THIRTEENTH ANNUAL REPORT

APRIL 1, 1974

TO

MARCH 31, 1975

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

CONTENTS

PART I

THE INSTITUTE

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD SOCIETY

The Indian Institute of Management, Ahmedabad (IIMA) is a registered society under the Societies Registration Act 1860. The Board of Governors of the Institute and donor members together constitute the IIMA Society.

New Donor Members

The following organizations were admitted to the IIMA Society:

1. Apurva Containers Pvt. Ltd., Ahmedabad
2. Atul Products Ltd., Atul, Bulsar
3. Audco India Ltd., Bombay
4. Bank of Baroda, Bombay
5. Bharat Vijay Mills Ltd., Kalol
6. Cibatul Ltd., Atul, Bulsar
7. Engineering Construction Corporation Ltd., Bombay
8. Khandelwal Bros. Pvt. Ltd., Bombay
9. Larsen & Toubro Ltd., Bombay
10. Life Insurance Corporation of India, Bombay
11. Piyushkumar Natverlal & Co., Ahmedabad
12. Rustom Jehangir Vakil Mills Co. Ltd., Ahmedabad
13. Saurabh Corporation, Ahmedabad
14. State Bank of India, Bombay
15. State Trading Corporation of India Ltd., New Delhi
16. Tractor Engineers Ltd., Bombay

The membership of the Society at the end of the year was 114 as against 98 last year.

BOARD OF GOVERNORS

Mr Keshub Mahindra, Chairman of the Mahindra & Mahindra Ltd., Bombay was appointed Chairman of the Board of Governors and the IIMA Society for five years from July 23, 1974. At a farewell meeting, the Board of Governors thanked the outgoing Chairman, Mr S L Kirloskar, for his dynamic leadership.

In October 1974, the Government of India nominated Dr V Kurien, Chairman of the National Dairy Development Board, Anand, and Mr Kewal K Aggarwal, Managing Director of the Devi Dayal Electronics and Wires Ltd., Bombay to the Board of Governors and the IIMA Society to represent Industry, Commerce,

Labour and other interests in place of Mr J J Mehta and Mr C P Srivastava, who left the Board before completion of their tenure which last up to August 31, 1977.

Air Chief Marshal P C Lal, Chairman and Managing Director of the Indian Airlines, New Delhi, was co-opted to the Board of Governors and the IIMA Society for five years from January 2, 1975.

The Government of Gujarat nominated the following officials to the Board and Society:

1. Mr R B Shukla — in place of Mrs S L Singla
   Secretary
   Education and Labour Department
   Government of Gujarat
   Gandhinagar

2. Mr L R Dalal — in place of Mr H T Sadhwani
   Chief Secretary
   Government of Gujarat
   Gandhinagar

Dr M S Swaminathan, Director General of the Indian Council of Agricultural Research, New Delhi, retired from the Board in December 1974 after the expiry of his five-year term.

Donations

The following organizations donated funds to the Institute during the year:

		(Rs.)
1.	Apurva Containers Pvt. Ltd., Ahmedabad	15,000
2.	Atic Industries Ltd., Bulsar	1,00,000
3.	Atul Products Ltd., Atul, Bulsar	2,00,000
4.	Audco India Ltd., Bombay	25,000
5.	Bank of Baroda, Bombay	25,000
6.	Bharat Vijay Mills Ltd., Kalol	25,000
7.	Cibatul Ltd., Atul, Bulsar	1,00,000
		4,90,000

	B/F	4,90,000
8.	The Delhi Cloth & General Mills Ltd., Delhi	50,000
9.	Engineering Construction Corpn. Ltd., Bombay	25,000
10.	Khandelwal Bros. Pvt. Ltd., Bombay	25,000
11.	Larsen & Toubro Ltd., Bombay	1,00,000
12.	Life Insurance Corpn. of India, Bombay	25,000
13.	Piyushkumar Natverlal & Co., Ahmedabad	25,000
14.	Rustom Jehangir Vakil Mills Co. Ltd., Ahmedabad	25,000
15.	Saurabh Corporation, Ahmedabad	25,000
16.	State Bank of India, Bombay	25,000
17.	State Trading Corporation of India, New Delhi	25,000
18.	Tractor Engineers Ltd., Bombay	25,000
19.	TVS Charities, Madurai	50,000
	Total	9,15,000

The IFCI and STC Chairs of Management

The Industrial Finance Corporation of India has instituted an endowment of Rs. 7 lakhs at the Institute to establish the IFCI Chair and award a limited number of doctoral dissertation fellowships. The Chair is established to promote outstanding work in the fields of industrial management, financial management, and development banking.

The State Trading Corporation of India has established a Chair in Marketing at the Institute for five years to encourage outstanding work in the marketing field. The annual contribution by STC towards the Chair is Rs. 40,000.

Support from Ford Foundation

The Ford Foundation continued to provide active financial support for the development of faculty, research, and publication activities and for the expansion of teaching and research facilities.

FACULTY AND RESEARCH STAFF

The following new faculty and staff joined the Institute:

** Dr K R S Murthy, after completing his DBA in Business Policy from the Harvard Business School, joined the Business Policy Area on April 22, 1974. Professor Murthy had worked for some time as Research Assistant at the Massachusetts Institute of Technology, Cambridge, and prior to that as Senior Systems Analyst at the Tata Consulting Services.

** Dr Nirmala Murthy joined the Population Project Unit on April 22, 1974, as Faculty Research Associate. Dr Murthy took her Ph.D. in Population Sciences from the Harvard School of Public Health, Boston, in 1973. Before joining the Institute, she worked as Research Associate at the Massachusetts Institute of Technology, Cambridge, and as Research Assistant at the Harvard School of Public Health, Boston.

** Mr A K Jain, who joined the Institute as Research Associate in May 1970, was promoted as Assistant Professor in the Marketing Area in June 1974. Professor Jain was the first candidate to complete the Institute's Fellow Programme in April 1974.

** Dr V S Vyas joined the Centre for Management in Agriculture as Professor on July 1, 1974. Professor Vyas took his Ph.D. in Economics from Bombay University in 1958 and has several years of teaching and research experience.

He had served on several government committees in various capacities and was a member of the Agriculture Prices Commission during 1971-1973. Before joining the Institute, he was Professor and Head of the Post-Graduate Department of Economics and the Dean of the Faculty of Arts in Sardar Patel University.

** Dr Rajinder Chand, Associate Professor of Information Systems, Georgia State University, Georgia, joined the Production and Quantitative Methods Area as Visiting Professor on September 2, 1974. He took his Ph.D from Boston University, Massachusetts, in Applied Mathematics with specialization in Numerical Analysis. He will be spending a year at the Institute.

** Dr T K Moulik joined the Centre for Management in Agriculture as Professor on October 23, 1974. He took his Ph.D in Agriculture Extension Education from the Indian Agricultural Research Institute, Delhi, in 1963. He has done considerable research in rural development in India and the Pacific. Prof. Moulik has served as a faculty member at the Indian Institute of Public Administration, Delhi, the Indian Agricultural Research Institute, Delhi, and Australian National University, Canberra.

** Prof. Paul Mampilly, who joined the Institute in September 1974 as a Visiting Faculty, was appointed as Professor in the Finance and Accounting Area in January 1975. Before joining the Institute, he was a faculty member at the National Institute of Bank Management, Bombay. Professor Mampilly, who graduated from the Institute in 1970, was awarded a gold medal for outstanding scholastic performance. He had also served for a number of years as Accounts Officer and Senior Auditor in the Government of India.

** Dr B M Desai, after completing his Ph.D in Agricultural Economics from Cornell University joined the Centre for Management in Agriculture as Assistant Professor on February 3, 1975. Before going to USA, he was a Research Associate at the Institute.

** Prof. Ranjit Gupta joined the C M A as Project Associate on February 10, 1975. He took the Master's Degree in Economics from Lucknow University in 1954. Before joining the Institute, he was the Research Director of the Association of Voluntary Agencies for Rural Development (AVARD) at New Delhi.

** Dr Nitin R Patel joined the Production and Quantitative Methods Area as Professor on March 5, 1975. Professor Patel took his Ph.D in Operations Research from the Massachusetts Institute of Technology in 1973. Earlier, he had worked as a Consultant with Bouner & Moore Associates, Texas, and the Tata Consulting Services, Bombay.

** Prof. B H Dholakia joined the Economics Area as a Faculty Research Associate on March 10, 1975. He obtained his Ph.D in Economics from M.S University, Baroda. Before joining the Institute, he was teaching in the Department of Economics, M.S University, Baroda.

** Dr M N Kulkarni joined the Centre for Management in Agriculture as Project Associate on deputation from the Karnataka Government on March 17, 1975. At the Institute he will be working on the Rural Development Research Project.

Prof. G R Kulkarni returned to the Institute on January 30, 1975, after

spending over two years at the Indian Institute of Foreign Trade, New Delhi, as its Director-General.

The following faculty members left the Institute during the year:

Name	Designation	Area	Date of Leaving
Nandini U Joshi	Asstt. Professor	Economics	29.4.1974
K K S Chauhan	Professor	CMA	15.5.1974
J G Krishnayya	Professor	Production and Quantitative Methods	26.6.1974
Keshav Prasad	Professor	Marketing	2.9.1974
Dalip S Swamy	Professor	Economics	31.3.1975

Faculty Development

Prof. V Govindarajan, Assistant Professor, Finance and Accounting Area, was sponsored to the Harvard Business School, Boston, USA, for doctoral work in September 1974.

Profs. K Balakrishnan and C K Prahalad continued to work at the Harvard Business School for their doctoral degrees. Both of them are expected to return to the Institute shortly. Prof. L R Bhandari, who is doing his doctoral work at the University of Columbia, will also be completing his doctorate soon and will be returning to the Institute. Prof. S C Mehta is working for his doctoral degree at the University of Missouri.

In addition, Mr N Dholakia and Mr R K Sarin, graduate of the Institute, are expected to return to the Institute shortly after completing their doctoral work at Northwestern University, and UCLA University, respectively.

PART II

POST-GRADUATE PROGRAMMES

POST GRADUATE PROGRAMME IN MANAGEMENT

Graduation of the 1972-74 batch

At the Ninth Annual Convocation on April 27, 1974, 115 students of the 1972-74 class were awarded the Post-Graduate Diploma. Prof. Nurul Hassan, Union Minister of Education, delivered the convocation address. The following four students received the Institute's Gold Medals for outstanding scholastic performance:

1. Burman Rajiv
2. R Ravi
3. S Ravichandran
4. J G Rao

Eleventh Session (1974-76)

The Eleventh Session of the Post-Graduate Programme started on July 1, 1974, with 171 students in the first year and 119 in the second year. Eight students, six in the first term and two in the second term of the first year, discontinued their studies. Two students who could not attend the third term during the academic year 1973-74 on account of sickness rejoined the first year programme in the third term of the current academic year. At the end of the year, the first year class strength was 165 and that of the second year 117. The 1974-76 batch included five students belonging to SC/ST and one student from Sri Lanka.

Out of the 171 students who joined the first year programme, 26 students will specialize in Agricultural management in their second year.

At the request of the Vice-Chancellor, Assam Agricultural University, one of its staff members, who is under training for a faculty position in that university, was permitted to attend a few selected courses in the first year from October 1974 to April 1975.

On a request from the North Eastern University, USA, one of its Indian students who had to return to India before completing his MBA course there because of his father's illness, was permitted to study three PGP courses at the Institute to enable him to complete the degree requirements of the university.

Students' Exchange Visit

Students of this Institute and the Indian Institute of Management, Calcutta, have been paying goodwill visits on a reciprocal basis every alternate year. Under this arrangement, on the invitation of IIMC, 20 students from this Institute visited the Calcutta Institute from January 14 to 17, 1975, to return the visit paid by IIMC students in December 1973. The students of both the Institutes participated in various cultural and educational programmes.

Student Activities

The students have actively participated in various cultural and sports activities. Several top executives from public/private sectors were invited to speak on relevant management topics under the auspices of the Students' Marketing Society, Forum for Thought, Economics Association, Quantitative Methods Club, Etc.

The students and staff have also presented a programme of variety entertainment at the Tagore Hall in December 1974 and the

proceeds of this show amounting to over Rs.15,000/- were donated to the Gujarat Governor's Drought Relief Fund.

Remedial Programme

A Remedial Programme was organized at the Institute from May 27 to June 26, 1974, for those students of the 1974-76 batch who were found deficient in English and Mathematics. Thirty-five students attended this special programme. Students belonging to SC/ST and those coming from rural areas as well as with an agricultural background particularly benefited from this programme.

Integration of the First Year Package

For the past few years, the faculty have been concerned with the nature and content of the Post-Graduate Programme first year curriculum, particularly with the problems of overlapping, workload, sequencing, integration and coordination. The first phase of the first year courses integration exercise has been completed and the proposals will be finalised after discussions in faculty meetings.

Placement

This year the placement activities began with a series of lectures by the following executives from public sector undertakings:

1. Dr S. Varadarajan
   Chairman and Managing Director
   Indian Petro Chemicals Ltd.
   Baroda

2. Mr K T Chandy
   Chairman
   Kerala State Industrial
   Development Corpn. Ltd.
   Trivandrum

3. Air Chief Marshal P C Lal
   Chairman and Managing Director
   Indian Airlines
   New Delhi

4. Mr S Krishnaswami
   Chairman and Managing Director
   Hindustan Petroleum Corpn. Ltd
   Bombay

The objectives of these lectures were to discuss certain management related subjects and to present the perceptions of these executives about the MBAs in the work situation especially in their organizations.

Placement Seminar

A Placement Seminar was held on January 21 and 22, 1975. The seminar, which brought together representatives of the public and private sector industries, the alumni, and the students, made a critical appraisal of the strengths and weaknesses of management education at the Institute in relation to the needs of industry.

The major input for deliberation at this seminar was industry's evaluation of the performance of the alumni on the jobs and of their attitude and behaviour. The alumni described the problems they encountered in their jobs, their process of adjustment, and their appraisal of how the learning at the Institute helped them adjust to the needs of industry. The seminar provided an opportunity to the graduating students, on the one hand, and industry on the other, to understand better, the expectations of each other. It also provided valuable feedback which would help the Institute meet specific requirements of the employing organizations for trained managerial manpower.

The seminar, which was chaired by Mr Harshavadan Mangaldas, Chairman, Aryodaya Ginning and Manufacturing Co., Ltd., Ahmedabad, was addressed, among others, by Mr S B Budhiraja, Managing Director of Indian Oil Corporation, Mr M B S Henry, Managing Director of Madura

Coats Ltd., Mr C D Menon, Chief Personnel Officer of Metal Box of India Ltd., Mr H R Patankar, Managing Director of Gujarat State Financial Corporation, Mr V Y Pai, Managing Director of Gujarat Agro-Industries Corporation, and Mr S R Subramaniam, General Manager (Works), Larsen & Toubro Ltd.

For carrying out intensive discussions on the ideas presented at this seminar, five panels were set up, each consisting of representatives of industry, alumni, students, and faculty. An integrated report covering the discussions of the panels was presented. This was followed by a question answer session. The report contained recommendations to the Institute, the students, and industry.

Permanent Placement

Out of 117 students in the graduating class, 112 students needed placement assistance. From 155 organizations, 278 job opportunities were announced. Out of 112 graduates, all except four were placed before the Annual Convocation. Three graduates have been placed after the Convocation and the placement of the remaining one graduate is being finalised.

This year, public sector organizations recruited 25 graduates for permanent placement. A number of public sector companies came rather late for campus recruitment. Students were unable to respond to their offers since most of them had already accepted other jobs. About 50 per cent of the students have gone to core sector industries.

Summer Placement

All the 168 students in the first year class (PGP 139 + SPA 26 +

FBA 3) have been placed on summer assignments. About 100 organizations announced 188 summer placement opportunities. Even after the placement of all the first year students, requests continued to pour in from various organizations for students for summer placement.

One state government wanted to take 24 first year students for summer placement. However, since the request from the government came very late and almost all the students were already placed on summer assignments, only five students could be assigned to this state government. This year, 71 students, i.e. 42 per cent of the students available for summer placement were placed with public sector organizations.

Admissions (1975-77 Session)

For admission to the two-year Post-Graduate Programme commencing July 1975, 4,763 applications were received (PGP - General: 4,198, PGP with specialization in agriculture: 298, and PGP-SC/ST: 267).

Compared with the previous year, there was a slight decline in the number of applications for the Post-Graduate Programme -- general and with specialization in agriculture. This decline could be due to of the upgrading of the eligibility clause this year. A higher minimum percentage in SSC and other related examinations was stipulated this year (55 per cent as compared with 50). The number of applications from SC/ST candidates increased to 267 from last year's 194.

Selection Procedure

Candidates were selected on the basis of their performance in

various segments of the selection process. Applicants for the specialized programme in agriculture as well as SC/ST candidates underwent the same selection process as the other candidates. However, different selection criteria were adopted for them.

