

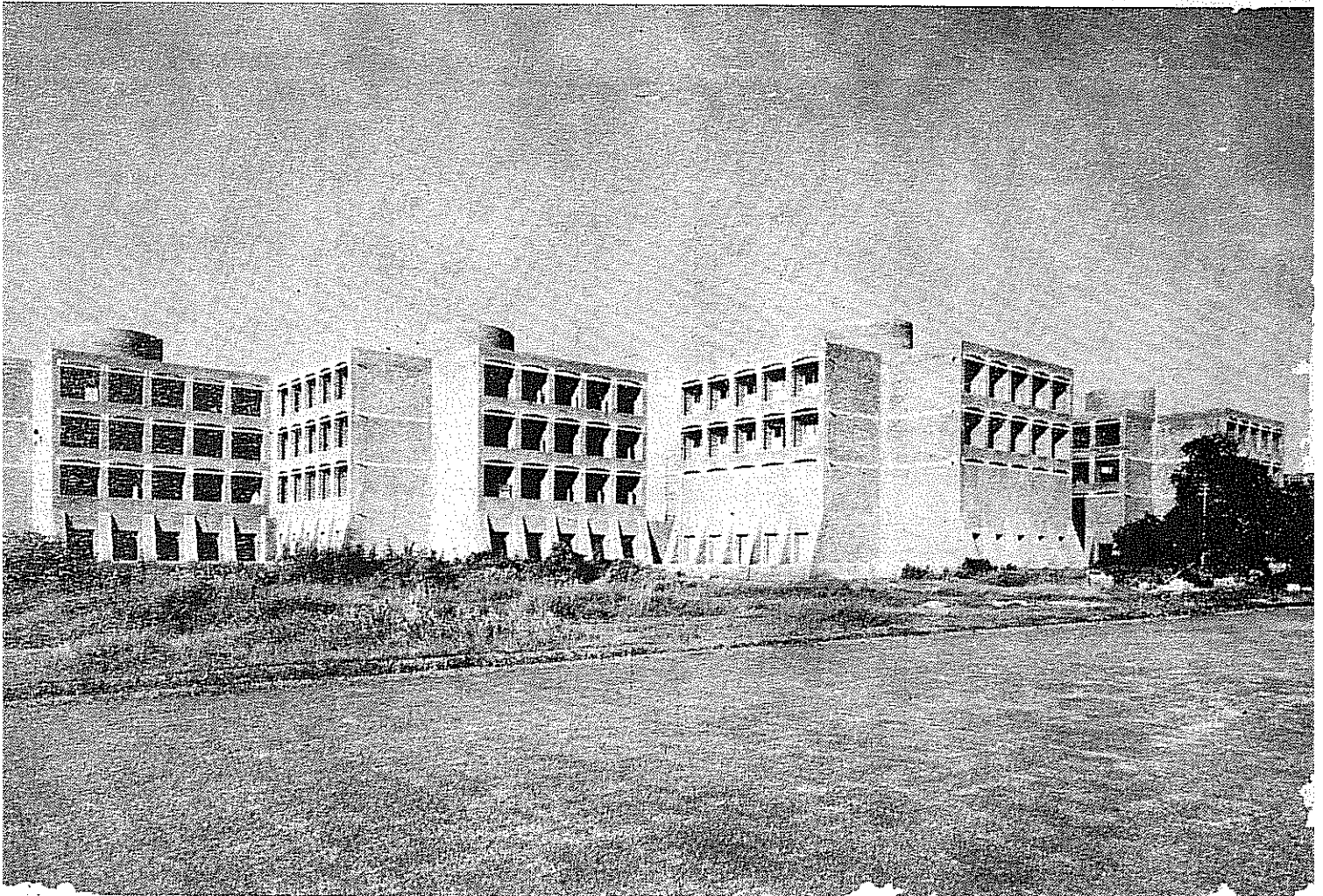
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I I I M I

AHMEDABAD

INDIAN INSTITUTE OF MANAGEMENT
AHMEDABAD

**SEVENTH
ANNUAL REPORT
1968-69**



**SEVENTH
ANNUAL REPORT
1968-69**

This report covers the programmes and activities of the Indian Institute of Management, Ahmedabad, from April 1, 1968, to March 31, 1969.



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| | 35 | Programme in Financial Management |
| | 36 | Programme for Production Executives |

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PROGRESS, 1962-69

| | 1962- 63 | 1963- 64 | 1964- 65 | 1965- 66 | 1966- 67 | 1967- 68 | 1968- 69 | 1962-69 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---------|
| A. MANPOWER | | | | | | | | |
| Faculty | 5 | 13 | 27 | 35 | 34 | 35 | 41 | 41 |
| Research Staff | 5 | 13 | 15 | 15 | 21 | 38 | 45 | 45 |
| Staff | 24 | 45 | 81 | 125 | 149 | 184 | 195 | 195 |
| Programme Associates | 1 | 8 | 8 | 10 | 7 | 5 | 5 | 5 |
| Faculty Associates | 3 | 4 | 5 | 7 | 8 | 11 | 15 | 15 |
| Total | 38 | 83 | 136 | 192 | 219 | 272 | 302 | 302 |
| B. DEVELOPMENT ACTIVITY | | | | | | | | |
| Post-Graduate Programme | — | — | 48 | 130 | 162 | 190 | 216 | 746 |
| Executive Development Programmes | | | | | | | | |
| 1. General Management | | | | | | | | |
| 3-Tier Programme for Management Development ★ | — | 120 | 122 | 154 | 218 | 140 | 158 | 912 |
| Programme for Young Executives | — | — | 30 | 21 | 40 | 30 | 35 | 156 |
| 2. Functional Programmes | | | | | | | | |
| Programme in Personnel Management | — | — | — | — | — | 19 | — | 19 |
| Programme on Corporate Accounting & Control Systems | — | — | — | — | — | 62 | — | 62 |
| Programme for Purchasing Executives | — | — | — | — | — | 24 | — | 24 |
| Programme on Analytical Aids for Decision Making | — | — | — | — | — | — | 22 | 22 |
| Laboratory for Personal & Organizational Development I, II, & III | — | — | — | — | — | — | 99 | 99 |
| Programme for Production Executives | — | — | — | — | — | — | 47 | 47 |
| Programme in Financial Management | — | — | — | — | — | — | 49 | 49 |
| Programme for Marketing Executives | — | — | — | — | — | — | 29 | 29 |
| 3. Programme for University Teachers | — | — | — | 36 | 34 | 19 | 21 | 110 |
| 4. Other Programmes | | | | | | | | |
| Inter-University Programme (No. of Faculty) | — | — | — | — | 4 | 4 | — | 4 |
| Alumni Conference | — | — | 53 | 66 | 61 | 95 | 129 | 404 |
| Multi-level Dairy Management Programme | — | — | — | — | 79† | 22+ | — | 122 |
| | | | | | 18† | 3† | — | |
| New Foods for National Development | — | — | — | — | — | 70 | — | 70 |
| Modernization in Rice Industry Seminar | — | — | — | — | — | — | 66 | 66 |
| Agricultural Finance Seminar | — | — | — | — | — | — | 51 | 51 |
| Agricultural Supply Management Programme | — | — | — | — | — | — | 21 | 21 |
| 5. Other Activities | | | | | | | | |
| No. of cases collected (cumulative) | — | 100 | 300 | 600 | 800 | 900 | 1000 | 1000 |
| Library books | 2000 | 7000 | 13000 | 22000 | 27000 | 34090 | 40000 | 40000 |
| No. of research projects (cumulative) | — | — | 1 | 16 | 16 | 24 | 38 | 38 |
| Building area provided (in lakh sq. ft.) | — | — | — | 3.6 | 4.8 | 5.8 | 6.5 | 6.5 |

★ Only the number of participants are mentioned against each programme.

† Attended part of the apex level seminar.

†† Attended the apex level seminar.

PART I

Programmes Repeated in 1968-69

New Ventures in 1968-69

Society and Donor Members

Board of Governors

Faculty and Research Staff

Ford Foundation

Visiting Faculty

Faculty Use of Indian Managers

Business Fellowships



Mrs. Indira Gandhi, Prime Minister of India, at the 1968 Convocation.

PROGRAMMES REPEATED IN 1968-69

☉ Eighty-two students of the 1966-68 class of the Post-Graduate Programme in Business Administration graduated at the Third Annual Convocation held on April 13, 1968. Mrs. Indira Gandhi, Prime Minister of India, was the chief guest.

☉ The fourth session of the Programme for University Teachers on Economic Analysis for Business Decisions was conducted at Agra from April 14 to 30, 1968, along with a Programme on Analytical Aids for Decision Making for business executives. This was to bring together business executives and university teachers.

☉ The fifth session of the Programme for Young Executives was conducted between May 19 and June 15, 1968, at Simla and between November 3 and 9, 1968, at Ahmedabad.

☉ The fifth session of the Post-Graduate Programme commenced on July 1, 1968, with 118 students.

☉ The sixth session of the 3-Tier Programme for Management Development was conducted at Agra from January 5 to March 1, 1969.

NEW VENTURES IN 1968-69

☉ Three Laboratories for Personal and Organizational Development were conducted during the year, the first between April 14 and 20, 1968, at Mount Abu, the second between October 6 and 12, 1968, at Goa, and the third between March 30 and April 5, 1969, at Agra.

☉ A Programme in Financial Management was held at Srinagar from September 1 to 20, 1968.

☉ A Programme for Production Executives was conducted at Agra from September 15 to October 2, 1968.

☉ In collaboration with the U.P. Agricultural University, the Institute organized a seminar on Agricultural Finance at New Delhi on October 23 and 24, 1968.

☉ The second seminar of the Registrars and Administrative Officers of 10 autonomous educational institutions in science, technology, and management was conducted at Ahmedabad between February 6 and 8, 1969.

☉ The Institute is helping the Reserve Bank of India in setting

up the National Institute of Banking Management.

• The Institute organized a Seminar on Modernization in Rice Industry at Bangalore from January 9 to 12, 1969.

• Three meritorious students of the Post-Graduate Programme were deputed to USA for doing doctoral programme in the leading business schools there.

• A number of research projects were initiated at the request of government departments, and public and private sector organizations.

SOCIETY AND DONOR MEMBERS

The eighth meeting of the Indian Institute of Management Ahmedabad Society held on April 12, 1968, approved the award of certificates to the third batch of 82 students of the two-year Post-Graduate Programme in Business Administration at the Third Annual Convocation held on April 13, 1968.

The ninth meeting of the Society held on August 17, 1968, adopted

the Sixth Annual Report for the period ending March 31, 1968, and the accounts for that year.

The membership of the Society increased from 70 to 73 during the year. A list of the members of the Society and a list of the Donors as on March 31, 1969, are given in Appendices A and B.

BOARD OF GOVERNORS

The Board held three meetings on April 12, 1968, August 17, 1968, and November 30, 1968.

Mr. M. S. Nadkarni, Financial Adviser to the Ministry of Education, was nominated by the Government of India as its representative on the Board with effect from February 26, 1969, in place of Mr. M. S. Sundara.

The Government of Gujarat nominated the following officers as its representatives on the Board :

Mr. V. R. Mehta, Secretary, Education and Labour Department, Government of Gujarat, with effect from November 20, 1968, in the place of Mr. S. M. Dudani.

Mr. F. N. Rana, Chief Secretary to the Government of Gujarat, with effect from April 18, 1968, in place of Mr. V. L. Gidwani.

Mr. L. R. Dalal, Chief Secretary to the Government of Gujarat, with effect from April 12, 1969, in place of Mr. Rana.

Mr. Arvind N. Mafatlal, Mafatlal Gagalbhai & Co. (P) Ltd., Bombay, was nominated as the representative of the All India Council of Technical Education on the Board with effect from February 13, 1969, in place of Mr. Pranlal Patel.

The following representatives of the Donors were elected to the Board of Governors for two years with effect from March 3, 1969 :

| Elected Member | In the Place of |
|----------------------------|------------------------------------|
| Mr. Navnitlal Shodhan | Mr. Navnitlal Shodhan |
| Mr. L. T. Gholap | Mr. Chinubhai Chimanbhai |
| Mr. A. H. Tobacco- wala | Mr. Balkrishna Hari- vallabhdas |
| Mr. Chinubhai Manibhai | Mr. J. N. Guzdar |

The following committees of the Board functioned during the year :

The *Personnel Committee* met on April 12, 1968, October 28, 1968, and February 1, 1969.

The *Budget Committee* met on September 24, 1968, at New Delhi.

The *Building Committee* met on January 29, 1968, July 1, 1968, and February 9, 1969.

The names of the Board of Governors and its various committees are given in Appendix C.

FACULTY AND RESEARCH STAFF

Appointments

The following faculty appointments were made during 1968-69 :

| Name | Designation | Specialization | Date of Joining |
|-------------------|-----------------|-----------------------------|-----------------|
| Dr. C. P. Rao | Asst. Professor | Marketing | 21-6-1968 |
| Dr. Subhash Jain | Professor | Marketing | 27-6-1968 |
| Dr. N. Joshi | Asst. Professor | Economics | 29-6-1968 |
| Dr. C. Rangarajan | Professor | Economics | 29-6-1968 |
| Dr. J. K. Satia | Asst. Professor | Production | 9-7-1968 |
| Dr. N. S. Kambo | Asst. Professor | Quantitative Methods | 18-7-1968 |
| Dr. S. Kakar | Asst. Professor | Organizational Behaviour | 24-10-1968 |

Faculty Development

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

Mr. Keshav Prasad, Assistant Professor of Marketing and Written Executive Communication, continued to do the second year of the M.B.A. at the Harvard Business School and is expected back in June 1969.

Mr. K. Balakrishnan, Faculty Research Associate in Management Accounting, and Mr. A. S. Dhawle, Librarian, returned to Ahmedabad after participation in the International Teachers Programme in July 1968.

Mr. Subhash C. Mehta, who was sponsored to the International Centre for Advanced Management Education in Marketing Management at the Stanford University, USA, during 1967-68, returned in July 1968 and was promoted as Faculty Research Associate in Marketing with effect from July 1, 1968.

Mr. A. V. S. Narayanan, Research Associate in the AGCO

Group, was granted extraordinary leave for three years with effect from July 8, 1968, to do his Doctorate at the Department of Agricultural Economics, University of Illinois, USA.

Mr. N. Venkat Rao, Research Associate in the Economics Area, was granted extraordinary leave for two years with effect from September 1968 to do his doctoral programme at the University of Minnesota, USA.

Harvard-IIMA Faculty Exchange Programme

Under the exchange programme of faculty between the Harvard Business School and the IIMA, Dr. S. Paul left for USA on January 12, 1969, to work at HBS for six months up to July 1969.

Director's Visit to USA

Prof. Ravi J. Matthai, Director, visited USA in May 1968 for the following purposes :

Long-term visiting faculty from
USA
Fund raising for doctoral fellow-
ships
International collaborative
research
Discussions regarding future
Ford Foundation assistance.

Dr. R. K. Hazari, Editor,
Economic and Political Weekly,
Bombay.

Mr. Shrenik Kasturbhai, Indus-
trialist, Ahmedabad.

Dr. Freddie A. Mehta, Economic
Adviser, Tata Industries Pvt. Ltd.,
Bombay.

Dr. N. C. Mehta, Director, The
Syndicate Bank Ltd., Manipal.

Mr. A. D. Moddie, Resident
Director, Hindustan Lever Ltd.,
New Delhi.

Mr. N. N. Pai, General Manager
(Finance), Batliboi and Co. Pvt.
Ltd., Bombay.

Mr. Vinay Bharat Ram, Manag-
ing Agent, Delhi Cloth & General
Mills Co. Ltd., Delhi.

Mr. R. Subrahmanyam, Commer-
cial Services Manager, Hindustan
Lever Ltd., Bombay.

Dr. J. N. Thadani, Deputy
Controller, Delhi Cloth & General
Mills Co. Ltd., Delhi.

Mr. S. R. Thakore, Head of
Computer Centre and Administra-
tive Officer, Physical Research
Laboratory, Ahmedabad.

The faculty associates assist the
faculty in various academic and
administrative activities.

Faculty Associates

The honorary role of faculty
associate was awarded to the
following persons :

Mr. Prafull Anubhai, Managing
Director, Rustom Jehangir Vakil
Mills Ltd., Ahmedabad.

Mr. M. V. Arunchalam, Manag-
ing Director, Carborundum Univer-
sal Ltd., Madras.

Mr. B. V. Bhatt, Deputy General
Manager (Textile Division), Calico
Mills, Ahmedabad.

Dr. Subir Chowdhury, Head,
Operational Research, I.C.I. (India)
Ltd., Calcutta.

Mr. Bharat C. Dalal, General
Commercial Manager, Gujarat State
Fertilizers Co. Ltd., Baroda.

Research Associates and Assistants

The following research associates and research assistants were appointed during the year :

| Name | Designation | Specialization | Date of Joining |
|-------------------------------|-------------------|-----------------------------|-----------------|
| Mr. L. M. Dixit | Res. Associate | Organizational Behaviour | 4-7-1968 |
| Mr. A. K. Banerjee | Res. Assistant | Quantitative Methods | 6-9-1968 |
| Mr. B. M. Desai | Res. Associate | AGCO | 20-9-1968 |
| Mr. K. S. Raman | Tech. Assistant | Business Policy | 20-9-1968 |
| Mr. S. N. Chokshi | Res. Investigator | AGCO | 7-10-1968 |
| Mr. A. M. Dalvi | Res. Associate | Marketing | 16-10-1968 |
| Mr. V. S. T. V. Anjaneyulu | Res. Investigator | AGCO | 25-10-1968 |
| Mr. H. B. Dave | Res. Assistant | AGCO | 1-11-1968 |
| Mr. P. N. Chari | Res. Assistant | AGCO | 8-11-1968 |
| Mr. N. M. Parikh | Res. Associate | Organizational Behaviour | 11-11-1968 |
| Miss C. R. Shah | Res. Assistant | Economics | 16-11-1968 |
| Miss S. N. Desai | Res. Assistant | Economics | 21-11-1968 |
| Dr. T. P. Gopalaswamy | Res. Associate | AGCO | 21-11-1968 |
| Mr. J. S. Gandhi | Res. Assistant | Organizational Behaviour | 23-11-1968 |
| Mr. K. Sadashiviah | Res. Assistant | AGCO | 23-11-1968 |
| Dr. V. N. Krishnan | Sr. Res. Officer | Economics | 29-11-1968 |
| Mr. B. C. Patel | Res. Investigator | AGCO | 1-1-1969 |
| Mr. M. K. Shah | Res. Investigator | AGCO | 4-1-1969 |
| Mr. M. R. Gopalan | Res. Associate | Production | 13-1-1969 |
| Mr. H. Bhatt | Res. Assistant | AGCO | 1-2-1969 |
| Mr. S. B. Jain | Res. Investigator | AGCO | 5-2-1969 |

Resignations

During the year, the following faculty and research staff left the Institute:

| Name | Designation | Specialization | Left On |
|-----------------------|-------------------|---------------------------------|-------------|
| Faculty | | | |
| Dr. S. Subramaniam | Asst. Professor | Economics | 26-7-1968 |
| Dr. N. S. Kambo | Asst. Professor | Quantitative Methods | 10-9-1968 |
| Prof. M. Bolar | Asst. Professor | Organizational Behaviour | 15-2-1969 |
| Research Staff | | | |
| Mr. K. V. Govind Raju | Res. Assistant | AGCO | 30-4-1968 |
| Mr. R. Nangia | Res. Associate | Economics | 17-6-1968 |
| Mr. Angad Singh | Res. Associate | Production | 30-6-1968 |
| Mr. P. V. Subba Rao | Res. Assistant | AGCO | 4-10-1968 |
| Mr. T. M. Patel | Res. Investigator | AGCO | 22-10-1968 |
| Mr. S. P. Singh | Sr. Res. Officer | Labour Market Survey Project | 16-11-1968 |
| Mr. P. P. Talwar | Res. Assistant | Quantitative Methods | 2-1-1969 |
| Mr. S. K. Khurana | Res. Associate | Air India Project | 31-1-1969* |
| Mr. K. A. Kumar | Res. Associate | Air India Project | 31-1-1969* |
| Mr. G. Singh | Res. Associate | Air India Project | 28-2-1969* |
| Mr. S. Mookherjee | Res. Associate | Air India Project | 7-3-1969* |
| Mr. K. S. Rao | Res. Associate | Air India Project | 7-3-1969* |
| Dr. V. N. Krishnan | Sr. Res. Officer | Labour Market Survey Project | 30-3-1969** |

* Completion of project.

