearing A/c IIMC Staff Co-Operative Credit Society Ltd.	0.29	0.17



## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedules forming part of Balance Sheet as at 31st March, 2011

(Rs. in Lakh)

DESCRIPTION	Current Year Amount (Rs.)	Previous Year Amount (Rs.)
Clearing A/c Staff on Deputation	0.00	0.00
Clearing A/c IIMC Community Welfare Society	0.15	0.01
Clearing A/c IIMCEU Subscription	0.03	0.00
Project-in-Progress	2,734.70	2579.12
Clearing A/c Revenue Stamps	0.01	0.01
LIC Clearing	2.28	2.21
Deferred Revenue Income	113.08	229.10
Earnest Deposit	6.67	6.67
Security Deposit	16.23	10.65
Caution Deposit - PGPEX	8.80	0.20
Caution Deposit - PGP	23.33	26.85
Caution Deposit - FP	5.02	3.88
Caution Deposit - PGDBM	1.68	1.68
Caution Deposit - PGDCM	4.22	3.38
<u>Provisions</u>		
Gratuity	634.36	263.03
Pension	2,570.94	1498.79
Leave Salary	812.43	370.12
<b>Total</b>	<u>9154.35</u>	<u>6616.03</u>

(Prasanta Chattopadhyay)  
Asstt. Finance & Accounts Officer

# INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedules forming part of Balance Sheet as at 31st March, 2011

(Rs. in Lakh)

DESCRIPTION	Cost as on 01.04.10	GROSS BLOCK			DEPRECIATION				NET BLOCK	
		Addition for the year	Deduction/Adj during the year	Cost as on 31.03.11	Upto 01.03.2010	Addition for the year	Adjustment during the Year	Total as on 31.03.11	As on 31.03.11	As on 31.03.10
<b>SCHEDULE - 5 (i)</b>										
<b>A FIXED ASSETS (General)</b>										
1 Land including Development	138.61			138.61		0.00		0.00	138.61	138.61
2 Water Supply Installation	98.09			98.09	27.35	4.66		32.01	66.08	70.74
3 Electrical Installation	332.07	0.65		332.72	179.28	13.60		192.88	139.84	152.79
4 Boundary Wall	32.98			32.98	8.68	0.54		9.22	23.77	24.30
5 Roads Drains & Culverts	93.32			93.32	22.66	1.52		24.18	69.14	70.65
6 Tubular Structure	20.90			20.90	7.30	0.34		7.64	13.26	13.60
7 Equipments & Tools	0.42			0.42	0.42	0.00		0.42	0.00	0.00
8 Sundry Structures	31.76			31.76	8.20	0.51		8.71	23.04	23.57
9 Air Conditioning Plants	47.73	0.40		48.12	47.03	0.30		47.33	0.79	0.70
10 Installation of Gas Line	1.39			1.39	0.94	0.07		1.00	0.39	0.45
11 Equipments PGDCM	1.17			1.17	0.84	0.06		0.89	0.28	0.34
12 Auditorium	848.39		(156.75)	691.64	130.68	11.27	(23.00)	118.96	572.68	717.71
13 Buildings	1911.13			1911.13	466.39	31.15	15.58	513.12	1398.01	1444.73
14 Office Equipments	291.61	14.74	(38.28)	268.08	145.16	11.76	(21.19)	135.74	132.34	146.46
15 Swimming Pool	53.76			53.76	3.51	0.88		4.38	49.38	50.25
16 Office Furniture	198.36	27.71	(19.89)	206.19	66.56	16.46	(12.97)	70.05	136.14	131.81
17 Motor Vehicles & Cycles	71.17		(13.90)	57.27	29.47	4.81	(13.90)	20.38	36.89	41.70
18 Library Books & Periodicals	2637.69	82.32		2720.02	977.37	127.98		1105.35	1614.67	1660.33
19 Gift Books & Periodicals	0.03			0.03	0.00	0.00		0.00	0.03	0.03
20 Computer Centre Equipment	877.53	14.37	(0.43)	891.48	748.47	80.95	(0.35)	829.07	62.41	129.08
21 Fire Protection	15.22			15.22	4.34	0.72		5.07	10.16	10.88
22 Multi-Gym	46.21			46.21	4.00	0.75		4.75	41.46	42.21
23 Water Treatment Plant	42.66			42.66	5.57	2.03		7.59	35.06	37.09
24 Generator Set - Auditorium			15.00	15.00		0.71	6.41	7.13	7.88	0.00
25 Fire Protection - Auditorium			28.52	28.52		1.35	12.19	13.55	14.97	0.00
26 AC Plant - Auditorium			51.14	51.14		2.43	21.86	24.29	26.85	0.00
27 Furniture - Auditorium			25.54	25.54		2.43	21.84	24.27	1.28	0.00
28 Stage Craft - Auditorium			16.07	16.07		1.53	13.74	15.26	0.80	0.00
29 Stage Lighting - Auditorium			20.47	20.47		0.97	8.75	9.72	10.75	0.00
<b>Intangible Assets</b>										
30 Computer Software	32.84	11.97		44.82	5.32	7.26		12.59	32.23	27.52
<b>TOTAL (A)</b>	<b>7825.06</b>	<b>152.17</b>	<b>(72.49)</b>	<b>7904.74</b>	<b>2889.53</b>	<b>327.05</b>	<b>28.98</b>	<b>3245.56</b>	<b>4659.18</b>	<b>4935.55</b>
<b>B FIXED ASSETS (MCHV)</b>										
1 Building	150.53	0.00	0.00	150.53	35.43	2.45		37.89	112.64	115.10
2 Equipment	4.00	0.00	0.00	4.00	2.34	0.19		2.53	1.47	1.66
3 Furniture	0.88	0.00	0.00	0.88	0.59	0.08		0.68	0.20	0.29
4 Books	24.24		0.00	24.24	10.54	1.15		11.69	12.54	13.69
5 Periodicals	4.42	0.00	0.00	4.42	2.11	0.21		2.32	2.10	2.31
6 Sclupture	5.35	0.00	0.00	5.35	1.00	0.09		1.08	4.27	4.35
<b>TOTAL (B)</b>	<b>189.41</b>	<b>0.00</b>	<b>0.00</b>	<b>189.41</b>	<b>52.02</b>	<b>4.18</b>	<b>0.00</b>	<b>56.19</b>	<b>133.22</b>	<b>137.40</b>



## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedules forming part of Balance Sheet as at 31st March, 2011

(Rs. in Lakh)

DESCRIPTION	Cost as on 01.04.10	GROSS BLOCK			DEPRECIATION				NET BLOCK	
		Addition for the year	Deduction/Adj during the year	Cost as on 31.03.11	Upto 01.03.2010	Addition for the year	Adjustment during the Year	Total as on 31.03.11	As on 31.03.11	As on 31.03.10
<u>C FIXED ASSETS (Research Fund)</u>										
1 Equipment	45.73	0.00	0.00	45.73	27.88	2.17	0.00	30.05	15.67	17.84
2 Furniture	0.50	0.00	0.00	0.50	0.46	0.02	0.00	0.48	0.03	0.04
3 Books	3.78	0.00	0.00	3.78	1.94	0.18	0.00	2.12	1.66	1.84
4 Data Processing Equipment	11.34	0.00	0.00	11.34	4.13	1.84		5.96	5.38	7.21
<b>TOTAL (C)</b>	<b>61.35</b>	<b>0.00</b>	<b>0.00</b>	<b>61.35</b>	<b>34.41</b>	<b>4.21</b>	<b>0.00</b>	<b>38.61</b>	<b>22.73</b>	<b>26.93</b>
<u>D FIXED ASSETS (World Bank)</u>										
1 Books	3.69	0.00	0.00	3.69	1.64	0.18	0.00	1.82	1.87	2.05
2 Research Journal	2.61	0.00	0.00	2.61	1.39	0.12	0.00	1.52	1.09	1.22
<b>TOTAL (D)</b>	<b>6.30</b>	<b>0.00</b>	<b>0.00</b>	<b>6.30</b>	<b>3.03</b>	<b>0.30</b>	<b>0.00</b>	<b>3.33</b>	<b>2.97</b>	<b>3.27</b>
<b>Total (A + B + C + D)</b>	<b>8082.12</b>	<b>152.17</b>	<b>(72.49)</b>	<b>8161.79</b>	<b>2978.99</b>	<b>335.73</b>	<b>28.98</b>	<b>3343.70</b>	<b>4818.09</b>	<b>5103.15</b>
<u>E FIXED ASSETS (OBC)</u>										
1 Land Development	64.65	0.22		64.87		0.00		0.00	64.87	64.66
2 Road Work	44.78			44.78	1.20	0.73		1.93	42.85	43.58
3 Canteen building	17.25			17.25	0.56	0.28		0.84	16.41	16.69
4 Genex Valley Flats	236.74			236.74	3.86	3.86		7.72	229.03	232.88
5 Furniture-Genex Valley Flats	2.31	2.59		4.91	0.22	0.47		0.69	4.22	2.09
<b>TOTAL (E)</b>	<b>365.75</b>	<b>2.81</b>		<b>368.56</b>	<b>5.84</b>	<b>5.34</b>		<b>11.18</b>	<b>357.38</b>	<b>359.90</b>
<b>Total (A + B + C + D + E)</b>	<b>8447.86</b>	<b>154.98</b>	<b>(72.49)</b>	<b>8530.35</b>	<b>2984.83</b>	<b>341.07</b>	<b>28.98</b>	<b>3354.88</b>	<b>5175.47</b>	<b>5463.05</b>

(Prasanta Chattapadhyay)  
Asstt. Finance & Accounts Officer

## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedules forming part of Balance Sheet as at 31st March, 2011

