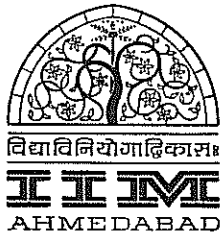


INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
5TH ANNUAL REPORT, 1966-67

INDIAN INSTITUTE OF MANAGEMENT
AHMEDABAD



NOTICE OF MEETING

Notice is hereby given that the ANNUAL GENERAL MEETING of the members of the Indian Institute of Management Ahmedabad, Society will be held on Saturday, August 5, 1967, at 12:30 p.m., in the conference room of D-6 at the IIM Campus, Vastrapur, Ahmedabad-6, to transact the following business:

1. To receive and adopt the Fifth Annual Report and Auditors' Statement of Accounts of the Institute for the year ending March 31, 1967
2. To appoint Auditors for the year 1967-68
3. To amend Rule 2(2-4) of the Indian Institute of Management Ahmedabad Rules

By Order of the Board of Governors

M. K. SUBRAMANIAM
Secretary

Vastrapur, Ahmedabad-6
July 4, 1967

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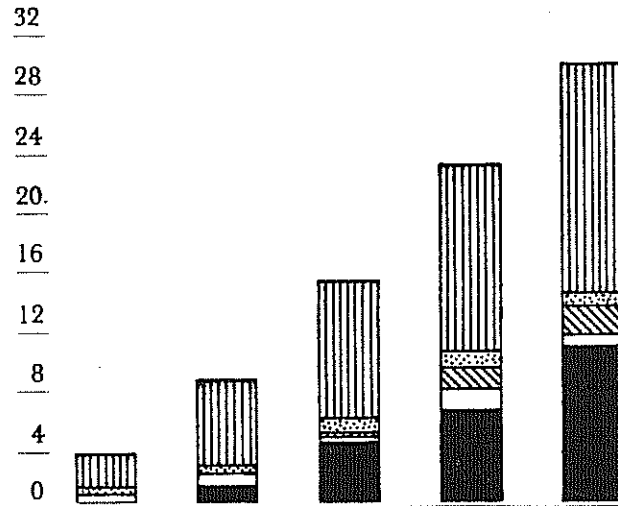
Shri M. C. Chagla delivering the First Annual Convocation Address.

THE FIRST YEAR OF THE INSTITUTE, 1962-63, WAS A PERIOD OF PLANNING AND THE SECOND YEAR, 1963-64, OF PREPARATION. THE THIRD AND FOURTH YEARS, 1964-66, WERE PERIODS OF RAPID AND ACCELERATING DEVELOPMENT SO THAT DURING THE FIFTH YEAR, 1966-67, AN IMPORTANT LANDMARK WAS ACHIEVED ON APRIL 10, 1966, WHEN THE FIRST BATCH OF 48 STUDENTS GRADUATED AT THE FIRST ANNUAL CONVOCATION.

RUPEE GRANT

Funding: 1962-63 to 1966-67

RUPEES IN LAKHS



1962-63 63-64 64-65 65-66 66-67



Govt. of India

2.83 5.95 9.50 12.50 14.88



Govt. of Gujarat

0.32 0.51 1.03 1.27 0.96



Ministry of Food & Agriculture

— — 0.09 1.73 2.17



Industry

0.14 0.22 0.33 0.70 0.30



Institute's earnings

— 1.36 3.84 6.20 11.86

Total

3.29 8.04 14.79 22.40 30.17

DOLLAR GRANT FROM THE FORD
FOUNDATION

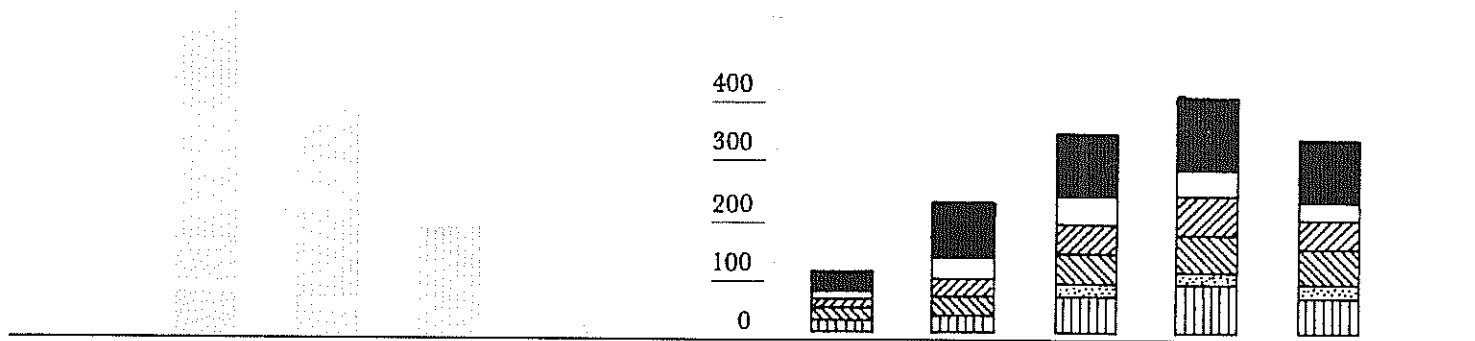
EXHIBIT THREE

TABLE 1. FUNDING APPLIED

Funding: 1962-63 to 1966-67

10 U. S. DOLLARS IN THOUSANDS

TABLE 1. FUNDING APPLIED



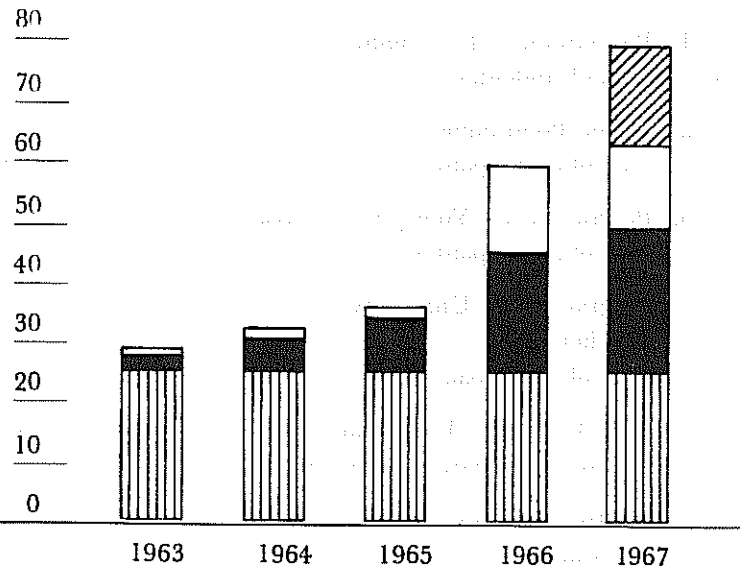
	1962-63	63-64	64-65	65-66	66-67
Long-term consultants	33.8	91.3	104.2	128.5	123.1
Short-term consultants	9.3	26.1	36.1	31.9	18.8
Fellowships	23.3	44.1	65.1	74.8	57.5
Equipments and books	17.6	22.9	50.3	51.8	54.6
Rupee project support	—	—	12.0	19.1	13.1
Administrative & overheads	10.9	26.1	52.8	77.8	59.7
Total	94.9	208.5	320.5	383.9	326.8

CAPITAL (CUMULATIVE)

1962-67

Year	1962	1963	1964	1965	1966	1967
Land	25.09	25.09	25.09	25.09	25.09	25.09
Industry, buildings	2.12	5.24	9.16	19.84	23.21	23.21
Ford Foundation, buildings	0.24	0.24	0.24	14.44	14.44	14.44
Govt. of India	—	—	—	—	—	16.00
Total	27.45	30.57	34.49	59.37	59.37	78.74

RUPEES IN LAKHS



Category	1963	1964	1965	1966	1967
Govt. of Gujarat, land	25.09	25.09	25.09	25.09	25.09
Industry, buildings	2.12	5.24	9.16	19.84	23.21
Ford Foundation, buildings	0.24	0.24	0.24	14.44	14.44
Govt. of India	—	—	—	—	16.00
Total	27.45	30.57	34.49	59.37	78.74

PROGRESS 1962-67

	1962- 63	1963- 64	1964- 65	1965- 66	1966- 67	1962- 67
A. MANPOWER						
No. of Faculty	5	13	27	35	34	34
No. of Research Staff	5	13	15	15	21	21
No. of Administrative Staff	24	45	81	125	149	149
Total	34	71	123	175	204	204
B. DEVELOPMENT ACTIVITY						
1. Post-Graduate Programme (No. of students)	—	—	48	130	162	340
2. 3-Tier Programme (No. of participants)	—	120	122	154	227	623
3. Programme for Young Executives (No. of participants)	—	—	30	21	40	91
4. Programme for University Teachers (No. of participants)	—	—	—	36	34	70
5. Inter-University Programme (No. of participating universities)	—	—	—	—	1	1
6. Multi-Level Dairy Management Programme (No. of participants)	—	—	—	—	79+18*	79+18*
7. International Programme	—	—	—	—	—	—
8. No. of cases collected (cumulative)	—	100	300	600	800	800
9. Library books (cumulative)	2,000	7,000	13,000	22,000	27,000	27,000
10. No. of research projects (cumulative)	—	—	1	16	16	16
11. Building area provided (in lakhs sq. ft.)				3.6	4.8	4.8

* Attended part of the apex level seminar.

PROGRAMMES REPEATED IN 1966-67

Forty-eight students of the first class of the two-year Post-Graduate Programme in Business Administration (1964-66) graduated at the First Annual Convocation held on April 10, 1966. Shri M. C. Chagla, the then Union Education Minister, was the chief guest.

The second session of the Programme for University Teachers in "Financial Management and Control" was conducted at Mt. Abu from May 1 to 24, 1966.

The third session of the Post-Graduate Programme commenced in July 1966 with 88 students.

The third session of the Programme for Young Executives was conducted between June and September 1966 at Mussoorie and Udaipur.

The fourth session of the 3-Tier Programme for Management Development was conducted at Agra from January 8 to March 4, 1967.

The third Alumni Conference was conducted in New Delhi from March 5 to 7, 1967.

NEW VENTURES IN 1966-67

The first session of the Multi-Level Dairy Management Programme was successfully conducted between May and August 1966.

As part of a programme to collaborate with five universities in India, the Institute initiated an Inter-University Programme for management education with the Punjab University.

The Asian Productivity Organization, Tokyo, invited the Institute to be a centre for management studies for South-East Asia. Discussions on collaboration with the Asian Productivity Organization were initiated.

A tentative plan for the introduction of the Doctoral Programme in 1968 had been made.

A number of research projects were initiated during the year at the request of government departments and public and private sector organizations. 13

All the activities of the Institute, except executive development programmes and the Programme for University Teachers, were conducted on the Institute's Campus.

THE SOCIETY AND THE DONOR MEMBERS

The fourth meeting of the Indian Institute of Management Ahmedabad, Society held on April 9, 1966, approved the award of certificates to the first batch of 48 students of the two-year Post-Graduate Programme in Business Administration at the First Annual Convocation held on April 10, 1966.

The fifth meeting of the Society held on October 1, 1966, adopted the Fourth Annual Report for the period ending on March 31, 1966, and the Accounts for the year 1965-66.

The terms of Dr. Vikram A. Sarabhai, Shri Navnitlal Shodan, Shri Surottam P. Hutheesing, and Shri R. C. Nagri as representatives of donor members on the Board expired, and in their places Shri J. N. Guzder, Shri Chinubhai Chimanbhai Sheth, Shri Navnitlal Sakarlal, and Shri Balkrishna Harivallabhdas were elected to the Board in

November 1966 for a two-year term.

The membership of the Society increased from 51 to 64 during this year.

A list of the members of the Society and a list of the Donors on March 31, 1967, are given in Appendices A and B (pp. 35 and 36).

14 THE BOARD OF GOVERNORS

The Board held five meetings on April 9, July 30, October 1, and December 17, 1966, and March 11, 1967.

Shri M. S. Sundara, Joint Secretary, Ministry of Finance, was nominated by the Central Government as its representative on the Board with effect from April 5, 1966, in the place of Shri K. N. Channa.

Brig. K. Pennathur, Executive Director of the National Productivity Council, joined the Board as a representative of the NPC in the place of Dr. P. S. Lokanathan on December 17, 1966.

Shri M. D. Rajpal, Secretary, Education and Labour Department, Government of Gujarat, was nominated by the Government of Gujarat as its representative on the Board with effect from December 21, 1966, in the place of Shri V. Isvaran.

Shri J. N. Guzder, Shri Chinubhai Chimanbhai Sheth, Shri Navnitlal Sakarlal and Shri Balakrishna Harivallabhdas were elected to the Board from the constituency of Donors with effect from December 6, 1966, in the place of Dr. Vikram A. Sarabhai, Shri Navnitlal Shodan, Shri Surettam P. Hutheesing, and Shri R. C. Nagri.

The following committees of the Board functioned during the year under review:

The Personnel Committee, appointed by the Board for making appointments to various posts not within the purview of the Director and the Administrative Officer, met on April 9, July 14, and December 7, 1966, and March 11, 1967, to make appointments to the Faculty.

The Building Committee, appointed by the Board to sanction the design, plans, estimates, and construction of buildings, met on June 17 and 20, 1966, and February 4 and 17, 1967.

The Budget Committee, appointed by the Board to consider the budget estimates before they are presented to the Board, met on September 23, 1966, to consider and approve the revised estimates for 1966-67 and the budget estimates for 1967-68.

The names of the members of the Board of Governors and its various committees are given in Appendices C and D (p. 37).

THE FACULTY AND THE RESEARCH STAFF

CHAIR

Hindustan Lever Limited established at the Institute a Chair of Management Practices from October 1, 1966. The Board awarded the Chair to Dr. Kamla Chowdhry, Senior Professor, with effect from October 1, 1966. This is the first Chair in management education to be established in India, and the Institute is most grateful to the Board of Hindustan Lever Limited for the lead it has taken.

APPOINTMENTS

The following Faculty appointments were made in 1966-67:

Name	Designation	Specialization	Date of Joining
Dr. M. Raghavachari	Assistant Professor	Operations Research	June 30, 1966
Shri K. Balakrishnan	Faculty Research Associate	Management Accounting	August 1, 1966
Shri Keshav Prasad	Assistant Professor	Written Executive Communication and Marketing	January 30, 1967
Shri Ishwar Dayal	Senior Professor	Organizational Behaviour	March 1, 1967

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FACULTY DEVELOPMENT

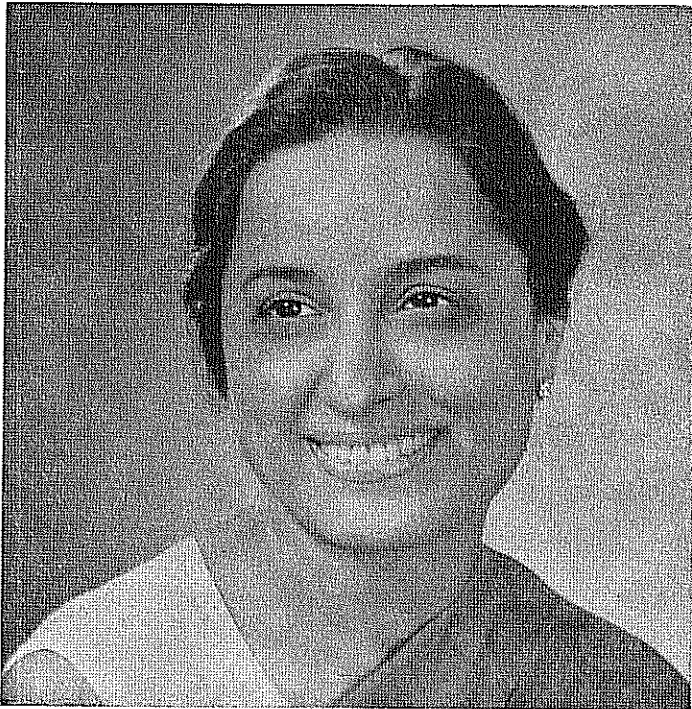
The following members of the Faculty returned from the Harvard Business School, USA, in June 1966 after attending the International Teachers Programme during the academic year 1965-66:

- Dr. S. C. Aggarwal (Production Management)
- Prof. R. Balachandra (Production Management)
- Prof. V. K. Gupta (Agri-Coop)
- Prof. J. G. Krishnayya (Operations Research)
- Prof. G. R. Kulkarni (Business Policy)
- Prof. T. N. Sheth (Organizational Behaviour)
- Prof. P. S. George, Faculty Research Associate

in the Agri-Coop Group, was sponsored by the Institute and was granted study leave to do his Doctoral programme at the University of California, Davis, for the academic years 1966-68.

Shri S. A. Seshan, Research Associate in Financial Management, continued the second year of the M.B.A. at the HBS during 1966-67 and is expected to join the Faculty at Ahmedabad during the last week of June 1967.

Shri K. L. Varshneya, Research Associate in Financial Management, was sponsored to the International Centre for Advanced Management Education in Financial Management and Control at Stanford University, USA, during 1966-67.



Dr. Kamla Chowdhry

Shri K. V. Ramanathan, Professor of Management Accounting, was granted leave without pay for two years to do the Doctoral programme at the Northwestern University, USA.

FACULTY ASSOCIATES

16

The honorary role of Faculty Associate was awarded to the following persons:

- Shri B. V. Bhatt, Calico Mills, Ahmedabad
- Shri Easo John, IBM World Trade Corporation, Bombay
- Shri Shrenik Kasturbhai, Anil Starch Limited, Ahmedabad
- Shri A. D. Moddie, Hindustan Lever Limited, Delhi
- Shri Prafull A. Shah, The Jehangir Vakil Mills Limited, Ahmedabad
- Shri D. V. N. Sharma, Karamchand Premchand Private Limited, Ahmedabad
- Shri K. N. Taneja, Sarabhai Group of Companies, Ahmedabad
- Shri S. R. Thakore, Physical Research Laboratory, Ahmedabad

The Faculty Associates assist the Faculty of the Institute in various academic and administrative activities.

RESEARCH ASSOCIATES AND ASSISTANTS

In addition to the 18 Research Associates and Assistants employed at the Institute at the beginning of the year, three Research Associates and three Research Assistants were appointed during the year.

