

**9th**  
**ANNUAL REPORT**  
**1970-71**



**INDIAN INSTITUTE OF MANAGEMENT**  
**AHMEDABAD**

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**PART I**  
**THE INSTITUTE**



**3. Executive Development Programmes**

*General Management Programmes*

3-Tier Programme for Management Development	—	120	122	154	218	140	158	194	194
Programme for Young Executives	—	—	30	21	40	30	35	—	—
Management Development Programme for Medium and Small Enterprises	—	—	—	—	—	—	—	—	35
Small Industry Orientation Programme	—	—	—	—	—	—	—	—	18

*Functional Programmes*

Programme on Corporate Accounting and Control Systems	—	—	—	—	—	62	—	—	—
Programme in Personnel Management	—	—	—	—	—	19	—	—	—
Programme for Purchasing Executives	—	—	—	—	—	24	—	—	—
Programme on Analytical Aids for Decision Making	—	—	—	—	—	—	22	—	—
Programme in Financial Management	—	—	—	—	—	—	49	—	—
Laboratory for Personal & Organizational Development I, II, III, IV & V	—	—	—	—	—	—	99	29	26
Programme for Marketing Executives	—	—	—	—	—	—	29	—	—
Programme for Production Executives	—	—	—	—	—	—	47	—	—
Marketing Seminar for the Top Management of the Public Sector Organization	—	—	—	—	—	—	—	—	38

Workshop on Uses of Computer Simulation I & II	—	—	—	—	—	—	30	25
Seminar on Labour Relations Laws	—	—	—	—	—	—	—	70
Programme on Organization Change	—	—	—	—	—	—	—	8
Programme for Trainers	—	—	—	—	—	—	—	38
<i>Sectoral Programmes</i>								
Multi-Level Dairy Management Programme	—	—	—	79+	22+	—	—	—
				18*	3**			
New Foods for National Development	—	—	—	—	70	—	—	—
Modernization in Rice Industry Seminar	—	—	—	—	—	66	—	—
Agricultural Finance Seminar	—	—	—	—	—	51	—	—
Agricultural Supply Management Programme	—	—	—	—	—	21	28	—
Dairy Executives Management Programme	—	—	—	—	—	—	17	—
Bank Management Development Programme	—	—	—	—	—	—	—	63
<i>Inter-University Programmes</i>								
Programme for University Teachers	—	—	—	36	19	21	—	—
Inter-University Programme (No. of Faculty)	—	—	—	4	4	—	2	—

\*Attended part of the apex level seminar. \*\*Attended the apex level seminar.

1962-63 1963-64 1964-65 1965-66 1966-67 1967-68 1968-69 1969-70 1970-71

**4. Research and Publications**

Cases Collected (Cumulative)	—	100	300	400	500	650	750	850	957
Research Projects Completed (Cumulative)	—	—	1	16	16	23	36	47	56

**5. Consulting**

Consulting Projects Completed (Cumulative)	—	—	—	—	—	—	24	40	57
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**6. Alumni Activities**

Alumni Conference	—	—	53	66	61	95	129	130	—
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**7. Facilities**

Library Books (Cumulative)	2,000	9,000	13,000	22,000	27,000	34,000	40,000	46,000	55,000
Building Area Provided (in thousand sq. m.) (Cumulative)	—	—	—	9.37	13.45	16.64	19.65	22.27	27.88



## **PROGRAMMES AND ACTIVITIES**

**1970—1971**

<b>Post-Graduate Programmes</b>	Two-Year Post Graduate Programme in Business Administration One-Year Programme for Management in Agriculture Fellow Programme
<b>Executive Development Programmes</b>	Management Development Programme for Medium and Small Enterprises Small Industry Orientation Programme Programme for Trainers Bank Management Development Programme Laboratory for Personal and Organizational Development, Session V Programme on Organization Change 3-Tier Programme for Management Development Second Annual Computer Workshop Seminar on Labour Relations Laws
<b>Research</b>	Nine research projects were completed and 27 were in progress
<b>Consulting</b>	Seventeen projects on hand
<b>Facilities</b>	Establishing a Computer Centre

## **SOCIETY AND DONOR MEMBERS**

The 12th meeting of the Indian Institute of Management Ahmedabad Society, held on April 10, 1970, approved the award of certificates to the fifth batch of 105 students and one student of the fourth batch of the two-year Post-Graduate Programme in Business Administration at the Fifth Annual Convocation held on April 11, 1970.

The 13th meeting of the Society, held on July 18, 1970, adopted the Eighth Annual Report for the period ending March 31, 1970, and the accounts for the year.

During the year, the membership of the Society increased from 77 to 88.

(For a list of the members of the Society and a list of Donors as on March 31, 1971, see Appendices A and B.)

## **BOARD OF GOVERNORS**

Mr. N. J. Kamath, Joint Secretary, Department of Industrial Development Ministry of Industrial Development and Internal Trade, was nominated by the Government of India as its representative with effect from September 26, 1970.

The following members were elected to the Board from the Donor members constituency in March 1971 :

1. Mr. J. J. Bhabha, Tata Iron & Steel Co. Ltd., Bombay
2. Mr. Rohit C. Mehta, Rajesh Textile Mills Ltd., Ahmedabad
3. Mr. Arvind Narottam, Asoka Mills Ltd., Ahmedabad
4. Mr V. G. Rajadhyaksha, Hindustan Lever Ltd., Bombay

The Board met on April 10, July 18 and December 5, 1970.

The Budget Committee of the Board met on August 18, 1970, the Personnel Committee on August 24, 1970, and December 5, 1970, and the Buildings Committee on June 8, 1970.

(For the names of the Board of Governors and its various committees, see Appendix C.)

## FACULTY AND RESEARCH STAFF

During the year, the faculty strength was 46. In addition, there were 71 research staff members. (For a list of the faculty and research staff, see Appendix D.)

Eleven new faculty members and 31 research staff members joined the Institute during the period. (For details, see Appendix E.) Eight faculty members and 21 research staff members left the Institute. (For details, see Appendix F.)

### Faculty Development

Prof. M. N. Vora, Marketing Area, continued to work for the doctoral programme at the Harvard Business School.

Prof. Meenakshi Malya, Quantitative Methods Area, was sponsored for three years to the Harvard Business School's doctoral programme.

Mr. A. V. S. Narayanan, Research Associate in the Centre for Management in Agriculture, continued to work for the doctoral degree at the University of Illinois, USA.

Mr. B. M. Desai, Research Associate in the Centre for Management in Agriculture, was given travel grant to the USA for doctoral work at the Cornell University.

Mr. M. S. Saiyadain, Research Associate in the Organizational Behaviour Area, continued to work for his doctoral degree at the University of Kansas, USA.

The following research staff members were sponsored for doctoral programmes :

Mr. Y. P. Aneja	Johns Hopkins University
Mr. A. K. Banerjee	University of Wisconsin
Mr. V. Jaikumar	Columbia University

The following graduates of the Post-Graduate Programme were continuing their doctoral studies:

Mr. John Camillus	PGP 1966-68	Harvard Business School
Mr. G. K. Jayaram	PGP 1966-68	University of California, Los Angeles
Mr. Ravi Sarathy	PGP 1966-68	Northwestern University

The following graduates of the Post-Graduate Programme were sponsored for doctoral programmes :

Mr. Rakesh Khurana	PGP 1968-70	Northwestern University
Mr. Ashok Vora	PGP 1968-70	Northwestern University

## Director's Visit Abroad

Prof. Ravi J. Matthai, Director, visited the USA and the UK in September-October 1970 for recruiting faculty, obtaining doctoral fellowships, and funding of other activities. Enroute, he also visited East Africa at the request of the Ministry of External Affairs, and as a result a collaboration is materializing between the Institute for Development Management, Tanzania, and the IIMA. In the UK, discussions were held with Loughborough University regarding the possibility of working together.

## Faculty Associates

The honorary position of faculty associates was awarded to the following persons :

- |  |  |
|--|--|
| K. K. Anand<br>Chief Personnel and<br>Organization Manager<br>Larsen & Toubro Ltd.     | Freddie A. Mehta<br>Economic Adviser<br>Tata Industries Pvt. Ltd.              |
| Prafull Anubhai<br>Managing Director<br>Rustom Jehangir Vakil<br>Mills Ltd.            | N. C. Mehta<br>Director<br>National Institute of<br>Bank Management            |
| M. V. Arunachalam<br>Managing Director<br>Carborundum Universal Ltd.                   | A. D. Moddie<br>Resident Director<br>Hindustan Lever Ltd. (Delhi)              |
| Subir Chowdhury<br>Manager, Management Services<br>I.C.I. (India) Ltd.                 | Krishna Mohan<br>Consultant<br>Bombay  |
| Bharat C. Dalal<br>General Manager (Commerce)<br>Gujarat State Fertilizers<br>Co. Ltd. | S. R. Mohandas<br>Consultant, Labour Relations<br>Bombay                       |
| S. Sen Gupta<br>Director<br>Clarion McCann<br>Advertising Services Ltd.                | T. K. Mukerji<br>General Manager<br>(Staff and Administration)<br>Voltas Ltd.  |
| S. Y. Gupte<br>Assistant Commissioner<br>Income Tax<br>Ahmedabad                       | T. S. Nagarajan<br>Sales and Marketing<br>Director<br>Brooke Bond (India) Ltd. |
| R. K. Hazari<br>Deputy Governor<br>Reserve Bank of India                               | I. M. Nanavati<br>Advocate, Supreme Court<br>Ahmedabad                         |
| N. K. Jaiswal<br>Institute for Defence Studies<br>and Analyses                         | N. N. Pai<br>General Manager (Finance)<br>Battiboi & Co. Pvt. Ltd.             |
| Shrenik Kasturbhai<br>Industrialist<br>Ahmedabad                                       | V. N. Patankar<br>Regional Director<br>Sarabhai Research Group                 |

S. M. Patel  
Director  
Co-operative Executive  
Development Centre  
Vinay Bharat Ram  
Managing Agent  
Delhi Cloth & General  
Mills Co. Ltd.  
J. Sudarsana Rao  
Manager  
Management Services  
Coca-Cola Export Corpn.

Tarun Sheth  
Training Manager  
Hindustan Lever Ltd.  
R. Subrahmanyam\*  
Corporate Development Manager  
Hindustan Lever Ltd.  
S. R. Thakore  
Assistant Director  
Physical Research Laboratory  
Ahmedabad

\*The Institute deeply regrets the death of Mr. Subrahmanyam on November 2, 1970.

### Visiting Faculty

Dr. Robert Williams, Professor and Chairman of Industrial Systems Engineering Department, Ohio University, USA, worked at the Institute as visiting faculty during the year.

### FORD FOUNDATION

As one of the sponsors of the Institute, the Ford Foundation continued to play an important role in the growth and development of the Institute.

The Ford Foundation has so far 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 (building programme)
\$ 221,000	June 1970 (for purchase of computer equipment)
\$ 47,000	October 1969—September 1971

These grants have helped the Institute to obtain the services of visiting faculty from the Harvard Business School and other leading institutions in the USA, to provide fellowships to enable the Institute's faculty to go abroad for study and training, and to award fellowships to business executives who had participated in the Institute's programmes. The grant has also been helpful in building a library of over 55,000 volumes (one of the best management libraries in India) and in providing rupee support to research projects conducted in India. The grant of \$ 221,000 received during June 1970 has enabled the Institute to buy a computer.

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

**PART II**  
**POST-GRADUATE PROGRAMME**  
**IN BUSINESS ADMINISTRATION**

## **POST-GRADUATE PROGRAMME**

### **ADMISSION**

**( 1971—73 SESSION )**

The objective of the admission procedures continued to be to attract the best candidates and to select the most promising among them to the programme.

#### **Selection**

A modification was made in the selection procedures of this year. Previously, for being eligible to apply, a candidate needed a minimum of 50% marks in two and 45% in the third examination in his previous academic performance starting with the high school examination. But this year the candidate had to have a minimum of 50% marks in any two of the three examinations. No minimum percentage of marks was specified for the third examination.

Another modification was that work experience was included this year for initial screening in addition to other criteria used last year.

Non-academic abilities, like leadership qualities and maturity as revealed through extra-curricular activities and sports and games, were evaluated on the basis of personal interviews instead of application data.

These modifications were made to improve the "mix" of students in education, age, and work experience, and they have yielded satisfactory results.

As against 2,899 applications received last year, 4,694 applications were received this year. The increase in the number of applications was perhaps due to (1) the increasing interest in the Programme and (2) the slight liberalization in the eligibility conditions.

Admission tests were held at Ahmedabad, Bombay, Calcutta, Delhi, Hyderabad, Kanpur, Madras, and Nagpur. Out of 4,563 applicants called for the tests, 4,173 took the test.

On the basis of the application evaluation and the performance in the written tests, 512 candidates were called for personal interviews and group discussions. The interviews were held at Ahmedabad, Banaras, Bombay, Delhi, Kanpur, and Madras.

The final selection was based on the performance in all the selection items.

## Profile of Applicants and Students

### 1. Education

The Institute admits students with diverse educational backgrounds. Though for the last three years engineers constituted the largest group among applicants and students, the percentage of non-engineers among students, compared to last year, has increased from 22.4 to 30.

**TABLE 1**  
**EDUCATIONAL BACKGROUND OF APPLICANTS AND STUDENTS**

	Arts %	Commerce %	Science %	Engg. %	Total	No. of Cases
<b>1967-69</b>						
Applicants	37.3	21.4	29.2	12.1	100	1682
Students	26.5	16.1	21.8	35.6	100	87
<b>1968-70</b>						
Applicants	22.9	18.4	35.2	23.5	100	2321
Students	11.0	9.3	33.1	46.6	100	118
<b>1969-71</b>						
Applicants	16.6	15.5	30.7	37.2	100	3014
Students	9.5	1.7	4.3	84.5	100	116
<b>1970-72</b>						
Applicants	13.0	14.0	42.6	30.4	100	2899
Students	6.4	3.2	12.8	77.6	100	125
<b>1971-73</b>						
Applicants	12.4	13.5	32.5	41.6	100	4694
Students	8.3	4.2	17.5	70.0	100	120

### 2. Age

Most of the students and the applicants continued to be in the age group of 21-25 years. But this year, the percentage of students above 25 years has increased to 5.8 from last year's 1.6.

### 3. Work Experience

Most of the applicants and the students have been fresh graduates. But this year, the percentage of students with work experience has increased to 20.8 from last year's 7.2.



**TABLE 2**  
**AGE OF APPLICANTS AND STUDENTS**

	16 to 20 yrs %	21 to 25 yrs %	26 to 30 yrs %	31 to 35 yrs %	36 to 40 yrs %	Total	No. of Cases	Av. Age
<b>1967—69</b>								
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
<b>1968—70</b>								
Applicants	26.8	61.1	9.3	2.4	0.4	100	2321	21.10
Students	27.1	61.9	8.5	2.5	—	100	118	20.93
<b>1969—71</b>								
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
<b>1970—72</b>								
Applicants	38.2	55.7	5.0	0.9	0.2	100	2899	21.41
Students	43.2	55.2	0.8	0.8	—	100	125	20.94
<b>1971—73</b>								
Applicants	38.4	56.0	4.3	1.0	0.3	100	4694	20.50
Students	36.7	57.5	3.3	2.5	—	100	120	21.24

**TABLE 3**  
**APPLICANTS AND STUDENTS WITH AND WITHOUT WORK EXPERIENCE**

	With Work Experience %	Without Work Experience %	Total	No. of Cases
<b>1967—69</b>				
Applicants	41.5	58.5	100	1704
Students	52.7	47.3	100	112
<b>1968—70</b>				
Applicants	33.9	66.1	100	2321
Students	35.6	64.4	100	118
<b>1969—71</b>				
Applicants	23.2	76.8	100	3014
Students	33.6	66.4	100	116
<b>1970—72</b>				
Applicants	23.4	76.6	100	2899
Students	7.2	92.8	100	125
<b>1971—73</b>				
Applicants	13.6	86.4	100	4694
Students	20.8	79.2	100	120

## **SEVENTH SESSION (1970—72)**

The Seventh Session of the Post-Graduate Programme started on June 30, 1970, with 125 students in the first year and 112 in the second year. By the end of the year, three students dropped out of the first year.

### **Curriculum**

The package of courses in the first year remained more or less unchanged. On the recommendation of the Course Review Committee, two courses entitled Economic Analysis and Policy, I and II, replaced the previous courses, Manager and the Indian Economy, I and II, and the Business History course was incorporated in the Economic Analysis and Policy, II.

In the second year, 37 elective courses and 27 project courses were scheduled during the three terms in addition to the two-term compulsory course in Business Policy. Seven outside faculty members, drawn from the professional field, were involved in the second year teaching.

### **Measures to Improve Curriculum**

During the academic year, the Post-Graduate Programme Committee took two major steps to improve the academic content of the programme. One was the launching of a research project to measure the effectiveness of the programme and the other was a decision to review the existing first year package of courses to integrate the existing courses and effect greater rationalization in the sequence of concepts covered in different courses.

#### *1. Effectiveness of the Programme*

The research on effectiveness of the Post-Graduate Programme was started with a decision taken by the PGP Executive Committee to this effect and the appointment of a group of faculty consisting of Professors B. K. Hegde (Convener), Sudhir Kakar, C.N.S. Nambudiri, and Baldev R. Sharma by the Director to undertake the task and submit its findings within a year.

The objectives of the study are to find out :

- (1) How well have the graduates been able to do in their first few years or months, both as viewed by themselves and their employers ?
- (2) What aspects of the PGP learning have the students found useful in their job situations and what aspects will be useful five to seven years hence ?

- (3) What is the experience of the companies that have employed our students ?
- (4) What changes are required in the prescribed qualifications for the incoming students to the programme ?
- (5) What improvements can be made in the programme content and/or the methods ?

The methodology of research will be based on questionnaire-cum-interviews. Information will be collected from the Institute's alumni who have spent at least a year in the work situations and also the companies who have employed them. The group has been busy collecting relevant data for research and substantial work has already been done. The report of the group is expected soon. It is hoped that it will be another step in bringing the programme closer to the needs of the Indian society.

