

Annual Report 2015-16



IIM KASHIPUR

Indian Institute of Management Kashipur

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**5th Annual Report Production Team:
Printed at**

Contents

Board of Governors	4
Message from Chairperson	6
Message from Director	7
About the Institute	8
Academic Programmes	10
– Executive Post-Graduate Programme in Management (EPGPM)	18
– Fellow Programmes	22
– Executive Fellow Programme in Management (EFPM)	24
– Summer Placement Report	26
– Final Placement Report 2015–16	30
The faculty and the Academics	36
Publication, Presentation, Working Papers and Participation	40
Administrative Staff	50
Centre of Excellence	52
– CoE Competitiveness	53
– CoE Sustainable Development	54
– CoE Public Policy and Government	64
Management Development Programmes	70
Conference, Seminars, Training and Workshop	72
Exchanges and Collaboration	74
Infrastructure Development	76
Library	80
ICT Infrastructure	82
Students Committees	84
Audit Report and Balance Sheet	100

Board of Governors

CHAIRMAN



Shri Dhruv M. Sawhney
Chairman
Indian Institute of Management Kashipur
and
Chairman and Managing Director
Triveni Engineering & Industries Ltd.
8th Floor, Express Trade Towers
Plot No. 15 & 16, Sector 16(A), Noida-201301

MEMBERS



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Jt. Secy (Administration)
MHRD Representative
122B-C, Shastri Bhawan
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Smt. Darshana M. Dabral
Jt. Secy & Financial Advisor
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Mr. Shatrughna Singh
Chief Secretary
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Secretary
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Mr. P. Dwarakanath
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Former Chairperson
Indian Bank and Vigilance
Commissioner
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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
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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



Dhruv M. Sawhney

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 four batches of students have graduated since 2013–2015. The IIM Kashipur team has mitigated the infrastructure deficiencies of our location. We are hopeful of shifting into the new campus in 2016 which is coming up 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.

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 expect 400 students. Our thrust on having a diverse cross-section of students is bearing fruit, and the latest class has over 15 percent, female students. We have launched our Executive Post-Graduate Programme in July 2013 and Executive Fellow Programme in May 2014. This year we have launched Fellow Programme in Management (FPM) and starting this year the EPGP classes have shifted to the Dehradun Satellite campus at FRI (Forest Research Institute). 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 propose to work towards AACSB accreditation on an accelerated time frame.

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

From the Director



Gautam Sinha

It is with tremendous pride in the work and achievements of the staff and students that I am writing to present you the Annual Report for the period of 2015-2016. The report will provide a glimpse of the activities during the period, and it will reflect not only our commitment but also a determination to focus our resources on our vision to drive academic excellence using innovative teaching methods, promoting research and practice of sustainable leadership.

The highlights from different areas, departments, committees, faculty and students' clubs tell an encouraging story. However, what really matters is the dedicated hard work behind these highlights. Sustained high level of performance in teaching, research and training remains a major focus of our efforts. Besides, the research carried out by individual academics across the areas, we have seen the growth of collaborative projects on key themes such as livelihood and sustainable development, disaster management, legal policy reforms, and environmental impact assessment. This success in interdisciplinary and multi-stakeholder collaborative works is all the more admirable as it has been achieved despite being a relatively new institute.

The quality of our teaching and the experience of faculty went from strength to strength over 2015–16, and we were pleased to see very real successes in the recruitment in all disciplines of exceptionally talented faculty. The close relationship we treasure with the students also contribute to a composite campus environment as an institutional approach to student satisfaction. Our students are the cornerstone of our various initiatives ensuring that we continually improve against our own rigorous standards of education and scholarship, challenging us to avoid complacency and to constantly address the needs of a changing society in ways which are relevant.

To make our institutional aspirations a reality. However, we must be both financially secure and alert to the many challenges we face in the higher education environment. Success in securing research funding, selection of the most talented students and partnerships with leading industries and external funding agencies are essential if we are to make a difference in the world and to have the freedom to shape our own future. We are committed to making a difference, and we wish to follow the idea that knowledge and the privilege of education is wasted if it is not put to the services of the nation and made useful in mitigating prevailing challenges of our society. It is this conviction which underlines our willingness as a leading management school in the country to ask ourselves fundamental questions about how our scholarship can be useful to the people and deliver wider benefit to communities around us. So in addition to research and teaching, we 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 on bringing together our knowledge resources, expertise to improve productivity, sustainability, and governance in the country.

We are, however, very much aware of the fact that the achievements and sense of purpose, which are such a source of pride, must not be a source of complacency for us. We know that we are most at risk if we ignore realities and fail to innovate. As Director, I am keenly aware that I am carrying a baton passed to me by other generations, who worked hard to build our older IIMs to be brand of international standing, and I am the recipient of a tradition of excellence in research and teaching. 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. It is a specialized programme that provides a scientific approach to business decision-making in today's dynamic and competitive international business environment. The programme is fully classroom based and is conducted during weekends.

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.

MISSION

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

VISION

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

CORE VALUES

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

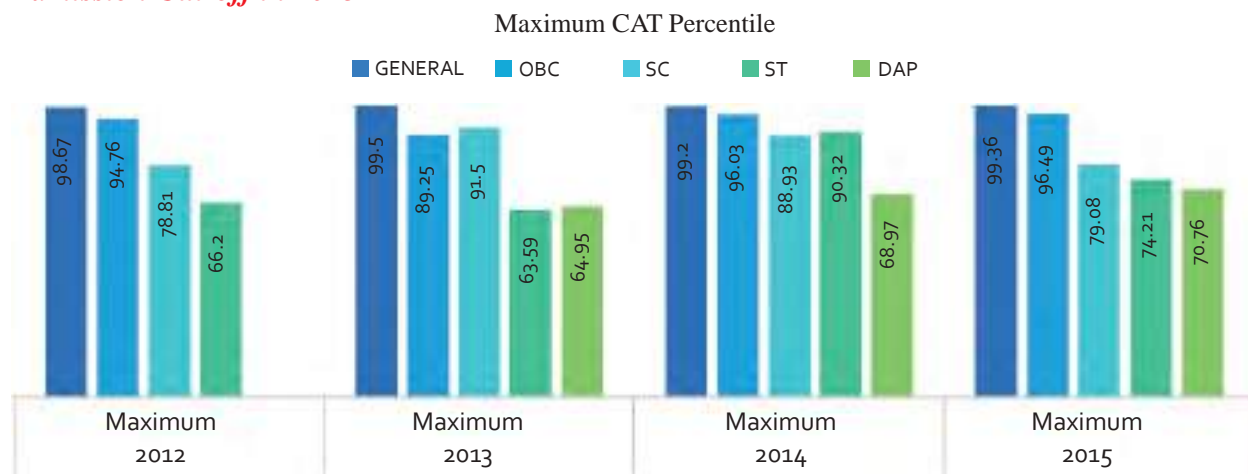
ACADEMIC PROGRAMMES



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 2015-17



Diversities in 2015-17

Gender

Gender	Number
Male	106
Female	16
Total	122

Caste

Category	Number
General	47
OBC	53
SC	18
ST	04
DAP	0
Total	122

Discipline

Discipline	Number
Engineering	93
Commerce	9
Economics	
Arts	2
Management	3
Science	5
Biotechnology	2
Food Technology	1
Others	7
Total	122

Experience

Category	Percentage
Fresher	58%
1 year	15%
1-2 Year	9%
2-3 year	18%
Total	100



Course Structure

The structure of the PGPM 2015–17 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	Credit
Term I	
Behaviour in Organization	1.00
Business Communication	1.00
Business Statistics	1.00
Financial Reporting and Analysis	1.00
Managerial Economics	1.00
Marketing Management	1.00
The Spirit of Entrepreneurship	0.50
Total	6.50



Course Title	Credit
Term II	
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

Course Title	Credit
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

Further, following courses were offered as “Non-Credit Qualifying” basis:

1. Excel
2. Business Ethics



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

Term IV

The Electives offered for the Year (2015–16)

Batch 2014–16				
Sr. No.	Area	Courses	Term	Credit
1	Finance	Business Valuation	IV	1
2	Finance	Financial Services	IV	1
3	Finance	Investment Management	IV	1
4	Finance	Management of Commercial Banks	IV	1
5	Operations	Sustainable Operations Management	IV	1
6	IT	Business Intelligence	IV	1
7	IT	IT Project Management	IV	1
8	Marketing	Consumer Behavior	IV	1
9	Marketing	Integrated Marketing Communications	IV	1
10	Marketing	Marketing Research	IV	1
11	Marketing	Sales & Distribution Management	IV	1
12	HR	Learning and Development for HRD	IV	1
13	Operations	Decision Modelling in SCM	IV	1
14	Operations	Lean Operations	IV	1
15	Operations	Quality Management and Six Sigma	IV	1
16	Strategy	Opportunity Recognition: Entrepreneurship and Innovation in India	IV	1

**Term V**

Batch 2014–16				
Sr. No.	Area	Courses	Term	Credit
1	Economics	Applied Econometrics For Managers	V	1
2	Economics	Infrastructure Financing PPP & Regulations	V	1
3	Finance	Financial Derivatives	V	1
4	Finance	Fixed Income Markets	V	1
5	General Management	Core Consulting Skills	V	1
6	General Management	International Negotiation	V	1
7	General Management/ Com	Organizational & Professional Comm.	V	1
8	IT/ Marketing	E-Commerce: Integrating IT and Marketing	V	1
9	IT/ Operations	Business Analytics	V	1
10	IT/ Operations	Enterprise Resource Planning	V	1
11	Marketing	B2B Marketing	V	1
12	Marketing	Digital Marketing	V	1
13	Marketing	International Marketing	V	1
14	Marketing	Retail Marketing	V	1
15	Marketing	Strategic Brand Management	V	1
16	Marketing	Service Management: Integrating Marketing Operations Perspectives	V	1
17	OB & HR	Industrial Relations & Labour Laws	V	1
18	OB & HR	Strategic Compensation Management	V	1
19	OB & HR	Talent Acquisition and Management	V	1
20	Operations	Project Management	V	1



Term VI

Batch 2014–16				
Sr. No.	Area	Courses	Term	Credit
1	Finance	Financial Risk Management	VI	1
2	Finance	Trading Strategies	VI	0.5
3	General Management	Media and Entertainment Business Management	VI	1
4	IT & Systems	IT Strategy Management	VI	1
5	Marketing	Marketing Strategy	VI	1
6	Marketing	Pricing Management	VI	1
7	OB & HR	HR Analytics	VI	0.5
8	OB & HR	Leadership	VI	1
9	OB & HR	Management in the Middle East	VI	1
10	Operations	Operations Strategy	VI	1
11	Strategy	Make In India: International Business Policies and Models	VI	1
12	Strategy	Mergers & Acquisitions	VI	1



Fee Structure

Programme: PGP (2015-17) Amount in.								
Particular	First Year (2015-16) Term				Second Year (2016-17) Term			
	Term-I	Term-II	Term-III	Total	Term-IV	Term-V	Term-VI	Toatal
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 Activity	3500	3500	3500	10500	3500	3500	3500	10500
Convocation	-	-	-	-	-	-	6600	6600
Total Fees & Expenses	173900	173900	173900	521700	173900	173900	180500	528300
NON-REFUNDABLE FEES								
Placement Fee	-	10500	-	10500	-	-	10500	10500
Alumni Membership Fee	3300	-	-	3300	3300	-	-	3300
Mediclaime	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 Fee	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 international business 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 to be held 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 the transition to general management from a technical or functional role. 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 <ul style="list-style-type: none"> • Managerial Economics • Organisational Behaviour • Financial Reporting and Analysis • Business Statistics 	Term-II <ul style="list-style-type: none"> • Business Communication • Marketing Management I • Decision Modelling • Management Accounting 	Term-III <ul style="list-style-type: none"> • Designing Work Organizations • Marketing Management II • Operations Management • Macro-Economic Analysis 	Term-IV <ul style="list-style-type: none"> • Corporate Finance • Supply Chain Management • Management of Information System • Strategic Management
Term-V <ul style="list-style-type: none"> • Managing People in Organizations • Society, Business & Management • Management Simulation Games • Legal Aspects of Business 	Term-VI <ul style="list-style-type: none"> • Elective-1 • Elective-2 • Elective-3 	Term-VII <ul style="list-style-type: none"> • Elective-4 • Elective-5 • Elective-6 	Term-VIII <ul style="list-style-type: none"> • Elective-7 • Elective-8 • Project Work



Indicative Elective Courses		
Marketing Management <ul style="list-style-type: none"> • Consumer Behaviour • Advanced Marketing Research • Channel Management • Brand Management • Integrated Marketing Communication • International Marketing • B2B Marketing 	Finance <ul style="list-style-type: none"> • Investment Management • Corporate Valuation • Financial Markets, Services & Institutions • Derivatives and Risk Management • International Finance 	Operations & IT <ul style="list-style-type: none"> • Project Management • Service Operations Management • Quality Management & Six Sigma • Operations Strategy • Business Process Management • ERP
Human Resources <ul style="list-style-type: none"> • Human Resource Planning, Recruitment & Selection • Performance Management • Compensation & Benefits • Labour Laws • Industrial Relations • Organizational Change & Development 	General Management <ul style="list-style-type: none"> • Entrepreneurship • Competitive Landscape • Corporate Ethics Governance • Cross-cultural Skills for Global Businesses • Critical Analysis and Tactical Thinking for Managers 	<p>IIM Kashipur reserves the right to change any of the above courses, structure or cost of the programme at any time. Any elective will be offered subject to sufficient number of participants in the course. The courses mentioned above are indicative and may be changed, modified or deleted as per the suitability of the programme. EPGPM students are free to join any electives offered in the regular PGP and no fees will be charged.</p>

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



Gender

Gender	Number
Male	26
Female	0

Work Experience

Work Experience	Years
2-5 Years	08
5.1-10 Years	10
10.1-15 Years	4
More than 15	4

Caste

Caste	Number
General	24
OBC	2

Sectors

Sectors	Total
Consulting	1
Automobile	09
BFSI	1
Construction	2
Education	3
Electrical	1
Energy	1
FMCG	1
IT	4
Manufacturing	2
Oil & Energy	1
Startup	1
Telecom & Media	2

FELLOW PROGRAMMES

The Fellow Programme in Management (FPM) is started from the academic year 2015. The institute started its Executive Fellow Programme (EFPM) in the academic year 2014.

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. Four scholars have taken admission in FPM programme in 2015 (first batch) in different functional areas i.e. each one in Finance, IT, OB-HR, and Operations.

Area wise Break-up

First Batch		Second Batch			
Area	No.	Area	No.	Area	No.
OB-HR	1	Marketing	2	Finance	1
Finance	1	OP-Management	2	IT & Systems	1
		BP & Strategy	1	OB & HRM	1
		Economics	1		



**EXECUTIVE
FELLOW
PROGRAMME IN
MANAGEMENT
(EFPM)**



EFPM is a non-residential 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 and one CIS (Course of Independent Study) project. The eight courses involve four general core courses, two area core courses, and two area electives, with each course involving thirty contact hours. In each term, candidates will have to make two visits of around 8 days' duration at IIM Kashipur campus. EFPM students will have to obtain a minimum cumulative GPA of 7.0 (on a 10 point scale) before being allowed to sit in comprehensive exam. The second phase of the programme consists of Thesis work. Students are admitted into the programme in early August. 16 and 8 scholars have taken admission in EFPM programme in 2014 (first batch) and in 2015 (second batch) respectively in different functional areas.

Area Wise Break-up

First Batch				Second Batch	
Area	No.	Area	No.	Area	No.
BP & ST	4	Marketing	2	Operations	3
IT	4	Communication	1	IT	3
Economics	3	Finance	2	OB-HR	1
OM	3	OB & HRM	1	Strategy	1

Indian Institute of Management Kashipur

Summer Placement Report

When we are motivated by goals that have deep meaning, by dreams that need completion, then we truly live -Greg Anderson

IIM Kashipur, takes immense pleasure in announcing the successful completion of the summer placements for the 2015-17 batch of post graduate programme. We express our regards to our recruiters for their constant support in being our partners in progress and reinstating their faith in brand IIM Kashipur. We would express our gratitude to the first time recruiters with whom we look forward to establish a long and symbiotic relationship.

Our partners in progress have broadened the roles offered to the enthusiastic students. Our recent companions have brought the most coveted and métier opportunities for our students. The students imprinted the minds of our recruiters by showcasing their extra ordinary skills. We were offered wide range of profiles across all the domains: BFSI, Consulting, Strategy, Sales and Marketing, Operations, HR, IT & Analytics. Once again IIM Kashipur has grabbed the international recruiters offering profiles like strategic brand management.

