

Annual Report – III

1964 – 1965

INDIAN INSTITUTE OF MANAGEMENT

AHMEDABAD

THIRD ANNUAL REPORT

(1964-65)

310, Camp Road,
Shahibaug,
Ahmedabad-4.

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INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

THIRD ANNUAL REPORT

This is the Third Annual Report of the Institute and covers the period from April 1 1964 to March 31 1965.

The period represents one of rapid growth and development. During the year 10 members of the Faculty and 8 Fellows joined the Institute. The number of new additions to the administrative staff was 32.

Three new programmes were introduced during the year under review. The first was the Programme for the Young Executives in Senior Positions, organised in Srinagar in June 1964; the second was the Two-Year Post-Graduate Programme in Business Administration, inaugurated by the Chief Minister of Gujarat, Shri Balvantray G. Mehta, on July 1, 1964; and the third was the Programme for University Teachers in Managerial Economics, conducted in Bangalore during March-April 1965. The Institute assisted the Ahmedabad Management Association in organising an Evening Programme for local business people between October and December 1964. A seminar on Recruitment & Training was held by the Institute in December 1964 in collaboration with the Ahmedabad Management Association. The first Alumni Conference of the participants to the first Three-Tiered Programme was conducted in Bombay in March 1965.

A major programme of research and training in the fields of Agriculture and Co-operatives was undertaken by the Institute with financial aid from the Ministry of Food and Agriculture and also from the Ford Foundation. The second Three-Tiered Programme for Management Development was conducted during the current year in Agra and proved a great success.

Details of the progress made in different fields are enumerated in the following paragraphs :

(i) Society

The second meeting of the Indian Institute of Management, Ahmedabad, Society held on 4th September 1964 adopted the Second Annual Report of the Society for the period ending 31st March 1964 and the accounts for the year 1963-64.

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The number of members of the Society increased from 37 to 41 during the year under report. Dr. Jivraj N. Mehta, who was the Chairman of the Society since its inception, resigned his Chairmanship on being appointed as High Commissioner for India in U.K. The Government of India, in consultation with the Government of Gujarat, appointed Shri Prakash Tandon, Chairman of the Hindustan Lever Limited as the Chairman of the Society with effect from 24th April 1964. The list of members of the Society and the list of donors as on 31st March 1965 are given in Appendices I and II.

(ii) Board of Governors

The general direction of the affairs of the Institute vests in the Board of Governors which has nominees of the Central Government, the Government of Gujarat, All India Council for Technical Education, All India Management Association, National Productivity Council and representatives of Commerce, Industry, Labour & other interests and also of the Faculty of the Institute. The names of the members of the Board as on 31st March 1965 are given in Appendix III.

The Board held four meetings in the year 1964-65, viz: 1st July 1964, 4th September 1964, 14th December 1964, and 5th March 1965.

Shri L.P. Singh, Secretary to the Government of India, Ministry of Home Affairs, was co-opted as a member of the Board of Governors, and he accepted the invitation of the Chairman on 23rd August 1964.

Shri Navnitlal Shodhan, who was co-opted by the Board of Governors as a member of the Board and the Society, resigned his membership and was elected to the Board of Governors from the constituency of donors on behalf of Sarangpur Cotton Manufacturing Company Limited on 4th September 1964, at the second meeting of the Indian Institute of Management, Ahmedabad, Society.

Shri Surottam P. Hutheesing and Shri Rasiklal C. Nagri were elected to the Board of Governors from the constituency of donors on behalf of Aruna Mills and the Nagri Mills Limited respectively at the second meeting of the Indian Institute of Management, Ahmedabad, Society held on 4th September 1964.

Shri M.V. Arunachalam, Managing Director, Carborundum Universal Limited, Madras, was invited to be a member of the Board and the

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Society as a co-opted member and he accepted the invitation of the Chairman on 28th December 1964.

Shri B.S. Manchanda, nominee of the Central Government on the Board of Governors, resigned his membership of the Board and the Society with effect from 17th July 1964 and his resignation was accepted by the Chairman on 21st July 1964.

Shri S. Hamid, Joint Secretary, Ministry of Commerce, was nominated by the Central Government as its representative on the Board of Governors with effect from 21st January 1965 vice Shri B.S. Manchanda who resigned.

Shri R.P. Padhi, Joint Secretary, Ministry of Finance, was replaced by Shri K.L. Channa, Joint Secretary, Ministry of Finance, with effect from 5th December 1964 to represent the Ministry of Finance on the Board.

Shri N. Dandekar was invited to be a member of the Board and the Society as a co-opted member, and he accepted the invitation of the Chairman on 30th December 1964.

The following Committees of the Board functioned during the year under report :-

(a) Personnel Committee

The Personnel Committee appointed by the Board for making appointments to various posts which are not within the purview of the Hon. Director and the Administrative Officer, met on 30th June 1964, 4th September 1964, 14th December 1964 and 5th March 1965 to make a number of appointments to the Faculty.

(b) Building Committee

The Building Committee appointed by the Board for giving sanction for the designing, preparation of plans & estimates and construction of buildings met on 27th and 28th April 1964, 4th September 1964, 17th December 1964 and 8th March 1965, to consider the plans submitted by Prof. Louis Kahn and Shri B.V. Doshi of the National Design Institute for the Institute buildings. The progress made in the design and construction of Institute buildings is mentioned later

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under the title 'Building Programme'.