## *2. Review of the First-Year Package*

The PGP Committee decided at the end of the academic year 1970-71 to give a fresh look at the existing first-year courses and tie the concepts in different courses together in proper sequence so that the maximum possible integration could be achieved in the first-year programme. The work on this review will be completed during the academic year 1971-72.

## **IIMA Students Visit IIMC**

Every alternate year IIMA and the Indian Institute of Management, Calcutta, exchange goodwill visits of students. Under this programme, 12 students of IIMA visited IIMC from January 2-11, 1971. The IIMA students presented and participated in various cultural programmes and gathered information about the working of the Post-Graduate Programme at IIMC.

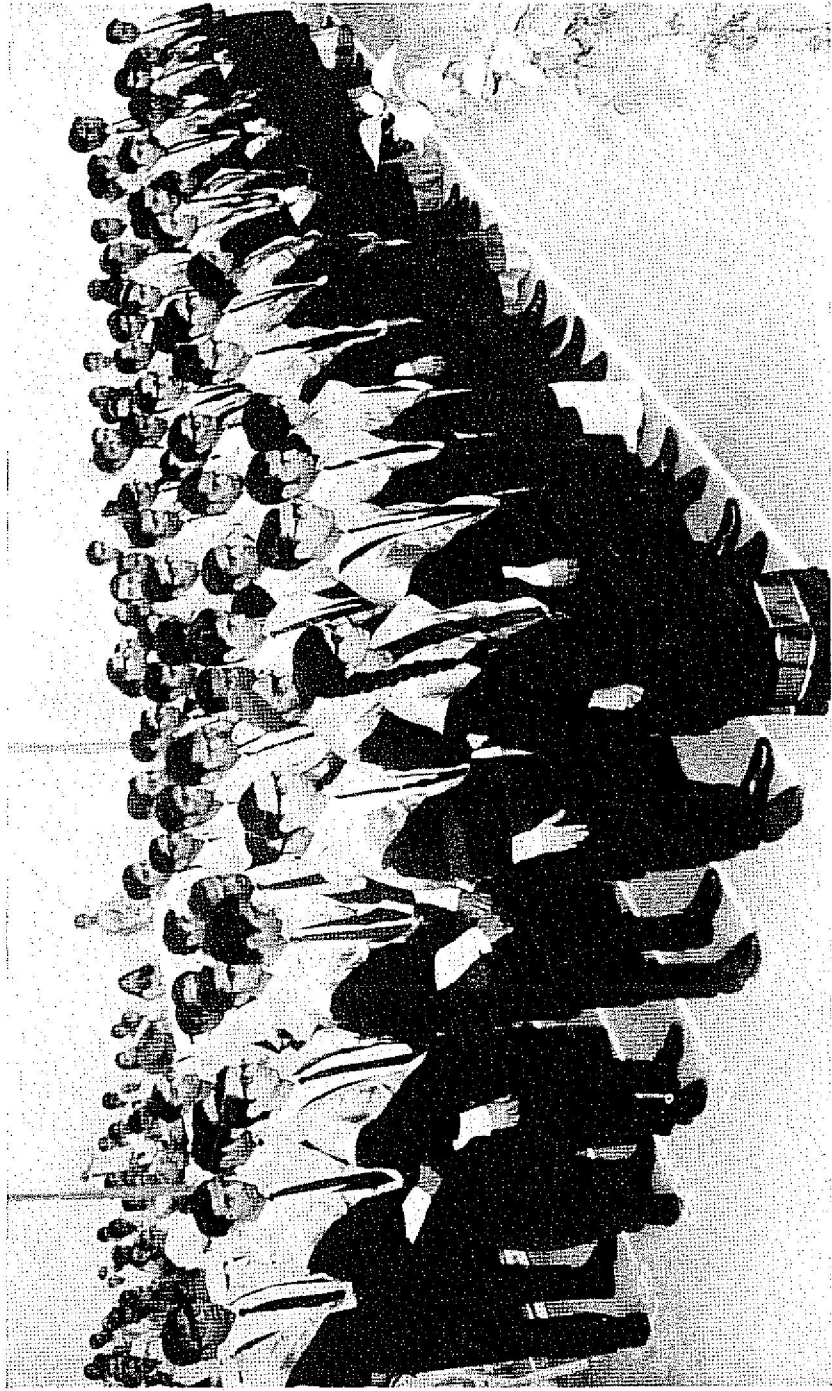
## **Fifth Annual Convocation**

The Fifth Convocation was held on April 11, 1970. Mr. L. K. Jha, Governor, Reserve Bank of India, delivered the convocation address. Diplomas were awarded to 105 students. The following four students received Gold Medals for outstanding scholastic performance :

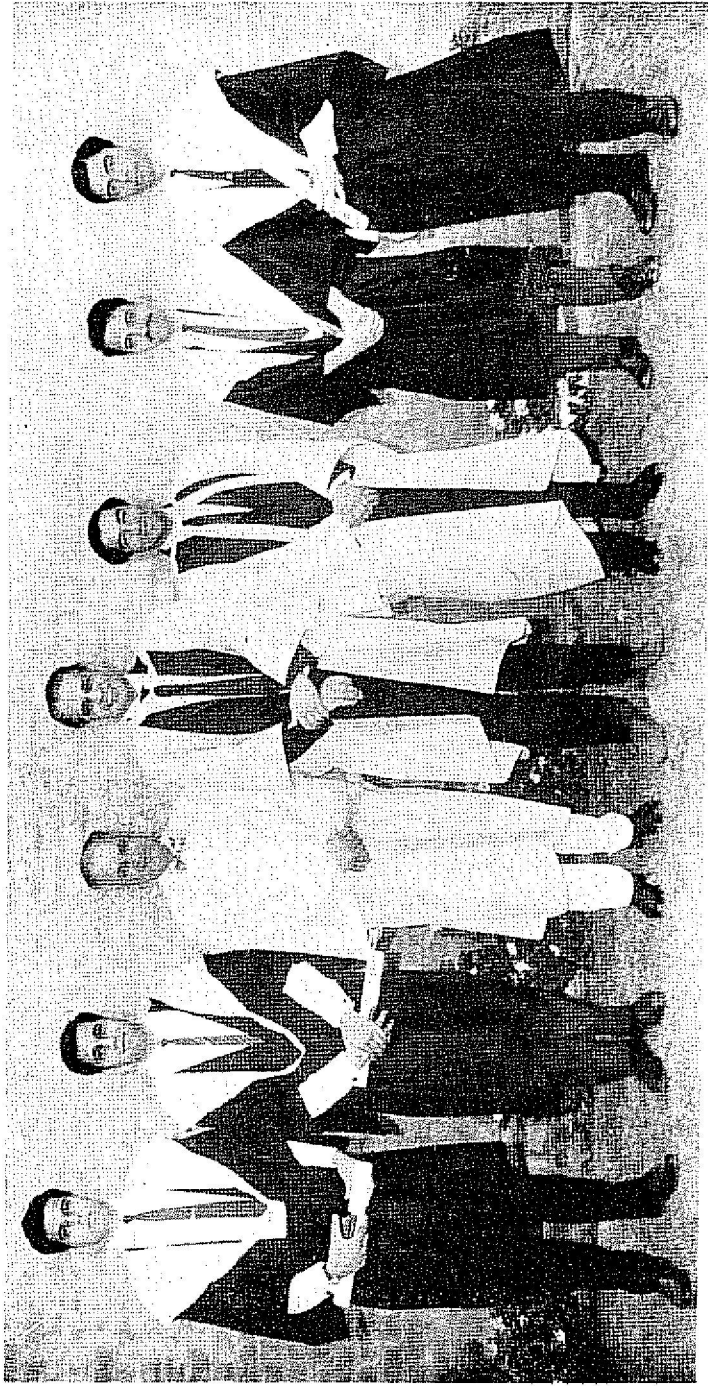
Mr. T. K. Balaji  
Mr. Paul Mampilly  
Mr. B. J. Mehta  
Mr. A. K. Vora



Mr. L. K. Jha, chief guest, and Mr. S. L. Kirtoskar, Chairman (IIMA), check details of the convocation proceedings with Prof. Ravi J. Matthal, Director (IIMA). Mr. M. K. Subramaniam, Administrative Officer (IIMA), is in the background.



Post-Graduate Programme Class of 1970.



Gold Medalists with the Chief Guest. (L. R.) Mr. T. K. Balaji, Mr. B. J. Mehta, Mr. S. L. Kirloskar, Mr. L. K. Jha, Prof. Ravi J. Matthai, Mr. Paul Mampilly, and Mr. A. K. Vora.

## SCHOLARSHIPS

### Industry Scholarships

Ten first year students were awarded industry scholarships, nine of the value of Rs. 3,000 each and one of Rs. 2,500.

For the batch of students who graduated in April 1971, nine industry scholarships, each of the value of Rs. 3,000, were awarded on the basis of cumulative performance in the first and second years.

#### First Year

1. Air India	Mr. Kishore Asthana
2. Dunlop India Ltd.	Mr. A. K. Gupta
3. Fertilizer Corporation of India Ltd.	Mr. Rajan Kohli
4. First National City Bank	Mr. V. S. Krishnan
5. Gujarat State Fertilizers Company Ltd.	Mr. S. Ramakrishnan
6. Hindustan Lever Ltd.	Mr. M. Sivaramakrishna
7. India Pistons Ltd.	Mr. V. K. Kumar
8. Pfizer Ltd.	Mr. K. Subramanyam
9. Shree Ram Scholarships (DCM)	Mr. S. Umapathy
10. Travancore Rayons Ltd.	Mr. Vijay Sagar

#### Second Year

1. Devidayal Cable Industries Ltd.	Mr. H. K. Agarwal
2. Fertilizer Corporation of India Ltd.	Mr. P. K. Bhargawa
3. Fertilizers and Chemicals Travancore Ltd.	Mr. Amulya Charan
4. Godrej Trust	Mr. Nikhilesh Dholakia
5. Hindustan Lever Ltd.	Mr. H. L. Mundra
6. Hindustan Steel Ltd.	Mr. A. P. Pande
7. Larsen and Toubro Ltd.	Mr. A. I. Rebello
8. Mahindra & Mahindra Ltd.	Mr. R. K. Sarin
9. Shree Ram Scholarships (DCM)	Mr. G. Venkataraman

### Government of India Scholarships

The Government of India scholarships were awarded to 30 students in the first year and 27 in the second year.

## **Loan Scheme**

Based on need, 40 students of the first year and 42 students of the second year were awarded total financial loan assistance of Rs. 1,76,360.

## **ITC Loan Fund**

India Tobacco Company Ltd. (formerly Imperial Tobacco of India Ltd.) donated Rs. 50,000 to institute a loan fund called the "ITC Loan Fund." Interest income that accrued on this amount was utilized for the award of loan assistance.

## **Loan Fellowships (Industry)**

The following organizations offered loan fellowships (Rs. 2,500 each per annum):

1. Binny Ltd.
2. Brooke Bond India Ltd.
3. Chesebrough-Pond's Inc.
4. Coca-Cola Export Corpn.
5. Esso Standard Eastern Inc.
6. Goetze (India) Ltd.  
(Subsidiary of Escorts Ltd.)
7. IBM World Trade Corpn.
8. Indian Oil Corpn.
9. Kirloskar Oil Engines Ltd.
10. LD Charitable Trust (2 fellowships)
11. Madras Rubber Factory Ltd.
12. Seth Purushottambhai Maganbhai Memorial Trust
13. Shardaben Bhagubhai Mafatlal Public Charitable Trust
14. Tara Vati Ram Gopal Mehra Foundation
15. United Commercial Bank
16. Warner Hindustan Ltd.

## **Walchand Industries Charitable Trust Grant**

Walchand Industries Charitable Trust has instituted a scholarship of Rs. 3,000 per annum. According to the terms of the award of this scholarship, if in an academic year an employee, or a child 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. 3,000 to Mr. K. K. Havaladar (II year student). If there is no student so connected with the Walchand Group, the scholarship is awarded under the usual rules of the Institute.



## **State Bank of India Loan Assistance Scheme**

The State Bank of India has agreed to give loan assistance up to Rs. 2 lakhs every year to our students as per the terms and conditions of their loan scheme. Under this scheme, financial assistance of Rs. 85,400 was given to 12 first year students, 9 second year students, and 22 students of the Programme for Management in Agriculture.

The Institute is grateful to the commercial organizations, the Government of India, and the State Bank of India for their help and support to the Financial Aid Programme of the Institute.

## **PLACEMENT**

The placement task for the year was considerably larger than in the previous year for two reasons. First, during the year the first batch of 32 graduates of the Programme for Management in Agriculture became available for employment. Second, the graduating class of the PGP was larger than in the previous year, and a record number of 122 students completing the first year course of this programme were required to be placed in summer jobs.

For the placement of PGP graduates, the total number of permanent jobs offered during this year was 266 as shown in Table I. There was some change in the mix of jobs offered in production area where a decline can be noted from this table. From the point of view of formal acceptance of jobs by our graduates, Marketing and Production jobs accounted for little over 50% of the total number of jobs accepted. The level of acceptance of Production jobs declined, as shown in Table II, from 21 in 1970 to 12 in 1971. Industrywise placement of our students, as shown in Table III, continues to show a stable pattern except for Electrical, Food, and Agriculture industries. In respect of Electrical Industries, there has been an increase in placement on account of a large number of recruitment made by an expanding electrical engineering company. To Food and Agriculture sector, we were able to offer graduates of our PMA programme and this might have caused a decline in the recruitment to this sector from the PGP.

The 122 students who had completed the first year of the post-graduate programme were required, as a part of the academic programme, to be placed on summer jobs. The placement plans were somewhat disturbed on account of Indian Airlines strike, but this did not materially affect the timely placement of these students.

The Placement Office, between the middle of January and early April, received 172 senior executives representing 79 companies on campus for placement interviews with the graduating and first year students of the PGP. Over 1,100 personal interviews were arranged.

**TABLE 1**  
**AREAWISE CLASSIFICATION OF JOBS ANNOUNCED TO PGP GRADUATES**

Area	1967	1968	1969	1970	1971
Marketing	51	85	80	101	104
Production	26	37	67	65	38
Finance & Accounting	22	26	28	33	24
Personnel	9	16	18	15	17
Operations Research	3	6	15	18	11
Management Trainee (Unclassified)	24	36	42	37	42
General Administration	—	—	—	20	22
Research/Others	—	—	—	6	8*
Total	135	206	250	295	266

\*Unlike previous years, these are best estimates of likely jobs that might have been offered to our graduates and not straight addition of number of jobs announced, because employers almost always announce total number of jobs but keep their minds open to other sources of managerial personnel in the country. In the estimates, past experience of actual recruitment with some companies have also been taken into account. Therefore, it cannot be stated that there is a decline in the jobs announced in 1971 compared to other years.

**TABLE 2**  
**AREAWISE PLACEMENT OF PGP GRADUATES**

Area	1967	1968	1969	1970	1971
Marketing	37	35	39	45	46
Production	9	15	17	21	12
Finance & Accounting	12	17	8	14	15
Personnel	1	3	6	3	6
Operations Research	2	2	—	7	6
Management Trainee (Unclassified)	8	8	26	5	11
Others	7	3	5	11	11
Not finalized	—	—	—	—	3*
Total	76	83	101	106	110

\*These three students are in the process of finalization, i.e., they have either not accepted an offer or their cases are under consideration by the employers.

**TABLE 3**  
**INDUSTRYWISE CLASSIFICATION OF PLACEMENT OF PGP GRADUATES**

Industries	1967	1968	1969	1970	1971
Heavy Engineering	4	6	4	14	15
Light Engineering	18	21	38	26	23
Electrical	3	1	5	4	11
Chemicals & Pharmaceuticals	12	5	14	17	15
Textiles	17	13	21	12	15
Finance & Banking Institutions	4	14	4	12	13
Food and Agriculture	7	13	5	8	2
Teaching/Research	4	5	2	6	5
Others/Not known	7	5	8	7	11
Total	76	83	101	106	110

**PART III**  
**FELLOW PROGRAMME**

## **FELLOW PROGRAMME**

The Faculty at its meeting held on February 10, 1971, approved of the proposal to introduce from July 1971 an advanced Programme in Business Administration. The Programme will be comparable to a Doctoral Programme. On successful completion of the Programme, the title of Fellow of the Indian Institute of Management, Ahmedabad, will be conferred. Introduction of this Programme is partly meant to train people who can be absorbed on the faculty of business management of university and institutes.

Steps were taken to call applications and hold interviews. In all 278 applications were received and 59 candidates were called for interview. The committee selected six candidates, of which four have joined. Since two of these candidates do not have a prior degree in Business Administration, they have joined the first year of the PGP. The other two candidates are old students of the PGP; additional courses are being organized for them in their respective field of specialization.

### **Requirements**

All students who are admitted to the programme will have to be acquainted with all aspects of management before proceeding to any field of specialization. The students will, therefore, be required to:

1. Take courses in all fields of management in the first year.
2. Choose a field of specialization and take a number of advanced additional courses in the second year.
3. Successfully complete the examination in the special field.
4. Submit a dissertation and defend it before a committee.

### **Eligibility**

Candidates must have a minimum second class Master's degree or its equivalent in any field and must have completed their degree at the time of application. Work experience will be regarded as a substantial additional qualification.

### **Specialization**

Possible areas of specialization will be (1) Economics, (2) Finance and Accounting, (3) Organizational Behaviour, and (4) Production and Quantitative Methods. Within these areas, specialization with emphasis on agriculture will be possible.

### **Dissertation**

Besides successfully completing the course work, each student will be required to work on a dissertation topic chosen by him. The criteria for an acceptable dissertation will be that (1) it represents independent and original research of significance and (2) it is of publishable quality. Topics of an inter-disciplinary nature can also be chosen.

### **Duration**

This is a full-time residential programme. Normally it will take three years to complete the programme. However, students who have gone through a two-year programme in Business Administration may be exempted from the first year courses in general management if the courses they had taken already are comparable to the courses to be offered in the first year.

### **Financial Aid**

Financial aid of Rs. 400 per month will be given to all admitted students.