** Subsequently joined the faculty.

(A complete list of the faculty and research staff as of March 31, 1969, is given in Appendix D.)

FORD FOUNDATION

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

- ₹ 471,000 September 1963 —
 October 1964
- ₹ 1,070,000 September 1964 —
 October 1965
- ₹ 660,000 October 1966 —
 October 1969
- ₹ 300,000 March 1966 (for the
 building programme)

These grants have helped the Institute to procure the services of the visiting faculty from HBS and other institutions in the USA, to provide fellowships to enable the Institute's faculty to go abroad for study and training, and to start fellowships to business executives who have participated in the Institute's programmes. The grant was also used to build a library of over 40,000 volumes (one of the best management libraries in Asia), and to provide rupee support to research projects conducted in India.

The third grant expires in September 1969, and the Institute has

asked the Ford Foundation for a five-year grant for the development of the Institute in various sectors — industry, agriculture, banking, trade unions, education, and research. Discussions are still in progress, and if a grant materializes, it could be utilized for the following items : faculty development, visiting faculty, seed money projects, books, equipment, seminars, buildings for executive development programmes, and computer facilities.

While the three grants made by the Ford Foundation have enabled the Institute to establish itself firmly as a leader in management education in India, further assistance from the Ford Foundation would enable the Institute to act as a "change agent" and to develop inter-sectoral research work in industry, trade, agriculture, banking, government, administration, and education which could be further developed to feed each other.

The Institute is presently collaborating with the U.P. Agricultural University and assisting the Reserve Bank of India to set up a National Institute of Banking Management. The intersectoral transference of knowledge resulting from the work in various sectors and the institutional collaborative arrangements would be the most important contribu-

tion to the Institute's role as a change agent.

The Ford Foundation, which has played an important role in the formative stage, can, by extending financial support beyond September 1969, enable the Institute to assume this key role in management education and to foster the inter-sectoral

transference of knowledge in the various sectors of the economy.

The Institute is grateful to the Ford Foundation for its continued support and to the Institute of International Education for administering the dollar funds on behalf of the IIMA.

Visiting Faculty

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

| Name | Institution | Specialization | Period |
|-----------------------|--|--------------------------|-------------------|
| Dr. A. K. Rice | Tavistock Institute of Human Relations | Organizational Behaviour | Oct. '68-Jan. '69 |
| Dr. Carl L. Nelson | Columbia University | Finance & Accounting | Oct. '68-June '69 |
| Dr. A. N. Turner | Harvard Business School | Organizational Behaviour | Oct. '68-Mar. 70 |
| Dr. Subbiah Kannappan | Michigan State University | Organizational Behaviour | Oct. '68-Feb. '69 |
| Dr. Harry L. Hansen | Harvard Business School | Marketing | Jan. '69-May '69 |

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 encouraged the inter-change of persons between industry and the Institute. Business executives — Mr. M. V. Arunachalam (Carborundum Universal Ltd., Madras), Mr. Prafull

Anubhai (The Rustom Jehangir Vakil Mills Ltd., Ahmedabad), Mr. Vinay Bharat Ram (The Delhi Cloth & General Mills Co. Ltd., Delhi), Dr. Subir Chowdhury (I.C.I. India Pvt. Ltd., Calcutta), Dr. Freddie A. Mehta (Tata Industries Pvt. Ltd., Bombay), Dr. N. C. Mehta (The Syndicate Bank Ltd., Manipal), and Mr. R. Subrahmanyam (Hindustan Lever Ltd., Bombay) — have participated as faculty in the various programmes of the Institute.

Business Fellowships

From the Ford Foundation grant, the Institute sponsored four executives to the Advanced Management Programme and the Programme for Management Development of the HBS. The executives were selected from the participants in the general management programmes of the Institute on the basis of their potential to contribute significantly to the overall advancement of management. The following business executives were sponsored in 1968-69 :

AMP Fall 1968

Mr. C. K. Hazari
Vice President (Finance)
Escorts Ltd.

AMP Spring 1969

Col. T. K. Mukherji
General Manager (Staff)
Voltas Ltd.

PMD Fall 1968

Mr. Ramesh Banatwala
Pfizer Ltd.

PMD Spring 1969

Mr. Kalyan Chakravarti
Assistant Engineer
Larsen & Toubro Ltd.

The Institute is extremely grateful to the HBS for its continued help and assistance in the development of the Institute. The Dean of the HBS and the Director of the Institute have discussed a new point of mutual interest on the basis of which the future relationship of the two institutions can grow. The Harvard - IIMA Faculty Exchange Programme is a specific illustration of this new type of relationship based on mutual interest.

PART II

Two-Year Post Graduate Programme

**Admissions : Trends over the
Years**

Fifth Session

Curriculum, 1968-69

Financial Aid

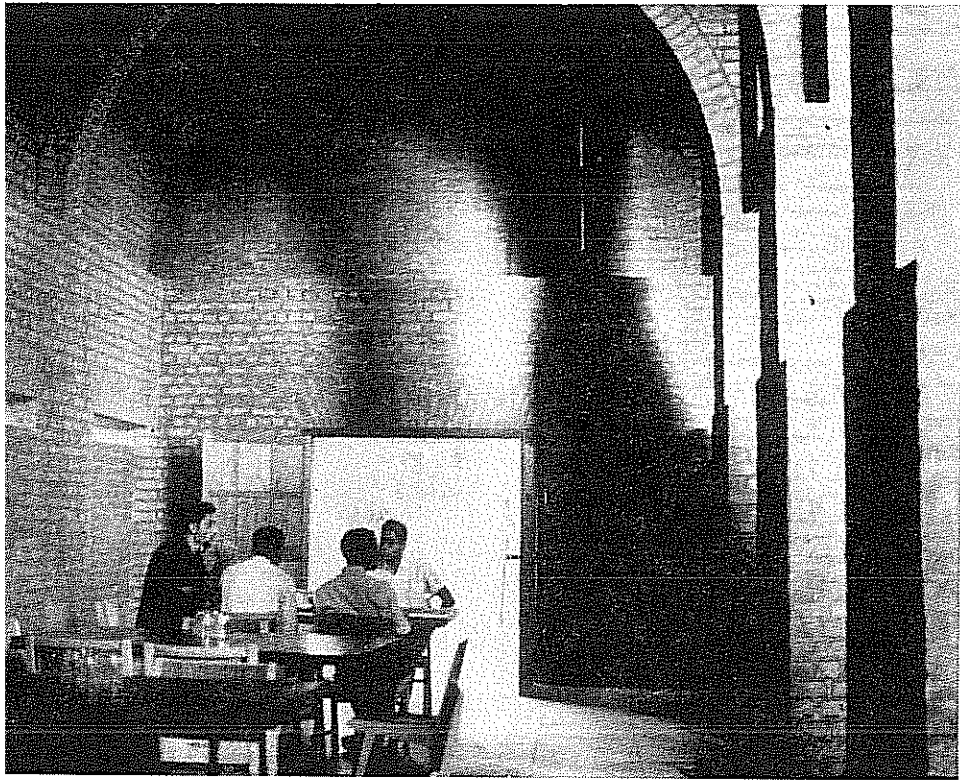
Industry Scholarships

Placement

Third Annual Convocation

Draft Bill

Doctoral Programme



After class, before class
case discussion



Class of 1966-68

TWO-YEAR POST-GRADUATE PROGRAMME

Admissions : Trends over the Years

General

The Two - Year Post-Graduate Programme in Business Administration is one of the major academic activities of the Institute. Since management requires the highest talents in the country, steps are taken to attract the best candidates and to select the most promising among them to the programme.

Applications are invited by advertisements in the leading newspapers in the country. In addition, information leaflets are sent to all colleges and universities, management associations, and members of the Institute's Alumni Association.

Each application is independently evaluated by at least two members of the Admissions Committee, and those found suitable are called for further tests and interviews. The tests and interviews are held in important cities in the country (Ahmedabad, Allahabad, Bangalore, Bombay, Calcutta, Delhi, Hyderabad, and Madras). The candidates called for interviews have to take aptitude tests, participate in group

discussions, and attend interviews with members of the Admissions Committee. The final selection is based on the cumulative performance in all the selection items. Table I shows an upward trend in the number of applications received and candidates called for tests and interviews.

TABLE I
Post-Graduate Programme
Applicants and Students
1964-66 to 1969-71

| Batch | Number of applications received | Number called for interview and tests | Number joined the programme |
|---------|---------------------------------|---------------------------------------|-----------------------------|
| 1964-66 | 747 | 361 | 58 |
| 1965-67 | 922 | 448 | 95 |
| 1966-68 | 1682 | 513 | 87 |
| 1967-69 | 1710 | 471 | 112 |
| 1968-70 | 2321 | 539 | 118 |
| 1969-71 | 3110 | 589 | 116 |
| | 10492 | 2921 | 586 |

Educational Background

The Institute admits students with many different educational backgrounds. In the first two years, arts and science graduates constituted the bulk of the applicants and the least number was that of the engineering graduates. As concerted

efforts were made to approach the important colleges, the Indian Institutes of Technology, and engineering colleges throughout India, and as the Institute became more well-known among the university circles, the number of engineering applicants rose significantly by 1968. In 1969 the number of engineering applicants was twice the number in 1968. The significant rush

in 1969 could also have been partly caused by the industrial recession.

Another significant trend is the fall in the percentage of applications from arts and commerce graduates and the rise in the percentage of both engineering applicants as well as engineering students admitted to the course. This is shown in the Table II.

TABLE II
Educational Background of Applicants and Students

| | Arts | Commerce | Science | Engg. | Total | No. of Cases |
|----------------|------|----------|---------|-------|-------|--------------|
| | % | % | % | % | % | |
| 1964-66 | | | | | | |
| Applicants | 39.4 | 30.1 | 28.5 | 2.0 | 100 | 747 |
| Students | 31.0 | 22.4 | 36.2 | 10.4 | 100 | 58 |
| 1965-67 | | | | | | |
| Applicants | 40.6 | 22.5 | 34.5 | 2.4 | 100 | 922 |
| Students | 39.0 | 14.7 | 40.0 | 6.3 | 100 | 95 |
| 1967-69 | | | | | | |
| Applicants | 37.3 | 21.4 | 29.2 | 12.1 | 100 | 1682 |
| Students | 26.5 | 16.1 | 21.8 | 35.6 | 100 | 87 |
| 1966-68 | | | | | | |
| Applicants | 28.5 | 23.7 | 34.6 | 13.2 | 100 | 1704 |
| Students | 17.9 | 10.7 | 24.1 | 47.3 | 100 | 112 |
| 1968-70 | | | | | | |
| Applicants | 22.9 | 18.4 | 35.2 | 23.5 | 100 | 2321 |
| Students | 11.0 | 9.3 | 33.1 | 46.6 | 100 | 118 |
| 1969-71 | | | | | | |
| Applicants | 16.6 | 15.5 | 30.7 | 37.2 | 100 | 3014 |
| Students | 9.5 | 1.7 | 4.3 | 84.2 | 100 | 116 |

Previous Academic Record

Since the programme is a rigorous one, requiring high intellectual ability and capacity for hard work, emphasis is placed on the previous academic record of the students commencing with Matricu-

lation and covering all subsequent examinations in which a candidate has appeared.

As shown in Table III, each successive batch has generally brought an increased proportion of candidates with better academic record.

TABLE III

Previous Academic Record of Applicants and Students

| | I Divn | I & II Divn | I & III Divn | I, II & III Divn | II Divn | II & III Divn | III Divn | Total | No. of Cases |
|----------------|--------|-------------|--------------|------------------|---------|---------------|----------|-------|--------------|
| | % | % | % | % | % | % | % | % | |
| 1964-66 | | | | | | | | | |
| Applicants | 4.3 | 6.3 | 15.4 | 7.6 | 12.9 | 34.8 | 18.7 | 100 | 747 |
| Students | 17.2 | 38.0 | 6.9 | 5.2 | 12.1 | 17.2 | 3.4 | 100 | 58 |
| 1965-67 | | | | | | | | | |
| Applicants | 4.5 | 11.9 | 7.3 | 6.0 | 13.8 | 37.3 | 19.2 | 100 | 922 |
| Students | 7.4 | 29.5 | 6.3 | 4.2 | 21.0 | 22.1 | 9.5 | 100 | 95 |
| 1966-68 | | | | | | | | | |
| Applicants | 8.4 | 18.5 | 4.9 | 5.8 | 21.2 | 30.9 | 10.3 | 100 | 1682 |
| Students | 16.1 | 52.9 | 2.3 | 8.0 | 17.2 | 3.5 | — | 100 | 87 |
| 1967-69 | | | | | | | | | |
| Applicants | 11.5 | 22.8 | 3.5 | 6.2 | 24.9 | 25.4 | 5.7 | 100 | 1704 |
| Students | 25.0 | 48.2 | 4.5 | 3.6 | 12.5 | 6.2 | — | 100 | 112 |
| 1968-70 | | | | | | | | | |
| Applicants | 19.6 | 27.3 | 2.3 | 4.7 | 23.1 | 20.1 | 2.9 | 100 | 2321 |
| Students | 38.1 | 53.4 | 2.6 | 4.2 | 1.7 | — | — | 100 | 118 |
| 1969-71 | | | | | | | | | |
| Applicants | 15.4 | 38.8 | 0.3 | 12.2 | 13.1 | 18.0 | 2.2 | 100 | 3046 |
| Students | 43.1 | 49.2 | 1.7 | 3.4 | 1.7 | 0.9 | — | 100 | 116 |

Work Experience

The Institute uses primarily the case method of instruction, which develops and sharpens the individual's ability to make decisions in a variety of complex and real situations. As far as possible the Institute

tries to attract candidates who have had some past work experience, since they can give a more realistic and practical bent to class discussions.

However, as seen in Table IV, no consistent trend is noticeable in the percentage of either applicants or students with work experience.

TABLE IV
Applicants and Students With and Without Work Experience

| | With Work Experience | Without Work Experience | Total | No. of Cases |
|----------------|-------------------------|----------------------------|-------|-----------------|
| | % | % | % | |
| 1964-66 | | | | |
| Applicants | 38.6 | 61.4 | 100 | 747 |
| Students | 63.8 | 36.2 | 100 | 58 |
| 1965-67 | | | | |
| Applicants | 37.5 | 62.5 | 100 | 922 |
| Students | 25.3 | 74.7 | 100 | 95 |
| 1966-68 | | | | |
| Applicants | 29.1 | 70.9 | 100 | 1682 |
| Students | 37.9 | 62.1 | 100 | 87 |
| 1967-69 | | | | |
| Applicants | 41.5 | 58.5 | 100 | 1704 |
| Students | 52.7 | 47.3 | 100 | 112 |
| 1968-70 | | | | |
| Applicants | 33.9 | 66.1 | 100 | 2321 |
| Students | 35.6 | 64.4 | 100 | 118 |
| 1969-71 | | | | |
| Applicants | 23.2 | 76.8 | 100 | 3014 |
| Students | 33.6 | 66.4 | 100 | 116 |

Age

The Institute has not prescribed any minimum or maximum age limit for admission to the pro-

gramme. However, as shown in Table V, the bulk of the applicants as well as students belong to the age group of 21-25 years. The number of applicants as well as students above 30 years is very small.

TABLE V

Age of Applicants and Students

| | 16 to 20 Years | 21 to 25 Years | 26 to 30 Years | 31 to 35 Years | 36 to 40 Years | Total | No. of Cases | Average Age |
|----------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------|-----------------|----------------|
| | % | % | % | % | % | % | | |
| 1964-66 | | | | | | | | |
| Applicants | 22.6 | 54.1 | 17.0 | 5.0 | 1.3 | 100 | 747 | 22.17 |
| Students | 22.4 | 55.2 | 10.3 | 12.1 | — | 100 | 58 | 20.84 |
| 1965-67 | | | | | | | | |
| Applicants | 21.8 | 54.9 | 18.4 | 3.9 | 1.0 | 100 | 922 | 21.9 |
| Students | 26.3 | 56.9 | 14.7 | 2.1 | — | 100 | 95 | 20.9 |
| 1966-68 | | | | | | | | |
| Applicants | 26.8 | 56.3 | 12.9 | 3.2 | 0.8 | 100 | 1682 | 21.4 |
| Students | 27.6 | 52.9 | 14.9 | 2.3 | 2.3 | 100 | 87 | 21.5 |
| 1967-69 | | | | | | | | |
| Applicants | 27.8 | 55.6 | 12.2 | 3.7 | 0.7 | 100 | 1704 | 21.27 |
| Students | 26.8 | 57.1 | 13.4 | 2.7 | — | 100 | 112 | 22.57 |
| 1968-70 | | | | | | | | |
| Applicants | 26.8 | 61.1 | 9.3 | 2.4 | 0.4 | 100 | 2321 | 21.1 |
| Students | 27.1 | 61.9 | 8.5 | 2.5 | — | 100 | 118 | 20.93 |
| 1969-71 | | | | | | | | |
| Applicants | 30.2 | 59.8 | 7.6 | 2.0 | 0.4 | 100 | 3042 | 21.17 |
| Students | 15.5 | 70.7 | 12.0 | 1.8 | — | 100 | 116 | 21.35 |

Fifth Session

The fifth session of the PGP started on July 1, 1968, with 118 students in the first year and 101 in the second year. There were some

drop-outs among the first year students and the strength at the end of the year was 114. The programme was formally inaugurated by Mr. Morarji Desai, Deputy Prime Minister of India, on August 4, 1968.

Curriculum, 1968-69

The first year curriculum remained unchanged. However, more faculty members were involved in the first year teaching during 1968-69. In the second year, 35 elective courses were scheduled, spread over three terms, as against 32 in the previous year. There are, in addition, two compulsory one-term courses in business policy. A few elective courses were offered in Marketing, Economics, Organizational Behaviour, Production, Finance and Accounting, and Business Policy. As in the past one project course was made compulsory in the second year.

Financial Aid

Based on need, 48 students of the first year and 39 students of the second year were awarded financial aid as loans.

Industry Scholarships

For the batch of students who graduated in April 1968, 10 industry

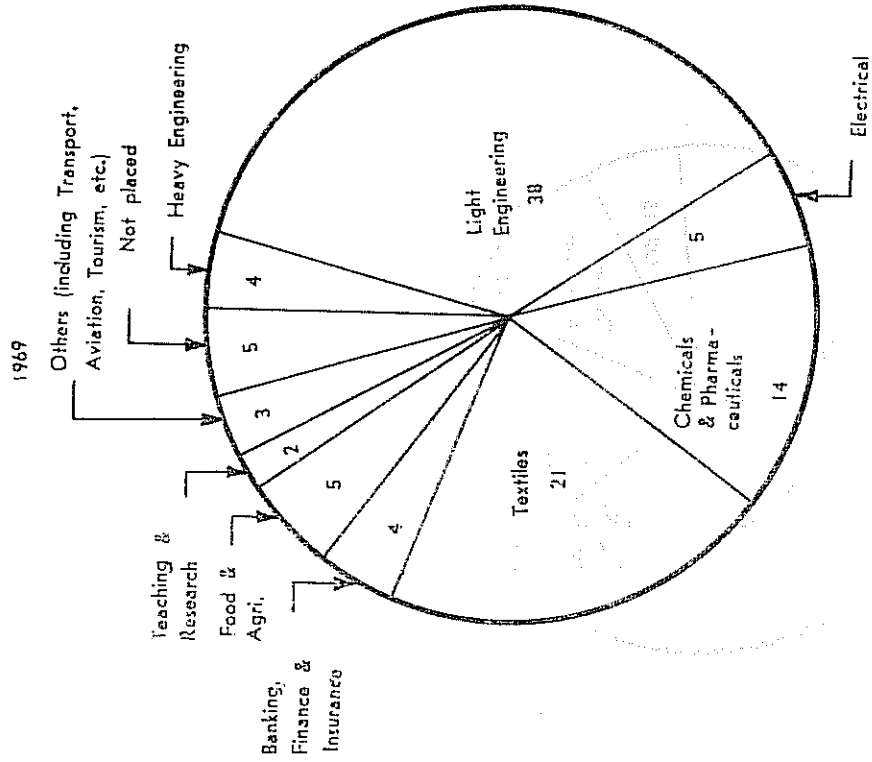
scholarships, each of the value of Rs. 2,500, were awarded on the basis of cumulative performance in the first and second year. Eleven students of the first year were awarded industry scholarships, each of the value of Rs. 2,500 per year. In 1969, industry scholarships of the value of Rs. 3,000 were awarded to nine second year students, and to 11 first year students. Ten of these were of the value of Rs. 3,000 each and one of Rs. 2,500. The Government of India's scholarships were available to 25% of the students. The Institute is grateful to the Government of India and to the organizations which awarded industry scholarships to our students. (The names of organizations who have given scholarships are listed in Appendix F).

