

ELEVENTH ANNUAL REPORT

APRIL 1, 1972
to
MARCH 31, 1973

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

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PART I

THE INSTITUTE

1962-63 1963-64 1964-65 1965-66 1966-67 1967-68 1968-69 1969-70 1970-71 1971-72 1972-73

Sectoral Programmes	1962-63	1963-64	1964-65	1965-66	1966-67	1967-68	1968-69	1969-70	1970-71	1971-72	1972-73
Multi-Level Dairy Management Programme	-	-	-	79* 18**	22+ 3**	-	-	-	-	-	-
New Foods for National Development	-	-	-	-	70	-	-	-	-	-	-
Modernization in Rice Industry Seminar	-	-	-	-	-	66	-	-	-	-	-
Agricultural Finance Seminar	-	-	-	-	-	51	-	-	-	-	-
Agricultural Supply Management Programme	-	-	-	-	-	21	28	-	15	38	-
Dairy Executives Management Programme	-	-	-	-	-	-	17	-	1	-	-
Bank Management Development Programme	-	-	-	-	-	-	-	63	-	-	-
Management of Credit Function	-	-	-	-	-	-	-	-	25	-	-
Rice Mill Management Programme	-	-	-	-	-	-	-	-	-	37	-
Inter-University Programmes	-	-	-	-	-	-	-	-	-	-	-
Programme for University Teachers-Inter-University Programme (No. of Faculty)	-	-	36	34	19	21	-	-	-	-	-
Research and Publications	-	-	-	4	4	-	2	-	-	-	-
Cases Collected (Cumulative)	-	100	300	400	500	600	750	850	875	906	975
Research Project Completed (Cumulative)	-	-	1	16	16	23	36	47	56	71	93
Consulting	-	-	-	-	-	-	-	-	-	-	-
Consulting Projects Completed (Cumulative)	-	-	-	-	-	24	40	57	60	67	67
Alumni Activities	-	-	-	-	-	-	-	-	-	-	-
Alumni Conference	-	-	53	66	61	95	129	130	58	79	-
Facilities	-	-	-	-	-	-	-	-	-	-	-
Library Books (Cumulative)	2000	9000	13000	22000	27000	34000	40000	46000	49906	55246	59079
Building Area Provided (in thousand sq.m) (Cumulative)	--	--	-	9.37	13.45	16.64	19.65	22.47	27.88	35.95	42.39

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

PROGRAMMES AND ACTIVITIES
1972-1973

Post-Graduate
Programmes

Two-Year Post Graduate Programme in
Business Administration

One-Year Programme for Management in
Agriculture

Fellow in Business Administration
Programme

Executive Development
Programmes

Management Development Programme for
Senior Officers in Uttar Pradesh
Government

3-Tier Programme for Management Development

Changing Patterns of Industrial Relations

Programme on Production and Operations
Management

Marketing Information and Decision Making

Applications of Operations Research

Workshop on Design and Implementation of
Management Planning and Control Systems

Agricultural Management Programme

Programme for Trade Union Leaders of
Gujarat

Rice Mill Management Programme

Research

15 research projects were completed and
21 were in progress

Consulting

7 projects were completed and 24 were in
progress

SOCIETY AND DONOR MEMBERS

The 16th meeting of the Indian Institute of Management Ahmedabad Society, held on Apr. 15, 1972, approved the award of certificates to the seventh batch of 119 students and two students of the sixth batch of the Post-Graduate Programme in Business Administration at the 7th Annual Convocation. The Society empowered the Director to award the Post-Graduate Diploma in Business Administration to two of the Post-Graduate Programme students of 1970-72 batch when they complete all the required formalities.

The Society, also approved the award of certificates to the second batch of 33 students of the Programme for Management in Agriculture at the 7th Annual Convocation.

The 17th meeting of the Society, held on July 22, 1972 adopted the 10th Annual Report and the accounts for the year ending March 31, 1972.

The membership of the Society at the end of the year was 87.

DONATIONS FROM INDUSTRY

Donations were received from Aryodaya Ginning & Manufacturing Co. Ltd. (second instalment for Rs. 18,000) and Apurva Containers Pvt. Ltd. (Rs. 10,000). The first company contributed Rs. 25,000 in two instalments and accordingly has been enrolled as a member of Indian Institute of Management Ahmedabad Society.

BOARD OF GOVERNORS

The Board held five meetings on Apr. 15, 1972; May 5, 1972; July 22, 1972; Oct. 9, 1972; and Jan. 23, 1973.

Dr. Samuel Paul was nominated by the Chairman to the Board on May 31, 1972 from the Institute's faculty.

Mr. M.D. Rajpal was on the Board during July–November, 1972, representing the Government of Gujarat. Mr. L.B. Dalal, Chief Secretary, Government of Gujarat, replaced Mr. Rajpal in November, 1972.

The Government of India nominated to the Board the following persons from Sept. 1, 1972, for five years as representatives of Commerce, Industry, Labour, and other interests:

1. Mr. Kasturbhai Lalbhai
2. Mr. J.J. Mehta
3. Mr. Natwarlal Shah
4. Mr. C.P. Srivastava

The terms of the following members expired during the year:

1. Mr. V. Isvaran
2. Mr. Arvind Narottam
3. Mr. Rohit C. Mehta
4. Mr. J.J. Ehabha
5. Mr. Manohar Bandiwdekar

The following committees of the Board functioned during the year:

The Budget Committee met on Nov. 2, 1972, the Personnel Committee on May 10, 1972, Oct. 9, 1972, Oct. 17, 1972 and Mar. 23, 1973, and the Building Committee on July 22, 1972, and Jan. 23, 1973.

FACULTY AND RESEARCH STAFF

At the end of the year, there were 57 faculty and 77 research staff members. Four new faculty and 37 research staff joined the Institute during the year. Three faculty and 31 research staff members left the Institute.

Faculty Development

The following faculty members continued to work for doctoral degree:

<u>Name</u>	<u>Area</u>	<u>University</u>
Meenakshi Malya	Production and Quantitative Methods	Harvard
M.N. Vora	Marketing	Harvard
K. Balakrishnan	Finance and Accounting	Harvard

The following faculty members were sponsored for doctoral programme:

<u>Name</u>	<u>Area</u>	<u>University</u>
R. Balachandra	Production and Quantitative Methods	Columbia
L.R. Bhandari	Marketing	Columbia
C.K. Prahalad	Business Policy	Harvard

Research Staff

The following research staff members continued to work for doctoral degree:

<u>Name</u>	<u>Area</u>	<u>University</u>
Y.P. Anuja	Production and Quantitative Methods	Johns Hopkins
A.K. Banerjee	Production and Quantitative Methods	Wisconsin
B.M. Desai	Agricultural Economics	Cornell
J.L. Saha	Operations Research	Casewestern
V. Jaikumar	Finance and Accounting	Columbia

PGP Students

The following graduates of the Post-Graduate Programme continued to work for doctoral degree:

<u>Name</u>	<u>Area</u>	<u>University</u>
G.K. Jayaran	Organizational Behavior	UCLA
N. Dholakia	Marketing	Northwestern
Ravi Sarathy	Control Systems	Northwestern
R.K. Sarin	Production	UCLA
A.K. Vora	Finance	Northwestern

Visiting Faculty

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

K.K. Anand
Chief Personnel and
Organisation Manager
Larsen & Tubro Ltd.

Prafull Anubhai
Managing Director
Rustom Jehangir Vakil Mills Ltd.

P.N. Bhalla
Finance Director
State Trading Corporation

Kamla Chowdhury
Programme Adviser in Public
Planning and Management
Ford Foundation
New Delhi

T.S. Nagarajan
Sales and Marketing Director
Brooke Bond (India) Ltd.

H. Narasimham
Secretary
Reserve Bank of India

N.M. Pai
Director (Finance & Administration)
Batliboi & Co.Pvt.Ltd.

V.H. Patil
Professor
Bajaj Institute of Management
Studies

Subir Chowdhury
 Manager
 Management Services
 I.C.I. (India) Ltd.

S. Sen Gupta
 Regional Director
 Clarion-McCann
 Advertising Services Ltd.

S.Y. Gupta
 Assistant Commissioner
 Income-tax
 Poona

N.K. Jaiswal
 Institute of Defence Studies
 and Analyses

Phiroze B. Medhora
 Deputy General Manager
 I.C.I.C.I.

J. Sudarsana Rao
 Manager
 Coca-Cola Export Corporation

P. Sadanandan
 Tata Institute of Fundamental Research

P.A. Saleem
 All India Sales Manager
 Voltas Ltd.

H.D. Shah
 Manager
 Arvind Mills Ltd.

G. Sundaram
 President
 All India Petroleum Federation

Robert L. Williams
 Professor & Chairman
 Industrial & Systems Engg. Dept.
 Ohio University.

Director's Resignation

Prof. Ravi J. Matthai who took over as the first fulltime Director of this Institute in 1965 stepped down from the Directorship of IIMA on Sept. 7, 1972. Although a firm foundation had been laid down under the imaginative leadership of Dr. Vikram Sarabhai, the academic structure was yet to be built up. The task was by no means an easy one because we were still groping for the best way to achieve our objectives, and there was no precedence which we could depend on. Our road was rough and our goal was distant, and the challenge of the task demanded all the qualities of imagination, foresight, tolerance, and perseverance. During seven years of his

brilliant leadership, Prof. Matthai provided all these and much more. He provided a sense of missionary zeal which unfolded before ourselves a whole vista of activities and programmes in the field of management education. The position of eminence which this Institute has achieved is, in every sense of the term, due to his brilliant leadership. Prof. Matthai put Ahmedabad on the educational map of the world. This aptly sums up Prof. Matthai's contribution to the management education in general and to the development of this Institute in particular.

The Institute community and the public paid rich tributes in a function organized to honour Prof. Matthai for his valuable services. Prof. Matthai continues to be a member of the faculty.

Dr. Samuel Paul, took over charge on September 8, 1972 from Prof. Matthai.

FORD FOUNDATION

In June 1972, the Ford Foundation gave a grant of \$775,000 for financing expansion of Institute facilities and activities in research, publications, acquisition of books, and training of faculty abroad.

PART II
POST-GRADUATE PROGRAMMES

POST-GRADUATE PROGRAMME IN BUSINESS ADMINISTRATION

ADMISSION

(1973-75 Session)

The selection procedures for 1973 were more or less the same as in 1972 with some modifications in the eligibility clause. The minimum requirement of 50% marks for seeking admission stipulated in 1972 was maintained. However, the number of examinations for consideration was reduced from three to two.

5,325 filled in applications were received this year as against 4,900 in 1972 (an increase of 9%).

As in the past all the eligible applicants were called for a written test. On the basis of the application evaluation and scores in the test, 630 candidates were called for group discussion and personal interviews. The final selection was made in April 1973 on the basis of application evaluation and performance in group discussions and interviews.

Salient features of applicants and selected candidates
are given below:

	<u>Applicants</u>		<u>1972-74</u>	
	<u>Number</u>	<u>Percentage</u>	<u>Number</u>	<u>Percentage</u>
<u>Educational Background</u>				
Arts	660	12.4	537	11.36
Commerce	810	15.2	644	13.14
Engineering	2029	38.1	2236	45.63
Science	1825	34.3	1463	29.87
	<u>5324</u>	<u>100.0</u>	<u>4900</u>	<u>100.00</u>
<u>Work Experience</u>				
With work experience	1343	25.2	931	19.00
Without work experience	3981	74.8	3969	81.00
	<u>5324</u>	<u>100.0</u>	<u>4900</u>	<u>100.00</u>
<u>Age</u>				
Upto 20 years	1717	32.1	1621	33.1
21 to 25 years	3191	60.0	298	60.7
26 to 30 years	326	6.1	230	4.7
31 to 35 years	46	0.9	34	0.7
36 years and above	44	0.8	35	0.8
	<u>5324</u>	<u>100.0</u>	<u>4900</u>	<u>100.0</u>
<u>Sex</u>				
Male	5135	96.4	4754	97.02
Female	189	3.6	146	2.98
	<u>5324</u>	<u>100.0</u>	<u>4900</u>	<u>100.00</u>

Selected Candidates

	<u>1973-75</u>		<u>1972-74</u>	
	<u>First 125</u>	<u>Next 45</u>	<u>First 125</u>	<u>Next 55</u>
<u>Educational Background</u>				
Arts	11	2	17	4
Commerce	8	5	10	2
Engineering	77	28	76	35
Science	29	10	22	14
	<u>125</u>	<u>45</u>	<u>125</u>	<u>55</u>
<u>Work Experience</u>				
With work experience	48	15	55	14
Without work experience	77	30	70	41
	<u>125</u>	<u>45</u>	<u>125</u>	<u>55</u>
<u>Age</u>				
Average Age	21.7	20.7	22.4	22.1
Model Age	21	21	23	22
<u>Sex</u>				
Male	116	45	114	54
Female	9	-	11	1
	<u>125</u>	<u>45</u>	<u>125</u>	<u>55</u>

NINTH SESSION
(1972-74)

The 9th session of the PGP started on June 30, 1972, with 126 students in the first year and 110 in the second year. Then there were 3 dropouts from the first year.

Under an academic arrangement between the Institute and the Institute of Management Development, Tanzania, three students were admitted to the programme. The 1972-74 batch also included three scheduled caste/schedule tribe students.

At the request of Case Western Reserve University, USA, one Indian student who could not complete his MBA course requirements at that university was permitted to study a few courses at the Institute. Case Western Reserve University has accepted the academic credit earned by the student at the Institute and awarded him its MBA degree.

Curriculum 1972-73

The first year course package remained unchanged except the addition of a few sessions on computer programming for the students to learn basic computer programming and to use the Institute's time shared computer facility in their academic work.

In the second year, 44 elective courses and 20 project courses were taught during the three terms in addition to the two-term compulsory course in Business Policy. Four guest

faculty members drawn from professional fields were involved in the second year teaching.

Students' Exchange Visit

During the last few years, the students of the Indian Institutes of Management, Ahmedabad and Calcutta, have been paying goodwill visits to each other every alternate year. A group of 19 students from this Institute visited IIM, Calcutta, from Jan. 9 to 17, 1973. The IIMA students participated in various cultural programmes and benefitted from the exchange of views with the IIMC students and faculty.

Curriculum Planning

A Committee of our faculty members reviewed the first year course package and submitted a report for designing an integrated first year curriculum.

Another faculty committee reviewed the use of computers in the Post-Graduate Programme. Subsequently, a new course on computers and computer programming with 15 class sessions was added to the first year course package of 1973-74 academic year.