**PART IV**  
**EXECUTIVE DEVELOPMENT PROGRAMMES**

## GENERAL MANAGEMENT PROGRAMMES

### **Management Development Programme for Medium and Small Enterprises April 19—May 3, 1970**

This was the first programme offered for medium and small enterprises. Its objectives were to :

1. Give the participants a basic understanding of the major functional areas of business with special attention to their inter-relationships and selected aspects of the economic environment.
2. Familiarize the participants with modern management concepts and tools.
3. Impart skills in the application of selected management techniques.
4. Provide a framework for appraising the organization in its environment and selecting the direction of its growth and development through new opportunities.

The following topics were discussed : Economic Environment, Financial Management, Cost Analysis and Control, Marketing Management, Industrial Procurement, and Business Policy.

From 28 organizations, 35 executives attended the programme. The faculty for this programme consisted of Profs. Prafull Anubhai, K. Balakrishnan, S. C. Kuchhal, S. C. Mehta (Co-ordinator), C.N.S. Nambudiri, and H. N. Pathak.

### **Small Industry Orientation Programme May 7—June 3, 1970**

This programme was designed for small industry entrepreneurs of Ahmedabad and the American Peace Corps Volunteers. The objective was to provide a common appreciation of the problems and prospects of the small industry sector so that consulting services to be provided by the volunteers to the small industry in Gujarat could be of utmost advantage to the entrepreneurs.

This programme was organized in collaboration with the Ahmedabad Productivity Council. In all 18 participants attended this programme (nine Peace Corps volunteers and nine local entrepreneurs).

The faculty for this programme consisted of Profs. Prafull Anubhai, Kamla Chowdhry, G. R. Kulkarni, S. C. Mehta (Co-ordinator), H. N. Pathak, Keshav Prasad, C. N. S. Nambudiri, C. P. Rao, and N. R. Sheth.



### 3-Tier Programme for Management Development January 3—February 27, 1971

The 8th Annual 3-Tier Programme for Management Development attracted 194 participants from 94 organizations in all the three tiers :

	Public	Private	Total
Number of organizations	20	74	94
Number of participants	43	151	194

The number of participants in each of the tiers was as follows :

Tier I (Middle Management Course)	74
Tier II (Senior Executives Seminar)	89
Tier III (Top Management Conference)	31

The subjects covered in the programme were as follows :

#### *Tier I*

Managerial Accounting & Control, Marketing Management, Organizational Behaviour, Production Management, and Business Policy.

#### *Tier II*

Industrial Relations, Management Control Systems, Management of Working Capital, Managerial Economics, Marketing Management, and Business Policy.

#### *Tier III*

Analytical Aids for Policy Planning and Control, Capital Structure Planning, Environmental Analysis for Planning, Management Control & Planning Systems, and Organizational Planning, and Business Policy.

The following faculty from the Institute participated in the Programme : Profs. K. Balakrishnan, S. K. Bhattacharyya, Kamla Chowdhry, B. K. Hegde, Sudhir Kakar, S. C. Kuchhal, G. R. Kulkarni, V. L. Mote, Samuel Paul, Keshav Prasad, and N. R. Sheth.

Mr. Subrata Sen Gupta, Director, Clarion McCann Advertising Services Ltd., Bombay, Mr. T. S. Nagarajan, Sales & Marketing Director, Brooke Bond India Ltd., Calcutta, and Dr. Robert L. Williams, Professor and Chairman, Industrial and Systems Engineering Department, Ohio University, USA, participated in the programme as guest faculty.

## **FUNCTIONAL PROGRAMMES**

### **Programme for Trainers**

**May 24 — June 13, 1970**

This programme was meant for trainers in organizations and individuals who were already in the training field, were likely to take up assignments in the training area, or were having primary responsibility for management development in their organizations. From 29 organizations, 36 executives attended the programme.

The course content covered the following three aspects : (1) Learning environment and the training process, (2) training in relation to organizational processes and problems, and (3) providing opportunities to the participants for practising their learning.

The faculty consisted of Profs. Kamla Chowdhry, Ishwar Dayal, Pulin Garg, Sudhir Kakar, Baldev R. Sharma, and Tarun Sheth (Co-ordinator).

### **Laboratory for Personal and Organizational Development**

**Session V, September 20 — 26, 1970**

The programme aimed at providing opportunities to the participants to develop understanding of (1) needs, motives, values, and feelings, (2) process underlying interpersonal relationships in work-situations, (3) group processes and leadership skills in problem solving situations, and (4) human and organizational group problems of the enterprise. Twenty-six executives participated in this programme.

The programme faculty consisted of Profs. Ishwar Dayal, and Pulin K. Garg (Co-ordinator), and Mr. Tarun Sheth, Training Manager, Hindustan Lever Ltd., Bombay.

### **Programme on Organization Change**

**December 27 — 30, 1970**

This programme was offered for participants who attended the Top Management Conference and the Senior Executives Seminar in the first four sessions of the 3-Tier Programme, 1964-67.

1. The structural prerequisites of change in relation to structure.
2. Inter-personal and personal factors which affect the process of change.
3. Change as a function of the wider system within which the organization exists.
4. Strategies to induce change under a variety of internal and external circumstances.
5. Characteristics of an agent of change.

The faculty consisted of Profs. Kamla Chowdhry, Pulin K. Garg (Co-ordinator), and Baldev R. Sharma, and Dr. Everett Rogers of the Ford Foundation.

**Second Annual Computer Workshop**  
**January 17 — 21, 1971**

The workshop was visualized as the logical outcome of work being conducted at the Institute on devising computer aids to management analysis. It was intended to make known the possible advantages and applications of these techniques, in the simplest possible language, to executives in business and government for whom these techniques were useful.

Twenty-five participants attended this programme (12 from government and public sector organizations).

The workshop covered the following uses of the third generation computers :

1. Applications of simulation and mathematical models to production and inventory management.
2. Data banks and project management information retrieval systems.
3. Selection costs and benefits of the third generation computer hardware.
4. Application of computer methods in marketing and forecasting, including use of DELPHI methods.
5. Management game.

The faculty consisted of Profs. R. Balachandra, A. M. Isaac, and J. G. Krishnappa, and Dr. Robert L. Williams, Professor and Chairman, Industrial and Systems Engineering Department, Ohio University, USA.

**Seminar on Labour Management Relations Laws (U.S. and India)**  
**March 30 — 31, 1971**

This seminar was organized in collaboration with the United States Information Service. Seventy participants from government, industry, trade unions, and universities attended the above seminar.

Discussion leaders in the above were : (1) Mr. Paul Yagar, Asst. Regional Director, Federal Mediation and Conciliation Service, USA, (2) Mr. Robert D. Murphy, Chief Cultural Affairs Officer, USIS, Bombay, (3) Mr. Ogden Fields, Executive Secretary of National Labour Relations Board, Washington D.C., (4) Mr. Morris Weisz, Counselor for Labour Affairs, US Embassy, New Delhi, (5) Mr. James J. McFadden, President, Manpower Education Institute, New York, (6) Prof. Ishwar Dayal, IIMA, (7) Mr. K. A. Sheth, Deputy Commissioner of Labour, Govt. of Gujarat, Ahmedabad, (8) Mr. C. T. Daru, a leading lawyer of Ahmedabad, (9) Prof. N. R. Sheth, IIMA, and (10) Prof. Prãmod Verma, IIMA.

## **SECTORAL PROGRAMMES**

The Banking Studies Project group offered its first 2-Tier Bank Management Development Programme from August 16 to September 19, 1970. (For details, see Part V).

## **INTER-UNIVERSITY PROGRAMMES**

An effort is being made to explore the possibilities of organizing the University Teachers Programme in 1971-72 if the financial aid is available from the Ministry of Education, Government of India.

**PART V**  
**SECTORAL ACTIVITIES**

## **CENTRE FOR MANAGEMENT IN AGRICULTURE**

With the growing activities of the faculty group for management in agriculture and co-operatives (Agco Group), the Board of Governors decided to recognize the Agco Group as a Centre for Management in Agriculture (CMA).

During the year, CMA's most important activity was the organization of the one-year Programme for Management in Agriculture, which is being financed by the USAID for an initial period of five years.

### **ONE-YEAR**

### **PROGRAMME FOR MANAGEMENT IN AGRICULTURE**

#### **Admissions**

The minimum qualification for admission to the programme was Master's degree or its equivalent in agriculture and allied subjects. For graduates in engineering and technology, the minimum qualification was Bachelor's degree.

In response to the advertisement, about 400 requests were received for application forms and about half of this number actually applied for the programme. Finally, 40 candidates were selected for admission.

#### **Academic Schedule**

The programme was spread over three terms, i.e., July 1–September 17, 1970, October 1–December 31, 1971, and January 12–April 10, 1971. Sixteen courses were offered at the programme : five in the first term, six in the second term, and five in the third term.

#### **Faculty Participation**

The major responsibility for conducting the programme rested with the faculty members of the CMA. However, the programme faculty for the academic year also included Prof. K. L. Varshneya of the Finance and Accounting Area and Dr. S. M. Patel, Director, Gujarat Co-operative Executive Development Centre, Ahmedabad.

### **Guest Speakers**

The participation of guest speakers in different courses was encouraged. During the year, 10 guest speakers were on the campus. Some of the guest speakers, in addition to their participation in regular class sessions, participated in special seminars.

### **Financial Assistance**

No scholarships could be offered to the participants. However, the participants were eligible for loans from the State Bank of India up to Rs. 3,000. Thanks to the efforts made by Professor S. C. Kuchhal, Chairman of the Financial Aid Committee, all deserving participants were awarded loans of varying amounts.

### **PMA Advisory Committee**

An Advisory Committee consisting of Prof. M. L. Dantwala, University of Bombay, Dr. O. P. Gautam, Deputy Director General, Indian Council of Agricultural Research, Dr. K. C. Naik, Vice Chancellor, Mysore Agricultural University, and Padmashri D. P. Singh, Vice Chancellor, U. P. Agricultural University was set up to advise the CMA on broad policy matters regarding the programme.

### **Placement**

The response for permanent placement of the first batch of the graduates was quite encouraging. Except for four students, all have been placed. Efforts are being continued for placing the four participants.

Executives from 33 organizations visited the campus for participating in PMA placement activities between the middle of December 1970 and the end of April 1971. About 200 personal interviews were arranged. The PMA graduates received firm job offers from 10 of these organizations. The number of jobs offered by an organization varied from one to a maximum of 12 jobs. The breakdown according to the industry (Table 1) and areawise (Table 2) distribution of placement of graduates is given below :

**TABLE 1**  
**INDUSTRYWISE CLASSIFICATION OF PMA GRADUATES, 1971**

Agricultural Inputs	8*
Rural Financial Institutions	14
Rural Development Institutions	2
Agricultural Management Education	4**
Total	28

\*One of the eight participants has gone back to the job that he held before joining the Programme and another is self-employed.

\*\*Three of the four participants placed in agricultural management educational institutions have gone back to the institutions where they were working before joining the Programme.

**TABLE 2**  
**AREAWISE PLACEMENT OF PMA GRADUATES, 1971**

Finance	14
Marketing	6
Management Research & Education	4
Production	2
Services	2
Total	28

### RESEARCH COMPLETED

#### 1. Evaluation of Applied Nutrition Programme

*Profs. G. M. Desai, V. R. Gaikwad, Messrs. Gurdev Singh, Ramachandran, M. J. M. Rao, N. T. Patel, L. C. Gupta, D. Jadhav, and S. C. Bandopadhyay.*

*Sponsors :* Government of India and UNICEF.

*Objectives :* Reviewing the working of the programme and recommending adaptations of strategy and design needed to secure more effective implementation of the programme.



The study is based on the depth studies conducted in 15 blocks located in 12 States of the country by conducting structured interviews with over 250 functionaries associated with the programme and 900 households located in the programme and non-programme villages.

The project was completed in July 1971, and the report is available.

## **2. Farm Production Credit in Changing Agriculture**

*Prof. D. K. Desai, Messrs. B. M. Desai, V.S.T.V. Anjaneyulu, Harish Bhatt, S. N. Chokshi, and M. K. Shah.*

*Sponsor* : Ministry of Food and Agriculture, Government of India.

*Objectives* : (1) Investigating into the farm production credit use of farmers and determining their demand for additional credit in different phases of changing agriculture; (2) Understanding the policy implications of the present and additional credit use by farmers vis-a-vis institutional credit resources available to them; (3) Studying the attitude and opinions of sample farmers regarding use of credit and working of credit agencies; and (4) Examining the existing policies and arrangements for and supply of institutional credit in the selected district.

The project was completed in April 1971, and the report was printed.

## **3. Feasibility Study of Setting Up Modern Rice Mills in West Godavari District and Financial Requirements**

*Prof. V. K. Gupta, Messrs. T. P. Gopaldaswamy, and D. P. Mathur.*

*Sponsor* : Ministry of Food and Agriculture, Government of India.

*Objectives* : (1) Estimating the marketable surplus of paddy in the district; (2) Deciding on the location and size of modern rice mills to be set up; and (3) Based on the size and location, working out the organizational and financial implications.

The project was completed in June 1971.

## **4. Management of Modernization of Rice Milling : East Godavari and Srikakulam Districts in Andhra Pradesh**

*Prof. V. K. Gupta, Messrs. T. P. Gopaldaswamy, and D. P. Mathur.*

*Sponsor* : Ministry of Food Agriculture, Government of India.

*Objectives* : (1) Assessment of paddy marketing practices; (2) Pattern of capital outlay in sheller rice mills; (3) Extent of utilization of rated capacity of sheller rice mills; and (4) Estimation of total costs and its variation in sheller rice mills.

This project has been completed and a report entitled "Under-Utilization in Sheller Rice Mills : A Study in Selected Districts of Andhra Pradesh" has been brought out.

**5. Management of Resources for Lift Irrigation :  
Study in Uttar Pradesh**

*Prof. S. M. Patel and Mr. K. V. Patel.*

*Sponsor :* Ministry of Food and Agriculture, Government of India.

*Objectives :* (1) Comparative study of investment pattern and cost analysis of alternative equipments and sources of water for lift irrigation, viz., shallow wells and deep tube-wells; (2) Comparative study of relationship between agricultural output and application of water from different sources of lift irrigation by the farmers; (3) Consumer behaviour of the farmers in the lift irrigation machinery market.

The project has been completed, and the report has been printed.

**6. Role of Opinion Leaders in Accelerating Change  
in Agriculture in Raipur District (Phase I)**

*Prof. V. R. Gaikwad, Messrs. G. S. Bhatnagar, B. L. Tripathi, and S.M.S. Haque.*

*Sponsors :* Ministry of Food and Agriculture, Government of India, and Ford Foundation.

*Objectives :* (1) Identifying agricultural changes with reference to (a) fertilizer use, (b) improved seeds, and (c) productivity levels; (2) Finding out the role of communication channels; (3) Identifying the opinion leaders; and (4) Finding out the pathways adopted by opinion leaders to bring about changes in the local community.

The project has been completed, and the report is available.

**7. A Study on Multi-Nutrient Fertilizer Market :  
A Pilot Study in Guntur District, A.P.**

*Prof. D. K. Desai, Messrs. P. N. Chary, and A. G. K. Murty.*

*Sponsor :* Ministry of Food and Agriculture, Government of India.

*Objectives :* (1) Identifying the characteristics of the MNF users and non-users; (2) Estimating the demand for MNF in the district as a whole; and (3) Understanding the problems of marketing of MNF in the district.

The project was completed, and the report was printed.

**8. A Study of Potentialities for Mobilizing Investible Funds in Developing Agriculture**

*Prof. D. K. Desai, Messrs. B. M. Desai, S. N. Chokshi, and B. C. Patel.*

*Sponsor* : Ministry of Food and Agriculture, Government of India.

*Objectives* : (1) Determining the level and pattern of investible surplus and investment by farmers; (2) Examining the factors influencing these levels and pattern of investment; and (3) Examining the effectiveness of the efforts for mobilization of surpluses by such institutions as co-operatives, commercial banks, LIC, post offices.

The scope of the study was to determine the level of investible funds and preferences for different avenues of financial investment.

The project was completed in April 1971, and the report has been mimeographed.

**RESEARCH IN PROGRESS**

**1. Assessment of Requirements of New Seeds and Developing Seed Industry**

*Prof. D. K. Desai, Messrs. P. L. Sankhayan, and B. C. Patel.*

*Sponsor* : National Commission on Agriculture.

*Objectives* : (1) Assessing the requirements of new seeds keeping in view of the targeted agricultural production for the year 1985; (2) Studying the problems of the developing seed industry; and (3) Suggesting policy measures to facilitate growth of the seed industry.

Data is being collected.

**2. Consumer Preference and Consumption Pattern of Rice in Andhra Pradesh**

*Prof. P. S. George, Messrs. S. N. Chokshi, V. V. Choukidar, and M. B. Dave.*

*Sponsor* : Ministry of Food and Agriculture, Government of India.

*Objectives* : (1) Analysing the pattern of disposal of paddy; (2) Studying the role of different agencies in handling paddy; (3) Studying the period of disposal of paddy; (4) Studying the nature of prices realized in different seasons; (5) Studying the attitude of consumers towards existing varieties of rice and their products;

(6) Analysing the purchase habits in terms of variety, volume, and frequency of purchases; and (7) Determining the level of future consumer demands for these products.

One district in Andhra Pradesh has been selected for the study. Questionnaires for collection of data from the field were prepared and the data collection has been completed.

### **3. Factors Affecting Demand of Fertilizer in India**

*Prof. G. M. Desai, Messrs. Gurdev Singh, P. N. Chary, and S. C. Bandopadhyay.*

*Sponsor* : National Commission on Agriculture.

*Objectives* : Identifying factors behind growth in demand for fertilizers in India.

The project will be completed by May 1972.

### **4. Financing an Area Development Programme**

*Prof. D. K. Desai, Messrs. D. A. Patel, and Hari Prakash.*

*Sponsor* : Ministry of Food and Agriculture, Government of India.

*Objectives* : (1) Understanding the process of planning and implementation of the area development programmes and (2) Identifying the problems of each level of decision-making and examining the alternative strategies.

Research work is in progress.

### **5. Growth in Demand for Fertilizer in Guntur District**

*Prof. G. M. Desai, Messrs. A. G. K. Murty, P. N. Chary, and M. K. Shah.*

*Sponsor* : Ministry of Food and Agriculture, Government of India.