Batch-Pointers

Figures



Batch Size
123



Female Students
14%



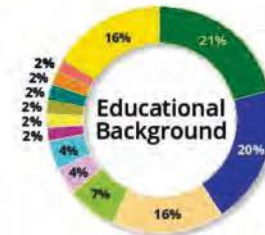
Average Work Experience
32 months



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



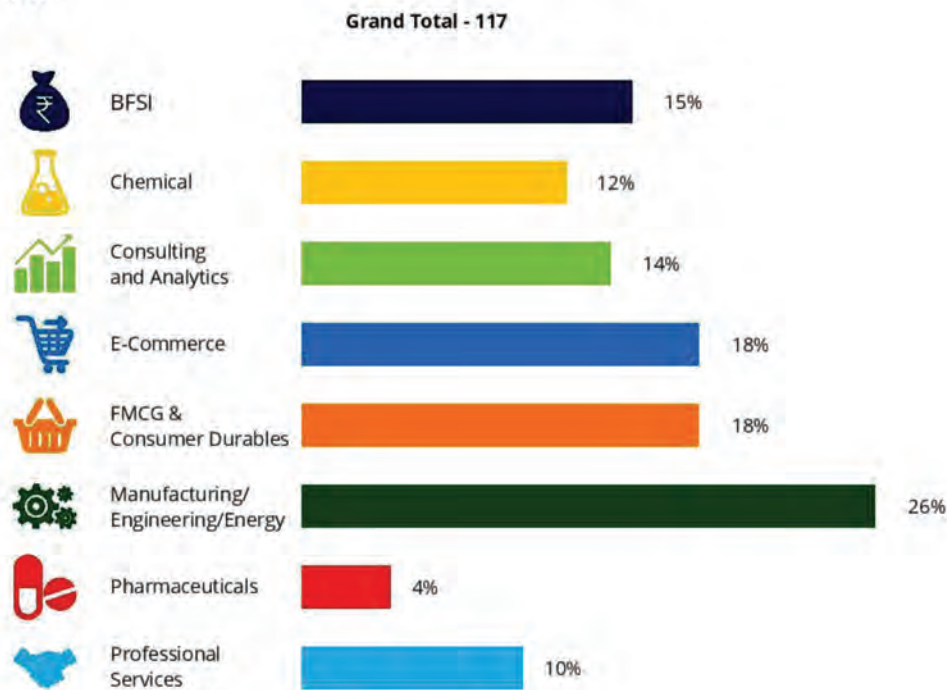
■ Information Technology
■ Manufacturing
■ Consulting
■ Automobile
■ Constructions
■ Metal & Mining
■ Financial Services
■ Education
■ Others



■ Mechanical
■ Computer Science
■ Electronics and Communication
■ Electrical
■ Production and Industrial
■ Commerce
■ Civil
■ Chemical & Technology
■ Finance
■ Biotechnology
■ Physics
■ Marketing & Accounting
■ Others

Profiles Offered

Sector Wise Split-UP



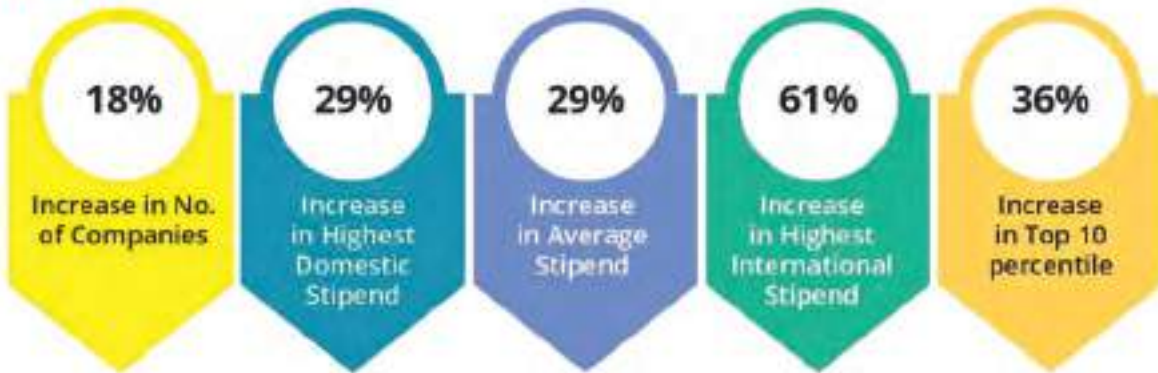
Domain Wise Split Up



Profiles offered across domains

Human Resource	Strategic Performance Management, Talent Management, Learning and Development and Industry Relation
Finance	Investment Banking, Agricultural Risk, Agricultural Retail, Micro-Finance, Treasury operations, Technology Application, Security Exchange, Economic Research & Surveillance and General Finance
Marketing	Strategic Brand Management, Market Research, Advertising, Content Management, Digital Marketing, In-bound Marketing, Retail Marketing, B2B Marketing, B2C Marketing, Marketing Process Enhancement and Business Development
Strategy	Strategic Content Management, Business Development, Product Development
Operation	Strategic Supply Chain, Six Sigma Project Implementation, Time Lag Analysis, Process Optimization
Others	Business Development, Product Management, Process Designing.

Highlights



Prominent companies participated in the placement process

- | | | | |
|--|--|---|--|
| <ul style="list-style-type: none"> • Boeing • Bajaj Allianz • CCIL • SEBI • J. Walter Thompson • PwC • Droom • ICICI Bank • DuPont • Emami • Eveready Industries India • FCB Uka • GSK Pharmaceuticals • Hansa Cequity • Travel Unravel | <ul style="list-style-type: none"> • Hero Motocorp • ID Fresh Foods • Integra Software Services • J K Paper • J K Tyres & Industries • Johnson Matthey • JSPL • KPM Assets • Larsen & Toubro • Metro Cash and Carry • Moswap • RBL Bank • Reliance Games • Reliance Industries | <ul style="list-style-type: none"> • Blue Star • Bodycraft • Buchanan Group • Saija Finance • Skyquest Technology Group • SRF Limited • Tidewater Oil • Tolaram Group • Triveni • TVS Tyres • Urbanclap • Uttam Gaha Steels • Videocon • Volvo Bcher • Wockhardt | <ul style="list-style-type: none"> • Suzlon Energy • Cummins • Hesoi Consulting • NABARD • Safexpress • Sheela Group (Sleepwell) • Conflimkt • Doselect • Indofil Industries • Nuance Communications • Stratbeans Consulting • India Smart Grid • ALC India |
|--|--|---|--|

Statistics of the Placement Season





Our Recruitment Partners

 BAJAJ ALLIANZ	 BOEING	 BLUE STAR	 DROOM	 DUPONT	 EMAMI
 RICKETTS BENCKISER	 FCB ULKA	 GSK PHARMACEUTICALS LTD.	 HANSA CEQUITY	 HERO MOTOCORP	 ICICI BANK
 INTEGRA SOFTWARE SERVICES PVT. LTD.	 J K TYRE	 JOHNSON MATTHEY	 JSPL	 KPM ASSETS PVT. LTD.	 L&T
 METRO CASH AND CARRY	 RBL BANK	 RELIANCE INDUSTRIES LTD	 SEBI	 SRF LIMITED	 TIDE WATERS OIL
 TOLARAM GROUP	 TVS TYRE	 URBAN CLAP	 UTTAM GALVA STEEL LTD.	 VIDEOCON	 VOLVO EICHER
 WOCKHARDT LTD.	 SUZLON	 CUMMINS	 JWT	 PWC	 AZURE POWER
 NABARD	 SAFEXPRESS	 SLEEPWELL	 TRAVEL UNRAVEL	 INDOFILL	 NUANCE COMMUNICATIONS
 KPMG	 DAIKIN	 MOBILE STORE	 SHARAF DG	 UB Group	 Reliance Capital
 Pepsi Co.	 Honda Motors	 NCDEX	 SS&C Globe OP	 GENPACT	 CENTRAL BANK OF INDIA
 KOTAK BANK	 Maruti Suzuki	 TATA Steel	 TATA Power	 EVEREADY INDUSTRIES INDIA LTD	 CCIL

Indian Institute of Management Kashipur

Final Placements 2015-16



*Arriving at one goal
is the starting point
to another.*

-Greg Anderson



Indian Institute of Management Kashipur has once again reinforced its position amongst the best institutes and it gives us immense pleasure to announce the successful completion of the final placement for the Postgraduate Program in Management of 2014-16 batch. We express our deep regards to our past recruiters and the new partners in progress for their support and reposing their faith in the brand IIM Kashipur.

The placement season witnessed a marvelous hike with 79 companies participating in the placement process making 101 offers and concluded with 100% placements on a successful note. Performance of our students impressed the corporates and secured pre placement offers/interviews.

Our recent companions have brought the most coveted opportunities for our students. The students impressed our recruiters by showcasing their diverse skills. The students were offered wide range of profiles across domains and leadership roles under programs like Future Leaders Program, Young Leaders Program, Business Leadership Program etc.

Once again, IIM Kashipur has grabbed the international recruiters offering profiles like strategic brand management. The emerging entrepreneurs also showed interest and promised to help our students in nurturing their entrepreneurial skills.

Batch Pointers



Class Size

106



Students with Work
Experience

44%



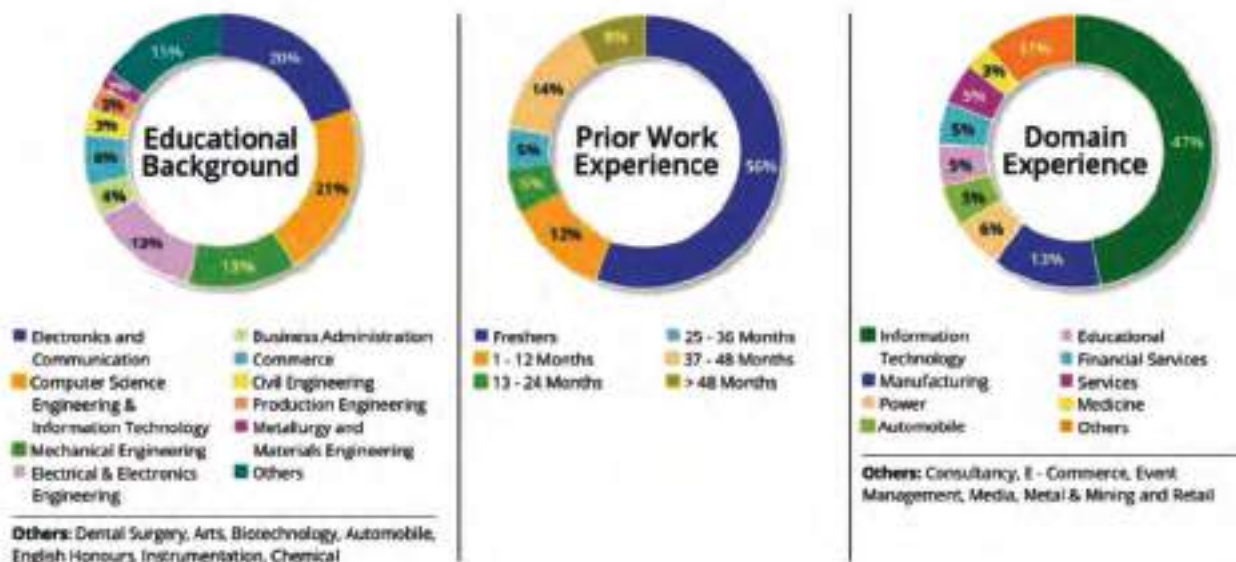
Female
Students

15%



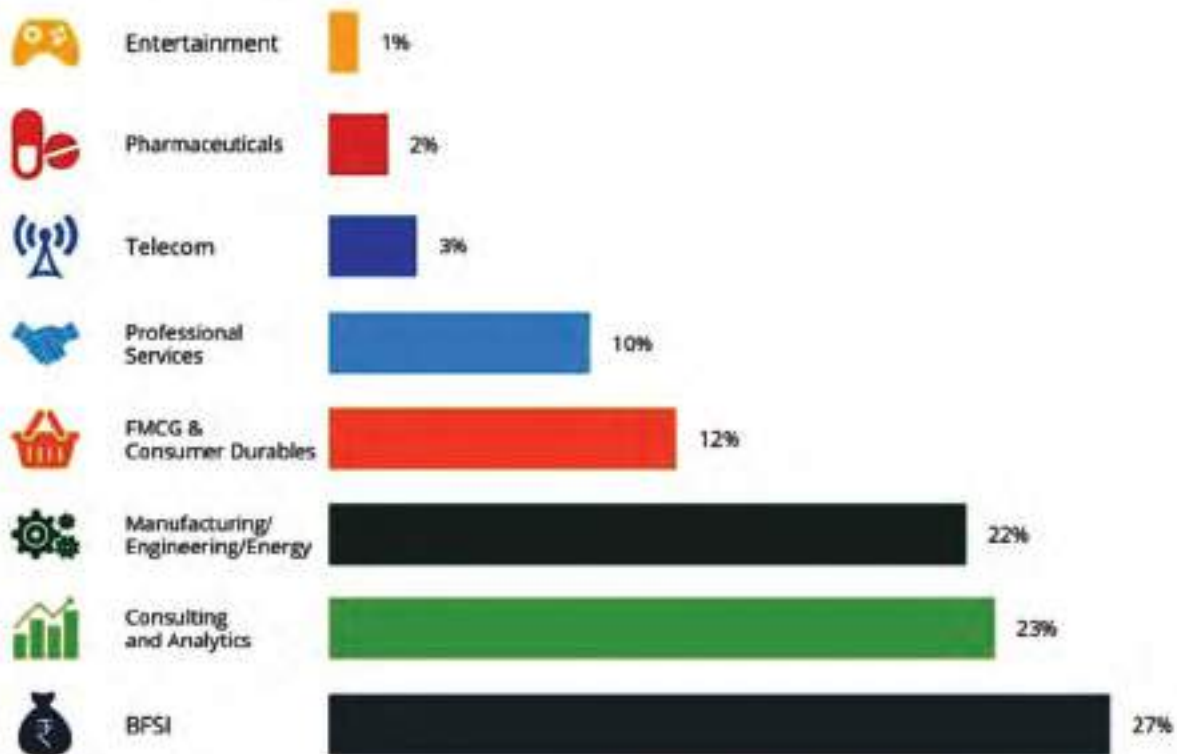
Average Work
Experience

**33
months**



Profiles Offered

Sector Wise Split-Up



Domain Wise Split Up



Grand Total - 101

Profiles offered across domains

Domain	No. of offers made	Profiles offered in various domains
Sales and Marketing	48	Retail Marketing, Campaign Management & Liability, Channel Acquisitions, Marketing Analyst, Creative Project Manager, Sales Specialist, Digital Manager & Consulting, BU Service Manager, Product Business Specialist, Branch Manager, Relationship Manager, Sales and Marketing(Products), B2B
IT & Consultancy	20	Management Consultant, Product Manager, Technical Consultant, Associate- Technical Project Manager, Digital Solutions Consultant, Pre-Sales Consultant, Associate Consultant
Finance	15	Corporate Banking, Corporate Finance, Product Risk Manager, Manager - Analytics, Senior Analyst, Commercial Banking, Treasury Operations
Operations	8	Manager Commercial, ERP Compliance, Partner Operations, Project Manager, Strategic Sourcing, ERP Functional Consultant, Assistant Manager-Operations
HR	5	HR Executive - Strategic Consulting, Human Resource Consultant, Talent Acquisition, Employee Relations, Compliance
General Management & Strategy	5	Executive Assistant to CEO, Senior Manager Trainee - Strategy, Associate Consultant, Strategic Alliance
Total	101	

Leadership profiles offered under :



Highlights



Prominent companies participated in the placement process

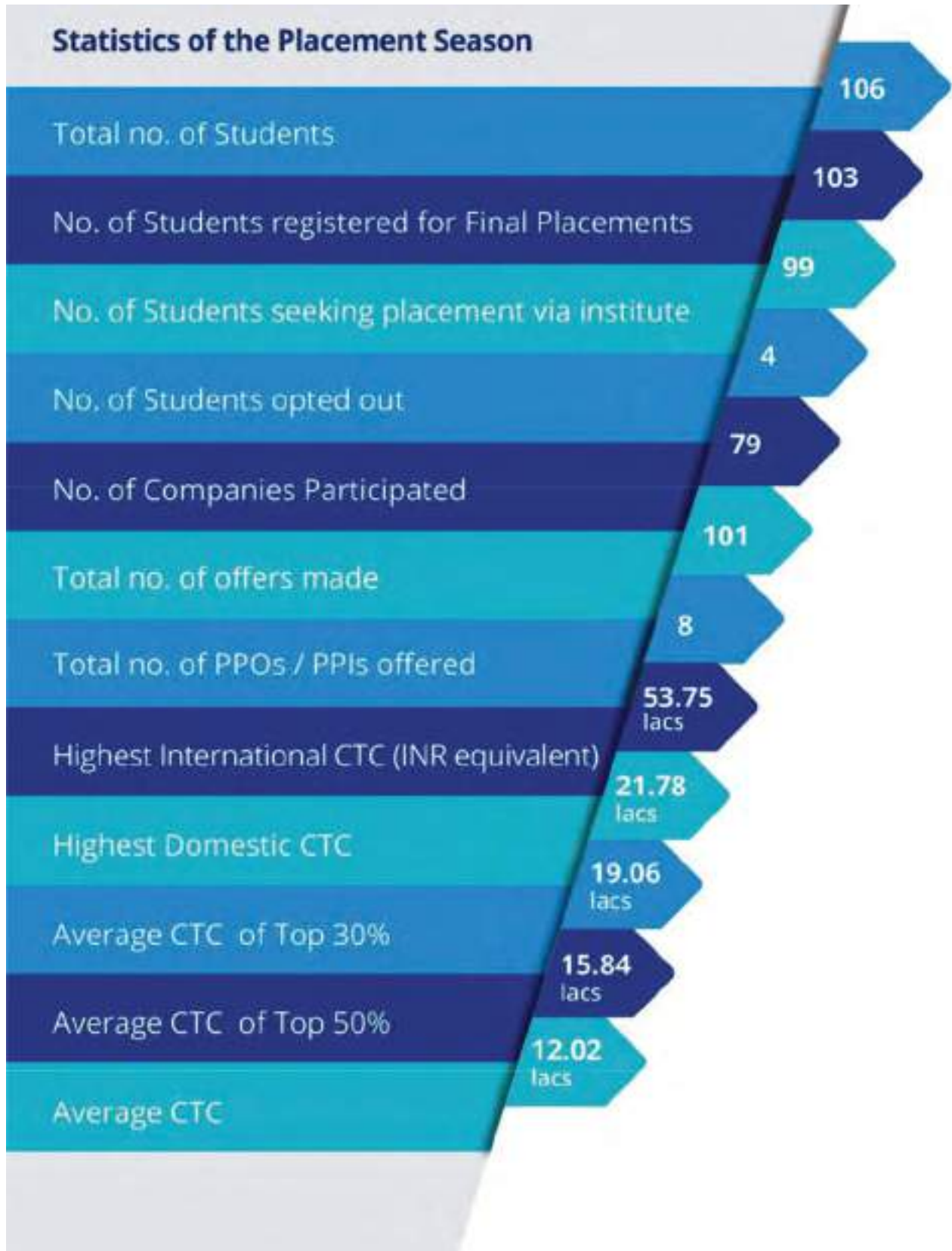
- Cognizant Technology Solutions
- Cisco Systems
- HP Enterprise
- Inogen Software Services
- Larsen & Toubro Infotech
- MAQ Software
- Mindtree
- Mynadis
- Mu Sigma
- Ernst and Young
- PwC
- Tata Consultancy Services
- Thomson Reuters
- Wipro
- ICICI Bank
- RBL Bank
- Yes Bank
- HDFC Bank
- Birla Sunfire
- FINOPayTech
- ICICI Prudential
- Modlil Oswal
- RayBank
- CARE Ratings
- Chol
- India Ratings & Research
- Bakhtiya Group
- Mamer Dairy
- Berger Paints
- Birla International
- Future Supply Chain
- Toaram Group
- Wdeacon
- Gas Authority of India Limited
- Hindustan Petroleum Corporation Limited
- NHRA Exploration Corporation Limited (NHCL)
- Vodafone
- Law International
- IMI Mumbai
- Ericsson
- City TV
- CUM - Mangalore
- Eveready Industries India
- GlaxoSmithKline Pharmaceuticals
- Mangal Healthcare
- Halasa Customer Duty
- Larsen & Toubro
- Maersk Line
- Metra Castboard Carry
- Tata Steel
- Uter Technologies
- Zee Entertainment
- Hero MotoCorp
- JK Tyre
- Mahuli Suzuki
- TVS Srichaita
- Vevo Eicher
- JSPL
- Safexpress
- Wipro Group

