

INDIAN  
INSTITUTE OF  
MANAGEMENT

SIXTH  
ANNUAL REPORT  
1967-68

VASTRAPUR  
AHMEDABAD-6

## C O N T E N T S

	Page No.
Progress 1962-68 .. .. .	1
Programmes repeated in 1967-68 .. .. .	5
New Ventures in 1967-68 .. .. .	5
The Society and the Donor Members .. .. .	6
The Board of Governors .. .. .	6
The Faculty and the Research Staff .. .. .	7
Ford Foundation .. .. .	11
Harvard Business School .. .. .	12
 <u>Internal Programmes</u>	
Two-Year Post-Graduate Programme in Business Administration .. .. .	14
Doctoral Programme .. .. .	16
 <u>External Programmes</u> .. .. .	
 <u>General Management Programmes</u>	
Three-Tier Programme for Management Development, 1968 .. .. .	17
Programme for Young Executives, 1967 .. .. .	17
 <u>Functional Programmes</u>	
Programme in Personnel Management, 1967 .. .. .	18
Programme in Corporate Accounting & Control System .. .. .	18
Programme for Purchasing Executives .. .. .	18
Programme for University Teachers in Behavioural Science in Personnel Management, 1967 .. .. .	19
 <u>Other Programmes</u>	
Inter-University Relations .. .. .	19
Alumni Association .. .. .	20
Multi-Level Dairy Management Programme, 1967 .. .. .	20
Protein Food Workshop .. .. .	21

Research Programmes

Case Research	...	..	..	..	22
Project Research	..	..	..	..	22
<u>AgCo Research Project</u>					
Seed Money Project	..	..	..	..	26
Consultancy	..	..	..	..	28
Building on the Campus	..	..	..	..	28
Library	..	..	..	..	29
Finance and Accounts	..	..	..	..	29
Future Plans	..	..	..	..	30
Calendar of Programmes for 1968-69			..	..	32
Acknowledgement	..	..	..	..	33

P R O G R E S S 1 9 6 2 - 6 8

	1962- 63	1963- 64	1964- 65	1965- 66	1966- 67	1967- 68	1962- 68
<b>A. MANPOWER</b>							
No. of Faculty	5	13	27	35	34	35	35
No. of Research Staff	5	13	15	15	21	38	38
No. of Administrative Staff	24	45	81	125	149	184	184
No. of Programme Associates	1	8	8	10	7	4	4
No. of Faculty Associates	3	4	5	7	8	11	11
Total	38	83	136	192	219	272	272
<b>B. DEVELOPMENT ACTIVITY</b>							
Two-Year Post-Graduate Programme	-	-	48	130	162	190	530
<u>External Programmes</u>							
<u>General Management</u>							
3-Tier Programme for Management Development (Participants)	-	120	122	154	227	140	763
Programme for Young Executives (Participants)	-	-	30	21	40	30	121
<u>Functional Programmes</u>							
Programme in Personnel Management (Participants)	-	-	-	-	-	19	19
Programme on Corporate Accounting & Control Systems (Participants)	-	-	-	-	-	62	62
Programme for Purchasing Executives (Participants)	-	-	-	-	-	25	25
Programme for University Teachers (Participants)	-	-	-	36	34	19	89

	1962-	1963-	1964-	1965-	1966-	1967-	1962-
	63	64	65	66	67	68	68
iii. <u>Other Programmes</u>							
Inter-University Programme (No. of Faculty)	-	-	-	-	4	4	8
Alumni Conference (Participants)	-	-	40	60	61	94	255
Multi-level Dairy Management Programme (Participants)	-	-	-	-	79+18*	22+3**	122
New Foods for National Development (Participants)	-	-	-	-	-	70	70
iv. <u>Other Activities</u>							
No. of cases collected (cumulative)	-	100	300	600	800	900	900
Library books (cumulative)	2,000	7,000	13,000	22,000	27,000	34,090	34,090
No. of research projects (cumulative)	-	-	1	16	16	24	24
Building area provided (in lakhs sq. ft.)				3.6	4.8	5.8	5.8

\* Attended part of the apex level seminar

\*\* Attended the apex level seminar.

## SIXTH ANNUAL REPORT

1967-68

The Sixth Annual Report covers the programmes and activities of the Institute from April 1, 1967, to March 31, 1968.

## OBJECTIVES AND POLICIES:

The Institute was established to help develop the management capabilities needed by the country.

It continues to supply industry and other sectors of activity with potential managers through its expanding and increasingly comprehensive post-graduate programme.

A larger number of programmes for executives cater to the general management and functional needs of organizations.

Programmes continue to be organized for practitioners in sectors of activity other than industry in which the Institute is endeavouring to apply management ideas.

Efforts of the Faculty in contributing to the rest of the educational system have increased in terms of the programme for teachers and the Institute's collaboration with other educational institutions.

The Institute continues its endeavours to provide facilities for the development of teachers and researchers.

The collection of teaching material, the conduct of research and consultancy is growing rapidly.

These activities reflect the following objectives of the Institute:

introduce management ideas to all sectors of activity to which they are relevant;

develop potential managers, practising managers, and teachers and researchers in management;

to help other institutions develop their capacities to contribute to the management needs of the country;

to adapt and develop a usable knowledge in the field of management, disseminate this knowledge and help people and organizations to use this knowledge.

In its research and teaching, the Institute emphasizes the use of knowledge and the development of the students' learning capabilities. It endeavours to provide the academician with an environment in which the free and creative expression of his talent is stimulated.

## IMPORTANT EVENTS

## PROGRAMMES REPEATED IN 1967-68

\* Seventytwo students of the 1965-67 class of the Post-Graduate Programme in Business Administration graduated at the Second Annual Convocation held on April 8, 1967. Dr. Vikram A. Sarabhai, Chairman, Atomic Energy Commission, Government of India, was the chief guest.

\* The third session of the Programme for University Teachers in the Behavioural Sciences was conducted at Agra from April 30 to May 25, 1967, concurrent with a Programme in Personnel Management for business executives so as to bring together personnel managers and university teachers.

\* The fourth session of the Post-Graduate Programme commenced on July 3, 1967, with 112 students.

\* The fourth session of the Programme for Young Executives was conducted between June 4 and 30, and between October 1 and 6, 1967 at Ernakulam and Udaipur.

\* The second session of the Multi-level Dairy Management Programme was conducted at Ahmedabad from September 18 to October 28, 1967.

\* The fifth session of the 3-Tier Programme for Management Development was conducted at Agra from January 7 to March 2, 1968.

\* The fourth Alumni Conference was conducted in Bombay on March 4 and 5, 1968.

## NEW VENTURES IN 1967-68

\*\* A programme for Purchasing Executives was conducted in collaboration with the National Association of Purchasing Executives at Ernakulam from May 7 to 20, 1967.

\*\* A programme on Corporate Accounting & Control System was held at Agra from September 3 to 22, 1967.

\*\* In collaboration with the Indian Society of Advertisers and the All-India Management Association, the Institute organized a workshop sponsored by the USAID on New Foods for National Development in Bangalore from July 5 to 7, 1967.

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



## THE SOCIETY AND THE DONOR MEMBERS

The sixth meeting of the Indian Institute of Management Ahmedabad Society held on April 8, 1967, approved the award of certificates to the second batch of 72 students of the two-year Post-Graduate Programme in Business Administration at the Second Annual Convocation held on April 8, 1967.

The seventh meeting of the Society held on August 5, 1967, adopted the Fifth Annual Report for the period ending on March 31, 1967, and the Accounts for the year 1966-67.

The membership of the Society increased from 64 to 70 during this year.

A list of the members of the Society and a list of the Donors on March 31, 1968, are given in Appendices A and B.

## THE BOARD OF GOVERNORS

The Board held three meetings on April 8, August 5, and December 16, 1967.

Shri S.S. Jagota, Adviser (Production), Ministry of Finance, was nominated by the Central Government as its representative on the Board from July 31, 1967, replacing Shri A.C. Banerjee.

Shri G.K. Chandiramani, Additional Secretary to the Government of India, Ministry of Education, was nominated by the Central Government as its representative on the Board from April 28, 1967, replacing Prof. M.S. Thacker.

Shri F.N. Rana, Chief Secretary to the Government of Gujarat, was nominated by the Government of Gujarat as its representative on the Board from April 13, 1968, replacing Shri V.L. Gidwani.

Shri S.M. Dudani, Secretary, Education & Labour Department, Government of Gujarat, was nominated by the Government of Gujarat as its representative on the Board from July 25, 1967, replacing Shri M.D. Rajpal.

Shri Kasturbhai Lalbhai and Shri Shanta Ram S. Tawde were re-nominated by the Central Government representing commerce, industry, labour and other interests on the Board from July 1, 1967.

Lala Charat Ram, Delhi Cloth & General Mills Co. Ltd., was re-nominated on the Board as a representative of the All India Management Association from June 17, 1967:

Dr. Vikram A. Sarabhai was nominated by the Central Government as a representative of commerce, industry, labour and other interests on the Board from July 1, 1967, replacing Shri R.D. Choksi.

Shri B.N. Bhattasali, Executive Director, National Productivity Council, joined the Board as a representative of the National Productivity Council from September 25, 1967, replacing Brig. K. Pennathur.

Shri N. Dandekar resigned from the Board and his resignation was accepted by the Chairman on August 24, 1967.

The following committees of the Board functioned during the year:

The Personnel Committee met on August 5 and December 7, 1967.

The Building Committee met on May 16 and 17, 1967 and January 29, 1968.

The Budget Committee met on July 26 and 27, and September 7, 1967, to consider and approve the revised estimates for 1967-68 and the budget estimates for 1968-69.

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

#### THE FACULTY AND THE RESEARCH STAFF

##### Appointments

The following Faculty appointments were made in 1966-67:

<u>Name</u>	<u>Designation</u>	<u>Specialization</u>	<u>Date of Joining</u>
Shri A.S. Dhawle	Librarian	Library Science	1.9.1967
Dr. Baldev R. Sharma	Professor	Organizational Behaviour	3.10.1967
Dr. Dileep R. Mehta	Visiting Professor	Finance	9.10.1967

**FACULTY DEVELOPMENT**

Shri S.A. Seshan, Research Associate, returned from the Harvard Business School in June 1967 after receiving the M.B.A. degree and joined the Faculty on June 26, 1967, as Assistant Professor in Finance & Accounting.

Shri S. Sreenivas Rao, Programmes Officer, was promoted to the post of Programmes & Publications Coordinator from July 1, 1967.

Shri K.L. Varshneya, Research Associate, who was sponsored to the International Centre for Advanced Management Education in Financial Management & Control at Stanford University, USA, during 1966-67, returned to the Institute in August 1967 and was promoted to Faculty Research Associate in Finance & Accounting from January 1, 1968.

Shri P.S. George, Faculty Research Associate in the AgCo Group, continued to work for the doctoral programme at the University of California, Davis, USA.

Shri Sudhir Kakar, former Research Associate at the Institute, was granted a fellowship of \$4,606 for one year to enable him to do a part of his doctoral work at the Harvard University. He will be joining the Institute as Assistant Professor in Organizational Behaviour in October 1968.

Shri Chatrathi P. Rao, who was working at the University of North Carolina, USA, was granted a five-month fellowship of \$2,606 to enable him to visit India, collect data, and prepare his doctoral thesis in marketing. After receiving the Ph.D. degree, he will join the Institute as Assistant Professor in Marketing in July 1968.

The following Faculty were sponsored to the Harvard Business School to attend the International Teachers Programme during the academic year 1967-68:

<u>Name</u>	<u>Designation</u>	<u>Field of Specialization</u>	<u>Period</u>
Shri Keshav Prasad	Assistant Professor	Written Executive Communication	Sept. 1967- June 1968
Shri K. Balakrishnan	Faculty Research Associate	Management Accounting	
Shri A.S. Dhawle	Librarian	Library Science	"

Shri S.C. Mehta, Research Associate in Marketing, was sponsored to the International Centre for Advanced Management Education in Marketing Management at the Stanford University, USA, during 1967-68.

## HARVARD-IIMA FACULTY EXCHANGE PROGRAMME

Under the exchange programme of Faculty between the Harvard Business School and the IIMA, Prof. Kamla Chowdhry left for the United States on March 7, 1968, to work at the HBS as a visiting professor in Organizational Behaviour upto July 1968.

## FACULTY STUDY LEAVE

Dr. M. Raghavachari, Assistant Professor in Quantitative Methods, was granted leave without pay for two years to work as visiting professor at the Carnegie Institute of Technology, Pittsburgh, Philadelphia, USA, from September 1, 1967.

## DIRECTOR'S VISIT TO USA

Prof. Ravi J. Matthai visited USA during May 1967 and later during October-November 1967 for the following purposes:

- Faculty recruitment for 1968-69
- Long-term visiting faculty from USA
- Fund raising for doctoral fellowships
- Developing relationships with other universities and Management institutions in USA
- Presentation to Harvard faculty.

## FACULTY ASSOCIATES

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

- Shri Prafull Anubhai, The Jehangir Vakil Mills Ltd., Ahmedabad
- Shri B.V. Bhatt, Calico Mills, Ahmedabad
- Shri Bharat C. Dalal, General Commercial Manager, Gujarat State Fertilizers Co. Ltd., Baroda
- Dr. R.K. Hazari, Editor, Economic & Political Weekly, Bombay
- Shri Shrenik Kasturbhai, Anil Starch Products Ltd., Ahmedabad
- Shri A.D. Moddie, Hindustan Lever Ltd., Delhi
- Shri D.V.N. Sharma, Karamchand Premchand Pvt.Ltd., Ahmedabad
- Shri R. Subramanyan, Hindustan Lever Ltd., Bombay
- Shri K.N. Taneja, Sarabhai Group of Companies, Ahmedabad
- Dr. J.N. Thadani, Delhi Cloth & General Mills Co. Ltd., Delhi
- Shri S.R. Thakore, Physical Research Laboratory, Ahmedabad.

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

## RESEARCH ASSOCIATES AND ASSISTANTS

The following Research Associates and Research Assistants were appointed during the year:

<u>Name</u>	<u>Designation</u>	<u>Specialization</u>	<u>Date of Joining</u>
(a) <u>Research Staff</u>			
Shri V. Jaikumar	Research Associate	Accounting	5.6.1967
Shri Angad Singh	"	Production	1.8.1967
(b) <u>Project Research Staff</u>			
Shri A.N. Mehra	Research Associate	Labour Market Survey Project (RPC Project)	13.7.1967
Shri L.N. Gupta	Research Supervisor	"	17.7.1967
Shri Gopal Krishna	Research Associate	Bank Project	26.7.1967
Shri A.M. Sanghvi	Research Investigator	Labour Market Survey Project	1.9.1967
Shri S.B. Tambad	Research Associate	Survey Unit (AgCo Project)	29.9.1967
Shri K.V. Patel	Research Assistant	"	30.9.1967
Shri P.L. Bhargava	Research Investigator	Labour Market Survey Project	1.10.1967
Shri R.J. Tilani	"	"	9.10.1967
Shri D.P. Mathur	Research Assistant	Survey Unit	1.12.1967
Shri V.R. Dave	Research Investigator	Labour Market Survey Project	8.2.1968
Shri Ambarish Kumar	Research Associate	Air-India Project	1.3.1968
Shri K. Subhas Rao	"	"	1.3.1968
Shri Gurcharan Singh	"	"	1.3.1968
Shri S.K. Khurana	"	"	4.3.1968
Shri S. Mukherjee	"	"	4.3.1968
Shri B.J. Pandya	Part-time Statistical Assistant	Labour Market Survey Project	18.3.1968
Shri Satya Prakash Singh	Statistical Analyst	Labour Market Survey Project	20.3.1968
Shri P.V. Subba Rao	Research Assistant	Survey Unit	12.2.1968
Shri N.T. Patel	Research Investigator	"	1.5.1967
Shri M.S. Patel	"	"	1.5.1967
Shri T.K. Patel	"	"	1.5.1967

## RESIGNATIONS

During the year, the following Faculty and Research staff resigned from the Institute:

<u>Name</u>	<u>Designation</u>	<u>Area</u>	<u>Date of Resignation</u>
Shri R. Sen	Assistant Professor	AgCo	23.7.1967
Shri R.G. Tagat	Research Associate	Economics	24.7.1967
Shri A. Krishna Rao	Research Associate	Economics	13.9.1967
Dr. S.P.S. Pruthi	Professor	Economics	15.9.1967
Shri A.M. Sanghvi	Research Investigator	Labour Market Survey Project	31.10.1967
Shri L.N. Gupta	Research Supervisor	"	25.1.1968
Shri A.N. Mehra	Research Associate	"	25.1.1968
Shri R.J. Tilani	Research Investigator	"	3.2.1968

A complete list of the Faculty and Research Staff is given in Appendix E.

