

# 📌 Gratitude and Transition– Reflecting on my journey from Director at IIM Raipur to Professor at IIM Kozhikode

IIIM रायपुर से IIIM कोझीकोड की ओर – एक आभारपूर्ण यात्रा

Ram Kumar Kakani • August 2025

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## 📌 Introduction

After 40+ months of leading IIM Raipur, I share this note of heartfelt thanks, professional growth, and a warm return to IIM Kozhikode.

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## Key Milestones at IIM Raipur (March 2022 – July 2025)

During this tenure, my limited contribution to IIM Raipur's **Values, Vision & Mission** included:

Contribution Area	Key Highlights
Faculty-Student Ratio	Improved from 17:1 to under 13:1
CAT Percentile	General: 92% → 96% ST: 40% → 58%
New Programmes	MBA (Public Policy), Exec-MBA (Energy Mgmt.), PhD Practice Track, PG in Digital Health
Financial Metrics	₹58 Cr → ₹106 Cr Academic Receipts ₹210 Cr → ₹290+ Cr Cash & Investments
Policy Engagement	Trainings with MLAs, Cabinet & CM
Fundraising & Recognition	₹140+ Cr CSR secured Tax exemption under 80G

Sharing specific details below:

- **Faculty-to-student ratio** improved from **17:1 (2022)** to **under 13:1 (2025)**
- **CAT cutoff percentiles rose for:**
  - General category: **92% → 96%**
  - Indigenous (ST) category: **40% → 58%**
- **New long duration degree programmes launched**
  - in 2025 → MBA (Public Policy & Governance), Exec-MBA (Energy Mgmt.)
  - in 2024 → PhD Practice Track
  - in 2023 → Exec-MBA (HR)
  - in 2022 → PG in Digital Health
- Academic receipts grew from **₹58 Cr (FY2022)** to **₹106 Cr (FY2025)**

- Cash & investments in the balance sheet strengthened from **₹210 Cr → ₹290+ Cr**
- Hosted 2-day residential training for Chhattisgarh **State MLAs** under Hon'ble Speaker, Dr. Raman Singh (2025)
- Secured **₹140+ Cr CSR/Donation** commitments for Phase II construction from the Motilal Oswal Foundation and the ICICI Bank. Thank you so much. (2025)
- Organized 2-days residential training “Chintan Shivir” with the **State Cabinet and Hon'ble CM**, Shri Vishnu Deo Sai (2024 & 2025)
- Became the **only IIM after the three oldest** to receive tax exemption under Section 80G(2)(a)(iiif) of the IT Act (2024)
- Served as **Sole Knowledge Partner** for Y20 during India's **G20 Presidency** (2023)
- Internal culture focus: **Democratic Governance, Professional Integrity, and Safe & Secure Learning Culture**
- Institutional initiatives included:
  - ✓ 8-Days intense **Bootcamp for Emerging Managers** in the joining month
  - ✓ Around the year **24X7 open campus library, 24X7 medical campus dispensary**
  - ✓ **Bio-Diversity Nucleus**
  - ✓ **Campus aesthetics** and integration with Chhattisgarh folklore
  - ✓ **Capacity building** and empowerment **of nearby villagers** especially Women and PWDs
  - ✓ **Case Repository (CHIRP)** incl. *Lok Sutra* vertical
  - ✓ Centres for **Entrepreneurship, Healthcare, Indian Leadership, Public Management**
  - ✓ **Gyan Series** for Alumni (monthly) & city chapter meets
  - ✓ **Gyan Varsha Series** & CEO Fireside Chats for MBAs (monthly)
  - ✓ **Industry Practitioners as Adjunct Faculty** including big names such as - Prof Satish Shankar Anand, Dr Pushp Kumar Joshi, Prof Vinod Menon, Dr Prem Sagar Mishra, Prof Prem Singh, Prof S Ram Kumar, Prof K S Srinivas, Prof M Srinivas Rao (MSR), - Prof Umesh Sharraff, Prof Nidhi Sharma
  - ✓ Organization-wide commitment to **Diversity, Equality & Inclusion**

## Reflections and Philosophy

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*“My decision-making leaned on one deep-seated bias: A non-myopic perspective, enabling enduring tree roots—unlike rigid concretes.”*

“हर चुनौती में अवसर था, हर सहयोगी में प्रेरणा।”

Culture: **Democratic Governance, Professional Integrity, and Safe & Secure Learning Culture**

Leading IIM Raipur was both an honour and a learning journey. My sincere thanks to all faculty and staff whose dedication and warmth made every challenge worthwhile.