(Rs. in Lakh)

DESCRIPTION	Cost as on 01.04.2010	Additions During the year	Deductions During the year	Cost as on 31.3.2011
<b>SCHEDULE - 5(ii)</b>				
<u>Capital - Work in Progress</u>				
New Building Account	0.00	0.00	0.00	0.00
Buildings (Residential)-Executive Guest House	822.08	75.09	0.00	897.17
Buildings (Residential)-Students Hostel (I)	1043.30	819.50	0.00	1862.79
Buildings (Residential)-Students Hostel (II)	1390.69	579.06	0.00	1969.75
Buildings (Residential)-Dining Hall	537.90	330.70	0.00	868.60
Buildings (Academic)-Amphitheatre	192.88	168.44	0.00	361.32
Buildings (Academic)-Passage-W	60.67	1.35	0.00	62.03
Buildings (Academic)-Laboratory & Toilet Block	189.54	192.54	0.00	382.09
Buildings (Academic)-Class & Syndicate Hall	198.92	159.55	0.00	358.47
Buildings (Academic)-Passage W3	100.89	2.06	0.00	102.95
Buildings (Academic)-Laboratory & Faculty Room	228.68	136.39	0.00	365.07
Buildings (Academic)-Class & Syndicate Hall	253.15	97.61	0.00	350.76
Buildings (Academic)-Passage & Toilet	136.55	1.54	0.00	138.09
Buildings (Academic)-Faculty Room	352.80	153.74	0.00	506.54
Electrical Installation	8.09	183.82	0.00	191.91
Road Works	0.00	74.36	0.00	74.36
Ownership flat (Genexx)	0.00	19.93	0.00	19.93
Sewerage Treatment	0.11	0.00	0.00	0.11
Water supply System	36.85	66.86	0.00	103.71
Foot Bridge	3.77	118.07	0.00	121.84
Airconditioning - Academic Complex	0.00	100.15	0.00	100.15
New Working Equipments	0.00	133.41	0.00	133.41
33KV Sub Station	0.00	14.14	0.00	14.14
Landscaping	0.00	125.25	0.00	125.25
<b>Total</b>	<b>5556.86</b>	<b>3553.58</b>	<b>0.00</b>	<b>9110.44</b>

(Prasanta Chattopadhyay)  
Asstt. Finance & Accounts Officer

**INDIAN INSTITUTE OF MANAGEMENT CALCUTTA**  
Schedules forming part of Balance Sheet as at 31st March, 2011

(Rs. in Lakh)

DESCRIPTION	Current Year Ending 31.03.2011	Previous Year Ending 31.03.2010
<b>SCHEDULE - 6</b>		
<u>INVESTMENT - Corpus &amp; Endowment Fund</u>		
<b>A) CORPUS</b>		
1. Government Securities:	2476.00	400.00
2. Debenture & Bonds	1180.00	5609.00
3. Fixed Deposit & Other Deposits:	10109.02	6544.02
4. Others	0.00	0.00
<b>Corpus Total (A)</b>	<b>13765.02</b>	<b>12553.02</b>
<b>B) ENDOWMENT</b>		
<u>1. C. D. E. P.</u>		
a. Government Securities	100.00	100.00
b. Debentures & Bonds	0.00	0.00
c. Fixed Deposit & Other Deposits	102.00	102.00
<u>2. SCHOLARSHIP &amp; PRIZES</u>		
a. Government Securities	5.00	10.00
b. Debentures & Bonds	66.25	61.25
c. Fixed Deposit & Other Deposits	0.00	0.00
<u>3. MANAGEMENT CENTRE FOR HUMAN VALUES</u>		
a. Government Securities	67.00	107.00
b. Debenture & Bonds:	0.00	0.00
c. Fixed Deposit & Other Deposits	172.34	132.34
<b>Endowment Total (B)</b>	<b>512.60</b>	<b>512.59</b>
<b>TOTAL (A+B)</b>	<b>14277.61</b>	<b>13065.61</b>
<b>Schedule - 7</b>		
<u>INVESTMENT - OTHERS</u>		
Fixed Deposits & Other Deposits	2460.00	2415.04
<b>TOTAL</b>	<b>2460.00</b>	<b>2415.04</b>

(Prasanta Chattopadhyay)  
Asstt. Finance & Accounts Officer

## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedules forming part of Balance Sheet as at 31st March, 2011

(Rs. in Lakh)

DESCRIPTION	Current Year Ending 31.03.2011	Previous Year Ending 31.03.2010
<b>SCHEDULE - 8</b>		
<b>CURRENT ASSETS, LOANS AND ADVANCES</b>		
<b>A CURRENT ASSETS</b>		
Inventory of Stores:		
a. General Account	6.20	4.65
Sundry Debtors:		
Accounts Receivable	508.13	147.98
Accounts Receivable Placement	75.50	79.41
Accounts Receivable PF	166.47	65.27
Computer Aided Management Centre	1.33	1.33
Donation and Prize Fund	1.43	1.54
Government of West Bengal	25.96	25.96
<b>Total Sundry Debtor</b>	<b>778.82</b>	<b>321.49</b>
Cash Balance - in hand:		
Cash in Hand	3.44	6.40
Postage, Petty Cash, Franking	0.46	0.34
<b>Total Cash Balance In hand</b>	<b>3.90</b>	<b>6.74</b>
Bank Balances:		
a. On Current Account: (Scheduled Bank)	4.85	19.87
b. On Savings Account: (Scheduled Bank)	1013.72	1811.70
<b>Total Bank Balances</b>	<b>1018.57</b>	<b>1831.57</b>
<b>B LOANS, ADVANCES</b>		
a. Loans:		
Staff	27.05	40.99
b. Advance recoverable in cash or in kind or value to be received		
Prepaid Expenses	279.68	49.02
Liability for Staff LIC- GSLI	0.58	0.92
NPS Clearing		0.11
Accounts Receivable-Service Tax	2.07	22.91
Accounts Receivable- IIM Ranchi	0.00	0.31
Liability for Service Tax		31.76
Liability for Sales Tax (Const.)	0.37	
Deposit	224.55	97.20
Accounts Receivable TDS (IT)	102.87	27.39
Recoverables	0.29	0.35
Advance to Staff	73.67	70.21
Advance - Others	83.54	99.96
<b>Total of advances recoverable</b>	<b>767.62</b>	<b>400.14</b>
<b>C. Interest Accrued</b>		
Accrued Interest on Investment of Endowment Fund	51.40	36.88
Accrued Interest on Investment of Term Deposit	50.59	49.62
Accrued Interest on Investment of Corpus Fund	1,536.10	1555.74
<b>Total of Income Accrued</b>	<b>1638.09</b>	<b>1642.24</b>
<b>Total</b>	<b>4240.27</b>	<b>4247.83</b>

## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedules forming part of Income & Expenditure Account for the year ended 31st March, 2011  
(Rs. in Lakh)

INCOME	Current Year Ending 31.03.2011	Previous Year Ending 31.03.2010
<b>SCHEDULE - 9</b>		
<u>Programme Fee</u>		
<b>A. Fee</b>		
1. Post Graduate Programme (PGP)	4687.10	2916.38
2. PGPEX	637.68	620.92
3. PGPEX - VLM	118.12	75.73
4. Fellow Programme	2.00	3.86
<b>B. Placement Income -</b>		
1. PGP	229.07	128.49
2. PGPEX	1.40	8.84
3. PGPEX - VLM	3.26	1.91
C. Management Development Programme Income	3009.26	2725.99
D. Consultancy Income	163.39	134.76
<b>Total</b>	<b>8851.28</b>	<b>6616.88</b>

(Prasanta Chattapadhyay)  
Asstt. Finance & Accounts Officer

## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedules forming part of Income & Expenditure Account for the year ended 31st March, 2011  
(Rs. in Lakh)

INCOME	Current Year Ending 31.03.2011	Previous Year Ending 31.03.2010
<b>SCHEDULE - 10</b>		
<u>INTEREST/OTHER INCOME ON CORPUS FUND</u>		
Interest received during the year	367.54	573.14
Interest receivable	842.33	746.57
Other Income- Corpus (Commission)	3.27	7.00
<b>Total</b>	<b>1213.14</b>	<b>1326.71</b>
<b>SCHEDULE 11</b>		
<u>INTEREST INCOME - OTHERS</u>		
On Term Deposit	162.81	245.04
On Savings Account	45.74	34.34
Interest / Dividend from PF Investment	31.20	0.00
On Loans and Advances		
House Building, Motor Car, Scooter etc.	10.47	7.48
<b>Total</b>	<b>250.22</b>	<b>286.86</b>
<b>SCHEDULE 12</b>		
<u>INCOME FROM ROYALTY, PUBLICATION etc.</u>		
Royalty	0.00	9.32
Subscription for Decisions	10.26	10.04
<b>Total</b>	<b>10.26</b>	<b>19.36</b>
<b>SCHEDULE 13</b>		
<u>OTHER INCOME</u>		
Transport Income	5.79	7.25
Alumni Activities Income	3.00	2.24
Rent for Quarters	4.22	3.80
Electricity & Water Charges-Const.		2.00
Rent for Bank Building	5.03	9.54
Rent - Others	1.75	0.00
Govt. of West Bengal-As per contra		1.31
Miscellaneous Income	57.91	48.46
Miscellaneous Income A/c - Construction	3.54	2.70
Seminar & Conference Income	28.17	14.20
Profit on sale of Assets	7.03	0.06
CMDS Income	28.30	55.46
<b>Total</b>	<b>144.74</b>	<b>147.02</b>