## FORD FOUNDATION

As one of the major supporters of the Institute, the Ford Foundation has continued to play a critical role in the growth and development of the Institute. The dollar funds under the first two grants were administered by the Harvard Business School on behalf of the Institute. An important condition of the third grant was that it would be administered on the basis of written agreements between the Foundation's representative in India, the Institute and, wherever applicable, Harvard University.

The general purpose of this memorandum of understanding was to set forth procedures for the use of grant funds for foreign advisers, fellowships, and equipment in some detail and in particular to ensure a careful selection and programming of the advisers and trainees chosen under the grant.

The administration of the funds has now been entrusted to the Institute of International Education, New York, which acts on behalf of the IIMA. The HBS would, at the request of the IIMA, seek to provide services for the Institute, and the Institute would reimburse the HBS accordingly.

The memorandum changes the role of Harvard and the character of its involvement in the IIMA activities. The IIMA, in developing its programmes and image, will endeavour to maintain and promote wider international connections in addition to continuing professional relationships with the Harvard University.

The Institute is extremely grateful to the HBS for its assistance in the administration of the Ford Foundation grants up to March 31, 1967, and for the services it has rendered in building the IIMA. The IIMA is also grateful to the Institute of International Education for undertaking the responsibility of administering the dollar funds on behalf of the IIMA.

Harvard Business School

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

<u>Name</u>	<u>Specialization</u>	<u>Period</u>
Prof. John Dearden	Management Accounting & Control	Aug.1966-Nov.1967
Prof. Michael Halse	AgCo	July 1963-April 1968
Prof. Franklin E. Folts	Business Policy	Jan. 1968-March 1968
Prof. Martin V. Marshall	Marketing	Jan. 1968-March 1968

Prof. William Warren Haynes, former Project Director of the HBS in India and former Chairman of the Post-Graduate Programme at the Institute, visited India in July-August 1967 to complete the research projects which he had initiated during his stay in India in 1963-65. He also visited the Institute in March-April 1968 in connection with a joint "Harvard-MIT Research Project on Institution-Building" in which the Institutes of Management, Ahmedabad and Calcutta, and the Administrative Staff College of India, Hyderabad, are collaborating.

Prof. Thomas M. Hill, Professor of Management at the Massachusetts Institute of Technology, USA, visited the Institute in February 1968 in connection with the research project on institution-building and had discussions with the Faculty and the members of the Board of Governors. The project is financed out of the Ford Foundation grant.

Faculty Use of Indian Managers

The Board, at its 22nd meeting held on August 5, 1967, welcomed the objective of the IIMA-Industry exchange programme which would encourage the inter-change of persons between industry and the Institute. Business executives, like Shri M.V. Arunachalam (Carborundum Universal Ltd., Madras), Dr. P.N. Vakil (Sarabhai Chemicals), Dr. J.N. Thadani (Delhi Cloth & General Mills Co.Ltd.), Shri A.D. Moddie (Hindustan Lever Ltd.), and Shri R. Subrahmanyam (Hindustan Lever Ltd.), have participated as Faculty in the functional programme of the Institute.

The expenses involved in the participation of these executives in the teaching of our functional programmes have been met out of programme funds so far. Efforts are being made to increase the long-term participation of persons from industry and government. The specific provision in the Ford Foundation grant will be used for this purpose.

BUSINESS FELLOWSHIPS

From the Ford Foundation grant, the Institute sponsored five executives to the Advanced Management Programme and the Programme for Management Development of the HBS. The executives were selected from among the participants of the general management programmes on the basis of their potential to contribute significantly to the overall advancement of management. The following business executives were sponsored in 1967-68:

Shri D.A. Mascarenhas Assistant Manager Buckingham Carnatic Co. Ltd.	PMD, Fall 1967
Shri J.B. Madan Director (Sales) Kilburn & Co. Ltd.	AMP, Fall 1967
Shri P.A. Saleem Divisional Manager Voltas Ltd.	PMD, Fall 1967
Shri C.L. Dhawan Manager Union Carbide Ltd.	PMD, Spring 1968
Shri R. Subrahmanyam Commercial Services Manager Hindustan Lever Ltd.	AMP, Spring 1968



The Institute is grateful to the HBS for its continued help and assistance in the development of the Institute. Since the type of administrative assistance which Harvard had provided in helping to set up the Institute so far is no longer required, the Dean of HBS and the Director have discussed and are corresponding about developing a new focal point of mutual interest on the basis of which the relationship will grow. The Harvard-IIMA Faculty Exchange Programme is the starting point of this new relationship.

#### PROGRAMMES IN 1967-68

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 : general management, functional, and programmes for university teachers.

#### INTERNAL PROGRAMMES

##### TWO-YEAR POST-GRADUATE PROGRAMME IN BUSINESS ADMINISTRATION

##### Second Annual Convocation

The Second Annual Convocation was held on April 8, 1967. Dr. Vikram A. Sarabhai delivered the Convocation address, and Shri Kasturbhai Lalbhai chaired the Convocation. Seventy-two students received the Post-Graduate Diploma in Business Administration, and two students were awarded medals for outstanding scholastic merit. Three more students who had completed the Post-Graduate Programme successfully, but had not met all the formalities required for the award of the Diploma were subsequently awarded the Diploma.

##### Permanent Placement and Summer Placement

##### Permanent Placement - 1965-67 Batch

Seventy-two out of 75 students who graduated from the Post-Graduate Programme in April 1967 were helped by the Placement Committee in obtaining permanent jobs. By December 1967, all the students had been placed. The minimum emoluments, that is salary and other allowances, obtained by the students were Rs.550 while the maximum emoluments amounted to Rs.2,000 per month. There were in all 140 job offers.

#### Summer Placement - 1966-68 Batch

Fifty-five employers offered 95 summer jobs. Summer jobs were obtained for all 83 students.

#### Permanent Placement - 1966-68 Batch

As of March 31, 92 employers had communicated their intention to recruit Institute's graduates for over 200 posts of varying nature and emoluments.

#### Summer Placement - 1967-69 Batch

An adequate number of offers were obtained from companies for the 106 first year students, and at the end of March, selections had been finalized for over 75 students. Most companies indicated in great detail the particulars of project work proposed to be entrusted to the selected students. One first year student has been offered a summer fellowship to work in London. The sponsor agreed to defray the cost of air travel and pay an honorarium of \$250 for the duration of the fellowship.

#### Fourth Session of the FGP

The fourth session of the Post-Graduate Programme started on July 3, 1967, with 112 students in the first year and 82 in the second year. There were some drop-outs among the first year students and the strength at the end of the year was 106.

#### Financial Aid

Forty-four out of 80 students of the first year who had requested financial assistance were given financial loan assistance. Forty-one out of 83 of the second year students were also given loan assistance.

#### Industry Scholarships

Sixteen Industry Scholarships, each of Rs.2,500 per year, were available to first and second year students in 1966-68. The Government of India Scholarships were available to 25 per cent of the students. The Institute is grateful to the organizations which awarded industry scholarships to our students. The names of these organizations are given in Appendix F.

### Curriculum for 1967-68

The first year curriculum was the same as that of the previous year. For the second year, 44 elective courses were offered in addition to the compulsory course (two one-term courses in Business Policy). Almost all the areas will be offering research project courses during the third term.

### PGP Faculty

The number of Faculty teaching in the first and second years during the year 1967-68 was 37.

### Class 1968-70

The response to the fifth session of the Post-Graduate Programme commencing July 1968 has been satisfactory. As many as 2321 candidates applied for admission. After preliminary scrutiny, 539 candidates were called for admission tests and interviews. A final list of 126 candidates and a waiting list of 69 students has been drawn by the Admissions Committee.

### THE DRAFT BILL

The draft Indian Institutes of Management Bill, which will declare the two Institutes of Management, at Ahmedabad and Calcutta, institutions of national importance, has been discussed by the Faculty and Boards of both the Institutes. The Directors of the two Institutes will meet to finalize the draft bill in consultation with the officers of the Union Ministry of Education.

### DOCTORAL PROGRAMME

The major development in the Institute's endeavours to develop teachers and researchers is the offer of doctoral fellowships to the Institute graduates from various US universities.

The Doctoral Committee of the Institute has recommended the following persons for the fellowships:

J.C. Camillus	(PGP - 1966-68)	Harvard University
Ravi Sarathy	(PGP - 1966-68)	Northwestern University
G.K. Jayaram	(PGP - 1966-68)	University of California, Los Angeles
K.S. Natarajan	(PGP - 1965-67)	Columbia University

For starting the Doctoral Programme at Ahmedabad, the Institute is discussing the possibility of collaborating with the Indian Institute of Management, Calcutta.

The Institute continues to work towards starting its own Doctoral Programme in the next three years, and in the meantime other avenues are also being explored to achieve this objective.

#### EXECUTIVE DEVELOPMENT PROGRAMMES

##### General Management Programmes

##### 3-Tier Programme for Management Development, 1968

The 3-Tier Programme was held at Agra on the following dates:

Tier I	(Middle Management Course)	January 7-February 6
Tier II	(Senior Executive Seminar)	February 7-February 23
Tier III	(Top Management Conference)	February 25-March 2

Fifty-four organizations (36 private sector organizations and 18 public sector organizations) participated in the programme. The number of participants in each tier was as follows : Tier I: 55; Tier II: 51; and Tier III: 34.

The following Faculty from the Institute participated in the programme : Professors S.C. Aggarwal, Prafull Anubhai, R. Balachandra, S.K. Bhattacharyya, Ishwar Dayal, V.L. Mote, and B.G. Shah. Professor Mote was the Co-ordinator of the programme.

From Harvard Business School, Professors Franklin E. Folts and Martin V. Marshall participated in the programme.

##### Programme for Young Executives, 1967

Part I of the programme was held from June 4 to 30, 1967, at Ernakulam. Thirty participants from 24 organizations attended the course. There was a wide regional distribution over the country.

During the first part, projects had been discussed with each of the participants. The participants completed their project reports by the end of September 1967. The third and final part of the programme was held at Udaipur from October 1 to 6, 1967, to discuss the project reports.

The Faculty for this programme consisted of Professors K.K. Anand, S.K. Bhattacharyya, John Dearden, D.K. Desai, G.R. Kulkarni, M. Meenakshi Malya, Ravi Matthai, and B.G. Shah.

## Functional Programmes

### Programme in Personnel Management, 1967

This programme was held at Agra from April 30 to May 25, 1967. Nineteen executives from 19 companies (eight of which were public sector companies) participated in the programme. The Faculty for the programme consisted of Professors K.K. Anand, Malathi Bolar, Kamla Chowdhry, Ishwar Dayal, Ramesh C. Goyal, and Tarun N. Sheth. Prof. K.K. Anand was the Co-ordinator of the programme.

This was a three-part programme. The first part, which was held at Agra, consisted of course work. In the second part, the participants were expected to write a project report on any personnel problem of their organization. In the third part, the participants returned to a one-week residential programme to present and discuss the project reports with other participants and the Faculty. The third part of the programme was held at Udaipur from September 25 to 30, 1967.

### Programme for Purchasing Executives

The Programme for Purchasing Executives was held at Ernakulam from May 7 to 20, 1967, in collaboration with the National Association of Purchasing Executives. Twenty-four executives attended the programme.

The Faculty for the programme consisted of Shri M.V. Arunachalam, Carborundum Universal Limited, Dr. P.N. Vakil, Sarabhai Chemicals, and Professors Kamla Chowdhry, B.K. Hegde, V.L. Mote, and Samuel Paul of IIMA.

### Programme on Corporate Accounting & Control System

The Programme on Corporate Accounting & Control System was held at Agra from September 3 to 22, 1967. The response to this programme was very encouraging; 62 participants attended, out of which 22 were from public sector organizations and one participant from Afghanistan.

The Faculty for the programme was : Professors S.K. Bhattacharyya, John Dearden, J.G. Krishnayya (Co-ordinator of the programme), G.R. Kulkarni, and Shri R. Subramanyan of Hindustan Lever Limited.

Programme for University Teachers in Behavioural Science in Personnel Management, 1967.

This programme was held at Agra from April 30 to May 25, 1967. Nineteen teachers from 17 universities participated in the programme. The faculty for the programme consisted of Professors K.K. Anand, Malathi Bolar, Kamla Chowdhry, Ishwar Dayal, Ramesh C. Goyal, and Tarun N. Sheth. The co-ordinator of the programme was Prof. Tarun N. Sheth.

The new feature of this programme was that it was concurrently held with the Programme in Personnel Management. The aim was to bring the teachers and the practitioners close and to build bridges between the behavioural sciences and the business world. It was hoped that effective communication between the behavioural scientists and the practitioners would help in identifying research and teaching areas on a functional basis, and an increased and efficient utilization of existing knowledge in behavioural sciences will be made by practitioners.

INTER-UNIVERSITY RELATIONS

Punjab University

Punjab University, Chandigarh, with which the Institute is collaborating to develop a school of management, deputed the following professors to spend a term at the Institute:

Professor K.N. Mehrotra	}	July-September 1967
Professor R.C. Verma		
Professor B.S. Batia	}	January- March 1968
Professor Bidhi Chand		

Since the beginning of our collaboration (early 1966), eight faculty members of Punjab University participated in one or the other of our programmes and a nucleus of the faculty for the proposed school of management will be ready for the course to start in June-July 1968. Progress was also made in curriculum building and in starting the Foundation which will help support the new School's activities.

Kerala University

The Kerala University is deputing one of its faculty members to the Programme for University Teachers on Economic Analysis for Business Decisions beginning on April 14, 1968, at Agra.

The Vice-Chancellor of Kerala University convened a conference of the industrialists of the region and heads of the related disciplines in the university to discuss the project of strengthening the School of Management Studies of the Kerala University. The conference concluded by appointing a steering committee of the local industrial elite with Shri M.K.K. Nair, Managing Director, FACT, as its chairman. The first meeting of the steering committee was held on February 22, 1968, and it was decided to raise Rs. 1,00,000 as funds. The conference started the Institute's collaboration with the Kerala University.

#### ALUMNI ASSOCIATION

##### Fourth Alumni Conference

The fourth Alumni Conference of the Institute was held at Bombay on March 4 and 5, 1968. Ninety-five alumni attended the Conference. "Industrial Recession : Retrospect and Prospect" was the theme of the Conference.