(c) Budget Committee

The Budget Committee appointed by the Board to consider the budget estimates before they are placed before the Board, met on 23rd November 1964 and 13th December 1964 to consider and approve the revised estimates for 1964-65 and the budget estimates for 1965-66.

The names of the members of the Committees are given in Appendix IV.

FACULTY AND STAFF

The following Faculty appointments were made during the year 1964-65 :

Dr. D. Tripathi	::	Assistant Professor -- Business History
Dr. K.K. Anand	::	Assistant Professor -- Organisational Behaviour
Miss Shukla Dutta	::	Research Associate -- Written Analysis of Cases
Dr. V.P. Gandhi *	::	Assistant Professor -- Finance (Taxation)
Dr. P.C. Joshi @	::	Assistant Professor -- Economics
Dr. R.L. Chaddha	::	Assistant Professor -- Control
Dr. S. Subramaniam	::	Assistant Professor -- Managerial Economics

* Expected to join in September, 1965.

@ Decided not to join the Institute

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Dr. S.M. Patel :: Assistant Professor —
Agribusiness and Co-operatives

Shri V.K. Gupta :: Assistant Professor —
Agri-business and Co-operatives

The following members of the Faculty returned from Harvard after participating in the International Teachers' Programme in the academic year 1963-64 :

- 1) Prof. Malathi Bolar
- 2) Prof. B.C. Dalal
- 3) Prof. B.K. Hegde
- 4) Prof. H.N. Pathak, and
- 5) Prof. S. Paul

The following members of the Faculty were deputed to Harvard for training in the International Teachers' Programme for the academic year 1964-65 :

- 1) Prof. S.K. Bhattacharyya * :: Finance
- 2) Prof. B.G. Shah :: Finance
- 3) Prof. R.C. Goyal :: Personnel Administration
- 4) Prof. M.N. Vora :: Marketing
- 5) ✓ Prof. D.K. Desai :: Agri-business & Co-operatives
- 6) Dr. D. Tripathi :: Business History
- 7) Dr. K.K. Anand :: Organisational Behaviour
- 8) Miss Shukla Dutta :: Written Analysis of Cases

* He also participated in the Programme for Management Development

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A list of the Faculty members and Fellows as on 31st March 1965 is given in Appendix V.

Faculty Associates

In order to associate persons with appropriate academic background and practical experience, who would otherwise not be available to take a full time appointment with the Institute, the Institute appointed the following members as part-time Faculty during the academic year 1964-65 to work in association with the members of the Faculty :

- 1) Shri B.V. Bhatt
- 2) Dr. Easo John
- 3) Shri Shrenik Kasturbhai
- 4) Shri D.V.N. Sharma
- 5) Shri K.N. Taneja

Programme Associates

In addition to the four Programme Associates already working in the Institute, the following Professors of the Harvard Business School were deputed to work as Programme Associates in the Institute for periods ranging from 4 months to 2 years :

- 1) Prof. John I. Reynolds in the field of Business Policy for two years with effect from 1st September 1964
- 2) Prof. Neil H. Borden in the field of Marketing for six months with effect from 14th September 1964
- 3) Prof. Robert L. Masson in the field of Finance for four months with effect from 30th November 1964.

Fellows

In addition to the 10 Fellows appointed during the previous year, 8 Research Fellows were appointed during the year. They are :

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		<u>Field</u>
1)	Shri D.N. Desai	Finance
2)	Shri S.C. Gupta	Production
3)	Shri Sudhir Kakar * ✓	Agri-business & Co-operatives
4)	Shri S.P. Kashyap	Economic Development
5)	Shri S.C. Mehta	Marketing
6)	Shri N. Venkatarao	Economic Analysis
7)	Shri A.V.S. Narayanan ✓	Agri-Business & Co-operatives
8)	Shri K. J. Kothari ✓	Agri-Business & Co-operatives

Activities of the Institute

(a) Programme for Young Executives in Senior Positions
(June-October 1964):

The Programme for Young Executives in Senior Positions was designed for young men who, in family business or as professional Managers, were placed in positions of considerable and complex responsibilities and felt the need to prepare themselves for top level management. The programme was divided into three parts: the first part being conducted in Srinagar from 7th June to 23rd June 1964; the second part during July-August-September 1964 when the participants worked on the problems selected by them in their own organisations; and the third part in Udaipur from September 27th to October 1st, 1964 when a selected number of project reports written by the participants were discussed.

The response to the Programme was very encouraging. Of the 30 participants, 15 belonged to family business and the rest to professional Managers. The Faculty for the Programme was from the Institute as well as men from business. The Faculty consisted of Mr. Maurice Zinkin of Unilever, London, and

* Since resigned

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Shri Prakash Tandon of Hindustan Lever, in addition to Prof. Kamla Chowdhry, Prof. Warren Haynes, and Prof. V.L. Mote of the Institute.

In the light of the experiences gained in the Programme during the current year, certain changes were recommended for the Second Programme scheduled for June 1965:

- 1) The first part of the Programme to be extended over a longer period.
- 2) Selecting a more homogenous group of participants.
- 3) Greater supervision on Project Reports.

(b) Two-Year Post-Graduate Course in Business Management :

The Two-Year Post-Graduate Course in Business Management was inaugurated on 1st July 1964 at the ATTRA Auditorium by Shri Balvantray G. Mehta, Chief Minister of Gujarat. The class started with a group of 58 students and during the year a few students dropped out. The number of students at the end of the year was 50.

