

TWELFTH ANNUAL REPORT

APRIL 1, 1973

to

MARCH 31, 1974

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

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PART I

THE INSTITUTE

PROGRESS

1962-1974

1962-63 1963-64 1964-65 1965-66 1966-67 1967-68 1968-69 1969-70 1970-71 1971-72 1972-73 1973-74 1974-75

1 MANPOWER

	1962-63	1963-64	1964-65	1965-66	1966-67	1967-68	1968-69	1969-70	1970-71	1971-72	1972-73	1973-74	1974-75
Faculty	5	13	27	35	34	35	41	43	46	55	57	58	58
Research Staff	5	13	15	15	21	38	45	54	71	75	77	78	78
Staff	24	45	81	125	149	184	195	210	233	231	233	268	268
Faculty Associates	3	4	5	7	8	11	15	18	26	26	19	-	-
Visiting Faculty	1	8	8	10	7	5	5	2	1	1	-	-	6
Total	38	83	136	192	219	273	301	327	377	388	386	-	-

2 POST-GRADUATE PROGRAMMES

Two year Post-Graduate Programme in Business Administration	-	-	48	130	162	190	216	218	234	232	228	241	241
One-Year Programme for Management in Agriculture	-	-	-	-	-	-	-	-	33	34	35	36	36
Fellow of Business Administration	-	-	-	-	-	-	-	-	-	4	15	21	21

3 MANAGEMENT DEVELOPMENT PROGRAMMES

General Management Programmes

3-Tier Programme for Management Development	-	120	122	154	218	140	158	194	194	167	213	193	184
Programme for Young Executives	-	-	30	21	40	30	35	-	-	-	-	-	-
Management Development Programme for Medium and Small Enterprises	-	-	-	-	-	-	-	-	35	20	-	49	29
Small Industry Orientation Programme	-	-	-	-	-	-	-	-	18	-	-	-	-
Management Development Programme for Senior Officers in Tamil Nadu Govt.	-	-	-	-	-	-	-	-	-	29	-	-	-

1962-63 1963-64 1964-65 1965-66 1966-67 1967-68 1968-69 1969-70 1970-71 1971-72 1972-73 1973-74

	1962-63	1963-64	1964-65	1965-66	1966-67	1967-68	1968-69	1969-70	1970-71	1971-72	1972-73	1973-74	1974-75
Changing Patterns of Industrial Relations	-	-	-	-	-	-	-	-	-	25	25	26	25
Programmes on Principles and Applications of Operations Research	-	-	-	-	-	-	-	-	-	19	37	-	-
Programme for Developing an Organization in Production and Operations Management	-	-	-	-	-	-	-	-	-	45	-	-	-
Programme on Marketing Information and Decision Making	-	-	-	-	-	-	-	-	-	-	12	-	21
Workshop on Design and Implementation of Management Planning and Control Systems	-	-	-	-	-	-	-	-	-	-	18	-	-
Programme for Trade Union Leaders of Gujarat	-	-	-	-	-	-	-	-	-	-	-	-	-
Programme in Marketing Management	-	-	-	-	-	-	-	-	-	-	-	-	30
Working Capital Management	-	-	-	-	-	-	-	-	-	-	-	-	66
Programme for development of Managers in Rural and Semi-Rural Areas of Banks	-	-	-	-	-	-	-	-	-	-	-	-	39
Programme on Rural Stress and Cultural Studies	-	-	-	-	-	-	-	-	-	-	-	-	23
Regional Development and Management of Capital Resources	-	-	-	-	-	-	-	-	-	-	-	-	43
Workshop on Long Range Planning	-	-	-	-	-	-	-	-	-	-	-	-	29
Workshop on Contribution of Management to Development of Rural Areas	-	-	-	-	-	-	-	-	-	-	-	-	15
Multi-Level Dairy Management Programme	79+	22+	-	-	-	-	-	-	-	-	-	-	-
	18*	3 **	-	-	-	-	-	-	-	-	-	-	-
	-	70	-	-	-	-	-	-	-	-	-	-	-
New Foods for National Development	-	-	-	-	-	-	-	-	-	-	-	-	-
Modernization in Rice Industry Seminar	-	-	-	-	-	-	66	-	-	-	-	-	-
Agricultural Finance Seminar	-	-	-	-	-	-	51	-	-	-	-	-	-
Agricultural Supply Management Programme	-	-	-	-	-	-	21	28	-	15	38	-	-

*Attended part of the apex Level Seminar. ** Attended the apex Level Seminar

S.P.P

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②

Statistical project on Long Range Planning (Agriculture)

23-
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29
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1962-63 1963-64 1964-65 1965-66 1966-67 1967-68 1968-69 1969-70 1970-71 1971-72 1972-73 1973-74 1974-75

Programme	1962-63	1963-64	1964-65	1965-66	1966-67	1967-68	1968-69	1969-70	1970-71	1971-72	1972-73	1973-74	1974-75
Dairy Executives Management Programme	-	-	-	-	-	-	-	17	-	-	-	-	-
Bank Management Development Programme	-	-	-	-	-	-	-	-	63	-	-	-	-
Management of Credit Function	-	-	-	-	-	-	-	-	-	25	-	-	-
Rice Mill Management Programme	-	-	-	-	-	-	-	-	-	-	37	-	57
Course in Agricultural Programme for IAS Probationers	-	-	-	-	-	-	-	-	-	-	-	-	130
Agricultural Management Programme	-	-	-	-	-	-	-	-	-	-	-	-	29
Programme for Management of Paddy Rice System	-	-	-	-	-	-	-	-	-	-	-	-	18
Programme on Management of Rural Credit	-	-	-	-	-	-	-	-	-	-	-	-	-
Inter-University Programmes	-	-	-	-	-	-	-	-	-	-	-	-	-
Programme for University Teachers	-	-	-	36	34	19	21	-	-	-	-	-	35
University Programmes (Hr. of Faculty)	-	-	-	-	-	-	-	2	-	-	-	-	-
University Teachers Programme in Operations Research	-	-	-	-	-	-	-	-	-	-	-	-	46
Programme in Analytical Aids for Planning and Decision Making	-	-	-	-	-	22	-	-	-	23	-	-	24
Programme on Applications of Operations Research	-	-	-	-	-	-	-	-	-	19	37	-	25
Research and Publications	-	-	-	-	-	-	-	-	-	-	-	-	-
Cases Collected (Cumulative)	-	100	300	400	500	650	750	850	875	906	975	-	-
Research Project Completed (Cumulative)	-	-	1	16	16	23	36	47	56	71	86	-	-
Consulting	-	-	-	-	-	-	-	-	-	-	-	-	-
Consulting Projects Completed (Cumulative)	-	-	-	-	-	-	24	40	57	60	67	-	75
Alumni Activities Alumni Conferences Facilities	-	-	53	66	61	95	129	130	-	68	79	-	78
Library Books (Cumulative)	2000	9000	13000	22000	27000	34000	40000	46000	49906	55246	59079	-	63855
Building Area Provided (in thousand sq.m.) (Cumulative)	-	-	-	9.37	13.45	16.64	19.65	22.27	27.88	35.95	42.59	-	-

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Programme
Management

Programme in Analytical Aids for Planning and Decision Making
Programme on Applications of Operations Research
Research and Publications
Cases Collected (Cumulative)
Research Project Completed (Cumulative)
Consulting
Consulting Projects Completed (Cumulative)
Alumni Activities Alumni Conferences Facilities
Library Books (Cumulative)
Building Area Provided (in thousand sq.m.) (Cumulative)

FROM THE DIRECTOR

As an applied Management educational institution, the Institute, for over a decade, has been engaged in accelerating the process of management development in the country. To this end, the Institute has been conducting a variety of educational programmes : a two-year post graduate programme (PGP), a one-year programme for management in agriculture (PMA), a fellow programme in management (FBA), and a large number of management development programmes tailored to meet the needs of the major sectors of the economy. Research and Consulting activities at the Institute have also been aimed at the improvement of management practice. In all these areas, the Institute's activities expanded significantly in the past year.

Turning first to the educational programmes, during the year under review, 152 young men and women graduated from the Institute : 115 from PGP and 36 from PMA. The first graduate of the FBA programme also came out at the end of this year. This programme which is equivalent to a doctoral programme is designed to develop teachers and researchers in management for our universities and other institutions. Although the programme at present is small in terms of the enrollment of students, we expect it to grow in the years to come and to play a significant role in the field of faculty development.

The demand for the Institute graduates from industry and government this year was the highest in our history. 279 job offers were notified to 109 PGP students who needed placement assistance. 32 PMA graduates who needed placement assistance were to choose from 35 job opportunities notified to them. Special efforts were made to get the students placed in government and public sector organizations. Quite a few students have accepted job offers from the Planning Commission and several public sector organizations.

During the year under review, there was phenomenal growth in our management development programmes : 19 programmes were conducted during the year as against 10 programmes conducted in the previous year and 904 executives attended these programmes as against 477 last year. The 3-Tier Programme and a number of functional programmes were repeated during the year. There was increasing demand for Institutes programmes from government and public sector undertakings. Three programmes were offered exclusively for government officers. In another programme in addition to government officers, senior officials of public sector undertakings also participated.

Two new experiments which were tried out during the year deserve special mention. A special programme on district programme management for young IAS officers was offered by the Institute faculty at the National Academy of Administration at Mussoorie.

Special teaching materials such as cases were developed for this programme which was extremely well received. Similarly, two summer programmes for University teachers were organized with the support of the Union Ministry of Education. Here again, the response to the new programmes was overwhelming.

The Institute's research activities were reviewed by the faculty during the year. It was decided, as a medium term goal, to focus research on those segments which will have the maximum long run impact on the community of management practitioners and researchers. Nearly 60 projects were in progress during the current year. These projects covered a wide range of topics which have the greatest social relevance. Some of the new areas of research included research on agricultural administration, trade union system organization, family planning and population management, and management of educational systems. During this year the Institute set up a new group under contract with the Government of India and Government of Uttar Pradesh to do research and consulting in family planning management for a five year period. The Centre for Management in Agriculture continued its pioneering work in agricultural management and research.

In addition to research, a large number of faculty were engaged in a variety of consulting projects. 23 projects were in progress, including 13 new projects taken up during the year. The clientele included government organizations and industries in public

and private sectors. The consulting activity has helped the faculty to keep in touch with the problems of the management profession and provided new materials for our research and training programmes.

With the continued growth of the Institute, further investment in the expansion of physical facilities was unavoidable. The main complex buildings are almost ready, two more dormitories for students are under construction, and work on a kitchen-dining unit and a management development centre will begin as soon as plans and adequate funds are available.

On behalf of the Institute, I would like to place on record our deep appreciation for the valuable support and encouragement we have received from the Government of India, Government of Gujarat, industries in public and private sectors and other donors. The progress made by the Institute during the past year which was beset by major economic and political crisis would not have been possible but for the sense of purpose, hard work, and commitment of our faculty, students and staff. It has been an honour for me to be associated with them in the exciting adventure of institution building.

Samuel Paul
Director

PROGRAMMES AND ACTIVITIES

1973-74

Post-Graduate Programmes

Two-Year Post-Graduate Programme in
Business AdministrationOne-Year Programme for Management in
Agriculture

Follow Programme in Management

Management Development
Programmes

3-Tier Programme for Management Development

Management Development Programme for Medium
and Small EnterprisesGeneral Management Programme for Senior
Police Officers of National Police AcademyManagement Development Programme for
Senior Officers in Gujarat GovernmentProgramme on Industrial Development
AdministrationProgramme on Changing Patterns of
Industrial Relations

Programme in Marketing Management

Working Capital Management Programme

Workshop on Design and Implementation
of Management Planning and Control SystemsProgramme for Trade Union Leaders of
GujaratProgramme for Development of Managers
in Rural and Semi-Urban Branches of
Banks

Rico Mill Management Programme

Management Development
Programmes
(continued from previous
page)

Course on Agricultural Programme for
IAS Probationers

Agricultural Management Programme

Programme for Management of Paddy
Rice System

General Management Programme for
University Teachers

University Teachers Programme in
Operations Research

Programme on Analytical Aids for
Planning and Decision Making

Programme on Applications of
Operations Research

Research

12 research projects were completed and
45 projects are in progress

Consulting

8 projects were completed and
15 projects are in progress

The Society ^{for the} also approved
the award of "Fellow of Indian Institute
of Management, Ahmedabad" to one of the
Fellow Programme Student who has
successfully completed the programme.
INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD SOCIETY

^{23th}
The ^{27, 1974} 18th meeting of the Indian Institute of Management,
Ahmedabad Society, held on April 21, 1973 approved the award of
Post-Graduate Diploma in Business Administration to the ^{8th} eighth
batch of ¹¹⁵ 109 students. The Post-Graduate Diploma was conferred
on these students at the ^{9th} 8th Annual Convocation held on April ^{27,} 21,
1974. The Society empowered the Director to award the Post-Graduate
Diploma in Business Administration to one of the Post-Graduate
Programme students of ~~1971-73~~ ^{the academic requirements of the programme and the} batch when he completes ^{all the} ~~the~~
required formalities.

^{fourth} The Society also approved the award of certificates to the
third batch of ³⁶ 35 students of the One-Year Programme for Management
in Agriculture at the 8th Annual Convocation.

~~FBA award to one student~~
The ¹³ 19th meeting of the Society, held on July 28, 1973,
adopted the ²¹ 12th Annual Report and the Accounts for the year
ended March 31, 1974. ¹⁹⁷⁴ ~~1973~~
^{of IIM A society}
New members enrolled during 1973-74

During the year the following organizations were enrolled
to the IIMA Society:

1. The Ahmedabad Cotton Manufacturing Co. Ltd., Ahmedabad
2. The Ahmedabad Shri Ramakrishna Mills Co. Ltd., Ahmedabad
3. The Bajaj Auto Ltd., Poona
4. The Bharat Suryodaya Mills Co. Ltd., Ahmedabad

- new list*
5. The First National City Bank, Bombay
 6. The Gujarat State Fertilizer Company, Baroda
 7. Industrial Credit & Investment Corporation of India, Bombay
 8. Mukund Iron & Steel Works Ltd., Bombay

The membership of the Society at the end of the year was 98 as against 87 of last year.