Shri G.L. Mehta, Chairman of the Industrial Credit and Investment Corporation of India Limited, inaugurated the Conference.

The following Professors from the Institute participated in the Conference : Professors V.P. Gandhi, S. Paul, and B.G. Shah. Prof. V.L. Mote was the Chairman of the Alumni Conference and Prof. Tarun Sheth was the Vice-Chairman.

The following guest speakers participated in the Conference: Dr. V.V. Bhatt, Director, Division of Planning and Special Studies, Economics Department, Reserve Bank of India; Prof. V.M. Dandekar, Director, Gokhale Institute of Politics and Economics; Dr. R.K. Hazari, Editor, Economic & Political Weekly; Sir James Lindsay, Managing Director, Metal Box Company of India Limited; Dr. I.G. Patel, Secretary for Economic Affairs, Ministry of Finance, Government of India; Shri V.K. Ramaswamy, Chief Economic Adviser, Ministry of Finance, Government of India; Dr. D.K. Rangnekar, Editor, Economic Times.

#### AGCO PROGRAMMES

##### Multi-Level Dairy Management Programme, 1967

This programme was organized in collaboration with the National Dairy Research Institute. The programme had three parts.

In Part I, executives and administrators connected with the production enhancement and procurement participated. Part II was for executive functions, such as supply management, processing and distribution, and Part III was for policy makers. Twenty-two organizations participated in the programme. In addition, the following officials from the Central Government participated at the Apex Seminar: Dr. A.T. Dudani, Principal, Dairy Science College, Karnal; Dr. N.N. Dastur, Ministry of Food & Agriculture, New Delhi; Shri M.R. Das Gupta, Assistant Commissioner (Cattle), Ministry of Food & Agriculture, New Delhi.

About 150 teaching materials were used during the class sessions of Parts I, II and III of the programme. The following Faculty of the Institute conducted the class sessions:

Professors D.K. Desai, V.K. Gupta, Michael Halse, K.B. Kothari, M.M. Malya, S.M. Patel, and S.A. Seshan.

Also Professors Satish Verma and I.D. Malik of the NDRI taught in the programme.

In accordance with Institute's policy, having established the programme, NDRI will henceforth take the main responsibility for its conduct. The Institute will continue to help.

#### Protein Food Workshop

The workshop "New Foods for National Development" was held in Bangalore from July 5 to 7, 1967. Sponsored by the Food Corporation of India, the Indian Society of Advertisers, and the All-India Management Association, the programme was organized by the Institute. Financial assistance was provided by the United States Agency for International Development.

The objectives of the workshop were : (1) to consider what actions can practically be taken now to put more protein within the reach of the millions whose healthy development is threatened by our widening protein gap; (2) to examine the ways in which food scientists, technologists, and industrialists can increasingly profit from each other's skills and pool their resources to tackle our protein problem and (3) to share the experience gained so far, in India and abroad, by scientific institutions and commercial firms which have developed and marketed high protein foods - while, at the same time, from the Institute's point of view, enabling the Institute to establish strong communication with a broad section of the food industry.



At the workshop, 70 national and international food scientists, administrators, and industrialists examined intensively the protein problems and, in particular, the managerial measures which could best meet it. An important outcome of the workshop is the unanimous decision to form a permanent action-oriented group which will spearhead a drive to promote new protein foods. This new organization will take steps to bring together technologists, who have the know-how on new protein foods and the managers who have the skill and capital necessary to produce and market these foods. To ensure that there was no delay, an ad-hoc group was appointed to set out in detail how the problem could be tackled on an emergency-basis. It was agreed that this group would report by next September and that they would meet again in early October to finalize the constitution of the new organization and an immediate action programme.

## RESEARCH PROGRAMMES

### Case Research

The case method of teaching has continued to remain the fundamental fabric of the Institute's programmes. The Institute is extremely grateful to Mrs. John Dearden who volunteered to prepare the Case Bibliography. The first volume of the Bibliography has been completed. This is the first time that the Institute has compiled a bibliography of the cases so far written at the Institute. The necessary administrative mechanism for bringing out additional volumes of Case Bibliography has also been set up at the Case Unit. About 900 cases have been written at the Institute.

### Project Research

The following projects were completed in 1967-68 and copies of the draft report are available.

<u>Project</u>	<u>Faculty</u>	<u>Sponsor</u>
1. Determination of the Optimum and Viable Size of Division & Depot in Gujarat State Road Transport Corporation (Institutional Consultation)	Profs. Kamla Chowdhry, John Dearden, B.K. Hegde, V.L. Mote, S. Paul & Tarun Sheth	Gujarat State Road Transport Corporation, Ahmedabad
2. Selection for Management Education, Post-Graduate Programme 1964-66 & 1965-67	Prof. K.K. Anand	Ford Foundation

<u>Project</u>	<u>Faculty</u>	<u>Sponsor</u>
3. Pricing & Marketing of "Gujarat 67" Cotton - the Development of an Import Substitute	Shri S.P. Kashyap (Research Associate) (Supervisor: Prof. Ravi J. Matthai)	IIMA
4. Growth of Diversified Industries in Baroda	Prof. H.N. Pathak	Federation of Mills & Industry, Baroda
5. Project on Performance Budgeting	Prof. John Dearden & G.R. Kulkarni	Administrative Reforms Commission, Government of India
6. The Impact of the American Civil War on India	Prof. D. Tripathi	U.S. Civil War Centennial Commission. (Financed by USEFI)
7. A Study of the Market Potential for Gujarat-Based Manufacturers of Plastic Products	Profs. M. Malya, C.N.S. Nambudiri, S. Paul, & M.N. Vora	Gujarat State Government

The following projects were in progress in 1967-68

<u>Project</u>	<u>Faculty</u>	<u>Sponsor</u>
1. Incidence of Corporate Taxes in India - An Empirical Study	Prof. Ved. P. Gandhi	Alembic Chemical Works, Baroda
2. India's Bilateral Trade 1955-65: A Study of Selected Trade Agreements and their Economic Implications	Prof. S. Subramaniam	Council for Economic Education, Bombay
3. Labour Market Survey of the Ahmedabad-Baroda Industrial Region	Prof. R.C. Goyal	Research Programme Committee, Planning Commission, Government of India
4. United States & TISCO : Tata's Search for Technicians	Prof. D. Tripathi	American Studies Research Centre, Hyderabad

<u>Project</u>	<u>Faculty</u>	<u>Sponsor</u>
5. Atomic Energy Commission Electronic Project : A Study of the Transformation of a Departmental Production Unit into a Commercial Public Sector Enterprise	Prof. Kamla Chowdhry, John Dearden, Ravi J. Matthai, V.L. Mote & Samuel Paul	Atomic Energy Commission & IIMA
6. Costs and Competitiveness of Indian Exports	Prof. V.L. Mote & Samuel Paul	IIMA
7. Alternatives to Existing Company Tax in India	Prof. V.P. Gandhi	Research Programmes Committee, Planning Commission.
8. Organizational Behaviour and Administration in Banking Industry	Prof. Ishwar Dayal & Baldev R. Sharma	Reserve Bank of India
9. Executive Compensation	Prof. K.K. Anand	Madras Management Association
10. Planning for Technological Change: A Study of the Possibilities & Problems	Prof. B.K. Hegde	IIMA
11. Air-India Project on Organizational Structure, Administration & Personnel Practices	Prof. Ishwar Dayal	Air India
12. Tourism Project	Prof. J.G. Krishnayya & C.N.S. Nambudiri	Ministry of Tourism, Government of India
13. Influences of Traditional Family Patterns in India on Supervisory Behaviour	Prof. Ishwar Dayal	
14. Study of Bureaucratic Organizations in Emergency Conditions	Prof. Ishwar Dayal	
15. Manpower Requirements of the Petrochemical Industries in the Bombay-Baroda Region	Prof. Malathi Bolar & R.C. Goyal	IIMA
16. Study of Change in Social Aspiration	Prof. Ishwar Dayal	

	<u>Project</u>	<u>Faculty</u>	<u>Sponsor</u>
17.	Measuring Effectiveness of Personnel Policy Implementation	Prof. Malathi Bolar	Ramakrishna Mills, Ahmedabad
18.	A Survey of Performance Appraisal Practices in Indian Industries	Prof. Malathi Bolar	IIMA
19.	American Consulates in India, 1792-1900	Prof. D. Tripathi	United States Educational Foundation in India

#### AGCO RESEARCH PROJECTS

The following projects were completed during the year 1967-68: Mimeographed copies of the report are available.

	<u>Project</u>	<u>Faculty</u>	<u>Sponsor</u>
1.	High Yielding Varieties Programme	Frofs. D.K. Desai V.K. Gupta, K.B. Kothari M.M. Malya & R. Sen	Ministry of Food & Agriculture, Government of India
2.	Demand Estimates of Fertilizers in Kaira District	Prof. D.K. Desai	IIMA

The following projects were in progress during 1967-68:

	<u>Project</u>	<u>Faculty</u>	<u>Sponsor</u>
1.	Intensive Cattle Development	Profs. V.K. Gupta, Michael Halse, K.B. Kothari, Shri A.V.S. Narayanan & A.G.K. Murthy (Research Associates)	Ministry of Food & Agriculture, Government of India.
2.	Rural Electric Cooperatives	Profs. V.K. Gupta, K.B. Kothari & S.M. Patel	Gujarat Electricity Board

<u>Project</u>	<u>Faculty</u>	<u>Sponsor</u>
3. Study of Prospects of Agricultural Exports	Prof. D.K. Desai Shri A.G.K. Murthy (Research Associate)	Ministry of Food & Agriculture, Government of India
4. Management of Distribution	Prof. K.B. Kothari & Shri A.G.K. Murthy (Research Associate)	"
5. Management for Modernization of Rice Milling	Prof. V.K. Gupta & Shri A.V.S. Narayanan (Research Associate)	"
6. Management Resources for Lift Irrigation	Prof. S.M. Patel & Shri P.P. Madappa (Research Assistant)	"
7. Agro-Industrial Complex	Prof. D.K. Desai   1st Dr. G.A. Patel &   part Shri P.V.S. Rao	Atomic Energy Commission, Government of India
	Prof. D.K. Desai   2nd *Shri Godse &   part *Shri N.S. Rao	"

#### SEED MONEY PROJECT

The funds earmarked under rupee project support in the Ford Foundation grant are partly being used as "seed money" to enable the Faculty to prepare research project proposals to be sponsored either by the Institute or an outside agency. The principle evolved is to sanction an amount not exceeding Rs. 1,000 per project for incremental costs. The funds are to be used for financing the initial investigations of a researcher to define his specific research objectives, hypotheses, and methodology before preparing a detailed research proposal.

Seed money was granted to the investigation on the following proposals.

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\* of AEC.

<u>Project</u>	<u>Researcher</u>
Distribution of Foodgrains in India	Prof. M. Raghavachari
Business Communications System	Prof J.G. Krishnayya
Entrepreneurship and Indian Economic Backwardness	Prof. D. Tripathi
Role of the Government of India in the management of Public Sector Hotels	Prof. K.K. Anand & Prof. S.P.S. Pruthi
Policy Formulation and Administration in Selected Indian Enterprise	Profs. G.R. Kulkarni & G.N.S. Nambudiri
Efficiency of Fertilizer Distribution Channels	Prof. Meenakshi Malya

#### PUBLICATIONS DIVISION

This year, the Institute started a Publications Division which is expected to develop into a technical, service, and production unit. It is responsible for providing technical service for the dissemination of management knowledge in general and the Institute's work and image in particular. Its activity comprises:

- Publishing monographs, occasional research papers, and books
- Production of Information literature
- Advertisements
- Press publicity.
- Audio-visual presentations
- Journals
- Case reproduction (for circulation outside the Institute)
- Any publishing work from outside parties which fits into the overall philosophy of the Institute

A list of the publications is given below:

<u>National Self-Sufficiency : A Challenge to Management</u>	Rs. 6.50
<u>Decentralization : Strategy and Structure</u>	11.00
<u>Studies in Block Development and Co-operative Organization</u>	35.00
<u>Tables for Capital Investment Analysis</u>	6.00
<u>The Protein Emergency</u>	

Planning & Implementation in Agriculture-  
Studies in High Yielding Varieties  
Programme series

Vol - I - Paddy (ADT-27) in Madras State	Rs. 5.00
Vol - II - Mexican Wheat in Panjab State	5.00
Vol - III - Hybrid Maize in Madhya Pradesh	5.00
Vol - IV - Hybrid Bajra in Gujarat State	5.00

CONSULTANCY

The object of encouraging the Faculty to undertake consultancy work is to keep them in touch with the world of practising management. By working on specific problems for a client in their field of specialization, the 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.

The following members of the Faculty undertook consultation with public and private sector organizations during 1967-68:

- |                             |                           |
|-----------------------------|---------------------------|
| 1. Prof. K.K. Anand         | 11. Prof. G.R. Kulkarni   |
| 2. Prof. R. Balachandra     | 12. Prof. Ravi J. Matthai |
| 3. Prof. S.K. Bhattacharyya | 13. Prof. V.L. Mote       |
| 4. Prof. Kamla Chowdhry     | 14. Prof. S.M. Patel      |
| 5. Prof. Ishwar Dayal       | 15. Prof. H.N. Pathak     |
| 6. Prof. D.K. Desai         | 16. Prof. Samuel Paul     |
| 7. Prof. V.K. Gupta         | 17. Prof. B.G. Shah       |
| 8. Prof. B.K. Hegde         | 18. Prof. Tarun N. Sheth  |
| 9. Prof. K.B. Kothari       | 19. Prof. M.N. Vora       |
| 10. Prof. J.G. Krishnayya   |                           |

BUILDING ON THE CAMPUS

Review of Progress

The progress of the Institute's building programme during the year has been satisfactory. The construction of 40 S-type quarters was completed by July 1967. Dormitories D-1 and D-2 were completed in January 1968, which enabled the Institute to move all the students of the second year to the dormitories, releasing the houses for Faculty occupation. Dormitories D-3, D-5, and D-15 are expected to be completed by June-July, 1968, and more students from the Faculty houses will occupy the dormitories.

The final design of the main complex building is almost complete and the construction of the library is expected to start by September 1968.

### Building Finances

The revised proposal for financial assistance to the building programme was discussed with the study team set up by the Government of India. The study team consisted of representatives of the Ministries of Finance and Education (Dr. (Miss) Kaumudi and Shri G.N. Vaswani) and two technical experts (Shri J.P.J. Bilimoria of CPWD and Dr. D.V.R. Rao of the Delhi School of Planning & Architecture) on July 26, 1967, and on September 7 and 8, 1967. Then the Institute submitted a final revised construction budget which was approved at the meeting of the study team on September 8, 1967.

The Institute is extremely grateful to the members of the study team for their guidance and to the Government of India for their sympathetic consideration of the Institute's request for financial assistance to its building programme. The Institute received Rs. 13.65 lakh as grant for its building programme during the year under report.

### LIBRARY

The growth and expansion of the Library continued during the year. Additions were 6,643 new books (bringing the total collection to 34,090) and 255 pamphlets to subject files. Subscriptions to 33 new periodicals were entered, raising the total number of periodicals subscribed to 562. A large number of backfiles of periodicals were obtained. In the corporation records of the Library, 1,125 joint stock companies--both in private and public sectors--are represented.