Placement

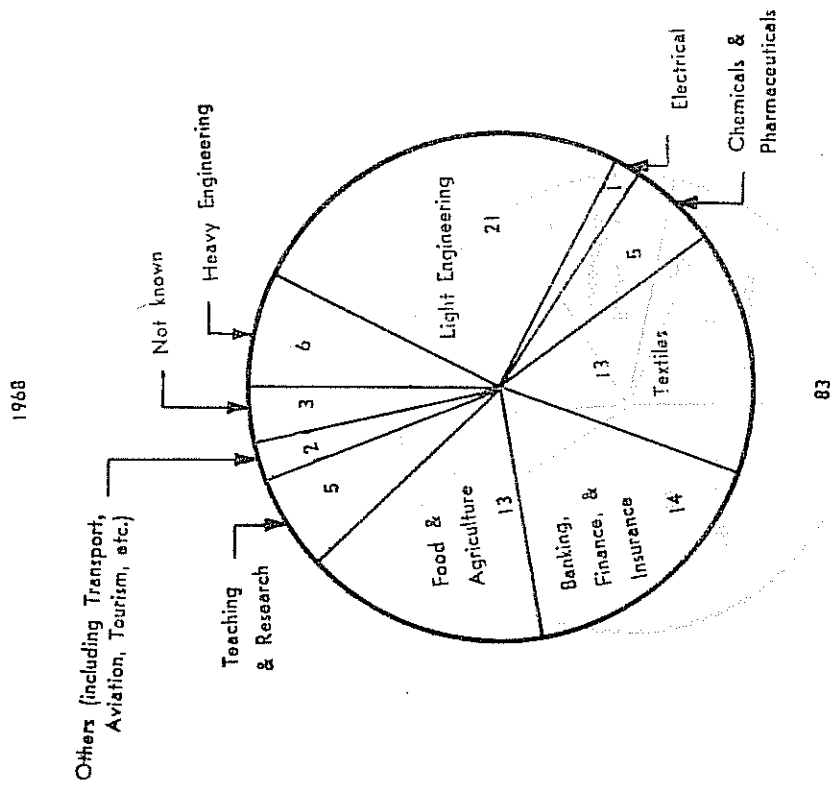
The Institute has throughout been interested in ensuring that the graduates of the Post-Graduate Programme are placed in responsible positions in the various sectors of economic activity, both in the public and the private sectors, and in teaching, so that their skills effectually help the economic pro-

PERMANENT PLACEMENT

Industry-wise Classification of Placement

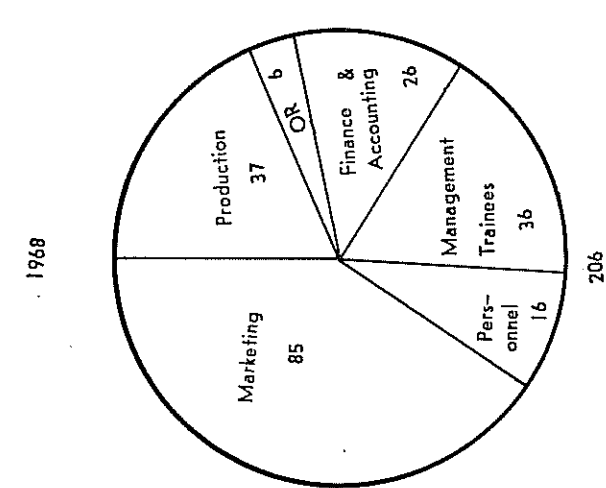
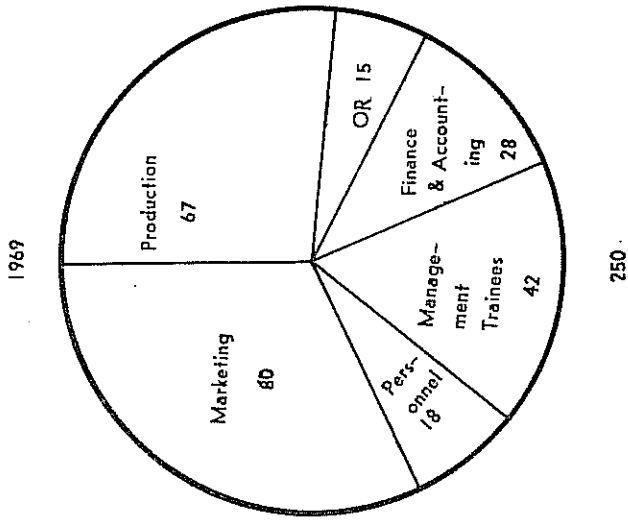


101

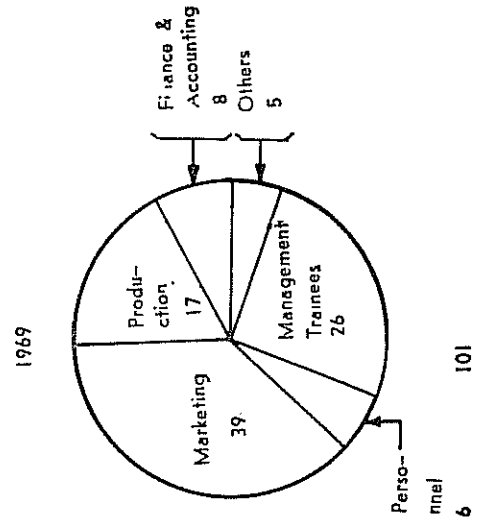
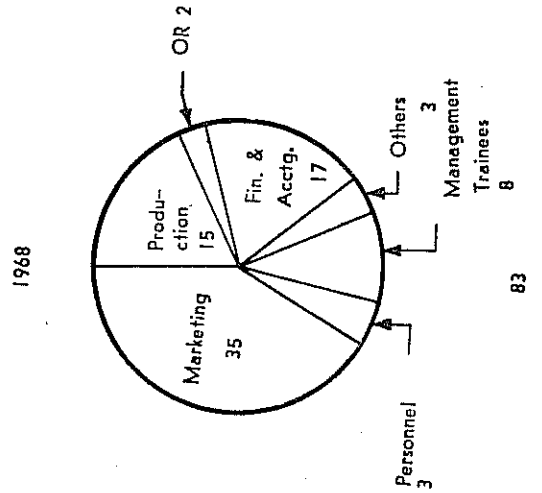


83

PERMANENT JOBS OFFERED



JOBS ACCEPTED



gress of the country. The Placement Programme, operating under the guidance of a faculty committee, maintains continuing liaison with several hundred employers, of which 150 have offered positions to the graduating students during the year.

So far the Placement Committee has had no difficulty in getting enough employers interested in our students. A large majority of the students had been offered positions by the time they received their diplomas. Seventeen of these positions were in the public sector.

As shown in the chart on page 27, most of the Institute's graduates are placed in light engineering, textile, chemical, food and agro-based industries, and financial institutions.

As shown in the chart on page 28, sales positions accounted for nearly half the jobs offered in 1968, but only a third of those offered in 1969. The number of production jobs offered in 1969 was much greater than in 1968, reflecting the upward turn in the economy.

Industry's interest in management services groups and operations research skills is reflected in the growing number of jobs offered in that field. Some of the students recruited as management trainees

may eventually be used in these functions.

The relatively small number of positions offered and accepted in finance and accounting may be attributed to the preference of Indian companies for accounts and commerce graduates rather than management trainees. Many financial agencies are now recruiting the Institute's graduates as project officers, and it is hoped the versatility and utility of the Institute's graduates will be further recognized by such organizations in future.

Third Annual Convocation

The third Annual Convocation was held on April 13, 1968. Mrs. Indira Gandhi, Prime Minister of India, addressed the convocation. 82 students were awarded diplomas, and 4 students received gold medals for outstanding scholastic performance.

Draft Bill

The draft Institutes of Management Bill — which will declare the

two Institutes of Management at Ahmedabad and Calcutta as institutions of national importance — has been discussed by the faculty and boards of both the institutions. The final draft is awaited.

DOCTORAL PROGRAMME

The following meritorious students of the Institute were admitted to the doctoral programme in the following leading US business schools during 1968-69:

Mr. J. C. Camillus (PGP, 1966-68), Harvard University.

Mr. Ravi Sarathy (PGP, 1966-68), Northwestern University.

Mr. G. K. Jayaram (PGP, 1966-68), University of California at Los Angeles.

The Kerala and Panjab Universities have recognized the Institute's Post-Graduate Diploma in Business Administration as equivalent to a Master's degree for the purpose of admission to its universities for doctoral programme. Similar recognition from the M. S. University of Baroda and the University of Gujarat is expected.

The Institute has also approached the M. S. University of Baroda and the University of Gujarat for recognizing the Institute for guiding doctoral candidates enrolled with them. This will make it possible for the Institute's faculty to guide students for doctoral research even though the candidates would be registered with the respective universities.

The Institute is doing all it can to start its own doctoral programme as soon as possible. In the meantime, other avenues are being explored to achieve this objective.

PART III

Executive Development Programmes

General Management Programmes

3-Tier Programme for Management Development, 1969

Programme for Young Executives, 1968

Functional Management Programmes

Laboratory Programme for Personal and Organizational Development I, II, and III

Programme on Analytical Aids for Decision Making

Programme in Financial Management

Programme for Production Executives

Sectoral Programmes

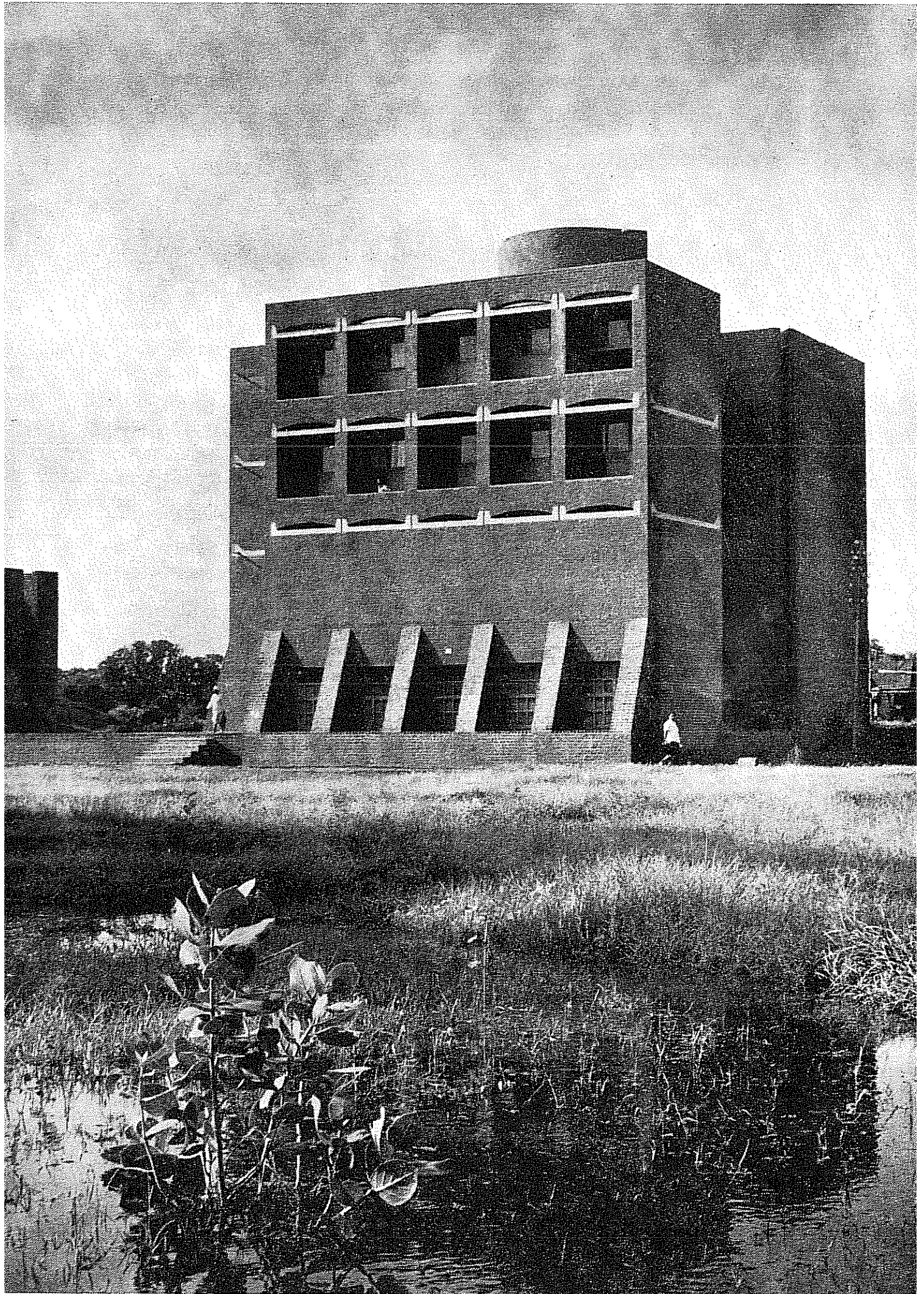
Other Programmes

Programme for University Teachers on Economic Analysis for Business Decisions

Inter-University Relations

Second Seminar of the Registrars and Administrators of Institutions of Science, Technology, and Management

Alumni Activities



EXECUTIVE DEVELOPMENT PROGRAMMES

General Management Programmes

3-Tier Programme for Management Development, 1969

The 3-Tier Programme was held from January 5 to March 1, 1969, at Agra. The schedule of the three tiers was as follows :

Tier I
Middle Management Course
January 5-February 4 (4 1/2 weeks)

Tier II
Senior Executives Seminar
February 5-21 (2 1/2 weeks)

Tier III
Top Management Conference
February 23-March 1 (1 week)

Seventy-two organizations (57 private sector organizations and 15 public sector organizations) participated in the programme—the highest number of organizations that have participated in any one of the executive development programmes conducted by the Institute till now. The number of participants in each of the three tiers was as follows :

| | | |
|----------|-------|----|
| Tier I | | 63 |
| Tier II | | 59 |
| Tier III | | 36 |

The policy requiring participation in all the three tiers of the programme was relaxed. Because of the growing awareness of the need for management and also the growing number of alumni, the organizations were allowed to choose whether or not to participate in one or more tiers.

The following faculty from the Institute participated in the programme :

Prof. S. K. Bhattacharyya
Prof. Kamla Chowdhry
Prof. M. Meenakshi Malya
(Co-ordinator)
Prof. V. L. Mote
Prof. S. Paul
Prof. B. G. Shah

From the HBS, Professors Harry L. Hansen and Arthur N. Turner participated in the programme.

Programme for Young Executives, 1968

The first part of the fifth session of the Programme for Young Executives was held in Simla from May 19 to June 15, 1968. Thirty-five participants from 32 organizations (14

from the public sector and 21 from the private sector) participated in the programme.

Twenty-six out of the 35 participants opted for project work, and each of them discussed with his respective faculty advisor the problem which was of importance and interest to his organization. The project work in the respective organizations was completed by 18 participants and was discussed in the third and final part of the programme held at Ahmedabad from November 3 to 9, 1968.

The faculty for this programme consisted of Professors S. K. Bhattacharyya, B. K. Hegde, S. C. Kuchhal, G. R. Kulkarni, M. Meenakshi Malya (Co-ordinator), Ravi J. Matthai, S. Paul, S. A. Seshan, and T. N. Sheth. Professors J. K. Satia and B. G. Shah helped with advice and guidance to participants during the project discussions.

Functional Management Programmes

Laboratory Programme for Personal and Organizational Development I, II, and III

This programme was held at Mount Abu from April 14 to 20, 1968. Its aim was to provide opportunities to the participants to develop understanding of individual needs, the process underlying interpersonal relationships, group processes, and leadership skills in problem solving, and human and organizational problems of the enterprise. Twenty-nine participants attended the programme; two of them were from the teaching profession.

This programme was repeated at Goa from October 6 to 12, 1968. Twenty-eight participants, including three participants from the Institutes of Technology at Bombay, Madras, and Kharagpur, and one from the Tata Institute of Fundamental Research, participated in the programme.

The faculty for the three Laboratories consisted of Professors K. K. Anand, Ishwar Dayal, and Tarun Sheth. Professor Anand was co-ordinator for Laboratory I, and Professor Sheth for Laboratory II and III.

Prof. Turner was included in the faculty of the third Laboratory held at Agra from March 30 to April 5, 1969. The number of participants was increased to 46.

Programme on Analytical Aids for Decision Making

The programme on Analytical Aids for Decision Making was conducted at Agra from April 14 to 30, 1968. Twenty-two participants from 21 organizations (16 from the private sector and five from the public sector) participated in the programme. The participants consisted of engineers, economists, accountants, and general administrators who were responsible for some aspects of the planning function in their organizations.

This programme was conducted simultaneously with the Programme for University Teachers on Economic Analysis for Business Decisions so as to allow for maximum interaction between the university teachers and the business executives.

The faculty for both the programmes were Professors D. K. Desai, Warren Haynes (HBS), V. L. Mote, S. Paul (Co-ordinator), and Dr. Freddie A. Mehta, Economic Advisor, Tata Industries Pvt. Ltd., Bombay.

Programme in Financial Management

The Programme in Financial Management was conducted at Srinagar from September 1 to 20, 1968. From 48 organizations (31 from the private sector and 17 from the public sector), 49 executives participated in the programme. The participants were mostly of the rank of senior financial executives and controllers in the private sector and financial advisers and senior accounts officers in the public sector undertakings.

The faculty consisted of Professors S. K. Bhattacharyya, V. P. Gandhi, S. C. Kuchhal (Co-ordinator), G. R. Kulkarni, S. A. Seshan and B. G. Shah. Mr. N. N. Pai, General Manager (Finance), Batliboi & Co. Pvt. Ltd., was a guest faculty member.

The following guest speakers addressed the participants :

Mr. S. Bhoothalingam, Director
General, NCAER
Mr. C. C. Chokshi, C. C.
Chokshi & Co.
Dr. Kamla Chowdhry, IIMA
Mr. T. P. Townsend, Manager
(Finance and Planning),
ESSO Standard Eastern, Inc.

Mr. B. Venkatappiah, Member, Planning Commission, was the chief guest for the concluding session.

Programme for Production Executives

The Programme for Production Executives was held at Agra from September 15 to October 2, 1968. Forty-seven participants (43 organizations) from a wide cross-section of the industry participated in the programme. Practically all sectors of manufacturing industries — electronics, aeronautics, general engineering, fertilizer, chemicals, textiles, pharmaceuticals, etc. — were represented.

The faculty consisted of Professors S. C. Aggarwal, Prafull Anubhai, R. Balachandra (Co-ordinator), and J. K. Satia from the Institute, and Dr. Subir Chowdhury, Head of the Operations Department of I.C.I. (India) Ltd., Calcutta.

There were two guest speakers, Mr. Bhagaram Tulpule, President, The Mill Mazdoor Sabha, Bombay, and Mr. S. S. Rangnekar, General Manager, Systems and Operations Research, Union Carbide (India) Ltd., Calcutta.