*Objectives* : Developing a methodology to examine demand for fertilizer using continuous cross-section data.

The report will be completed by September 1971.

### **6. Identification of Potentially Viable Small Farmers and Possibilities of Their Development**

*Prof. K. K. S. Chauhan, Messrs. D. S. Thakur, Dilip Jadhav, and N. Mohanan.*

*Sponsor* : Ministry of Food and Agriculture, Government of India.

*Objectives* : (1) Identifying the small farmers who can be developed into viable units; (2) Investigating and identifying their major problems in the adoption

of improved agricultural practices; (3) Examining the possibilities of making these farmers viable through changes in production practices and cropping pattern; (4) Examining the possibilities of the introduction of allied activities which could be adopted by the farmers to become viable; (5) Finding out the investment in terms of cash and institutional development required to make the farmer into a potentially viable one; and (6) Examining the role of "Integrated Area Development Scheme" in the development of small farmers.

The data collection has started in the Tasgaon and Khanpur blocks of Sangli District, Maharashtra State.

## **7. Management of Technological Change in Dry Farming Areas**

*Prof. M. S. Krishnaswamy, Messrs. K. V. Patel, L. C. Gupta, and O. P. Srivastava.*

*Sponsor* : Ministry of Food and Agriculture, Government of India.

*Objectives* : (1) Ascertaining the present state of agricultural technology and agricultural economics in selected dry farming areas; (2) Ascertaining the efforts presently made to propagate improved dry farming techniques and the present level of their adoption by the farmers; (3) Studying the economic viability of the presently recommended improved practices; (4) Studying the nature and relative importance of factors facilitating or inhibiting technological change; and (5) Studying the economics of adoption of the package of improved practices for dry farming induced by the participating bank under this research project and to evolve guidelines for financing the adoption of new technology by the farmers.

The collection of data for the benchmark study, which constituted the first phase of the programme, has been completed. The data is being processed.

## **8. Organizational Set-up of ICAR**

*Profs. Kamla Chowdhry and V. R. Gaikwad.*

*Sponsor* : National Commission on Agriculture.

*Objectives* : (1) Examining the organizational structure of ICAR and (2) Examining the organizational relationship of ICAR with different constituting and other institutions associated with agricultural research for helping the Commission in defining ICAR's role in promotion and in facilitating agricultural research and education.

Preliminary work has been initiated.

**9. Production and Marketing Pattern of Paddy in West Godavari District**

*Prof. P. S. George, Messrs. S. N. Chokshi, V. V. Choukidar, and M. B. Dave.*

*Sponsor :* Ministry of Food and Agriculture, Government of India.

*Objectives :* (1) Studying the marketing pattern of paddy in terms of (a) the mode of disposal and the problems related to it, (b) the nature of prices realized by farmers at different seasons, and (c) the role of different agencies in handling and marketing of paddy/rice and its by-products; (2) Analysing the factors influencing the different uses and preferences of rice and rice products; (3) Studying the knowledge, attitude, and adoption of high yielding varieties of paddy among producers in general and consumers' attitude towards different varieties of rice and its by-products in particular.

Data has been collected. Tabulation and preparation of tables is going on.

**10. Role of Opinion Leaders in Accelerating Change in Agriculture in Raipur District (Phase II)**

*Prof. V. R. Gaikwad and Dr. S. M. S. Haque.*

*Sponsors :* Ministry of Food and Agriculture, Government of India, and Ford Foundation.

*Objective :* Investigating the pathways repeatability and formulating an action programme for accelerating the agricultural change through opinion leaders.

Preliminary research work has been initiated.

**11. A Study on Rural Market**

*Prof. V. K. Gupta and Dr. R. S. Pal.*

*Sponsor :* Ministry of Food and Agriculture, Government of India.

*Objectives :* (1) Attempting to segment markets on a restricted basis into ABC categories from the point of view of their potentiality for input and consumer goods demand; (2) Evaluating consumer behaviour in respect of input and consumer goods in different categories of market vis-a-vis priorities and preference in consumer expenditure, sources, time, and quantum of buying and the terms and conditions of purchases; and (3) Evaluating media habits of the consumer in different categories of market and attempting to classify them by their effectiveness.

## **12. National Commission on Agriculture (NCA) Projects**

At the request of the Commission, Profs. Ravi J. Matthai and D. K. Desai participated in the meetings organized by the Commission at Delhi for exploring the possibility of undertaking some studies for the Commission. We were requested by the Commission to undertake a number of studies which were of mutual interest. But because of heavy commitments and shortage of manpower, we have agreed to take up the following three projects :

1. Factors affecting the growth in demand for fertilizers.
2. Assessment of requirements of new seeds and developing seed industry.
3. Study of the organizational set-up of ICAR.

The proposals for these projects have been approved and the preliminary work for initiating the projects is under way.

## **BANKING STUDIES PROJECT**

### **Bank Management Development Programme**

Development of the two-tier Bank Management Development Programme for bank executives was the major task of the group, which it fulfilled on schedule.

The first two-tier Bank Management Development Programme was held at Agra from August 16 to September 19, 1970. The Senior Executives Course (the first tier of the programme) was of four weeks duration, from August 16 to September 11, and the Advanced Management Seminar (the second tier of the programme) was a one-week programme, from September 13 to 19.

This programme was designed to sharpen the decision-making skills and interpersonal competence of bank managers. The unique feature of the programme was that it was designed by the Banking Studies Group, and the entire teaching materials, mostly case studies, were developed by the Banking Studies Group from live situations in Indian banks.

From 20 organizations, 38 executives participated in the Senior Executive Course, and from 21 organizations, 25 executives participated in the Advanced Management Seminar. There were two participants from abroad, one from Malaysia and one from Nepal.

The faculty consisted of Profs. S. K. Bhattacharyya, Ravi J. Matthai, Keshav Prasad, C. Rangarajan, B. G. Shah, Baldev R. Sharma, and N. R. Sheth. Dr. N. C. Mehta, Director of the National Institute of Bank Management, and Mr. S. R. Mohan Das, Consultant, Labour Relations, Bombay, were also on the faculty.

### **Management of Credit Function**

The Group is currently working on designing a one-week programme on Management of Credit Function. The programme seeks to discuss such current topics as conceptual and methodological problems of credit planning, assessment of working capital, project evaluation and design, control and feed back system for credit. The materials for this programme will be developed from live situations in Indian banks.

### **Publication of a Case Book**

The work of revising and editing for publication of case materials which were developed for the two-tier Bank Management Development Programme has made considerable progress and is about to be completed.

### **Research Project on Lead Bank Role Performance**

The Group has also outlined a research project on Lead Bank Role Performance. A multi-disciplinary team, consisting of Profs. Pulin Garg, N. R. Sheth, and B. G. Shah, is working on the project.



**PART VI**  
**RESEARCH AND PUBLICATIONS**

## RESEARCH

### Case Research

The case method of teaching has continued to remain the fundamental fabric of the Institute's programmes. There has been a substantial increase in the demand for the use of the Institute's cases and technical notes from other educational institutions and companies for use in their training programmes. So far 957 cases and technical notes have been prepared at the Institute.

### Project Research

During the academic year 1970-71, nine research projects were completed and 26 projects were in progress. Out of these, the Centre for Management in Agriculture completed eight projects and had 11 projects in progress.\*

Three projects, for which seed money was granted to explore the possibilities of preparing research proposals, were completed. Two other seed money projects were in process.

## PROJECTS COMPLETED

### 1. Authority and the Individual

*Prof. Sudhir Kakar.*

*Sponsor :* Indian Institute of Management, Ahmedabad.

*Objective :* Determining 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.

The project was completed in May 1971, and the report is available.

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\*For details of research projects conducted by the CMA, see Part V.

## PROJECTS IN PROGRESS

### 1. Management Uses of the Computer in India

*Prof. G. R. Kulkarni.*

*Sponsor :* Indian Institute of Management, Ahmedabad.

*Objectives :* (1) Collecting data about the use of computers for management purposes in India; and (2) formulating appropriate guidelines at corporate and national levels for a policy on the use of computers.

Two papers arising out of the study were presented at the IIMA Alumni Conference held in March 1970. Further work is in progress.

### 2. Assessment of Managerial Personnel Requirements and Planning for Managerial Education

*Prof. Nandini U. Joshi.*

*Sponsor :* Indian Institute of Management, Ahmedabad.

*Objectives :* (1) Assessing requirements of various kinds of managers at different levels in manufacturing industry; (2) Developing design for management education to best meet these requirements—in particular to determine "how much" and "what kind" of management education should be provided; and (3) Providing a basis for determining the requirements and allocation of funds for management education.

The report is being written.

### 3. Bilateral Trade Agreements with East European Countries

*Prof. C. Rangarajan.*

*Sponsor :* Indian Council of Economic Education, Bombay.

*Objectives :* Studying the benefits accruing to India out of bilateral trade agreements with East European countries and examining the future scope of such trade for India.

The report is being written, and it is expected to be completed by September 1971.

#### **4. Short-Term Economic Forecasting Project**

*Profs. Samuel Paul (Project Leader), G. R. Kulkarni, C. Rangarajan, Messrs. Bipin Rajendraprasad, N. Naganna, N. G. Varadan, and Miss Vabiz Dhanjibhoy.*

*Sponsor : USAID, New Delhi.*

*Objectives :* The purpose of the project is to identify and develop economic time series which are useful for short-term forecasting with special reference to the industrial sector of the economy. Areas being investigated are orders for plant and equipment, data pertaining to financial institutions, budget forecasts and data on construction activities. A major effort in this project is to test the hypotheses concerning the relevance of these data through extensive field investigations.

#### **5. Durable Goods—An Exploratory Study of Consumer Behaviour**

*Prof. Subhash C. Mehta.*

*Sponsor : Indian Institute of Management, Ahmedabad.*

*Objectives :* (1) Studying the ownership pattern of consumer durables in different economic and social segments of the population; (2) Identifying consumer priorities in the purchase of household durables and examining their immediate intentions for the acquisitions of other durables; (3) Delineating the market segments which offer ready potential for different types of consumer durables; (4) Studying the replacement pattern of consumer durables as to product life expected and attitude towards obsolescence; (5) Examining the brand switching behaviour of the consumer in regard to replacement demand; (6) Investigating the product lines where consumers are upgrading their purchases and going in for higher priced models; and (7) Studying the consumer attitudes towards hire-purchase and other credit schemes.

Data is being collected.

#### **6. Alienation and Satisfaction on the Job**

*Profs. Ishwar Dayal and Sasi Misra.*

*Sponsor : Indian Institute of Management, Ahmedabad.*

*Objectives :* (1) Toward better understanding of the concepts of job involvement, job alienation, and job satisfaction and roles of these for the manager in developing his administrative strategy; (2) Critically evaluating the relevance of the major theories of motivation at work (viz., Herzberg *et al* and Maslow); and (3) Helping engineer a more rationale incentive system for the employees.

Data is being collected.

## **7. Development of Committed Workforce in India**

*Prof. Baldev R. Sharma, Mrs. Minal D. Singh, Messrs. R. J. Makhija, P. K. Joshi, P. C. Bhargava, S. C. Sharma, and Yash Paul.*

*Sponsor :* Indian Council of Social Science Research, New Delhi.

*Objective :* To study the impact of work technology upon commitment of industrial workforce.

Eight factories, four in the Western Region and four in the North, will be selected in such a way that at least four industries with distinct modes of technology are represented. The study follows closely the model developed by Robert Blauner in *Alienation and Freedom* and is also similar to the researches of Joan Woodward in UK as well as Robert Guest and Charles Walker in the United States.

Investigations at six organizations have been completed.

## **8. Evaluation of the Impact of the Training Programme at IIMA**

*Profs. Pulin K. Garg and Sasi Misra.*

*Sponsor :* Indian Institute of Management, Ahmedabad.

*Objectives :* (1) To find out what personality assets of behaviour, attitudes, and personality variables do the entering students of IIMA have in common with successful management personnel; and (2) To continue the study of the IIMA students during their two years residence at the IIMA to establish changes in personality patterns, behaviour patterns, and attitudes.

During the first year, data on tests, attitudes, and behaviour inventories, T.A.T., and Rorschach were collected. Analysis of the first two tests is being written up. Analysis of Rorschach and collection of data from practising middle level managers in companies is being taken up.

## **9. Premier Automobiles Ltd.**

*Prof. Baldev R. Sharma, Mrs. Minal D. Singh, and Mr. J. S. Gandhi.*

*Sponsor :* Indian Institute of Management, Ahmedabad.

*Objective :* The overall objective of the project, of which the present study is a part, was to investigate the patterns of social integration among automobile workers in Argentina, India, Italy, and USA.

The main focus of the present study is to analyse in depth the data collected by Prof. Sharma during his doctoral research at the Premier Automobiles Ltd. during 1965-66 for preparing a series of articles.

Most of the findings have been printed in various journals. Two more articles remain to be completed.

#### **10. The System of Industrial Relations in Metal-Based Industries**

*Prof. Pramod Verma, Miss Gita I. Kantawala, and Miss Minal J. Rindani.*

*Sponsor :* Indian Institute of Management, Ahmedabad.

*Objectives :* To identify some of the strategic factors which shape the system of industrial relations in Indian engineering industries.

In the first part of this study, the problems of industrial relations in the engineering industries will be reviewed. In the second part, a depth study of selected firms in Ahmedabad-Baroda region will be attempted.

Data is being analysed.

#### **11. Trade Union System of Organization**

*Profs. Ishwar Dayal, Baldev R. Sharma, Messrs. T. S. Ananthanarayan, and Ajit Narayan.*

*Sponsor :* Indian Council of Social Science Research, New Delhi.

*Objectives :* To study the organization and administrative systems of trade unions in India for identifying the conditions necessary for unions to grow and developing viable managing systems for achieving their objectives.

The study of a trade union in Ahmedabad has been undertaken. The study of a national trade union in Bombay will be taken up shortly.

#### **12. Bus Scheduling Problem**

*Prof. V. L. Mote and Mr. J. L. Saha.*

*Sponsor :* Indian Institute of Management, Ahmedabad.

*Objectives :* Earlier, research work was done on bus scheduling problem in connection with the 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 the minimum number of crews used.

A method to arrive at the minimum number of buses required to run a given set of trips ensuring that buses touch a depot once in two days was developed. Generalization of this method and crew scheduling is in progress.

**13. Business Houses in Western India : A Study in Entrepreneurial Response**

*Prof. Dwijendra Tripathi.*

*Sponsor* : Indian Council of Social Science Research, New Delhi.

*Objectives* : (1) To yield a more definitive insight into the composition of the entrepreneurial group in the western region of India; (2) To offer a better appreciation of the economic stimuli in comparison to caste and cultural factors in promoting entrepreneurship and thus may suggest modification in the existing approach to the study of Indian entrepreneurship; and (3) To indicate various patterns of entrepreneurship or different styles of decision making.

Data is being collected.

**14. TISCO and America : An Entrepreneur's Search for Technicians**

*Prof. Dwijendra Tripathi.*

*Sponsor* : American Studies Research Centre, Hyderabad.

*Objective* : When J. N. Tata was establishing Tata Iron & Steel Co., the British Steel Industry was one of the most developed in the world. Not many Indian industrialists looked to the United States for technical personnel. However, J. N. Tata invited the American technicians to help him in his venture. The activity had an entrepreneurial element in it. The objective of the study is to explore why J. N. Tata invited the American technicians and how he spotted out the right talents. The investigation is expected to throw light on an unexplored activity of one of India's most outstanding entrepreneurs.

All available data in India has been consulted. Efforts are being made to have access to some of the crucial materials at present unavailable in the country.

**15. The United States Consulates in India, 1793-1900**

*Prof. Dwijendra Tripathi.*

*Sponsor* : The United States Educational Foundation in India, New Delhi.

*Objective* : Immediately after the U.S. became independent, consulate relations were established with India. However, these services were suspended after three years only. From the middle of 1840, however, there were regular relationships. These consulates were the principal instruments of expanding the trade and commerce between the two countries. However, the commerce between the two countries till the end of the 19th century was limited. The tentative hypothesis regarding the lack of expansion is that the consulates could not achieve the objective because of

the lack of administrative structure and as a result of their own internal conflicts. The objective of the study is to test this hypothesis or establish an alternative one.

All available data in India have been consulted. Efforts are being made to have access to some of the crucial materials at present unavailable in the country.

### SEED MONEY PROJECTS COMPLETED

1. Organization of Finance Functions in the Selected Indian Companies (Prof. S. C. Kuchhal)
2. Acquisition of Technology by Indian Industries (Prof. R. Balachandra)
3. Purchasing Function in Indian Industry (Prof. S. C. Mehta)

### SEED MONEY PROJECTS IN PROGRESS

1. Banking Habit in Ahmedabad City (Prof. B. G. Shah)
2. Policy Formulation and Administration in Selected Indian Enterprises (Profs. G. R. Kulkarni and C.N.S. Nambudiri)

### PUBLICATIONS

The number of books, articles, and research reports published, and papers presented at the professional conferences by the faculty and staff of the Institute so far is given below :

	Books	Articles	Research Reports	Papers Presented at Professional Conferences	Total
1966—67	4	50	—	7	61
1967—68	3	63	—	22	88
1968—69	5	94	6	31	136
1969—70	13	59	4	27	103
1970—71	16	84	1	29	130
Total	41	350	11	116	518

For details of the publications from July 1970 to June 1971, see Appendix G.



The Institute's Publications Division brought out the following books :

1. *Computers and Corporate Policy* (Proceedings of the Alumni Conference, 1970).
2. *Management in the Seed Industry (A Study on Hybrid Maize and Jowar Seeds in Mysore State)* by D. K. Desai and D. A. Patel.
3. *On an Application of Theory of Runs to a Production Problem* by V. L. Mote and K. K. Bhasin.
4. *Selection for Management Education* by K. K. Anand.
5. *A Study on Multi-Nutrient Fertilizer Market* by D. K. Desai and A. G. K. Murty.
6. *Tables for Capital Investment Analysis* (2nd ed.) by V. L. Mote, M. Meenakshi Malya, and J. L. Saha.
7. *Under-Utilization in Sheller Rice Mills (A Study in Selected Districts of Andhra Pradesh)* by V. K. Gupta, T. P. Gopaldaswamy, and D. P. Mathur.