Location Wise Split Up



Location	No. of Offers
Pondicherry	1
Pune	1
Nagpur	2
Patna	3
Dehradun	2
Noida	3
Kolkata	4
Hyderabad	4

Location	No. of Offers
Africa	4
Chennai	8
Gurgaon	9
Bangalore	13
New Delhi	14
Mumbai	33
Grand Total	101



Our Recruitment Partners

 Azure Power	 Bharath Petroleum	 Birla Sunlife	 CARE Ratings	 Cognizant	 Credit Suisse
 CRISI RESEARCH Crisis	 CUMI - Murugappa	 Daimler Daimler	 Dish TV	 Ericsson	 Eveready
 Ernst & Young	 Future Supply Chain	 GAIL	 GSK Pharma	 Hansa Customer Equity	 HDFC Bank
 Hero MotoCorp	 HP Enterprise	 IPCL	 ICICI Bank	 ICICI Prudential	 JK Tyre
 JSP	 KPMG	 L&T	 Lava International	 MAQ Software	 Maruti Suzuki
 Metro Cash and Carry	 Mindtree	 Mphasis	 Payback	 PwC	 RBL Bank
 Tata Steel	 TCS	 TVS Logistics	 TVS Srichakra	 Videocon	 Vodafone
 VE Commercial Vehicles	 Wipro	 Yes Bank	 Zee Entertainment	 Indus Valley Partners	 IFFCO
 Ranbaxy Labs	 Ruchi Soya	 SS&C Global OP	 Tata Communications	 EMIL Group	 Idea Cellular
 Tolaram	 Bajaj Finance	 Sharaf DG	 NCDEX	 MECL	 Thomson Reuters

THE FACULTY AND ACADEMICS





There are 25 faculty members, two mentor faculty members, 65 visiting faculty members, and eight academic associates and research associates are working in various Areas, Centre of Excellences and research projects.

<p>Director Prof. Gautam Sinha Dean (Academics) Prof. Somnath Ghosh Dean (Planning and Development) Prof. Kampan Mukherjee</p>	
<p>Accounting and Finance</p> <ul style="list-style-type: none"> • K.N. Badhani, Professor • Kunal, Assistant Professor • Ashish Kumar, Assistant Professor • Dilip Kumar, Assistant Professor <p><i>Academic Associate:</i></p>	<p>Communications</p> <ul style="list-style-type: none"> • K.M. Baharul Islam, Professor • Smarak Samarjeet, Visiting Assistant Professor <p><i>Academic Associate:</i> Mr. Bidu Bhusan Das and Mr. Archan Mitra</p>
<p>Economics</p> <ul style="list-style-type: none"> • Abhradeep Maiti, Assistant Professor • Atulan Guha, Associate Professor • Barnali Nag, Assistant Professor <p>Presently on lien to IIT Kharagpur</p> <p><i>Academic Associate:</i> Ms. Priyanka Priyadarshani</p>	<p>Human Resource and Organisational Behaviour</p> <ul style="list-style-type: none"> • Somnath Ghosh, Professor • Rakesh Kumar Agrawal, Associate Professor • Devjani Chatterjee, Assistant Professor <p><i>Academic Associate:</i></p>
<p>Information Technology</p> <ul style="list-style-type: none"> • Srinarayan Sharma, Professor • Probir Banerjee, Visiting Professor <p><i>Academic Associate:</i> Aarti Agrawal</p>	<p>Marketing</p> <ul style="list-style-type: none"> • Mala Srivastava, Professor • Somnath Chakrabarti, Associate Professor • Dwarika Prasad Uniyal, Associate Professor (on Deputation to LBSNAA, Mussoorie) • Madhurima Deb, Assistant Professor • Rajat Sharma, Assistant Professor <p><i>Academic Associate:</i> Devorshi Mukherjee</p>
<p>Operations Management and Decision Sciences</p> <ul style="list-style-type: none"> • Gautam Sinha, FIE, Professor • Kampan Mukherjee, Professor • Kunal K. Ganguly, Associate Professor • R.K. Padhy, Assistant Professor • Nitin Singh, Associate Professor • Debabrata Das, Assistant Professor • Sabyasachi Patra, Assistant Professor <p><i>Academic Associate:</i> Siddharth Shankar Rai</p>	<p>Strategy</p> <ul style="list-style-type: none"> • Prof. Safal Batra, Assistant Professor
	<p>Mentor Faculty</p> <ul style="list-style-type: none"> • Prof. Ranjan Ghosh Ex-Professor, IIM Calcutta • Prof. V. Ranganathan Ex-Professor, IIM Bangalore



VISITING FACULTY

Accounting and Finance

- Vinay Goyal
Goa Institute of Management
- Golaka C. Nath, Senior Vice-President
Eco Research Surveillance
- Prof. Alok Dixit
- Prof. G. Sabarinathan, IIM Bangalore
- Prof. K. Kumar, IIM Bangalore
- Prof. Manoj Anand
- Prof. P.C. Biswal, MDI Gurgaon
- Prof. Sanjay Kumar Singh
- Prof. T.S. Srinivasan, IIM Lucknow
- Prof. Vinodh Madhavan
- Prof. Vipul

Economics

- Prof. K.G. Sahadevan
- Prof. Rachita Gulati, IIT Roorkee

Human Resource & Organizational Behavior

- Kuldeep Singh
- Mark Neal, Academic Program Director
International Management
(Middle East and North Africa)
- Abinash Panda, MDI Gurgaon
- Prof. Ajay Singh
- Prof. Himanshu Rai

Marketing

- Ashok Pratap Arora
- Prof. Anita Basalingappa
Associate Professor, Marketing MICA
- Prof. Ashish Dubey
- Prof. Mohan Kuruvilla
- Prof. Rajneesh Krishna, Professor MICA
- Prof. S. Ram Kumar, CEO
Last Resort Consulting
- Prof. Satish S. Maheswarappa
- Sharad Sarin XLRI, Jamshedpur
- Suren Sista, Guest Faculty, IIM Bangalore
- Pingali Venugopal, XLRI, Jamshedpur

Communications

- Amogh Dusad, Vice-President
Multi Screen Media Pvt. Ltd
- Prof. Roshan Lal Raina

General Management

- Afendras, Evangelos
- C.V. Baxi, Faculty
Public Policy and Governance
- Alexandra Benz
- Anamitra Chatterjee
- Prof. C.L. Bansal
- Prof. Dharmendra Singh Sengar
- Prof. Gilormini Patrick
ESDES Université Catholique de Lyon

Information Technology

- Sheshadri Chatterjee
- Prof. Amit Agrahari
- Prof. Arunabha Mukhopadhyay
- Prof. Vivek Gupta

Strategy

- M. Akbar, IIM Lucknow
- Ashutosh Das, MDI Gurgaon
- Vishal Gupta, IIM Ahmedabad
- Suman Lahiri
- Prof. Suresh Bhagavatula, IIM Bangalore
- Prerna Singh
Director at Synergy Pro Advisory
- Singh Vikram
Managing Director, Synergy Pro Advisory



Operations Management & Decision Sciences

- Devashish Jena, Consultant at National Productivity Council, Govt. of India At DoMS, RGIPT
- Mr. Partha Dasgupta, Advisor-Corporate, Affairs and Human Resource
- Prof. Amitabh Raturi, Professor Operations Management, University of Cincinnati
- Prof. Atanu Chaudhuri
- Prof. Bhaba Krishna Mohanty
- Prof. Gaurav Garg
- Prof. Manoj K. Srivastava, MDI Gurgaon
- Prof. Nikhilesh K. Gupta
- Prof. Nitin Seth
- Prof. Pradyumana W. Khokle, IIM Ahmedabad
- Prof. Pushpendra Priyadarshi
- Prof. Rajesh K. Aithal
- Prof. Rajiv Kumar, IIM Calcutta
- Prof. Roma Mitra Debnath, IIPA Delhi
- Prof. Sushil Kumar
- Prof. Trilochan Sastry, IIM Bangalore
- Subrat Rath

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. *Journal of Regional Science*.
- Maiti, A. (2015), “Effect of Joint Custody Laws on Children’s Future Labor Market Outcomes” *International Review of Law and Economics*, Vol. 43, pp. 22–31.
- Majumder, A., Homaifar, G., and Maiti, A. (2015), “Purchasing Power Parity under Flexible Exchange Rate Regime in Bangladesh. *Journal of Business and Economic Perspectives*” Vol. XLII(1), pp. 10–25.

Ashish Kumar

- Garg, A., and Mitra, S.K. (2015), “A Study of Lead-Lag Relationship of Stock Market Return and FIIs”, *Decision*, Vol. 42, Issue 3, pp. 279-292. Publisher: IIM, Kolkata & Springer International. (C category as per IIM Kashipur list)
- Garg, A., and Varshney, P. (2015), “Momentum Effect in Indian Stock Market: A Sectoral Study” *Global Business Review*, Vol. 16 issue 3, pp. 494–510. Publisher: International Management Institute (IMI), Delhi & Sage Publication. (D category as per IIM Kashipur List)
- Garg, A., Ray, K.K. and Mitra, S.K. (2015), “Cases in Management (Strategy and General Management)” Published by ET Cases, *The Times for Learning Ltd. Times of India Group*. ISBN; 978-81-931001-1-0.
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Atulan Guha

- Guha, A. (2015) “A survey on Corporate Saving, Corporate Tax, and Surplus” In *ICSSR Research Surveys and Explorations, Economics*, Volume- Indian Industrialisation edited by C.P. Chandrashekhar, Oxford University Press.

Debabrata Das

- Das, D. and Dutta, P. (2015), “Performance Analysis of a Closed-Loop Supply Chain with Incentive Dependent Demand and Return”, *The International Journal of Advanced Manufacturing Technology*, DOI: 10.1007/s00170--015-8195-7. Forthcoming.
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Dilip Kumar

- Kumar, D. (2015), “Sudden Changes in Extreme Value Volatility Estimator: Modeling and Forecasting with Economic Significance Analysis”, *Economic Modelling* (Elsevier), Vol. 49, pp. 354 – 371.
- Kumar, D. (2015), “Risk Spillover between the GIPSI Economies and Egypt, Saudi Arabia, and Turkey”, *Emerging Markets Finance and Trade* (Taylor & Francis), Vol. 51 (6), pp. 1193–1208.

- Kumar, D. (2016), “Sudden Breaks in Drift-Independent Volatility Estimator based on Multiple Periods Open, High, Low and Close Prices”, *IIMB Management Review* (Elsevier), Vol. 28, pp. 31–42.
- Kumar, D. and Maheswaran, S. (2015), “Long Memory in Indian Exchange Rates: An Application of Power-Law Scaling Analysis”, *Macroeconomics and Finance in Emerging Market Economies*, Vol. 8(1–2), pp. 90–107. (Taylor and Francis).
- Kumar, D. and Maheswaran, S. (2015), “Return and Volatility Spillover among the PIIGS Economies and India”, *American Journal of Finance and Accounting* (Inderscience), pp. 4(1). pp. 28–49.

Kampan Mukherjee

- Mukherjee, S. and Mukherjee, K. (2015), “Selection Decisions of Offshore ITO Service Providers for Strategic Alliances—An AHP based Approach”, *International Journal of Business Information System*, Vol. 20(2), pp. 238–269.
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Kunal Ganguly

- Ganguly, K.K. and Rai, S.S. (2015), “Managing the Humanitarian Relief Chain: The Uttarakhand Disaster Issues”, *Journal of Advances in Management Research*, Vol. 12(3).
- “Operations Management,” (2016), co-authored by Evans/Collier by Cengage Publications.
- International Contributor to the book, “Materials Management,” (2016) by Chapman, Pearson Edu.

Mala Srivastava

- Srivastava, M. and Kaul, D. (2016), Exploring the Link between Customer Experience–loyalty–Consumer Spend”, *Journal of Retailing and Consumer Services*, Vol. 31, pp. 277–286. (Accepted for Publication).
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- Khanvilkar, S. and Srivastava, M. (2015), “Organizational Climate in the Indian Context an Empirical Study of Middle Level Executives SMART”, *Journal of Business Management Studies*, Vol. 11(2).
- Srivastava, M. and Luthia, M. (2016), “Impact of Communication Skills on Relational Outcomes in Banking and Financial Services”, *The International Manager*, Vol. 3(10), pp. 1–13.

Nitin Singh

- Singh, N. (2016), “Emerging Trends in Big Data”, *International Technology Management Review*, Vol. 5(4), Atlantis Press, Netherlands.
- Singh, N., “An Empirical Testing of Random Walk Model on Indian Stock Markets”, *International Journal of Managerial Finance*, Emerald, Australia (Under Final Review).

R.K. Padhy

- Patra, P.K., Ray, A.K., Padhy, R.K and Pattnaik, S. (2015), “Electronic Governance Service Quality: A Study in the State of Odisha”, *Int. J. Services Technology and Management*, Vol. 21, Nos. 4/5/6, pp. 238–251.

Safal Batra

- Batra, S. and Sharma, S. (2016), “Stronger may not be Better: Organizational Identity Strength and Performance of Indian SMEs”, *Asia Pacific Journal of Human Resources*.
- Gupta, V.K. and Batra, S. (2015), “Entrepreneurial Orientation and Firm Performance in Indian Smes: Universal and Contingency Perspectives”, *International Small Business Journal*.
- Batra, S. Sharma, S., Dixit, M.R. and Vohra, N. (2015), “Strategic orientations and Innovation in Resource-constrained SMEs of an Emerging Economy”, *Journal of Entrepreneurship*, Vol. 24(1), pp. 17–36.
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- Batra, S. and Pollitt, D. (2014), “Building a Culture of Creativity at Moving Pixels Company: Informality, Openness and Respect Support Hard-working Employees”, *Human Resource Management International Digest*, Vol. 22 (6), pp. 24–26.
- Batra, S. , “Do new Ventures Benefit from Strategic Change or Persistence? A behavioral Perspective”, *Journal of Organizational Change Management*, Vol. 29 (2), pp. 310–319.

Srinarayan Sharma

- Parthasarathy, S., & Sharma, S. Efficiency Analysis of ERP Packages—A Customization Perspective. Forthcoming in *Computers in Industry*.
- Parthasarathy, S., & Sharma, S. (2016). Impact of customization over software quality in ERP projects: an empirical study. *Software Quality Journal*, 1-18. DOI: 10.1007/s11219-016-9314-x.





WORKING PAPER

Debabrata Das

- Das, D. and Pankaj Dutta, “Multi-Objective Optimization of a Closed-Loop Supply Chain in Presence of Product Exchange Offer”.
- 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”.
- Das, D. Kampan Mukherjee. and Kunal Ganguly, “Design and Planning of a Closed-Loop Pallet Management System”.
- R.K. Padhy and Das, D., “A Hybrid Model based on DEA and System Dynamics for Measuring Leanness in Indian SMEs”.

Rajat Sharma

- Values Influencing Sustainable Consumption behavior: Exploring the Contextual Relationship Fashion Retail: What shall I do while I wait Outside my Spouse Waiting Room? Social Value vs. Social Hazard: A Study of Jim Corbett National Park.

Sabyasachi Patra

- Patra, S. and Archan Mitra, “Understanding Human Sentiments towards Environmental Information for Sustenance: A Sentiment and Discourse Analysis of Social Media Images for Upcoming ACMC Conference Yogyakarta, Indonesia”.
- Variable Selection in Regression using Adaptive Grouplasso.

Somnath Chakrabarti

- Case Titled, “Delhi Metro Rail Corporation (A): Designing, Delivering, and Driving Customer Delight.”
- Case Titled, “Delhi Metro Rail Corporation (B): Dilemma of Doing More with Less.”
- Paper Titled, “Service Quality of Leading Indian Private Banks—A Sentiment Analysis Approach.”