Sectoral Programmes

The following are the sectoral programmes. A brief report on each of them is given under activities of the Agriculture and Co-operatives Group on page 43 :

Seminar on Agricultural Finance
Seminar on Modernization of Rice Industry
Agricultural Supply Management Programme
Dairy Executive Management Programme

Other Programmes

Programme for University Teachers on Economic Analysis for Business Decisions

The Programme for University Teachers on Economic Analysis for Business Decisions was conducted at Agra along with the Programme for Analytical Aids for Decision Making for business executives from April 14 to 30, 1968. Twenty-one participants, consisting of teachers of economics, business administration, and

commerce, working in university departments or affiliated colleges of 19 universities attended the programme. The main objective of holding the two programmes together was to enable executives and university teachers to exchange ideas and to learn from each other.

The faculty consisted of Professors D. K. Desai, Warren Haynes (HBS), V. L. Mote, S. Paul (Co-ordinator), and Dr. Freddie A. Mehta, Economic Adviser, Tata Industries Pvt. Ltd., Bombay.

Inter-University Relations

Punjab University

The Punjab University, with which the Institute is collaborating, inaugurated its two-year MBA programme in July 1968. They received 300 applications for 20 available seats. The foundation for management education has also got started with a donation of Rs. 25,000 annually by Escorts Limited.

Kerala University

The Institute's collaboration with the Kerala University has been progressing well. Dr. M. V. Pylee, Director, School of Management Studies, Kerala University, visited the Institute in July 1968. A plan

of action was evolved for the Institute's collaboration in faculty development, joint research projects, library service, exchange of faculty, development of case material, availability of faculty for doctoral research, guidance, etc.

The management education foundation has made some headway, and grants to this foundation by various leading industrialists of the region have been promised.

The Kerala School of Management Studies offered a three-month intensive programme, Management for Young Executives. The Institute assisted the school in the programme design and selection of teaching materials. The school also organized a top management programme in November 1968. Professor C. N. S. Nambudiri from the Institute assisted in this programme.

Gujarat University

The Syndicate of the Gujarat University invited Professors Ravi J. Matthai, H. N. Pathak, and B. G. Shah to serve on the committee appointed by the Syndicate for recommendations on starting post-graduate studies in business management in two of the recognized colleges in Ahmedabad city. The committee is working on the question of organizing a post-graduate

programme in management in Gujarat University.

Second Seminar of the Registrars and Administrators of Institutions of Science, Technology, and Management

The second seminar of the Registrars and Administrators of Indian Institutes of Technology, Indian Institutes of Management, Tata Institute of Fundamental Research, Indian Institute of Science, and Birla Institute of Technology and Science was held from February 6 to 8, 1968, at the IIMA Campus. The seminar was inaugurated by Dr. Fred H. Weaver, Programme Specialist, Management Education, Ford Foundation, New Delhi, and the topics discussed at the meeting included Faculty-Administration Relationship, Orientation Programme to New Students, Maintenance Management, Recruitment of Personnel, etc.

A new dimension has been given to the self-imposed task of the registrars and administrators in the form of a 4-tier programme for educational administrators to be organized with the help of the faculties of the Institutes of Management, Ahmedabad and Calcutta. A conference of the directors will

form the first tier, a seminar for the registrars and administrative officers the second tier, a programme for the middle level administrative officers the third tier, and an institutional training course for the secretarial and clerical staff the fourth tier.

Alumni Activities

The activities of the Indian Institute of Management, Ahmedabad, Alumni Association entered a very active phase during the year under report.

Local chapters of the association are now working actively at Bombay and Madras. Professor Harry L. Hansen (HBS) inaugurated a new chapter at Cochin in March 1969. A chapter of the association will be formed in Delhi very soon.

The Bombay chapter held three meetings which were addressed by Professors A. Kenneth Rice, Arthur N. Turner, and Harry L. Hansen.

The Madras chapter's one-day seminar on Working Capital Management conducted by Professors S. C. Kuchhal and Carl Nelson was attended by 25 top executives. Professor Hansen addressed the Madras chapter at a

luncheon meeting. Also, a meeting was arranged to discuss the Post-Graduate Programme with potential applicants and their parents.

The Admissions Committee on Post-Graduate Programme had an informal get-together with the alumni at Hyderabad, Bangalore, Calcutta, and Delhi. These meetings have generated a great deal of interest in the alumni activities.

The association took a major step towards self-sufficiency by

promptly starting collection of annual subscription of Rs. 25 per member. As of March 31, 1969, Rs. 8,438 have been collected. This fund will enable the Association to enlarge activities in the coming year. Steps have also been taken to register the Alumni Association Charitable Trust Deed.

A bi-annual magazine (*IIMA Alumnus*) will be brought out shortly to forge a link between the Institute and its alumni.

PART IV

Research
Agriculture and Co-operatives Group
Management of Banking Systems



Faculty Houses

RESEARCH

Case Research

The case method of teaching has continued to remain the fundamental fabric of the Institute's programmes. Steps have been taken to bring out a second volume of the case bibliography. There has been an increasing demand for the use of the cases and technical notes prepared by the Institute from other educational institutions and companies for use in their training programmes.

Research and Publications

Between April 1968 and March 1969, 13 projects have been completed, 18 are in progress. Seed money was given for initial investigation on 11 projects. The details on various projects are given in Appendix G.

Between July 1968 and June 1969, the faculty and staff have published five books and 94 articles and book reviews. Also, six research projects (mimeographed) have been brought out by the faculty in the Agriculture and Co-operative sector. In addition, the faculty has presented 31 papers at professional conferences. For details, see Appendix H.

AGRICULTURE AND CO-OPERATIVES GROUP

Teaching and Training Programmes

In addition to research work, the faculty members in the AGCO group also teach at the Institute's Post-Graduate Programme and the Executive Development Programmes. The AGCO group organized the following seminars and executive programmes during the year :

Seminar on Agricultural Finance

A Seminar on Agricultural Finance was organized as a result of discussions between the Vice-Chancellor of U. P. Agricultural University, Pantnagar, and the Director of the Institute to initiate some collaborative research work. The seminar was held at New Delhi on October 23, 1968, and was inaugurated by Mr. B. Sivaraman, Secretary to the Government of India, Department of Food and Agriculture, Co-operation and Community Development. There were 56 participants, and they represented commercial and co-operative banks, research institutions, the Ford Foundation,

USAID, Reserve Bank of India, and government organizations. The seminar aroused much interest among the commercial banks and co-operative banks. Since there were several requests for the proceedings of the seminar, the Institute has brought out a monograph including the follow-up work undertaken by the U. P. Agricultural University and the Institute.

Seminar on Modernization of Rice Industry

This seminar was held at Bangalore from January 9 to 13, 1969. There were 66 participants, and they represented rice mill and equipment manufacturers, co-operative marketing societies operating modern rice mills, rice mill associations and co-operative banks, research institutions, Food Corporation of India, Ford Foundation, USAID, and government organizations. The seminar was organized with the financial help of the Tanjavur Co-operative Marketing Federation, Binny and Company Limited, G. G. Dandekar Machine Works Limited, Raghav Veera Sons, Engineering Service Corporation, Agricultural Finance Corporation, Syndicate Bank, and Chemech Engineers Pvt. Limited.

The deliberations of the seminar resulted in a decision to form an all India body for the rice industry, and an *ad hoc* committee was formed to do the spadework for getting this organization registered. Prof. V. K. Gupta has been elected member-secretary of the committee.

The proceedings will soon be published.

Agricultural Supply Management Programme

It has been decided to conduct this programme at Agra from May 25 to June 12, 1969.

Dairy Executive Management Programme

The Institute had conducted a Multi-level Dairy Management Programme (MDMP) in 1966 and 1967 in collaboration with the National Dairy Research Institute, Karnal. It was then decided that NDRI should take the lead in organizing the programme, assisted by the Institute. The NDRI will organize the Dairy Executive Management Programme at Karnal from June 23 to July 13, 1969, in collaboration with the Institute.

Teaching at the Post-Graduate Programme

The AGCO group is offering three courses in the Post-Graduate Programme of the Institute — (1) Management of Agricultural Inputs (Term II), (2) Management in Agricultural Sector (Term III), and (3) Rural Marketing (Term III).

In addition to these programmes, the faculty members of the AGCO group were on the faculty of the following programmes organized by the Institute :

1. Programme on Analytical Aids for Decision Making
2. Programme for University Teachers

MANAGEMENT OF BANKING SYSTEMS

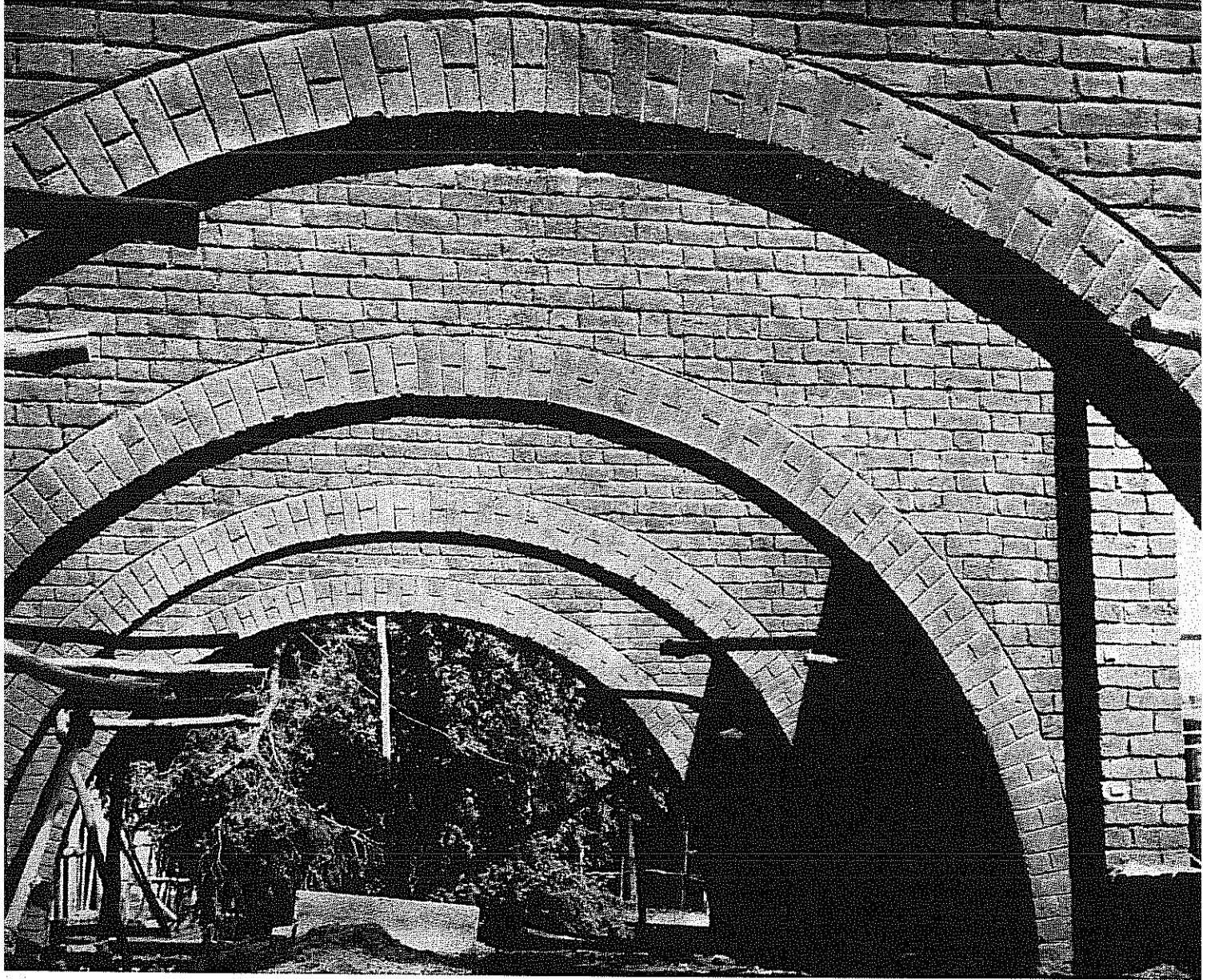
Negotiations have been underway with the Union Ministry of Finance, Reserve Bank of India, and commercial banks for full-time group of faculty and research staff at IIMA to collaborate with the proposed National Institute of Bank Management.

The aim will be to develop teaching materials, do research on problems, and conduct executive development programmes for the banking world.

IIMA is expecting a grant to finance this full-time group which will be a net addition to the academic staff.

PART V

Publications Division
Consultancy
Buildings on the Campus
Library
Retrospect and Prospect
Acknowledgement



Louis Kahn's arches

PUBLICATIONS DIVISION

The Publications Division, which was started last year, is expected to develop a technical, service, and production unit, responsible for providing technical services for the dissemination of management knowledge in general and the Institute's work and image in particular.

In addition to producing various information booklets and handling the advertisements and public information on the programmes of the Institute, the Publications Division brought out the following books :

1. Tables for Capital Investment Analysis
2. Decentralization : Strategy and Structure (Alumni Conference Series, 1967).

CONSULTANCY

The object of encouraging the faculty to undertake consultancy work is to keep 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 advise to the practitioners of management on specific problems faced by their organizations. Consultation is a profitable experience for both the faculty and the industry.

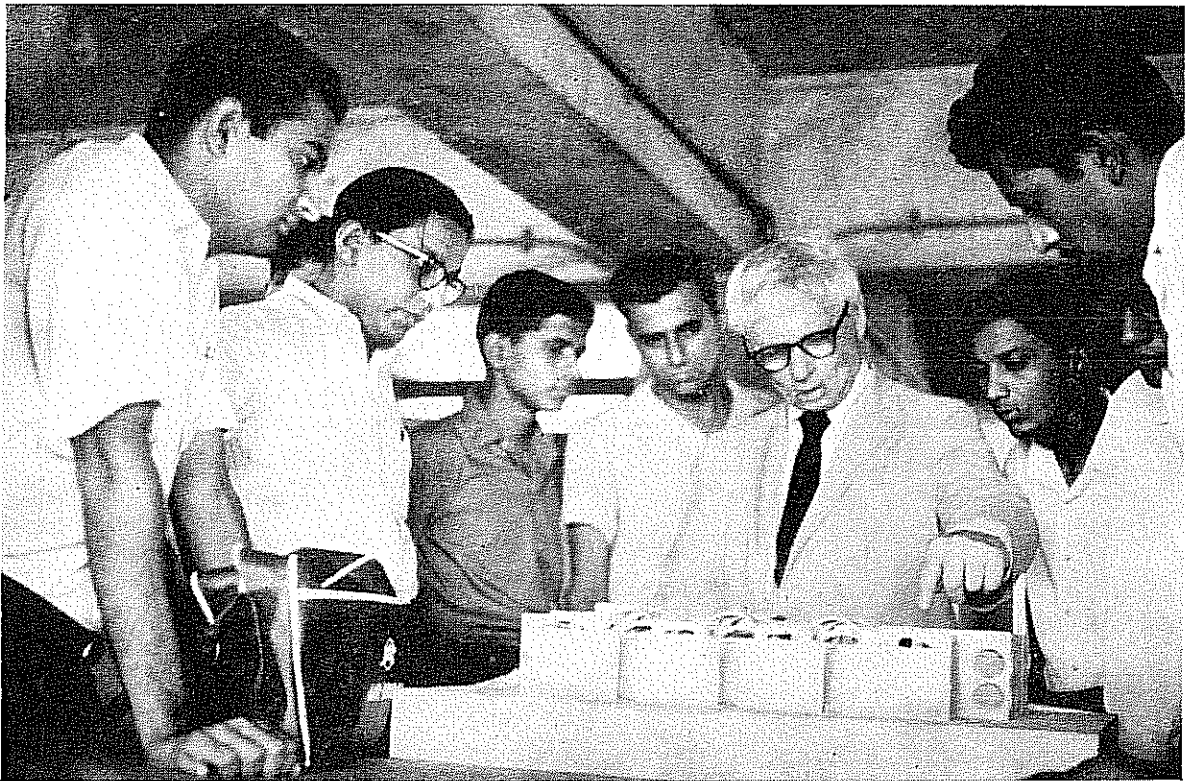
The following members of the faculty undertook consultation with public and private sector organizations during 1968-69 :

Professors K. K. Anand, R. Balachandra, K. Balakrishnan, S. K. Bhattacharyya, Ishwar Dayal, D. K. Desai, V. K. Gupta, B. K. Hegde, Subhash Jain, K. B. Kothari, J. G. Krishnayya, G. R. Kulkarni, M. Meenakshi Malya, Ravi J. Matthai, S. C. Mehta, C. N. S. Nambudiri, S. M. Patel, C. P. Rao, B. G. Shah, B. R. Sharma, Tarun Sheth, and M. N. Vora.

BUILDINGS ON THE CAMPUS

The building programme progressed somewhat more slowly than planned. Dormitories Nos. 3 and 15 were completed in June 1968 and Dormitory No. 5 in September 1968. This enabled the Institute to move all the students of the second year and some of the students of the first year to the dormitories, thereby releasing the houses for faculty occupation.

The library portion of the main complex is under construction and it is hoped that the library wing will be completed by 1970. The service tower is making progress and the underground tank was commissioned in October 1968. Dormitories Nos. 4, 7, and 11 are under various stages of construction. The design of the executive development programmes block was taken up during the visit of Professor Louis Kahn during 1969.



Louis Kahn explaining the model of the main complex. B. V. Doshi, resident architect, is standing second from left.

During the period, the Institute received Rs. 15.30 lakh from the Ministry of Education, Government of India, as a grant for the building programme. Rs. 0.90 lakh as donation was received from industry.

The Institute will be growing fast during the next five to seven years and the present acreage of the campus will be insufficient for its development. Hence, the Director and Mr. Kasturbhai Lalbhai, Chairman of the Building Committee, approached the Government of Gujarat to acquire an additional 30 to 35 acres on the Vastrapur side of the campus. It is hoped that 30 acres will be provided by the Government of Gujarat and the rest by private negotiation. Discussions with the Government of Gujarat are still in progress.

LIBRARY

The growth and expansion of the Library continued during the year. Additions were 6,510 new books (bringing the total collection to 40,600) and 180 pamphlets to subject files. Subscriptions to 24 new periodicals were entered, raising the total number of periodicals subscribed to 586. A large number of

backfiles of periodicals were obtained. In the corporation records of the Library, 1,280 joint stock companies — both in private and public sectors — are represented.

Rs. 3.51 lakh was spent on books and periodicals during the year (Rs. 2.54 lakh from the Ford Foundation grant, Rs. 0.57 lakh from the Library Fund, and Rs. 0.40 lakh from the Government of India grant).

RETROSPECT AND PROSPECT

The Institute has continued its work in various sectors of activity. Obviously the predominant sector is industry and commerce, but the work in the application of management ideas to agriculture and co-operatives is fast progressing. More faculty are expected to join the AGCO group. This should accelerate the progress of work in the agriculture and co-operatives sector.

The Institute will be assisting the Reserve Bank of India in the setting

up of the National Institute of Bank Management and in training its faculty. The Reserve Bank has given a grant of Rs. 3.50 lakh for the next two years to start a faculty and research group at the IIMA to work on the Management of Banking Systems.

In addition to this, the Institute's work on the management of educational systems continues. The Institute has been collaborating with the universities in helping them set up their schools of management, and more recently has started researching on the factors which inhibit innovation in the general educational system.

The Institute will also be setting up centres of activity relating to management of trade unions and management of government systems.

It is our intention to maintain this Institute as a centre of excellence, and hope that in five years we will be working in the seven sectors of activity mentioned earlier. This will enable the Institute to develop applied knowledge useful to each of these sectors and to transfer knowledge across the boundaries of these sectors. The Institute will be meeting the inevitable and considerable demand expected to arise from an

increasing inter-sectoral interdependence. It is because of this expected expansion that the Institute has approached the Government of Gujarat for additional land to construct buildings for these new centres of management activities.

ACKNOWLEDGEMENT

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

PART VI

Finance and Accounts

FINANCE AND ACCOUNTS

In 1968-69, the Ministry of Education, Government of India, sanctioned Rs. 18.93 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. 2.199 lakh from the Ministry of Food and Agriculture for the research and training programme in Agriculture and Co-operatives. The Government of Gujarat gave a grant of Rs. 0.80 lakh to meet 50% of the non-recurring expenditure. The Ministry of Education, Government of India, was also kind enough to give a grant of Rs. 15.30 lakh for the building programme.