Rs. 3.37 lakh was spent on books and periodicals during the year (Rs. 2.52 lakh from the Ford Foundation grant, Rs. 0.45 lakh from the Library Fund, and Rs. 0.40 lakh from the Government of India grant.)

### FINANCE AND ACCOUNTS

In 1967-68, the Ministry of Education, Government of India, sanctioned Rs. 16.97 lakh as grant-in-aid to the Institute's recurring expenditure in addition to a special grant of Rs. 0.30 lakh for the Programme for University Teachers. The Institute received a grant-in-aid of Rs. 2 lakh from the Ministry of Food & Agriculture, Government of India, for the research and training programme in Agriculture & Cooperatives. The Government of Gujarat gave a grant of Rs. 0.53 lakh 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. 13.65 lakh for the building programme.



The Auditor's report and the detailed statement of accounts are given in Appendix G.

#### FUTURE PLANS

At the request of the Ministry of Education, the Institute has submitted to the Government of India plan for the development of the Institute during the Fourth Five Year Plan period (1969-74). The major academic objectives which have been set out are:

1. to provide education in management and related subjects for persons associated with industry, commerce, agriculture, education, government, and other sectors of activity to which such education may be relevant, in such a way as to equip them thoroughly to practise management or, in appropriate cases, to instruct others in the practice of management;

2. to select and prepare outstanding and talented mature young persons for careers leading to managerial responsibility;

3. to conduct educational programmes for practitioners for creating a greater understanding of management problems and influencing individuals and organizations towards such changes as may improve the effectiveness of their managerial roles;

4. to assist practitioners in resolving their management problems and in the implementation of change;

5. to conduct such academic programmes and research as will multiply the dissemination of management education through other educational and professional institutions;

6. to meet the needs of India's development in respect of upto-date information on management problems through research and the publication of management literature;

7. to institute and carry out research into matters concerning the use of techniques and methods conducive to the improvement of management practices;

8. to co-operate with educational or other institutions in any part of the world having objectives wholly or partly similar to those of the Institute, as may be conducive to their objectives, by exchange of teachers and scholars.

### Activities

To achieve these objectives, a plan for development of the Indian Institute of Management, Ahmedabad, suggests the following growth of activities:

1. The courses in the two-year post-graduate programme be increased from 60 to approximately 100.
2. By 1973-74 the total number of Post-Graduate Programme students in residence should be 300, each teaching section being of 50-60 students.
3. As soon as possible, the Doctoral Programme should be started so that by 1973-74, there will be 15 candidates in residence.
4. The external programmes other than those concerned with Universities, be increased to six per year from the two major programmes we conduct at present. These programmes will encompass functional areas and other spheres of activities besides industry.
5. The Institute will play a major role in the development of management education in the universities and other educational institutions by working closely with a number of selected institutions 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 disciplines in relation to management within the universities, and developing the proficiency of management educators in teaching and research.
6. The output of case material to be developed such that at least 70% of the teaching material in the Institute be of the Institute's production.
7. That from 1973-74 onwards 30 to 35 research projects be in preparation during any one year.
8. That the management research function be stimulated in Industry by providing research training facilities at the Institute for industry's research workers.
9. That outstanding academic and practical talent be attracted by the establishment of chairs, fellowships, and scholarships financed from various sources.
10. That the Institute maintain an international character. Liaison has been established with UNICEF, FAO, ILO, APO, etc.

## CALENDAR OF PROGRAMMES FOR 1968-69

The following programmes will be conducted during the year 1968-69:

PROGRAMME	DATE	LOCATION
Post-Graduate Programme	July (First Week)- April (Second Week)	IIMA Campus
Convocation	April	IIMA Campus
Programme on Analytical Aids for Decision Making	April 14-30	Agra
Programme for University Teachers on Economic Analysis for Business Decisions	April 14-30	Agra
Laboratory in Personnel and Organizational Development	April 14-20	Mount Abu
Programme for Young Executives	May 19-June 15	Simla
Project Report Presentation	November 3-9	Ahmedabad
Programme in Financial Management	September 1-20	Srinagar
Laboratory in Personnel & Organizational Development	October 6-12	Panjim
Programme for Production Executives	September 15-October 2	Agra
3-Tier Programme for Management Development		
Tier I (Middle Manage- ment Course)	January 5-February 4	Agra
Tier II (Senior Execu- tives Seminar)	February 5-22	Agra
Tier III (Top Management Conference)	February 23-March 1	Agra
Alumni Conference	March 3-4	To be decided

## ACKNOWLEDGEMENT

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

## A P P E N D I C E S

<u>Appendix No.</u>	<u>Description &amp; Sub-heading</u>	<u>Page No.</u>
A & B	Society & Donor Members ...	1
C & D	Board of Governors ...	7
E	Faculty & Research Staff ...	10
F	Names of Organizations which have offered Industry Scholar- ship in 1967-68 ...	14
G	Auditor's Report of Account:	
	Schedule VIII ...	17
	Schedule IX ...	18
	Schedule 'A' ...	19
	Schedule 'B & C' ...	20
	Schedule 'D' ...	21
	Schedule 'E' ...	22
	Contributory Provident Fund	23
H	Names of Participants:	
H - 1	P G P ...	24
H - 2	i) 3-Tier - I Tier ...	25
	ii) 3-Tier - II Tier ...	29
	iii) 3-Tier - III Tier ...	33
H - 3	Programme for Young Executives	36
H - 4	Programme in Personnel Management	39
H - 5	Programme on Corporate Accounting and Control System ...	40
H - 6	Programme for Purchasing Executives ...	43
H - 7	Programme for University Teachers in Behavioural Sciences in Personnel Management ...	45
H - 8	Alumni Conference ...	46
H - 9	Faculty Seminars in 1967-68	51

THE IIMA SOCIETY

Chairman:

Shri Prakash Tandon  
Chairman  
Hindustan Lever Ltd.

Shri Kasturbhai Lalbhai  
Industrialist  
Ahmedabad

Members:

Shri M.V. Arunachalam  
Managing Director  
Carborundum Universal Ltd.

Shri Madanmohan Mangaldas  
Industrialist  
Ahmedabad

Shri B.N. Bhattasali  
Executive Director  
National Productivity Council

Prof. Ravi J. Matthai  
Director  
Indian Institute of Management  
Ahmedabad

Shri G.K. Chandiramani  
Secretary to the Government  
of India  
Ministry of Education

Shri Pranlal Patel  
Technical Director  
Malleable Iron & Steel  
Casting Co. Ltd.

Shri S.M. Dudani  
Secretary  
Education & Labour Department  
Government of Gujarat

Lala Charat Ram  
Shri Ram Associates (P) Ltd.

Shri V.L. Gidwani  
Chief Secretary  
Government of Gujarat

Shri Navnitlal Sakarlal  
Sarangpur Cotton Mfg. Co. Ltd.

Shri J.N. Guzder  
Director  
The Bombay Dyeing & Mfg. Co. Ltd.

Dr. Vikram A. Sarabhai  
Chairman  
Atomic Energy Commission  
Government of India

Shri Balkrishna Harivallabhdas  
Managing Director  
Shri Ambica Mills Ltd.

Shri Chinubhai Chimanbhai Sheth  
The Saraspur Mills Ltd.

Shri V. Isvaran  
Bombay

Shri L.P. Singh  
Secretary to the Government  
of India  
Ministry of Home Affairs

Shri S.S. Jagota  
Adviser (Production)  
Bureau of Public Enterprises  
Ministry of Finance  
Government of India

Shri Shanta Ram S. Tawde  
Secretary  
Steel Mazdoor Sabha

Shri M.S. Sundra  
Financial Adviser to the  
Ministry of Education  
Department of Expenditure  
Ministry of Finance, Govt. of India

Shri Kanchanlal C. Parikh  
The Ahmedabad Jupiter Spg.,  
Wvg. & Mfg. Co. Ltd.

Shri Ramesh Chandulal/  
Shri Bipin Chandulal/  
Shri D.R. Desai  
The Ahmedabad New Cotton Mills  
Co. Ltd.

Shri Jaykrishna Harivallabhdas/  
Shri Balkrishna Harivallabhdas  
Shri Ambica Mills Ltd.

Shri Chinubhai Manibhai/  
Shri Shrenik Kasturbhai  
Anil Starch Products Ltd.

Shri Surottam P. Hutheesing/  
Shri Narottam P. Hutheesing  
Aruna Mills Ltd.

Shri Niranjan Narottam Lalbhai/  
Shri Sidharth Kasturbhai  
Arvind Mills Ltd.

Shri Ajay Chimanbhai/  
Shri Arvind Narottam  
Asoka Mills Ltd.

Shri R.P. Shah/  
Shri P.N. Shah  
Messrs. Bakubhai Ambalal Pvt. Ltd.

Shri H.R. Batliwala/  
Shri J.N. Guzder  
The Bombay Dyeing & Mfg. Co. Ltd.

Shri S.R. Bastikar  
Financial Controller  
Calico Mills

Shri M.V. Arunachalam  
Carborundum Universal Ltd.

Shri Manubhai Bhikhabhai/  
Shri Jayantilal Bhikhabhai  
Commercial Ahmedabad Mills Ltd.

Lala Charat Ram/  
Dr. J.N. Thadani  
The Delhi Cloth & General Mills Co.Ltd.

Shri P.L. Tandon  
Hindustan Lever Ltd.

\*Shri B. Majumdar  
Regional Manager  
The Indian Tube Co. Ltd.

Shri Suhrid Sarabhai/  
Shri S.R. Bastikar  
Kalol Mills Ltd.

Shri N.R. Nadkarni  
Karamchand Fremchand Pvt.Ltd.

\*The Secretary  
Mafatial Galabhai & Co. (P) Ltd.

\*The Secretary  
Mafatial Fine Spg. & Mfg. Co. Ltd.

Shri Ramanlal C. Parikh  
Mihir Textiles Ltd.  
New Shorrock Spg. & Mfg. Co.  
Ltd. Premises

Shri Rasiklal C. Nagri/  
Shri Bansidhar R. Nagri  
The Nagri Mills Co. Ltd.

Shri L.T. Gholap  
National Machinery Mfrs. Ltd.

Shri N.N. Wadia/  
Shri T.P. Barat /  
Shri J.N. Guzder  
National Peroxide Ltd.

- \*Shri V.C. Vaidya  
The New India Assurance Co. Ltd.
- Shri Laxmanprasad D. Vasa  
The New Shorrock Spg. & Mfg. Co.Ltd.
- Shri S.K. Agrawal  
The 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  
M/s 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  
Sakaralal Balabhai & Co. Ltd.
- Shri Navnitlal Shodhan/  
Shri Navnitlal Sakarlal  
Sarangpur Cotton Mfg. Co. Ltd.
- Shri Chinubhai Chimambhai Sheth/  
Shri Ashoke Chimambhai  
The Saraspur Mills Ltd.
- Shri Vadilal Lallubhai  
Sayaji Mills Ltd.
- Shri R.K. Birla/  
Shri S.K. Mundra  
Shree Digvijaya Woollen Mills Ltd.
- Shri Pratap Bhogilal  
Shri Ram Mills Charitable Trust  
Bombay
- Shri Nandkishore Sakarlal/  
Shri Sarabhkumar Navnitlal  
Silver Cotton Mills Co. Ltd.
- Dr. Vikram A. Sarabhai  
Suhrid Geigy Ltd.  
Baroda
- \*The Secretary  
Surat Cotton Spg. & Wvg.  
Mills (P) Ltd.  
Bombay
- \*Shri B. Rajaram  
The Swadeshi Mills Co. Ltd.  
Bombay
- Shri R. Ratnam  
T.V. Sundaram Iyengar &  
Sons Pvt. Ltd.  
Madras
- Shri A.K. Banerjee/  
Shri H.P. Shroff  
Tata Chemicals Ltd.  
Bombay
- Shri A.H. Tobaccowala/  
Shri R.D. Kulkarni  
Tata Engineering &  
Locomotives Co. Ltd.  
Bombay
- The Secretary  
The Tata Hydro-Electric Power  
Supply Co. Ltd.  
The Andhra Valley Power Supply Co.Ltd.  
The Tata Power Co. Ltd.  
Bombay
- Shri J.J. Bhabha  
The Tata Iron & Steel Co. Ltd.  
Bombay



\*Shri M.A. Wadud/  
Shri N.K. Bhada  
Tata Oil Mills Co. Ltd.  
Bombay

Sheth Natvarlal Ramanlal/  
Sheth Madanmohan Ramanlal/  
Sheth Chandravadan Ramanlal  
The Vikram Mills Ltd.  
Ahmedabad

Col. T.K. Mukerjee (Retd)  
General Manager  
Staff & Orgn  
C/o Voltas Ltd.  
Bombay

Secretary:

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

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\* Became members during the year under report.

Appendix 'B'DONOR MEMBERS (No. 61)

Ahmedabad Cotton Mfg. Co. Ltd.	Mafatlal Fine Spg. & Mfg. Co. Ltd.
Ahmedabad Jupiter Spg., Wvg. & Mfg. Co. Ltd.	Mafatlal Gagalbhai & Co. Pvt. Ltd.
Ahmedabad Kaiser-I-Hind Mills Co. Ltd.	Mihir Textiles Ltd.
Ahmedabad New Cotton Mills Co. Ltd.	Nagri Mills Co. Ltd.
Ambica Mills Ltd. Nos. I & II	National Machinery Mfrs. Ltd.
Andhra Valley Power Supply Co. Ltd.	National Peroxide Ltd.
Anil Starch Products Ltd.	New India Assurance Co. Ltd.
Aruna Mills Ltd.	New Shorrock Spg. & Mfg. Co. Ltd.
Arvind Mills Ltd.	New Swadeshi Mills of Ahmedabad Ltd.
Aryodaya Ginning & Mfg. Co. Ltd.	Nutan Mills Ltd.
Aryodaya Spg. & Wvg. Co. Ltd.	Raipur Mfg. Co. Ltd.
Ashoka Mills Ltd.	Rajendra Dyeing & Printing Mills Ltd.
Bakubhai Ambalal Pvt. Ltd.	Rajesh Textile Mills Ltd.
Bharat Suryodaya Mills Co. Ltd.	Rohit Mills Ltd.
Bombay Dyeing & Mfg. Co. Ltd.	Sakarlal Balabhai & Co. Ltd.
Calico Mills Ltd.	Sarangpur Cotton Mfg. Co. Ltd.
Carborundum Universal Ltd.	Saraspur Mills Ltd.
Commercial Ahmedabad Mills Co. Ltd.	Sassoon Spg. & Wvg. Mills Co. Ltd.
Delhi Cloth & General Mills Co. Ltd.	Saurashtra Cement & Chemical Industries Ltd.
Gagalbhai Jute Mills Pvt. Ltd.	Sayaji Mills Ltd.
Hindustan Lever Ltd.	Shree Digvijay Woollen Mills Ltd.
Indian Dye Stuff Industries Ltd.	Shri Ram Mills Charitable Trust
Indian Tube Co. Ltd.	Silver Cotton Mills Co. Ltd.
Kalol Mills Ltd.	Standard Mills Ltd.
Karamchand Premchand Pvt. Ltd.	Suhrid Geigy Ltd.
	Surat Cotton Spg. & Wvg. Mills Ltd.

Appendix 'B'

Swadeshi Mills Co. Ltd.

Tata Chemicals Ltd.

Tata Hydro-Electric Power  
Supply Co. Ltd.

Tata Power Co. Ltd.

Voltas Ltd.

T.V. Sundaram Iyengar & Sons Pvt. Ltd.