PRESENTATIONS

Ashish Kumar

- Paper Titled, “Information Transmission from Crude Oil to Agricultural Commodities,” Presented at World Business, Finance and Management Conference Conducted by World Business Institute, Australia in collaboration with American Research Publication International, USA and London Academic Research and Publication UK at Auckland, New Zealand, December 14–15. 2015.
- Paper Titled, “Spill over effect between Crude Oil Market and Agricultural Commodities: Application of Portfolio Management”, has been Presented at 5th Indian Finance Conference Conducted by IIM Calcutta, December 16–18. 2015.
- Paper Titled, “Information Transmission from Crude Oil to Agricultural Commodities,” Presented at World Business, Finance and Management Conference Conducted by World Business Institute, Australia in Collaboration with American Research Publication International, USA and London Academic Research and Publication UK at Auckland, New Zealand, December 14 -15. 2015 (Received Best Paper Award).

Atulan Guha

- Guha, A. (2016, Feb), “Exchange Rate Movement of Developing Countries like India: An Alternative Theoretical Framework,” in the 21st International Academic Conference, Organized by The International Institute of Social and Economic Sciences, Prague (sponsored by Institute’s International Conference Fund).
- Guha, A. (2016, Jan), “Negotiations in WTO for Indian Agriculture,” in the *National Seminar on Role of Public Policy in Development Process*, Organized by Sardar Patel Institute of Economic and Social Research, Ahmedabad (Sponsored by the Organizer).
- Guha A. (2015, Sept), Delivered Lecture on Corporate Tax and Inequality in the National Seminar’ on ‘Sixth Round of ICSSR Research Survey and Explorations in Economics’, Organised by ICSSR, New Delhi (Sponsored by the Organizer).

Debabrata Das

- Das, D. and Dutta, Pankaj (2015), A Reverse Logistics Framework in presence of Incentive Offer and Advertisement-dependent Demand, 2015 Annual Meeting of the Decision Sciences Institute, Seattle, USA, November 21–24, 2015.
- Das, D., Mukherjee, Kampan and Ganguly, Kunal (2015), “Design and Analysis of a Closed-Loop System for enhancing Sustainability in Pallet Management”, *XIX Annual International Society of Operations Management Conference*, Kolkata, India, December 11–13, 2015.
- Padhy, R.K. and Das, D. (2016), “A Hybrid Model based on DEA and System Dynamics for measuring Leanness in Indian SMEs”, *E-Business and Supply Chain Competitiveness (EBSCC 2016)*, conference, Indian Institute of Technology Kharagpur, February 12–14, 2016.

Devjani Chatterjee

- “Analysis of the Consequences of Change on Medium Enterprises: Evidence from Two Family Businesses”, *International Journal of Arts & Sciences*, (IJAS) International Conference for Business and Economics, University of Nevada Las Vegas, Las Vegas, USA, March 21–25, 2016.

Dilip Kumar

- “Estimating and Predicting Value-at-risk: A Study based on the Unbiased Extreme Value Volatility Estimator”, *5th Economics & Finance Conference*, Miami, USA, February 9–12, 2016.
- “Spillover Effect from Crude oil Market to Agricultural Commodities: Application of Portfolio Management”, *India Finance Conference 2015*, IIM Calcutta, December 17–19, 2015.
- “Estimating and Predicting Value-at-risk: A Study based on the Unbiased Extreme Value Volatility Estimator”, *India Finance Conference 2015*, IIM Calcutta, December 17–19, 2015.

Kampan Mukherjee

- Das, D., Mukherjee, K. and Ganguly, K., “Design and Analysis of a Closed-Loop System for Enhancing Sustainability in Pallet Management,” *Proceedings of the XIX Annual International Conference of Society of Operations Management (SOM) 2015*, held at Indian Institute of Management Calcutta, India, December 11–13, 2015.
- Choudhury, A. and Mukherjee, K., “Study of the Factors Influencing the Performance of Green Supply Chain Management—An ISM Approach,” *Proceedings of the XIX Annual International Conference of Society of Operations Management (SOM) 2015*, held at Indian Institute of Management Calcutta, India, December 11–13, 2015.



- Mukherjee, K., Mondal, S. and Chakraborty, K., “Impact of Various Issues on Extending the Useful Life of a Product Through Product Recovery Options,” *Proceedings of the International Conference on Remanufacturing (ICoR 2015)*, held at Amsterdam, The Netherlands, June 14–16, 2015.
- Chakraborty, K., Mondal, S. and Mukherjee, K., “Study on Possibility of Frequency of Remanufacturing—A Critical Analysis”, 8th ISDSI International Conference Held at Pune, January 2–4, 2015.

K.N. Badhani

- Paper Titled, “Non-linearities, Asymmetries and Financial Contagion: A Study of the Association between Indian and the US Stock Markets”, Presented at 12th *International Conference of WEAI, Singapore*, January 2016.

Kunal

- Construction of Composite Index to Assess Monetary Conditions and Stance of Multiple Indicators Approach Based Monetary, *International Interdisciplinary Business-Economics Advancement Conference (IIBA)*, Ft.Lauderdale, Florida, USA, November 16–21, 2015.
- Keynote Speaker at Entrepreneurial Finance for Sustainable Development: Practitioners’ Perspectives, *International conference on “Changing Paradigm of Management Practices for Sustainable Development”*, Bhimrao Ambedkar University, Lucknow, March 5–6, 2016.

Mala Srivastava

- Presented Paper Titled, “Antecedent to Consumer Engagement: Moderating Role of Media Richness of Brand Pages”, *International Conference on Business, Economics, Social Science and Humanities (BEESH 2016)*, Tokyo, March 2016.

Nitin Singh

- Paper Titled, “Analytics Intervention in Audit”, Presented at *Business Conference Barcelona*, March 2016.

Rajat Sharma

- Paper Titled, “Exploring the Influence of Online Pricing Strategies on Buying Behavior”, at 5th *European Business Research Conference*, Rome, September, 10–1, 2015.
- Paper Titled, “The Sender, the Receiver and the Content: How their Characteristics Affects what People Share on Social Media”, at 9th *ISDSI International Conference*, Goa, January 2–4, 2016.
- Paper Titled, “Social Value vs. Social Hazard: A study of Jim Corbett National Park”, at *Conference on Sustainable Livelihoods in Uttarakhand*, Dehradun, February 13–14, 2016.

Rakesh Agrawal

- Agrawal, R.K. (2016), “Ethical Climates and Organizational Citizenship Behaviour: A Moderated Mediation Model of Leader-Member Exchange and Trust In Management”, *European Academy of Management Conference 2016 (EURAM 2016)*, Creteil University, Paris, France, June 1–4, 2016.
- Agrawal, R.K. and Swaroop, P. (2016), “Linking Ethical Climates and Organizational Commitment: Role of Leader-member Exchange”, *IJAS International Conference for Business & Economics*, Valetta, Malta, March 6–10, 2016.

- Goswami, A. and Agrawal, R.K. (2015), “Knowledge Sharing: A Bibliometric Study”, *4th Biennial Indian Academy of Management Conference*, Indian Institute of Management Lucknow, Noida Campus, Delhi NCR, India, December 11–13, 2015.

R.K. Padhy

- Presented Paper on “A Hybrid Model based on DEA and System Dynamics for Measuring Leanness in Indian SMEs”, at *International Conference on E-Business and Supply Chain Competitiveness (EBSCC 2016)* Jointly organized by IIT Kharagpur & POMS India Chapter, February 12–14, 2016.

Sabyasachi Patra

- “Logistic Regression and Generalized Additive Model Based Model Selection for Credit Scoring”, *International Journal of Arts & Sciences’ (IJAS)*, International Conference for Business and Economics, Las Vegas, USA. March 21–25, 2016.

Somnath Chakrabarti

- Paper Titled, “Customer Satisfaction at Delhi Metro Rail Corporation.”, Presented at AICBMM 2015 (Oxford) Conference, UK, November 16–18, 2015.
- Paper Titled, “Understanding Long Lasting Non Financial Relationships between Firms and Market Channel Partners in Watch Category in India”, Presented at IJAS Annual Conference in Freiburg, Germany, December 01–04, 2015.
- Paper Titled, “The Interrelationships of Interdependence, Trust, and Commitment among Firms and Market Channel Partners in Watch Category in India”, Presented and published as paper at 2016 International Academic Business Conference, New Orleans, USA, March 06–10, 2016.
- Paper Titled, “Exploring Effects of “Country of Origin” and “Cultural Values” on Consumer Perceptions towards Luxury Brands.” To be Presented and to be Published as Paper at International Conference in Marketing, Singapore Management University, Singapore, June 20–21, 2016.

Somnath Ghosh

- “Liberalization, Globalization and Inequity: How CSIs can be more Effective Today,” Research Seminar, IIM Kashipur, August 20, 2015.
- “Impacting on Society: Exploring Common Ground behind the Power of Individual Initiatives,” 22nd International Academic Conference, Lisbon, March 24, 2016.
- “Addressing Inequity: CSIs, Grounded Theory and Transformative Change”, Paper Presented in Symposium on Transformation for Rural Development: Collaboration and Co-Production of Knowledge (TRD), Jointly Organized by Charles Sturt University, Australia, Ambedkar University, Delhi and PRADAN, India, India International Centre, New Delhi, April 19–22, 2016.

Smarak Samarjeet

- #HeForShe to “Our Shared Space”: Following Emma Watson, paper presented at National 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

- 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.



PARTICIPATIONS

Atulan Guha

- Participated in a Workshop on “India’s Post-1991 Inward FDI Experience: Looking beyond the Aggregates”, Organized by Institute for Studies in Industrial Development, New Delhi, March 2016.

Debabrata Das

- Participated in the “New Faculty Development Consortium”, Organized by Decision Science Institute (DSI) held at Seattle, USA, November 21–24, 2015.

Devjani Chatterjee

- Online Faculty Development Program: Course on “People Analytics” from the University of Pennsylvania.

Kampan Mukherjee

- Participated in Global Colloquium on Participant-Centered Learning, Organized by HBS, Harvard, USA during 2015–2016 on Case Study based Teaching and Case Writing through Interactive Sessions at Harvard and Mumbai.

Kunal Ganguly

- FDP: Attended Case Study Teaching/Writing Workshop (Glocol Program) in Harvard Business School in July 2015.

Nitin Singh

- Attended a Workshop at Gartner’s Business Conference, Nov 2015.

Somnath Ghosh

- Along with Senior Fellow, Mr. Manab Chakraborty, Undertook Field Visits between July 7–9, 2015, to Hoshangabad, Madhya Pradesh to Appraise the Work of a Women’s Poultry Cooperative, a Poultry Feed Manufacturing and an Oyster Mushroom Marketing Cooperative in Kesla, Madhya Pradesh.
- Undertook Field Visits with Manab Chakraborty to Ranchi, Hazaribagh, Gumla, Godda, Ramgarh and Purulia during the Period September 24–29, 2015 to Appraise the Work done by Professional Assistance for Development Action (PRADAN). The Findings and Observations of the Research will be Published in the form of a Book.

PROGRAMMES CONDUCTED

Abhradeep Maiti

- Conducted an MDP, “MDP for TATA Motors managers on Economic Environment.”

Atulan Guha

- MDP on “Appreciation for the Economic Environment among the Managers of TATA Motors Ltd.”, October 2015.

Debabrata Das

- Prof. Debabrata Das and Team from the Operations Management and Decision Sciences Group at IIM Kashipur have 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.”



Somnath Chakrabarti

- Conducted MDP as Programme Director for LIC in May 2015.
- Conducted MDP as Programme Director for LIC in December 2015.

Somnath Ghosh

- Organized a two-day workshop on Sustainable Agribusiness Livelihoods in Uttarakhand: Prospects and Opportunities was organized on October 8–9, 2015 in collaboration with Department of Agricultural Communication, College of Agriculture, G.B. Pant University of Agriculture and Technology, Pantnagar, Uttarakhand. The workshop was attended by more than 150 participants including farmers, SHG members, representatives from NGOs, Government and financial institutions, scientists and academicians.
- Partnered with Doon University for a National Conference on Financial Inclusion and Sustainable Livelihood on February 12, 2016, at Dehradun. The focus was on new initiatives and innovations in the fields of financial inclusion and sustainable livelihood.
- Organized a half-day consultative meeting on January 25, 2016 with NGOs and other voluntary sector organizations to deliberate on how IIM Kashipur can engage or collaborate with NGOs, cooperatives, producer organizations and government departments in and around Udham Singh Nagar on issues of sustainable livelihoods and development. The meeting was attended by representatives from 16 non-profit organizations and around thirteen faculty members and research associates from IIM Kashipur.
- “Developing Self & Managing Teams for Operational/ Business Managers” of Srei Equipment and Finance Limited (November 16-17 and 18–19, 2015).
- Taught a module on “Organizational Diagnosis & Performance,” IIM Ahmedabad, February 15–16, 2016.

ADMINISTRATIVE STAFF



ADMINISTRATIVE STAFF

- Capt. (I.N.) M.C. Joshi (Retd.)
 - Mr. Jainender Kumar
 - Mr. Atin Kumar Biswas
 - Mr. Sanjay Basu
 - Mr. P.K. Srivastava
 - Dr. Yogesh Sharma
 - Mr. Parthadas Gupta
 - Mr. S.K. Verma
 - Mr. V.S. Kumar
 - Mr. Ajibul Hasan Khan
 - Mr. Pradeep Kumar
 - Dr. Vinay Sharma
 - Mr. Amit Kumar Chanpuria
 - Ms. Rachana Sharma
 - Mr. Daljeet Charkhandi
 - Mr. Ravi Gupta
 - Mr. Uma Shankar
 - Mr. Sanjeev Kumar Jha
 - Mr. Sharad Kumar Srivastava
 - Mr. Ravi Prakash
 - Mr. Saket Sharma
 - Ms. Pooja
 - Mr. Ranjay Kumar
 - Mr. Prakash Singh
 - Mr. Sunil Dutt
 - Mr. Maneesh Kumar Sharma
 - Mr. Rohtas Kumar Sharma
 - Dr. Subhi Agarwal
 - Mr. Manoj Kumar Prajapati
 - Mr. Nipendra Singh
 - Ms. Lata Pandey
 - Mr. Manminder Singh
 - Mr. Amar Singh
 - Mr. Lucky Dengre
 - Mr. Chandan Santra
 - Mr. Vishwanath Maurya
 - Mr. Om Singh
 - Mr. Dushyant Saxena
 - Mr. Aryendra Singh
 - Mr. Vivek Bhatnagar
 - Mr. Pirag Chand
- Chief Administrative Officer
Chief Advisor (Project)
Chief Engineer Project
FA-cum-CAO
Sr. Specialist (Project)
Medical Officer
Advisor (Corporate Relations)
OSD
Manager (Placement)
Assistant Executive Engineer
Assistant Engineer
Administrative Officer
Administrative Officer
Assistant Administrative Officer
Superintendent
Secretary to the Director
Office Assistant
Sr. Library and Information Assistant
Office Assistant
Office Assistant (IT)
Junior Engineer (Electrical)
Accountant
Accountant
Office Assistant
Store & Purchase Officer
Office Assistant
General Duty Assistant
Counsellor
Supervisor
Site Supervisor
LDC
Driver
Electrician
Library Trainee
Steward-cum-Cook
Attendant
Head Gardener
Office Attendant
Office Attendant
Office Attendant
Office Attendant (Lib)

CENTRES OF EXCELLENCE



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

CENTRE OF EXCELLENCE ON COMPETITIVENESS (CoEC)

The CoEC of IIMK is dedicated to the study of competitiveness, with emphasis on the theory and practice of competition, competition regulation and innovation for sustained economic development in an increasingly integrated world. The Centre recognizes competitiveness as a trans-disciplinary field encompassing economics, finance, strategy, law, business operations and social sciences.

The CoEC aims to create and disseminate knowledge related to competitiveness and its various dimensions of competitiveness and also its inter-linkages with the structure, conduct, and performance of firms in particular and its impact on society and national welfare in general. It also aims to act as a catalyst in the distribution and application of the latest knowledge in the field by aiming to develop a network of think tanks, business executives, researchers, educationists, policy makers, corporate managers across business, government, non-governmental organizations, and institutions.

Courses

The Centre successfully launched special elective on Competitive Landscape for the PGP students for the outgoing PGP class of 2013. The course was designed under the mentorship of Shri Anurag Goel, Former Member, Competition Commission of India (CCI). The course emphasized the opportunity of competition, its impact on business strategy and conduct, performance of the firm and the extant competitive regulation in several areas such bid rigging, market design, cartel behaviour, pricing practices, etc. Another course on infrastructure regulation, emphasizing the regulation as proxy to competition in infrastructure sectors like energy and utilities is also being offered in Term V as an elective to PGP students.

Research Area

The CoC is working to identify themes for research in the area of Competitiveness, Competition, and Innovation. The indicative areas of research are as follows:

1. Competitiveness and Economic Development

- a) Competitiveness and Business Strategy
- b) Measuring Competitiveness
- c) Creating Sustainable Competitive Advantage
- d) Competitive Eco-systems
- e) National and State Competitiveness

2. Competitiveness, Competition, and Theory of the Firm

- a) Structure, Conduct, and Performance of the firms
- b) Competition and Regulation-Mitigating Market failures
- c) Competitive Regulation–Understanding Competition Law
- d) Regulation as proxy to Competition
- e) Role of Mergers and Acquisitions, Takeovers in competitive market structure
- f) Competition Policy

3. Competitiveness, Productivity and Innovation

- a) Competitiveness and Productivity
- b) Competitiveness, Technology and Innovation
- c) Competitive Benchmarking
- d) Competitiveness and Enterprise Cost Optimization
- e) Economics of location

CENTRE OF EXCELLENCE IN SUSTAINABLE DEVELOPMENT (CoESD)

Setting up a Centre of Excellence in Sustainable Development is IIM Kashipur's way of transferring at least some 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

The Centre of Excellence in Sustainable Development (CoE-SD) 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 Development. It operates under two verticals: *Livelihoods* and *Lean Operations*, particularly in Uttarakhand. For the academic year 2015–16, following set of activities were carried out.