This year the Research Committee decided to start a Reprint Series consisting of the journal publications of the faculty. This decision was taken in view of the increasing demand for copies of the articles published by the faculty. The reprint series will include articles published from the Calendar Year 1970. The following reprints have been brought out under the series :

1. "Absenteeism : A Search for Correlates" by Baldev R. Sharma.
2. "Competitiveness of Exports : A Micro-Level Approach" by Samuel Paul and V. L. Mote.
3. "A Cost of Capital Framework for Management Control" by S. K. Bhattacharyya.
4. "Data Gaps Facing Business Economists" by Samuel Paul.
5. "Elected Leaders as Key Communicators of Agricultural Practices" by V. R. Gaikwad and G. L. Verma.
6. "Factors Determining Demand for Pesticides" by G. M. Desai.
7. "Forecasting Capital Expenditure in the Corporate Sector" by C. Rangarajan.
8. "Impact of Steel Price Rise on Other Commodities" by P. N. Radhakrishnan and C. Rangarajan.
9. "The Industrial Worker : Some Myths and Realities" by Baldev R. Sharma.
10. "Investment in Agriculture : A Cost Benefit Analysis" by Samuel Paul.
11. "Is Inadequacy of Institutional Credit a Problem in Changing Agriculture?" by B. M. Desai and D. K. Desai.
12. "Management Education : Social Costs and Returns" by Samuel Paul.
13. "Market Research on Fertilizers" by G. M. Desai.
14. "Modernization of Rice Mills" by V. K. Gupta.
15. "Occupational Aspirations" by Baldev R. Sharma.

16. "On the Distribution of New International Reserves" by Robert G. Hawking and C. Rangarajan.
17. "Procedures in Financing Agriculture" by D. K. Desai and S. B. Tambad.
18. "Small-Scale Industries in Ludhiana" by H. N. Pathak.
19. "Trends of Change in Eight Indian Villages" by V. R. Gaikwad.
20. "Wage Determination in Indian Engineering" by Pramod Verma.

## CONSULTING

The object of encouraging the faculty to undertake consulting work is to enable them 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 advice 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 32 members of the faculty undertook consultation work during 1970-71 :

R. Balachandra	S. C. Kuchhal
K. Balakrishnan	G. R. Kulkarni
S. K. Bhattacharyya	M. M. Malya
Kamla Chowdhry	Ravi J. Matthai
Ishwar Dayal	S. C. Mehta
D. K. Desai	V. L. Mote
G. M. Desai	C. N. S. Nambudiri
V. R. Gaikwad	Samuel Paul
Pulin K. Garg	Keshav Prasad
P. S. George	C. Rangarajan
V. K. Gupta	C. P. Rao
B. K. Hegde	S. A. Seshan
Subhash Jain	B. G. Shah
Nandini U. Joshi	B. R. Sharma
Sudhir Kakar	K. L. Varshneya
J. G. Krishnappa	C. D. Wadhva

**PART VII**  
**ALUMNI ACTIVITIES**

## **ALUMNI ACTIVITIES**

### **First PGP Alumni Reunion**

The first PGP Alumni Reunion was held on April 9 and 10, 1970, and about 90 PGP alumni, i.e., 30% of all the Institute's graduates, participated.

The discussions were spread over three major sessions: (1) MBA in the Business : Expectations and Realities, (2) MBA Programme : A Look into the Future, and (3) Concluding Session. The major papers read at the Reunion were reproduced in the *IIMA Alumnus* of June 1971.

The visiting alumni met with the faculty and discussed the courses currently offered at the Institute. Meetings were also held with the Admissions, Placement, and Alumni Committees. These meetings were very valuable in exchanging ideas on various activities.

The most valuable benefit that the Institute received from the Reunion was the cementing of very close ties between the alumni, the faculty, and the Institute as a whole. The gratitude and the sense of belonging that the alumni displayed on the occasion certainly seemed to promise possibilities of very fruitful collaboration of the alumni in the Institute's future development.

### **Placement**

During the year, a beginning was made in respect of the placement of the PGP alumni who for some reason resigned their jobs and were on the look out for alternative career opportunities. The Institute's Placement Office attended to this work between May and November, 1970. Eight alumni asked for placement assistance, and four of them were placed.

### **Survey of the Performance of IIMA Graduates**

A survey was conducted to find out the performance of the Institute's graduates in business organizations after their graduation. The study covered 68 graduates of the classes of 1966, 1967, and 1968 employed in Bombay. Nearly one-third of these graduates had been promoted after joining these companies. Views of the employers on the performance and usefulness of the IIMA graduates were also received. This initial survey is being followed up with a more comprehensive study of the performance of our graduates.

### **The Trust Deed**

The IIMA Alumni Association Charitable Trust Deed was formally registered towards the end of the year. Shortly, fund raising activities by the local chapters of the Association will start.

### **Alumni Conference**

The annual Alumni Conference scheduled for March 19 and 20, 1971, was cancelled due to transport problems resulting from IAC's lockout.

### **Chapter Activities**

A significant development in the activities of the Association has been the pioneering work initiated by the Madras Chapter. The alumni in Madras decided to extend their managerial skills and talent in solving vital problems facing the community.

To start the project, three members of the Madras Alumni Chapter completed a preliminary study on the service level facilities in a hospital in Madras. The study pinpointed unproductive work assigned to technical staff as the primary reason for the low level of service from technical staff. This preliminary study is soon to be extended to other areas of operation. Madras Chapter is also considering taking up a project on school and college administration in the city.

The Association and the Institute endorsed these activities and urged chapters to follow the example of the creative work initiated by the Madras Chapter.

As a result of the Association's appeal, a group of alumni in Bombay have started examining the possibility of undertaking voluntary projects in education, public health, and family planning in Bombay. The government of Maharashtra has reacted very positively to the offer of the voluntary services of the alumni. The Civil Surgeon of Ahmedabad has also approached the Director of the Institute to discuss the possibility of similar projects in Ahmedabad.

### **Scholarship Fund**

A group of graduates of the Class of 1966 started the collection for the "PGP 66 Scholarship Fund." They have already handed over Rs. 500 to the Association.

**PART VIII**  
**FACILITIES**

## **LIBRARY**

The growth and expansion of the library continued during the year. 3,355 new books (bringing the total collection to 49,906) were added. Subscriptions to 38 new periodicals were entered, raising the total number of periodicals subscribed to 555. In addition to this, 75 periodicals are received as complementaries. A large number of backfiles of periodicals were obtained, and a large number of corporations were contacted for acquiring their Annual Reports for filling up the gaps in the Institute's collections.

Rs. 1.83 lakhs were spent on books and periodicals during the year. The Institute is still substantially dependent on the Ford Foundation for the purchase of books and periodicals.

## **COMPUTER CENTRE**

Subsequent to approval by the Board of the proposed computer grant by the Ford Foundation to the Institute, steps were taken to procure the desired components to make up the Institute's Computer System.

Professor J. G. Krishnayya was deputed to the USA for two months in April-June 1970, for checking the proposed hardware and working out the most economic way of securing the desired configuration. As a direct result, it was found possible to increase the proposed online memory from 0.75 million characters to 2 million characters, the number of remote terminals from 16 to 20, and the number of magnetic tape units from 1 to 2 within the same budget ceiling earlier decided upon. Useful relationships with centres of computer science work were also established in USA, France, and Switzerland.

Early in September the main Computer System was airlifted to Ahmedabad and was put into running condition by October.

From October to December, the System was made available to students and research staff on an experimental basis, and the small Computer Centre staff concentrated upon modifying and making available library programmes suitable for the Institute's use and developing documentation for them.

In January 1971 the Second Annual Computer Workshop was held at Ahmedabad, involving each participant in nearly 13 hours of online computer use. This was the first time in India that such a facility was offered.

By this time the distinctive feature of the computer system had defined for the computer centre its three emphases — Information Retrieval System, Simulation, and

Interactive Computer Use. In time for the Computer Workshop in January, the first Online Data Bank in India was constructed, containing information on 300 towns and cities accessible through IIMA's Mark-I Information Retrieval System. Other packages on CPM Project Management, Production Scheduling, Simulation, Linear Programming, and Statistical Analysis were also available.

From January to March, very extensive use was made of the Computer System by students, principally in courses related to Quantitative Methods and Business Policy. The largest use of computer time for research was made by the Centre for Management in Agriculture through the Short-Term Economic Forecasting project made extensive use of the system. During this time also the number of faculty members with a close affiliation to computer use grew and a project for the development of a large amount of computer-aided teaching material was set up for the summer. This project would make teaching packages available to instructors of the Post-Graduate Programme, both in the first year and the second year, in Marketing, Accounting, and Quantitative Methods for the first term of the academic year 1971-72.

A summary of the computer time used by the different types of users is given below :

I year PGP	6000 hrs
II year PGP	6000 hrs
Special Student Projects	1000 hrs
Faculty	1000 hrs
CMA Research	5000 hrs
TSB System Development	2000 hrs

## **LAND AND BUILDINGS**

The Government of Gujarat has notified, under Section 4 of the Land Acquisition Act, 46 acres of land contiguous to the campus for acquisition. About seven acres of land is being paid by the Institute. The Government of Gujarat has agreed to pay compensation for 20 acres of land, and for about seven acres of land, the Institute will pay. The Institute has requested the Government of Gujarat to bear the cost of another 13 acres of land.

The rest of the land to be acquired will consist of Government land of 2 acres and 19 gunthas, for which no compensation is payable, and 132-foot wide circular road, occupying 3.5 acres of land, which would not be paid for.

Two more dormitories of 20 rooms each have been completed during the year. This brings the total capacity of dormitory rooms to 98. In addition, three



dormitories with a total capacity of 65 rooms are being used as offices. Construction of two more dormitories of 30 rooms each for the Centre for Management in Agriculture has been taken up this year. These dormitories will be ready for occupation by November 1971. The progress of the Main Complex, consisting of Library, Class-rooms, Seminar Rooms, and Administration Block is satisfactory and the complex will be ready for occupation by December 1972.

During the year, the Institute received Rs. 5 lakhs from the Ministry of Education, Government of India, as grant for the building programme. Industry donated Rs. 5.64 lakhs.

**PART IX**  
**FINANCE AND ACCOUNTS**

**Auditors' Report to the Deputy Charity Commissioner, Ahmedabad,  
Regarding Audit of Accounts of the Indian Institute of Management  
Ahmedabad, for the Year Ending 31st March, 1971**

**Registered No. F/174 Ahmedabad**

- (a) The accounts are maintained regularly and in accordance with the provisions of the Act and rules.
- (b) Receipts and disbursements are properly and correctly shown in the accounts.
- (c) The cash balance and vouchers in the custody of the Accountant on the date of the audit were in agreement with the accounts.
- (d) All books, deeds, accounts, vouchers, or other documents or records required by us were produced before us.
- (e) Inventories certified by the Administrative Officer of the movables (except Library books) of the public trust and certificate of the librarian in respect of books 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. 5,054.41 is outstanding from students, etc., for a period of more than one year. Rs. 4,754.50 towards loss on sale of duplicators is written off during the year.
- (i) The net capital expenditure of Rs. 99,76,374.04 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 Charity Commissioner the following special matters :

- (i) The Indian Institute of Management has been receiving grants from the Ford Foundation. A part of the grant received in India (including books and equipments) has been brought in the books of account of the Institute. The other part of the grant received direct by the 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, 1971, has not been made in the books of account.
- (iii) Net capital expenditure on building under construction amounting to Rs. 99,76,374.04 is arrived at as under :
- |   |                  |
|---|------------------|
| (a) Expenses  | Rs. 68,61,662.11 |
| (b) Amount advanced against running bills<br>subject to adjustment of final bills | Rs. 31,14,711.93 |
|   | Rs. 99,76,374.04 |
- (iv) On 28-3-1966 additional computer equipment was received by Physical Research Laboratory from the fund from 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 IBM Computer." The same is reduced to Rs. 36,043.85 on 31st March, 1971 (by the value of computer time used for Indian Institute of Management up to 31-3-71).

31-8-1971

*Sorab S. Engineer & Co.*  
*Chartered Accountants*

Schedule  
Vide  
Name of the Public Trust : Indian  
Income and Expenditure Account

Previous Year 1969-70		EXPENDITURE			
Rs.	Ps.			Rs.	Ps.
		<i>To Expenses in Respect of Properties</i>			
	50,000.00	Municipal taxes on buildings			60,000.00
24,69,464.21		<i>To Establishment Expenses as per Schedule 1</i>		28,61,358.34	
	—	<i>To Rent and Taxes for Building</i>			—
		<i>To Expenditure on Various Courses Arranged During the Year</i>			
	6,07,954.96	(i) Post-graduate course	7,01,496.86		
	4,19,295.06	(ii) Short-term programmes	5,66,467.55		
10,27,250.02				12,67,964.41	
	6,830.00	<i>To Legal Expenses</i>			—
		<i>To Remuneration to Auditors</i>			
	3,000.00	(i) Audit fees	3,000.00		
	373.00	(ii) Fees for other services	303.00		
3,373.00				3,303.00	
		<i>To Amount Written off</i>			
	—	Loss on sale of duplicators	4,754.50		—
	8,345.04	Loss on sale of staff car/typewriters, etc.	—		
8,345.04				4,754.50	
4,53,031.57		<i>To Miscellaneous Expenses as per Schedule 2</i>		7,10,100.08	
		<i>To Expenditure on Objects of Trust</i>			
	1,28,260.00	Educational scholarships		1,40,020.00	
	—	<i>To Surplus Carried Over to Balance Sheet</i>		56,952.13	
41,46,553.84				51,04,452.46	

Dated: August 31, 1971  
TRUSTEE

Ravi J. Matthal  
Director

R. C. Chib  
Administrative Officer

## IX

## Rule 17(i)

Institute of Management, Ahmedabad  
for the Year Ending 31st March, 1971

Previous Year 1969-70		INCOME			
Rs.	Ps.			Rs.	Ps.
50,398.83		<i>By Rent Realized</i>		54,206.00	
4,195.53		<i>By Interest Realized*</i> On loans and advances to staff		6,815.22	
19,30,000.00		<i>By Donation in Cash or Kind</i> Grant from Government of India, Ministry of Education, received during the year	22,50,000.00		
1,79,376.37		Less: Amount transferred to Balance Sheet (representing expenditure on non-recurring items)	1,02,895.55		
17,50,623.63				21,47,104.45	
1,18,729.13		<i>By Amount Transferred from Grant for Meeting Expenses for 1969-70</i>		—	
20,70,362.57		<i>By Income from Other Sources as per Schedule 3</i>		27,00,899.31	
1,52,244.15		<i>By Transfer from Reserve</i> (i) Contribution to research projects from Ford Foundation grant for rupee budget	1,85,687.17		
—		(ii) Contribution from AGCO fund for meeting other expenses on AGCO	9,740.31		
1,52,244.15				1,95,427.48	
41,46,553.84				51,04,452.46	

\* Interest on investments of donations of Rs. 83,788.73 has been credited to "Donation from Industries" in the Balance Sheet (Previous year=Rs. 77,243.62).

C. Ramdoss  
Accounts Officer

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

**Indian Institute of  
Schedules Forming Part of**

**Schedule 1**

Previous Year 1969-70			
Rs.	Ps.		Rs. Ps.
		<i>To Establishment Expenses</i>	
		(i) Salaries	
11,11,360.29		(a) Faculty & staff	11,48,356.77
1,28,273.08		(a) AGCO programme	1,33,281.28
98,482.07		(c) Sponsored research project	2,38,353.14
—		(d) Programme for management in agriculture	26,729.20
			<hr/>
13,38,115.44			15,46,720.39
6,41,901.22		(ii) Allowances	7,53,686.54
49,767.03		(iii) Travelling expenses	50,426.13
		(iv) Supplies, services, and contingencies	4,60,746.70
3,93,022.22		(v) Maintenance of estate	49,778.58
46,658.30			<hr/>
24,69,464.21		<i>Total</i>	28,61,358.34

**Schedule 2**

		<i>To Miscellaneous Expenses</i>	
85,495.80		(i) AGCO programme	1,05,877.13
1,75,034.23		(ii) Other expenses of sponsored research projects	3,15,089.65
36,000.00		(iii) Chair for management practices	36,000.00
4,257.39		(iv) Staff welfare	3,448.34
		(v) Expenditure on research projects met from Ford Founda- tion Grant for rupee budget	1,85,687.17
1,35,392.32		(vi) Other expenses met from Ford Foundation grant for AGCO	—
16,851.83		(vii) Programme for management in agriculture	63,997.79
—			<hr/>
4,53,031.57		<i>Total</i>	7,10,100.08

Dated: August 31, 1971  
TRUSTEE

Ravi J. Matthai  
Director

R. C. Chib  
Administrative Officer

Management, Ahmedabad

Income and Expenditure Account for the Year Ending 31st March, 1971

Schedule 3

Previous Year 1969-70			Rs. Ps.	
Rs.	Ps.		Rs.	Ps.
		<i>By Income from Other Sources</i>		
		(i) Receipts from various courses arranged during the year		
7,60,409.98		(a) Post-graduate course	8,64,256.30	
5,88,910.00		(b) Short-term programmes	7,27,136.00	
				15,91,392.30
13,49,319.98		(ii) Grant from Government of India, Ministry of Food & Agriculture, for AGCO programme		
	156.61	(a) Balance as on 1-4-70	—	
	2,19,800.00	(b) Received during the year	2,30,000.00	
	2,19,956.61		2,30,000.00	
		Less:		
	6,187.73	(c) Amount transferred to balance sheet (representing expenditure on non-recurring items)	581.90	
	2,13,768.88			2,29,418.10
2,73,516.30		(iii) Receipts from sponsored research projects		5,53,442.79
3,894.00		(iv) Income from land		1,906.00
91,383.38		(v) Consultancy		81,921.12
3,690.94		(vi) Miscellaneous receipts		7,278.23
36,000.00		(vii) Chair from Hindustan Lever		36,000.00
50,500.00		(viii) Scholarship from industries		56,500.00
		(ix) Grant from USAID for programme for management in agriculture	1,79,178.64	
		Less:		
		Amount transferred to Balance Sheet representing non-recurring items	88,451.65	90,726.99
		(x) Recoveries from research projects		52,313.78
48,289.09				
20,70,362.57		<i>Total</i>		27,008,99.31

