



INDIAN INSTITUTE OF MANAGEMENT KASHIPUR
ANNUAL REPORT 2016-17

Annual Report **2016-17**



Indian Institute of Management Kashipur

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Board of Governors



Chairman

Shri Dhruv M Sawhney

Chairman, Indian Institute of Management Kashipur
Chairman and Managing Director, Triveni Engineering & Industries Ltd.
8th Floor, Express Trade Towers
Plot No. 15 & 16, Sector 16 – A, Noida – 201301



Mr. Praveen Kumar

Jt. Secy (Administration)
MHRD Representative
122B-C, Shastri Bhawan,
New Delhi-110001



Mr. Shatrughna Singh

Chief Secretary
Uttarakhand Government
Representative
4, Subhash Road
Dehradun - 248001
Uttarakhand



Prof. B. Mahadevan

AICTE Representative
Professor, Operations Management
IIM Bangalore
Bannerghatta Road,
Bangalore 560 076, INDIA



Mr. Vishwavir Ahuja

Central Government Nominee
Managing Director & CEO
RBL Bank Ltd.
One Indiabulls Centre, Tower 2
6th Floor, 841, Senapati Bapat Marg,
Lower Parel (W)
Mumbai – 400013



Smt. Darshana M. Dabral

Jt. Secy & Financial Advisor,
MHRD
MHRD Representative
Shastri Bhawan
New Delhi – 110001



Mr. Om Prakash

Secretary (Technical Education),
Uttarakhand Government
Representative
4, Subhash Road
Dehradun - 248001
Uttarakhand



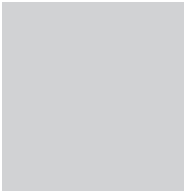
Mr. P. Dwarakanath

AIMA Representative
The Magnolias
M-1018 A, DLF Golf Links
DLF City, Phase-V
GURGAON 122009

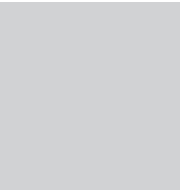


Mrs. Ranjana Kumar

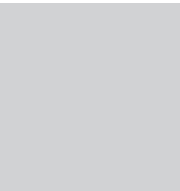
Former Chairperson, NABARD,
Indian Bank and Vigilance
Commissioner, Topaz
Building, III Floor Punjagutta,
Hyderabad-500082
Andhra Pradesh



Representative of Industry,
Commerce, Labour and the
thrust area of the Institute



Representative of Industry,
Commerce, Labour and the
thrust area of the Institute



Representative of Scheduled
Caste / Scheduled Tribe Community



Prof. Jawahar Lal Kaul

Vice Chancellor
HNB Garhwal University
Dist. Garhwal, Srinagar,
Uttarakhand 246174



Dr. Kampan Mukherjee

Dean (Planning and Development)
Indian Institute of Management Kashipur
Bazpur Road, Kashipur
Dist. Udham Singh Nagar
Uttarakhand – 244713



Dr. Gautam Sinha

Director
Indian Institute of Management Kashipur
Bazpur Road, Kashipur
Dist. Udham Singh Nagar
Uttarakhand – 244713



Dr. Somnath Ghosh

Dean (Academics)
Indian Institute of Management Kashipur
Bazpur Road, Kashipur
Dist. Udham Singh Nagar
Uttarakhand – 244713



Member Secretary

Capt (I.N.) M C Joshi (Retd)

CAO and Secretary to IIM Kashipur Society and BoG
Indian Institute of Management Kashipur
Bazpur Road, Kashipur
Dist. Udham Singh Nagar
Uttarakhand – 244713



Message from the Chairman

I have the privilege of chairing the Board of Governors of the 13th Indian Institute of Management (IIM) situated at Kashipur in the State of Uttarakhand. This is India's first IIM outside the metropolitan cities and is an exciting journey for the Board of Governors, Director, Faculty, and Students. Classes started in a temporary campus in July 2011 with a batch of 38 students, and five batches of students have graduated since 2013–2015. The IIM Kashipur team has mitigated the infrastructure deficiencies of our location. We have already started to shift to the new campus at Kundeswari. We are thankful for the help and assistance given by the Central and State Governments, which we continue to need in good measure till we become self-sustaining.

6 Our campus has come up, a few km from the centre of the town. We have met our expectation of hosting 400 students. We are working hard towards maintaining a diversity. We have launched our Executive Post-Graduate Programme in July 2013 and Executive Fellow Programme in May 2014. We have launched Fellow Programme in Management (FPM) in 2015 and have also shifted EPGP classes to the Dehradun Satellite campus at FRI (Forest Research Institute) in 2016.

IIM Kashipur's location at the foothills of the Himalayas is unique in its beauty and serenity. The natural bias towards an environment friendly culture permeates through the institute and is coupled with a strong endeavour to participate and contribute to the community of Kashipur and the State of Uttarakhand.

Our campus has come up, a few km from the centre of the town. We have met our expectation of hosting 400 students. We are working hard towards maintaining a diversity. We have launched our Executive Post-Graduate Programme in July 2013 and Executive Fellow Programme in May 2014. We have

launched Fellow Programme in Management (FPM) in 2015 and have also shifted EPGP classes to the Dehradun Satellite campus at FRI (Forest Research Institute) in 2016. In order to keep pace with the changing higher education environment, we have kick-started our online certificate programme, offering industry ready courses such as Digital Marketing, Marketing Analytics and Customer Valuation, Business Analytics and Big Data, Entrepreneurship and Strategic Management. Three Centres of Excellence on Sustainable Development, Competitiveness, and Public Policy and Government have been established, and we are gradually expanding their network. Our journey towards

excellence has started, and we are in the process of working towards AACSB accreditation. By 2019, we will be part of global elite business education network and association.

Our vision is to drive academic excellence using innovative teaching methods, promote research, and practice of sustainable leadership. We aim to become, over the next 10 years, one of the top business schools in India developing leaders who can perform globally. We have a committed Board of Governors consisting of eminent business leaders from the private and public sectors, educationalists, senior government officials and elected members of the community.

The curriculum at IIM Kashipur reflects the diversified educational approach in line with our Vision and Mission, and the faculty, as well as students, reflect the best of India's youth and cultural diversity. IIM Kashipur strives to fashion leaders who can harness the country's resources, and exploit the existing talent of entrepreneurs and innovators for the good of all sections of society. The institute aims to benchmark itself with the best in class in India and overseas, and its curriculum and delivery systems are geared towards developing the core skills required to achieve these goals. Leadership is developed in business, technical and societal areas for application in a global context.

Dhruv M Sawhney
Chairman, Board of Governors
Indian Institute of
Management Kashipur



Message from the Director

It is with tremendous pride in the work and achievements of the faculty, staff and students that I am writing to present you the Annual Report for 2016-2017, which certainly has been productive and enriching. The report reflects our commitment towards academic excellence, innovative teaching practices, cutting edge research and an outlook for sustainable leadership.

6 We are placed at 71st position in overall ranking and 20th position among management institutions under the National Institutional Ranking Framework 2017 by Ministry of Human Resource Development, Government of India. We also feature as top 20 entrepreneurial Business School by Entrepreneur India. Recently, we have signed MoUs with ALBA, Greece and Aalborg, Denmark. Both the institutions are top ranked in Europe.

The highlights from different areas, departments, committees, faculty and students' clubs do tell an encouraging story. Sustained high level of performance in teaching, research and training has remained a major focus of our efforts over the year. Besides, the research carried out by individual academics across diverse areas, we have also seen growth of collaborative projects on key themes such as livelihood and sustainable development, and legal policy reforms. We are very proud to associate ourselves with state government of Uttarakhand and Uttar Pradesh in undertaking both research and consulting. We are thrilled to witness success in interdisciplinary and multi-stakeholder collaborative works.

We are placed at 71st position in overall ranking and 20th position among management institutions under the National Institutional Ranking Framework 2017 by Ministry of Human Resource

Development, Government of India. We also feature as top 20 entrepreneurial Business School by Entrepreneur India. Recently, we have signed MoUs with ALBA, Greece and Aalborg, Denmark. Both the institutions are top ranked in Europe.

The quality of our teaching and the experience of faculty continues to be very high and their strength signifies a positive work culture in which freewheeling of ideas is considered central to our very existence. As a result we have been quite successful in retaining good faculty. We also cherish our close relationship with the students which is revealed by the fact that each faculty necessarily aligns himself or herself with an institutional approach to student satisfaction. Further, we not only strive to improve the experience of quality education but also focus on developing the human capital in our effort at nation building. We constantly evaluate and improve against our own

rigorous standards of education and scholarship and make sure we stay relevant in this fast changing society. Nonetheless, I am delighted to say that we are in the process of working towards AACSB accreditation. By 2019, we will be part of global elite business education network and association.

We intend to make a difference in the society and we are committed to that. We strongly believe that the true purpose of knowledge is to empower the society and mitigate its prevailing challenges. We constantly ask ourselves how in different ways we can provide better service to this great nation, how can we improve the quality of life and how best can we make use of our scholarships for the betterment of our immediate community. We, in addition to research and teaching, are increasingly determined to work in partnership with local communities, government, and other stakeholders to ensure that we find new ways of addressing the challenges

we face today. The most obvious example of this is found in our flagship centres of excellence that are focused to bring together our knowledge resources, expertise to improve productivity, sustainability, and governance in the country.

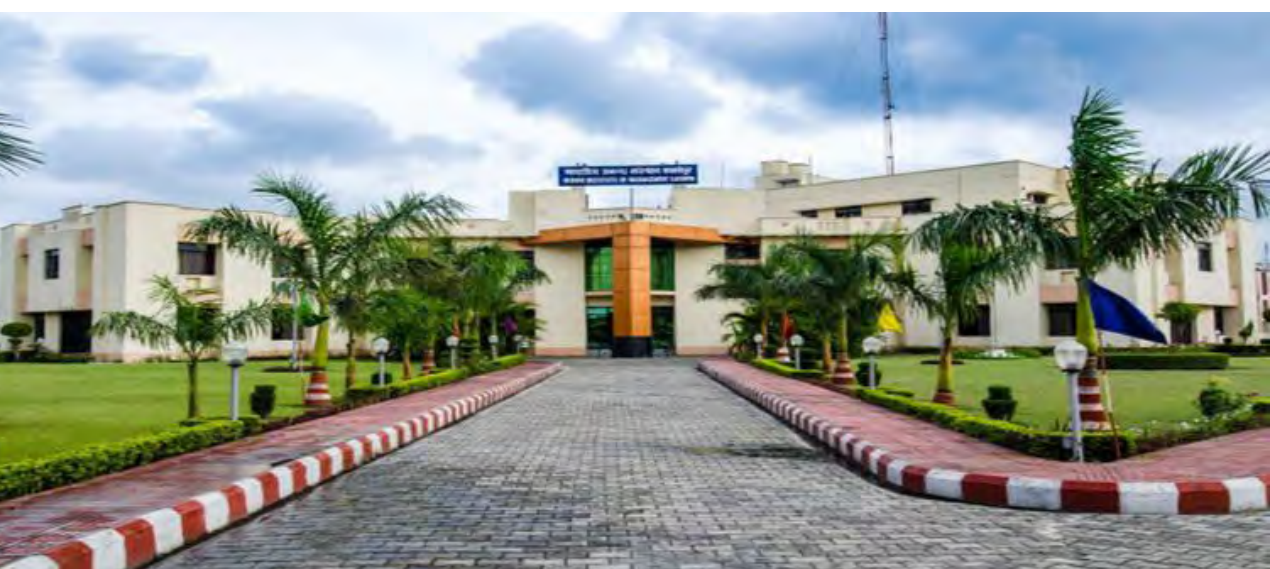
We know we have lot to achieve and miles to go. We wish to leave no stone unturned as we seek to position ourselves as the top management institute in India. We know that we are most at risk if we ignore realities and fail to innovate. Therefore, we constantly are adapting to the changing environment. Our online certificate programmes are successful in increasing our presence in the digital front, where innovating teaching methods and tools are widely applied. Each year our approach to quality teaching is taking two steps at a time.

As Director, I am keenly aware of the tradition of excellence in teaching and research. It has been our endeavour to foster quality research and education since the inception of IIM Kashipur. I am confident that we are doing the right things for both our own future and that of the wider society we exist to serve.

Professor Gautam Sinha
Director

About the Institute

The Indian Institute of Management Kashipur is set up with the objective of imparting quality management education while sensitizing students in societal needs. IIM Kashipur commenced operations from July 2011. The institute offers Post Graduate Programme in Management (PGPM), a two year full time residential programme. The rigorous curriculum seeks to instill a passion for knowledge and ability to apply that knowledge to real life scenarios. The programme lays emphasis on all-round personality development and inculcates the values of leadership and integrity.



The Institute also offers Executive Post Graduate Programme in Management (EPGPM), an intensive two year post graduate programme in management, especially designed for mid/ senior level working professionals.

The Institute also boasts of being located in one of the densest industrialized regions in the country with over 180 industries having set up their plants in and around the region and many more lining up. This places the Institute at a vantage point when it comes to ‘Learning by Doing’ via frequent industry interactions and live projects.

Vision

To drive academic excellence using innovative teaching methods, promoting research and practice of sustainable leadership.

Mission

To become, over the next 10 years, one of the top business schools in India developing leaders who can perform globally.

Core Values

- Pursuit of Excellence
- Transparency
- Lifelong Learning
- Integrity
- Mutual Respect

Academic Programmes

The Institute provides Post-Graduate Programme in Management (PGPM), Executive Post-Graduate Programme in Management (EPGPM), Fellow Programme in Management (FPM) and Executive Fellow Programme in Management (EFPM).

Post-Graduate Programme in Management (PGPM)

Admission Cut-off in 2016-17

Cut-Off Percentiles

Category	Quantitative Aptitude	Data Interpretation & Logical Reasoning	Verbal & Reading Comprehension	Total Percentile
	Percentile	>=	>=	>=
GENERAL	80 (80.06)	80 (80.38)	80 (80.12)	96
NC-OBC	60 (60.08)	60(61.64)	60(60.29)	78
SC	50 (50.90)	50 (51.89)	50 (50.47)	60
ST	30 (30.07)	30 (30.90)	30 (30.69)	42 (42.07)
DAP	30 (30.07)	30 (30.90)	30 (30.69)	40 (40.19)

Diversities in 2016-18

Gender

Category	Number
Male	185
Female	10
Total	195

Caste

Category	Number
General	98
OBC	50
SC	25
ST	12
DAP	0
Total	195

Discipline

Discipline	Number
Engineering	175
Commerce and Economics	10
Arts	1
Pharmacy	1
Science	1
Others	7
Total	195

Experience

Category	Number
0 -12 months	148
13 – 24 months	23
25 – 60	21
60 and more	3
Total	195

Course Structure

The structure of the PGPM 2016-18 is divided in six terms as follows:

Year	Term (Period)	Core	Elective
First Year	Term-I (June – September)	6.5	Nil
	Term-II (October – December)	7	Nil
	Term-III (January – March)	6	Nil
	Summer Internship (8 weeks) (April – June)		
Second Year	Term-IV (June – September)	0.5	5 - 6
	Term-V (October – December)	Nil	5 - 6
	Term-VI (January – March)	Nil	3 - 5
	Total Credit Requirements	20	15
	Grand Total		35

A full credit course requires class interaction of 30 hours. Apart from full credit courses, half credit courses are also offered. The class interaction hours for these courses are reduced proportionately.

First Year Courses: In first year, all core courses are offered. Core courses are compulsory for all the participants. The list of the courses offered in first year is as follows:

Core courses

Course Title	Credits
Term I	
Behaviour in Organization	1.00
Business Communication	1.00
Business Statistics	1.00
Excel	0.00
Financial Reporting and Analysis	1.00
Managerial Economics	1.00
Marketing Management	1.00
The Spirit of Entrepreneurship	0.50
Total	6.50
Term II	
Business Ethics	0.00
Decision Modelling	1.00
Designing Work Organizations	1.00
Legal Aspects of Business	1.00
Macro-Economic Analysis	1.00
Management Accounting	1.00
Marketing Management -II	1.00
Operations Management	1.00
Total	7.00

Second Year Courses: Participants are required to complete 15 credits including independent study (CIS) / dissertation, according to following scheme:

Term	Minimum Credits	Maximum Credits
Term IV	Five	Six
Term V	Five	Six
Term VI	Three	Five

Course Title	Credits
Term III	
Business Research	1.00
Corporate Finance	1.00
Management Information System	1.00
Managing People in Organisations	1.00
Strategic Management - I	1.00
Supply Chain Management	1.00
Society, Business, and Management	1.00
Total Term III	7.00
Total Year I	20.50
Simulation (Term- IV)	0.50
Total Core Course Credits	21.00

Following courses were offered as “Non-Credit Qualifying” basis:

1. Excel
2. Business Ethics

The Electives offered for the Year (2016–17)

Communications Area

- Corporate Reputation & Image Management
- Cross Cultural Skills for Global Businesses
- Development Management and International Organizations
- International Negotiation
- Managing Government Business
- Media & Entertainment Business Management
- Movies for Management
- New Media and Communication
- Visual Communication Strategy for Managers

Economics Area

- Agricultural Entrepreneurship
- Applied Econometrics for Managers
- Business Forecasting
- Economic Analysis of the Firm and the Market
- Economics for Developing Countries with Special Reference to Indian Economy
- Infrastructure Financing, Public Private Partnership and Regulation [Cross Listed with Finance]
- International Economics (International Trade and Finance)
- Understanding Sustainability

Finance and Accounting Area

- Behavioural Finance
- Business Valuation
- Commercial Bank Management
- Corporate Tax Planning
- Financial Analytics (Analytics Track)
- Financial Derivatives
- Financial Risk Measurement and Management
- Financial Services
- Financial Statement Analysis
- Fixed Income Markets
- Infrastructure Financing, Public Private Partnership and Regulation [Cross-listed with Economics]
- International Finance
- Investment Management
- Mergers & Acquisitions [Cross-listed with Strategy]
- Trading Strategies and Introduction to Market Microstructure

General Management Area

- ICTs and Development
- Management in the Middle East
- Organisational and Professional Communication
- Social Enterprises and Value Creation at the BoP
- Strategic Issues in Third Sector Organization

Green Management Area

- Climate Change Finance
- Environmental Regulations for the Industry
- Green Economics
- Green Marketing
- Sustainable Banking
- Sustainable Operations Management [Cross-listed with Operations]

Information Technology and System Area

- Big Data
- Business Intelligence
- Data Science & Business Analytics
- Data Warehousing & Data Mining
- Ecommerce: Integrating IT and Marketing [cross listed with Marketing]
- Enterprise Resource Planning Systems [Cross-listed with Operations]
- IT Project Management
- IT Security & Privacy
- IS Analysis & Design
- Social Network Analysis

Marketing Area

- Advanced Marketing Research
- Business to Business Marketing
- Consumer Behavior
- Digital Marketing
- E-Commerce: Integrating IT and Marketing (Cross-listed with Information Systems)
- Integrated Marketing Communication
- International Marketing
- Marketing Analytics
- Marketing Strategy
- Pricing Management
- Retail Marketing
- Rural Marketing
- Sales & Distribution Management
- Services Management – Integrating Marketing and Operations Management Perspectives [Cross-listed with Operations]
- Strategic Brand Management

OB & HR Area

- Design & Dynamics of People Management
- HR Analytics
- Industrial Relations & Labour Law
- Leadership
- Learning & Development for HR
- Managing Organizational Change
- Organizational Diagnosis & Performance
- Selection & Interviewing
- Strategic Compensation Management
- Talent Acquisition & Development
- Operations and Decision Sciences Area
- Advanced Data Analysis
- Business Modeling and Optimization
- Data Visualization
- Decision Modelling in Supply Chain Management
- Enterprise Resource Planning Systems (Cross-listed with IT)

Lean Operations

- Operations Strategy
- Project Management
- Quality Management & Six Sigma
- Services Management – Integrating Marketing and Operations Management Perspectives [Cross-listed with Marketing]
- Sourcing and Logistics Management
- Sustainable Operations Management [Cross-listed with Green Management]

Strategy Area

- Doing Business in Europe
- Mergers and Acquisitions [Cross-listed with Finance]
- Doing Business in China
- Make In India: International Business Policies and Models

Fee Structure

Programme: PGP (2016-18)

Amount in ₹								
Particular	First Year (2016-17)				Second Year (2017-18)			
Terms	Term-I	Term-II	Term-III	Total	Term-IV	Term-V	Term-VI	Total
Tuition Fee	102400	102400	102400	307200	102400	102400	102400	307200
Computer Fee	6500	6500	6500	19500	6500	6500	6500	19500
Library Fee	6500	6500	6500	19500	6500	6500	6500	19500
Books and course materials	19000	19000	19000	57000	19000	19000	19000	57000
Hostel expenses	36000	36000	36000	108000	36000	36000	36000	108000
Student Welfare	3500	3500	3500	10500	3500	3500	3500	10500
Activity								
Convocation							6600	6600
Total Fees & Expenses	173900	173900	173900	521700	173900	173900	180500	52830
NON-REFUNDABLE FEES								
Placement Fee		10500		10500			10500	10500
Alumni Membership Fee	3300			3300	3300			3300
Mediclaim	2600			2600				
Total Non-Refundable Fees	5900	10500		16400	3300		10500	13800
REFUNDABLE FEES								
Caution deposit	2500	2500	2500	7500	2500	2500	2500	7500
Library deposit	2600			2600				
Computer deposit	2600			2600				
Mess deposit	3300			3300				
Total Refundable Fees	11000	2500	2500	16000	2500	2500	2500	7500

Executive Post-Graduate
Programme in Management
(EPGPM)

The EPGPM is an intensive two year post graduate programme in management, especially designed for mid/senior level professionals. EPGPM is a specialized programme that provides a scientific approach to business decision-making in today’s dynamic and competitive environment. EPGPM provides an opportunity for middle and senior level executives to refresh and upgrade their managerial skills without interrupting their professional activities.

The EPGPM programme is a rigorous fully classroom based programme. Classes take place during weekends. The participants bring in their wide experiences into the classroom and work on regular individual and group projects. Throughout the programme, the participants practice the concepts learnt in classrooms at their workplace. This parallel learning and implementation process is very fundamental to this programme.

The participants can use their practical business expertise and the new ways of management thinking taught at the institute to change their approach to decision making. This will help them to make a transition from a technical or functional role to general management. The elective portfolio allows them to specialize in certain subject areas or gain breadth across a range of business and management disciplines. The programme is also designed to help participants gain entrepreneurial skills to help them develop their own venture or to implement new and innovative ideas within their organization. The EPGPM candidates are awarded their diplomas in the annual convocation of IIM Kashipur along with regular PGP participants.

Core Courses

Term–I	Term–II	Term–III	Term–IV
<ul style="list-style-type: none">• Managerial Economics• Organisational Behaviour• Financial Reporting and Analysis• Business Statistics	<ul style="list-style-type: none">• Business Communication• Marketing Management I• Decision Modelling• Management Accounting	<ul style="list-style-type: none">• Designing Work Organizations• Marketing Management II• Operations Management• Macro-Economic Analysis	<ul style="list-style-type: none">• Corporate Finance• Supply Chain Management• Management of Information System• Strategic Management
Term–V	Term–VI	Term–VII	Term–VIII
<ul style="list-style-type: none">• Managing People in Organizations• Society, Business & Management• Management Simulation Games• Legal Aspects of Business	<ul style="list-style-type: none">• Elective–1• Elective–2• Elective–3	<ul style="list-style-type: none">• Elective–4• Elective–5• Elective–6	<ul style="list-style-type: none">• Elective–7• Elective–8• Project Work

Indicative Elective Courses

Marketing Management <ul style="list-style-type: none">Consumer BehaviourAdvanced Marketing ResearchBrand ManagementInternational Marketing	Finance <ul style="list-style-type: none">Investment ManagementCorporate ValuationFinancial Markets, Services & InstitutionsDerivatives and Risk ManagementInternational Finance	Operations & IT <ul style="list-style-type: none">Project ManagementService Operations Management Quality Management & Six SigmaOperations StrategyBusiness Process ManagementERP
Human Resources <ul style="list-style-type: none">Human Resource Planning,Recruitment & SelectionPerformance ManagementCompensation & BenefitsLabour LawsIndustrial RelationsOrganizational Change & Development	General Management <ul style="list-style-type: none">EntrepreneurshipCompetitive LandscapeCorporate Ethics GovernanceCross-cultural Skills for Global BusinessesCritical Analysis and Tactical Thinking for Managers	

Fee Structure

Sl.	Particular	1 st Term	2 nd Term	3 rd Term	4 th Term
1	Tuition Fees	70000	70000	70000	70000
2	Course Materials	3000	3000	3000	3000
3	Library	2000	2000	2000	2000
4	Caution Deposit (Refundable)	6000	-	-	-
	Total	81000	75000	75000	75000

Sl.	Particular	5 th Term	6 th Term	7 th Term	8 th Term
1	Tuition Fees	70000	68000	68000	68000
2	Course Materials	3000	3000	3000	3000
3	Library	2000	2000	2000	2000
	Total	75000	73000	73000	73000

Batch Diversity, Category		
Category	Total	Percentage
General	30	96.7%
OBC	1	3.2%

Batch Diversification, Gender 2016-18 Batch		
Gender	Total	Percentage
Male	29	93.5%
Female	2	6.4%

Batch Diversity, Sector wise		
Sector	Total	Percentage
Automobile	2	6.5
Banking	3	9.7
Education	2	6.5
FMCG	6	19.4
IT	4	12.9
Manufacturing	10	32.3
NGO	2	6.5
R&D	1	3.2
Startup	1	3.2

Batch Diversity, Work experience		
Sector	Total	Percentage
Less than 5 years	9	29 %
More than 5 and less than 10 years	5	16.1%
10 years and more than 10 years	17	54.8%

Batch Diversity, Functional Area		
Functional Area	Total	Percentage
Engineering	16	51.6%
Banking	2	6.5%
HR & Admin	5	16.1%
Entrepreneur	1	3.2%
Marketing	3	9.7%
Operations	3	9.7%
Teaching	1	3.2%

Batch Diversity, State wise		
State	Total	Percentage
Uttarakhand	25	88.46%
Delhi/NCR	6	3.85%

Fellow Programme in Management (FPM)

FPM is a full time residential fellow programme designed to address the academic and research needs of professionals. The objective of the programme is to provide students with necessary skills to identify and research complex issues in the field of Management. Institute’s fellow programme is centered on very high level of research focus with extensive coverage of base disciplines in the curriculum. FPM fellows are expected to complete the course work, pass a comprehensive exam, and publish quality research of an international standard. The programme consists of four key stages:

- a. First Year of Course Work;
- b. Second Year of coursework;
- c. At the end of all course work, a student will have to take a comprehensive examination;
- d. Thesis.