BOARD OF GOVERNORS

The biennial election to fill up the four vacant positions on the Board from among the donor members constituency was conducted during the year. The following donor members were elected to the Board for a two-year term, beginning April, 1974:

1. Mr. Charat Ram, Delhi Cloth & General Mills Co. Ltd.,
Delhi
2. Mr. Jayakrishna Harivallabhdas, Shree Ambica Mills Ltd.,
Ahmedabad
3. Mr. V.C. Rajadhyaksha, Hindustan Lever Ltd., Bombay
4. Mr. L.D. Vasa, New Shorrock Spg. & Mfg. Co. Ltd.,
Ahmedabad

Mr. Rajadhyaksha resigned from the Board in May, 1973;

Mr. J.J. Bhabha of Tata Iron & Steel Co. Ltd., Bombay was unanimously elected to this vacancy.

During the year, the Government of India nominated the following officials to the Board and Society as its nominees:

Mr. R. Srinivasan Bureau of Public Enterprises	in place of	Mr. R.M. Bhandari Bureau of Public Enterprises
Mr. Y.P. Passi Bureau of Public Enterprises	"	Mr. R. Srinivasan Bureau of Public Enterprises
Mr. A.B. Chandiramani Ministry of Education	"	Dr. L.S. Chandrakant Ministry of Education
Mr. Mohan Mukherjee Ministry of Education	"	Mr. A.B. Chandiramani Ministry of Education
Mr. S. Venkataraman Ministry of Finance	"	Mr. S.D. Nargolwala Ministry of Finance

The Government of Gujarat nominated the following persons to the Board and Society as its nominees:

Mrs. S.L. Singla Education & Labour Dept.	in place of	Mr. S.M. Dudani Education & Labour Dept.
Mr. S.M. Dudani Chief Secretary	"	Mr. L.R. Dalal Chief Secretary
Mr. H.T. Sadhwani Chief Secretary	"	Mr. S.M. Dudani Chief Secretary

Dr. R. Ramaana, Director, Bhabha Atomic Research Centre was nominated to the Board and Society in March 1974 to represent the All India Council of Technical Education. Mr. Arvind N. Mafatlal was representing the All India Council of Technical Education for the last five years.

Professors S.K. Bhattacharyya and Ravi J. Matthai were nominated to the Board and Society in April, 1973 for a period of two years as Chairman's nominees from the Institute faculty.

Mr. R.Ratnam of Sundaram Motors and Mr. R.K. Talwar of State Bank of India were co-opted to the Board and Society in July and September, 1973, respectively.

Mr. C.P. Srivastava, who was nominated to represent Industry, Commerce, Labour and other interests in September 1972 resigned from the Board in December, 1973.

The Board met on April 21, 1973, July 28, 1973, September 29, 1973, and January 5, 1974.

The Personnel Committee of the Board met on September 17, 1973, January 3, 1974 and March 2, 1974.

The Budget Committee of the Board met in Delhi on November 14, 1973.

The Building Committee of the Board met on June 29, 1973 and January 3, 1974.

DONATIONS

Donations were received from the following organizations, which will be used for setting up a Management Development Centre on the campus:

<u>Name of organization</u>	<u>Amount</u> Rs.
1. The Ahmedabad Cotton Manufacturing Co. Ltd. Ahmedabad	16,500
2. The Ahmedabad Shri Ramakrishna Mills Co. Ltd. Ahmedabad	25,000
3. Asian Paints, Bombay	13,000

<u>Name of organization</u>	<u>Amount</u> Rs.
4. Bajaj Auto Ltd., Poona	25,000
5. The Bharat Suryodaya Mills Co. Ltd., Ahmedabad	16,590
6. Cellulose Products of India Ltd., Ahmedabad	10,000
7. The Delhi Cloth & General Mills Ltd., Delhi	50,000
8. The First National City Bank, Bombay	25,000
9. Gujarat State Fertilizer Co., Baroda	25,000
10. Industrial Credit & Investment Corporation of India, Bombay	100,000
11. Mahindra Foundation, Bombay	100,000
12. Mukund Iron & Steel Works Ltd., Bombay	25,000

The Institute is extremely grateful to these organizations for the support and encouragement given to further the cause of management education and research at the Institute.

NAME CMA Grant
THE FORD FOUNDATION

The Ford Foundation continued to provide active ^{financial} support for the development of the Institute. A number of Institute faculty, research staff and students are being trained abroad with Ford Foundation assistance. The Ford Foundation grants also supported the research and publication activities at the Institute and the expansion of the library.

The Institute is grateful to the Ford Foundation for the very generous help given to the various programmes and activities over the years.

FACULTY AND RESEARCH STAFF

During the year five faculty members joined the Institute and five left the Institute. Professors Meenakshi Malya and M.N. Vora returned to the Institute after successfully completing the Doctoral Programme of Harvard Business School. Dr. D.K. Desai founder Chairman of CMA was appointed GSFC Professor of Management in Agriculture in May, 1973. At the end of the year there were 60 faculty members and 77 research staff members.

Prof. B.K. Hegde, a senior member of the Institute faculty died of heart attack on September 6, 1973 at Agra while teaching in one of the Executive Development Programmes. Prof. Hegde, who joined the Institute in May, 1963, was the Chairman of the Post-Graduate Programme during 1966-68 and was the Chairman of the Alumni Activities Committee at the time of his death.

Faculty Development

Prof. S.C. Mehta was deputed to the University of Missouri, U.S.A. for Doctoral work in Marketing.

Professors K. Balakrishnan and C.K. Prahalad continued to work at Harvard Business School for the doctoral degree. Professor L.R. Dhandari is working at the University of Columbia for his doctoral degree. All these three faculty members are expected to return to the Institute shortly after completing the doctoral work.

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

<u>Name</u>	<u>Area</u>	<u>University</u>
Mr. Y.P. Anoja	Production and Quantitative Methods	Johns Hopkins
Mr. A.K. Banerjee	Production and Quantitative Methods	Wisconsin
Mr. B.M. Desai	Agricultural Economics	Cornell
Mr. J.L. Saha	Operations Research	Case Western
Mr. V. Jaikumar	Financing 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>
Mr. N. Dholakia	Marketing	Northwestern
Mr. R.K. Sarin	Production	UCLA

Professor Louis I. Kahn

Professor Louis I. Kahn who was associated with the designing of the Institute campus since 1962 passed away on March 17, 1974 in New York City on his way back home from a visit to the Institute. In the death of Professor Kahn, the world of architecture has lost a towering light and fountain of inspiration. The Institute has lost the creator of a campus with a difference.

The Institute community in a condolence meeting paid respectful homage to the memory of Prof. Kahn.

PART II
POST-GRADUATE PROGRAMMES

POST GRADUATE PROGRAMME IN MANAGEMENT

Post-Graduate Programme (General)

For admission to the Post-Graduate Programme commencing July 1974, 4685 filled in applications (exclusive of Agriculture Management Specialization applications) were received. Admission tests for eligible candidates were held at Ahmedabad, Bangalore, Bombay, Calcutta, Delhi, Hyderabad, Kanpur, Kharagpur, Madras and Nagpur in February/March, 1974. On the basis of performance in the test and application evaluation which takes into account past academic record and work experience, 600 candidates were called for group discussions and interview. Interviews and group discussions were held at Ahmedabad, Bangalore, Bombay, Calcutta, Delhi, Kanpur and Madras during April, 1974.

On the basis of application evaluation and performance in group discussion and interview, the Admissions Committee finalised the select list towards the end of April, 1974.

Specialization in Agriculture

The Faculty decided to have an agriculture stream in the two-year Post-Graduate Programme replacing the one-year programme from the academic year commencing July 1, 1974. 471 applications were received for this specialization. All the eligible applicants were given the written test. On the basis of the performance in written test and application evaluation which included past academic record and work experience, 166 candidates were called for

group discussions and interview. On the basis of application and evaluation, performance in group discussion and interview, 27 candidates were selected and 9 candidates were placed on the waiting list.

Scheduled Caste/Tribe Candidates

Special efforts were made to get a large number of applications from persons belonging to Scheduled Castes/Tribes. Consequently, 194 applications were received this year as against 86 and 68 applications for the years 1973-75 and 1972-74 respectively. The admissions Committee short listed 34 candidates for group discussion and interview and finally selected 7 candidates for admission as against 4 of last year.

Salient features of applicants, selected and wait listed candidates are given below:

Applicants
(Post-Graduate Programme -General)

	<u>1974-75</u>		<u>1973-75</u>		<u>1972-74</u>	
	No.	%	No.	%	No.	%
<u>Educational Background</u>						
Arts	555	11.9	660	12.4	557	11.36
Commerce	747	15.9	810	15.2	644	13.14
Engineering	1861	39.7	2029	38.1	2256	45.63
Science	1522	32.5	1825	34.3	1463	29.87
	4685	100.00	5324	100.00	4900	100.00
<u>Work Experience</u>						
With work experience	880	18.7	1343	25.2	931	19.00
Without "	3805	81.3	3981	74.8	3969	81.00
	4685	100.00	5324	100.00	4900	100.00
<u>Age</u>						
Upto 20 years	1275	27.2	1717	32.1	1621	33.1
21 to 25 years	3010	64.2	3191	60.1	2980	60.7
26 to 30 years	350	7.5	326	6.1	230	4.7
31 to 35 years	38	0.9	46	0.9	34	0.7
36 years and above	12	0.2	44	0.8	35	0.8
	4685	100.00	5324	100.00	4900	100.00
Average age		21.4		21.4		21.69
Model age		21.0		21.0		21.00
<u>Sex</u>						
Male	4516	96.4	5135	96.4	4754	97.02
Female	169	3.6	189	3.6	146	2.98
	4685	100.00	5324	100.00	4900	100.00
<u>Annual Parental Income</u>						
Upto Rs.3000	524	11.2	650	12.2	619	12.6
Rs.3001 to Rs.6000	943	20.1	1079	20.3	1145	23.4
Rs.6001 to Rs.9000	506	10.8	603	11.3	534	10.9
Rs.9001 to Rs.12000	784	16.7	848	15.8	773	15.8
Rs.12001 to Rs.15000	370	7.9	415	7.8	339	6.9
Above Rs.15000	1433	30.6	1437	27.0	1241	25.3
Not given	125	2.7	292	5.6	250	5.1
	4685	100.00	5324	100.00	4900	100.00

SELECTED AND WAIT LISTED CANDIDATES
(Post Graduate Programme - General)

	<u>1974-76</u>		<u>1973-75</u>		<u>1972-74</u>	
	First 125	Next 57	First 125	Next 45	First 125	Next 55
<u>Educational Background</u>						
Arts	21	6	11	2	17	4
Commerce	16	7	8	5	10	2
Engineering	61	29	77	28	76	35
Science	27	15	29	10	22	14
	125	57	125	45	125	55
<u>Work Experience</u>						
With work experience	59	23	48	15	55	14
Without "	66	34	77	30	70	41
	125	57	125	45	125	55
<u>Age</u>						
Average Age	22.0	22.4	21.7	20.7	22.4	22.1
Modal Age	23.0	22.0	21.0	21.0	23.0	22.0
<u>Sex</u>						
Male	115	53	116	45	114	54
Female	10	4	9	—	11	1
	125	57	125	45	125	55
<u>Annual Family Income</u>						
Upto Rs.3000	8	4	5	2	9	5
Rs.3001 - 6000	12	7	12	7	26	12
Rs.6001 - 9000	10	6	15	1	12	9
Rs.9001 -12000	22	8	21	8	24	10
Rs.12001 - 15000	11	8	19	6	11	5
Over Rs.15000	62	24	53	20	40	14
Not given	—	—	—	1	3	—
	125	57	125	45	125	55

SALIENT FEATURES OF THE APPLICANTS AND THOSE SELECTED
FOR SPECIALIZATION IN AGRICULTURE

	Applicants No.	%	Select List No.	%	Waiting List No.	%
<u>Educational Background</u>						
Agricultural Science	394	83.7	20	74.1	5	
Agricultural Engineering	58	12.3	4	14.8	2	
Food Science	10	2.1	3	11.1	2	
Social Science	9	1.9	—	—	—	
	471	100.0	27	100.0	9	
<u>Work Experience</u>						
With work experience	118	25.0	6	22.2	3	
Without work experience	353	75.0	21	77.8	6	
	471	100.0	27	100.0	9	
<u>Age</u>						
Upto 20 years	32	6.8	2	7.5	1	
21 to 25 years	359	76.2	23	85.0	8	
26 to 30 years	68	14.4	2	7.5	—	
31 to 35 years	12	2.6	—	—	—	
	471	100.0	27	100.0	9	
Average age	23.46		22.2		23.0	
Modal age	23		22		25	
<u>Sex</u>						
Male	468	99.3	26	96.3	9	
Female	3	0.7	1	3.7	—	
	471	100.0	27	100.0	9	
<u>Annual Family Income</u>						
Up to Rs.3000	153	32.5	4	14.8	1	
Rs.3001 to Rs.6000	140	29.7	8	29.6	3	
Rs.6001 to Rs.9000	54	11.5	8	29.6	2	
Rs.9001 to Rs.12000	51	10.8	2	7.5	2	
Rs.12001 to Rs.15000	15	3.2	—	—	—	
Over Rs.15000	39	8.3	5	18.5	1	
Not given	19	4.0	—	—	—	
	471	100.0	27	100.0	9	

Working of the Post-Graduate Programme

Graduation of the class of 1971-73 batch

109 students of 1971-73 class were awarded the Post-Graduate Diploma at the Eighth Annual Convocation held on April 21, 1973.