The number of candidates short-listed for interview, finally selected, and wait-listed were as follows:

	Called for Interview	Selected	Wait-listed
PGP (General)	818	153	37
PGP (Specialization in Agriculture)	95	28	9
SC/ST	69	21	-

Scheduled Castes/Tribes

Promotional efforts were made this year to get a larger number of applications from SC/ST. Information leaflets were sent to all the commissioners of SC/ST to bring to the notice of potential applicants the reservation available to them in the Post-Graduate Programme. Further, the minimum percentage of marks required to apply for the programme was relaxed to 45 for SC/ST persons.

To get a larger number of students from among the SC/ST applicants into the programme, the following further steps were taken:

1. In the evaluation of their past academic record, the scales were suitably lowered as compared with those of the general applicants so that a larger number of persons could qualify for the interview.

2. The test performance requirement and interview scores were suitably relaxed.

With these measures, it was possible to increase the intake of SC/ST students from 5 in the last year to 21.

Agricultural Specialization

The number of applications for agricultural specialization declined from last year because of the stiffer eligibility requirements. The past academic record of this year's applicants is much better than that of last year's applicants. Cut-off scores for tests and for the academic record were relaxed for these applicants as compared with the general PGP applicants to select a larger number of candidates for interview. Finally, 28 candidates were selected and 9 were placed on the waiting list.

Remedial Programme

Last year a remedial programme was conducted for those students who were found deficient in English and Mathematics. Many participants found this programme extremely useful. It has, therefore, been decided to conduct a similar programme this year also.

To identify candidates who would need such a remedial programme, a diagnostic test has been developed by the Admissions Committee. This test was administered to all applicants. The performance in this test gave valuable inputs to the Admissions Committee to identify candidates who need the remedial programme.

On the basis of the test score and the inputs available at the

time of interview, 66 candidates selected for admission have been asked to attend the remedial programme.

Financial Aid

The Institute continued to help, through loans and scholarships, those students who could not finance their studies on their own. The following financial aid schemes were available to the students.

Source of funds	No. of Students who Availed of the Loan	Amount
		Rs.
IIM Ahmedabad	91	1,59,200
State Bank of India	87	1,58,000
Indian Overseas Bank	37	1,18,400
Total	215	4,35,600

The Bank of Baroda, which previously gave loan assistance to Programme for Management in Agriculture students, has agreed to give loan to PGP students opting for specialization in agriculture from the next academic year.

Industry Scholarships

Fifteen students in the two-year Post-Graduate Programme and two students in the one-year Post-Graduate Programme for Management in Agriculture were awarded industry scholarships. The names of the recipients of these scholarships and the companies which instituted these scholarships are given below.

Student (1st Year PGP)	Industry
R Balagangadharan	Air India
S Balasubramanian	Dunlop India Ltd.
R R Bhinge	Godfrey Philips India Ltd.
N Mittal	Hindustan Lever Ltd.
P Sarkar	Hindustan Steel Ltd.
R K Sah	Mandelia Parmarth Kosh
S Sridhar	Delhi Cloth and General Mills Ltd.
B K Bhaumik	India Pistons Ltd.

Student (2nd Year PGP)	Industry
K N Balasubramanian	Devidayal Cable Industries Ltd.
R Burman	First National City Bank
A K Duggal	Godrej Trust
J G Rao	Hindustan Lever Ltd.
S Ravichandran	Mahindra & Mahindra Ltd.
R Ravi	Delhi Cloth and General Mills Ltd.
M V Sarabhai	Travancore Rayons Ltd.

PMA	
Deepak Mullick	Gujarat State Fertilizers Company Limited
S M Vishwakarma	

The Gujarat Fertilizers Co. Ltd. scholarships were each of the value of Rs.3,500 and the rest of the scholarships were each of the value of Rs.3,000 except one of Rs.2,500.

Government of India Merit-cum-Means Scholarships

The Government of India scholarships each of the value of Rs.1,400 were awarded to 59 students, 30 from the first year and 29 from the second year. According to the Government of India regulations, students whose annual parental income exceeded Rs.6,000 were awarded a notional prize of Rs.100 and a certificate in lieu of the scholarship amount.

Fellowships

All students of the Fellow Programme in Management were given Government of India Fellowships ranging from Rs.300 to 400 pm. These students were also given a contingency allowance of Rs.1000 per annum.

FELLOW PROGRAMME IN MANAGEMENT

First Year

Four students joined the first year of the Programme. One student in the Organizational Behaviour Area withdrew from the Programme. The remaining three students, two in the Economics Area and one in the Production and Quantitative Methods Area, have been doing well in their studies.

Second Year

There were six students in the second year of the Programme and all of them have completed their course work. Of these, three have completed the written part of the comprehensive examination. This year, the second year students were required to obtain an average of B Minus in the courses of their area of specialization.

Students at the Dissertation Stage

One student has successfully defended his dissertation and he will be awarded the title "Fellow of the Indian Institute of Management, Ahmedabad," at the forthcoming convocation.

During the year, 11 more students have passed their qualifying examinations and begun work on their dissertations. The areawise breakup of all the students writing dissertations at the end of the year was as follows:

Economics	...	2
Finance and Accounting	...	2
Marketing	...	3
Organizational Behaviour	...	2
Production and Quantitative Methods	...	4
	Total	13

Advanced Courses

In addition to 24 courses introduced in earlier years, four more courses were introduced this year.

Admissions

710 eligible applications were received. The following table gives the areawise breakup of eligible candidates, number of candidates called for interview, and number of candidates selected for the Programme.

Area	Number of Eligible Candidates	Number of Candidates Called for Interview	Number of Candidates Selected
Business Policy	35	6	3
Economics	81	15	3
Finance and Accounting	86	5	1
Marketing	160	13	3*
Organizational Behaviour	137	9	3
Production and Quantitative Methods	211	18	5*
Total	710	66	18

*Including one on the waiting list.

PART III

MANAGEMENT DEVELOPMENT PROGRAMMES

MANAGEMENT DEVELOPMENT PROGRAMMES

The year 1974-75 marked the beginning of research based programmes for public systems management. Programmes were offered on the management of rural development, managerial problems of state electricity boards, and managing change in academic institutions.

Besides these, the Institute conducted a course in the management of district development for IAS probationers at the Lal Bahadur Shastri National Academy of Administration, Mussoorie, and on inventory management for public sector enterprises and government departments.

The Institute organized 19 programmes in which both public and private sector organizations participated. The mix of programmes for general management, sectoral management, functional management, specialists and University teachers remained more or less the same as in the preceding year. Details of the programmes conducted during the year are given below:

SUMMARY OF PROGRAMMES

Programme	No. of organizations		No. of participants	
	Public	Private	Public	Private
Management Development Programme for Medium and Small Enterprises (held at Poona from April 28 to May 14, 1974)	7	21	7	22
3-Tier Programme for Management Development (held at Jaipur from August 4 to October 5, 1974)	22	53	58	126
Programme on Changing Patterns of Industrial Relations (held at Mussoorie from April 30 to May 11, 1975)	10	9	13	12
Laboratory on Role Stress and Coping Strategies (held at Mahabalipuram from June 19 to 25, 1974)	5	11	6	17
Programme on Production and Operations Management (held at Mussoorie from September 29 to October 16, 1974)	5	15	5	16
Programme on Planning, Financing and Management of Capital Expenditure (held at Mussoorie from October 9 to 19, 1974)	13	25	14	29
Workshop on Long Range Strategic planning (held at Jaipur from December 1 to 7, 1974)	5	12	5	15
Programme on Personnel Management (held at Jaipur from January 10 to 16, 1975)	16	12	18	13
Seminar on Organization Development for Top Management (held at Jaipur from February 22 to 25, 1975)	6	4	8	7
Course in Management of District Development Programme for IAS probationers (held at Mussoorie from May 1 to 25, 1974)	1	-	144	-

Programme	No. of organizations		No. of participants	
	Public	Private	Public	Private
Agricultural Management Programme (held at Poona from September 29 to October 12, 1974)	15	17	16	37
Programme on Management of Rural Development (held at Bangalore from November 24 to December 7, 1974)	21	3	25	3
Programme on Inventory Management (held at Lucknow from April 9 to 12, 1974)	25	-	33	-
Programme on Economic and Business Forecasting (held at Mussoorie from September 29 to October 9, 1974)	4	14	4	14
Seminar on Managerial Problems of State Electricity Boards (held at Mussoorie from June 23 to 26, 1974)	18	-	23	-
General Management Programme for Computer Professionals (held at IIMA from February 23 to March 6, 1975)	4	12	5	15
General Management Programme for University Teachers (held at IIMA from May 20 to June 15, 1974)	14	Institutions 22 Participants		
University Teachers Programme in Operations Research (held at IIMA from May 20 to June 15, 1975)	18	Institutions 24 Participants		
Programme on Managing Change in Academic Institutions (held at IIMA from January 18 to 23, 1975)	8	Institutions 13 Participants		

GENERAL MANAGEMENT PROGRAMMES

Management Development Programme for Medium and Small Enterprises

The Management Development Programme for Medium and Small Enterprises is designed to suit the requirements of owner managers, managing partners, managing directors, general managers, and other senior managers of medium and small enterprises. This was the fourth programme in the series.

The objectives of the programme are:

1. To familiarize the participants with modern management concepts and tools.
2. To impart skills in the application of selected management techniques to specific business situations for improving the productivity and efficiency of current business operations for higher profitability.
3. To give the participants a basic understanding of the economic environment and its major functional areas with special attention to their inter-relationships.
4. To evaluate the participants management approach to business for giving it a new operation and direction and to provide them with a framework for appraising the organization in its environment and selecting the direction of its future growth and development through the identification and exploitation of new and challenging opportunities.
5. To make the participants more effective in corporate decision making by developing their understanding of the problems involved in the formulation and implementation of business policy.

The topics covered in the programme were Economic Environment, Cost Analysis and Control, Business Policy, Production Management, Financial Management, Marketing Management, and Management of Human Resources.

The programme faculty consisted of Profs. Akkanad M. Isaac, S.C. Kuchhal, H.N. Pathak (Co-ordinator), K.L. Varshneya, Pramod Verma, and M.N. Vora of IIMA, Prof. Prafull Anubhai, Rustom Jehangir Vakil Mills Ltd., Ahmedabad, and Prof. Subroto Sen Gupta, Clarion- McCann Advertising Ltd., Bombay.

3-Tier Programme for Management Development

The 3-Tier programme is based on the realization that management development in organizations is more effective and useful when change is initiated simultaneously at different levels in the organizations. The thrust of the programme is towards developing organizations rather than individuals. In the 3-tiers of the programme, managers at three different levels are trained simultaneously. The programme is held once in every year.

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

The subjects covered in the three tiers were Business Policy, Environmental Analysis for Corporate Planning, Management Accounting,

Finance, Industrial Relations, Managerial Economics and Quantitative Methods, Managerial Planning and Control, Marketing, Organization Behaviour/Structure and Development, and Manufacturing Management. In Tier III, special emphasis was laid on Financial Planning and Strategy, Formal Planning Systems, Quantitative Methods in Decision Making, Economic Analysis of the Environment for Corporate Planning, Industrial Relations and Organization Behaviour.

The faculty members who taught in the programme were Profs. S.K. Bhattacharyya, J.C. Camillus, Pulin K. Garg, Akkanad M. Isaac, Rakesh Khurana, S.C. Kuchhal (Coordinator Tier III), M. Meenakshi Malya (Co-ordinator Tier I), V.L. Mote, K.R.S. Murthy, Keshav Prasad, Udai Pareek, C. Rangarajan, J.K. Satia, Suresh A. Seshan (Co-ordinator Tier II), N.R. Sheth, Dalip S. Swamy, Pramod Verma, M.N. Vora, and C.D. Wadhva, of IIMA and Prof. Prafull Anubhai, Rustom Jehangir Vakil Mills Ltd., Ahmedabad.

FUNCTIONAL PROGRAMMES

Programme on Changing Patterns of Industrial Relations

This programme was for executives holding responsible positions in staff or production departments. The main aim of the programme was to help the participants increase their effectiveness in dealing with industrial relations problems. The specific objectives were:

1. To understand the dynamics of inter-group conflict and co-operation, with special emphasis on union-management relations.

2. To discuss the appropriate industrial relations policies and functions in relations to the over-all management goals.

3. To understand the current and changing industrial relation scene in India in the context of contemporary technological, social, economic, political, and legal forces.

The topics covered were Dynamics of Labour-Management Relations, Inter-Group Conflict and its Resolution, Inter-Union Rivalry, Discipline and Grievance-Handling, Workers' Participation in Management and Unions, Collective Bargaining, Wage Policy and Wage Determination, The Indian Industrial Worker, Technology and Industrial Relations, Government Labour Policy and Industrial Relations, and the Indian Society.

Profs. N.R. Sheth (Co-ordinator), Pramod Verma, Mirza S. Saiyadain, Baldev R. Sharma, and Udai Pareek taught in the programme.

Laboratory on Role Stress and Coping Strategies

This programme was for heads of departments and senior management personnel.

The Laboratory had the following objectives:

1. Diagnosing and Understanding

   a) The nature of role stress

   b) The sources of role stress

   c) The organizational processes that add to role stress

d) The dysfunctionalities experienced through role stress.

2. Learning to Cope

a) How to use role stress as a constructive force for effectiveness of the self and the organization

b) How to "make-a-role" instead of merely playing a role

c) How to "self renew" the role in terms of organizational development.

Experience based learning, structured exercises, and cognitive learning methods were used.

Profs. Pulin K. Garg and Udai Pareek taught in this Programme.

Programme on Production and Operations Management

The programme was developed for works managers and production/operations managers of large organizations.

The programme had the following objectives:

1. To assist in developing a conceptual framework in viewing and relating managerial problems areas of production.
2. To develop skills to view and analyse specific production problems with an understanding of the organization's objectives, needs, resource constraints, and environmental factors.
3. In familiarize the participants with modern tools and techniques for the analysis of operational problems.
4. To provide a forum for interaction and exchange of views among the participants who would bring to the programme a variety of experiences and approaches.

The topics covered were Operations Planning and Control, Operations Research and Analysis, Costs for Decision Making, Planning and Control, Human and Industrial Relations, Manufacturing Policy and Corporate Strategy.

The Faculty who taught in the programme were Profs. J.C. Camillus, Akkanad M. Isaac (Co-ordinator), A.H. Kalro, Sasi Misra, V.L. Mote, J.K. Satia and N.R. Sheth of IIMA, Mr. R.E. Khanna, Voltas Ltd., Bombay, and Mr. Y.S. Venkateswaran, Indian Standards Institution, Calcutta.

Planning, Financing and Management of Capital Expenditure

The programme was for senior finance and accounting executives, business economists and corporate planners, executives in financial institutions concerned with project appraisal, and prospective entrepreneurs and project analysts.

The programme had the following objectives:

1. To discuss the relevant concepts and techniques in capital expenditure decisions.

2. To analyse and evaluate capital expenditure decisions in a growing industrial undertaking.

3. To discuss the financing of capital expenditures and identify appropriate approaches for the planning, management and control of capital expenditure projects particularly under conditions of uncertainty.

The topics covered were the Anatomy of an Investment Decision, Criteria for Choice of a Project, Cash-Flow Estimation, Sales Fore-casting for Product Based Investments, Estimation of Savings and Other Revenues, Assessment of Project Slippage and Cost-Overruns, Tax Aspects

in Capital Expenditure Decisions, Aspects of Capital Expenditure Planning in Public Sector Undertakings, Project Evaluation, Cost of Capital, Financing of Capital Expenditure and Management Control Systems for Capital Expenditure Projects Post-Completion Audit.

Profs. G.S. Gupta (Co-ordinator), S.C. Kuchhal, Meenakshi M. Malya and Suresh A. Seshan of IIMA, Mr. P.R. Amin, Mafatlal Industries, Ahmedabad, and Mr. S.S. Nadkarni, ICICI, Bombay, taught in this programme. Mr. R.M. Bhandari, Ministry of Finance, Government of India, and Mr. S.A. Buhariwala, Voltas Ltd., Bombay, also spoke to the participants.

Workshop on Long Range Strategic Planning

The objectives of the workshop was for top management and corporate planners to help the participants introduce formal corporate level planning in their organizations as an instrument of achieving long-term profitability and growth. Discussions of real life experiences involving the designing, implementation and evaluating of such planning systems in a variety of corporate settings were held so as to gain an understanding of the rationale for formal planning systems. The elements of such a system - the planning process, the time horizons to be employed, the inter-relationships between business strategy, organizational structure, leadership style, and management control, the role of the planner in this milieu, and the continuing need to facilitate both creativity and pragmation in the effort to make efficient and effective use of corporate resources were explored in-depth in the workshop. The emphasis was on operational rather than conceptual considerations in developing and evaluating corporate

strategic planning systems so that implementation could be facilitated in the Indian context

The topics covered were Strategic Choices: The process; Scanning of the Economic and Regulatory Environment; Strategic Planning: Its nature and Linkages with Programme Planning and Control; and Planning Systems: Design and Administration.

Profs. S.K. Bhattacharyya, J.C. Camillus (Co-ordinator) V.L. Mote, and C. Rangarajan taught in this programme. Dr. N.C.B. Nath, Steel Authority of India Ltd., Calcutta, Mr. D.N. Sengupta, Metal Box Company of India Ltd., Calcutta, and Mr. S.V.S. Raghavan , Bharat Heavy Electricals Limited, New Delhi, also addressed the participants.