The responsibility to deal with the planning, design, and approval of specific courses was entrusted to a "Course Committee" consisting of area Chairmen and the Chairmen of the Post-Graduate Programme, Fellow in Business Administration

Programme, and Programme for Management in Agriculture.

7th Annual Convocation

The 7th Annual Convocation was held on Apr. 15, 1972.

Mr. C. Subramanian, Minister of Planning, Science and Technology, delivered the Convocation address. 121 students of the 1970-'72 class were awarded the Post-Graduate Diploma.

The following four students received the Institute's Gold Medals for outstanding scholastic performance.

1. Mr. S. Ramakrishnan
2. Mr. V.S. Krishnan
3. Mr. Vijay Sagar
4. Mr. S. Umapathy

FINANCIAL AID

IIMA Loan Assistance Scheme

Based on need, 50 students of the first year and 43 students of the second year were awarded total financial loan assistance of Rs. 1,75,500.

ITC Loan Fund

India Tobacco Company Ltd. donated Rs. 50,000 to institute a loan fund called the "ITC Loan Fund." Interest on this amount was utilized for awarding 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. Century Spinning & Manufacturing Co. Ltd.
4. Chesebrough-Pond's Inc.
5. Coca-Cola Export Corporation
6. Esso Standard Eastern Inc.
7. Gotez (India) Ltd. (Subsidiary of Escorts Ltd.)
8. IBM World Trade Corporation
9. Indian Oil Corporation
10. Industrial Cables Public Charitable Trust
11. International Tractor Company of India Ltd.
12. Kirloskar Oil Engines Ltd.
13. L.D. Charitable Trust (2 Fellowships)
14. Larsen & Toubro Ltd.
15. Madras Rubber Factory Ltd.
16. Seth Purushottambhai Daganbhai Memorial Trust
17. Shardaben Dangubhai Mafatlal Public Charitable Trust
18. Tara Vati Nam Gopal Mehra Foundation
19. The Bombay Burmah Trading Corporation Ltd.
20. United Commercial Bank
21. Warner Hindustan Ltd.

State Bank of India Loan Assistance Scheme

The State Bank of India 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. 1,34,700 was given to 39 first year students and 39 second year students.

Scholarships for PMA

The Gujarat State Fertilizer Co. Ltd. has instituted two scholarships for the Programme for Management in Agriculture students. The value of the scholarships is Rs. 3,500 per annum.

The Bank of Baroda gave loan assistance of Rs. 68,500 to 25 students of the Programme for Management in Agriculture.

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

PROGRAMME FOR MANAGEMENT IN AGRICULTURE

Admissions

The Admission work for the 1972-'73 batch was initiated as early as November 1971. About 400 request were received for applications, and about 250 candidates finally applied for the programme. A main feature of the admission procedure for this batch was that the admission was restricted only to candidates having Masters' Degree in Agriculture, Animal Science or allied subjects or B.Sc. Degree in Agricultural Engineering. The applicants were divided into three broad categories, Agriculture and Animal Science, Agricultural Engineering, and Humanities and Social Science with specialization in Agricultural Economics or Rural Sociology. There was also an upper age limit of 30 years for admission.

Based on the composite scores of previous academic record, work experience, extra curricular activities, admission tests, group discussion and interviews, 35 candidates were selected. Further details are given below:

<u>Educational Background</u>	<u>Candidates selected</u>	
	No.	%
Agricultural Engineering	14	35.0
Agricultural Sciences	25	62.5
Humanities and Basic Science	1	2.5

	<u>Candidates Selected</u>	
	No.	%
Work Experience	22	55.0
Without work experience	18	45.0
<u>Age</u>		
20	5	12.5
21	3	7.5
22	5	12.5
23	6	15.0
24	6	15.0
25	5	12.5
26	3	7.5
27	5	12.5
28	-	-
29	1	2.5
30	<u>1</u>	<u>2.5</u>
Average age		23.8

Course contents

The courses on Agricultural Technology and Research Methodology offered in 1971-72 were dropped.

The new courses, Marketing Communication and Marketing Research, were introduced. The participants were also exposed to two other courses, each with 10 sessions, on Computer and Written Analysis and Communication. The Computer course was

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offered during the first term to familiarize the participants with the use of the computer facilities. The Written Analysis and Communication course was offered in the second term to improve the skills of analysis and written communication in management situation.

The regular courses were over by March 20, 1973, and the participants worked on research projects for about a month under the supervision of faculty members.

The 1973-74 batch

Admission work for 1973-74 batch had begun by November 1972. About 400 applications were received. The selection criteria for the 1973-74 batch remained more or less unchanged, except for slight variations in the weightages on different components.

The faculty agreed to offer the same courses as in 1972-73.

PGP-PMA Merger

The Institute's faculty had earlier decided to integrate the present Post-Graduate Programme and the Programme for Management in Agriculture. A Committee of faculty members has been appointed to work out the details.

FELLOW IN BUSINESS ADMINISTRATION PROGRAMME

The year 1972 began with a class of 11 students. Of the four students admitted in the previous year, one has completed the qualifying examinations and is working on the dissertation. Three other students have completed their course requirements.

To formalise the various details of the programme, the FBA Committee prepared a comprehensive note for the first year admission, promotion from first year to second year, placement of students at the end of first year, second year courses, qualifying examinations, and dissertation requirements. The faculty, in its meeting of Nov. 27, 1972, agreed in general with the recommendations made in the note.

The Committee paid special attention during the year to the development of the advanced courses to be offered during the second year of the programme. Consequently, 16 courses were developed during the year.

On the basis of written tests and application ratings, the committee interviewed 55 candidates and finally selected 11 persons for admission to next year. Information on the number of applications received, persons called for interview, and persons finally selected is given below:

<u>Area of specialization</u>	<u>No. of applications received</u>	<u>No. of persons called for interview</u>	<u>No. of persons selected</u>
Organizational Behaviour	78	12	2
Marketing	27	8	1
Economics	40	8	1
Production and Quantitative Methods	173	19	6*
Finance and Accounting	47	8	1
Agriculture	25	-	-
Area not mentioned	4	-	-
	<u>454</u>	<u>55</u>	<u>11</u>

* including two candidates placed on the waiting list.

PART III
EXECUTIVE DEVELOPMENT PROGRAMMES

EXECUTIVE DEVELOPMENT PROGRAMMES

The Institute conducted ten executive development programmes - two in general management, five in functional management, and three in sectoral management. To these ten programmes, 331 organizations sent participants. Of these, 207 were from the public sector and 124 from the private sector. The number of participants in these programmes was 499 -- 35% from the public sector/government and 65% from the private sector.

The new executive development programmes committee appointed in October 1972, for a term of two years, consists of the following members:

Prof. Keshav Prasad	..	Chairman
Prof. S.K. Bhattacharyya		Member
Prof. V.K. Gupta		"
Prof. Ravi J. Matthal		"
Prof. C.N.S. Nambudiri		"
Mr. S. Sreenivas Rao		"

A four weeks training programme for Trade Union Leaders conducted on the campus with the financial support of Government of Gujarat needs special mention. The programme was designed for active trade union leaders with a view to help them in the management of trade unions as viable social organizations. The Institute received excellent

response from trade unions as well as industrial enterprises from which the leaders participated in the programme. It is intended to continue this activity as an integral part of the plan to develop a full scale research and training centre for trade unions at the Institute.

Information on the number of companies, public and private, and the number of participants from these two sectors in the various programmes are given below:

<u>Name of programme</u>	<u>No. of companies</u>		<u>No. of participants</u>	
	<u>Public</u>	<u>Private</u>	<u>Public</u>	<u>Private</u>
Management Development Programme for Senior Officers in Uttar Pradesh Government	21	-	30	-
3-Tier Programme for Management Development	21	77	49	164
Changing Pattern of Industrial Relations	9	15	9	16
Programme on Production and Operations Management	4	8	4	8
Marketing Information and Decision Making	3	14	3	14
Applications of Operations Research	14	12	20	17
Agricultural Management	21	13	23	15
Programme for Trade Union Leaders of Gujarat	12	9	18	11
Workshop on Design and Implementation of Management Planning and Control Systems	9	41	9	51
Rice Mill Management Programme	10	18	18	19

GENERAL MANAGEMENT

Management Development Programme for Senior Officers in
Uttar Pradesh Government
(April 23 - May 6, 1973)

Objectives: To provide the participants an introduction in basic concepts of management; skills and attitudes for assessing the working of industrial organizations; giving a general direction and bringing about change in these organizations; a degree of familiarity with modern management techniques used in key functional areas of business organizations.

Content: Operations Management, Marketing Management, Financial Management, Managerial Accounting, Organizational Behaviour and Management of Change, and Business Policy.

3-Tier Programme for Management Development
(Jan. 7-Mar. 3, 1973)

Objectives: The 3-TF is a programme for management development aimed at improving the analytical abilities and managerial competence of participating executives. The concept of the 3-Tier Programme is based on the realization that management development in organizations is more effective and useful when change is initiated simultaneously at different levels in the organizations. The programme objectives and

content are different for each tier. While the emphasis in Tier I (Middle Management Course) is multi-functional and integrative in its approach to management tasks, in Tier II (Senior Executives Seminar) the focus is on the problems of operational planning and control in management. In Tier III (Top Management Seminar) the accent is on the appraisal of relevant factors in the environment and corporate planning with regard to the formal process of review of strategy and organizational structure.

Content: Tier I: Business Policy, Finance, Management, Accounting and Control, Marketing, Managerial Economics, Industrial Relations, Organizational Behaviour and Production Management.

Tier II: Business Policy, Finance, Management Accounting and Control, Marketing, Managerial Economics, Industrial Relations, Organizational Behaviour, and Production Management.

Tier III: Business Policy, Environmental Scanning for Corporate Planning, Industrial Relations, Organizational Behaviour, Long Range Planning, Managerial Economics, and Finance.

FUNCTIONAL MANAGEMENT

Changing Patterns of Industrial Relations

(Apr. 27 - May 6, 1972)

Objective: To help the participants in improving their effectiveness in dealing with industrial relations problems.

Content: Inter-group conflict and its resolutions, Dynamics of Labour-Management Relations, Government Labour Policy and Industrial Relations, Industrial Relations and Indian Society, Technology and Industrial Relations, Wage Policy and Wage Determination, Collective Bargaining, Inter-Union Rivalry, Discipline and Grievance Handling and Workers Participation in Management.

Programme on Production and Operations Management

(Apr. 30 - May 20, 1972)

Objectives: To acquaint the participants with a system approach to complex production problems; impart skills in the application of relevant methods of analysis to specific production problems; and familiarize them with tools and techniques for analysis of operational problems.

Content: Operations Efficiency, Costs for Decision Making and Control, Operations Research and Analysis, Operations Planning and Control, Human and Industrial Relations, Manufacturing Policy, and Corporate Strategy.

Marketing Information and Decision Making
(June 4 - 24, 1972)

Objectives: To help decision makers in marketing to formulate answers to the following questions:

1. What information is needed to understand the marketing environment better?
2. How could the marketing opportunities and risks be identified?
3. How to obtain relevant information for the purpose of improving the quality of decision making within the organization?
4. How to collect, analyse, and use information?
5. What cost is worth paying for new or additional information?

The Programme was designed to:

1. Develop an understanding of the changing marketing environment and the opportunities it offers;
2. Explore new ways of thinking about the inter-related and complex nature of the problems and decisions in marketing;
3. Sharpen the analytical skills of the participants by introducing them to new concepts and techniques as

4. Highlight the role of information in decision making including improved ways of using judgement;
5. Expose the participants to issues of marketing planning and control bearing upon short and long-term strategies; and
6. Gain greater insights into marketing problems through their involvement in the analysis of real-life marketing cases.

Content: The Planning Process in Marketing, Marketing opportunity and Environment, The Concept of Segmentation, Behavioural Approaches to Segmentation, Information and Research in Marketing, Demand Analysis, Consumer Behaviour, Decision Theory Applications in Marketing, Decisions and information relating to: Product Policy, Pricing Distribution, Sales Management, Advertising and Promotion, and Formulating and Implementing the Marketing Plan.

Applications of Operations Research:

(Sept. 20 - Oct. 4, 1972)

Objectives: To acquaint the participants with the fundamental principles of O.R.; demonstrate the applicability of these techniques to a variety of real-life complex problems; familiarize the participants with the methods of solution by the above techniques with the use of computers; and provide a common forum for the exchange of views from the experience of participants and discussion of problems from their organizations.

Content: Linear Programming and Applications, Transportation Problems and Related Topics, Integer and Mixed-Integer Programming, Network Flow Theory and Application, Quantitative Approaches to Marketing, Decisions under Risk and Uncertainty, Applications of Queueing Theory, Production Planning and Inventory Control, and Dynamic Programming and Applications.

Workshop on Design and Implementation of Management Planning and Control Systems
(Dec. 10 - 16, 1972)

Objective: To probe in depth the issues relating to design and implementation of management planning and control systems.

Content: Framework on Management Control, Organizational Objectives, Organizational Structure and the Management Control System, Identification of Responsibility Centres for Effective Management Control, Translating Organizational Objectives into Short-Term Plans and Budgets, and Formulation of Standards.

Programme for Trade Union Leaders of Gujarat
(Dec. 10 - Jan. 6, 1973)

Objectives: To help the participants in developing the necessary awareness and skills to adopt a professional approach to their tasks as trade unionists.

UNITED STATES DEPARTMENT OF LABOR

OFFICE OF THE SECRETARY

Washington, D.C. 20301

Contents: Various aspects of trade union organization and administration and the social, economic, and political environment of trade unions.

SECTORAL PROGRAMMES

Agricultural Management Programme

(Sept. 13-27, 1972)

Objectives: To help the participants acquire greater depth in the management skills required for dealing with agricultural inputs; familiarize the participants with the agricultural environment in which the managers dealing with agricultural inputs have to work; make the participants aware of the process of consumer behaviour and the specific problems which farmers face in obtaining and using these inputs, familiarize the participants with the rural social structure as a new and distinct market with increasing income and with the use of communication skills in designing rural sales promotion programmes; and make the participants aware of the interdependence between each input to plan an integrated system of supplies.

Content: Marketing, Economics and Quantitative Methods, Agricultural Finance and Organizational Problems.

Rice Mill Management Programme
(Apr. 18 - May 6, 1972)

Objectives: The objectives of the programme were:

1. Help participants to acquire decision-making skills in evaluation of proposals for modernising milling, parboiling and storage equipment.
2. Familiarise the participants with problems of procurement and milling and ways and means of overcoming them.
3. Develop skill in the use of modern management tools and techniques.
4. Help understand the technological implications of modernisation in rice industry.