(Prasanta Chattapadhyay)  
Asstt. Finance & Accounts Officer



## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedules forming part of Income & Expenditure Account for the year ended 31st March, 2011  
(Rs. in Lakh)

EXPENDITURE	Current Year Ending 31.03.2011	Previous Year Ending 31.03.2010
<b>SCHEDULE - 14</b>		
<b>PROGRAMME EXPENSES</b>		
PGP Expenses	576.09	370.55
CAT Expenses	8.37	5.90
PGPEX - Program Expenses	83.50	87.82
PGPEX - VLM	23.31	42.40
FP Service & Supplies	182.07	114.22
MDP Service & Supplies	164.40	120.95
MDP Complex Expenses	34.10	69.49
Consultancy Project Expenses	87.04	73.44
Training Programme Expenses	378.74	334.31
Long Duration Programme Expenses (LDP)	643.40	615.06
Placement Expenses - PGP	21.44	19.15
Placement Expenses - PGPEX	2.91	4.72
Placement Expenses - PGPEX-VLMP	1.74	0.23
<b>TOTAL</b>	<b>2207.11</b>	<b>1858.24</b>
<b>SCHEDULE 15</b>		
<b>ESTABLISHMENT EXPENSES</b>		
Salary	1854.79	1535.01
Children Education Allowance	11.51	10.41
Leave Encashment for LTC	11.26	2.98
Overtime & Honoraria	11.91	10.95
Provident Fund Contribution	28.26	48.37
New Pension Scheme Contribution	37.33	18.03
Deposit Linked Insurance	2.10	0.00
Pension	235.97	212.00
Leave Travel Concession	27.11	16.53
Medical Expenses	113.24	78.65
Staff Welfare & Amenities	5.78	2.11
<u>Retirement Benefits for Employees:</u>		
Gratuity	489.14	244.57
Pension	1079.22	539.61
Leave Encashment	528.76	264.38
NPS Subscription and Contribution Interest	9.61	0.00
<b>Total</b>	<b>4445.99</b>	<b>2983.60</b>
<b>SCHEDULE 16</b>		
<b>OTHER ADMINISTRATIVE EXPENSES</b>		
Travelling Expenses	11.76	8.03
Stationery & Printing	24.25	14.31
Postage Expenses & Telephone Expenses	29.09	32.33
Motor Car Expenses	30.25	28.38
Repairs & Renewals	16.88	45.81

## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedules forming part of Income & Expenditure Account for the year ended 31st March, 2011  
(Rs. in Lakh)

EXPENDITURE	Current Year Ending Amount (Rs.)	Previous Year Ending Amount (Rs.)
Electricity & Water Charges	224.17	174.29
Freight & Insurance	0.64	0.01
Advertisement & Publicity	7.48	6.21
Library Maintenance	5.31	9.83
Binding	0.00	0.28
Membership & Subscription	3.61	2.84
Selection Test Expenses	28.54	17.24
Convocation	13.23	13.32
City Office Expenses	4.66	6.47
Computer Centre Maintenance	180.35	128.73
Legal Expenses	12.96	12.33
Board Meeting Expenses	8.57	9.46
Entertainment Expenses	0.20	0.20
Audit Fees	8.71	7.21
Auditors Fees - Others	19.44	12.57
Contingencies	37.08	17.38
Campus Maintenance	362.36	322.44
Bank Charges	2.33	6.51
Faculty Participation in International Conferences	59.09	60.16
Seminer & Conferences	48.93	22.34
Alumni Activities Expenses	12.70	13.70
Rent, Rates & Taxes	35.14	14.21
CMS	36.37	49.75
Preparation of Working Papers, Newsletters & Decisions	2.25	3.81
Special Programme on Rural Development	0.30	0.01
International Collaboration & Exchange Programme	17.11	12.55
Faculty Development	161.13	154.74
Officers Development	10.37	10.95
AACSB Accreditation	0.65	0.00
Staff Development	1.11	4.18
Finance Lab Expenses	37.12	31.95
Loss on Sale of Assets	0.00	2.72
E-Journal/Database Subscription	18.25	33.93
Recruitment Expense	24.12	0.00
Genex-Vally Maintenance	1.89	0.40
Bad Debt Written off	43.62	0.00
CENVAT Credit Reversal	49.56	0.00
Rounding off difference	(0.06)	0.02
<b>TOTAL</b>	<b>1591.53</b>	<b>1291.60</b>

(Prasanta Chattopadhyay)  
Asstt. Finance & Accounts Officer

## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedules forming part of Income & Expenditure Account for the year ended 31st March, 2011  
(Rs. in Lakh)

EXPENDITURE	Current Year Ending 31.03.2011	Previous Year Ending 31.03.2010
<b>SCHEDULE - 17 Transfer (to) /from Capital Fund</b>		
Cost of assets created during the year	(76.58)	(483.44)
Depreciation during the year	341.07	316.51
Depreciation (Prior period)	77.39	0.00
Accumulated depreciation on assets sold	(14.24)	0.00
<b>Total</b>	<b>327.64</b>	<b>(166.93)</b>

(Prasanta Chattopadhyay)  
Asstt. Finance & Accounts Officer

**INDIAN INSTITUTE OF MANAGEMENT CALCUTTA**

Schedules Forming Part of the Accounts for  
the year ended 31st March, 2011

**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. Example of such estimates includes employee benefits, provision for convocation expenses.

**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 value of 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 Journals/database periodically under various schemes. All the database and some of the journals are received in electronic form. Subscription to these periodicals/journals/database are made in advance. The same is capitalized:
  - a) In case of physical volumes, when the relevant volumes/issues are received
  - b) In case of electronic journal/database, only when the access is perpetual.
- iv) Intangible assets are stated at cost of acquisition less accumulated amortization/depreciation

**3. DEPRECIATION**

- (i) Depreciation is charged on Straight Line Method as per the rates prescribed in Schedule XIV to Companies Act 1956 excepting the following:
  - a) Cycles 9.5%
  - b) Computer Software 16.21%
  - c) Books 4.75%
- (ii) Depreciation is charged for the whole year irrespective of the dates of actual additions to the Fixed Assets. Depreciation is not charged on the year of disposal of an asset.
- (iii) Depreciation charged on assets is transferred from respective fund to Income & Expenditure account (below the line) to match book value of fixed assets with the corresponding funds.
- (iv) Assets costing up to Rs.5000 individually are fully depreciated in the year of acquisition.

**4. INVESTMENTS**

Investments are broadly made as per Government of India guidelines. All instruments, short term and long term, are stated at cost to the Institute.

**5. INVENTORIES**

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

## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

### Schedules Forming Part of the Accounts for the Year ended 31st March, 2011

#### 6. REVENUE RECOGNITION

- (i) Programme fees are recognized on accrual basis. Amount received during the year on account of on-going in-company training programmes, long duration programmes, and consultancy programmes are shown as project-in-progress after charging related expenses and institute's share of income.
- (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 only when a student joins the concerned organization.
- (iii) Interest Income is recognized on time proportion basis following quarterly compounding convention, wherever applicable, taking into account the amount outstanding and the rate applicable.
- (iv) Participation fee for MDPs, once received, is treated as deferred revenue till the concerned participant attends a programme. The fee stands forfeited on expiry of 12 months from the date of receipt of the fee if the participation does not happen.

#### 7. EMPLOYEE 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) Pension liabilities, under defined benefit schemes (GPF), are determined by an independent actuarial valuer as per the requirements of Accounting Standard – 15 (revised 2005) on "Employee Benefits".
- (iii) Liability towards gratuity and employee leave encashment are also determined by an independent actuarial valuer as per the requirements of Accounting Standard – 15 (revised 2005) on "Employee Benefits".

#### 8. GOVERNMENT GRANT

The Institute receives Capital Grant from Govt. 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".

#### 9. 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 in the Institute's General Fund.

#### 10. 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.

#### 11. CAPITAL FUND AND CORPUS FUND

Capital Fund is earmarked for Fixed Asset creation. The Fund is created mainly out of grant from Government of India and other grants.

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

#### 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.

## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

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

### SCHEDULE 19 : NOTES ON ACCOUNTS

#### 1. CONTINGENT LIABILITIES

Claims not acknowledged as debt:

- i) The Directorate General of Central Excise served a show cause notice for Service Tax amounting to Rs. 46.19 lakh (Previous year Rs. 46.19 lakh). Out of which Rs. 34.40 lakh is on account of management consultancy services and Rs. 11.79 lakh for manpower recruitment services. The Institute has contested these claims and the case is pending before the appellate tribunal.
- ii) Total twentyfour (24) 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.6369.83 lakh (previous year Rs.6657.89 lakh)

#### 3. CAPITAL EXPENDITURE AND DEPRECIATION

The Institute has received during 2010-11 a grant in aid of Rs.266.25 lakh for expansion projects related to implementation of OBC reservation policy. Such grant in aid is shown in schedule-1 under capital fund and the assets created out of this fund has been separately earmarked in schedule-5. Depreciation on those earmarked assets is deducted from the grant in aid received.

Other plan expenditure has been funded out of non-plan surplus of the Institute and the amount (Rs.76.58 lakh) is transferred to Capital Fund. Depreciation is charged initially to Income & Expenditure Account and a similar amount is transferred from Capital Fund to the Income and Expenditure Account (below the line).

Cycles are depreciated at the rates applicable for motor vehicle as the value could not be separately ascertained. There is no specific rate for books in the Companies Act, whereas books are treated as 'plant and machinery' for educational institutions as per Income Tax Act. Thus, books are depreciated as per Income Tax Act.