Auditors' Report to the Deputy Charity Commissioner, Ahmedabad, Regarding Audit of the Indian Institute of Management of the Year Ending 31st March, 1969

Registered No. P/174 Ahmedabad

- (a) The accounts are maintained regularly and in accordance with the provisions of the Act and rules.
- (b) Receipts and disbursements are properly and correctly shown in the accounts.
- (c) The cash balance and vouchers in the custody of the Accountant on the date of the audit were in agreement with the accounts.
- (d) All books, deeds, accounts, vouchers or other documents or records required by us were produced before us.
- (e) Inventories certified by the Administrative Officer and Librarian of the movables of the Public Trust were produced before us.
- (f) The Accountant appeared before us and furnished the necessary information required by us.
- (g) No property or funds of the Trust were applied for any object or purpose other than the object or purpose of the Trust.
- (h) An amount of Rs. 16,453.32 is outstanding from students, etc., for a period of more than one year. Rs. 6,118.50 loss on sale of staff car is written off during the year.
- (i) The net capital expenditure of Rs. 11,51,097.24 on building during the year represents (a)

advances to contractors against their running bills and (b) miscellaneous expenses on building.

- (j) No money of the Public Trust has been invested contrary to the provisions of Section 35.
- (k) No alienations of the immovable property contrary to the provisions of Section 36 have come to our notice.
- (l) We think necessary to bring to the notice of the Deputy Commissioner the following special matters:
 - (i) The Indian Institute of Management has been receiving grants from the Ford Foundation. A part of the grant received in India (including books and equipments) has been brought in the books of account of the Institute. The other part of the grant received direct by Institute of International Education, New York, would not be recorded in the books of account of the Institute in India.
 - (ii) Provision in respect of depreciation on assets for the period 1st January, 1962, to 31st March, 1962, has not been made in the books of account.
 - (iii) Net capital expenditure on building under construction amounting to

Rs. 70,96,172.08 is arrived at as under:

| | Rs. | Ps. |
|--|--------------|-----|
| (a) Expenses | 43,77,799.61 | |
| (b) Amount advanced against running bills subject to adjustment of final bills | 27,18,372.47 | |
| | 70,96,172.08 | |

- (iv) On 28-3-1966 additional computer equipment was received by Physical Research Laboratory from the Ford Foundation Grant belonging to Indian Institute of Management. The value of computer, amounting to Rs. 1,19,808.00, was treated as loan free of interest given by the Indian Institute of Management to Physical Research Laboratory, which is shown under the head in Balance Sheet on Asset side: "Loan to Physical Research Laboratory, Ahmedabad, for ICM Compter". The same is reduced to Rs. 66,202.25 on 31st March, 1969 (by the value of computer time used for Indian Institute of Management upto 31-3-1969).

Sorab S. Engineer & Co.
Chartered Accountants

NAME OF THE PUBLIC TRUST : INDIAN
INCOME AND EXPENDITURE ACCOUNT

| Previous year 1967-68 | | EXPENDITURE | | | |
|--------------------------|-----|--|---------------------|-----------|--------------|
| Rs. | Ps. | | | Rs. | Ps. |
| | | TO EXPENSES IN RESPECT OF PROPERTIES | | | |
| 39,597.46 | | Municipal Taxes on Buildings | | 47,495.69 | |
| | | TO ESTABLISHMENT EXPENSES | | | |
| | | (i) Salaries :- | | | |
| 8,97,276.24 | | (a) Faculty and Staff | 10,05,225.22 | | |
| 1,05,697.26 | | (b) Agri. Co-op. Programme | 1,15,290.18 | | |
| 26,572.65 | | (c) Sponsored Research Projects | 78,996.00 | | |
| <u>10,29,546.15</u> | | | <u>11,99,511.40</u> | | |
| 4,45,496.67 | | (ii) Allowances | 5,51,382.22 | | |
| 57,146.10 | | (iii) Travelling Expenses | 55,208.76 | | |
| 2,65,826.62 | | (iv) Supplies, Services & Contingencies | 3,17,144.51 | | |
| 34,686.43 | | (v) Maintenance of Estate | 44,747.64 | | |
| <u>18,32,701.97</u> | | | | | 21,67,994.53 |
| | | TO RENT AND TAXES FOR BUILDING | | | |
| | | TO EXPENDITURE ON VARIOUS COURSES ARRANGED DURING THE YEAR | | | |
| 4,32,858.37 | | (i) Post-Graduate Course | 5,41,349.07 | | |
| 4,78,672.83 | | (ii) Short-Term Programmes | 5,24,876.96 | | |
| <u>9,11,531.20</u> | | | | | 10,66,226.03 |

— IX

Rule 17(i)

INSTITUTE OF MANAGEMENT, AHMEDABAD
FOR THE YEAR ENDING 31ST MARCH, 1969

| Previous year 1967-68 | | INCOME | | | |
|--------------------------|-----|---|--------------|--------------|-----|
| Rs. | Ps. | | | Rs. | Ps. |
| 40,763.03 | | BY RENT REALISED | | 50,139.31 | |
| | | BY INTEREST REALISED★ | | | |
| 1,876.10 | | On Loans and Advances to Staff | | 997.47 | |
| | | BY DONATION IN CASH OR KIND | | | |
| | | Grant from the Govt. of India, Ministry of Education, received during the year | 18,93,000.00 | | |
| 16,97,000.00 | | Grant from the Govt. of Gujarat for Non-recurring expenditure :- | | | |
| | | (a) Balance as on 1-4-68 | | | |
| 5,553.20 | | (b) Received During the Year | 80,000.00 | | |
| 53,000.00 | | (c) Amount Due to be Received | 11,378.24 | | |
| 4,137.26 | | | | | |
| | | | | 91,378.24 | |
| 62,690.46 | | | | | |
| | | | | 19,84,378.24 | |
| 17,59,690.46 | | | | | |
| | | Less : Amount Transferred to Balance Sheet (Representing Expenditure on Non-recurring Items | | 1,82,756.48 | |
| 1,25,380.93 | | | | | |
| | | | | | |
| 16,34,309.53 | | | | 18,01,621.76 | |

★ Interest on investments of donations of Rs. 51, 840.82 has been credited to "DONATION FROM INDUSTRIES" in the Balance Sheet (Previous year Rs. 30,696.18).

Contd.

| Previous year 1967-68 | | EXPENDITURE | | | |
|--------------------------|------------------|---|--|-------------|--------------------|
| Rs. | Ps. | | | Rs. | Ps. |
| | 300.00 | TO LEGAL EXPENSES | | | 1,385.00 |
| | | TO REMUNERATION TO AUDITORS | | | |
| | 3,000.00 | (i) | Audit Fees | 3,000.00 | |
| | 187.00 | (ii) | Fees for Other Services | 203.00 | |
| | <u>3,187.00</u> | | | | <u>3,203.00</u> |
| | | TO AMOUNTS WRITTEN OFF | | | |
| | | | Loss on Sale of Staff Car | | 6,118.50 |
| | | TO MISCELLANEOUS EXPENSES | | | |
| | 86,319.49 | (i) | Agri. Co-op. Programme | 99,289.40 | |
| | | (ii) | Other Expenses of Sponsored Research Projects | 80,234.96 | |
| | 36,000.00 | (iii) | Chair for Management Practices | 36,000.00 | |
| | 27,018.93 | (iv) | Subsidised Programme (for University Teachers) | 28,346.09 | |
| | 1,135.83 | (v) | Staff Welfare | 5,746.10 | |
| | | (vi) | Expenditure on Research Projects met from Ford Foundation Grant for Rupee Budget | 87,587.50 | |
| | <u>73,127.33</u> | | | | <u>87,587.50</u> |
| | 2,23,601.58 | | | | 3,37,204.05 |
| | | TO AMOUNT TRANSFERRED TO RESERVE OR SPECIFIC FUNDS : | | | |
| | 76,000.00 | (i) | Fund for Conveyance Advance to Faculty and Staff | | |
| | | (ii) | Fund for Loan Scholarships to Students | 49,406.60 | |
| | | (iii) | Research and Publication Fund | 1,00,000.00 | |
| | <u>76,000.00</u> | | | | <u>1,49,406.60</u> |

| Previous year 1967-68 | | INCOME | | | |
|--------------------------|-----|---|-------------|--------------|-----|
| Rs. | Ps. | | | Rs. | Ps. |
| | | BY INCOME FROM OTHER SOURCES | | | |
| | | (i) Receipts from various courses arranged during the year :- | | | |
| 5,53,345.30 | | (a) Post-Graduate Course | 6,89,803.84 | | |
| 6,24,618.74 | | (b) Short-Term Programme | 7,30,143.00 | | |
| 11,77,964.04 | | | | 14,19,946.84 | |
| | | (ii) Grant from Govt. of India, Ministry of Food and Agri. for Agri. Co-op. Programme :- | | | |
| 79.29 | | (a) Balance as on 1-4-68 | 76.21 | | |
| 1,99,920.00 | | (b) Received During the Year | 2,19,900.00 | | |
| 1,99,999.29 | | | 2,19,976.21 | | |
| | | <i>Less :</i> | | | |
| 7,906.33 | | (c) Amount Transferred to Balance Sheet (representing expenditure on non-recurring items) | 5,240.02 | | |
| 76.21 | | (d) Balance Carried Over on 1-4-69 | 156.61 | | |
| 7,982.54 | | | 5,396.63 | | |
| 1,92,016.75 | | | | 2,14,579.58 | |

Contd.

| Previous year 1967-68 | | EXPENDITURE | |
|--------------------------|-----|--|---------------------|
| Rs. | Ps. | | Rs. Ps. |
| | | TO EXPENDITURE ON OBJECTS OF TRUST : | |
| 1,03,740.00 | | Educational Scholarships | 1,33,760.00 |
| 1,34,679.26 | | TO SURPLUS CARRIED OVER TO BALANCE SHEET | |
| <u>33,25,338.47</u> | | TOTAL | <u>39,12,793.40</u> |

Dated : 18th August, 1969
TRUSTEE

Ravi J. Matthai
DIRECTOR

M. K. Subramaniam
ADMINISTRATIVE OFFICER

| Previous year 1967-68 | | INCOME | | | |
|--------------------------|-----|--|-------------|-----|--------------|
| Rs. | Ps. | | | Rs. | Ps. |
| 26,572.65 | | (iii) Receipts from Sponsored Research Projects | 1,59,230.96 | | |
| 1,055.00 | | (iv) Income from Land | 1,296.00 | | |
| 24,565.55 | | (v) Consultancy | 25,160.08 | | |
| 3,200.59 | | (vi) Miscellaneous Receipts | 14,635.55 | | |
| 36,000.00 | | (vii) Chair from Hindustan Lever | 36,000.00 | | |
| 37,500.00 | | (viii) Scholarship from Industries | 56,000.00 | | |
| | | (ix) Subsidised Programme :— | | | |
| | | (a) Grant from Govt. of India for University Teachers Programme | 30,000.00 | | |
| 30,000.00 | | (b) Other Receipts | 4,725.00 | | |
| 4,275.00 | | | | | |
| | | | | | |
| 34,275.00 | | | 34,725.00 | | |
| | | <i>Less:</i> | | | |
| | | (c) Balance Carried Over as on 1-4-69 | 6,378.91 | | |
| 7,256.07 | | | | | |
| | | | | | |
| 27,018.93 | | | 28,346.09 | | |
| | | | | | |
| 49,368.97 | | (x) Recoveries from Research Projects | 17,252.26 | | |
| | | | | | |
| 15,75,262.48 | | | | | 19,72,447.36 |
| | | BY TRANSFER FROM RESERVE : | | | |
| | | contribution to Research Projects from Ford Foundation Grant for Rupee Budget | | | |
| 73,127.33 | | | | | 87,587.50 |
| | | | | | |
| 33,25,338.47 | | | TOTAL | | 39,12,793.40 |

C. Ramdoss
ACCOUNTS OFFICER

As per our report of even date
Sorab S. Engineer & Co
CHARTERED ACCOUNTANTS

| Previous year 31-3-68 | | FUNDS AND LIABILITIES | | | |
|--------------------------|-----|--|-------------|----------------|-----|
| Rs. | Ps. | | | Rs. | Ps. |
| | | TRUST FUNDS OR CORPUS | | | |
| 99,73,007.06 | | OTHER EARMARKED FUNDS : As per Schedule 'A' | | 1,21,74,458.17 | |
| 25,27,681.05 | | GRANT FROM FORD FOUNDATION : As per Schedule 'B' | | 29,18,751.59 | |
| | | LIABILITIES | | | |
| 2,47,982.82 | | 1. For Expenses | 2,01,030.71 | | |
| | | 2. For Advances :- | | | |
| | | (a) Short-Term Programmes | | | |
| 38,925.00 | | (Fees Received for Programmes to be held in 1969-70) | 72,135.00 | | |
| | | (b) Post-Graduate Course :- | | | |
| 33,669.12 | | (i) Dues to Students | 33,192.95 | | |
| | | (ii) Expenditure to be Incurred against application Fees received for admission to Post-Graduate Course | 26,422.15 | | |
| 15,737.86 | | | | | |
| 88,331.98 | | | | 1,31,750.10 | |
| | | 3. For Rent and Other Deposits :- | | | |
| 11,342.00 | | (a) Security Deposits (including Rs. 2,500/- cashiers' deposit as per contra) | 11,475.00 | | |
| 2,45,601.93 | | (b) Sundry Credit Balance | 3,58,852.62 | | |
| 72,555.54 | | (c) Retention Amount for Building Contractors | 72,664.67 | | |
| 3,29,499.47 | | | | 4,42,992.29 | |
| 6,65,814.27 | | | | 7,75,773.10 | |

— VIII

Rule 17(i)

INSTITUTE OF MANAGEMENT, AHMEDABAD

AT 31ST MARCH, 1969

| Previous year 31-3-68 | | ASSETS | | | | Rs. Ps. | |
|--------------------------|-----|---|-----------|-------------|-------------|--------------|-----|
| Rs. | Ps. | | | | | Rs. | Ps. |
| | | IMMOVABLE PROPERTIES | | | | | |
| 84,88,994.60 | | As per Schedule 'C' | | | | 96,40,091.84 | |
| | | MOVABLE PROPERTIES :- | | | | | |
| 19,53,128.57 | | As per Schedule 'D' | | | | 23,87,747.60 | |
| 32,483.34 | | Stores at Cost | | | | 11,217.34 | |
| | | INVESTMENTS : | | | | | |
| | | Fifty Shares of Borosil Glass Works Ltd. Received as Donation (Market Value Rs. 242/-) | | | | 500.00 | |
| 500.00 | | | | | | | |
| | | LOANS (UNSECURED) : | | | | | |
| | | 1. Loan Scholarships (Good) | | | | | |
| 1,15,221.75 | | (a) One Year Old | | 1,55,104.59 | | | |
| 1,20,200.00 | | (b) Current | | 1,38,678.22 | | | |
| | | | | | | | |
| 2,35,421.75 | | | | | 2,93,782.81 | | |
| | | 2. Loan to Physical Research Laboratory, Ahmedabad, for IBM Computer | | | | | |
| 1,19,808.00 | | | | 1,19,808.00 | | | |
| | | <i>Less : Charges adjusted against Loan upto 31-3-1969</i> | | | | | |
| 30,962.25 | | | | 53,605.75 | | | |
| | | | | | | | |
| 88,845.75 | | | | | 66,202.25 | | |
| | | | | | | | |
| 3,24,267.50 | | | | | | 3,59,985.06 | |
| | | ADVANCES : | | | | | |
| | | To Employees (including Rs. 59,581.24 for purchase of conveyance) (Previous year Rs. 75,440.00) | | | | | |
| 87,592.30 | | | | 69,467.19 | 69,467.19 | | |
| 1,83,677.43 | | To Others | 14,360.72 | 2,03,929.45 | 2,18,290.17 | | |
| | | | | | | | |
| 2,71,269.73 | | | | | | 287,757.36 | |

Contd.

| Previous year 1967-68 | FUNDS AND LIABILITIES | |
|--------------------------|---|----------------|
| | INCOME AND EXPENDITURE ACCOUNT : | |
| 66,079.04 | Balance as per Last Balance Sheet | 2,02,390.69 |
| 1,745.00 | <i>Add</i> : Adjustment Pertaining to Last Year | 1,716.00 |
| 67,824.04 | | 2,04,106.69 |
| 112.61 | <i>Less</i> : Adjustments Pertaining to Last Year | 1.00 |
| 67,711.43 | | 2,04,105.69 |
| 1,34,679.26 | <i>Add</i> : Surplus as per Income and Expenditure Account | |
| 2,02,390.69 | | 2,04,105.69 |
| 1,33,68,893.07 | TOTAL | 1,60,73,088.55 |

Note :- Depreciation on assets is not provided from 1-1-1962 to 31-3-1969.
In case the accounts are maintained on cash basis, state the income outstanding below : NIL
The above Balance Sheet to the best of our belief contains a true account of the Funds and Liabilities and of the Property and Assets of the Trust.

Dated : 18th August, 1969
TRUSTEE

Ravi J. Matthai
DIRECTOR

M. K. Subramaniam
ADMINISTRATIVE OFFICER

| Previous year 1967-68 | ASSETS | | |
|--------------------------|--|------------------|-----------------------|
| | DEPOSITS : | | |
| 6,000.00 | Security Deposits | 7,500.00 | |
| 8,800.00 | Telephone Deposits | 10,700.00 | |
| <u>14,800.00</u> | | <u>18,200.00</u> | |
| | INCOME OUTSTANDING : | | |
| 1,721.81 | Interest | 16,440.25 | |
| 32,550.00 | Other Income (Including Rs. 300/- one year old) | 43,800.00 | |
| | Dues from Post-Graduate Students : | | |
| 3,517.80 | (a) One year old | 1,792.60 | |
| 2,676.22 | (b) Current | 6,148.32 | |
| <u>6,194.02</u> | | <u>7,940.92</u> | |
| 40,465.83 | | | 68,181.17 |
| | CASH AND BANK BALANCES : | | |
| 22,42,983.50 | As per Schedule 'E' | | 32,99,408.18 |
| <u>1,33,68,893.07</u> | TOTAL | | <u>1,60,73,088.55</u> |

C. Ramdoss
ACCOUNTS OFFICER

As per our report of even date
Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

INDIAN INSTITUTE OF
SCHEDULES FORMING PART OF THE

| SCHEDULE 'A' OTHER EARMARKED FUNDS | Balance as on 1st April, 1968 | | Amount credi- ted during the year | | Amount debi- ted during the year | | Balance as on 31st March, 1969 | |
|--|-------------------------------------|-------|---|-----|--|----------|--------------------------------------|-----|
| | Rs. | Ps. | Rs. | Ps. | Rs. | Ps. | Rs. | Ps. |
| Donation (Value of land donated by the Government of Gujarat) | 25,43,919.76 | | | | | | 25,43,919.76 | |
| Reserve Fund (For Special Programmes) | 25,000.00 | | | | | | 25,000.00 | |
| Special Donations to Fund for Assistance to Students | 20,364.48 | | 300.00 | | | | 20,664.48 | |
| Fund for Special Assistance to Students | 47,530.00 | | 42,400.00 | | 100.00 | | 89,830.00 | |
| Library Fund (Sale proceeds for some of the books received from Ford Foundation and other teaching materials) | | | | | | | | |
| Books | 2,71,142.83 | | 61,359.67 | | 12,259.50(b) | | 3,20,243.00 | |
| Teaching materials | 96,605.50 | | 52,155.13 | | 8,837.00 | | 1,39,923.63 | |
| Grants-in-aid from Government of India and Government of Gujarat (representing expenditure on non-recurring items) (as per contra) | 9,36,964.16 | | 1,82,756.48(a) | | 15,356.50(c) | | 11,04,364.14 | |
| Donations from Industries | 24,88,548.41 | | 90,000.00 | | | | 25,78,548.41 | |
| Donation from Industries — Interest | 92,528.15 | | 51,840.82 | | | | 1,44,368.97 | |
| Donation of Shares of Limited Company | 500.00 | | | | | | 500.00 | |
| Donation from British Information Services | 13,118.10 | | | | | | 13,118.10 | |
| Grant from Government of India for Agri-Coop Programmes (Representing expenditure on non-recurring items) | 32,191.34 | | 5,240.02(a) | | | | 37,431.36 | |
| Grant from Government of India for Agri-Coop Programmes (Unspent balance for 1967-68) | | 76.21 | | | | 76.21(d) | | |