Contents: Production Enhancement and Procurement of Paddy, Processing, Marketing and Technological Aspects.

INTER-UNIVERSITY RELATIONS

Prof. S.C. Kuchhal was deputed as a member of the task force of the All India Board of Technical Studies in Management, Ministry of Education, to evaluate the performance and assess the needs of the university departments of management studies under the Fifth Plan. He visited eight universities for assessing their programme and requirements to determine their needs under the Fifth Plan.

Two programmes for university teachers are being planned for next year. One is in operations research and the other in general management.

PART IV
SECTORAL ACTIVITIES

CENTRE FOR MANAGEMENT IN AGRICULTURE

The Centre for Management in Agriculture continued its activities in the areas of research and teaching. During 1972-73, 10 research projects were completed and 13 projects were in progress. The teaching activities included the Programme for Management in Agriculture and two executive development programmes. The CMA faculty were also involved in a number of assignments with professional and government agencies as members of working groups and participants in research and training programmes.

RESEARCH

RESEARCH COMPLETED

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

Professors V.N. Asopa, D.K. Desai and Mr. B.C. Patel

Sponsor: National Commission on Agriculture.

Objectives:

1. To assess the requirements of high yielding seeds of major cereal crops in 1985 and the corresponding requirements of foundation and breeder seeds.
2. To enquire into the current status and future projections of these seeds and identify areas that need improvements in respect of production and distribution of breeder, foundation, and certified seeds.
3. To suggest an appropriate organization of the various agencies involved in the production and distribution of seeds.

The report was submitted to the National Commission on Agriculture and the Commission has released it for wider circulation.

2. Consumption Pattern and Preferences for Rice

Professor P.S. George, Dr. V.V. Choukidar, and Mr. M.S. Dave

Sponsor: Ministry of Agriculture, Government of India

Objectives:

1. To study the food habits and the consumption pattern of rice consumers.
2. To analyse the sources of market information available to rice consumers and to assess their mass media habits.
3. To study their attitude towards the consumption of HYV paddy and to understand the consumers' perception of varietal characteristics.
4. To analyse the correspondence between the consumer preferences and the use pattern of different varieties of rice.

3. Growth of Fertiliser Use in Districts of India: Performance and Policy Implications

Professor Guntant M. Desai, and Mr. Gurdev Singh.

Sponsor: National Commission on Agriculture.

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

The report was submitted to the National Commission on Agriculture, and the Commission has released it for wider circulation.

4. Financing an Area Development Programme through Area Approach

Professor D.K. Desai and Mr. Hari Prakash

Sponsor: Ministry of Agriculture, Government of India

Objectives:

1. To understand the process of planning and implementing the financing of an agricultural development project through an area approach.
2. To identify problems at each level of decision making.

5. Dynamic of Growth in Fertiliser Use at the Micro Level

Professor G.M. Desai, Messrs P.N. Chary and S.C. Bandopadhyay

Sponsor: Ministry of Agriculture, Government of India.

Objectives: Developing a methodology to examine demand for

fertilizer using continuous cross-section data of fertiliser practices of a sample of cultivators from Guntur District, Andhra Pradesh.

6. Small Farmers : Their Problems and Possibilities of Development

Professor K.K.S. Chauhan, Messrs. S. Mundle, N. Mohanan, and D. Jaday

Sponsor: Ministry of Agriculture, Government of India

Objectives: The problem of making small farmers viable is at the core of the general problem of rural poverty in India. However, researchers in this field are still trying to arrive at some consensus about the factors which constitute the major bottlenecks to the viability of small farmers and how non-viable small farmers can be made viable. This was the central concern of the study.

Specifically the study attempted:

1. To derive a criterion for distinguishing between viable and non-viable small farmers.
2. To identify the basic factors affecting the viability of small farmers.
3. To examine the available possibilities and alternatives for the development of viable and non-viable small farmers.
4. To evolve a policy frame or strategy for the development of non-viable small farmers into viable units.
5. To throw light on the impact of the intensive area development scheme (IAD) operating in the Sangli district of Maharashtra on the viability of small farmers.

7. Management of Technological Change in Dry Farming Areas

Professor M.S. Krishnaswamy and Mr. K.V. Patel

Sponsor: Ministry of Agriculture, Government of India

Objectives:

1. To ascertain the nature and components of the recommended dry farming technology in the selected areas.
2. To assess the nature and level of adoption of the recommended technology attained by the farmers.
3. To study the economic viability of the recommended technology as presently adopted by the farmers.
4. To study the institutional support presently available for the adoption of the recommended technology.

8. Organizational Set-up of ICAR

Professors Kamla Chowdhry, V.R. Gaikwad, and S.K. Bhattacharyya

Sponsor: National Commission on Agriculture.

Objectives: Examining the organizational structure of ICAR with different constituting and other institutions associated with agricultural research for helping the Commission in defining ICAR's role in promoting and facilitating agricultural research and education.

The report was submitted to the National Commission on Agriculture, and the Commission released it for wider circulation.

9. Role of Opinion Leaders in Accelerated Change in Agriculture in Raipur District (Phase I)

Professor V.R. Gaikwad, Mr. B.L. Tripathi, and Dr. G.S. Bhatnagar

Sponsor: Ministry of Agriculture, Government of India

Objectives: The main objective of the study was to develop an understanding about interpersonal communication processes involved in adoption and diffusion of certain agricultural technologies in a given social system.

The study was taken up in two phases. The objectives of Phase I were:

1. To develop an understanding of the village setting and the agricultural setting.
2. The sources of information used by farmers.
3. The leadership structure and its influence on inter-personal communication.

The major areas of enquiry for Phase I were as follows:

1. Relevant elements of the village social system.
 2. The agricultural setting; changes with reference to the use of fertilizer and improved variety of seed over a period of time.
 3. Sources of information utilized by farmers at various stages.
 4. Factors influencing interpersonal communication - opinion leaders and their characteristics, heterophily and homophily between leaders and followers, nature of dependence of followers on leaders, and the role of opinion leaders in communication of new ideas.
10. Role of Opinion Leaders in Accelerated Change in Agriculture in Raipur District (Phase II)

Professor V.R. Gaikwad, Mr. B.L. Tripathi, and Dr. S.M.S. Haque

Sponsor: Ministry of Agriculture, Government of India

Objectives: Phase II of the study was an action programme.

The objectives were to understand the role of opinion leaders:

1. In the communication of information pertaining to an innovation in a village community.
2. In decision making processes associated with the adoption of an innovation.

RESEARCH IN PROGRESS

1. Farm Mechanization Project

Professors C. Gopinath and D.K. Desai

Sponsor: International Bank for Reconstruction and Development

Objectives: This three year research project will study the effects of agricultural mechanization on productivity and employment.

Collection of data for 1971 kharif and rabi seasons were completed from the four cropping zones selected for the study.

The processing and analysis of data and report preparation are under way.

2. Systems Analysis of Irrigation Agriculture in the Command Area of the Mahi-Kadana Dam Project

Professor V.N. Asopa and Mr. S. Mundle

Sponsor: Ministry of Agriculture, Government of India

Objectives: To study:

1. The optimal timing and amount of water for field crops.
2. The optimal distribution of a given volume of water to be provided, the timing of the availability of water, and the assurance of supply.
3. The effect on output of departing from the optimal policies constructed under 1 and 2.
4. The optimal cropping patterns that are consistent with the soil, climate, and water availability in the region.

5. The input requirements for optimal cropping patterns under 4.
6. The adjustment of rural people and their institutions to changes in agricultural technology.
7. The development of institutions for water management and their role in fuller utilization of irrigation potentials.

Sampling design has been finalized.

3. Cultivators' Experience with High Yielding Varieties of Cotton

Professor G.M. Desai, Messrs. Gurdev Singh and S.C. Bandopadhyay

Sponsor: Ministry of Agriculture, Government of India

Objectives:

1. To examine the yield of local and HYVs of cotton at the farm level.
2. To examine the structure of inputs used on local HYVs of Cotton.
3. To compare the yield of HYVs under experiment station conditions with that under farm conditions and identify the major factors behind difference in yields under the two conditions.
4. To determine the preconditions necessary for the successful adoption of HYVs of cotton.
5. To examine the implications of the HYVs of cotton for input requirements.

The study is undertaken in the Modasa Taluka of Sabarkantha district of Gujarat State and is confined to six villages selected in this taluka. Seventy hybrid cotton growers and 30 non-hybrid

cotton growers were selected at random from these villages.

Data is being collected.

4. Rice Economy of India

Professor P.S. George and Dr. V.V. Choukidar

Sponsor: Ministry of Agriculture, Government of India

Objectives: To develop a commodity system for rice at the macro level. The system would attempt to synthesize the available information on the inputs going into production, procurement and processing of paddy, and distribution of rice. Attempts will also be made to analyse the role of different agencies involved in the system and the share of consumers' price retained at each level.

Data has been collected.

5. Project on the Management of Technological Change in Dry Farming Areas - Phase II

Professor M.S. Krishnaswamy, Messrs. K.V. Patel, and D.K. Narayana Rao

Sponsor: Ministry of Agriculture, Government of India

This project is undertaken by the Institute in collaboration with the National Institute of Bank Management, Bombay. This is a follow-up of the benchmark study on the Management of Technological Change in Dry Farming Areas conducted in 1971-72 in Bellary District of Mysore and Fanchals District of Gujarat State.

Objectives:

1. To induce selected farmers in the selected villages in two districts to adopt a package of improved practices (These practices have already been evolved for the two districts in the workshops conducted in Bangalore and Ahmedabad in July 1971.)
2. To study the nature and relative importance of factors facilitating or inhibiting technological change.
3. To study the economics of adoption of the package of improved practices and to evolve guidelines for financing the adoption of new technology by the farmers.

Data on the action programme of the dry farm research project from the participating farmers in the selected villages of Bellary district have already been collected for the kharif season. The data collection for the rabi season in Bellary district will be completed by June 1973.

The follow-up of action programme of the dry farm research project could not be implemented in Panchmahals district in 1972-73 because of serious drought conditions.

6. Investigation into the Employment Potential for the Unskilled and Marginally Skilled in the Rural Sector

Professor S. Sambrani and Mr. B.S. Pathak

Sponsor: Ministry of Agriculture, Government of India

Objectives: A supply and demand analysis of specific activities for providing employment in para-agricultural and non-agricultural sectors in the rural areas, with a study of

cet. par. factors affecting such a static analysis. This study will provide guidelines for formulating a dynamic policy.

Based upon the published census data and information collected from various government agencies, an index of progress in the various districts in Gujarat State was developed. On the basis of this index Panchmahals district was selected for study. A similar index was created for the taluka of Panchmahals district. A sampling design was then evolved for the study. Data collection and discussions with officials and non-officials have been completed.

7. Modernising the Wheat Industry System

Professor K.K.S. Chauhan and Mr. N. Mohanan

Sponsor: Centre for Management in Agriculture, IMA

Objectives:

1. To study the different types of wheat flour mills, flour milling firms, and their role in wheat processing.
2. To examine critically the various integrated/integrable marketing functions performed by various flour milling firms such as procurement, assembly, transport, storage processing, and distribution.
3. To examine the new technological developments in the wheat flour milling industry affecting marketing functions, scale economies of different sized plants.
4. To examine the possibilities of modernization of the existing flour milling industry.
5. To explore the possibilities of diversifying the flour product lines of the milling industry and to produce consumer packaged goods.

A questionnaire for collecting data has been prepared.
Data collection will start in May, 1973.

8. Agricultural Communication Through TV and Factors Affecting Loss of Information

Professor P.M. Shingi and Miss Bella Mody

Sponsor: Centre for Management in Agriculture, IIMA

Objectives:

1. To investigate the nature of degree of information loss that takes place when the farmer views television programming.
2. To identify the factors responsible for this information loss and distortion, if any, viz.,
 - a) Source characteristics
 - b) Specific message characteristics of the two selected programmes
 - c) Channel (T.V.) Characteristics
 - d) Characteristics of the viewing situation in the village
 - e) Receiver (individual farmer-viewer) characteristics.
3. To suggest, based on this inquiry, ways and means to optimize agricultural television communication effectiveness, given the premium placed on conveying accurate timely information to large audiences for planned change efforts.

Discussions were held with the IARI scientist-writers of the two selected programmes, their AIR Krishi-Darshan producer, and 103 farmers. The data is being analysed.

9. Planning and Implementation of Modernization Programme in Rice Processing Industry

Professor V.K. Gupta and Dr. F.V. Krishna

Sponsor: Centre for Management in Agriculture, IIMA

Objectives:

1. To identify the socio-economic problems in the process of modernization.
2. To assess the economic viability of different stages of modernization.
3. To assess the economic performance of the modern units.
4. To identify the typical management problems in the selected modernized units.

A list of the modern rice mills in West Bengal and Orissa was collected and 15 mills were selected from them for the study. The field work was completed in February and March 1973.

10. Farm Power: Characterisation of Trends and Prediction of Future Demand

Professor G. Sharan, Mr. D.P. Mathur, and Miss Maya Viswanath

Sponsor: Centre for Management in Agriculture, IIMA

Objectives:

1. To determine the available farm (mechanical and biological) power level of the farms of typical sizes and growing typical combination of crops. The existing pattern of farm power use will be characterized by the total power used in a year, contribution of its three components (men, cattle, and machines), and the year round distribution of power need.

2. To determine the factors affecting the substitution of biological by mechanical source of power. Later it will be ascertained if the forces acting as prime mover in the process of substitution are the same for all categories (size of holding and combination of crops) of farmers and act with the same intensity. In particular relationship between the level of farm technology and mechanization will be established.
3. To describe the future behaviour of the above factors and forces. It will be possible to predict the course of mechanization and estimate the rate at which the biological sources (human and cattle) will be replaced by the machinical one. On the basis the potential farms which are likely to own a tractor or hire a tractor or depend entirely on the biological power will be identified and the demand for tractors (ownership, custom hiring) will be computed.
4. To determine the operationwise requirement of farm power for each crop combination.

Data collection was completed in February 1973. The survey through structured questionnaires included a total of 150 farms drawn from three major crop zones of the State and five different sizes of holdings.

Report writing and analysis of the third zone data is underway.

11. Area Planning and Utilization of Ground Water Resources (Phase I)

Prof. C. Gopinath and Mr. P.N. Chary

Sponsor: Centre for Management in Agriculture, IIMA

Objectives: 1) Making quantitative assessment of the capacity and recharge conditions of aquifers and 2) The control and regulation of pumping from them so as to avoid over-exploitation.