The response to the second session of the Two-Year Post-Graduate Course commencing from July 1965 was satisfactory. 922 candidates applied for admission. After preliminary scrutiny, 447 were called for interview and tests. A final list of 125 candidates, with a waiting list of 20 was drawn up. The average age of the selected candidates was 22.4 years. 29 were Engineering graduates, 35 Science, 42 Liberal Arts, 29 Commerce and 6 Law graduates. 57 had work experience. There was larger response from Bombay, Calcutta and Madras regions this year due to the greater efforts of the Faculty in reaching Colleges and Universities with regard to information relating to the Course.

As part of its Two-Year Post-Graduate Programme, the Institute requires all students to work in business or industry during the summer between their first and second years. The Institute took upon itself the responsibility of contacting Companies that might be interested in engaging our students during summer.

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The response from various Companies was very encouraging. There were more than 90 job offers for 50 students. The salary range varied from Rs.200 to Rs.700, with an average of about Rs.350. The Summer Employment Committee consisting of Prof. Melvyn R. Copen and Prof. S.P.S. Pruthi had worked out the details of the programme and immediately after the close of the First Year session on 31st March 1965, the students were being sent to various organisations for their summer time jobs.

During employment period the students would be supervised by the Faculty of the Indian Institute of Management. They would be required to submit periodic reports to the Faculty Adviser. In this manner it was hoped to ensure that the students were getting the most out of their assignments and putting the most into them.

The Faculty appointed a Placement Committee to work out the details of the Placement Programme for the students passing out of the Two-Year Post-Graduate Course in Business Administration. Steps have also been initiated for the appointment of a Placement Officer in the Institute who would develop contacts with various Companies. It is planned to get Companies interested in the student body of the Institute by conducting periodic seminars on Management, Man-power Planning, and Recruitment Policies, and to follow-up on contacts with personal interviews. The Faculty would be following up on the students' performance on summer jobs in companies and encourage occasional visits of Company Executives to class-rooms.

The Institute's request for a degree-granting status for its Post-Graduate Programme by means of an Act of Parliament had been well received by the Government of India, Ministry of Education. Necessary steps are being taken by the Government to see that the Institute gets the status before the first batch of students pass out.

(c) Evening Programme for Management Development for local business people :

The Programme was sponsored by the Ahmedabad Management Association with the Indian Institute of Management acting as technical collaborators. The Institute took care of all

matters pertaining to the academic side of the Programme, and provided the necessary teaching material, while the Ahmedabad Management Association handled all administrative matters.

The Programme was conducted in the evenings from 24th August 1964 to 22nd December 1964. It was inaugurated by Prof. Warren Haynes, and the concluding session was addressed by Shri Madanmohan Mangaldas, who distributed certificates to the successful participants.

The Programme was intended for men in middle management positions, normally with a minimum of three to five years' experience.

The response to the Programme was very encouraging. Out of 145 applications received, 80 were finally selected.

The Faculty for the Programme consisted of six Professors of the Institute, five Programme Associates, two Faculty Associates and one outside member. There were 66 sessions in all.

The Ahmedabad Management Association were pleased with this collaboration and expressed an interest in continuing such relationship in future.

(d) The Three-Tiered Programme for Management Development at Agra: 10th January to 26th February, 1965 :

The second session of the Three-Tiered Programme for Management Development was conducted in Agra from January 10, 1965 to February 26, 1965.

Appraisal of the Programme was solicited and written comments received from the participants indicated that the Programme had achieved its objectives. The motivation of the participants was high and the development of new insights was quite perceptible in many cases.

The major criticism of the Programme was with regard to the short duration of the third tier, viz: for top management. On the basis of the experience with the Programme in 1964, several changes were made in the plans for 1965. The length

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of stay for senior executives was increased from 5 to 10 days. The top executives would attend for 5 days instead of $2\frac{1}{2}$ days; but the broad outlines of the Programme were maintained.

The response for the 1965 Programme was very good and a number of organisations had to be disappointed. The number of participating organisations was increased from 40 to 44 this year with two extra participants sponsored by Kenya Government. Of the 44 organisations, 10 belonged to the Public Sector and 34 to the Private Sector.

Shri Asoka Mehta, Deputy Chairman of the Planning Commission, Mr. Harold Hartog, Director of Unilever Limited, Mr. S.S. Khara, Dr. Ensminger, Dr. Basu and other distinguished persons visited Agra during the course of the Programme and had expressed appreciations. The feed back from the participants had also been very good.

The Faculty for the Programme consisted of Prof. Kamla Chowdhry, Prof. Harry L. Hansen, Prof. Neil H. Borden, Prof. Franklin Folts, Prof. Warren Haynes, Prof. B.K. Hegde, Prof. S. Paul, Mr. Rolf P. Lynton of SIET Institute and Mr. Udai Pareek, Deputy Director, Small Industry Extension Training Institute, Hyderabad.

(e) Programme for University Teachers in Managerial Economics:

In the discussions with the All India Board of Technical Studies in Management held in Calcutta in September 1964, it was reaffirmed that the Institute should take on the responsibility of contributing to the training of University Faculty members. A course for University teachers had long been discussed within the Institute, and it was finally decided to hold it in Bangalore between 21st March and 19th April 1965. The Programme in Managerial Economics was meant for University teachers in departments of Business Administration, Commerce, Economics, Engineering Economics and Agricultural Economics.