Programme in Personnel Management

The programme was for middle level executives concerned with the personnel function. The focus of this programme was on some key functions of the personnel manager such as selection, training, appraisal, promotion, and welfare. An in-depth study of the concepts and techniques relevant to the function was made. The thrust was on their application and utility for over-all organizational effectivenees.

Profs. Arun Monappa and Mirza S. Saiyadain taught in the programme.

Seminar on Organization Development for Top Management

The programme was designed for the top management of organizations

using OD or interested in using OD.

The objectives of the seminar were:

1. To teach participants how to solve problems through the OD approach.
2. To help the participants develop the resilience and strength required to cope with complex environmental forces which cause multiple and abrupt changes in the internal and external systems of the organization.
3. To help the participants understand the prerequisites for the introduction of OD in an organization.

The topics covered were Values Underlying OD, OD and Traditional Organizations, Organizational Diagnosis, Using and Developing Intervention Strategies, Developing Internal Resources for OD, Evaluation OD Effort and Success and Failure of OD Experiences in India. The participants discussed those aspects in relation to their own organizations.

Profs. Pulin K. Garg (Co-ordinator) and Udai Pareek of IIMA and Mr. Nitish R. De, National Labour Institute, Delhi taught in the programme.

SECTORAL PROGRAMMES

Course on Management in District Development Programme for IAS Probationers of LBS Academy of Administration, Mussoorie

The programme was specially developed for district level administrators.

The focus of the programme was on the basic management concepts, tools, and techniques applicable to the planning, implementation, and evaluation of a relatively wide range of district development programmes and projects.

The course covered Environmental Analysis and Role of Administrator, Planning and Programme Formulation, Programme Implementation, Organization Planning, Structure and Personnel Development, Performance Budgeting and Management Control Systems, and Research and Development.

Profs. V.N. Asopa, J.C. Camillus, D.K. Desai, V.R. Gaikwad (Co-ordinator), P.S. George, A.H. Kalro, Mohan Kaul, V.L. Mote, H.N. Pathak, Udai Parek, M. Raghavachari, U.K. Srivastava, and N.R. Sheth taught in the programme.

Agricultural Management Programme

The programme was developed for executives of private, public, and co-operative organizations concerned with the planning and implementation of development programmes, marketing of agricultural inputs, management of agro-industries, and marketing of services to the rural sector.

The objectives of the programme were:

1. To help the participants acquire a greater depth in the management skills required to deal with the agricultural sector.
2. To familiarize the participants with the agricultural environment in which the managers and administrators dealing with agricultural inputs, agro-industries, and agricultural credit have to work.
3. To make the participants aware of the specific problems which farmers face in obtaining and using physical and financial inputs for agriculture and the inter-dependence among various inputs.
4. To acquaint the participants with the dynamics of consumer behaviour in rural areas.

5. To help the participants acquire insights into the problems of rural development activities.

The topics covered were Marketing, Economics and Quantitative Methods, Agricultural Finance, Organizational Problems, and Feasibility Studies.

Profs. Gunvant M. Desai (Co-ordinator), P.S. George, V.K. Gupta, Shreekant Sambrani, Prakash M. Shingi, and V.S. Vyas of IIMA, and Profs. J.G. Krishnayya, Systems Research Institute, Poona, and Dr. Patwardhan, Bank of Maharashtra, Poona taught in this programme.

Programme on Management of Rural Development

The programme was held for the benefit of officers involved in rural development programmes such as IAS officers, operating managers of special rural development programmes, executives of financial institutions engaged in rural development activities, and officials of voluntary agencies engaged in rural development activities.

The programme aimed at exposing the participants to the management techniques, tools, concepts, and procedural and substantive issues involved in rural development programmes.

The programme content drew heavily on the experiences of various ongoing rural development programmes managed by government and other public sector agencies as well as those managed by semi-official and voluntary rural development organizations. The topics covered

were Rural Environment, Strategies for Rural Development, Operational Planning and Programme Formulation, Programme Implementation, Management Control and Evaluation, Organization Structures and New Directions for Rural Development.

Profs. P.S. George, V.R. Gaikwad, Shreekant Sombrani (Co-ordinator), Girja Sharan, Prakash M. Shingi, and V.S. Vyas taught in this programme. Mr. G.V.K. Rao, Chief Secretary, Government of Karnataka, Mr. R.N. Azad, Ministry of Agriculture and Irrigation, Government of India, Mr. F.J. Heredia, Mangalore Chemicals and Fertilizers Limited, Bangalore and Mr. N.K. Iyengar, I.A.E. Company Limited, Bangalore also spoke to the participants.

SECTORAL PROGRAMMES (Non-Agriculture)

Inventory Management Programme

At the request of the Bureau of Public Enterprises, this programme was organized exclusively for executives from public sector undertakings.

The programme objectives were:

1. To develop an integrated approach to problems of inventory management.
2. To expose the participants to scientific inventory management methods.
3. To give the participants a broad understanding of the relationships between inventory management and other areas.
4. To provide a common platform for the exchange of views and experiences of participants.

The topics covered were An Overview of Inventory Control; Management of Raw Material, In Process and Finished Goods Inventories, Spares and Maintenance Inventories; Purchasing under Fluctuating Prices and Implications on Working Capital; Problems and Development of Sources of Supply and Vendor Rating; Applications of Computer in Materials Management, and Computer-Based Information Systems for Material and Inventory Management.

Profs. A.H. Kalro (Co-ordinator), V.L. Mote, S.K. Mukherjee, and J.K. Satia of IIMA, and Mr. P. Jayant of Air India, Bombay taught in this programme.

Programme on Economic and Business Forecasting

The programme was held for executives who make decisions and directly help decision making in business policy, finance, corporate and project planning, marketing, materials management, and manpower planning.

The programme was aimed at developing forecasting techniques for all kinds of decision making at various levels of management, to enable the participants to distinguish between good and bad forecasts, make their own forecasts, and appreciate and critically examine the forecast done by others, and to teach participants the application of forecasting techniques to important economic and business variables.

The topics covered were Value versus Cost of Forecasting, National Economic Policies and Forecasting, Strengths, and Weaknesses of Alternative Forecasting Techniques such as the Graphical Method, Time Series Method, Exponential Smoothing Method, Historical Analogy Method, Survey Method, Use Method, Regression Method, and Complete System Approach, the use

of these methods to obtain actual forecasts relating to demand, price, supply, rate of interest, bank credit, aggregate investment, imports, and exports, the use of the computer for forecasting and interpreting computer print outs, and the actual problems (forecasting) faced by participants.

Profs. G.S. Gupta, P.N. Misra (Co-ordinator), C. Rangarajan, and Dalip S. Swamy taught in the programme. Dr. N.C.B. Nath, Steel Authority of India Limited, Calcutta also spoke to the participants.

SPECIALIST PROGRAMMES

Seminar on Managerial Problems of State Electricity Boards

The objectives of the seminar were:

1. To discuss important managerial issues relevant to power systems in India with a view to help the participants develop an integrated national approach to problems of power systems management.
2. To analyse modern management techniques developed for planning and operating power systems and to make the participants aware of the utility of such techniques in the present context of power development in India.
3. To study the organizational and personnel aspects of state electricity boards with a view to develop a rational stratogy for dealing with these aspects.
4. To provide a common forum for the exchange of views from the experience of the participants which could develop a better understanding of the development and operation of regional and national grids in future.

The course covered the topics on Power Generation and Transmission system planning at State/Regional Levels, Examination of the National Grid

Concept, Power Systems Planning and Energy Policy, Fuel Transport and Substitution in the Energy Sector, Operational Planning of Power Systems and System Reliability, Load Despatching, Automation and Maintenance Planning, Financial aspects of State Electricity Boards, Pricing Policy for Electricity including Peak Load Pricing, Project Planning and Execution in the Power Sector, Organizational and Personnel Aspects of State Electricity Boards.

Profs. S.K. Mukherjee (Co-ordinator), N.R. Sheth of IIMA, Dr. Kamala Chowdhry, Ford Foundation, New Delhi, Dr. Ajit K. Dasgupta, Institute of Economic Growth, University of Delhi, New Delhi, Dr. Kirit S. Parikh, Indian Statistical Institute, New Delhi, Mr. K.R. Pandit, Tata Electric Companies, Bombay, and Mr. B.V. Chitnis, Tata Consulting Engineers, Bombay, taught to the participants.

General Management Programme for Computer Professionals

The programme was designed for computer professionals, EDP managers, systems managers, systems specialists, and executives involved in the designing or administration of information systems in public and private sectors and utility sector such as transport, power, and communication.

The programme objectives were:

1. To provide an appreciation of the corporate objectives and the different activities of the organization for achieving these objectives.

2. To analyse the decision making process in different functional areas of an organization and their inter-relationships.

3. To identify areas where computer professionals could contribute to improve the process of management in the organization.

4. To examine the computer capabilities to generate information required for effective management and to demonstrate the applicability of the computer to improve the analytical and decision making capabilities of managers.

5. r provide a common forum for the exchange of views from the experience of participants and for the discussion of problems in their organizations.

The course covered Marketing Management, Production Planning and Control, Financial Management, Costs for Decision Making, and Management Planning and Control.

Profs. J.C. Camillus, A.K. Jain, Mohan Kaul (Co-ordinator), M. Meenakshi Malya, V.L. Mote, J.K. Satia, and N.R. Sheth taught in this programme. Prof. Prafull Anubhai, Rustom Jehangir Vakil Mills Limited, Ahmedabad and Mr. P. Jayant, Air India, Bombay also spoke the participants.

UNIVERSITY TEACHERS PROGRAMMES

General Management Programme for University Teachers

Sixth in the series, this general management programme was held exclusively for the benefit of university teachers.

The course covered Financial Management, Quantitative Methods and Production Management, Marketing Management, Organization

Behaviour and Personality Dynamics, Organization Dynamics, Personnel Management and Industrial Relations, Managerial Economics, Management Information Systems, Planning and Control Systems, and Business Policy.

The course material included a core course on various functional and disciplinary areas of management education and gave an opportunity to participants to opt for one or two research and teaching oriented courses of their interest in Financial Management, Planning and Control Systems, Quantitative Methods and Operations Research, Organization Behaviour, Personnel Management and Industrial Relations, Managerial Economics, and Marketing. C Capstone exercise for working into teams for the study and analysis of the operations of a single company.

Profs. P.S. George, Mohan Kaul, S.C. Kuchhal, Rakesh Khurana, P.N. Misra (Co-ordinator), V.L. Mote, C.N.S. Nambudiri, M. Raghavachari, Mirza S. Saiyadain, Suresh A. Seshan, B.G. Shah, Baldev R. Sharma, Dalip S. Swamy, Pramod Verma, and M.N. Vora taught in this programme.

University Teachers Programme in Operations Research

This programme was the second in the series of programmes on OR for University teachers.

The objectives of the programme were:

1. To introduce the participants to the basic concepts of Operations Research and its applications in various areas including industry, research and development, and the management of other organized activities.

2. To help the participants get a better insight into OR techniques and the recent developments in theory and application.

3. To discuss the problems of OR curriculam development, pedagogy, and relevant teaching materials in the educational institutions of the participants.

The course covered Linear Programming, Queueing Theory, Mathematical Programming, Integer and Non-linear, Decision under Uncertainty, Inventory Management, Applications of Computers, and Network Flows Scheduling.

Profs. Akkanad M. Isaac, Mohan Kaul, M. Meenakshi Malya, V.L. Mote, J.K. Satia, Girja Sharan, and M. Rahgavachari taught in this programme.

Managing Change in Academic Institutions

This was an experimental programme developed for universities and colleges.

The programme provided an opportunity for learning skills of organizational diagnosis, interventions working out which may increase the organizational effectiveness of the universities or colleges, and developing skills of team building and collaboration.

The participants examined their usual styles of working with others, the basic values they had for initiating, monitoring, and managing change, and the effectiveness of such value orientations and styles. They also examined various strategies of managing change. They worked on some problems of their own institutions, and discussed alternate strategies of dealing with a problem in the over-all framework of their institutional goals and culture.

They had an opportunity to review various approaches to diagnose the total system, and the approach and methodology of organization development to help an institution develop its capability of both dealing with and influencing the environmental forces and the future.

Profs. Ravi J. Matthai, Udai Parook, and T.V. Rao (Co-ordinator) taught in this programme.

PART IV

MAJOR SECTORAL ACTIVITIES

CENTRE FOR MANAGEMENT IN AGRICULTURE

The Centre for Management in Agriculture decided to continue in the second decade the research emphasis of the first decade. In addition to the areas identified in the first decade, it decided to conduct research on the management of rural development programmes.

The Centre completed 9 research projects and had 14 projects in progress between April 1, 1974 and March 31, 1975. The faculty was involved in developing specialization packages for students opting for specialization in agriculture in the second year of the Post-Graduate Programme. The Centre also offered four Management Development Programmes.

RESEARCH COMPLETED

The following nine research projects were completed.

1. Identification of Problems in Management of Custom Hiring Centres (Gujarat)

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

   Objectives

   a. To study the characteristics of the farmers utilising tractors on custom basis.

   b. To assess the nature of custom hiring.

   c. To study the problems of custom hiring farmers and agencies which provide these services in a region such as agro-service centres run by the state, private custom centres, and private tractor owners.

d. To prepare guidelines for organizing an agricultural machinery marketing system for the agro-service centres.

2. Follow-up of the project on Management of Technological Change in Dry Farming Areas -- Phase II

Team: Prof. M.S. Krishnaswamy and Mr.K.V. Patel

Objectives

To study the economics of the recommended dry farming technology under conditions of financial and managerial adequacy and its implications for the financing agency.

3. Farmers' Ignorance and the Role of Television

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

Objectives

a. To find out the nature of agricultural information distribution and its correlates in television villages as against no-television villages.

b. To find out the nature and extent of distortion and loss of information in knowledge and understanding of agricultural television programmes.

c. To determine the degree of association between such distortion in knowledge and farmers' background characteristics, the characteristics of featured programmes, and the message preparation and message reception conditions.

4. Management of Agri-business Systems: Citrus Fruits

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

Objectives

a. To study the farmer's production practices with a view to understand the pattern of input use and the pattern of adoption of the recommended package of practices, and also the variations in these aspects according to the farmer's characteristics.

b. To understand the marketing pattern and to analyse the various factors influencing the farmers' marketing behaviour.

c. To analyse the processing facilities available for citrus fruits and to understand the characteristics of processing firms, especially in relation to the cost structure, efficiencies, and capacity utilization.

d. To understand the consumers' attitudes towards fresh and processed citrus fruits.

5. Management of Agri-business Systems -- Oilseeds

Team: Prof. K.K.S. Chauhan, Dr. P.V. Krishna, Dr. N.P. Singh, and Mr. N. Mohanan

Objectives

a. To study the production pattern of rapeseed-mustard and to analyse its economics as compared with that of a competing crop grown in the region.

b. To examine the adoption pattern and preferential behaviour of the farmers with regard to innovations and seed quality respectively and their scientific orientation towards rapeseed-mustard cultivation.

c. To analyse the marketing behaviour of farmers in terms of the pattern of disposal, period of disposal, and prices realized during the different seasons.

d. To examine the role of the various market functionaries involved in rapeseed-mustard marketing and to analyse their costs and margins.

e. To study the methods and costs of procurement, processing, and distribution of the finished products by oil mills.

6. Systems Analysis of Irrigation in Agriculture (Phases I & II)

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

Objectives

a. To determine the optimal timing of water supply and the optimal amount of water for field crops.

b. To determine the optimal distribution of a given volume of water, the optimal timing of its supply, and the assurance of supply.

c. To determine the effect on output of departing from the optimal policies constructed under (a) and (b).

d. To find out the optimal cropping patterns consistent with the soil, climate, and water availability in the region.

e. To find out the input requirements for the optimal cropping patterns under (d).

f. To study the adjustment of the rural people and their institutions to changes in agricultural technology.

g. To study the development of institutions for water management and their role in the fuller utilization of irrigation.

7. Planning and Implementation of Rural Development Projects: The Case of a Banking Organization

Team: Profs. P.S. George and U.K. Srivastava

Objectives

a. To understand the procedures and practices followed in financing area development schemes for particular areas.

b. To analyse the impact of the schemes on the farmers, the bank, and other sponsoring agencies.

c. To assess the role of bank finances in providing a source of sustained income to the local farmers.

8. Impact of Tractorization on Productivity and Employment in Gujarat State

Team: Prof. C. Gopinath (Project Leader), Prof. D.K. Desai, Messrs. S.K. Basu, V. Ramachandran, M.S. Patel, N.T. Patel, N.V. Nambudiri, I.T. Patel, and H.R. Rawalji

Objectives

a. To investigate into the profitability of tractor farming in relation to the investment on tractors.

b. To find out the impact of tractor utilization on the employment of hired labour on farms.