The project visualizes undertaking studies in a "ground water watershed area" to:

1. Assess the capacity and recharge conditions of aquifers in the watershed.
2. Examine the present pattern of ground water utilization from the watershed.
3. Prepare in an integrated manner plans for the optimum development of water resources from the watershed.

This project which is expected to illustrate area planning of ground water resources, will help us in arriving at better management decision with reference to ground water utilization.

A part of the literature survey was completed.

12. A Study of the River-Bed Potato System

Professor P.S. George and Mr. S.N. Choksi

Sponsor: Centre for Management in Agriculture, IIMA

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Objectives: To study the economics of potato cultivation in the Sabarmati river-bed for understanding the total system.

In particular, the study aimed at:

1. Understanding the production practices for potatoes in the river-bed.
2. Analysing the patterns of storage, transportation, and disposal of potatoes.
3. Understanding some of the structural aspects of the Ahmedabad potato market.

The report is under preparation.

13. Patterns of Interaction and Communication in a Village Community

Professor V.R. Gaikwad and Mr. B.L. Tripathi

Sponsor: Centre for Management in Agriculture, IIMA

Objectives:

1. To get a deeper understanding of the village social system.
2. To understand the pattern of interaction and communication in a given social system.
3. To know the role of factors like caste and class in the pattern of interaction and communication.

The report is being written.

In addition to these 13 projects initiated during the year, the faculty members had also prepared tentative outlines for the following projects to be initiated in 1973-74.

1. Management of Agri-business System (Oil seeds)
2. Management of Agri-business System (Fruits and Vegetables)
3. An integrated Area for Development Strategy with particular attention to the Weaker Section of the Society
4. Impact of Institutional Finance on the Weaker Section of the Rural Sector
5. The Economic of Conjunctive Use of Ground and Surface Water
6. Area Planning and Utilization of Ground Water Resources (Phase II)
7. Poverty, Social Change, and Management of Communication
8. Management Problems in Sea Food Processing and Marketing
9. Potential for Custom Hiring of Agricultural Machinery in Gujarat State
10. Gujarat Government Project on Agricultural Development Administration.

OTHER ACTIVITIES

Seminar on Rural Development for Weaker Sections

This seminar was conducted at the Institute from October 1 to 3, 1972 in collaboration with the Indian Society of Agricultural Economics. This was attended by 26 eminent economists from different Universities and Administrators from the Governments. Dr. B.S. Minhas, Member, Planning Commission, inaugurated the seminar and Professor M.L. Dantwala chaired the seminar. Many of the CMA faculty members presented papers at the seminar and also actively participated.

The faculty members had also been making preparation for offering two programmes - Rice Mill Management Programme (KMM2) and Agricultural Programmes Management (APM) - during 1973 summer. The Rice Mill Management Programme is to be offered in collaboration with Rice Process Engineering Centre at Indian Institute of Technology, Kharagpur. The Agricultural Programme Management is organized in collaboration with the Lal Bahadur Sastri National Academy at Mussorie for IAS probationers.

PUBLICATIONS

The following publications were brought out by the
Centre:

1. Production and Marketing Pattern of Paddy (A Study of Local and High Yielding Varieties in West Godavari district) by Prof. P.S. George and Dr.V.V. Choukidar
2. Consumption Pattern and Preferences for Rice by Prof. P.S. George, Dr.V.V. Choukidar, and Mr. M.S. Dave.
3. Abstracts of Research Studies in Management in Agriculture (1966-72)
4. An Organization Study of the ICAR by Profs. Kamla Chowdhry, V.R. Gaikwad, and S.K. Bhattacharyya
5. Assessment of the Requirements of High Yielding Seeds and the Development of the Seed Industry by Profs. V.N. Asopa and D.K. Desai
6. Opinion Leaders and Communication in Indian Villages by Prof. V.R. Gaikwad, Mr. B.L. Tripathi, and Dr. G.S. Bhatnagar
7. Planning and Implementation of Financing Agriculture Through Area Approach by Prof. D.K. Desai and Mr. Hariprakash
8. New Opportunities in Changing Agriculture (Proceedings of the Seventh Alumni Conference, 1972)

Part V
RESEARCH

RESEARCH

A. Note on Research Activity

The Research Committee, after it was reconstituted in November 1972, decided to play a more active role in stimulation of the research activity. As a first step in this direction, the committee identified ten topics for investigation. These topics were selected on the following considerations;

1. They are of considerable interest to policy makers in government and to managers in the industrial sector, both public and private.
2. Not enough research has been done on these topics.
3. Research on these topics is likely to make substantial contribution towards development of new concepts, besides providing answers to practical questions.
4. Research on these topics will require skills in many disciplines.

A list of these topics is given below:

1. State intervention in distribution of items for mass consumption
2. Management of research and technology
3. Reporting and information for government agencies
4. Industrial management, employment, and technology
5. Policy and planning in selected government agencies
6. Cost competitiveness of India exports
7. Management of planning in India
8. Growth and distribution of income
9. Inventory decisions in the public sector
10. Scheduling problems.

The faculty response for undertaking research on these topics is satisfactory. Groups have been formed to formulate these problems in precise terms and to chalk out a course of action for resolving these problems.

The committee has also introduced a new technical report series for enabling faculty members to publish their research findings speedily. One report by Prof. A. Ghose and Mr. Anand S. Dhawle has been brought out under this series.

Two faculty seminars were organized by the committee to discuss the research work currently in progress. The papers presented in these seminars were:

1. Regional Development and Multi-level Planning: A Proposal for Decentralization by Prof. S.K. Mukherjee
2. Organization of Knowledge and Information by Prof. A. Ghose and Mr. Anand S. Dhawle.

Research Projects

As on March 1973, there are 25 ongoing projects in hand. Out of these, 3 are "seed money" projects, 7 are sponsored by outside agencies, and 15 by the Institute. One project is under consideration of the committee for financial assistance.

The Director and the Chairman of the Research Committee have started a drive to obtain grants from the industry for supporting the research activity at the Institute. The initial results have been encouraging. A grant of Rs.10,000 from M/s Kasiklal Maneklal, Bombay was received. Encouraged by this result, we are planning for an intensive effort during the coming year.

The Research Committee consists of the following members:

Prof. V.L. Mote	..	Chairman
Prof. G.M. Desai	..	Member
Prof. M. Raghavachari	..	"
Prof. B.G. Shah	..	"
Prof. B.R. Sharma	..	"
Prof. C.D. Wadhwa	..	"

REPRINTS

The following reprints have been brought out:

1. Effect of Fittingness, Type of Goods and Type of Slogan on Brand Awareness by Sasi Misra and Subhash Jain.
2. Concept of Planning: A Case Study by V.L. Mote and B.G. Shah.
3. Mapping of Second-Generation Problems Related to Food Production: Rice and Wheat in India by D.K. Desai.
4. Government Securities Market in a Mixed Economy: A Study of India by C. Kanjarajan.
5. Union Involvement by B.R. Sharma.
6. Occupational Values and Business by B.R. Sharma.
7. Computers as Aids to Management Decisions: Application to Linear Programming by B.G. Shah and V.L. Mote.

CONSULTING

The Institute permits limited consultancy to its faculty members to keep in touch with the problems of industry. The faculty undertook 31 consulting projects for Government, Public sector undertakings and Private industry during the year under report.

PART VI
PLACEMENT

PLACEMENT

In the graduating class of 1972-73 of the Post-Graduate Programme, there were 100 students for placement. All of them have received one or more firm offers. As in the past, there was a high preference for career opportunities in the Marketing area.

From 162 companies and organizations, 275 permanent placement opportunities were announced. The job announcements in various areas were as follows;

1. Marketing	..	98
2. Production	..	36
3. Finance	..	41
4. Personnel	..	15
5. O.R.	..	6
6. Management Trainee (unclassified)	..	19
7. General Administration	..	60
		<u>275</u>

Summer Placement

There were 129 students (118 FGP and 11 FBA) to be placed on summer assignments. This was the largest first year

class so far. It was possible to finalize the placement of all the first year RGP and FBA students about one month ahead of the term-end examinations. Requests from many organizations for the first year students for summer assignments had to be turned down.

PMA Placement

The response for permanent placement of the PMA participants was quite encouraging. By the first week of April about half of the participants had received job offers and the rest were expected to be placed before the Convocation. A summary of the placement activities as of April 1, 1973, is given below:

No. of students for placement	34
No. of employers announcing jobs	28
No. of jobs announced (approximate)	59
No. of organizations which have visited the campus for interviews	12
No. of organizations which have called the students for final interviews after the campus interviews	5

No. of organizations which have called the students for off-campus interviews directly without visiting the campus	4
No. of companies which have offered jobs	7
No. of jobs offered	17
No. of jobs accepted	12
No. of jobs rejected/lost	4
No. of jobs under consideration	1
No. of organizations in which students have accepted jobs	7
No. of organizations whose job offers are now in the pipeline	14
No. of job offers in the pipeline	12-15
No. of organizations which are visiting the campus for placement for the first time and recruited the students or will be recruiting students.	15

PART VII
ALUMNI ACTIVITIES

ALUMNI ACTIVITIES

The Eighth Annual Conference was held in Bombay on March 9 and 10, 1973. Management of Industrial relations was the conference theme. The topics covered in the conference were: 1) The Indian Industrial Worker and Industrial Relations, 2) Economics of Industrial Relations, 3) Politics of Industrial relations, and 4) Formulation of Industrial relations Strategy.

The following faculty members from the Institute and guest speakers took part in the conference:

IIMA Faculty

Prof. Baldev R. Sharma

Prof. Pramod Verma

Prof. N.R. Sheth

Guest Speakers

Mr. R.K. Talwar, Chairman, State Bank of India

Mr. Mahesh Desai, General Secretary, Hind Mazdoor, Bombay

Mr. L.C. Joshi, Labour Adviser, Indian Merchants Chamber,

Dr. B.K. Madan, Chairman, Management Development Institute, New Delhi.

Mr. S.K. Mohan Das, Bombay

Mr. D.N. Khurody, Controller - Administration, Larsen & Toubro Ltd., Bombay

Mr. Vithal Chowdhry, Bombay

Mr. P.N. Krishna Pillai, Trivandrum

Mr. P.K. Mukherji, Director (Personnel) I.C.I.(I) Pvt. Ltd., New Delhi

79 participants attended the conference.

Alumni Activities Committee at the Institute

A new committee consisting of the following faculty members, was formed:

- | | | |
|-------------------------|----|-----------|
| 1. Prof. B.K. Hegde | .. | Chairman |
| 2. Mr. R.C. Chib | .. | Treasurer |
| 3. Prof. P.S. George | .. | Member |
| 4. Prof. Keshav Prasad | .. | " |
| 5. Mr. S. Sreenivas Rao | .. | " |
| 6. Prof. B.R. Sharma | .. | " |

PGP Alumni Reunion

The Second PGS Alumni Reunion was held at the Institute on April 13 and 14, 1972. The two-day conference was organized in three sessions as follows:

Session I: MBA in the Indian Business World - Career Development

Chairman: Dr. Kamla Chowdhry, IIMA
 Speakers: Dr. Kirit Parikh, Atomic Energy
 Dr. A.P. Paul, DCM
 Mrs. Dilnawaz Varaiya, Grindwell Norton
 Prof. B.K. Hegde, IIMA

Session II: The IIMA Computer - Its Use in Business

Chairman: Prof. R. Balachandra, IIMA
 Speakers: Faculty, Computer Centre, IIMA

Session III: The MBA and the Community

Chairman: Mr. K.R. Coorlawala, ACC
Speakers: Mr. K.S. Ganapathi, Atomic Energy
Mr. L.R. Bhandari
Mr. Tilak Shankar; A.F. Ferguson & Co.
Mr. S.V. Deshmukh, ISRO
Mr. T. Satyanarayanan, L & T

Fortynine alumni participated in the conference. The conference was followed by the Annual General Body meeting of the Alumni Association.

PART VIII
FACILITIES

LIBRARY

This year 3,833 new books (bringing the total collection to 59,079) were added. Subscriptions to 51 new periodicals were entered, raising the total number of periodicals to 677. In addition, 75 periodicals were 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 collection.

COMPUTER CENTRE

Teaching

The use of computer was extensively made in various courses. The Production & Quantitative Methods area offered two new computer-oriented courses; Simulation and Cybernetic Models, in the Post-Graduate Programme. A course on "Computers and Information Systems" was also offered in the Fellow in Business Administration Programme. New computer oriented courses are also being developed in the Fellow in Business Administration programme. About 10 sessions on computer programming were taught in the Post-Graduate Programme and Programme for Management in Agriculture.

Software Development

Basic Interpreter for TDC-12 8k machine was successfully tested at Hyderabad in the second week of February 1973. Basic for TDC-12 12K and 16K will be completed by the end of May 1973.

Software activities for improving (a) the facility of manipulating large data in Time Sharing System and (b) developing the Drum Operating System facility for large programmes and data banks have been identified.

The following reports were brought out by the Computer Centre faculty:

- | | |
|--|---|
| 1. TDC-12 Simulator on HP-2116B Report I | N.R. Narayanamurthy
Mohan Kaul |
| 2. An Approach Towards Optimal Internal Representation of BASIC Statements on TDC-12 computers | Mohan Kaul
N.R. Narayanamurthy
T.P. Rama Rao
D. Ranga Rao (ECIL) |
| 3. Sample Problems for Programmers | J.G. Krishnayya |
| 4. Study Tour Report & Suggestions for IIMA Computer Centre | Rishi Kumar |
| 5. TDC-12 Simulator on HP-2116B Report II | Mohan Kaul
N.R. Narayanamurthy
T.P. Rama Rao
D. Ranga Rao (ECIL) |
| 6. TDC-12 Assembler on HP-2116B (HPEAL) | Mohan Kaul
D. Ranga Rao (ECIL) |
| 7. Analysis of Framed Structures | J.G. Krishnayya
P.C. Gupta |
| 8. A User-oriented On-line Computer System to assist decision and analysis in 'Area' development planning. | J.G. Krishnayya |
| 9. Technological Choices in Developing Country: The Case of Airlines Reservations. | J.G. Krishnayya |
| 10. Computerised Information Retrieval for Indian Airlines Flight Schedule | P.C. Gupta
J.G. Krishnayya |
| 11. Education for Information Systems Development | J.G. Krishnayya |

Computer Usage

The following is the TSS and DOS usage for the Computer Centre in various activities:

Time-Sharing BASIC

Teaching	..	5,037 Hours
Research	..	1,870 "
Computer Centre Packages	..	393
		<u>7,300</u> "

Disc Operating System

Software Development	..	701 Hours
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LAND AND BUILDINGS

Buildings

Work on the completion of the Main Complex continued during the year. It is planned to complete the construction of the Faculty Block and two class room before the beginning of the next academic session.