In the first year, students have to take fifteen courses and one CIS (Course of Independent study) project. In the second year, students need to take nine courses. The qualifying CGPA at the end of first year (i.e. at the end of term III), at the end of CIS/Summer project and at the end of second year (i.e. at the end of term VI) should be at least 7.0 on a 10 point scale (A+: 10; A: 9; B+:8; B: 7 and so on) for comprehensive examination. Students are admitted into the programme in first week of July.

Area wise Break-up

First					
Area	No	Area	No	Area	No
OB-HR	1	Marketing	1	Finance	1
Finance	1	OP-Management	2		
		BP & Strategy			
		Economics	1		

Executive Fellow Programme in Management (EFPM)

EFPM is a non-residential Executive Fellow Programme designed to address the academic and research needs of working professionals from business, government and social sectors. The programme is split into two phases. The first phase of the programme consists of course work spread across three terms and is conducted at IIM Kashipur campus. In the first phase, students have to take eight courses (Four core course and four area specific courses) and one CIS (Course of Independent Study) project, with each course involving 30 contact hours. In each term, candidate will have to make two visits of around 8 days’ duration at IIM Kashipur campus. EFPM Participants will have to obtain a minimum cumulative GPA of 7.0 (on a 10 point scale) before being allowed to sit in the comprehensive exam. The second phase of the exam consists of Thesis work. Students are admitted into the programme in early July.

Area wise Break-up

First Batch (2014)				Second Batch (2015)			
Area	No.	Area	No.	Area	No.		
Marketing	3	Finance	1	Operations	3		
IT	2	OB-HR	5	IT	3		
Operations	2	Strategy	2	OB-HR	1		
Communication	1			Strategy	1		
Third Batch (2016)				Fourth (2017)			
Area	No.	Area	No.	Area	No.	Area	No.
Marketing	2	Finance	1	Marketing	5	Finance	1
IT	4	OB-HR	1	IT	1	OB-HR	3
Operations	2	Strategy	4	Operations	4	Communication	1
Communication	1	Economics	3	Economics	1		

Summer Placement Report

INDIAN INSTITUTE OF MANAGEMENT KASHIPUR *Summer Placement Report*

“What the mind can conceive and believe,
and the heart desire, you can achieve.”
- Norman Vincent Peale

IIM Kashipur is proud to announce the successful completion of its summer placement process for the 2016-18 batch of its flagship Post Graduate Program in Management. Over the years, our students have left lasting impressions on recruiters by showcasing their extraordinary skills in the industry.

This year, the institute witnessed participation from 74 esteemed organizations, offering roles across various domains including BFSI, Consulting, Strategy, Sales and Marketing, Operations, HR, IT & Analytics. Our partners in progress reinforced their immense faith in brand IIM Kashipur by offering students a plethora of coveted roles and niche profiles. The students also displayed their talent by successfully competing in various competitions and by obtaining professional certifications like CFA.

We are immensely grateful to our partners in progress who have constantly supported the institute throughout its 6 years of journey. We would also like to express our gratitude to our new companions, with whom we look forward to a long and symbiotic relationship.

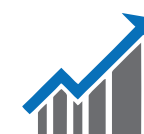
Batch Pointers



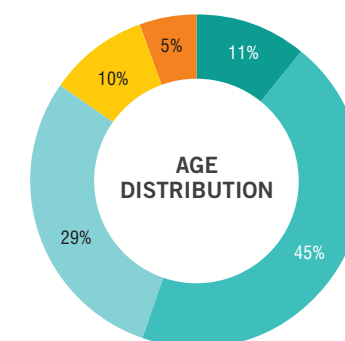
Batch Size
184



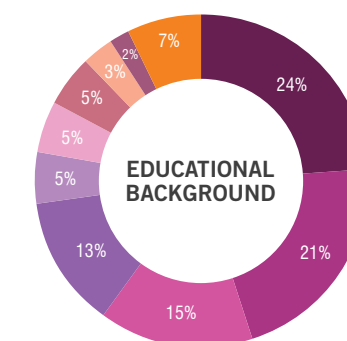
Average Work Experience
26 months



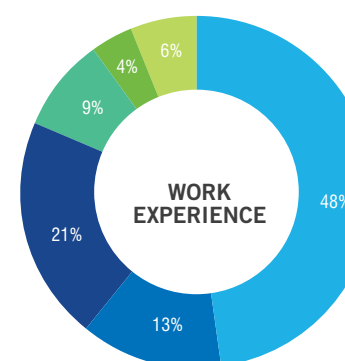
Increase in Batch Size
49%



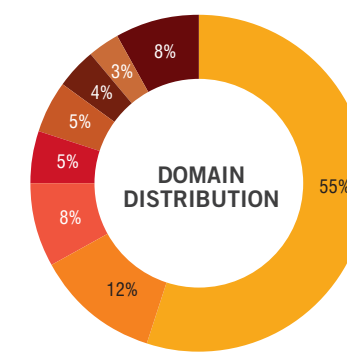
20-21 Years
22-23 Years
24-25 Years
26-27 Years
28+ Years



Electronics and Communications
Computer Science
Mechanical
Electrical
IT
Commerce
Civil
Chemical Technology
Finance
Others



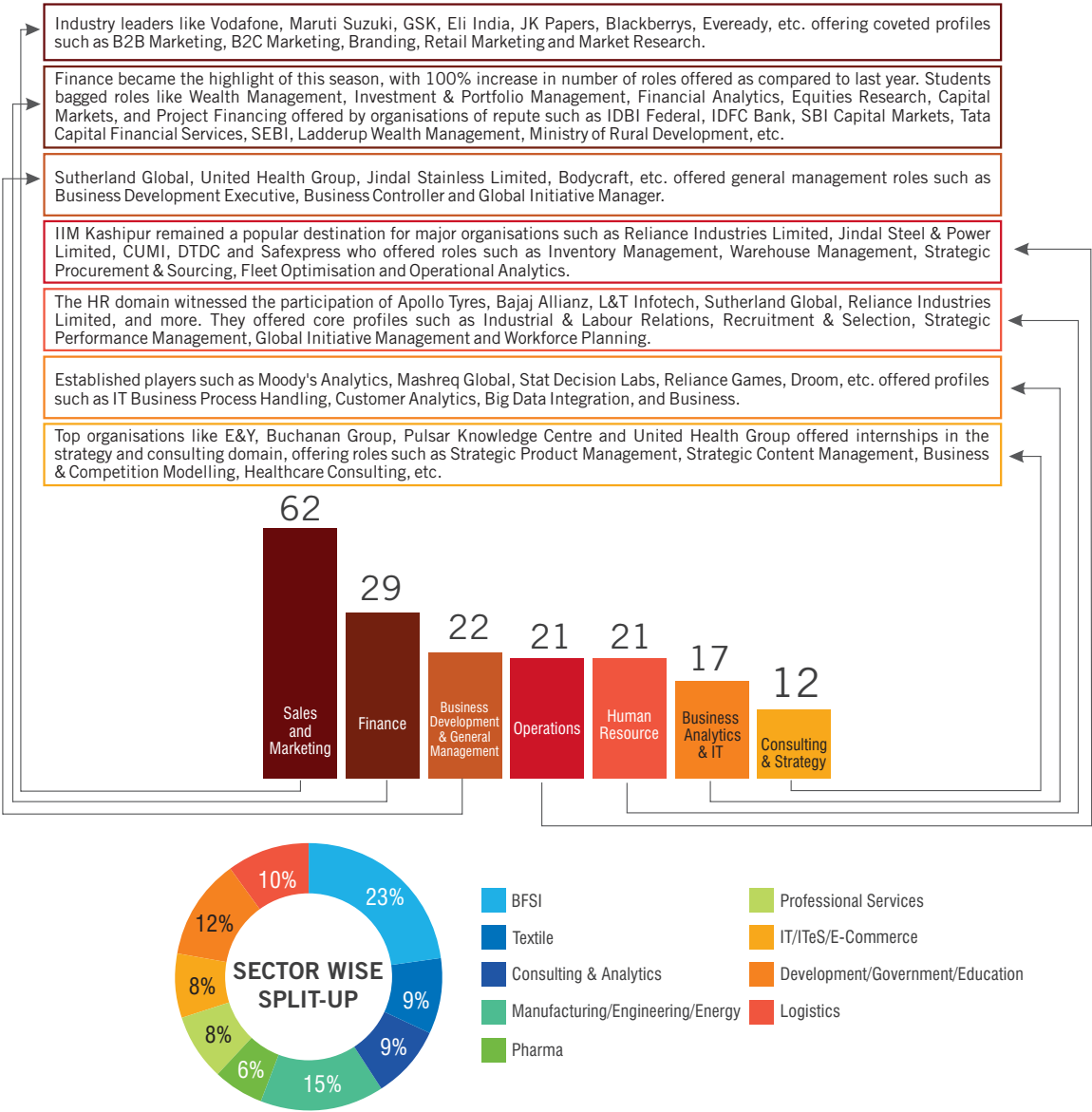
Freshers
1 - 12 Months
13 - 24 Months
25 - 36 Months
37 - 48 Months
> 48 Months



Information Technology
Manufacturing
Finance
Education
Construction
Communication
Consulting
Others

Profiles offered

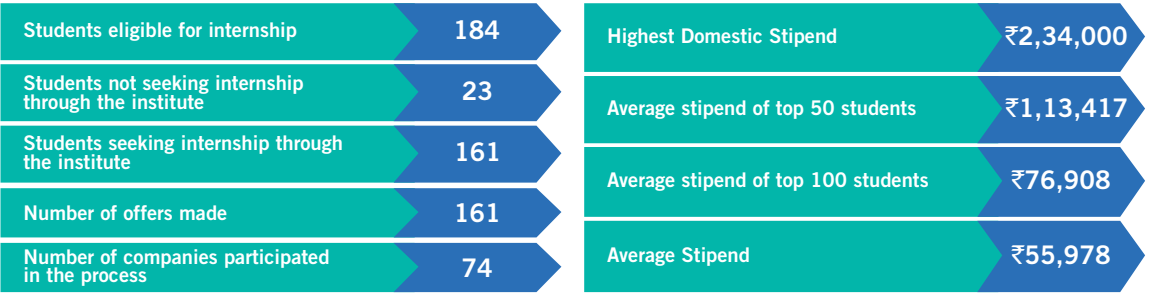
Domain wise split-up



Profiles offered across domains

HR	Industrial & Labour Relations, Recruitment & Selection, Corporate HR Governance, Global Initiative Management, Strategic Performance Management, Compensation Management, Workforce Planning
Finance	Wealth Management, Micro Enterprise Solution, CBG Banking, Credit & Risk Management, Relationship Manager, Investment & Portfolio Management, Financial Strategy, Financial Analytics, Rural Infrastructure Project Financing, Financial Modelling, Feasibility & Cost Analysis, Mergers & Acquisitions, Equities Research
Marketing	B2B Marketing, B2C Marketing, Branding, Digital Marketing, Market Research, Product Manager, Sales & Business Development, Social Media Management, Client Acquisition, Retail Marketing, Advertising
Strategy & Consulting	Strategic Content Management, Strategic Product Management, Business & Competition Modelling, Strategy & Competitive Analysis, Healthcare Consulting, Corporate Advisory
Operations	Inventory Management, Supply Chain Management, Warehouse Management, Operational Analytics, Strategic Procurement & Sourcing, Product Operations, Decision Modelling, Fleet Optimisation, Demand Forecasting, Lean Management
IT & Analytics	Business Analytics, IT Business Process Handling, Customer Analytics, Big Data Integration, Strategic Revenue Management, Business Intelligence & Process Management

Statistics of the placement season



Average stipend of top 20 percentile



Highlights



Prominent companies that participated in the placement process

Angel Broking	Axis Bank	Cipla	Aditya Birla Financial Services	Bank of Baroda
Apollo Tyres	Eli India	CUMI	Jindal Stainless Limited	Blackberrys India
Bodycraft	Emerson	Droom	Jindal Steel & Power Limited	Buchanan Group
ICICI Bank	Eveready	DTDC	JSW Steel Limited	Ernst & Young
JK Papers	HealthMir	GSK	Ladderup Wealth Management	Explico Consulting
Mafatlals	Holiday IQ	Integra	Pulsar Knowledge Centre	Hedge Equities
Niti Aayog	IDBI Federal	JCB	Reliance Industries Limited	Maruti Suzuki
Safexpress	IDFC Bank	Pickrr	SBI Capital Markets	Mashreq Global
Sun Pharma	IndiaMart	Pradan	Tata Capital Financial Services	Moody's Analytics
Tata Motors	L&T Infotech	SEBI	United Health Group	Reliance Games
Travel Unravel	Stat Labs	Vernalis	Uttam Galva Steels	Sutherland Global
Triveni Ethnics	Vodafone	VLNG	Yournest Capital Advisors	Tega Industries

Our Partners in Progress

 Emerson	 Vodafone	 Aditya Birla Financial Services	 Cipla	 Moody's Analytics	 SBI Capital Markets
 IDBI Federal	 Ernst & Young	 Buchanan Group	 Jindal Stainless Limited	 CUMI	 Apollo Tyres
 Maruti Suzuki	 NITI Aayog	 Sun Pharma	 IDFC Bank	 EVEREADY INDUSTRIES INDIA LTD	 SEBI
 GSK PHARMACEUTICALS LTD.	 Jindal Steel and Power Limited	 Emami	 ICICI BANK	 Eli India	 DTDC
 Boeing	 Dupont	 Daikin	 Tolaram Group	 Johnson Matthey	 Volvo Eicher
 Hero Motocorp	 Cummins	 Reliance Industries	 J. Walter Thompson	 JSW Steel Limited	 PricewaterhouseCoopers
 NABARD	 Axis Bank	 KPMG	 United Health Group	 Tata Motors	 Tata Capital Financial Services
 Mashreq Global	 PepsiCo	 Safexpress	 Mafatlal	 Tata Steel	 Tata Power
 JCB India	 JK Tyres	 Sleepwell	 Bank of Baroda	 FCB Ulka	 Honda Motors
 Blue Star	 UB Group	 Sharaf DG	 Genpact	 TVS Tyres	 Larsen & Toubro
 Central Bank of India	 Kotak Bank	 CCIL	 Ratnakar Bank Limited	 Reliance Capital	 Bajaj Allianz

Final Placement Report

INDIAN INSTITUTE OF MANAGEMENT KASHIPUR

Final Placement Report

“ The journey of a thousand miles begins with one step ”
- Lao Tzu

IIM Kashipur is proud to announce the successful completion of its final placement process for the 2015-17 batch of its flagship Post Graduate Program in Management. Over the years, our students have left lasting impressions on recruiters by showcasing their extraordinary skills in the industry.

This year, the placement season witnessed participation from 49 esteemed organizations, offering a total of 104 roles across various domains including BFSI, Consulting, Strategy, Sales and Marketing, Operations, HR, IT & Analytics. Our partners in progress reinforced their immense faith in brand IIM Kashipur by offering students a plethora of coveted roles and niche profiles. The students also displayed their talent and secured pre-placement offers/interviews by impressing the corporates with their performance. IIM Kashipur continues to provide excellent entrepreneurial atmosphere, with 6 students choosing to dedicate themselves to work on their own ventures this year.

We are immensely grateful to our partners in progress who have constantly supported the institute throughout its 6 years of journey. We would also like to express our gratitude to our new companions, with whom we look forward to a long and symbiotic relationship.

Batch Pointers



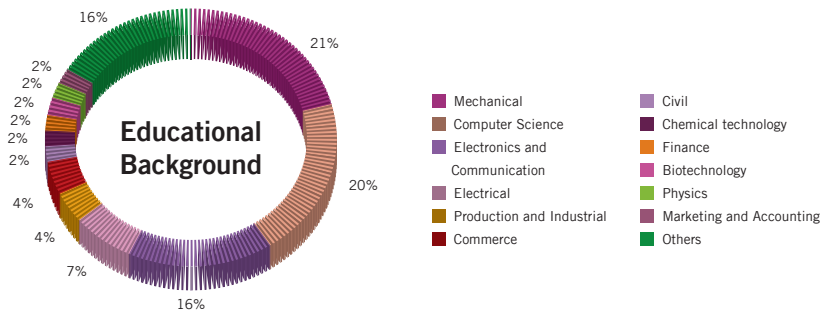
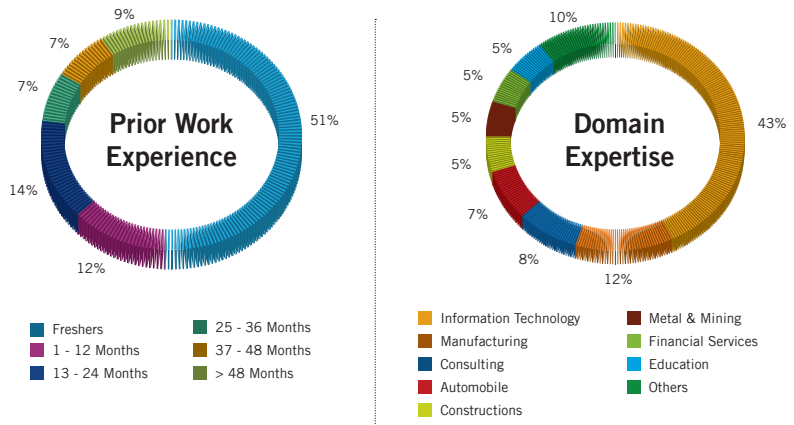
Batch Size
122



Batch with prior work experience
49%



Average Work Experience
32
months

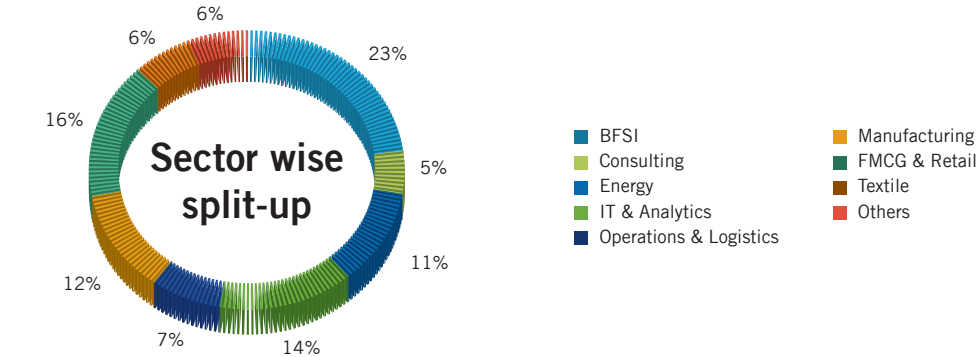


Profiles offered

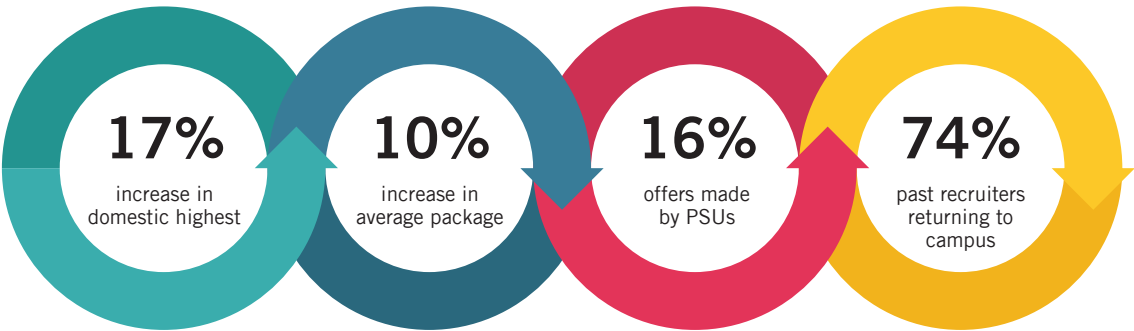
Domain wise split-up



Other profiles such as Executive Assistant to Business Chairman, Executive Assistant to BU Head & Executive Assistant to CEO were also offered to the students by CUMI, GMR Group, and Larsen & Toubro.



Highlights



Statistics of the placement season

Students eligible for placements	118
Students going for entrepreneurial ventures	6
Students opting out of placements through the Institute	9
Students seeking placements through the Institute	103
Number of offers made (Domestic)	102
Number of offers made (International)	2
Number of PPOs / PPIs offered	12
Number of companies visited	49

Highest Domestic Salary	₹25,42,000
Highest International Salary	₹53,10,438
Average Salary of top 30 students	₹19,58,082
Average Salary of top 60 students	₹16,11,927
Average Salary	₹13,17,426

Prominent companies that participated in the placement process

Aditya Birla Financial Services	Birla Sun Life	Hero Motocorp	BPCL	Cognizant
Hewlett Packard Enterprise	Bombardier	Hyundai Motors	CBRE	Eli India
Ladderup Wealth Management	DCB Bank	Jumbo Electronics	GAIL	Eveready
Phillips Carbon Black Limited	Evalueserve	Larsen & Toubro	SBI	HyperCity
Piramal Financial Services	GMR Group	Mahindra Comviva	HPCL	ICICI Bank
Reliance Broadcast Network Limited	HDFC Bank	MAQ Software	ONGC	IDFC Bank
Reliance Industries Limited	Maruti Suzuki	Mount Meru Group	CUMI	Mu Sigma
GSK Pharmaceuticals	Reliance Jio	Tata Teleservices	RBL	Total Oil
Takshashila Consulting	Safexpress	Tolaram Group	Siemens	Vodafone
	TVS Tyres	TPG Wholesale	Wipro	Yes bank

Our Partners in Progress

 Aditya Birla Financial Services	 Vodafone	 Eli India	 Piramal Financial Services	 Cognizant	 State Bank of India
 Total Oil India	 BPCL	 HPCL	 ICICI Bank	 MAQ Software	 RBL
 HyperCity	 ONGC	 GAIL	 DCB Bank	 Hewlett Packard Enterprise	 IDFC Bank
 Phillips Carbon Black Limited - RP Sanjiv Goenka Group	 Maruti Suzuki	 GMR Group	 Ernst & Young	 Reliance Jio	 Yes bank
 Mount Meru Group	 Tolaram Group	 Jumbo Electronics	 Bakhresa Group	 EMEL Group	 Sharaf DG
 Siemens	 Ericsson	 Safexpress	 GSK Pharma	 Reliance Broadcast Network Limited	 CUMI
 Takshashila Consulting	 Larsen & Toubro	 Birla Sun Life	 Credit Suisse	 Reliance Industries Limited	 Bombardier
 TVS Logistics	 Thomson Reuters	 Ranbaxy Labs	 Ruchi Soya	 Tata Communications	 Tata Steel
 Wipro	 Eveready	 HDFC Bank	 Indus Valley Partners	 Tata Consultancy Services	 Tata Teleservices
 TVS Tyres	 Blue Star	 Hero Motocorp	 Jindal Steel & Power	 KPMG	 Volvo Eicher Commercial Vehicles
 Hyundai Motors	 Daimler	 Idea Cellular	 JK Tyres	 PWC	 Mu Sigma

The Faculty and Academics

There are 34 faculty members, two mentor faculty members, 65 visiting faculty members, and 8 Academic Associates and Research Associates are working in various Areas, Centre of Excellences and research projects.