Name	Designation	Specialization	Date of Joining
Shri P. P. Talwar	Research Assistant	Quantitative Methods	July 23, 1966

Shri J. L. Saha	Research Assistant	Quantitative Methods	August 18, 1966
Shri M. S. Saiyadain	Research Assistant	Organizational Behaviour	November 21, 1966
Shri M. J. Mehta	Research Associate	Business History	January 2, 1967
Mrs. S. K. Seth	Research Associate	Business Environment	February 1, 1967
Shri S. P. Valavade	Research Associate	Finance	February 1, 1967

RESIGNATIONS

During the year, the following members of the Faculty and the Research Staff resigned from the Institute:

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Name	Designation	Specialization	Date of Resignation
Miss Shukla Dutta	Assistant Professor	Written Executive Communication	April 30, 1966
Shri Asghar Karim	Assistant Professor	Marketing	June 25, 1966
Shri R. Jagannathan	Research Associate	Operations Research	August 3, 1966
Shri S. R. Das Gupta	Research Assistant	Marketing	August 11, 1966
Shri G. Jayachandran	Research Associate	Marketing	September 1, 1966
Shri B. C. Dalal	Professor	Marketing	January 1, 1967

A complete list of the Faculty and the Research Staff is given in Appendix E (p. 38).

SHRI S. K. SETH

(September 20, 1930—January 3, 1967)

Shri S. K. Seth, Librarian of the Institute and a member of the Faculty, died unexpectedly of heart attack on January 3, 1967. The Institute lost a most valuable member of its staff.

Shri Seth was born in September 1930 at Kanth, U.P. He took his B. Com. from the University of Allahabad in 1949 and Diploma in Library Science from the University of Delhi in 1951.

He worked as Head of the Lending Department in the Delhi Public Library and later in the Leyton Public Library, England, and Enoch Pratt Free Library,



Shri S. K. Seth

USA. While working (1958-62) as Librarian in the Business Division of the Cleveland Public Library, USA, he took his M.B.A. from the Western Reserve University, Cleveland, in 1960. He was elected to the Beta Gamma Sigma, the honours society for business students.

After returning to India in 1962, he joined the Institute and was deputed to participate in the International Teachers Programme at the HBS from September 1962 to June 1963. He visited many academic and research libraries in the United States and selected over 5,000 books for the Institute's library in consultation with the Harvard Faculty. He was the main architect of the Institute's library which has now over 27,000 books and 500 journals and is one of the best management libraries in South-East Asia. He was also responsible for the organization

of the Case Unit Library consisting of about 4,500 Indian and foreign cases.

The Institute has lost a sincere and conscientious worker in Shri S. K. Seth.

FORD FOUNDATION

As one of the sponsors of the Institute, the Ford Foundation has continued to play a very useful role in the growth and development of the Institute. The Ford Foundation has made the following grants to the Institute:

\$471,000	September 1962–August 1964
\$1,070,000	September 1964–September 1966
\$660,000	October 1966–October 1969

These grants have helped the Institute in the following ways:

Dollar support to short-term and long-term visiting Faculty, mostly from the HBS who had come to help the Institute in its training and research programmes;

Providing fellowships to enable the Institute's Faculty to go abroad for studies and training and also providing business fellowships to business executives who had participated in the Institute's programmes (Out of the 34 permanent Faculty, 21 had been trained at Harvard and at other institutions in the USA);

Building up a carefully collected library of over 27,000 volumes, one of the very best libraries in management in South-East Asia, and Rupee support to research projects conducted in India.

Besides the above mentioned three grants, the Ford Foundation has helped the Institute at a critical juncture with a grant of \$300,000 to finance the Buildings programme.

HARVARD BUSINESS SCHOOL

The following visiting Faculty members worked at the Institute during the year:

Name	School	Specialization	Dates	
			From	To
Prof. M. R. Copen	HBS	Production	July 1963	May 1966
Prof. Michael Halse	HBS	Agri-Coop	July 1963	Continuing
Dr. John I. Reynolds	HBS	Business Policy	Dec. 1964	July 1966
Dr. Rossall J. Johnson	Northwestern University	Human Relations	July 1965	Aug. 1966
Prof. Denis Thomas	HBS	Written Executive Communication	June 1966	Aug. 1966
Prof. Philip Borden	HBS	Marketing	Aug. 1966	Sept. 1966
Prof. John Dearden	HBS	Management Accounting and Control	Aug. 1966	Continuing

Prof. Franklin E. Folts and Wilbur B. England of the HBS participated in the 1967 3-Tier Programme for Management Development.

From the funds provided in the Ford Foundation grant, the Institute sponsored three executives to the Advanced Management Programme (AMP) and the Programme for Management Development (PMD) of the HBS. The executives were selected from amongst the participants of the Institute's executive development programmes on the basis of their potential to contribute significantly to the overall advancement of management education. The following business executives were sponsored in 1966-67:

Shri A. H. Desai	PMD, Fall 1966
Financial Accountant	
Hindustan Lever Ltd.	
Shri N. N. Pai	AMP, Fall 1966
Deputy General Manager	
Batliboi and Co., Pr. Ltd.	
Shri K. R. Coorlawala	AMP, Spring 1967
Director	
Associated Cement Cos. Ltd.	

The collaboration of the HBS with the Institute in the formative years has been very rewarding. Leading members of the Harvard Faculty have assisted the Institute both in the executive development programmes and the Post-Graduate Programme. Their contribution in case research and project research has also been substantial.

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PROGRAMMES IN 1966-67

Teaching programmes conducted by the Institute fall into two broad categories, internal and external programmes. The internal programmes consist of the two-year Post-Graduate Programme and the proposed Doctoral Programme. The external programmes are classified under three broad headings: executive, sectoral, and programmes for teachers.

TWO-YEAR POST-GRADUATE PROGRAMME IN BUSINESS ADMINISTRATION

FIRST ANNUAL CONVOCATION

The First Annual Convocation of the Post-Graduate Programme in Business Administration was held on April 10, 1966. Shri M. C. Chagla, the then Union Minister for Education, delivered the Convocation address. Forty-eight students received the Post-Graduate Diploma in Business Administration and three students were awarded medals for outstanding scholastic merit. Shri P. L. Tandon, Chairman of the Institute, Dr. Douglas Ensminger of the Ford Foundation, Prof. Ravi J. Matthai, Director of the Institute, Prof. Harry L. Hansen of the HBS, and Dr. Vikram A. Sarabhai, Chairman of the Atomic Energy Commission, attended the Convocation. Also the members of the Society, Board, Faculty and Staff, and the elite of the city were present. The Convocation represented a landmark in the growth and development of the Institute.

PERMANENT PLACEMENT AND SUMMER TRAINING

Thirty-seven out of the 48 students who graduated from the Post-Graduate Programme in April 1966 took the services of the Placement Committee in obtaining permanent jobs. By December 1966, all the students were placed. The minimum emoluments, i.e., salary and other allowances obtained by the students who have been placed, were Rs.575 per month while the maximum emoluments amounted to Rs.1,200 per month. The average initial emoluments obtained by students with technical and engineering science background were somewhat

higher than the average of the group as a whole, while it was somewhat lower in the case of students with liberal arts and commerce background.

For 8 to 12 weeks of the summer vacation, early April to early July between the first and the second years, every student of the Post-Graduate Programme is expected to work in an organization. In April-July 1966, 58 companies provided summer jobs to 80 students of the first year. The stipends varied from Rs.200 to 750 per month with an average of Rs.400 per student. It was the almost unanimous opinion of the student body that the summer job was an excellent learning experience and that it would help them considerably in relating their class room experience to live business situations.

The Placement Committee had initiated steps for the permanent placement of the second batch of students. As of March 31, 1967, the Placement Committee secured offers of permanent placement from 73 employers and summer placement from 48 employers. All these offers, involving a total of approximately 119 permanent jobs and 88 summer jobs, have been brought to the notice of all the students by the Placement Committee. All the 84 students of the first year have got their summer jobs, the average stipend being Rs.450 per month. Representatives of employers started visiting the Campus for interviews from December 1966. About 25 per cent of the second year students have been offered permanent placement. The placement of others is being pursued and will be finalized during April 1967.

THIRD SESSION OF THE PGP

The third session of the Post-Graduate Programme started on July 6, 1966, with 88 students in the first year and 77 in the second year. There were some drop-outs among the first year students and the strength at the end of the year was 84.

CLASS OF 1967-69

The response to the fourth session of the Post-Graduate Programme commencing from July 1967 has been highly satisfactory. Over 1,700 candidates applied for admission with a registration fee of Rs.12. After preliminary scrutiny, about 500 applicants were called for interview and tests. A final list of 120 candidates with a waiting list of 20 will be drawn up by the Admissions Committee during April 1967.

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RECOGNITION BY THE CENTRAL GOVERNMENT

The Government of India has recognized the Post-Graduate Diploma in Business Administration as equivalent to a Master's degree for purposes of appointment to superior services of the Central Government.

THE DRAFT BILL

The draft "Institutes of Management" Bill, declaring the two Institutes of Management, the one at Ahmedabad and the other at Calcutta, as Institutions of national importance, has been approved by the Board and will be sent to the Government of India shortly. The Directors of the two institutions are expected to meet shortly to finalize the draft bill before it is sent to the Ministry of Education.

DOCTORAL PROGRAMME

Steps were initiated during this year to work out the details of the Doctoral Programme which is expected to be introduced by 1968 or 1969. The Doctoral Programme Committee, consisting of Profs. Kamla Chowdhry, John Dearden, D. K. Desai, V. L. Mote, Samuel Paul, and B. G. Shah (Chairman) recommended that the Doctoral Programme at the

Institute to have two dimensions: (1) study in depth of a field of speciality and (2) study in breadth of the major functional fields of management. The Faculty accepted this design taking into account the commitment of the Institute's resources in the light of the availability of the Faculty, range and depth of courses, library facilities, etc. However, the possibility of instituting a Doctoral Programme in a field, like Economics, Organizational Behaviour, or Operations Research, may be considered later when the Institute has Faculty and resources of adequate range and depth in the different fields to take care of advanced course work within a single field. The Doctoral Programme Committee is at present engaged in working out the concrete details of starting a Doctoral Programme as early as possible.

EXECUTIVE DEVELOPMENT PROGRAMMES

3-TIER PROGRAMME FOR MANAGEMENT DEVELOPMENT, 1967

The fourth session of the 3-Tier Programme was held in Hotel Clarks Shiraz, Agra, and the schedule was as follows:

- Tier I (Middle Management Course)
January 8 to February 11
- Tier II (Senior Executives Seminar)
February 12 to February 25
- Tier III (Top Management Conference)
February 26 to March 4

The fee for the Programme was increased from Rs.4,000 to Rs.5,300 per organization. This Programme had a most successful session this year. The extent of acceptance of the Programme by industry is evident from the rise in the number of organizations and executives participating in the Programme. From 70 organizations, 218 executives participated in the Programme as against 154 participants from 54 organizations last year. The number

of participants was 78 in Tier I, 79 in Tier II, and 61 in Tier III.

Out of 70 participating organizations, 13 were public sector undertakings and 57 private sector companies. Dr. Douglas Ensminger of the Ford Foundation, New Delhi, Prof. R. K. Hazari of the Bombay University, Shri M. G. Pimputkar of the National Academy of Administration, Shri K. R. Srivatsa of the Gujarat State Fertilizer Company Limited and Shri P. L. Tandon of Hindustan Lever Limited visited Agra during the course of the Programme. Dr. T. N. Kapoor, Head of the Department of Commerce and Business Administration of the Punjab University, attended the Top Management Conference as an observer.

The Faculty for the Programme consisted of Profs. S. K. Bhattacharyya, Malathi Bolar, Kamla Chowdhry, John Dearden, Wilbur B. England, Franklin E. Folts, B. K. Hegde, V. L. Mote, and B. G. Shah.

Prof. S. K. Bhattacharyya, Director (Programmes), acted as Co-ordinator of the Programme.

PROGRAMME FOR YOUNG EXECUTIVES, 1966

The third session of the Programme for Young Executives was conducted in June-September 1966. The first part of the Programme was held at Mussoorie from June 5 to July 1, 1966. Thirty-nine participants from 34 organizations attended the Programme. In addition, Shri R. S. Khosla of the National Academy of Administration, Mussoorie, attended the Programme as an observer. The participants, after the first part of the Programme, worked for two months on research projects within their organizations. Thirty-two participants completed their reports which were discussed in the final one-week review seminar held at Udaipur during the last week of September.

The Faculty of the Programme consisted of Profs. K. K. Anand, John Dearden, D. K. Desai, J. G. Krishnayya, G. R. Kulkarni, Rolf P. Lynton of the SIET Institute, Hyderabad, K. V. Ramanathan, John I. Reynolds, and Dr. J. N. Thadani of the Delhi Cloth and General Mills Company Limited.

Prof. Ramanathan was the Co-ordinator for the first part of the Programme and Prof. Krishnayya for the last part.

ALUMNI CONFERENCE

Immediately after the 3-Tier Programme, the third Alumni Conference of the Institute was held on March 5, 6 and 7, 1967, at the India International Centre, New Delhi. The number of participants was 61. The theme for the Conference was "Decentralization: Strategy and Structure." The proceedings of the Conference will be published soon. Earlier the proceedings of the 1966 Alumni Conference were published under the title of "National Self-Sufficiency: A Challenge to Management."

Shri L. K. Jha, the then Secretary to the Prime Minister, inaugurated the Alumni Conference. His speech made a considerable impact on the audience and was widely reported in the press. The following persons constituted the programme Faculty:

Prof. S. K. Bhattacharyya

Dr. Kamla Chowdhry

Prof. John Dearden

Shri N. N. Kashyap, Chairman,

Indian Oil Corporation

Shri P. L. Tandon

Dr. V. L. Mote was the Co-ordinator of the Alumni Conference.

This year the Alumni Conference was open to the alumni of all the Institute's programmes. In the past it was open only to the alumni of the 3-Tier Programme and the Programme for Young Executives.

At a business meeting the alumni passed the

constitution for the Alumni Association. The Alumni Association Constitution has been reproduced in Appendix F (p. 41).

TRAINING PROGRAMMES IN AGRICULTURAL AND COOPERATIVE SECTORS

One of the objectives in establishing the Agri-Coop Group at the Institute is to help the development of management talents in the agricultural and cooperative sectors. The Agri-Coop Group decided, therefore, to conduct its research activity in such a way that one of the end products would be the creation of situation-based teaching materials required for the teaching programmes. The teaching activity of the Group can be broadly divided into two categories: (1) teaching the potential managers and (2) training programmes for the practitioners in the agricultural and cooperative sectors.

TEACHING THE POTENTIAL MANAGERS

The agricultural sector being the most important one in the Indian economy, it was decided that the students should be offered a few elective courses in the second year of the Post-Graduate Programme to acquaint themselves with the problems of the agricultural sector. In 1966-67 two elective courses, Management in the Agricultural Sector (MAS) and Management of Agricultural Inputs (MAI), were offered.

TRAINING PROGRAMMES FOR PRACTITIONERS

In terms of the current requirements, a greater emphasis has been laid on teaching the practitioner. So far, the Institute has conducted the following training programmes:

Multi-Level Dairy Management Programme (MDMP)

International Dairy Management Seminar (IDMS)

MULTI-LEVEL DAIRY MANAGEMENT PROGRAMME, 1966

24 The concept of the Multi-Level was devised after the 3-Tier concept. In the 3-Tier Programme, the executives from the same organization come from three different levels: top management, senior executives, and middle management. The exposure of the executives of different levels in the same company to a training programme will make the process of change in management practices somewhat easier and faster than otherwise. In the dairy industry, the three different levels of management are the rural level, which is primarily concerned with the problems of production enhancement and procurement of milk, the plant level, which is concerned with the systems of production enhancement and procurement of milk and functions of processing and distribution of milk, and the apex level, which is concerned with policy making.

In the 1966 MDMP 22 organizations participated. Of these, three were teaching institutions in dairying and cooperation, five were state cattle projects, and 14 were milk processing plants. The number of participants and the teaching materials prepared for different levels were as follows:

	Number of participants	Units of teaching materials
Rural level	48	80
Plant level	21	73
Apex level	24	13

The participants were required to prepare reports after their field trips during the Programme. Twenty reports in the Rural Level and 14 in the Plant Level were prepared.

A follow-up programme was undertaken to study the efficiency of the Programme.

INTERNATIONAL DAIRY MANAGEMENT SEMINAR

As a result of the work in Multi-Level Dairy Management Programme, the Food and Agriculture Organization requested the Institute to organize an International Dairy Management Seminar as the final event in the programme for dairy development in South and South-East Asia held under the aegis of the FAO, the Royal Danish Government, and the Government of India. Fourteen participants, including some from Philippines, Kenya, and Malaysia, attended the Seminar. During the Seminar intensive class room sessions were held on management of dairy functions, relationships between producers, processors and consumers, and application of figure techniques in dairy management. Twenty-eight teaching materials were used for this purpose. In this programme also field trips were arranged, and 14 field reports were prepared by the participants.

PROGRAMMES FOR TEACHERS

PROGRAMME FOR UNIVERSITY TEACHERS—1966

The Second Programme for University Teachers in "Financial Management and Control" was held at Mt. Abu from May 1 to 24, 1966. There were 34 participants and one observer. Participants were selected from various universities and educational institutions. Almost all the participants were engaged in the teaching of either commerce or business administration. Eight participants had Doctoral degrees and two had MBA degrees from USA.

The Programme was designed to expose the university teachers to the case method of teaching, to permit an exchange of views among the teachers on current developments in the application of financial management and control techniques to management decisions, and to facilitate an interchange of ideas on the improvement of teaching in universities.

The Programme was financed by the Ministry of Education, Government of India.

The Faculty for the Programme consisted of the following professors from the Finance and Accounting areas:

Prof. S. K. Bhattacharyya

Dr. V. P. Gandhi

Prof. K. V. Ramanathan

Prof. B. G. Shah

Prof. S. C. Kuchhal (Co-ordinator)

Also the following guest speakers participated in the Programme:

Shri S. V. Ghatalia

Prof. Thomas Hill of the Massachusetts Institute of Technology, USA

Dr. John I. Reynolds

INTER-UNIVERSITY PROGRAMME

While the broad aim of this Programme is to assist universities in the development of management education, the specific objective is to develop research and teaching in management and it is approached through the following three major strategies:

- (1) Building an effective and continuing liaison between academicians and practitioners,
- (2) Developing inter-disciplinary work within universities and encouraging applied research, and
- (3) Giving help in building the substantive and pedagogical capabilities of university faculty in management and related fields.

The long-term objectives are to build a network of working relationships between post-graduate educational institutions covering the whole of India and to help them change attitudes, structures, and policies to those which may be thought necessary in the development of viable and creative bases of applied knowledge.