Tata Engineering & Locomotive Co. Ltd.

Tata Iron & Steel Co. Ltd.

Tata Oil Mills Co. Ltd.

Vikram Mills Co. Ltd.

## BOARD OF GOVERNORS

Chairman:

Shri Prakash Tandon  
Chairman  
Hindustan Lever Ltd.

Shri Kasturbhai Lalbhai  
Industrialist  
Ahmedabad

Members:

Shri M.V. Arunachalam  
Managing Director  
Carborundum Universal Ltd.

Shri Madanmohan Mangaldas  
Industrialist  
Ahmedabad

✓ Shri B.N. Bhattasali  
Executive Director  
National Productivity Council

Prof. Ravi J. Matthai  
Director  
Indian Institute of Management  
Ahmedabad

✓ Shri G.K. Chandiramani  
Secretary to the  
Government of India  
Ministry of Education

Shri Pranlal Patel  
Technical Director  
Malleable Iron & Steel  
Casting Co. Ltd.

✓ Shri S.M. Dudani  
Secretary  
Education & Labour Department  
Government of Gujarat

Lala Charat Ram  
Managing Agent  
Shri Ram Associates (P) Ltd.

Shri V.L. Gidwani  
Chief Secretary  
Government of Gujarat

Shri Navnitlal Sakarlal  
Sarangpur Cotton Mfg.Co.Ltd.

Shri J.N. Guzder  
Director  
The Bombay Dyeing & Mfg.Co.Ltd.

Dr. Vikram A. Sarabhai  
Chairman  
Atomic Energy Commission  
Government of India

Shri Balkrishna Harivallabhdas  
Managing Director  
Shri Ambica Mills Ltd.

Shri Chinubhai Chimanbhai Sheth  
The Saraspur Mills Ltd.

✓ Shri V. Isvaran  
Bombay

Shri L.P. Singh  
Secretary to the Government of India  
Ministry of Home Affairs

✓ Shri S.S. Jagota  
Adviser (Production)  
Bureau of Public Enterprises  
Ministry of Finance  
Government of India

Shri Shanta Ram S. Tawde  
Secretary  
Steel Mazdoor Sabha

Appendix 'C'

Shri M.S. Sundara  
Financial Adviser to the  
Ministry of Education  
Department of Expenditure  
Ministry of Finance  
Government of India

Secretary:

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

## COMMITTEES OF 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  
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)

Budge. Committee

Shri Prakash Tandon  
(Chairman)  
Shri G.K. Chandiramani  
Shri V.L. Gidwani / Shri F.N. Rana  
Prof. Ravi J. Matthai  
Shri M.S. Sundara  
Shri M.K. Subramaniam  
(Secretary)

## FACULTY AND STAFF

## DIRECTOR

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

## PROFESSORS

S.C. Aggarwal Ph.D. Engg. (Moscow)	Suresh C. Kuchhal M.Com. (Allahabad)
K.K. Anand Ph.D. (Panjab)	G.R. Kulkarni M.Com. (Bombay) LL.B. (Bombay)
S.K. Bhattacharyya F.C.A.	V.L. Mote Ph.D. (N. Carolina)
Kamla Chowdhry Ph.D. (Michigan) Hindustan Lever Professor of Management Practices	S.M. Patel Ph.D. (Tyne)
Ishwar Dayal M.S. (New York)	Samuel Paul Ph.D. (Syracuse)
D.K. Desai Ph.D. (Illinois)	K.V. Ramanathan M.B.A. (Northwestern) A.I.C.W.A. (on study leave)
Ved P. Gandhi Ph.D. (Harvard)	B.G. Shah M.Com. (Bombay)
Ramesh C. Goyal M.A. (Nagpur) M.P.A. (Harvard) A.I.C.W.A.	Baldev R. Sharma Ph.D. (Michigan State)
B.K. Hegde M.Tech. (I.I.T., Kharagpur)	M.N. Vora M.B.A. (Pennsylvania)
J.G. Krishnayya E.E. (M.I.T.)	H.N. Pathak M.Sc. Econ. (London)

## ASSISTANT PROFESSORS

R. Balachandra M.E. (I.I.Sc., Bangalore)	M. Meenakshi Malya M.Sc. (Aberdeen)
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Malathi Bolar  
M.A. (Madras)  
LL.B. (Delhi)

C.N.S. Nambudiri  
M.B.A. (DePaul)

V.K. Gupta  
M.Com. (Lucknow)  
M.S.S. (The Hague)

Keshav Prasad  
M.A. (Patna)

M. Raghavachari  
Ph.D. (California)  
(on leave)

Tarun Sheth  
M.A. (Baroda)

Suresh A. Seshan  
M.B.A. (Harvard)  
A.I.C.W.A.

S. Subramaniam  
Ph.D. (Kiel)

Dwijendra Tripathi  
Ph.D. (Wisconsin)

#### FACULTY RESEARCH ASSOCIATES

K. Balakrishnan  
B.Sc. (Kerala)

Kul Bhushan Kothari  
M.S. (Kentucky)

P.S. George  
M.Sc. (Kerala)  
(on study leave)

K.L. Varshneya  
B.Com. (Agra)  
Dip. Bus. Man. (Delhi)

#### FACULTY ASSOCIATES

Prafull Anubhai  
B.Sc. Econ. (London)

D.V.N. Sharma  
M.Sc. (Banaras)  
M.Stat. (I.S.I.)

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

R. Subramanyan  
A.C.A., A.C.W.A.

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

K.N. Taneja  
A.C.A., A.I.C.W.A.

R.K. Hazari  
Ph.D. (Bombay)

J.N. Thadani  
Ph.D. (Delhi)

Shrenik Kasturbhai  
M.B.A. (Harvard)

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

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



RESEARCH ASSOCIATES / Assistants

- |  |   |
|--|---|
| V. Jaikumar<br>M.Sc. (Delhi)<br>A.I.C.W.A.                 | A.V.S. Narayanan<br>M.Sc. Agri. (Banaras) |
| S.P. Kashyap<br>M.A. (Rajasthan)                           | K.V. Parameswaran<br>B.Sc. Tech. (Bombay) |
| P.F. Madappa<br>M.Sc. Agri. (Karnatak)                     | D.A. Patel<br>M.Sc. (Gujarat)             |
| M.J. Mehta<br>M.A. (Pennsylvania)                          | Mirza Saëed Saiyadain<br>M.A. (Hawaii)    |
| Subhash C. Mehta<br>M.A. (Panjab)<br>M.D.P.A. (I.I.P.A.)   | Shanti Seth<br>Ph.D. (Lucknow)            |
| A.G.K. Murthy<br>M.A. (Patna)                              | Angad Singh<br>B.Tech. (I.I.T., Kanpur)   |
| R. Nangia<br>M.A. (Delhi)                                  | S.P. Valavade<br>M.A. (Poona)             |
| Jahar Lal Saha<br>B.Stat. (I.S.I.)<br>Dip. S.C.C. (I.S.I.) | N. Venkata Rao<br>M.A. (Delhi)            |
|  | Krishen Verma<br>M.A. (Delhi)             |
|  | P.P. Talwar<br>M.Sc. (I.I.T. Kanpur)      |

RESEARCH PROJECT STAFF

- |  |   |
|--|---|
| P.L. Bhargava<br>B.A. Hons. (Gujarat)                    | S. Mookherjee<br>M.A. (Calcutta)                |
| V.R. Dave<br>B.A., M.L.W. (Gujarat)                      | B.J. Pandya<br>M.A. (Bombay)<br>M.Sc. (Gujarat) |
| S.K. Khurana<br>M.S.W. (Delhi)                           | K. Subhas Rao<br>M.A. (Lucknow)                 |
| Gopal Krishna<br>M.S.W. (Lucknow)<br>Dip. P.A. (Lucknow) | Gursharan Singh<br>M.A. (Delhi)                 |
| K. Ambarish Kumar<br>M.A. (Osmania)                      | S.P. Singh<br>M.A. (Lucknow)                    |

SURVEY UNIT STAFF

D.P. Mathur M.A. (Rajasthan)	T.M. Patel B.Sc. Hon. (Gujarat)
K.V. Patel M.A. (Baroda)	P.V. Subba Rao M.A. (Andhra)
M.S. Patel B.Sc. Agri. Hon. (Gujarat)	S.B. Thambad M.Sc. Agri. (Karnatak) M.S. (Tennessee)
N.T. Patel M.A. (Baroda)	

ADMINISTRATIVE STAFF

M.K. Subramaniam M.A. (Madras) Administrative Officer and Secretary of the Faculty	Jayendra F. Pandya B.A. (Gujarat) Dip.Lib.Sc. (Bombay) Reference Librarian
A.S. Dhawle B.A. (Delhi) M.Lib.Sc. (Pittsburg) Librarian	S.V. Ramamurthy B.A. (Madras) LL.B. (Delhi) Admissions Officer
S. Sreenivas Rao M.A. (Syracuse) Programmes & Publications Co-ordinator	C. Ramdoss B.Sc. Hons. (Bombay) S.A.S. Accounts Officer
M.A.K. Chetty M.A. (Osmania) M.A. (Maryland) Programmes Officer	Mohinder Singh M.A. (Agra) M.Lib.Sc. (Delhi) Head, Technical Services (Library)
K.S. Murthy M.A. (Osmania) Assistant Warden	P.K. Varkey Asst. Administrative Officer

ORGANIZATIONS WHICH HAVE OFFERED INDUSTRY SCHOLARSHIES IN 1967-68

Organization	No. of Scholar-ship	Name of the student to whom awarded	
Associated Electrical Industries (Pvt.) Ltd.	2	1. R.S. Ganapathy, 2. P.V. Ganesan,	I yr. II yr.
Delhi Cloth & General Mills Ltd.	2	1. A.K. Kharbanda, 2. P.N. Joglekar,	I yr. II yr.
Davidayal Cable Industries	1	J.C. Camillus	II yr.
Dunlop India Ltd.	1	T.V.G. Krishnamoorthy,	I yr.
Esso Standard Eastern Inc.	1	M.R. Menon,	II yr.
EID Parry Ltd.	1	N.C. Patnaik,	I yr.
Fertilizer Corporation of India Ltd.	2	1. N. Ramanathan, 2. S. Sahni,	I yr. I yr.
Fertilizers & Chemicals, Travancore Ltd. (Kerala)	1	R.V. Raghavan,	I yr.
Hindustan Lever Ltd.	2	1. B.K. Kurien, 2. V.S. Srinivasan,	II yr. I yr.
Godrej Soaps Pvt. Ltd.	1	P.N. Seth,	I yr.
Mahindra & Mahindra	1	Z.E. Shipchandier,	II yr.
Pfizer Ltd.	1	V. Veeraraghavan,	I yr.
Larsen & Toubro Ltd.	1	R.V. Sarathy,	II yr.
India Pistons	1	M.G. Subramaniam,	I yr.
Batliboi & Company	1	G.K. Jayaram,	II yr.
Travancore Rayons	1	J.B. Soares,	II yr.
Walchand Group of Industries	1	S. Venugopal,	I yr.

Appendix H-1PGP Students who graduated at 1967 Convocation

Shri A.V. Athalye	Shri S.I. Mahajan
Shri C.N. Athavale	Shri S. Malhotra
Shri B.W. Advani	Shri C.J. Mammen
Shri M.J. Ajwani	Shri R.S. Mehta
Shri Ananthanarayanan	Shri K.P. Mohandas
Shri G.S. Laldva	Shri M. Muralidharan
Shri M.D. Banaji	Shri Narasimha Sharma
Shri L.R. Bhandari	Shri K.S. Natarajan
Shri B.R. Bhatt	Shri M.K. Palanivel
Shri Bajaj Ashok	Shri H.B. Pandaripande
Shri Bhargava Vijay	Shri P.M. Patel
Shri N. Balanarayanan	Shri B.C. Puri
Shri A.L. Chhajjer	Shri V.N. Paranjpe
Shri V.G. Choubal	Shri P.C. Parekh
Shri V.V. Dayalani	Shri A.C. Patel
Shri P.P. Dhawan	Shri M. Prasad
Miss S.N. Dalal	Shri Rao S.B.U.
Shri A.S. Dandekar	Shri Rekhi V.K.
Shri J.K. Dey	Shri R. Rajagopal
Shri A.N. Dharmadhikari	Shri P.S.D. Rajan
Shri Chand Anil	Shri Sen B.K.
Shri A.K. Chopra	Shri H.G. Shah
Shri S.L. Chopra	Shri Shah M.D.
Shri P.M. George	Shri Sharma S.K.
Shri P.N. Ganju	Miss Sheth Kusum
Shri N. Ghai	Shri T.S. Srinivasan
Shri A.K. Jain	Shri G.S. Subramaniam
Shri S.L. Joshi	Shri P.K. Sundaresan
Shri N.K. Jalan	Miss D.J. Shah
Shri K.H. Javeri	Shri S.A. Shahani
Shri B.C. Khatter	Shri S.K. Tatake
Shri K.M. Kher	Shri Talwar Pran
Shri Khurana Vijay	Shri Taneja Prem
Shri D.R. Mehta	Shri T.K. Trivedi
Shri S.R. Khated	Shri A.G. Thakore
Shri B.K. Kumar	Shri K.H. Vaidya
Shri V.V. Merchant	Shri D.D. Thaker
Shri M.M. Mohanka	Shri S.M. Thakore

(Total 76 students)

Appendix H.2Participant in 3-Tier Programme for Management Development

Tier I (7 January to 6 February 1968)

Shri Abraham, K.K.	Assistant, Production, The Vazir Sultan Tobacco Co. Ltd., Azamabad, Hyderabad 20
Shri Aggarwal, A.A.	Deputy Manager, The Standard Mills Co Limited, New Prabadevi Road, Bombay 25-DD
Shri Ahmad, V.	Development Officer, Directorate General of Technical Development, Udyog Bhavan, New Delhi.
Shri Anand, S.P.	Sales Officer, Hindustan Steel Ltd, Jeewan Deep Building, Parliament St., New Delhi.
Shri Ananthanarayanan T.K.	Senior Inspector (Commercial), Handicrafts and Handlooms Exports Corporation of India Limited, 11-A, Rouse Avenue Lane, New Delhi.
Shri Bana, H.F.	Branch Manager, Kilbur & Co. Ltd. 13, Moledina Road, Poona 1
Shri Batra R.L.	Superintendent, Tarapur Atomic Power Project Dept. of Atomic Energy, Apollo Pier Road, Old Yacht Club, Bombay 1.
Shri Bawa, H.S.	Acting Technical Supdt., Esso Standard Refining Co of India Ltd., 17 Jamshedji Tata Road, Bombay 1.
Shri Bhargava, P.N.	Design Engineer, Bharat Heavy Electricals Limited, Hardwar.
Shri Bharthania, G.B.	Junior Executive, The Bombay Dyeing and Manufacturing Co Limited, Neville House, Graham Road, Ballard Estate, Bombay 1.
Shri Bose, N.	Branch Manager, Nestle's Products (India) Ltd., Mallik House, 7 Hare Street, Calcutta 1.
Shri Coelho, R.P.	Member, Systems and Computer Group, The Delhi Cloth and General Mills Co Limited, S.B. Mills Premises, Najafgarh Road, New Delhi-15.