The Faculty and Academics (2016-17)

Director Prof. Gautam Sinha	<ul style="list-style-type: none">Maria Ashraf, Academic AssociateMohd. Sadiq, Academic Associate
Dean (Academics) Prof. K.N. Badhani	Operations Management and Decision Sciences <ul style="list-style-type: none">Gautam Sinha, ProfessorKampan Mukherjee, ProfessorKunal K Ganguly, Associate ProfessorR K Padhy, Assistant ProfessorNitin Singh, Associate ProfessorDebabrata Das, Assistant ProfessorSabyasachi Patra, Assistant ProfessorPriya Katiyar, Academic Associate
Dean (Planning and Development) Prof. Kampan Mukherjee	
Accounting and Finance <ul style="list-style-type: none">K N Badhani, ProfessorKunal, Assistant ProfessorAshish Kumar, Assistant ProfessorDilip Kumar, Assistant ProfessorAsgar Ali, Academic Associate:	Strategy <ul style="list-style-type: none">Safal Batra, Assistant ProfessorVivek Kumar, Assistant ProfessorHeena Singh, Academic Associate
Communications <ul style="list-style-type: none">K M Baharul Islam, ProfessorSmarak Samarjeet, Assistant ProfessorNandita Roy, Assistant ProfessorArchan Mitra, Academic Associate	Mentor Faculty Prof. Ranjan Ghosh - Ex-Professor, IIM Calcutta Prof. V. Ranganathan – Ex-Professor, IIM Bangalore
Economics <ul style="list-style-type: none">Abhradeep Maiti, Assistant ProfessorAtulan Guha, Associate ProfessorVaibhav Bhamoriya, Assistant ProfessorRehan Khan, Academic Associate	Visiting Faculty Accounting & Finance: Prof. Vinay Goyal, Assistant Professor (Finance & Accounting), Indian Institute of Management (IIM), Raipur, Prof. Ashutosh Das, Assistant Professor, MDI, Gurgaon Prof. Golaka C Nath, Senior Vice President at the Clearing Corporation of India Ltd. (CCIL)
Human Resource and Organizational Behavior <ul style="list-style-type: none">Somnath Ghosh, ProfessorRakesh Kumar Agrawal, Associate ProfessorDevjani Chatterjee, Assistant ProfessorAV Raman, Assistant ProfessorMridul Maheshwari, Assistant ProfessorRajan Varghese, Academic Associate	Communication: Mr. Amogh Dusad, Sr. Vice President, Sony Entertainment Television
Information Technology <ul style="list-style-type: none">Srinarayan Sharma, ProfessorMayank Sharma, Assistant ProfessorK.Venkataramhavan, Assistant ProfessorRicha Mishra, Academic Associate	Economics: Prof. Ranganathan, Reserve Bank of India Chair Professor on Infrastructure, and Professor of Economics and Energy at IIM, Bangalore.
Marketing <ul style="list-style-type: none">Mala Srivastava, ProfessorSomnath Chakrabarti, Associate ProfessorDwarika Prasad Uniyal, Associate ProfessorMadhurima Deb, Assistant ProfessorRajat Sharma, Assistant Professor,Kumkum Bharti, Assistant Professor	Information Technology: Prof. Sheshadri Chatterjee, M Tech, MBA Marketing: Prof. Mohan Kuruvilla, MBA (Marketing) Prof. Sharad Sarin, Professor at XLRI,

Publication, Presentation, Working Papers and Participation

Publications:

Abhradeep Maiti Maiti, A., and Indra, D. (2016). Regional Variations in Labor Demand Elasticities: Evidence from U.S. counties. <i>Journal of Regional Science</i> . Ashish Kumar Garg, A, Chattopadhyay, M., and Mitra, S. K., (2016) “Herding by Foreign Institutional Investors: An Evidential Exploration for Persistence and Predictability” accepted for publication by <i>Journal of Behavioural Finance</i> published by Taylor and Francis. Garg, A., and Kumar, D. (2016), “Return and Volatility Transmission between Crude Oil and Agricultural Commodities” <i>International Review of Business Research Papers</i> . Vol. 7, No. 2, Sep. 2016, pp. 141-151. Garg, A., Mitra, S.K., and Kumar, D. (2016) “Do Foreign Investors Herd in Emerging Markets? A Study of Individual Stocks”, <i>Decision</i> , Volume 43, Issue 3, Page 281-300. Publisher: <i>IIM, Kolkata & Springer</i> . A. V. Raman Raman, A. V. (2017).”Change management and managerial subjectivity in an Indian commercial vehicle manufacturing plant” - Forthcoming <i>International Journal of Employment studies Australia</i> 2017. Book Chapter: Workers response to restructuring of the Labour Process in a commercial vehicle plant Book Chapter- In Globalisation and Labour A festschrift to Professor Venkataratnam, Daanish Publishers Scholars without borders, New Delhi 2016. Debabrata Das Debabrata Das, Pankaj Dutta, Frank Schultmann and Magnus Fröhling (2017).	 Design and Planning of a Closed-Loop Supply Chain with Three Way Recovery and Buy-Back Offer. <i>Journal of Cleaner Production</i> , DOI:10.1016/j.jclepro.2016.06.108 (Elsevier, ARC Rank - A). Debabrata Das and Pankaj Dutta. (2016). Performance analysis of a closed-loop supply chain with incentive-dependent demand and return, The International <i>Journal of Advanced Manufacturing Technology</i> , DOI: 10.1007/s00170-015-8195-7. (Springer, ARC Rank - B). Debabrata Das and Pankaj Dutta (2016). Maximizing Profit and Responsiveness of a Closed-Loop Supply Chain in presence of Product Exchange Offer. <i>International Transactions in Operations Research</i> . (1st Revision submitted). (Wiley, ABDC Rank - B). Devjani Chatterjee Devjani Chatterjee and Archan Mitra, (2017),” Communication Spectrum within the Healthcare Industry: A Gap Analysis. <i>International Journal of Engineering Technology Science and Research</i> , Vol 4 (6). Devjani Chatterjee, Sabyasachi Patra, and Archan Mitra (2017), “Discovering the Contemporary Environmental Discourse in Social Media: A Topic Analysis Approach”, April, 2017. <i>International Journal of Arts and Sciences</i> , Paris, France. Dilip Kumar Kumar, D. & Ashish Garg (Sep. 2016), “Return and Volatility Transmission between Crude Oil and Agricultural Commodities” <i>International Review of Business Research Papers</i> . Vol. 7, No. 2, pp. 141-151. Kumar, D. Garg, A, & Mitra, S.K. (Sep. 2016) “Do Foreign Investors Herd in Emerging Markets? A Study of Individual
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Kunal Ganguly

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Mala Srivastava

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Vaibhav Bhamoriya

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Vivek Kumar

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Presentations

Ashish Kumar

Paper Titled “Market Timing Skill of Foreign Institutional Investors in India” has been presented at *6th Indian Finance Conference conducted by IIM Ahmedabad* during December 19th – 21st.

Paper titled “Does Foreign Institutional Investors have Market Timing Skill in India?” presented at *8th European Business Research Conference* conducted on 24th and 25th April 2017 by World Business Institute, Australia in collaboration with ESCP EUROPE at Paris Europe.

A. V. Raman

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Debabrata Das

Debabrata Das, Kampan Mukherjee, Kunal Ganguly, Gautam Sinha. (2016). Design and Planning of a Closed-Loop Pallet Management System, *5th World P&OM Conference*, Havana, Cuba, September 6-10.

Debabrata Das and Siddhartha Paul (2016). Studying Bullwhip E etc. in Supply Chain: A System Dynamics Approach, *SPJIMR–POMS India Chapter Conference* on “Big Data Analytics for Optimizing Supply Chains”, Mumbai, July 29-30.

Debabrata Das. and R K Padhy (2016). A Hybrid Model based on DEA and System Dynamics for measuring Leanness in Indian SMEs, E-Business and Supply Chain Competitiveness (EBSCC)

Devjani Chatterjee

Presented paper titled “Influence of Cultural dimensions on Management practices in Hospitals: A Study of Indian Subcontinent”, March, 2017. *ICBTS 2017 International Academic Multidiscipline Research Conference*, London, UK.

Presented paper titled “Communication Spectrum within the Healthcare Industry: A Gap Analysis”, *6th International Conference on Engineering Technology, Science and Management Innovation (ICETSMI-2017)*, June 2017. The Institute of Electronics and Telecommunications Engineering, New Delhi, India.

Kampan Mukherjee

Presented the Paper Titled “Some Studies on Causes and Strategies of Turnaround with special reference to Indian Industries” presented in the *International Conference for Business and Economics*, organized by International Journal of Arts and Sciences (IJAS) during at University of Catania campus, Catania, Sicily, Italy, 29th May - 1st June, 2017.

K. Mukherjee, D. Das, K. Ganguly and G. Sinha, presented the paper titled “Design and Planning of a Closed-Loop pallet management system”, presented in the *5th World P &OM Conference* held at Havana International Conference Center, Havana, Cuba, September 6-10, 2016.

K. M. B. Islam

Islam, K M B (2016). Curriculum Development on ORD for Faith-based Institutions. Paper presented at the International Fellows Regional Workshop organized by KAICIID Dialogue Center, Vienna in Colombo, Sri Lanka, 11-16 May 2016.

Islam, K M B (2016). Revisiting the Business Communications Course from Performance and Employment Contexts: A Case Study from India. Paper presented at the 36th International Business Research Conference, 14 – 16 July, 2016, Ryerson University, Toronto, Canada.

Islam, K M B (2016). Minority Political Parties and Politics in India. Paper presented at the Centre for Advanced Research in Social Sciences, University of Dhaka, 31 July, 2016.

Islam, K M B (2016). Developing a Green MBA Program through a Participatory Approach: A New Approach to Higher Education in Sustainable Development. Paper presented Faculty of Business Administration, University of Chittagong, Bangladesh, 1 August 2016.

Islam, K M B (2016). India’s land acquisition controversy: Otherisation of the rural communities in development trajectory. Paper presented at the XIV World Congress Of Rural Sociology 2016 on Sustainable and Just Rural Transitions: Connections and Complexities at Ryerson University, Toronto, Canada, 10-14 Aug, 2016

Islam, K M B and Khan, A (2016).) Kurds, Democracy, Civil War, and the United States: Role of the United Nations and Civil Society in Restoring Peace and Conflict Resolution in Syria. Paper presented at the International Conference on Conflict Mitigation, Dialogue, and Reconciliation in Syria, Lebanese American University, Beirut, 17-18 Nov 2016.

Islam, K M B, Sharma, A and Mitra, A (2016). Conflict Resolution and Peace Building: International Civil Society Organizations in Mitigating the Power Struggle through Social Media in Syria Paper presented at the International Conference on Conflict Mitigation, Dialogue, and Reconciliation in Syria, Lebanese American University, Beirut, 17-18 Nov 2016.

Islam, K M B (2016). Development of a Foundation Course on Interreligious Dialogue for Madrassas in India. Paper presented at the International Fellows Workshop held at KAICIID Dialogue Center, Vienna, 24-30 Nov 2016.

Islam, K M B (2017). Indigenous Cultural and Knowledge Issues in the Northeast and Sustainable Development: An ICT4D Perspective. Paper presented at the National

Conference on Role of ICT in Preservation of Indigenous Knowledge in North Eastern Region, Organized by TERI, IGNCA and NITS at NIT Silchar 15-17 March 2017.

Kunal K. Ganguly

Presented paper titled “ A model of coexistence: a case of Indian sugar and paper industry” at *International Conference held at Venice*, Italy: from 5th to 9th June 2016.

Mridul Maheshwari

Maheshwari, M., & Sanan, N. (2016). “Leaky Pipeline: Why do STEM Graduates opt for Non-STEM Careers in India?” Paper Presented at the *European Group Organization Studies (EGOS)*, held at Naples, Italy.

Nandita Roy

‘Contagion of Reality: The Cheater and the Nihilist in Modern Gaming’ - Paper presented in a an international conference - ‘Work and Play: An Interdisciplinary Conference’ conducted by Futureworks in Manchester, UK

Nitin Singh

Presented the paper titled,” ‘Predictive analytics in simulating animal movement in forests”, *SOM International Conference*, Dec 2016.

Rajat Sharma

Presented Paper titled “Social Value vs. Social Hazard: A Phenomenological study of Jim Corbett National Park” at *10th NASMEI Conference, Chennai*, India, December, 23-24, 2016)

Presented Paper titled “What shall I do while I wait outside my spouse’s changing room?” at *International Academic Research Conference on Marketing & Tourism, Paris*, France, July 1-3, 2016).

Rakesh Agrawal

Presented the paper titled” Innovative Work Behaviour: Examining the Impact of Regulatory Focus at Work”, presented at *14th AIMS International Conference on Management, held at MICA Ahmedabad*, Dec 26-28, 2016 [was also Session Chair: Organizational Behaviour].

Presented the paper titled “Ethical Climates and Organizational Citizenship Behaviour: A Moderated Mediation Model of Leader-Member Exchange and Trust in Management”, presented at 2016 *European Academy of Management (EURAM) Conference*, held at Paris (France), 31 May- 4 June 2016.

R. K. Padhy

Quality Council of India’s “Operational Excellence through Lean and KAIZEN” at *Kumaun Garhwal Chamber of Commerce & Industry (KGCCI)*, Chamber House, Industrial Estate, Bazpur Road, Kashipur on 7th Sept 2016.

National Productivity Council’s From Waste to Profits through Reduce, Recycle, Reduce at V Guard Industries Ltd, Kashipur on 18th Feb 2017.

Sabyasachi Patra

Presented paper titled “Influence of Cultural dimensions on Management practices in Hospitals: A Study of Indian Subcontinent” at *ICBTS 2017 International Academic Multidiscipline Research Conference*, London, UK on March, 2017.

Somnath Chakrabarti

Presented the paper titled “Exploring Effects of “Country of Origin” and “Cultural Values” on Consumer Perceptions towards Luxury Brands at *LVMH-SMU Luxury Research Conference* Singapore on June 20-21, 2016.

Presented the paper titled “Study on Service Quality of Select Indian Banks: Usage of Data from Online Review Sites”) at

IAFOR, *The European Business & Management Conference (EBMC) Conference at Brighton*, UK on July 07-10, 2016.

Somnath Ghosh

Presented the paper titled “Addressing Inequity: CSIs, Grounded Theory and Transformative Change”.

Presented the paper titled “BASIX: The SEG with a Difference”.

Presented the paper titled “Why IR Problems Recur – From Bajaj Auto Lockout (1987) to Maruti Strike (2012)”.

Smarak Samarjeet

Presented the paper titled, “He For She to “Our Shared Space”: Following Emma Watson in Seminar on Media, Culture, and Community, organized by Department of Electronic Media and Mass Communication, *Pondicherry University*, Pondicherry, India, March 29–30, 2016.

Srinarayan Sharma

Sharma, S. (2016),” Developing a Cloud Strategy for Digital Enterprise. Proceedings of 47th Annual Meeting of the Decision Sciences Institute, November 19-22, 2016, Austin, Texas, USA.

Sharma, S. (2016),” Is m-commerce substituting e-commerce? Indian cases of Myntra and Flipkart”. Proceedings of *9th Indian Subcontinent Decision Sciences Institute (ISDSI) International Conference*, Goa, January 2016.

Vivek Kumar

Presented the Paper included in proceedings: Comparison of highly and poorly performing business groups at Conference: *IICESM’ 2016*.

Working Papers

Debabrata Das

Das, D. and Pankaj Dutta. A Closed-Loop Supply Chain Model in presence of Product Exchange Offer: An Interactive Effect of Relative and Reference Thinking. (Manuscript Ready).

Das, D., Kampan Mukherjee and Kunal Ganguly. Design and Planning of a Closed-Loop Pallet Management System.

Das, D. and R K Padhy,”A Hybrid Model based on DEA and System Dynamics for measuring Leanness in Indian SMEs”.

Das, D., Kunal Ganguly and Kampan Mukherjee. Demand Forecasting for Baja Auto Ltd.: A Modified Holt-Winters Forecasting Model with Calendar Variation.

Mayank Sharma

Sharma, M.,”The feature classification in development of online community”.

Sharma, M, K.Venkataraghavan and Ramnath PK”The features of context aware systems in shopping experience”.

Sharma, M., M, Venkataraghavan K and Agarwal R. “Pricing strategy using NYOP based app - A case study”.

Sharma, M., Pathak S and Venkataraghavan K. “Firm-level Evidence of Business Value of IT – A case Study”.

Sharma, M. “Capacity management in multiplex movie theatre”.

Nandita Roy

Reading Games and Playing Stories - Evolving Narratives in New Media

Ageing and Ageism in Video Games.

Somnath Ghosh

Ghosh, S. “Impacting on Society: The Lost Debate within IIMs”

Ghosh, S. “Poverty & ill-health: Public Health in India”

Ghosh, S. “When Education Impacts on Development, and When It Does Not – Some Experiences from India” (incorporated as study material in core course, “Society, Business and Management”)

Ghosh, S. “The Neglected Realm of Human Resource Management – Why Understanding the World of Workers Is Important”

Ghosh, S. “Towards a New of IR Strategy (incorporated as study material in elective course, “Industrial relations and Labour Laws”).

Vaibhav Bhamoriya

Bhamoriya, V. and Abhishek,” Villgro Innovation Marketing Private Limited: Building Last Mile Delivery Model using Entrepreneurs” accepted for publication with Asian Case Research Journal.

Venkataraghavan K

K. Venkataraghavan.,” Influence of situational involvement and time preferences on cloud-based service”.

Working on a journal article on the theorems related to agent-based negotiation.

Management Development / Training Conducted

AV. Raman

Conducted a training Programme on the Mindfulness and Self-management to LIC officers IIM Kashipur -3 Batches.

Dwarika Uniyal

Conducted Innovation by Design Workshops in many districts of AP for AP Innovation Society.

Nandita Roy

Organizing a training workshop for faculty, staff and students on “Sexual Harassment

at the Workplace: Prevention and Redressal’ (August 2016)

Rajat Sharma

Conducted Management Development Programme for Tata Chemicals.

Rakesh Agrawal

Conducted 3 MDPs at IIM Kashipur (Cultivating Leadership for High Performance – one each in October, November, December 2016).

Somnath Ghosh

Took sessions in Management Development Programs conducted for LIC of India.

Venkataraghavan K

Trained executives of a telecom major on analytics in a MDP program organized by IIT Madras.

Consultancy for an analytics company.

Research Projects

K M B Islam

Capacity Building in Environment Impact Assessment in South Asia: development of a Green MBA Program, (2014-16). Funded by The World Bank

Performace Indicators for the Lower Judiciary in India (2015-17). Funded by Ministry of Law & Justice, Government of India.

Communication Strategy for Disaster Management in Uttarakhand, (2014-16). Funded by Indian Council for Social Sciences Research.

Development of Interfaith Dialogue Training Program for Faith based Institutions (2015-16). Funded by KAICIID Dialogue Center, Vienna

Maitrayee Mukerji

Examining the role of MGNREGA in Financial Inclusion in Uttarakhand, externally funded by National Institute of Rural Development & Panchayati Raj, Hyderabad. The team consists of Prof. Somnath Ghosh, Manab Chakraborty (Principal Investigator) and Maitrayee Mukerji.

Assessment of Water Conservation and Rejuvenation of Water Bodies (including rivers) under MGNREGA: Lessons from Uttar Pradesh and Uttarakhand, externally funded by National Institute of Rural Development & Panchayati Raj, Hyderabad. The team consists of Prof. Vaibhav Bhamoriya (Principal Investigator) and Maitrayee Mukerji.

Mridul Maheshwari

Research Project titled, “Examining career persistence and growth of women in STEM”, with Prof. Neeti Sanan, Faculty IIMU.

Rajat Sharma

Working on a significant Research Project with Department of Consumer Affairs, GOI for indepth study of the present consumer protection system, and the new consumer protection bill with an aim to improve the Consumer Protection processes and policies in India. Project period: November 2016-Novemeber 2017.

Working on a Research project with the Ministry of Rural Development, GOI to study the applicability Of KANBAN

System in MGNREGA. The study aims to apply KANBAN system to improve the effectiveness of MGNREGA programs by bringing more benefits (quantity and quality of resources) with less resource allocated to them. March 2017-September 2017.

Srinarayan Sharma

Research Projects on Aspect Based Analysis of Online Review Text – A BI Perspective

An Exploratory Research on IoT.

Vaibhav Bhamoriya

Research Project with collaboration of IIMA and BHEL. titled,” Action Research Project on installing solar water pumps for farmers “utilising CSR funding.

Research project titled,” Assessment of Water Conservation and Rejuvenation of Water Bodies (including rivers) under MGNREGA: Lessons from Uttar Pradesh and Uttarakhand”.

Participations

A V Raman

Participated in the Harvard Business School Case Method Workshop-July7-8th 2017 Bangalore India.

Dilip Kumar

Participated in the International Academic Business Conference San Francisco held from 7/31/2016 through 8/4/2016.

Participated in India Finance Conference 2016, IIM Ahmedabad, 19 – 21 Dec 2016.

Dwarika Uniyal

Participated in Glocoll on PCL by Harvard Business School at Boston and Shanghai

Somnath Ghosh

Participated in TRD Symposium, jointly organised by Charles Sturt University, Australia, Ambedkar University, Delhi and PRADAN, India, India International Centre, New Delhi: April 19-21, 2016.

Participated in 11th Annual International Conference on Philosophy, Athens, Greece: May 23-26, 2016.

Participated in BASIX: 20 Years of Promoting Livelihoods, Hyderabad, Sep 17-19, 2016.

Participated in 5th International Conference on Managing Human Resources at the Workplace organized by SDMIMD, Mysuru: Dec 9-10, 2016.

Srinarayan Sharma

Participated”IEEE Rock Stars of Block chain and Cybersecurity Event in Bengaluru, April 5, 2007.

Vaibhav Bhamoriya

Inducted into governing council of Agriculture Skill Council of India (ASCI) as an academic representative in November 2016 for a term of 2 years.

Part of Academic Advisory Board of WESCHOOL PGPM program (Rural).

Member. Advisory Board, Kaushalya Foundation.

Member, Advisory Board, TRA labs.

Part of a consultancy team working on “Climate Change Impacts on Indian Agriculture.

Miscellaneous

Abhradeep Maiti

Working as a consultant on the project, “Government of Uttarakhand, India: Uttarakhand Economic Survey 2017 (with Prof Atulan Guha and Prof Vaibhav Bhamoriya);

Council on Energy, Environment and Water, New Delhi, India: Study related to climate change impacts on Indian Agriculture (with Prof Vaibhav Bhamoriya and Prof Kampan Mukherjee).

Debabrata Das

Successfully developed a forecasting model for estimating state-wise weekly demand for Bajaj Auto Ltd. This was a part of the consultancy project titled, “Supply Chain Optimization for Bajaj Auto”.

As part of consultancy project with ICFRE (Indian Council of Forestry Research and Education), we developed a DEA (data envelopment analysis) model to measure performance efficiency of various research institutions and advanced research centers under ICFRE. The report has been appreciated by the top management of ICFRE and received positive coverage in Dainik Jagran on 9-July-2017.

Rajat Sharma

Working with IRCTC, for launching a national level Digital Marketing Campaign of IRCTC e-catering services to promote the e-catering initiatives of IRCTC.

Worked with Assam Government, as Honorary Advisor, Centre of Communication, Assam Administrative Staff College, to prepare a comprehensive internal and external communication strategy for Government of Assam for successful implementation of Sustainable Development Goals (SDGs), proposed by UNDP.

Centres of Excellence

The Institute has set up Centres of Excellence to enhance research, teaching, advocacy and capacity building in diverse themes. They are Centre of Excellence in Sustainable Development (CoESD) and Centre of Excellence in Public Policy and Government (CoEPPG).

Centre of Excellence in Sustainable Development (CoESD)

The Centre of Excellence in Sustainable Development at IIM Kashipur was setup with an explicit mandate to seek ways in which the institute can contribute towards undertaking research and other activities to inform policy and practice related to Sustainable Livelihoods and Development, particularly in Uttarakhand. The Centre seeks ways to transfer part of its learning, energy and effort to improve the management practices and delivery systems of institutions in the under-managed sector.

The core belief underlying the formation of the Centre is that highly motivated people well versed with both management theory and practice can design and implement socially relevant and sustainable projects that can impact large number of lives.

Mission of the Centre

- To stretch the frontiers of knowledge and practice through greenfield research and application
- To contribute significantly to the understanding and practice of three constituent domains: environmental, economic and social sustainability.

Research Themes

Economic Sustainability - In the realm of economic sustainability, the Centre would focus on productivity, incomes and employment both in organized as well development sector. Evidently, in the organized sector, the focus could be on such aspects as the viability of (many) firms after the withdrawal of financial incentives and the resultant impact on employment. In the development sector, the Centre could focus on livelihood triad (livelihood financial services, Ag-BDS including market linkages, and institutional development).

Environmental Sustainability

The recent devastation in Uttarakhand was nothing short of ecological and environmental disaster. While it is not in the Centre’s domain to address technical issues related therein, the Centre can bring its management and organizing perspectives in establishing, say, an ecosystem for renewable resources based energy generation in Uttarakhand.

Social Sustainability - From the social sustainability perspective, the Centre’s role seems to be cut out. Public health (PH) and education are the foundational pillars for equitable and sustainable social and economic growth. The Centre’s scope of work in this regard could be in

- (a) Determining when education and health impact on development and when they do not; and
- (b) Devising interventions that bring significant change on the ground impacting on the lives of many and also thereby provide learning opportunities for replication and improvement.

Action Research

The centre is going to undertake research on the following specific issues in its upcoming year:

Establishing an Ecosystem for Renewable Resources-based Energy Generation in Uttarakhand

The rationale for this action research lies in the fact that despite technological developments and economic viability for several applications, ‘new’ renewables (i.e. biomass, geothermal, PV, small-scale hydro, solar thermal electric and wind) have been tapped only to a small fraction of its potential. The hypothesis under this research proposes that “when an ecosystem is created—primarily in the form of institutional linkages—both understanding

and trustful relationships are developed facilitating project implementation. This can be enhanced by third party intervening in critical processes, employment security, organizational sustenance and productive workplace in Rudrapur-Kashipur belt. Soon, many industrial organizations will become unviable when subsidies granted by Uttarakhand government end, creating massive job losses and negatively impacting local economy. The hypothesis of this action research proposes that “creation of ‘productive workplaces’ through labour-management collaboration saves jobs, helps introduction of new technology, products, and services and thereby averts organizational demise.”

Agri Value Chains (AVC) as the transformers of livelihoods from farm to non-farm, particularly for small and marginal farmers and the landless: Structural transformation in rural India from farm to non-farm is a key to un-bottling rural growth potential. Literature and experience indicate that organizing farmers is the key to building a successful and economically viable value chain. The hypothesis here states that “New generation FPOs registered as producer companies will have a greater positive effect on their members’ livelihoods as compared to older generation cooperatives effect on their members’ livelihoods, due to superior alignment of incentives.”

This action research envisages looking at the earlier Farmer Producers’ Organizations (FPOs) such as Oilseeds Growers’ Cooperative Societies (OGCS) and more recently formed FPOs in two out of three states - AP, MP, and Meghalaya registered as Producer Companies. If upheld, this hypothesis would provide a strong rationale for the government, financial institutions, and NGOs to work more intensively with Producer Companies.

Innovative teaching methods supported by health & nutrition programs significantly enhance learning abilities of underprivileged children who have no or little access to education: While enrolment has gone up after implementation of RTE Act, dropout rates, and learning outcomes have dropped alarmingly, with 46.3% of all children in Class V not able to read a Class II level text, and only 11-20% of Class V students able to do division in two major states.

This action research has two components: (1) The hypothesis here states that “when schools impart non-formal education including innovative teaching methods like teaching life skills and arts and performing arts to poorest children with no or little access to mainstream education, their learning abilities are at par with the best counterparts in regular schools. And (2) “Introducing health and nutrition programs enhances attendance and learning abilities irrespective of the above.”

Panchayat Raj Institutions (PRI) including urban local bodies (ULBs) of small towns, as enablers of livelihoods, particularly for the landless: The focus area is the livelihood options for the rural landless who migrate to cities. As they are unskilled and unconnected, they have to start at the very bottom, and many of them get engaged in “rag-picking,” or informal urban solid waste management. The hypothesis is that “An intervention to upgrade rag-picking to more comprehensive solid waste management is beneficial for the urban poor. Where urban local bodies support these interventions, livelihood enhancement is higher.

Activities of Centre of Excellence in Sustainable Development (CoE-SD)

Current Projects

- 1. Examining the role of MGNREGA in Financial Inclusion in Uttarakhand, externally funded by National Institute of Rural Development & Panchayati Raj, Hyderabad. The team consists of Prof. Somnath Ghosh, Manab Chakraborty (Principal Investigator) and Maitrayee Mukerji.