Dated : 18th August, 1969
TRUSTEE

Ravi J. Matthai
DIRECTOR

MANAGEMENT, AHMEDABAD

BALANCE SHEET AS AT 31ST MARCH, 1969

| | Balance as on 1st April, 1968 | | Amount credited during the year | | Amount debited during the year | | Balance as on 31st March, 1969 | |
|--|-------------------------------|-----|---------------------------------|----------------|--------------------------------|-----|--------------------------------|-------------|
| | Rs. | Ps. | Rs. | Ps. | Rs. | Ps. | Rs. | Ps. |
| Grant from Government of India for Agri-Coop Programmes (Unspent balance for 1968-69) | | | | 156.61 | | | | 156.61 |
| Grant from Government of India for Building Expenses | 29,65,000.00 | | 15,30,000.00 | | | | 44,95,000.00 | |
| Fund for Conveyance Advance to Faculty and Staff | 1,76,000.00 | | | | | | 1,76,000.00 | |
| Fund for Loan Scholarship to Students | 1,99,840.00 | | 29,160.00(a) | | | | 2,78,406.60 | |
| | | | 49,406.60 | | | | | |
| Fund for Agri-Coop Programme | 56,608.46 | | 25,817.57 | | 1,500.00(e) | | 80,926.03 | |
| Fund for Award of Medals | 1,000.00 | | | | | | 1,000.00 | |
| Shree Krishna Seth Memorial Award Fund | 3,000.00 | | | | | | 3,000.00 | |
| Fund from Interest on Financial Aid Loan | | | | 3,668.92 | | | | 3,668.92 |
| Research and Publication Fund | | | | 500.00 | | | | 1,00,500.00 |
| | | | | 1,00,000.00(a) | | | | |
| Sale and/or Written-off Account from Assets Purchased from the Grants from the Government of India and Government of Gujarat | 3,069.66 | | 14,818.50 | | | | 17,888.16 | |
| Total Schedule 'A' | 99,73,007.06 | | 22,39,580.32 | | 38,129.21 | | 1,21,74,458.17 | |

(a) Transferred from Income and Expenditure Account

(b) Amount spent on false ceiling for Library

(c) Includes Rs. 14,818.50 value of car sold

(d) Transferred to Income and Expenditure account

(e) Refund of fees of MDMP 1966 account, the surplus on which was originally credited to Agri-Coop Fund

M. K. Subramaniam
ADMINISTRATIVE OFFICER

C. Ramdoss
ACCOUNTS OFFICER

Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULES FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1969

| SCHEDULE 'B' | Balance as on 1st April, 1968 | | Amount credited during the year | | Amount debit- ed during the year | | Closing balance as on 31st March, 1969 | |
|--|----------------------------------|-----|------------------------------------|-----|--|-----|---|-----|
| | Rs. | Ps. | Rs. | Ps. | Rs. | Ps. | Rs. | Ps. |
| GRANT FROM FORD FOUNDATION | | | | | | | | |
| For Building Expenditure | 14,44,291.00 | | | | | | 14,44,291.00 | |
| Value of Books Received (as per contra) | 8,05,261.86 | | 2,53,522.50 | | 61,359.67(a) | | 9,97,424.69 | |
| Value of Equipment Received (as per contra) | 55,641.01 | | | | | | 55,641.01 | |
| Value of Equipment Purchased from Grant (as per contra) | 33,898.70 | | 3,669.00 | | | | 37,567.70 | |
| Value of Equipment Purchased from Grant Agri-Coop (as per contra) | | | 5,469.71 | | | | 5,469.71 | |
| Reserve Fund from Ford Foundation Grant for Rupee Budget | 98,474.69 | | 3,00,000.00 | | 87,587.50(b) | | 3,10,887.19 | |
| Computer Grant Received | 88,845.75 | | | | 22,643.50(c) | | 66,202.25 | |
| Write-off Account from the Books Received from the Grant | 1,268.04 | | | | | | 1,268.04 | |
| Total Schedule 'B' | <u>25,27,681.05</u> | | <u>5,62,661.21</u> | | <u>1,71,590.67</u> | | <u>29,18,751.59</u> | |

(a) Transferred to Library Fund (Sale Proceeds of some of books)

(b) Transferred to Income and Expenditure account for meeting expenses on Research Projects

(c) Computer time used up to 31st March, 1969

Dated : 18th August, 1969
TRUSTEE

Ravi J. Matthai
DIRECTOR

M. K. Subramaniam
ADMINISTRATIVE OFFICER

C. Ramdoss
ACCOUNTS OFFICER

Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULES FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1969

| SCHEDULE 'C' | Balance as on 1st April, 1968 | | Amount debited during the year | | Amount credited during the year | | Closing balance as on 31st March, 1969 | |
|---|-------------------------------|-----|--------------------------------|-----|---------------------------------|-----|--|-----|
| | Rs. | Ps. | Rs. | Ps. | Rs. | Ps. | Rs. | Ps. |
| IMMOVABLE PROPERTIES | | | | | | | | |
| Land at Cost (Received as Donation from Government of Gujarat) | 25,43,919.76 | | | | | | 25,43,919.76 | |
| Capital Expenditure on Building and Advances to Contractors for Work Under Construction | 59,45,074.84 | | 11,51,097.24 | | | | 70,96,172.08 | |
| Total Schedule 'C' | <u>84,88,994.60</u> | | <u>11,51,097.24</u> | | | | <u>96,40,091.84</u> | |

Dated : 18th August, 1969
TRUSTEE

M. K. Subramaniam
ADMINISTRATIVE OFFICER

C. Ramdoss
ACCOUNTS OFFICER

Ravi J. Matthai
DIRECTOR

Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

INDIAN INSTITUTE OF
SCHEDULES FORMING PART OF THE

| SCHEDULE 'D' | Balance as on 1st April, 1968 | | Debit dur- ing the year | | Credit dur- ing the year | | Balance as on 31st March, 1969 | |
|--|-------------------------------------|-----|-------------------------------|-----|--------------------------------|-----|--------------------------------------|-----|
| | Rs. | Ps. | Rs. | Ps. | Rs. | Ps. | Rs. | Ps. |
| MOVABLE PROPERTIES (AT COST) | | | | | | | | |
| Assets Purchased out of Grants-in-aid from the Government of India and Govern- ment of Gujarat (as per contra) | | | | | | | | |
| Office Equipment (Including Typewriters and Staff Recreation Club Equipment and Library Equipment) | 2,54,354.95 | | 46,423.66 | | | | 3,00,778.61 | |
| Office Furniture (Including Library Furni- ture) | 1,76,447.42 | | 34,707.32 | | | | 2,11,154.74 | |
| Staff Vehicles | 64,017.74 | | 17,980.94 | | 14,818.50(c) | | 67,180.18 | |
| Books Purchased from Grant | 1,79,099.71 | | 40,000.00 | | | | 2,19,099.71 | |
| Hostel Equipment (including students recreation club) | 1,06,911.39 | | 8,552.66 | | | | 1,15,464.05 | |
| Hostel Furniture | 1,13,105.42 | | 21,490.07 | | | | 1,34,595.49 | |
| Class Room Equipment (including pro- duction equipment) | 5,723.95 | | 2,401.00 | | | | 8,124.95 | |
| Class Room Furniture | 14,261.91 | | 8,734.29 | | | | 22,996.20 | |
| Customs Duty on Imported Equipment | 23,041.67 | | 2,466.54 | | 538.00(d) | | 24,970.21 | |
| | 9,36,964.16 | | 1,82,756.48 | | 15,356.50 | | 11,04,364.14 | |
| Books Purchased out of Library Fund | 76,053.40 | | 57,728.94 (a) | | 384.41(e) | | 1,33,397.93 | |
| Cost of Books Received from Ford Founda- tion (as per contra) | 8,05,261.86 | | 2,53,522.50 | | 61,359.67(b) | | 9,97,424.69 | |
| Cost of Equipment Received from British Information Service | 13,118.10 | | | | | | 13,118.10 | |

Dated : 18th August, 1969
TRUSTEE

Ravi J. Matthai
DIRECTOR

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULES FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1969

| SCHEDULE 'E' | | | | | |
|---------------------------|--|--------------|----------|--------------|-----|
| As on 31st March, 1968 | | Rs. | Ps. | Rs. | Ps. |
| CASH AND BANK BALANCES : | | | | | |
| 2,41,743.14 | In Current Account with the State Bank of India | | | 6,85,146.07 | |
| 19,75,000.00 | In Short-Term/Fixed-Term Deposit with State Bank of India | 26,00,000.00 | | | |
| 22,417.00 | In Fixed-Term Deposits (others) with the State Bank of India/Bank of Baroda Limited (including Rs. 2,500/- Cashiers' Deposits as per contra) | 10,167.00 | | | |
| 19,97,417.00 | | | | 26,10,167.00 | |
| 789.37 | Postage Stamps on Hand (including balance in Franking Machine) | | 779.95 | | |
| 52.50 | Revenue Stamps on Hand | | 21.10 | | |
| 2,000.00 | Cash on Hand with Cashier | | 799.64 | | |
| 500.00 | Cash with Students' Recreation Club | | 1,850.00 | | |
| 445.29 | Cash with Hostel Mess | | 641.95 | | |
| 36.20 | Cash with Library | | 2.47 | | |
| 3,823.36 | | | | 4,095.11 | |
| 22,42,983.50 | Total Schedule 'E' | | | 32,99,408.18 | |

Dated : 18th August, 1969
TRUSTEE

Ravi J. Matthai
DIRECTOR

M. K. Subramaniam
ADMINISTRATIVE OFFICER

C. Ramdoss
ACCOUNTS OFFICER

Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

APPENDICES

- A. Society Members
- B. Donor Members
- C. Board of Governors and its
Committees
- D. Faculty and Research Staff
- E. Gold Medalists
- F. Industry Scholarships and
Fellowships 1967-68 and
1968-69
- G. Report on Research
- H. Faculty and Staff Publications

APPENDIX A

SOCIETY MEMBERS

Chairman

Mr. P. L. Tandon
Chairman
State Trading Corpn.

Members

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

Mr. B. N. Bhattasali
Executive Director
National Productivity Council

Mr. G. K. Chandiramani
Secretary
Ministry of Education
Govt. of India

Mr. Chinubhai Manibhai
Anil Starch Products Ltd.

Mr. L. T. Gholap
National Machinery Mnfrs. Ltd.

Mr. V. Isvaran
Bombay

Mr. S. S. Jagota
Adviser (Production)
Bureau of Public Enterprises
Govt. of India

Mr. Kasturbhai Lalbhai
Ahmedabad

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

Mr. A. N. Mafatlal
Mafatlal Gagalbhai & Co. (P.) Ltd.

Mr. V. R. Mehta
Secretary
Education & Labour Department
Govt. of Gujarat

Mr. M. S. Nadkarni
Financial Adviser to the
Ministry of Education
Govt. of India

Mr. Navnilal Shodhan
Sarangpur Cotton Mfg. Co. Ltd.

Mr. F. N. Rana
Chief Secretary
Govt. of Gujarat

Prof. Ravi J. Matthai
Director
IIMA

Dr. Vikram A. Sarabhai
Chairman
Atomic Energy Commission

Mr. Shanta Ram S. Tawde
Secretary
Steel Mazdoor Sabha

Mr. L. P. Singh
Secretary
Ministry of Home Affairs
Govt. of India

Mr. A. H. Tobaccowala
Tata Industries (P.) Ltd.

Mr. Mahendralal Kanaiyalal
Ahmedabad Kaiser-I-Hind Mills Ltd.

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

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

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

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

Mr. Surottam P. Hutheesing/
Mr. Deepak S. Hutheesing
Aruna Mills Ltd.

Mr. Niranjana Narottam Lalbhai/
Mr. Sidharth Kasturbhai
Arvind Mills Ltd.

Mr. Ajay Chimanbhai/
Mr. Arvind Narottam
Asoka Mills Ltd.

Capt. K. R. Coorlawala
The Associated Cement Cos. Ltd.

Mr. K. R. P. Shah/
Mr. P. N. Shah
Bakubhai Ambalal Pvt. Ltd.

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

Mr. Suhrid Sarabhai/
Mr. S. R. Bastikar
Financial Controller
Calico Mills

Mr. M. V. Arunachalam
Carborundum Universal Ltd.

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

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

Mr. V. G. Rajadhyaksha
Hindustan Lever Ltd.

Mr. S. Chaudhuri
Indian Explosives Ltd.

Mr. B. Majumdar
The Indian Tube Co. Ltd.

Mr. S. R. Bastikar
Kalol Mills Ltd.

Mr. B. R. Deolalikar
Karamchand Premchand Pvt. Ltd.

The Secretary
Mafatlal Fine Spg. & Mfg. Co. Ltd.

Mr. L. D. Vasa
Mafatlal Gagalbhai & Co.

Mr. Ramanlal C. Parikh
Mihir Textiles Ltd.

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

Mr. L. T. Gholap
National Machinery Mnfrs. Ltd.

Mr. N. N. Wadia/
Mr. T. P. Barat/
Mr. J. N. Guzdar
National Peroxide Ltd.

Mr. V. C. Vaidya
The New India Assurance Co. Ltd.

Mr. Laxmanprasad D. Vasa
The New Shorrock Spg. & Mfg.
Co. Ltd.

Mr. S. K. Agrawal
The New Swadeshi Mills of
Ahmedabad Ltd.

Mr. Gautam Shantilal Nanavaty/
Mr. Nautambhai J. Nanavaty
Nutan Mills Ltd.

Miss Lilavati Lalbhai/
Mr. Vijaysinh Chimambhai
Raipur Mfg. Co. Ltd.

Mr. B. V. Bhatt
Rajendra Dyeing & Printing
Mills Ltd.

Mr. Rohit C. Mehta/
Mr. S. G. Dakwala
Rajesh Textile Mills Ltd.

Mr. Ravindrabhai Chinubhai/
Mr. Arvindbhai Chinubhai
Rohit Mills Ltd.

Mr. Sakarlal Balabhai
Sakarlal Balabhai & Co. Ltd.

Mr. Navnitlal Shodhan/
Mr. Navnitlal Sakarlal
Sarangpur Cotton Mfg. Co. Ltd.

Mr. Chinubhai Chimambhai Sheth/
Mr. Ashoke Chimambhai
The Saraspur Mills Ltd.

Mr. Vadilal Lallubhai
Sayaji Mills Ltd.

Mr. R. K. Birla/
Mr. S. K. Mundra
Shree Digvijay Woollen Mills Ltd.

Mr. Pratap Bhogilal
Shree Ram Mills Charitable Trust

Mr. Nandkishore Sakarlal/
Mr. Sarabhkumar Navnitlal
Silver Cotton Mills Co. Ltd.

Mr. Suhrid Sarabhai
Suhrid Geigy Ltd.

The Secretary
Surat Cotton Spg. & Wvg. Mills
(P.) Ltd.

Mr. B. Rajaram
The Swadeshi Mills Co. Ltd.

Mr. R. Ratnam
T. V. Sundaram Iyengar & Sons
Pvt. Ltd.

Mr. A. K. Banerjee/
Mr. H. P. Shroff
Tata Chemicals Ltd.

Mr. A. H. Tobaccowala/
Mr. R. D. Kulkarni
Tata Engg. & Loco. Co. Ltd.

The Secretary
The Tata Hydro-Electric Power
Supply Co. Ltd.
The Andhra Valley Power Supply
Co. Ltd.
The Tata Power Co. Ltd.

Mr. J. J. Bhabha
The Tata Iron & Steel Co. Ltd.

Mr. M. A. Wadud/
Mr. N. K. Bhada
Tata Oil Mills Co. Ltd.

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

Col. T. K. Mukherjee (Retd.)
General Manager
Staff & Organization
Voltas Ltd.

Secretary
Mr. M. K. Subramaniam
Administrative Officer
IIMA

APPENDIX B

DONOR MEMBERS

Ahmedabad Cotton Mfg. Co. Ltd.
Ahmedabad Jupiter Spg. Wvg. &
Mfg. Co. Ltd.
Ahmedabad Kaiser-I-Hind Mills
Ltd.
Ahmedabad New Cotton Mills
Co. Ltd.
Ambica Mills Ltd. Nos. I & II
Andhra Valley Power Supply
Co. Ltd.
Anil Starch Products Ltd.
Aruna Mills Ltd.
Arvind Mills Ltd.
Aryodaya Ginning & Mfg. Co.
Ltd.
Aryodaya Spg. & Wvg. Co. Ltd.
Ashoka Mills Ltd.
Associated Cement Cos. Ltd.

Bakubhai Ambalal Pvt. Ltd.
Bharat Suryodaya Mills Co. Ltd.
Bombay Dyeing & Mfg. Co. Ltd.

Calico Mills Ltd.
Carborundum Universal Ltd.
Commercial Ahmedabad Mills
Co. Ltd.

Delhi Cloth & General Mills
Co. Ltd.

Gagalbhai Jute Mills Pvt. Ltd.

Hindustan Lever Ltd.

Indian Dyestuff Industries Ltd.
Indian Tube Co. Ltd.
Indian Explosives Ltd.

Kalol Mills Ltd.
Karamchand Premchand Pvt. Ltd.

Mafatlal Fine Spg. & Mfg. Co. Ltd.
Mafatlal Gagalbhai & Co. Pvt. Ltd.
Mihir Textile Ltd.

Nagri Mills Co. Ltd.
 National Machinery Mfrs. Ltd.
 National Peroxide Ltd.
 New India Assurance Co. Ltd.
 New Shorrock Spg. & Mfg.
 Co. Ltd.
 New Swadeshi Mills of
 Ahmedabad Ltd.
 Nutan Mills Ltd.

Raipur Mfg. Co. Ltd.
 Rajendra Dyeing & Printing
 Mills Ltd.
 Rajesh Textile Mills Ltd.
 Rohit Mills Ltd.

Sakarlal Balabhai & Co. Ltd.
 Sarangpur Cotton Mfg. Co. Ltd.
 Saraspur Mills Ltd.
 Sasson Spg. & Wvg. Mills Co. Ltd.
 Saurashtra Cement & Chemical
 Industries Ltd.
 Sayaji Mills Ltd.
 Shree Digvijay Woollen Mills Ltd.
 Shri Ram Mills Charitable Trust
 Silver Cotton Mills Co. Ltd.
 Standard Mills Ltd.
 Suhrid Geigy Ltd.
 Surat Cotton Spg. & Wvg. Mills
 Ltd.
 Swadeshi Mills Co. Ltd.

T. V. Sundaram Iyengar & Sons
 Pvt. Ltd.
 Tata Engineering & Locomotive
 Co. Ltd.
 Tata Chemicals Ltd.
 Tata Hydro-Electric Power Supply
 Co. Ltd.
 Tata Iron & Steel Co. Ltd.
 Tata Oil Mills Co. Ltd.
 Tata Power Co. Ltd.

Vikram Mills Co. Ltd.
 Voltas Ltd.

APPENDIX C BOARD OF GOVERNORS AND ITS COMMITTEES

Chairman

Mr. P. L. Tandon
 Chairman
 State Trading Corpn.

Members

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

Mr. B. N. Bhattasali
 Executive Director
 National Productivity Council

Mr. G. K. Chandiramani
 Secretary
 Ministry of Education
 Govt. of India

✓ Mr. Chinubhai Manibhai
 Anil Starch Products Ltd.

✓ Mr. L. T. Gholap
 National Machinery Mfrs. Ltd.

Mr. V. Isvaran
 Bombay

Mr. S. S. Jagota
 Adviser (Production)
 Bureau of Public Enterprises
 Govt. of India

Mr. Kasturbhai Lalbhai
 Ahmedabad

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

✓ Mr. A. N. Mafatlal
 Mafatlal Gagalbhai & Co. (P.) Ltd.