Work is also in progress in finalising the requirements and design of a Kitchen-Dining Unit. The possibility of providing buildings for organising advance management programmes at Ahmedabad is being explored.

Land

Our request for provision of additional land to IIMA is under active consideration with the Government of Gujarat.

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, Delhi

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

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

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

Mr. S.M. Dudani
Secretary
Education and Labour Dept.
Government of Gujarat
Gandhinagar

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

Mr. Kasturbhai Lalbhai
Industrialist
Ahmedabad

Mr. Harshvadan Mangaldas
Chairman
Aryodaya Ginning & Mfg. Co. Ltd.
Ahmedabad.

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

Mr. J.J. Mehta
Chairman
Indian Petro Chemicals Corpn. Ltd.
Baroda.

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

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

Mr. Arvind Narottam
Asoka Mills Ltd., Ahmedabad.

Prof. S. Paul
Director
IIMA

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

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

Mr. Natwarlal Shah
Chairman
Gujarat State Road Transport Corpn.
Ahmedabad.

Mr. C.P. Srivastava
Managing Director & Chairman
Shipping Corpn. of India Ltd.
Bombay

Dr. M.S. Swaminathan
Director General
Indian Council of Agri. Research.
New Delhi

Ahmedabad Jupitar Spg. Wvg. & Mfg.
Co. Ltd., Ahmedabad.

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

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

Mr. Jaykrishna Harivallabhdas
Mr. Balkrishna Harivallabhdas
Ambica Mills Ltd.
Ahmedabad.

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

Mr. Surottam F. Hutheesing
Mr. Deepak S. Hutheesing
Aruna Mills Ltd.
Ahmedabad

Mr. Niranjan Narottam Lalbhai
Mr. Sidharth Kasturbhai
Arvind Mills Ltd.
Ahmedabad.

Mr. Harshvadan Mangaldas
Mr. Madanmohan Mangaldas
Aryodaya Spg. & Wvg. Co. Ltd.
Ahmedabad.

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

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

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

Dr. N.S. Johary
General Manager
Atic Industries Ltd.
Atul

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

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

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

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

Mr. M.V. Arunachalam
Carbonium Universal Ltd.
Madras

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

Mr. Harshvadan Mangaldas
Mr. Madarmohan Mangaldas
The Aryodaya Ginning & Mfg. Co. Ltd.
Ahmedabad.

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

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

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

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

Mr. Shantilal K. Somaiya
The Godavari Sugar Mills Ltd.
Bombay.

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

Mr. S. Chaudhuri
Indian Explosives Ltd.
Calcutta

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

Mr. S.R. Bastikar
Kalol Mills Ltd.
Ahmedabad

Mr. A.N. Mafatlal
Mr. Y.M. Mafatlal
Mr. R.N. Mafatlal
Mr. P.K. Shah
Mafatlal Fine Spg. & Mfg. Co. Ltd.
Bombay

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

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

Mr. Ramanlal C. Parikh
Mihir Textiles Ltd.
Ahmedabad.

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

Mr. Raj Kochar
National Machinery Mfrs. Ltd.
Bombay.

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

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

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

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

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

Mr. Pratap Bhogilal
 Shree Ram Mills Charitable Trust
 Bombay

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

Mrs. Lilavati Lalbhai
 Mr. Vijaysinh Chimanbhai
 Ranpur Mfg. Co. Ltd.
 Ahmedabad.

Mr. B.V. Bhatt
 Rajendra Dyeing & Pring Mills Ltd.
 Ahmedabad

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

Mr. Ravindrabhai Chinubhai
 Mr. Arvindbhai Chinubhai
 Robit Mills Ltd.
 Ahmedabad.

Mr. Sakarlal Balabhai
 Mr. Handkishore Sakarlal
 Mr. Navnitlal Sakarlal
 Sakarlal Balabhai & Co. Ltd.
 Ahmedabad

Mr. B.R. Deolalikar
 Sarabhai Management Corpn. Ltd.
 Ahmedabad.

Mr. Navnitlal Shodhan
 Mr. Saurabh Navnitlal
 Mr. Handkishore Sakarlal
 Sarangpur Cotton Mfg. Co. Ltd.
 Ahmedabad.

Mr. Chinubhai Chimanbhai Sheth
 Mr. Ashok Chimanbhai
 Saraspur Mills Ltd.
 Ahmedabad

Mr. Vadilal Lallubhai
 Sayaji Mills Ltd.
 Ahmedabad.

Mr. B.N. Balasaria
 Mr. S.K. Mundra
 Shree Digvijay Woolen Mills Ltd.
 Jamnagar

Mr. Handkishore Sakarlal
 Mr. Sarabhikumar Navnitlal
 Silver Cotton Mills Co. Ltd.
 Ahmedabad.

Mr. Suhrid Sarabhai
 Suhrid Geigy Ltd.
 Baroda

Mr. A.N. Mafatlal
 Mr. Y.N. Mafatlal
 Mr. R.N. Mafatlal
 Mr. Harshad H. Vasa
 Surat Cotton Spg. & Wvg. Mills,
 Bombay

Mr. M.D. Daver
Svadeshi Mills Co. Ltd.
Bombay

Mr. R. Ratnam
T.V. Sundram Iyengar & Sons (P) Ltd.
Madras

T.V.S. Charities
Madurai

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

Mr. A.N. Maira
Mr. R.D. Kulkarni
Tata Engineering & Locomotives Co.
Bombay

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

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

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

Mr. M.Ct. Pethachi
Travancore Rayons Ltd.
Rayonpuram
Kerala

Sheth Natvarlal Ramanlal
Sheth Chandravadan Ramanlal
Vikram Mills Ltd.
Ahmedabad

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

Mr. Surindar Singh
Personnel Manager
Warner Hindustan Ltd.
Hyderabad.

Secretary

Mr. R.C. Chib
Administrative Officer
IMA

APPENDIX B

DONOR MEMBERS

Ahmedabad Cotton Mfg. Co. Ltd.	Calico Mills Ltd.
Ahmedabad Jupiter Spg. Wvg. & Mfg. Co. Ltd.	Carborundum Universal Ltd.
Ahmedabad Kaiser-I-Hind Mills Co. Ltd.	Chemicals & Fibres of India Ltd.
Ahmedabad New Cotton Mills Co. Ltd.	Commercial Ahmedabad Mills Co. Ltd.
Ambica Mills Ltd. Nos. I & II	Delhi Cloth & General Mills Co. Ltd.
Anil Starch Products Ltd.	Escorts Ltd.
Apurva Containers Pvt. Ltd.	Glaxo Laboratories
Aruna Mills Ltd.	Godavari Sugar Mills Ltd.
Arvind Mills Ltd.	Hindustan Lever Ltd.
Aryodaya Ginning & Mfg. Co. Ltd.	Indian Dyestuff Industries Ltd.
Aryodaya Spg. & Wvg. Co. Ltd.	Indian Explosives Ltd.
Ashoka Mills Ltd.	Indian Tube Co. Ltd.
Asian Paints (INDIA) P. Ltd.	Kalol Mills Ltd.
Associated Cement Cos. Ltd.	Mafatlal Fine Spg. & Mfg. Co. Ltd.
Atic Industries Ltd.	Mafatlal Gagalbhai & Co. Pvt. Ltd.
Bakubhai Ambalal Pvt. Ltd.	Mahindra & Mahindra Ltd.
Bharat Suryodaya Mills Co. Ltd.	Mihir Textile Ltd.
Bombay Dyeing & Mfg. Co. Ltd.	Nagri Mills Co. Ltd.
Brooke Bond India 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 Woolen 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.

Swadeshi Mills Co. Ltd.

T.V.S. Charities

T.V. Sundaram 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

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

Members

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

Mr. Kasturbhai Lalbhai
Industrialist
Ahmedabad

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

Mr. Harshvadan Mangaldas
Chairman
Aryodaya Ginning & Mfg. Co., Ltd.
Ahmedabad

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

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

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

Mr. J.J. Mehta
Chairman
Indian Petro Chemicals Corpn. Ltd.
Baroda

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

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

Mr. S.M. Dudani
Secretary
Education and Labour Dept.
Government of Gujarat
Gandhinagar

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

Mr. Arvind Narottam
Asoka Mills Ltd.
Ahmedabad

Prof. S. Paul
/ Director
IIMA

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

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

Mr. Natwarlal Shah
/ Chairman
Gujarat State Road Transport Corpn.
Ahmedabad

Mr. C.P. Srivastava
/ Managing Director & Chairman
Shipping Corporation of India Ltd.
Bombay

Dr. M.S. Swaminathan
Director General
Indian Council of Agri. Res.
New Delhi.

Secretary

Mr. R.C. Chib
Administrative Officer
IIMA

Building Committee

Mr. Kasturbhai Lalbhai (Chairman)
Mr. S.M. Dudani
Prof. S. Paul
Mr. R.C. Chib (Secretary)

Budget Committee

Mr. S.L. Kirloskar (Chairman)
Dr. L.S. Chandrakant
Mr. Kasturbhai Lalbhai
Prof. S. Paul
Mr. S.D. Margolwala
Mr. R.C. Chib (Secretary)

Personnel Committee

Mr. S.L. Kirloskar (Chairman)
Mr. Kasturbhai Lalbhai
Prof. S. Paul
Mr. V.G. Rajadhyaksha
Mr. R.C. Chib (Secretary)

APPENDIX DFACULTY AND ADMINISTRATION
(As on March 31, 1973)Director

Samuel Paul
Ph.D. (Syracuse)

V.R. Gaikwad
Ph.D. (Saugar)

Fulin K. Garg
Ph. D. (Berkely)

Faculty

V.N. Asopa
Ph.D. (Illinois)

E.S. George
Ph.D. (California)

A.M. Ghose
Ph.D. (Muenster, Germany)

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

G. Gopinath
Ph.D. (I.I.T., Khargpur)

K. Balakrishnan
A.I.C.W.A.
M.B.A. (Harvard)
(At Harvard, D.B.A. Programme)

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

L.R. Phandari
Dip. Bus. Adm. (I.I.M.A)

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

S.K. Bhattacharyya
F.C.A.

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

J.C. Camillus
D.B.A. (Harvard)

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

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

Nandini U. Joshi
Ph.D. (Harvard)

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

Sudhir Kakar
Ph.D. (Vienna)
(on leave)

G.M. Desai
Ph.D. (Cornell)

Amarlal H. Kalro
Ph.D. (Minnesota)

Mohan Kaul
Ph.D.

Rakesh Khurana
Dip. Bus. Adm. (I.I.M.A)

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

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

Suresh C. Kuchhal
M.Com. (Allahabad)

Arun Maheswari
M.A.

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

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

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

P.N. Misra
Ph.D. (Delhi)

Sasi B. Misra
Ph.D. (UCLA)

Arun Monappa
M.A. (Madras)
M.Sc. (London)

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

S.K. Mukherjee
Ph.D. (Berkeley)

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

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

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

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

M. Raghavachari
Ph.D. (Berkeley)

C. Rangarajan
Ph.D. (Pennsylvania)

Mirza S. Saiyadain
Ph.D. (Kansas)

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

S. Sanbrani
Ph.D. (Cornell)

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

A.C. Shamihoke
Ph.D. (Delhi)

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

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

F.M. Shingi
Ph.D. (Illinois)

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

Kanti Swarup
Ph.D. (Delhi)

Dwijendra Tripathi
Ph.D. (Wisconsin)

K.L. Varshneya
M.E.A. (Delhi)
Cert. I.C.A.M.E.
(Stanford)

Framod Verma
Ph.D. (Manchester)

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

C.D. Wadhwa
Ph.D. (I.I.T.)

RESEARCH STAFF

Anila Govindan	V.V. Chowkidar Ph.D (I.A.R.I.)
V.S.T.V. Anjaneyulu M.Sc. (Andhra)	B.M. Desai M.A. (S.P. University) (On Leave)
Anju Jerome M.Sc (Gujarat)	K. Dinker Rao M.A. Ph.D
Anurag M. Stat. (I.S.I. Calcutta)	V. Ganapathi Rao M.A. (Andhra) M.Sc. (Andhra)
S.C. Bandyopadhyay M.A. Econ. (Jadavpur)	Gopalan M.R. B.E. (Annamalai) Dip. Ind. Engg. (On Leave)
A.K. Banerjee M. Stat. SQC (Dip) (On Leave)	P.C. Gupta M.Tech. (IIT, Kanpur)
P.K. Barthakur M.A.	Hari Prakash M.A. (Delhi) M.A. (Punjab)
S.K. Basu M.Sc. Agri. (B.H.U.)	Indira J. Parikh M.Ed. (Rochester)
Bella Mody M.A. Communication (Pennsylvania)	Dilip Jadav M.A. (Karnatak)
P. Chakraborty M. Stat. (I.S.I., Calcutta)	A.K. Jain Dip. Bus. Admn. (I.I.M.A) (On Leave)
P.N. Chary B.Sc., B.Ed. (Osmania)	P.K. Joshi M.A. (Gujarat)
B.S. Chauhan M.Com (Agra) M.A. (Jabalpur)	B. Kamala M.Sc. (Madras)
S.H. Chokshi B.Sc. (Gujarat)	

P.V. Krishna
Ph.D (Andhra)

P.K. Kikani
B.Sc. Agri. (Saurashtra)

Madan Mohan
M.Sc. (I.A.R.I)

D.P. Mathur
M.A. (Rajasthan)

Mayaviswanath
M.Stat. (I.S.I., Calcutta)

Meenakshi Sundaram
B.Sc. (Madurai)

A.C. Mehta
B.Sc. (Youngstown State University)
M.B.A. (Biyant College)

B.D. Mehta
M.S. (I.I.T., Chicago)
M.B.A. (Loyola, Chicago)

H. Mohanan
M. Cop. (N.C.R.H.E., Delhi)

S. Mookerjee
M.A. (Calcutta)

S. Mundle
M.A. (Delhi)

H. Naganna
M.A. (Andhra)
M.A. (Delhi)

V. Namboothiri
B.Sc. (Kerala)

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

D.K. Narayana Rao
M.A. (Andhra)

V.K. Narayanan
Dip. Bus. Admn. (I.I.M.A.)

Neelima Rami
B.A. (Bombay)

B.S. Pathak
M.Sc. Agri. (Maharashtra Krishi
Vidyapeeth)

B.M. Patel
B.Sc. Agri. (Anand)

B.V. Patel
M.Sc. (Gujarat)

D.M. Patel
M.Sc. Agri. (Saurashtra)

B.V. Patel
M.A. Econ. (Baroda)

I.T. Patel
M.Sc. (Gujarat)

J.M. Patel
M.Sc. Agri. (South Gujarat Uni.)