The programme was designed :

- (1) to permit an exchange of views among teachers of economics, commerce, management, engineering economics and agricultural economics on current developments in the application of economic analysis to management decisions;

- (2) to encourage a study of the use of quantitative methods in decision-making, with special attention to linear programming and statistical decision theory; and
- (3) to facilitate an interchange of ideas on the relevance and applicability of the case method and of current developments in managerial economics.

The Programme was jointly sponsored by the Institute and the U.S. Agency for International Development, New Delhi. US-AID had given a grant of Rs.50,950 to meet the expenses of the Programme.

Out of 90 sponsored applications, 35 had been selected for the Programme on an all-India basis.

The Faculty for the Programme consisted of Prof. Warren Haynes, Prof. S.C. Kuchhal, Prof. V.L. Mote, Prof. H.N. Pathak, Prof. S. Paul and Prof. S. Subramaniam.

(f) Seminar on Recruitment & Training:

A seminar on Recruitment & Training was held by the Institute in collaboration with the Ahmedabad Management Association on 18th and 19th December 1964 at the premises of the Gujarat Vepari Mahamandal. 43 managers from 30 different organisations participated in the programme. One-third of the participants were connected with the managerial recruitment & training function in their organisations. Others were managers at the plant level. A few managing agents were also present. The following were the moderators in the various sessions :

Dr. A.K. Pal	(Hindustan Lever)
Shri Arun Joshi	(Delhi Cloth & General Mills)
Shri K.N. Bhutani	(Government of India)
Shri Y.V.S. Nath	(Jyoti Limited)
Prof: Kamla Chowdhry	of Indian Institute of Management, Ahmedabad
Prof: J.I. Reynolds	
Prof: S. Subramaniam	
Prof: Malathi Bolar, and	
Prof: A.R. Cohen	

(g) Alumni Conference:

The first Alumni Conference of the participants to the first Three-Tiered Programme for Management Development was successfully organised in Bombay on the 5th and 6th March 1965. The objective of the two-day Conference was to provide an opportunity for continued education and to promote inter-action among the Institute's Alumni. The speakers at the Conference were: Shri N. Dandekar, Shri Prakash Tandon, Prof: Warren G. Bennis, Visiting Professor of Management, Indian Institute of Management, Calcutta. Case discussions were led by Professor Warren Haynes, Prof: Franklin Folts, Prof: Kamla Chowdhry and Prof: S.P.S. Pruthi of the Institute.

CASE RESEARCH

Case Research continued to receive the major attention of the Faculty during 1964-65 since it was considered important to use Indian cases as far as possible in the Institute's programmes. These cases are spread over a variety of industries including Chemicals, Pharmaceuticals, Textiles, Public utilities, Banks and other financial institutions, Plantation Industries, Transportation Services, Retailers, Wholesalers, other distributors, durable consumer goods industries, Dairy Industry and many others. Interest in case development in the Institute has led to a demand by other institutions and organisations upon our Faculty for teaching and consultation.

FUTURE PROGRAMMES

(a) Two-Year Post-Graduate Course in Business Administration:

In 1965-66 it was proposed to admit 120 students, double the number which was admitted in the previous year.

(b) Programme for Young Executives in Senior Positions:

The Programme for Young Executives in Senior Positions will be repeated during 1965-66.

(c) Three-Tiered Programme:

The third Three-Tiered Programme for Management Development for middle level managers, senior executives and top management will be conducted in January-February 1966 on the same

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model as the one conducted during 1964-65.

(d) Programme for University Teachers:

A special Programme for University Teachers in Managerial Economics will be conducted in March-April 1966 on the same lines as the one conducted in March-April 1965.

RESEARCH & TRAINING IN THE FIELD OF AGRIBUSINESS AND CO-OPERATIVES:

At the request of the Hon'ble Shri C. Subramaniam, Minister for Food & Agriculture, Government of India, the Institute has undertaken a programme of Research & Training in the field of Agribusiness and Co-operatives. The objectives of the programme are :

- (1) to undertake research in the field which will create a body of knowledge providing insight to the problems of managers and administrators responsible for increasing production at the farm level, collecting agricultural products, and processing and distributing these products;
- (2) to stimulate research relevant to objective No. (1) above, at agricultural colleges and co-operative centres; and
- (3) to conduct teaching programmes for managers in agriculture which will enable them to use the results of our research in their daily work, and which will help the institutions collaborating with the Institute to offer Management-oriented programmes on a continuing basis.

The research consisted of :

- (1) Field studies of ways in which managers and administrators can increase agricultural production by increasing the skills in management;
- (2) Case studies of the tasks of managers in enterprises which pool, grade, process and distribute agricultural products;
- (3) Case studies of the particular problems confronting managers of Co-operatives which handle food and fibre products; and
- (4) Inter-disciplinary studies.

The Government of India, Ministry of Food & Agriculture, had sanctioned a grant-in-aid amounting to Rs. 1.78 lakhs till the end of the Third Five Year Plan period for the field-oriented programme of Research & Training for increased productivity and co-operative development. The Ford Foundation is also expected to finance the programme in the field of Agribusiness & Co-operatives.