The Institute launched this Programme in October

1966 by collaborating with the Punjab University, Chandigarh. The Vice-Chancellor of the Punjab University convened a conference in Chandigarh in October 1966 which was attended by the industrialists of the region, four representatives from the Institute, eleven university faculty members, nine government officials, and one representative each from the National Productivity Council, the All India Management Association, and the Small Industries Service Institute. As a result of the conference a steering committee was set up by the industrialists of the Punjab region from among themselves to organize a foundation for management education in support of the proposed school of management in Chandigarh with an initial contribution of Rs. 5 lakhs.

As a part of this collaboration, the Punjab University deputed Dr. T. N. Kapoor, Dr. B. N. Mehrotra, and Dr. S. D. Tripathi to spend 3 to 12 weeks between October 1966 and March 1967 to acquaint themselves with the various academic and organizational problems of executive development programmes and the Post-Graduate Programme conducted by the Institute. The Punjab University will be sending three or four more members of their faculty in 1967-68 to the Institute as part of their faculty development programme.

REGIONAL CENTRE FOR MEMBER-COUNTRIES OF THE ASIAN PRODUCTIVITY ORGANIZATION

An important landmark during the year has been the visit of the Director to Japan and other South-East Asian countries to discuss with the Secretary General of the Asian Productivity Organization, Tokyo, the possibility of the Institute meeting the training requirements of Asia. The Director suggested the following programmes of cooperation between the Institute and the APO.

SHORT-TERM

A combination of the Programme for University Teachers and Programme for Young Executives to each of which the APO could send six participants was suggested.

A combination of the Programme for Young Executives and the Programme on Corporate Accounting and Control Systems was suggested.

- 26 A special programme to be arranged at the Institute's Campus, to which the APO could send three participants to attend particular courses in the Post-Graduate Programme and the programmes for executives and teachers and work with the Institute's Faculty on aspects of course preparation and teaching, was also suggested.

LONG-TERM

One programme for top managers and one special programme for trainers, for which the Institute would require one year's research lead time, was suggested.

As a long-term goal, it has been suggested that the APO could approach the United Nations for a capital grant to the Institute to establish an international centre.

The APO is exploring the possibilities of sponsoring participants from its member-countries for the Programme on Corporate Accounting and Control Systems to be held in September 1967.

RESEARCH PROGRAMMES

CASE RESEARCH

The case method continued to remain the fundamental fabric of the Institute's programmes. It was decided to produce at least 100 to 120 cases every year so that at least 50 per cent of the cases used in each course of the Post-Graduate Programme and other programmes will be Indian cases. The number of cases produced by March 31, 1967, is 800.

PROJECT RESEARCH

COMPLETED PROJECTS

The following projects were completed in 1966-67.

PROJECT ON PERFORMANCE BUDGETING

A report incorporating the findings of the research study on the applicability of performance budgeting in formulating and presenting budget estimates for the Public Works Department, Gujarat State, was submitted to the Budget Panel of the Administrative Reforms Commission on March 3, 1967. We are grateful to the Government of India for its grant of Rs.8,700 towards meeting the cost of the project. The study team for the project consisted of Profs. John Dearden, J. G. Krishnayya, and G. R. Kulkarni (Co-ordinator).

MANPOWER REQUIREMENTS OF THE PETRO-CHEMICAL INDUSTRIES IN THE BOMBAY-BARODA REGION

The draft of the final report of the first phase of the project is under preparation and will be completed by the first week of April 1967. The project aimed at developing as a first approximation certain ratios which could be used to forecast the requirements of various categories of manpower for the Fourth Plan in the Bombay-Baroda region for the following groups of industries: acids and fertilizers, alkali products, organic chemical and petro-chemical products of certain categories, dyestuff and textile auxiliaries, pharmaceuticals and fine chemicals and petroleum refinery, petro-chemicals, and synthetic fibres.

Members of the Faculty associated with the project are Profs. Malathi Bolar, R. C. Goyal, and S. Subramaniam (Co-ordinator).

AN ECHO BEYOND THE HORIZON: THE EFFECT OF THE AMERICAN CIVIL WAR ON INDIA

The US Civil War Centennial Commission, which is bringing out a 14-volume work entitled "The Impact of the American Civil War Series," asked Dr. D. Tripathi to write a chapter on the impact of the War on India in the 14th volume. Dr. Tripathi completed the work towards the end of August 1966, and it will be published shortly by Knopf Inc., New York. The project was financed by the US Educational Foundation in India.

PROJECTS IN PROGRESS

The following research projects were in different stages of progress on March 31, 1967.

THE INCIDENCE OF CORPORATE TAXES IN INDIA

Dr. Ved P. Gandhi has proposed a study of the incidence of corporate taxes in India with the following objects in view:

- (1) To establish who actually pays the corporate taxes in India and
- (2) To describe the mechanism of the shifting of the incidence to the extent that such shifting does take place.

The project is expected to be completed by July 1968. Alembic Chemical Works, Baroda, is financing this project.

UNITED STATES AND TISCO: TATA'S SEARCH FOR TECHNICIANS

This project aims at preparing an account of J. N. Tata's search for technicians in the United States. Dr. D. Tripathi, who is working on the project, is likely to complete the report by October 1967.

INDIA'S BI-LATERAL TRADE 1955-65: A STUDY OF SELECTED TRADE AGREEMENTS AND THEIR ECONOMIC IMPLICATIONS

This project has been undertaken by the Institute for the Council of Economic Education, Bombay. Dr. S. Subramaniam, assisted by Shri A. Krishna Rao, Research Associate, is in charge of the project which is likely to be completed by January 1968.

27

A STUDY OF THE LABOUR MARKET IN THE AHMEDABAD-BARODA INDUSTRIAL REGION OF GUJARAT STATE

The Research Programme Committee of the Planning Commission, Government of India, has sponsored a research project on the "Study of Labour Market in Ahmedabad-Baroda Industrial Region of Gujarat State."

The project is expected to start in July 1967 and to be completed by January 1969. Prof. R. C. Goyal is working on the project and the Institute expects to receive a grant of Rs.53,100 for its conduct.

SELECTION FOR MANAGEMENT TRAINING

This project is designed to study certain significant aspects of selection procedures relating to the Institute's training programmes, notably the Post-Graduate Programme. The areas of investigation are the situational and personal factors relevant to the effective functioning of managers, analysis of the training capabilities of the Institute, potential for change of the students, and adequacy of existing selection procedures.

Dr. K. K. Anand, assisted by Shri M. S. Saiyadain, Research Assistant, is working on this project. The detailed report is expected to be completed soon. The project is financed out of the funds provided in the Ford Foundation grant.

MARKETING OF COTTON WITH SPECIAL REFERENCE TO "GUJARAT 67"

This study is a part of a larger scheme to research the substitution of imported cotton. The objective of this particular study is to analyse the marketing system involved in the distribution of raw cotton up to the mill.

28 A major emphasis in this study is to endeavour to quantify the expectations of mills and traders in terms of prices and quantities.

Shri S. P. Kashyap, Research Associate, is conducting this project with the assistance of Prof. Ravi J. Matthai. The project is likely to be completed by April 1968.

ATOMIC ENERGY COMMISSION ELECTRONICS PROJECT

The Atomic Energy Commission has requested the Institute to study and recommend appropriate policies and practices for the management of the new electronics complex which is being set up in Hyderabad. The project will study the transformation of a departmental production into a commercial public sector enterprise. Members of the Faculty who are associated with the project are Profs. Kamla Chowdhry, John Dearden, B. K. Hegde, Ravi J. Matthai, V. L. Mote, and Samuel Paul. The project is expected to be completed by December 1967.

COSTS AND COMPETITIVENESS OF INDIAN EXPORTS

A preliminary study of the costs and competitiveness of Indian exports has led to a research project on the costs and competitiveness of steel pipes. The field investigation of the first phase of the project is expected to be completed by September 1967. Profs. V. L. Mote and Samuel Paul are in charge of the project.

A STUDY OF THE MARKET POTENTIAL FOR GUJARAT BASED MANUFACTURERS OF PLASTIC PRODUCTS

The project proposal for "A Study of the Market Potential for Gujarat Based Manufacturers of Plastic Products" has been accepted by the Gujarat State Government, which had given Rs.54,000 to the Institute for the study. The project team members are Profs. C. N. S. Nambudiri, M. Raghavachari, M. N. Vora, and Samuel Paul (Co-ordinator). A chemical engineer from the Petro-Chemical Division of the Ministry of Petroleum and Chemicals, Government of India, will be associated with the project. The project will be completed by April 1968.

RESEARCH PROJECTS IN THE FIELD OF AGRICULTURAL AND COOPERATIVE SECTORS

PLANNING AND IMPLEMENTATION OF HIGH YIELDING VARIETY (HYV) PROGRAMME

The project was undertaken to study the problems of planning targets, supply management of required inputs to achieve the targets, management and administrative skills needed, and response of the farmers to the programme of "High Yielding Varieties."

Four states were selected for study of the specific food grains:

State	District	Food Grain
Madras	Tanjore	Rice
Punjab	Jullundur	Wheat
Madhya Pradesh	Maunsur	Maize
Gujarat	Mehsana	Bajra

The study has been completed for Madras and Gujarat. Work in other two states is in progress.

A STUDY OF THE PLANNING AND IMPLEMENTATION OF THE INTENSIVE CATTLE DEVELOPMENT (ICD) PROGRAMME

In this project two intensive cattle development blocks, covering approximately 1,000 milch cattle each, were selected. The chief objectives are to determine practical ways of analysing the impact of the ICD programme on milk producers, to compare the effectiveness of different approaches towards the administration of the ICD projects with particular emphasis on the evaluation and motivation of the ICD workers in the field, and to investigate the practicability of appraising the impact of the ICD projects on an input-output basis.

The by-product of this research project will be to increase the Institute's ability to provide managerially-oriented training for the ICD project workers at different levels.

AGRICULTURAL EXPORTS

This project was divided into three phases. First, the study attempted to identify a few agricultural commodities with good export prospects. Second, a more detailed study was done of the selected export commodities identified in the first phase vis-a-vis markets susceptible to the increased production and marketing development. The third phase consists of studying the market and the marketing of selected commodities.

The end product of the study can be used by the government to identify the problems arising from export and related policies and by the Institute for a training programme for the executives in the export business.

A STUDY OF PRODUCTION, PROCUREMENT, AND PROCESSING OF FOOD GRAINS

The overall objective of this research project is to identify the major problems of managers and

administrators who are responsible for modernization of the food grains industry. In particular, the objectives of the study include an integrated appraisal of the implications of modernization vis-a-vis food grain production, procurement, storage processing and distribution, and also identification of the categories of personnel required at different levels of a modernized food grain industry and the degree and manner in which these personnel may require managerial skills. The study is in progress in two areas, Daskoshi region of Gujarat and Raipur district of Madhya Pradesh.

29

CONSULTANCY

The Institute encourages its Faculty to take up consultation assignments for industry and government agencies. The object of doing so is to allow them to get in touch with the world of practising management by working on specific problems for a client in their field of specialization. Through their consultation activity, Faculty members enrich their understanding of management processes and problems and provide useful advice to the practitioners of management on specific problems faced by their organizations. Consultation is a profitable experience both for the Faculty and for the industry.

In addition to the consultation done by the members of the Faculty as individuals, the Institute also takes up consultation projects with groups of Faculty at the request of organizations. In such projects the responsibility for organizing and executing the work is that of the Institute. The reports and findings of individual consultants and institutional consultancy projects are made available only to the sponsors.

The following members of the Faculty undertook consultation with a number of public and private sector organizations:

- | | |
|---------------------------------|-------------------------------|
| 1. Dr. K. K. Anand | 8. Prof. A. Karim |
| 2. Prof.
S. K. Bhattacharyya | 9. Prof.
Ravi J. Matthai |
| 3. Prof. Malathi Bolar | 10. Dr. V. L. Mote |
| 4. Dr. Kamla Chowdhry | 11. Dr. Samuel Paul |
| 5. Prof. B. C. Dalal | 12. Prof.
K. V. Ramanathan |
| 6. Dr. D. K. Desai | 13. Prof. B. G. Shah |
| 7. Prof. B. K. Hegde | 14. Prof. T. N. Sheth |

BUILDINGS ON THE CAMPUS

The progress of the Institute's buildings programme during the year has been satisfactory. All the Type IV and III houses were completed which enabled 15 Faculty members with their families to move into the Campus. Three Type III houses are being temporarily used for the library and two for class rooms. This is the first year when all the classes of the Post-Graduate Programme have been conducted on the Campus. The design of the servants quarters was also finalized during the year. The construction of 40 servants quarters has started and is expected to be completed by July 1967.

The students of the Post-Graduate Programme continue to live in 19 Faculty houses. The pay office of the State Bank of India has been opened on the Campus. The IIM Staff Co-operative Credit and Supply Society Limited has started functioning in a small way trying to meet the needs of the student and Faculty population on the Campus. A number of badminton courts and a cricket ground have been prepared.

During the year, the Institute received Rs.16 lakhs from the Ministry of Education, Government of India, as a grant for the buildings programme. Also a Rs.3.29-lakh donation was received from the industry.

To consider the request of the Institute for a grant of Rs.80 lakhs for financing the deficit in the buildings project, the Ministry of Education, Government of

India, sent in February 1967 a team of officials consisting of representatives of the Ministries of Education and Finance (Dr. Kamudi, Deputy Financial Adviser, Ministry of Education, and Shri G. N. Vaswani, Deputy Educational Adviser, Ministry of Education) and two technical experts (Shri J. P. J. Bilimoria, Senior Architect of the Central Public Works Department, and Dr. D. V. R. Rao, Director of the Delhi School of Planning and Architecture). As a result of the discussion with the team, the Institute's architects and officials agreed to rework the plan and submit a revised proposal for financial assistance to the Government of India by June 1967.

The Institute is extremely grateful to the Government of India for its grant of Rs.16 lakhs during 1966-67 and for its sympathetic consideration of the request for Rs.80 lakhs towards the buildings project. The Institute also appreciates very much the continued support of the Donor members of the Society to the buildings programme.

LIBRARY

The growth and expansion of the Library continued during the year. As many as 6,466 new books were added, bringing the total collection to 27,477. Over 1,000 pamphlets were added to subject files. Subscriptions to over 30 new periodicals were entered, raising the total number of periodicals subscribed to 550. A large number of backfiles of periodicals were obtained. As many as 1,000 joint stock companies—both in private and public sectors—are represented in the corporation records maintained by the Library. The Institute is grateful to the US Information Service, Bombay, for donating 671 books on management to the Library. Inter-library loan agreements were entered into with 10 libraries.

A sum of Rs.3.17 lakhs was spent on books and

periodicals during the year, Rs.2.75 lakhs from the Ford Foundation grant and Rs.0.42 lakhs from the Government of India grant.

FINANCE AND ACCOUNTS

In 1966-67, the Ministry of Education, Government of India, sanctioned Rs.14.60 lakhs as grant-in-aid to the Institute's recurring expenditure in addition to a special grant of Rs.0.28 lakhs for the Programme for University Teachers. The Institute received a grant-in-aid of Rs.2 lakhs from the Ministry of Food and Agriculture, Government of India, for the research and training programme in Agriculture and Cooperatives. The Government of Gujarat gave a grant of Rs.1.01 lakhs to meet 50 per cent of the non-recurring expenditure. The Ministry of Education, Government of India, was also kind enough to give a grant of Rs.16 lakhs for the buildings programme.

During the year, the Institute received a supplementary grant of \$660,000 from the Ford Foundation. This assistance finances the Foundation's activities in the Institute's programmes of training and research in management from October 1966 to September 1969. This is the third grant of its kind from the Foundation.

The Auditors' Report and the detailed statement of Accounts are given in Appendix G (p. 45).

RETROSPECT AND PROSPECT

By March 1967, the Institute will complete five years of its existence, and this is an opportune time to take stock of its accomplishments and view its future developments. The table "Progress 1962-67" given at the beginning of this report shows the progress of the

Institute over the past five years—the investment made by the five partners of the Institute (Government of India, Government of Gujarat, Indian industry, Ford Foundation, and Harvard Business School) and its growth and development in concrete terms. The efforts put in by the sponsors during the first five years are beginning to bear fruit; much greater effort is needed during the next five years to put the Institute firmly on its feet. At the request of the Board and the Ministry of Education, a five-year plan of development of the Institute during the period of the Fourth Five-Year Plan, 1966-1971, has been prepared and submitted to the Government. In this five-year plan, the objectives of the Institute have been broadened gradually in response to the felt needs and this process will continue. Original thinking, when the Institute was set up, was mainly in terms of business administration. Since then management in agriculture has been introduced as a substantial activity. Institutional growth can be regarded as a function of environmental responses. The primary objective is in relation to management education, but there is a wide range of activities to which this education is relevant. The Institute has, therefore, planned to extend its range of activities according to what the Institute considers are the important needs of the country, which the Institute can help meet, and to which the environment is ready to respond. The Institute's five-year plan of development suggests that:

The courses in the two-year Post-Graduate Programme be increased from 47 to about 70.

As soon as possible the Doctoral Programme be started so that by 1970-71 there will be 15 candidates in residence.

The executive development programmes, both general management and functional programmes, be increased to six per year from the present two major programmes.

The sectoral programmes and research work be increased. (The Institute's work in the agricultural sector is expected to expand considerably. Other sectors of national activity have already opened discussions with the Institute regarding the possibilities of research and teaching.)

The Institute play a major role in the development of management education in the universities by collaborating with five selected universities for which three types of programmes will be established. (The three objectives to be served will be the integration of regional interests, the integration of departmental interests in relation to management education within the universities, and developing the proficiency of management educators in teaching and research.)

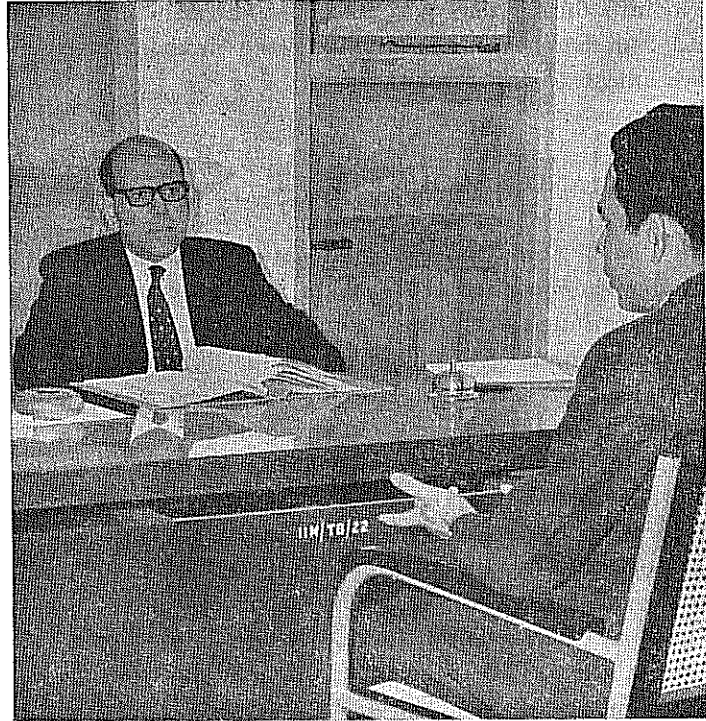
The output of case material be developed so that at least 50 per cent of the teaching material in the Institute is of the Institute's production.