#### 4. PHYSICAL VERIFICATION OF FIXED ASSETS

As per the Institute's policy, physical verification of Fixed Assets (other than library books/journals) is conducted every alternate year. The last physical verification was done during 2007-08. During 2010-11, a firm of Chartered Accountants was engaged to conduct physical verification of fixed assets (excepting library books/journals). During physical verification differences were found between fixed asset register with the books of account in two asset classes – furniture and office equipment. The net difference of Rs.6.92 lakhs in furniture between fixed assets register and books of accounts has been written off during the year. Similarly, a net difference of Rs.9.56 lakhs in office equipments between fixed asset register and the books of accounts has been written off during the year.

During physical verification and reconciliation with fixed assets register, it was observed that, item wise cost was not available for furniture and office equipment for the assets acquired on or before 31 March 2009. Accordingly depreciation was charged on those asset on aggregate basis. The Institute has details of item wise furniture and office equipment from 1 April 2009.

#### 5. RE-CLASSIFICATION OF FIXED ASSETS

During physical verification it was found that the cost of auditorium, as shown in the books of accounts, included costs of other assets (e.g. AC plant, furniture and equipments.). Consequently, in the previous years, the entire assets class of auditorium was charged depreciation at rates applicable to building. During the year, other assets included in the auditorium costs have been re-classified to their respective heads and retrospective effect of depreciation amounting to Rs.61.81 lakhs has been given in the Income & Expenditure Account.

## 6. 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.

## 7. TAXATION

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

## 8. PAYMENTS TO AUDITORS

In addition to the C & AG audit, the Institute engages the services of audit firms for internal audit, service tax and other matters. During financial year 2010-11, the following expenses have been incurred on this account:

		2010-11	2009-10
C & AG Audit:	Rs. (lakh)	8.71	7.21
Internal Audit:	Rs. (lakh)	5.52	2.35
Other Services:	Rs. (lakh)	13.92	10.22

## 9. EMPLOYEE RETIREMENT BENEFITS

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

### Actuarial assumptions

	Gratuity (Unfunded)		Pension (Unfunded)		Leave Encashment (Unfunded)	
	2010-11	2009-10	2010-11	2009-10	2010-11	2009-10
Mortality Table (LIC)	1994-96	1994-96	1994-96	1994-96	1994-96	1994-96
	Ultimate	Ultimate	Ultimate	Ultimate	Ultimate	Ultimate
Discount rate (p.a)	8%	8%	8%	8%	8%	8%
Rate of escalation on salary (p.a)	6%	6%	6%	6%	6%	6%

The estimates of rate of escalation in salary considered in actuarial valuation, taken into account inflation, seniority, promotion and other relevant factors.

Details of Provision for retirement benefits as on 31.3.2011 are given below:

Particulars	Gratuity (in lakh)	Pension (in lakh)	Leave Encashment (in lakh)	Total (in lakh)
Opening Balance	263.03	1498.79	370.12	2131.94
Add: Provision during the year	489.14	1079.22	528.76	2097.12
	752.17	2578.01	898.88	4229.06
Less: Payment made during the year	117.80	7.06	86.45	211.31
Balance as on 31.03.2011	634.37	2570.95	812.43	4017.75

Thus the actuarial estimates of employee retirement liabilities up to 31.12.2009 have been fully provided for. Actuarial valuation of employee benefits for the year 2010-11 has not been undertaken.

## 10. NEW PENSION SCHEME (NPS)

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

**11. PLACEMENT RECEIVABLES**

There were overdue participation fees receivable from various companies who participated in the placement processes of the Institute in the past. In view of remote possibility of collection, placement receivables up to 2006-07 aggregating to Rs.43.62 lakhs were written off as bad debt during the year.

**12. BANK RECONCILIATION**

During the year the Institute had carried out a comprehensive exercise to reconcile major operational Bank balances with the respective bank statements, which was pending since 2004. Several firms of chartered accountants were engaged and the concerned staff members of Accounts Department have also spent several months on this job. However, despite best efforts, the sources of an aggregate un-reconciled amount of Rs.83.85 lakhs could not be identified. Such unidentified amount effecting six bank accounts was accounted for during the year.

**13. RECONCILIATION BETWEEN ADDITIONS TO CAPITAL FUND AND FIXED ASSETS**

	( Rs. in Lakh)
Addition to Capital Fund (General) as per Schedule – 1	Rs. 76.58
Add: Advance to vendors for 09-10, capitalized in 10-11	(-) Rs. 3.10
Addition to Fixed Assets as per Schedule – 5	Rs. 79.68

**14. 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. Expenses incurred by IIMC for PGPEX-VLMP, including common expenses, have been charged to revenue.

**15. FOREIGN CURRENCY TRANSACTIONS**

	31.3.2011	31.3.2010
i. Income during the year		
1) PGDM, PGDCM	Rs.378.12 Lakh	311.60 Lakh
2) Others Programme	Rs.72.99 Lakh	58.99 Lakh
ii. Expenditure during the year	Rs. 99.96 Lakh	119.42 Lakh
iii. Value of Imports during the year	Rs.148.74 Lakh	105.26 Lakh
16. Schedules 1 to 19 form an integral part of the Balance Sheet as at 31 March, 2011 and of the income and expenditure for the year ended on that date.		

**17. 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.

(Prasanta Chattapadhyay)  
Asstt. Finance & Accounts Officer





## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

### Receipts and Payments Accounts for the year ended 31st March, 2011

(Rs. in Lakh)

RECEIPTS	Current Year Amount (Rs. in Lakh)	Previous Year Amount (Rs. in Lakh)
<b>Opening Balance</b>		
Postage, Petty cash, Franking	0.34	0.14
IIMC Expansion Project Account	145.33	390.01
Cash in Hand	5.53	2.76
Cash in Hand (Construction)	0.36	0.24
Cash in Hand (Expansion Project)	0.51	
SBI, Main Current	0.10	0.10
SBI Joka Branch Account Construction	19.14	15.90
SBI, Joka Savings	15.70	767.09
SBI, Main Savings	23.29	9.09
IIMC Endowment Fund (SBI, Joka Savings)	191.04	222.14
ICICI Banking Corpn. (Savings)	65.09	2.31
IIMC - F.C. A/c. - (SBI, Main Savings)	0.10	0.10
IIMC Alumni Contribution A/c. (SBI, Joka Savings)	34.75	33.60
AXIS Bank (Kolkata Main Branch)	1096.81	653.34
Contributory Pension A/c. (SBI, Joka Savings)	33.80	15.68
INFOSYS (SBI, Joka Savings)	9.49	13.78
IIM Ranchi (SBI Joka Savings)	196.30	
SBI, Joka Current	0.63	2.77
Imprest Fund-Library		0.01
Imprest Fund-Despatch		0.01
Imprest Fund-PGPEX		0.02
Imprest Fund-VLMP		0.03
Imprest Fund-VLMP-Hostel		0.01
<b>Total</b>	<b>1838.31</b>	<b>2129.13</b>

## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

### Receipts and Payments Accounts for the year ended 31st March, 2011



RECEIPTS	Current Year	Previous Year	PAYMENTS	Current Year	Previous Year
	Amount (Rs. in Lakh)	Amount (Rs. in Lakh)		Amount (Rs. in Lakh)	Amount (Rs. in Lakh)
Grant -In-Aid-Govt. of India (OBC)	266.25	1100.00	Endowment Fund-Scholarship and Prizes	5.20	
Endowment Fund-Scholarship and Prizes	6.12		Endowment Fund-MCHV	40.00	
Endowment Fund-MCHV	40.41		Endowment Fund-Research Fund	0.25	
Fund for Recoverable Advance	0.07		Fund for Recoverable Advance	0.06	0.03
Director's Discretionary Fund	0.02		Staff Welfare Amenities Fund	1.01	2.06
Staff Welfare Amenities Fund	0.25		IIM Ranchi Fund	194.79	1.86
Donation and Prize fund	2.26	2.40	Donation and Prize fund	0.14	5.51
Endowment Fund - Other	10.00	0.97	Endowment Fund - Other	2.77	4.05
Liability for Revenue Expenditure	8.50	47.19	Liability for Capital Expenditure	335.44	511.98
Accounts Payable	39.90	66.73	Accounts Payable	45.19	107.95
Group Insurance Payable	7.28	3.75	Group Insurance Payable	7.66	1.31
Scholarship Donation Payable	26.90	55.92	Scholarship Donation Payable	52.93	18.61
Student's Association	3.93	4.36	Student's Association	2.37	0.32
Security Deposit	184.12	573.44	Security Deposit	128.86	226.99
Miscellaneous Deposit-Construction	116.93	0.40	Miscellaneous Deposit-Construction	19.49	
Accounts Payable - GPF	29.49		Accounts Payable - GPF	22.37	50.97
Accounts Payable - CPF	30.72		Accounts Payable - CPF	28.05	62.29
Sundry Creditors for Others	69.93		Sundry Creditors for Others	26.27	
Inventory AP Accrual	0.17		Inventory AP Accrual	37.89	
Liability for Income Tax -Contractor	26.13	185.92	Liability for Income Tax - Salary	48.51	568.21
Liability for Income tax- Prof. & Tech. Services	84.89	52.34	Liability for Income Tax -Contractor	40.64	176.23
Liability for Income Tax Rent	0.17	4.58	Liability for Income tax- Prof. & Tech. Services	59.92	58.73
Liability for Sales tax	57.17	135.81	Liability for Income Tax Rent	0.62	4.09
Liability for New Pension Scheme - Subscription Fund	42.27	18.03	Liability for Sales tax	68.80	126.11
Liability for New Pension Scheme - Contribution Fund	38.00	18.03	Liability for New Pension Scheme - Subscription Fund	49.69	29.86
Liability for Cess	30.26	72.77	Liability for New Pension Scheme - Contribution Fund	59.22	29.86
Unpaid Salary	3.37	6.18	Liability for Cess	38.41	62.58
Unpaid OT & Honoraria	0.33	0.44	Unpaid Salary	3.39	6.15
Staff Co-Operative Credit Society limited	64.23		Unpaid OT & Honoraria	0.41	0.41
Community Welfare Society	0.80		Staff Co-Operative Credit Society limited	43.71	59.56
IIMCEU Subscription	0.14		Community Welfare Society	0.68	0.61
LIC Clearing	24.67	0.12	IIMCEU Subscription	0.12	0.09
Liability for Staff LIC- GSLI	2.11	0.04	LIC Clearing	30.14	23.36
Liability for Staff New Pension Scheme	18.97		Liability for Staff LIC- GSLI	4.84	
Liability for Staff Transport Charges	1.20		Liability for Staff New Pension Scheme	25.69	18.03
Liability for Staff Electricity Charges	1.86		Liability for Staff Transport Charges	0.02	
Liability for Staff License Fees for Quarter	1.27		Liability for Staff Electricity Charges	0.03	
Liability for Staff Contributory PF Clearing	31.22	9.54	Liability for Staff License Fees for Quarter	0.01	
Liability for Staff Contributory PF Arrear Clearing	0.01		Liability for Staff Contributory PF Clearing	114.73	166.00
Liability for Staff Contributory VPF Clearing	78.76		Liability for Staff Contributory PF Arrear Clearing	2.51	

# INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

## Receipts and Payments Accounts for the year ended 31st March, 2011

RECEIPTS	Current Year	Previous Year	PAYMENTS	Current Year	Previous Year
	Amount (Rs. in Lakh)	Amount (Rs. in Lakh)		Amount (Rs. in Lakh)	Amount (Rs. in Lakh)
Liability for Staff Contributory PF Loan Clearing	1.81		Liability for Staff Contributory VPF Clearing	49.33	87.02
Liability for Staff General PF Clearing	159.54		Liability for Staff Contributory PF Loan Clearing	1.02	
Liability for Staff General PF Loan Clearing	4.97		Liability for Staff General PF Clearing	115.23	162.00
Liability for Staff NPS (Disabled)	8.21		Liability for Staff General PF Loan Clearing	2.86	
Deffered Revenue income	120.35	231.14	Liability for Staff General PFArrear Clearing	5.68	
Caution Deposit PGPEX	8.60		Deffered Revenue income	8.81	
Caution Deposit PGP	18.46	22.06	Caution Deposit PGP	0.58	14.04
Caution Deposit FP	1.52	0.70	Caution Deposit FP	0.17	0.41
CautionDeposit PGDBM	8.68		CautionDeposit PGDBM	20.78	
CautionDeposit PGDCM	4.25	2.28	CautionDeposit PGDCM	2.22	3.07
TDS	71.23		Project In Progress	0.00	
Liabilities for Service Tax	133.75	131.31	Liability for Retirement Benefits	182.06	
WCT	22.87		Liabilities for Service Tax	129.41	124.42
Liabilities for Professional Tax	6.99		WCT	22.57	
Land	0.01	0.12	Liabilities for Professional Tax	9.76	3.64
Investment from CORPUS Fund - In Govt.Securities	578.00		Liabilities for Staff	5.13	
Investment from CORPUS Fund - Others	190.00	4959.19	VAT	0.32	
Investment from Endowment Fund -			Land	0.23	0.34
Fixed Deposits & Other Deposits	50.00	86.30	Building	1.49	28.19
Investment Others - Fixed Deposits & Other Deposits	110.25	8619.45	Furniture and Fixture	20.04	43.18
Fixed Deposits & Other Deposits	144.79		Equipments	3.09	148.39
Central Stores	36.28		Computer Hardware & Software	28.71	
Stock control Account (Receiving Account)	0.05	4.04	Electrical Installation	8.29	
Clearing Account	0.01		Library Books	211.90	207.19
Accounts Recievable- IIMC Ranchi A/c	2.39	0.91	Tubewell and Water Supply	0.00	
Accounts Receivable	225.55	658.66	Asset Clearing Account	4.26	
Accounts Receivable - TDS (IT)	0.20	8.90	Capital Work In Progress-Projects	3057.68	5348.05
Accounts Receivable - Intt on			Investment from CORPUS Fund - Debentures and Bonds	600.00	
Endowment Fund Investment	27.04	11.72	Investment from CORPUS Fund -		
Accounts Recv - Intt on Corpus Fund	839.80	1012.73	Fixed Deposits & Other Deposits	2480.00	6585.33
Unapplied receipts	49.31		Investment from Endowment Fund -		
Accounts Receivable - Placement	30.76	31.30	Debentures and Bonds	25.00	
Loans to Staff	17.58	0.30	Investment from Endowment Fund -		
Recoverables	0.02		Fixed Deposits & Other Deposits	25.00	118.64
Advance to Staff	30.58	7.31	Central Stores	37.83	
Prepaid Expense	102.96		Clearing Account	7.71	
CAT Fees	283.15	3.99	Accounts Recievable- IIMC Ranchi A/c	2.22	1.16
Application Fees	5.96	12.77	Accounts Receivable - PF	70.00	
Registration and Dissertation Fees	0.01	0.02	Accounts Receivable - TDS (IT)	10.93	
Tution Fees	3401.24	2537.76	Accounts Receivable - Intt on Endowment Fund Investment	4.94	





## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

### Receipts and Payments Accounts for the year ended 31st March, 2011

RECEIPTS	Current Year	Previous Year	PAYMENTS	Current Year	Previous Year
	Amount (Rs. in Lakh)	Amount (Rs. in Lakh)		Amount (Rs. in Lakh)	Amount (Rs. in Lakh)
Lodging fees	92.67	81.46	Donation and Prizes	0.34	
Course Material	613.78	368.00	Accounts Receivable - Placement	1.00	
Course Fees	3.00	73.00	Accounts Receivable-Service Tax (CENVAT)-		
Computer Fees	357.93	250.86	Opening Bal	0.56	
Library Fees	275.31	207.04	Accounts Receivables-IIM Ranchi	0.02	
Alumni Fees	3.60	3.21	Imprest Fund	2.71	4.00
Medical	6.54	4.20	Postage, Petty cash, Franking	1.94	2.40
Development Fees	157.49	110.37	Loans to Staff	13.00	9.02
Subscription for Decision	10.66	10.10	Service Tax Input	42.51	26.28
Seminar and Conference Income	27.78	12.38	Advance to Staff	78.72	61.07
CMS Income	28.30	23.65	Advances-Others	52.01	314.65
STEP Income	4.74		Deposit	127.36	13.87
Training Programme income	369.81	556.64	Prepaid Expense	178.50	46.06
Consultancy programme income	63.98	131.31	Lodging fees	5.29	4.20
MDP Complex Income	1.28	10.34	Medical	6.37	0.11
Placement Income PGP	170.53	97.97	Development Fees	0.19	0.50
Professional/Participant Fees (Disabled)	191.41		Subscription for Decision	0.39	0.06
Satellite Module Income	121.72		Seminar and Conference Income	0.17	0.18
Campus Visit Module Income	1.34		Consultancy programme income	2.96	0.14
Others Seminar/Program Income (Disabled)	543.28		MDP Complex Income	1.61	
Placement Income-PGPEX-VLM	1.13	1.67	Placement Income PGP	19.19	
Transport income	2.62	0.18	Satellite Module Income	47.57	
Alumni Activities Income	3.00	2.24	Transport income	0.01	0.01
Electricity and Water Charges (Disabled)	0.84	11.15	Electricity and Water Charges	0.01	
Interest on Endowment Fund Investment	23.41	22.34	Interest on Endowment Fund Investment	5.78	
Interest on Corpus Fund Investment	384.95	580.14	Interest Earned - On Saving Accounts	6.35	11.27
Interest on New Pension Scheme Bank	0.27	3.34	Interest Earned on Loans	0.08	0.01
Incentive on Investment	3.27		Rent	0.36	
Income from Royalty	1.97	9.11	Prior Period Income	5.17	2.36
Interest Earned - On Term Deposits	933.40		MDP Income	0.72	2.02
Interest Earned - On Saving Accounts	43.67	224.07	Salary-Earnings	1812.16	1232.44
Interest Earned - On Loans (Disabled)	0.67		Children Education Allowance	14.28	8.73
Interest Earned on Loans	9.05	0.86	Leave Salary	52.39	37.95
Miscellaneous Income	77.23	35.39	Overtime & Honoraria	14.64	14.92
Rent	46.71	9.36	Medical expenses	85.26	76.57
Prior Period Income	103.74	0.16	Leave Travel Concession	6.97	17.28
MDP Income	130.31	196.74	Leave Salary for LTC	5.02	2.74
LDP Income	1380.88	2426.08	Deposit Linked Insurance	2.10	
Children Education Allowance	0.19		Staff Welfare and Amenties	4.49	
Leave Salary	0.08	0.14	Gratuity	56.58	77.51