Shri Dalal, D.S.	District Manager, Esso Standard Eastern Inc 17 Jamshedji Tata Road, Bombay 1.
Shri Dalal, V.K.	Asstt. Business Manager, The Times of India Dr. Dadabhoy Naoroji Road, Bombay 1.
Shri Dua, J.K.	Colliery Manager, National Coal Development Corporation Ltd., Saunda P.O. Hazaribagh Dist. (Hibar).
Shri George, K	Plant Engineer, Madras Rubber Factory Ltd., Tiruvottiyur High Road, Madras-19.
Shri Ghose, D	Head, Production, Carbon Products Co. (Division of Union Carbide India Ltd) 6 Ram Gopal Ghose Road, Cossipore, Calcutta.
Shri Grewal, M.S.	Sales Executive, Hindustan Ferodo Ltd., Ghatkopar, Bombay 77 AS.
Shri Gupta E.C.	Regional Manager, Voltas Ltd, 87/D Rasht- ra- pathi Road, Secunderabad 3
Shri Gupta, M.S.	Assistant Engineer, Heavy Engineering Corporation Ltd., C.D 456, Section 3, Jagannathnagar, Ranchi 4.
Shri Herwadkar, A.S.	Sales Executive, Otis Elevator Co (I) Ltd Gateway Building, Apollo Bunder, Bombay 1.
Shri Jaiswal, K.S.	Marketing Executive, Jagatjit Industries Ltd., 54 Ring Road, Lajpat Nagar III New Delhi 14.
Shri Kamath, H.N.	Executive, Volkart (India) Ltd., Valvetty Road, Cochin 1.
Shri Kapur O.P.	Accounts Officer, Indian Airlines, Airlines House, Madras 27.
Shri Kelkar, M.D.	Accounts Officer, Hindustan Aeronautics Ltd Old Distillery Building, Nasik Road, (Maharashtra State)
Shri Khan, H.A.	Marketing Research Manager, Sandoz (India) Limited, Sandoz House, Dr. Annie Besant Road Worli, Bombay 18.
Shri Khorana, S.M.	Deputy Supdt., Die Shop, Forge Division, Tata Engineering and Locomotive Co Limited Jamshedpur 10.

Shri Krishnan, R.V.	Under Secretary, Ministry of Defence South Block, New Delhi 11.
Shri Kumar, P	General Supervisor, Financial Accounts, Escorts Ltd., Pratap Building, Connaught Circus, New Delhi.
Shri Majumdar, A	Divisional Sales Manager, Brooke Bond India Ltd., Post Box No.412, New Delhi 1.
Shri Mani, A.S.	District Manager, Indian Oil Corporation Limited, Rajkot (Gujarat State)
Shri Mani, S.V..	Branch Manager, Greaves Cotton and Co Ltd. Thapar House, Birhana Road, Kanpur
Shri Mehta, J.P.	Chief Accountant, Shri Ambica Mills Ltd., Near Kankaria Loco Siding, Ahmedabad 8.
Shri Mehta, M.N.	Production Manager, Godfrey Phillips India Ltd., Chakla, Andheri, Bombay 58 AS
Shri Menon, E.K.	Area Manager, Larsen and Toubro Ltd, L & T House, Dougall Road, Ballard Estate Bombay 1
Shri Mukund, J	Department Head, Carbide Chemicals Co (Union Carbide India Ltd), Anik Chamber, Bombay 74
Shri Mutta, H.M.	Assistant Development Manager, International Tractor Co of India Ltd, Akurli Road Bombay-67.
Shri Nagarajan, T.N.	Manager, United Commercial Bank Ltd., 13/22 Kempegowda Road, Bangalore-9
Shri Nair, N.G.	Assistant Purchase Manager, The Fertilizers and Chemicals Travancore Ltd (Cochin Divn) Ambalamedu P.O. Via Thripunithura, Kerala.
Shri Nehru, A.K.	Branch Manager, Vulcan Laval Ltd. Allahabad Bank Building, Parliament Street New Delhi 1
Shri Oberoi, I.L.	Managing Director, Printpak Machinery (Pvt) Ltd., 13-14 Asaf Ali Road, New Delhi.
Shri Parekh, H.J.	Sales Manager, Devidayal Rolling and Refineries Private Ltd., Gupta Mills Estate, Darukhana Reay Road Bombay 10.

- Shri Pastala, A.L.                     Manager (Standardisation & Development)  
The Associated Cement Companies Limited,  
Engineering Works, Shahabad, P.O.  
Gulbarga Dist (Mysore State).
- Shri Patel, I.T.                         Fertilizer Extension Officer, Gujarat  
State Fertilizers Co., Ltd., Fertilizer  
Nagar, Bajwa P.O. Baroda.
- Shri Patel, M.D.                         Manager, Aims Oxygen Pvt Ltd., Padras Road  
Baroda-5.
- Shri Suresh S. Patel                     Executive Engineer, The Gujarat Electricity  
Board, Vidyut Bhawan, Race Course, Baroda 7
- Shri Suryakant S. Patel                 Chairman & Managing Director, Universal  
Pharmacy Ltd., Post Box No.1618, Kampala  
(Uganda)
- Shri Pradhan, S.M.                       Head of Automatic Divn, Bombay No.2 Factory  
The Metal Box Co of India Ltd, 249 Worli  
Road, Bombay 18.
- Shri Ramachandran, K                     Financial Analyst, The Industrial Credit  
and Investment Corporation of India Ltd,  
163 Backbay Reclamation, Bombay 1.
- Shri Ramaswamy, K                       Deputy Works Manager (Foundry)  
Utkal Machinery Ltd, Kansbahal, Near Rour-  
kela (Orissa State)
- Shri Saldanha, J.A.                       Supdt. Transportation, The Tata Iron and  
Steel Co Ltd, Jamshedpur
- Shri Sinha, A.D.                         Staff Training Officer, Brooke Bond India  
Limited, 9 Shakespeare Sarani, Calcutta 16
- Shri Subba Rao, V.N.                     Textile Officer, Buckingham & Carnatic  
Mills Perambur Barracks P.O. Madras 12.
- Shri Venkatasubramaniam K.V             Assistant Secretary, Life Insurance Corpo-  
ration of India, New India Bldg., Santa  
Cruz West, Bombay 54 AS.
- Shri Watsa, M.C.                         Acting Branch Manager, Glaxo Laboratories  
(India) Pvt Ltd., Worli, Bombay 18 WB



Participants in 3-Tier Programme for Management Development

## Tier II (February 7 to 23, 1968)

Shri Aggarwal, B	Executive Director, Devidayal Rolling & Refineries Private Ltd., Gupta Mills Estate, Darukhana, Reay Road, Bombay 10.
Shri Bahl, K	Leaf Buying Manager, The Vazir Sultan Tobacco Co Ltd., Post Box No.1804, Hyderabad 20.
Shri Bajekal, R	Branch Manager, Greaves Cotton and Co Limited, Thaper House, 124 Janpath, New Delhi 1.
Shri Banerjee, A.N.	Deputy Superintendent of Collieries, National Coal Development Corporation Ltd, Saunda P.O. Hazaribagh District (Bihar)
Mrs. Bengal, S	Assistant Manager, The Handicrafts and Handlooms Exports Corporation of India Limited, Lok Kalyan Bhavan, 11-A Rouse Avenue Lane, New Delhi.
Shri Bhargava, H	Manager, Engineering Division, Escorts Limited, 11, Scindia House, New Delhi 11.
Shri Bhartey, B.M.	Deputy Chief Engineer, Bharat Heavy Electricals, Bharat Heavy Electricals P.O. Near Hardwar (Uttar Pradesh)
Shri Bhatt, H.B.	Deputy Chief Accounts Officer, Gujarat Electricity Board, Vidyut Bhavan, Race Course, Baroda 7.
Shri Cabral, H.A.	Divisional Manager Production, Hindustan Ferodo Ltd, Ghatkopar, Bombay 77 AS.
Shri Chitale, C.M.	Deputy Aviation Manager, Indian Oil Corporation Ltd, 132 Sunder Nagar New Delhi.
Shri Cooper R.S.	Manager, Shipping Department, Volkart (I) Limited, 19 Graham Road, Ballard Estate Bombay 1

Shri Dalal, S.H. Sales Manager, Vulcan-Laval Limited, Mustafa Building, Sir Phirozsha Mehta Road Bombay 1.

Shri Datta, R Works Manager, Sandoz (India) Ltd, Sandoz House, Dr. Annie Besant Road, Worli Bombay 19.

Shri Dhir I.J. Manager Consumer, Headquarters Office, Esso Standard Eastern Inc, Post Box No.355 Bombay 1.

Shri Driver, K.P. Assistant Manager, Carbide Chemicals Co, Union Carbide India Ltd, Anik Chamber Bombay 74

Shri D'Souza, E.G.J. Methods Engineer, Hindustan Aeronautics Ltd, Old Distillery Building, Nasik Road (Maharashtra)

Shri Ganapathi, S.A. Chief of Production Control, The Tata Iron and Steel Company Limited, Jamshedpur.

Shri Ganguly, D Area Manager, Larsen and Toubro Limited, Express Building, Bahadur Shah Zafar Marg, New Delhi.

Shri Gonsalves, E Branch Manager, Sales, Godfrey Phillips India Ltd, Chakala, Andheri, Bombay 58 AS.

Shri Iyer, V.A.P. Assistant Sales Manager, Hindustan Steel Limited, Sales Officer, 2, Fairlie Place, Calcutta 1.

Shri Kachchap, D Executive Engineer, Heavy Machine Building Plant, Heavy Engineering Corporation Ltd Ranchi.

Shri Kamdar K.S. Assistant Works Manager, Metals and Ores Co Division of Union Carbide India Ltd P4 Transport Depot Road, Alipore, Calcutta.

Shri Kapur, R.N. Production Superintendent, Swatantra Bharat Mills, Unit of the Delhi Cloth and General Mills Co Ltd, S.B. Mills Premises, Najafgarh Road, New Delhi 15.

Shri Khambata J.S. Special Assistant to the Managing Director and Secretary of the Executive Committee, Glaxo Laboratories (India) Private Ltd Dr. Annie Besant Road, Worli, Bombay 18.

Shri Machhi P.E. Mill Manager, The Bombay Dyeing and Manufacturing Co Ltd, Neville House, Graham Road, Ballard Estate, Bombay - 1.

Shri Mathur G.D. Commercial Manager, Indian Airlines, 39 Chittaranjan Avenue, Calcutta 12.

Shri Mehta Y.R. General Manager, National Seeds Corporation Ltd, 4 West Patel Nagar, New Delhi.

Shri Menon C.V. Deputy Resident Manager, Voltas Ltd, 10-A Curzon Road, New Delhi-1.

Shri Moss R.F. Accountant, Hindustan Ferodo Ltd, Ghatkopar. Bombay 77 AS.

Shri Mukhtyar B.R. Senior Executive Officer, Patel-Volkart Private Ltd, 19 Graham Road, Ballard Estate, Bombay 1.

Shri Neelakantan P.R. Finance Director, Brooke Bond India Ltd, 9 Shakespeare Sarani, Calcutta 16.

Shri Panchal D.A. Sales Manager, The Associated Cement Companies Ltd (Machinery Manufacturing Division), Cement House, 121 Queens Road Bombay 1.

Shri Parikh P.A. Manager, The United Commercial Bank Ltd. Bhadra, Ahmedabad-1.

Shri Patel B.M. Secretary, Shri Ambica Mills Ltd, Near Kankaria Loco Siding, Ahmedabad-8.

Shri Raghavan A.S. Actuary, Central Office, Life Insurance Corporation of India, 'Yogakshema', Madame Cama Road, Bombay 1.

Shri Ramalingam A. Marketing Manager, Nestle's Products (India) Ltd, Link House, 3 Bahadur Shah Zafar Marg, New Delhi-1.

Shri Sandys C.S. Distribution & Administration Manager, Sales Division, Glaxo Laboratories (India) Private Limited, Worli, Bombay 18

Shri Shah B Industrial Adviser (Chemicals), Directorate General of Technical Development, Ministry of Industrial Development and Company Affairs, 101 D-1 Flat Diplomatic Enclave, New Delhi.

Shri Shah K.T. Financial Analyst, The Industrial Credit and Investment Corporation of India Limited, 163 Backbay Reclamation, Bombay 1.

Shri Shivaswamy T.R. Assistant to Deputy General Manager, Tata Engineering and Locomotive Co Ltd Jamshedpur 10.

Shri Sikand L Works Manager, The Metal Box Co of India Ltd 60 New Industrial Township, Faridabad (Haryana)

Shri Sujan S.S. District Manager, Otis Elevator Co (India) Ltd, Gateway Building, Apollo Bunder, Bombay 1.

Shri Suktankar S.S. Chief Internal Auditor/Joint Secretary, The Times of India, Dr. Dadabhoy Naoroji Road, Bombay 1.

Shri Swamy Rao A.A. Marketing Manager, International Tractor Company of India Ltd, Kandivli East, Bombay 67.

Shri Trivedi, H.P. Mill Manager, The Standard Mills Co Limited New Prabhadevi Road, Bombay 25 DD.

Shri Vajifdar, R.M. Regional Manager, Kilburn & Co Ltd, Gresham Assurance House, Pherozeshah Mehta Road, Bombay 1.

Shri Venkateswaran A.L. Deputy Secretary, Ministry of Defence Government of India, New Delhi.

Shri Vijayasankar M.K. Plant Engineer (Electrical), The Fertilizers and Chemicals Travancore Limited, Udyogamandal PO Alwaye (Kerala)

Shri Viraraghavan S Under Secretary, Department of Atomic Energy Old Yacht Club, Chatrapati Sivaji Maharaj Marg, Bombay 1.

Shri Viswanathan V.C. Sales Manager, Madras Rubber Factory Limited, Dhun Building, 175/1 Mount Road, Madras-2.

Shri Vyas C.A. Establishment Officer, Gujarat State Fertilizers Co Ltd, Bajwa P.O., Baroda.