C. Ramdoss  
Accounts Officer

Sorab S. Engineer & Co.  
Chartered Accountants



Previous Year 31-3-70	FUNDS AND LIABILITIES			
Rs. Ps.			Rs. Ps.	
	<i>Trust Funds or Corpus</i>			
	<i>Other Earmarked Funds</i>			
1,43,63,325.93	As per Schedule A		1,63,17,712.28	
	<i>Grant from Ford Foundation</i>			
28,87,298.58	As per Schedule B		39,37,051.98	
	<i>Liabilities</i>			
3,84,470.31	1. For expenses		2,88,306.63	
	2. For advances			
	(a) Short-term programmes (Fees received for programmes to be held in 1971-72)		59,400.00	
34,500.00				
	(b) Post-graduate courses			
	(i) Due to students		41,860.14	
28,356.05				
	(ii) Expenditure to be incurred against application fees received for admission to post- graduate course		78,975.12	
33,233.03				
	(iii) Due to management in agriculture students		3,819.04	
—				
96,089.08			1,84,054.30	
	3. For rent and other deposits			
	(a) Security deposits		13,376.00	
14,641.00				
5,76,998.31	(b) Sundry credit balances		6,71,948.85	
	(c) Retention amount for building contractors		88,801.14	
68,039.47				
6,59,678.78			7,74,125.99	
11,40,238.17			12,46,486.92	

**VIII**  
**Rule 17(i)**  
**Institute of Management, Ahmedabad**  
**at 31st March, 1971**

Previous Year 31-3-70		ASSETS				
Rs.	Ps.				Rs.	Ps.
1,12,73,311.54		<i>Immovable Properties</i> As per Schedule C			1,25,20,293.80	
27,45,454.74		<i>Movable Properties</i> As per Schedule D			41,29,638.76	
7,851.85		Stores at cost			18,324.01	
	500.00	<i>Investments</i> Fifty shares of Borosil Glass Works Ltd. received as donation (Market value Rs. 336) (Previous year Rs. 258)				500.00
		<i>Loans (Unsecured)</i>				
		1. Loan scholarships (good)				
1,94,162.27		(a) One year old	2,25,730.76			
1,59,837.81		(b) Current	1,70,657.15			
3,54,000.08				3,96,387.91		
		2. Loan to Physical Research Laboratory, Ahmedabad for IBM computer	1,19,808.00			
1,19,808.00		Less: Charges adjusted against loan up to 31-3-1971	83,764.15			
79,424.75						
				36,043.85		
40,383.25		Add: Credit adjustment of previous year	—			
4,891.02						
45,274.27				36,043.85		
3,99,274.35						4,32,431.76
		<i>Advances</i>				
		To employees (including Rs. 35,878.00 for purchase of conveyance) (Previous year Rs. 32,935.00)				
56,247.07			<b>One Year Old</b>	<b>Current</b>		
				55,286.10	55,286.10	
5,68,830.38		To others	2,109.18	1,00,815.86	1,02,925.04	
6,25,077.45						1,58,211.14

Schedule  
Vide  
Name of the Public Trust : Indian  
Balance Sheet as

Previous Year 31-3-70			
Rs. Ps.			
	<i>Income and Expenditure Account</i>		
2,04,105.69	Balance as per last Balance Sheet	1,979.25	
397.31	Less: Adjustment pertaining to last year	—	
<u>2,03,708.38</u>		<u>1,979.25</u>	
	Less: Amount appropriated as under on 31-3-71		
53,000.00	(i) Fund for contingencies for equipment to be imported	—	
30,000.00	(ii) Research and publication fund	—	
1,18,729.13	(iii) Transferred to grant for meeting expenses 1970-71	—	
<u>2,01,729.13</u>		<u>1,979.25</u>	
—	Add: Surplus as per Income and Expenditure Account	56,952.13	
<u>1,979.25</u>			58,931.38
<u>1,83,92,841.93</u>	<i>Total</i>		<u>2,15,60,182.56</u>

Dated: August 31, 1971  
TRUSTEE

Ravi J. Matthai  
Director

R. C. Chib  
Administrative Officer

## VIII

## Rule 17(i)

Institute of Management, Ahmedabad  
at 31st March, 1971

Previous Year 31-3-70			Rs. Ps.	
Rs.	Ps.		Rs.	Ps.
10,500.00		<i>Deposits</i>		
9,980.00		Security deposits	11,900.00	
		Telephone deposits	14,080.00	
<u>20,480.00</u>				25,980.00
19,512.11		<i>Income Outstanding</i>		
47,235.00		Interest	4,854.08	
		Other income	23,868.22	
		Grants due but received after 31-3-71:		
		(a) Ministry of Education	7,50,000.00	
		(b) Ministry of Food and Agriculture	10,000.00	
		(c) Ford Foundation for rupee project and computer	1,93,531.56	
		(d) USAID for programme for management in agriculture	1,79,178.64	11,32,710.20
2,888.15		Dues from post-graduate students		
10,199.28		(a) One year old	2,945.23	
		(b) Current	8,656.40	
<u>13,087.43</u>			11,601.63	
		Due from management in agriculture students	598.28	
<u>79,834.54</u>				11,73,632.41
32,41,057.46		<i>Cash and Bank Balances</i>		
		As per schedule E		31,01,170.68
<u>1,83,92,841.93</u>		<i>Total</i>		<u>2,15,60,182.56</u>

Note : Depreciation on assets is not provided from 1-1-1962 to 31-3-1971.

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 fund and liabilities and of the property and assets of the trust.

As per our report of even date

C. Ramdoss  
Accounts Officer

Sorab S. Engineer & Co.  
Chartered Accountants

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**OTHER EARMARKED FUNDS**

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*A. Land and Buildings*

1. Donation (value of land donated by Government of Gujarat)
2. Donation from industries
3. Donation from industries—interest
4. Grant from Ministry of Education for building expenses (Government of India)

*B. Academic Activities*

1. Reserve fund (for special programmes) (to meet deficit in any programme)
2. Library fund (sale proceeds for some of the books from Ford Foundation and other teaching materials)

Books  
Teaching materials

3. Donation from British Information Service for equipment (as per contra)
4. Fund for AGCO programmes
5. Research and publication fund
6. Fund for Banking Studies Project research

*C. Students Aid*

1. Special donations to fund for assistance to students
2. Fund for special assistance to students
3. Fund for loan scholarships to students
4. Imperial Tobacco Co. students loan fund (interest only to be used)
5. Loan fellowships from industries
6. Fund for award of medals
7. S. K. Seth Memorial Award Fund (interest only to be used)
8. Fund from interest on financial aid loan

**Management, Ahmedabad**  
**Balance Sheet as at 31st March, 1971**

Balance as on 1st April, 1970		Amount credited during the year		Amount debited during the year		Balance as on 31st March, 1971	
Rs.	Ps.	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.
25,43,919.76		—		—		25,43,919.76	
30,28,548.41		5,64,000.00		—		35,92,548.41	
2,21,612.59		83,788.73		—		3,05,401.32	
54,95,000.00		5,00,000.00		—		59,95,000.00	
25,000.00		—		—		25,000.00	
3,88,774.44		89,276.85		—		4,78,051.29	
2,17,663.96		90,908.63		—		3,08,572.59	
13,118.10		—		—		13,118.10	
1,27,459.53		88,667.52		3,332.96	i		
				9,740.31	ii		
				207.30	iii	2,02,846.48	
1,33,295.03		97,877.93		—		2,31,172.96	
20,000.00		1,11,316.49		—		1,31,316.49	
23,664.48		3,000.00		—		26,664.48	
1,14,330.00		34,800.00		1,49,130.00 <sup>(b)</sup>		—	
3,07,767.60		1,49,130.00		—		5,06,207.05	
		49,309.45		—		50,000.00	
50,000.00		—		—		50,000.00	
67,500.00		32,500.00		—		1,00,000.00	
1,000.00		—		—		1,000.00	
3,000.00		—		—		3,000.00	
11,902.55		1,613.45		8,777.45		4,738.55	

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*D. Furniture and Equipments*

1. Grant in aid from Ministry of Education & Government of Gujarat (representing expenditure on non-recurring items) (as per contra)
2. Grant from Ministry of Food and Agriculture for AGCO programme for equipment (representing expenditure on non-recurring items) (as per contra)
3. Fund for contingencies for equipments to be imported
4. Amount to be adjusted to Ministry of Education on sale of assets
5. Non-recurring expenses from grant from NIBM (as per contra)
6. Sale and/or written off amount from assets purchased from the grants from Government of India and Government of Gujarat
7. Fund for expenses on computer
8. Grant from USAID for non-recurring items for PMA (as per contra)
9. Non-recurring expenses for equipment met from AGCO fund (as per contra)
10. Non-recurring expenses met from other sources
11. Amount to be adjusted to Government of Gujarat on sale of assets

*E. Miscellaneous*

1. Donation of shares of Limited Company
2. Fund for conveyance advance to faculty and staff (details for use of funds as per Balance Sheet)

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*Total Schedule A*

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- (a) i. Amount transferred to non-recurrent expenditure of previous year.
  - ii. Amount transferred to Income and Expenditure account for meeting expenses on AGCO.
  - iii. Other expenses met from fund.

Dated: August 31, 1971  
TRUSTEE

Ravi J. Matthai  
Director

R. C. Chib  
Administrative Officer

**Management, Ahmedabad**  
**Balance Sheet as at 31st March, 1971**

Balance as on 1st April, 1970		Amount credited during the year		Amount debited during the year		Balance as on 31st March, 1971
Rs.	Ps.	Rs.	Ps.	Rs.	Ps.	
12,57,956.32		1,02,895.55		13,224.28		13,47,627.59
43,619.09		581.90		—		44,200.99
53,000.00		—		10,807.35		42,192.65
14,107.50		4,234.89		—		18,342.39
9,129.22		6,469.68		—		15,598.90
15,457.35		4,754.50		—		20,211.85
—		17,040.94		—		17,040.94
—		88,451.65		—		88,451.65
—		3,332.96		—		3,332.96
—		22,827.99 <sup>(c)</sup>		—		22,827.99
—		2,826.89 <sup>(d)</sup>		—		2,826.89
500.00		—		—		500.00
1,76,000.00		—		—		1,76,000.00
<u>1,43,63,325.93</u>		<u>21,49,606.00</u>		<u>1,95,219.65</u>		<u>1,63,17,712.28</u>

(b) Transferred to fund for loan scholarship to students.

(c) Equipment of Rs. 20,968.99 purchased as per contra.

(d) After adjusting Rs. 1,408.00 grant due for 68-69.

C. Ramdoss  
Accounts Officer

Sorab S. Engineer & Co.  
Chartered Accountants



**Schedule B**

**Indian Institute of  
Schedule Forming Part of the**

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*Grant from Ford Foundation*

For building expenditure  
Value of books received (as per contra)  
Value of equipment received (as per contra)  
Value of equipment purchased from grant (as per contra)  
Value of equipment purchased from grant--AGCO (as per contra)  
Grant for rupee budget expenses  
Grant for rupee expenses on computer  
Value of computer received (with PRL)  
Value of computer (installed in IIMA) (as per contra)  
Write off account for the books received from the grant

*Total Schedule B*

**Schedule C**

*Immovable Properties*

Land at cost (Received as donation from Government of Gujarat)  
Capital expenditure on building and advance to contractors for  
work under construction

*Total Schedule C*

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Dated: August 31, 1971  
TRUSTEE

Ravi J. Matthal  
Director

R. C. Chib  
Administrative Officer

**Management, Ahmedabad**  
**Balance Sheet as at 31st March, 1971**

Balance as on 1st April, 1970		Amount credited during the year		Amount debited during the year		Closing balance as on 31st March, 1971	
Rs.	Ps.	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.
14,44,291.00		—		—		14,44,291.00	
11,35,840.75		1,01,534.70		89,326.85 <sup>[a]</sup>		11,48,048.60	
58,944.07		—		20,888.92 <sup>[b]</sup>		38,055.15	
37,567.70		—		—		37,567.70	
5,469.71		—		—		5,469.71	
1,58,643.04		1,04,106.12		1,85,687.17 <sup>[c]</sup>		77,061.99	
—		89,425.44		—		89,425.44	
45,274.27		—		9,230.42 <sup>[d]</sup>		36,043.85	
—		10,59,820.50		—		10,59,820.50	
1,268.04		—		—		1,268.04	
<u>28,87,298.58</u>		<u>13,54,886.76</u>		<u>3,05,133.36</u>		<u>39,37,051.98</u>	

Balance as on 1st April, 1970		Amount debited during the year		Amount credited during the year		Closing balance as on 31st March, 1971	
25,43,919.76		—		—		25,43,919.76	
87,29,391.78		12,46,982.26		—		99,76,374.04	
<u>1,12,73,311.54</u>		<u>12,46,982.26</u>				<u>1,25,20,293.80</u>	

[a] Transferred to library fund (sale proceeds of some of books)

[b] Value of calculators sold

[c] Transferred to Income and Expenditure account for meeting expenses on research projects

[d] Computer time used up to 31st March, 1971

C. Ramdoss  
Accounts Officer

Sorab S. Engineer & Co.  
Chartered Accountants

Schedule D

Indian Institute of  
Schedules Forming Part of the

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*Movable Properties (At Cost)*

Assets purchased out of grants-in-aid from Government of India and  
Government of Gujarat (as per contra)  
Office equipment (including typewriters and Staff Recreation Club equipment  
and Library equipment)  
Office furniture (including Library furniture)  
Staff vehicles  
Books purchased from grant  
Hostel equipment (including Students Recreation Club)  
Hostel furniture  
Class room equipment (including production equipment)  
Class room furniture  
Customs duty on imported equipment

Books received from Ford Foundation (as per contra)  
Equipment received from Ford Foundation (as per contra)  
Computer received from Ford Foundation (as per contra)  
Equipment received from British Information Service (as per contra)  
Equipment purchased from Ford Foundation grant (as per contra)  
Equipment purchased from Ford Foundation grant for AGCO (as per contra)  
Equipment purchased for computer in IIM  
Equipment purchased from Ministry of Food and Agriculture grant (as per contra)  
Equipment purchased from AGCO fund (as per contra)  
Equipment purchased for PMA met from USAID grant (as per contra)  
Equipment purchased from NIBM grant (as per contra)  
Equipment purchased from other sources  
Books purchased out of Library fund

*Total Schedule D*

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Dated: August 31, 1971  
TRUSTEE

Ravi J. Matthai  
Director

R. C. Chib  
Administrative Officer

**Management, Ahmedabad**  
**Balance Sheet as at 31st March, 1971**

Balance as on 1st April, 1970		Debit during the year		Credit during the year		Balance as on 31st March, 1971	
Rs.	Ps.	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.
3,39,582.86		30,751.10		6,706.50 <sup>(a)</sup>		3,63,627.46	
2,45,791.16		6,501.35		—		2,52,292.51	
76,102.84		—		—		76,102.84	
2,69,099.71		50,000.00		—		3,19,099.71	
1,22,880.36		8,707.20		—		1,31,587.56	
1,41,719.16		6,935.90		—		1,48,655.06	
8,124.95		—		—		8,124.95	
24,336.55		—		—		24,336.55	
30,318.73		—		6,517.78 <sup>(b)</sup>		23,800.95	
<u>12,57,956.32</u>		<u>1,02,895.55</u>		<u>13,224.28</u>		<u>13,47,627.59</u>	
11,35,840.75		1,01,534.70		89,326.85 <sup>(c)</sup>		11,48,048.60	
58,944.07		—		20,888.92 <sup>(d)</sup>		38,055.15	
—		10,59,820.50		—		10,59,820.50	
13,118.10		—		—		13,118.10	
37,567.70		—		—		37,567.70	
5,469.71		—		—		5,469.71	
—		99,292.50		—		99,292.50	
43,619.09		581.90		—		44,200.99	
3,332.96		—		—		3,332.96	
—		88,451.65		—		88,451.65	
9,129.22		6,469.68		—		15,598.90	
—		20,968.99		—		20,968.99	
1,80,476.82		32,006.80		4,398.20 <sup>(e)</sup>		2,08,085.42	
<u>27,45,454.74</u>		<u>15,12,022.27</u>		<u>1,27,838.25</u>		<u>41,29,638.76</u>	

(a) Cost of duplicators sold

(b) Amount of customs duty adjusted from sale value of imported calculators

(c) Transferred to Library fund

(d) Cost of Monroe calculators sold

(e) Represents cost of books sold

C. Ramdoss  
Accounts Officer

Sorab S. Engineer & Co.  
Chartered Accountants

**Indian Institute of Management, Ahmedabad**  
**Schedule Forming Part of the Balance Sheet as at 31st March, 1971**

**Schedule E**

As on 31st March, 1970		Rs.	Ps.	Rs.	Ps.
	<i>Cash and Bank Balances</i>				
1,49,297.81	In current account with State Bank of India			2,69,927.43	
30,00,000.00	In short-term/fixd deposit with State Bank of India	27,22,000.00			
7,500.00	In fixed-term deposits (others) with State Bank of India		9,000.00		
	In fixed-term deposits:				
50,000.00	1. Imperial Tobacco Company Loan Fund		50,000.00		
30,000.00	2. Students loan fellowships from industries		45,000.00		
<u>30,87,500.00</u>				<u>28,26,000.00</u>	
1,226.25	Postage stamps on hand (including balance in franking machine)		2,675.75		
33.60	Revenue stamps on hand		—		
2,000.00	Cash on hand with cashier		2,000.00		
100.00	Cash with Students Recreation Club		100.00		
858.55	Cash with Hostel Mess		467.50		
41.25	Cash with Library		—		
<u>4,259.65</u>				<u>5,243.25</u>	
<u>32,41,057.46</u>	<i>Total Schedule E</i>			<u>31,01,170.68</u>	

Dated: August 31, 1971

TRUSTEE

Ravi J. Matthai  
Director

R. C. Chib  
Administrative Officer

C. Ramdoss  
Accounts Officer

Sorab S. Engineer & Co.  
Chartered Accountants



**Indian Institute of  
Contributory**  
Balance Sheet as

**Management, Ahmedabad  
Provident Fund**  
at 31st March, 1971

**LIABILITIES**

**ASSETS**

<i>Members Account</i>	Rs.	Rs.	Rs.	Rs.
------------------------	-----	-----	-----	-----

Opening balance as on 1st April 1970

4,95,157

Received during the year:

Subscriptions	1,53,378.50
Interest	27,587.00

1,80,965.50

Less:

Payment to employees leaving  
the Institute during the year

63,457.50

1,17,508

6,12,665

*Contribution of Institute*

Opening balance as on 1st April 1970

4,15,211

Additions during the year:

Contribution	1,27,856
Interest	21,880

1,49,736

Less:

Paid during the year:  
Amount transferred to  
Reserve Fund

10,272

Payments to employees leaving  
the Institute

41,082

51,354

98,382

5,13,593

*Reserve Fund*

Balance as on 1st April 1970  
Additions during the year

15,081  
10,272

25,353

*Income and Expenditure Account*

Balance as on 1st April 1970  
Add: Surplus for the year

22,677  
1,258

23,935

*Total*

11,75,546

*Total*

11,75,546

*Investment*

12 Year National Defence Certificate at face value

7 Year National Savings Certificate (II Issue)

6% Gujarat Industrial Development Bond 1981  
(face value Rs. 20,000)

	Rs.	Rs.
	6,99,400	
	2,36,000	
	19,600	
	9,55,000	

*Interest Accrued on Investment*

*Loans to Subscribers*

*Indian Institute of Management, Ahmedabad*

*Bank Balance*

(In current account with the State Bank of India, Ahmedabad)

	1,64,216
	40,342
	14,987
	1,001

Dr. **Income and Expenditure Account**

for the Year Ending 31st March, 1971

Cr.