**INDIAN INSTITUTE OF MANAGEMENT CALCUTTA**  
Receipts and Payments Accounts for the year ended 31st March, 2011

RECEIPTS	Current Year	Previous Year	PAYMENTS	Current Year	Previous Year
	Amount (Rs. in Lakh)	Amount (Rs. in Lakh)		Amount (Rs. in Lakh)	Amount (Rs. in Lakh)
Overtime & Honoraria	0.23		Pension	120.47	291.99
Medical expenses	1.42	0.06	New Pension Scheme Contribution	21.27	18.03
Leave Travel Concession	0.69	0.75	NPS Subscription Interest	12.12	1.33
Leave Salary for LTC	0.06		NPS Contribution Interest	12.12	1.33
Pension	17.15	0.04	Retirement Benefits for Employee	113.62	
NPS Subscription Interest	4.62		Others- Establishment Expenses	58.44	
NPS Contribution Interest	4.62		Faculty Development Expenses	109.15	134.62
Retirement Benefits for Employee	33.89		Officers Development Expenses	8.16	11.08
Others- Establishment Expenses	0.07		MDP Expenses	67.31	
Faculty Development Expenses	0.12		PGP Expenses	17.19	
PGP Expenses	2.67		VLMP Expenses	1.28	
MCHV Expenses	0.01		PGPEX Expenses	1.83	
CMDS Expenses	0.44		CDEP Expenses	10.77	5.70
Travelling Expenses	0.34	0.78	MCHV Expenses	4.17	8.21
Motor Car Expenses	1.91	0.09	Salary-Engg. Project	3.88	
Stationary and Printing	0.16		CMDS Expenses	31.35	42.77
Telephone Expenses	6.98	0.10	AACSB Accreditation	2.48	
Repairs and Renewal	0.37	9.08	Services and Supplies	174.51	
Membership and Subscription	1.20		Travelling Expenses	12.71	6.48
City office expenses	0.03		Motor Car Expenses	27.86	26.84
Development Expense	0.50		Freight and Insurance	0.01	0.01
Faculty Participation in International Conference	1.23	1.47	Stationary and Printing	7.16	16.11
Seminar and Conferences	3.39	0.60	Postage Expenses	0.36	0.35
Contingencies	59.92		Telephone Expenses	34.29	31.18
Bank Charges	0.36	0.02	Repairs and Renewal	14.16	16.94
Alumni Activities Expenses	0.39		Electricity and Water Charges	231.78	169.62
Finance Lab Expenses	0.00	3.00	Advertisement & Publicity	6.18	6.46
Rent, Rates & Taxes	0.09		Campus Maintenance Expenses	453.27	125.38
Prior Period Expense	9.14		Membership and Subscription	4.64	2.84
E-Journal/Database Subscription	4.08	0.28	Programme Expenses	1239.99	681.64
Selection test expense	0.67	0.17	City office expenses	4.80	5.47
CAT Expenses	0.01	0.84	MDP Complex Expenses	8.03	64.52
Consultancy Project Expenses	0.64	0.62	Development Expense	39.54	
Training Programme Expenses	5.24	0.60	Faculty Participation in International Conference	53.16	61.30
Placement Expenses -PGP	0.08	0.26	Seminar and Conferences	38.74	18.84
Library Maintenance	0.15	0.13	Preparation of Working Papers, Newsletter & Decision	2.97	2.88
Genex-Vally Maintenance	2.13		Legal Expenses	9.41	12.47
Staff Development Expenses	0.00	0.01	Board Meeting Expenses	8.24	8.12
Placement Expense-PGPEX	0.19	8.84	Entertainment Expenses	0.20	0.20
Placement Expense-PGPEX-VLM	0.06		Staff & Students' Health Centre	0.04	



## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

### Receipts and Payments Accounts for the year ended 31st March, 2011

RECEIPTS	Current Year	Previous Year	PAYMENTS	Current Year	Previous Year
	Amount (Rs. in Lakh)	Amount (Rs. in Lakh)		Amount (Rs. in Lakh)	Amount (Rs. in Lakh)
Advance-CPF Investment		70.13	Audit Fees	30.40	15.33
Advance-GPF Investment		200.40	Contingencies	83.31	12.52
Advance-Others		122.63	Bank Charges	2.73	6.53
Campus Maintenance expenses		45.00	Alumni Activities Expenses	8.44	9.44
Capital Fund -Alumni Contribution		1.15	Centre for Development and Environment Policy	0.00	
Capital Work in progress		1417.11	Finance Lab Expenses	30.92	33.42
Gratuity		1.04	Rent, Rates & Taxes	35.30	14.34
IIM Ranchi Fund		198.15	Satellite Module Expense	7.35	
International collaboration and exchange programme		0.19	Campus Visit Module Expense	0.12	
LDP Expenses		1.02	Prior Period Expense	24.41	8.69
Liability for Capital expenditure		511.98	E-Journal/Database Subscription	20.21	
Liability for Income Tax-Salary		3.25	Recruitment Expense	8.30	
MDP Expenses		1.56	Selection test expense	10.32	11.97
Salary earnings		6.53	CAT Expenses	4.87	5.28
Sale of Library periodicals		0.08	Consultancy Project Expenses	37.52	54.00
Sale of Motor Car		1.30	Training Programme Expenses	142.56	238.97
Programme expenses		6.52	Placement Expenses -PGP	8.51	14.98
NPS Fund Investment		17.14	International Collaboration & Exchange Programme	1.63	12.65
			LDP Expenses	329.72	492.07
			Library Maintenance	3.22	45.25
			Computer Centre Maintenance	102.39	147.71
			Genex-Vally Maintenance	5.14	
			Staff Development Expenses	0.87	4.03
			Placement Expense-PGPEX	1.84	4.70
			Placement Expense-PGPEX-VLM	0.63	0.23
			Depreciation Expense for General - Equipment	0.26	
			Tax Control Account	0.66	
			PO Clearing account	0.00	0.00
			Application fees		0.15
			Convocation expenses		8.35
			Investment Others-Fixed deposit & other deposit		8874.64
			LDP Income		84.04
			Library fees		0.30
			Miscellaneous Income		1.01
			Motor Vehicle		17.94
			Training Program Income		0.02
			Tuition fees		28.01
			Computer fees		4.08
			Course material		0.54
<b>Total</b>	<b>14406.04</b>	<b>28798.32</b>	<b>Total</b>	<b>15222.09</b>	<b>29089.15</b>



**INDIAN INSTITUTE OF MANAGEMENT CALCUTTA**  
 Receipts and Payments Accounts for the year ended 31st March, 2011  
 (Rs. in Lakh)

RECEIPTS	Current Year Amount (Rs. in Lakh)	Previous Year Amount (Rs. in Lakh)
<b>Closing Balance</b>		
IDBI Current Account	0.03	0.00
SBI, Joka Current	4.82	0.63
IIMC Construction Works A/c (SBI, Joka Savings)	30.11	19.14
Cash in Hand	3.14	5.53
Cash in Hand (Construction)	0.14	0.36
Cash in Hand (Expansion Project)	0.16	0.51
SBI, Main Current	0.00	0.10
SBI, Joka Savings	168.13	15.70
SBI, Main Savings	0.00	23.29
IIMC Endowment Fund (SBI, Joka Savings)	103.71	191.04
ICICI Banking Corpn. (Savings)	39.62	65.09
IIMC - F.C. A/c. - (SBI, Main Savings)	0.00	0.10
IIMC Alumni Contribution A/c. (SBI, Joka Savings)	34.81	34.75
AXIS Bank (Kolkata Main Branch)	214.23	1096.81
Contributory Pension A/c. (SBI, Joka Savings)	24.12	33.80
INFOSYS (SBI, Joka Savings)	11.84	9.49
IIM Ranchi (SBI Joka Savings)	1.72	196.29
Postage, Petty cash, Franking	0.26	0.34
IIMC Expansion Project Account	385.43	145.33
<b>Total</b>	<b>1022.26</b>	<b>1838.30</b>



**INDIAN INSTITUTE OF MANAGEMENT CALCUTTA**  
**Provident Fund Account**  
**Balance Sheet As At 31st March, 2011**

Liabilities	Schedule	Amount Rs. in Lakh		Assets	Schedule	Amount Rs. in Lakh	
		2010-11	2009-10			2010-11	2009-10
IIMC CPF	1	1,205.76	1,214.09	Investment - CPF	3	1,107.20	1,050.20
IIMC GPF	1	1,070.76	894.44	Investment - GPF	3	966.95	803.95
Sundry Creditors - CPF	2	101.60	50.25	Loan to Members - CPF	4	4.37	2.27
Sundry Creditors - GPF	2	31.81	16.28	Loan to Members - GPF	4	4.07	5.79
				Sundry Debtors - CPF	5	169.62	209.60
				Sundry Debtors - GPF	5	52.96	81.71
				Cash at Bank - CPF		26.10	2.21
				Cash at Bank - GPF		78.66	19.33
<b>Total</b>		<b>2,409.93</b>	<b>2,175.06</b>	<b>Total</b>		<b>2,409.93</b>	<b>2,175.06</b>

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

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

Sd/-  
 (Shekhar Chaudhuri)  
 Director





**INDIAN INSTITUTE OF MANAGEMENT CALCUTTA**  
**Provident Fund Account**  
**Income & Expenditure Account for the year ended 31st March, 2011**

Expenditure	Amount Rs. in lakh		Income	Amount Rs. in lakh			
	2010-11	2009-10		2010-11	2009-10		
To Bank Charges	CPF	0.00	0.13	By Interest on PF Investment :			
	GPF	0.00	0.40				
" Excess Income over Expenditure	CPF	109.15	79.64	" Interest received	CPF	76.40	14.68
	GPF	91.31	57.31		GPF	57.05	16.20
				" Interest accrued	CPF	32.75	65.09
					GPF	34.26	41.51
Total		200.46	137.48	Total		200.46	137.48
To Interest on subscription	CPF	59.49	51.55	By Balance C/D	CPF	109.15	79.64
	GPF	75.78	57.42		GPF	91.31	57.31
" Interest on contribution	CPF	33.31	32.33	" Excess of Expenses Over Income	CPF		4.24
	GPF				GPF		0.11
" Prior Period Expenses	GPF	0.61					
" Excess of Income over Expenditure	CPF	16.35					
- Payable to IIMC	GPF	14.92					
Total		200.46	141.30	Total		200.46	141.30