## Acknowledgements

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### Students — Inspiration and engagement

I cherish my interactions with the millennial generation—students who questioned, engaged, and inspired every step.

### Faculty Colleagues (IIM Raipur) — Warm appreciation!

Here's a shout-out to my esteemed colleagues.

### Staff Members — Gratitude for Commitment

Special thanks to our dedicated administrative colleagues whose quiet excellence shaped every achievement. Your tireless efforts and unwavering support have been instrumental in shaping the institute's progress and spirit.

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## 🗨️ A Word from a Colleague

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Reflecting on this journey in the IIM Directors Group, all the other IIM Directors had wishes and blessings. **Thank you!**

Quoting from that IIM Directors Group below, I'm deeply touched by the thoughtful words of **Prof. Debashis Chatterjee**:

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Your time at IIM Raipur has been nothing short of transformative. With your passion, innovation, and unwavering enthusiasm, you've left a mark that speaks for itself.

Under your leadership, the Institute has seen remarkable growth — climbing the ranks across key parameters and setting new benchmarks of excellence.

Wishing you continued success and fulfillment in all that lies ahead. May you keep growing, inspiring, and thriving — both personally and professionally. Your impact will be felt in the years to come!

**Prof. Debashis Chatterjee, Director, IIM Kozhikode**

=unquote=

## 🙏 Gratitude Beyond Boundaries

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“हर संबंध, हर सहयोग इस यात्रा में मेरी ताकत बना।”

No meaningful journey unfolds in isolation. I remain deeply grateful to the many external stakeholders whose steadfast encouragement and insightful co-creation empowered this work at IIM Raipur.

## Ex-colleagues from IIM Calcutta and other sister IIMs

- *To my ex-colleagues from IIM Calcutta, IIM Kozhikode, IIM Bangalore, IIM Ahmedabad and other sister IIMs and premier business schools including XLRI Jamshedpur and SPJIMR Mumbai, whose professional camaraderie and wisdom often guided me through complex choices.*

## Civil servants from LBSNAA days

- To the civil servants from the LBSNAA days, who lent invaluable support in navigating institutional intersections with public policy and governance.

## Ex-students from XLRI, SPJIMR, IIMK, etc.

- To the ex-students of XLRI Jamshedpur, SPJIMR Mumbai, IIM Kozhikode, and those from other esteemed institutions where I've had the privilege to teach and learn—your continued engagement and affection have been my enduring strength.

## Technology Partners (Nulearn, VC Now, Emertius...)

- To the technology partners including Nulearn, VC Now, Emertius, Veranda HigherEd, Imarticus Learning and Times Now.

Each one of you contributed to this chapter in ways both visible and subtle, and I carry your contributions with sincere appreciation.

## Rejoining IIM Kozhikode

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### Dear IIMK Colleagues, my Gratitude.

I am grateful for the warm welcome and continued support from the IIM Kozhikode leadership:

- Prof. Debashis Chatterjee, Director
- Prof. M. P. Sebastian, Dean
- Prof. Deepa Sethi, Dean

- Prof. Anandakuttan B. Unnithan, Dean
- Prof. Venkataraman S., Associate Dean
- Lt. Col. M. Julius George (Retd.)
- Prof. Rudra Sensarma
- Prof. Arvind Sampath
- Prof. Surya Prakash Pati
- Prof. P N Ram Kumar
- And all other dear colleagues

I look forward to contributing anew to IIM Kozhikode's academic excellence. Your continued guidance and goodwill mean a great deal.

## Looking Ahead

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I carry forward the spirit and learnings of Raipur with deep respect.

“यात्राएं बदलती हैं, लेकिन उद्देश्य और मूल्य हमेशा साथ चलते हैं।”

Transitions such as this invite reflection. **I remain grateful to have played a small part in shaping the narrative of public institutions in our country.** I carry forward the friendships, learnings, and inspiration from Raipur with utmost respect and affection.

 ***With Warm Regards***

***Ram Kumar Kakani***

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