J.J. Patel
M.A. (Baroda)

K.V. Patel
M.A. (Baroda)

M.S. Patel
B.Sc. Agri. (S.P. University)

N.T. Patel
M.Sc. (Baroda)

K.R. Pichholiya
M.A. Econ. (S.P.U.)
Dip. R.Sc. (N.C.R.H.E., Delhi)

Piyali Munde
M.A. (Delhi)

K.S. Raman
M. Com (Gujarat)

M.R. Rane
M.A. (Karnatak)

T.P. Rama Rao
M. Tech (I.I.T., Kanpur)

H.R. Ravalji
B.Sc. Stat. (S.P. University)

A.K. Saha
M. Stat. (Calcutta)
Dip. Comp. Sc. (I.S.I., Calcutta)

J.L. Saha
M. Stat (I.S.I)
(On Leave)

Seethalakshmi Venkataraman
M.A. (Delhi)

Shanti Seth
Ph.D. (Lucknow)
Cert. Demography (Princeton)

M.K. Shah
M.Sc. (Baroda)

A.K. Shukla
M.Sc.

H.C. Shukla
M.S.W. (Baroda)

Gurudev Singh
M.Sc. Agri. (P.A.U)

Suri S.C.
M.A. (Punjab)
Cert. Quan. Econ. (I.S.I., Delhi)

T. Suryanarayana
M.Sc. Stat. (Andhra)

Phillip S. Thomas
Dip. Bus. Admn. (I.I.M.A)

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

S. Vastala
M.A. (B.H.U.)

Vabiz Dhanjibhoy
M.A. (FORDEAN)

S.P. Valvade
Ph.D. (Gokhale Inst.)

Vijay Bhandari

S.K. Warriar
M.A. (Gujarat)

ADMINISTRATIVE STAFF

R.C. Chib
M.Sc. (Tech.) Panjab
Administrative Officer
and Secretary to the Faculty

S. Sreenivas Rao
M.A. (Osmania)
M.A. (Syracuse)
Manager (Publications) 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. Naraynan
M.A. (Punjab)
Asst. Warden

LIBRARY STAFF

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., LL.B. (Baroda)
Dip. Lib.Sc. (Baroda)
Head, Catalogue Dept.

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FACULTY AND RESEARCH STAFF APPOINTMENTS

Name	Designation	Area/Project	Date of joining
Faculty			
Dr. Dalip S. Swamy	Professor	Economics	16-6-1972
Dr. Mirza Saiyadain	Asst. Professor	Organizational Behaviour Area	10-10-1972
Mr. Arun Maheswari	Asst. Professor	Marketing Area	1-1-1973
Mr. Rakesh Khurana	Faculty Research Associate	Marketing Area	13-3-1973
Research Staff			
Mr. T.P. Rama Rao	Systems Programmer	ECIL Project	14-4-1972
Mr. S.C. Bhatnagar	Research Associate	Production & Quantitative Methods	1-5-1972
Dr. Dinakar Rao	Research Associate	Banking Studies Project	12-6-1972
Mr. B.T. Bhuva	Research Investigator	Farm Mech. Project	19-6-1972
Mr. A. Parasuraman	Research Associate	Marketing	26-6-1972
Mr. A.K. Sharma	Research Associate	Organizational Behaviour	26-6-1972
Mr. F.H. Parasara	Research Investigator	Farm Mech.	28-6-1972
Miss Kirtida Pandya	Research Assistant	Economics Area	1-7-1972

Mr. P.V. Desai	Research Assistant	Finance & Accounting	3-7-1972
Mr. B.S. Chauhan	Research Assistant	Economics Area	5-7-1972
Miss Maya Viswanathan	Research Assistant	CMA	10-7-1972
Mr. H.R. Ravalji	Research Investigator	Farm. Mech.	17-7-1972
Mr. S. Meenakshi Sundaram	Research Investigator	Farm Mech. Project	19-7-1972
Mr. J.C. Patel	Research Investigator	Rural Elec. Project	20-7-1972
Mr. K.R. Baldania	Research Investigator	Farm. Mech. Project	21-7-1972
Mr. D.M. Patel	Research Assistant	Banking Studies Project	24-7-1972
Miss Bella Modi	Research Associate	CMA	1-8-1972
Miss S. Vathsala	WAC Reader	Business Policy	1-8-1972
Mr. V.D. Desai	Research Investigator	REC Project	3-8-1972
Mr. Narayana Rao	Research Investigator	CMA	4-8-1972
Mr. S. Mundle	Research Associate	CMA	5-8-1972
Mr. K.R. Pichholiya	Research Investigator	REC Project	12-8-1972
Mr. Srikrishna Srivastava	Research Assistant	Prod. and Quantitative Area	12-8-1972
Miss Vabiz Dhanjibhoy	Research Assistant	CMA	16-8-1972

Mr. Vishnu Nambudiri	Research Investigator	Farm Mech. Proj.	19-8-1972
Mr. S. Giridhar	Research Associate	Marketing Area	25-8-1972
Miss Anurag	Research Assistant	Economics	15-9-1972
Mr. A.K. Mehta	Research Associate	Urban Water Supply Systems Project	28-11-1972
Mr. T. Suryanarayana	Research Assistant	CMA	7-12-1972
Mr. Vijay Bhandari	Research Associate	Marketing	13-12-1972
Mr. A.K. Saha	Computer Programmer	Economics	18-12-1972
Mr. P.K. Barthakur	Research Assistant	Organizational Behaviour	21-12-1972
Dr. P.V. Krishna	Research Associate	CMA	28-12-1972
Mr. V.G. Rao	Research Associate	Economics	22-1-1973
Miss Neelima Rami	Research Investigator	REC Project CMA	12-2-1973
Miss Anila Govindan	Research Assistant	Computer Centre	15-2-1973
Mr. H.V. Patel	Research Assistant	Managerial/ Entrepreneur Problem to Small Units Project	1-3-1973

APPENDIX F
FACULTY AND RESEARCH STAFF RESIGNATIONS

Name	Designation	Area/Project	Date of leaving
Faculty			
Dr. Kamala Chowdhary	Senior Professor	Organizational Behaviour Area	30-9-1972
Ishwar Dayal	Senior Professor	Organizational Behaviour Area	16-1-1973
Dr. G.R. Kulkarni	Senior Professor	Business Policy Area	7-1-1973
Research Staff			
Mr. J.B. Mathew	Research Assistant	CMA	12-4-1972
Mr. Y.S. Shrimali	Research Investigator	Farm Mech. Project	13-4-1972
Mr. P.M. Patel	Research Assistant	Socio-Economic Survey Project	14-4-1972
Miss Aruna Pradhan	Research Assistant	CMA	15-4-1972
Mr. K.P. Ravi	Research Associate	Marketing	22-4-1972
Mr. Ambarish Kumar	Research Associate	Marketing	20-5-1972
Mr. S.C. Sharma	Systems Analyst	Computer Centre	31-5-1972
Mr. M.S. Patel	Research Investigator	Farm Mech. Project	15-6-1972
Mrs. Banani Roy	Research Assistant	ICSSR Project	30-6-1972

Mr. S.C. Bhatnagar	Research Associate	Production & Quantitative Methods	30-6-1972
Miss Minal Rindani	Research Assistant	Socio-Economic Survey	11-7-1972
Mr. B.T. Bhuya	Research Investigator	FMP	14-7-1972
Mr. B.S. Chauhan	Research Assistant	Economics	17-7-1972
Mr. R.S. Paul	Research Associate	CMA	29-7-1972
Mr. B.R. Bhatt	Research Associate	STEF Project	31-7-1972
Mr. A. Parasuraman	Research Associate	Marketing	7-8-1972
Mr. D.P. Srivastava	Research Investigator	CMA	11-8-1972
Mr. J.K. Hakim	Systems Programmer	Computer	22-8-1972
Mr. Parasara	Research Investigator	CMA	29-8-1972
Mr. R.K. Anand	Research Associate	Marketing	31-8-1972
Mr. G.J. Singh	Research Associate	Computer	14-10-1972
Mr. Srikrishna Srivastava	Research Assistant	Production & Quantitative	4-11-1972
Mr. K.R. Baldania	Research Investigator	CMA	2-12-1972
Mr. M.B. Dave	Research Assistant	CMA	4-12-1972

Mr. S. Giridhar	Research Associate	Marketing	15-12-1972
Mr. VSTV Anjaneyulu	Research Assistant	CMA	5-2-1973
Miss T.R. Sukumari	Research Investigator	CMA	1-2-1973
Mr. B.M. Patel	Research Investigator	CMA	6-3-1973
Mr. V.D. Desai	Research Investigator	CMA	21-3-1973
Mr. B.C. Patel	Research Associate	CMA	22-3-1973
Miss Minal J. Rindhani	Research Investigator	CMA	1-2-1973.

APPENDIX G

RESEARCH

One of the primary objectives of the Indian Institute of Management, Ahmedabad, is research and contribution to knowledge, in the field of management. Members of the Institute's faculty are encouraged to undertake research in areas of interest to them, the results of which are likely to contribute to an improvement in the concepts, tools, and practices of management. Further, the Institute undertakes research projects sponsored by outside agencies which are in line with the research interests of the faculty.

The scope of research at the Institute is by no means limited to the industry sector in the traditional sense, but encompasses all areas where management is relevant.

The following narrative briefly outlines the range of research projects which have been completed and are under way at the Institute during the year 1972-73.

REPORT ON RESEARCH
JULY 1972 - JUNE 1973

I. RESEARCH COMPLETED

1. Agricultural T.V. Communication and Factors Affecting Loss of Information

Prof. P.M. Shingi and Miss. B. Modi

Sponsor: Centre for Management in Agriculture, IIMA

Objectives: 1) To investigate the nature and degree of information loss that takes place when the farmer views agricultural T.V.; 2) to identify the factors responsible for this information loss and distortion, if any, e.g. characteristics of the (a) source, (b) message, (c) channel - T.V., and (d) viewing situation; and 3) to suggest ways and means to optimize agricultural T.V. communication effectiveness.

2. Assessment of the Requirement of High Yielding Seeds and the Development of Seed Industry

Profs. V.N. Asopa and D.K. Desai, Mr. D.P. Mathur, Mr. B.C. Patel and Miss. Aruna Pradhan

Sponsor: National Commission on Agriculture

Objectives: The main purpose of the project was to assess the requirements of seed of HYV and hybrids of major cereal crops at a future point of time - 1985 - and then to indicate strategies for the development of the seed industry so that it can efficiently meet the estimated demand. The study was limited to five major cereal crops - wheat, paddy, maize, bajra and jowar.

3. Consumption Pattern and Preferences for Rice

Prof. P.S. George, Mr. V.V. Choukidar,
and Mr. M.B. Dave

Sponsor: Ministry of Food and Agriculture

Objectives: 1) To study the food habits and consumption pattern of rice consumers; 2) to analyse the sources of market information available to rice consumers and to assess their mass media habits; 3) to study their attitude towards the consumption of HYV paddy and to understand the consumers' perception of varietal characteristics; and 4) to analyse the correspondence between the consumer preferences and the use pattern of different varieties of rice.

4. Durable Goods: An Exploratory Study of Consumer Behaviour

Prof. Subhash C. Mehta

Sponsor: IIMA

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.

5. Dynamics of Growth in Fertilizer Use at Micro Level

Prof. Gunvant M. Desai, Mr. S.C. Bandyopadhyay
and Mr. P.N. Chary

Sponsor: Ministry of Food and Agriculture

Objectives: To gain as complete an understanding of the forces behind growth in fertilizer use as possible by analysing fertilizer practice of a sample of cultivators for three continuous years.

6. Growth of Fertilizer Use in Districts of India: Performance and Policy Implications

Prof. Gunvant M. Desai and Mr. Gurdev Singh

Sponsor: National Commission on Agriculture

Objectives: 1) To analyse available districtwise fertilizer use data, and bring out the main features of growth of fertilizer use in various districts from 1960-61 to 1968-69; 2) To examine the past growth patterns of fertilizer use by grouping districts according to major agro-climatic characteristics; and 3) To seek for possible explanation behind slowing down of growth of fertilizer use during 1969-70 and 1970-71 by identifying the districts which were responsible for this phenomenon.

7. Joint Sector: Policy Guidelines

Profs. S.K. Bhattacharyya, S.C. Kuchhal, and Samuel Paul

Sponsor: IIMA

Objectives: To examine the policy issues arising out of the need for the Government and private business with divergent interests to work together in managing an enterprise which will have important organizational, financial, and socio-political implications.

8. Opinion Leaders and Communication in Indian Villages

Prof. V.R. Gaikwad, Mr. B.L. Tripathi and Mr. G.S. Bhatnagar

Sponsor: Ministry of Food and Agriculture

Objectives: The study was conducted in Raipur District (M) during March 1970 - June 1970. The objectives of the study were: (1) to understand the village setting and agricultural setting, (2) to identify the sources of information used by farmers with respect to agricultural innovations, (3) to understand the leadership structure and its influence on inter-personal communication. The study was conducted in two phases.

9. Pattern of Social Interaction and Communication in an Indian Village

Prof. V.R. Gaikwad, Mr. B.L. Tripathi
and S.M.S. Haque

Sponsor: Centre for Management in
in Agriculture, IIMA

Objectives: The study was conducted in Raipur District (MP) during October to December 1971. The objectives of the study were 1) to understand the leadership structure in the village community, 2) to get a deeper understanding of the pattern of social interaction and communication among farming families.

10. Planning and Implementation of Financing Agriculture through an Area Approach
(A Case Study in Bihar State)

Prof. D.K. Desai, Mr.D.A. Patel and
Mr. Hari Prakash

Sponsor: Ministry of Food and Agriculture

Objectives: 1) To understand the process of planning and implementing the financing of an agricultural development project through an area approach, and 2) to identify problems at each level of decision-making.

11. Rice Economy of India

Prof. P.S. George, Mr. V.V. Choukidar,
and Mr. M.B. Dave

Sponsor: Ministry of Food and Agriculture

Objectives: To analyse the dynamic factors influencing the paddy-rice system for understanding the current position of the industry and analysing the factors responsible for the present status.

The specific objectives are as follows:

1. To analyse the changes in area, production, and productivity of paddy in different states and to identify the role of various inputs, price policies of paddy, and the high yielding varieties programme.
2. To analyse the contribution of changes in area and productivity in increasing the total production of paddy.
3. To review the current state of post-harvest technology for identifying possible areas that might contribute towards higher rice output through increased efficiency at each level.
4. To analyse the market transactions, especially procurement of paddy, distribution of rice, and interstate movements.