✓ Mr. V. R. Mehta
 Secretary
 Education & Labour Department
 Govt. of Gujarat

✓ Mr. M. S. Nadkarni
 Financial Adviser to the
 Ministry of Education
 Govt. of India

✓ Mr. Navnitlal Shodhan
 Sarangpur Cotton Mfg. Co. Ltd.

✓ Mr. F. N. Rana
 Chief Secretary
 Govt. of Gujarat

✓ Prof. Ravi J. Matthai
 Director
 IIMA

Dr. Vikram A. Sarabhai
 Chairman
 Atomic Energy Commission
 Mr. Shanta Ram S. Tawde
 Secretary
 Steel Mazdoor Sabha

Mr. L. P. Singh
 Secretary
 Ministry of Home Affairs
 Govt. of India

✓ Mr. A. H. Tobaccowala
 Tata Industries (P.) Ltd.

Secretary
 Mr. M. K. Subramaniam
 Administrative Officer
 IIMA

Personnel Committee

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

Building Committee

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

Budget Committee

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

APPENDIX D

FACULTY AND RESEARCH STAFF

DIRECTOR

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

FACULTY

S. C. Aggarwal
Ph.D. Engg. (Moscow)

K. K. Anand
Ph.D. (Panjab)

R. Balachandra
M.E. (I.I.Sc., Bangalore)

K. Balakrishnan
B.Sc. (Kerala)
A.I.C.W.A.

S. K. Bhattacharyya
F.C.A.

Kamla Chowdhry
Ph.D. (Michigan)
Hindustan Lever Professor
of Management Practices

Ishwar Dayal
M.S. (New York)

D. K. Desai
Ph.D. (Illinois)

Ved. P. Gandhi
Ph.D. (Harvard)

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

Ramesh C. Goyal
M.A. (Nagpur)
M.P.A. (Harvard)
A.I.C.W.A.

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

B. K. Hegde
M.Tech.
(I.I.T., Kharagpur)

Subhash Jain
Ph.D. (Oregon)

Nandini U. Joshi
Ph.D. (Harvard)

Sudhir Kakar
Ph.D. (Vienna)

Kul Bhushan Kothari
M.S. (Kentucky)

J. G. Krishnappa
E.E. (M.I.T.)

Suresh C. Kuchhal
M.Com. (Allahabad)

G. R. Kulkarni
M.Com. (Bombay)
LL.B. (Bombay)

M. Mcenakshi Malya
M.Sc. (Aberdeen)

Subhash C. Mehta
M.A. (Panjab)
M.D.P.A. (I.I.P.A.)

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

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

S. M. Patel
Ph.D. (Durham)

H. N. Pathak
M.Sc.Econ. (London)

Samuel Paul
Ph.D. (Syracuse)

Keshav Prasad
M.A. (Patna)

K. V. Ramanathan
M.B.A. (Northwestern)
A.I.C.W.A.
(On leave)

C. Rangarajan
Ph.D. (Pennsylvania)

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

C. P. Rao
Ph.D. (N. Carolina)

J. K. Satia
Ph.D. (Stanford)

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

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

Baldev R. Sharma
Ph.D. (Michigan State)

Tarun Sheth
M.A. (Baroda)

Dwijendra Tripathi
Ph.D. (Wisconsin)

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

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

FACULTY ASSOCIATES

Prafull Anubhai
B.Sc. Econ. (London)
Managing Director
Rustom Jhangir Wakil
Mills Ltd.
Ahmedabad

M. V. Arunachalam
B.Sc. Hons. (Madras)
Managing Director
Carborundum Universal Ltd.
Madras

B. V. Bhatt
M.B.A. (Harvard)
Deputy General Manager
(Textile Division)
Calico Mills
Ahmedabad

Subir Chowdhury
Ph.D. (Manchester)
Head, Operational Research
I.C.I. (India) Ltd.
Calcutta

Bharat C. Dalal
M.B.A. (Stanford)
General Commercial Manager
Gujarat State Fertilizers
Co. Ltd.
Baroda

R. K. Hazari
Ph.D. (Bombay)
Editor
Economic & Political Weekly
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M.B.A. (Harvard)
Industrialist
Ahmedabad

Freddie A. Mehta
Ph.D. (London)
Economic Adviser
Tata Industries Pvt. Ltd.
Bombay

N. C. Mehta
Ph.D. (California)
Director
The Syndicate Bank Ltd.
Manipal

A. D. Moddie
M.A. (Allahabad)
Resident Director
Hindustan Lever Ltd.
Delhi

N. N. Pai
A.C.A.
General Manager (Finance)
Batliboi & Co. Pvt. Ltd.
Bombay

Vinay Bharat Ram
M.B.A. (Michigan)
Managing Agent
Delhi Cloth & General Mills
Co. Ltd.
Delhi

R. Subrahmanyam
A.C.A., A.C.W.A.
Commercial Services Manager
Hindustan Lever Ltd.
Bombay

J. N. Thadani
Ph.D. (Delhi)
Deputy Controller
Delhi Cloth & General Mills
Co. Ltd.
Delhi

S. R. Thakore
M.Sc. (Gujarat)
Head, Computer Centre, and
Administrative Officer
Physical Research Laboratory
Ahmedabad

RESEARCH ASSOCIATES AND ASSISTANTS

A. K. Banerjee
M. Stat. (I.S.I.)

Ajit Dalvi
B.A. Hons. (Bombay)
Dip. Bus. Admn. (I.I.M.A.)

B. M. Desai
M.A. (S. P. University)

L. M. Dixit
B.A. Hons. (Karnatak)
Dip. S.S.A. (T.I.S.S.)

T. P. Gopalaswamy
M.Sc. (I.A.R.I.)

M. R. Gopalan
B.E. (Annamalai)

V. Jaikumar
M.Sc. (Delhi)
A.I.C.W.A.

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

P. P. Madappa
M.Sc. Agri. (Karnatak)

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

A. G. K. Murty
M.A. (Patna)

A. V. S. Narayanan
M.Sc. Agri. (Banaras)
(On study leave)

K. V. Parameswaran
B.Sc. Tech. (Bombay)

D. A. Patel
M.Sc. (Gujarat)

N. Venkata Rao
M.A. (Delhi)
(On leave)

J. L. Saha
B.Stat. (I.S.I.)
Dip. S.Q.C. (I.S.I.)

Mirza Saeed Saiyadain
M.A. (Hawaii)

Shanti Seth
Ph.D. (Lucknow)

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

Krishen Kumar Verma
M.A. (Delhi)

RESEARCH PROJECT STAFF

V. R. Dave
B.A., M.L.W. (Gujarat)

S. N. Desai
M.A. (Bombay)

J. S. Gandhi
M.A. (Delhi)

Gopal Krishna
M.S.W. (Lucknow)
Dip. P.A. (Lucknow)

N. M. Parikh
M.A. (Gujarat)

C. R. Shah
M.A., LL.B. (Gujarat)

SURVEY UNIT

S. B. Tambad
M.Sc. Agri. (Karnatak)
M.S. (Tennessee)
Research Associate

V. S. T. V. Anjaneyulu
M.Sc. (Andhra)
Research Investigator

H. Bhatt
M.S. (Ghent)
Research Assistant

- P. Narayana Chary
B.Sc., B.Ed. (Osmania)
Research Assistant
- S. N. Chokshi
B.Sc. (Gujarat)
Research Investigator
- H. B. Dave
M. Stat. (I.S.I.)
Research Assistant
- S. B. Jain
M.A. (Delhi)
Research Investigator
- D. P. Mathur
M.A. (Rajasthan)
Research Assistant
- B. C. Patel
M.Sc. (Baroda)
Research Investigator
- K. V. Patel
M.A. (Baroda)
Research Assistant
- M. S. Patel
B.Sc. Agri. Hons. (Gujarat)
Research Investigator
- N. T. Patel
B.A. (Baroda)
Research Investigator
- K. S. Raman
B.Com. (Gujarat)
Technical Assistant
- M. K. Shah
M.Sc. (Baroda)
Research Investigator

ADMINISTRATIVE STAFF

- M. K. Subramaniam
M.A. (Madras)
Administrative Officer and
Secretary of the Faculty
- S. Sreenivas Rao
M.A. (Osmania)
M.A. (Syracuse)
Programmes and Publications
Co-ordinator
- P. K. Varkey
Asst. Administrative Officer

- C. Ramdoss
B.Sc. Hons. (Bombay)
S.A.S.
Accounts Officer
- S. V. Ramamurthy
B.A. (Madras)
LL.B. (Delhi)
Admissions Officer
- K. S. Murty
M.A. (Osmania)
Asst. Warden

LIBRARY

- Anand S. Dhawle
M.L.S. (Pittsburgh)
Librarian
- Jayendra F. Pandya
B.A. (Gujarat)
Dip. Lib. Sc. (Bombay)
Reference Librarian
- Mohinder Singh
M.A. (Agra)
M. Lib. Sc. (Delhi)
Head, Technical Services

APPENDIX E

GOLD MEDALISTS

The following students
received the Institute's
Gold Medal for Scholastic
Merit :

1966

- Mr. C. K. Prahalad
Mr. D. A. Nanda
Mr. L. P. Vepa

1967

- Mr. Vijay Bharghava
Mr. J. K. Dey

1968

- Mr. J. C. Camillus
Mr. R. V. Sarathy
Mr. G. K. Jayaram

1969

- Mr. V. Veeraraghavan
Mr. M. G. Subrahmanyam
Mr. S. Venugopal
Mr. P. N. Seth

APPENDIX F

INDUSTRY SCHOLARSHIPS AND FELLOWSHIPS (1967-68)

The following industry scholarships were awarded in 1967-68 :

| <i>Organization</i> | <i>Awarded to</i> | |
|--|---|---------------|
| 1 Associated Electrical Industries (Pvt.) Ltd. | Mr. P. V. Ganesan Mr. R. S. Ganapathy | II Yr I Yr |
| 2 Batliboi & Company | Mr. G. K. Jayaram | II Yr |
| 3 Delhi Cloth & General Mills Co. Ltd. (Shriram Scholarships) | Mr. P. N. Joglekar Mr. A. K. Kharbanda | II Yr I Yr |
| 4 Devidayal Cable Industries | Mr. J. C. Camillus | II Yr |
| 5 Dunlop India Ltd. | Mr. T. V. G. Krishnamurthy | I Yr |
| 6 Esso Standard Eastern, Inc. | Mr. M. R. Menon | II Yr |
| 7 E.I.D. Parry Ltd. | Mr. N. C. Patnaik | I Yr |
| 8 Fertilizer Corpn. of India Ltd. | Mr. S. Sahni Mr. N. Ramanathan | II Yr I Yr |
| 9 Fertilizers and Chemicals Travancore Ltd. | Mr. R. V. Raghavan | I Yr |
| 10 Godrej Soaps (Pvt.) Ltd. | Mr. P. N. Seth | I Yr |
| 11 Hindustan Lever Ltd. | Mr. B. K. Kurien Mr. V. S. Srinivasan | II Yr I Yr |
| 12 India Pistons Ltd. | Mr. M. G. Subramaniam | I Yr |
| 13 Larsen & Toubro Ltd. | Mr. R. V. Sarathy | II Yr |
| 14 Mahindra & Mahindra | Mr. Z. E. Shipchandler | II Yr |
| 15 Pfizer Ltd. | Mr. V. Veeraraghavan | I Yr |
| 16 Travancore Rayons | Mr. J. B. Soares | II Yr |
| 17 Walchand Industries Charitable Trust | Mr. S. Venugopal | I Yr |

INDUSTRY SCHOLARSHIPS AND FELLOWSHIPS (1968-69)

The following organizations have offered industry scholarships:

| <i>Organization</i> | <i>Awarded to</i> | |
|---|----------------------------|-------|
| 1 Associated Electrical Industries Pvt. Ltd. | 1 Mr. T. K. Balaji | I Yr |
| 2 Baliboi & Co. Ltd. | 2 Mr. T. V. G. K. Murthy | II Yr |
| | Mr. B. S. Chakravarthi | I Yr |
| 3 Delhi Cloth & General Mills Co. Ltd. (Shriram Scholarships) | 1 Mr. P. K. Bapat | I Yr |
| | 2 Mr. R. V. Raghavan | II Yr |
| 4 Devidayal Cable Industries | Mr. N. Ramanathan | II Yr |
| 5 Dunlop India Ltd. | Mr. N. C. Patnaik | II Yr |
| 6 E.I.D. Parry Ltd. | Mr. Rakhesh Khurana | I Yr |
| 7 Fertilizer Corporation of India Ltd. | 1 Mr. Paul Mampilly | I Yr |
| | 2 Mr. S. Sandilya | II Yr |
| 8 Fertilizers and Chemicals Travancore Ltd. | Mr. B. J. Mehta | I Yr |
| 9 Glaxo Laboratories (India) Ltd. | Mr. R. J. Masilamani | I Yr |
| 10 Godrej Industries Charitable Trust | Mr. N. Chandrasekharan | I Yr |
| 11 Hindustan Lever Ltd. | 1 Mr. C. S. L. Srinivasalu | I Yr |
| | 2 Mr. P. N. Seth | II Yr |
| 12 India Pistons Ltd. | M. S. Mohan Kumar | I Yr |
| 13 Larsen & Toubro Ltd. | Mr. M. G. Subramaniam | II Yr |
| 14 Mahindra & Mahindra Ltd. | Mr. V. Vecraraghavan | II Yr |
| 15 Pfizer Ltd. | Mr. A. K. Vora | I Yr |
| 16 Travancore Rayons Ltd. | Mr. S. Venugopal | II Yr |

In addition to the above, Walchand Industries Charitable Trust have constituted a scholarship of Rs. 2,500 per annum. According to the terms of the award of this scholarship, if in an academic year an employee, or one of the children of an employee of the Walchand Industries group, or a student from Walchand College of Engineering, whose parental income is less than Rs. 6,000 per annum, happens to be admitted as a student at the Institute, the scholarship amount will be given to him as a grant. In fulfilment of the above conditions, the Walchand Industries Charitable Trust have given a grant of Rs. 2,500 to Mr. P. G. Utagikar (I Year student).

The following organizations agreed in 1969-70 to donate Rs. 2,500 each every year for a period of seven years towards the Students Loan Fellowships :

| | |
|--|---|
| 1 Binny & Co. Ltd. | 1 |
| 2 Esso Standard Eastern, Inc. | 1 |
| 3 IBM World Trade Corpn. | 1 |
| 4 Kirloskar Oil Engines Ltd. | 1 |
| 5 L. D. Charitable Trust | 2 |
| 6 Madras Rubber Factory Ltd. | 1 |
| 7 Shardaben Bhagubhai Mafatlal Public Charitable Trust | 1 |
| 8 The United Commercial Bank Ltd. | 1 |

Total 9

APPENDIX G REPORT ON RESEARCH April 1968 to March 1969

I. PROJECT RESEARCH COMPLETED

1. An Application of Transportation Model to Fertilizer Industry in India

The study was intended to 1) determine the minimum transportation cost of fertilizers from the ports or production centres to the consuming centres, 2) compare the transportation costs of fertilizers arrived at by the use of the transportation model with the *actual costs* and to determine the extent of savings that could be achieved by following the transportation cost minimization programme, and 3) discuss the policy implications on pricing of fertilizers and locational advantages of fertilizer factories based on the results of analysis.

Professor D. K. Desai and Mr. S. B. Tambad worked on the project, which was financed by the Ministry of Food and Agriculture, Government of India. The work on the project is completed and the report is available.

2. Cost and Competitiveness of Indian Exports

The purpose of this project was to examine the costs and competitiveness of selected industrial products which were playing an important role in Indian exports.

Professors V. L. Mote and Samuel Paul worked on the project, which was financed by the Institute. The draft report on the study has been completed. Part of the findings on this project was presented at a conference on "Cost Reduction for Exports" organized by the Indian Institute of Foreign Trade in 1967. The initial findings were published in *Economic and Political Weekly*, II, 12 (March 25, 1967), and *Cost Reduction for Exports* (New Delhi : IIFT, 591-599, 1968), pp. 71-85.

3. The Incidence of Corporate Taxes in India—An Empirical Study

The objectives of the study are to 1) establish who actually pays the company tax in

India, 2) describe the mechanism of shifting to the extent such shifting takes place, and 3) analyse the economic effects of such shifting.

Professor Ved P. Gandhi worked on the project, which was financed by Alembic Chemical Works Limited, Baroda. Articles on the preliminary findings have been published in *Economic and Political Weekly*, II, 24 (June 17, 1967), 1089-91; *Artha Vijnana*, X, 1 (March 1968), 11-28; *Indian Economic Review*, III, 1 (April 1968), 33-47; *The Chartered Accountant* XVII, 3 (September 1968), 137-139; and *Public Finance* (forthcoming issue).

4. Management of Distribution of Complex Fertilizers and Pesticides

The objective of this project was to combine the economic and sociological aspects affecting farmers' motivation to purchase multinutrient fertilizers and also to study the way the present distribution of multinutrient fertilizers is handled and the scope to improve the same.

Professor K. B. Kothari and Mr. A. G. K. Murthy worked on this project, which was financed by the Ministry of Food and Agriculture, Government of India. The work on the pilot project has been completed and the report is available.

5. Management of Production and Distribution of Hybrid Bajra Seed in Gujarat State

The main objectives of the project were 1) to study the management tasks and the real world problems of the new seed industry, 2) to study the management problems of production and marketing of hybrid bajra seed in Gujarat State on a pilot basis, 3) to explore the alternatives in production and marketing strategies that could be used in decision-making, and 4) to conduct a methodological study for demand estimates of hybrid bajra seed and to identify the demand determinants for helping the decision makers in developing efficient production and marketing strategies. The project explored the alternatives which could be used in developing production and marketing strategies.

Professor D. K. Desai and Mr. D. A. Patel worked on this project, which was sponsored by the Ministry of Food and Agriculture, Government of India. The final report on the project is available.

6. Management of Production and Distribution of New Seeds

The objectives of this project were to 1) investigate the problems of production and distribution of hybrid jowar and maize seeds; 2) investigate the possibilities of organizing marketing of seeds through non-governmental agencies; 3) study the economics of maize and jowar seed production; and 4) study the acceptance of hybrid maize and jowar seeds by the farmers and to estimate the demand for the same.

Professor D. K. Desai and Mr. D. A. Patel worked on this project. The project was sponsored by the Ministry of Food and Agriculture, Government of India. The work on the pilot project has been completed and the report is available.

7. Management of Lift Irrigation

The project was undertaken to 1) identify the factors which promote the use of lift irrigation through pumps and 2) identify the factors causing under-utilization of the power operated pumps.

Professor S. M. Patel, Messrs. B. M. Desai, P. P. Madappa, and K. V. Patel worked on the project. Ministry of Food and Agriculture, Government of India, sponsored the project. The work on this pilot project has been completed and the report is available.

8. Measuring Effectiveness of Personnel Policy Implementation

The study was undertaken to 1) identify situation where administrative practices contribute primarily to discrepancies—in a) perception of policy at different levels of management and b) perception of policy as being effectively implemented—and 2) develop measures which directly indicate the effectiveness or otherwise of policy implementation.

Professor Malathi Bolar worked on the project which was financed by Ramakrishna Mills, Ahmedabad. The first draft report of the project has been completed and is available with the author.*

* Miss Malathi Bolar, First National City Bank, 293 Dadabhoy Naoroji Road, Bombay-1.

9. Modernization in Paddy Rice System

The objective of this project was to find out the problems of under-utilization in sheller sector in the paddy rice system and also to investigate the problems of modernizing the sector.

Professor V. K. Gupta, Dr. T. P. Gopalswamy and Mr. D. P. Mathur worked on the project. The project was sponsored by the Ministry of Food and Agriculture, Government of India. The work on the pilot project is completed and the report is available.

10. Pricing and Marketing of Gujarat-67 Cotton —The Development of an Import Substitute

The project was intended to study the import substitution potential of Gujarat-67 variety of cotton. The primary purpose was to assess, given the acceptance at the firm level, 1) how far its potential is being realized after three years of its commercial release or is expected to be realized in the near future and 2) how the gap between expected and realized potential can be narrowed down.