Shri D.P. Dhar, Minister of Planning, Government of India

delivered the convocation address. The following four

students received the Institute's gold medals for outstanding scholastic performance:

1. Mr.S. Bhattacharya
2. Mr. V.K. Rajwade
3. Mr. K. Mohan
4. Mr. U. Sen Gupta

Tenth Session (1973-75)

The Tenth Session of the R&P started on July 2, 1973 with 129 students in the first year and 116 in the second year.

Four first year students discontinued their studies in the first term. In addition, two first year students could not attend the third term as they had to be hospitalised. The first year class strength at the end of the year was 123. The 1973-75 batch included four scheduled caste/tribe students out of which one student withdrew on account of prolonged illness.

Under an academic arrangement between the Institute and the Institute of Development Management, Tanzania, three Tanzanian students had joined the Ninth Session of PGP. One of these

students failed to meet the minimum requirements for promotion to the second year and although he was allowed to repeat the first year, he did not join. Another student from Tanzania on the basis of recommendation from the Institute of Development Management, Tanzania joined the 10th session of the PGP. Besides, one of the potential faculty members from that Institute was permitted to undergo a special programme, primarily drawn from the PGP courses, during the period July to November, 1973 at the Institute. Two students from Nepal also were admitted to the 10th session of the PGP. Dr. L. B. M. Joseph, Director-designate at the Vellore Christian Medical College and Hospital spent 4 months at the Institute and a special programme drawn primarily from the existing PGP courses was designed to meet his requirements.

Curriculum 1973-74

A half-credit compulsory course on Computer was added to the first year course package. Regular meetings of first year instructors were convened to ensure better coordination between the concepts covered in the various first year courses. Besides the two-term compulsory course on Business Policy, 47 elective courses and 12 project courses were taught during the three terms. 4 visiting faculty members were involved in the second-year teaching.

Academic Committees and Student Participation in Academic Administration

The following academic committees, constituted as a result of the recommendations of the IIMA Reorganization Committee were responsible for taking various operational decisions concerning the Post-Graduate

Programme:

1. PGP Committee
2. PGP Executive Committee
3. Courses Committee
4. First Year Committee.

Students' Executive Council, an elected body consisting of Class Representatives, Secretary, Recreation Committee, Secretary, Mess Committee and Co-ordinator, Student Societies, started functioning as a representative body of the students. Two elected members of the Student Executive Council attended the PGP Executive Committee meetings whenever the Committee discussed issues which required student inputs. The student participation in these meetings was highly responsible and helped to improve the quality of decisions.

Students' exchange visit

Students of the Institute and the IIM Calcutta have been paying goodwill visits on a reciprocal basis every alternate year. Under this arrangement, on our invitation, 22 students from IIM Calcutta visited the Institute during the period December 7-9, 1973 to return the visit paid by our students in January 1973. The students of both the Institutes had participated in various cultural and educational programmes.

Integration of the Two-Year Post-Graduate Programme in Business Administration and the One-Year Programme for Management in Agriculture

The faculty decided to integrate the One-Year Programme for Management in Agriculture with the Two-Year Post-Graduate Programme

in Business Administration with effect from the academic year 1974-75. The first year course package will be common to both the PGP (General) and PGP (Agricultural Specialization) students. For those who would like to specialize in Agricultural Management, there will be a specialization package in the second year of the Two-Year Post-Graduate Programme. Students who would like to specialize in Agricultural Management will be identified at the admission stage itself. On successful completion of the programme, PGP (general) students will be awarded the Post-Graduate Diploma in Management and those who specialize in Agricultural Management will be awarded the Post-Graduate Diploma in Management (Agriculture).

Remedial Programme

It has been decided to organize a remedial programme at the Institute during the period May 27 to June 26, 1974 to the students admitted to the 1974-76 batch who have deficiency in English and Mathematics. About 30 such students will be admitted to this special programme. The objective of this programme is to help the students with deficiencies in English and Mathematics to better adjust to the requirements of the Post-Graduate Programme. It is hoped that students coming from rural background and scheduled caste/tribe students will specially benefit from this programme.

Permanent Placement (BEP)

Out of 115 students in the second year Post-Graduate Programme, 109 students needed placement assistance. 279 job opportunities from 142 organizations were notified to students. 101 students had received firm job offers, and 99 students had accepted these job offers. Placement of the remaining 8 students are being finalised. Most of the placement interviews were conducted on the campus.

Summer Placement (EGP & MBA)

There were 128 students in the first year EGP and MBA programmes requiring summer placement. The demand for students far exceeded the number available for summer placement. Many organizations could not get students for summer placement.

FINANCIAL AID

It is the policy of the Institute to help, through scholarships, loans, and loan fellowships, students who cannot finance their studies on their own. During the year, the following financial aid schemes were available for the students:

IIMA Loan Assistance Scheme

Based on need, 41 students of the first year and 44 students of the second year were granted loan assistance totalling Rs. 1,56,200.

State Bank of India Loan Assistance

The State Bank of India had agreed to give loan assistance upto Rs. 2 lakhs every year to the Institute students. Under this scheme, financial assistance of Rs. 1,61,700 was given to 40 first year students and 49 second year students.

Bank of Baroda Loan Assistance

The Bank of Baroda gave loan assistance of Rs. 72,500 to 25 students of the Programme for Management in Agriculture.

Indian Overseas Bank Loan Assistance

The Indian Overseas Bank sanctioned loan assistance of Rs. 10,800 for 8 second year students and Rs. 1,000 to one FBA programme student.

ITC Loan Fund

The interest accrued on "ITC Loan Fund" of Rs. 50,000/- was utilized for awarding loan assistance.

Scholarships

Industry scholarships:

About 15 industry scholarships, each of Rs. 3,000 except one of Rs. 2,500 will be awarded to the first and second year PGP students based on merit. Award of these scholarships will be finalised shortly.

Scholarships for FMA students

The Gujarat State Fertilizer Co. Ltd. has instituted two scholarships each of the value of Rs. 3,500/-. Award of these scholarships are being finalised.

Government of India Scholarships and Fellowships

The Government of India scholarships each of the value of Rs. 1,400 are available to 25% of non-sponsored students. These scholarships are awarded on the basis of academic performance at the Institute. A notional prize of Rs. 100 and a certificate in lieu of the scholarship are awarded to those of the eligible students whose annual parental income exceeds Rs. 6000.

The Fellow Programme students are given Government of India Fellowships ranging from Rs. 300 to Rs. 400 p.m. These students are also given a contingency allowance of Rs. 1000 per annum.

Loan Fellowships (Industry)

The following organizations offered loan fellowships each of the value of Rs. 2,500 per annum except one fellowship of Rs. 3,000:

1. Binny Ltd.
2. Brooke Bond India Ltd.

3. Centry 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. Industrial Cables Public Charitable Trust
10. Indian Oil Corporation
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 Maganbhai Memorial Trust
17. Shardaaben Bangubhai Mafatlal Public Charitable Trust
18. Tara Vati Ram Gopal Mehra Foundation
19. The Dombay Burmah Trading Corporation Ltd.
20. United Commercial Bank
21. Warner Hindustan Ltd.
22. C.P. Desai Memorial Trust.

FELLOW PROGRAMME IN MANAGEMENT

The Fellow Programme in Management was started in 1971 with four students in residence. This programme is primarily designed to develop the participants for teaching and research careers. The curriculum represents a combination of course work and doctoral dissertation. The students are required to take a number of courses in the first two years and write a dissertation in the 3rd year and successfully defend it before the faculty committee.

The first student of the Institute FBA programme has successfully completed all the requirements of the programme. He will be awarded the title 'Fellow of the Indian Institute of Management, Ahmedabad' at the forthcoming convocation in April, 1974.

Two other students of 1971 batch have passed the qualifying examinations and they are now writing their dissertations. Another student has just completed his qualifying examinations.

First year class: Six students were admitted to the Programme and the area-wise break-up of these students is given below:

Economics	1
Production & Quantitative	
Methods	3
Organizational Behaviour	1
Marketing	1
	<hr/>
	6
	<hr/>

The working of the first year programme was satisfactory.

Second year class: There were 11 students in the second year, most of whom have completed their course work. Six students have taken their written qualifying examinations. The rest are expected to take their qualifying examinations after the summer vacation.

Advanced courses: Many areas took active steps to increase the number of courses offered in the second year. In addition to the 14 second year advanced courses offered in the various areas in the previous year, 10 more courses were introduced during the year.

Admissions: The faculty reviewed the admission procedures followed in the past and laid down suitable procedures for admitting students to the next year session, beginning July 1974.

448 applications were received and these applications were processed according to the procedure approved by the faculty. The following table gives the area-wise break-up of eligible candidates, the number of candidates called for interview and the number of candidates finally selected for the programme:

Area	No. of eligible candidates	No. of candidates called for interview	No. of candidates selected
Economics	50	8	2
Financing & Accounting	64	7	-
Marketing	84	10	1
Organizational Behaviour	96	6	3
Production & Quantitative Methods	164	15	3
Total	448	46	9

PART III

MANAGEMENT DEVELOPMENT PROGRAMMES

MANAGEMENT DEVELOPMENT PROGRAMMES

There was almost a two-fold increase in the number of Management Development Programmes and also in the number of total attendance in these programmes as against 10 programmes conducted during the previous year 19 programmes were conducted during this year and 904 executives attended these programmes.

Broadly these programmes were classified into: Five in general management, four in functional management, six in sectoral management, two specialist programmes, and two for University Teachers.

While industries in private sector continued to sponsor large number of participants, of late, there was increasing demand for Institute programmes from the Government/public sector organizations. During the year, the Institute conducted three programmes exclusively for Government Officers, which included a programme for 130 IAS probationers on Agricultural Management. The other two programmes were offered for senior police officers and for senior officers of Gujarat Government. A Programme on Industrial Development Administration was conducted for officers in Government departments and public sector corporations. The Institute also conducted two programmes for university teachers.

Approximately 60% of the participants represented Government/public sector organizations.

The table below lists out the programmes conducted during the year:

<u>Name of Programme</u>	<u>No. of organizations</u>		<u>No. of participants</u>	
	<u>Public</u>	<u>Private</u>	<u>Public</u>	<u>Private</u>
3-Tier Programme for Management Development	29	66	61	132
Management Development Programme for Medium and Small Enterprises	8	32	11	38

<u>Name of Programme</u>	<u>No. of organizations</u>		<u>No. of participants</u>	
	<u>Public</u>	<u>Private</u>	<u>Public</u>	<u>Private</u>
General Management Programme for Senior Police Officers of National Police Academy	1	-	19	--
Management Development Programme for Senior Officers in Gujarat Government	7	-	19	--
Programme on Industrial Development Administration	23	-	23	
Programme on Changing Patterns of Industrial Relations	11	13	13	13
Programme in Marketing Management	10	16	13	17
Working Capital Management Programme	20	38	23	43
Workshop on Design and Implementation of Management Planning and Control Systems	11	49	12	55
Programme for Trade Union Leaders of Gujarat	25	-	29	1
Programme for Development of Managers in Rural and Semi-Urban Branches of Banks	14	3	35	4
Rice Mill Management Programme	2	18	19	18
Course on Agricultural Programme for IAS Probationers	1	-	130	
Agricultural Management Programme	12	13	15	14
Programme for Management of Paddy Rice System	6	-	18	--
General Management Programme for University Teachers	14	-	35	
University Teachers Programme in Operations Research	18	-	46	

<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>
Programme on Analytical Aids for Planning and Decision Making	15	6	18	6
Programme on Applications of Operations Research	6	15	6	19
Total	233	269	545	359

GENERAL MANAGEMENT PROGRAMMES

3-Tier Programme for Management Development
(August 5 - Sept. 29, 1973)

Objectives: The 3-TP 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 organization. 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 Course) 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 Planning and Control, Marketing, Industrial Relations, Organizational Behaviour and Production.

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

Tier III: Business Policy, Economic Analysis and Business Planning, Finance, Quantitative Methods, Formal Planning Systems, Organizational Behaviour and Industrial Relations.

Faculty: Professors Prafull Anubhai, J.C. Samillus, Kamia Chowdhry (Programme Adviser in Public Planning and Management, Ford Foundation, New Delhi), (Late) B.K. Hegde, A.M. Isaac, S.C. Kuchhal, G.R. Kulkarni (Director General, Indian Institute of Foreign Trade, New Delhi), Subhash C. Mehta, V.L. Mote, C.M.S. Nambudiri, Keshav Prasad, C. Rangarajan, Suresh A. Seshan (Coordinator), Baldev R. Sharma, N.R. Sheth, K.L. Varshneya and Pramod Verma.

Management Development Programme for Medium and Small Enterprises

(April 29 - May 12, 1973)

Objectives: The Programme was designed with the overall theme of growth of Small and Medium Enterprises with the objective to: familiarize the participants with modern management concepts and tools; impart skills in the application of selected management techniques to specific business situations; give a basic understanding of aspects of the economic environment and the major functional areas of business; evaluate the participants management approach to business for giving it a new orientation and direction and make the participants more effective in corporate decision making by developing their understanding of the problems involved in the formulation and implementation of business strategy.

Content: Cost Analysis and Control, Business Policy, Economic Environment, Marketing Management, Production Management and Financial Management.

Faculty: Professors Akkanad H. Issac, S.C. Kuchhal, Subhash C. Mehta, H.N. Pathak (Coordinator), V.L. Mote, C.H.S. Nambudiri and Suresh A. Seshan of IIMA and Mr. Subrata Sen Gupta, Regional Director, Clarion McCann Advertising, Bombay.

General Management Programme for Senior Police Officers of National Police Academy
(June 18 - 23, 1973)

Objectives: At the request of the Director of the National Police Academy, the Institute arranged a one-week Programme in General Management for Senior Police Officers. This programme was part of a training programme organized by the National Police Academy to its officers.