From 1970-71 onwards 20 to 25 research projects be in preparation during any one year.

The management research function be stimulated in industry by providing research training facilities at the Institute for industry's research workers.

The outstanding academic and practical talent be attracted by the establishment of chairs, fellowships, and scholarships financed from various sources.

The Institute maintain an international character. (Liaison has been established with the UNICEF and the FAO. The APO has requested the Institute to act as a centre for management studies in Asia.)



A placement interview on campus.

ACKNOWLEDGEMENT

The Institute is extremely grateful to the Government of India, the Government of Gujarat, the Indian industry, the Ford Foundation, and the Harvard University for their continued support which has enabled it to maintain its leadership in the field of management education in India.

INDIAN INSTITUTE OF MANAGEMENT
AHMEDABAD

APPENDICES

APPENDIX A
THE IIMA SOCIETY

Chairman :

Shri Prakash Tandon
Chairman
Hindustan Lever Ltd.

Members :

Shri M. V. Arunachalam
Managing Director
Carborundum Universal Ltd.
Shri A. C. Banerjee
Joint Secretary
Ministry of Commerce
Government of India
Shri R. D. Choksi
Director
Tata Industries Pr. Ltd.
Shri N. Dandekar
Member of Parliament
Shri V. L. Gidwani
Chief Secretary
Government of Gujarat
Shri J. N. Guzder
Director
The Bombay Dyeing &
Manufacturing Co. Ltd.
Shri Balkrishna Harivallabhdas
Managing Director
Shri Ambica Mills Ltd.
Shri Kasturbhai Lalbhai
Industrialist
Ahmedabad
Shri Madanmohan Mangaldas
Industrialist
Ahmedabad
Prof. Ravi J. Matthai
Director
Indian Institute of Management
Ahmedabad

Shri Pranlal Patel
Technical Director
Malleable Iron & Steel
Casting Co. Ltd.
Brig. K. Pennathur
Executive Director
National Productivity Council
Shri M. D. Rajpal
Secretary
Education & Labour Dept.
Government of Gujarat
Lala Charat Ram
Director-Managing Agent
Delhi Cloth and
General Mills Co. Ltd.
Shri S. T. Sadasivan
Former General Manager
United Commercial Bank Ltd.
Shri Navnitlal Sakarlal
Director-Managing Agent
Sarangpur Cotton
Manufacturing Co. Ltd.
Dr. Vikram A. Sarabhai
Chairman
Atomic Energy Commission
Shri Chinubhai Chimanbhai Sheth
Director-Managing Agent
The Saraspur Mills Ltd.
Shri L. P. Singh
Secretary
Ministry of Home Affairs
Government of India
Shri M. S. Sundara
Financial Adviser
Ministry of Education
Government of India
Shri Shanta Ram S. Tawde
Secretary
Steel Mazdoor Sabha
Prof. M. S. Thacker
Member
Planning Commission
Shri Ramanlal C. Parikh
Ahmedabad Jaya Bharat
Cotton Mills Ltd.

Shri Kanchanlal C. Parikh
The Ahmedabad Jupiter
Spg., Wvg. & Mfg. Co. Ltd.
Shri Ramesh Chandulal
Shri Bipin Chandulal
Shri D. R. Desai
Ahmedabad New Cotton
Mills Co. Ltd.
Shri Jaykrishna Harivallabhdas
Shri Balkrishna Harivallabhdas
Ambica Mills Ltd.
Shri Chinubhai Manibhai
Shri Shrenik Kasturbhai
Anil Starch Products Ltd.
Shri Surottam P. Hutheesing
Shri Narottam P. Hutheesing
Aruma Mills Ltd.
Shri Niranjan Narottam Lalbhai
Shri Siddharth Kasturbhai
Arvind Mills Ltd.
Shri Ajay Chimanbhai
Shri Arvind Narottam
Ashoka Mills Ltd.
Shri R. P. Shah
Shri P. N. Shah
Bakubhai Ambalal Pr. Ltd.
Shri H. R. Batliwala
Shri J. N. Guzder
Bombay Dyeing & Mfg. Co. Ltd.
Shri S. R. Bastikar
Calico Mills Ltd.
Shri M. V. Arunachalam
Carborundum Universal Ltd.
Shri Manubhai Bhikhabhai
Shri Jayantilal Bhikhabhai
Commercial Ahmedabad Mills Ltd.
Lala Charat Ram
Shri J. N. Thadani
Delhi Cloth & General Mills Co. Ltd.
Shri P. L. Tandon
Hindustan Lever Ltd.
Shri Suhrid Sarabhai
Shri S. R. Bastikar
Kalol Mills Ltd.

Shri N. R. Nadkarni
 Karamchand Premchand Pr. Ltd.
 Shri Rasiklal C. Nagri
 Shri Bansidhar R. Nagri
 Nagri Mills Co. Ltd.
 Shri L. T. Gholap
 National Machinery Mfrs. Ltd.
 Shri N. N. Wadia
 Shri T. P. Barat
 Shri J. N. Guzdar
 National Peroxide Ltd.
 Shri Laxmanprasad D. Vasa
 New Shorrock Spg. & Mfg. Co. Ltd.
 Shri S. K. Agrawal
 New Swadeshi Mills
 of Ahmedabad Ltd.
 Shri Gautam Shantilal Nanavaty
 Shri Nautambhai J. Nanavaty
 Nutan Mills Ltd.
 Shri Chandraprasad H. Desai
 Miss Lilavati Lalbhai
 Shri Vijaysinh Chimambhai
 Raipur Mfg. Co. Ltd.
 Shri Suhrid Sarabhai
 Shri S. R. Bastikar
 Rajendra Dyeing & Printing Mills Ltd.
 Shri Rohit C. Mehta
 Shri S. G. Dakwala
 Rajesh Textile Mills Ltd.
 Shri Ravindrabhai Chinubhai
 Shri Arvindbhai Chinubhai
 Rohit Mills Ltd.
 Shri Sakarlal Balabhai
 Sakarlal Balabhai & Co. Ltd.
 Shri Navnitlal Shodhan
 Shri Navnitlal Sakarlal
 Sarangpur Cotton Mfg. Co. Ltd.
 Shri Chinubhai Chimambhai Sheth
 Shri Ashoke Chimambhai
 Saraspur Mills Ltd.
 Shri Vadilal Lallubhai
 Sayaji Mills Ltd.
 Shri R. K. Birla
 Shri S. K. Mundra
 Shree Digvijay Woollen Mills Ltd.

Shri Pratap Bhogilal
 Shri Ram Mills Charitable Trust
 Shri Nandkishore Sakarlal
 Shri Sarabhkumar Navnitlal
 Silver Cotton Mills Co. Ltd.
 Dr. Vikram A. Sarabhai
 Suhrid Geigy Ltd.
 Shri R. Ratnam
 T. V. Sundaram
 Iyengar & Sons Pr. Ltd.
 Shri A. K. Banerjee
 Shri H. P. Shroff
 Tata Chemicals Ltd.
 Shri A. H. Tobaccowala
 Shri R. D. Kulkarni
 Tata Engineering &
 Locomotive Co. Ltd.
 Secretary
 Tata Hydro-Electric
 Power Supply Co. Ltd.
 Andhra Valley Power
 Supply Co. Ltd.
 Tata Power Co. Ltd.
 Shri J. J. Bhabha
 Tata Iron & Steel Co. Ltd.
 Sheth Natvarlal Ramanlal
 Sheth Madanmohan Ramanlal
 Sheth Chandravadan Ramanlal
 Vikram Mills Ltd.

Secretary:

Shri M. K. Subramaniam
 Administrative Officer
 Indian Institute of Management
 Ahmedabad

APPENDIX B DONOR MEMBERS

Ahmedabad Cotton Mfg. Co. Ltd.
 Ahmedabad Jaya Bharat
 Cotton Mills Ltd.

Ahmedabad Jupiter
 Spg., Wvg. & Mfg. Co. Ltd.
 Ahmedabad Kaiser-I-Hind Mills
 Co. Ltd.
 Ahmedabad New Cotton
 Mills Co. Ltd.
 Ambica Mills Ltd.
 Nos. I and II
 Andhra Valley Power Supply
 Co. Ltd.
 Anil Starch Products Ltd.
 Aruna Mills Ltd.
 Arvind Mills Ltd.
 Aryodaya Ginning & Mfg. Co. Ltd.
 Aryodaya Spinning
 & Wvg. Co. Ltd.
 Ashoka Mills Ltd.
 Bakubhai Ambalal Pr. Ltd.
 Bharat Suryodaya Mills Co. Ltd.
 Bombay Dyeing & Mfg. Co. Ltd.
 Calico Mills Ltd.
 Carborundum Universal Ltd.
 Commercial Ahmedabad
 Mills Co. Ltd.
 Delhi Cloth & General
 Mills Co. Ltd.
 Gagalbhai Jute Mills Pr. Ltd.
 Hindustan Lever Ltd.
 Indian Dye Stuff Industries Ltd.
 Kalol Mills Ltd.
 Karamchand Premchand Pr. Ltd.
 Mafatlal Fine Spg. &
 Mfg. Co. Ltd.
 Mafatlal Gagalbhai & Co. Pr. Ltd.
 Nagri Mills Co. Ltd.
 National Machinery
 Manufacturers Ltd.
 National Peroxide Ltd.
 New Shorrock Spg. &
 Mfg. Co. Ltd.
 New Swadeshi Mills of
 Ahmedabad Ltd.
 Nutan Mills Ltd.
 Raipur Mfg. Co. Ltd.
 Rajendra Dyeing & Printing Mills Ltd.

Rajesh Textile Mills Ltd.
 Rohit Mills Ltd.
 Sakarlal Balabhai & Co. Ltd.
 Sarangpur Cotton Mfg. Co. Ltd.
 Saraspur Mills Ltd.
 Sassoon Spg. & Wvg.
 Mills Co. Ltd.
 Saurashtra Cement &
 Chemical Industries Ltd.
 Sayaji Mills Ltd.
 Shree Digvijay Woollen Mills Ltd.
 Shri Ram Mills Charitable Trust
 Silver Cotton Mills Co. Ltd.
 Standard Mills Ltd.
 Suhrid Geigy Ltd.
 Surat Cotton Spg. & Wvg. Mills Ltd.
 T. V. Sundaram
 Iyengar & Sons Pr. Ltd.
 Tata Chemicals Ltd.
 Tata Engineering & Locomotive
 Co. Ltd.
 Tata Hydro-Electric Power Supply
 Co. Ltd.
 Tata Iron & Steel Co. Ltd.
 Tata Power Co. Ltd.
 Vikram Mills Co. Ltd.

**APPENDIX C
 BOARD OF GOVERNORS**

Chairman:

Shri Prakash Tandon
 Chairman
 Hindustan Lever Ltd.

Members:

Shri M. V. Arunachalam
 Managing Director
 Carborundum Universal Ltd.
 Shri A. G. Banerjee
 Joint Secretary
 Ministry of Commerce
 Government of India

Shri R. D. Choksi
 Director
 Tata Industries Pr. Ltd.
 Shri N. Dandekar
 Member of Parliament
 Shri V. L. Gidwani
 Chief Secretary
 Government of Gujarat
 ✓ Shri J. N. Guzder
 Director
 The Bombay Dyeing &
 Manufacturing Co. Ltd.
 ✓ Shri Balkrishna Harivallabhdas
 Managing Director
 Shri Ambica Mills Ltd.
 Shri Kasturbhai Lalbhai
 Industrialist, Ahmedabad
 Shri Madan Mohan Mangaldas
 Industrialist, Ahmedabad
 Prof. Ravi J. Matthai
 Director
 Indian Institute of Management
 Ahmedabad
 Shri Pranlal Patel
 Technical Director
 Malleable Iron & Steel Casting
 Co. Ltd.
 ✓ Brig. K. Pennathur
 Executive Director
 National Productivity Council
 ✓ Shri M. D. Rajpal
 Secretary
 Education & Labour Dept.
 Government of Gujarat
 Lala Charat Ram
 Director-Managing Agent
 Delhi Cloth and General
 Mills Co. Ltd.
 Shri S. T. Sadasivan
 Former General Manager
 United Commercial Bank Ltd.
 ✓ Shri Navnitlal Sakarlal
 Director-Managing Agent
 Sarangpur Cotton Manufacturing
 Co. Ltd.

Dr. Vikram A. Sarabhai
 Chairman
 Atomic Energy Commission
 ✓ Shri Chinubhai Chimanbhai Sheth
 Director-Managing Agent
 The Saraspur Mills Ltd.
 Shri L. P. Singh
 Secretary
 Ministry of Home Affairs
 Government of India
 ✓ Shri M. S. Sundara
 Financial Adviser
 Ministry of Education
 Government of India
 Shri Shanta Ram S. Tawde
 Secretary
 Steel Mazdoor Sabha
 Prof. M. S. Thacker
 Member, Planning Commission

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Secretary:

Shri M. K. Subramaniam
 Administrative Officer
 Indian Institute of Management
 Ahmedabad

**APPENDIX D
 COMMITTEES SET UP BY
 THE BOARD OF GOVERNORS**

PERSONNEL COMMITTEE

Shri Prakash Tandon
 (Chairman)
 Shri G. K. Chandiramani
 Dr. Douglas Ensminger
 Shri V. Isvaran
 Shri Kasturbhai Lalbhai
 Shri Madanmohan Mangaldas
 Prof. Ravi J. Matthai
 Prof. M. S. Thacker
 Shri M. K. Subramaniam
 (Secretary)

BUILDING COMMITTEE

Shri Kasturbhai Lalbhai
(Chairman)
Shri V. Isvaran
Shri Madanmohan Mangaldas
Prof. Ravi J. Matthai
Shri M. K. Subramaniam
(Secretary)

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BUDGET COMMITTEE

Shri G. K. Chandiramani
(Chairman)
Shri V. L. Gidwani
Prof. Ravi J. Matthai
Shri M. S. Sundara
Shri M. K. Subramaniam
(Secretary)

**APPENDIX E
FACULTY AND STAFF**

Director

Prof. Ravi J. Matthai
B.A. Hons. (Oxon.)

FACULTY

Shri S. C. Aggarwal Ph.D. Engg. (Moscow)	.. Professor
Shri K. K. Anand Ph.D. (Punjab)	.. Assistant Professor
Shri R. Balachandra M.E. (II Sc, Bangalore)	.. Assistant Professor
Shri K. Balakrishnan B.Sc. (Kerala)	.. Faculty Research Associate
Shri S. K. Bhattacharyya F.C.A. (ICAI)	.. Director (Programmes)
Miss Malathi Bolar M.A. (Madras), LL.B. (Delhi)	.. Assistant Professor
Mrs. Kamla Chowdhry Ph.D. (Michigan)	.. Hindustan Lever Professor of Management Practices
Shri Ishwar Dayal M.S. (N. Y.)	.. Senior Professor
Shri D. K. Desai Ph.D. (Illinois)	.. Professor
Shri Ved P. Gandhi Ph.D. (Harvard)	.. Assistant Professor
Shri P. S. George M.Sc. (Kerala)	.. Faculty Research Associate
Shri R. C. Goyal M.A. (Nagpur)	.. Professor
M.P.A. (Harvard)	
A.I.C.W.A.	
Shri V. K. Gupta M.Com. (Lucknow)	.. Assistant Professor
M.S.S. (The Hague)	
Shri B. K. Hegde M. Tech. (Kharagpur)	.. Chairman, Post-Graduate Programme
Shri K. B. Kothari M.S. (Kentucky)	.. Faculty Research Associate
Shri J. G. Krishnayya E.E. (MIT)	.. Assistant Professor

Shri S. C. Kuchhal .. Professor
M.Com. (Allahabad)

Shri G. R. Kulkarni .. Professor
M.Com., LL.B. (Bombay)

Miss Meenakshi M. Malya .. Assistant Professor
M.Sc. (Aberdeen)

Shri V. L. Mote .. Professor
Ph.D. (N. Carolina)

Shri C. N. S. Nambudiri .. Assistant Professor
M.B.A. (De Paul)

Shri S. M. Patel .. Assistant Professor
Ph.D. (Tyne)

Shri H. N. Pathak .. Professor
M.Sc. (London)

Shri Samuel Paul .. Director (Research)
Ph.D. (Syracuse)

Shri Keshav Prasad .. Assistant Professor
M.A. (Patna)

Shri Surinder P. S. Pruthi .. Professor
Ph.D. (London)

Shri M. Raghavachari .. Assistant Professor
Ph.D. (California)

Shri K. V. Ramanathan .. Professor
M.B.A. (Northwestern)
A.I.C.W.A.

Shri Raghuvir Sen .. Assistant Professor
M.Sc. (Ohio)

Shri B. G. Shah .. Professor
M.Com. (Bombay)

Shri T. N. Sheth .. Assistant Professor
M.A. (Baroda)

Shri S. Subramaniam .. Assistant Professor
Ph.D. (Kiel)

Shri D. Tripathi .. Assistant Professor
Ph.D. (Wisconsin)

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

FACULTY ASSOCIATES

Shri B. V. Bhatt
M.B.A. (Harvard)

Shri Easo John
Ph.D. (Northwestern)

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

Shri A. D. Moddie
M.A. (Allahabad)

Shri Prafull A. Shah 39
B.Sc. Econ. (London)

Shri D. V. N. Sarma
M.Sc. (Banaras)
M. Stat. (ISI)

Shri K. N. Taneja
A.C.A. (Delhi)
A.I.C.W.A. (Calcutta)

Shri S. R. Thakore
M.Sc. (Gujarat)

PROGRAMME ASSOCIATES

Shri John Dearden
M.B.A. (Pennsylvania)
M.A. (Harvard), C.P.A.