The following activities were carried out under the two verticals:

Livelihoods

- **Conference/ Workshop**

A two-day workshop on *Sustainable Agribusiness Livelihoods in Uttarakhand: Prospects and Opportunities* was organized on October 8–9, 2015 in collaboration with Department of Agricultural Communication, College of Agriculture, G.B. Pant University of Agriculture and Technology, Pantnagar, Uttarakhand. The workshop was attended by more than 150 participants including farmers, SHG members, representatives from NGOs, Government and financial institutions, scientists and academicians. The participants shared their experience in implementing agriculture-based livelihood interventions and deliberated on issues of policy support and interventions. Apart from registering the presence of IIM Kashipur among the civil society in Uttarakhand, one of the tangible outputs of the workshop was initiation of long term relationships with some of the leading NGOs in the region. The detailed workshop report is available [here](#).

CoE-SD partnered with Doon University for a National Conference on *Financial Inclusion and Sustainable Livelihood* on February 12, 2016, at Dehradun. The focus was on new initiatives and innovations in the fields of financial inclusion and sustainable livelihood.



• **Institutional Outreach/ Capacity Building & Training Program**

Mr. Manab Chakraborty attended second National Biogas Convention on September 15–17, 2015 organized by the Indian Institute of Technology, Delhi.

On September 17, 2015, Manab Chakraborty moderated a one-day Roundtable on Agri-Value Chain organized by Access Development Services in New Delhi. The roundtable was attended by leading banks, farmer organizations, warehouse operators, MFIs, and academicians. The roundtable identified research, policy, regulatory, and technical requirements to make agri-value chain robust in India.

On January 25, 2016, a half-day consultative meeting was held with NGOs and other voluntary sector organizations to deliberate on how IIM Kashipur can engage or collaborate with NGOs, cooperatives, producer organizations and government departments in and around Udham Singh Nagar on issues of sustainable livelihoods and development. The meeting was attended by representatives from 16 non-profit organizations and around thirteen faculty members and research associates from IIM Kashipur. An outcome of the workshop was the permission to prepare a case study on Surbhi Gramudyog Vikas Sansthan, Kashipur.

Mr. Manab Chakraborty and Ms. Maitrayee Mukerji from CoE on Sustainable Development were invited by CHIRAG, one of the leading NGOs in Uttarakhand to give a two-day Training Workshop on Business Planning of Farmer Producer Companies. Insights from the workshop.

Mr. 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 (TOFTigers), United Kingdom can help sustainable economic development in and around Corbett Park.

• **Field Research**

Between July 7–9, 2015, Prof. Somnath Ghosh and Mr. Manab Chakraborty undertook field visits to Hoshangabad, Madhya Pradesh to appraise the work of a women's poultry cooperative, a poultry feed manufacturing, and an oyster mushroom marketing cooperative in Kesla, Madhya Pradesh.

On September 24–29, 2015, Prof. Somnath Ghosh and Mr. Manab Chakraborty undertook field visits to Ranchi, Hazaribagh, Gumla, Godda, Ramgarh and Purulia to appraise themselves of the work done by Professionals in Rural Development Action (PRADAN). The findings and observations of the research will be published in the form of a book.

- **Publications**

- **Conference Proceedings**

- Somnaath Ghosh, “Impacting on Society: Exploring Common Ground behind the Power of Individual Initiatives,” *22nd International Academic Conference*, Lisbon, March 24, 2016

- Somnaath Ghosh, “Addressing Inequity: CSIs, Grounded Theory and *Transformative Change*.” *Paper presented in Symposium on Transformation for Rural Development: Collaboration and Co-Production of Knowledge (TRD)*, jointly organized by Charles Sturt University, Australia, Ambedkar University, Delhi and PRADAN, India, India International Centre, New Delhi, April 19–22, 2016.

- **Case Study**

- Manab Chakraborty, *Ahmednagar District Goat Rearing and Processing Cooperative Federation (AGF), Maharashtra* (Submitted for Publication)

- Maitrayee Mukerji and Manab Chakraborty, *Surbhi Gramudyog Vikas Sansthan, Kashipur*, (Submitted for Publication)

- **Working Papers**

- Maitrayee Mukerji and Manab Chakraborty, *Regulating Peer-to-Peer Lending Businesses in India*.
 - Maitrayee Mukerji, Sunandan Madan, and Swapnil Agarwal *Use Cases for Internet of Thing (IOT) based Platform for Agriculture Information Services*.

- **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.



PPE FREE ZONE

ATAVA MOTORS



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, assess its sector specific effectiveness. The findings will be useful in terms of creating sector specific frameworks for Lean implementation. Likewise, the learning from implementation of Lean in manufacturing can also be successfully adapted and extended to ever demanding service sectors like Health, Govt. and infrastructure.

Being located in one of the manufacturing hubs of the country, IIM Kashipur has taken a lead in carrying out research activities in the area of Lean Operations with following objectives. The programme would enable the local industries to tap into the cumulative implementation knowledge that accumulates within cell.

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 consultancy, training and research into the implementation of the 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.

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 the need and acquiring means 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 the nine suppliers of Ashok Leyland to form a mini cluster named BOSS Cluster, carried out consultancy and research at various MSMEs in the areas of implementation of Lean manufacturing and sustainable operations management. That apart, the students of IIM Kashipur are also undertaking live projects in these Industries. Not only they identify the problems but also working on 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.

LEAN OPERATIONS

- Lean Operations Cell (LOC), under CoE-SD, 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 the nine suppliers of Ashok Leyland to form a mini cluster named BOSS Cluster.

- LOC carried out consultancy and research at various MSMEs in the areas of implementation of Lean manufacturing and sustainable operations management. As part of the course work, the students of IIM Kashipur are also undertaking live projects in these Industries. Not only they identify the problems but also working on solutions to the current challenges faced by the MSMEs along with employees of MSMEs.
- This enables us not only working on improving the competitiveness of these Units but also to do research and develop case studies in the area of Lean Operations Management.
- 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. This encourages the employees to be the part of the improvement journey.
- Followings are some of the Kaizens which motivated the industries to take up further continuous improvement projects. At present each unit is working on average 4 to 5 improvement projects not only in improving the productivity but also to improve their workplace.

Continuous Improvement Projects/ Kaizens		
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/Piece 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 performace
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



CENTER OF EXCELLENCE IN PUBLIC POLICY AND GOVERNMENT



INTRODUCTION

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 on 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.

EVENTS

- Organized a National Conference on ‘Media and Public Policy in India’ on 21–22 January 2016.
- A Consultative Workshop with the Advocates of Kashipur sub division of Udham Singh Nagar district has been organized on Feb 14th, 2016 by the Centre of excellence in Public Policy & Government, IIM Kashipur in connection with the ongoing project on Ministry of “Performance Indicators for Subordinate Courts and Suggestive Policy/ Procedural Changes to Reduce Civil Case Pendency” by the Ministry of Law & Justice, Government of India.
- A Short Term Training on Environmental Law for Regulators and other Stakeholders in North East (NE) India was held on 17–18 Sep 2015 at Indian Institute of Entrepreneurship, Lalmati, Near Games Village, Guwahati. The program was attended by IFS Officers of the NE Region, Researchers, and Academicians from various institutions.

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.



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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.

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.

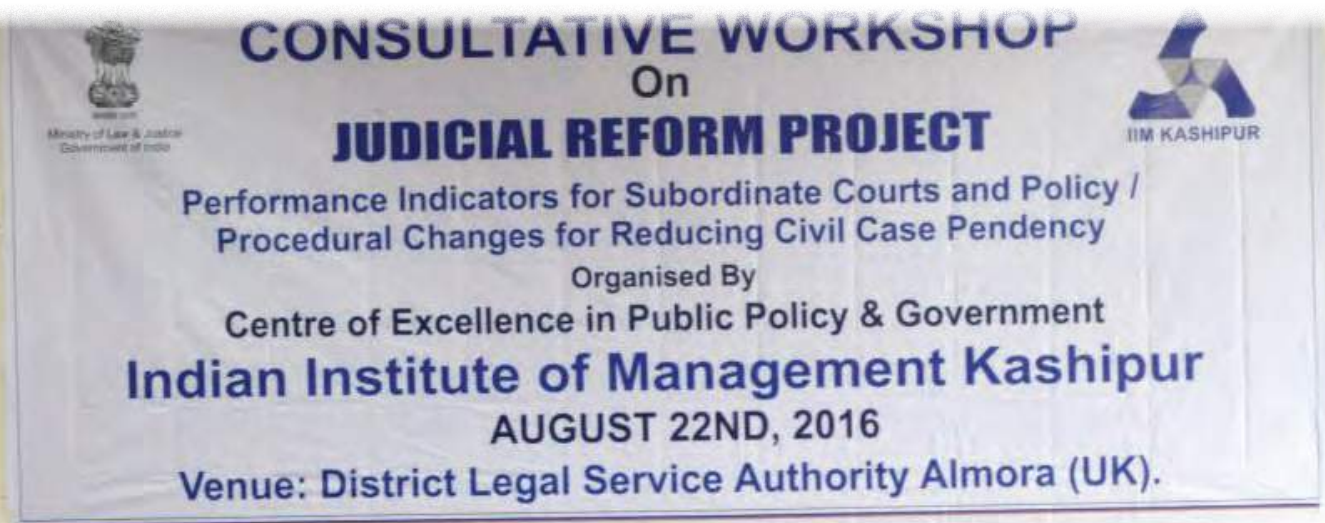


On this backdrop, the study intends to understand the complex relationship between human developmental interventions on the Uttarakhand's environment and local communities. The study also tries to assess the implementation of government policies in general and policies related to disasters in particular. The aim of the project, funded by Indian Council for Social Science Research (ICSSR) 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.



PUBLICATIONS

Sustainability issues have a variety of disciplinary perspectives and therefore demands an interdisciplinary approach. This book aims to explore the cultural, environmental, and economic challenges faced by the present and future generations. This book contains fifteen chapters addressing themes on economic philosophy of development, environmental regulation and climate change policies, sociology of development, inequality, human rights and inclusion policies in India.



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 the IIM Kashipur cover different areas like Finance, Marketing, Leadership, HRM, Operations, Project Management and Corporate Strategy apart from General Management. 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. We offer two types of MDPs:

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 designed/ customized to meet the specific needs of the organization.

MANAGEMENT DEVELOPMENT PROGRAMMES (MDPs)

- Strategic Business Analytics
- HR Analytics
- Statistical Analysis for Financial Risk Management Leading Teams for Performance Excellence
- Statistical Process Control (SPC) Tools for Problem Solving
- Fostering Entrepreneurial Mindset and Strategic Agility for Enhanced Business Performance Financial Derivatives and Risk Analysis
- Digital Marketing
- Business Analytics for Strategic Decision Making Strategies for Business Growth
- Financial Market Risk: Measurement and Management Leading teams for performance excellence Simulation Techniques for Pricing Exotic Derivatives
- NSE and IIM-Kashipur Jointly Presents Management Development Program On Capital Market
- Analytics

NOVEMBER



CONFERENCE, SEMINAR, TRAINING, AND WORKSHOP





The institute organized a number of conferences, seminars, training and workshops apart from students' led networking events to facilitate industry-academia interaction. The objective was to allow students and faculty members to gain deeper insight into the realities of the corporate life so as to update our knowledge, skills, and wisdom, and to further develop forums for networking leading to better placements. Some of these are as follows:

CONFERENCE

- National Conference on Media and Public Policy in India by Centre of Excellence in Public Policy and Government Indian Institute of Management Kashipur during January 21–22, 2016.
- Conference on Sustainable Livelihoods in Uttarakhand during November 19–20, 2015.
- IIM Kashipur organized International Conference on “Globalizing Brand India: Opportunities and Challenges” during April 18–19, 2015 at New Delhi.

WORKSHOP

A Consultative Workshop on Law Project

A Consultative Workshop with the Advocates of Kashipur sub division of Udham Singh Nagar district has been organized on Feb 14th, 2016 by the Centre of excellence in Public Policy & Government, IIM Kashipur in connection with the ongoing project on Ministry of “Performance Indicators for Subordinate Courts and Suggestive Policy/ Procedural Changes to Reduce Civil Case Pendency” by the Ministry of Law & Justice, Government of India.

IIM Kashipur Successfully Conducts Six Sigma Course

When it comes to Quality education, IIM Kashipur put its best practices to provide quality knowledge through a quality source. A three day Six Sigma Certification workshop was organized at IIM Kashipur for the PGP 2011 batch in partnership with Think Excellence Pvt. Ltd., specialized in lean six sigma training program. IIM Kashipur became one of the few b-schools to provide Green Belt Six Sigma certification to its students.

Workshop on Role of Brand Managers in Advertising Campaign by Percept/H, COO, Mr. Amitava Mitra

7th July 2012: Mr. Amitava Mitra, Chief Operating Officer- North, Percept/H visited IIM Kashipur and addressed PGP students.

Workshop on Ethics by IAF, Wg. Cdr. Anupama Monga

Two minutes into the Ethics session by Wing Commander Anupama Monga and the students were awestruck. Hers was a true inspirational story, and her bravery was well known in Air Force circles. Ms. Monga was part of the first batch that revolted against discrimination against women in the Air Force.

EXCHANGES AND COLLABORATION

Indian Institute of Management Kashipur
presents

LEADERSHIP CONCLAVE

Industry Academia Collaboration

November 28-29, 2015

Sponsor



Co-Sponsor



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. Both the institutions, in a Memorandum of Understanding, decided 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).



INFRASTRUCTURE DEVELOPMENT



The Government of Uttarakhand handed over 192.816 acres of land to IIM Kashipur for construction of its permanent campus. The land is located in 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:

1. Academic Block:

- a. One classroom for 90 students
- b. Two classroom for 40 students capacity
- c. One Toilet block having separate facilities for Male, Female and Persons with Disabilities (PwDs)
- d. Drinking Water facilities (RO)



2. Student Hostel:

- a. Hostel Blocks with 144 students' capacity commissioned for PGP 2015–17 batch (Total batch capacity of 123 students).
- b. 107 Male students moved in to new campus hostel block in 6 towers namely A1, A2, A3, A4 and B4 on July 2–3, 2016.
- c. 16 Female students moved in to new campus hostel block on July 7, 2016, and are staying in a separate Hostel block B1.



3. Dining Building:

Dining Hall facility was commissioned on July 3, 2016.



Operating areas were cordoned off with proper barricading and signage to demarcate the areas to be used only by the students and not by the workers. Construction areas were separated and are being managed from outside the areas cordoned off. Moreover functioning of priority areas till now is smooth and not many problems were faced in running the classes.

LIBRARY





The IIM Kashipur Library is committed to provide the widest possible 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 the institute's academic and research activities in its quest to become a pioneer research driven management institute by selecting, acquiring, organizing, maintaining and providing access to a collection of materials (both print and non-print) and electronic resources.

The IIM Kashipur Library provides access to various information resources ranging from the latest management books, magazines, journals and databases to audio/video resources. 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 in sync with the changing needs of the academic community which is moving towards the 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, Informa, 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 20 Mbps line provided by BSNL supports round the clock access to the resources on the Internet. The hostel is connected to the academic block through fiber. 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.

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.

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

Class rooms are aesthetically designed and are equipped with high speed wireless internet connectivity and hi-definition projectors for enhanced classroom experience. 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.

IT resources Database

Gartner Services, WARC Online, Bloomberg Terminals.

Software

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

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 that culminates in interesting discussions between the students and magnates across a range of business topics. It has successfully invited industry veterans like Mr. Anand Sinha (Deputy Governor, RBI), Mr. Saurabh Bhatt (MD, Yes Bank), Mr. Prasanna Krishnan (COO, NEO sports), Mr. Nikhil Mehta (Executive Director, Nomura) among many others. CRC has also initiated the series, “ROAD TO INDUSTRIAL EXCELLENCE” where students are given a chance to visit the manufacturing plants. Recently plant visit to Nestle, Titan, Mahindra & Tata Motors were organized. CRC also endeavours to augment the classroom learning of the students by bringing to table various live project opportunities.



CULTURAL COMMITTEE

Cultural diversity is something which 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 and thereby ornamenting the hostel life. To this view, the Cultural Committee strives to inculcate observance of as many festivals as possible as a part of the IIM Kashipur culture.



In addition to that, the expression of core Indian art forms which is being promoted by the Society for the Promotion of Indian Classical Music And Culture Amongst Indian Youth (often know as SPIC MACAY) actively collaborates with the Institute to host events on a regular basis. The first student chapter of SPIC MACAY in the city was enshrined within the realms of IIM Kashipur patronized by the Director Mr. Gautam Sinha, an avid art lover himself. The inaugural event witnessed captivating performance by Ms. Monisa Nayak, a Kathak dancer of worldwide acclaim. Carrying it forward the student chapter formalized with the sobriquet 'Alankar' has been actively inviting maestros of various art forms to the institute to ensure that art being the catalyst of life it is, is soaked into the lives of the participants.

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 the 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 manager. A day of music, dance, drama and fun games for the batch to enjoy!

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



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. It promotes the institute in the media as well as manages its brand positioning. Along with being the media interface of all the events and activities of the institute, MPRC also frames a well-defined strategy for marketing 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. Recognizing the responsibility all of us have as being a part of the society, 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.

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 250 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 Infrastructure & IT Committee provides safe and standard hostel facilities with Wi-Fi enabled student rooms and common rooms. It handles room allocation and maintenance of facilities across all hostels. The common room facilities are allocated using the automated room allocation system. We also ensure state-of-the-art Wi-Fi network for the students on the move.