Content: Business Policy, Industrial Relations, Management Planning and Control, Organizational Behaviour and Project and Inventory Management.

Faculty: Professors J.C. Camillus (Coordinator), (Late) B.K. Hegde, C.H.S. Nambudiri, Mirza Saiyadain, B.R. Sharma and M.R. Sheth.

Management Development Programme for Senior Officers in Gujarat Government
(September 30- October 13, 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: Organizational Behaviour and Management of Change, Management Planning and Control Systems, Operations Management, Industrial Relations, Marketing Management, Financial Management and Business Policy.

Faculty: Professors J.C. Camillus, Atkansa M Isaac, C.H.S. Nambudiri (Coordinator), Keshav Prasad, B.R. Sharma, H.R. Cheth and K.L. Varshneya.

Programme on Industrial Development Administration

(November 5 - 15, 1973).

Objectives: The Programme was designed to show the inter-relationship between broad economic policies and functions performed by the officials in the various government departments connected with industry and to present a broad understanding of the problems that arise at the enterprise level and to demonstrate the use of management techniques and concepts to solve them.

Content: Economic Analysis, Business Policy, Analysis of Financial Statements, Management Planning and Control Systems, Organizational Structure and Administration and Project Planning and Appraisal.

Faculty: Professors J.C. Camillus, C.H.S. Nambudiri, C. Rangarajan (Coordinator), Samuel Paul, Suresh A. Seshan, Baldev R. Sharma and K.L. Varshneya.

FUNCTIONAL PROGRAMMES

Programme on Changing Patterns of Industrial Relations

(April 24 - May 4, 1973)

Objectives: 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.

Faculty: Professors Arun Monappa, Baldev R. Sharma, Mirza S. Saiyadin, H.R. Sheth and Pramod Verma (Coordinator).

Programme in Marketing Management

(September 26 - October 16, 1973)

Objectives: To develop an understanding of the changing marketing environment and the opportunities it offers; to offer a broad understanding of relationships between marketing and other areas of business; to sharpen the analytical skills of the participants by introducing them to new concepts and techniques as aids to decision making; to explore new ways of thinking about the inter-related and complex nature of the problems and decisions in marketing; to aid the participants to develop an integrated approach to the problems of evolving marketing plans, and short-term and long term strategies under uncertainty; to expose the participants to diverse simulated real-life marketing situations; and bring

together experiences of people with different backgrounds and perspectives to analyse and solve marketing problems, thereby learning from the experience of one another.

Content: Marketing Opportunity - environment and segmentation, Marketing planning and organization, Consumer behaviour, Decision analysis in marketing, C.R. application in marketing, Marketing research and information systems, Advertising and promotion, distribution channels and logistics Sales management, and Export management.

Faculty: Professors Rakesh Khurana (Coordinator), Ravi J. Matthal, Sasi Misra, V.L. Nete and Keshav Prasad. Guest Faculty: Prof. H. Sen Gupta, Jt. Director, Indian Institute of Foreign Trade, V.L. Menon, General Manager, Grant Advertising India Ltd. Bombay and Mr. F.A. Saloon, Divisional Manager, Voltas Ltd., Bombay.

Working Capital Management Programme

(September 30 - October 6, 1973)

Objectives: To discuss modern concepts and techniques of financial analysis and planning relevant to the management of working capital; to have an interaction of ideas on current problems in raising and managing funds for working capital and to develop new approaches and strategies in the light of national policies like credit control, credit authorization and new bill market schemes.

Content: Concepts and techniques in planning working Capital, Management of Working Capital - inventories, accounts receivables and cash, Environmental factors affecting optimal inventory decisions, Sales Tax Laws and their

implication on working capital decisions, Reserve Bank of India credit control, credit authorization and new bill market schemes.

Faculty: Professors A.H. Kairo, S.C. Kuchhal, B.G. Shah and K.L. Varshneya (Co-ordinator) of IIMB and Mr. H.H. Pai, Director & General Manager, (Finance and Administration) Batliboi & Co. Pvt. Ltd. Bombay.

SECTORAL PROGRAMMES

Programme for Trade Union Leaders of Gujerat

(December 30 - January 26, 1974)

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

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

Faculty: Professors Akkanad N. Isaac, S.C. Kuchhal, H.N. Pathak, B.R. Sharma, Mirza C. Saiyadain, H.R. Sheth, Suresh A. Seshan and Pramod Verna (Co-ordinator)

Programme for Development of Managers in Rural and Semi Urban Branches of Banks

(April 22 - May 5, 1973)

Objectives: To develop in the participants the skills and attitudes required for an effective performance of the developmental role of the managers of rural and semi-urban branches of banks.

Content: Environmental Analysis, Credit and Deposit Functions, Human Relations (Attitudinal dynamics of work) and branch level audit and control function.

Faculty: Professors D.K. Desai, V.R. Gaikwad, P.M. Chingdi, V.L. Mote, Suresh A. Seshan, B.G. Shah (Coordinator) and H.R. Cheth of IIMA, Dr. A.K. Banerji, Principal, Bankers Training College, RBI, Mr. C.S. Subramanian, Vice Principal, Bankers Training College, RBI and Mr. T.R. Chah, Assistant General Manager, United Bank of India.

Rice Mill Management Programme (in collaboration with Indian Institute of Technology, Kharagpur)

(May 5 - 26, 1973)

Objectives: To help participants to acquire decision-making skills in evaluation of proposals for modernising milling, parboiling and storage equipment, Familiarise the participants with problems of procurement and milling and ways and means of overcoming them, develop skill in the use of modern management tools and techniques, help understand the managerial and technological implications of modernisation in rice industry.

Content: Production enhancement and procurement of paddy, Processing, Marketing, and Technological Aspects.

Faculty: Professors N.K. Chauhan, H.S. Krishnaswamy, V.K. Gupta, S. Sambrani and C. Gopinath (Coordinator) of IIMA, besides IIT faculty.

Course on Agricultural Programme Management for IAS Probationers

(May 14- 24, 1973)

Objectives: The course was based on the premise that the district level administration is primarily responsible for the planning and implementation of work programmes at the local management units level in keeping with the general programmatic goals established and results expected by higher levels of

administration. The course was intended to focus on a basic core of management concepts, tools, and techniques which are applicable to a relatively wide range of agricultural programmes and projects. The principal focus was on project programme planning, implementation and evaluation.

Content: Environment Analysis, Organization Analysis, Project/Programme Planning, Project/Programme Implementation, Project/Programme Evaluation and Techniques.

Faculty: Professors D.K. Desai, V.R. Gaikwad (Coordinator), Sasi Misra, M.S. Krishnaswamy, and Chhcekant Sambrani.

Agricultural Management Programme

(September 30 - October 13, 1973)

Objectives: To help the participants acquire greater depth in the management skills required in dealing with agricultural sector; to familiarise the participants with the agricultural environment in which the managers and administrators dealing with agricultural inputs have to work; to make the participants aware of the process of consumer behaviour and the specific problems which farmers face in obtaining and using agricultural inputs; to familiarise the participants with the rural social structure as a new and distinct market having increasing income and with the use of communication skills in designing rural sales promotion programmes; to make the participants aware of the interdependence between each input so that they can plan an integrated system of supplies and to help the participants acquire insights into the problems of rural development organizations.

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

Faculty: Professors V.H. Asopa, D.K. Desai, G.M. Desai (Coordinator), V.R. Gaikwad, P.S. George, V.K. Gupta and P.M. Shingi.

Programme for Management of Paddy Rice System

(January 9 - 22, 1974)

Objectives: To study the management concepts, tools, and techniques in planning, organizing, direction, control and evaluation; to understand the agricultural environment in which managers and administrators have to work and make decisions; to be aware of the interdependence between different activities of the system, viz. production enhancement, procurement, processing, marketing and distribution; to have an insight into the problems of developing organizations for operating efficiently in this system.

Content: Production Enhancement and Procurement of Paddy, Processing, and Marketing.

Faculty: Professors V.H. Asopa, K.K.S. Chauhan, D.K. Desai, G.M. Desai, P.S. George, V.K. Gupta (Coordinator), Girja Sharan and P.M. Shingi.

SPECIALIST PROGRAMMES

Programme on Analytical Aids for Planning and Decision Making

(April 22 - May 5, 1973)

Objectives: The programme was designed for business executives both in private and public sector organizations, concerned with planning problems in

their organizations. Though the objectives and approaches of public and private firms might differ in certain respects, the basic concepts and tools required for analysing problems and evolving suitable strategies are essentially the same for both.

Content: National Economic Policies and Business Planning, Demand Forecasting and Industry Models, Investment Planning, Principles and Practice, Cost Analysis and Pricing, Resource Allocation and Linear Programming, Social Context of organizations.

Faculty: Professors G.S. Gupta (Coordinator), P.M. Misra, Samuel Paul, Suresh A. Seshan, H.R. Sheth, Dalip S. Swamy and C.D. Wadhwa of IIMA, and Dr. J.C. Rao, of Industrial Finance Corporation.

Programme on Applications of Operations Research

(January 6 - 19, 1974)

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, Network Flows; Integer Programming, Decisions under Risk and uncertainty, Application of Queueing Theory, Inventory Management, Simulation

Models, and Management Information Systems.

Faculty: Professors Akkanad M. Isaac, A.H. Kairo, Mohan Kaul (Coordinator), V.L.Mote, S.K. Mukherjee, M. Raghavachari and J.K. Satia of IIM and Mr. H.R.K. Murthy of TELCO.

INTERUNIVERSITY RELATIONS

Two programmes for University teachers were organized, one on the campus and another at Madras during May-June 1973 as part of the Institute's efforts to develop teachers of management in other universities, thereby help accelerate the process of management revolution that is taking place in the country. 81 university teachers from different parts of the country participated in these two programmes. Ministry of Education, Government of India provided the required finance for conducting these programmes. These two programmes will be conducted again during 1974. The objectives and contents of these programmes are given below:

General Management Programme for University Teachers

(May 6 - June 3, 1973)

Objectives: To provide teachers of management studies an integrated core programme in various functional and disciplinary areas of management education and to introduce to basic concepts and their applications in such areas.

Content: Financial Management, Quantitative Methods and Production Management, Marketing Management, Organizational Behaviour, Personnel Management and Industrial Relations, Managerial Economics, Management Information Systems,

Planning and Control Systems and Business Policy.

Faculty: Professors F.S. George, A.H. Kalro, Mohan Kaul, S.C. Kuchhal, Subhash C. Mehta, Gasi Misra (Coordinator), V.L. Noto, C.N.S. Hambudiri, Suresh A. Beshan, Baldev R. Sharma, and Pramod Verma.

University Teachers Programme in Operations Research

(May 14 - June 9, 1973)

Objectives: To introduce the basic concepts and areas of applications of Operations Research and to help the participants get acquainted with the methods of O.R. and some recent developments in related areas.

Content: Linear Programming, General Mathematical Programming including integer, non-Linear and Dynamic Programming, Inventory Management, Net-work flows, Queuing theory, Decision under uncertainty and Stochastic Process - Curriculum development in Universities/Institutions.

Faculty: Professors A.H. Kalro, V.L. Noto, S.K. Mukherjee, M. Raghavachari (Coordinator), Kanti Swarup, all from IIM; Professors S. Ramani, S.K. Srinivasan, R. Subramanian from IIT and Prof. A. Ravindran (guest faculty - IIT Madras and Purdue University, USA)

PART IV
|
SECTORAL ACTIVITIES

CENTRE FOR MANAGEMENT IN AGRICULTURE

The Centre for Management in Agriculture was set up at the Institute almost 10 years back. During this period, the centre had completed a number of research projects and organized training programmes for practising managers and potential managers in the agricultural sector. In the current year, the Centre has completed eight research projects and another fourteen projects were in progress. In addition to the One-year Programme for Management in Agriculture, four executive development programmes were offered by CMA. (for details of these programmes, please see part III on Management Development Programmes).

The activities of the centre during the year are briefly discussed below:

RESEARCH COMPLETED

1. Rice Economy of India

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

Objectives:

1. To analyse the changes in the area under 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 with a view to identify areas that might possibly contribute to a higher rice output through increased efficiency at each level of operation.
4. To analyse market transactions, especially procurement of paddy, distribution of rice, and inter-state movements.

The final report has been brought out.

2. Dynamics of Growth in Fertilizer Use at Micro Level

Team : Professor Guntant M. Desai, Messrs. P.N. Chary and
S.C. Bandyopadhyay

continuous cross-section data.

Final report on this project was prepared.

3. Rural Social Structure and Communication in an Indian Village

Team : Prof. V.R. Gaikwad, Messrs. B.L. Tripathy and
S.M.S. Haque

Objectives:

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.

The final report has been prepared.

4. Problems of management of technological change in dry farming areas - Phase I

Team : Prof. M.S. Krishnaswamy, Messrs. K.V. Patel and
D.K. Narayana Rao

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, in brief, the institutional support presently available for the adoption of the recommended technology.

The findings of this project were brought out in two reports.

5. Sabarnati River-bed Potato System

Team : Prof. P.S. George and Mr. S.M. Chokshi

Objectives:

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

The final report has been brought out.

6. Pattern of Interaction and Communication in a village Community

Team : Prof. V.R. Guikwad and Mr. E.L. Tripathi

Objectives: To get a deeper understanding of the patterns of social interaction and communication in the light of the village social structure and leadership structure. Specifically, the areas of enquiry were:

1. Relevant elements of the village social system and leadership structure.
2. Intergroup attitudes.
3. Purpose, place, and frequency of interaction among the people.
4. Interaction on special occasions.
5. Extent of interaction with people outside the village community.

The final report would be available shortly.

7. Stages of modernisation in rice milling industry

Team : Prof. V.K. Gupta, Mr. D.P. Mathur and Dr. P.V. Krishna

Objectives:

1. To identify the entrepreneurial and organizational characteristics of modernized rice mills.
2. To study the pattern of capital investments and the operational efficiency due to technological improvements.
3. To study the economic performance of the rice mills at different levels of modernisation.
4. To identify typical management problems under the changing conditions.