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

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

Team: Prof. Shreekant Sambrani and Mr. K.R. Pichholiya

Objectives

a. To measure the extent of unemployment and income available.

b. To relate the unemployment to resource position and the skills.

c. To explore the income-generating potential of selected short-term activities.

d. To identify the constraints — financial, human, and organizational — affecting the implementation of the selected activities.

RESEARCH IN PROGRESS

The following 14 projects were in progress:

1. Cultivators' Experience with HYV Cotton

Team: Prof. G.M. Desai, Mr. Gurdev Singh, and Mr. S.C. Bandopadhyay

Objectives

a. To examine the yield of local and HYV of cotton at the farm level.

b. To examine the structure of inputs used for local and HYV of cotton.

c. To compare the yield of HYV under experiment station condition with that under farm conditions and identify the major factors behind the difference in yields under the two conditions.

d. To determine the preconditions for the successful adoption of HYV of cotton.

e. To examine the implications of HYV of cotton for input requirements.

Field work was done in Gujarat. Tabulation and analysis of the data were completed and the draft of the report was nearing completion.

2. Modernization among Potential Farmers: A Study in Human Inputs

Team: Prof. P.M. Shingi, Dr N.P. Singh, and Mr. Dilip Jadav

Objectives

a. To determine the level of knowledge and abilities of potential farmers in relation to modern agricultural practices.

b. To determine their sources of information.

c. To understand the process of information transmission.

d. To understand the role of the traditional family structure in their occupational socialization.

e. To determine the decision-making capacity and their role in making decisions.

f. To find out their occupational aspirations and motivations.

g. To understand their attitudinal and personality structure.

h. To identify their informational, social, and economic need structure.

i. To identify factors restricting the fuller utilization of their potential.

j. To ascertain and predict their response structure to modern technology.

k. To propose a strategy and policy measures to enhance and utilize their skills.

The team collected primary data from 179 farmers and their family members in the Talaza taluka of the Bhavnagar District of Gujarat. Secondary data at the district and taluka levels was also collected. Tabulation and analysis of data were completed.

3. An Integrated Area Development Strategy with Particular Attention to the Weaker Sections of the Society

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

Objectives

a. To identify the weaker sections and their resource base.

b. To assess the additional resources needed to bring the weaker sections permanently above the poverty line.

c. To examine the social and institutional changes necessary to make this transition acceptable and lasting.

Field work was completed. Data analysis was in progress.

4. Agricultural Development Administration in Gujarat

Team: Profs. S. Sambrani, P.M. Shingi, Sasi Misra, and N.R. Sheth

Objectives

a. To examine critically the planning of agricultural development projects.

b. To examine the performance of selected developmental schemes in the light of the initial premises and forecasts.

c. To identify administrative, organizational, human, and environmental factors affecting the implementation of developmental schemes.

d. To study the communication patterns and extension methods used by relevant agencies in the implementation of the schemes.

e. To recommend 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.

An interim report was submitted to the Gujarat Government in June 1974. Based on this report, a seminar was organized. The second phase of the project was in progress.

5. Analysis of Water Use Efficiency in Agriculture

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

Objectives

a. To determine the efficiency of water use per unit quantity of water made available at the source.

b. To find out the returns from irrigation water at different levels of use of this as well as other inputs.

c. To study the comparative economics of the different irrigation systems.

Tabulation and analysis of the primary data were completed.

6. Management of the Procurement and Distribution System: Wheat

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

Objectives

a. To identify problems in planning the procurement, storage, and transportation of wheat in relation to issues of personnel, skills, and activities.

b. To identify the problems of producers in the disposal of their marketable surplus to procurement agencies.

c. To identify problems in the operation of procurement organizations in relation to their stated procurement objectives.

d. To identify problems in the planning of the food distribution programme.

e. To identify problems in the operation of distribution agencies like fair price shops, retail outlets, and others.

Data collection from farmers and procurement and distribution agencies at various levels in the selected districts of Gujarat and Punjab was completed. Tabulation and analysis of the data were also completed.

7. Choice of Technology for Rural Development

Team: Prof. Girja Sharan

Objectives

a. To determine the capacity of farms of various sizes to use better mechanical technology.

b. To compare the technological and economic efficiency of available power sources of various sizes and to determine their suitability for farms of various sizes.

c. To compare the suitability of various strategies for increasing the availability of farm energy such as big machines obtained on a custom hiring basis and small machines owned or operated individually on farms.

Field work was completed. Analysis of the data was in progress.

8. The Economics of Conjunctive Use of Ground and Surface Water

Team: Prof. V.N. Asopa and Mr. K.V. Patel

Objectives

a. To explore methodological procedures for measuring the expected present value of the net output from a basin under specified storage and distribution facilities for water, and to illustrate these procedures by an empirical application.

b. To estimate the marginal value of water imported to the basin chosen for study, taking into consideration the time dimension with respect to delivery of water.

Data was collected from 121 farmers using private and government irrigation facilities in four villages of the Patan taluka of the Mehsana district of Gujarat. Tabulation and analysis of data were in progress.

9. Organizational Structure of District Administration

Team: Prof. V.R. Gaikwad

Objectives

a. To classify the various activities under district administration, with a view to define its boundaries.

b. To understand the organizational structure of district administration as defined after the first exercise.

c. To understand the establishment cost on various activities performed by district administration.

d. To understand the relationship between the establishment cost and total expenditure on various activities and sectors.

Field work was completed in one district of Gujarat.

10. Gobar Gas Plant at Village Level : Techno-Economic Evaluation

Team: Profs. T.K. Moulik and U.K. Srivastava

Objectives

a. To assess the present status of the technological development of gobar gas plants, the various technical problems faced by the villager-users of the plant, and the required research and development in this regard.

b. To make a cost-benefit analysis of the gobar gas plants under village conditions (the analysis will cover the economics of scale, social costs and benefits, comparative economics of conventional methods of using cowdung and the gobar gas plant, optimum location, size and number of plants in a village, etc.).

c. To study the socio-economic factors influencing the use of gobar gas plants by villagers.

d. To assess the viability of the gobar gas plant under village conditions and to work out the criteria to be considered by commercial banks for advancing loans to potential users of gobar gas plants.

The project plan was revised and discussions were held with the Gujarat Agro-Industries Corporation and the Khadi Gramodyog Board. Referencing and library work were in progress. Secondary data collection was begun and the questionnaire was under preparation.

11. Rural Development for Rural Poor

Team: Profs. V.S. Vyas, Ranjit Gupta, B.M. Desai, and T.K. Moulik

Objectives

a. To evolve a package of viable economic activities which can ensure a threshold I to the rural poor, keeping in view the natural, institutional, and human constraints within whibh they have to function.

b. To prioritize Q and to suggest the content of Q so that these improve the productivity of the rural poor with the least opportunity cost.

c. To examine various organizational patterns with a view to ensure that the opportunities of earning I or availing of Q are provided to the rural poor, and to ascertain that the suggested organizations satisfy the conditions of economy, replicability, involvement (of the beneficiaries), and continuity. To examine, particularly in this context, the suitability of cooperative institutions as vehicles of rural development.

d. On the basis of the insights gained during the study, to organize a training programme for those who will deal with the problems of rural development in various capacities.

The team held discussions with central and state government officials concerned with tribal/rural development. The team visited the tribal area in Gujarat and selected the Dharampur taluka of the Bulsar district for further study.

12. Planning and Implementation of Rural Development Projects by a Voluntary Organization

Team: Profs. U.K. Srivastava, P.S. George, and Mr. K.L. Sharma

Objectives

a. To study the working of a rural development project undertaken by a voluntary organization.

b. To assess the programmes carried out by the organization.

c. To evolve some generalizations regarding the preconditions for initiating the planning and implementation of rural development on an integrated area basis. These preconditions will be considered from the viewpoint of the organization and management of the planning team, identification of the appropriate project mix, financing of projects, management of projects, etc.

d. To examine possible ways to mobilize local support and enthusiasm which is so vital to the success of rural development activities.

Field work was completed in the area of operation of the Bharatiya Agro-Industries Foundation, Uruli Kanchan (near Poona). Tabulation and analysis of the data were also completed.

13. Rural Entrepreneurship and Investment Decisions: A Study of Motivations and Constraints

Team: Prof. T.K. Moulik

Objectives

a. To understand the socio-psychological characteristics and motivational patterns of rural entrepreneurs according to different activities.

b. To delineate and analyse the social and economic constraints faced by rural entrepreneurs in a particular socio-economic environs.

c. To understand the process of decision making by rural entrepreneurs in alternative-choice situations and "vague" situations.

d. To study the organizational and institutional support utilized or needed for the efficient use of entrepreneurial skill.

e. To delineate the factors affecting drop-out or discontinuance (temporary) in the pursuit of entrepreneurial goal.

f. To formulate a comprehensive training programme for the development of entrepreneurship for different groups of rural entrepreneurs based on the findings of the proposed study.

The project plan was finalized. The sampling procedure and schedule preparation were completed. The Anand village in the Kaira district of Gujarat was selected for the study.

14. Impact of Scarcity on the Farm Economy

Team: Prof. G.M. Desai and Mr. Gurdev Singh

Objectives

The main objective of the study is to examine the impact of scarcity on a region's economy, and also the efficacy of various measures undertaken to mitigate this impact.

To examine the impact of scarcity, such aspects of the economy as agricultural production, employment in the agricultural and non-agricultural sectors, consumption, saving, and investment by households are distinguished. The efficacy of various relief measures undertaken to mitigate the impact of scarcity is examined from two angles: (a) generation of income and employment for the underprivileged socio-economic groups and (b) long-term effects on insulating the economy from the impact of adverse weather conditions.

The study is based on primary and secondary data collected from the Dhandhuka taluka of Gujarat.

Analysis of secondary data was continued. Preparation of the sampling design for a household survey and schedule preparation were in progress.

Programme for Management in Agriculture

In addition to conducting research, the Centre for Management in Agriculture offers regular courses at the Institute. The one-year Programme for Management in Agriculture (PMA) was offered for the last time during 1973-74. Thirty-six students passed out of this programme in April 1974 and were awarded Certificates at the 9th Convocation of the Institute.

Starting July 1974, PMA was converted into a two-year programme by integrating it with the Post-Graduate Programme of the Institute. Accordingly, 26 candidates with an agriculture background were admitted to the two-year Post-Graduate Programme this year. These students will specialize in agriculture management in the second year. The first year will be common for the general management and agriculture specialization students.

The faculty members of the Centre for Management in Agriculture were actively involved in preparing courses for the Specialization Package in Agriculture. The following courses of the specialization package were finalized and preparation of teaching materials was in progress :

Term I	Term II	Term III
1. Business Policy-I	1. Business Policy-II	1. Agriculture Business Systems
2. Social Factors in Rural Development	2. Research Methods in Marketing	2. Agriculture Finance
3. Agriculture Development Policy	3. Operations Research in Agriculture	3. Rural Marketing Communication
4. Marketing of Agriculture Inputs	4. Agriculture Administration Structure, Policies and Practices	4. Agricultural Programme Management.
5. Elective	5. Elective	5. Elective
a) Management in Co-operation	a) Organizational Designs for Agricultural Sector	a) Seminar on Planning of Rural Development Projects
b) Project Courses	b) Project Courses	b) Project Courses

Management Development Programmes

The Centre for Management in Agriculture organized the following Management Development Programmes. Details of the first three programmes are given in Part III.

1. Management of District Development Programme for IAS Probationers

2. Agricultural Management Programme

3. Programme on Management of Rural Development

4. International Programme on Dairy Project Design and Organizations. The Centre collaborated with the National Dairy Development Board, Anand, in organizing this programme at Anand in March-April 1975.

In all, 249 participants including 30 foreign participants from 18 countries attended these programmes.

Publications

The following monographs were brought out by the Centre :

	Title	Authors
1.	Stages of Modernization in the Rice Milling Industry	V.K. Gupta, D.P. Mathur, and P.V. Krishna
2.	Social Interaction and Communication in an Indian Village	V.R.Gaikwad, and B.L Tripathi
3.	Characterization of the Process of Mechanization and Farm Power Requirement	Girja Sharan, D.P. Mathur, and Maya Viswanath (Miss)
4.	Nagpur Oranges: A Micro Study on Agri-business Systems	P.S George
5.	Indentification of Problems in Management of Custom Hiring Centres (Gujarat)	Girja Sharan and P.V. Krishna
6.	Managing an Action Programme for Dryland Agriculture	M.S Krishnaswamy and K.V Patel
7.	Farmers' Ignorance and the Role of Television	P.M. Shingi and Bella Mody (Miss)
8.	Citrus Fruits: A Study of Sathgudi and Lime in Cuddapah District, Andhra Pradesh	P.S George and S.N Chokshi
9.	An Agri-business Study of the Rapeseed-Mustard System	K.K.S Chauhan, P.V.Krishna, N.P Singh, and N. Mohanan
10.	Modernization of Rice Processing Industry in Punjab	V.K Gupta and P.S George
11.	Planning and Implementation of Rural Development Projects by a Banking Organization.	P.S. George and U.K. Srivastava

THE CENTRE FOR REGIONAL MANAGEMENT STUDIES

The purpose of the Centre is to organize activities which will benefit the managerial community in Gujarat.

Executive Development Programmes

During the academic year 1974-75, the Centre offered the following two programmes :

Programme on Profit Planning : Cost and Financial Analysis (July 13 - 30, 1974)

The textile industry is one of the major industries in Gujarat. Therefore, programmes offered with a textile bias will have greater usefulness to the local industry. Accordingly, the Centre used in this, its first programme, mainly cases written on the textile industry. The programme was for middle level executives working in production, accounting, finance, and marketing and for executive assistants. The Centre was keen that a large number of executives take advantage of the programme since this group has very few opportunities of this type available in Ahmedabad. This consideration guided the Centers' decision regarding the timing, duration, and fees of the programme.

In all, the programme had 63 participants (45 from the textile industry and 18 from non-textile industry). The programme was inaugurated by His Excellency, Shri K.K Viswanathan, Governor of Gujarat.

Profs. V.R Gaikwad, S.A Seshan, M.M. Malya, C.D. Wadhva, and V.L. Mote of IIMA, Prof. Prafull Anubhai, Rustom Jehangir Vakil Mills Ltd., and Mr. A.R. Gardo, Ahmedabad Textile Industries Research Association, taught in this programme.

Programme on Critical Issues in Industrial Relations (October 13-November 6, 1974)

Encouraged by the response to the first programme, the Centre offered a second programme. This programme was on "Critical Issues in Industrial Relations." The response to the programme was good. In all, 43 participants (19 from the textile industry and 24 from non-textile industry) attended the programme. More than 50 per cent of the participants were from industries other than textile and a substantial number of them came from smaller industries.

The participants appreciated the programme and expressed willingness to attend similar programmes on general management, production management, and financial management. They also suggested that the programme be repeated after some time.

Profs. N.R. Sheth, Pramod Verma, Dalip Swamy, Udai Pareek, and V.L. Mote of IIMA, and Mr. M.D. Shah, Arvind Mills Ltd., taught in this programme. Mr. Arun Dholke of the Ahmedabad Textile Industries Research Association and Messrs. N.C. Barot and Arun Buch of the Textile Labour Association also spoke to the participants.

Programmes in the Pipeline

The Centre is planning for the following new programmes:

The Centre plans to offer a seminar for top management in the textile industry to discuss the issues of policy and planning.

The Centre is also working on a programme on general management for middle and senier executives in July-August 1975.

To inprove managerial education in Gujarat the Centre considered it necessary to help the existing teachers in the improvement of Curriculum. The Centre has, therefore suggested offering a sandwich programme for university teachers.

Research and Development of Teaching Materials

Research: The problem of district level planning is of considerable interest to the government and academic circles. The Centre, therefore, decided to undertake a study with the objective of improving the approaches and methods of district planning. The Centre requested the Government of Gujarat to permit it to undertake such

studies in a district of Gujarat. The Government of Gujarat accepted the proposal and suggested that the Centre studies the Kutch district. The Centre will now work on the feasibility report and the study will begin shortly.

Development of Teaching Materials: The Centre discovered large gaps in teaching materials available for offering programmes on textile marketing, a major area in the textile industry. To fill this gap, the Centre began developing a series of cases on the problems of textile marketing. The cases are being written by Prof. Subroto Sen Gupta and Mr. Ashoke Bijapurkar an FBA student of the Institute. A note on the textile industry is ready.

Participation by the Centre in the Management Clinic Conducted by ATIRA, CRMS, and UNIDO

The textile industry felt the need to conduct studies on the total operations of a textile mill. Responding to this need, the Ahmedabad Textile Industries Research Association, the Centre for Regional Management Studies at the Institute, and the United Nations Industrial Development Organisation decided to conduct a clinic to study three textile units in Ahmedabad. The purpose of this study was to evolve a conceptual framework for making a thorough but quick assessment of the health of an organization and for recommending a plan of action in the light of the assessment. This clinic was conducted

in January 1975. Profs. V.L. Mote and V.R. Gaikwad of IIMA participated in the clinic. The objectives of the clinic were well achieved. It is proposed to write three cases based on the study and also a paper on the conceptual framework that was developed.

POPULATION PROJECT UNIT

The Population Project Unit, an inter-disciplinary group of faculty, was established in 1974.