The committee holds periodic meetings to assess the Infrastructure issues, and it 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 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 management skills.





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 your 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 also 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, story-telling, 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. The event ends with Hasya Kavi Sammelan.

CONSILIUM: CONSULTING AND STRATEGY CLUB

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 to explore knowledge in consulting and to help them effectively prepare for a career in Consulting.

Live Projects

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

Conflux–Coalescence:

Objective:

A conclave focusing on consulting industry.

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

Inter College Quiz:

Objective:

An inter college quiz for students.

To give students a platform to showcase their knowledge about consulting.

Consilio:

Objective:

Case Study Competition: A pan India case study competition.

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 instil entrepreneurial mind set 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.

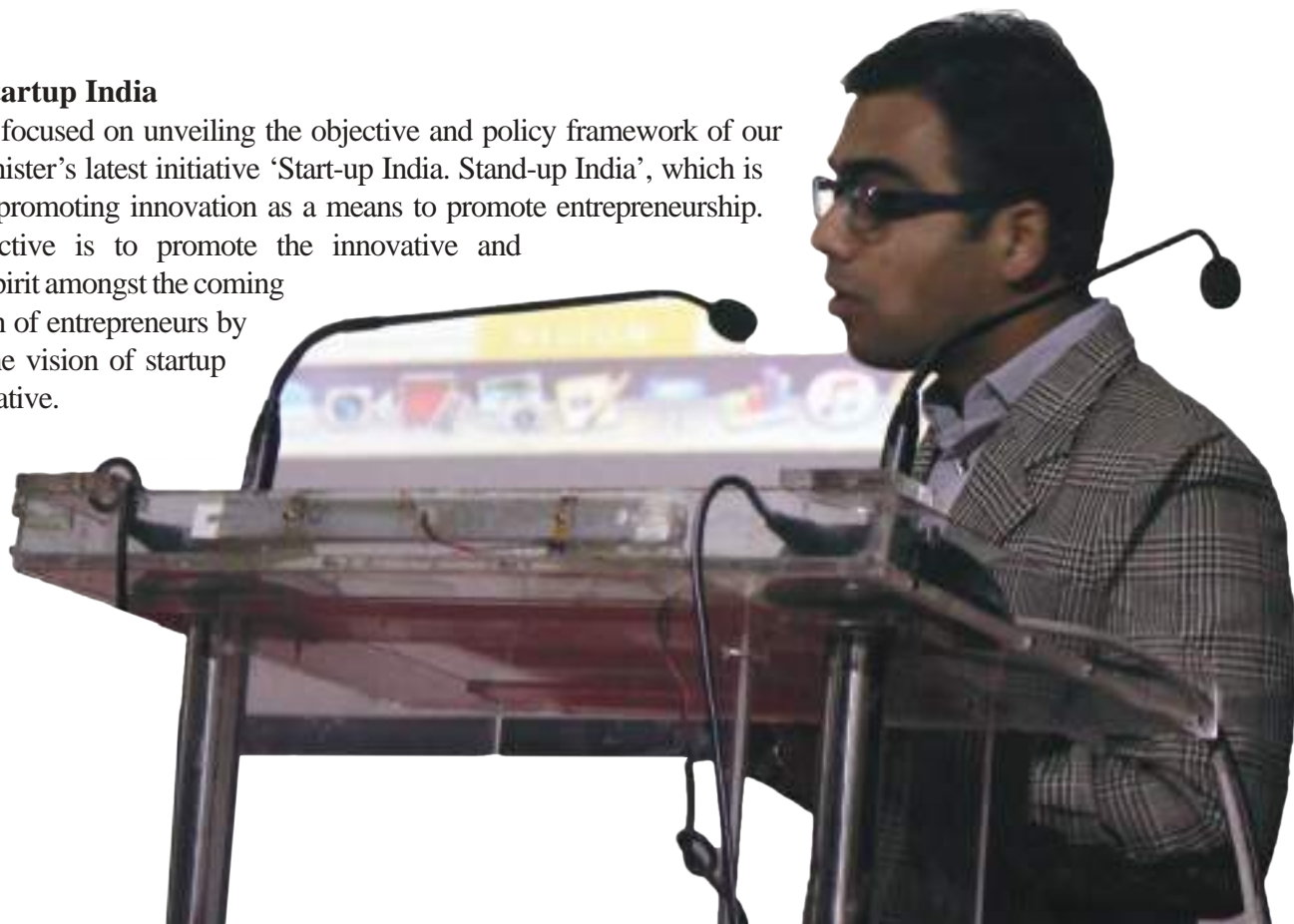
It fosters and nourishes entrepreneurial culture which encourages our students to develop innovative ideas. We promote ideas through speaker sessions, games, competitions, live projects, etc. for students in a sustainable eco-system. It aims to build a platform for interaction between the aspiring and 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.

Events

E Cell Startup 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 the 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.

FINANCE CLUB

Taking the responsibility of giving a fillip to the financial acumen of students ahead of the curriculum, the finance club of IIM Kashipur engages the batch 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 especially constructed 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 stand/ defend. 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 Hrrhythm 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.

Article Writing Competition

The competitions helped the students improve their writing skills as well as encourage students to keep updating themselves regarding the important changes in the 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.

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.



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 by organizing 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 case study challenge was launched as part of the annual fest of IIM Kashipur, Agnitraya and saw participation from teams from all the top B-school campuses in the country. The latest edition had a final entry count of 120 teams, and the top 5 teams presented their case on “BPCL Speed” in the on-campus round. The objective of the event is to help foster development of knowledge and Competition with Brand Visibility among the students.

DigiGO–Coalescence

DigiGo is the annual marketing conclave conducted in September. DigiGo provides a platform for the mutual exchange of ideas and knowledge between industry experts and academia. It fills the vacuum in terms of expectation gap between the industry and student community. This year the theme was “Marketing Challenges in today’s highly interconnected world.” The event was graced by pundits in the field of marketing, so as to share their experience and insights on the topic.

Objective

- Marketing Conclave for Industry Collaboration
- Interaction, Knowledge Development

M-Store

MStore is the official Merchandise Store of IIM Kashipur. Started as a subsidiary of OnYourMark, MStore today functions as a club on its own. It is fully run by students. MStore is responsible for procuring the official IIM Kashipur - branded merchandise for the students, faculty, and staff of IIM Kashipur. In its two years of operation, the Store has come with various offerings like T-shirts, winter hoodies, winter caps, coffee mugs and so on. In the future, the Store has plans to go online and function as a e-commerce portal for IIM Kashipur merchandise.

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 in the process of creating the magazine.



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, info graphics, memes, comics, poems, etc. and it is circulated among the students, faculty, alumni, corporate heads, etc.

Marathon Organizing Team

The Kashipur Marathon continues with its 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. This also motivates the youth to act for welfare of 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. Kashipur has a solitary multiplex that does not show any English or other regional language films, and this would be an opportunity for the students to experience the films they want to see in a theatre. 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 on cinematography by seasoned trainers in the business. It also holds contest for students 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.

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 quizzes in the country in the years to come.

Parivartan: Centre for Integrated Development

“Parivartan” is an initiative by the students 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.

Events

Parivartan Case Development Competition

Case Development Competition- A case development competition was floated which resulted in dozens of responses from various B-Schools from all over India. Prize money of 25000 and 15000 rupees were proposed for winner and runner up teams. The event was sponsored by the World Bank. In tandem with the mandate of The World Bank project and recognizing that sustainable development and green management practices are expected to play a major role in meeting the economic and social needs, Parivartan Club invites the brightest minds in the country to discuss the challenges and present their ideas for the future through a case study development competition.

COMMUNITY RADIO STATION

We are the first IIM to have its own radio station. We will organize various training programs supported by Government of India and UN agencies in coming months.

In the long run, we are envisaging a stream of skill training, research and media management MDPs to flow from the CRS activities under our proposed Media Lab and within the CoE-PPG activities. CRS is a very vibrant movement in South Asia.

SPIC MACAY

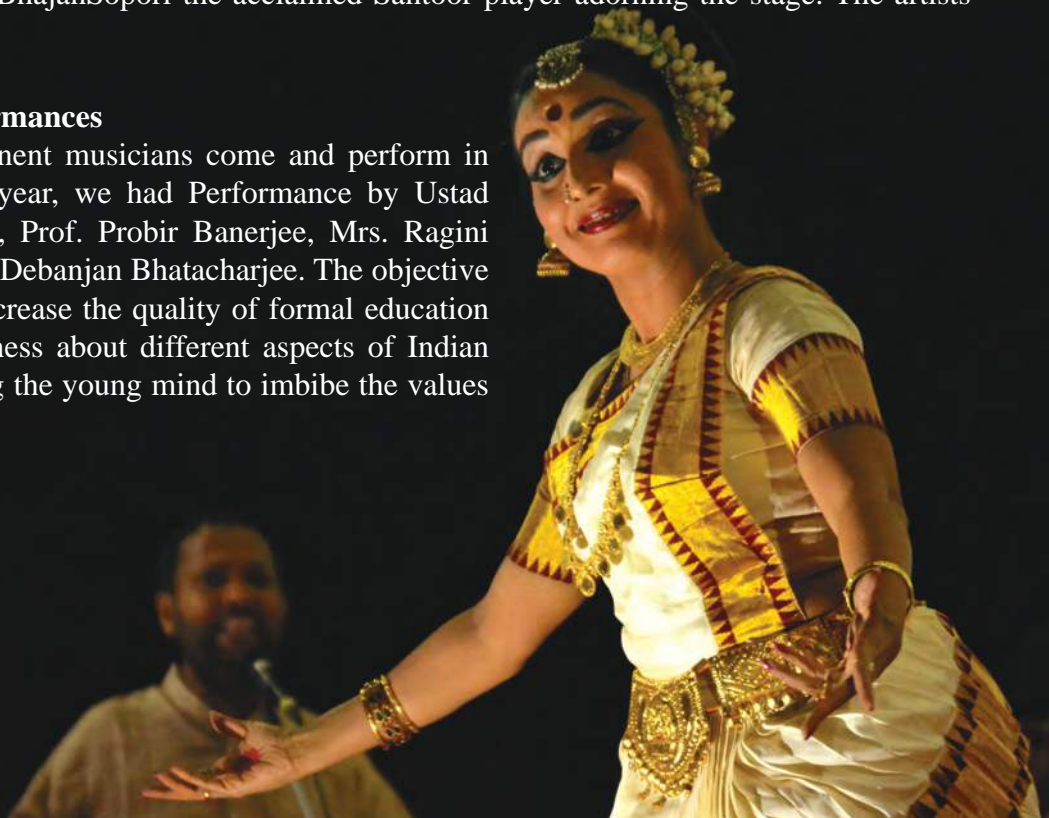
SPIC MACAY is a voluntary movement that seeks to conserve and promote an awareness of our rich and heterogeneous cultural tapestry amongst the youth of this country through focus on the classical arts.

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

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

It is an intra-college three days fest featuring numerous events organized by sports committee, cultural committee and academic clubs. The objective of the event was to give exposure to the students.



**AUDIT REPORT
AND
BALANCE SHEET**

कार्यालय प्रधान निदेशक लेखापरीक्षा (केन्द्रीय) लखनऊ, शाखा कार्यालय, इलाहाबाद

“सत्यनिष्ठा भवन” 15-ए, दयानन्द मार्ग, इलाहाबाद-211001

पत्र सं०: स्वा.नि.(कें.)/एस.ए.आर.-14/2016-17/

दिनांक: .10.2016

सेवा में,

सचिव,
मानव संसाधन विकास मंत्रालय (उच्चतर शिक्षा विभाग)
भारत सरकार, नई दिल्ली - 110001

विषय: वर्ष 2015-16 के लेखों पर पृथक लेखा परीक्षा प्रतिवेदन।
महोदय,

- मैं, भारतीय प्रबन्ध संस्थान, काशीपुर, उत्तराखण्ड के वर्ष 2015-16 के लेखों पर पृथक लेखापरीक्षा प्रतिवेदन (अंग्रेजी) तथा वार्षिक लेखे की प्रति अग्रसारित कर रहा हूँ।
2. कृपया सुनिश्चित करें कि लेखापरीक्षा प्रतिवेदन एवं सम्बन्धित लेखा संसद के दोनों सदनों के सम्मुख प्रस्तुत हुआ।
 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 करें।
 4. कृपया पत्र की प्राप्ति सूचना दें।
- संलग्नक: उपरोक्तानुसार।

भवदीय,

प्रधान निदेशक लेखापरीक्षा (केन्द्रीय)

पत्र सं०: स्वा.नि.(कें.)/एस.ए.आर.-14/2016-17/86

दिनांक: .10.2016

वर्ष 2015-16 के लेखों पर पृथक लेखापरीक्षा प्रतिवेदन (अंग्रेजी) की प्रति निदेशक, भारतीय प्रबन्ध संस्थान, काशीपुर उत्तराखण्ड 244713 को 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।
संलग्न : उपरोक्तानुसार।



उपनिदेशक लेखापरीक्षा (केन्द्रीय)

Separate Audit Report of the Comptroller and Auditor General of India on the accounts of Indian Institute of Management, Kashipur for the year ended 31 March, 2016

We have audited the attached Balance Sheet of Indian Institute of Management, Kashipur (Institute) as at 31 March, 2016, 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 2015-16. 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 & 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 misstatements. 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 formats of Financial Statements for Central Educational Institutions prescribed by Department of Higher Education, 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) ₹ 902.03 lakh

(A.1.1) This does not include audio visual musical items of ₹ 0.94 lakh purchased by the Institute during the year 2015-16, which was not capitalised. This resulted in understatement of fixed assets and overstatement of expenditure by ₹ 0.94 lakh each.

No depreciation has also been charged on the Audio visual Musical items of ₹ 0.94 lakh.

(A.1.2) As per point no. 3.2 of Schedule 23 (Significant Accounting Policies) the fixed assets (Tangible and Intangible) were valued at cost less accumulated depreciation. The Institute charged depreciation of ₹116.13 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 2015-16.

As per rate provided in the Formats of Financial Statements for Higher Education Institutions, the depreciation should be provided on straight Line Method as per rates provided for each item. The depreciation of ₹41.15 lakh only was chargeable on the above Fixed Assets (Tangible and Intangible). However, ₹ 116.72 lakh depreciation was charged. Hence, depreciation on Fixed Assets (Tangible and Intangible) was overstated by ₹ 74.97 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 abnritio is also required to be suitably incorporated in the account.

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

(A.2.1) Capital Account ₹3239.40 lakh

This does not include amount paid to the Executive Engineer (EE) Almora, CD, CPWD (₹129.29 lakh) and EE, PWD Kashipur (₹1.68 lakh). These amounts were classified as 'Others' instead of 'On Capital Account' in the schedule-8. Thus, the sub-head 'Others' was overstated by ₹130.96 lakh (129.29+1.68) and 'Capital Account' understated by the same amount.

(B) General

(B.1) The Institute has adopted the Formats of Financial Statements for Central Higher Education Institutions, however, Schedule-4 (Fixed Assets) to the Annual Accounts was not in accordance with the said Format. As per the format, depreciation is provided for whole year on addition during the year, however, half rate of depreciation is charged on assets capitalised on addition less than 180 days.

(C) Grants-in-Aid

The Institute received Grants-in-aid of ₹ 81.50 crore (Plan) during the year 2015-16. Taking opening balance of ₹32.22 crore (Plan), the total funds available worked out to ₹ 113.72 crore, out of which the Institute utilised a sum of ₹ 82.79 crore (Plan) leaving a balance of ₹ 30.93 crore (Plan) as un-utilised as on 31 March, 2016.

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.

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, 2016; 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

Place: Lucknow

Date:

Principal Director of Audit (Central)

Annexure

1. Adequacy of Internal Audit System

The Institute does not have its own Internal Audit wing. The internal audit of the Institute was conducted by a Chartered Accountant firm during 2015-16.

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 ₹ 15.42 lakh; and
- Non-adjustment of advances of ₹ 3.36 crore given to various Institutes for organising programmes.
- Physical verification of inventories has not been done during 2015-16

3. System of Physical Verification of fixed assets

Physical verification of fixed assets was carried out during the year 2015-16.

4. System of Physical Verification of Inventory

Physical verification of inventory was not conducted during the year 2015-16. It was last conducted in 2014-15.

5. Regularity in Payment of statutory dues

Service tax amounting to ₹0.39 lakh was outstanding as on 31 March, 2016, which had been subsequently, paid in April, 2016.