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

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

Sd/-  
(Shekhar Chaudhuri)  
Director

**INDIAN INSTITUTE OF MANAGEMENT CALCUTTA**  
**Provident Fund**  
 Schedules forming part of Balance Sheet as at 31st March, 2011

Rs. in lakh

Description	GPF		CPF	
	2010-11	2009-10	2010-11	2009-10
<b>SCHEDULE - 1</b>				
<b>IIMC Members' Fund :</b>				
<b>A. Subscription :</b>				
As per last account 2009-10	894.44	636.06	753.40	606.43
Add/Less : Adjustment during the year	(0.05)	0.44		
Add : Subscription during the year	165.15	112.19	27.86	25.26
Add : Voluntary subscription during the year			82.88	115.11
Add : Arrear subscription		127.71	0.40	18.76
Add : Interest on subscription during the year	75.78	57.42	59.49	51.55
Less : Withdrawal during the year	64.56	39.38	151.57	63.71
Sub-Total (A)	1,070.76	894.44	772.46	753.40
<b>B. Contribution</b>				
As per last account 2009-10			460.69	414.10
Add : Adjustment during the year				
Add : Contribution during the year			27.86	25.26
Add : Arrear contribution			0.40	18.76
Add : Interest on contribution during the year			33.31	32.33
Less : Withdrawal during the year			88.96	29.76
Sub-Total (B)	0.00	0.00	433.30	460.69
Total (A+B)	1,070.76	894.44	1,205.76	1,214.09
<b>SCHEDULE - 2</b>				
<b>Accounts Payable</b>				
Opening balance (GPF/CPF/NPS) Payable	16.28	16.08	50.25	4.55
Add : Fund payable to the Institute for excess income over expenditure	14.92		16.35	
Add : Excess amount paid by IIMC				18.58
Add : Excess amount paid by IIMC				1.60
Add : Excess amount paid by IIMC				0.01
Add : Excess amount paid by IIMC				23.56
Add : Excess amount paid by IIMC		0.20		
Add : Amount transfer from CPF to NPS				1.95
Add : Loan from IIMC			35.00	
Add : Prior Period Excess of Income over Expenditure	0.61			
Total	31.81	16.28	101.60	50.25

(Rajaraman R.)  
Asst. Finance & Accounts Officer

(Prasanta Chattapadhyay)  
Asstt. Finance & Accounts Officer

## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

### Provident Fund

#### Schedules forming part of Balance Sheet as at 31st March, 2011

Rs. in lakh

Description	GPF		CPF	
	2010-11	2009-10	2010-11	2009-10
<b>SCHEDULE - 3</b>				
<b>Investment at cost</b>				
Opening balance as at 1.4.2010	803.95	533.45	1,050.20	734.20
Add : Investment during the year	455.00	395.00	545.00	413.50
Less : Withdrawal during the year	292.00	124.50	488.00	97.50
<b>Total</b>	<b>966.95</b>	<b>803.95</b>	<b>1,107.20</b>	<b>1,050.20</b>
<b>SCHEDULE - 4</b>				
<b>Loan to Members</b>				
Opening balance as at 1.4.2010	5.79	5.09	2.27	2.97
Add : Loan paid during the year	3.45	5.24	3.94	2.21
Less : Loan recovered during the year	5.17	4.54	1.84	2.91
<b>Total</b>	<b>4.07</b>	<b>5.79</b>	<b>4.37</b>	<b>2.27</b>
<b>SCHEDULE - 5</b>				
<b>Sundry Debtors</b>				
<b>A. IIMC PF Receivable</b>				
Opening balance as at 1.4.2010	0.09	14.70	53.68	79.77
Add : Interest on subscription due from IIMC	0.00	0.10	0.00	4.25
Add : Contribution during the year			27.86	25.26
Add : Arrear contribution during the year			0.40	18.76
Add : Accounts receivable NPS		0.64		
Less: Amount recovered from IIMC		15.35		74.36
<b>Total : A</b>	<b>0.09</b>	<b>0.09</b>	<b>81.94</b>	<b>53.68</b>
<b>B. Accrued Interest etc.</b>				
Opening balance as at 1.4.2010	81.62	48.95	155.92	100.73
Add : Accrued intt receivable during	34.26	41.51	32.75	65.09
Add : Accrued intt. receivable (TDS)	0.55	0.64	1.09	1.29
<b>Total : B</b>	<b>116.43</b>	<b>91.10</b>	<b>189.76</b>	<b>167.11</b>
<b>Total : (A+B)</b>	<b>116.52</b>	<b>91.19</b>	<b>271.70</b>	<b>220.79</b>
Less : Settlement of interest (Accounts Receivable - Intt. on CPF/GPF Invest.)	63.56	9.48	102.08	11.19
<b>Balance</b>	<b>52.96</b>	<b>81.71</b>	<b>169.62</b>	<b>209.60</b>

(Rajaraman R.)  
Asstt. Finance & Accounts Officer

(Prasanta Chattapadhyay)  
Asstt. Finance & Accounts Officer



**INDIAN INSTITUTE OF MANAGEMENT CALCUTTA**  
**Computer Aided Management Centre Account**  
**Balance Sheet As At 31st March, 2011**

LIABILITIES	Amount Rs. in lakh		ASSETS	Amount Rs. in lakh	
	2010-11	2009-10		2010-11	2009-10
CAPITAL FUND			FIXED ASSETS	66.62	66.62
General Accounts			(As per last account)		
a. Government of India	66.62	66.62	GIFT ASSETS UNDP	50.10	50.10
(As per last account)			(As per last account)		
b. UNDP	50.10	50.10	ADVANCE AND OTHER RECEIVABLES		
(As per last account)			Advance - Periodicals	0.03	
CURRENT LIABILITIES	1.41	1.41	Account Receivables	0.00	
			Deposit	0.01	0.05
			INVENTORY OF STORES		0.36
			Central Stores		0.36
			EXCESS OF EXPENDITURE OVER INCOME		
			Expenditure over income upto 90-91	0.56	
			Expenditure over income during 91-92	0.53	
				1.09	
			Income over expenditure during 92-93	0.09	1.00
TOTAL	118.13	118.13	TOTAL	118.13	118.13

(Prasanta Chattopadhyay)  
 Asstt. Finance & Accounts Officer

(Shekhar Chaudhuri)  
 Director

**INDIAN INSTITUTE OF MANAGEMENT CALCUTTA**  
 Computer Aided Management Centre  
**SCHEDULE FORMING PART OF BALANCE SHEET FOR 2010-11**

**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)  
 Asstt. Finance & Accounts Officer

(Shekhar Chaudhuri)  
 Director

**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 31-3-2011

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

## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Separate Audit Report of the Comptroller and Auditor General of India on the Accounts of Indian Institute of Management Calcutta for the year ended 31-3-2011

A. Balance Sheet	Management Replies
<b>1.1. Liabilities</b>	
1.1.1. Capital Fund comprised of four major heads viz. General accounts, MCHV, Research fund and World Bank Project (CDEP). In case of general account, an amount of Rs 44.81 crore was shown as Fund balance while net value of fixed asset created under general account exhibited Rs 46.59 crore resulting in difference of Rs 1.78 crore between fund balance and asset created out of the fund balance which needs reconciliation.	Please refer "Notes to the Accounts" (Sch.19) Para 13, which shows the reconciliation between additions to Capital fund and Fixed Assets during the year. The difference of Rs.1.78 Crore is accumulated over past years. However the reconciliation of this amount is under process and will be presented to next audit team.
1.1.2. The Endowment Fund exhibited a balance of Rs 750.41 lakh as on 31 March 2011. However, total assets against the fund were Rs 667.71 lakh (investment Rs 512.60 lakh, accrued interest Rs 51.40 lakh and bank balance Rs 103.71 lakh). This resulted in a discrepancy of Rs 82.70 lakh between the Endowment fund balance and asset created out of Endowment fund. Despite mention in previous audit report the Institute had not reconciled the discrepancy.	<p>Endowment Fund (CDEP, Scholarship &amp; Prize, MCHV, and Research Fund) are represented by way of investments, accrued interest, TDS, Bank Balance, Books and Furniture. There are two reasons for the difference between fund and investments and other assets:</p> <p>a) Books and furniture purchased out of endowment fund were included with general books and furniture for over a long period.</p> <p>b) IIMC maintains a common bank account for Corpus and Endowment Fund. Hence, it is not correct to consider the entire bank balance in this account towards endowment.</p> <p>IIMC has already opened during 2010-11 a new bank account for Corpus Fund Investment account and the reconciliation is under process.</p>
<b>B. Provident Fund Account</b>	
Schedule – 1 appended with PF Balance Sheet exhibited total subscriptions and contributions on CPF for Rs 772.46 lakh and Rs 433.30 lakh respectively at the end of 2010-11 while the Broad Sheet of CPF exhibited total subscriptions and contributions for Rs 772.94 lakh and Rs 435.02 lakh respectively. This resulted in a discrepancy of Rs 0.48 lakh (Rs 772.94 lakh – Rs 772.46 lakh) and Rs 1.72 lakh (Rs 435.02 lakh – Rs 433.3 lakh) of CPF Account between Balance Sheet figure and Broad Sheet figures in respect of contributions and subscriptions at the end of 2010-11.	The point is noted. Further reconciliation between Master Sheet and Balance Sheet has been prepared, and the difference is being identified. Necessary entries will be made in the year 2011-12.
<b>C. Computer Aided Management Centre (CAM Centre)</b>	
The Institute had prepared Balance in respect of CAM Centre accounts which form a part of annual accounts for the year 2010-11. But in absence of detailed schedules, ledgers and other supporting documents, correctness of the liabilities and assets (Rs 1.18 crore)	CAM Centre is defunct since early 90's. Efforts will be made for identification of assets in the CAM Centre. Necessary action will be taken subsequently.