- 2. Assessment of Water Conservation and Rejuvenation of Water Bodies (including rivers) under MGNREGA: Lessons from Uttar Pradesh and Uttarakhand, externally funded by National Institute of Rural Development & Panchayati Raj, Hyderabad. The team consists of Prof. Vaibhav Bhamoriya (Principal Investigator) and Maitrayee Mukerji.
- 3. Innovations in the Delivery of Public Health Services: A Study of Mobile Nutrition Rehabilitation Centre in Uttarakhand, internally funded research grant. The team consists of Prof. Somnath Ghosh (Principal Investigator), Maitrayee Mukerji and Manab Chakraborty.

Activities / Outcomes

- Manab Chakraborty visited Mahaseer Conservation Society, Ramnagar, Uttarakhand on April 14-15, 2016 for a consultation and discussion on the broad areas where IIM Kashipur, Mahaseer Conservation Society and Travel Operators for Tigers (TOF Tigers), United Kingdom can help sustainable economic development in and around Corbett Park.
- On June 10, 2016, Prof. Somnath Ghosh, Mr. Manab Chakraborty, Ms. Maitrayee Mukerji met with Ms. Sonika, Chief Development Officer, Haridwar and other members from her staff to explore possible avenues for academic support, study and interventions.
- In September 2016, Manab Chakraborty and Maitrayee Mukerji visited the non-profit institution BAIF Development Research Foundation, Pune to collect data and other material for developing a case study on scaling-up strategies and sustainability of non-profit organizations.
- In March 2017, Maitrayee Mukerji and Manab Chakraborty were invited for 2-day workshop on orientation of Master Assessors for Master Trainers and Resource Persons for Panchayats, organized by National Institute of Rural Development and Panchyati Raj, Hyderabad. Both of them are now empaneled with NIRD& PR as National Level Master Assessors.

Publications

- Chakraborty, Manab & Gupta, Deepa. 2017. Small Ruminant Value Chain in India: Opportunities and Constraints, Indian Journal of Economics and Development, Vol 5 (9), September 2017, ISSN No. 2320-9828.
- Chakraborty, Manab. 2017. “Client protection in microfinance companies in India”, Indian Journal of Economics and Development, Vol 5 (5), May 2017, ISSN No. 2320-9828.
- Chakraborty, Manab & Gupta, Deepa. 2017. “Strategies to Promote Renewable Energy Solutions in Off-Grid Areas of India”, International Journal of Advance Research And Innovative Ideas in Education, July 2017. ISSN No. 2395-4396.
- Chakraborty, Manab. 2017. “Evaluation of Women Self Help Group Members as Bank Agents in Uttar Pradesh”, Indian Journal of Commerce & Management Studies (ISSN: 2249-0310, UGC Approved), July 2017, Volume VIII.
- Chakraborty, Manab. 2017. “Cap and Trade Permits to Regulate Overgrazing in India: An Exploration”, accepted for publication in Small Ruminant Research, September 2017.

Case Study

Maitrayee Mukerji and Manab Chakraborty (2016), SGVS: Marketing and Strategy in Small B2B Enterprise (Product No: 9B16A048), Available at <https://www.iveycases.com/ProductView.aspx?id=80979>

Conference Proceedings

Manab Chakraborty (2016), Cap and Trade Permits to Regulate Overgrazing in India: An Exploration, presented at International Conference on Goats, Antalya, Turkey, Sept. 27, 2016

Elective Courses

The CoE-Sustainable Development designed and offered three interdisciplinary and perspective building courses under the General Management Area for the post-graduate programme:

ICTs and Development (Term IV, 2016-17)

Course Instructor: Maitrayee Mukerji

Course Description: ICTs for Development refers to the trend in development thinking and practice that considers deployment of new technologies such as computer, mobile phones, and the Internet, as important for spurring economic growth, enabling good governance and facilitating human development. More often than not the envisaged potential for transformation through the deployment of ICTs does not translate to expected outcomes or impact. This course on ICTs and Development is a perspective building course seeking to introduce the debates on the use of Information and Communication Technologies (ICTs) in India and other developing countries. The course will provide an opportunity to examine and reflect on issues like technology related policy, technology appropriateness, social and digital inclusion, etc.

Social Enterprises and Value Creation at the BoP (Term V, 2015-16)

Course Instructor: Maitrayee Mukerji and Manab Chakraborty

Course Description: The term Bottom of the Pyramid (BoP) refers to the segment of the population living on less than \$2 per day. Often put forth in the context of multinational and transnational companies, BoP strategies refer to making and marketing of products and services to such groups. Over the years, there has been an evolution in the term BoP from “bottom-of-the pyramid” to the “base-of-the-pyramid,” from people as only consumers to people as producers, and shift in focus from only corporate to other forms of organizations working on market based approaches to provide services and products. This perspective building course will introduce the landscape of social enterprises in India, explore the basic premises put forth in the BoP paradigm and look at how value is created and delivered to people by different kinds of social enterprises. It will also dwell with the

practical aspects of starting and running a social enterprise.

Strategic Issues in Third Sector Organizations (Term VI, 2015-16)

Course Instructor: Maitrayee Mukerji

Course Description: The term Third Sector included the whole gamut of non-business organizations that provide support and services in areas like health, education, micro-finance, etc. The category includes Non-Profit / Non-Governmental Organizations (NPOs/NGOs), community and/ or member based organizations (cooperatives/producer companies), voluntary organizations, social enterprises, etc. The course seeks to familiarize the students with the particular domain and also to demonstrate the application of mainstream management practice to organizations in this sector.

Lean Operations Cell, Centre of Excellence Sustainable Development

Introduction

Lean management is now practiced across a broad range of industries – manufacturing, construction, services, retail and even government. Although the term Lean is directly associated with manufacturing and production processes, lean philosophies and methods are applicable to all areas of the corporate enterprise. Lean practices enable an organisation to better match its production to demand, reduce inventory, reduce its development cycles, and eliminate waste throughout the total enterprise and value chain. As share of manufacturing in India’s gross domestic product (GDP) has declined, policy making institutions like National Manufacturing Competitive Council is encouraging manufacturing sectors to improve the cost competitiveness of various products through application of Lean Manufacturing techniques. During 12th five year plan (2012-17), Government of India wanted to implement Lean in 500 mini clusters of MSMEs through lean manufacturing competitive scheme.

This creates a challenge as well as opportunity for the academic community not only to understand Indian manufacturing sectors but also contribute in its implementation and assess its sector specific effectiveness. The findings will be useful in terms of creating sector specific frameworks for Lean implementation. The learning from implementation of Lean in manufacturing can also be successfully adapted and extended to ever demanding service sectors such as health, government and infrastructure.

Being located in one of the manufacturing hub of the country, Lean Operations Cell, Centre of Excellence and Sustainable Development, IIM Kashipur has taken up the task to carry out research activities in the area of Lean Operations. The Programme would enable the local industries to tap into the cumulative implementation knowledge that accumulates within cell. In order to develop interest of the students towards manufacturing sector, Lean operations cell encourages students and acts as a facilitator to carry out live projects at various MSMEs as well as OEMs as a part of Academic-Industry Interaction. This helps students to develop better understanding of the processes and allows them to challenge their academic skills in real time problem solving.

Objectives

- To provide consultancy services in the area of implementation of Lean to various sectors and develop sector specific customized Lean analysis toolkits and products that would empower industries to espouse Lean in a more effective way.
- To act as a knowledge management centre for facilitating inter-disciplinary research, documenting the best practices and cases and developing a global and sector specific competitive benchmarking indicators.
- To design, develop games, simulation tools, and training kits for various segments of industries and impart customized training programmes

- to various stake holders involved in implementation of lean in order to enhance their capacity building.
- To build Lean Management competencies among the students, enable them to work on real-life projects, and facilitate action learning.

Scope

The focus of the centre is to provide consultancy, extend training and do research in different sectors which includes distribution, retailing, construction, healthcare, financial services, defence and public administration. However, in light of emerging opportunities in MSME sector, the cell will initially focus on MSME sector.

Lean Manufacturing and Lean Office:

Lean Operations Cell is working with wide range of industries from manufacturing as well as processing sector to transform their operations to lean manufacturing, using TPS concepts such as lean manufacturing, Kaizen, Kanban, TPM and lean office. Significant savings through space maximization, optimal labor and machinery utilization, and waste elimination in work practices, processes, materials and information flow have been achieved. Other areas of focus includes quality at the source, manufacturing management, accelerated product Development, modular manufacturing, teamwork building and empowerment, and management information systems on both customer and supplier level.

Projects

Lean Journey: Implementation of Lean Manufacturing in MSMEs Cluster of Rudrapur,

Ever changing globalised environment has been posing challenges of competitiveness and survival to all the constituents of the economy. It has been more so for Micro Small Medium Enterprises (MSMEs) in the manufacturing sector. Make In India will happen when small manufacturers can connect to the larger global supply networks. The current equilibrium of low productivity, outdated technologies and little awareness to waste and quality consciousness cannot be sustained if modern manufacturing enters India. It has been noticed that units are so engaged in their day-to-day management issues that they do not have time and resources to dedicate for a strategic understanding of various techniques which would help them in enhancing their productivity. Lean Manufacturing is a set of techniques, which have evolved over a long period and are based on various minor to major breakthroughs that help in reducing cost and hence increase productivity and competitiveness of the units.

Lean Operations Cell (LOC), under Centre of Excellence Sustainable Development, endeavours to act as a bridge between Industry and academia to strengthen the underlying relationship by undertaking awareness and implementation of programmes on lean manufacturing practices involving MSMEs in and around Rudrapur. It has motivated nine suppliers of Ashok Leyland to form a mini cluster named BOSS Cluster, and carried out

consultancy and research at various MSMEs in the areas of implementation of Lean manufacturing and sustainable operations management. Students of IIM Kashipur are also undertaking live projects in these Industries. They not only identify the problems but also work on finding solutions to the current challenges faced by the MSMEs along with employees of MSMEs.

Since last one year, the implementation phase has given an excellent result. Employees have been trained to identify and take up their own improvement projects and Kaizens. The result shows that each unit achieved not only financial benefits but also improved the plant’s housekeeping, safety and working condition.

Achievements

1. Received Bronze Award at 7th Indian Management Conclave (IMC) 2016 held at IIM Ahmedabad for Leadership in Corporate Engagement for the Initiative titled “Improving Competitiveness through Lean Manufacturing for MSME Cluster of Ashok Leyland.”
2. Received research project funded by the Ministry of Panchayat Raj, Govt. of India for an Action Research for applicability of Kanban system on project execution of flagship Government Programme Mahatma Gandhi National Rural Employment Guarantee Scheme (MNRGS).
3. Received best research paper award on Implementation of Spreadsheet Based Capacity Planning Tool for an Auto Component Manufacturer at Society of Operations Management (SOM) Conference at IIITM Gwalior on a case on Windals Precision.



Bronze Winner : 7th Indian Management Conclave (IMC) 2016, at IIM Ahmedabad Initiative Title : Improving Competitiveness through Learn Mannufacturing Presented By : Dr. Gautam Sinha, Director, IIM Kashipur



Dr. R. K. Padhy, Learn Operations Cell, IIM-Kashipur, Invited as Chief Guest and Chief Speaker on the topic ‘Waste Reduction’ By V-Guard Industries Ltd. Kashipur for the Productivity Week February, 2017



A training Session on ‘7 QC Tools’ delivered by Dr. R. K. Padhy, Lean Operations Cell at Umashakti Steels Pvt. Ltd. Bazpur, Uttarakhand



A Training session on ‘Value Stream mapping’ delivered by Dr. R. K. Padhy, Learn Operations Cell at Surin Autom Otive Pvt. Ltd. Sitarganj, Uttrarakhand



A Training Session on ‘Problem Solving Techniques’ delivered by Dr. R. K. Padhy, Learn Operations Cell at WindalsPrecision Pvt. Ltd. Rudrapur, Uttarkhand

Sl. No	Continuous Improvement Projects/Kaizens	Benefits
1	Reduction in Customer PPM level of Push Rod from pm level 4837 to 0	Rework/Rejection cost saved by Approx. Rs. 150/Price Improved the Delivery Performance and Customer Satisfaction
2	To eliminate the internal rejection/rework of FUPD bracket	Contraction in Cost of Poor Quality from Rs. 41033 to below Rs. 1000 Improved the Delivery Performance and Customer Satisfaction
3	Reduction in shrinkage tendency in rear hub dummy from 34250 PPM to 0	Per year saving of Rs. 17,28,000 achieved
4	Reduction in Customer PPM level for Tail pipe support bracket 30 PPM to 0	Per year saving of Rs. 1,26,000 achieved along with improved delivery performance
5	Reduction in Customer PPM of Cross member	Improved customer Satisfaction and rework
6	Reduction in Heavy Paint run down in FES	90% Reduction in Paint Rundown Achieved

Training Session with MSMEs



Center of Excellence in Public Policy and Government

The *Center of Excellence in Public Policy and Government* is set up by the institute as platform to serve as a bridge between policymakers, government agencies, civil society, industry and academia by supporting scholarly research, public policy and administration training programs, and other capacity building activities at the intersection of government and society addressing some of the most important public policy and governance issues. It combines educational programs with current research, training and advisory services based on thematic public policy analyses. The Center hosts a diverse team of internal faculty as well as visiting scholars committed to interdisciplinary public policy research, teaching, and engagement addressing topics such as public administration, law, gender, environment, education, social engineering, migration, human rights, media, information society, conflict resolution, transitional justice, business and good governance.

Objectives

- Pursue a vigorous inter-disciplinary program of education, research, and training to address major public policy and governance issues via case studies, working papers and reports, major forums, public debates, lecture series, and scholarly conferences.
- Offer quality advisory services to various governments and organizations – state, national and international – to enhance capacity building efforts of the concerned parties.
- Host national and foreign government officials, visiting scholars and offer customized training programs in various areas related to public policy and government.
- Bring issues to the attention of a larger audience through regular interaction with government officials, business leaders, policymakers, scholars, and the media.

- Publish edited volumes with contributions from a variety of scholars on major issues.
- Create new scholarly expertise by offering opportunities for doctoral and post-doctoral research.
- Develop in the long run, regular and short-term formal and distance learning academic programs on Public Policy and Governance covering a diverse set of subjects.
- Initiate innovative demand-driven and policy-oriented courses beyond the business sector keeping in view the needs of the society, nation and the global context.

Research Themes

- The CPPG works in a diverse set of themes in the area of Public Policy and Governance. The indicative areas of research are as follows –
- Public administration
 - Law
 - Gender
 - Environment
 - Education
 - Social Engineering
 - Migration
 - Human Rights
 - Media, Entertainment and Information Society
 - Conflict Resolution
 - Transitional Justice
 - Business, Society and Good Governance.

Ongoing Projects

Environmental Assessment Capacity Building in South Asia: The challenge of environmental management and regulation is immense in a country as large and diverse as India. Over the years the legislative framework addressing environmental management has evolved, with the enactment of the Environment Protection Act

1986, which is an umbrella act encompassing air, water, land and natural resources management. The framework is completed through various policies, acts, notifications, rules and regulations. As a result, India has a credible policy and legislative base to foster environmental sustainability. However, gaps are evident in the institutional mechanisms – primarily in enforcement and compliance, and the operationalization has not been as effective or at par with the evolution of legislation and policy.



However, there is a strong need to build capacities of key stakeholders on EA in India. These stakeholders include regulators, policy planners, project proponents, consultants, contractors, investors, environmental NGOs, researchers, and academia. Building of capacities should essentially address the stakeholder ecosystem. Importantly all these efforts need to be carried out on a sustained and strategic basis.

In response to The World Bank’s call to develop a sustainable green management stream within PGP, IIM Kashipur is now running a pilot programme to systematically address the dearth of environment management skills in India by offering specialized environment management courses, short term training and undertaking case studies. The overall vision is to develop IIM Kashipur as a Regional Centre of Excellence for EA and to expand the programme to other countries in South Asia subject to successful completion of the activities in Phase I (2014-2016) and availability of support from the World Bank and the Government of India. The major objectives of this project are as follows:

- To develop a two year PGP, which is equivalent to an MBA, to systematically

- address the dearth of environment management skills in India by offering specialised environment management courses and onsite internships.
- To deliver modular training programmes by various modes (regular/distance learning) of various duration – short courses, MDPs, and workshops on thematic areas.
 - To support experience exchanges across sectors and across the countries and to foster communities of green management practices across institutions globally.

Activities

- 1) Two day workshop on “Environmental Law & Regulation for Business Development” on 15th June 2016 at FRI Deemed University, Dehradun.
- 2) One day workshop on “Green Operation Management for Sustainable Competitiveness” on 19th June 2016 at Rudrapur.
- 3) Workshops in NIT Silchar & FA Degree College, under World Bank Project.
- 4) Website Development of MOOC for Environmental Education Online

- (envedu.net), initiative by IIM Kashipur and supported by World Bank.
- 5) Meetings with stakeholders in Bangladesh and Sri Lanka about World Bank Phase II.

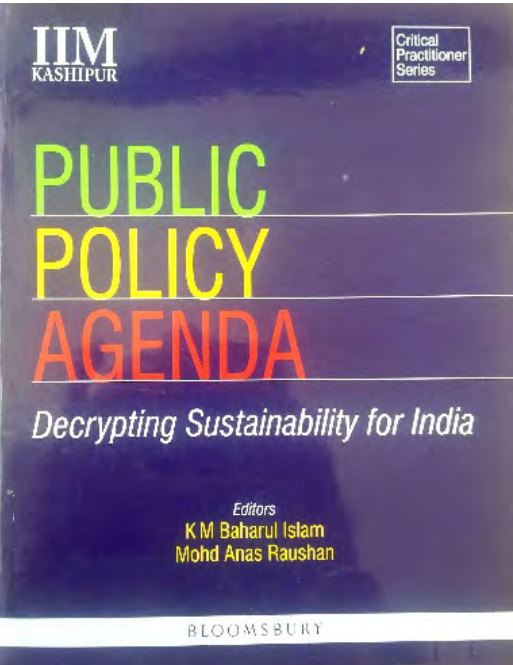
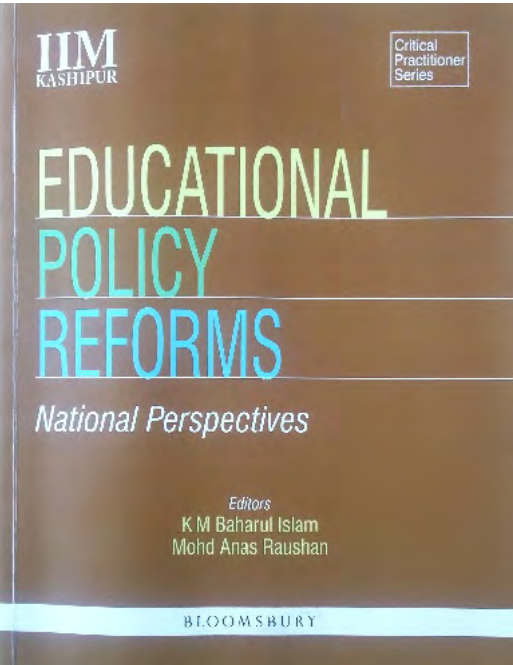
Mitigating Disasters and Promoting Development: Disaster risk reduction and development are interlinked. The state, civil society, and media should actively participate in the process of disasters mitigation. Politicization of disaster by media and civil society activists affects relief, reconstruction, and rehabilitation work.



There is labyrinth of relationship between constructions of physical infrastructures, displacement induced by ecosystem conservation and disasters. This complex relationship is again stimulated by different

environmental and development policies. If conflict between ecology and economy will be less and they will go hand in hand, the community may get benefit out of it. In this neo-liberal age, if agencies like state, media and civil society can be involved in an eco-sensitive model of development that may help to reduce disaster and ensure development in the community.

On this backdrop, the study intends to understand the complex relationship between human developmental interventions on the Uttarakhand’s environment and local communities. The study also tries to assess the implementation of government policies in general and policies related to disasters in particular. The aim of the project, funded by Indian Council for Social Science Research (ICSR) is to look at the relations between disasters and development at one hand and roles and responses of the state, civil society and media on the other. It also aims to explore the possible people participated, environment friendly and sustainable development model in the hilly districts of Uttarakhand.



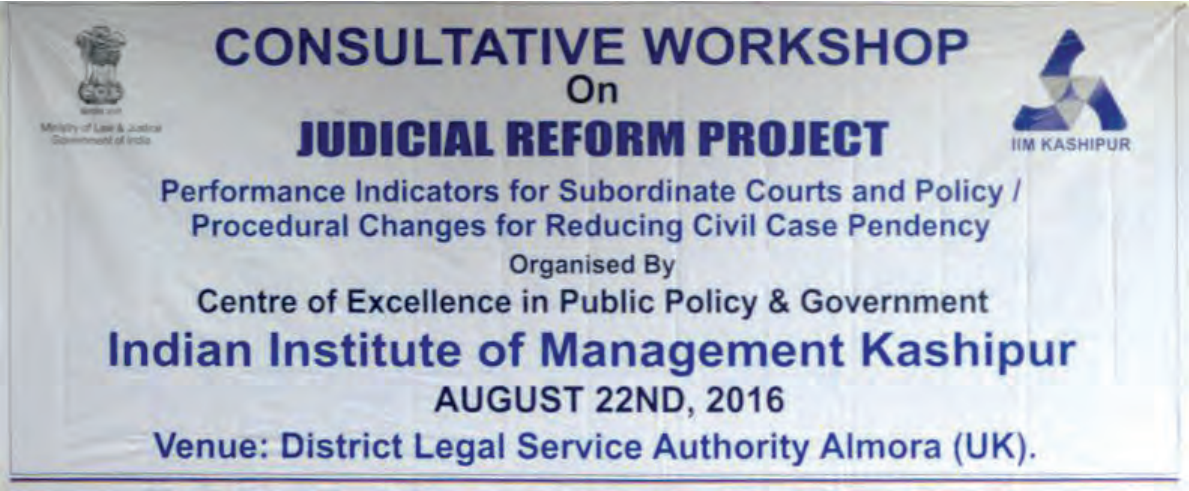
Law Ministry Project

Ministry of Law & Justice, Government of India, has funded a policy study to develop a matrix of performance indicators for subordinate courts and suggest policy changes for reducing civil case pendency. This pioneering study will aim to evaluate the performance of the subordinate courts using indicators developed on basis of this research. These indicators will draw on a range of data sources including the opinions of experts and members of the general public, information from the police, courts, NGOs and other institutions.

CoEPPG has undertaken a set of case studies on a representative sample of subordinate courts to formulate the concept, principles, indicators and parameters for performance of subordinate courts. The major outcome of the project will be a set of performance indicators for subordinate courts in India so as to inform stakeholders and decision-makers how to better monitor performance in subordinate courts. Through a participatory process involving judges themselves, it will validate a common performance indicators framework for subordinate courts in India through a series of consultative meetings and workshops with the stakeholders and identify bottlenecks responsible for causing delay in civil cases in courts. It is expected that the study will lead to major policy and procedural changes necessary for reduction of case pendency.

Details of Workshop organised under Law Ministry Project during 2016-17

Sl	Workshop	Date	Venue	Place
1	2nd Consultative Workshop	30-Apr-16	District Legal Servic Authority, Aligarh	Aligarh
2	3rd Consultative Workshop	22-Aug-16	District Legal Service Authority, Almora	Almora
3	4th Consultative Workshop	19-Sep-16	Bar Bhawan, Pachwadoon Bar Association	Dehradun
4	5th Consultative Workshop	29-Sep-16	Hall of The Bar Associations	Moradabad
5	6th Consultative Workshop	07-Dec-16	District Bar Association, Allahabad	Allahabad



Management Development Programmes

The Management Development Programmes (MDPs) at IIM Kashipur are aimed at enhancing competencies amongst managers and executives working at different levels. MDPs offered by IIM Kashipur cover different areas like Finance, Marketing, Leadership, HRM, Operations, Project Management and Corporate Strategy. These MDPs are structured keeping in mind the changing global business environment and international standards which help in developing the skills and competencies of the participants.

Open Programmes: These are short duration programmes ranging from 2-5 days and invite participants from different organizations at a venue pre-defined by the Programme Directors Custom or In-House Programmes: These programmes are offered by the institute in consultation with the sponsoring organization and are customized to meet the specific needs of the organization.

Online Certificate Programmes

The lectures are delivered by eminent faculty from IIM Kashipur. The programs are primarily taught through a combination of class exercises, presentations, take-home exercises, simulation and case studies. All enrolled students are provided access to the Cloud Campus through which students may access other learning aids, reference materials and assessments, case studies, projects and assignments as appropriate. Throughout the duration of the course, students will have the flexibility to reach out to the instructor during the class or offline via the Cloud Campus to raise questions and clear their doubts. Participants successfully completing and submitting the assigned project work and presentation will be awarded a Certificate of Completion.

Programmes where classes are underway

- Digital Marketing Batch 1
- Marketing Analytics and Customer Valuation Batch 1
- Entrepreneurship Batch 1 – 94 Participants
- Business Analytics and Big Data Batch 1
- Strategic Management Batch 1

In Company Management Development Program

The Institute offers tailor-made In-Company executive development programs for senior and middle level executives of different organizations including private, public and government sectors, to maximize their potential by refining their Management Skills.

Last academic year IIM Kashipur organized various successful programs for Tata Chemicals.

Marketing & Supply Chain Management	Tata Chemicals Ltd	20.06.2016 to 24.06.2016
Cultivating Leadership for high performance	Life Insurance Corporation of India	17.10.2016 to 20.10.2016
Cultivating Leadership for high performance	Life Insurance Corporation of India	21.11.2016 to 24.11.2016
Cultivating Leadership for high performance	Life Insurance Corporation of India	05.12.2016 to 08.12.2016

Exchanges and Collaboration

IIM Kashipur reinforces its cooperative relations with Ecole de Management de Normandie (EM Normandie), Caen, Le Havre, Deauville, France, ESDes Lyon Business School, Asian Institute of Technology, Bangkok and FPT School of Business, Ha Noi, Vietnam so as to further develop academic and cultural interchanges with these institutions through mutual assistance in the areas of education and research.

The exchanges and collaboration aims to:

- Cooperate in areas including the programmes offered at their institutions.
- Through activities or programmes relating to business education of the following types:
- Short-term exchange of students.
- Exchange of Faculty.
- Development of Joint Research Activities (taking place in either of the two countries).

Recently, we have signed MoUs with ALBA, Greece and Aalborg, Denmark.