The unit received a grant from the Ministry of Health and Family Planning, Government of India, with World Bank support for research on managerial economic and demographic aspects of population growth in rural and urban areas. The unit has also received a contract from the Department of Family Planning, Uttar Pradesh Government, to the Population Centre at Lucknow.

Initially, six districts in Uttar Pradesh were selected to study the management problems in the districts included in India Population Project. A report was submitted to the central government in 1975. The unit has been asked to prepare a blue print for implementing changes in the district level programme management.

The second activity of the unit has been to develop management information and evaluation systems for health and family planning programmes for the six project districts. The draft report is under

discussion and field testing of the system is being carried out. The new system will be extended to the whole of Uttar Pradesh.

The third activity has been to suggest and implement experiments in programme management. To begin with, the attention was on the supply side of family planning services. Some experiments have been suggested in installing planning, evaluation, and control system, improving worker-client transactions, coordinating with different agencies, and increasing subcentre effectiveness. A study has also been undertaken to understand the demand and supply of "Nirodh" in free and commercial distribution schemes. The study will indicate why the commercial distribution system has been more successful than the free distribution system.

The fourth activity has been to prepare training materials and to conduct training programmes for medical officers and supervisors to developing necessary skills for programme management. Already three workshops for medical officers were held in three districts of the project. The unit is now working on packages for training of block, district, and state officials of the programme.

EDUCATIONAL SYSTEMS GROUP

Education is an area which offers vast scope for management scientists. Management of higher educational and other academic institutions is a field grossly neglected by management scientists in the past. The teacher training institutions have limited their task to the preparation of primary and secondary school teachers and have responded to the growing need for management studies and innovations in a limited way. Responding to this need for studying and initiating changes in educational systems, the Institute began work on the management of educational systems. Although this work was started in a small way as early as in 1967, it was only recently that a faculty Group was formed for the purpose.

The objectives of the Group are to conduct studies in the management of educational systems, help the administration plan innovations to achieve the objectives of education, conduct experiments with and in different systems of education, and organize training programmes from time to time for educational administrators at various levels. In essence, it attempts to participate in the change process in education.

In 1974-75, the group organized a seminar on "Decision Making Strategies in Institutions of Higher Learning." This seminar was attended by vice-chancellors, directors of institutions, and other scientists involved in the study of such institutions. The participants shared their experiences by presenting papers and through discussions. The proceedings

are being published.

The Group conducted in early 1975 a programme for training change agents in higher education. Deans, principals and other academic administrators and scientists involved in the study of this area participated in this one week programme. The programme faculty through conceptual inputs narrated to the participants their experiences and research results. Following this, the participants developed, through discussion, action plans to initiate and manage change in areas of importance to them. The Educational Systems Group conducted a Self-Renewal Laboratory for a school in early April, 1975. The process of change initiated in this school is catching up and the results of this are expected to help initiate similar change processes in other schools. The Group also helped a college prepare for autonomy. In August, 1974 it conducted a one-day seminar on "Organization Development in Schools" for headmasters and the management of schools in Ahmedabad. Further, it completed two papers commissioned by UNESCO on creating self-renewing organizations and on population education.

Research projects started by the Group include:

1. Decision-Making Strategies and Organizational Health in a University
2. Perceptions of Institutional Environment, Professional Aspirations, and Work Values of Medical Students in a College
3. Work Preferences of IIMA Students and their perceptions of the Campus Culture at IIMA

Besides these, the Group is working on several action projects involving actual innovations and experiments in administrating institutions.

Most of these innovations can be classified under the area of institution building an area of specialization of the Group. The Group is studying a few national institutions and recording the process of change resulting from the introduction of these innovations. It is also writing case studies for future programmes in the management of education.

The Group is currently working with a State Department of Education for an action-project sponsored by the Indian Council of Social Science Research. It is also helping UNESCO design a programme for the management of educational innovations to be held in Jakarta, Indonesia. It participated in their planning workshop in Delhi and later one of its members went to Bangkok for providing further help.

PART V

RESEARCH, PUBLICATIONS, AND CONSULTING

RESEARCH AND PUBLICATIONS

During the year the following new research projects were sanctioned :

	Project	Faculty
1.	Information and Control Systems for Developmental Activities at the District Level of Government	V.N. Asopa J.C. Camillus Mohan Kaul
2.	A Study of the Image of and Attitudes towards Computers in Indian Industries	A. Ghose Udai Pareek
3.	Project on City Management	Paul Mampilly
4.	Young Executive in the Making	Pulin Garg
5.	Movement of Foodgrains in India	M. Raghavachari

Seed Money Projects.

1.	Management of Computer Technology in India	Rajinder Chand
2.	Wages in India	Pramod Verma
3.	Job Content for Placement Potential	Pulin Garg C. Gopinath C.D. Wadhva
4.	Estimation of Elasticities of Demand for India's Exports of Selected Engineering Goods	C.D. Wadhva
5.	Forecasting of Capital Expenditure in Corporate Sector for 1975	C. Rangarajan
6.	Professional Levels and Work Motivation	M.S. Saiyadain

In addition, the following projects were sponsored by outside agencies :

	Project	Faculty	Sponsor
1.	Study of Perceptions of College Environment, Work, Values, and Aspirations	T.V. Rao	ICSSR
2.	Role of Welfare Officers in the Promotion of Family Planning (Action Research)	T.V.Rao Pramod Verma	ILO, Geneva
3.	Subordinate's Personality and Supervisory Style: Some Implications for Management	M.S.Saiyadain	ICSSR

There were also 25 on-going projects (including eight seed money projects).

The following projects were completed during the year :

	Projects	Faculty
1.	City Management	Paul Mampilly
2.	Subordinate's Personality and Supervisory Style: Some Implications for Management	M.S.Saiyadain
3.	Development of Need-Press Scales for IIMA Students	T.V.Rao
4.	Estimation of Elasticities of Demand for India's Exports of Selected Engineering Goods	C.D.Wadhva
5.	Forecasting of Capital Expenditure in Corporate Sector for 1975	C.Rangarajan
6.	Problems in the Management of Public Distribution System for Meeting the Needs of People Below Poverty Line	K.K.S.Chauhan U.K.Srivastava

Forty-one technical reports and the following publications were brought out :

1. Research and Publications - 1967-74
2. Abstracts of Research Projects Completed - 1967-74

The first volume contains an index of research projects completed from July 1967 to June 1974 and a list of the projects in progress in 1974. This volume also contains research publications of the faculty from 1967 to 1974.

The second volume contains abstracts of research projects already completed. These two volumes will enlighter interested readers on the types of research completed and in progress at the Institute. Both these volumes have been well received.

The research committee organized a colloquium on "Research at IIMA: New Directions." Eleven major projects were taken up in the colloquium. The colloquium aimed at introducing the participants to the major new research projects in progress at the Institute.

The following research seminars were held during the year :

Seminars	Presented by
Strategy for Family Planning Programmes	Profs. C.N.S. Nambudiri and Baldev Sharma
Ahmedabad Disturbances - 1973	Prof. Pramod Verma
Research in Consumer Behaviour	Dr. Jagadish N. Sheth Professor of Business and Research, University of Illinois, USA

Tax Planning for Employee Remuneration	Prof. V. Govindarajan
Personnel Management for Rural Banking	Prof. N.R. Sheth
Nagpur Oranges: A Micro Study in Agri-Business	Prof. P.S. George
Press Media Planning in India: A Quantitative Approach	Prof. A.K. Jain
A Case Study in Future Industrial Development	Prof. Richard Meier Professor of Environmental Design, University of California USA
Institutional Environment and Work Values : Student Perceptors at IIMA	Prof. T.V. Rao
What is Famine?	Prof. Morris David Morris of Washington University, Washington, Seattle, USA
Management of Educational Systems	Profs. R.J. Matthai, Udai Pareek, and T.V. Rao
Oil Crisis	Dr. Biplab Dasgupta, Institute of Development Studies, University of Sussex, England
A Network Programming Approach for Investment Planning in Electric Power Systems: Case Study for Northern Region of India	Prof. S.K. Mukherjee

Residual Factor and Economic Growth in India	Prof. B.M. Dholakia University of Baroda
Being and Becoming an IIMA Student	Prof. Pulin K. Garg
Entrepreneurship in a Primitive Economy	Prof. T.K. Moulik
Agricultural Policies in Socialist Countries	Prof. Bergmann, Stuttgart University, West Germany

CONSULTING

The faculty worked on 61 projects including 46 projects initiated during 1974-75. Twenty-six projects were completed. The object of encouraging the Institute's faculty to undertake consultancy work is to provide them an opportunity to keep in touch with the world of practising management by working on specific problems for a client in the field of consultant's specialization. The following are some of the projects taken up by the faculty :

1. Manpower Development System
2. Intensive Agricultural District Programme
3. Team Building at the Top
4. Rural Employment Programme - Country Study in India
5. Case Studies on Dairy Development
6. Design of Accounting and Information System
7. Data Processing Needs and Suggestion of Equipment
8. Training Function

9. Process Diagnosis and OD Intervention at the Top Executive Level
10. Role Orientation in Reorganization
11. Formulating an Optimal Organizational Structure and Designing Management
12. Management Structure Planning and Information Systems and Organizational Development
13. Claims Settlement Study - Procedures and Performance
14. Agri-Business Study
15. Problems of Management in the Organization
16. Strategy for Family Planning in the Industrial Sector in India.
17. Location of a new Industrial Estate around Ahmedabad
18. Strategy of the financial aspects of the Agricultural Machinery Manufacturing Industry in India
19. Formulating an optimal organisational structure & Designing Management Information System
20. Industrial Relations, Personnel Management & Organisation Development
21. Impact of Credit Squeeze on Industrial Production
22. Executive compensation

PART VI

ALUMNI ACTIVITIES

ALUMNI ACTIVITIES

PGP Alumni Reunion

The Third PGP Alumni Reunion was held on the Campus on April 26-27, 1974. The two-day conference, organized in three sessions, discussed the theme "Learning at IIMA: Relevance to Management."

Session I dwelt on the extent to which the programme content was in fact relevant to the tasks handled by the students after their graduation. Session II focussed on the various methods that the students were exposed to at the Institute and their usefulness or otherwise in terms of their relevance to the managerial tasks required of the students subsequent to graduation. In Session III, the emphasis was on the relationship between the cultural component of learning at IIMA and its usefulness or otherwise from the point of view of its subsequent effectiveness on the job.

In all, eight theme papers were presented in the Reunion. Thirty-three alumni and a number of students and faculty participated in this two-day conference.

The deliberations at the Reunion provided an important input for the faculty in its review of the courses taught in the Post-Graduate Programme.

Alumni Directory

The first printed alumni directory was brought out this year. The directory contains addresses of Post-Graduate Programme and Management Development Programme alumni as on November 1, 1974.

Executive Committee Meeting and Annual General Meeting

The Executive Committee Meeting and the Annual General Meeting of the IIMA Alumni Association were held on November 10, 1974, on the Institute's campus.

Alumni Conference

The 10th Alumni Conference was held in Bombay at the Hindustan Lever Auditorium on March 22 and 23, 1975. The theme of the Conference was "Capital Market and Industrial Development." The inaugural session of the Conference was presided over by Dr. R.K. Hazari, Deputy Governor, Reserve Bank of India. Mr. Keshub Mahindra, Chairman, IIMA, delivered the inaugural address.

The following four topics were discussed in the Conference : a) Tasks and Challenges, b) Government Policies and the Capital Market, c) Role of Financial Institutions, and d) Behaviour of Corporate Sector and Stock Market.

The speakers were Profs. S.C. Kuchhal, Paul Mampilly, and C. Rangarajan of IIMA; Mr. V.V. Chari, Deputy Governor, Reserve Bank of India, Dr. F.A.Mehta, Director, Tata Industries Pvt.Ltd, Mr.M. Narasimhan, Additional Secretary, Ministry of Finance, Mr. H.T. Parekh, Chairman, Industrial Credit and Investment Corporation of India,

Mr. K.R. Puri, Chairman, Life Insurance Corporation of India, Mr. J.S. Raj, Chairman, Unit Trust of India, Mr. T. Thomas, Chairman, Hindustan Lever Limited, and Mr. N.M. Wagla, Managing Director, Greaves Cotton and Company Ltd.

In all, 172 executives participated in the Conference: this was the largest ever group in an alumni conference so far. Discussions were lively and the participants were especially appreciative of the timeliness of the theme.

Prof. B.K. Hedge and Prof. Warren Haynes Scholarship Funds

In pursuance of a decision taken at the PGP Alumni Reunion scholarship fund of Rs. 30,000 is being raised to institute a scholarship in the name of the late Prof. B.K. Hedge. The interest proceeds of this fund will be used to offer a scholarship to a deserving student in the Post-Graduate Programme. A similar fund with a similar purpose has been set up in the name of the late Prof. Warren Haynes. The Director has appealed to the alumni to donate generously to these funds and the response is encouraging.

PART VII

FACILITIES

LIBRARY

This year 5000 new books were added to the library collection bringing the total number of books to 68,855. Subscriptions to 18 new periodicals were entered, raising the total number of periodicals to 725. A large number of back files of periodicals were obtained, and many corporations were contacted for acquiring their annual reports for filling up gaps in the Institute's collection. Over Rs. 92,000 was spent on books and periodicals during the year.

COMPUTER CENTRE

Teaching: The Computer Centre was extensively used in a number of PGP and FBA courses. Computer based exercises were conducted in various courses like Business Policy, Market Research and Information System, Management Information System, Simulation, Seminar on Information, and Operations Research I.

The Centre was used by participants of the University Teachers Programmes (General Management and Operations Research). A number of computer sessions were introduced in these programmes.

A course on "Computers and Information Handling" was taught at the School of Planning by the Computer Centre faculty. The students of the School of Planning used the IIM computer in their courses.

General Management Programme for Computer Professionals

This programme for computer professionals was organized for the first time in India during February-March 1975 at the Institute. Twenty participants from private, public and government attended the programme. The course covered Marketing Management, Production Planning and Control, Financial Management, Costs for Decision Making, and Management Planning and Control.

Software Development and Research

The project "Development of Time Share and Data Management Systems for TDC-312," financed by ECIL, Hyderabad, was undertaken in August 1974.

Software work for Kirloskar Electric Co. was initiated during the year.

Work on developing computer models by using the graphic display system was begun in December 1974. A number of packages useful to computer aided teaching were developed. The project "Simulation of TDC-312 Time Sharing System to Determine Optimum Quantum Time and Optimum Buffer Size of the Multiplexor," financed by ECIL, Hyderabad, was initiated in December 1974.

A seed money project "Management of Computer Technology in India" was undertaken by Dr. Rajinder Chand during the year.

General : A number of application packages were added to the Computer Centre Library in BASIC and FORTRAN.

A catalogue containing a brief outline of all the programme packages available at the IIMA Computer Centre was brought out. A new version of the user level BASIC Manual was also brought out.

Several systems modifications were made to improve the utilization of computers and the peripherals. These include a) provision of multiplexor connected peripheral devices in DOS and b) integration of the Time Share and Drum Operating Systems.

The 10th Annual Convention of the Computer Society of India was held at Ahmedabad in January 1975. The IIMA Computer Centre played an important role in organizing the Convention.

Computer Use : The following was the TSB and DOS use in the Computer Centre for various activities :

Time-Sharing BASIC		Hours
Students	..	7762
Faculty : Teaching	..	1317
Research Projects(IIMA)	..	756
Outside Projects	..	213
Computer Centre Packages	..	836
Others	..	287
Disc Operating System		
Software Development	..	975
		12146

CAMPUS DEVELOPMENT

The classroom block consisting of six classrooms each with seating capacity of 70 and five seminar rooms, and the administrative offices were ready for occupation this year. For arranging open air functions, a plaza has been built between the administrative and classrooms blocks. The plaza has been named after the late Prof. Louis Kahn, the architect who designed the campus. An ambulatory, connecting the administrative, classrooms, and library blocks was also completed.

Two more student dormitories with 45 single rooms were completed. At present, the Institute has facilities to accommodate 368 students on the campus. Work on the kitchen-dining block, with a capa city for 500 diners, and three semi-finished faculty houses is in progress.

The drawings of the proposed Management Development Centre are being finalized and work on this project will be taken up soon.

The Campus was given a face lift during the year. A landscape master plan of the Campus has been finalised. About 300 new trees have been planted.

PART VIII

FINANCE AND ACCOUNTS

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 1975

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.34,867.35 is outstanding from students etc. for a period of more than one year and no amount is written off during the year.

(i) The net capital expenditure of Rs.1,79,72,928.16 on building on 31.3.75 represents:
 (i) Advances to contractors against their running bills and
 (ii) Miscellaneous expenses on building.

(j) No money of the public trust has been invested contrary to the provisions of section 35.

(k) No allienations 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 1975 has not been made in the books of account.

 (iii) The net capital expenditure on building under construction amounting to Rs.1,79,72,928.16 is arrived as under:

(a) Expenses	Rs. 95,04,655.10
(b) Amount advanced against running bills subject to adjustment of final bills	Rs. 84,68,273.06
	Rs.1,79,72,928.16

 (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 1975 (by the value of computer time used for Indian Institute of Management up to 31.3.1975).