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

RESEARCH ASSOCIATES

Shri S. C. Gupta
B.E. Mech. (Gujarat)

Shri S. P. Kashyap
M.A. (Rajasthan)

Shri S. G. Mehta
M.A. (Punjab)
M.D.P.A. (IIPA)

Shri M. J. Mehta
M.A. (Pennsylvania)

Shri A. G. K. Murthi
M.A. (Patna)

Shri R. Nangia
M.A. (Delhi)

Shri A. V. S. Narayanan
M.Sc. (Banaras)

Shri K. V. Parameswaran
B.Sc. (Madras)

B.Sc. Tech. (Bombay)

Shri S. A. Seshan

40 B.Com. (Bombay)

A.I.C.W.A. (Calcutta)

Shri A. K. Rao
M.A. (Delhi)

Shri N. Venkata Rao
M.A. (Delhi)

Mrs. S. Seth
Ph.D. (Lucknow)

Shri R. G. Tagat
M.A. (Mysore)

Shri S. P. Valavade
M.A. (Poona)

Shri K. L. Varshneya
B.Com. (Aligarh)

Dip. in Bus. Man.
(Delhi)

ADMINISTRATION

Shri M. K. Subramaniam
M.A. (Madras)

Shri P. K. Varkey

Shri C. Ramdoss
B.Sc. Hons. (Bombay)

S.A.S.

Shri J. F. Pandya

B.A. (Gujarat)

Dip. in Lib. Science (Bombay)

Shri S. V. Ramamurthy

B.A. (Madras)

LL.B. (Delhi)

Shri S. Sreenivas Rao

M.A. (Osmania)

M.A. (Syracuse)

Shri T. R. Srinivasan

B.A. (Gujarat)

.. Administrative
Officer and Secre-
tary of the Faculty

.. Assistant
Administrative
Officer

.. Accounts Officer

.. Reference Librarian

.. Admissions Officer

.. Programmes Officer

.. Hostel
Superintendent

RESEARCH ASSISTANTS

Shri P. P. Madappa

M.Sc. Agri. (Karnatak)

Shri D. A. Patel

M.Sc. (Gujarat)

Shri J. L. Saha

B. Stat. (ISI)

Shri M. Saeed Saiyadain

M.A. (Hawaii)

Shri P. P. Talwar

M.Sc. (IIT, Kanpur)

Shri K. K. Verma

M.A. (Delhi)

APPENDIX F
THE IIMA ALUMNI ASSOCIATION
CONSTITUTION

Article I Title

Section 1.1

The name of this Association shall be "Indian Institute of Management, Ahmedabad ALUMNI Association," (herein referred to as Association). Its title in short may be "IIMA—ALUMNI." The emblem of the Institute will be its (Association's) emblem, with the incorporation of its short title, i.e., "IIMA—ALUMNI."

Section 1.2

The registered office of the Association shall be situated at Indian Institute of Management, Vastrapur, Ahmedabad-6.

Article II Objects

Section 2.1

The Association shall be a nonprofit organization, organized and operated for the advancement of the objectives of the Indian Institute of Management, Ahmedabad, and to establish a rapport among the Alumni of the Institute.

Section 2.2

The Association shall publish journals and other materials and organize programmes, conferences, and seminars for promoting its objectives.

Section 2.3

The Association shall undertake such activities which may be necessary to further the goals of the Association and would be conducive to its interests and objects.

Section 2.4

The Association may maintain and regulate branches of the Association within India and abroad as may be considered desirable by the Alumni.

Article III Membership

Section 3.1

Any person meeting one or more of the following qualifications shall be eligible to be a member of this Association:

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- (a) Any person who has received a degree, diploma, or a certificate awarded by the Institute;
- (b) Any person who has participated in the programmes conducted by the Institute alone or in collaboration with another Institute and in which certificates are not issued; provided further that the participants of such programmes are certified by the Director of the Institute as eligible for membership of the Association;
- (c) The Director and the Administrative Officer of the Institute and the Co-ordinator of the Association appointed by the Director;
- (d) The Executive Committee may also elect from amongst present or former members of the permanent and the programmes faculty of the Institute, donor members of the Institute and persons outside the Institute who have rendered service with distinction to the cause of management science development, as honorary members of the Association.

Section 3.2

Members shall pay such fee as may be determined by the Executive Committee for membership of the Association and any services rendered by the Association.

Section 3.3

All members shall have the right to vote, propose, second, or be a candidate for any office.

Article IV Administration

Section 4.1

The Executive Committee shall consist of:

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- (a) President,
 - (b) Vice-President,
 - (c) Director of the Institute (Ex-officio),
 - (d) Co-ordinator (to be nominated by the Director of IIM, Ahmedabad, from amongst the members of the Faculty—Ex-officio),
 - (e) Treasurer (Ex-officio),
 - (f) Secretary,
 - (g) Zonal representatives—a minimum of two and a maximum of four to be elected by the respective Zonal Constituencies, provided further that the total numbers of the elected Zonal Representatives will not exceed ten in the aggregate. The distribution of remaining two, after allowing a minimum of two to each zone, will be based on total membership of the zone. The zonal allocation can only be altered at the end of year by the Executive Committee based on membership strength.

Section 4.2

The Director of the Institute shall appoint a Faculty member as Co-ordinator to co-ordinate the activities of the Association at the Institute.

Section 4.3

The Director of the Institute shall appoint the Administrative Officer of the Institute to act as Treasurer of the Association.

Section 4.4

The President, Secretary, and the Vice-President will be elected by the elected members of the Executive Committee from among themselves. No member of the Executive Committee shall continue for more than three consecutive terms.

Section 4.5

The Executive Committee may co-opt members, if it considers necessary. The number of such co-opted members shall not exceed two in any year.

Section 4.6

The following States and Union Territories will comprise North Zone:

- (a) Delhi
- (b) Hariyana
- (c) Himachal Pradesh
- (d) Jammu & Kashmir
- (e) Punjab
- (f) Uttar Pradesh
- (g) Union Territory of Chandigarh
- (h) Rajasthan

The following States and Union Territories will comprise South Zone:

- (a) Andhra Pradesh
- (b) Kerala
- (c) Laccadive, Minicoy and Amindivi Islands
- (d) Madras
- (e) Mysore
- (f) Pondicherry

The following States and Union Territories will comprise Western Zone:

- (a) Dadra and Nagar Haveli
- (b) Goa, Daman and Diu
- (c) Gujarat
- (d) Madhya Pradesh
- (e) Maharashtra

The following States and Union Territories will comprise Eastern Zone:

- (a) Andaman and Nicobar Islands
- (b) Assam
- (c) Bihar
- (d) Manipur and Tripura
- (e) Nagaland
- (f) Orissa
- (g) West Bengal

The place where the Alumnus is working at the time of election shall determine the Zone from which he shall be elected and be a member of the Executive Committee.

Section 4.7 (a)

The Executive Committee shall have full authority on all operational matters of the Association. They shall also frame rules and regulations for the activities of the Association and for the conduct and administration of its business.

Section 4.7 (b)

The Executive Committee may delegate to one or more of its members or to one or more of its sub-committees such of its powers, rights, and authorities as it may decide.

Section 4.7 (c)

Meetings of the Executive Committee may be called upon 30 days' written notice by the Secretary. The Executive Committee shall meet when necessary and at such time and place as is designated by the Secretary. The Executive Committee may also meet without the stipulated notice, provided that Executive Committee members unanimously agree to the waiver of the notice.

Section 4.7 (d)

The Executive Committee shall meet at least once in six months. If majority of the Executive Committee requests for a meeting any time, the Secretary shall

call a meeting within a period not exceeding four weeks from the receipt of the request for a meeting.

Section 4.7 (e)

The Executive Committee may pass resolutions by circulation, according to rules and regulations prevalent at that time.

Section 4.7 (f)

For an Executive Committee meeting, seven Executive Committee members shall form the quorum.

Section 4.8

The Executive Committee shall have the authority to invest the funds of the Association.

Section 4.9 (a)

In the event the office of the President is vacated, the Vice-President shall assume the duties of the President until the next annual election.

Section 4.9 (b)

The President shall have the power to appoint a successor for any other elected position vacated, to serve until the next annual election.

Article V Finance

Section 5.1

Contributions and donations may be solicited from the Alumni and any other person or organization for the purposes of the Association under the direction of the Executive Committee.

Section 5.2

All funds of the Association shall be used exclusively for the purposes of the Association.

Section 5.3

A bank account shall be maintained in the name of the Association. All deposits and withdrawals shall be made under the signature of the Treasurer and one other member of the Executive Committee.

Section 5.4

44 The Secretary shall have the authority to approve any budgeted expenditure upto the amount of Rs. 1,000 only at a time. Any budgeted expenditure over and above the amount of Rs. 1,000 will require the sanction of the simple majority of the Executive Committee.

Article VI Fees

Section 6.1

The Executive Committee shall fix the annual service fee for each financial year (April 1 to March 31) and shall also name the services to be rendered to the members who wish to avail these services.

Article VII Audit and Annual Report

Section 7.1

At the end of every financial year (April 1 to March 31), the Treasurer shall prepare a balance sheet and an income and expenditure account of the Association and have it duly audited by a chartered accountant. The audited statements of account shall be circulated amongst members by the Secretary.

Section 7.2

The Secretary shall circulate an annual report along with the annual accounts mentioned in Section 7.1 above of the activities to all members 15 days before the beginning of the Annual General Body meeting.

Article VIII General Body Meeting

Section 8.1

The General Body meeting will be held at least once a year and that the interval between the successive Annual General meeting shall not exceed a period of 15 months.

Section 8.2

The Annual General Body meeting shall be convened by the Secretary on the recommendation of the Executive Committee. The Secretary shall inform the members of such meeting at least 30 days in advance.

Section 8.3

If 50 members ask for a General Body meeting, the President shall call a meeting after giving two months' notice.

Section 8.4

For the General Body meeting, the quorum shall be 50 members. If at the first scheduled time the quorum is not available, the meeting shall be called to order by the President after half an hour after the meeting time. The second meeting shall be deemed to be duly constituted even if there is no quorum.

Section 8.5

The President of the Executive Committee will preside at the General Body meeting.

Article IX Amendment

Section 9.1

A referendum vote for the Association members shall be conducted by the Secretary on the request of the Executive Committee or 10 Association members to amend the Constitution of the Association. Thirty days from the date of mailing shall be allowed for

voting and the three-fourths of the majority of all votes registered shall be decisive. Any amendment of the constitution shall be circulated among the members by the Secretary within 30 days of the expiry of time limit for voting.

Section 9.2

All other matters may be decided by simple majority vote of the members present at a duly constituted General Body meeting.

APPENDIX G
AUDITORS' REPORT TO THE DEPUTY
CHARITY COMMISSIONER, AHMEDABAD,
REGARDING AUDIT OF ACCOUNTS OF
THE INDIAN INSTITUTE OF
MANAGEMENT FOR THE YEAR ENDING
31st MARCH, 1967.

Registered No. F. 174 Ahmedabad

- (a) The accounts are maintained regularly and in accordance with the provisions of the Act and Rules.
- (b) Receipts and disbursements are properly and correctly shown in the accounts.
- (c) The cash balance and vouchers in the custody of the Accountant on the date of the Audit were in agreement with the Accounts.
- (d) All Books, Deeds, Accounts, Vouchers, or other documents or records required by us were produced before us.
- (e) Inventories certified by the Administrative Officer and Librarian of the movables of the Public Trust were produced before us.
- (f) The Accountant appeared before us and furnished the necessary information required by us.
- (g) No property or Funds of the Trust were applied for any object or purpose other than the object or purpose of the Trust.
- (h) An amount of Rs. 7,591.30 is outstanding from students etc. for a period of more than one year. During the year Rs. 3,118.49 were written off from Library Books etc.

- (i) Out of Net Capital expenditure on Building during the year of Rs. 20,63,131.80 a sum of Rs. 28,577 is paid to the N.D.I. towards airfare and living expenses in India for Mr. Louis Kahn, foreign architect, and a balance of Rs. 20,34,554.80 represents advances to Contractors during the year against their running bills and miscellaneous expenses on Building.
- (j) No money of the Public Trust has been invested contrary to the provisions of Section 35.
- (k) No alienations of the immovable property contrary to the provisions of Section 36 have come to our notice.
- (l) We think necessary to bring to the notice of the Deputy Charity Commissioner the following special matters:—
 - (i) The Indian Institute of Management has been receiving grants from the Ford Foundation. A part of the grant received in India (including books and equipments) has been brought in the books of account of the Institute. The other part of the grant received direct by the Harvard University would not be recorded in the books of account of the Institute in India.
 - (ii) Provision in respect of depreciation on assets for the period 1st January 1962 to 31st March 1967 has not been made in the books of account.
 - (iii) Net Capital expenditure on Building under construction amounting to Rs. 44,20,271.74 is arrived at as under:

(a) Expenses	Rs. 1,71,341.83
(b) Amount advanced against running bills subject to adjustment of final bills	Rs. 42,48,929.91
	Rs. 44,20,271.74
 - (iv) During the year the Ford Foundation has sanctioned the grant of about US \$ 27,000 for computer equipment out of US \$ 2,00,000 allocated in the second grant for Equipment and it was agreed by the Ford Foundation that an

additional computer Equipment be purchased for Physical Research Laboratory from the funds in the Ford Foundation grant belonging to the Indian Institute of Management. The value of the computer amounting to Rs. 1,19,808 is to be treated as Loan (Free of Interest) given by the Indian Institute of Management to Physical Research Laboratory which is shown under the head in Balance Sheet on Asset side "Loan to Physical Research Laboratory, Ahmedabad, for IBM Computer."

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Sorab S. Engineer & Co.,
Chartered Accountants,
28th June, 1967.

INDIAN INSTITUTE OF MANAGEMENT
AHMEDABAD

ACCOUNTS 1966-67

SCHEDULE
Vide
NAME OF THE PUBLIC TRUST: INDIAN
INCOME AND EXPENDITURE ACCOUNT FOR

Previous year 1965-66		EXPENDITURE					
Rs.	Ps.			Rs.	Ps.	Rs.	Ps.
		To	EXPENSES IN RESPECT OF PROPERTIES				
			Municipal Taxes on Buildings				25,472.50
		To	ESTABLISHMENT EXPENSES				
6,85,848.35			Salaries	7,70,995.04			
2,71,426.09			Allowances	3,68,402.62			
54,535.13			Travelling Expenses	65,797.18			
1,16,669.82			Supplies & Services	1,69,905.44			
53,210.31			Contingencies	32,180.30			
<u>11,81,689.70</u>							14,07,280.58
69,852.20		To	RENT AND TAXES FOR THE BUILDING				
		To	EXPENDITURE ON VARIOUS COURSES ARRANGED DURING THE YEAR:				
2,80,113.07		(i)	Post-Graduate Course	3,63,408.48			
2,47,710.06		(ii)	Short-Term Programme	4,35,319.49			
<u>5,27,823.13</u>							7,98,727.97
		To	LEGAL EXPENSES				225.00
		To	REMUNERATION TO AUDITORS:				
1,000.00		(i)	Audit Fees	3,000.00			
162.00		(ii)	Fees for other services	123.00			
<u>1,162.00</u>							3,123.00
237.08		To	AMOUNTS WRITTEN OFF (Library, Office Equipment, Hostel Furniture and Hostel Equipment)				3,118.49
<u>17,80,764.11</u>		Carried Forward					<u>22,37,947.54</u>

IX

Rule 17(i)

INSTITUTE OF MANAGEMENT, AHMEDABAD
THE YEAR ENDING 31st MARCH, 1967

Previous year 1965-66		INCOME									
Rs.	Ps.		Rs.	Ps.	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.	
		By	RENT REALISED							Rs.	Ps.
										24,979.42	
		By	INTEREST REALISED*								
			On loans and advances to staff								
	1,080.68									887.76	
		By	DONATION IN CASH OR KIND:								
			Grants from the Govt. of India received during the year								
	12,50,000.00									12,75,000.00	
			Grant from the Govt. of Gujarat for non-recurring expenditure upto 31-3-65 utilised as Grants from the Govt. of India								
										1,84,879.65	
										<u>14,59,879.65</u>	
			Grant from Govt. of Gujarat for non-recurring expenditure received during the year								
	1,84,879.65		2,28,000.00								
			Less:								
		(i)	Amount pertaining to 1965-66							1,27,198.60	
		(ii)	Adjustable in the grant for 67-68 being unspent balance							<u>5,553.20</u>	
	<u>14,34,879.65</u>		<u>132,751.80</u>		<u>95,248.20</u>				15,55,127.85		
			Less: Amount transferred to balance sheet (representing expenditure on non-recurring items)								
	2,54,397.20									<u>1,90,496.39</u>	
	<u>11,80,482.45</u>										13,64,631.46
	11,81,563.13	Carried Forward									<u>13,90,498.64</u>

NAME OF THE PUBLIC TRUST: INDIAN
INCOME AND EXPENDITURE ACCOUNT FOR

Previous year 1965-66		EXPENDITURE					
Rs.	Ps.			Rs.	Ps.	Rs.	Ps.
50	17,80,764.11		Brought Forward				22,37,947.54
	1,65,165.39	To	MISCELLANEOUS EXPENSES:				
	—		(i) Agri-Coop Programme	1,83,770.31			
	—		(ii) High Yielding Varieties Project of Agri-Coop	16,593.44			
	—		(iii) Chair for Management Practices	18,000.00			
	—		(iv) Subsidised Programme (for University Teachers)	31,230.67			
	—		(v) Staff Welfare	608.12			
	—		(vi) Expenditure on research projects met from Ford Foundation Grant for Rupee Budget	32,288.14			
	1,65,165.39						2,82,490.68
		To	AMOUNT TRANSFERRED TO RESERVE OR SPECIFIC FUNDS:				
	—		(i) Fund for conveyance Advance to Faculty and staff	1,00,000.00			
	—		(ii) Fund for Loans-Scholarships to students	1,75,000.00			
							2,75,000.00
	42,000.00	To	EXPENDITURE ON OBJECTS OF THE TRUST:				
	48,982.41		(Educational Scholarships)				47,950.00
		To	SURPLUS CARRIED OVER TO BALANCE SHEET				24,472.69
	20,36,911.91		Carried Forward				28,67,860.91

IX (Continued)
 Rule 17(i)
 INSTITUTE OF MANAGEMENT, AHMEDABAD
 THE YEAR ENDING 31st MARCH, 1967

Previous year 1965-66		INCOME							
Rs.	Ps.			Rs.	Ps.	Rs.	Ps.	Rs.	Ps.
11,81,563.13		Brought Forward						13,90,498.64	
		By INCOME FROM OTHER SOURCES							
		(In detail as far as possible):							
		(i) Receipts from various courses arranged during the year:							
3,12,712.65		(a) Post-Graduate course		4,88,158.23					
2,89,232.64		(b) Short-Term Programmes		6,67,847.87					
6,01,945.29						11,56,006.10			
		(ii) Grant from the Govt. of India for Agri-Coop Programme received during the year		2,00,000.00					
1,73,300.00		Less: Amount transferred to balance sheet (representing expenditure on non-recurring items)		16,150.40					
8,134.61						1,83,849.60			
1,65,165.39		(iii) Grant from the Govt. of India for High Yielding Varieties Project for Agri-Coop.				16,600.00			
—		(iv) Income from land				4,105.00			
2,891.00		(v) Consultancy				25,788.03			
14,007.38		(vi) Miscellaneous Receipts				775.40			
1,487.52		(vii) Chair from Hindustan Lever Ltd.				18,000.00			
—		(viii) Scholarship from industries				11,950.00			
—		(ix) Subsidised Programme (grant received from the Govt. of India for University Teachers' Programme)				28,000.00		14,45,074.13	
7,85,496.58									
		By TRANSFER FROM RESERVE:							
		"Donation from Industries"							
69,852.20		(for Rent and Taxes of Building)							
		"From Reserve Fund from Ford Foundation Grant for Rupee Budget"							
—		(for meeting expenses on Research Projects)						32,288.14	
20,36,911.91		Carried Forward						28,67,860.91	

SCHEDULE
Vide
NAME OF THE PUBLIC TRUST: INDIAN
INCOME AND EXPENDITURE ACCOUNT FOR

Previous year 1965-66										
Rs.	Ps.			Rs.	Ps.	Rs.	Ps.	Rs.	Ps.	
20,36,911.91		Brought Forward	TOTAL					28,67,860.91		
Empty space for the main body of the account										
<u>20,36,911.91</u>			TOTAL					<u>28,67,860.91</u>		

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Date: 28th June, 1967
Trustee

Ravi J. Matthai
Director

M. K. Subramaniam
Administrative Officer

IX (Continued)
 Rule 17(i)
 INSTITUTE OF MANAGEMENT, AHMEDABAD
 THE YEAR ENDING 31st MARCH, 1967

Previous year 1965-66		INCOME			
Rs.	Ps.	Brought Forward	TOTAL	Rs.	Ps.
20,36,911.91				28,67,860.91	
<u>20,36,911.91</u>			TOTAL	<u>28,67,860.91</u>	

* Interest on Investments of Donations of Rs. 32,185.56 has been credited to "DONATION FROM INDUSTRIES" in the Balance Sheet.