Administrative Staff

Capt.(I.N.) M.C. Joshi (Retd.), Chief Administrative officer.
Mr. Jainender Kumar, Chief Advisory (Project).
Mr. Atin Kumar Biswas, Chief Engineer (Project).
Sanjay Basu, FA-cum-CAO.
Mr. P.K. Srivastava, Sr. Specialist (Project).
Dr. Yogesh Sharma, Medical Officer.
Mr. Partha P. Dasgupta, Advisory (Corporate Relations).
Mr. S.K. Verma, OSD.
Mr. V.S. Kumar, Manger (Placement).
Mr. Ajibul Hasan Khan, Assistant Executive engineer.
Mr. Pradeep Kumar, Assistant Engineer.
Dr. Vinay Sharma, Administrative Officer.
Mr. Amit Kumar Chanpuria, Administrative Officer.
Dr. Madhukar Goyal, Administrative Officer (Accounts).
Ms. Rachna Sharma, Assistant Administrative officer.
Mr. Daljeet Charkhandi, Superintendent.
Mr. Ravi Gupta, Secretary to director.
Mr. Uma Shankar, Office Assistant.
Mr. Sanjeev Kumar Jha, Sr.Library and Information Assistant.
Mr. Sharad Kumar Srivastava, Office Assistant.
Mr. Ravi Prakash, Office Assistant (IT).
Mr. Saket Sharma, Junior Engineer (Electrical).
Ms. Pooja, Accountant.

Mr. Ranjay Kumar, Accountant.
Mr. Prakash Chandra, Accountant.
Mr. Prakash Singh, Office Assistant.
Mr. Sunil Dutt, Store and Purchase Officer.
Mr. Maneesh Kumar Sharma, Office Assistant.
Mr. Rohtas Kumar Sharma, General Duty Assistant.
Mr. Atul Kumar Srivastava, Personal Assistant.
Mr. Rajeev Thakur, Multi-tasking Staff.
Dr. Subhi Agarwal, Counsellor.
Mr. Manoj Kumar Prajapati, Supervisor.
Mr. Nipendra Singh, Site Supervisor.
Ms. Lata Pandey, LDC.
Mr. Manminder Singh, Driver.
Mr. Amar Singh, Electrician.
Mr. Lucky Dengre, Library Trainee.
Mr. Chandan Santra, Steward-cum-Cook.
Mr. Vishwanath Maurya, Attendant.
Mr. Om Singh, Head Gardener.
Mr. Manab Chakraborty, Senior Fellow.
Mr. Dushyant Saxena, Office Attendant.
Mr. Aryendra Singh, Office Attendant.
Mr. Vivek Bhatnagar, Office Attendant.
Mr. Pirag Chand, Office Attendant (Lib).

Infrastructure Development

Partial commissioning of new campus facilities

The Government of Uttarakhand handed over 192.816 acres of land to IIM Kashipur for construction of its permanent campus. The land is located at village Dohri Vakil, ‘Escort Farm’ in Kashipur, about 6 kilometres away from the present temporary campus.

Project Management Consultant: M/s SGS India Pvt. Ltd. (SGS)

Campus Designer: M/s ARCOP Associates Pvt. Ltd. (ARCOP)

Contractor: M/s Shapoorji & Pallonji Co. Pvt. Ltd. (SPCL)

Proof Design Checking Agency: Indian Institute of Technology Delhi

Soil Investigation Agency: Indian Institute of Technology Roorkee

IIM Kashipur new campus facilities have been partially commissioned on 4th July 2016 after Environment, Health and Safety (EHS) audit by the Institute and SGS India pvt. Ltd. The classes started functioning from new campus from 4th July 2016 onwards. The detail of various facilities which have been commissioned are as follows: -

ACADEMIC BLOCK:

- 1. Six classroom for 90 students capacity
- 2. Six classroom for 40 students capacity
- 3. Simulation Lab.
- 4. Facility for library.
- 5. 30 Faculty rooms.
- 6. Internet, air conditioning and other basic facilities.



USSAV:

A place for celebrating festivals, gathering point or a platform where all can come together and celebrate good time.



STUDENT HOSTEL:

Hostel Blocks for 432 students available. For female students separate towers are available. Health Center has also shifted from old campus to new campus.



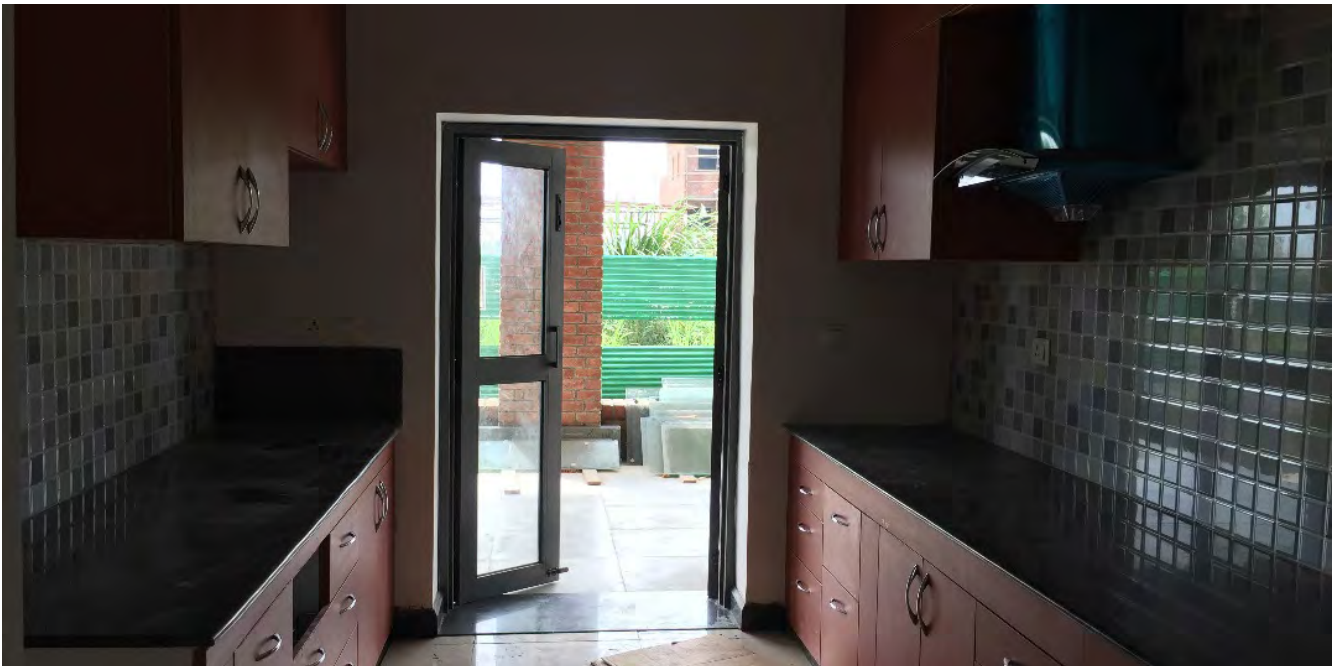
DINING BUILDING:

First Floor: Dining Hall facility was commissioned on July 3, 2016.
Ground Floor: Infrastructure has been developed to accommodate all non-teaching offices from old campus.



FACULTY RESIDENCE:

15 flats are at finishing stage and shall be ready for occupancy by mid of Sept 2017. Further 15 flats are expected to be ready by Oct 2017.



Library

The IIM Kashipur Library is committed to provide access to information resources in all areas of management and related disciplines. The Library is emerging as an outstanding learning resource centre to fulfil its mission to support institute’s academic and research.

The resources range from the latest management books, magazines, journals and databases to audio/video database. Besides holding an excellent print collection of books, journals, working papers, etc., the library’s prompt and effective services are comparable to the best in the field of business management. The library is also in sync with the changing needs of the academic community and has acquired electronic resources such as e-books, e-journals and databases, etc.

The Library is an institutional member of DELNET (Developing Library Network) and beneficiary member of INDEST-AICTE (Indian National Digital Library in Engineering, Science & Technology) consortium. Its website <http://www.library.iimkashipur.in> is linked to various online databases that are available from any networked PC within the library and the Institute.

The library subscribes to a number of company and industry databases, bibliographic databases and E-journals to provide latest scholarly information to users.

Available company/industry/country databases are CMIE - EIS, IAS, Prowess, CRISINFAC, Euromonitor (Passport), Frost & Sullivan, Gartner, Indiatat.com, INSIGHT, MIMI (MICA), SCC Online.

Available e-journal databases are ABI / Inform Complete, EBSCO Business Source Complete, EBSCO Econlit, EPWRF India time Series, Elsevier (Science Direct), Emerald Management, Informs, JSTOR, Springer Link, Oxford University Press, Sage HSS Collection , Taylor and Francis , Wiley online journals, MIS Quarterly.

Available e-books are from Oxford (Hand books on Management), Sage (Business & Management Collection), and Springer (Business & Management Collection from 2008 copyright year).

Magazines and newspapers such as Economic & Political Weekly (all modules) and Newspaper Direct are subscribed. Also, there are specialized search software such as EBSCO DISCOVERY, EBSCO A-Z, and Remote Login for internal users.

The valuable services provided by the Library are circulation, current awareness service, database search service, document delivery, inter-library loan, mail alert service, online public access catalogue (Web OPAC), orientation programme, photocopy, reading facility, reference, and information, research assistance, and scanning.

The library has a collection of over 7000 books, 38 print journals, 17 magazines, 11 newspapers, e-books and many other resources like online corporate databases, journals databases, legal and other online databases. It also maintains a repository of PGP summer training project reports and CIS dissertations.



ICT Infrastructure

Internet: The network backbone is designed with Single Mode Fiber Optics cable Connectivity, and the internal network is equipped with Cisco 2900 Router Series and Cisco 2960 Switches. The academic block is internally connected through Wi-Fi as well as wired LAN. A dedicated 1Gbps line provided by National Knowledge Network and a backup line of 35 Mbps line provided by BSNL supports round the clock access to the resources on the Internet. The hostels A and B and Academic Vihara is connected to the internet and intranet. The hostel also has 24×7 network access through Wi-Fi. Both the academic block and the hostel area use D-link DWL – 3200 secured Wi-Fi connectivity. A cloud-based IT support system was rolled out.

Campus Licensing: To streamline the usage of licensed software, IIM Kashipur has entered into a campus agreement with Microsoft. The same has been done with other packages being used for managerial decision making and analyses as well as for statistical and econometric analyses. Google apps is being used for mailing. Microsoft 365 is used for intranet website.

Servers: Two Tower servers with necessary accessories host a variety of server needs. Servers have Microsoft Windows Server 2008 and Red Hat Linux enterprise licenses. Libsys is installed on the windows server. CMIE-Business Beacon, Economic Intelligence Service, Industry Analysis Service and Prowess are also installed so that users of the institute can access these databases. User can access library database outside campus via VPN. SAP licensed from Queensland University of Technology, Australia for providing ERP hands-on exposure to students.

Computer Lab: Every computer in the computer lab has Windows 8, and a network printer is connected with all the computers.

Video Conferencing: Interaction with persons from outside is facilitated through high resolution video conferencing using both IP as well as ISDN networks.

Classrooms: Classrooms are aesthetically designed and are equipped with high speed wireless internet connectivity and hi-definition projectors for enhanced classroom experience. Further, the facilities of Wi-Fi and AV system were extended to classrooms D1 and E1. Bio-metric systems are used for student’s attendance.

Bloomberg Lab: IIM Kashipur have 12 Bloomberg Terminals on its campus, in collaboration with Bloomberg L.P. These terminals enable students to monitor and analyse real-time financial market data movements and offer a wealth of knowledge about industries and economies around the world. Students can use terminals from permanent as well as transit campus.

IT resources Database: Gartner Services, WARC Online, Bloomberg Terminals, R F line, active and passive switching components.

Software: SAS, Enovia, SAP, SPSS, Turnitin, Nvivo, Microsoft License, Stata, Oracle, MAXQDA, E-Views, LINGO Super, NLOGIT, Adobe Suite.

Software and Security – IT handled requirements of 300 students in the previous year which was up by 80 students approximately from the previous year.



Student Committees

Student Council

As the apex student body, the Student Council integrates the academic, and co-curricular spheres of students’ lives, linking the out-of-class experience to the academic mission of the Institute and incorporating student’s intellectual, public service, and leadership interests with their future aspirations.

It collaborates with students, faculty, administrators, and other partners both inside and outside of the IIM Kashipur community to ease and complement the quality of life and learning for students. In addition, it creates opportunities for students to learn through active participation and reflection where they can:

- Develop as responsible leaders and as active participants in non-leadership roles
- Apply knowledge in creative ways
- Experiment with new ideas, identities, and skills
- Engage with colleagues and cultivate appreciation for diversity
- Serve society to work for the betterment of our global community

Academic Committee

The academic committee is a vital link between the student body and the faculty at IIM Kashipur. The most significant function of the committee is to suggest and contribute to all academic issues raised in the community and to bring fresh perspectives to the community. The main focus ultimately is to act as a medium of communication between the student body and the faculty. The agenda here is to always keep students aware of their academic standing and reducing blind-spots. Academic committee takes up the responsibility of imbibing best practices so that our future batches can have the same or better system in place. The academic committee also deals with conducting open houses for the regular interaction between faculty and students. Academic committee also holds the responsibility for practices like holding academic award functions to honor students for academic excellence.



Alumni Relations Committee (ARC)

With the intent of connecting the students & ex-students of our institute spread across different batches, chapters, and locations, the Alumni Relations Committee (ARC) of IIM Kashipur was established in 2013. With the formation of IIM Kashipur Alumni Relations Committee, we have introduced a platform for the alumni to inform, interact and get involved in the events that are taking place at our institute.

The Corporate Relations Cell (CRC)

The Corporate Relations Cell (CRC) is the official link between IIM Kashipur and the corporate world for all non-placement activities. CRC facilitates student interaction with the industry by opening up channels for communication. The cell aspires to invite industry leaders under its guest lecture series CONFERENCIA. It has successfully invited corporate leaders like Mr. Amit Kasliwal (India Head- Corporate Sales at Ford India), Mr. Pawas Sharma (Regional Manager- Hafele India), Ms. Anant Kiran (Regional Head- Hafele India), Ms. Ami Shah (Co-founder- Intelli Assist), Mr. Wishwas Julka (Vice President- Global Tata Group Sales), Mr. Aniruddha Khekale (Group HR Director- Emerson Automation Solutions), to name a few. CRC also organized workshops which included- CMO Factory for Marketing enthusiasts and the other workshop facilitated by Mr. Amar Singh (Vice President- Angel Broking) on Stock Markets.

Cultural Committee

Cultural diversity is one of the most prized and cherished attributes of IIM Kashipur. Assimilating cultural aspects from every stratum to the mainstream not only adds colour to the lives of the participants but also engages them into a vibrant assortment of festivals ranging from Janmashtami to Onam.

Cultural Committee organizes a host of activities. Be it displaying their talents through events like Kacofonia, or celebrating events like Independence Day, Matki Phod,, Agniyatra etc., the committee makes sure that students participate in everything. Apart from these, the committee designs and delivers activities for students.



Events

Agnitraya

An inter-college three day festival to celebrate the hidden talent inside the minds of the managers. A celebration of arts, music, sports and drama to bring together different cultures.

Objective: To initiate a healthy competition between different colleges participating in the event. To buildup healthy and supportive relations with other colleges.



Kacofonia

An intra-college one day festival to celebrate the hidden talent inside the minds of the managers. A day of music, dance, drama and fun games for the students to enjoy!

Objective: To give the students some respite from the hectic schedule and to bring them together through various activities.

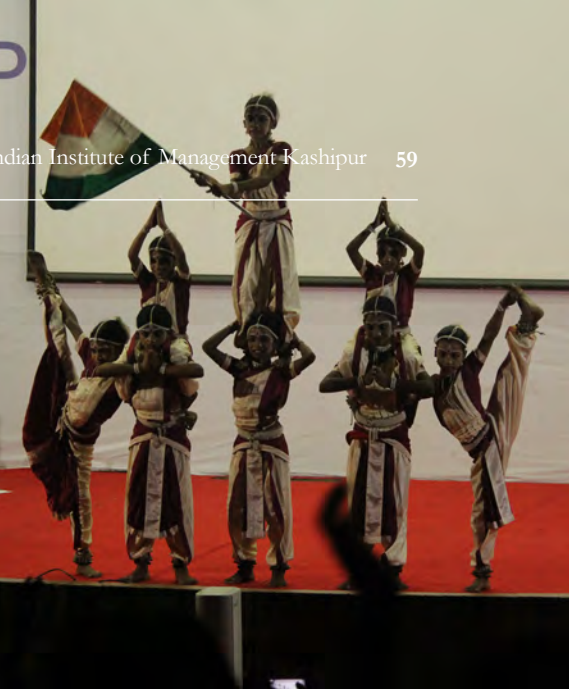
Foreign Language and cultural club

The Foreign Language and Cultural Club (FLCC) aims to promote and inculcate the feeling of international culture and learning of various languages. As we know the world is getting connected day by day, getting to know about others culture and language makes an instant connect. This club does the same by organizing culture exchange classes with foreign nationals, various foreign language classes based on the interest of student. This clubs promotes foreign culture to give students a different perspective.

MPRC: The Media and Public Relation Committee

The media and public relation committee acts as a liaison between the institute and the outer world which includes the digital as well as the traditional media. As the Committee is responsible for creating awareness through various media platforms, MPRC handles media houses and designs campaigns for the same. Highlights of MPRC include over 700,000 impressions on Twitter, articles in national newspapers, over 10000+ engagement on our Facebook page year round. Apart from being the media interface of all the events and activities of the institute, MPRC also frames a well-defined strategy to market them. All the communication regarding the external events and activities and participation from the institute in the same also falls under the purview of the committee. The committee also conducts various social responsibility events.

MPRC is also responsible for all kinds of interaction with the new batch every year before the commencement of the first trimester which includes helping them with the queries they have regarding the institute prior to their coming and induction program after coming. The institute's official T-shirts, dresses or any other merchandise also comes under the realm of the committee.



ZEPHYR- Music Club

Zephyr – the music club of IIM Kashipur aims to provide an inclusive platform to the musicians of the institute who can come together, collaborate, jam and entertain the student community with their musical talent. Over the years, the club has given sensational performances during important events like Independence Day, Republic Day, and cultural fest - Agnitraya. The club shares the passion of spreading music while making the journey of management education, a memorable one.

Mess Committee

Mess Committee at IIM Kashipur is a student run body which works as a small organization in itself. The committee is exposed to the most dynamic, competent and complex environment where boundary spanning on a daily basis is absolutely essential just to maintain the status quo. It is a big responsibility as well as an opportunity for students to be a part of Mess Committee. While running the operations of the two mess facilities which cater to 400 plus students and faculties across three hostels on a daily basis, students get the opportunity to apply the learnings they study in the MBA curriculum.

Infrastructure & IT Committee

The committee acts as a liaison between students and college administration for any infrastructure or IT related issues. It is responsible for providing safe, hygienic and standard hostel facilities for all the students. The committee sees to the allocation and maintenance of infrastructural facilities in the hostel premises. As a major initiative, the committee has automated routine jobs like allocation of meeting room, reporting of issues among many others. The committee ensures the availability and maintenance of IT facilities like computer labs, Bloomberg Terminals, smooth internet connectivity among many others. It also works with other student bodies to ensure that the institute website content gets regularly updated. The committee also takes care of regular infrastructure

maintenance activities. It is also responsible for allocation and maintenance of college IT services like email service, incident management tool and ensures that proper etiquettes are followed as per college rules and regulations.

The committee holds periodic meetings with students as well as college administration to assess the infrastructural issues and coordinates with the college administration for immediate resolution of these issues.

Sports committee

The sports committee of IIM Kashipur ensures that the best brains stay fit and healthy and also enhances team spirit, which managers take pride in. In spite of being one of the youngest IIMs, we have state of the art infrastructure and resources.

The Sports committee remains active throughout the year with regular sports events like the Section Wars, Kashipur Premier League, Inter-batch matches and Agnitraya. The sports committee organizes the Kashipur premier League [Table Tennis] where students can own a team, buy a team, and be part of the team, thus giving students an essence of entrepreneurship.

Events

Kashipur Premier League

It is an IPL format badminton tournament where the owners put their money in a bid to double their investment. They buy players and manage them to win the grand prize. The objective of such an event was to develop the ruthlessness of a businessman and improve man management skills.

Gambit

The gaming club of IIM Kashipur conducts various events related to videogames and indoor strategy games. We conduct tournaments such as Counter Strike (FPS), FIFA, NFS (Racing), Poker, Mafia (Strategy) and many more throughout the academic year.

Student’s Club

Can’t Stop Reading (Lit Club)

Can’t Stop Reading is the Literary Club of IIM Kashipur. Started with the idea of uniting all literary enthusiasts, the club provides an ideal platform for all book lovers, story-tellers, poets, writers, bloggers, etc. to come together and exchange their ideas. It also provides an opportunity to showcase their love for books in terms of literary quizzes, book reviews, etc. The club also promotes the culture of reading among students through an online and an offline library that thrives on books shared by students. The club plans to hold a week-long literary fest

The club has taken the responsibility of conducting the TEDx event at IIM Kashipur. Some of the activities include discussion on books – both classics as well as the new ones, literary quizzes, book reviews, poetry recital, storytelling, JAM session, blogging, etc.

Events

LIT Fest

Literature Festival is an amalgamation of bright young minds with the creative side of writing, reading, and oratory. The Festival gives a chance for the students as well as the faculty to meet and share ideas with the authors. This year’s literary festival was based on the theme ‘Regional language dying a slow death’. The lit fest began with a brief introduction about some of the best works of Indian literature that were written in regional languages drawing similar instances from world literature as well. The event ended with Hasya Kavi Sammelan. The Lit Fest was a success and created deep connections between the students, writers and artists.



TEDx

TEDxIIMKashipur is an ongoing journey filled with enriching experience; enthralling and taking us to newer realms. Our journey started in 2014 with a simple idea, an idea to conduct the event for the students of IIM Kashipur with the theme **‘Ideas in Action’**, that changed our way of thinking and freed our minds. It continued in 2015 also based on the theme **‘Actions Bring Change’**. Progressing in the journey of evolution, the third edition of TEDxIIMKashipur was organised on December 10th, 2016 with the theme **‘Breaking Barriers’**.

The 10 distinguished speakers who delivered TEDx talks at this year’s event were:

- **Sonal Dabral** - Chairman and Chief Creative Officer at DDB Mudra Group
- **Ira Singhal** - AGMUT Cadre IAS Officer (2015 Batch), Topper of UPSC 2014 and first differently abled woman to top the civil services exam in the general category
- **Syed Nazakat** - Editor-in-Chief of the Centre for Investigative Journalism , Founder and CEO of DataLeads.
- **Thinlas Chorol** - Social Entrepreneur, Writer and Founder of Ladakhi Women’s Travel Company
- **Anam Hashim** - India’s youngest female motorcycle stunt rider, youngest female rider to scale the Khardung La Pass on TVS scooty
- **Rajnish Jain** - CEO and Founder of Avani Bio Energy
- **Aman Kajaria** - Co-founder and Software Architect at I2U2 Robot
- **Rishabh Gupta** - Founder of MyAdvo.in
- **Seema Rao** - India’s first woman commando trainer and a pioneer in close quarter battle
- **Mandeep Kaur Sidhu**- Social Entrepreneur, Founder and CEO of Smiles.care and Simbacart



Consulting and Strategy Club (CONSILIUM)

The mission of Consilium is to create and maintain a strong and lasting relationship with Organizations, B Schools and Indian MBA students’ community, in order to assist participants in exploring knowledge in consulting and helping them effectively prepare for a career in Consulting.

Live Projects

The club strives to engage students in real consulting problems and provide them an opportunity to confront challenges and develop effective solutions by collaborating with industry and faculty through industry live projects.

Events

Consulting Conclave: A conclave focusing on consulting industry.

Objective: To bring students and stalwarts of the consulting industry on the same page for sharing latest trends and insights about the consulting.

Fortnight Quizzes: Organized every fortnight.

Objective: To help students keep up to date with recent developments in Industries.

Strategica 1.0: A program focusing on strategy drawing skills development.

Objective: To give students a chance to draft a strategy to solve real world problems using the skills they learn at a B school

Consulting Knight: A pan India case study competition

Objective: To give students a chance to solve real world problems using the skills they learn at a B school

EVOLVE (Entrepreneurship Cell)

Entrepreneurship Cell at IIM Kashipur, Evolve, is a non-profit organization with a vision to instill entrepreneurial mindset in people. It aims to drive ideas towards innovation and then eventually into practice. It serves as a resource and a network for students desiring to explore the facets of a start- up environment.

It fosters and nourishes entrepreneurial culture which encourages our students to develop innovative ideas. We promote ideas through speaker sessions, games, competitions, live projects, etc. for students in a sustainable eco-system. It aims to build a platform for interaction between the aspiring and pioneering entrepreneurs. Evolve has had first-hand experience of running a successful fast food business within the campus. Our members are presently exhibiting their entrepreneurial skills through various profit making ventures. The evolution of more than 15 startups in IIM Kashipur is a testimony to the resounding success of Ecell of IIM Kashipur, achieved in just 5 years.

Events

E Cell Start UP India

An event focused on unveiling the objective and policy framework of our prime minister’s latest initiative ‘Start-up India. Stand-up India’, which is aimed at promoting innovation as a means to promote entrepreneurship. The objective is to promote innovative and creative spirit amongst the coming generation of entrepreneurs by sharing the vision of startup India initiative.

E-Cell B Plan Competition

E-Cell B Plan Competition is a comprehensive platform that helps student entrepreneurs and their teams develop and launch their businesses, and provide a network for brainstorming, feedback, and future business opportunities. The objective is to provide students a forum outside the classroom where they can develop skills in pitching and promoting their business ideas to capital providers, receiving constructive feedback and increasing the probability of the success of their venture.

E-summit Uttishtha

E-summit Uttishtha is the flagship entrepreneurial event of IIM Kashipur, it was organized for the first time on October 23, 2016. This event is dedicated for inculcating the spirit of entrepreneurship among the students. The event was graced by some of the successful start-up founders and investors. The theme for the event was “Dream, Develop, Disrupt” showcasing various stages which an entrepreneur goes through.