CHARTERED ACCOUNTANTS
Dated: 8th July 1975

SCHEDULE - IX

Vide Rule 17 (i)

NAME OF THE PUBLIC TRUST: INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDING 31ST MARCH 1975

Registration No. F 174

Previous Year 1973-74 Rs. Ps.	EXPENDITURE		Rs. Ps.	Previous Year 1973-74 Rs. Ps.	INCOME		Rs. Ps.
	TO EXPENSES IN RESPECT OF PROPERTIES			80,551.29	BY RENT REALISED		1,09,729.05
80,000.00	Municipal Taxes on Buildings		90,000.00		BY INTEREST REALISED *		
40,83,161.99	TO ESTABLISHMENT EXPENSES AS PER SCHEDULE 1		55,17,400.94	1,811.53	On loans and advances to staff		1,413.60
-	TO RENT AND TAXES FOR BUILDING		-		BY DONATION IN CASH OR KIND		
	TO EXPENDITURE ON VARIOUS COURSES ARRANGED DURING THE YEAR				Grant from the Govt. of India, Ministry of Education, received during the year	51,70,000.00	
10,01,100.07	(i) Post-Graduate Course	12,45,521.87		33,46,100.00			
10,47,675.22	(ii) Short-term programmes	10,01,933.99	22,47,455.86		Less : Amount transferred to Balance Sheet (representing expenditure on non-recurring items)	4,50,000.00	47,20,000.00
20,48,775.29							
-	TO LEGAL EXPENSES		-	3,43,303.04			
	TO REMUNERATION TO AUDITORS			30,01,796.96			
4,500.00	(i) Audit Fees	4,500.00			BY INCOME FROM OTHER SOURCES AS PER SCHEDULE 3		46,58,583.14
346.00	(ii) Fees for other services	397.00	4,897.00	43,25,126.04			
4,846.00							
	TO AMOUNT WRITTEN OFF				BY TRANSFER FROM RESERVE		
-	PGF Students	-			(i) Contribution to Research Projects from Ford Foundation grant for Rupees Budget 3,39,559.87		
6,887.07	Loss on sale of furniture & equipment and vehicles	-	-	1,88,491.52			
6,887.07							
10,80,587.42	TO MISCELLANEOUS EXPENSES AS PER SCHEDULE 2		12,86,315.96		Less: Amount transferred to Balance Sheet (representing expenditure on non-recurring items) 83,751.49	2,55,808.38	
	TO EXPENDITURE ON OBJECTS OF TRUST						
1,34,900.00	(i) Educational Scholarships (P.G.P.)	1,47,740.00					
1,08,733.33	(ii) Fellowships for FBA	1,28,229.00	2,75,969.00				
2,43,633.33							
	TO AMOUNTS TRANSFERRED TO RESERVE OR SPECIFIC FUNDS			62,826.45			
				1,25,665.07			
-	Fund from increased Earnings on Revenue Account		4,22,107.36		(ii) Contribution from CMA Fund for meeting other expenses on CMA	18,055.13	
118.85	TO SURPLUS CARRIED OVER TO BALANCE SHEET		-	13,058.66			
					(iii) Contribution from CMA Fund for meeting other expenses of PMA	80,556.82	3,54,420.33
				-			
				1,38,723.73			
75,48,009.95			98,44,146.12	75,48,009.95			98,44,146.12

* Interest on investments of donations of Rs. 5,60,927.45 has been credited to 'DONATION FROM INDUSTRIES' in the Balance Sheet (previous year Rs 3,66,655.89)

As per our report of even date

Dated : 8th July 1975

TRUSTEE

Samuel Paul
DIRECTOR

R. C. Chib
ADMINISTRATIVE OFFICER

G. Ramdoss
ACCOUNTS OFFICER

Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDING 31-3-1975

SCHEDULE 1

Previous year 1973-74 Rs Ps		Rs. Ps.	Rs. Ps.
	TO ESTABLISHMENT EXPENSES		
	i) Salaries :		
16,67,601.42	a) Faculty & Staff	24,03,039.35	
1,36,713.75	b) Agri. Coop. (CMA) Programme	1,84,004.64	
2,17,788.61	c) Consultancy and sponsored Research Projects	2,37,733.40	
1,73,710.67	d) Programme for Management in Agriculture	2,34,095.18	
21,95,814.45		30,58,872.57	
9,49,019.68	ii) Allowances	12,32,654.36	
49,476.60	iii) Travelling Expenses	61,485.71	
7,81,287.24	iv) Supplies, Services & Contingencies	10,22,263.92	
1,07,564.02	v) Maintenance of Estate	1,42,124.38	
40,83,161.99	TOTAL		55,17,400.94

SCHEDULE 2

Previous year 1973-74 Rs Ps		Rs. Ps.	Rs. Ps.
	TO MISCELLANEOUS EXPENSES		
1,13,286.25	i) Agri. Coop. (CMA) Programme	1,25,995.36	
6,54,652.04	ii) Other expenses of Consultancy & sponsored Research Projects	7,08,960.53	
26,436.20	iii) Chair for Management Practices	23,272.80	
8,868.51	iv) Staff Welfare	11,030.16	
1,25,665.07	v) Expenditure on Research Projects met from Ford Foundation Grant for Rupee Budget	2,55,008.38	
13,058.66	vi) Other expenses met from CMA Fund for CMA	18,055.13	
1,38,620.69	vii) Programme for Management in Agriculture	62,636.78	
	viii) Other expenses of FMA met from CMA fund	80,556.82	
10,80,587.42	TOTAL		12,86,315.95

SCHEDULE 3

Previous year 1973-74 Rs Ps		Rs. Ps.	Rs. Ps.
	BY INCOME FROM OTHER SOURCES		
	i) Receipt from various courses arranged during the year :		
	a) Post-Graduate course	13,97,003.92	
	b) Short-term programmes	14,54,412.84	
			28,51,416.76
	ii) Grant from Govt. of India, Ministry of Food & Agri. for Agri. Co-op. (CMA) Programme received during the year		3,10,000.00
	iii) Sponsored Research Projects		2,21,584.47
	iv) Consultancy projects		8,92,848.16
	v) Miscellaneous Receipts		18,867.97
	vi) Chair from Gujarat State Fert. Co. Limited	36,000.00	
	Less : Amount transferred for meeting expenses in the year 1975-76	12,727.20	
			23,272.80
	vii) Scholarship from Industries		42,500.00
	viii) Grant from USAID for Programme for Management in Agriculture	2,97,977.96	
	Less : Amount transferred to Balance Sheet representing expenditure on non-recurring items	1,246.00	
			2,96,731.96
	ix) Contribution from Research Projects		1,361.02
	TOTAL		46,58,583.14

Dated : 8th July 1975

TRUSTEE

Samuel Paul
DIRECTOR

R. C. Chib
ADMINISTRATIVE OFFICER

C. Ramdoss
ACCOUNTS OFFICER

Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

SCHEDULE - VIII

Vide Rule 17 (i)

NAME OF THE PUBLIC TRUST: INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

BALANCE SHEET AS AT 31ST MARCH 1975

Registration No. F.174

Previous year 1973-74 Rs. Ps.	FUNDS AND LIABILITIES		Rs. Ps.	Rs. Ps.	Previous year 1973-74 Rs. Ps.
	TRUST FUNDS OR CORPUS				
	OTHER EARMARKED FUNDS :				1,92,04,406.20
31,76,915.55	As per Schedule 'A'			3,04,18,646.07	
	GRANT FROM FORD FOUNDATION				57,96,616.74
69,99,501.79	As per Schedule 'B'			79,10,658.35	1,08,730.59
	LIABILITIES :				
3,63,140.90	1. For expenses		4,13,402.60		500.00
	2. For Advances				
	(a) Short-term Programmes (Fees received for Programmes to be held in 1975-76)	52,950.00			
1,750.00					4,33,485.84
	(b) Post Graduate Courses:				1,19,008.11
43,219.65	(i) Due to Students	68,978.12			5,52,493.95
	(ii) Expenditure to be incurred against application fees received for admission for Post Graduate Courses	70,733.40			1,19,808.00
					89,325.40
					30,482.60
					5,82,976.55
83,161.93					
	(iii) Due to Management in Agriculture Students	146.35			1,08,451.00
19,056.44					4,06,567.10
6,676.75	(iv) Due to FBA Students	4,331.36			5,07,018.10
1,58,944.81			1,97,139.23		
	3. Deposits & Sundry Credit Balances				20,586.00
					28,804.00
					49,390.00
7,525.00	(a) Security Deposits	8,625.00			
12,09,956.74	(b) Sundry Credit balance	20,97,177.29			46,409.54
	(c) Retention amount for building contractors	42,775.95	21,47,978.24		4,430.00
14,940.57					
13,02,402.31					1,06,100.00
16,24,548.02				27,58,520.15	
	INCOME AND EXPENDITURE ACCOUNT				80,022.04
	Balance as per last Balance Sheet		118.85		-
-					1,86,122.04
	Add: Surplus as per Income and Expenditure Accounts		-		
118.85					3,601.15
118.85			118.85		66,878.12
					70,479.27
	Less: Amount Appropriated : "Fund from Increased Earnings on Revenue Account"		118.85		8,119.89
-					1,449.15
118.85				-	3,17,009.89
					84,34,496.14
30,01,144.21		TOTAL		4,10,87,825.37	3,30,01,144.21

ASSETS		Rs. Ps.	Rs. Ps.	Rs. Ps
IMMOVABLE PROPERTIES :				
As per Schedule 'C'				2,10,84,527.59
MOVABLE PROPERTIES :				
As per Schedule 'D'				67,19,360.78
Stores at cost				72,970.17
INVESTMENTS :				
Fifty shares of Borosil Glass Works Ltd. received as donation (Market value Rs 600.00) (Previous year Rs 812.50)				500.00
LOANS (UNSECURED)				
1. Loan Scholarships (Good)				
(a) One year old		4,10,556.67		
(b) Current		1,23,500.33		
			5,34,057.00	
2. Loan to Physical Research Laboratory, Ahmedabad for IBM Computer		1,19,808.00		
Less : Charges adjusted against loan upto 31.3.1975		89,325.40	30,482.60	
				5,64,539.60
ADVANCES :				
To employees (including Rs 78,187/- for purchase of Conveyance) (Previous year Rs 57,880/-)	One Year old: 80.00	Current: 1,24,955.09	1,25,035.09	
To Others	24,003.70	2,48,047.08	2,72,050.78	
				3,97,085.87
DEPOSITS :				
Security Deposits (More than one year old Rs.2,230)			26,886.00	
Telephone Deposits			42,955.00	
				69,841.00
INCOME OUTSTANDING :				
Interest			1,96,199.93	
Other income			6,450.00	
Grants due but receivable after 31.3.1975:				
(a) Ministry of Education (received)		9,20,000.00		
(b) USAID for Programme for Management in Agriculture (received)		49,000.00		
(c) Ministry of Agriculture (received)		55,000.00		
			10,24,000.00	
Due from Post Graduate Students :				
(a) One year old		8,408.72		
(b) Current		1,02,143.16		
			1,10,551.88	
Due from Management in Agriculture students (one year old Rs 144.93)			1,351.80	
Due from FBA Students			4,848.34	
				13,43,401.95
CASH AND BANK BALANCES : As per Schedule 'E'				1,08,35,598.41
		TOTAL		4,10,87,825.37

Note: Depreciation on assets is not provided from 1.1.62 to 31.3.1975.
In case the accounts are maintained on cash basis, state the income outstanding below : NIL
The above Balance Sheet to the best of our belief contains a true account of the Funds and Liabilities and of the Property and Assets of the Trust.

Dated : 8th July 1975.

As per our report of even date

SCHEDULE 'A'

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1975

OTHER EARMARKED FUNDS	Balance as on 1st April 1974 Rs. Ps.	Amount credited during the year Rs. Ps.	Amount debited during the year Rs. Ps.	Balance as on 31st March 1975 Rs. Ps
A. LAND AND BUILDINGS				
1. Donation (Value of land donated by the Govt. of Gujarat)	25,43,919.76	1,07,000.00 @	-	26,50,919.76
2. Contribution from Industries	43,89,638.41	9,16,001.00	-	53,05,639.41
3. Contribution from Industries - interest	10,84,907.76	5,60,927.45	-	16,45,835.21
4. Grant from Ministry of Education for Building expenses (Govt. of India)	95,29,000.00	4,99,000.00	-	1,00,98,000.00
5. Grant from USAID for Building	9,58,000.00	-	-	9,58,000.00
6. Fund from increased earnings on Revenue account	6,93,034.64 §	3,000.00 *	-	11,20,280.85
		4,22,226.21 **		
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): Books	7,09,745.41	76,941.88	-	7,86,687.29
Teaching materials	3,83,273.58	1,04,700.34	85,428.79 ***	5,93,545.91
3. Donation from British Information Service for Equipment (as per contra)	13,118.10	-	-	13,118.10
4. Fund for CMA Programmes	6,36,797.82	2,47,950.58 (a)	2,59,096.78 (b)	8,25,651.62
5. Research and Publication Fund	2,35,192.93	3,064.30	2,770.55	2,36,486.68
6. Fund for Banking Studies Project Research	1,21,603.59	-	7,020.86	1,14,582.73
7. Donation for Regional Management Study Centre	3,53,981.02	2,18,901.97	7,073.23	5,45,809.76
8. Fund for IFCI Chair (Interest only to be used)	-	7,00,000.00	-	7,00,000.00
C. STUDENTS AID				
1. Special Donation to Fund for Assistance to Students	27,089.26	-	-	27,089.26
2. Fund for Loan Scholarships to Students	7,33,514.29	89,797.64	-	8,23,311.92
3. Imperial Tobacco Co. Students Loan Fund (interest only to be used)	50,000.00	-	-	50,000.00
4. Loan Fellowships from Industries	1,85,500.00	10,000.00	-	1,95,500.00
5. Fund for Award of Medals	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	15,396.27	-	-	15,396.27
8. Prof. B.K Hegde Memorial Fund	-	927.00	-	927.00
9. Warren Haynes Scholarship Fund	-	3,154.23	-	3,154.23
D. FURNITURE AND EQUIPMENT				
1. Grant in aid from Ministry of Education & Govt. of Gujarat (Representing expenditure on non-recurring items) (as per contra)	19,59,665.07	4,50,000.00	-	24,09,665.07
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	37,859.53	-	-	37,859.53
5. Non-recurring expenses from Grant from NIBM (as per contra)	15,598.90	-	-	15,598.90
6. Sale and/or written off amount from assets purchased from the Government of India & Govt. of Gujarat	39,695.51	-	-	39,695.51
7. Fund for expenses on Computer	3,75,181.86	1,69,686.60 (c)	87,572.22 (d)	4,57,296.24
8. Grant from USAID for non-recurring items for EMA (as per contra)	1,81,396.89	1,246.00	-	1,82,642.89
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	75,847.39	21,424.26	-	97,271.65
11. Amount to be adjusted to the Govt. of Gujarat on Sales of assets	22,344.03	-	-	22,344.03
12. Library Furniture purchased out of Library fund (as per contra)	-	89,428.79 ***	-	89,428.79
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 Fund as per Balance Sheet)	1,76,000.00	-	-	1,76,000.00
3. Faculty & Staff Development Fund	57,379.96	-	85.00	57,294.96
Total Schedule 'A'	2,61,76,915.55	46,95,370.75	4,53,647.43	3,04,18,646.87

(a) Includes receipts of other projects of CMA of Rs 13,832.50
(b) Includes expenses of other projects of CMA of Rs 1,26,240.98
(c) Fees received for computer services
(d) Transfer of computer expenses
** § Rs.4,22,107.36 transferred from increased earnings on Revenue account
§ Rs. 118.85 transferred from balance of Income & Expenditure account as on 1.4.74.
*** Transfer for purchase of library furniture
* Adjustment pertaining to previous year
@ Additional Compensation for the land donated

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH 1975

SCHEDULE 'B'

	Balance as on 1st April 1974	Amount credited during the year	Amount debited during the year	Closing balance as on 31st March 1975
	Rs. Ps.	Rs. Ps.	Rs. Ps.	Rs. Ps.
GRANT FROM FORD FOUNDATION				
For building expenditure and Air Conditioning equipment	35,89,387.01	-	-	35,89,387.01
Value of books received (as per contra)	14,52,976.38	3,06,275.33	76,941.88 (a)	17,22,309.83
Value of equipment received (as per contra)	36,220.65	-	-	36,220.65
Value of equipment purchased from grant (as per contra)	99,028.33	83,751.49 (c)	-	1,82,779.82
Value of equipment purchased from grant - CMA (as per contra)	5,469.71	-	-	5,469.71
Grant for Rupee Budget Expenses	1,75,810.04	9,37,571.49	2,55,808.38 (b) 83,751.49 (c)	7,73,821.66
Grant for Rupee Expenses on Computer	1,04,329.68	-	-	1,04,329.68
Value of Computer received (with FRL)	30,482.60	-	-	30,482.60
Value of Computer (installed in IIM) (as per contra)	14,64,589.35	-	-	14,64,589.35
Write off account for the books received from the grant	1,268.04	-	-	1,268.04
Total Schedule 'B'	69,99,561.79	13,27,598.31	4,16,501.75	79,10,658.35

SCHEDULE 'C'	Balance as on 1st April 1974	Amount debited during the year	Amount credited during the year	Closing balance as on 31st March 1975
	Rs. Ps.	Rs. Ps.	Rs. Ps.	Rs. Ps.
IMMOVABLE PROPERTIES				
Land at cost (Received as donation from Government of Gujarat)	25,43,919.76	1,07,000.00 *	-	26,50,919.76
Land at cost (Purchased)	4,60,679.67	-	-	4,60,679.67
Capital Expenditure on Building and Advances to Contractors for work under construction	1,61,99,806.77	17,73,121.39	-	1,79,72,928.16
Total Schedule 'C'	1,92,04,406.20	18,80,121.39	-	2,10,84,527.59

* Additional Compensation incurred by the Government of Gujarat for the land donated to the Institute vide Government of Gujarat Resolution No.IIM/1074/9187/Kh dated 20th June 1974.