PROJECT RESEARCH

Because of the heavy involvement of the Institute in teaching programmes, the research undertaken at the Institute so far has been almost entirely in the area of case development. For the first time, during the academic year, some consultation projects were undertaken. One of the three major objectives of the Institute is the promotion of research and contribution to the growth of knowledge relating to management. As a result of the discussions by the Faculty on a note prepared by Prof: Samuel Paul, Co-ordinator of Project Research, a research Consultative Committee was appointed by the Hon. Director to implement a plan of action suggested in Prof: Paul's note. Various members of the Faculty and Fellows have submitted their proposals for project research which would be shortly considered by the Research Consultative Committee.

BUILDING PROGRAMME

As reported earlier, the Building Committee met four times during the year. Detailed plans of the dormitories and of the houses types V, IV, III were finalised during the year and tenders were called for in July 1964. The contract for building dormitories and houses was given to Messrs Gannon Dunkerley & Company Limited, the lowest tenderer. The ground-breaking ceremony was done on 9th September 1964, the day of Ganesh Chaturthi, by Shri Madanmohan Mangaldas. There was a hold-up in the building programme consequent on certain architectural changes suggested by Prof: Louis Kahn during his visit to Ahmedabad in December 1964. There were a series of meetings of the Building Committee in the last week of December 1964 and later in the first week of February 1965 when Prof: Kahn visited Ahmedabad. Due to the unusual requirements of high standard of architectural construction, there has been some delay, so that only two dormitories are expected to be ready by August 1965. Faculty houses will be ready by December 1965.

LIBRARY

The Library continued to grow and expand during the year. The total acquisition of books has exceeded 15,000 and another 2,000 books are under process. The number of Indian and foreign periodicals currently being received is well over 500. A large number of pamphlets form the nucleus of vertical files - an invaluable help in reference work. More than 300 joint Stock Companies are represented in the Corporation Records maintained by the library.

A sum of Rs. 3,50,000 was spent on procurement of books, pamphlets and periodicals during the year.

Monthly list of books added to the library is widely circulated to the faculty and other organisations in India.

A case unit has been organised to handle the reproduction, distribution and storage of case material prepared by the faculty of the Institute and other Institutions in India and abroad.

STAFF AMENITIES:

During the year, the Staff Recreation Club meant to provide facilities for indoor and outdoor games and various other recreations for the Faculty and Staff of the Institute, continued to function vigorously. The Institute Canteen is run departmentally right from the beginning of the Institute.

FINANCE AND ACCOUNTS:

During the financial year 1964-65, the Government of India sanctioned Rs. 9.50 lakhs as grants-in-aid. The Auditor's Report and the detailed statement of accounts are given in Appendix VI.

CONCLUSION:

It would be observed that the Third Annual Report indicates a year of rapid development and growth in the various activities of the Institute. The accomplishment of so much within so short a time by a new Institution with a new faculty, opening new educational paths has been inevitably accompanied by growing pains. In the year ahead the Institute can modestly claim to have set a new educational force operating in India.

The collaboration of the Harvard Business School with the Institute

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in the formative years has been most fruitful. The Institute is particularly grateful to Shri Prakash Tandon, who took over as Chairman in the beginning of the year, Prof. M.S. Thacker, Member, Planning Commission, Dr. Douglas Ensminger, Ford Foundation Representative in India, Prof. George P. Baker, Dean of the Harvard Business School, Government of India, Government of Gujarat and the Indian Industry for their continued support to the Institute.

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APPENDIX I

MEMBERSHIP OF THE INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD SOCIETY

AS ON 31-3-1965

- | | |
|--|--|
| Shri Prakash Tandon
Chairman
Hindustan Lever Limited
Bombay-1. | Shri Kasturbhai Lalbhai
'Lal Baug'
Shahibaug
Ahmedabad-4. |
| Prof. M.S. Thacker
Member
Planning Commission
New Delhi | Shri R.D. Chokshi
Tata Industries (P) Limited
Bombay House
Bruce Street, Fort
Bombay-1. |
| Shri K.N. Channa, I.A.S.
Joint Secretary
Ministry of Finance &
Financial Adviser to the
Ministry of Education
New Delhi-1. | Shri Shanta Ram S. Tawde
Secretary
Steel Mazdoor Sabha
c/o Samyukta Socialist Party
Ganesh Maidan
Acharya Done Marg, Sewree
Bombay-15. |
| Shri S. Hamid
Joint Secretary
Ministry of Commerce
Government of India
New Delhi. | Shri Madammohan Mangaldas
Mangal Baug
Sheth Shri Mangaldas Road
Ellis Bridge
Ahmedabad-6. |
| Shri V. Isvaran, I.C.S. (Retd.)
13, Prem Court
Dinshaw Vachha Road
Churchgate
Bombay-1. | Lala Charat Ram
Shri Ram Associates (P) Limited
Post Box No. 1185
Bara Hindu Rao
Delhi-6. |
| Shri V.L. Gidwani, I.C.S.
Chief Secretary
Government of Gujarat
Ahmedabad. | Shri N.K. Bhojwani
Executive Director
National Productivity Council
38, Golf Links
New Delhi-13. |
| Shri Pranlal Patel
Technical Director
Malleable Iron & Steel
Casting Co. Limited
Mathurdas Mills Compound
Lower Parel
Bombay-13. | Shri L.P. Singh, I.C.S.
Secretary to the Govt. of India
Ministry of Home Affairs
New Delhi-11. |

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Shri S.T. Sadasivan
4, Brahadambal Road
Nungambakkam
Cathedral Post
Madras-34.