Incubation Center

We are on the verge of setting up a Government of India approved Incubation Centre in IIM Kashipur. Incubation Centre is one of its kind and will help to develop an entrepreneurship ecosystem in the whole state of Uttarakhand.

It will help start-ups to grow by providing targeted business support and resources. Business incubators nurture the development of entrepreneurial ventures by helping them to survive and grow during the vulnerable originating period. Incubation goals include creating local jobs, enhancing a community’s business climate, retaining businesses in a region, accelerating growth in a particular industry, and diversifying local economies.

Our Collaborations

To encourage the students to target National and International competitions by transforming diversified ideas into successful ventures and to facilitate the ease of starting-up a new business for the students and alumni of the institute, Ecell has also collaborated with NEN (National Entrepreneurship Network), Wadhwani Foundation. We also provide the Udaymita Scheme under the Ministry of Skill Development and Entrepreneurship.

Finance Club

The finance club of IIM Kashipur engages the students with information sessions, events and innovative activities at regular intervals.

Events

Manthan- Coalescence

Finance summit of IIM Kashipur. Industry leaders are invited to share and discuss various finance issues. It provides a platform for mutual exchange of ideas and knowledge between the industry experts and the academia.

FIST OF FURY: Taekwondo Club

The students at IIM Kashipur are enhancing their experience by not only learning about business administration but also by enriching their experience through learning Taekwondo.

The motto of our learning this amazing practice is to ensure the safety and wellness of IIM Kashipur students. Taekwondo provides personal growth, boosts confidence, develops discipline, teaches self- defense and also strengthens mind and body. It thus provides a gateway to a healthy lifestyle.

Fist of Fury Club is created for all the martial arts lovers. It is compulsory for girls because IIM Kashipur believes in providing its female students, the strength and the ability to defend themselves. It takes place twice a week for both men as well as for women.

HR Club: HRhythm

HR Club aims to create a sustainable and inclusive environment for overall growth and development of IIM Kashipur students and broader community as a whole. It keeps itself abreast with all the contemporary issues related to HR by sharing knowledge and ideas. It supports learning-centered mission of the institute by adding new dimensions to gain knowledge and by providing opportunities to learn and grow.

HR Club strives to balance the needs of industry and academia. HR Club is dedicated to foster an environment of continuous learning and improvement.

Events

SAMANVAYA

Samanvaya is a symposium for synergy and synthesis on various contemporary topics from the field of human resources and leadership development. Eminent professionals from the fields of HR, academia, and students get a platform to put forward their views through this event. The objective of the event is to provide a platform to link academia with corporate and gain some insight from the experience of leaders of Industry.

CYNQUE

Pan India Case Study Competition during Agnitraya to invite talent in our campus and provide exposure. This is an academic based event of Agnitraya from Hrhythm club.

Midnight Quiz – HR Club

Online HR quizzes held in the campus to enhance the knowledge about various trends going on in HR Industry. The objective of the event was to creating an environment for learning and improvement.

The Operations and Supply Management (OSM) club

The Operations and Supply Management (OSM) club at Indian Institute of Management, Kashipur is a student-run professional business club that works in the fields of operations management, production, operation research, supply chain and related areas.

The “OSM Club” associates with numerous elite corporate personalities in the field of Operations to guide the students and make them acquainted with key skills demanded by industry. The club conducts focused weekly interactions on various industries during which the students get an opportunity to explore and share their knowledge about that particular industry from scratch covering important details one would need as the manager. The Industry Week also focuses on various job spheres and profiles offered by that industry.

The club has designed and developed a “Wall”: a platform where students get to update various views, news, concepts, info-graphics and articles related to the latest happenings in the fields of Operations and SCM. The club organizes quizzes, simulation games and case study competitions that invite students from top B-schools around the globe to match their skills and find solutions to some of the most complex business problems today.

The club acts as a forum for students to gain hands-on experience through numerous research papers and live project initiatives available in more than 180 industries in and around IIM Kashipur.

Live Project

The club strives to engage students in real consulting problems to provide them an opportunity to confront challenges and develop proficient solutions by collaborating with industry and faculty through industry live projects.

Events

Neev – Coalescence: A Conclave on the area of Operations and Supply chain management.

Objective: To give students an opportunity to learn the recent trends in the field of Operations and Supply chain management.

Operatius: A Pan India Case Study Competition in the area of Operations and Supply chain management.

Objective: To expose students of all the Colleges in India to Case study solving and problem solving techniques.

Osmosis: A Pan India Quiz focusing in the concepts of Operations and Supply Chain management.

Objective: To engage the student community and make them aware of the concepts in the field of Operations and Supply Chain Management.

Pranology: A Pan India Comic Strip making Challenge on the areas of Operations and Supply chain Management.

Objective: To engage the student community and make them aware of the concepts in the field of Operations and Supply Chain Management.

Ops World: A Pan IIM Operation Magazine.

Objective: To engage the student community and make them aware of the concepts in the field of Operations and Supply Chain Management.

On Your Mark: Marketing Club

The purpose of our Club is to provide a medium for the interaction of all those interested in Marketing. The Club strives to go one step beyond the classroom in terms of learning what Marketing really constitutes. The club organizes speakers, field trips, and social interaction between students and faculty.

We firmly believe that a sound business education is an ideal mix of a world class curriculum and practical learning opportunities. As such, OnYourMark club strives to create opportunities for members to learn by doing.

The Club is designed to bring marketing majors together in a social setting, to create an environment to foster long-term marketing relationships.

Events

Agnitraya Markaholic – Pan India Case Study Competition

The flagship event of OYM is Markaholic, an inter college case study competition conducted as a part of the annual festival of IIM Kashipur. The previous versions of Markaholic saw sponsorship from big brands like Eureka Forbes, BPCL and so on. This year too we saw no change in the trend as we were sponsored by O2 spa which is one of India’s biggest spa chain. The prize money for the event was Rs.50000. The event had participation from more than 200 students studying in the premier B schools across the country like IIM Ahmedabad, XLRI and FMS Delhi to name a few. The event had two rounds in which the first round was an online submission of a PowerPoint presentations based on the case study provided and the second round was an on campus presentation, where the students were required to explain their recommendations to the judge present. IMI Delhi turned out to be the winners of the competition where IIM Shillong turned to be the runners up.

Marketing summit – Coalescence 2016

Marketing summit is conducted every year as a part of Coalescence where esteemed guests are invited from marketing and are requested to give insights to the students on the theme provided. This year the theme was ‘Emotional appeal and channel transitions – where is advertising heading?’ The guests for this year’s Coalescence were Mr. Paurush Sharma, Associate Vice President of Viacom18, Mr. Vaibhav Modi, Founder and CEO of Victor Tango private limited,

Mr. Saurabh Shah, Head of Digital Marketing at Jubilant Foodworks and Mr. Ajay Naqvi, CMO of AirBnb. The guests made the event interesting by speaking on the current trend in marketing.

Objective:

- Marketing Conclave for Industry Collaboration
- Interaction, Knowledge Development.

MARQUIZ

This event is an intra college event conducted as a part of the marketing club in order to test the marketing acumen of the students. The event had two rounds, an online screening round and an offline final round. The event witnessed participation from many marketing enthusiasts and quiz lovers.

MARK’O’SCOPE

This was an intra college event where the participants were required to make posters on anything and everything they would like to promote. It can be a place, a thing or even an existing brand.

Mag Crew

The Mag Crew is the official Editorial team of IIM Kashipur’s Annual Magazine. The Crew is made up of multi-talented students from both the PGP batches. The Crew functions independently by taking in articles, poems, comics, and other contribution from the students as well as the faculty of IIM Kashipur.

The members of the crew take in ideas from various quarters, and some of their activities include looking for interesting stories in the nearby locality, interviewing personalities in the vicinity and bringing them to light by highlighting their achievements, interviewing personalities from the world of Corporate, etc., apart from writing, editing and designing. The magazine is an ideal mix of articles - technical and non-technical, infographics, memes, comics, poems, etc. and it is circulated among the students, faculty, alumni, corporate heads, etc.

RANN-NEETI – AGNITRAYA 3.0

This was PAN India event conducted as part of the annual festival of IIM Kashipur and it saw participation of more than 300 students from almost all the top B schools across the country which includes IIM Ahmedabad, IIM Calcutta and FMS Delhi to name a few. The event had three rounds. The first round was an initial screening round of online quiz. In the second round the shortlisted candidates were required to create a strategy for a product as given by the organisers and submit it as a PowerPoint. Based on these PowerPoints, the finalists were called for an on campus round where they had to explain their strategy in front of the judges. The event was won by DoMS, IIT Delhi and MICA became runners up. The prize money of the event was Rs.10000.

Marathon Organizing Team

The Kashipur Marathon has a legacy of expressing a grave need for safety and security of women in the Indian society. The theme for marathon expresses itself as “A run for Safety and Dignity

of women.” Through this event the family of Indian Institute of Management, Kashipur expresses the need for spreading awareness for women safety, dignity and equality in the society.

The Motion Picture club

The Motion Picture club is a student initiative here at IIM Kashipur. The club intends to show movies in the hostels, classrooms, and auditorium. The club intends to show classics of days gone by and recent acclaimed films that might have passed by unnoticed. We also intend to show documentaries and telecast sporting or other events.

The Motion Picture Club also intends to host activities – like quizzes, video making events and other workshops – and will have its own website where people can post their movie reviews and comments.

Photography Club

It organizes workshops on photography techniques and cinematography by seasoned trainers in the business. It also holds contest on themes and supports the students from our college to participate in events organized by other B Schools.

Quest: The Quiz Club

The purpose of this club is to explore the world around us and the many exciting, intriguing and little known facts about it. This is achieved through a series of quizzes conducted twice or thrice a month. Following an open format, any student can volunteer to host a quiz. Membership is open to all. All of this is achieved by organizing quizzes on array of topics – business, sports, entertainment, politics, and culture. During the calendar year 2016-17, Quest successfully organized Kashipur Quizzing League, Weekender Quizzes, India Quizzes, and social media quizzes to name a few. The third version of the flagship event of the club, ‘Rumble In the Jungle’

Events

RUMBLE IN THE JUNGLE

‘Rumble in the Jungle’ is the flagship quiz event of Quest - the quiz club of IIM Kashipur. ‘Rumble in the Jungle’ is one-of-a-kind quiz which is conducted in the middle of a jungle every year. ‘Rumble in the Jungle’, an open quiz, aims to attract participants from all walks of life and become one of the most prominent quizzing event in the country in the years to come.

Parivartan: Centre for Integrated Development

“Parivartan” is the Social responsibility club of IIM Kashipur, where they aim to contribute to the society in a meaningful manner by utilizing their managerial expertise and skills.

“Parivartan” is committed to forging ties with NGOs, voluntary non-profit organizations, and government institutions and corporate. It will take initiatives in coordination with these organizations to bring some meaningful change in the society by working on three verticals i.e. Education, Health, and Environment. We conduct events such as blood donation camp, Swachh Bharat rallies, plantation drive inside the campus, cleanliness oath ceremony in five schools, clothes donation drives, teaching school kids, teaching value

addition to street vendors, nukkad natak. We truly believe in the statement “Be the change you want to see”.

SPIC Macay

SPIC MACAY is a voluntary movement that seeks to conserve and promote an awareness of our rich and heterogeneous cultural tapestry amongst the youth of this country through focus on the classical arts.

On December 25, 2013, IIM Kashipur saw the inception of its own SPICMACAY chapter, and on 26th January 2014, the chapter successfully organized a cultural extravaganza with three renowned artists, including Pt. BhajanSopori the acclaimed Santoor player adorning the stage. The artists who performed earlier were Monisa Nayak (kathak) and Kamal Sabri (Sarangi).

Events

SPIC Macay – Performances

An event where eminent musicians come and perform in IIM Kashipur. Last year, we had Performance by Ustad Shahid Parvez Khan, Prof. Probir Banerjee, Mrs. Ragini Chandrashekhar, Mr. Debanjan Bhattacharjee. The objective for the event is to increase the quality of formal education by increasing awareness about different aspects of Indian heritage and inspiring the young mind to imbibe the values embedded in it.

Integrated Events

Sports Committee, Cultural Committee, Marketing club, Finclub, Consilium, OSM club, TITAN Club, Parivartan club

Agnitraya – Sports Events

Agnitraya is a Sanskrit word meaning ‘three sacred fires’, a sacrifice performed to appease the Gods. Success can be thought as a temple to which one needs to light three fires-humility, endurance and dedication. On achieving them we become complete. The name seeks to symbolize this triad and also the events that shall be conducted in the fields of management, Sports and Cultural.

- The management area challenged the participants on various case study competitions in the fields of Marketing, Operations, Consulting and Social Business. Case Studies were sponsored by corporate houses which included O2 and Spa.
- The cultural events began on January 6. The events consisted of Group Dance, Solo Dance, Solo Singing, Nukkad and Fashion Show. A special band performance from Sunburn was organised on January 23.
- The sports competitions included teams from various reputed institutes such as FMS, IIM Rohtak, IIT Delhi DMS, IIT Roorkee DMS and IIM Amritsar. They contested in Cricket, Volleyball, Basketball, Table-Tennis, Futsal and Badminton.
- The flagship event Battle of Bands, a war of music bands of various institutes, was judged by Underground Authority, who have made their maiden appearance through India’s Got Talent in Colours TV. They are known for their music which is flavoured by a blend of protest poetry, reggae, alternative rock, rap rock and hard rock.

IRC

IIM Kashipur has entered into collaboration with ALBA Greece and International Business Center, Aalborg University, Denmark recently in February 2017. This has strengthened the international reach of institute. The institute has been sending its students on exchange programmes every year to EM Normandie (France), ESDes Lyon (France), AIT Bangkok and FPT Vietnam in the past years. For the year 2017-18, there is a steep increase in number of students going for exchange programmes including the new additions of Denmark and Greece. The number of exchange students has increased from 10 to 30 in academic year 2016-17. IIM Kashipur will also be hosting a number of students as a part of exchange program from its partner institutes in academic year 2017-18.

The idea of sending students on exchange programmes is to encourage academic and cultural exchange through mutual assistance in areas of education and research. As per MoUs, apart from student exchange, there are also bright prospects for Faculty Exchange and Joint Research activities.

Being in IRC, the students have been able to manage an increased portfolio of colleges. Students have got opportunities to interact with foreign institutes and develop their understanding of foreign culture just by being in the committee. Apart from expanding college portfolio, students have also assisted the students throughout their exchange application process. This sort of exposure available at IRC prepares students for handling challenges at international levels as in future, these students will not find anything new and the confidence of working in IRC will give them a boost in handling these challenges.



Below are the glimpses of students who went on student exchange and signing of MoU:

Audit Report and Balance Sheet



त्वरित डाक

कार्यालय प्रधान निदेशक लेखापरीक्षा (केंद्रीय) लखनऊ
शाखा कार्यालय - इलाहाबाद
Office of the Principal Director of Audit (Central) Lucknow
Branch Office - Allahabad
15-ए, दयानंद मार्ग; सत्यनिष्ठा भवन, इलाहाबाद - 211 001
15-A, Dayanand Marg, Satyanishtha Bhawan, Allahabad - 211 001

पत्र सं०: स्वा.नि.(कें.)/एस.ए.आर.-61/2017-18/

दिनांक: 12.2.2017

सेवा में,

सचिव, भारत सरकार,
मानव संसाधन विकास मंत्रालय,
उच्च शिक्षा विभाग,
शास्त्री भवन, नई दिल्ली-110001

विषय : भारतीय प्रबन्ध संस्थान, काशीपुर, उत्तराखण्ड के वर्ष 2016-17 के लेखों पर पृथक लेखापरीक्षा प्रतिवेदन।
महोदय,

इस पत्र के माध्यम से भारतीय प्रबन्ध संस्थान, काशीपुर, उत्तराखण्ड के वर्ष 2016-17 के लेखों पर पृथक लेखापरीक्षा प्रतिवेदन (अंग्रेजी) तथा वार्षिक लेखे की प्रति अग्रसारित की जा रही है।

2. कृपया सुनिश्चित करें कि पृथक लेखापरीक्षा प्रतिवेदन एवं सम्बन्धित लेखे संसद के दोनों सदनों के सम्मुख प्रस्तुत हुए।

3. कृपया पृथक लेखापरीक्षा प्रतिवेदन एवं लेखों को संसद के दोनों सदनों के समक्ष अन्तिम रूप-से प्रस्तुत करने की तिथि भारत के नियंत्रक एवं महालेखापरीक्षक के साथ-साथ इस कार्यालय को भी सूचित करने का कष्ट करें।

4. कृपया पत्र की प्राप्ति सूचना दें।

संलग्नक: उपर्युक्तानुसार।

भवदीय,

प्रधान निदेशक लेखापरीक्षा (केंद्रीय)

पत्र संख्या स्वा.नि.(कें.)/पू.ले.प.-61/2017-18/267

दिनांक : 27.12.2017

निदेशक, भारतीय प्रबन्ध संस्थान, काशीपुर, उत्तराखण्ड-244713 को वर्ष 2016-17 के लेखों पर पृथक लेखापरीक्षा प्रतिवेदन (अंग्रेजी) की प्रति आवश्यक कार्यवाही हेतु प्रेषित है। संस्थान यदि आवश्यकता अनुभव करे तो इस प्रतिवेदन का हिन्दी अनुवाद करवा सकता है, परन्तु इस प्रतिवेदन के हिन्दी अनुवाद में निम्नलिखित अस्वीकरण (disclaimer) अंकित होना चाहिए :

“प्रस्तुत प्रतिवेदन मूलरूप से अंग्रेजी में लिखित पृथक लेखापरीक्षा प्रतिवेदन का हिन्दी अनुवाद है। यदि इसमें कोई विसंगति परिलक्षित होती है तो अंग्रेजी में लिखित प्रतिवेदन मान्य होगा।”

हिन्दी अनुवाद की एक प्रति इस कार्यालय को भी प्रेषित करने का कष्ट करें।

संलग्नक: उपर्युक्तानुसार।

उप निदेशक लेखापरीक्षा (केंद्रीय व्यय)

Separate Audit Report of the Comptroller and Auditor General of India on the accounts of the Indian Institute of Management, Kashipur for the year ending 31 March, 2017

We have audited the attached Balance Sheet of the Indian Institute of Management, Kashipur (Institute) as at 31 March, 2017, 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 Services) Act, 1971. The audit has been entrusted for the period up to 2020-21. 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 & Regulations (Propriety and Regularity) and efficiency-cum-performance aspects, etc., if any, are to be reported through Inspection Reports/CAG's Audit Reports separately.

3. We have conducted our audit in accordance with the 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 misstatement. An audit includes examining, on 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 management, as well as evaluating the overall presentation of financial statements. We believe that our audit provides a reasonable basis for our opinion.

4. Based on our audit, we report that:

- i. We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purpose of our audit;
- ii. The Balance Sheet, Income and Expenditure Account and Receipts and Payments Accounts dealt with by this report have been drawn in format of Financial Statements for Central Educational Institutions prescribed by the Ministry of Human Resource Development, Government of India; and
- iii. In our opinion, proper books of accounts and other relevant records have been maintained by Institute in so far as it appears from our examination of such books.
- iv. We further report that:

(A) Balance Sheet

(A.1) Fixed Assets (Tangible and Intangible)

(A.1.1) The Institute charged depreciation of ₹104.62 lakh on Written Down Value of Boundary Wall, Office Equipment, Computers & Peripherals, Furniture, Fixtures & Fittings, etc. at rates (ranging from 10 to 60 *per cent*) during the year 2016-17 whereas the depreciation was correctly chargeable at ₹82.33 lakh computed on the basis of Straight Line Method as prescribed in MHRD format. Hence, depreciation on Fixed Assets (Tangible and Intangible) was overcharged by ₹ 22.29 lakh and 'Capital Fund' was understated by the same amount.

The adjusting figure being difference of depreciation chargeable on the fixed assets as per Straight Line Method and charged as per Written down Method calculated ab-initio is also required to be suitably incorporated in the account.

(A.1.2) The Institute subscribed online journal (schedule-24) of ₹ 160.88 lakh and wrongly debited under the head 'Books and Scientific Journals' instead of 'E-Journals'. This resulted in understatement of 'E-Journals' and overstatement of 'Books and Scientific Journals'.

(A.1.3) Software license and IT Resource (Schedule-16) of ₹ 127.87 lakh purchased by the Institute during the year 2016-17, were not capitalized and included in fixed assets. This resulted in understatement of fixed assets by ₹ 76.72 lakh and overstatement of expenditure by ₹ 127.87 lakh each. Depreciation has also been undercharged by ₹ 51.15 lakh on above software items.

(A.2) Loans, Advances and Deposits (Schedule 8)

Capital Account ₹3121.03 lakh

This did not include ₹ 08.04 lakh paid to a private company for the purchase of furniture. This amount was classified as 'Others' instead of 'On Capital Account' in the schedule-8. Thus, the sub-head 'Others' was overstated and 'On Capital Account' was understated by ₹08.04 lakh each.

(B) Receipts and Payments Account

The un-utilised grant of the year 2015-16 amounting to ₹ 30.93 crore was not included in the opening balance shown in Receipts and Payments Account for year 2016-17. This resulted in understatement of receipts and closing balance by ₹ 30.93 crore each.

(C) Notes on accounts

As per guidelines issued by MHRD on 17 April, 2015 for preparing accounts of 'Central Higher Educational Institutions' in revised format, the educational institutions were to host the information regarding no. of students, no. of teachers, Building funds, Sports Activities, Co-

curricular Activities, development charges, compliance with statutory dues and salary structure of teachers in Schedule-24 'Contingent Liabilities and Notes on Accounts' to enable all stake holders to have a bird's eye view of the Institutions capacity and capability. The Institute did not make any such disclosures in the said schedule.

(D) Grants-in-aid (Schedule-3C)

The Institute received grants-in-aid of ₹ 95.15 crore (Plan) during the year 2016-17 and capital creation (previous year) ₹10.94 crore (Plan). After taking opening balance of ₹30.93 crore (Plan), the total funds available worked out to ₹ 137.02 crore, out of which the Institute utilised a sum of ₹ 86.65 crore (Plan) leaving a balance of ₹ 50.37 crore (Plan) as un-utilised as on 31 March, 2017.

v. Subject to our observations in the preceding paragraphs, we report that the Balance Sheet, Income and Expenditure Account and Receipts and Payments Account dealt with by this report are in agreement with the books of accounts.

vi. In our opinion and to the best of our information and according to the explanations given to us, the said financial statements read together with the Accounting Policies and Notes on Accounts and subject to the significant matters stated above and other matters mentioned in Annexure to this Audit Report give a true and fair view in conformity with accounting principles generally accepted in India.

a. In so far as it relates to the Balance Sheet, of the state of affairs of the Indian Institute of Management, Kashipur as at 31 March, 2017; and

b. In so far as it relates to Income and Expenditure Account of the 'Surplus' for the year ended on that date.

For and on behalf of the C&AG of India



Principal Director of Audit (Central)

Place : Lucknow

Date : 26.12.17

Annexure

1. Adequacy of Internal Audit System

The Institute does not have Internal Audit wing of its own. The internal audit of the Institute was conducted by a Chartered Accountant firm during 2016-17.

2. Adequacy of Internal Control System

The Internal Control System in the Institute reflected the following deficiencies:

- non-adjustment of advances paid to staff amounting to ₹ 16.13 lakh;
- non-adjustment of advances of ₹ 3.74 crore given to various Institutes and firms for organizing programmes; and
- non-fulfillment of the Post of Librarian which was vacant since the beginning of the Institute.

3. System of Physical Verification of fixed assets

Physical verification of fixed assets was carried out during the year 2016-17.

4. System of Physical Verification of Inventory.

Physical verification of inventories was conducted during the year 2016-17.

5. Regularity in Payment of Statutory dues

The Institute is regular in payment of statutory dues.


Dy. Director of Audit(CE)

Balance Sheet as on 31st March 2017

(Amount in Rs.)			
Particulars	Schedule	Current year	Previous Year
SOURCES OF FUNDS			
UNRESTRICTED FUNDS			
Corpus/ Capital Fund	1	2,40,84,65,742	1,65,61,09,212
Designated/ Earmarked Funds	2	7,16,76,113	5,41,26,644
CURRENT LIABILITIES & PROVISIONS	3	76,37,79,277	42,53,76,621
TOTAL		3,24,39,21,132	2,13,56,12,477
APPLICATION OF FUNDS			
FIXED ASSETS			
Tangible Assets	4	9,73,65,375	9,02,02,502
Intangible Assets		8,01,427	8,01,427
Capital Work-In-Progress		1,83,16,01,330	1,10,08,29,496
INVESTMENTS FROM EARMARKED/ ENDOWMENT FUNDS			
Long Term	5	1,58,51,135	99,09,152
Short Term		-	-
INVESTMENTS - OTHERS	6	60,34,00,000	42,19,57,666
CURRENT ASSETS	7	28,16,28,391	12,37,68,479
LOANS, ADVANCES & DEPOSITS	8	41,32,73,474	38,81,43,755
TOTAL		3,24,39,21,132	2,13,56,12,477
Significant Accounting Policies	23		
Contingent Liabilities and notes to Accounts	24		

Place: Kashipur
Date: 20/05/2017

For: Goyal Parul & Co
Chartered Accountants

(Sanjay Basu)
FA-cum-CAO

(Dr. Gautam Sinha)
Director

CA Parul Goyal
(Partner)

Income and Expenditure Account For The Year Ending on 31st March 2017

(Amount in Rs.)			
Particulars	Schedule	Current year Total	Previous Year Total
INCOME			
Academic Receipts	9	16,84,14,127	11,49,78,847
Grants & Donations	10	12,85,79,961	16,42,63,039
Income from Investments	11	6,07,63,708	6,03,08,416
Interest Earned	12	1,29,48,166	44,54,295
Other Incomes	13	1,66,60,696	2,02,85,044
prior Period Income	14		
TOTAL (A)		38,73,66,658	36,42,89,641
EXPENDITURE			
Staff Payments & Benefits	15	8,85,79,961	7,05,18,962
Academic Expenses	16	11,10,08,495	6,38,54,775
Administrative and General Expenses	17	4,32,98,549	2,74,66,312
Transportation Expenses	18	17,39,466	14,99,790
Repairs & Maintenance	19	31,36,216	9,23,199
Finance Costs	20	-	-
Depreciation	4	1,04,62,418	1,16,12,650
Other Expenses	21	-	-
Prior Period Expenses	22	-	-
TOTAL (B)		25,82,25,105	17,58,75,689
Balance being excess of Income over Expenditure (A-B)		12,91,41,554	18,84,13,952
Transfer to/ from Designated fund			-
Building fund			-
others (specify)			-
Balance Being Surplus (Deficit) Carried to General Fund		12,91,41,554	18,84,13,952
Significant Accounting Policies	23		
Contingent Liabilities and notes to Accounts	24		

Place: Kashipur
Date: 20/05/2017

For: Goyal Parul & Co
Chartered Accountants

(Sanjay Basu)
FA-cum-CAO

(Dr. Gautam Sinha)
Director

CA Parul Goyal
(Partner)

Schedule -1 Corpus / Capital Fund

(Amount in Rs.)		
Particulars		
Balance as at the beginning of the year		
Add: Contributions towards Corpus/ Capital Fund		
Add: Grants from Govt of India to the extent utilised for capital expenditure		
General Assets Fund(Assets Purchased)		
Add: Assets purchased out of Earmarked Funds		
Add: Assets purchased out of Sponsored Projects, where ownership vests in the institution		
Add: Assets Donated / Gifts Received		
Add: Other Additions (Lean manufacturing exp incurred from instiute in P.Y 20115-16 and now rectified in F.Y 2016-17)		
Add: Excess of Income over Expenditure transferred from the Income & Expenditure Account		
Less: *Amount transferred from general fund to GIA Capita Creation (Previous year) refer point 11 of Schedule 24 of notes to accounts.		
Less: Amount transferred from General fund to World bank and ICSSR project (3346620+2147224+349011)		
Less: Fund transfer from General fund to Gratuity Fund (F.Y 2014-15 diff) / Fee & Caution Money Refund for F.Y 2014-15		
Total		
Deduct Deficit transferred from Income & Expenditure Account		
Balance at the year end.		