(a) Transferred to Library fund (sale proceeds of some of the books)
(b) Transferred to Income & Expenditure account for meeting expenses on Research projects.
(c) Transferred to Balance sheet representing expenditure on non-recurring items.

Dated : 8th July 1975

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 1975

SCHEDULE 'D'

	Balance as on 1st April '74	Debit during the year	Credit during the year	Balance as on 31st March 1975
	Rs. Ps	Rs. Ps.	Rs. Ps.	Rs. Ps.
MOVABLE PROPERTIES (AT COST)				
Assets purchased out of Grants-in-aid from the Government of India and Government of Gujarat (as per contra)				
Office equipment (including Typewriters and Staff Recreation Club Equipment and Library Equipment)	4,94,801.97	1,47,745.33	-	6,42,547.30
Office Furniture (including Library Furniture)	4,40,793.03	1,47,108.43	-	5,87,901.46
Staff Vehicles	91,707.58	4,725.42	-	96,433.40
Books purchased from Grant	4,69,099.71	50,000.00	-	5,19,099.71
Hostel Equipment (including students recreation club)	1,72,370.69	33,958.74	-	2,06,329.43
Hostel Furniture	2,18,927.34	9,253.50	-	2,28,180.84
Class room furniture	34,845.34	55,798.58	-	90,643.92
Class room equipment (including production equipment)	12,151.48	-	-	12,151.48
Customs duty on imported Equipment	24,967.53	1,410.00	-	26,377.53
	19,59,665.07	4,50,000.00	-	24,09,665.07
Books received from Ford Foundation (as per contra)	14,92,976.38	3,06,275.33	76,941.88 *	17,22,309.83
Equipment received from Ford Foundation (as per contra)	36,220.65	-	-	36,220.65
Computer received from Ford Foundation (as per contra)	14,64,589.35	-	-	14,64,589.35
Equipment received from British Information Service (as per contra)	13,118.10	-	-	13,118.10
Equipment purchased from Ford Foundation (as per contra) including printing press	99,028.33	83,751.49	-	1,82,779.82
Equipment purchased from Ford Foundation grant for CMA (as per contra)	5,469.71	-	-	5,469.71
Equipment purchased for computer in IIM	1,11,813.74	9,339.50	-	1,21,153.24
Equipment etc. purchased from Ministry of Food and Agri. grant (as per contra)	47,538.14	-	-	47,538.14
Equipment purchased from CMA fund (as per contra)	3,332.96	-	-	3,332.96
Equipment etc. purchased for PMA met from USAID grant (as per contra)	1,81,396.89	1,246.00	-	1,82,642.89
Equipment purchased from NIBM grant (as per contra)	15,598.90	-	-	15,598.90
Equipment purchased from other sources	73,988.39	21,424.26	-	95,412.65
Books purchased out of Library Fund	2,91,880.13	38,220.55	-	3,30,100.68
Library furniture met from library Fund (as per contra)	-	89,428.79	-	89,428.79
Total Schedule 'D'	57,96,616.74	9,99,685.92	76,941.88	67,19,360.78

* Transferred to Library Fund

Dated : 8th July 1975

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 1975

SCHEDULE 'E'

As on 31st March 1974 Rs. Ps		Rs. Ps	Rs. Ps
	CASH AND BANK BALANCES :		
2,25,388.38	In current account with State Bank of India	1,56,002.76	
81,29,515.58	In short-term/fixed deposit with State Bank of India	1,06,06,232.85	
3,000.00	In fixed-term deposits (others) with State Bank of India	3,000.00	
50,000.00	In fixed-term deposits : 1. Imperial Tobacco Company Loan Fund	50,000.00	
15,000.00	2. Students Loan Fellowships from Industries	7,500.00	
84,22,903.96			1,08,22,735.61
5,469.40	Postage stamps on hand (including balance in Franking Machine)	6,823.85	
5,000.00	Cash on hand with Cashier (Imprest)	5,000.00	
1,122.78	Cash with Hostel Mess	1,038.95	
11,592.18			12,862.80
84,34,496.14		Total Schedule 'E'	1,08,35,598.41

Dated : 8th July 1975

TRUSTEE

Samuel Paul
DIRECTOR

R. C. Chib
ADMINISTRATIVE OFFICER

C. Ramdoss
ACCOUNTS OFFICER

Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
CONTRIBUTORY PROVIDENT FUND
BALANCE SHEET AS AT 31ST MARCH 1975

LIABILITIES

	Rs.	Rs.	Rs.	Rs.
MEMBERS' ACCOUNT				
Opening balance as on 1st April 1974			11,31,707	
Received during the year :				
Subscriptions	3,28,475			
Interest	60,251	3,88,726		
Less :				
Payment to employees leaving the Institute during the year	54,580			
Amount withdrawn by the employees during the year towards transfer from previous employer	6,479	61,059	3,27,667	14,59,374
CONTRIBUTION OF INSTITUTE				
Opening balance as on 1st April 1974			8,88,300	
Additions during the year :				
Contribution	2,31,234			
Interest	51,593	2,82,827		
Less : Paid during the year :				
Amount transferred to Reserve Fund	5,851			
Payments to employees leaving the Institute	37,700	43,551	2,39,276	11,27,576
RESERVE FUND				
Balance as on 1st April 1974			62,653	
Additions during the year			5,851	
			68,504	
Less :				
Amount of interest met during the year			5,815	62,689
INCOME AND EXPENDITURE ACCOUNT				
Balance as on 1st April, 1974			10,284	
Less :				
Amount of interest met during the year			10,284	-
		TOTAL		26,49,639

ASSETS

	Rs.	Rs.
INVESTMENT		
12 years National Defence Certificate at face value	6,99,400	
7 year National Savings Certificate (II)	8,46,000	
6% Gujarat Industrial Development Bond 1981 (face value Rs.20,000)	19,600	
6¾% GIIC Bonds (face value Rs.25,000)	24,712	
Fixed Deposit with State Bank of India	1,05,000	
5 year Post Office Time Deposit	70,000	17,64,712
INTEREST ACCRUED ON INVESTMENT		4,89,728
LOANS TO SUBSCRIBERS		2,61,288
BANK AND OTHER BALANCES		
In current account with the State Bank of India	1,701	
With Indian Institute of Management, Ahmedabad	1,32,210	1,33,911
	TOTAL	26,49,639

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDING 31ST MARCH 1975

EXPENDITURE

	Rs
To Interest paid during the year	1,11,844
TOTAL	1,11,844

INCOME

By interest on investment		95,745	
Add :			
(i) Interest met during the year from the previous year's balance	10,284		
(ii) Interest met from Reserve Fund	5,815	16,099	1,11,844
TOTAL			1,11,844

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

Dated : 8th July 1975

TRUSTEE

Sorab J. Engineer & Co.
CHARTERED ACCOUNTANTS

C. Ramdoss
ACCOUNTS OFFICER

R. C. Chib
ADMINISTRATIVE OFFICER

Samuel Paul
DIRECTOR

APPENDICES

BOARD OF GOVERNORS

&

IIMA SOCIETY *

Chairman
Shri Keshub Mahindra
Chairman, Mahindra & Mahindra Ltd
Bombay

Shri Kewal K. Aggarwal
Managing Director
Devidyal Electronomics & Wires Ltd
Bombay

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

Prof. S.K. Bhattacharyya
IIM, Ahmedabad

Shri Charat Ram
The Delhi Cloth & General Mills Ltd
Delhi

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

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

Shri Jayakrishna Harivallabhdas
Shree Ambica Mills Ltd
Ahmedabad

Shri N.J. Kamath
Additional Secretary
Ministry of Heavy Industry
Government of India
New Delhi

Shri Kasturbhai Lalbhai
Industrialist
Ahmedabad

Dr. V. Kurian
Chairman
National Dairy Development Board
Anand

Air Chief Marshal P.C. Lal
Chairman & Managing Director
Indian Airlines
New Delhi

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

Prof. Ravi J. Matthai
IIM, Ahmedabad

Shri Mohan Mukherjee
Additional Secretary
Ministry of Education & S.W.
Government of India,
New Delhi

Shri Y.P. Passi
Director (Management)
Bureau of Public Enterprises
Ministry of Finance
Government of India
New Delhi

Prof. S. Paul
Director
IIM, Ahmedabad

Dr. R. Ramanna
Director
Bhabha Atomic Research Centre
Bombay

Shri R. Ratnam
Director
Sundaram Motors
Madras

Shri Natwarlal Shah
Chairman
Gujarat State Road Transport Corpn.
Ahmedabad

Shri R.B. Shukla
Secretary
Education & Labour Department
Government of Gujarat
Gandhinagar

Shri R.K. Talwar
Chairman, State Bank of India
Bombay

Shri L.D. Vasa
Mafatlal Industries Ltd
Ahmedabad

* Both the Board members and the donar members together constitute the IIMA Society.

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

Secretary

Shri R.C Chib
Administrative Officer
IIM, Ahmedabad.

DONOR MEMBERS*

The Secretary
Ahmedabad Cotton Mfg.Co.Ltd.
Ahmedabad.

Shri B.S Sandhu/Shri N.G Radia
Ahmedabad Jupiter Spg., Wvg. & Mfg.Mills
Ahmedabad.

Shri Mahendra Kanaiyalal
Ahmedabad Kaiser-I-Hind Mills Co.Ltd.
Ahmedabad.

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

Shri P.T Munshaw/Smt. Nandiniben P.
Munshaw/Shri Dineshchandra L Patel
Ahmedabad Shri Ramakrishna Mills
Co.Ltd.
Ahmedabad.

Shri Jaykrishna Harivallabhdas
Shri Balakrishna Harivallabhdas
Shri Ambica Mills Ltd.
Ahmedabad.

Shri Chinubhai Manibhai/
Shri Shrenik Kasturbhai
Anil Startch Products Ltd.
Ahmedabad.

Shri Nitin J. Nanavaty
Managing Director
Apurva Containers Pvt.Ltd.
Ahmedabad.

Shri Gunottam P. Hutheesing/
Shri Deepak S. Huthoesing
Aruna Mills Ltd.
Ahmedabad.

Shri Niranjan Narottam Lalbhai/
Shri Siddharth Kasturbhai
Aruind Mills Ltd.
Ahmedabad.

Shri Madanmohan Mangaldas/
Shri Harshvadan Mangaldas
The Aryodaya Ginning & Mfg.Co.Ltd.
Ahmedabad.

Shri Harshvadan Mangaldas/
Shri Madanmohan Mangaldas
Aryodaya Spg. & Wvg. Co.Ltd.
Ahmedabad.

Shri C.H Choksy/Shri A.S Dani
Asian Paints (India) Pvt.Ltd.
Bombay.

Shri Ajay Chimanbhai/
Shri Arvind Narottam
Asoka Mills Ltd.
Ahmedabad.

Shri Kamaljit Singh
Managing Director
Associated Cement Cos.Ltd.
Bombay.

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

* Both the Board members and the donor members together constitute the IIMA Society.

The Atul Products Ltd.
Atul
Bulsar

Shri U.V. Rao/Shri B.G.N. Patel
Audco India Ltd.
Bombay.

Shri Rahul Bajaj
Chairman
Bajaj Auto Ltd.
Poona

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

The Chairman & Managing Director
Bank of Baroda
Bombay

Shri Subodh Chaturbhujdas/Shri V.M. Shah
The Bharat Suryodaya Mills Co. Ltd.
Ahmedabad

The Manager
Bharat Vijay Mills Ltd.
Kalol (N.G)

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

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

Shri Suhrid Sarabhai/
Shri S.R. Bastikar
Calico Mills
Ahmedabad

Shri M.V. Arunachalam
Carborundum Universal Ltd.
Madras

Cibatul Ltd.
Atul
Bulsar

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

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

Shri Charat Ram/
Shri Dharma Vira
Delhi Cloth & General Mills Ltd.
Delhi

Shri B.N. Balasaria/
Shri S.K. Mundra
Shree Digvijay Woollen Mills Ltd.
Jamnagar

Shri U.V. Rao/Shri B.G.N. Patel
Engineering Construction Corpn. Ltd.
Bombay

Shri C.K. Hazari
Escorts Ltd.
New Delhi

The Vice President.
First National City Bank
Bombay

Shri O.J.R. Farrant
Managing Director
Glaxo Laboratories (India) Ltd.
Bombay

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

The Managing Director
Gujarat State Fertilizers Co. Ltd.
Baroda

The Chairman
Hindustan Lever Ltd.
Bombay

Shri S. Chaudhri
Indian Explosives Ltd.
Calcutta

Shri B. Majumdar
The Indian Tube Co. Ltd.
Bombay

The Chairman
Industrial Credit & Investment
Corporation of India
Bombay

Shri S.R. Bastikar
Kalol Mills Ltd.
Ahmedabad

Shri Shreenath R. Khandelwal/
Shri Mahendra Khandelwal
Khandelwal Bros. Pvt. Ltd.
Bombay

Shri N.M. Desai
President
Larsen & Toubro Ltd.
Bombay

The Chairman
Life Insurance Corporation of India
Bombay

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

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

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

Shri Padmanabh A. Mafatlal/
Shri L.D. Vasa
Mihir Textiles Ltd
Ahmedabad

Shri Viren J Shah
Chairman & Managing Director
Mukund Iron & Steel Works Ltd.
Bombay

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

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

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

Shri R.J. Chinai
The National Rayon Corpn. Ltd.
Bombay

Shri V.C. Vaidya
The New India Assurance Co. Ltd,
Bombay

Shri L.D. Vasa
Mafatlal Industries Ltd.
Ahmedabad

Shri S.K. Agrawal
The New Swadeshi Mills of
Ahmedabad
Ahmedabad

Shri Gautam Shantilal Nanavaty/
Shri Nautambhai J. Nanavaty
Nutan Mills Ltd.
Ahmedabad

Shri Jyotindra N. Mehta
Piyushakumar Natvarlal & Co
Ahmedabad

Miss Lilavati Lalbhai/
Shri Vijaysinh Chimanbhai
The Raipur Mfg. Co. Ltd.
Ahmedabad

Shri B.V. Bhatt
M/s. Rajendra Dyeing & Ptg.
Mills Ltd.
Ahmedabad

Shri Robit C. Mehta
Rajesh Textile Mills Ltd.
Ahmedabad

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

Shri Prafull Anubhai
Managing Director
Rustom Jahangir Vakil Mills Co. Ltd.
Ahmedabad

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

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

Shri Navnitlal Shodhan/
Shri Saurabh Navnitlal/
Shri Nandkishore Sakarlal
Sarangpur Cotton Mfg. Ltd.
Ahmedabad

Shri Chibubhai Chimanbhai/
Shri Ashoke Chimanbhai
The Saraspur Mills Ltd.
Ahmedabad

Shri Arvind Hiralal
Saurabh Corporation
Ahmedabad

Shri Vadilal Lallubhai
Sayaji Mills Ltd.
Ahmedabad

Shri Pratap Bhogilal
Shriram Mills Charitable Trust
Bombay

Shri Navnitlal Sakarlal/
Shri Nandkishore Sakarlal/
Shri Saurabh Navnitlal
Silver Cotton Mills Co. Ltd.
Ahmedabad

The Chief General Manager
State Bank of India
Ahmedabad

The Chairman
State Trading Corpn. of India Ltd.
New Delhi

Shri Suhrid Sarabhai
Suhrid Geigy Ltd.
Baroda

Shri R. Ratnam
T.V. Sundaram Iyengar & Sons Pvt. Ltd.
Madras

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

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

Shri H.P. Shroff/
Shri P.V.S. Manyam
Tata Chemicals Ltd.
Bombay

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

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

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

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

Shri U.V. Rao/Shri B.G.N. Patel.
Tractor Engineers Ltd
Bombay

Shri M.Ct. Pethachi
Travancore Rayons Ltd
Kerala

T.V.S. Charities
Madurai (Tamil Nadu)

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

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

Shri Surinder Singh
Personnel Manager
M/s. Warner Hindustan Ltd
Hyderabad

Sub-Committees of Board

1. Personnel Committee

Shri Keshub Mahindra (Chairman)
Shri Kasturbhai Lalbhai
Dr. S. Paul
Dr. R. Ramanna
Shri R.C. Chib (Secretary)

2. Budget Committee

Shri Keshub Mahindra (Chairman)
Shri Mohan Mukherjee
Shri S. Venkataraman
Dr. S. Paul
Shri R.C. Chib (Secretary)

3. Building Committee

Shri Kasturbhai Lalbhai (Chairman)
Dr. S. Paul
Shri R.B. Shukla
Shri R.C. Chib (Secretary)

FACULTY AND ADMINISTRATION

DIRECTOR

Samuel Paul
Ph.D. (Syracuse)

FACULTY

V.N. Asopa
Ph.D (Illinois)

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

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

S.K. Bhattacharyya
F.C.A.