EXPENDITURE

INCOME

To surplus transferred to Balance Sheet Rs. 1,258

By Interest on Investment	Rs. 50,725	
Less: Interest paid	49,467	Rs. 1,258
	1,258	

*Total* 1,258

*Total* 1,258

Examined and found correct as per books of accounts, vouchers, etc., produced before us and as per information and explanations given to us.

Dated: August 31, 1971  
TRUSTEE

Sornb S. Engineer & Co.  
Chartered Accountants

C. Ramdoss  
Accounts Officer

R. C. Chib  
Administrative Officer

Ravi J. Mathai  
Director



## APPENDICES

## APPENDIX A

### SOCIETY MEMBERS

#### Chairman

Mr. S. L. Kirloskar  
Chairman  
Kirloskar Oil Engines Ltd.  
Poona

#### Members

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

Mr. R. M. Bhandari  
Adviser (Finance)  
Bureau of Public Enterprises  
Government of India

Dr. L. S. Chandrakant  
Joint Educational Adviser  
Ministry of Education  
Government of India

Mr. L. R. Dalai  
Chief Secretary  
Government of Gujarat

Dr. G. R. Dalvi  
Executive Director  
National Productivity Council

Mr. V. Isvaran  
Bombay

Mr. N. J. Kamath  
Joint Secretary  
Ministry of Industrial Development  
and Internal Trade  
Government of India

Mr. Kasturbhai Lalbhai  
Industrialist  
Ahmedabad

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

Prof. Ravi J. Matthai  
Director  
IIMA

Mr. Rohit C. Mehta  
Rajesh Textile Mills Ltd.  
Ahmedabad

Mr. V. R. Mehta  
Secretary  
Education and Labour Dept.  
Government of Gujarat

Mr. S. D. Nargolwala  
FA (EA & E) and Additional Secretary  
Ministry of Finance  
Government of India

Mr. Arvind Narottam  
Asoka Mills Ltd.  
Ahmedabad

Mr. V. G. Rajadhyaksha  
Hindustan Lever Ltd.  
Bombay

Mr. M. K. Raju  
India Pistons Ltd.  
Madras

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

Dr. Vikram A. Sarabhai  
Chairman,  
Atomic Energy Commission

Dr. M. S. Swaminathan  
Director  
Indian Agricultural Research Institute  
New Delhi

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

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

Mr. Ramesh Chandulal  
Mr. Bipin Chandulal  
Mr. B. R. Desai  
Ahmedabad New Cotton Mills Co. Ltd.

Mr. Jaykrishna Harivallabhdas  
Mr. Balkrishna Harivallabhdas  
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. Niranjan Narottam Lalbhai  
Mr. Sidharth Kasturbhai  
Arvind Mills Ltd.

Mr. Harshavadan Mangaldas  
Mr. Madanmohan Mangaldas  
Aryodaya Spg. & Wvg. Co. Ltd.

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

Mr. C. H. Choksy  
Director  
Asian Paints (India) (P) Ltd.

Mr. K. R. Coorlawala  
Associated Cement Cos. Ltd.

Dr. N. S. Johary  
Works Manager  
Atic Industries Ltd.

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

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

Mr. P. R. Neelakantan  
Dy. Chairman & Managing Director  
Brooke Bond India Ltd.

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

Mr. M. V. Arunachalam  
Carborundum Universal Ltd.

Mr. S. Chaudhuri  
Commercial Manager  
Chemicals & Fibres of India Ltd.

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

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

Mr. C. K. Hazari  
Vice President  
Escorts Ltd.

Mr. D. J. R. Farrant  
Managing Director  
Glaxo Laboratories

Mr. V. G. Rajadhyaksha  
Hindustan Lever Ltd.

Mr. S. Chaudhuri  
Indian Explosives Ltd.

Mr. B. Majumdar  
Indian Tube Co. Ltd.

Mr. S. R. Bastikar  
Kalol Mills Ltd.

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

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

Mr. J. S. Karkal  
Mahindra & Mahindra Ltd.

Mr. Ramanlal C. Parikh  
Mihir Textiles Ltd.

Mr. Rasikhlal C. Nagri  
Mr. Bansidhar R. Nagri  
Nagri Mills Co. Ltd.

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

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

Mr. R. J. Chinai  
Managing Director  
National Rayon Corpn. Ltd.

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

Laxmanprasad D. Vasa  
New Shorrock Spg. & Wvg. Mfg. Co. Ltd.

Mr. S. K. Agarwal  
New Swadeshi Mills of Ahmedabad Ltd.

Mr. Gautam Shantilal Nanavaty  
Mr. Gautambhai J. Nanavaty  
Nutan Mills Ltd.

Mrs. Lilavati Lalbhai  
Mr. Vijaysinh Chimanbhai  
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  
Sakaralal Balabhai & Co. Ltd.

Mr. B. R. Deolalikar  
Sarabhai Management Corpn.

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

Mr. Chinubhai Chimanbhai Sheth  
Mr. Ashok Chimanbhai  
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. Saurabhkumar Navnitlal  
Silver Cotton Mills Co. Ltd.

Mr. Suhrud Sarabhai  
Suhrud Geigy Ltd.

The Secretary  
Surat Cotton Spg. & Wvg. Mills

Dr. M. D. Daver  
Svadeshi Mills Co. Ltd.

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

Mr. P. V. S. Manyam  
Mr. H. P. Shroff  
Tata Chemicals Ltd.

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

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

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

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

Assistant Secretary  
Travancore Rayons Ltd.

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

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

Warner Hindustan Ltd.  
(Name not communicated)

#### **Secretary**

Mr. M. K. Subramaniam\*  
(Mr. R. C. Chib)  
Administrative Officer  
IIMA

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\*Mr. Subramaniam left the Institute in June 1971, and Mr. Chib, who subsequently joined the Institute as Administrative Officer, has been nominated by the Director as Secretary to the Society and Board.

## APPENDIX B

### DONOR MEMBERS

Ahmedabad Cotton Mfg. Co. Ltd.  
Ahmedabad Jupiter Spg. Wvg. & Mfg. Co. Ltd.  
Ahmedabad Kaiser-I-Hind Mills Co. Ltd.  
Ahmedabad New Cotton Mills Co. Ltd.  
Ambica Mills Ltd. Nos. I & II  
Anil Starch Products Ltd.  
Aruna Mills Ltd.  
Arvind Mills Ltd.  
Aryodaya Ginning & Mfg. Co. Ltd.  
Aryodaya Spg. & Wvg. Co. Ltd.  
Ashoka Mills Ltd.  
Asian Paints (India) (P) Ltd.  
Associated Cement Cos. Ltd.  
Atic Industries Ltd.  
  
Bakubhai Ambalal Pvt. Ltd.  
Bharat Suryodaya Mills Co. Ltd.  
Bombay Dyeing & Mfg. Co. Ltd.  
Brooke Bond India Ltd.  
  
Calico Mill Ltd.  
Carborundum Universal Ltd.  
Chemicals & Fibres of India Ltd.  
Commercial Ahmedabad Mills Co. Ltd.  
  
Delhi Cloth & General Mills Co. Ltd.  
  
Escorts Ltd.  
  
Glaxo Laboratories  
  
Hindustan Lever Ltd.  
  
Indian Dyestuff Industries Ltd.  
Indian Explosives Ltd.  
Indian Tube Co. Ltd.  
  
Kalol Mills Ltd.  
  
Mafatlal Fine Spg. & Mfg. Co. Ltd.  
Mafatlal Gagalbhai & Co. Pvt. Ltd.  
Mahindra & Mahindra Ltd.  
Mihir Textile Ltd.  
  
Nagri Mills Co. Ltd.  
National Machinery Mfrs. Ltd.  
National Peroxide Ltd.  
National Rayons Corpn. 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.  
Sarabhai Management Corpn.  
Sarangpur Cotton Mfg. Co. Ltd.  
Saraspur Mills Ltd.  
Sassoon Spg. & Wvg. Mills Co. Ltd.  
Saurashtra Cement & Chemical Industries Ltd.  
Sayaji Mills Ltd.  
Shree Digvijay Woollen Mills Ltd.  
Shri Ram Mills Charitable Trust  
Silver Cotton Mills Co. Ltd.  
Standard Mills Ltd.  
Suhrid Geigy Ltd.  
Surat Cotton Spg. & Wvg. Mills (P) Ltd.  
Svadeshi Mills Co. Ltd.  
  
T. V. Sundram Iyengar & Sons Pvt. Ltd.  
Tata Chemicals Ltd.  
Tata Engineering & Locomotive Co. Ltd.  
Tata Hydro-Electric Power Supply Co. Ltd.  
Tata Iron & Steel Co. Ltd.  
Tata Oil Mills Co. Ltd.  
Travancore Rayons Ltd.  
  
Vikram Mills Co. Ltd.  
Voltas Ltd.  
  
Warner Hindustan Ltd.

## APPENDIX C

### BOARD OF GOVERNORS AND ITS COMMITTEES

#### Chairman

Mr. S. L. Kirloskar  
Chairman  
Kirloskar Oil Engines Ltd.  
Poona

Prof. Ravi J. Matthai  
Director  
IIMA

Mr. Rohit C. Mehta  
/ Rajesh Textile Mills Ltd.  
Ahmedabad

#### Members

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

Mr. V. R. Mehta  
Secretary  
Education and Labour Dept.  
Government of Gujarat

Mr. R. M. Bhandari  
Adviser (Finance)  
Bureau of Public Enterprises  
Government of India

Mr. S D. Nargolwala  
/ FA (EA & E) and Additional Secretary  
Ministry of Finance  
Government of India

Dr. L. S. Chandrakant  
/ Joint Educational Adviser  
Ministry of Education  
Government of India

Mr. Arvind Narottam  
/ Asoka Mills Ltd.  
Ahmedabad

Mr. L. R. Dalal  
Chief Secretary  
Government of Gujarat

Mr. V. G. Rajadhyaksha  
/ Hindustan Lever Ltd.  
Bombay

Dr. G. R. Dalvi  
/ Executive Director  
National Productivity Council

Mr. M. K. Raju  
India Pistons Ltd.  
Madras

Mr. V. Isvaran  
Bombay

Lafa Charat Ram  
Shri Ram Associates (P) Ltd.  
New Delhi

Mr. N. J. Kamath  
/ Joint Secretary  
Ministry of Industrial Development  
and Internal Trade  
Government of India

Dr. Vikram A. Sarabhai  
Chairman  
Atomic Energy Commission

Dr. M. S. Swaminathan  
Director  
Indian Agricultural Research Institute  
New Delhi

Mr. Kasturbhai Lalbhai  
Industrialist  
Ahmedabad

#### Secretary

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

Mr. M. K. Subramaniam\*  
(Mr. R. C. Chib)  
Administrative Officer  
IIMA

### Buildings Committee

Mr. Kasturbhai Lalbhai (Chairman)  
Mr. V. Isvaran  
Prof. Ravi J. Matthai  
Mr. M. K. Subramaniam (Secretary)\*  
(Mr. R. C. Chib)

### Budget Committee

Mr. S. L. Kirloskar (Chairman)  
Dr. L. S. Chandrakant  
Mr. Kasturbhai Lalbhai  
Prof. Ravi J. Matthai  
Mr. S. D. Nargolwala  
Mr. M. K. Subramaniam (Secretary)\*  
(Mr. R. C. Chib)

### Personnel Committee

Mr. S. L. Kirloskar (Chairman)  
Mr. V. Isvaran  
Mr. Kasturbhai Lalbhai  
Prof. Ravi J. Matthai  
Mr. M. K. Subramaniam (Secretary)\*  
(Mr. R. C. Chib)

\*Mr. Subramaniam left the Institute in June 1971, and Mr. Chib, who subsequently joined the Institute as Administrative Officer, has been nominated by the Director as Secretary to the Society and Board.

## APPENDIX D

### FACULTY AND ADMINISTRATION

(As on March 31, 1971)

#### Director

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

#### Faculty

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

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

S. K. Bhattacharyya  
F.C.A.

K. K. S. Chauhan  
Ph.D. (Ohio)

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

Ishwar Dayal

M.S. (New York)

D. K. Desai

Ph.D. (Illinois)

G. M. Desai

Ph.D. (Cornell)

V. R. Gaikwad

Ph.D. (Saugar)

Ved P. Gandhi

Ph.D. (Harvard)  
(On leave)

Pulin K. Garg

Ph.D. (Berkeley)

P. S. George

Ph.D. (California)

A. M. Ghose

Ph.D. (Muenster, Germany)

C. Gopinath

Ph.D. (I.I.T., Kharagpur)

G. S. Gupta  
Ph.D. (Johns Hopkins)

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

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

A. M. Isaac  
Ph.D. (Lehigh)

Nandini U. Joshi  
Ph.D. (Harvard)

Sudhir Kakar  
Ph.D. (Vienna)

Amarlal Kalro  
Ph.D. (Minnesota)

M. S. Krishnaswamy  
Ph.D. (Kansas)

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

Suresh C. Kuchhal  
M.Com. (Allahabad)

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

M. Meenakshi Malya  
M.Sc. (Aberdeen)  
(At Harvard, D.B.A. Programme)

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

Sasi B. Misra  
Ph.D. (U.C.L.A.)

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

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

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

Samuel Paul  
Ph.D. (Syracuse)

Keshav Prasad  
M.A. (Patna)  
M.B.A. (Harvard)

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

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

C. Rangarajan  
Ph.D. (Pennsylvania)

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

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

Girja Sharan  
Ph.D. (Cornell)

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

N. R. Sheth  
Ph.D. (Baroda)

S. Sikdar  
Ph.D. (I.I.T., Kharagpur)

Dwijendra Tripathi  
Ph.D. (Wisconsin)

K. L. Varshneya  
B.Com. (Agra)  
Dip. Bus. Man. (Delhi)  
Cert. I.C.A.M.E. (Stanford)

Pramod Verma  
Ph.D. (Manchester)

M. N. Vora  
M.B.A. (Pennsylvania)  
(At Harvard, D.B.A. Programme)

C. D. Wadhva  
Ph.D. (Yale)



## PERSONS BEING TRAINED FOR FACULTY

J. C. Camillus  
Dip. Bus. Adm. (I.I.M.A.)  
(At Harvard, D.B.A. Programme)

G. K. Jayaram  
Dip. Bus. Adm. (I.I.M.A.)  
(At U.C.L.A., Ph.D. Programme)

M. S. Saiyadain  
M.A. (Hawaii)  
(At Kansas, Ph.D. Programme)

Ravi V. Sarathy  
Dip. Bus. Adm. (I.I.M.A.)  
(At Northwestern, Ph.D. Programme)

## RESEARCH STAFF

P. Andiappan  
M.A., M.Litt. (Madras)

Y. P. Aneja  
M. Stat. (I.S.I.)

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

S. C. Bandopadhyay  
M.A. (Jadavpur)

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

P. C. Bhargava  
M.L.W., LL.B. (Gujarat)

B. S. Bhatia  
Dip. Bus. Adm. (I.I.M.A.)

S. C. Bhatnagar  
Dip. Bus. Adm. (I.I.M.A.)

B. R. Bhatt  
Dip. Bus. Adm. (I.I.M.A.)

P. Narayana Chary  
B.Sc., B.Ed. (Osmania)

S. N. Chokshi  
B.Sc. (Gujarat)

V. V. Choukidar  
Ph.D. (I.A.R.I.)

Vabiz Dhanjibhoy  
M.A. (Fordham)

M. B. Dave  
M. Stat. (I.S.I.)

V. R. Dave  
M.L.W. (Gujarat)

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

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

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

T. P. Gopaldaswamy  
Ph.D. (I.A.R.I.)

L. C. Gupta  
M.A. (Agra)

P. C. Gupta  
M.Tech. (I.I.T., Kanpur)

J. K. Hakim  
M. Tech. (Kanpur)

S.M.S. Haque  
Ph.D. (Udaipur)

D. R. G. Jadav  
M.A. (Karnatak)

A. Jagannathan  
B.E. Mech. (Madras)

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

A. K. Jain  
Dip. Bus. Adm. (I.I.M.A.)

- P. Joshi  
M.A. (Gujarat)
- Geeta Kantawala  
M.A. (Gujarat)
- Gopal Krishna  
M.S.W. (Lucknow)  
Dip. P.A. (Lucknow)
- Rishi Kumar  
M.E. (Roorkee)
- R. J. Makhija  
M.A. (Gujarat)
- D. P. Mathur  
M.A. (Rajasthan)
- B. D. Mehta  
M.S. (I.I.T., Chicago)  
M.B.A. (Loyola Uni., Chicago)
- N. Mohanan  
M.Cop. (N.C.R.H.E., Delhi)
- Gargi K. Munshi  
M.A. (Gujarat)
- A. G. K. Murty  
M.A. (Patna)
- N.R.N. Murty  
M.Tech. (I.I.T., Kanpur)
- N. Naganna  
M.A. (Andhra)  
M.A. (Delhi)
- A. V. S. Narayanan  
M.Sc. Agri. (Banaras)  
(on leave)
- R. S. Pal  
Ph.D. (I.A.R.I., Delhi)
- B. C. Patel  
M.Sc. (Baroda)
- B. V. Patel  
M.Sc. (Gujarat)
- D. A. Patel  
M.Sc. (Gujarat)
- K. V. Patel  
M.A. (Baroda)
- N. T. Patel  
B.A. (Baroda)
- Hari Prakash  
M.A. (Panjab)
- V. Ramachandran  
M.Sc. (I.A.R.S.)
- K. S. Raman  
M.Com. (Gujarat)
- M.R.G. Appa Rao  
P.G.D.M. (I.I.M.C.)
- M. J. Mohan Rao  
M.A. (Andhra)
- K. Subhas Rao  
M.A. (Lucknow)
- Somaswar Rao  
M.A. (Osmania)
- N. Venkata Rao  
M.A. (Delhi)  
(on leave)
- Minal Rindani  
M.A. (Gujarat)
- J. L. Saha  
B.Stat. (I.S.I.)  
Dip. S.Q.C. (I.S.I.)
- P. L. Sankhyan  
M.Sc.Agric.Econ. (I.A.R.I., Delhi)
- Shanti Seth  
Ph.D. (Lucknow)
- R. Seethalakshmi  
M.A. (Delhi)
- M. K. Shah  
M.Sc. (Baroda)
- S. K. Shukla
- G. J. Singh  
M.Tech. (I.I.T., Kanpur)
- Gurdev Singh  
M.Sc.Agric. (Panjab)
- Minal Devinder Singh  
M.A. (Gujarat)
- O. P. Srivastava  
B.Sc. (Hons.)  
Ag. and A.H. (U.P.A.U.)
- D. S. Thakur  
Ph.D. (I.A.R.I.)