Dy. Director of Audit (CE)



INDIAN INSTITUTE OF MANAGEMENT - KASHIPUR Bazpur Road, Dist- Udham Singh Nagar, Uttarakhand, PIN-244713. Balance Sheet as on 31st March 2016												
(Amount in Rs.)												
Particulars	Schedule	Current year	Previous Year									
SOURCES OF FUNDS												
UNRESTRICTED FUNDS												
Corpus/ Capital Fund	1	1,65,61,09,212	80,57,28,489									
Designated/ Earmarked Funds	2	5,41,26,644	3,68,94,815									
CURRENT LIABILITIES & PROVISIONS	3	42,53,76,621	37,95,49,820									
TOTAL		2,13,56,12,477	1,22,21,73,123									
APPLICATION OF FUNDS												
FIXED ASSETS												
Tangible Assets	4	9,02,02,502	8,71,05,005									
Intangible Assets		8,01,427	8,01,427									
Capital Work-In-Progress		1,10,08,29,496	44,02,90,759									
INVESTMENTS FROM EARMARKED/ ENDOWMENT FUNDS												
Long Term	5	99,09,152	68,11,981									
Short Term		-	-									
INVESTMENTS - OTHERS	6	42,19,57,666	25,62,42,138									
CURRENT ASSETS	7	12,37,68,479	9,71,19,635									
LOANS, ADVANCES & DEPOSITS	8	38,81,43,755	33,38,02,178									
TOTAL		2,13,56,12,477	1,22,21,73,123									
Significant Accounting Policies	23											
Contingent Liabilities and notes to Accounts	24											
<table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Place: Kashipur</td> <td style="width: 33%;"></td> <td style="width: 33%; text-align: right;">For: Sachin Agrawal & Gupta</td> </tr> <tr> <td>Date: 03/05/2016</td> <td></td> <td style="text-align: right;">Chartered Accountants</td> </tr> <tr> <td style="padding-top: 20px;">(Sanjay Basu) FA-cum-CAO</td> <td style="padding-top: 20px; text-align: center;">(Dr. Gautam Sinha) Director</td> <td style="padding-top: 20px; text-align: right;">CA. Nitesh Mishra (Partner)</td> </tr> </table>				Place: Kashipur		For: Sachin Agrawal & Gupta	Date: 03/05/2016		Chartered Accountants	(Sanjay Basu) FA-cum-CAO	(Dr. Gautam Sinha) Director	CA. Nitesh Mishra (Partner)
Place: Kashipur		For: Sachin Agrawal & Gupta										
Date: 03/05/2016		Chartered Accountants										
(Sanjay Basu) FA-cum-CAO	(Dr. Gautam Sinha) Director	CA. Nitesh Mishra (Partner)										



Annual Report 2015-2016

INDIAN INSTITUTE OF MANAGEMENT - KASHIPUR			
Bazpur Road, Dist- Udham Singh Nagar, Uttarakhand, PIN-244713.			
Income And Expenditure Account For The Year Ending on 31st March 2016			
(Amount in Rs.)			
PARTICULARS	Schedule	Current Year	Previous Year
		Total	Total
INCOME			
Academic Receipts	9	11,49,78,847	9,98,24,643
Grants & Donations	10	16,42,63,039	19,38,66,958
Income from Investments	11	6,03,08,416	3,14,98,513
Interest Earned	12	44,54,295	1,18,44,937
Other Incomes	13	2,02,85,044	1,71,77,277
prior Period Income	14		
TOTAL (A)		36,42,89,640	35,42,12,328
EXPENDITURE			
Staff Payments & Benefits	15	7,05,18,962	6,10,48,883
Academic Expenses	16	6,38,54,775	8,85,54,357
Administrative and General Expenses	17	2,74,66,312	4,13,99,385
Transportation Expenses	18	14,99,790	17,47,133
Repairs & Maintenance	19	9,23,199	9,94,070
Finance Costs	20	-	-
Depreciation	4	1,16,12,650	1,27,62,765
Other Expenses	21	-	-
Prior Period Expenses	22	-	1,23,130
TOTAL (B)		17,58,75,689	20,66,29,723
Balance being excess of Income over Expenditure (A-B)		18,84,13,952	14,75,82,605
Transfer to/ from Designated fund			-
Building fund			-
others (specify)			-
Balance Being Surplus (Deficit) Carried to General Fund		18,84,13,952	14,75,82,605
Significant Accounting Policies	23		
Contingent Liabilities and notes to Accounts	24		
Place: Kashipur			For: Sachin Agrawal & Gupta
Date: 03/05/2016			Chartered Accountants
(Sanjay Basu) FA-cum-CAO	Dr. Gautam Sinha Director		CA. Nitesh Mishra (Partner)

Schedule -1 CORPUS/ CAPITAL FUND

PARTICULARS		CURRENT YEAR	PREVIOUS YEAR
Balance as at the beginning of the year		80,57,28,489	22,12,26,779
Add:	Contributions towards Corpus/ Capital Fund		
Add:	Grants from Govt of India to the extent utilised for capital expenditure	663636234	
	General Assets Fund(Assets Purchased)		
		66,36,36,234	43,86,18,498
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	-	-
Add:	Excess of Income over Expenditure transferred from the Income & Expenditure Account	18,84,13,952	14,75,82,606
Less:	Fund transfer from General fund to Gratuity Fund (F.Y 2014-15 diff) / Fee & Caution Money Refund for F.Y 2014-15	16,69,463	16,99,394
Total		1,65,61,09,212	80,57,28,489
Deduct	Deficit transferred from Income & Expenditure Account		
Balance at the year end.		1,65,61,09,212	80,57,28,489



Annual Report 2015-2016

Schedule -2 DESIGNATED/ EARMERKED / 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	13,20,000	3,01,04,297	1,97,500	38,55,685	14,17,333		3,68,94,815	1,63,62,138
b) Additions during the year	6,82,600	1,16,12,650	38,000	10,00,905	15,22,576	3,44,601	1,52,01,332	2,05,32,677
c) Income from investments made of the funds				3,63,446	2,10,243		5,73,690	-
d) Accrued interest on investments/ Advances							-	-
e) Interest on Savings Bank a/c							-	-
f) Others additions (specify nature)					15,38,963		15,38,963	-
TOTAL (A)	20,02,600	4,17,16,947	2,35,500	52,20,036	46,89,115	3,44,601	5,42,08,800	3,68,94,815
B								
Utilisation/ Expenditure towards objectives of funds							-	-
i. Capital Expenditure	-	-	-	-	-	-	-	-
ii. Revenue Expenditure	60,301.00	-	-	-	-	21,855	82,156	-
TOTAL (B)	60,301.00	-	-	-	-	21,855	82,156.00	-
CLOSING BALANCE AS AT THE YEAR END (A-B)	19,42,299	4,17,16,947	2,35,500	52,20,036	46,89,115	3,22,746	5,41,26,644	3,68,94,815

Represented by								
Cash And Bank Balances								
Investments	19,42,299	4,17,16,947	2,35,500	52,20,036	46,89,115	3,22,746	5,41,26,644	3,68,94,815
Interest Accrued but not due								
TOTAL	19,42,299	4,17,16,947	2,35,500	52,20,036	46,89,115	3,22,746	5,41,26,644	3,68,94,815

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	
<u>NIL</u>											
Total											

Schedule -3 CURRENT LIABILITIES & PROVISIONS

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
A. CURRENT LIABILITIES		
1. Deposits from Staff	2,87,215	3,32,818
2. Deposits from students	30,48,744	15,18,244
3. Sundry Creditors		
a) For Goods & Services	49,772	49,772
b) Others	-	-
4. Deposit-Others	-	-
a) Securities & EMDs	83,01,906	57,73,030
5. Statutory Liabilities (GPF, TDS, WC, TAX, CPF, GIS, NPS):		
a) Statutory Liabilities	2,21,19,969	1,23,22,052
b) Others		
6. Other Current Liabilities		
a) Salaries		
b) Fees Received in Advance	-	-
c) Receipts against sponsored fellowships & scholarships	3,16,900	2,500
d) Unutilised Grants	30,92,65,846	32,21,65,119
e) Grants in advance		
f) Other funds		
Staff Welfare-MDP	3,11,612	1,29,346
g) Other Liabilities	3,60,25,269	8,88,833
h) MDP Comman Admn. Pool		
i) PGP Alumini membership fees	-	
j) Uttarakhand technical university	7,50,000	7,50,000
TOTAL (A)	38,04,77,233	34,39,31,714
B. PROVISIONS		
1. For Taxation		
2. Gratuity	-	-
3. Superannuation/ Pension		
4. Accumulated Leave Encashment		
5. Expenses Payable	4,48,99,388	3,55,58,106
6. Audit Fees		60,000
7 Trade Warranties/ Claims		
TOTAL (B)	4,48,99,388	3,56,18,106
TOTAL (A+B)	42,53,76,621	37,95,49,820



SCHEDULE-3(A) SPONSORED PROJECTS

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		2,96,712
2	Ministry of Law Project	-	-	-	-	1,88,224		1,88,224
3	VLFM Project	-	-	-	-	17,394		17,394
4	World Bank Project	-	-	1,10,38,768	1,10,38,768	76,92,148	33,46,620	
TOTAL				1,10,38,768	1,10,38,768	81,94,478	33,46,620	5,02,330

SCHEDULE-3(b) SPONSORED FELLOWSHIP AND SCHOLARSHIPS

1. Sr No	2. Name of the Sponsor	Opening Balance as on 01.04.15		Transaction during the year		Closing Balance as on 31.03.16	
		3	4	5	6	7	8
		CR	DR	CR	DR	CR	DR
1	University Grants Commission						
2	Ministry of Tribal Affairs	2,500		17,37,800	14,23,400	3,16,900	
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	32,21,65,119	4,12,46,575
	Add: receipts during the year	-	-
	GIA- Capital creation	67,50,00,000	85,33,36,000
	GIA-Salary	8,00,00,000	99,99,000
	GIA-General	6,00,00,000	4,56,65,000
	Total(a)	1,13,71,65,119	95,02,46,575
	Less: Refunds	-	-
	Less: Utilized for Revenue Expenditure	16,42,63,039	19,38,66,958
	Less: Utilized for Capital Expenditure:		
	Fixed Assets	30,97,497	4,26,17,415
	WIP	66,05,38,737	39,15,97,083
	Total(b)	82,78,99,273	62,80,81,456
	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)	30,92,65,846	32,21,65,119

Fixed Assets Schedule (IIM KASHIPUR) for 2015-16													
S.No	Assets Heads	Gross Block					Depreciation Block				Net Block		
		Rate pa (MDV)	Operating As on 01.04.2015	Additions for more than 180 days	Adj/Written Off	Closing as on 31.03.16	Dep Opening balance	Depreciation for the year	Deductions/Adjustment	Total Depreciation	As on 31.03.16	As on 31.3.2015	
1	land	2	3	4	5	6	7	8	9	10	11	12	13
2	Site Development												
3	Buildings												
4	Boundary Wall	10%	2,10,51,573.00				2,10,51,573	21,05,157	18,54,642		39,99,756.6	1,70,51,774.40	1,89,46,416
5	Road & Bridges												
5	Tube wells & Water Supply												
6	Sewerage & drainage												
7	Electrical installation & Equipments												
8	Plant & Machinery												
9	Scientific & Laboratory Equipment												
10	Office Equipment	15%	2,18,35,514	5,67,315	1,95,643	7,000	2,25,91,472	73,40,648	22,74,000		96,16,648.375	1,29,76,823.63	1,44,94,896
11	Audio Visual Equipment												
12	Computer & Peripherals	60%	85,57,370	3,33,060	1,40,669		903,089	63,24,121	15,61,986		79,06,107.1	11,24,991.90	22,32,249
13	Furniture, Fixture & Fittings	10%	1,93,54,745	8,02,739	87,962		2,02,45,466	41,71,647	16,02,982		57,46,268.8	1,44,70,817.20	1,51,83,036
14	Vehicles	15%	4,335	7,000	30,185		4,1520	2,408	3,603		60,00,661.5	35,509.34	1,929
15	Lib. Books & Scientific journals	60%	1,59,98,554	3,24,428	61,546		1,69,39,76	98,13,208	40,90,513		1,93,03,721.2	30,34,756.80	61,85,346
16	Small value Assets	15%	3,02,914				3,02,914	59,072	36,576		95,463.2	2,07,265.70	2,43,842
	Total (A)		8,71,05,005	20,34,542	10,69,955	7,000	9,02,02,502	2,98,16,261	1,14,84,302		4,13,00,563	4,89,01,939	5,72,88,746
17	Capital Work in Progress (B)												
	Construction of Building	0%	32,03,16,445	94,15,631	55,06,51,223		96,51,21,239					96,51,24,239	32,03,16,445
	Other incidental Exp.	0%	11,99,74,314		1,57,30,883		13,57,05,197					13,57,05,197	11,99,74,314
	Total(B)		44,02,90,759	94,15,631	56,63,82,106		1,10,08,29,496					1,10,08,29,496	44,02,90,759
	Operating As on 01.04.2014												
	INTANGIBLE ASSETS												
18	Computer Software												
19	E-Journals/ Web Developments	25%	8,01,427				8,01,427	2,88,037	1,28,348		4,16,385	3,85,042.50	5,13,330
20	Patents												
	Total (C)		8,01,427				8,01,427	2,88,037	1,28,348		4,16,385	3,85,043	5,13,330
	Grand Total (A+B+C)		52,81,97,191	9,61,91,173	56,74,52,061	7,000	1,19,18,33,425	3,01,04,298	1,16,12,650		4,17,16,948	1,15,01,16,477	49,80,52,895

SCHEDULE 4 A- PLAN

S. No	Assets Heads	Gross Block					Depreciation Block					Net Block	
		Rate pa (WDV)	Opening As on 01.04.2015	Additions for more than 180 days	Adj Written Off	Closing as on 31.03.16	Dep Opening balance	Depreciation for the year	Reductions/Adjustment	Total Depreciation	As on 31.03.16	As on 31.3.2015	
1	Land	2	3	4	5	6	7	8	9	10	11	12	13
1	Land	-	-	-	-	-	-	-	-	-	-	-	-
2	Site Development	-	-	-	-	-	-	-	-	-	-	-	-
3	Buildings	-	-	-	-	-	-	-	-	-	-	-	-
4	Boundary Wall	10%	2,10,51,573.00	-	-	-	2,10,51,573.00	21,05,157	19,92,592	-	39,97,76.6	1,70,51,774.40	1,59,45,416
5	Roads & bridges	-	-	-	-	-	-	-	-	-	-	-	-
6	Tube wells & Water Supply	-	-	-	-	-	-	-	-	-	-	-	-
7	Sewerage & drainage	-	-	-	-	-	-	-	-	-	-	-	-
8	Electrical Installation & Equipments	-	-	-	-	-	-	-	-	-	-	-	-
9	Scientific Laboratory	-	-	-	-	-	-	-	-	-	-	-	-
10	Office Equipments	15%	2,18,35,514	-	-	-	2,18,35,514	73,40,648	22,71,000	-	96,11,648.375	1,29,76,863.63	1,41,94,866
11	Motor Vehicle	60%	86,52,370	3,33,060	1,40,669	90,31,090.00	90,31,090.00	63,24,121	15,81,986	-	79,06,107.1	1,24,981,90	2,33,249
12	Computer & Peripherals	10%	1,93,54,745	8,02,739	87,962	2,02,45,446.00	2,02,45,446.00	41,71,647	16,02,392	-	57,74,048.8	1,44,70,872.20	1,51,83,098
13	Furniture, Fixture & Fittings	15%	4,33,5	7,000	30,185	41,50,000.00	41,50,000.00	2,608	6,603	-	60,10,615.1	35,598,34	1,929
14	Lib. Books & Scientific Journals	60%	1,99,98,454	3,24,428	61,548	1,99,98,454	1,99,98,454	98,13,208	49,90,513	-	1,39,07,712	39,34,768.80	61,85,346
15	Small value Assets	15%	8,71,05,005	20,34,542	10,65,955	9,02,02,502	9,02,02,502	50,072	96,576	-	9,98,643	2,07,265,70	2,43,842
16	Total (A)												
17	Capital Work in Progress (B)	0%	32,03,16,445	9,41,56,631	55,06,51,223	96,51,24,299.00	96,51,24,299.00	-	-	-	-	96,51,24,299	32,03,16,445
18	Construction of Building	0%	11,99,74,314	-	1,57,40,883	13,57,15,197.00	13,57,15,197.00	-	-	-	-	13,57,15,197	11,99,74,314
19	Other Incidental Exp.	0%	44,02,79,759	9,41,56,631	56,638,210	1,10,05,29,466	1,10,05,29,466	-	-	-	-	1,10,05,29,466	44,02,79,759
20	Total (B)												
Grand Total (A+B+C)													

SCHEDULE 4B- NON-PLAN

S. No	Assets Heads	Gross Block					Depreciation Block					Net Block	
		Rate pa (WDV)	Opening As on 01.04.2014	Additions for more than 180 days	Adj Written Off	Closing as on 31.03.15	Dep Opening balance	Depreciation for the year	Reductions/Adjustment	Total Depreciation	As on 31.03.15	As on 31.3.2014	
1	Land	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 & Equipments	-	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-
17	Total (A)												
17	Capital Work in Progress (B)	NOT APPLICABLE											
18	Computer Software												
19	E-Journals/Web Developments												
20	Patents												
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 01.04.15	Additions	Deductions	Closing as on 31.03.16	Depreciation/ Amortizations opening Balance	Depreciation/ Amortizations for the year	deductions / Adjustment	Total Depreciation/ Amortization	As on 31.03.16	As on 31.3.2015
1	Patents & Copyrights										
2	Computer Software										
3	E-Journals	8,01,427	-	-	8,01,427	2,88,037	1,28,348	-	4,16,385	3,85,042	5,13,390
Total (A)											

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						
1 Expenditure incurred during 2009-10 and 2011-12	NOT APPLICABLE					
2 Expenditure incurred during 2012-13						
3 Expenditure incurred during 2013-14						
Total (B)						
Grand Total (A+B)						

SCHEDULE 4 D - OTHERS

S. No	Assets Heads	Rate pa (WDV)	Opening As on 01.04.2014	Additions for more than 180 days	Gross Block Addition for less than 180 days	Adj/Written Off	Closing as on 31.03.15	Dep Opening balance	Depreciation Block			Net Block	
									Depreciation for the year	Deductions/Adjustment	Total Depreciation	As on 31.03.15	As on 31.3.2014
1	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)												
Grand Total (A+B)													

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)	99,09,152	68,11,981
TOTAL	99,09,152	68,11,981

Schedule -5 (A) - INVESTMENTS FROM EARMARKED / ENDOWMENT FUNDS (FUND WISE)

FUNDS	CURRENT YEAR	PREVIOUS YEAR
A) Investment with LIC (Leave Encashment Fund)	52,20,036	38,55,685
B) Investment with LIC Gratuity Fund	46,89,115	29,56,296
TOTAL	99,09,152	68,11,981