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

Rajinder Chand
Ph.D (Boston)

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

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

Gunvant M. Desai
Ph.D. (Cornell)

B.H. Dholakia
Ph.D. (MSU)

V.R. Gaikwad
Ph.D (Saugar)

Pulin K. Garg
Ph.D. (Berkeley)

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

A. Ghose
Ph.D. (Muenster)

C. Gopinath
Ph.D. (IIT, Kharagpur)

V. Govindarajan
A.C.A.
(At Harvard D.B.A. Programme)

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

Ranjit Gupta
Ph.D (Lucknow)

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

Akkanad M. Isaac
Ph.D (Lehigh)

A.K. Jain
Fellow (IIMA)

Amarlal H. Kalrao
Ph.D (Minnesota)

Mohan Kaul
Ph.D (Paris)

Rakesh Khurana
Dip. Bus Adm. (IIMA)
M.S. (Northwestern)

M.S. Krishnaswamy
Ph.D (Kansas State)
(On leave)

Suresh C. Kuchhal
M.Com (Allahabad)

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

M. Meenakshi Malya
D.B.A. (Harvard)

Paul Mampilly
Dip. Bus. Adm. (IIMA)

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

Subhash C. Mehta
M.A. (Panjab)
M.D.P.A. (IIPA)
Cert. I.C.A. M.E. (Stanford)
(At University of Missouri,
D.B.A. Programme)

P.N. Misra
Ph.D. (Delhi School of Economics)

Sasi Misra
Ph.D (California)

Arun Monappa
M.A. (Madras)
M.Sc (London School of Economics)

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

T.K. Moulik
Ph.D (IARI, Delhi)

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

K.R.S. Murthy
D.B.A. (Harvard)

Nirmala S. Murthy
D.Sc. (Harvard)

C.N.S. Nambuoiri
M.B.A. (De Paul)
(on leave)

Udai Pareek
Ph.D (Delhi)

Nitin R. Patel
Ph.D (MIT)

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

C.K. Prahalad
Dip. Bus. Adm (IIMA)
(At Harvard, D.B.A. Programme)

M. Raghavachari
Ph.D (Berkeley)

C. Rangarajan
Ph.D (Pennsylvania)

T. Venkateswara Rao
Ph.D (SPU)

J.L. Saha
Ph.D (Case Western Reserve)

Mirza S. Saiyadain
Ph.D (Kansas)

Shreekant Sambrani
Ph.D (Cornell)

J.K. Satia
Ph.D (Stanford)

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

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

A.C. Shamihoke
Ph.D (Delhi)

Girja Sharan
Ph.D (Cornell)

Baldev R. Sharma
Ph.D (Michigan State)

N.R. Sheth
Ph.D (MSU)

P.M. Shingi
Ph.D (Illinois)

U.K. Srivastava
Ph.D (Lucknow)

Dwijendra Tripathi
Ph.D (Wisconsin)

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

Promod Verma
Ph.D (Manchester)

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

V.S. Vyas
Ph.D (Bombay)

C.D. Wadhva
Ph.D (Yale)

VISITING FACULTY AND STAFF

S.P. Agarwal
Chartered Accountant
Bombay

Prafull Anubhai
Managing Director
Rustom Jehangir
Vakil Mills Ltd
Ahmedabad

Kamala Chowdhry
Programme Adviser in
Public Planning and Management
Ford Foundation
New Delhi

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

N.K. Jaiswal
Deputy Director
R & D Organization
Ministry of Defence
New Delhi

Keshav Prasad
General Manager
Associated Glass Co. Ltd
Hyderabad

N.U. Raval
Financial Adviser,
Gujarat Industrial
Investment Corpn.
Ahmedabad

M.D. Shah
Manager
Arvind Mills Ltd
Ahmedabad

M.N. Kulkarni
Ph.D (Karnataka)

ACADEMIC ADMINISTRATION

Prof. Dwijendra Tripathi	Dean (Planning)
Prof. S.A. Seshan	Chairman, Post-Graduate Programme
Prof. C. Rangarajan	Chairman, Fellow Programme in Management
Prof. M. Meenakshi Malya	Chairman, Management Development Programme
Prof. V.S. Vyas	Chairman, Research & Publications
Prof. Amarlal H. Kalro	Chairman, Admissions & Financial Aid
Prof. C.D. Wadhva	Chairman, Placement
Prof. Arun Monappa	Warden
Prof. S.C. Kuchhal	Chairman, Alumni Activities
Prof. Mohan Kaul	Chairman, Computer Centre
Prof. P.S. George	Centre for Management in Agriculture
Prof. V.L. Mote	Centre for Regional Management Studies

RESEARCH STAFF

M.J. Arul
M.A. (MSU)

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

S.K. Basu
M.Sc.Agri (BHU)

Suresh Chand
M. Tech. (IIT, Kanpur)

V. Suresh Chandra
M. Tech. (IIT, Madras)

R.S. Chauhan
M.Com. (Agra)
M.A. (Jabalpur)

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

Geeta Chaudhary
M.A. (Rajasthan)

Deepak Chawla
M.Stat. (ISI)

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

A.P. Dehadrai
Dip. Bus. Mgmt. (XLRI)

Kamini Desai
M.A. (TISS)

Rita M. Desai
M.Sc (MSU)

P.V.V. Girija Devi
M.B.A. (Osmania)

Narendra Dixit
M.A. (Udaipur)

N.V. Dhamdhere
M.A. (MSU)

P.K. Ganguli
M.Ed (MSU)

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

Anila Govindan
M.Sc. (Calcutta)
Dip. Comp. Sc (ISI)

A. Govindan
Ph.D. (IARI)

P.C. Gupta
M.Tech. (IIT, Kanpur)
(on leave)

Dilip Jadhav
M.A. (Karnataka)

Usha Jumani
Dip. Bus. Admn. (IIMA)

Azra H. Khan
M.A. (Lucknow)

P.V. Krishna
Ph.D. (Andhra)

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

Varsha V. Mehta
M.Sc. (Gujarat)

S. Mookerjee
M.A. (Calcutta)

Sarala M. Nair
M.Sc. (Calicut)

Vishnu Nampoothiry
B.Sc. (Kerala)

Svati S. Nilkanth
M.A. (Bombay)

Nirmal Pal
M.A., B.Ed. (Bombay)

Devendra Pant
Dip. Comp. Sc. (IIT, Delhi)

Indira J. Parikh
M.Ed. (Rochester)

D.S. Parmar,
M.A. (MSU)

H.T. Patel
M.S.W. (MSU)

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

Kirit Patel
M.A. (MSU)

M.S. Patel
B.Sc. Agri. (SPU)

N.T. Patel
M.A. (MSU)

Rukshana Pathan
M.A. (Gujarat)

K.R. Picholiya
M.A. Econ. (SPU)
Dip. R. Sc. (NCRHE)

V. Ramachandran
M.Sc (IARI)
Dip. Ag. Stat. (ICAR)
M.S. (Manitoba)

K.S. Raman
M.Com. (Gujarat)

Jyotika Ramaprasad
M.A. (MSU)

Radhika Ramaseshan
Dip. Mass Commn. (Maharashtra)

K. Dinkar Rao
Ph.D. (Poona)

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

V. Venkata Rao
M. Tech. (IIT, Khanpur)

Rajesh Rattan
Dip. Advt. & Pub. Relns.
(PRSI Fellow)

H.R. Ravalji
B.Sc. Stat. (SPU)

K.S.R. Reddy
M.A. (Poona)

D.C. Sah
M.A. (Agra)

N.N. Sarkar
M. Stat. (ISI)

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

K.L. Sharma
Ph.D. (Rajasthan)

Gurdev Singh
M.Sc. Agri. (PAU)

Nagendra Prasad Singh
Ph.D. (IARI)

Ram Bahadur Singh
M.Sc. Agri. (Udaipur)

V. Subramanyam
M. Tech. (IIT, Kanpur)

U. Taneja
B.A. Hons. (Panjab)

Philip S. Thomas
Dip. Bus. Adm. (IIMA)

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

B.V. Upadhyay
M.R.S. (S. Gujarat)

S. Vatsala
M.A. (BHU)

Seetha Venkataraman
M.A. (Delhi)

H.S. Verma
M.A. (Lucknow)

Maya Viswanath
M. Stat (ISI)

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

Surya Bhan Yadav
M.Tech (IIT, Kanpur)

ADMINISTRATION

R.C. Chib
M.Sc. Tech (Panjab)
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

N.R. Desai
B.E. (Gujarat)
Site Engineer

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

S.K. Narayanan
M.A. (Panjab)
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. (Karnataka)
Engineer

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

LIBRARY

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

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

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

PROGRESS AT A GLANCE

1962-75

Manpower

Year	Faculty	Research Staff	Staff	Visiting Faculty	Total
1962-63	5	5	24	1	35
1963-64	13	13	45	8	79
1964-65	27	15	81	8	131
1965-66	35	15	125	10	185
1966-67	34	21	149	7	211
1967-68	35	38	184	5	262
1968-69	41	45	195	5	286
1969-70	43	54	210	2	309
1970-71	46	71	233	1	351
1971-72	55	75	231	1	362
1972-73	57	77	233	-	367
1973-74	58	78	268	6	410
1974-75	71	70	308	8	457

Post-Graduate Programmes

Year	Post-Graduate Programme	Programme for Management in Agriculture	Fellow programme in Management	Total
1964-65	48	-	-	48
1965-66	130	-	-	130
1966-67	162	-	-	162
1967-68	190	-	-	190
1968-69	216	-	-	216
1969-70	218	-	-	218
1970-71	234	33	-	267
1971-72	232	34	4	270
1972-73	228	35	15	278
1973-74	241	36	21	298
1974-75	290	-	23	313

MANAGEMENT DEVELOPMENT PROGRAMMES

	1963-64	1964-65	1965-66	1966-67	1967-68	1968-69	1969-70	1970-71	1971-72	1972-73	1973-74	1974-75
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 Government	-	-	-	-	-	-	-	-	29	-	-	-
Management Development Programme for Senior Officers in Uttar Pradesh Government	-	-	-	-	-	-	-	-	-	30	-	-
Management Development Programme for Senior Officers in Gujarat Government	-	-	-	-	-	-	-	-	-	-	19	-
General Management Programme for Senior Police Officers	-	-	-	-	-	-	-	-	-	-	19	-
Programme on Industrial Development Administration	-	-	-	-	-	-	-	-	-	-	23	-
Functional Programmes												
Programme on Corporate Accounting and Control Systems	-	-	-	-	62	-	-	-	-	-	-	-
Programme in Personnel Management	-	-	-	-	19	-	-	-	-	-	-	31
Programme for purchasing executives	-	-	-	-	24	-	-	-	-	-	-	-
Programme in Financial Management	-	-	-	-	-	-	-	-	46	-	-	-
Laboratory for Personal and Organizational Development I, II, III, IV & V	-	-	-	-	-	99	29	26	-	-	-	-
Programme for Marketing Executives	-	-	-	-	-	29	-	-	-	-	-	-

	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 for production Executives.	-	-	-	-	-	47	-	-	30	-	-	-
3-Day Seminar on marketing for Top Management Executives of Public Sector Enterprises.	-	-	-	-	-	-	38	-	-	-	-	-
Seminar on Labour Relations Laws	-	-	-	-	-	-	-	70	-	-	-	-
Programme on Organization Change	-	-	-	-	-	-	-	8	-	-	-	-
Programme for Trainers	-	-	-	-	-	-	-	38	14	-	-	-
Programme on Changing Patterns of Industrial Relations	-	-	-	-	-	-	-	-	25	25	26	25
Programme for Developing an Organization	-	-	-	-	-	-	-	-	45	-	-	-
Programme on Production and Operations Management	-	-	-	-	-	-	-	-	-	12	-	21
Programme on Marketing Information and Decision Making	-	-	-	-	-	-	-	-	-	18	-	-
Workshop on Design and Implementation of Management Planning and Control Systems	-	-	-	-	-	-	-	-	-	60	67	-
Programme in Marketing Management.	-	-	-	-	-	-	-	-	-	-	30	-
Programme in Working Capital Management	-	-	-	-	-	-	-	-	-	-	66	-
Laboratory on Role Stress and Coping Strategies	-	-	-	-	-	-	-	-	-	-	-	23
Programme on Planning, Financing and Management of Capital Expenditure	-	-	-	-	-	-	-	-	-	-	-	43
Workshop on Long Range Strategic Planning	-	-	-	-	-	-	-	-	-	-	-	20
Seminar on Organization Development for Top Management	-	-	-	-	-	-	-	-	-	-	-	15
<u>Sectoral Programmes (Agriculture)</u>												
Multi-Level Dairy Management Programme	-	-	-	79+ 18*	22+ 3**	-	-	-	-	-	-	-

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

	1963-64	1964-65	1965-66	1966-67	1967-68	1968-69	1969-70	1970-71	1971-72	1972-73	1973-74	1974-75
New Foods for National Development	-	-	-	-	70	-	-	-	-	-	-	-
Modernization in Rice Industry Seminar	-	-	-	-	-	66	-	-	-	-	-	-
Agricultural Finance Seminar	-	-	-	-	-	51	-	-	-	-	-	-
Agricultural Supply Management Programme	-	-	-	-	-	21	28	-	15	38	-	-
Dairy Executives Management Programme	-	-	-	-	-	-	17	-	-	-	-	-
Rice Mill Management Programme	-	-	-	-	-	-	-	-	-	37	37	-
Course in Management of District Development Programme for IAS probationers	-	-	-	-	-	-	-	-	-	-	130	144
Agricultural Management Programme	-	-	-	-	-	-	-	-	-	-	29	53
Programme for Management of Paddy Rice System	-	-	-	-	-	-	-	-	-	-	18	-
Programme on Management of Rural Development	-	-	-	-	-	-	-	-	-	-	-	28
Sectoral Programmes (Non-agriculture)												
Programme for Trade Unions (A professional Development Programme for Trade Union Leaders of Gujarat)	-	-	-	-	-	-	-	-	-	29	29	-
Programme for Development of Managers in Rural and Semi-Urban Branches of Banks	-	-	-	-	-	-	-	-	-	-	39	-
Bank Management Development Programme	-	-	-	-	-	-	-	63	-	-	-	-
Programme on Management of Credit Function	-	-	-	-	-	-	-	-	25	-	-	-
Programme on Inventory Management	-	-	-	-	-	-	-	-	-	-	-	33
Programme on Economic and Business Forecasting	-	-	-	-	-	-	-	-	-	-	-	18
Specialist Programmes												
Programme in Analytical Aids for Planning and Decision Making	-	-	-	-	-	22	-	-	23	-	24	-
Programme on Applications of Operations Research	-	-	-	-	-	-	-	-	19	37	26	-

	1963-64	1964-65	1965-66	1966-67	1967-68	1968-69	1969-70	1970-71	1971-72	1972-73	1973-74	1974-75
Workshop on Uses of Computer Simulation I & II	-	-	-	-	-	-	30	25	-	-	-	-
Seminar on Managerial Problems of State Electricity Boards	-	-	-	-	-	-	-	-	-	-	-	23
General Management Programme for Computer Professionals	-	-	-	-	-	-	-	-	-	-	-	20
University Teachers Programmes												
General Management Programme for University Teachers	-	-	36	34	19	21	-	-	-	-	35	22
University Teachers Programme in Operations Research	-	-	-	-	-	-	-	-	-	-	46	24
Programme on Managing Change in Academic Institutions	-	-	-	-	-	-	-	-	-	-	-	13

Cases, Research Projects, and Consulting

Year	Cases Collected (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
1963-64	100	-	-
1964-65	300	1	-
1965-66	400	16	-
1966-67	500	16	-
1967-68	650	23	-
1968-69	750	36	24
1969-70	850	47	40
1970-71	875	56	57
1971-72	906	71	60
1972-73	975	86	67
1973-74	1037	98	75
1974-75	1100	113	101

FACILITIES

Year	Library Books	Building Area Provided '000 sq.m. (cumulativo)
1962-63	2000	-
1963-64	9000	-
1964-65	13000	-
1965-66	22000	9.37
1966-67	27000	13.45
1967-68	34000	16.64
1968-69	40000	19.65
1969-70	46000	22.27
1970-71	49906	27.88
1971-72	55246	35.95
1972-73	59079	42.39
1973-74	63855	44.16
1974-75	68855	45.65