Shri M.V. Arunachalam
Managing Director
Carborundum Universal Limited
52/53 Jehangir Street
Madras-1.

Shri N. Dandekar, I.C.S. (Retd.)
"Southlands"
177 Upper Colaba
Bombay-2.

Shri Navnitlal Shodhan
Sarangpur Cotton Mfg. Co. Limited
Ahmedabad.

Shri Surottam P. Hutheesing
Aruna Mills Limited
Ahmedabad.

Shri Rasiklal C. Nagri
The Nagri Mills Limited
Ahmedabad.

Dr. Vikram A. Sarabhai
Chidambaram
Ahmedabad.

Dr. Kamla Chowdhry
Director of Programmes
Indian Institute of Management
Ahmedabad.

Shri Niranjan Narottam Lalbhai
Representative
Arvind Mills Limited
Post Box No. 56
Ahmedabad

Shri Ajay Chimanbhai
Representative
Asoka Mills Limited
Post Box No. 1060
Ahmedabad.

Shri Chandraprasad H. Desai
Representative
Raipur Mfg. Co. Limited
Post Box No. 54
Ahmedabad.

Shri Chinubhai Chimanbhai Sheth
Representative
Saraspur Mills Limited
Post Box No. 1052
Ahmedabad.

Shri Gautam Shantilal Nanavaty
Representative
Nutan Mills Limited
Via: Vora's Roja, Anil Road
Ahmedabad.

Shri Ramesh Chandulal/
Shri Bipin Chandulal/
Shri D.R. Desai
New Cotton Mills Co. Limited
Post Box No. 9
Ahmedabad.

Shri Chinubhai Manibhai
Representative
Anil Starch Products Limited
Anil Road
Post Box No. 1062
Ahmedabad.

Dr. Vikram A. Sarabhai
Representative
Suhrid Geigy Limited
Post Box No. 48
Baroda.

APPENDIX 'II'

List of Donors as on 31-3-1965

1. M/s. Calico Mills Ltd.
2. M/s. Arvind Mills Ltd.
3. M/s. Asoka Mills Ltd.
4. M/s. Raipur Mfg. Co. Ltd.
5. M/s. Aruna Mills Ltd.
6. M/s. Saraspur Mills Ltd.
7. M/s. Nutan Mills Ltd.
8. M/s. Ahmedabad New Cotton Mills Ltd.
9. M/s. Anil Starch Products Ltd.
10. M/s. Suhrid Geigy Ltd.
11. M/s. Hindustan Lever Ltd.
12. M/s. The Delhi Cloth & General Mills Co. Ltd.
13. The Shorrock Spg. & Mfg. Co. Ltd.
14. The Sarangpur Cotton Mfg. Co. Ltd.
15. M/s. Sakarlal Balabhai & Co. Ltd.
16. The Silver Cotton Mills Co. Ltd.
17. Shri Ambica Mills Ltd.
18. The Vikram Mills Ltd.
19. The Nagri Mills Co. Ltd.
20. The New Swadeshi Mills of Ahmedabad Ltd.
21. The Ahmedabad Jupiter Spg. & Mfg. Co. Ltd.
22. M/s. Karamchand Premchand Pvt. Ltd.
23. M/s. Kalo1 Mills Co. Ltd.
24. M/s. T.V. Sundaram
Iyengar & Sons (Pvt) Ltd.
25. M/s. Ahmedabad Jaya
Bharat Cotton Mills
Co. Ltd.
26. M/s. Commercial
Ahmedabad Mills
Co. Ltd.
27. M/s. Carborandu m
Universal Ltd.

(3)

Shri P.L. Tandon
Representative
Hindustan Lever Limited
Bombay

Shri Kanchanlal C. Parikh
The Ahmedabad Jupiter Spinning,
Weaving & Mfg. Co. Limited
Ahmedabad.

Shri J.N. Thadani
Delhi Cloth & General Mills Ltd.
Bara Hindu Roa
Post Box No. 1039
Delhi-6.

Shri N.R. Nadkarni
Representative
M/s Karamchand Premchand Private Ltd.
Calico Mills Premises
Ahmedabad.

Sheth Laxman D. Vasa
New Shorrook Spinning &
Mfg. Co. Limited
Asarwa Road
Post Box No. 2006
Ahmedabad.

Shri R. Ratnam
Representative
M/s T.V. Sundram Iyengar
& Sons (Private) Limited
c/o Administrative Director
M/s Lucas TVS Limited
Padi P.O., Madras-50.

Shri Sakarlal Balabhai
Sakaralal Balabhai & Co. Limited
Amraiwadi Road
Post Box No. 19
Ahmedabad-6.

Shri S.K. Agarwal
c/o The New Swadeshi Mills
of Ahmedabad, Naroda Road
G.P.O. Box 15
Ahmedabad.

Shri Nandkishore Sakarlal/
Shri Saurabhkumar Navnitlal
Silver Cotton Mills Co. Limited
New Jagnath Mahadev
Amraiwadi Road
Post Box No. 27
Ahmedabad.

Shri Suhrid Sarabhai/
Shri S.R. Bhastikar
Representative
M/s Kalol Mills Limited
c/o M/s Calico Mills Limited
Post Box No. 12
Ahmedabad.