B. L. Tripathi  
M.A. (Rajasthan)

S. S. Tripathi

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

N. G. Varadan  
M.Sc. (Annamalai)

#### ADMINISTRATIVE STAFF

M. K. Subramaniam  
M.A. (Madras)  
Administrative Officer and  
Secretary to the Faculty

S. Sreenivas Rao  
M.A. (Osmania)  
M.A. (Syracuse)  
Programmes and Publications  
Co-ordinator and Member of  
the Faculty

P. K. Varkey  
Asst. Administrative Officer

C. Ramdoss  
B.Sc. Hons. (Bombay)  
S.A.S.  
Accounts Officer

S. V. Ramamurthy  
B.Sc. (Madras)  
L.L.B. (Delhi)  
Admissions officer

S. K. Narayanan  
M.A. (Panjab)  
Asst. Warden

#### LIBRARY

Anand S. Dhawle  
M.L.S. (Pittsburgh)  
Librarian and Member  
of the Faculty

Jayendra F. Pandya  
B.A. (Gujarat)  
Dip. Lib. Sc. (Bombay)  
Reference Librarian

R. M. Mehta  
B.A. (Baroda)  
Dip. Lib. Sc. (Baroda)  
Head, Catalogue Dept.

#### APPENDIX E

#### FACULTY AND RESEARCH STAFF APPOINTMENTS

Faculty	Area	Date of joining
Dr. Pulin K. Garg	Organizational Behaviour	1. 4.1970
Dr. G. S. Gupta	Banking Studies Project	29. 6.1970
Dr. Pramod Verma	O.B. & Economics	1. 7.1970
Dr. Charan Wadhva	Economics	10. 7.1970
Dr. Amarlal Kalro	Production & Quantitative Methods	10. 8.1970

	<i>Area</i>	<i>Date of joining</i>
Dr. M. S. Krishnaswamy	Centre for Management in Agriculture	12. 8.1970
Dr. A. Isaac	Prod. & Q. M.	25. 9.1970
Dr. K. K. S. Chauhan	C.M.A.	7.12.1970
Dr. A. Ghose	Computer Centre	15. 1.1971
Dr. Girja Sharan	C.M.A.	17. 2.1971
Dr. S. Sikdar	Computer Centre	22. 8.1971

#### **Research Staff**

Mr. D. R. G. Jadav	C.M.A.	8. 4.1970
Mr. B. S. Bhatia	Marketing	6. 4.1970
Mr. P. Someswar Rao	Economics	16. 4.1970
Mr. S. C. Bhatnagar	C.C.	2. 5.1970
Mr. M. B. Dave	C.M.A.	6. 5.1970
Mr. A. K. Jain	Marketing	19. 5.1970
Mr. N. R. N. Murthy	C.C.	26. 6.1970
Mr. M. R. G. Appa Rao	C.C.	30. 6.1970
Miss R. Seethalakshmi	O.B.	7. 8.1970
Mr. M. R. Tembe	C.M.A.	18. 8.1970
Mr. P. Andiappan	Short-Term Economic Forecasting Project	26. 8.1970
Mr. T. S. Ananthanarayan	Trade Union Project	1. 9.1970
Mr. S. K. Shukla	C.M.A.	1. 9.1970
Mr. V. V. Choukidar	C.M.A.	2. 9.1970
Mr. B. D. Mehta	Prod. & Q. M.	10. 9.1970
Dr. R. S. Pal	C.M.A.	10. 9.1970
Mr. S. S. Tripathi	Agro-Industries Complex Project	10. 9.1970
Mr. P. C. Bhargava	Committed Work Force Project	1.10.1970
Mr. Mrinmoy Das	C.C.	5.10.1970
Mr. Rishi Kumar	C.C.	20.10.1970
Mr. R. J. Makhija	C.W.F.P.	26.10.1970
Miss V. Dhanjibhoy	S.T.E.F.P.	2.12.1970
Mr. N. G. Vardan	S.T.E.F.P.	2.12.1970
Mr. J. K. Hakim	C.C.	28.12.1970
Mr. N. Naganna	S.T.E.F.P.	4. 1.1971
Dr. S. M. S. Haque	C.M.A.	5. 1.1971
Mr. Hari Prakash	C.M.A.	6. 1.1971
Mr. P. C. Gupta	Hindustan Aeronautics Ltd. Project	15. 2.1971
Mr. G. J. Singh	H.A.L.P.	19. 2.1971
Mr. P. L. Sankhayan	C.M.A.	29. 3.1971
Mr. D. S. Thakur	C.M.A.	29. 3.1971

#### **APPENDIX F**

#### **FACULTY AND RESEARCH STAFF RESIGNATIONS**

	<i>Area</i>	<i>Left on</i>
<b>Faculty</b>		
Dr. V. N. Krishnan	Economics	8. 4.1970
Dr. G. K. Bhattacharyya	Production & Quantitative Methods	1. 5.1970

	<i>Area</i>	<i>Left on</i>
Dr. S. M. Patel	Centre for Management in Agriculture	11. 5.1970
Prof. T. N. Sheth	Organizational Behaviour	15. 6.1970
Dr. S. C. Aggarwal	Prod. & Q. M.	24. 6.1970
Dr. Subhash Jain	Marketing	30. 6.1970
Dr. C. P. Rao	Marketing	19. 8.1970
Prof. M. Siddappa	Banking Studies Project	12.12.1970

#### **Research Staff**

Mr. N. Ganesan	Hindustan Aeronautics Ltd. Project	4. 4.1970
Mr. K. V. Parameswaran	Prod. & Q. M.	14. 4.1970
Mr. A. M. Dalvi	Marketing	25. 4.1970
Mr. K. Jaya Tilak	B.S.P.	30. 5.1970
Mr. V. Pothanna	C.M.A.	1. 6.1970
Mr. S. B. Tambad	C.M.A.	18. 6.1970
Mr. K. K. Verma	O.B.	20. 6.1970
Mr. K. Anantharaman	B.S.P.	30. 6.1970
Miss C. R. Shah	Economics	28. 7.1970
Miss S. N. Desai	Economics	17. 8.1970
Miss Ranjana Parikh	Short-Term Economics Forecasting Project	28. 9.1970
Mr. M. R. Tembe	C.M.A.	14.11.1970
Mrs. Gopa Banarjee	S.T.E.F.P.	1.12.1970
Mr. H. K. Shivdasani	O.B.	1.12.1970
Mr. Mrinmoy Das	Computer Centre	2.12.1970
Mr. G. S. Bhatnagar	C.M.A.	14.12.1970
Mr. P. P. Madappa	C.M.A.	15.12.1970
Mr. N. M. Tripathi	C.M.A.	24.12.1970
Mr. L. M. Dixit	O.B.	1. 2.1971
Mr M. N. M. Raju	C.M.A.	28. 2.1971
Mr. T. S. Ananthanarayanan	Trade Union Project	29. 3.1971

## **APPENDIX G**

### **FACULTY AND STAFF PUBLICATIONS**

**July 1970 to June 1971**

#### **BOOKS**

- Chowdhry, Kamla. *Change-in-Organizations*. Bombay : Lalvani Publishing House, 1970.
- and Kakar, Sudhir. *Conflict and Choice : Indian Youth in a Changing Society*. Bombay : Somaiya Publications Pvt. Ltd., 1970.
- and Kakar, Sudhir. *Understanding Organizational Behaviour : Cases and Concepts*. New Delhi : Tata McGraw-Hill Publishing Co. Ltd. 1971.
- Dayal, Ishwar; and Sharma, Baldev R. *Strike of Supervisory Staff in the State Bank of India*. Bombay : Progressive Corpn. Pvt. Ltd., 1971.

- Desai, B. M.; and Desai, D. K. *Farm Production Credit in Changing Agriculture*. Ahmedabad : Indian Institute of Management, 1971.
- Desai, D. K.; and Murty, A.G. K. *A Study on Multi-Nutrient Fertilizer Market (A Pilot Study in Guntur District, A. P.)*. Ahmedabad : Indian Institute of Management, 1970.
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- Gaikwad, V. R. *Small Farmers : State Policy and Programme Implementation*. Hyderabad : National Institute of Community Development, 1971.
- George, P. S.; and King, G. A. *Consumer Demand for Food Commodities in United States with Projections for 1980*. Berkeley, California, U.S.A. : Department of Agricultural Sciences, California University, 1971.
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- and Chowdhry, Kamla. *Conflict and Choice : Indian Youth in a Changing Society*. (See under Chowdhry.)
- and Chowdhry, Kamla. *Understanding Organizational Behaviour : Cases and Concepts*. (See under Chowdhry.)
- Kuchhal, S. C. *Corporation Finance*. 8th ed. Allahabad : Chaitanya Publishing House, 1970.
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- and Bhasin, K. K. *On an Application of Theory of Runs to a Production Problem*. Ahmedabad : Indian Institute of Management, 1970.
- Murty, A. G. K.; and Desai, D. K. *A Study on Multi-Nutrient Fertilizer (A Pilot Study in Guntur District, A. P.)*. (See under Desai, D. K.)
- Pandya J. F.; Shah, M. C.; and Trivedi, G. J. *Studies in Indian Taxation : A Survey of Eleven Years Literature (1960-70)*. Ahmedabad : Balgovind Prakashan, 1971.
- Paul, Samuel; Haynes, Warren; and Mote, V. L. *Managerial Economics : Analysis and Cases*. (See under Mote.)
- Patel, S. M.; and Patel, K. V. *Economics of Tubewell Irrigation*. Ahmedabad : Indian Institute of Management, 1971.
- Sharma, Baldev R.; and Dayal, Ishwar. *Strike of Supervisory Staff in the State Bank of India*. (See under Dayal.)
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#### RESEARCH REPORT

- Desai, B. M.; and Desai, D. K. *Potentialities for Mobilising Investible Funds in Developing Agriculture (A Study in Baroda District, Gujarat State)*. Ahmedabad : Indian Institute of Management, 1971.

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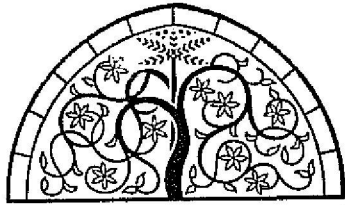
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- Raghavachari, M. "Multi-Sample Tests for Scale," *Annals of Institute of Statistical Mathematics*, Tokyo, Japan, XXII, 1970.
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- \_\_\_\_\_. "Taxation as a Tool of Redistribution in Developing Economics," *Economic Development and Cultural-Change*, XIX, 2 (January 1971) 253-256.
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- \_\_\_\_\_ and Das, P. K. "Investment in Private Sector in Gujarat," *Economic Times*, March 13, 1971.
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- Wadhva, Charan D. "Regional Payments Arrangements : An Application to Asia and the Far East," *Yale Economic Essays*, X, 1 (Spring 1970), 149-89.
- . "Selected Abstract on Regional Payments Arrangements : An Application to Asia and the Far East," *Journal of Economic Literature*, IX, 1, (March 1971), 354-355.
- Saiyadain, M. S. ; and Dayal, Ishwar. "Cross-Cultural Validation of Motivation-Hygiene Theory." (See under Dayal)
- Tripathi, Dwijendra. "Indian Entrepreneurship in Historical Perspective : A Re-Interpretation," *Economic and Political Weekly*, VI, 22 (May 29, 1971), M59-M66.
- . "Curriculum for the Post-Graduate Programme in Management : Search for Relevance," *IIMA Alumnus*, III, 1-2 (June 1971), 1-5.

#### PAPERS PRESENTED AT PROFESSIONAL CONFERENCES

- Balachandra, R. "Determination of a Satisfying Menu by Linear Programming" and "Acquisition of Technology by Indian Industries," Annual Convention of the Indian Institution of Industrial Engineering, Ambalamedu, Kerala, Feb. 17-20.
- Bhatnagar, S. C. ; and Krishnayya, J. G. "An Interactive Computer Model for Media Selection," Annual Meeting of the Computer Society of India, Bangalore, Jan. 15, 1971.
- Chauhan, K. K. S. ; and Gothecha, P. K. "Study of a Regulated Market in Rajasthan," Seminar on Emerging Problems of Marketing in Agricultural Commodities, Nagpur, Feb. 18-20, 1971.
- Chowdhry, Kamla. "Organization and Decision Making : Indian Institute of Management," Meeting of the Asian Business Schools, Manila, Philippines, Nov. 18-20, 1970.
- . "Social Cultural Factors and Managerial Behaviour in Organizations," 1971 Asian Regional Conference on Industrial Relations, Tokyo, Mar. 16-19, 1971.
- Dayal, Ishwar. "Precondition for Effective Use of Automated Technology in India," ILO, Geneva, July 1-8, 1970.
- . "Key Variables in Organizations," Asian Institute of Educational Planning and Administration, New Delhi, Nov. 2-12, 1970.
- . "Role of Government : Agrarian Values and Industrial Growth," National Management Convention, New Delhi, Feb. 12-14, 1971.
- Desai, D. K. "Rapporteur's Report on Pattern of Income Distribution, Savings and Expenditure in Rural Areas," 30th Annual Conference of the Indian Society of Agricultural Economics, U.P. Agricultural University, Pantnagar, Nainital, Oct. 23-25, 1970.
- Desai, G. M. "Some Observations on Economics of Cultivating High Yielding Varieties of Rice in India," Rice Policy Conference, International Rice Research Institute, Los Banos, Philippines, May 1971.

- Garg, Pulin K. "Small Townships : A Perspective for Development," ICSSR Seminar on Development of Small Towns, Delhi, April 1971.
- Ghose, A. "Constructive Foundations of Mathematics (I and II)," Summer School on Mathematical Logic, Indian Institute of Science, Bangalore, June 7-9, 1971.
- Hegde, B. K. "India : Some Aspects of Industrial Management," Second Asian Conference of ECAFE, Tokyo, September 1970.
- Joshi, Nandini U. "A Planning Model for Resource Allocation in Higher Education," Third Annual Convention of Operations Research Society of India, Hyderabad, Dec. 27-29, 1970.
- . "Imported Chalk," Second Annual Convention of Gujarat Economic Society, Baroda, Jan. 2-3, 1971.
- . "Teaching Economics in Asian Universities," Second A.D.C. Conference, Singapore, Feb. 8-14, 1971.
- Karlo, A.; Arora, S. R.; and Gallo, A. "Optimal Rule for Initial Loading and Swapping in a Multi-Level Memory Hierarchy System," 11th American Meeting of the Institute of Management Sciences, Los Angeles, October 1970.
- . "Optimal Sizing, Loading and Reloading in a Multi-Level Memory Hierarchy System," SIAM 1970, Fall Meeting, October 1970.
- Krishnayya, J. G. "Computer Aids for National Policy," Seminar on Family Planning Policy and Administration, Indian Institute of Public Administration, New Delhi, May 19-21, 1971.
- and Bhatnagar, S. C. "An Interactive Computer Model for Media Selection," Annual Meeting of the Computer Society of India, Bangalore, Jan. 15, 1971.
- Kulkarni, G. R. "India : Education for Management Development in Industry and Government," and "India : Computers, the Business, and the Government," Second Asian Conference on Industrialization, UN Economic Commission for Asia and the Far East, Tokyo, Sept. 8-21, 1970.
- . "Developing Relations with the Business Community," and "Curriculum, Course and Case Development at the Indian Institute of Management, Ahmedabad," Meeting of the Asian Business Schools, Manila, Phillipines, Nov. 18-20, 1970.
- Mote, V. L.; and Saha, J. L. "Applications of Decision under Uncertainty and Linear Programming to Problems of Planning and Control : A Case Study," Annual Convention of the Operations Research Society of India, Hyderabad, Dec. 27-29, 1970.
- Paul, Samuel. "Measurement of Comparative Advantage :The Case of Steel," Seminar on Industry and the Fourth Plan, Bombay University, Bombay, March 29-31, 1971.
- . "Short-Term Investment Forecasting : Some Notes on Methodology," Business Economists Conference, Bombay, April 9, 1971.
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