The final report would be available shortly.

8. Characterisation of process of mechanisation and Farm power requirement

Team : Prof. Girija Sharan, Mr. D.P. Mathur & Miss Maya Viswanath

Objectives:

1. To examine the level of available power (mechanical and biological) on farms of different sizes with different crop combinations.
2. To determine the operationwise requirement and use of farm power.
3. To examine the underlying economics of the replacement of biological power by mechanical power in different holding size groups with different crop combinations.
4. To examine the effect of variations in the size of the holding on the future course of mechanization.
5. To estimate the requirement of mechanical power.

The final report would be available shortly.

RESEARCH IN PROGRESS

During the year the following 14 research projects were initiated and were at different stages of progress:

1. Systems Analysis of Irrigation in Agriculture

Team : Prof. V.M. Asopa and Mr. B.L. Tripathi

Objectives:

To examine :

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 conditions of 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 utilisation of irrigation.

Field work was conducted in Gujarat. Tabulation and analysis of the data were completed. Writing of the draft report in progress.

2. Economics of Conjunctive Use of Ground and Surface water

Team : Prof. V.H. Asopa

Objectives: The primary objective of the study is to explore methodological procedure for measuring expected present value of net output from a basin under specified storage and distribution facilities for water, and to illustrate these procedures by an empirical application. A secondary objective is to estimate the marginal value of imported water to the basin chosen for study taking into consideration the time dimension with respect to delivery of water.

The research team has completed the preliminary work for launching the project. Field work is expected to begin shortly.

3. Cultivator's Experience with the High Yielding Varieties of Cotton

Team : Prof. G.M. Desai, Messrs. Gurdev Singh and S.C. Bhandopadhyay

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, and
5. To examine the implications of the HYVs Cotton for input requirements.

Field work for the project was carried out in Gujarat. Analysis of the data is completed. Draft report writing has begun.

4. Project on Management of Agri-business Systems - Citrus Fruits

Team : Prof. P.S. George and Mr. S.H. Chokshi

Objectives:

1. To study the production pattern of oranges with a view to understand the pattern of input use, adoption of the package of practices recommended, and variations in these aspects according to the farmers' characteristics.
2. To understand the marketing pattern of oranges and to analyse the various factors influencing the farmers' marketing behaviour.
3. To analyse the processing facilities available for oranges and to understand the characteristics of the processing firms, especially in relation to the cost structure, efficiencies, and capacity utilization.
4. To understand the consumers' attitude towards fresh and processed orange fruits.

Data was collected on mandarine oranges from Maharashtra and on Sathgudi and on limes from Andhra Pradesh. Tabulation is completed. Draft report writing is in progress.

5. Management of Agri-business System - Oilseeds

Team : Prof. K.K.S. Chauhan, Messrs. N.P. Singh & H. Mohanan

Objectives:

1. To study the production pattern of important edible oilseeds and to analyse the trends in their production and rates of growth.
2. To analyse the production aspects in relation to the farm inputs for different edible oilseeds.
3. To examine the relative profitabilities of oilseeds in comparison to other competing crops.
4. To analyse the marketing behaviour of farmers in terms of the pattern of disposal, period of disposal and prices realised during different seasons.

5. To study the processors' problems viz. procurement processing and distribution of the finished product.

Data on oilseeds was collected from Uttar Pradesh. Data processing was completed. Draft report writing is in progress..

6. Follow-up of the Project on the Management of Technological change in Dry Farming Areas - Phase II

Team : Prof. M.S. Krishnaswamy, Messrs. K.V. Patel and D.K. Narayana Rao

Objectives:

1. To induce selected farmers in the selected villages in the 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 during 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.

A follow-up of the first phase of the study was conducted in Mysore State. Tabulation and analysis of the data were completed. Preliminary draft report writing has begun.

7. Investigation into the Employment Potential of Unskilled and Marginally Skilled in the Rural Sector

Team : Prof. S. Sanbrani and Mr. K.R. Pichholiya

Objectives: The entire 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. This latter study will provide guidelines for formulating a dynamic policy.

This project is based on a backward district in Gujarat. The draft report has been finalised.

8. Integrated Area Development Strategies with Particular Attention to the Weaker Section of the Society

Team : Prof. S. Sambrani

Objectives:

1. To identify the weaker sections and their resource base.
2. To assess the additional resources needed to bring the weaker sections permanently above the poverty line.
3. To examine the social and institutional changes necessary to make this transition acceptable and lasting.

Based on the analysis of the secondary data collected, the project design has been finalised. Primary data required for the project are being collected.

9. Potential for Custom Hiring of Agricultural Machinery in Gujarat State

Team : Prof. Girja Charan and Dr. P.V. Krishna

Objectives:

1. To study the characteristics of the farmers utilising tractor on custom basis.
2. To assess the demand for custom hiring.
3. To study the problems of custom hiring farmers and such agencies as are providing these services in a region such as agro-service centres run by the State, private custom centres and private tractor owners.
4. To prepare guidelines for organising agricultural machinery marketing system of the agro-service centres.

In the end, a suitable strategy will be formulated to organise agro-service centres.

Centres at Kanjari, Mehsana and Junagadh were chosen for the study. Data collected from these centres were tabulated and analysed. A draft report was prepared and sent for comments.

10. Agricultural Communication Through T.V. and Factors Affecting Loss of Information

Team : Prof. P.M. Shingi and Miss Bella Mody

Objectives:

1. To find out the nature of agricultural information distribution and its correlates in television villages as against no television villages.
2. To find out the nature and extent of distortion and loss of information knowledge and understanding of agricultural television programming.
3. To determine the degree of association between such distortion in knowledge and understanding of agricultural television programming.
4. To find out significant differences in distortion between the selected practices that are attributable to the characteristics of the programme.
5. To determine the extent of distortion attributable to the factors pertaining to the channel of communication, i.e., television.
6. To assess the relationship of viewing-situation factors to the amount learning and distortion of the progress.

Najafgarh block in Delhi Union territory was the location of the study. Discussions were held with the I.A.R.I. Scientists writers of the two selected programmes and their AIR Krishi Darshan producers. 103 farmers were interviewed and the data thus collected were tabulated and analysed.

A draft report has been prepared and sent for review. On receiving the comments this draft report will be finalised.

11. Water Resources Project

Team : Prof. C. Gopinath, Mr. P.H. Chary and Mr. N.T. Patel

Objectives:

1. Evaluation of irrigation water use for different crops.
2. To study the effect of irrigation on productivity.
3. To study the economics of well irrigation.

A sample of 30 well irrigation farms has been selected from the Dasroi taluka of Ahmedabad district for the study. Collection of primary data is over.

12. Impact of Tractorisation on Productivity and Employment in Gujarat State

Team : Prof. C. Gopinath (Leader), Prof. D.K. Desai,
Mr. S.K. Basu and a research team

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.
3. To find out the impact of tractorization on agricultural labour employment in the village or the area of operation of the tractors.

The interim report for the first phase was prepared and submitted to the World Bank. A paper based on this report was presented at the Seminar in World Bank. Field work for the second round of survey is in progress. Tabulation work of the data is in progress.

13. Planning and Implementation of Rural Development Projects:
The case of a voluntary organization

Team : Professors U.K. Srivastava and P.C. George and
 Mr. K.L. Sharma

Objectives:

To study the working of a rural development project undertaken by the voluntary organization. The following aspects will be studied.

1. To assess the programmes carried out by the organization.
2. To evolve some generalizations regarding the pre-conditions for initiating planning and implementation of rural development on integrated area basis. These preconditions will be looked at from the view point of organization and management of planning team, identification of appropriate project mix, financing of projects, management of projects etc.
3. To examine the possible ways to mobilize the local support and enthusiasm which is so vital to the success of rural development activities.

Field work was initiated in the area of operation of the Bharatiya Agro-Industries Foundation, Urulikanchan, (Near Poona).

14. Gujarat Government Project on Agricultural Development Administration

Team : Professors M.S. Krishnaswamy (Leader), V.R. Gaikwad,
 S. Sanbrani, F.M. Chingi and a Research team.

Objectives:

1. Examine critically the planning of agricultural development projects.
2. Examine the performance of selected developmental schemes in the light of the initial premises and forecasts.
3. Identify administrative, organisational, human and environmental factors affecting the implementation of developmental schemes.
4. Study communication patterns and extension methods used by relevant agencies in the implementation of the schemes.

5. Recommended policies and measures for streamlining agricultural administration at the district level and below, especially in relation to the planning, implementation and evaluation of agricultural development schemes in the state.

The research team has completed detailed project analysis of a few agricultural projects in two districts (Bhavnagar and Rajkot) of Gujarat. Based on the findings of these project analysis, an interim report is being prepared.

PROGRAMME FOR MANAGEMENT IN AGRICULTURE

In addition to the research activities, the Centre for Management in Agriculture conducts a One-Year Programme for Management in Agriculture. This was the fourth year of the Programme. Thirtysix candidates were admitted to the programme this year which included three candidates sponsored by Agricultural University and one candidate sponsored by the International Rice Research Institute, Manila.

Courses

On the basis of experience gained during the last three years of the programme, certain changes were made this year in the course package. In all, 18 courses were taught during the three academic terms.

Graduation of 1972-73 batch

35 students of the One-year Programme for Management in Agriculture were awarded certificates at the 8th Annual Convocation.

Placement

There were 32 students in this year's batch who needed placement assistance. About 25 organizations had announced 35 career opportunities to the EMA students. 23 students had already received job offers from various organizations. The cases of the remaining 4 students were under active consideration by several organizations.

The Institute has decided to convert the One-year Programme for Management in Agriculture to a Two-year Programme from the academic year 1974-75. Admissions work for this course has already started.

MANAGEMENT DEVELOPMENT PROGRAMMES

During the year the Centre for Management in Agriculture organised the following Management Development Programmes:

1. Rice Mill Management Programme
2. Agricultural Programme Management
3. Agricultural Management Programme
4. Programme for Management of Paddy Rice System

In all, 196 participants attended these programmes, including 13 participants from Sri Lanka (details of these programmes are given in Part III).

PUBLICATIONS

During the year the following publications were brought out by the Centre:

<u>Title</u>	<u>Authors</u>
1. Dynamics of Growth in Fertilizer Use at Micro Level	Prof. Gunvant M. Desai, Messrs. P.M. Chary, and S.C. Bandyopadhyay
2. Rural Social Structure and Communication in an Indian Village	Prof. V.R. Gaikwad and M/s B.L. Tripathi and S.M.S. Haque
3. The Sabarmati River Bed Potato System	Prof. P.S. George and Mr. S.M. Chokshi
4. New Opportunities in Changing Agriculture	Proceedings of the 7th Alumni Conference
5. Status on Dryland Agriculture: The Technology of Dryland Agriculture in Selected Villages of Bellary and Panchanahals District, 1970-71	Prof. M.S. Krishnaswamy and Mr. K.V. Patel
6. Status of Dryland Agriculture: The Economics of Dryland Agriculture in Selected Villages of Bellary and Panchanahals District, 1970-71 (Volume II)	Prof. M.S. Krishnaswamy and Mr. K.V. Patel
7. Growth of Fertilizer Use in Districts of India - Performance and Policy Implications	Prof. Gunvant M. Desai and Mr. Gurdev Singh
8. Dynamics of the Paddy-Rice System in India	Prof. P.S. George and Dr. V.V. Choukidar

OTHER ACTIVITIES

Professor F.S. George was appointed Chairman, Centre for Management in Agriculture for a period of two years from May 1, 1973.

The CMA faculty members presented papers in various national and international seminars and worked as consultants to governmental and private organizations, both in India and abroad.

THE CENTRE FOR REGIONAL MANAGEMENT STUDIES

The Centre is offering its first programme on Profit Planning: Cost and Financial Analysis. The programme is designed for middle level executives working in the areas of production, accounting, finance or marketing. It was recommended that each organisation sponsor at least two executives to the programme. The programme commences on 10 July 1974 and will be over on July 30, 1974. His Excellency K.K. Viswanathan, Governor of Gujarat will be inaugurating the programme on July 10.

The response to this programme has been very satisfactory both from the point of view of the quality and quantity of participants. At the time this report was prepared, we have received 53 applications, and about 5 more applications are expected to arrive in a day or two.

The composition of the group is as follows:

Textile group	37	} 53	<u>Background</u>	
Non-textile group	16		Production	8
			Marketing	4
Senior Executives	36	} 53	Finance & Accounting	22
Middle level			Staff function	1
Executives	17		General Management	17
			Management Trainee	1
				<u>53</u>

The Centre is proposing to undertake the following activities in the coming academic year:

Programmes: (i) Textile Marketing, (ii) A seminar on policy and Planning for top management in the textile mills, (iii) A programme for Small-scale Industries.

Research projects: The Committee for the Centre is actively examining undertaking of research projects in the areas of
(i) District Planning and (ii) Planning for power in Gujarat State.

PART V
RESEARCH AND CONSULTING

RESEARCH

Objectives:

The activities of research in the Institute were reviewed in the light of threefold recommendations of IIMARC report. These are:

1. The primary medium term goal of the Institute in the area of research should be to identify and focus on those segments of the research opportunities open to us which will have the maximum long run impact on the "management" community of practitioners and scholars. At the same time, the Institute should also provide facilities for individual members to pursue their limited research.
2. The selected major projects may be based on problems of general interest to all fields of management, problems of selected sectors or problems of a functional or specialised nature. In addition to agriculture, the study of government systems may prove to be a highly rewarding area for research.
3. The publication of research output needs special attention. The starting of a journal of management under the auspices of the Institute will be a major step in this direction.

Tasks:

The tasks that were planned, undertaken, completed or in progress are classified in the following five categories:

- 1 Identification of Research topics
- 2 Projects undertaken from the list of projects identified
- 3 Individual projects
- 4 Seed money projects
- 5 Publications.