Professor Ravi J. Matthai and Mr. S. P. Kashyap worked on the project. The Institute has sponsored the project. The work on the project has been completed, and the report has been signed up for publication by an Ahmedabad publisher.

11. Prospects of India's Agricultural Exports

The objective of the study was to investigate the supply response of deoiled cake based on the cost functions and the effect of utilized capacity, both of the expeller sector and solvent extraction mills, on the cost of the deoiled cake. An attempt is made to have normative findings to promote exports. The study gives the structural details of the two industries and deals with the cost volume relationships at individual firm level. The findings have been used to show their implications on policies regarding exports.

Professor D. K. Desai and Mr. A. G. K. Murty worked on this project. The project was sponsored by the Ministry of Food and Agriculture, Government of India. The final report has been submitted for publication.

12. Rural Electric Co-operative : Kodinar

The objective of this project was to advise the Gujarat Electricity Board for the type of organization they should have for extending electricity in the rural areas and the economics of such a venture.

Professors V. K. Gupta, K. B. Kothari, and S. M. Patel (co-ordinator) worked on this project. The Gujarat Electricity Board has sponsored the project. The work on this project has been completed.

13. Selection for Management Education : Post-Graduate Programmes 1964-66 and 1965-67

The objective of this project was to conduct a series of studies examining the selection policies and procedures of the Institute for its two-year Post-Graduate Programme. The data from the candidates, application forms, and their performance in admission tests were related to their performance at the Institute and their subsequent placement in jobs. The study was to provide meaningful guidance to this Institute as well as other academic organizations in the selection procedures.

Professor K. K. Anand and Mr. Mirza S. Saiyadain worked on the project, which was financed by the Ford Foundation. The work on the project has been completed and the report is being published by the Institute.

14. A Study of the Market Potential for Gujarat Based Manufacturers of Plastic Products

The purpose of this project was to estimate the likely demand for the products which can be manufactured from thermo-plastics in a market zone that can be economically serviced by Gujarat based manufacturers. The target year for the demand forecast was 1973-74. In addition to the analysis of demand prospects, the study was also to provide guidelines for the location and size of processing units and estimate the potential machinery requirements of the processing units.

Professors M. Meenakshi Malya, C.N.S. Nambudiri, Samuel Paul (co-ordinator), M.N. Vora, Messrs. K. V. Parameswaran, and P. N. Sarin (Dy. Chemical Engineer, Petro-Chemicals Division, ONGC) worked on this project, which was sponsored by the Government of Gujarat.

The work on the project is complete and the report has been published by the Government of Gujarat.

15. A Survey of Performance Appraisal Practices in Indian Industries

The objectives of this project were to 1) secure information on existing company performance appraisal practices, 2) provide data in a form as would help meaningful comparison of practices for various industries, and 3) provide some insights into some areas of concern such as would help foresee or predict problems and help in their elimination.

Professor Malathi Bolar worked on the project, which was financed by the Institute. The first draft report of the project has been completed and the copy can be had from the author.

II. PROJECT RESEARCH IN PROGRESS

16. Alternatives of Existing Company Tax in India

The objectives of the study are to 1) review the existing set-up of company tax rates, tax base, and tax concessions to find their strengths and weaknesses; 2) empirically test the effectiveness of the various tax incentives granted to the company sector in the existing income tax structure; and 3) suggest alternative forms of company taxation feasible in the Indian circumstances.

Professor Ved P. Gandhi is working on this project. The project has been sponsored by the Planning Commission.

17. An Appraisal of Factors Affecting the Acceptance and Uses of Multi-Nutrient Fertilizers in Andhra Pradesh

The objectives of this project are to determine 1) the characteristics of farmers who use MNF and the constraints in increasing the use of MNF and 2) the source of communication and information important in acceptance and use of MNF. The project also attempts to investigate 1) the effectiveness of the retail distribution structure in the promotion of MNF, 2)

price-demand relationships and demand for MNF in one district of Andhra Pradesh, and 3) Credit requirements for MNF.

Professor D. K. Desai and Mr. A. G. K. Murty are working on this project. The project has been sponsored by the Ministry of Food and Agriculture, Government of India. Analysis of the data is being carried on.

18. Authority and the Individual : A Critique of Organizational Authority

The purpose of this project is to determine the specific nature of authority relationships in Indian organizations as they are influenced by the social and historical factors as well as child rearing practices peculiar to the Indian Society.

Professor Sudhir Kakar is working on the project which is financed by the Institute. Data is being collected.

19. Bus Scheduling Problem

Research work was done on bus scheduling in connection with GSRTC project to get a schedule which would assure the use of minimum number of buses. The objective of the present project is to aim at finding out a schedule which should not only ensure the use of minimum number of buses, but also to ensure that minimum number of crews are used.

Professor V. L. Mote and Mr. J. L. Saha are working on this project, which is financed by the Institute. Analysis of data is being done.

20. Executive Compensation Plans

An attempt will be made to understand the various aspects of executive compensation policies and practices among the Madras Management Association member organizations. The specific objectives of the study are to 1) examine factors which determine executive compensation and to evaluate their effectiveness from the point of view of the company and 2) understand perceptions of the executives regarding the various components of executive compensation and their effect on their motivation.

Professor K. K. Anand is working on the project. The project is sponsored by the Madras Management Association. The final report on the project is under preparation.

21. Implementation of Development Plans : A Case Study of Ahmedabad

The objective of the project is to ascertain how far the impact of economic development plans is able to bring about change in bureaucracy.

Professor R. C. Goyal is working on this project, which is financed by the Indian Institute of Public Administration, New Delhi.

22. India's Bilateral Trade Agreements and their Economic Implications

The purpose of this project is to find out to what extent the bilateral trade agreements have been beneficial to this country. Besides examining the role of such agreements in the growth of India's external trade in the past, the project will also forecast the possibilities for growth in the future.

Professor C. Rangarajan and Miss Swati Desai are working on this project, which is financed by The Council for Economic Education, Bombay. Data is being analysed.

23. Industrial Relations in the Banking Industry

The purpose of the project is to study the employer-employee relations in the banking industry with a view to identify the sources of conflict as well as harmony.

Professors Ishwar Dayal, Baldev R. Sharma, Messrs. Gopal Krishna and Mirza Saiyadain are working on this project, which is financed by the seven participating banks (through Reserve Bank of India). The first draft report is under preparation.

24. Institution Building

The objective of this study is to identify factors which are important determinants in the success of institution building. Specifically the study will attempt to understand 1) the assumptions, attitudes, and values of significant persons connected with the institution and the translation of these into the organization and administrative practices of the institution; 2) the organization and administrative practices that were evolved for the objectives of the institution — including

recruitment and selection policies, development, and evaluation and motivation of persons; 3) the relation of the institution to its environments with special reference to sponsoring and other inter-acting institutions; and 4) administrative practices relating to use of authority and encouragement of initiative. In addition to these a comprehensive view of the cultural, social and economic environment of the period as contributing to institution building needs to be incorporated.

Professors Kamla Chowdhry, H. N. Pathak, and B. G. Shah, and Mr. M. K. Subramaniam are working on this project. A framework for the collection of data is being discussed.

25. An Investigation of Scientific Instrument Industry in India

The project is aimed at exploring the problems of research and technical know-how involved in stimulating and supporting the growth of a science-based industry in a developing country.

Professor K. K. Anand is working on the project. The study is conducted in collaboration with Department of Atomic Energy, Government of India, and University of Sussex. Data is being collected.

26. Investigation into the Total Credit Needs for Farm Production in the Changing Agriculture in Gujarat State

This project will 1) investigate into the demand for short, medium, and long-term credit needs of farmers and 2) examine the existing arrangements for supply of credit and to indicate the likely supply of institutional production credit.

Professor D. K. Desai and Mr. B. M. Desai are working on the project, which is financed by the Ministry of Food and Agriculture, Government of India. Data is being analysed.

27. Labour Market Survey of the Ahmedabad-Baroda Industrial Region

The objectives of the study are to 1) examine the current employment trends; 2) attempt projections of technical and skilled manpower requirements during the next five years;

3) locate and examine various constraints in the supply of skilled and technical manpower; and 4) to make suggestions and recommendations to improve the supply of shortage of skills in the Ahmedabad-Baroda industrial region. The study is limited to engineering, chemical, and textile industries. The work on the project started in July 1967.

Professor R. C. Goyal is working on the project, which is financed by the Planning Commission. The first draft report is nearing completion.

28. Management of Production and Distribution of Hybrid Jowar and Maize Seeds in Mysore State

The project will investigate 1) the problems of production and distribution of hybrid jowar and maize seeds and 2) the possibilities of organizing marketing of seeds through non-governmental agencies. It will also study 1) the economics of maize and jowar seed production and 2) the acceptance of hybrid maize and jowar seeds by the farmers, and estimate the demand for these seeds. The scope of this study would be limited to the three main hybrid maize and jowar seed production areas in Mysore State : 1) Belgaum, 2) Dharwar, and 3) Bangalore. These three regions represent fairly a cross section of the whole state.

Professor D. K. Desai and Mr. P. P. Madappa are working on this project. The project has been sponsored by the Ministry of Food and Agriculture, Government of India. The first draft report is being circulated for comments.

29. Management of Resources for Lift Irrigation

Following the completion of the project on "Management of Lift Irrigation," two research projects on lift irrigation were undertaken in Gujarat and U.P. The objectives of the projects were 1) to provide some analytical aids to those concerned with planning and implementation of lift irrigation projects for further investment of resources in lift irrigation by farmers, State Governments, Electricity Boards, and 2) to study the investment pattern and cost analysis of alternative sources and equipments used for lift irrigation in both the States.

Professor S. M. Patel and Mr. K. V. Patel are working on these projects. Ministry of Food and Agriculture, Government of India, has sponsored the project. The first draft of the report is under preparation.

30. Management Uses of the Computer in India

The purpose of this project is to ascertain the extent to which top management in organizations, where the decision to buy computers has already been taken, was aware of the detailed implications of this decision and the extent to which it could have been improved by the availability of more competent advice to top management.

Professors J. G. Krishnayya, G. R. Kulkarni, and J. K. Satia, and Mr. S. V. Deshmukh are working on the project which is financed by the Institute. The first draft report is under preparation.

31. Multi-Commodity Flows in Net Work

The object of this research project is to develop algorithms involving several commodities in net work. In the first instance the scope is limited to finding theoretically efficient algorithms for solving these kinds of problems.

Professor J. K. Satia and Mr. Y. P. Aneja are working on the project, which is financed by the Ministry of Defence. Conceptual phase of work on the project is over.

32. Occupational Values and Business

Based on the data collected on occupational values and occupational choice of students of business management in some American colleges and the Indian Institute of Management, Ahmedabad, the present study is aimed at identifying the occupational values most conducive to career in business. The cross-cultural comparisons will enable to decide whether the Indian culture in any way facilitates or impedes the development of values congruent with a business career.

Professor Baldev R. Sharma is working on the project, which is financed by the Institute. First draft report is under preparation.

33. Planning for Technological Change — A Study of the Possibilities and Problems

The objective of the study are to 1) study and ascertain the nature and extent of problems — both labour and production — created by automation in companies which have automated their production processes; 2) find out to what extent a required degree of automation could be planned ahead so that the problems associated with the change could be at least minimized, if not eliminated; and 3) suggest the tools and techniques which could be gainfully used in planning for technological change. The study is proposed to be undertaken in three different industrial sectors—continuous process industry, engineering industry, and service type industry.

Professor B. K. Hegde is working on the project, which is financed by the Institute. The first draft report is being written.

34. Premier Automobiles Limited

The study is a part of a four-nation study in which the main focus was on investigating the patterns of social integration among automobile workers in Argentina, India, Italy, and the USA.

Professor Baldev Sharma, Mr. J. S. Gandhi, and Miss Minal Sharma are working on this project, which is financed by the Institute. Articles on the findings have been published in 1) *Indian Journal of Industrial Relations*, IV, 1 (July 1968), 3-32; 2) *Indian Journal of Industrial Relations*, IV, 2 (October 1968), 215-223; 3) *Economic and Political Weekly*, III, 48 (Nov. 30, 1968), M77-M79; 4) *International Journal of Comparative Sociology*, X, 1-2 (under print), (177-193); 5) *Issues in Labour Policy* (New Delhi: Shri Ram Centre for Industrial Relations, 1969).

35. Productivity of Agricultural Finance and Farm Income Utilization

The objectives of this project are to investigate 1) the impact of agricultural finance provided by the commercial banks on productivity and 2) the income utilization by the borrowers of such finance.

Prof. D. K. Desai and Mr. S. B. Tambad are working on this project. The project has been sponsored by the Ministry of Food and

Agriculture, Government of India. The first draft report is ready.

36. Short-Term Economic Forecasting

The purpose of the project is to develop indicators which can aid short-term forecasting both at the industry and government levels. The feasibility study which is under way will explore a number of hypotheses for the prediction of aggregate industrial investment in the economy and also the production of specific industries. If the results of the feasibility phase are encouraging, further work on this subject will be taken up.

Professors J. G. Krishnayya, G. R. Kulkarni, Samuel Paul (Project Leader), and C. Ranga-
rajan, and Mr. B. R. Bhat are working on this project, which has been sponsored by the US Agency for International Development, New-Delhi. Data is being analysed.

37. TISCO and United State : Tata's Search for Technicians

The objective of the research project is to explore the processes and mechanics of employ-
ing technicians for the establishment of the Tata Iron and Steel Company. It is well-known that J. N. Tata imported some engineers from the USA. The purpose of this project is to find out why he decided to go to America for such help and how he achieved his objective.

Professor Dwijendra Tripathi is working on the project. The American Studies Research Centre, Hyderabad, financed this project.

38. The United States Consulates in India, 1793-1900

The first American Consulate in India was established at Calcutta in 1793 under the Pre-
sidency of George Washington. Within a couple of years, however, it was suspended and the USA had no consular establishments in India for several decades. In 1840 again, consular offices were established in Calcutta and Bombay, and within a few years, consular agencies were set up in Madras and Karachi. The purpose of this project is to trace the development and administration of these consular services in India and the conditions, both in the USA and

India, which retarded or facilitated their growth.

Professor Dwijendra Tripathi is working on this project. The United States Educational Foundation in India has sponsored the project. Data is being analysed.

39. Utilization of Sheller Rice Mills in Andhra Pradesh

Two districts in Andhra Pradesh, growing rice and having the largest number of sheller rice mills, were selected for 1) studying the pattern of utilization of the sheller mills, 2) studying the reasons for under-utilization of the sheller mills, 3) arriving at some cost estimates and cost functions, and 4) exploring the possibility of modernization of the sheller mills.

Professor V. K. Gupta, Dr. T. P. Gopala-
swamy, and Mr. D. P. Mathur are working on this project, which has been sponsored by the Ministry of Food and Agriculture, Government of India. Data is being analysed.

III. SEED MONEY PROJECTS

All these projects have been sponsored by the Institute and they are in the exploratory stage.

| Professor | Project | Professor | Project |
|-------------------------------|---|-----------------------------------|--|
| Kamla Chowdhry & Sudhir Kakar | A Study of Change and Innovation in Indian Universities | G. R. Kulkarni & C.N.S. Nambudiri | Policy Formulation and Administration of Selected Indian Enterprises |
| R. C. Goyal | Patterns of New and Emerging Leadership in Indian Trade Unions | M. Meenakshi Malya | Efficiency of Fertilizer Distribution Channels |
| Subhash Jain | A Study of the Marketing Practices of Public Enterprises | Nandini Joshi | Educated Unemployment in Gujarat Nature and Implication of the Structure of Labour Force in Gujarat |
| Subhash Jain & J. K. Satia | A Simulation Model of a Marketing System in India | H. N. Pathak | Growth of Small Scale Industries in Ludhiana |
| S. C. Kuchhal | Organization of Finance Function in the Selected Indian Companies | Samuel Paul & K. L. Varshneya | Price Control and Industrial Growth |
| | | B. G. Shah | Banking Habit in Ahmedabad City |
| | | Dwijendra Tripathi | Entrepreneurship and Indian Economic Backwardness in Nineteenth Century |

IV. FACULTY SEMINARS

1968-1969

| Date | Speaker | Topic |
|---------------|--------------------------------------|--|
| Aug. 30, 1968 | Dr. D. K. Desai & Mr. A. G. K. Murty | A Study in Solvent Extraction and Expeller Oil Industries (with Special Reference to Deoiled Groundnut Cake Exports) |
| Nov. 1, 1968 | Dr. Samuel Paul | The Pricing of Gujarat Natural Gas : An Alternative Approach |
| Feb. 14, 1969 | Dr. V. N. Krishnan | An Analysis of Wage Trends in Manufacturing Industries in India, 1950-1960 |
| Feb. 28, 1969 | Dr. Dwijendra Tripathi | Bureaucracy and Indian Economic Development: The Case of Sadasheogarh Harbour Project, 1855-1865 |
| Mar. 14, 1969 | Dr. Baldev R. Sharma | Absenteeism : A Search for Correlates |
| Mar. 28, 1969 | Dr. Sudhir Kakar | Authority : An Introduction and Methodology |
| Apr. 2, 1969 | Prof. J. G. Krishnappa | Computer Facilities at the Institute |

APPENDIX H
FACULTY AND STAFF
PUBLICATIONS
July 1968 to June 1969

BOOKS

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- . "Human Factors Engineering," *Chemical Processing and Engineering Journal*, III, 4 (April 1969), 45-50.
- . "Value Engineering: A Powerful Cost Reduction Tool," *Journal of Andhra Pradesh Productivity Council*, Winter 1969.
- Bhattacharyya, S.K. "Profit Reporting by Diversified Companies," *Economic and Political Weekly*, III, 48 (Nov. 30, 1968).
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- . "Management Control Systems and Conflicts—A Framework for Analysis and Resolution," *Chartered Accountant*, XVII, 12 (June 1969), 643-654.
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- . "Returned Participant as a Change Agent," *Participant Journal*, III, 8 (March 1969), 6-9.
- . "How to Face an Interview," *Indinman News*, Mar. 26, 1969.
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- Dayal, Ishwar. "Some Aspects of Social Change," *Family Planning News*, July 1968.
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- . "Training of Executives : An Evaluation," *Manpower Journal*, IV, 2, (1968), 82-89.
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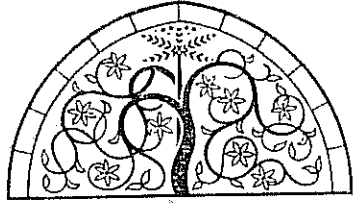
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CALENDAR OF PROGRAMMES 1969-1970

| 1969 | | | 1970 | | |
|----------------|--|-------------|------------------------|---|---------------|
| DATE | PROGRAMME | LOCATION | DATE | PROGRAMME | LOCATION |
| September 29- | Laboratory for Personal and Organizational Development | Agra | January 4-February 28 | 3-Tier Programme for Management Development | Agra |
| October 5 | | | January 21-24 | Computer Simulation Techniques | Bombay |
| October 5-11 | Marketing Executives - Part III | IIMA Campus | March 1-18 | Agricultural Supply Management | Rampur |
| November 23-26 | Seminar on Marketing for the Top Management of Public Sector Enterprises | Agra | March 13-14 | Alumni Conference | Bombay |
| | | | April 11 | Post-Graduate Programme in Business Administration — Convocation | IIMA Campus |
| | | | April 16-18 | Third Seminar of Registrars & Administrative Officers of Autonomous Educational Institutions | Delhi |
| | | | April 19-May 3 | Management Development Programme | Agra |
| | | | May 24-June 13 | Training Managers | Agra |
| | | | July 1 | Post-Graduate Programme in Business Administration — Inauguration | IIMA Campus |
| | | | June-July | Seminar on Mathematical Programming | To be decided |
| | | | August 16-September 19 | Bank Management | Agra |
| | | | September | Analytical Aids for Decision Making | To be decided |
| | | | September 20-October 5 | Financial Management | Agra |
| | | | September 20-October 6 | Production Management | To be decided |
| | | | October | Dairy Executives Management (in collaboration with National Dairy Research Institute, Karnal) | Bangalore |



विद्याविनियोगाद्विकासः

I I I M I

AHMEDABAD