12. Rural Social Structure and Communication in an Indian Village

Prof. V.R. Gaikwad, Mr. B.L. Tripathi
and Mr. S.M.S. Haque

Sponsor: Ministry of Food and Agriculture

Objectives: 1) To understand the role of opinion leaders, 2) in the communication of information pertaining to an innovation in an Indian village community, and 3) in decision making process associated with the adoption of an innovation.

13. Sabarmati River-Bed Potato System

Prof. P.S. George and Mr. S.N. Chokshi

Sponsor: Ministry of Food and Agriculture

Objectives: 1) To understand the production practices of potatoes in the river-bed; 2) to analyse the patterns of storage, transportation, and disposal of potatoes; and 3) to understand some of the structural aspects of the Ahmedabad potato market.

14. Effectiveness of Post-Graduate Programme

Prof. B.K. Hegde, Baldev R Sharma, and
C.N.S. Nambudiri

Sponsor: IIMA

Objectives: To find out (a) how well have our graduates been able to do in their first few years or months, both as viewed by themselves and their employers?; (b) what are the main problems our graduates face in typical work situations?; (c) what is the experience of the companies which have employed our students? and (d) what improvements can be made in terms of the programmes content and/or the methods?

15. National Loan Scholarship Scheme
with special reference to
Gujarat State

Prof. S.C. Kuchhal and Dr. S.P. Valavade

Sponsor: Indian Council of Social Science
Research

Objectives: Preparation of a synopsis of major research findings and the methodology used in administration of the National Loan Scholarship Scheme in Gujarat State.

II. RESEARCH IN PROGRESS

1. Alienation and Satisfaction on the Job

Profs. Sasi Misra and Ishwar Dayal

Sponsor: IIMA

Objectives: This study attempts to make a conceptual distinction between job satisfaction-dissatisfaction and job involvement-alienation by drawing upon two influential theories (Maslow Vs Herzberg et.al.) of human motivation at work. The following hypotheses are being tested:
1) As we move from lower to higher organizational levels, the ratio of job-involved to job-alienated employees will tend to increase. 2) For the job-involved employees at every level, the importance of job content factors (nature of work, recognition, achievement) will be greater than the job content factors (working conditions, company policy, etc.). The reverse will be true for the job alienated employees. 3) For the job-involved employees,

the higher order needs (ego and self actualization) will be felt more strongly than the lower order (basic and security) needs. The reverse will be true for the job alienated employee. 4) For the job involved employee, the degree of satisfaction (or dissatisfaction) experienced on the job will be greater when the job fulfills (or frustrates) their higher order needs (ego and self actualization) than when it fulfills (or frustrates) the lower order (basic and security) needs. The reverse will be true for the job alienated employees.

2. Bus Scheduling Problem

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

Sponsor: IIMA

Objectives: To devise an algorithm for optimum scheduling of buses. The problem has been formulated as a problem of obtaining minimal decomposition of an acyclic set.

Two papers based on the work have been completed.

3. Citrus Fruits:

A Micro Study on Agribusiness Structure

Prof. P.S. George, Mr. V.V. Choukidar, and Mr. P. Chakraborty

Sponsor: Ministry of Food and Agriculture

Objectives: 1) To study production aspects like input use and adoption of the package of practices in the cultivation of the three citrus fruit crops, i.e., sweet orange, mandarin orange, and limes; 2) to identify the reasons for growing specific varieties of each of these fruit crops in the selected regions; 3) to study the factors responsible for the changes in the area under different varieties of citrus fruits in the selected regions; 4) to understand the marketing aspects of citrus fruits in the major outlets and to examine the price spreads at different levels; 5) to analyse the processing facilities available for utilizing these varieties for understanding the cost structure, efficiencies, and utilization of capacities; and 6) to understand the rural and urban consumer's reaction towards fresh and processed citrus fruits.

Tabulation and processing of data is in progress.

4. Cultivators' Experience with HYVs of Cotton

Prof. Gunvant M. Desai, Mr. Gurdev Singh,
and Mr. S.C. Bandyopadhyay

Sponsor: Ministry of Food and Agriculture

Objectives: To analyse cultivator's experience of growing Hybrid-4 variety of cotton in Sabarkanta district of Gujarat.

Data is being processed.

5. Development of Committed Workforce in India

Prof. Baldev R. Sharma

Sponsor: Indian Council of Social
Science Research

Objectives: The scope of the project is to study, among other things, the impact of work technology upon commitment of industrial workforce. The sample of firms included eight factories -- four in the Western region and four in the North.

The first draft of the report is ready.

6. Economics of the Indian Cement Industry

Prof. G.S. Gupta

Sponsor: IIMA

Objectives: The study encompasses the following aspects of the cement industry: 1) Causes of regional imbalances in demand and supply, including the impact of controls on location; 2) production function, return to scale, elasticity of factor substitution, and factor productivities; 3) cost function, production economies of scale, optimum plant (firm) size and concentration ratio, size-cost relationship, and cost-price relationship; 4) demand function and demand forecasting; and 5) efficiency in Indian cement industry versus efficiency in some foreign (Pakistan, if permitted by data availability) cement industry. (The overall efficiency of the Indian cement industry and of the factors governing it in the light of the problems facing this industry will be studied.

Data has been collected. An article on "Production Function and Factor Productivity in the Indian Cement Industry" was published in The Indian Journal of Industrial Relations, VIII, 3, January 1973, and a preliminary report on the demand for cement in India is ready.

7. Entrepreneurial/Managerial Problems of Small Units

Prof. H.N. Pathak, Miss. Vabiz Danjibhoy, Mr. H. V. Patel, and Mr. H.T. Patel

Sponsor: Industrial Development Bank of India

Objectives: Small scale units enrolled with the Director of Industries during 1967-71 are to be studied in terms of 1) inception stage and 2) operational stage. The problem they face offer an insight into three major areas of industrial development, viz., 1) growth of entrepreneurship, 2) management of small enterprises, and 3) policies relating to industrial development. The problems are being studied on the basis of a 10% sample in selected districts of Gujarat.

8. Impact of Mechanization on the Productivity and Employment in Gujarat State

Prof. D.K. Desai, Prof. C. Gopinath, Mr.S.K.Basu, Mr. R.S. Chauhan and others

Sponsor: World Bank

Objectives: 1) To investigate into the profitability of tractor farming in relation to the investment on tractors, 2) to find out the impact of tractor utilization on employment of hired labour on farms, and 3) to find out the impact of tractorization on agricultural labour employment in the village or the area of operation of the tractors.

Final report will be ready by 1974.

9 Industrial Relations in Metal Based Industries

Prof. Pramod Verma

Sponsor: IIMA

Objectives: To understand the behaviour of workers and management in the context of industrial relations. Five medium sized engineering firms in Ahmedabad and Baroda were chosen for the study. A sample of 80 managers and 280 workers was covered by this study.

The report is being written.

10. Location of Industrial Estates In and Around Ahmedabad

Prof. D.S. Swamy, G.S. Gupta and P.N. Misra

Sponsor: Gujarat Industrial Development Corporation

Objectives: To work out the size of industrial estate and the pricing policy so that the sheds can be sold to private industrialists at minimum cost in time and otherwise to GIDC. This will involve studying the industrial potential of Ahmedabad forecasting the number of units, the type of units, and their sizes. It will also involve estimating the required infra-structure facilities for the proposed industrial estates.

11. Management of Industrial Conflict

Prof. N.R. Sheth and Mr. Padmanabh K. Joshi

Sponsor: IIMA

Objectives: To understand the nature of conflict in an organization, the point of departure being a major strike. The intention is to examine the various factors contributing the labour-management tensions over a period, culminating in the break-down of industrial relations. An attempt will be made to relate the conflict to the various forces operating inside as well as outside the organization.

The report is being written.

12. Network Computer Model for
Urban Water Supply
System

Prof. S.K. Mukherjee and Mr. Ashok Mehta

Sponsor: IIMA

Objectives: 1) To develop a computerized network model for urban water supply system; 2) develop a methodology based on network flow theory to optimize the design of such a system on a least annual cost analysis; and 3) illustrate the methodology on a particular city (Ahmedabad).

13. Occupational Values and Professions

Prof. Baldev R. Sharma and Mr. S.K. Warriar

Sponsor: Indian Council of Social Science
Research

Objectives: To examine the socio-economic background of students undergoing training in different professions in India and the process of entry into different professions. The major focus will be on investigating the occupational values of students entering different professions. The findings of this study are expected to provide insights which should help better management of professional education in the country.

Library research and data collection is in progress.

14. P & T MIS Project

Profs. S.K. Bhattacharyya, and J.C. Camillus,
and Mr. P.S. Thomas, with Mr. N.K. Sinha of
P & T

Sponsor: Posts & Telegraph Department

Objectives: Management development through introduction of a planning and control system in Telecommunication Branch.

The first phase report has been submitted.

15. People and Productivity

Prof. Baldev R. Sharma

Sponsor: IIMA

Objectives: To analyse data already collected from a large public sector corporation regarding the failure of its incentive bonus scheme.

Library research and analysis of data is in progress.

16. Scheduling Algorithms and Rate Structures for Time Sharing Systems

Prof. Mohan Kaul and Amar Kalro

Sponsor: IIMA

Objectives: To study through simulation the optimum allocation of the processor resources to the list of jobs demanding processing and to determine the effects of introducing 1) priority levels of jobs, 2) size (long and short) of the jobs, 3) variable quantum lengths of services to jobs, 4) study and formulate a rate structure for the various jobs in view of 1), 2) and 3).

The design of the simulation model and programming of 1), 2), and 3) has been completed. Approximately 30 simulation runs have already been completed and the data is being analysed.

17. Trade Union System of Organization

Prof's. Ishwar Dayal and Baldev R. Sharma

Sponsor: Indian Council of Social Science
Research

Objectives: To gain deeper insights into the functioning of trade unions as social systems. The study was conducted through interviews of trade union leaders and of rank-and-file members in and around Bombay. The unions covered were HMS and INTUC.

The report is being written.

18. Optimal Size and Use of Factors in Selected Indian Industries

Prof. P.N. Misra

Sponsor: IIMA

Objectives: The project aims at analysing empirically the structure of firms/industries under the most general situation when imperfections prevail simultaneously in product and factor markets. The measured structure will then be used to work out optimum size of profit maximising firms. Optimum levels of labour, capital, and product price will be obtained at the same time.

The report will be ready by September 1973.

19. Study of Framework, Structure and Funding of Technical Education System in India

Prof's. Mohan Kaul, S.C. Kuchhal, and Kamla Chowdhry

Sponsor: Planning Commission (Education Division)

Objectives: The project would involve the study of the institutional framework of technical education and the linkages of planning technical education at the National, State and Institutional levels; the relationship between technical institutions and the Government agencies both at State and Central; the relative problems of funding of technical education and its allocation at Centre, State and Institutional levels; and the inter-faces between the different agencies concerned.

The report will be ready by July 1974.

20. Strategy for Family Planning in the Industrial Sector in India

Profs. S. Paul, C.N.S. Nambudiri, and Baldev R. Sharma

Sponsor: Family Planning Foundation

Objectives: The main purpose of the study is to formulate a strategy which will enable the Indian Industrial sector to play a more effective role in promoting family planning among industrial workers. The research methodology includes (1) review of published literature on the subject, (2) interviews of key informants, (3) conduct of case studies of selected industrial units, and (4) study of selected organizations, active or potentially capable of being active in the family planning programme. Data thus gathered will provide the basis for formulating a national strategy for the family planning programme in the industrial sector.

Library research is in progress.

21. Rural Unemployment

Prof. Shreekant Sambrani, Mr. B.S. Pathak, Mr. M.K. Shah, and Mr. Pichholiya

Sponsor: Ministry of Food and Agriculture

Objectives: Any programme for the elimination of poverty must concentrate on tackling the rural employment situation on an urgent basis. The proposed study can be seen as a supply and demand analysis of specific activities for providing employment in para-agricultural and non-agricultural sectors in the rural areas, with a study of cet par factors affecting such a static analysis. It is proposed at present to look at three general areas of works, where employment does not require a high degree of skills. These are: a) housing construction - both for private needs and for infrastructure, such as school houses, b) soil conservation, and c) sinking wells, both surface and tube. The first part of data collection will be demand for employment. The second part will be essentially a cost-benefit study of the three types of works mentioned above. Simultaneously, it can be determined if there will be any aggravation of existing bottlenecks, both among the materials and the skills required for such programmes. It will also be possible to forecast new bottlenecks that may arise due to the execution of the programmes and ways could be devised in advance to avoid them. The last part of the data collection will be about gauging the demand for such activities and means to stimulate this demand.

The report will be ready by October 1973.

III. SEED MONEY PROJECTS COMPLETED

1. Computerised Survey of Literature for Research
(Prof. A. Ghose and Mr. A.S. Dhawle)
2. Drug Price Control : An Analysis
(Profs. V.L. Mote and H.N. Pathak)
3. Personnel Practices in Industrial Organizations
(Prof. Arun Monappa)

IV. SEED MONEY PROJECTS IN PROGRESS

1. Flow of Funds (Prof. D.S. Swamy)
2. Regional Development and Multi-Level Planning:
A Proposal for Decentralization (Prof. S.K. Mukherjee)
3. Role of Corporate Boards in India (Profs. C.N.S. Nambudiri, and C.K. Prahlad, Mr. K.S. Raman, and Mr. V.K. Narayanan)
4. A Study of Negotiation Behaviour (Profs. Sasi Misra and Amar Kalra)

PUBLICATIONS OF THE IIMA FACULTY AND STAFF

July 1972 to June 1973

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Wadhva Charan D. "Environmental Scanning for Corporate
Planning in India," 20th International Meeting
of the Institute of Management Sciences (TIMS),
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PART IX
FINANCE AND ACCOUNTS

SORAB S. ENGINEER & CO.
CHARTERED ACCOUNTANTS

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Ismail Building
381, D. Naoroji Road
Fort, Bombay-1.

AUDITORS' REPORT TO THE DEPUTY CHARITY COMMISSIONER, AHMEDABAD
REGARDING AUDIT OF ACCOUNTS OF THE INDIAN INSTITUTE OF MANAGEMENT FOR
THE YEAR ENDING 31ST MARCH 1973

Registered No.F/174 Ahmedabad

...