Participants in 3-Tier Programme for Management Development

Tier III (February 25 to March 2, 1968)

Shri A.N. Aiyar	Deputy Financial Adviser and Chief Accounts Officer, Hindustan Steels Ltd Sales Office, 2 Fairlie Place, Calcutta 1.
Shri V.R.S. Arni	General Sales Manager, Carbon and Metals Division Union Carbide India Ltd, "Jeevan Deep" 1 Middleton Street, Calcutta 16.
Shri A.J. Austen	Office Director, Hindustan Ferodo Ltd Ghatkopar, Bombay 77 AS.
Shri H.L. Bhatia	Zonal Manager, (Inspection, Organisation & Methods), Life Insurance Corporation of India, Yogakshema, Madame Cama Road, Bombay 1.
Shri Bodhanwalla	Manager, Engineering and Development The Tata Iron and Steel Co Ltd, Jamshedpur.
Shri S.A. Buhariwalla	Deputy General Manager (Financial and Accounting Services), Voltas Ltd, 19 Graham Road, Ballard Estate, Bombay 1.
Shri G.C. Ghahal	Managing Director, National Seeds Corporation Ltd, 4 West Patel Nagar, New Delhi 8.
Shri B. Chitharanajan	Development Adviser, Sandoz (India) Ltd Sandoz House, Dr. Annie Besant Road, Worli Bombay 18.
Shri S.T.B. Daruwala	General Manager (Finance), Larsen and Toubro Ltd L & T House, Dougall Road, Ballard Estate Bombay 1.
Shri W. Holderegger	Director, Patel-Volkart Pvt Ltd, 19 Graham Road, Ballard Estate, Bombay 1.
Shri D.S. Krishnamurthy	Factory Manager, Hindustan Aeronautics Ltd Nasik Division, Old Distillery Building Nasik Road (Maharashtra)
Shri T.C. Krishnan	Finance Manager, Fertilisers and Chemicals Travancore Ltd, Udyogamandal P.O. Alwaye (Kerala)
Shri P.J. Kuruville	Additional Finance Controller, Tata Engineering and Locomotive Co Ltd, Jamshedpur 10

Shri M.M. Mathew	Controller of Finance, Madras Rubber Factory Ltd, Mount Road, Madras-2
Shri G. Mathrani	Manager, Northern Region, Greaves Cotton and Co Ltd, Thaper House, 124 Janpath, New Delhi 1.
Shri D.N. Mazumdar	Chief Executive, Kilburn and Co Ltd 2 Fairlie Place, Calcutta-1.
Shri J.S. McGee	Assistant Treasurer, General, Union Carbide India Ltd, 1 Middleton Street Calcutta-16.
Shri B.R. Oberoi	Plant Design Engineer. (Elect & Mech) Bharat Heavy Electricals Ltd Central Foundry Forge Unit, Hardwar (U.P.)
Shri K.N. Parikh	Unit Manager, Ambica Mills Ltd, Baroda.
Shri D.M. Patel	Deputy Chief Engineer, Gujarat Electricity Board, Vidyat Bhavan, Race Course, Baroda-7.
Shri N.R. Patel	Director, Aims Oxygen Pvt Ltd, Padra Road Baroda-5.
Shri K.R.A. Raman	Heavy Engineering Corporation, Ranchi.
Shri Rambabu Lal	Managing Director, Bijli Cotton Mills (P) Ltd, Hathras (U.P.)
Shri H.T. Sadhwani	Joint Secretary, Ministry of Defence South Block, New Delhi-11.
Shri K.V. Sardesai	Chief Engineer, International Tractor Co of India Ltd, Akurli Road, Kandivili East, Bombay 67 NB.
Shri P.N. Sardesai	Financial Representative, Esso Standard Eastern Inc, Post Box No.255 New Delhi 1.
Shri D.A. Shah	Director, Secretary and Accountant, The Vazir Sultan Tobacco Co Ltd, Post Box No.1804, Hyderabad-20.
Shri D.N. Sharma	Branch Manager, Indian Oil Corporation, Clarke Road, Mahalaxmi, Bombay 34.
Shri K.V. Shenoy	Regional Manager, United Commercial Bank Ltd, Parliament Street, New Delhi. 1

Shri B.K. Shridhar                      General Superintendent (Maintenance)  
Gujarat State Fertilizer Co Ltd  
Bajwa P.O. Baroda.

Shri K. Singh                              Managing Director, Vulcan-Laval Ltd  
Mustafa Bldg, 19 Sir Phirozsha Mehta Road  
Fort, Bombay 1.

Shri S.P.S. Sodhi                         Secretary-cum Chief Accounts Officer  
Handicrafts and Handlooms Exports Corporation  
of India Limited, 11-A Rouse Avenue Lane,  
New Delhi 1.

Shri H. Srinivasan                        Deputy Chief Engineer (Mechanical) National  
Coal Development Corporation Ltd, Darbhanga  
House, Ranchi (Bihar)

Shri H.R. Thanawalla                      Senior Executive, The Bombay Dyeing and  
Manufacturing Ltd, Neville House, Graham  
Road, Ballard Estate, Bombay 1.

Shri K.W. Thompson                       Sales Manager (India), Glaxo Laboratories  
(India) Pvt Ltd, Worli Bombay 18.

Shri H.H. Vasa                             Administrative Executive, The Standard  
Mills Co Ltd, Mafatlal House, Backbay  
Reclamation, Bombay 1.

Participants in Programme for Young Executive, 1967

Shri P.R. Ashar	Executive, S.D. Shethia & Co P. Ltd, Podar Chambers, Parsee Bazar Street, Bombay 1.
Shri N.N. Bhattacharya	Planning and Coordination Officer, Sandoz (India) Limited, Kolshet, Thana Maharashtra.
Shri H.K. Bhudhbhatti	Manager, Shethia Mining and Manufacturing Corporation Limited, New Satgram Colliery P.O. Devchandnagar, Dist: Burdwan
Shri K. Chakravarti	Assistant Engineer, Larsen & Toubro Limited Post Box No.619, Kanak Building 41 Chowringhee Road, Calcutta 16.
Shri J.P. Dalal	Engineer, Larsen & Toubro Limited Powai Works, Saki Vihar Road Poo: Powai Park, Bombay.
Shri C.P. Dias	Assistant Engineer, Madras Rubber Factory Ltd Thiruvottiyur, Madras-19.
Shri Varkey George	Managing Director, A.V. George & Co Limited Post Box No.1, Baker Road, Kottayam Kerala State.
Shri G.T. Jacob	Assistant Manager, Buckingham & Carnatic Mills Ltd, F. O. Box 1966, Carnatic House Madras-12.
Shri J.S. Jamshedji	Divisional Manager, Jenson and Nicholson (I) Ltd, 15/1 Asaf Ali Road, New Delhi 1.
Shri M. Jaykrishna	Partner, Tube Distributor, Kankaria, Ahmedabad 8
Shri J.N. Jhaveri	Additional Salesman, The Saraspur Mills Ltd, Saraspur Road, Ahmedabad-18.
Shri J.C. Kalra	Assistant Secretary, Jagatji Distilling and Allied Industries Limited, 54 Ring Road, Lajpat Nagar 3, New Delhi 14.
Shri R.N. Kini	O & M Assistant, Voltas Limited, Shale Building, Bank Street, Bombay.
Shri R.K. Kodesia	Partner, Kodesia Engineering Company, Nainital Road, Bareilly (U.P.)



Shri E.J. Lukose                      Manager Accounts, Madras Rubber Factory Ltd  
Dhun Buildings, 175/1 Mount Road, Madras-2.

Shri S.K. Madhok                      Assistant Engineer, Laresen and Toubro Limited  
Post Box No.149, "Aloke" 26/4 Wazir Hasan Road  
Lucknow.

Shri C.D. Menon                      Assistant to Company Secretary, Hindustan  
Limited, Hindustan Lever House, Backbay Recla-  
mation, Bombay 1.

Shri J.V. Mehta                      Mains Engineer, Ahmedabad Electricity Co Ltd,  
Lal Darwaja, Ahmedabad.

Shri A.M. Naik                      Assistant Engineer, Larsen & Toubro Limited  
Powai Works, Saki Vihar Road, Opp: Powai Park  
Bombay.

Shri B.M. Puri                      Divisional Manager, Sterling General Insurance  
Co, Limited, 23/1 Stephen House, Dalhousie Square  
East Calcutta 1.

Shri B.S. Puri                      Assistant Engineer, Larsen and Toubro Limited  
Powai Works, Saki Vihar Road, OPP: Powai Park  
Bombay.

Shri H.S. Ranka                      Executive Vice President, Rajasthan Spg and  
Weaving Mills Ltd, Bhilwara (Rajasthan)

Shri B.S.R. Rao                      Shop Superintendent, International Tractor  
Company of India Limited, Akurli Road, Kandivli  
East, Bombay 67 NB.

Shri M.S. Rao                      Sales Executive, Sandvik Asia Limited  
Krupanidhi, 9, Wittet Road, Ballard Estate,  
Bombay 1.

Shri P.R. Sarma                      Assistant Manager, E.I.D. Parry Limited  
Post Box No.12, Madras-1.

Shri J.K. Shivdasani                      Engineer, Larsen and Toubro Limited, L & T House  
Ballard Estate, Bombay 1.

Shri V.K. Sood                      Sales Executive, Jenson and Nicholson (I) Ltd  
G.N. Bardoloi Road, Ambari, Gauhati, Assam.

Miss S.H. Sujan                      Section Executive, Mahindra and Mahindra Ltd  
Gateway Building, Apollo Bunder, Bombay 1.

Shri D.M. Syed                        Assistant General Manager, Rockwell India Ltd.,  
Jeevan Jyot, Gawasji Patel Street, Fort, Bombay

Shri C.V. Venuprasad                Administrative Officer, The Fertilizers and  
Chemicals Travancore Limited, P.O. Udyogamandal  
Alwaye (Kerala)

Shri Deepak Verma                    Marketing Director, Caprihans (India) Pvt  
Ltd, Janmabhoomi Chambers, Fort Street,  
Ballard Estate, Bombay.

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PARTICIPANTS IN PROGRAMME IN PERSONNEL MANAGEMENT - 1967

Shri V.K. Alexander Larsen & Toubro Ltd.	Shri M.A. Shakir The Nizam Sugar Factory
Shri R.M. Aron Associated Cement Cos. Ltd.	Shri M.V. Shinde The Paper Products Ltd.
Shri B.A.S. Bhalla Gujarat State Road Transport Corpn.	Shri P. Singh Indian Aluminium Co. Ltd.
Shri C.L. Clive Heavy Electricals (India) Ltd.	Shri S.K. Sircar The Metal Box Co. of India Ltd.
Shri P.A. Menon Bharat Heavy Electricals Ltd.	Shri S. Sundaram The Fertilisers & Chemicals (Travancore) Ltd.
Shri R.N. Mitra Reserve Bank of India	Shri M.S. Warty Mafatlal Group (The Standard Mills Co. Ltd.)
Shri M.S.V. Naidu The Imperial Tobacco Co. of India Ltd.	
Shri R.R. Oka Fertilizer Corporation of India	
Shri V.M. Pitre Hindustan Lever Ltd.	
Shri K.P. Mukunda Rao India Pistons Ltd.	
Shri V. Ramarao Electronics Corporation of India Ltd.	
Shri S.C. Rastogi The Jaipur Udyog Ltd.	
Shri D. Sadagopan The Bangalore Woollen, Cotten and Silk Mills Co. Ltd.	

PARTICIPANTS IN PROGRAMME ON CORPORATE ACCOUNTING  
AND CONTROL SYSTEMS 1967

Shri V.P. Arya  
Secretary  
Union Carbide India Ltd.

Shri S.D. Batas  
Senior Executive Accountant  
Oil India Ltd.

Shri M.C. Bhatt  
Secretary  
Oil India Ltd.

Shri N.K. Bhattacharya  
Senior Accounts Officer  
Heavy Electricals (India) Ltd.

Shri H.K. Buhariwalla  
Manager, General Accounting  
IBM World Trade Corporation

Shri H.N. Roy Chowdhury  
Deputy Financial Controller  
Indian Oil Corporation Ltd.

Shri S.N. Chadha  
Internal Auditor  
Escorts Ltd.

Shri J.K. Das  
Secretary, Textile Division  
Delhi Cloth & General Mills  
Company Ltd.

Shri D.P. Dhawan  
Chief Accountant  
Hindustan Milkfood  
Manufacturers Ltd.

Shri K.K. Dixit  
General Manager  
North Bihar Sugar Mills Ltd.

Shri V. Dixit  
Zonal Accountant  
Life Insurance Corporation of India

Shri M.D. Gandhi  
Chief Accountant  
The Tata Iron & Steel Co. Ltd.

Shri K. Ganesan  
Partner  
Lovelock & Lewes

Shri B.G. Shinde  
Senior Accounts Officer  
Air India

Shri K.L. Goel  
Deputy Financial Controller  
Indian Oil Corporation Ltd.

Shri S.G. Hazarat  
Comptroller  
Ariana Afghan Airlines Co. Ltd.

Shri K.S. Italia  
Secretary  
The Angus Co. Ltd.

Shri O.P. Jerath  
General Supervisor  
Escorts Ltd.

Shri S.B. Kabra  
Joint Director  
(Finance & Accounts)  
Oil & Natural Gas Commission

Shri S.C. Kaji  
In-charge of Finance Division  
Sandoz (India) Ltd.

Appendix H-5

Shri U.C. Kapasi  
Chief Executive,  
Central Finance Department  
Mafatial Services Private Ltd.

Shri R.C. Kapoor  
Senior Accountant  
Benmore Coleman & Co. Ltd.

Shri B.M. Khunger  
General Manager (Organisation)  
The Saraswati Industrial  
Syndicate Ltd.

Shri Kripal Chand  
Chief Audit Officer  
Indian Airlines Corporation

Shri K.R. Kuppuswamy  
Chief Finance & Accounts Officer  
Fertilizer Corporation of India Ltd.

Shri A.L. Maheshwari  
Cost and Audit Officer  
West Coast Paper Mills Ltd.

Shri M.R. Majumdar  
Chief Accountant  
British Paints (India) Ltd.

Shri R.D. Malani  
Managing Director  
Blue Star Engineering Company  
(Bombay) Pvt. Ltd.

Shri E.D. Naik  
Manager (Audit Control Deptt.)  
Asbestos Cement Ltd.

Shri M.B. Mehta  
Division Head,  
Cost and Expense Control  
Esso Standard Eastern Inc.

Shri T.S.K. Menon  
Joint Finance Manager  
Fertilisers & Chemicals  
(Travancore) Ltd.

Shri S.S. Mittra  
Manager, Finance Division  
Dalmia Cement (Bharat) Ltd.

Shri J.N. Mogrelia  
Chief Internal Auditor  
Air India

Shri Halder Nirupam  
Chief Works Accountant  
The Indian Tube Co. Ltd.

Shri M.A.E. Paes  
Administrative Officer  
Herdillia Chemicals Ltd.

Shri N. Panchapakesan  
Accounts Officer  
National Seeds Corporation

Shri S.M. Patankar  
Head, Accounts Division  
Bhabha Atomic Research Centre

Shri R.K. Pillai  
Chief Accounts Manager  
Bharat Electronics Ltd.

Shri B.S. Postwalla  
Chief Accountant  
Kilburn & Co. Ltd.

Shri M.Y. Priolkar  
Deputy Secretary  
Department of Atomic Energy

Shri Y.P. Puri  
Cost Controller  
Bhilai Steel Plant

Appendix H-5

- Shri T. Radhakrishnan  
Assistant Secretary  
India Pistons Ltd.
- Shri S. Raghavan  
Finance Manager  
Nestle's Products (India) Ltd.
- Shri N. Rajan  
Deputy Financial Adviser (Budget)  
Ministry of Finance (Defence)
- Shri H.S. Rao  
Chief Accountant  
The Crompton Engineering Co.  
(Madras) Ltd.
- Shri K.P. Rao  
Deputy Financial Adviser  
Hindustan Aeronautics Ltd.
- Shri R.L. Narayana Rao  
Secretary, Management Committee  
Greaves Cotton & Co. Ltd.
- Shri D.B.S. Sachdev  
Additional Chief Accounts Officer  
Minerals & Metals Trading Corporation  
of India Ltd.
- Shri K.K. Sen Sarma  
Works Accountant  
Bisra Stone Lime Co. Ltd.
- Shri N.B. Shah  
Group Cost Accountant  
Binny & Co. Ltd.
- Shri G.N. Sinha  
Financial Accountant  
India Foils Ltd.
- Shri J. Srinivasan  
Chief Accountant  
Dr. Beck & Co. (India) Ltd.
- Shri K. Subramaniam  
Financial Adviser and Chief  
Accounts Officer  
Praga Tools Ltd.
- Shri D.R. Tandon  
Manager, Accounts  
The Coca-Cola Export Corporation
- Shri K.V. Thomas  
Joint Secretary  
Finance Department  
Government of Kerala
- Shri M.B. Tikekar  
Director & Secretary  
Sharples Process Engineers  
Private Ltd.
- Shri H.J. Vaidya  
Director  
The Bombay Silk Mills Ltd.
- Shri John Verghese  
Chief Accountant  
Mettur Industries Ltd.
- Shri Visweswaran R.  
Assistant Manager  
EID-Parry Ltd.
- Shri R.D. Vohra  
Chief Accountant  
The Paper Products Ltd.
- Shri K.J. Vyas  
Secretary and Chief Accountant  
Rockwell India Ltd.
- Shri S.G. Wasani  
Company Accountant  
Chemicals & Fibres of India Ltd.