Identification of topics:

The Research Committee identified and defined, in some details, ten topics of the type recommended in the IIMARC report. These topics ranged from State intervention in food-grain distribution to management of technology, planning, inventory management and scheduling.

In addition, two topics of current importance were identified. These are:

- (i) A Diagnostic study of disturbance in Ahmedabad during July 1975
- (ii) Transfer of Technology.

Projects undertaken from the list:

Work on the topic of scheduling has been started and also the research on inventory management been initiated*. A project proposal on implications of state take over of wholesale trade in wheat has been prepared.

The project on disturbances in Ahmedabad is completed. A shorter project on the anatomy of the movement which led to dissolution of the assembly is being started.

Research on Transfer of technology was suggested as a possible topic for dissertation. This suggestion was accepted and a proposal for finalising the project is being sent to I.C.S.S.R.

* This work was initiated for the programme in Inventory Management.

Individual and Institutional sponsored projects:

In the year under review, four research projects of interest to individuals or groups of faculty members have been started. Projects "Managerial Manpower and Management Education" and "Psychological Test for Executive Selection" have been sponsored by the Institute. Ford Foundation has sponsored a project on growth centre and ICSSR has sponsored a project on Co-operative and Competitive Behaviour.

Seed Money Projects:

Five 'seed money' projects have been initiated this year. All of these are expected to be completed shortly. These include problems of Delay in labour judiciary, Public distribution for people below the poverty line, Designing water transmission net work, Estimation of demand elasticities for Indian exports and Tax Planning for employee remuneration.

Publication:

The Research Committee has already circulated the objectives, Orientation and organisation of the IIMA journal. The editor of the journal is expected to take over shortly.

In addition to the reprint series, a new series, called a technical report series has been initiated. This was done to provide an opportunity to faculty members to disseminate speedily the results of their research. During the year, 23 technical reports have been brought out into the technical report series beside the 5 papers in the reprint series*

Research Seminars:

A series of seminars based on the research work already completed will be given during the first term. The Research Committee is bringing out a comprehensive list of the projects completed, projects in

* (22 papers are in process under the reprint series).

progress and the publications of the faculty.

CONSULTING

During the year the faculty were involved in 25 consulting assignments which included 13 new projects initiated during the year. 8 consulting projects were completed during the year. The projects covered areas such as problems of management in organizations, design of management planning and information system, study of market potential for machine tools location of industrial estates and so forth. The clients included Government organizations and industries in public and private sectors. The consulting assignment has helped the faculty to keep in touch with the problems of the management profession and provided new materials for research and training programmes.

PART VI
ALUMNI ACTIVITIES

ALUMNI ACTIVITIES

Executive Committee Election

The biennial election to the Executive Committee of the IIMA Alumni Association was held in June, 1973. The following persons were elected:

1. Mr. Bharat G. Doshi .. President
Walchandnagar Industries Ltd.
Bombay
2. Mr. C.M. Bhide
International Tractor Co. of India Ltd.
Bombay
3. Mr. Kaiyan Chakravarti
Larsen & Toubro Ltd.
Calcutta
4. Mr. S.R. Gokhale
Railway Staff College
Baroda
5. Mr. A.K. Gupta
Hindustan Lever Ltd.
Bombay
6. Mr. C.E. Gupta
Voltas Ltd.
Secunderabad
7. Mr. C.D. Menon
The Metal Box Co. of India Ltd.
Calcutta
8. Mr. T. Shankar
Consultant
A.F. Ferguson & Co.
Madras
9. Mr. D.J. Sharma
State Planning Institute
Lucknow
10. Mrs. Smita D. Shah Secretary
Management Consultant
Bombay

The following persons were co-opted to the Executive Committee in the Annual General Body meeting of the Association held in Bombay on August 8, 1973.

- | | |
|--|--|
| 1. Mr. Vijay Bhargava
Hindustan Everest Tools Ltd.
New Delhi | 5. Mr. M. Mohanka
Techno Engineers
Calcutta |
| 2. Mr. H.H. Chagla
Mahindra & Mahindra Ltd.
Bombay | 6. Mr. N.S. Srinivasan
Bakelite Hylan Ltd.
Hyderabad |
| 3. Mr. K.R. Coorlawala
Associated Cement Cos. Ltd.
Bombay | 7. Mr. S.L. Srinivasulu
Eretomatics
Bangalore |
| 4. Mr. N.J. Kamath
Ministry of Heavy Industry
New Delhi | |

The following are the ex-officio members of the Committee:

1. Dr. Samuel Paul, Director, IIMA
2. Prof. S.C. Kuchhal, Chairman, Alumni Activities Committee, IIMA
3. Mr. R.C. Chib, Administrative Officer, IIMA

Alumni Activities Committee

After the sad demise of Prof. B.K. Hegde, Prof. S.C. Kuchhal took over the Chairmanship of the Alumni Activities Committee at the Institute. The other members of the Committee are:

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

IIMA Alumnus

The fifth issue of the IIMA Alumnus was brought out in February 1974. The next two issues are scheduled for September 74, and March, 1975.

Alumni Conference

The Ninth Annual Alumni Conference was held in Bombay at Hindustan Lever auditorium on March 14 and 15, 1974. The theme of the conference was "Corporate Strategies and National Planning." The following topics were discussed in the conference:

1. Corporate Planning in a Regulated Economy : Concepts and Practices.
2. The Fifth Plan : Opportunities and Constraints.
3. Corporate Planning : Processes and Problems.
4. Corporate Planning Systems.

Mr. R.V. Raman, Secretary, Ministry of Industrial Development, Government of India, inaugurated the conference. The speakers consisted of Professors S.K. Bhattacharyya, J.C. Camillus, V.L. Mote, B.G. Shah, C.M.S. Nambudiri, C. Rangarajan, all of IIMA, Mr. R.D. Aga, Managing Director, Wanson (India) Pvt. Ltd., Mr. Prafull Anubhai, Managing Director, Ruston Jehangir Vakil Mills, Dr. J.M. Banerjee, Managing Director, Sandoz (India) Ltd., Dr. K.S. Krishnaswamy, Executive Director, Reserve Bank of India, Dr. T.B. Medhora, General Manager, ICICI, Mr. M.K. Raju, Chairman, Hindustan Photo Films, and Mr. A.M. Tobaccowala, Managing Director, Voltas Ltd.

Seventyeight executives participated in the conference.

Local Chapters

During the year, two new local chapters were formed, one in Baroda and another in Ahmedabad.

PART VII
FACILITIES

LIBRARY

The Library and its activities continued during the year, and 4,776 new books (bringing the total collection to 63,855) were added to the library collection. Subscription to 20 new periodicals were entered, raising the total number of periodicals subscribed to 697. In addition, 75 periodicals continued to be received as complimentary. A large number of back files of periodicals were obtained, and many corporations were contacted for acquiring their Annual Reports for filling up the gap in the Institute's collection. Rs. 1.04 lakhs were spent on books and periodicals during the year.

The services of the library include lending books, assisting students and faculty to use the library resources and provision of reference, indexing, and bibliographical services in relation to management literature.

COMPUTER CENTRE

Teaching:

A half credit-18 session course on Computers was introduced in the 1st year of the Post-Graduate Programme. A similar course was also offered in the FMA. Computer based exercises were conducted in Managerial Accounting, Market Research and Information Systems, Management Information Systems, Simulation and Seminar on Information and Cybernetic courses. The Computer was used extensively by students and faculty in a number of other courses in BGP, FMA and FBA programmes.

Computer oriented courses were introduced in the General Management Programme for University Teachers held in May, 1973. The participants of the programme also used the computer. A course on "Computers and Information Handling" was taught at the School of Planning and their students are using the Institute Computer in their course.

Software Development

- BASIC Interpreter for TDC-12 Computer was successfully completed for Electronics Corporation of India, Hyderabad.
- The first stage of Data Management System for manipulating large data in Time Sharing was completed.
- An interactive system for software development of large programmes was completed.
- A number of application packages were added to the Computer Centre Library.
- Details for designing Time Sharing System for TDC-312 are being worked out with Electronics Corporation of India (ECIL), Hyderabad.
- Proposals for Computerisation has been submitted to Kirloskar Electronics Co. Ltd., Bangalore.

Computer Centre Reports:

The following reports were brought out during the year.

- | | | |
|----|--|--|
| 1. | Interactive System for
Software Development | Hohan Kaul
NR Narayanamurthy
TF Rama Rao
D. Ranga Rao |
|----|--|--|

2. System Software Design of TDC-12 BASIC - Mohan Kaul
 IR Narayanamurthy
 TF Rama Rao
 D. Ranga Rao
3. Information Technology for Developing countries : Priority Sectors and Preferred Technology - J.S. Krishnappa

The Computer Centre Faculty submitted the following papers at a meeting of the Computer Society of India, in March 1974:

1. Improving Data Processing on Time-Sharing with Mini Computers - Mohan Kaul
 TF Rama Rao
2. An updating package for Operating Systems - TF Rama Rao
 AC Shanmoke
 Mohan Kaul

Computer Usage

The following is the usage of TSB in various activities:

	<u>Hours</u>
Courses (Faculty and Students)	7609
Research	1969
Computer Centre Packages	347
Other uses	201
	<u>10126</u>

LAND AND BUILDINGS

Buildings:

The Faculty, Administration and Library blocks in the Main Complex were ready for occupation and these units have moved to the new buildings from their earlier temporary locations. The class room block is nearing completion and is expected to be ready for occupation by July, 1974. Work on completion of two semi-finished dormitories for students has been taken up. These dormitories will be ready for use in July, 1975. Presently there are 323 rooms in the hostels, and with the completion of these two dormitories there will be facilities to accommodate about 375 students.

Final designs of the Kitchen-Dining unit are in hand and work on this unit will begin shortly.

It has been decided to set up a Management Development Centre for conducting management development programmes on the campus. This arrangement will save considerable faculty time. Work on this block will begin as soon as building plans and adequate funds are available.

Land:

The Government of Gujarat has agreed to acquire and transfer additional 31 acres of land to the Institute to enable full implementation of the plans of the Institute.

APPENDICES

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&
IIMA SOCIETY*

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Government of Gujarat
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Joint Secretary & Financial
Adviser (F.A. & E)
Ministry of Finance
Government of India
New Delhi

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IIM Ahmedabad

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The Ahmedabad Cotton Mfg.
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Ahmedabad

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Shri Balkrishna Harivallabhdas
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Ahmedabad

Shri Chinubhai Manibhai/
Shri Shrenik Kasturbhai
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Shri Deepak S. Hutheesing
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Shri Niranjan Narottam Lalbhai/
Shri Siddarth Kasturbhai
Arvind Mills Ltd.
Ahmedabad

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Shri Madanmohan Mangaldas
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Shri Madanmohan Mangaldas
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Shri P.W.Shah
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Bharat Suryodaya Mills Co. Ltd.
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Shri J.N.Guzder
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Brooke Bond India Ltd.
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Shri S.K. Mundra
Shri Digvijay Woollen Mills Ltd.
Jamnagar

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New Delhi

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First National City Bank
Bombay

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Bombay

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The Godavari Sugar Mills Ltd.
Bombay

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Gujarat State Fertilizers Co. Ltd.
Baroda

The Chairman
Hindustan Lever Ltd.
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Indian Explosives Ltd.
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Corporation of India Ltd.
Bombay

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Kalol Mills Ltd.
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Shri L.D. Vasa
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Bombay

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Mukund Iron & Steel Works Ltd.
Bombay

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Mihir Textiles Ltd.
Ahmedabad

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Shri Bansidhar R. Nagri
The Nagri Mills Co. Ltd.
Ahmedabad

Shri Raj Kochar
General Works Manager
National Machinery Mfrs. Ltd.
Bombay

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

Shri R.J. Chinai
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Bombay

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Bombay 1

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New Shorrock Spg. & Mfg. Co. Ltd.
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The New Swadeshi Mills of Ahmedabad
Ahmedabad

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Shri Gautambhai J. Manavaty
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Ahmedabad

Kumari Lilavati Lalbhai/
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The Raipur Mfg. Co. Ltd.
Ahmedabad

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M/s Rajendra Dyeing & Ptg. Mills Ltd.
Ahmedabad

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

Shri Ravindrabhai Chinubhai/
Shri Arvindbhai Chinubhai
Rohit Mills Ltd.
Ahmedabad

Shri Sakarlal Balabhai/
Shri Nandkishore Sakarlal/
Shri Navnitlal Sakarlal
Sakarlal Balabhai & Co. Ltd.
Ahmedabad

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

Shri Navnitlal Shodhan/
Shri Saurabh Navnitlal/
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Ahmedabad

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The Saraspur Mills Ltd.
Ahmedabad

Shri Vadilal Ialubhai
Sayaji Mills Ltd.
Ahmedabad

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Shriram Mills Charitable Trust
Bombay

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Shri Sarabhkumar Navnitlal
Silver Cotton Mills Co. Ltd.
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Suhrid Geigy Ltd.
Baroda

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Shri Y.N. Mafatlal/
Shri R.N. Mafatlal/
Shri Harshad H. Vasa
Surat Cotton Spg. & Wvg. Mills
Pvt. Ltd.
Bombay

Dr. M.D. Daver
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Bombay

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

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Shri P.V.S. Manyam
Tata Chemicals Ltd.
Bombay

Shri A.N. Maira/
Shri R.D. Kulkarni
Tata Engg. & Locomotive Co. Ltd.
Bombay

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

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Sheth Chandravadan Ramanlal
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Voltas Ltd.
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Warner Hindustan Ltd.
Hyderabad

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Shri Kasturbhai Lalbhai
Prof. S. Paul
Shri. R.C. Chib (Secretary)

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Shri Kasturbhai Lalbhai (Chairman)
Prof. S. Paul
Shri. R.C. Chib (Secretary)

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Shri S. L. Kirloskar (Chairman)
Shri Mohan Mukherjee
Shri S. Venkataraman
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Shri R.C. Chib (Secretary)

APPENDIXFACULTY AND ADMINISTRATION
(as on March 31, 1974)

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(At Harvard, D.B.A. Programme)

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Dip. Bus. Adm. (IIMA)
(At Columbia, Ph. D. Programme)

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F.C.I.