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)		
<u>Long term Investment</u>		
A)) Investment with Union Bank of India	4,00,00,000	2,10,00,000
B) Investment with Canara bank	7,61,00,000	1,76,00,000
C) Investment with IDBI bank	2,00,00,000	16,20,00,000
D) Investment with BOI , Kashipur (FDR)	-	-
E) Investment with CORP Bank , Kashipur (FDR)	-	-
F) Investment with Central Bank of India	13,80,00,000	-
G) Investment with SBI Patiala	14,78,57,666	5,56,42,138
Total (A)	42,19,57,666	25,62,42,138

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)	1,20,844	-
h) Water Supply materials	-	-
2. Sundry Debtors:	-	-
a) Debts Outstanding for a period exceeding six months		
b) Others	7,662	6,126
3. Cash and Bank balances		
Cash In Hand	-	50,263
Bank Balances		
a) With Scheduled Banks:	-	-
- In term deposit accounts	-	-
- In Current accounts	-	-
- In savings accounts	-	-
Axis Bank A/c (910010036882042)	4,10,846	6,06,554
PNB A/c (4534000100028306)	7,93,23,536	7,31,97,990
YES Bank Ltd. (005394600000021)	5,79,720	25,51,633
IDBI Bank	1,18,05,135	45,71,305
SBI	1,85,05,040	1,21,38,837
SBI (World Bank Project)	48,68,758	15,15,939
b) With non-Scheduled Banks:	-	-
- In term deposit accounts	-	-
- In savings accounts	-	-
4. Post Office- Savings Accounts	-	-
5. Receivables	81,46,938	24,80,988
Total	12,37,68,479	9,71,19,635



ANNEXURE

ANNEXURE-A

I	I.Savings bank Account	
	1 Grants from UGC A/c	N/A
	2 University Receipts A/c	N/A
	3 Scholarship A/c	N/A
	4 Academic Fee Receipts A/c	N/A
	5 Development(Plan) A/c	N/A
	6 Combined Entrance Exam A/c	N/A
	7 UGC Plan Fellowship A/c	N/A
	8 Corpus Fund A/c	N/A
	9 Sponsored Project Fund A/c	N/A
	10 Sponsored fellowship a/c	N/A
	11 Endowment and chair a/c	N/A
	12 UGC GRF Fellowship Account	N/A
	13 HBA Fund A/C	N/A
	14 Conveyance A/c	N/A
	15 UGC Rajiv Gandhi Fellowship Account	N/A
	16 Academic development fund A/c	N/A
	17 Deposit A/c	N/A
	18 Student Fund A/c	N/A
	19 Student Aid Fund A/c	N/A
	20 Plan grants for specific schemes	N/A
II	II. Current Account	N/A
III	III. Term Deposit with Schedule Bank	N/A
	Total	



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)	15,42,831	4,32,647
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	32,39,39,872	29,91,80,509
b) To suppliers	-	-
c) To Students	1,11,885	21,524
d) Others	1,98,48,923	39,33,690
4. Prepaid Expenses		
a) Insurance	-	-
b) Other Expenses	25,02,187	46,37,707
5. Deposits		
a) Telephone	16,100	16,100
b) Lease Rent	10,70,272	9,05,101
c) Electricity	40,15,352	40,15,352
d) AICTE, if applicable	-	-
e) MCI, if applicable	-	-
f) Others (Mess Gas)	29,500	29,500
6. Income Accrued:		
a) On Investments from Earmarked/ endowment Funds	-	-
b) On Investments - Others	3,14,44,828	1,84,36,609
c) On Loans and Advances	-	-
d) Others (includes income due unrealized - Rs.....)	-	-
7. Other Receivable:		
a) Debit balance in Sponsored Projects	-	-
b) Debit balance in Fellowship & Scholarship	-	-
c) Other grants Recoverable	5,02,330	-
d) Others receivables from UGC	-	-
8. Claims Receivable	31,19,675	21,93,439
TOTAL	38,81,43,755	33,38,02,178



Schedule 09 - ACADEMIC RECEIPTS

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
FEE FROM STUDENTS		
Academic		
1. Tuition fee	6,37,61,000	5,55,32,000
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)	6,37,65,000	5,55,32,000
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	4,29,165	3,58,195
3. Medical fee	-	-
4. Transportation fee	-	-
5. Hostel fee	2,20,22,300	1,93,57,876
6. Others(FPM Income)	1,21,000	-
7.Security Received	-	-
8. PGP Audit Course Fees	2,91,000	-
9.PGP Books & Course Material Fees	1,18,52,000	1,07,40,000
10.PGP Computer Fees	40,60,000	36,15,000
11. PGP Convocation Fees	5,50,000	6,30,000
12. PGP Fees (Mediclaime)	3,18,200	3,53,000
13. PGP Library Fees	40,68,500	44,29,900
14. PGP Misc. Income (Sponsored & Others)	5,80,928	70,000
14.a. COE Fees		38,820
14.b. NEEV-Sponsorship		1,30,000
15. PGP Placement Fees	21,81,500	21,28,000
16. PGP Student Activity Fees	21,23,000	18,05,000
Total (C)	4,85,97,593	4,36,55,791
Sale of publications		
1. Sale of admission forms	-	-
2. Sale of syllabus and question paper, etc.	-	-
2.Sale of prospects including admission forms	-	-
Other Income (Institute overhead inflow)	22,07,754	6,36,852
Total (D)	22,07,754	6,36,852
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)	11,49,78,847	9,98,24,643



Annual Report 2015-2016

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	32,21,65,119	-	-	32,21,65,119	-	32,21,65,119	4,12,46,575
Add: Receipts during the year	81,50,00,000	-	-	81,50,00,000	-	81,50,00,000	90,90,00,000
Total	1,13,71,65,119	-	-	1,13,71,65,119	-	1,13,71,65,119	95,02,46,575
Less: Refund to UGC	-	-	-	-	-	-	-
Less: Utilised for Capital Expenditure (A)	66,36,36,234	-	-	66,36,36,234	-	66,36,36,234	43,42,14,498
Balance	47,35,28,885	-	-	47,35,28,885	-	47,35,28,885	51,60,32,077
Less: Utilised for Revenue Expenditure (B)	16,42,63,039	-	-	16,42,63,039	-	16,42,63,039	19,38,66,958
Balance C/F (c)	30,92,65,846	-	-	30,92,65,846	-	30,92,65,846	32,21,65,119

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	-	-	3,61,37,133	1,53,99,847
Accrued Interest	-	-	2,41,71,283	1,60,98,666
TOTAL	-	-	6,03,08,416	3,14,98,513
Transferred to Earmarked / Endowment Funds				
Balance	Nil	Nil		

Schedule 12 -INTEREST EARNED

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
1. On savings accounts with scheduled banks	44,39,895	1,18,44,937
2 . On loans	-	-
a) Employees/ Staff	-	-
b) Others	14,400	-
	-	-
3. On debtors and other receivables		
TOTAL	44,54,295	1,18,44,937

Schedule 13 - OTHER INCOME

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
A. Income from Land & Building	-	-
1. Hostel Room Rent	-	-
2. Licence fee	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	21,47,224
2. RTI fees	260	310
3. Income from royalty	-	3,97,594
4. Sale of application from (recruitment)	-	-
5. Misc. Receipts (Tender Processing Fee etc.)	4,46,955	2,49,660
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	-	3,49,011
8. Others -Net Income (Consultancy/EPGPM/ EFPM & MDP)	1,62,19,735	1,42,87,512
8. Others- Airline connectivity & AACSB Accreditation Exp/Project Exp	-	-2,54,034
GRAND TOTAL (A+B+C+D)	2,02,85,044	1,71,77,277

SCHEDULE-14 PRIOR PERIOD INCOME

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



Annual Report 2015-2016

Schedule 15-STAFF PAYMENTS & BENEFITS (ESTABLISHMENT EXPENSES)

PARTICULARS	CURRENT YEAR			PREVIOUS YEAR		
	Plan	Non Plan	Total	Plan	Non Plan	Total
a) Salaries and Wages	2,77,51,534	-	2,77,51,534	2,63,83,657	-	2,63,83,657
b) Allowances and Bonus(DA,HRA,MA,SDA,Transport allowance)	3,01,51,152	-	3,01,51,152	1,69,97,554	-	1,69,97,554
c) Contribution to Provident Fund	2,10,240	-	2,10,240	1,99,440	-	1,99,440
d) Contribution to Other Fund (NPS)	36,31,197	-	36,31,197	25,04,914	-	25,04,914
e) Staff Welfare Expenses	1,92,990	-	1,92,990	2,86,564	-	2,86,564
f) Retirement and Terminal Benefits(Gratuity)	8,47,082	-	8,47,082	5,77,163	-	5,77,163
g) Leave Encashment	10,50,993	-	10,50,993	38,55,685	-	38,55,685
h) Medical facility/Medical Staff Reimbursement/medical exp	22,19,709	-	22,19,709	48,77,131	-	48,77,131
i) Children Education Allowance	5,65,806	-	5,65,806	6,28,135	-	6,28,135
j) Honorarium	7,29,500	-	7,29,500	4,00,367	-	4,00,367
k) LTC facility	2818793	-	28,18,793	3890086	-	38,90,086
l) Others (Specify)		-	-	-	-	-
TA/DA and overtime	3,49,966	-	3,49,966	4,48,187	-	4,48,187
TOTAL	7,05,18,962	-	7,05,18,962	6,10,48,883	-	6,10,48,883

SCHEDULE-15A - EMPLOYEES RETIREMENT AND TERMINAL BENEFITS

	Pension	Gratuity	Leave Encashment	Total
Opening Balance as on _____				
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)	-	-	-	-

NIL



Annual Report 2015-2016

Schedule 16- ACADEMIC EXPENSES

PARTICULARS	CURRENT YEAR			PREVIOUS YEAR		
	Plan	Non Plan	Total	Plan	Non Plan	Total
a) Laboratory Expenses/ R& D Exp	-	-	-	7,14,478	-	7,14,478
b) Field work/ Participation in Conference	-	-	-	-	-	-
c) Expenses on Seminar/ Workshop	51,34,293	-	51,34,293	37,19,834	-	37,19,834
d) Payment to visiting faculty	62,68,851	-	62,68,851	1,07,36,750	-	1,07,36,750
e) Examination/ Faculty development exp	38,55,277	-	38,55,277	19,85,278	-	19,85,278
f) Student welfare expenses	66,056	-	66,056	32,85,568	-	32,85,568
g) Admission Expenses	3,76,001	-	3,76,001	37,50,666	-	37,50,666
h) Convocation expenses	1,32,822	-	1,32,822	14,18,315	-	14,18,315
i) Publications	-	-	-	13,73,991	-	13,73,991
k) Needs-cum-merit scholarship/ scholarship	-	-	-	33,75,000	-	33,75,000
l) HR Conclave/ Industry Interaction/leadership conclave	5,93,179	-	5,93,179	21,34,203	-	21,34,203
j) Stipend/ means -cum merit scholarship Industry Interaction	9,68,189	-	9,68,189	-	-	-
k) Subscription Expenses	-	-	-	-	-	-
l) Other to be specified	60,72,543	-	60,72,543	-	-	-
COE-Expenses	35,76,397	-	35,76,397	35,31,082	-	35,31,082
Pgp Books & Course Material	58,05,450	-	58,05,450	48,15,792	-	48,15,792
Hostel Expense	21,91,899	-	21,91,899	43,68,847	-	43,68,847
PGP Placement expenses	26,32,893	-	26,32,893	29,69,185	-	29,69,185
PGP Transportation Charges	2,88,740	-	2,88,740	3,73,531	-	3,73,531
PGP Electricity expenses	-	-	-	-	-	-
Others (Honorarium PGP)/ Medical Insurance Student	9,83,384	-	9,83,384	3,40,407	-	3,40,407
PGP Induction Exp	5,23,623	-	5,23,623	4,16,999	-	4,16,999
Academic and Learning Infra	1,09,03,568	-	1,09,03,568	3,09,43,124	-	3,09,43,124
IT Resources Expenses(Software licence &IT resource)	1,00,08,288	-	1,00,08,288	83,01,307	-	83,01,307
Capacity Building(R&D Exp)/FPM Exp	20,78,381	-	20,78,381	-	-	-
SUB TOTAL	6,24,59,834	-	6,24,59,834	8,85,54,357	-	8,85,54,357
FPM EXP	1394941	-	13,94,941	-	-	-
TOTAL	6,38,54,775	-	6,38,54,775	8,85,54,357	-	8,85,54,357



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Annual Report 2015-2016

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	41,28,282	-	41,28,282	60,49,516	-	60,49,516
b) Water charges	-	-	-	-	-	-
c) Insurance	-	-	-	-	-	-
d) Rent, Rates and Taxes (including property tax)	-	-	-	-	-	-
Up gradation of Rent free premises	17,29,279	-	17,29,279	1,68,94,790	-	1,68,94,790
Institutional System development	4,95,390	-	4,95,390	10,65,270	-	10,65,270
B. Communication		-	-	-	-	-
e) Postage & stationery exp	65,384	-	65,384	8,11,239	-	8,11,239
f) Telephone , Fax & Internet charges	8,03,134	-	8,03,134	-	-	-
C. Others		-	-	-	-	-
g) Printing and Stationery	4,71,690	-	4,71,690	8,43,086	-	8,43,086
h) Travelling and conveyance expenses	1,10,337	-	1,10,337	1,54,672	-	1,54,672
i) Hospitality (Hospitality & guest house exp.)	2,46,847	-	2,46,847	6,58,036	-	6,58,036
j) Audit Fees and exp.	3,34,095	-	3,34,095	1,43,004	-	1,43,004
k) Professional Charges/ Security	45,86,529	-	45,86,529	49,72,293	-	49,72,293
l) Advertisement & Publicity	-	-	-	1,34,708	-	1,34,708
m) Magazines & Journals	-	-	-	-	-	-
n) Others	3,45,527	-	3,45,527	-	-	-
a) Leased Accommodation Exp.	47,89,709	-	47,89,709	38,23,232	-	38,23,232
b) BOG Expenses	9,76,062	-	9,76,062	10,64,768	-	10,64,768
c) Cleaning & mantt. Office/Office Maint.	50,57,948	-	50,57,948	18,92,097	-	18,92,097
d) Horticulture Exp.	13,780	-	13,780	4,98,498	-	4,98,498
e) Guest House Exp.	-	-	-	-	-	-
f) Office Contingency & Others Misc. Exp.	-	-	-	1,32,772	-	1,32,772
g) Legal Expenses	50,110	-	50,110	88,683	-	88,683
h) Official Functions	73,036	-	73,036	60,101	-	60,101
j) Recruitment Expenses	24,54,128	-	24,54,128	20,22,403	-	20,22,403
k) Others (specify) (Consumable)	7,35,045	-	7,35,045	90,217	-	90,217
TOTAL	2,74,66,312	-	2,74,66,312	4,13,99,385	-	4,13,99,385

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	14,99,790	-	14,99,790	17,47,133	-	17,47,133
3. Vehicle (taxi) hiring Chagres	-	-	-	-	-	-
TOTAL	14,99,790	-	14,99,790	17,47,133	-	17,47,133



Schedule 19- REPAIRS AND MAINTENANCE

PARTICULARS	CURRENT YEAR			PREVIOUS YEAR		
	Plan	Non Plan	Total	Plan	Non Plan	Total
a) Building (Up gradation of Building)	42,486	-	42,486	-	-	-
b) Furniture & Fixture	35,418	-	35,418	85,927	-	85,927
c) Plant & Machinery	-	-	-	-	-	-
d) Office Equipment's	4,57,929	-	4,57,929	6,02,417	-	6,02,417
e) R/M Computers	1,17,061	-	1,17,061	9,400	-	9,400
f) Laboratory & Scientific Equipment	-	-	-	2,07,143	-	2,07,143
g) Audio Visual Equipment	-	-	-	-	-	-
h) Cleaning material & services	-	-	-	320	-	320
i) Book binding charges	-	-	-	-	-	-
j) Gardening	-	-	-	-	-	-
k) Estate Maintenance	-	-	-	-	-	-
l) Others (specify)	2,70,306	-	2,70,306	88,863	-	88,863
TOTAL	9,23,199	-	9,23,199	9,94,070	-	9,94,070

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	-	-	-	1,23,130.00	-	1,23,130.00
4. Transportation expenses	-	-	-	-	-	-
5. Repairs & Maintenance	-	-	-	-	-	-
6. Others expenses	-	-	-	-	-	-
TOTAL	-	-	-	1,23,130.00	-	1,23,130.00

**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 is 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:

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):

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.

3.5 Intangible Assets: Computer Software(including Web Development, e-journal) are grouped under Intangible Assets.

4. STOCKS

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

5. 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.

**6. INVESTMENTS**

Long term investments are carried at their Book Value.

7. 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 been invested in Term Deposits with Banks/saving a/c. The balance in the respective funds is carried forward and is represented on the assets side by the balance in Investments.

8. 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.

SCHEDULE: 24**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:

a.	Travel & Registration fees for International conferences/Seminars	Rs.14,30,690/-
b.	Books & Online Journals	Rs.1,26,86,662/-
c.	Others. (Honorarium for Technical Services)	Rs.5,58,514/-

5. CURRENT ASSETS, LOANS, ADVANCES AND DEPOSITS.

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 at 31st March 2016 and the Income & Expenditure account for the year ended on that date.
9. Contribution to New Pension Scheme (Employer + Employee Contribution) (Rs. 0.73 Corers) been transferred to NPS Account on monthly basis.
10. Provision for expenses pertain to F.Y 2015-16, could not be created, due to shortage of fund for grant in Aid from MHRD.
11. All Licenses, Database, IT Resources etc. were booked on Cash Basis.