Shri Jaykrishna Harivallabhdas/
Shri Balkrishna Harivallabhdas
Representative
Shri Ambica Mills Limited
Near Kankaria Loco Siding
Ahmedabad-8.

Shri M.K. Subramaniam
Administrative Officer
(Acts as the Secretary of
the Society)

Shri R.D. Choksi,
Tata Industries (P) Ltd.,
Bombay House, Bruce Street,
Fort, Bombay-1.

Representative of Commerce,
Industry, Labour and other
interests

Shri Shanta Ram S. Tawde,
Secretary, Steel Mazdoor Sabha,
C/o Samyukta Socialist Party,
Ganesh Maidan, Acharya Done Marg,
Sewree, Bombay-15.

Representative of Commerce,
Industry, Labour and other
interests

Shri Madanmohan Mangaldas
Mangal Baug,
Sheth Shri Mangaldas Road,
Ellis Bridge, Ahmedabad.6.

Representative of Commerce,
Industry, Labour and other
interests

Lala Charat Ram,
Shri Ram Associates (P) Ltd.,
P.B. No. 1185,
Bara Hindu Rao, Delhi-6.

Representative of the
All India Management
Association

Shri N.K. Bhojwani,
Executive Director,
National Productivity Council,
38 Golf Links, New Delhi.3.

Representative of the
National Productivity
Council

Shri L.P. Singh, I.C.S.,
Secretary to the Government of India,
Min. of External Affairs, New Delhi - 11.

Co-opted by Board of
Governors

Shri S.T. Sadasivan,
4, Brahadambal Road,
Nugambakkam, Cathedral Post,
Madras-34.

Co-opted by Board of
Governors

Shri M.V. Arunachalam,
Director,
Carborundum Universal Ltd.,
52/53 Jehangir Street,
Madras-1.

Co-opted by Board of
Governors

Shri N. Dandekar, I.C.S. (Retd.),
"Southlands", 177 Upper Colaba,
Bombay-5.

Co-opted by Board of
Governors

APPENDIX 'III'

BOARD OF GOVERNORS, INDIAN INSTITUTE OF
MANAGEMENT, AHMEDABAD
AS ON 31.3.1965

Shri Prakash Tandon,
Chairman,
Hindustan Lever Ltd.,
P.B. No. 409,
Bombay-1.

Chairman

Prof. M.S. Thacker,
Member,
Planning Commission,
New Delhi-11.

Nominee of the
Central Government

Shri K.N. Channa, I.A.S.,
Joint Secretary,
Ministry of Finance,
Department of Expenditure,
North Block, New Delhi-1.

Nominee of the
Central Government

Shri S. Hamid,
Joint Secretary,
Ministry of Commerce,
Government of India,
Udyog Bhavan,
New Delhi.

Nominee of the Central
Government

Shri V. Isvaran, I.C.S., (Retd.)
13, Prem Court,
Dinshaw Vachha Road,
Churchgate, Bombay-1.

Nominee of the
Government of Gujarat

Shri V.L. Gidwani, I.C.S.,
Chief Secretary,
Government of Gujarat,
Ahmedabad.

Nominee of the
Government of Gujarat

Shri Pranlal Patel,
Technical Director,
Malleable Iron & Steel Casting
Co. Ltd., Mathurdas Mills
Compound, Lower Parel, Bombay-13.

Representative of the
All India Council of
Technical Education

Shri Kasturbhai Lalbhai,
'Lal Baug,'
Shahibaug, Ahmedabad-4.

Representative of Commerce
Industry, Labour and other
interests.

APPENDIX 'IV'

MEMBERS OF COMMITTEES SET UP BY THE
BOARD OF GOVERNORS AS ON 31.3.1935

PERSONNEL COMMITTEE:-

1. Shri Prakash Tandon (Chairman)
2. Prof. M. S. Thacker
3. Shri Kasturbhai Lalbhai
4. Shri V. Isvaran
5. Dr. Douglas Ensminger
6. Dr. Vikram A. Sarabhai
7. Shri G.K.Chandiramani
8. Shri Madanmohan Mangaldas
9. Shri N.K.Bhojwani
10. Shri M.K. Subramaniam (Secretary)

BUILDING COMMITTEE:-

1. Shri Kasturbhai Lalbhai (Chairman)
2. Shri V. Isvaran
3. Shri Madanmohan Mangaldas
4. Dr. Vikram A. Sarabhai
5. Shri M.K. Subramaniam (Secretary)

BUDGET COMMITTEE:-

1. Shri G.K.Chandiramani
2. Shri K.N. Channa
3. Vikram A. Sarabhai
4. Shri M.K. Subramaniam (Secretary)

Shri Navnitlal Shodhan,
Sarangpur Cotton Mfg. Co. Ltd.,
Ahmedabad.

Representative of
Donor members

Shri Surottam P. Hutheesing,
Aruna Mills Ltd.,
Ahmedabad.

Representative of
Donor members

Shri Rasiklal C. Nagri,
The Nagri Mills Ltd.,
Ahmedabad.

Representative of
Donor members

Dr. Vikram A. Sarabhai,
'Chidambaram',
Ahmedabad.

Hon. Director

Dr. Kamla Chowdhry,
Director of Programmes,
Indian Institute of Management,
Ahmedabad.