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GSFC Professor of
Management in Agriculture

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M.D.P.A. (IIPA)
Cert. I.C.A.M.E. (Santanford)
(At University of Missouri
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(At Harvard, D.B.A.Programme)
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Ph.D. (Pennsylvania)
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Dean, (Planning)

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Cert. I.C.A.M.E..(Stanford)

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Ph.D. (Manchester)

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M.B.A. (Pennsylvania)

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

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S.Sen Gupta
Clarion-McCann
Advertising Services Ltd

N.U. Raval
Gujarat Industrial Investments
Corporation

H.D. Shah
Arvind Mills Ltd.

RESEARCH STAFF

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M.Stat.
Dip. Comp. Sc. (ISI)
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(At Wisconsin, Ph.D. Programme)

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M.A. (SPU)
(At Cornell, Ph.D. Programme)

Rita Desai
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M.Sc. Physics (Udaipur)

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

Anila Govindan
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Dip. Comp. Sc. (ISI)

P.C. Gupta
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(On Leave)

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M.A. (MSU)
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M. Stat. (ISI)
(At case Western Reserve
Ph.D. Programme)

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Cert. Demography. (Princeton)

Mayuri Sheth
B.A. Psych. (Gujarat)

Smrithi Sheth
B.A. (Gujarat)

K.L. Sharma
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M.A. (Gujarat)

S.S. Yadav
M.A. Psych. (Agra)
Cert. in Demography
Dip. in F.P.C.A.R. (Bombay)

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M.Sc.Tech. (Punjab)
Administrative Officer and Member
Secretary of the Faculty

S. Sreenivas Rao
M.A. (Osmania)
M.A. (Syracuse)
Manager (Publications) and
Member of the Faculty

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

P.K. Varkey
Asst. Administrative Officer

A. Ganapathy
B.A. Hons. (Gujarat)
Programmes Officer (RGP)

S.K. Narayanan
M.A. (Punjab)
Assistant Warden

K. Rajagopal
B.A. (Bombay)
Programmes Officer (MDP)

S.V. Ramamurthy
B.A. (Madras)
LL.B. (Delhi)
Admissions Officer

Ravi Varma
B.E., Civil (Karnatak)
Engineer

K.S. Venkitadri
B.Com. (Gujarat)
G.D.C.S.
Establishment Officer

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

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

R.M. Mehta
B.A. LL.B.
Dip. Lib. Sc. (MSU)
Head, Catalogue Department

SORAB S. ENGINEER & CO.
CHARTERED ACCOUNTANTS

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 1974

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.44,546.93 is outstanding from students etc. for a period of more than one year and Rs.6,887.07 are written off during the year towards loss on sale of equipment and furniture.
- (i) The net capital expenditure of Rs.1,61,99,806.77 on building on 31-3-1974 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 1974 has not been made in the books of account.
 - (iii) Net capital expenditure on building under construction amounting to Rs.1,61,99,806.77 is arrived as under :

(a) Expenses	Rs. 87,43,928.38
(b) Amount advanced against running bills subject to adjustment of final bills	Rs. <u>74,55,878.39</u>
	Rs. <u>1,61,99,806.77</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 IBM Computer." The same is reduced to Rs.30,482.60 on 31st March 1974 (by the value of computer time used for Indian Institute of Management upto 31-3-1974)

CHARTERED ACCOUNTANTS
Date : 9th July, 1974

SCHEDULE - VIII
 VIDE RULE 17 (1)
 NAME OF THE PUBLIC TRUST : HINDI INSTITUTE OF MANAGEMENT, AHMEDABAD
 BALANCE SHEET AS AT 31ST MARCH 1974

Registration No. F-174 1972-73	Previous year 1972-73	Previous year 1972-73	Previous year 1972-73	Previous year 1972-73	Previous year 1972-73	Previous year 1972-73																				
No. Es- 2,36,37,146.51 62,13,740.83 3,47,282.03 1,21,560.00 41,174.01 54,192.75 8,356.15 3,159.03 2,68,388.95 7,425.00 9,24,953.69 92,550.01 10,14,928.70 15,38,591.73 3,14,31,479.17	TRUST FUND OR GRANTS OTHER ESTABLISHED FUNDS : As per Schedule 'A' GRANT FROM FORD FOUNDATION As per Schedule 'B' LIABILITIES : 1. For expenses 2. For Advances (a) Short-term Programmes (Fees received for Programmes to be held in 1974-75) (b) Post Graduate Courses : (i) Due to Students (ii) Expenditure to be incurred against application fees received for admission for Post Graduate Courses (iii) Due to Management in Agriculture Students (iv) Due to FEA Students 3. Deposits & Sundry Credit Balances (a) Security Deposits (b) Sundry Credit Balance (c) Retention amount for building contractors INCOME AND EXPENDITURE ACCOUNT Balance as per last Balance Sheet Add : Surplus as per Income and Expenditure Accounts 110.85 13,02,462.31 110.85 18,24,548.02 110.85 3,50,01,144.21 3,14,03,479.17	Rs. 2,61,76,915.55 58,95,561.79 500.00 3,62,972.36 1,71,697.30 5,34,669.66 1,19,008.20 86,325.40 36,402.60 5,65,152.26 86,598.60 2,21,456.86 3,08,089.46 15,925.00 20,980.00 42,505.00 52,257.42 5,405.00 6,07,000.00 6,005.68 3,225.63 28,541.59 31,771.22 1,241.30 1,491.34 7,85,771.96 74,20,590.15 3,50,01,144.21 3,14,03,479.17	Rs. 1,76,02,516.19 47,42,046.40 13,967.77 500.00 3,62,972.36 1,71,697.30 5,34,669.66 1,19,008.20 86,325.40 36,402.60 5,65,152.26 86,598.60 2,21,456.86 3,08,089.46 15,925.00 20,980.00 42,505.00 52,257.42 5,405.00 6,07,000.00 6,005.68 3,225.63 28,541.59 31,771.22 1,241.30 1,491.34 7,85,771.96 74,20,590.15 3,50,01,144.21 3,14,03,479.17	Rs. 1,76,02,516.19 47,42,046.40 13,967.77 500.00 3,62,972.36 1,71,697.30 5,34,669.66 1,19,008.20 86,325.40 36,402.60 5,65,152.26 86,598.60 2,21,456.86 3,08,089.46 15,925.00 20,980.00 42,505.00 52,257.42 5,405.00 6,07,000.00 6,005.68 3,225.63 28,541.59 31,771.22 1,241.30 1,491.34 7,85,771.96 74,20,590.15 3,50,01,144.21 3,14,03,479.17	Rs. 1,76,02,516.19 47,42,046.40 13,967.77 500.00 3,62,972.36 1,71,697.30 5,34,669.66 1,19,008.20 86,325.40 36,402.60 5,65,152.26 86,598.60 2,21,456.86 3,08,089.46 15,925.00 20,980.00 42,505.00 52,257.42 5,405.00 6,07,000.00 6,005.68 3,225.63 28,541.59 31,771.22 1,241.30 1,491.34 7,85,771.96 74,20,590.15 3,50,01,144.21 3,14,03,479.17	Rs. 1,76,02,516.19 47,42,046.40 13,967.77 500.00 3,62,972.36 1,71,697.30 5,34,669.66 1,19,008.20 86,325.40 36,402.60 5,65,152.26 86,598.60 2,21,456.86 3,08,089.46 15,925.00 20,980.00 42,505.00 52,257.42 5,405.00 6,07,000.00 6,005.68 3,225.63 28,541.59 31,771.22 1,241.30 1,491.34 7,85,771.96 74,20,590.15 3,50,01,144.21 3,14,03,479.17	Rs. 1,76,02,516.19 47,42,046.40 13,967.77 500.00 3,62,972.36 1,71,697.30 5,34,669.66 1,19,008.20 86,325.40 36,402.60 5,65,152.26 86,598.60 2,21,456.86 3,08,089.46 15,925.00 20,980.00 42,505.00 52,257.42 5,405.00 6,07,000.00 6,005.68 3,225.63 28,541.59 31,771.22 1,241.30 1,491.34 7,85,771.96 74,20,590.15 3,50,01,144.21 3,14,03,479.17	Rs. 1,76,02,516.19 47,42,046.40 13,967.77 500.00 3,62,972.36 1,71,697.30 5,34,669.66 1,19,008.20 86,325.40 36,402.60 5,65,152.26 86,598.60 2,21,456.86 3,08,089.46 15,925.00 20,980.00 42,505.00 52,257.42 5,405.00 6,07,000.00 6,005.68 3,225.63 28,541.59 31,771.22 1,241.30 1,491.34 7,85,771.96 74,20,590.15 3,50,01,144.21 3,14,03,479.17	Rs. 1,76,02,516.19 47,42,046.40 13,967.77 500.00 3,62,972.36 1,71,697.30 5,34,669.66 1,19,008.20 86,325.40 36,402.60 5,65,152.26 86,598.60 2,21,456.86 3,08,089.46 15,925.00 20,980.00 42,505.00 52,257.42 5,405.00 6,07,000.00 6,005.68 3,225.63 28,541.59 31,771.22 1,241.30 1,491.34 7,85,771.96 74,20,590.15 3,50,01,144.21 3,14,03,479.17	Rs. 1,76,02,516.19 47,42,046.40 13,967.77 500.00 3,62,972.36 1,71,697.30 5,34,669.66 1,19,008.20 86,325.40 36,402.60 5,65,152.26 86,598.60 2,21,456.86 3,08,089.46 15,925.00 20,980.00 42,505.00 52,257.42 5,405.00 6,07,000.00 6,005.68 3,225.63 28,541.59 31,771.22 1,241.30 1,491.34 7,85,771.96 74,20,590.15 3,50,01,144.21 3,14,03,479.17	Rs. 1,76,02,516.19 47,42,046.40 13,967.77 500.00 3,62,972.36 1,71,697.30 5,34,669.66 1,19,008.20 86,325.40 36,402.60 5,65,152.26 86,598.60 2,21,456.86 3,08,089.46 15,925.00 20,980.00 42,505.00 52,257.42 5,405.00 6,07,000.00 6,005.68 3,225.63 28,541.59 31,771.22 1,241.30 1,491.34 7,85,771.96 74,20,590.15 3,50,01,144.21 3,14,03,479.17	Rs. 1,76,02,516.19 47,42,046.40 13,967.77 500.00 3,62,972.36 1,71,697.30 5,34,669.66 1,19,008.20 86,325.40 36,402.60 5,65,152.26 86,598.60 2,21,456.86 3,08,089.46 15,925.00 20,980.00 42,505.00 52,257.42 5,405.00 6,07,000.00 6,005.68 3,225.63 28,541.59 31,771.22 1,241.30 1,491.34 7,85,771.96 74,20,590.15 3,50,01,144.21 3,14,03,479.17	Rs. 1,76,02,516.19 47,42,046.40 13,967.77 500.00 3,62,972.36 1,71,697.30 5,34,669.66 1,19,008.20 86,325.40 36,402.60 5,65,152.26 86,598.60 2,21,456.86 3,08,089.46 15,925.00 20,980.00 42,505.00 52,257.42 5,405.00 6,07,000.00 6,005.68 3,225.63 28,541.59 31,771.22 1,241.30 1,491.34 7,85,771.96 74,20,590.15 3,50,01,144.21 3,14,03,479.17	Rs. 1,76,02,516.19 47,42,046.40 13,967.77 500.00 3,62,972.36 1,71,697.30 5,34,669.66 1,19,008.20 86,325.40 36,402.60 5,65,152.26 86,598.60 2,21,456.86 3,08,089.46 15,925.00 20,980.00 42,505.00 52,257.42 5,405.00 6,07,000.00 6,005.68 3,225.63 28,541.59 31,771.22 1,241.30 1,491.34 7,85,771.96 74,20,590.15 3,50,01,144.21 3,14,03,479.17	Rs. 1,76,02,516.19 47,42,046.40 13,967.77 500.00 3,62,972.36 1,71,697.30 5,34,669.66 1,19,008.20 86,325.40 36,402.60 5,65,152.26 86,598.60 2,21,456.86 3,08,089.46 15,925.00 20,980.00 42,505.00 52,257.42 5,405.00 6,07,000.00 6,005.68 3,225.63 28,541.59 31,771.22 1,241.30 1,491.34 7,85,771.96 74,20,590.15 3,50,01,144.21 3,14,03,479.17	Rs. 1,76,02,516.19 47,42,046.40 13,967.77 500.00 3,62,972.36 1,71,697.30 5,34,669.66 1,19,008.20 86,325.40 36,402.60 5,65,152.26 86,598.60 2,21,456.86 3,08,089.46 15,925.00 20,980.00 42,505.00 52,257.42 5,405.00 6,07,000.00 6,005.68 3,225.63 28,541.59 31,771.22 1,241.30 1,491.34 7,85,771.96 74,20,590.15 3,50,01,144.21 3,14,03,479.17	Rs. 1,76,02,516.19 47,42,046.40 13,967.77 500.00 3,62,972.36 1,71,697.30 5,34,669.66 1,19,008.20 86,325.40 36,402.60 5,65,152.26 86,598.60 2,21,456.86 3,08,089.46 15,925.00 20,980.00 42,505.00 52,257.42 5,405.00 6,07,000.00 6,005.68 3,225.63 28,541.59 31,771.22 1,241.30 1,491.34 7,85,771.96 74,20,590.15 3,50,01,144.21 3,14,03,479.17	Rs. 1,76,02,516.19 47,42,046.40 13,967.77 500.00 3,62,972.36 1,71,697.30 5,34,669.66 1,19,008.20 86,325.40 36,402.60 5,65,152.26 86,598.60 2,21,456.86 3,08,089.46 15,925.00 20,980.00 42,505.00 52,257.42 5,405.00 6,07,000.00 6,005.68 3,225.63 28,541.59 31,771.22 1,241.30 1,491.34 7,85,771.96 74,20,590.15 3,50,01,144.21 3,14,03,479.17	Rs. 1,76,02,516.19 47,42,046.40 13,967.77 500.00 3,62,972.36 1,71,697.30 5,34,669.66 1,19,008.20 86,325.40 36,402.60 5,65,152.26 86,598.60 2,21,456.86 3,08,089.46 15,925.00 20,980.00 42,505.00 52,257.42 5,405.00 6,07,000.00 6,005.68 3,225.63 28,541.59 31,771.22 1,241.30 1,491.34 7,85,771.96 74,20,590.15 3,50,01,144.21 3,14,03,479.17	Rs. 1,76,02,516.19 47,42,046.40 13,967.77 500.00 3,62,972.36 1,71,697.30 5,34,669.66 1,19,008.20 86,325.40 36,402.60 5,65,152.26 86,598.60 2,21,456.86 3,08,089.46 15,925.00 20,980.00 42,505.00 52,257.42 5,405.00 6,07,000.00 6,005.68 3,225.63 28,541.59 31,771.22 1,241.30 1,491.34 7,85,771.96 74,20,590.15 3,50,01,144.21 3,14,03,479.17	Rs. 1,76,02,516.19 47,42,046.40 13,967.77 500.00 3,62,972.36 1,71,697.30 5,34,669.66 1,19,008.20 86,325.40 36,402.60 5,65,152.26 86,598.60 2,21,456.86 3,08,089.46 15,925.00 20,980.00 42,505.00 52,257.42 5,405.00 6,07,000.00 6,005.68 3,225.63 28,541.59 31,771.22 1,241.30 1,491.34 7,85,771.96 74,20,590.15 3,50,01,144.21 3,14,03,479.17	Rs. 1,76,02,516.19 47,42,046.40 13,967.77 500.00 3,62,972.36 1,71,697.30 5,34,669.66 1,19,008.20 86,325.40 36,402.60 5,65,152.26 86,598.60 2,21,456.86 3,08,089.46 15,925.00 20,980.00 42,505.00 52,257.42 5,405.00 6,07,000.00 6,005.68 3,225.63 28,541.59 31,771.22 1,241.30 1,491.34 7,85,771.96 74,20,590.15 3,50,01,144.21 3,14,03,479.17	Rs. 1,76,02,516.19 47,42,046.40 13,967.77 500.00 3,62,972.36 1,71,697.30 5,34,669.66 1,19,008.20 86,325.40 36,402.60 5,65,152.26 86,598.60 2,21,456.86 3,08,089.46 15,925.00 20,980.00 42,505.00 52,257.42 5,405.00 6,07,000.00 6,005.68 3,225.63 28,541.59 31,771.22 1,241.30 1,491.34 7,85,771.96 74,20,590.15 3,50,01,144.21 3,14,03,479.17	Rs. 1,76,02,516.19 47,42,046.40 13,967.77 500.00 3,62,972.36 1,71,697.30 5,34,669.66 1,19,008.20 86,325.40 36,402.60 5,65,152.26 86,598.60 2,21,456.86 3,08,089.46 15,925.00 20,980.00 42,505.00 52,257.42 5,405.00 6,07,000.00 6,005.68 3,225.63 28,541.59 31,771.22 1,241.30 1,491.34 7,85,771.96 74,20,590.15 3,50,01,144.21 3,14,03,479.17	Rs. 1,76,02,516.19 47,42,046.40 13,967.77 500.00 3,62,972.36 1,71,697.30 5,34,669.66 1,19,008.20 86,325.40 36,402.60 5,65,152.26 86,598.60 2,21,456.86 3,08,089.46 15,925.00 20,980.00 42,505.00 52,257.42 5,405.00 6,07,000.00 6,005.68 3,225.63 28,541.59 31,771.22 1,241.30 1,491.34 7,85,771.96 74,20,590.15 3,50,01,144.21 3,14,03,479.17	Rs. 1,76,02,516.19 47,42,046.40 13,967.77 500.00 3,62,972