C. Ramdoss
 Accounts Officer

As per our report of even date
 Sorab S. Engineer & Co.
 Chartered Accountants

VIII

Rule 17(i)

INSTITUTE OF MANAGEMENT, AHMEDABAD

31st MARCH, 1967

Previous year 31-3-66		ASSETS							
Rs.	Ps.			Rs.	Ps.	Rs.	Ps.	Rs.	Ps.
			IMMOVABLE PROPERTIES						
			As per Schedule 'C'					69,29,611.64	
			MOVABLE PROPERTIES:						
			As per Schedule 'D'					15,66,639.16	
			Stores (at cost)					20,891.29	
			LOANS (UNSECURED):						
			1. Loan-Scholarships (Good)						
			One year old			56,089.55			
			Current			1,03,069.23	1,59,158.78		
			2. Loan to Physical Research Laboratory, Ahmedabad, for I.B.M. Computer			1,19,808.00			
			Less: Charges adjusted against the loan			11,437.00	1,08,371.00	2,67,529.78	
			ADVANCES:						
			To employees (including Rs. 55,175/- for purchase of conveyance (Previous year Rs. 79,693.00))						
			One year old			1,673.05			
			Current			65,438.40	67,111.45		
			To others:						
			One year old			4,084.14			
			Current			76,492.37	80,576.51		
			DEPOSITS:						
			Security Deposits				4,380.00		
			Telephone Deposits				9,400.00		
								13,780.00	
			Carried Forward					89,46,139.83	

VIII (Continued)
 Rule 17(i)
 INSTITUTE OF MANAGEMENT, AHMEDABAD
 31st MARCH, 1967

Previous year 31-3-66		ASSETS							
Rs.	Ps.			Rs.	Ps.	Rs.	Ps.	Rs.	Ps.
62,64,266.90		Brought Forward						89,46,139.83	
		INCOME OUTSTANDING:							
			One year old		Current year				
252.06		Interest			8,656.83		8,656.83		
37,600.00		Other income			65,400.00		65,400.00		
13,663.12		Dues from Post-Graduate students	1,834.11		17,879.52		19,713.63		
51,515.18			1,834.11		91,936.35				93,770.46
		CASH AND BANKS BALANCES:							
20,89,245.15		As per Schedule 'E'							18,66,991.81
<u>84,05,027.23</u>		TOTAL						<u>1,09,06,902.10</u>	

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a true account of the Funds and Liabilities and of the property and assets of the Trust.

C. Ramdoss
 Accounts Officer

As per our report of even date.
 Sorab S. Engineer & Co.
 Chartered Accountants

SCHEDULE 'A'

INDIAN INSTITUTE OF
SCHEDULES FORMING PART OF

OTHER EARMARKED FUNDS	Balance as on 1st April 1966		Amount credi- ted during the year	
	Rs.	Ps.	Rs.	Ps.
58 Donation (value of land donated by the Govt. of Gujarat)	25,09,339.90			
Reserve fund (for Special Programmes)	25,000.00			
Special Donations to fund for assistance to students	7,946.98		14,866.50	
Library Fund (sale proceeds for some of books received from Ford Foundation)	1,18,155.30		91,237.08	
Library Fund (sale proceeds of Indian case materials)			44,278.50	
Grant-in-aid from Government of India and Government of Gujarat (representing expenditure on non-recurring items) (as per contra)	6,24,156.50		1,90,496.39	
Donation from Industries	19,83,638.41		3,37,410.00	
Donation from Industries-Interest	29,646.41		32,185.56	
Grant from Government of India for Agri-Coop. Programme (representing expenditure on non-recurring items)	8,134.61		16,150.40	
Grant from Govt. of India for building expenses			16,00,000.00	
Fund for conveyance advance to Faculty and Staff			1,00,000.00	
Fund for loan scholarship to students			1,75,000.00	
Fund for Agri-Coop. Programme			19,350.00	
Fund for award of medals			1,000.00	
Govt. of Gujarat Grant for 1967-68 (being unspent balance for the grant for 1966-67)			5,553.20	
Running Trophy for Forum of Economic and Business History			200.00	
Sale and/or written off account from assets purchased from the grant of the Government of India and Government of Gujarat			498.71	
			2,570.95	
TOTAL	53,06,018.11		26,30,797.29	

Dated: 28th June, 1967

Trustee

Ravi J. Matthai
DirectorM. K. Subramaniam
Administrative Officer

SCHEDULE 'B'

INDIAN INSTITUTE OF
SCHEDULES FORMING PART OF THE

		Balance as on 1st April 1966		Amount credi- -ted during the year	
		Rs.	Ps.	Rs.	Ps.
GRANT FROM FORD FOUNDATION					
60	For Building Expenditure	14,44,291.00			
	Value of books received (as per contra)	4,32,809.57		1,18,155.30	
				2,74,955.36	
	Value of Equipment received	44,828.97		7,596.29	
	Value of Equipment purchased from Grant	25,507.05		7,025.83	
	Reserve Fund from Ford Foundation Grant for Rupee Budget	2,00,893.68			
	Computer Grant received			1,19,808.00	
	Write off account from the books received from the Grant			190.50	
				1,077.54	
		<u>21,48,330.27</u>		<u>5,28,808.82</u>	

SCHEDULE 'C'

		Balance as on 1st April 1966		Amount debited during the year	
IMMOVABLE PROPERTIES:					
	Land at cost (Received as Donation from Government of Gujarat)	25,09,339.90		—	
	Capital Expenditure on Building and Advances to Contractors for work under construction	23,57,139.94		20,63,131.80	
		<u>48,66,479.84</u>		<u>20,63,131.80</u>	

Dated: 28th June, 1967

Trustee

Ravi J. Matthai
Director

M. K. Subramaniam
Administrative Officer

MANAGEMENT, AHMEDABAD
BALANCE SHEET AS AT 31st MARCH, 1967

	Amount debi- ted during the year		Closing Balance as on 31-3-1967		
	Rs.	Ps.	Rs.	Ps.	
			14,44,291.00		61
Cr. Adjustment of previous year					
Books received during the year					
Dr. Adjustment of previous year	1,18,155.30				
Amount transferred to Library Fund (Sale proceeds of some of books)	91,237.08				
Dr. Adjustment of previous year (Write off account)	190.50				
Amount transferred to write off account	1,077.54		6,15,259.81		
Equipment received during the year			52,425.26		
Equipment purchased during the year			32,532.88		
Amount transferred to Income and Expenditure account for meeting expenses on research project	32,288.14		1,68,605.54		
Computer received and given on loan to Physical Research Laboratory, Ahmedabad			1,19,808.00		
Cr. Adjustment of previous year (Value of books received)					
Amount transferred from value of books received			1,268.04		
	<u>2,42,948.56</u>		<u>24,34,190.53</u>		

	Amount credi- ted during the year		Closing balance as on 31-3-1967	
	Rs.	Ps.	Rs.	Ps.
			25,09,339.90	
			44,20,271.74	
			<u>69,29,611.64</u>	

C. Ramdoss
Accounts Officer

Sorab S. Engineer & Co.
Chartered Accountants

SCHEDULE 'D'

INDIAN INSTITUTE OF
SCHEDULES FORMING PART OF THE

	Balance as on 1-4-1966		Debit during the year		Debit adjustment of previous year	
	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.
MOVABLE PROPERTIES (AT COST) (Assets purchased out of Grant-in-aid from the Government of India and Govt. of Gujarat (as per contra)						
Office Equipment (including Typewriters and Staff Recreation Club Equipment)	1,71,166.86		37,470.32			
Office Furniture	1,14,874.04		39,106.65			
Staff Cars	64,017.74					
Books purchased from Grant	99,099.71		40,000.00			
Hostel equipment	84,187.32		12,691.98		408.47	
Hostel furniture	62,384.12		49,950.75			90.24
Classroom equipment	3,981.95		55.00			
Classroom furniture	8,096.95		4,755.99			
Customs duty on imported equipment	15,849.10		6,465.70			
(Total equipment purchased out of grant-in-aid from Govt. of India and Govt. of Gujarat (as per contra)	6,23,657.79		1,90,496.39			498.71
Books purchased out of Library fund	28,175.05		2,483.92			46.58
Cost of Books received from Ford Foundation (as per contra)	4,32,619.07		1,18,155.30			190.50
			2,74,955.36			
Equipment received from Ford Foundation and purchased from Ford Foundation (as per contra)	70,336.02		7,596.29			
			7,025.83			
Equipment and furniture purchased from Govt. of India Grant for Agri-Coop Project (as per contra)	8,134.61		16,150.40			
	11,62,922.54		6,16,863.49			735.79

Dated: 28th June, 1967

Trustee

Ravi J. Matthai
Director

M. K. Subramaniam
Administrative Officer

MANAGEMENT, AHMEDABAD
BALANCE SHEET AS AT 31st MARCH, 1967

	Credit during the year		Balance as on 31-3-1967	
	Rs.	Ps.	Rs.	Ps.
Purchased during the year				
Sale Proceeds of Equipment	636.00			
Amount written off	796.87		2,07,204.31	
Purchased during the year			1,53,980.69	
Amount appropriated out of total purchasing of Rs. 42,483.92 during the year			64,017.74	
Purchased during the year			1,39,099.71	
Amount written off upto 31-3-66	408.47			
Amount written off in current year	643.08		96,236.22	
Purchased during the year				
Amount written off upto 31-3-66	90.24			
Amount written off in current year	495.00		1,11,839.87	
Purchased during the year			4,036.95	
Purchased during the year			12,852.94	
Amount paid during the year			22,314.80	
		3,069.66		8,11,583.23
Amount appropriated out of total purchasing of Rs. 42,483.92 during the year				
Cr. Adjustment of previous year		46.58		
Amount written off in Current Year		106.00		30,552.97
Debit adjustment of previous year				
Books received during the year				
Amount written off upto 31-3-66		190.50		
Amount written off in current year		1,077.54		
Amount transferred to Library Fund upto 31-3-1966		1,18,155.30		
Amount transferred to Library Fund in current year		91,237.08		6,15,259.81
Equipment received during the year				84,958.14
Equipment purchased during the year				
Purchased during the year				24,285.01
		2,13,882.66		15,66,639.16

C. Ramdoss
Accounts Officer

Sorab S. Engineer & Co.
Chartered Accountants

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
 SCHEDULES FORMING PART OF THE BALANCE SHEET AS AT 31st MARCH, 1967
 SCHEDULE 'E'

	Rs.	Ps.	Rs.	Ps.
CASH AND BANK BALANCES:				
64 In current Account with the State Bank of India				1,55,332.52
In short-term Deposit with State Bank of India	17,00,000.00			
In Fixed Term Deposits (others) with the State Bank of India (including Rs. 2,000/- Cashiers' Deposits as per contra)	9,500.00		17,09,500.00	
Postage stamps on hand	652.69			
Revenue stamps on hand	31.60			
Cash on hand with Cashier	1,156.30			
Cash with Students' Recreation Club	200.00			
Cash with Hostel Mess	39.00			
Cash with Library	79.70		2,159.29	

TOTAL

18,66,991.81

Dated: 28th June, 1967

Trustee

Ravi J. Matthai
 Director

M. K. Subramaniam
 Administrative Officer

C. Ramdoss
 Accounts Officer

Sorab S. Engineer & Co.
 Chartered Accountants

APPENDIX H-1
 POST-GRADUATE
 PROGRAMME
 STUDENTS WHO
 GRADUATED AT THE
 1966 CONVOCATION

Shri I. P. Bahri
 Shri R. G. Balchandani
 Shri O. P. Batra
 Shri S. S. Bhandari
 Shri K. Bharathan
 Shri S. W. Bhawe
 Shri S. P. Bimbrahw
 Shri A. K. Chakrabarti
 Shri M. Dinesh
 Shri Rasik Gandhi
 Shri R. J. Gandhi
 Shri K. Gopalan
 Shri N. C. Gupta
 Shri T. Ramaswamy Iyer
 Shri J. Javrilal
 Shri J. N. Joshi
 Shri K. A. Labouchardiere
 Shri G. P. Lobo
 Shri N. J. Mathur
 Shri N. K. Mishra
 Shri I. L. Modi
 Shri O. D. Monteiro
 Shri R. T. Narayanan
 Shri D. A. Nanda
 (Gold-Medalist)
 Shri K. Natarajan
 Shri C. K. Prahalad
 (Gold-Medalist)
 Shri M. H. Purohit
 Shri A. B. Creeper Raj
 Shri S. Ramachandar
 Shri A. Ramanathan
 Shri M. Nageswara Rao
 Shri V. Nandakumara Rao
 Shri M. R. Narsimha Rao
 Miss Harsha M. Rawal
 Shri A. K. Sardana

Shri D. G. Shah
 Shri V. S. Shankar
 Shri A. B. Sheth
 Miss Dilnavaz P. Sidhwa
 Shri Raj Gopal Sikka
 Shri S. D. Sood
 Shri U. C. Srivastava
 Shri V. S. Rama Subramaniam
 Shri V. P. Sudhir
 Shri V. Sundaram
 Shri G. Prem Das Taneja
 Shri P. S. Thomas
 Shri L. P. Vepa
 (Gold-Medalist)
 Rajesh Textile Mills Ltd.

APPENDIX H-2
 ORGANIZATIONS AND
 PARTICIPANTS IN THE 1967
 3-TIER PROGRAMME

Organization	Participants and Tier Attended	Designation
ACC Vickers Babcock	Shri K. S. Krishnamurthy (I) Shri G. B. Rajguru (II) Shri B. P. Sinha (III)	Engineer Chief Accountant Deputy Managing Director
66 Aditya Mills Ltd.	Shri P. D. Poddar (I) Shri R. L. Toshniwal (II) Shri A. K. Kanoria (III)	Executive Vice-President President Director
Alembic Chemicals Ltd.	Shri J. B. Patel (I) Shri J. C. Desai (II) Shri M. G. Amin (III)	Head (Antibiotic Formulation Dept.) Senior Research Officer Director (Marketing)
Andrew Yule & Co.	Shri S. N. Goyal (I) Shri V. N. Rao (II) Shri R. H. Wright (III)	Executive Sr. Executive Sr. Head of Dept.
Asbestos Cement Ltd.	Shri S. F. Shah (I) Shri B. P. Nayar (II) Shri K. V. Ramaseshan (III)	Asst. Accountant Works Manager Director (Personnel & Training)
Associated Cement Cos. Ltd.	Shri M. M. Rajoria (I) Shri M. S. Rao (II)	Manager Assistant Manager
Associated Instrument Manufacturers (I) P. Ltd.	Shri M. L. Dhawan (I) Shri M. M. Mehta (II) Shri H. C. Verma (III)	Sales Manager Branch Manager & Director Mg. Director
Atlas Copco (I) P. Ltd.	Shri P. A. Bhathena (I) Shri N. V. Mirchandani (II)	Asst. to Sales Manager Sales Manager
Atomic Energy Commission	Shri L. G. Gokhalay (I) Shri S. V. Kasargod (I) Shri Y. S. Das (II) Shri V. V. Kothare (II) Shri M. A. Hadi (III) Shri A. S. Rao (III)	Accounts Officer Scientific Officer Dy. Secretary Operations Superintendent Joint Secretary Director (Electronics Group)
Batliboi & Co. P. Ltd.	Shri R. N. Shah (I) Shri V. W. Chinchalkar (II)	Branch Manager Manager (Power Plant Dept.)