<p>as exhibited in the Balance Sheet of the CAM Centre could not be verified in audit. Despite mention in the previous audit report, the Institute had not taken any action to produce the records related to the accounts.</p>	
<p><b>D. Bank Reconciliation statement</b></p>	
<p>The BRS for Axis Bank, Kolkata Main Branch exhibited an amount of Rs 2.22 lakh as "Un-reconciled figure (as on 31.3.2011)". It was evident from the above that reconciliation work had not yet been completed. Number of entries involved, and nature of transaction were not even disclosed against the said figure. Therefore, the correctness of reconciliation could not be ascertained in audit.</p>	<p>Bank Reconciliation for Axis bank –Kolkata main branch has been completed and an amount of Rs.2.22 lakh (favorable on our part) has been identified as unreconciled- the source of which could not be located. Thereafter, the un-reconciled figure has been taken to the BOG for approval so that the appropriate entry can be passed during 2011-12.</p>
<p><b>E. Grant-in-aid</b></p>	
<p>The Institute had only received specific purpose grants of Rs 2.66 crore during 2010-11 for 'capacity expansion and implementation of reservation for OBCs'. The Institute had utilized the entire amount towards construction of buildings for the OBCs.</p>	<p>Confirmed.</p>

<p><b>F. Management Letter</b></p>	
<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>v. Subject to our observations in the preceding paragraphs, we report that the Balance Sheet and Income and Expenditure Account and Receipts and Payments Account dealt with by this report are in agreement with the books of accounts.</p> <p>vi. In our opinion and to the best of our information and according to the explanations given to us, the said financial statements, read together with the Accounting Policies and Notes on Accounts, and subject to the significant matters stated above and other matters mentioned in the Annexure to this Separate Audit Report, give a true and fair view in conformity with accounting principles generally accepted in India in so far as</p> <ol style="list-style-type: none"> <li>i. it relates to the Balance Sheet, of the state of affairs of the Indian Institute of Management Calcutta as at 31 March 2011 and</li> <li>ii. it relates to Income and Expenditure Account of the surplus for the year ended on that date.</li> </ol>	
<p>Place: Kolkata Date: 08.12.2011</p>	<p style="text-align: right;">For and on behalf of the C&amp;AG of India Sd/- L. V. Sudhir Kumar Director General of Audit Central::Kolkata</p>



# INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

## Annexure to separate Audit Report

### a. Adequacy of Internal Audit System

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

### b. System of Physical verification of fixed assets

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

### c. Others

- 1 The organization chart does not show a clear definition and allocation of duties and responsibilities of officials and employees.
- 2 Fixed Assets Register is not regularly written up.
- 3 The Institute does not use any cheque protector to avoid its misuse.
- 4 There is no accounting manual in use. There are no circulars and instructions which fulfill the purpose of accounting manual.
- 5 Fixed Assets are not insured at re-insatement basis.

### d. Statutory liabilities: - The Institute had outstanding statutory liabilities of Rs 71.53 lakh at the end of 2010-11.

Particulars	Outstanding balance as on 31-3-2011 (Rs in lakh)
Income Tax (Contractor)	22.33
Income Tax (Salary)	48.46
Professional Tax	0.62
Sales Tax	0.12

## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

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

1. 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 Rs 20.74 crore (GPF Rs 9.67 crore and CPF Rs 11.07 crore).

**Reply:** The Institute follows the pattern of investment prescribed by the Govt. of India (vide Ministry of Finance, notification dated 14th, August 2008) in respect of Non-Governmental Provident Funds. However, the prescribed percentage amount to be invested in various securities was not achieved at the end of the year due to the non availability of securities as prescribed in the notification. Further, it is also to be noted that as per the notification (vide sl.no. 5) the prescribed pattern "may be achieved by the end of the financial year", and at no time investments in any category should exceed by more than 10% of the prescribed limit. The Institute always tries to achieve the prescribed pattern, but due to non-availability of appropriate securities on the relevant category, the institute not able to maintain pattern within prescribed limit. It is also to be noted that the Institute does not exceeds 10% over and above the prescribed percentage amount of investments. The investment details as on 31-3-2011 are shown below.

Sl.no	Pattern of investment	Amount (Rs)	% to followed	% complied	Excess	short
i)	Govt. securities	109914477	55	53.121	0	1.879
ii)	Debt securities	97000000	40	46.879	6.879	0
iii)	Money market instruments including units of money market mutual funds	0	5	0.000	0	5.000
iv)	Shares of companies	0	5	0	0	0
<b>Total</b>		<b>206914477</b>		<b>100</b>		

2. The Institute prepared its annual accounts of 2010-11 in the common format of accounts but the Institute, despite mention in the earlier management letter, the Institute had not followed proper guidelines in preparation of annual accounts. Schedules as appended in the balance sheet were not in conformity with the uniform format of accounts. The Institute should prepare its annual accounts as per the detailed guidelines of common format of accounts and as such the schedules which do not have any figures should have been shown as 'nil'.

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

3. 'Current Assets, Loans and Advances' (Schedule 8) exhibited an amount of Rs 42.10 crore. This included Rs 7.79 crore under the head 'Sundry Debtors'. This amount further included Rs 5.08 crore under the head 'Accounts Receivable'. The detailed break-up of this receivable amount, such as name of the Debtors, amount, date from which the amount had become due etc. could not be furnished to audit. As such audit could not verify the correctness of the amount as exhibited under the head "Accounts Receivable".

The Institute is advised to furnish detail of Sundry Debtors and Accounts receivable in 'Notes on Accounts'.

**Reply:** Detailed break-up of accounts receivable for Rs.5.08 crore was produced to the visiting audit team. The break up of Rs. 5.08 crore is given below:

Particulars	Rs. crore
Interest accrued on Loans to staff	1.13
Receivable from Debtors as on 31.3.11	3.85
Wrong credit for CENVAT credit (rectified in 11-12)	(-)0.07
Wrong credit for Placement receivable- A.T.Kearney Ltd. (rectified in 11-12)	(-) 0.01
Others receivables	<u>0.18</u>
<b>Total</b>	<b><u>5.08</u></b>

4. Balance sheet of Provident Fund as on 31 March 2010 exhibited an amount of Rs 1107.20 lakh under the head 'Investment – CPF'. This amount included Rs 5.00 lakh as investment on UTI mutual Fund (50000 units at a face value of Rs 10 each) under the Scheme 'Growing Corpus growing income plan 1994'. The Institute had earned annual Dividend and credited the amount so earned to its savings account.

Scrutiny of records revealed that the fund under the above scheme was converted to "UTI Balanced Fund", a new scheme on 30.6.2004 viz. 'UTI balances fund (income)' with 36788 units and the conversion rate was Rs 13.70 each. Value of such investment stood at Rs 8.77 lakh @ Rs 23.85 (NAV as on 27.9.2010). But the Institute had exhibited such investment in UTI at only Rs 5.00 lakh at the end of 2010-11. This had resulted in understatement of both the investment and CP Fund balance by Rs 3.77 lakh at the end of 2009-10. Despite mention in previous year's Management letter the Institute had not taken any step to rectify the figure of investment in CPF Balance Sheet of 2010-11.

However, the Institute is advised to disclose the fact in the 'Notes on Accounts' to ascertain the actual position of investment made in U.T.I.

- Reply:** An amount of Rs. 5 lakh was invested during 1994 in UTI Mutual Fund under the scheme of "growing corpus growing income plan 1994" and we have been allotted 50,000 units. Subsequently, the plan was changed by UTI during 2005 under UTI balance fund (income) with 36788 units at the face value of Rs. 13.70 each. The supporting papers were produced to Govt. Audit.

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

5. Fixed Asset Schedule 5(i) exhibited net block of Assets for an amount of Rs 4659.18 lakh under the head 'General'. This amount included Rs 0.03 lakh under the head 'gift books under periodicals'. The Library, as per its own records, had received 39 books as gift during the year 2010-11, but the value of those books was not included under the above mentioned head as addition. Non-inclusion of value of gifted books resulted in understatement of assets under the head 'gift books and periodicals'. The Institute should have disclosed in 'notes on accounts' depicting actual no. of books received as gifts and their actual values.

- Reply:** The Institute receives books from different stakeholders (e.g. faculty, students etc) as gift. Such books are taken at "NIL" value and hence only the numerical number of gifted books are maintained by Library. The value of Rs. 0.03 lakh has been carried forward for long time. Decision for write off of Rs.0.03 lakh will be taken during 2011-12. The observations about disclosure in Notes to accounts are noted.

6. Despite mention in previous year's management letter, the Institute had not reconciled the difference of Rs 2.98 lakh between the total liability exhibited in CPF Broad Sheet / Master Sheet (Rs 1023.50 lakh) and total liability exhibited in the Balance Sheet of CPF (Rs 1020.50 lakh) in 2008-09. Hence the discrepancy still continued in the Balance Sheet of CPF at the end of 2010-11. Despite mention in previous year's management letter the Institute had not reconciled the discrepancy.

- Reply:** The point is noted. Further reconciliation between Master Sheet and Balance Sheet has been prepared, and the difference is being identified. Necessary entries will be made in the year 2011-12.