Faculty nominee of the
Chairman

Shri M.K. Subramaniam,
Administrative Officer

Secretary of the Society
and the Board of Governors

Shri R.C. Goyal M.A., M.P.A. (Harvard)	Professor ✓
Shri V.K. Gupta M.Com., LL.B., M.S.S. (Hague)	Assistant Professor
Shri B.K. Hegde M. Tech. (Kharagpur)	Professor ✓
Shri Asghar Karim M.A. (Leeds)	Assistant Professor
Shri S.C. Kuchhal M.Com. (Allahabad)	Professor ✓
Dr. V.L. Mote Ph.D. (N. Carolina)	Professor ✓
Shri C.N.S. Nambudiri M.B.A. (De Paul)	Assistant Professor
Dr. S.M. Patel M.Sc., Ph.D.	Assistant Professor
Shri H.N. Pathak M.Sc. (London)	Professor ✓
Dr. Samuel Paul Ph.D. (Syracuse)	Professor ✓
Dr. Surinder P.S. Pruthi Ph.D. (London)	Professor ✓
Shri K.V. Ramanathan B.A. (North Western) C.W.A.	Assistant Professor
Shri B.G. Shah M.A. (Bombay)	Professor ✓
S. Subramaniam (Osm). Ph.D. (Kiel) A. (Osm).	Assistant Professor

APPENDIX V

FACULTY AND TEACHING STAFF

Dr. Vikram A. Sarabhai
Ph.D. (Cambridge)

Hon. Director

Prof. Harry L. Hansen,
S.B., M.B.A., D.C.S. (Harvard)

Director, Division of
International Programmes,
Harvard Graduate School
of Business Administration.

Dr. Kamla Chowdhry ✓
M.A., Ph.D. (Michigan)

Professor and Director of
Programmes.

Prof. Warren Haynes
M.B.A., D.C.S. (Harvard)

Ahmedabad Project Director
in India for the Harvard
Graduate School of Business
Administration.

FACULTY

Dr. K.K. Anand
Ph.D. (Punjab)

Assistant Professor

Shri S.K. Bhattacharya ✓
F.C.A., F.C.C.S. (London)

Professor ✓

Miss Malathi Bolar
M.A. (Madras), LL.B. (Delhi)

Assistant Professor

Dr. R.L. Chaddha
M.Sc., (Agra), Ph.D. (Virginia)

Assistant Professor

Shri Bharat C. Dalal
M.B.A. (Stanford)

Assistant Professor

Dr. D.K. Desai,
M.Sc., Ph.D. (Illinois)

Professor ✓

Miss Shukla Dutta
M.B.A. (Pittsburgh)

Research Associate

Shri S.C. Gupta	B.E. (Mech.) (Gujarat)
Shri R. Jagannathan	M.A. (Madras)
Shri G. Jayachandran	M.A. (Madras), D.S.S., F.R.E.S.
Shri Sudhir Kakar	B.E., D.Kfm (Germany)
Shri S.P. Kashyap	M.A. (Raj.)
Shri K.B. Kothari	M.S. (Kentucky)
Shri T.D. Krishnamachari	M.A., M.Sc. (Madras)
Shri S.C. Mehta	M.A. (Punjab), M.D.P.A.
Shri R. Nangia	M.A. (Delhi)
Shri A.V.S. Narayanan	M.Sc. (Banaras)
Shri K.V. Parameswaren	B.Sc. (Madras) B.Sc. (Tech.) (Bombay)
Shri N. Venkata Rao	M.A. (Delhi)
Shri T.N. Sheth	M.A. (M.S. University, Baroda)
Shri S.A. Seshan	B.Com. (Bombay), A.I.C.W.A.
Shri R.G. Tagat	M.A. (Mysore)
Shri K.L. Varshneya	B.Com. (Aligarh) Dip. in Bus.Man. (Delhi)

ADMINISTRATION

Shri M.K. Subramaniam	Administrative Officer & Secretary of the Faculty
M.A. (Madras)	Librarian
Shri S.K. Seth	Asstt. Administrative Officer
M.B.A. (Cleveland)	Accountant
Shri P.K. Varkey	Admissions Officer
Shri C. Ramdoss	
B.Sc. (Hons.) S.A.S.	
Shri S.V. Ramamurthy	

Dr. D. Tripathi
M.A., Ph.D. (Wisconsin)

Assistant Professor

Shri M.N. Vora
M.B.A. (Pennsylvania)

Assistant Professor

FACULTY ASSOCIATES

Shri B.V. Ehatt
B.Com., M.B.A. (Harvard)

Dr. Easo John
M.B.A., Ph.D. (North Western)

Shri Shrenik Kasturbhai
M.B.A. (Harvard)

Shri D.V.N. Sharma
M.Sc. (B.H.Univ.)
M.Stat. (I.S.I.)

Shri K.N. Taneja
B.Com., A.C.A., A.I.C.W.A.

PROGRAMME ASSOCIATES

Mr. Allen R. Cohen
A.B., M.B.A. (Harvard)

Mr. Melvyn Copen
B.S.M.S. (M.I.T.)

Mr. Michael Halse
M.B.A. (Harvard)

Dr. John I. Reynolds
D.B.A. (Harvard)

FELLOWS

Shri D.N. Desai

B.Com. (Vallabh Vidyanagar)
M.S. (Illinois)

Shri P.S. George

M.Sc. (Kerala)