Organization	Participants and Tier Attended	Designation
	Shri J. S. Parikh (II)	Deputy General Manager
Bharat Electronics Ltd.	Shri A. V. Ramachandra Rao (I) Shri K. R. Thakkar (II) Shri C. R. Subramanian (III)	Deputy Manager Deputy Manager Deputy General Manager
Binny & Co. Ltd.	Shri G. F. Marshall (I) Shri S. H. Mhatre (II) Shri R. B. Kernick (III)	Materials Management Officer Chief Chemist Director
Bombay Burmah Trading Corporation	Shri A. K. Mehra (I) Shri A. M. G. Brown (II) Shri J. R. Henshaw (III)	Assistant Branch Manager Dy. Mg. Director
Britannia Biscuit Co. Ltd.	Shri R. K. Mehra (I) Shri A. K. Sengupta (II) Shri N. K. Roy (III)	Branch Sales Manager Accounts Manager Director
Brooke Bond India P. Ltd.	Shri A. K. Mitra (I) Shri J. C. Brock (II) Shri J. G. Robinson (III)	Factory Manager Director Chairman
Dr. Beck & Co. (I) Ltd.	Shri M. V. Vaidya (I) Shri R. J. Belhe (II)	Chief Development Engineer Works Manager
Delhi Cloth & General Mills Co. Ltd.	Shri R. N. Goela (I) Shri J. C. Malhotra (I) Shri J. F. Palathinkal (II)	Elec. Engineer Weaving Master Manager
Devidayal Cables Ltd.	Shri M. R. Lodh (I) Shri S. Aggarwal (II)	Works Manager Controller of Stores
Dunlop Rubber Co. (I) Ltd.	Shri M. D. Khandke (I) Shri S. D. Jethmalani (II) Shri P. R. Iyer (III)	Manager (Industrial Products) Sales Manager Service Manager (Tyres)
Escorts Ltd.	Shri P. T. Thomas (I) Shri S. D. S. Mongia (II) Shri C. K. Hazari (III)	Gen. Supervisor (Engineer) General Manager Vice-President (Finance)
Esso Standard Eastern Inc.	Shri R. K. Kohli (I) Shri J. S. Kikkeri (II) Shri M. S. Nadkarni (II) Shri S. K. Gupta (III)	Asst. Employee Relations Manager District Manager Division Head Territory Manager

Organization	Participants and Tier Attended	Designation
Ex-Cell-O (I) Ltd.	Shri N. R. Vaswani (III) Shri S. D. Ambe (I) Shri M. A. Rodrigues (I) Shri R. H. Patel (II) Shri R. K. Vakil (II) Shri K. C. Shah (III) Shri N. Ramajayam (III)	Manager (Planning & Economics Department) Factory Accountant Sr. Officer (Sales Department) Chief Accountant Sales Manager Genl. Sales Manager Chief Design Engineer
Fertilizers & Chemicals, Travancore Ltd.	Shri N. C. George (I) Shri K. C. George (II) Shri R. N. Warriar (III)	Asst. Personnel Manager Senior Superintendent Marketing Manager
Fertilizer Corpn. of I. Ltd.	Shri B. N. Kapoor (I) Shri M. Nagarajan (II)	Sr. Personnel Officer Additional Chief Engineer
Ganesh Flour Mills Co. Ltd.	Shri B. Narain (I) Shri S. N. Mathur (II)	Manager Manager
Goodlass Nerolac Paints	Shri G. C. Desai (I) Shri M. N. Nadkarni (II) Shri M. S. Vythilingam (II) Shri D. M. Kothari (III)	Manager (Pigment Dn.) Industrial Sales Manager Factory Manager Admn. Executive
Government of India (Directorate General of Technical Development)	Shri M. P. Khera (I) Shri R. K. Gejji (II) Shri N. J. Kamath (III)	Development Officer Industrial Adviser Jt. Secretary
Government of Maharashtra (Directorate of Industries)	Shri M. G. Korgaonkar (I) Shri B. L. Pandharipande (II) Shri S. V. Bhave (III)	Asst. Director of Industries Dy. Director Secretary (Industries & Labour Department)
Gujarat State Fertilizer Co. Ltd.	Shri J. C. Desai (I) Shri L. R. Upadhyaya (II) Shri J. B. Shah (III)	Dy. Sales Manager Secretary & Legal Adviser Personnel Adviser
Gujarat State Road Transport Corporation	Shri N. R. Rajguru (I) Shri K. N. Pandya (II) Shri V. Doraiswamy (III)	Sr. Depot Manager Chief Personnel Officer Chief Accounts Officer
Handicrafts & Handlooms Exports Corpn. (I) Ltd.	Shri N. M. Samuel (I) Miss S. Tawadey (II)	Organizer Asst. Manager

Organization	Participants and Tier Attended	Designation	
Hindustan Ferodo Ltd.	Shri S. Ramaswamy (I) Shri J. B. Amin (II) Shri N. Venkataraman (III)	Manager (Brake Lining) Engg. Manager Works Director	
Hindustan Lever Ltd.	Shri D. R. Contractor (I) Shri R. Subrahmanyam (II) Shri R. W. Archer (III)	Accounts Manager (Comml. Services) Comml. Services Manager Adm. Director	
Hindustan Steel Ltd.	Shri M. P. Ramakrishnan (I) Shri E. R. Chandrashekar (II) Shri P. R. Ahuja (III)	Administrative Officer Asst. Superintendent Chief Superintendent	69
India Cements Ltd.	Shri R. Balajee (I) Shri T. K. S. Narayanan (II)	Jr. Executive Office Superintendent	
Indian Airlines Corpn.	Shri S. A. Rajagopal (I) Shri E. C. Paul (II)	Asst. Comml. Manager Commercial Manager	
Indian Metals and Ferro Alloys Ltd.	Shri B. Dash (I) Shri C. H. Ray (II) Shri B. D. Panda (III)	Administrative Officer Secretary Managing Director	
Indian Oil Corporation	Shri S. S. Mohan Rangam (I) Shri B. B. Bakshi (II) Shri M. A. Ananth (III)	Dist. Manager Branch Sales Manager Administrative Staff College Principal	
Indian Oxygen Ltd.	Shri A. K. Bhattacharyya (I) Shri A. K. Sen Gupta (II) Shri H. Ghosh (III)	Dist. Sales Manager Dist. Manager Chief Executive (Sales)	
Indian Tube Co. Ltd.	Shri C. N. T. Nair (I) Shri M. H. Malkani (II) Shri J. G. Keswani (III)	Plant Manager Chief Engineer Genl. Manager	
J. N. Marshall & Co.	Shri R. H. Dadyburjor (I) Shri D. Forbes (III)	Junior Executive Chief Executive	
Jagatjit Distilling and Allied Industries Ltd.	Shri J. S. Jaiswal (I) Shri P. N. Sapra (II) Shri L. P. Jaiswal (III)	Commercial Manager Factory Manager Chairman	

Organization	Participants and Tier Attended	Designation
Jyoti Ltd.	Shri B. H. Oza (I) Shri J. C. Patel (I) Shri S. C. Patel (I) Shri J. D. Ray (I) Shri A. C. Gupta (II) Shri P. M. Mathew (II) Shri K. K. Shah (II)	Dy. Prod. Manager Sr. Dev. Engr. Office Manager Dy. Dev. Manager Dy. Sales Manager Personnel Manager Accountant
70 Kamani Metals & Alloys Ltd. and Kamani Tubes P. Ltd.	Shri S. G. Gokhale (I) Shri M. D. Parikh (II) Shri H. R. Kamani (III)	Works Manager Gen. Manager (Mfg.) Resident Director
Kilburn & Co. Ltd.	Shri S. Srinivasan (I) Shri M. Uppal (II) Shri J. B. Madan (III)	Branch Manager Product Manager Director
Larsen & Toubro Ltd.	Shri W. J. Fernandes (I) Shri H. R. Pandurang (I) Shri H. C. Parekh (I) Shri S. R. Nathan (II) Shri G. Raman (II) Shri D. L. Pradhan (III) Shri U. Vasudeva Rao (III)	Service Manager Asst. to General Manager Head (Prod. Pigment) Divisional Manager Divisional Manager Dy. Gen. Manager Regional Manager
Life Insurance Corpn. of India.	Shri O. N. Gupta (I) Shri D. R. Iyer (I) Shri H. V. Krishnamurthy (II) Shri C. D. Jhamb (III)	Asst. Dnl. Manager Asst. Dnl. Manager Zonal Actuary Chief Internal Auditor
Madras Rubber Factory Ltd.	Shri V. C. Viswanathan (I) Shri K. V. Abraham (II) Shri Mammen Mappillai (III)	Dist. Sales Manager Manager (Purchase) Managing Director
Mafatlal Group	Shri N. C. Patel (I) Shri S. H. Shah (II)	Asst. Mill Manger Mill Manager
Maharashtra State Road Transport Corporation	Shri N. S. Moghe (I) Shri P. D. Raje (III) Shri V. D. Shirke (III)	Accounts Officer Chief Engineer (Operations) Divisional Controller (Admn.)

Organization	Participants and Tier Attended	Designation
Metal Box Co. of I. Ltd.	Shri A. V. Pradhan (I) Shri N. G. Joseph (II) Shri A. Ray (III)	Head of Work Study Dn. Works Manager Branch Manager
Otis Elevator Co. (I) Ltd.	Shri P. H. Sampat (I) Shri M. N. Nair (II)	Accountant Works Manager
Paper Products Ltd.	Shri P. S. Malhotra (I) Shri H. Mehta (I) Shri P. L. Chopra (II) Shri Nand Lall (III)	Sales Executive Asst. Prod. Supdt. Field Sales Manager Secretary
Parle Bottling Co. P. Ltd.	Shri V. Surve (I) Shri B. D. Topivala (II)	Sales Manager Franchise Manager
Pfizer Ltd.	Shri A. K. Nehru (I) Shri R. G. Banatwala (II) Shri A. H. Desai (III) Shri S. P. Pillai (III)	Asst. to the Chemical Production Manager Plant Manager General Sales Manager Director
Premier Automobiles Ltd.	Shri C. V. Gopalarao (I) Shri C. J. Talsania (II) Shri P. N. Vencatesan (III)	Additional Chief Engineer Chief Engineer Controller of Accounts
Prestolite (I) Ltd.	Shri O. P. Ahuja (I) Shri N. S. Prabhu (II)	Foreign Purchase Officer Factory Manager
S. D. Shethia & Co. P. Ltd.	Shri R. K. Jaisinh (I) Shri V. J. Shethia (II) Shri M. D. Shethia (III)	Executive Executive Assistant Mg. Director
Sandoz (I) Ltd.	Shri Y. E. Curmally (II) Shri H. J. Frank (III)	Ex. Asst. to Jt. Mg. Director Jt. Managing Director
Shri Ram Vinyl & Chemical Industries	Shri J. E. Morris (II)	Manager (Prod.)
Special Steels Ltd.	Shri J. C. Vora (I) Shri M. Balakrishnan (II)	Sales Executive Sales Manager
Tata Engineering & Locomotive Co.	Shri K. Venkateshan (II) Shri R. H. Broacha (III)	Dy. Controller of Accounts Dy. General Manager

Organization	Participants and Tier Attended	Designation
Tata Iron & Steel Co.	Shri R. Chawla (I)	Colliery Manager
	Shri H. Niyogi (II)	Dy. Chief Mining Engineer
	Shri R. N. Sharma (III)	Chief Mining Engineer
72	Shri M. R. Prasad (I)	Superintendent (Refractories Dept.)
	Shri F. S. Tarapore (II)	Asst. Chief Engineer
	Shri P. Anant (III)	General Superintendent
	Shri R. S. Pande (III)	Resident Director
Times of India Group of Publications	Shri T. K. Sengupta (I)	Job Press Manager
	Shri T. S. Subramanian (II)	Circulation Manager
Tractors (I) Ltd.	Shri C. L. Chawla (II)	Commercial Manager
	Shri B. A. Hathikhanavala (III)	General Manager (Administration)
Travancore Rayons Ltd.	Shri V. V. Narayanan (I)	Asst. Prodn. Manager
	Shri T. Krishnamachari (II)	Dy. Production Manager
	Shri V. Subbiah (III)	Manager
Union Carbide (I) Ltd.	Shri C. P. Lal (I)	Legal Officer
	Shri M. V. Pai (I)	Head (Data Processing Department)
	Shri Y. K. Mehrotra (II)	Manager (Domestic Purchases)
	Shri C. P. Mody (II)	Works Manager
	Shri G. V. R. Murty (III)	General Manager
Vazir Sultan Tobacco	Late Shri S. E. Yoder (III)	General Works Manager
	Shri C. R. Balaji (I)	Assistant Accountant
	Shri B. M. Mirza (II)	Factory Accountant & Asst. Secretary
Voltas Ltd.	Shri A. K. Mukarji (III)	Chief of Personnel
	Shri P. A. Saleem (I)	Asst. Dnl. Manager
	Shri P. A. Kapadia (II)	Dnl. Manager
Willcox Buckwell (I) Ltd.	Shri T. K. Mukherji (III)	General Manager (Staff)
	Shri K. B. Khanna (I)	Sales Manager
	Shri R. S. Mehra (II)	Dnl. Manager
	Shri W. Barreto (III)	General Manager

APPENDIX H-3
 PARTICIPANTS IN THE 1966
 PROGRAMME FOR YOUNG
 EXECUTIVES

Shri T. R. Aggarwal
 Deputy General Manager
 S. D. Shethia & Co. P. Ltd.
 Shri K. A. Ananth
 Purchase Manager
 Hindustan Ferodo Ltd.
 Shri S. K. Basak
 Deputy General Manager
 London Varnish &
 Enamel Co. Ltd.
 Shri K. G. Berry
 Manager
 Punjab National Bank Ltd.
 Shri A. D. Brijnath
 Asst. Manager (Jute
 Mills & Export Dept.)
 James Finlay & Co. Ltd.
 Dr. Rajni Chaddha
 Asst. Marketing
 Research Manager
 Hindustan Lever Ltd.
 Shri C. R. Damani
 Commercial Manager
 Shree Digvijay Cement Co. Ltd.
 Shri Kamal Ranjan Das
 Manager
 Jenson & Nicholson (I) Ltd.
 Shri Sujit Ranjan Das
 Manager
 Jenson & Nicholson (I) Ltd.
 Shri A. H. Desai
 Asst. Stores Officer Gujarat State
 Fertilizer Co. Ltd.
 Shri C. L. Dhawan
 Head (Development
 Industrial Products Division)
 Union Carbide India Ltd.
 Shri F. Fernandes
 Establishment Officer
 Air India

Shri Darius Forbes
 Chief Executive
 J. N. Marshall & Co. Ltd.
 Shri H. S. Gurudas
 Marketing Officer (Chemicals)
 Voltas Ltd.
 Shri George Jacob
 Machine Tool Manager
 Mahindra & Mahindra Ltd.
 Shri S. B. Jhaveri
 Cost Accountant
 Mukand Iron & Steel Works Ltd.
 Shri Ramesh Jindal
 Chief Executive
 Electro Strip Industries
 Shri D. K. Khaitan
 Administrative Manager
 New Prahlad Mills Ltd.
 Shri A. K. Khandelwal
 Managing Director
 Khandelwal Mfg. Corpn. P. Ltd.
 Shri M. V. R. Krishnan
 Parts Manager
 Automobile Products of India Ltd.
 Shri J. R. Mandapaka
 Marketing Controller
 Kusum Products Ltd.
 Shri Kamal Mangaldas
 Proprietor
 Aryodaya Ginning Mills
 Shri C. N. Mehra
 Deputy Secretary
 Ministry of Industry
 Government of India
 Shri A. K. Misser
 Chief Chemist
 Associated Cement Cos. Ltd.
 Shri Sooryakant Parikh
 Special Assistant to
 Chairman and Liaison Officer
 Gujarat State Fertilizer Co. Ltd.
 Shri K. M. Patel
 Plant Manager
 Rockwell India Ltd.

Shri P. D. Poddar
 Executive Vice-President
 Aditya Mills Ltd.
 Shri S. A. Pujare
 Departmental Head Pfizer Ltd.
 Shri K. A. Ranadive
 Department Head
 (Fine Chemical Division)
 Synbiotics Ltd.
 Shri K. S. Rastogi
 Training Officer
 Fertilizer Corpn. of India Ltd.
 Shri M. K. Sanghi
 Director
 Sanghi Motors
 Shri B. R. Shah
 Buyer
 Hindustan Lever Ltd.
 Shri N. M. Shah
 Cost Accountant
 Synbiotics Ltd.
 Shri V. C. Shah
 Asst. Commercial Manager
 Synbiotics Ltd.
 Shri A. G. Kripal Singh
 Asst. Manager
 E. I. D. Parry Ltd.
 Shri G. N. Tambe
 Partner
 K. B. Mehta Builders & Engineers
 Shri N. H. Thakkar
 Proprietor
 Geeta Iron & Brass Works
 Shri S. C. Varshnei
 Technical Adviser
 Seraikella Glass Works (P) Ltd.
 Major R. S. Yadava
 Ministry of Defence
 Government of India

APPENDIX H-4
PARTICIPANTS IN
THE 1966 MULTI-LEVEL
DAIRY MANAGEMENT
PROGRAMME

74

Shri P. S. Ambadkar
Dairy Extension Assistant
to Deputy Director of
Veterinary Services
Intensive Cattle
Development Project
Shri R. P. Aneja
Training Superintendent
Aarey Dairy Science College
Dr. S. Bandyopadhyaya
Dairy Extension Officer Tripura
Shri H. K. Bhat
S.R.S.
NDRI
Shri A. P. Bhatt
Assistant Dairy Manager
Pilot Milk Scheme
Dr. P. Bhattacharya
Commissioner to the
Government of India
Animal Husbandry
Shri K. G. Bhide Manager
Worli Dairy
Shri Samuel Bunker
Ford Foundation
Shri Manik Lal Chakraborty
Dairy Supervisor
Agartala (Tripura)
Shri A. S. Chaudhary
Delhi Milk Scheme
Shri M. P. Chavda
Assistant Milk Production Officer
Dudhsagar Dairy
Shri L. R. Chawla
Punjab Dairy Development
Corporation
Shri S. P. S. Chowdhry
Project Officer
Animal Husbandry

Shri S. D. A. Chunha
Advertising and Sales
Promotion Co.
Shri D. S. Daboo
Assistant Manager
Municipal Dairy
Shri D. L. Dangl
Milk Procurement Supervisor
Pilot Milk Supply Scheme
Shri S. C. Dass
A.R.O.
NDRI
Dr. N. N. Dastur
Director
NDRI
Shri Henry Davelaar
UNICEF
Shri Cedric Day
FAO
Shri I. M. Desai
Technical Officer (Dairy)
Directorate of Animal Husbandry
Shri M. T. Desai
Lecturer
Co-op. Training Centre
Shri N. N. Desai
Assistant Milk Production Officer
Dudhsagar Dairy
Shri V. G. Dharap
Demonstrator in Dairy Engg.
Aarey Dairy Science College
Shri S. K. Dua
Technical Superintendent
Hindustan Milk Food
Manufacturers Ltd.
Shri P. R. Dubhashi
Director
Committee for Co-op. Trg.
Shri G. C. Godbole
Dairy Development Commissioner
Shri M. Sen Gupta
Dairy Development Officer
Shri S. M. Gupta
Appraising Officer
New Customs House

Shri M. S. Haw
Joint Secretary to the
U.P. Government
Co-operative Department
Dr. K. K. Iya
Dairy Development
Adviser to the
Government of India
Shri Iyer
Dairy Development Department
Government of Madhya Pradesh
Shri R. S. Jodeja
R.D.
Shri C. G. Joshi
Co-operative Extension Officer
Delhi Milk Scheme
Shri G. C. Juneja
Livestock Development
Adviser to the Govt. of India
Shri A. R. Khandekar
Manager
Government Milk Supply Scheme
Shri P. N. Khare
Section Manager
Delhi Milk Scheme
Shri P. D. Kothari
Cattle Development Officer
Intensive Cattle
Development Project
Shri M. G. Kalyan Krishnan
Dairy Officer
Madurai Milk Project
Shri I. D. Malik
National Dairy Research Institute
Shri K. S. Mallegowda
Bangalore Dairy
Shri Gurmit Singh Mann
Milk Procurement Officer
Hindustan Milk Food
Manufacturers Ltd.
Shri M. P. Singh Mann
Supervisory Officer
Hindustan Milk Food
Manufacturers Ltd.