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH 1974

SCHEDULE 'A'

OTHER MARKED FUNDS

	Balance as on 1st April 1973		Amount credited during the year		Amount debited during the year		Balance as on 31st March 1974	
	Rs.	Paise	Rs.	Paise	Rs.	Paise	Rs.	Paise
A. LAND AND BUILDINGS								
1. Donation (Value of land donated by the Govt. of Gujarat)	25,43,919.76						25,43,919.76	
2. Contribution from Industries	39,58,548.41		4,31,090.00				43,89,638.41	
3. Contribution from Industries - Interest	7,18,251.07		3,66,855.89				10,84,907.76	
4. Grant from Ministry of Education for Building expenses (Govt. of India)	07,45,000.00		8,54,000.00				95,99,000.00	
5. Grant from USAID for Building	9,54,000.00		4,000.00				9,58,000.00	
6. Fund from increased earnings on Revenue account	7,01,054.64				6,000.00*		6,95,054.64	
B. ACADEMIC ACTIVITIES								
1. Reserve Fund (for special programmes) (To meet deficit in any programme)	21,649.54						21,649.54	
2. Library Fund (Sale proceeds for some of the books from Ford Foundation and other teaching materials)	6,33,525.96		76,219.45				7,09,745.41	
	4,94,159.04		95,114.82				5,89,273.86	
	13,118.10						13,118.10	
3. Donation from British Information Service for Equipment (as per contra)	7,46,532.64		3,43,518.22 (a)		2,53,253.04 (b)		8,36,797.82	
4. Fund for CMA Programmes	2,33,988.52		2,704.25		495.84		2,36,192.93	
5. Research and Publication Fund	1,37,449.32				15,945.73		1,21,503.59	
6. Fund for Banking Studies Project Research	2,63,558.52		76,657.26		34.56		3,33,961.02	
7. Donation for Regional Management Study Centre								
C. STUDENTS AID								
1. Special Donation to Fund for Assistance to Students	27,009.26						27,009.26	
2. Fund for Loan Scholarships to Students	6,64,897.11		60,617.18				7,25,514.29	
3. Imperial Tobacco Co. Students Loan Fund (Interest only to be used)	50,000.00						50,000.00	
4. Loan Fellowships from Industries	1,72,500.00		1,10,000.00				2,82,500.00	
5. Fund for Award of Metals	1,000.00						1,000.00	
6. S.K. Seth Memorial Award Fund (Interest only to be used)	3,000.00						3,000.00	
7. Fund from interest on Financial Aid	9,775.75		5,620.52				15,396.27	
D. FURNITURE AND EQUIPMENT								
1. Grant in aid from Ministry of Education & Govt. of Gujarat (Representing expenditure on non-recurring items) (As per contra)	16,41,909.38		3,43,303.06		25,547.35		19,59,665.07	
2. Grant from Ministry of Food and Agriculture for Agri. Co-op. Programme for Equipment (Representing expenditure on non-recurring items) (As per contra)	47,538.14						47,538.14	
3. Fund for contingencies for Equipment to be imported	42,192.65						42,192.65	
4. Amount to be adjusted to the Ministry of Education on Sale of Assets	28,529.39		9,330.14				37,859.53	
5. Non-recurring expenses from Grant from NIDM (As per contra)	15,590.90						15,590.90	
6. Sale and/or written off amount from assets purchased from the Govt. of India and Govt. of Gujarat	32,808.44		6,087.07 (c)				39,695.51	
7. Fund for expenses on Computer	2,60,646.38		1,60,429.72 (c)		45,088.24 (d)		3,75,161.86	
8. Grant from USAID for non-recurring items for IMA (as per contra)	1,60,311.89		21,085.00				1,81,396.89	
9. Non-recurring expenses for Equipment met from CMA Fund (As per contra)	3,332.96						3,332.96	
10. Non-recurring expenses met from other sources	73,847.39		2,000.00				75,847.39	
11. Amount to be adjusted to the Govt. of Gujarat on Sales of assets	13,013.89		9,330.14				22,344.03	
E. MISCELLANEOUS								
1. Donation of Shares of Limited Company	500.00						500.00	
2. Fund for Conveyance advance to Faculty and Staff (Details for use of Funds as per Balance Sheet)	1,76,000.00						1,76,000.00	
3. Faculty & Staff Development Fund	58,104.86						58,104.86	
	2,36,37,146.51		20,07,592.70		724.90		2,61,76,919.55	
					3,47,793.66			
(a) Includes receipts of other projects of CMA of Rs.1,62,500/-								
(b) Includes expenses of other projects of CMA of Rs.2,32,544.54								
(c) Fees received for computer services								
(d) Transfer of computer expenses								
								* Adjustment pertaining to previous year.

Dated : 9th July 1974

TRUSTEES

Samuel Paul
DIRECTOR

R.C. Chib
ADMINISTRATIVE OFFICER

C. Ramesh
ACCOUNTS OFFICER

Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH 1974

SCHEDULE 'I'

	Balance as on 1st April 1973	Amount credited during the year	Amount debited during the year	Closing balance as on 31st March 1974
GRANT FROM FORD FOUNDATION				
For building expenditure & Air conditioning equipments	35,59,387.01	-	-	35,59,387.01
Value of books received (as per contra)	12,54,641.33	3,14,554.50	76,219.45 (a)	14,92,976.38
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	62,826.45	1,365.82	99,428.33
Value of equipment purchased from grant - CHA (as per contra)	5,469.71	-	-	5,469.71
Grant For Rupee Budget Expenses	50,186.71	3,14,114.05	1,25,665.67 (b) 62,826.45 (c)	1,75,810.64
Grant For Rupee Expenditure on Computer	1,04,329.68	-	-	1,04,329.68
Value of Computer received (with IRL)	30,482.60	-	-	30,482.60
Value of Computer (installed in IIM) (as per contra)	11,04,187.50	3,60,401.85	-	14,64,589.35
Write off account for the books received from the grant	1,268.84	-	-	1,268.84
Total Schedule 'I'	62,13,740.93	10,51,897.65	2,66,076.79	69,99,561.79

	Balance as on 1st April 1973	Amount debited during the year	Amount credited during the year	Closing balance as on 31st March 1974
SCHEDULE 'C'				
IMMOVABLE PROPERTIES				
Land at cost (received as Donation from Government of Gujarat)	25,43,919.76	-	-	25,43,919.76
Land at cost (purchased)	4,60,679.67	-	-	4,60,679.67
Capital Expenditure on Building and Advances to Contractors for work under construction	1,45,97,916.76	16,01,890.01	-	1,61,99,806.77
Total Schedule 'C'	1,76,52,516.19	16,01,890.01	-	1,92,54,406.20

(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) Transferred to Balance Sheet representing expenditure on non-recurring items

Dated : 9th July, 1974

TRUSTEE

Samuel Paul
DIRECTOR

R.C. Chib
ADMINISTRATIVE OFFICER

C. Ramdoss
ACCOUNTS OFFICER

Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH 1974

SCHEDULE 'E'

As on 31st March 1973

Rs.	Es.	Rs.	Es.
1,25,115.59		2,25,300.38	
72,07,000.00		01,25,515.58	
6,350.32		3,000.00	
50,000.00		50,000.00	
<u>22,500.00</u>		<u>15,000.00</u>	
74,10,973.71		54,22,903.56	
5,000.20			
1,130.22		5,489.40	
100.00		5,000.00	
<u>2,440.00</u>			
9,550.42		<u>1,122.78</u>	
<u>74,20,530.13</u>		11,592.10	
		64,34,496.14	
		=====	

Total Schedule 'E'

Dated : 9th July, 1974

TRUSTEE

Samuel Paul
DIRECTOR

R.C. Chib
ADMINISTRATIVE OFFICER

C.Ramdas
ACCOUNTS OFFICER

Scrabs S. Engineer & Co.
CHARTERED ACCOUNTANTS

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
CONTRIBUTORY PROVIDENT FUND
BALANCE SHEET AS AT 31ST MARCH 1974

L I A B I L I T I E S		A S S E T S	
	Rs.	Rs.	Rs.
MEMBERS ACCOUNT			
Opening balance as on 1st April 1973		9,74,257	
Received during the year :			
Subscriptions	2,40,551		6,99,400
Interest	<u>55,132</u>		
Less :			
Payment to employees leaving the Institute during the year	3,03,603		7,96,000
	<u>1,46,233</u>		
		7,80,252	15,15,000
CONTRIBUTION OF INSTITUTE			
Opening balance as on 1st April 1973			3,95,103
Additions during the year :			
Contribution	1,73,693		94,300
Interest	<u>44,955</u>		
Less : Paid during the year :			
Amount transferred to Reserve Fund	14,104		56,600
Payments to employees leaving the Institute	<u>99,496</u>		
		1,03,240	1,701
RESERVE FUND			
Balance as on 1st April 1973			
Additions during the year	42,345		
	<u>14,104</u>		52,653
INCOME AND EXPENDITURE ACCOUNT			
Balance as on 1st April, 1973			
Less : Amount of interest met during the year	20,756		
	<u>10,472</u>		10,284
			<u>20,92,944</u>
			20,92,944
INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDING 31ST MARCH 1974			
EXPENDITURE		INCOME	
To Interest paid during the year	1,00,607	By interest on investment	55,615
		Add Interest met during the year from the previous year's balance	<u>10,472</u>
			1,00,087
			<u>1,00,087</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 : 9th July 1974

TRUSTEE

Scrab S. Engineer & Co.
CHARTERED ACCOUNTANTS

C. Ramdoss
ACCOUNTS OFFICER

R.C. Chib
ADMINISTRATIVE OFFICER

Samuel Paul
OFFICER