Note - General Assets Fund of Rs 1,92,97,68,132/- & General Fund of Rs 47,86,97,610/-

Schedule -2 Designated/ Earmarked / Endowment Funds

PARTICULARS	FUND WISE BREAK UP						TOTAL	
	Alumini Fund	Depreciation Fund	Student Welfare Fund	Leave Encashment fund	Group Gratuity Fund	MDP Development Fund	Current Year	Previous Year
A								
a) Opening balance	19,42,299	4,17,16,947	2,35,500	52,20,036	46,89,115	322746	5,41,26,643	3,68,94,815
b) Additions during the year	10,38,954	1,04,62,418		23,41,623	28,54,666	2,58,267	1,69,55,928	1,52,01,332
c) Income from investments made of the funds				4,28,707	3,16,987		7,45,694	5,73,690
d) Accrued interest on investments/ Advances							-	-
e) Interest on Savings Bank a/c							-	-
f) Others additions (specify nature)							-	15,38,963
TOTAL (A)	29,81,253	5,21,79,365	2,35,500	79,90,366	78,60,768	5,81,013	7,18,28,265	5,42,08,800
B								
Utilisation/ Expenditure towards objectives of funds							-	
i. Capital Expenditure	-	-	-	-	-		-	-
ii. Revenue Expenditure	1,50,632.00					1,520	1,52,152	82,156
TOTAL (B)	1,50,632.00	-	-	-	-	1,520	1,52,152.00	82,156.00
Closing Balance as at the Year End (A-B)	28,30,621	5,21,79,365	2,35,500	79,90,366	78,60,768	5,79,493	7,16,76,113	5,41,26,644
Represented by								
Cash And Bank Balances								
Investments	28,30,621	5,21,79,365	2,35,500	79,90,366	78,60,768	5,79,493	7,16,76,113	5,41,26,644
Interest Accrued but not due								
TOTAL	28,30,621	5,21,79,365	2,35,500	79,90,366	78,60,768	5,79,493	7,16,76,113	5,41,26,644

Schedule -2A Endowment Funds

1. Sl No	2. Name of the Endowment	Opening Balance		Additions during the year		Total		Expenditure on the object during the year	Closing Balance		Total (10+11)
		3. Endowment	4. Accumulated Interest	5. Endowment	6. Interest	7. Endowment (3+5)	8. Accumulated Interest (4+6)	9	10. Endowment	11. Accumulated Interest	
NIL											
Total											

Schedule -3 Current Liabilities & Provisions

Particulars	Current year	Previous Year
A. CURRENT LIABILITIES		
1. Deposits from Staff	2,52,217	2,87,215
2. Deposits from students	66,48,528	30,48,744
3. Sundry Creditors		
a) For Goods & Services	49,772	49,772
b) Others		-
4. Deposit-Others		-
a) Securities & EMDs	1,41,42,990	83,01,906
5. Statutory Liabilities (GPF, TDS, WC, TAX, CPF, GIS, NPS):		
a) Statutory Liabilities	58,90,506	2,21,19,969
b) Others		
6. Other Current Liabilities		
a) Salaries		
b) Fees Received in Advance		-
c) Receipts against sponsored fellowships & scholarships	10,95,600	3,16,900
d) Unutilised Grants	50,36,51,178	30,92,65,846
e) Grants in advance		
f) Other funds		
Staff Welfare-MDP	4,40,747	3,11,612
g) Other Liabilities	10,55,97,923	3,60,25,269
h) MDP Comman Admn. Pool		
i) PGP Alumini membership fees		
j) Uttarakhand technical university		7,50,000
TOTAL (A)	63,77,69,461	38,04,77,233
B. PROVISIONS		
1. For Taxation		
2. Gratuity		-
3. Superannuation/ Pension		
4. Accumulated Leave Encashment		
5. Expenses Payable	12,60,09,816	4,48,99,388
6. Audit Fees		-
7. Trade Warranties/ Claims		
TOTAL (B)	12,60,09,816	4,48,99,388
TOTAL (A+B)	76,37,79,277	42,53,76,621

Schedule -3(a) Sponsored Projects & Other Program

1. Sr No	2. Name of the project	Opening Balance		5. receipts/ Recoveries during the year	6. Total	7.Expenditure during the year	Closing Balance	
		3. Credit	4. Debit				8. Credit	9. debit
1	ICSR Project		2,96,712	8,29,011	5,32,299	6,90,903		1,58,604
2	Ministry of Law Project		7,380	20,00,000	19,92,620	9,68,956	10,23,664	
3	VLFM Project	-	17,394		-17,394			17,394
4	World Bank Project	54,93,844	-	59,43,952	1,14,37,796	1,16,47,131		2,09,335
5	Lean Manufa Project			13,74,039	13,74,039	14,52,448		78,409
6	Conducting Performace Review(ICFRE)			22,05,000	22,05,000	2,352	22,02,648	
8	Study Current Consumer Protection in India			44,28,000	44,28,000		44,28,000	
9	Program for innovation by design workshop			20,00,000	20,00,000		20,00,000	
10	Executive Certificate Program			37,12,500	37,12,500		37,12,500	
11	Consultancy in Training Program (Jubliant)			31,61,000	31,61,000	5,81,027	25,79,973	
12	UK State Eco. Survey			9,13,000	9,13,000		9,13,000	
13	SDG Project Govt of Assam				-	5,715		5,715
TOTAL		54,93,844	3,21,486	2,65,66,502	3,17,38,860	1,53,48,532	1,68,59,785	4,69,457

*Note -Invoice of Rs 10,00,000/- for Ministry of Law Project is raised but amount is not received in bank in FY 2016-17

Schedule -3(b) Sponsored Fellowship and Scholarships

1. Sr No	2. Name of the Sponsor	Opening Balance as on 01.04.16		Transaction during the year		Closing Balance as on 31.03.17	
		3	4	5	6	7	8
		CR	DR	CR	DR	CR	DR
1	University Grants Commission						
2	Ministry of Tribal Affairs	3,16,900		62,57,900	54,79,200	10,95,600	
3	Others (Specify Individually)						
TOTAL							

Schedule -3(c) Unutilised Grants from Government of India

Particulars		Current Year	Previous Year
A	Plan grants: Government of India		
	Balance B/F	30,92,65,846	32,21,65,119
	Add: receipts during the year	-	-
	GIA- Capital creation	74,00,00,000	67,50,00,000
	GIA- Capital creation (Previous year)	10,94,00,000	
	GIA-Salary	17,15,00,000	8,00,00,000
	GIA-General	4,00,00,000	6,00,00,000
	Total(a)	1,37,01,65,846	1,13,71,65,119
	Less: Refunds	-	
	Less: Utilized for Revenue Expenditure		
	Salary	8,85,79,961	7,05,18,962
	General	4,00,00,000	9,37,44,077
	Less: Utilized for Capital Expenditure:		
	Fixed Assets	71,62,873	30,97,497
	WIP	73,07,71,834	66,05,38,737
	Total(b)	86,65,14,668	82,78,99,273
Unutilized carry forward (a-b)			
B	UGC grants: Plan		
	Balance B/F		
	Add: receipts during the year		
	Total(c)		
	Less: Refunds		
	Less: Utilized for Revenue Expenditure		
	Less: Utilized for Capital Expenditure		
	Total(d)	Nil	-
Unutilized carry forward (c-d)			
C	UGC grants Non Plan		
	Balance B/F		
	Add: receipts during the year		
	Total(e)	Nil	
	Less: Refunds		
	Less: Utilized for Revenue Expenditure		
	Less: Utilized for Capital Expenditure		
	Total(f)	Nil	-
Unutilized carry forward (e-f)			
D	Grants from State Govt.		
	Balance B/F		
	Add: receipts during the year		
	Total(g)	Nil	
	Less: Refunds		
	Less: Utilized for Revenue Expenditure		
	Less: Utilized for Capital Expenditure		
	Total(h)	Nil	-
Unutilized carry forward (g-h)			
Grand Total (A-B)		50,36,51,178	30,92,65,846

Schedule -4 - Fixed Assets

Fixed Assets Schedule (IIM KASHIPUR) for 2016-17													
S. Assets Heads		Gross Block				Depreciation Block				Net Block			
S. No	Rate pa (WDV)	Opening As on 01.04.2016	Additions for more than 180 days	Adj./Written Off	Closing as on 31.03.17	Dep Opening balance	Depreciation for the year	Deductions/ Adjustment	Total Depreciation	As on 31.03.17	As on 31.3.2016		
1	2	3	4	5	6	7	8	9	10	11	12	13	
1	land	-	-	1.00	-	1.00	-	-	-	-	1.00	-	
2	Site Development	-	-	-	-	-	-	-	-	-	-	-	
3	Buildings	-	-	-	-	-	-	-	-	-	-	-	
4	Boundary Wall	10%	2,10,51,573.00	-	2,10,51,573.00	39,99,799	17,05,177	-	57,04,976.04	1,53,46,596.96	1,70,51,774	-	
5	Road & Bridges	-	-	-	-	-	-	-	-	-	-	-	
5	Tube wells & Water Supply	-	-	-	-	-	-	-	-	-	-	-	
6	Sewerage & Drainage	-	-	-	-	-	-	-	-	-	-	-	
7	Electrical installation & Equipment's	-	-	-	-	-	-	-	-	-	-	-	
8	Plant & Machinery	-	-	-	-	-	-	-	-	-	-	-	
9	Scientific & Laboratory Equipment	-	-	-	-	-	-	-	-	-	-	-	
10	Office Equipment	15%	2,25,91,472	15,46,143	3,47,054	2,44,84,669.00	96,14,648	22,04,474	-	1,18,19,122.42	1,26,65,546.58	1,29,76,824	
11	Audio Visual Equipment	-	-	-	-	-	-	-	-	-	-	-	
12	Computer & Peripherals	60%	90,31,099	7,31,643	1,56,420	99,19,162.00	79,06,107	11,60,907	-	90,67,014.04	8,52,147.96	11,24,992	
13	Furniture, Fixture & Fittings	10%	2,02,45,446	5,08,865	20,400	2,07,74,711.00	57,74,629	14,98,988	-	72,73,617.02	1,35,01,093.98	1,44,70,817	
14	Vehicles	15%	41,520	-	-	41,520.00	6,011	5,326	-	11,337.06	30,182.94	35,509	
15	Lib. Books & Scientific journals	60%	1,69,38,478	9,42,580	2,05,92,394.00	1,39,03,721	37,30,430	-	1,76,34,150.88	29,58,243.12	30,34,757	-	
16	Small value Assets	15%	3,02,914	1,98,431	-	5,01,345.00	95,648	60,855	-	1,56,502.81	3,44,842.20	2,07,266	
Total (A)			9,02,02,502	56,96,418	-	9,73,65,375	4,13,00,563	1,03,66,157	-	5,16,66,720	4,56,98,655	4,89,01,939	
17	Capital Work in Progress (B)	-	-	-	-	-	-	-	-	-	-	-	
	Construction of Building	0%	96,51,24,299	39,43,79,675	30,11,52,870	1,66,06,56,844	-	-	-	-	1,66,06,56,844	96,51,24,299	
	Other Incidental Exp.	0%	13,57,05,197	1,05,12,690	2,47,26,599	17,09,44,486	-	-	-	-	17,09,44,486	13,57,05,197	
Total(B)			1,10,08,29,496	40,48,92,365	32,58,79,469	1,83,16,01,330	-	-	-	-	1,83,16,01,330	1,10,08,29,496	
INTANGIBLE ASSETS													
18	Computer Software	-	-	-	-	-	-	-	-	-	-	-	
19	E-Journals/ Web Developments	25%	8,01,427	-	-	8,01,427	4,16,385	96,261	-	5,12,646	2,88,781	3,85,043	
20	Patents	-	-	-	-	-	-	-	-	-	-	-	
Total (C)			8,01,427	-	-	8,01,427	4,16,385	96,261	-	5,12,646	2,88,781	3,85,043	
Grand Total (A+B+C)			1,19,18,33,425	41,05,88,783	32,73,45,924	1,92,97,68,132	4,17,16,948	1,04,62,418	-	5,21,79,366	1,87,75,88,766	1,15,01,16,477	

Schedule -4A- Plan

Fixed Assets Schedule (IIM KASHIPUR) for 2016-17													
S. Assets Heads		Gross Block				Depreciation Block				Net Block			
S. No		Rate pa (WDV)	Opening As on 01.04.2016	Additions for more than 180 days	Adj./Written Off	Closing as on 31.03.17	Dep Opening balance	Depreciation for the year	Deductions/ Adjustment	Total Depreciation	As on 31.03.17	As on 31.3.2016	
1		2	3	4	5	6	7	8	9	10	11	12	13
1	land	-	-	-	1.00	-	1.00	-	-	-	-	1.00	-
2	Site Development	-	-	-	-	-	-	-	-	-	-	-	-
3	Buildings	-	-	-	-	-	-	-	-	-	-	-	-
4	Boundary Wall	10%	2,10,51,573.00	-	-	2,10,51,573.00	39,99,799	17,05,177	-	57,04,976.04	1,53,46,596.96	1,70,51,774	-
5	Road & Bridges	-	-	-	-	-	-	-	-	-	-	-	-
5	Tube wells & Water Supply	-	-	-	-	-	-	-	-	-	-	-	-
6	Sewerage & drainage	-	-	-	-	-	-	-	-	-	-	-	-
7	Electrical installation & Equipment's	-	-	-	-	-	-	-	-	-	-	-	-
8	Plant & Machinery	-	-	-	-	-	-	-	-	-	-	-	-
9	Scientific & Laboratory Equipment	-	-	-	-	-	-	-	-	-	-	-	-
10	Office Equipment	15%	2,25,91,472	15,46,143	3,47,054	-	2,44,84,669.00	96,14,648	22,04,474	-	11819122.42	1,26,65,546.58	1,29,76,824
11	Audio Visual Equipment	-	-	-	-	-	-	-	-	-	-	-	-
12	Computer & Peripherals	60%	90,31,099	7,31,643	1,56,420	-	99,19,162.00	79,06,107	11,60,907	-	9067014.04	8,52,147.96	11,24,992
13	Furniture, Fixture & Fittings	10%	2,02,45,446	5,08,865	20,400	-	2,07,74,711.00	57,74,629	14,98,988	-	7273617.02	1,35,01,093.98	1,44,70,817
14	Vehicles	15%	41,520	-	-	-	41,520.00	6,011	5,326	-	11337.06228	30,182.94	35,509
15	Lib. Books & Scientific journals	60%	1,69,38,478	27,11,336	9,42,580	-	2,05,92,394.00	1,39,03,721	37,30,430	-	17634150.88	29,58,243.12	30,34,757
16	Small value Assets	15%	3,02,914	1,98,431	-	-	5,01,345.00	95,648	60,855	-	156502805	3,44,842.20	2,07,266
Total (A)			9,02,02,502	56,96,418	14,66,455	-	9,73,65,375	4,13,00,563	1,03,66,157	-	5,16,66,720	4,56,98,655	4,89,01,939
17	Capital Work in Progress (B)	-	-	-	-	-	-	-	-	-	-	-	-
	Construction of Building	0%	96,51,24,299	39,43,79,675	30,11,52,870	-	1,66,06,56,844.00	-	-	-	-	1,66,06,56,844	96,51,24,299
	Other Incidental Exp.	0%	13,57,05,197	1,05,12,690	2,47,26,599	-	17,09,44,486.00	-	-	-	-	17,09,44,486	13,57,05,197
Total(B)			1,10,08,29,496	40,48,92,365	32,58,79,469	-	1,83,16,01,330	-	-	-	-	1,83,16,01,330	1,10,08,29,496
INTANGIBLE ASSETS													
18	Computer Software	-	-	-	-	-	-	-	-	-	-	-	-
19	E-Journals/ Web Developments	25%	8,01,427	-	-	-	8,01,427	4,16,385	96,261	-	5,12,646	2,88,781	3,85,043
20	Patents	-	-	-	-	-	-	-	-	-	-	-	-
Total (C)			8,01,427	-	-	-	8,01,427	4,16,385	96,261	-	5,12,646	2,88,781	3,85,043
Grand Total (A+B+C)			1,19,18,33,425	41,05,88,783	32,73,45,924	-	1,92,97,68,132	4,17,16,948	1,04,62,418	-	5,21,79,366	1,87,75,88,766	1,15,01,16,478

Schedule -4B- Non -Plan

S. Assets Heads		Gross Block					Depreciation Block				Net Block	
No	Rate pa (WDV)	Opening As on 01.04.2014	Additions for more than 180 days	Addition for less than 180 days	Adj./Written Off	Closing as on 31.03.15	Dep Opening balance	Depreciation for the year	Deductions/ Adjustment	Total Depreciation	As on 31.03.15	As on 31.3.2014
	2	3	4	5	6	7	8	9	10	11	12	13
1	land											
2	Site Development											
3	Buildings											
4	Road & Bridges											
5	Tube wells & Water Supply											
6	Sewerage & drainage											
7	Electrical installation & Equipment's											
8	Plant & Machinery											
9	Scientific & Laboratory Equipment											
10	Office Equipment											
11	Audio Visual Equipment											
12	Computer & Peripherals											
13	Furniture, Fixture & Fittings											
14	Vehicles											
15	Lib. Books & Scientific journals											
16	Small value Assets											
	Total (A)											
17	Capital Work in Progress (B)											
NOT APPLICABLE												
	INTANGIBLE ASSETS											
		Opening As on 01.04.2014	Additions for more than 180 days	Addition for less than 180 days	Adj./Written Off	Closing as on 31.03.15	Dep Opening balance	Amortization for the year	Deductions/ Adjustment	Total Amortization/ Adjustments	As on 31.03.15	As on 31.3.2014
18	Computer Software											
19	E-journals/ Web Developments											
20	Patents											
	Total (C)											
Grand Total (A+B+C)												

NOT APPLICABLE

NOT APPLICABLE

NOT APPLICABLE

Schedule -4(c)- Intangible Assets

S. No	Assets Heads	Gross Block			Depreciation Block			Net Block	
		Opening As on 01.04.16	Additions	Deductions	Closing as on 31.03.17	Depreciation/ Amortizations for the year	Deductions / Adjustment	Total Depreciation/ Amortization	As on 31.03.17
		As on 01.04.16							As on 31.3.2016
1	Patents & Copyrights								
2	Computer Software								
3	E-journals	8,01,427	-	-	8,01,427	96,261	-	5,12,646	2,88,781
	Total (A)								3,85,042

Schedule -4(c) (i) - Patents and Copyrights

	Particulars	Op. Balance	Additions	Gross	Amortizations	Net Block 20.....	Net Block 20.....
A	Patents Granted						
1	Balance as on 31.03.14 of patents obtained in 2008-09	NOT APPLICABLE					
2	Balance as on 31.03.14 of patents obtained in 2010-11						
3	Balance as on 31.03.14 of patents obtained in 2012-13						
4	Patents during the Current Year						
	Total (A)						
	Particulars	Op. Balance	Additions	Gross	Patents granted/ rejected	Net Block 2014-15	Net Block 2013-14
B	Patents Pending in respect of patents applied for	NOT APPLICABLE					
1	Expenditure incurred during 2009-10 and 2011-12						
2	Expenditure incurred during 2012-13						
3	Expenditure incurred during 2013-14						
	Total (B)						
	Grand Total (A+B)						

Schedule -4D - Others

S. No	Assets Heads	Rate pa (WDV)	Gross Block					Depreciation Block				Net Block	
			Opening As on 01.04.2014	Additions for more than 180 days	Addition for less than 180 days	Adj/ Written Off	Closing as on 31.03.15	Dep Opening balance	Depreciation for the year	Deductions/ Adjustment	Total Depreciation	As on 31.03.15	As on 31.3.2014
			3	4	5	6	7	8	9	10	11	12	13
1	land												
2	Site Development												
3	Buildings												
4	Road & Bridges												
5	Tube wells & Water Supply												
6	Sewerage & drainage												
7	Electrical installation & Equipment's												
8	Plant & Machinery												
9	Scientific & Laboratory Equipment												
10	Office Equipment												
11	Audio Visual Equipment												
12	Computer & Peripherals												
13	Furniture, Fixture & Fittings												
14	Vehicles												
15	Lib. Books & Scientific journals												
16	Small value Assets												
	Total (A)												
17	Capital Work in Progress (B)												
	Grand Total (A+B)												

NOT APPLICABLE

NOT APPLICABLE

Schedule -5 - Investments From Earmarked / Endowment Funds

Particulars	Current year	Previous Year
1. In Central Government Securities		
2. In State Government Securities	-	-
3. Other approval securities	-	-
4. Shares	-	-
5. Debentures and Bonds	-	-
6. Others (Investment with Banks)	1,58,51,135	99,09,152
TOTAL	1,58,51,135	99,09,152

Schedule -5 (A) - Investments From Earmarked / Endowment Funds
(Fund Wise)

FUNDS	Current Year	Previous Year
A) Investment with LIC (Leave Encashment Fund)	79,90,366	52,20,036
B) Investment with LIC Gratuity Fund	78,60,768	46,89,115
TOTAL	1,58,51,135	99,09,152

Schedule -6 - Investments Others

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
1. In Central Government Securities		
2. In State Government Securities	-	-
3. Other approval securities	-	-
4. Shares	-	-
5. Debentures and Bonds	-	-
6. Others (Invest with Bank)		
Long term Investment		
A)) Investment with Union Bank of India	8,34,00,000	4,00,00,000
B) Investment with Canara bank	7,61,00,000	7,61,00,000
C) Investment with IDBI bank	22,50,00,000	2,00,00,000
D) Investment with BOI , Kashipur (FDR)		-
E) Investment with CORP Bank , Kashipur (FDR)		-
F) Investment with Central Bank of India	21,89,00,000	13,80,00,000
G) Investment with SBI Patiala		14,78,57,666
Total (A)	60,34,00,000	42,19,57,666

Schedule -7 - Current Assets

Particulars	Current year	Previous Year
1. Stock:		-
a) Stores and Spares	-	-
b) Loose Tools	-	-
c) Publications	-	-
d) Laboratory Chemicals, Consumable and glass ware	-	-
e) Building Materials	-	-
f) Electrical Materials	-	-
g) Stationery (MDP Stock Bag & Stationary)	1,82,426	1,20,844
h) Water Supply materials		-
2. Sundry Debtors:		-
a) Debts Outstanding for a period exceeding six months		
b) Others	48,848	7,662
3. Cash and Bank balances		
Cash In Hand		-
Bank Balances		
a) With Scheduled Banks:		-
- In term deposit accounts		-
- In Current accounts		-
- In savings accounts		-
Axis Bank A/c (910010036882042)	9,123	4,10,846
PNB A/c (4534000100028306)	23,77,97,569	7,93,23,536
YES Bank Ltd. (005394600000021)	2,83,885	5,79,720
IDBI Bank	1,39,87,472	1,18,05,135
SBI	1,44,86,380	1,85,05,040
SBI (World Bank Project)	9,496	48,68,758
b) With non-Scheduled Banks:		-
- In term deposit accounts		-
- In savings accounts		-
4. Post Office- Savings Accounts		-
5. Receivables	1,48,23,193	81,46,938
Total	28,16,28,391	12,37,68,479

Schedule -8 - Loans, Advances & Deposits

Particulars	Current year	Previous Year
1. Advances to employees: (Non - interest bearing)		
a) Salary	-	-
b) Festival	-	-
c) Medical Advances	-	-
d) Other (Employee)	16,13,426	15,42,831
2. Long Term Advances to employees: (Interest bearing)		-
a) Vehicle Loan		-
b) Home Loan		-
b) Others (to be specified)		-
3. Advances and other amounts recoverable in cash or in kind or for value to be received:		
a) On Capital Account	31,21,03,428	32,39,39,872
b) To suppliers		-
c) To Students	-	1,11,885
d) Others	3,73,82,765	1,98,48,923
4. Prepaid Expenses		
a) Insurance		-
b) Other Expenses	-	25,02,187
5. Deposits		
a) Telephone	16,100	16,100
b) Lease Rent	8,91,002	10,70,272
c) Electricity	40,46,504	40,15,352
d) AICTE, if applicable		-
e) MCI, if applicable		-
f) Others (Mess Gas)	46,500	29,500
6. Income Accrued:		
a) On Investments from Earmarked/ endowment Funds		-
b) On Investments - Others	5,13,51,344	3,14,44,828
c) On Loans and Advances		-
d) Others (includes income due unrealized - Rs.....)		-
7. Other Receivable:		
a) Debit balance in Sponsored Projects	4,69,457	-
b) Debit balance in Fellowship & Scholarship		-
c)Other grants Recoverable		5,02,330
d) Others receivables from UGC		-
8. Claims Receivable	53,52,947	31,19,675
TOTAL	41,32,73,474	38,81,43,755