- (a) The accounts are maintained regularly and in accordance with the provision 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 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.27,757.28 is outstanding from students etc. for a period of more than one year. Rs. 11,902.97 towards loss on sale of vehicles and Rs.928.96 dues from F.G.I. Students are written off during the year.
- (i) The net capital expenditure of Rs.1,45,97,916.76 on building on 31-3-1973 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 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 1973 has not been made in the books of account.

- (iii) Net capital expenditure on building under construction amounting to Rs. 1,45,97,916.76 is arrived as under:

(a) Expenses	Rs. 76, 45,463.53
(b) Amount advanced against running bills subject to adjustment of final bills	Rs. 69, 52,453.23
	<u>Rs. 1,45, 97,916.76</u>

- (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 IIM Computer". The same is reduced to Rs.30,482.60 on 31st March 1973 (by the value of computer time used for Indian Institute of Management upto 31-3-1973).

CHARTERED ACCOUNTANTS
Dt: 9th July 1973

NAME OF THE PUBLIC TRUST: INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDING 31ST MARCH 1973

Registration No.F 174

Previous year 1971-72	EXPENDITURE		INCOME	
	Rs.	Ps	Rs.	Ps
65,000.00	TO EXPENSES IN RESPECT OF PROPERTIES Municipal Taxes on Buildings		67,118.16	66,236.05
16,829.37	TO ESTABLISHMENT EXPENSES AS PER SCHEDULE 1		2,110.22	1,995.27
7,84,873.21	TO RENT AND TAXES FOR BUILDING			
6,35,293.36	TO EXPENDITURE ON VARIOUS COURSES ARRANGED DURING THE YEAR		24,19,000.00	30,22,000.00
14,20,166.57	(i) Post-Graduate Course			
250.00	(ii) Short-term programmes		1,19,040.78	2,09,175.87
3,000.00	TO LEGAL EXPENSES		22,99,955.22	26,12,824.13
307.00	TO REMUNERATION TO AUDITORS		34,68,136.95	35,71,560.83
3,307.00	(i) Audit Fees			
	(ii) Fees for other services		95,203.01	
693.62	TO ACCOUNT WRITTEN OFF		9,997.49	1,42,671.22
693.62	PGE Students		1,05,195.50	
	Loss on sale of vehicles		12,831.93	1,42,971.51
7,71,247.02	TO MISCELLANEOUS EXPENSES			
1,38,460.00	AS PER SCHEDULE 2		9,33,102.92	
11,870.97	TO EXPENDITURE ON OBJECTS OF TRUST			
1,50,330.97	(i) Educational Scholarships (I.G.F.)		2,04,930.00	
	(ii) Fellowships for PBA		3,28,123.76	
3,13,999.50	TO AMOUNTS TRANSFERRED TO RESERVE OR SPECIFIC FUNDS			
	Fund from increased Earnings on Revenue Account			
59,42,524.05	TO SURPLUS CARRIED OVER TO BALANCE SHEET		63,95,587.79	65,95,587.79

* Interest on investments of donations of Rs.2,59,335.35 has been credited to 'DONATION FROM INDUSTRIES' in the Balance Sheet (Previous year Rs.1,53,515.20)

As per our report of even date

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDING 31-3-1973

SCHEDULE 1

Previous year
1971-72

TO ESTABLISHMENT EXPENSES		BY INCOME FROM OTHER SOURCES	
Rs.	Ps.	Rs.	Ps.
13,07,470.71			
1,39,675.45		9,44,082.45	
2,80,913.00		11,64,900.00	
1,14,345.80			21,00,992.45
<u>18,50,412.56</u>			
7,77,434.56			
57,628.25			
4,80,335.96			
43,017.64			
<u>32,16,809.37</u>			
			3,337.15
			2,48,662.05
			2,19,114.88
			6,09,331.02
			25,033.02
			57,500.00

SCHEDULE 2

Previous year
1971-72

TO MISCELLANEOUS EXPENSES		BY INCOME FROM OTHER SOURCES	
Rs.	Ps.	Rs.	Ps.
1,00,324.55			
4,14,219.09			
16,000.00			
4,186.01			
95,202.01			
9,557.49			
<u>1,30,017.87</u>			
7,71,947.02			
			3,30,688.73
			2,95,203.13
			8,794.48
			35,71,560.83

Dated: 9th July 1973

NAME OF THE PUBLIC TRUST: INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
BALANCE SHEET AS AT 31ST MARCH 1973

Registration No. F-174

F U N D S A N D L I A B I L I T I E S		A S S E T S	
Rs. Pcs	Rs. Pcs	Previous year 1971-72	Rs. Pcs
1,50,65,402.90	2,36,37,146.51	1,40,29,034.43	1,76,02,516.15
40,45,696.87	62,13,740.93	44,99,771.25	47,42,046.40
3,71,537.74	3,47,282.00	7,905.52	13,967.77
42,000.00		500.00	500.00
33,376.35	41,174.01	2,69,724.92	3,62,972.36
55,536.36	94,192.75	1,88,986.63	1,71,697.30
6,679.37	8,356.16	4,50,711.55	5,34,669.66
973.77	3,158.03	1,19,808.00	1,19,808.00
1,45,525.85	2,60,300.95	87,207.65	89,325.40
9,025.00	7,425.00	32,600.35	30,482.60
7,01,502.00	9,24,953.69	4,91,311.90	56,598.60
1,23,443.00	82,550.01	42,718.60	22,776.65
8,93,479.00	10,14,928.70	1,75,946.55	198,714.21
14,13,533.69		2,18,565.15	2,21,490.86
50,931.38		14,100.00	15,925.00
56,931.38		13,120.00	26,980.00
50,931.38		27,220.00	42,905.00
		23,611.35	52,257.42
		455.00	5,405.00
		3,19,000.00	6,87,000.00
		-	-
		1,41,916.95	6,605.68
		4,60,916.95	6,93,605.68
		2,799.86	3,229.63
		25,513.86	28,541.59
		28,313.22	31,771.22
		1,101.36	1,241.30
		1,158.36	1,491.34
		5,15,556.24	7,05,771.86
		47,34,948.97	74,20,530.19
		2,53,24,713.46	3,14,01,479.17
	TOTAL		TOTAL

IMMOVABLE PROPERTIES:
As per Schedule 'C':
MOVABLE PROPERTIES:
As per Schedule 'D':
Stores at cost
INVESTMENTS:
Fifty shares of Petrosil Glass Works Ltd. received as donation
(Market value Rs. 566/-)
(Previous year Rs. 243/-)
LOANS (UNSECURED):
1. Loan Scholarships (Good)
(a) One year old
(b) Current
2. Loan to Physical Research Laboratory, Ahmedabad for IBM Computer
Less: Charges adjusted against loan upto 31-3-73

EMPLOYEES:
To Employees (including Rs. 40,676 for purchase of conveyance)
(Previous year Rs. 27,423)
To others
DEPOSITS:
Security Deposits (more than one year old Rs. 1655)
Telephone Deposits

INCOME OUTSTANDING:
Interest
Other income
Grants due but received after 31-3-1973
(a) Ministry of Education
(b) Ministry of Food & Agri.
(c) Ford Foundation for Rupee Yojana and Computer
(d) USAID for Programme for Management in Agriculture
Due from Post Graduate Students:
(a) One year old
(b) current
Due from Management in Agri-student
Due from MBA students

CASH AND BANK BALANCES:
As per Schedule 'E'

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
 SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH 1973

SCHEDULE 'B'

	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.	
	Balance as on 1st April 1972		Amount credited during the year		Amount debited during the year		Closing balance as on 31st March 1973
GRANT FROM FORD FOUNDATION							
For Building Expenditure & air conditioning equipments	14,44,291.00		21,45,086.01				35,89,377.01
Value of Books received (as per contra)	12,44,917.02		85,315.65		75,591.34	(a)	12,54,641.33
Value of Equipment received (as per contra)	36,220.65		-		-		36,220.65
Value of Equipment purchased from grant (as per contra)	37,567.70		-		-		37,567.70
Value of Equipment purchased from grant - CMA (as per contra)	5,469.71		-		-		5,469.71
Grant for Rupee Budget expenses	34,845.22		1,50,313.00		1,42,971.51	(b)	50,186.71
Grant for Rupee Expenses on Computer	1,04,329.68		-		-		1,04,329.68
Value of computer received (with IRL)	32,600.35		-		2,117.75	(c)	30,482.60
Value of computer (installed in IIM) (As per contra)	11,04,107.50		-		-		11,04,107.50
Write off account for the books received from the Grant	1,268.04		-		-		1,268.04
Total Schedule B	40,45,696.67		23,80,724.66		2,20,680.60		62,13,740.93

SCHEDULE 'C'

	Rs.	Ps.	Rs.	Ps.
	Balance as on 1st April 1972		Amount credited during the year	
DEPRECIABLE INTANGIBLES				
Land at cost (Received as Donation from Government subject)	25,43,919.76		-	
Land at cost (purchased)	4,60,679.67		-	
Capital Expenditure on Building and Advances to Contractors for work under construction	1,18,24,435.00		27,73,481.76	
	1,48,29,034.43		27,73,481.76	
				1,76,02,516.19

- (a) Transferred to Library Fund (Sale proceeds of some of books)
- (b) Transferred to Income and Expenditure account for meeting expenses on research projects
- (c) Computer Time used for the year

Dated: 9th July, 1973

TRUSTEE

Samuel Paul
DIRECTOR

R.C. Chib
ADMINISTRATIVE OFFICER

C. Ramdoss
ACCOUNTS OFFICER

Sorab S. Engineer & Co.,
CHARTERED ACCOUNTANTS

SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH 1973

SCHEDULE 'D'

	Balance as on 1st April 1972		Debit during the year		Credit during the year		Balance as on 31st March 1972	
	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.
MOVABLE PROPERTIES (AT COST)								
Assets purchased out of Grants-in-aid from the Government of India and Government of Gujarat (as per contra)	3,85,994.15		94,548.68		-		4,80,542.83	
Office equipment (Including Typewriters and Staff Recreation Club Equipment and Library Equipment)	2,55,883.26		17,501.26		-		2,73,784.52	
Office Furniture (Including Library Furniture)	73,058.22		23,939.00		29,925.97	(a)	67,071.25	
Staff vehicles	3,66,090.71		50,000.00		-		4,19,090.71	
Books purchased from Grant	1,32,340.81		17,784.54		-		1,50,133.35	
Hotel Equipment (Including students recreation club)	1,90,100.72		1,691.58		-		1,91,792.30	
Hostel Furniture	8,124.95		-		-		8,124.95	
Class room Equipment (including production equipment)	25,212.90		1,951.36		-		27,664.34	
Glass room Furniture	22,836.68		1,459.45		-		24,296.13	
Customs duty on imported Equipment								
Books received from Ford Foundation (as per contra)	14,62,659.48		2,09,175.87		29,925.97		16,41,909.33	
Equipment received from Ford Foundation (as per contra)	12,44,917.02		85,315.65		75,591.34	(b)	12,54,641.33	
Equipment received from Ford Foundation (as per contra)	36,220.65		-		-		36,220.65	
Computer received from Ford Foundation (as per contra)	11,04,137.50		-		-		11,04,137.50	
Equipment received from British Information Service (as per contra)	13,110.10		-		-		13,110.10	
Equipment purchased from Ford Foundation grant (as per contra)	37,587.70		-		-		37,587.70	
Equipment purchased from Ford Foundation grant for OMA (as per contra)	5,469.71		-		-		5,469.71	
Equipment purchased for computer in IIM	1,10,097.78		-		-		1,10,097.78	
Equipment etc. purchased from Ministry of Food and Agri. Grant (as per contra)	44,200.99		3,337.15		-		47,538.14	
Equipment purchased from OMA Fund (as per contra)	3,332.96		-		-		3,332.96	
Equipment etc. purchased for IMA net from USAID Grant (as per contra)	1,24,826.29		35,485.60		-		1,60,311.89	
Equipment purchased from NIDM grant (as per contra)	15,598.90		-		-		15,598.90	
Equipment purchased from other sources	64,627.99		7,360.40		-		71,988.39	
Books purchased out of Library Fund	2,32,946.10		7,117.79		-		2,40,063.97	
Total Schedule 'D'	44,99,771.25		3,47,792.46		1,05,517.31		47,42,046.40	

(a) Cost of vehicles sold
(b) Transferred to Library Fund

Dated: 9th July, 1973

TRUSTEE

Samuel Paul
DIRECTOR

R.C. Chib
ADMINISTRATIVE OFFICER

C. P. Bhatnagar
ACCOUNTS OFFICER

Sarob S. Engineer & Co.
CHARTERED ACCOUNTANTS

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
CONTRIBUTORY PROVIDENT FUND
BALANCE SHEET AS AT 31ST MARCH 1973

L I A B I L I T I E S

	Rs.	Rs.	Rs.	Rs.	Rs.
LIABILITIES					
Opening balance as on 1st April 1972		7,76,289			
Received during the year:					
Subscriptions	1,74,547				
Interest	47,517	2,22,064			
Less:					
Payment to employees leaving the Institute during the year		24,096	1,97,968	9,74,257	
CONTRIBUTION OF INSTITUTE					
Opening balance as on 1st April 1972			6,25,735		
Additions during the year:-					
Contribution	1,38,020				
Interest	36,725	1,74,745			
Less: Paid during the year:-					
Amount transferred to Reserve Fund	5,456				
Payments to employees leaving the Institute	14,772	20,228	1,54,517	7,80,252	
RESERVE FUND					
Balance as on 1st April 1972			43,093		
Additions during the year			5,456	40,549	
INCOME AND EXPENDITURE ACCOUNT					
Balance as on 1st April 1972			24,096		
Less: Amount of interest met during the year			3,334	20,756	
TOTAL			<u>18,23,014</u>	<u>18,23,014</u>	

A S S E T S

	Rs.	Rs.	Rs.
INVESTMENT			
12 Year National Defence Certificate at face value		6,99,400	
7 Year National Savings Certificate (II) Issue		6,71,000	
6% Gujarat Industrial Development Bond 1981 (face value Rs.20,000)		15,600	13,80,000
INTEREST ACCRUED ON INVESTMENT			3,06,768
LOANS TO SUBSCRIBERS			97,911
INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD			28,034
BANK BALANCE			1,101
(In current account with the State Bank of India, Ahmedabad)			
TOTAL			<u>18,23,014</u>

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDING 31ST MARCH 1973

E X P E N D I T U R E

To Interest paid during the year	84,242
TOTAL:	<u>84,242</u>

I N C O M E

By Interest on investment	80,908
Add Interest met during the year from the previous years' balance	3,334
TOTAL:	<u>84,242</u>

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

Dated: 5th July, 1973

TRUSTEE