PARTICIPANTS IN PROGRAMME FOR PURCHASING EXECUTIVES - 1967

Shri J.N. Agnihotri  
Asst. Purchase Officer  
The Paper Products Ltd.

Shri L. Annamalai  
Junior Officer  
The Travancore Rayons Ltd.

Shri F.W. Arnold  
Purchasing Manager  
Jenson & Nicholson (India) Ltd.

Shri S.S. Butalia  
Additional Secretary  
Daurala Sugar Works

Shri K.P.K. Dass  
Planning & Purchase Officer  
Hoechst Pharmaceuticals Ltd.

Shri S.M. Dehmukh  
Purchase Controller  
Greaves Foseco Ltd.

Shri N.T. Gupta  
Director  
K.T. Steel Industries Pvt. Ltd.

Shri A.B. Jajodia  
Purchase Manager  
Associated Cement Cos. Ltd.

Shri M. Krishnan  
Purchase Officer(Technical)  
Tata Fison Industries Ltd.

Shri N. Krishnan  
Purchase Officer  
Lucas-TVS Ltd.

Shri N.R.A. Krishnan  
Buyer  
Godrej Soaps Pvt. Ltd.

Shri S.C. Merh  
Purchasing Officer  
Cyanamid India Ltd.

Shri A.A. Noronha  
Assistant, Purchase Department  
The Bangalore Woolen, Cotton  
& Silk Mills Co. Ltd.

Shri T.M.P. Nedungadi  
Purchase Officer  
Mahindra & Mahindra Ltd.

Shri Ravindra Kumar  
Purchase Officer  
Shriram Vinyl & Chemical Industries

Shri J.B. Shah  
Purchase Officer  
Baroda Rayon Corporation Ltd.

Shri K.C. Sheth  
Purchase Officer  
Sayaji Mills Ltd.

Shri A. Srinivasan  
Assistant Manager (Factory Purchasing)  
The Imperial Tobacco Co. of  
India Ltd.

Shri A.G. Tembe  
Head, Purchase Department  
Kirloskar Brothers Ltd.

Shri R.N. Varma  
Manager-Purchase  
Carborundum Universal Ltd

Shri Y. Venkitachalam  
Asst. Admn. Manager  
Planning & Material Control  
Cooper Engineering Ltd.

Appendix H-6

Shri J.M. Vettath  
Purchase Officer  
Madras Rubber Factory Ltd.

Shri M.G. Wagle  
Asst. Purchase Officer (Research)  
Maharashtra State Road Transport  
Corporation

Shri V.T. Paul  
J & P Coats Ltd.

Shri Ashok Kumar Palit  
Stores and Purchase Officer  
Central Fuel Research Institute

Shri Chetan Anand Kaul  
Stores Verification Officer  
Council of Scientific and  
Industrial Research

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PARTICIPANTS  
IN  
PROGRAMME FOR UNIVERSITY TEACHERS  
IN  
BEHAVIOURAL SCIENCES IN PERSONNEL MANAGEMENT  
1967

- |  |   |
|--|---|
| Dr. R.C. Agarwal<br>Birla Institute of Technology<br>& Science   | Shri Govind Ramchandani<br>Assistant Professor of Sociology<br>U.P. Agricultural University                     |
| Rev. Fr. P.C. Antony<br>Professor, Organizational Behaviour<br>Xavier Institute  | Shri Prith Pal Singh<br>Lecturer<br>Indian Institute of Technology  |
| Dr. Surya Kanta Das<br>Professor of Commerce<br>Utkal University   | Shri Ajai Kumar Srivastava<br>Lecturer<br>Department of Commerce & Business<br>Management<br>Panjab University  |
| Shri Prem Lal Govil<br>Lecturer & Field Work Supervisor<br>Delhi School of Social Work                                     | Prof. B.N. Srivastava<br>Institute of Social Sciences   |
| Shri Abdul Hafeez<br>Assistant Professor<br>Industrial Psychology & Personnel<br>Management<br>Indian Institute of Science | Shri Joginder Paul Singh<br>Teaching Assistant<br>Department of Psychology<br>University of Delhi               |
| Shri Krishan Kumar<br>Panjab University  | Shri Bankey Behari Tandon<br>Lecturer in Economics<br>Panjab University   |
| Shri D. Mehta<br>Reader in Business Administration<br>M.S. University of Baroda  | Shri P.C. Tripathi<br>Lecturer in Commerce<br>School of Basic Sciences &<br>Humanities<br>University of Udaipur |
| Shri G. Parameshwara Rao<br>Research Fellow<br>Indian Institute of Management<br>Calcutta                                  | Shri K.K. Verma<br>Research Assistant<br>Indian Institute of Management<br>Ahmedabad                            |
| Mrs. Swarn Pratap<br>Lecturer in Psychology<br>University of Roorkee   | Shri S.R. Yardi<br>Lecturer in Social Work<br>Faculty of Social Works<br>M.S. University of Baroda              |
| Shri R. Pushpavanam<br>Lecturer<br>Department of Social Work   |   |

PARTICIPANTS IN ALUMNI CONFERENCE - 1968

- Shri G.A. Advani  
General Manager (Sales Coordn.)  
Larsen & Toubro Ltd.
- Shri Kewal K. Aggarwal  
Managing Director  
Devidayal Cable Industries Ltd.
- Shri R.W. Archer  
Manager  
Hindustan Lever Ltd.
- Shri N.K. Bajaj  
Sales Manager  
Amrit Banaspati Co. Ltd.
- Shri S.K. Choudhuri  
Controller of Finance & Accounts  
The Tata Iron & Steel Co. Ltd.
- Shri C.L. Chawla  
Commercial Manager  
Tractors (India) Ltd.
- Shri V.W. Chindhalkar  
Manager, Power Plant Dept.  
Batliboi & Co. Pvt. Ltd.
- Shri K.R. Coorlawala  
Personnel Director  
The Associated Cement Cos. Ltd.
- Shri K.P.K. Dass  
Planning & Purchasing Manager  
Hoechst Pharmaceuticals Ltd.
- Shri S. Datta  
The Ahmedabad Electricity Co. Ltd.
- Shri R.C. Dave  
Superintending Engineer (RE)  
Rajasthan State Electricity Board
- Shri S.S. Bhandari  
Group Division  
Arvind Mills Ltd.
- Shri D. Dayal  
Executive to the Director  
Dr. Beck & Co. (India) Ltd.
- Shri S.M. Deshmukh  
Purchase Controller  
Greaves Foseco Ltd.
- Shri D.P. Dhawan  
Chief Accountant  
Hindustan Milkfood  
Manufacturers Ltd.
- Shri M. Dinesh  
Junior Executive  
Dr. Beck & Co. (India) Ltd.
- Lt. Col. O.G. Eapen  
General Manager (Mktg. & Admn.)  
Batliboi & Co. Pvt. Ltd.
- Shri R.J. Gandhi  
Managing Partner  
Polymers & Resins Corporation.
- Shri K.C. George  
Chief Superintendent (Prod.)  
The Fertilizers & Chemicals  
(Travancore) Ltd.
- Shri H. Ghosh  
Director - Marketing  
Indian Oxygen Ltd.
- Shri R. Goenka  
Constituted Attorney  
Kamala Mills Ltd.
- Shri H.K. Gupta  
Administrative Officer  
Gannon Dunkerley & Co. Ltd.

Shri B.A. Hathikhanavala  
General Manager (Admn.)  
Tractors India Ltd.

Shri C.M. Hastangadi  
Sales Promotion Manager  
Pfizer Ltd.

Shri George Jacob  
Marketing Service Manager  
Mahindra & Mahindra Ltd.

Shri K.G. Jathar  
Deputy Commercial Manager  
Bajaj Auto Ltd.

Shri D.V. Kalra  
Shriram Fertilizers & Chemicals

Shri H.R. Kamani  
Deputy Managing Director  
Kamani Bros. Pvt. Ltd.

Shri P.A. Kapadia  
Divisional Manager  
Voltas Ltd.

Shri U.C. Kapasi  
Director  
Mafatlal Services Pvt. Ltd.

Shri K.S. Karant  
Assistant Manager  
First National City Bank

Shri V.G. Karnik  
Personnel Manager  
The Times of India

Shri P.G. Kewalramani  
Resident Chief Executive  
Batliboi & Co. Pvt. Ltd.

Shri R.K. Kohli  
Asst. Employee Relations Manager  
Esso-Standard Eastern Inc.

Shri D.M. Kothari  
Administration Executive  
Goodlass Nerolac Paints Pvt. Ltd.

Shri G.P. Lobo  
Deputy Manager  
Fabrill Gasosa

Shri J.B. Madan  
Marketing & Management Consultant  
3-A, Gurusaday Road  
Ballygunge P.O.  
Calcutta-19

Shri D.S. Mahadevia  
Managing Director  
TAK Machinery Ltd.

Shri C.J. Mammen  
(Marketing Department)  
Pfizer Pvt. Ltd.

Shri N. Mathur  
Product Development Officer  
Batliboi & Co. Pvt. Ltd.

Shri G.B. Mehta  
Executive-in-charge  
New Swadeshi Mills of  
Ahmedabad Ltd.

Shri J.N. Mogrelia  
Chief Internal Auditor  
Air India

Col. T.K. Mukerji (Retd.)  
General Manager (Staff  
& Organisation)  
Voltas Ltd.

Shri N.J. Nanavaty  
Director  
The Nutan Mills Ltd.

Shri N.N. Pai  
General Manager (Finance)  
Batliboi & Co. Pvt. Ltd.

Shri J.S. Parikh  
Deputy General Manager  
Batiliboi & Co. Pvt. Ltd.

Shri N.D. Parikh  
Chief Design Engineer  
Kamani Engg. Corporation Ltd.

Shri Sooryakant Parikh  
Special Assistant to  
Chairman & Liason Officer  
Gujarat State Fertilizers Co. Ltd.

Shri N.C. Patel  
Deputy Factory Manager  
Sassoon Spinning & Weaving  
Company Ltd.

Shri B.S. Postwalla  
Chief Accountant  
Kilburn & Co. Ltd.

Shri J.R.L. Pountney  
Managing Director  
Hindustan Milkfood Mfrs. Ltd.

Shri R.C. Press  
Commercial Manager  
Sandvik Asia Ltd.

Shri S. Raghavan  
Finance Manager  
Nestle's Products (India) Ltd.

Shri G.B. Raj Guru  
Chief Accountant  
ACC-Vickers Bancock Ltd.

Shri V. Rama Rao  
Technical Manager  
Electronics Corporation of  
India Ltd.

Shri K.V. Ramaseshan  
Production Director  
Asbestos Cement Ltd.

Shri A.A. Swamy Rao  
Marketing Manager  
International Tractor Co. of  
India Ltd.

Shri H.R.S. Rao  
Deputy Chief Sales Manager  
Hindustan Steel Ltd.

Shri A. Ray  
Manager  
The Metal Box Co. of India Ltd.

Shri  
Sales Executive  
Cable Marketing Co.

Shri P.A. Saleen  
Sales Manager (Standard Units)  
Airconditioning & Refrigeration  
Division  
Voltas Ltd.

Shri B.K. Sen  
Management Trainee  
Mafatlal Services Pvt. Ltd.

Shri T.K. Sengupta  
Job Press Manager  
Times of India Ltd.

Shri Dilip G. Shah  
Systems Officer  
Pfizer Pvt. Ltd.

Shri J.H. Shah  
Chief Executive  
Mukand Iron & Steel Works Ltd.

Shri N.J. Shah  
Asst. Chief Executive  
Mukand Iron & Steel Works Ltd.

Mrs. Smita D. Shah  
Director  
Systems & Designs

Shri S.H. Shah  
Mill Manager  
Sassoon Spg. & Wvg. Co. Ltd.

Shri V.J. Shah  
Vice-Chairman  
Mukand Iron & Steel Works Ltd.

Shri U.K. Sheth  
Commercial Superintendent  
The A'bad Electricity Co. Ltd.

Shri B.G. Shinde  
Senior Accounts Officer  
Air India

Shri T.S. Subramanian  
Circulation Manager  
The Times of India

Miss Dilnawaz P. Sidhwa  
Marketing & Staff Assistant  
Voltas Ltd.

Shri S.N. Sopory  
General Manager  
The Cement Mktg. Co. of India Ltd.

Shri J. Srinivasan  
Chief Accountant  
Dr. Beck & Co. (India) Ltd.

Shri Pran Talwar  
Marketing Manager  
Payen-Talbros (Pvt.) Ltd.

Shri K.K. Talwar  
Chief Engineer  
The Paper Products Ltd.

Shri H.J. Vaidya  
Director  
Bombay Silk Mills Ltd.

Shri D. Verma  
Director  
Caprihans (India) Pvt. Ltd.

Shri M.S. Warty  
Director (Personnel)  
Mafatlal Services Pvt. Ltd.

Shri V.R. Chakravarthi  
Deputy Commercial Manager  
India Airlines Corporation

Shri S.S. Suktankar  
Chief Internal Auditor  
Bennett, Coleman & Co. Ltd.

Shri S.M. Thakor  
E.D.P. Officer  
Sree Ram Mills Ltd.

Shri V.V. Merchant  
1, Rockside  
112 Walkeshwar Road  
Bombay-6

Shri S.G. Tatake  
Management Trainee  
Mafatlal Group of Cos. Ltd.

Shri N.K. Jalan  
Trainee  
S.K.G. Sugar Ltd.

Shri M.R. Lodh  
Works Manager  
Devidayal Cable Industries

Shri Kamal K. Aggarwal  
Technical Director  
Devidayal Cable Industries

Shri V.J. Shethia  
Executive  
Shethia Group Concerns

Shri B.S. Shethia  
Managing Director  
Shethia Group Concerns

Appendix H-8

Shri P.R. Ashar  
Executive  
Shethia Group Concerns

Shri D.N. Chhahira  
Chief Engineer  
Hoechst Pharmaceuticals Ltd.

Shri Y. Bhaskar Rao  
Dairy Development Officer  
& Sales Manager  
M.S. 34, Malakpet Govt. Colony  
Hyderabad-36

Shri B.R. Bhatt  
24, Jayanagar Society  
Near Rambaug  
Kankaria  
Ahmedabad-17

Miss Daksha J. Shah  
7, Parna Kunj  
Ambawadi  
Ahmedabad-6

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FACULTY SEMINARS IN 1967-68

<u>Date</u>	<u>Speaker</u>	<u>Topic</u>
June 23, 1967	Prof. Ishwar Dayal	Proposal for an Action Research Project on Social Change in a Community
July 21, 1967	Prof. Ved P. Gandhi	The Incidence of Company Tax in India - Suggested Hypotheses
August 26, 1967	Profs. John Dearden & Samuel Paul	A Proposal for the Control of Public Sector Corporations
September 8, 1967	Prof. K.K. Anand & S.P.S. Pruthi	Role of the Government in Public Sector Hotels
November 21, 1967	Prof. K.K. Anand	Selection for Management Education
February 16, 1968	Prof. Baldev R. Sharma	Adaptation to Industrialism : The Case of the Indian Automobile Worker

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