Schedule -9 - Academic Receipts

Particulars	Current year	Previous Year
FEE FROM STUDENTS		
Academic		
1. Tuition fee	9,58,96,010	6,37,61,000
2. Admission fee		
3. Enrolment fee		-
4. Library Admission fee		4,000
5. Laboratory fee		-
6. Art & Craft fee		-
7. Registration fee		-
8. syllabus fees		-
Total (A)	9,58,96,010	6,37,65,000
Examinations		
1. Admission test fee	-	-
2. Annual examination fee	-	-
3. Mark sheet, certificate fee	-	-
4. Entrance Examination fee	-	-
Total (B)	-	-
Other fee		
1. Identity card fee	-	-
2. Fine/ Miscellaneous fee	1,04,034	4,29,165
3. Medical fee		-
4. Transportation fee		-
5. Hostel fee	3,33,66,056	2,20,22,300
6. Others(FPM Income)	74,000	1,21,000
7.Security Received		-
8. PGP Audit Course Fees	60,000	2,91,000
9.PGP Books & Course Material Fees	1,76,12,099	1,18,52,000
10.PGP Computer Fees	60,76,427	40,60,000
11. PGP Convocation Fees	8,11,800	5,50,000
12. PGP Fees (Mediclaime)	5,01,371	3,18,200
13. PGP Library Fees	60,76,427	40,68,500
14. PGP Misc. Income (Sponsored & Others)	1,30,691	5,80,928
14.a. COE Fees		-
14.b. NEEV-Sponsorship		-
15. PGP Placement Fees	32,44,500	21,81,500
16. PGP Student Activity Fees	32,71,922	21,23,000
Total (C)	7,13,29,327	4,85,97,593
Sale of publications		
1. Sale of admission forms	-	-
2. Sale of syllabus and question paper, etc.	-	-
2.Sale of prospects including admission formes	-	-
Other Income (Institute overhead inflow)	11,88,790	22,07,754
Total (D)	11,88,790	22,07,754
Other Academic Receipts		
1. Registration fee for workshop, Programmes		4,08,500
2. Registration fee (Academic Staff College)	-	-
GRAND TOTAL (A+B+C+D+E)	16,84,14,127	11,49,78,847

Schedule -10 - Grants & Subsidies (Irrevocable Grants Received)

PARTICULARS	Plan			Total Plan	Non Plan UGC	Current year Total	Previous year Total
	Govt. of India	UGC					
		Plan	Specific Schemes				
Balance B/F	30,92,65,846	-	-	30,92,65,846	-	30,92,65,846	32,21,65,119
Add: Receipts during the year	95,15,00,000	-	-	95,15,00,000	-	95,15,00,000	81,50,00,000
GIA- Capital creation (Previous year)	10,94,00,000			10,94,00,000		10,94,00,000	
Total	1,37,01,65,846	-	-	1,37,01,65,846	-	1,37,01,65,846	1,13,71,65,119
Less: Refund to UGC	-	-	-	-	-	-	-
Less: Utilised for Capital Expenditure (A)	73,79,34,707	-	-	73,79,34,707	-	73,79,34,707	66,36,36,234
Balance	63,22,31,139	-	-	63,22,31,139	-	63,22,31,139	47,35,28,885
Less: Utilised for Revenue Expenditure (B)	12,85,79,961	-	-	12,85,79,961	-	12,85,79,961	16,42,63,039
Balance C/F (c)	50,36,51,178	-	-	50,36,51,178	-	50,36,51,178	30,92,65,846

Schedule -11 -Income from Investments

Particulars	Earmarked / Endowment Funds		Other investments	
	Current Year	Previous Year	Current Year	Previous Year
Investment from Earmarked/ Endowment Fund				
1) Interest				
a) On Govt. Securities	-	-	-	-
b) Other Bonds/ Debentures	-	-	-	-
2) Interest on Term Deposits				
3) Income accrued but not due on term deposits/interest bearing advances to employees				
4) Interest on Savings Accounts				
3) Others (Specify)				
Interest Income	-	-	2,80,30,902	3,61,37,133
Accrued Interest	-	-	3,27,32,806	2,41,71,283
TOTAL	-	-	6,07,63,708	6,03,08,416

Schedule -12 -Interest Earned

Particulars	Current Year	Previous Year
1. On savings accounts with scheduled banks	1,28,10,945	44,39,895
2 . On loans		-
a) Employees/ Staff		-
b) Others		14,400
3. On debtors and other receivables	1,37,221	
TOTAL	1,29,48,166	44,54,295

Schedule -13 - Other Income

Particulars	Current Year	Previous Year
A. Income from Land & Building	-	-
1. Hostel Room Rent	-	-
2. Licence fee	3,12,057	2,71,474
3. Hire Charges of Auditorium/ Play ground/ Convention Centre, Etc.	-	-
4. Electricity charges recovered	-	-
5. Water Charges recovered	-	-
Total	-	-
B. Sale of Institute's publications	-	-
C. Income from holding events	-	-
1. Gross Receipts for annual function/sports carnival	-	-
Less: Direct expenditure incurred on the annual function/sports carnival	-	-
2. Gross Receipts from fetes	-	-
Less: Direct expenditure incurred on the fetes	-	-
3. Gross receipts for educational tours	-	-
Less: Direct expenditure incurred on the tours	-	-
4. Others (to be specified)		-
Total	-	-
D. Others	-	-
1. Income from consultancy(World Bank)	-	33,46,620
2. RTI fees	3,766	260
3. Income from royalty		-
4. Sale of application from (recruitment)	-	-
5. Misc. Receipts (Tender Processing Fee etc.)	5,51,294	4,46,955
6. Profit on sale/ disposal of Assets:	-	-
a) Owned assets	-	-
b) Assets received free of cost	-	-
7. Grants/ Donations from Institutions, Welfare bodies and International Organizations.- ICSSR Projects	-	-
8. Others -Net Income (Consultancy/EPGPM/ EFPM & MDP)	1,57,93,579	1,62,19,735
8. Others- Airline connectivity & AACSB Accreditation Exp/Project Exp	-	-
GRAND TOTAL (A+B+C+D)	1,66,60,696	2,02,85,044

Schedule -14 Prior Period Income

Particulars	Current Year	Previous Year
1 . Academic Receipts	NIL	NIL
2. Income from investments		
3. Interest Earned		
4. Other Income		
Total	-	-

Schedule -15-Staff Payments & Benefits (Establishment Expenses)

Particulars	Current Year			Previous Year		
	Plan	Non Plan	Total	Plan	Non Plan	Total
a) Salaries and Wages	2,89,28,516	-	2,89,28,516	2,77,51,534	-	2,77,51,534
b) Allowances and Bonus (DA,HRA,MA,SDA,Transport allowance)	3,73,40,148	-	3,73,40,148	3,01,51,152	-	3,01,51,152
c) Contribution to Provident Fund	2,22,480	-	2,22,480	2,10,240	-	2,10,240
d) Contribution to Other Fund (NPS)	51,03,101	-	51,03,101	36,31,197	-	36,31,197
e) Staff Welfare Expenses		-	-	1,92,990	-	1,92,990
f) Retirement and Terminal Benefits(Gratuity)	28,54,666	-	28,54,666	8,47,082	-	8,47,082
g) Leave Encashment	23,41,623	-	23,41,623	10,50,993	-	10,50,993
h) Medical facility/Medical Staff Reimbursement/ medical exp	53,84,825	-	53,84,825	22,19,709	-	22,19,709
i) Children Education Allowance	5,95,665	-	5,95,665	5,65,806	-	5,65,806
j) Honorarium	8,31,490	-	8,31,490	7,29,500	-	7,29,500
k) LTC facility	4834969	-	48,34,969	2818793	-	28,18,793
l) Others (NPS Maintenance)	17,265	-	17,265		-	-
TA/DA and overtime	1,25,213	-	1,25,213	3,49,966	-	3,49,966
TOTAL	8,85,79,961	-	8,85,79,961	7,05,18,962	-	7,05,18,962

Schedule -15A - Employees Retirement and Terminal Benefits

	Pension	Gratuity	Leave Encashment	Total
Opening Balance as on_____	NIL			
Addition: Capitalised value of contribution received from other Organizations				
Total (a)				
Less: Actual Payment During the year (b)				
Balance available on 31.03.15 C=(a-b)				
Provision required on 31.03 as per actual valuation (d)				
A. Provision to be made in the current year (d-c)				
B. Contribution to new Pension Scheme				
C. Medical Reimbursement to retired Employees				
D. Travel to Hometown on Retirement				
E. Deposit Linked Insurance Payments				
Total (A+B+C+D+E)	-	-	-	-

Schedule -16- Academic Expenses

PARTICULARS	Current Year			Previous Year		
	Plan	Non Plan	Total	Plan	Non Plan	Total
a) Laboratory Expenses/ R& D Exp		-	-	-	-	-
b) Field work/ Participation in Conference		-	-	-	-	-
c) Expenses on Seminar/ Workshop		67,60,392	67,60,392	51,34,293	-	51,34,293
d) Payment to visiting faculty		1,05,02,617	1,05,02,617	62,68,851	-	62,68,851
e) Examination/ Faculty development exp		44,44,752	44,44,752	38,55,277	-	38,55,277
f) Student welfare expenses		3,59,063	3,59,063	66,056	-	66,056
g) Admission Expenses		66,41,567	66,41,567	3,76,001	-	3,76,001
h) Convocation expenses		75,53,933	75,53,933	1,32,822	-	1,32,822
i) Publications		2,60,976	2,60,976	-	-	-
k) Needs-cum-merit scholarship/ scholarship		59,38,800	59,38,800	-	-	-
l) HR Conclave/ Industry Interaction/ leadership conclave		4,47,741	4,47,741	5,93,179	-	5,93,179
j) Stipend/ means -cum merit scholarship Industry Interaction			-	9,68,189	-	9,68,189
k) Faculty Reward point		73,43,089	73,43,089	-	-	-
l) Other to be specified(Sports & Culture Activity & Other)		41,43,619	41,43,619	60,72,543	-	60,72,543
COE-Expenses		31,18,542	31,18,542	35,76,397	-	35,76,397
Pgp Books & Course Material		65,90,404	65,90,404	58,05,450	-	58,05,450
Hostel Expense		10,46,174	10,46,174	21,91,899	-	21,91,899
PGP Placement expenses		13,17,914	13,17,914	26,32,893	-	26,32,893
PGP Transportation Charges		22,75,520	22,75,520	2,88,740	-	2,88,740
PGP Electricity expenses		-	-	-	-	-
Others (Honorarium PGP)/ Medical Insurance Student		3,46,268	3,46,268	9,83,384	-	9,83,384
PGP Induction Exp		7,42,929	7,42,929	5,23,623	-	5,23,623
Academic and Learning Infra		2,70,72,894	2,70,72,894	1,09,03,568	-	1,09,03,568
IT Resources Expenses(Software licence &IT resource)		1,27,86,745	1,27,86,745	1,00,08,288	-	1,00,08,288
Capacity Building(R&D Exp)		4,41,643	4,41,643	20,78,381		20,78,381
SUB TOTAL	-	11,01,35,582	11,01,35,582	6,24,59,834	-	6,24,59,834
FPM EXP		8,72,913	8,72,913	1394941	-	13,94,941
TOTAL	-	11,10,08,495	11,05,18,300	6,38,54,775	-	6,38,54,775

Schedule -17- Administrative and General Expenses

PARTICULARS	Current Year			Previous Year		
	Plan	Non Plan	Total	Plan	Non Plan	Total
A. Infrastructure		-	-	-	-	-
a) Electricity and power	1,11,32,573		1,11,32,573	41,28,282		41,28,282
b) Water charges	-		-	-		-
c) Insurance	1,56,550		1,56,550	-		-
d) Rent, Rates and Taxes (including property tax)	-		-	-		-
Up gradation of Rent free premises	-		-	17,29,279		17,29,279
Institutional System development	-		-	4,95,390		4,95,390
B. Communication	-		-			-
e) Postage & stationery exp	91,525		91,525	65,384		65,384
f) Telephone , Fax & Internet charges	10,03,051		10,03,051	8,03,134		8,03,134
C. Others	-		-			-
g) Printing and Stationery	9,01,161		9,01,161	4,71,690		4,71,690
h) Travelling and conveyance expenses	9,26,167		9,26,167	1,10,337		1,10,337
i) Hospitality (Hospitality & guest house exp.)	2,52,309		2,52,309	2,46,847		2,46,847
j) Audit Fees and exp.	6,21,098		6,21,098	3,34,095		3,34,095
k) Professional Charges/ Security	71,87,540		71,87,540	45,86,529		45,86,529
l) Advertisement & Publicity	15,12,463		15,12,463			-
m) Magazines & Journals	-		-	-		-
n) Others(AACSB)	6,40,655		6,40,655	3,45,527		3,45,527
a) Leased Accommodation Exp.	52,87,052		52,87,052	47,89,709		47,89,709
b) BOG Expenses	7,77,793		7,77,793	9,76,062		9,76,062
c) Cleaning & mantt. Office/Office Maint.	90,74,072		90,74,072	50,57,948		50,57,948
d) Horticulture Exp.	37,333		37,333	13,780		13,780
e) Guest House Exp.	-		-	-		-
f) Office Contingency & Others Misc. Exp.	21,756		21,756			-
g) Legal Expenses	3,99,298		3,99,298	50,110		50,110
h) Official Functions	1,28,830		1,28,830	73,036		73,036
j) Recruitment Expenses	9,95,775		9,95,775	24,54,128		24,54,128
k) Others (Consumable),Accounting Charges,Digi. marketing branding	21,51,548	-	21,51,548	7,35,045		7,35,045
TOTAL	4,32,98,549	-	4,32,98,549	2,74,66,312	-	2,74,66,312

Schedule -18- Transportation Expenses

PARTICULARS	Current Year			Previous Year		
	Plan	Non Plan	Total	Plan	Non Plan	Total
1. Vehicles (Owned by educational institution)	-	-	-	-	-	-
a) Running Expenses	-	-	-	-	-	-
b) Repairs & maintenance	-	-	-	-	-	-
c) Insurance Expenses	-	-	-	-	-	-
2. Vehicles taken on rent/ lease	-	-	-	-	-	-
a) Rent/ lease expenses	17,39,466		17,39,466	14,99,790		14,99,790
3. Vehicle (taxi) hiring Chagres	-	-	-	-	-	-
TOTAL	17,39,466	-	17,39,466	14,99,790	-	14,99,790

Schedule -19- Repairs and Maintenance

PARTICULARS	Current Year			Previous Year		
	Plan	Non Plan	Total	Plan	Non Plan	Total
a) Building (Up gradation of Building)	4,53,590		4,53,590	42,486		42,486
b) Furniture & Fixture	75,695		75,695	35,418		35,418
c) Plant & Machinery			-	-		-
d) Office Equipment's	12,50,590		12,50,590	4,57,929		4,57,929
e) R/M Computers	2,96,974		2,96,974	1,17,061		1,17,061
f) Laboratory & Scientific Equipment			-			-
g) Audio Visual Equipment			-	-		-
h) Cleaning material & services			-			-
i) Book binding charges			-	-		-
j) Gardening			-	-		-
k) Estate Maintenance			-	-		-
l) Others (specify)	10,59,367		10,59,367	2,70,306		2,70,306
TOTAL	31,36,216	-	31,36,216	9,23,199	-	9,23,199

Schedule -20- Finance Cost

PARTICULARS	Current Year			Previous Year		
	Plan	Non Plan	Total	Plan	Non Plan	Total
a) Bank Charges	nil		nil	nil		nil
b) Others (specify)	nil		nil	nil		nil
TOTAL						

Schedule -21- Other Expenses

PARTICULARS	Current Year			Previous Year		
	Plan	Non Plan	Total	Plan	Non Plan	Total
a) Provisions for Bad & Doubtful Debts/ Advances	NIL					
b) Irrecoverable Balances Written Off						
c) Grants/ Subsidies to other institutions/ organization						
d) Others (specify)						
TOTAL	-	-	-	-	-	-

Schedule -22- Prior Period Expenses

PARTICULARS	Current Year			Previous Year		
	Plan	Non Plan	Total	Plan	Non Plan	Total
1. Establishment Expenses	-	-	-	-	-	-
2. Academic Expenses	-	-	-	-	-	-
3. Administrative expenses	-	-	-	-	-	-
4. Transportation expenses	-	-	-	-	-	-
5. Repairs & Maintenance	-	-	-	-	-	-
6. Others expenses	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-

SCHEDULES FORMING PART OF THE ACCOUNTS

Schedule: 23

SIGNIFICANT ACCOUNTING POLICIES

1. BASIS FOR PREPARATION OF ACCOUNTS

The accounts are prepared under the Historical Cost Convention unless otherwise stated and generally on the Accrual method of accounting.

2. REVENUE RECOGNITION

- 2.1 Fees from Students, Sale of Admission Forms, Royalty and Interest on Savings Bank account are accounted on Cash basis.
- 2.2 Interest on Investments are accounted on accrual basis.

3. FIXED ASSETS AND DEPRECIATION

- 3.1 Fixed assets are stated at cost of acquisition including inward freight, duties and taxes and incidental and direct expenses related to acquisition, installation and commissioning.
- 3.2 Fixed assets are valued at cost less accumulated depreciation .Depreciation on fixed assets is provided on Written Down Value, at the following rates:

Tangible Assets:

	Assets Classification	Depreciation Rate
1.	Boundary Wall	10%
2.	Office Equipment	15 %
3.	Computers & Peripherals	60%
4.	Furniture, Fixtures & Fittings	10%
5.	Vehicles	15%
6.	Lib. Books & Scientific journals	60%
7.	Small Value Assets	15%

Intangible Assets (amortization):

S. No.	Assets Classification	Depreciation Rate
1.	Web Development	25%

- 3.3 Depreciation is provided for whole year on additions during first half of the year.
- 3.4 Assets, the individual value of each of which is Rs. 2000 or less(except Library Books) are treated as Small Value Assets,100% depreciation is provided in respect of such assets at the time of their acquisition .However physical accounting and control are continued by the holders of such assets.

4. INTANGIBLE ASSETS: Computer Software (including Web Development) are grouped under Intangible Assets.

5. STOCKS: Expenditure on purchase of stores is accounted for as revenue expenditure.

6. RETIREMENT BENEFITS

Retirement benefits i.e. gratuity and leave encashment are provided on the basis of contribution to insurance policy The Actual payments of Pension, Gratuity and leave encashment are made by insurance company. Other retirement benefits viz. Contribution to New Pension Scheme is accounted on accrual basis.

7. INVESTMENTS

Long term investments are carried at their Book Value.

8. DESIGNATED/EARMARKED/ ENDOWMENT FUNDS

These funds are earmarked for specific purposes. Some of these like Alumni Fund, Depreciation Fund, Gratuity fund, Leave encashment fund, Student welfare, MDP Development Fund have investments in Term Deposits with Banks. The balance in the respective funds is carried forward and is represented on the assets side by the balance in Investments.

9. INCOME TAX

The income of the Institution is exempt from Income Tax under Section 10 (23c) of the Income- Tax Act. No Provision for tax is therefore made in the accounts. Likewise matter of deduction of TDS is considered only in case of certified work/service.

Schedule: 24

NOTES ON ACCOUNTS:

1. CAPITAL COMMITMENTS

The value of contracts remaining to be executed on Capital account for development of New Campus are not provided for as grant is released on the yearly basis on the basis of budget.

2. FIXED ASSETS:

Additions in the year to fixed assets in Schedule 4 are wholly purchased out of Plan Funds. The Assets have been set up by credit to General Assets Fund.

3. DEPOSIT LIABILITIES

The amount outstanding as Earnest Money Deposit & Security Deposit transferred to Current Liabilities & Provisions.

4. EXPENDITURE IN FOREIGN CURRENCY:

Sr. No.	Name of Expenditure	Amount (In Rs.)
a.	Travel & Registration fees for International conferences/Seminars	Rs. 45,710/-
b.	Books & Online Journals	Rs 1,60,88,223/-
c.	Others (Honorarium for Technical Services)	Rs 9,62,452/-

5. EXPENDITURE IN FOREIGN CURRENCY:

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

6. Previous year’s figures have been regrouped wherever necessary.

7. Figures in the Final accounts have been rounded off to the nearest rupee.

8. Schedules 1 to 24 are annexed to and form an integral part of the Balance Sheet on 31st March, 2017 and the Income & Expenditure account for the year ended on that date.

9. Contribution of the Institute to New Pension Scheme funds amounting Rs 51,03,101/- has been transferred to NPA Account.

10.Provision for Expenses of Rs 12,60,09,816/- is created for FY 2016-17.

11.General expenditure of Rs 10,94,00,000/- is incurred from Capital head temporary in previous years has been shown in Schedule no – 3 (c).

12.Expenditure under general head during FY- 2016-17 by Rs 11,91,82,726/- was utilized from self-generated income. It will be treated as loan and will be adjusted, once received from MHRD. (As directed in 28th BOG meeting).

13.FPM expenses of Rs 8,72,913/- incurred from general fund. The same is receivable from MHRD and will be transferred to general fund on receipts from MHRD.

Receipts and Payments Account for the Year Ending on 31st March 2017

Receipts	Current Year	Previous Year	Payments	Current Year	Previous Year
I. Opening Balances			I. Expenses		
a) Cash Balances		50,263	a) Establishment Expenses	8,85,79,961	7,05,18,962
b) Bank Balances			b) Academic Expenses	11,10,08,495	7,73,97,594
I. In Current accounts			c) Administrative Expenses	4,32,98,549	2,74,66,312
II.In deposit accounts			d) Transportation Expenses	17,39,466	14,99,790
III.Savings accounts	11,54,93,035	9,45,82,258	e) Repairs & Maintenance	31,36,216	9,23,199
			g) Prior period Expenses		-
II. Grants Received			II. Payments against Earmarked/endowment Funds	1,52,152	82,156
a) From Government of India	95,15,00,000	81,50,00,000			
b) From State Government					
c) From other Sources (details)					
(Grants for capital & revenue exp/to be shown separately if available)					
III. Academic Receipts	1842,07,707	14,47,41,402	III. Payments against Sponsored Project/Schemes	1,53,48,532	76,92,148
IV. Receipts against Earmarked/Endowment Funds	72,39,204	41,62,372	IV. Payments against Sponsored Fellowships/ Scholarships	54,79,200	14,23,400
V. Receipts against Sponsored Projects/Schemes/ program	2,65,66,502	1,10,38,768	V. Investment and Deposits made		
			a) Out of Earmarked /Endowments Funds	59,41,983	30,97,171
			b) Out of own funds(Investment -Others)	34,83,00,000	32,33,57,666
VI. Receipts against Sponsored Fellowships/ Scholarships	62,57,900	17,37,800	VI. Term Deposits with Schedules Banks		
VII. Income on Investments from			VII. Expenditure on fixed Assets and Capital Works -in -Progress		
a) Earmarked/Endowment Funds			a) Fixed Assets	71,62,873	30,97,497
b) Other investments	6,07,63,708	6,03,08,416	b) Capital Works -in- Progress	73,07,71,834	66,05,38,737
VIII. Interest received on			VIII. Other Payments including statutory payments		
a) Bank Deposits					
b) Loans and Advances					
c) Savings Bank Accouns & other	1,29,48,166	44,54,295			
IX. Investments encashed	16,68,57,666	15,76,42,138	IX. Refunds of Grants		
X. Term Deposits with Scheduled Banks encashed			X. Deposits and Advances	319,08,742	6,01,29,907
XI. Other Income(including Prior Period Income)	8,67,116	7,18,688	XI. Other Payments		1,30,500
XII. Deposits and Advances	1267,00,924	5,84,11,674	XII. Closing balances		
Prepaid Exp			a) Cash in hand		
			b) Bank balances		
			In Current Accounts		
			In Savings Accounts	26,65,73,925	11,54,93,035
			In Deposit Accounts		
XIII. Miscellaneous Receipts including Statutory Receipts					
XIV. Any Other Receipts					
TOTAL	16594,01,928	1,35,28,48,074	TOTAL	16594,01,928	1,35,28,48,074

Divergence statement w.r.t Statement of Accounts FY 2016-17 based on CAG comments and BoG directives.

CAG Comments	Corrective Action	Account Head	Corrected Figure	Implications
Depreciation	Converted to Straight line Method (SLM)	Depreciation	Rs.167.63 Lakhs.	Corpus increased and depreciation funds decreased.
Entries on ‘e- journals and ‘Books and Scientific Journals’	Entries corrected	<ul style="list-style-type: none">• ‘e- journals• ‘Books and Scientific Journals’	NIL	No financial implication
Software license and IT Resource	NIL	NIL	NIL	No financial implication
Entries in Capital and Others Account	Entries corrected	<ul style="list-style-type: none">• Capital• Others	Rs. 8.04 Lakhs	‘Capital’ increased and ‘Others’ funds decreased.
Understatement of receipts and closing balance by Rs. 30.93 crore each.	Disclosure has been given in the Receipts & Payments Account	Opening/Closing Balance of Bank Accounts	Rs. 30.93 Crores	NIL
Disclosure scheduled 24 as part of accounts	Disclosure as per format	NA	NA	NIL
Non-adjustment of advances amounting to Rs. 16.13 lakh;	Rs. 15.94 lakh settled till 31st December 2017. Adjustment of Rs. 0.19 lakhs pending.	Advance to employees	Rs. 0.19 lakhs	Adjustment of Rs. 0.19 lakhs pending.
Non-adjustment of advances of Rs. 374 lakhs given to various Institutes and firms for organizing programmes	Rs.258 lakhs pertains to furniture and equipment related to campus project being settled by March 31, 2018.. Balance of Rs. 116 lakhs has been settled	Various Account heads	Rs. 258 Lakhs	Will be reconciled when fixed asset register entries are made by 31.3.2018.

Note: If approved, the same will be appended to the Annual Report 2016-17



Indian Institute of Management Kashipur

Kundeshwari, Kashipur
District- Udham Singh Nagar
Uttarakhand 244713, India