Shri P. S. Medora
Regional Dairy
Development Officer
Rajkot
Shri H. C. Mehta
Manager
Bhavnagar Public Dairy
Shri K. P. A. Menon
Secretary
Indian Council for
Agricultural Research
Shri M. G. Mohoni
Production Manager
Hindustan Lever Ltd.
Shri N. C. Nag
Kunjahan Dairy
Shri Naumann
FAO Adviser to the
Ministry of Food and Agriculture
Shri Q. N. Nayak
Milk Procurement
and Distribution Officer
Government Milk Supply Scheme
Shri P. N. Nayak
Manager
Poona Milk Scheme
Shri D. N. Ojha
Lecturer
Co-operative Training Centre
Shri R. S. Palsule
ICD Project
Shri B. H. Pandya
Assistant Manager
Ahmedabad Municipal Dairy
Shri D. C. Pandya
Assistant District Registrar
Rajkot Dairy
Shri J. L. Paneri
Milk Procurement Supervisor
Pilot Milk Supply Scheme
Dr. B. S. Pardhan
Veterinary Assistant Surgeon
Veterinary Hospital
Shri A. B. Patel
Anand

Shri A. C. Patel
Assistant Manager
Ahmedabad Municipal Dairy
Shri Ashabhai S. Patel
Chairman
The Surat District Co-op.
Milk Producers' Union Ltd.
Shri Naranbhai C. Patel
Milk Scheme Manager
The Surat Dist. Co-op. Milk Union
Shri Narendra S. Patel
Assistant Manager (Societies)
Kaira Dist. Co-op.
Milk Producers' Union Ltd.
Shri N. V. Patel
Milk Conservation Project
Shri Ramanbhai S. Patel
Vice-President
Kaira Dist. Co-op. Milk Producers'
Union Ltd.
Shri V. M. Patel
In-charge on Special Duty
Milk Conservation Project
Shri Balwant Pathak
Manager
The Surat Dist. Co-op.
Milk Producers' Union Ltd.
Shri J. R. Pountney
General Manager
Hindustan Milk Food Mfrs. Ltd.
Shri K. Prabhakaran
Technical Assistant
NDRI
Shri B. P. S. Puri
Larsen and Toubro Ltd.
Shri V. G. Rajadhyaksha
Hindustan Lever Ltd.
Shri K. Atma Ram
Bangalore
Shri Y. Bhasker Rao
Field Manager
Integral Milk Project
Dr. C. Krishna Rao
Director of Animal Husbandry

Shri T. V. Lokanathan Rao
Dairy Intensive Cattle
Development Block
Shri P. Prabhakar Rao
Milk Commissioner
Integrated Milk Project
Shri B. K. Rastogi
NDRI
Shri M. R. Reddy
Deputy Director
ICD Block
Shri P. Ranga Reddy
Deputy Director
ICD Block
Shri Sanjeeva Reddy
Dairy Extension Officer
Hyderabad
Dr. A. S. P. Saiyad
Veterinary Officer
Broach
Shri Y. V. Salpekar
Director
Greater Bombay Milk Scheme
Shri R. T. Sambandan
Dairy Extension Officer
Madras
Dr. D. S. Saraswat
Reader in Dairy Science
Pilot Milk Scheme
Shri B. A. Shah
Milk Supply Officer
Kaira District Co-op.
Milk Producers' Union Ltd.
Shri C. V. Shah
Manager
Ahmedabad Municipal Dairy
Shri J. N. Sharma
Assistant Dairy
Development Officer, Rajkot
Dr. S. C. Sharma
Officer in charge
Semen Collection Centre
Shri J. P. Shukla
Co-operative Department
Lucknow

Shri Gurbhagawant Singh
General Manager
The Punjab Dairy
Development Corporation Limited
Shri Gurdev Singh
Centre Incharge
Milk Assembling Centre
Shri M. P. Singh
Co-operative Department
Shri M. P. Singh
Artificial Insemination Officer
U.P.
Shri Nandan Singh
Hindustan Lever Ltd.
Shri Pritam Singh
Dairy Inspector
Milk Assembling Centre
Shri Ranjit Singh
Secretary
Lucknow Co-operative
Milk Producers' Union Ltd.
Shri J. S. Solanki
Hindustan Lever Ltd.
Shri R. C. Sood
Chairman
Delhi Milk Scheme
Shri G. M. Srikantaiah
Propagandist-cum-Exhibition Officer
Directorate of Animal Husbandry
Shri K. V. S. Suryanarayana
Financial Adviser
Food and Agricultural Department
Shri U. S. R. Swamy
Plant Manager
Milk Chilling Centre
Shri S. P. Thomas
Senior Technical Assistant
National Dairy Research Institute
Shri B. B. Trivedi
Veterinary Officer
Ahmedabad
Shri M. M. Upadhyaya
Milk Supply Officer
Kaira District Co-op.
Milk Producers' Union Ltd.

Dr. K. B. Vyas
Project Officer, Intensive Cattle
Development Project
Shri Frank Westerduin
FAO Adviser
Ministry of Food and
Agriculture Department

APPENDIX H-5
PARTICIPANTS IN THE 1966
PROGRAMME FOR
UNIVERSITY
TEACHERS

Shri B. L. Bansal
Lecturer in Accounting
Punjab University
Shri S. P. C. Bhandari
Lecturer
Jodhpur University
Dr. M. G. Bokare
Nagpur University
Shri V. U. Chandurkar
Professor of
Business Administration
G. S. College of Commerce
Shri D. Dakshinamurthy
Lecturer in Commerce
Andhra University
Shri R. K. Gandhi
Professor & Head of the
Department of Economics
P. D. M. College of Commerce
Shri R. N. Goyale
Delhi University
Dr. L. G. Gupta
Reader in Commerce
Delhi University
Shri V. N. Hukku
Jodhpur University
Dr. J. K. Irani
Head of the Department of
Post-Graduate Studies
Mysore University

Dr. R. K. Jain
Professor of Commerce
G. S. College of Commerce and
Economics
Shri S. M. Jain
Lecturer in Commerce
M. B. College
Shri G. B. Kademani
Karnatak University
Dr. L. A. Khan
Head of the Commerce Dept.
Meerut College
Shri H. S. Kulshrestha
Reader
Banaras Hindu University
Shri R. S. Kulshreshtha
Lecturer in Applied Economics
Rajasthan University
Shri J. K. Mital
Lecturer in Social Sciences
Birla Institute of
Technology & Science
Shri B. K. Narayan
Reader in Economics
Shri Venkateswara University
Shri S. B. Pandit
Vice-Principal
B. Y. K. College of Commerce
Shri S. C. Pathak
Professor of Economics
M. J. Commerce College
Shri B. N. Patnaik
Lecturer in Commerce
Utkal University
Shri S. R. Rajasekharan
Thiagarajar School of Management
Shri A. R. Ramanathan
The Institute of Chartered
Accountants of India
Shri R. P. Rao
Assistant Professor
Thiagarajar School of Management
Shri B. K. Roy
Assistant Professor
G. S. College of Commerce
and Economics

Shri P. M. Sapre
Reader in Commerce
Regional College of
Education (Mysore)
Shri A. K. Sarma
Professor
Gauhati University
Shri N. D. Saxena
Delhi University
Dr. H. C. Sharma
College of Commerce (Jaipur)
Shri S. B. Singh
Lecturer in Business Administration
Lucknow University
Shri D. K. Sinha
Lecturer
Patna University
Shri R. V. R. Sivagnanam
Reader
Madras University
Dr. G. K. Thakker
Professor of Commerce
Sir K. P. College of Commerce
Shri B. R. Venkatesan
Assistant Secretary
The Institute of
Chartered Accountants of India

APPENDIX H-6
PARTICIPANTS IN THE 1967
ALUMNI
CONFERENCE

Shri Kamal Aggarwal
Technical Director
Devidayal Cable Industries Ltd.
Shri D. B. Amin
Chief Executive
Jyoti Limited
Shri M. A. Ananth
Principal
Indian Oil Corporation Ltd.
Shri M. V. Arunachalam
Managing Director
Carborundum Universal Ltd.

Shri V. Arya
Secretary
Union Carbide India Ltd.
Shri I. Prakash Bahri
Scientist (Management)
Council for Scientific
and Industrial Research
Shri T. V. Balan
Assistant Manager
Associated Cement Cos. Ltd.
Shri B. I. Bhambhani
General Manager
Larsen & Toubro Ltd.
Shri S. W. Bhawe
Administrative Officer
Jawaharlal Nehru Krishi Viswa
Vidyalaya
Shri Subodh Chaturbhujdas
Managing Director
Bharat Suryodaya Mills
Shri L. R. Chawla
Extension Officer
Directorate of Animal
Husbandry & Dairy Development
Chandigarh
Shri R. Chawla
Manager
Tata Iron & Steel Co. Ltd.
Shri Lalbhai Ajay Chimanbhai
Director & Partner
Asoka Mills Ltd.
Shri S. A. Chimanlal
Managing Director
Saraspur Mills Ltd.
Shri J. D. Contractor
Manager
Kaira District Co-op.
Milk Producers' Union Limited
Shri S. Datta
Head of the Head Office
Administrative Dept.
Ahmedabad Electricity Co.
Shri R. C. Dave
Controller of Stores
Rajasthan State
Electricity Board

Lt. Col. O. G. Eapen
 General Manager
 Batliboi & Co. (P) Ltd.
 Shri B. B. Engineer
 Genl. Superintendent
 Tata Iron & Steel Co. Ltd.
 Shri Darius Forbes
 Chief Executive
 J. N. Marshall & Co.
 Shri L. P. Jaiswal
 Managing Director
 Jagatjit Distilling
 & Allied Industries Limited
 Shri R. S. Kachwaha
 Chief Engineer
 Fertilizer Corpn. of India
 Shri D. V. Kalra
 Secretary (P & T)
 Shriram Vinyl &
 Chemical Industries
 Shri G. V. Kapadia
 Asst. General Manager
 New India Assurance Co. Ltd.
 Shri J. G. Keswani
 General Manager
 Indian Tube Co. Ltd.
 Shri A. N. Kilachand
 Managing Director
 Dodsai Private Ltd.
 Shri M. Krishnan
 Asst. Accountant
 United Commercial Bank
 Dr. D. S. Mahadevia
 Managing Director
 Tak Machinery Ltd.
 Shri P. S. V. Mallya
 Manager
 Syndicate Bank Ltd.
 Shri G. Y. Mangrulkar
 Chief Management Planning &
 Development
 Tata Iron & Steel Co. Ltd.
 Shri K. S. S. Mani
 Regional Manager
 Larsen & Toubro Ltd.

Shri S. S. Manjrekar
 Superintendent
 Tata Iron & Steel Co. Ltd.
 Shri K. C. Mehra
 Executive Asst. to Agent
 Tata Iron & Steel Co. Ltd.
 Shri G. R. Menon
 Managing Director
 Indian Rare Earths Ltd.
 Shri N. S. Mistry
 Superintendent
 Air India
 Shri Krishna Murari
 Pro. Manager
 First National City Bank
 Shri G. S. Nanavaty
 Managing Agent
 Nutan Mills Ltd.
 Shri K. D. Nanjappa
 Director
 National Small Industries
 Corpn. Ltd.
 Shri T. S. Natarajan
 Controller of Costs
 Tata Chemicals Ltd.
 Shri J. F. Palathinkal
 Manager
 DCM Silk Mills
 Shri S. C. Parikh
 Spl. Asst. to Chairman
 & Liaison Officer
 Gujarat State Fertilizer Co. Ltd.
 Shri Amubhai N. Patel
 Production Manager
 Saraspur Mills Ltd.
 Shri B. U. Pereira
 Dy. Factory Engineer
 Hindustan Lever Ltd.
 Shri H. R. S. Rao
 Dy. Chief Sales Manager
 Hindustan Steel Ltd.
 Shri C. R. Shah
 Partner
 R. C. Shah & Sons

Shri N. K. Sharma
 Asst. Manager
 Associated Cement Cos. Ltd.
 Shri R. N. Sharma
 Tata Iron & Steel Co. Ltd.
 Shri B. S. Shethia
 Managing Director
 S. D. Shethia & Co. (P) Ltd.
 Shri V. D. Shirke
 Divisional Controller
 Maharashtra State Road
 Transport Corpn.
 Shri Balbir Singh
 Purchase & Liaison Officer
 Fertilizer Corpn. of India Ltd.
 Shri Indar Singh
 Managing Director
 Prestolite of India Ltd.
 Shri R. C. Sood
 Chairman
 Delhi Milk Scheme
 Shri V. Subbaiah
 Manager
 Travancore Rayons Ltd.
 Shri R. K. Talwar
 Secretary and Treasurer
 State Bank of India
 Shri R. H. Thakkar
 Managing Partner
 Geeta Iron & Brass Works
 Shri S. C. Varshnei
 Technical Adviser
 Seraikella Glass Works (P) Ltd.
 Shri N. R. Vaswani
 Planning & Economics Manager
 Esso Standard Eastern Inc.
 Shri N. B. Vaze
 Director (Finance)
 Alembic Chemical Works Co. Ltd.
 Shri P. L. Vepa
 Staff Analyst
 Nehru Foundation for Development
 Shri K. R. Viswanath
 Manager
 Swatantra Bharat Mills

APPENDIX I

FACULTY SEMINARS IN 1966-67

Date	Subject	Speaker
August 4, 1966	International Monetary Reforms and Developing Countries	Prof. Harry G. Johnson Chicago University, USA
August 12, 1966	Investigation of the Interaction Awareness Factors in Decision Making—A Preliminary Report	Dr. Rossall J. Johnson
August 30, 1966	Organizational and Manpower Problems in the Public Sector	Prof. Subbiah Kannappan Michigan State University, USA
October 26, 1966	Devaluation 1. Devaluation—The Government Case 2. Devaluation—Impact on the Textile Industry 3. Devaluation and Exports 4. Impact of Devaluation on the Trade Policy of India 5. Devaluation and Company Finance	Dr. Surinder P. S. Pruthi Prof. H. N. Pathak Dr. Samuel Paul Dr. S. Subramaniam Prof. S. C. Kuchhal
December 26, 1966	An Approach to Cost Studies in Export Industries	Dr. Samuel Paul and Dr. V. L. Mote
January 7, 1967	Impact of the American Civil War on Indian Economy	Dr. D. Tripathi
February 1, 1967	Management Control in Decentralized Companies	Prof. John Dearden
March 16, 1967	Industrial Licensing	Dr. R. K. Hazari Professor Bombay University

APPENDIX J
VISITORS TO THE
INSTITUTE IN 1966-67

80 Shri B. V. Bhatt
Deputy General Manager
Calico Mills Ltd.
Shri M. C. Chagla
Minister for External Affairs
Government of India
Shri K. T. Chandu
Chairman
Food Corporation of India
Shri P. Chentsal Rao
Secretary
Federation of Indian
Chambers of Commerce and Industry
Rev. James M. Collins
Management Programme Director
Xavier Labour Relations Institute
Shri Philip Daly
Senior Producer
BBC in India
Shri B. K. Dutt
Managing Director
United Bank of India Ltd.
Shri P. W. Gandekar
Librarian
Administrative Staff
College of India
Shri David Keith Hardy
President National Educational
Television (USA)
Shri Richard Heggie
Representative
Asia Foundation
Shri Subbiah Kannappan
Associate Professor of Economics
Michigan State University (USA)
Shri John Lewis
Minister Director
USAID, New Delhi
Dr. Jivraj Mehta
Former Indian High
Commissioner to U.K.

Shri Ichiro Oshikawa
Secretary General
Asian Productivity Organization
Shri Ithiel de Sola Pool
Professor of Political Science
Massachusetts Institute
of Technology (USA)
Shri J. Prasad
Director
Refresher Courses
University of Roorkee
Shri S. A. Reynolds
Deputy British High
Commissioner in India
Shri Banard E. Smith
Professor
IIM, Calcutta
Shri C. Subramaniam
Former Minister for
Food & Agriculture
Government of India
Shri M. S. Sundara
Financial Adviser to the Ministries
of Education & External Affairs
Government of India
Shri Toshio A. Suzuki
Programme Assistant
Asian Productivity Organization
Shri J. R. D. Tata
Chairman
Tata Industries Pvt. Ltd.
Shri M. K. Venkatachalam
Controller of Capital Issues
Government of India
Shri B. Venkatappaiah
Senior Adviser
Mafatlal Group of Companies
Miss Mena V. Wadekar
Editorial Assistant
Industrial Times
Shri James S. Wanigan
Counsellor for Commercial Affairs
US Embassy, New Delhi

CALENDAR OF PROGRAMMES
FOR 1968

Programme	Date	Location			
3-Tier Programme for Management Development			Programme for University Teachers on Analytical Aids for Decision Making & Planning	April 14- May 2	Clarks-Shiraz Hotel, Agra
Tier I (Middle Management Course)	January 7- February 6	Clarks-Shiraz Hotel, Agra			
Tier II (Senior Executives Seminar)	February 7- 23	Clarks-Shiraz Hotel, Agra	Programme in Production Management	October	Clarks-Shiraz Hotel, Agra
Tier III (Top Management Conference)	February 25- March 2	Clarks-Shiraz Hotel, Agra	Programme for Young Executives		
Planning & Implementation of High Yielding Variety Programme	January- March	To be decided	Part I (Course Work)	June 2-28	Oberoi Cecil Hotel, Simla
Alumni Conference	March 4-5	Bombay	Part II (Project Work)	June 29- August 31	Participant's own organization
Seminar on Agricultural Exports	March	To be decided	Part III (Review Seminar)	September 22- 27	To be decided
Post-Graduate Programme year ends—Convocation	April	IIMA Campus	Post-Graduate Programme year begins	July 1	IIMA Campus
Programme on Analytical Aids for Decision Making & Planning	April 14- May 2	Clarks-Shiraz Hotel, Agra	Programme in Financial Management	September- October	Oberoi Palace Hotel, Srinagar
			Multi-Level Dairy Management	September- November	To be decided
			Programme for Agricultural Universities Teachers	December	To be decided