

FOURTEENTH ANNUAL REPORT

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INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

C O N T E N T S

Introduction	i
I Board, Society, and Personnel	1
II Post-Graduate Programmes	8
Post-Graduate Programme in Management	9
Fellow Programme in Management	17
III Management Development Programmes	19
IV Research, Publications, and Consulting	29
V Sectoral Groups and Special Centres	43
Centre for Management in Agriculture	44
Public Systems Group	52
Population Project Unit	53
Education Systems Unit	57
Centre for Regional Management Studies	59
VI Alumni Activities	63
VII Educational Facilities	68
Computer Centre	69
Library	71
Campus Development	72

A P P E N D I C E S

I	Manpower Growth Over a Decade	74
II	Post-Graduate Programmes Over a Decade	74
III	Management Development Programmes in 1975-76	75
IV	Cases, Research, and Consulting Over a Decade	77
V	Board of Governors	78
VI	IIMA Society	80
VII	Faculty and Administration	85
VIII	Institute Committees	92

INTRODUCTION

This report presents a brief review of the progress of the Indian Institute of Management, Ahmedabad during the year 1975-76. The Institute's programmes and activities continued to grow and diversify during the year under review. Among the highlights of the year's achievements are the following:

- * The first phase of a major review of the academic, admission and placement policies of the postgraduate programme was completed during the year. Major changes have been introduced in the first year curriculum with a view to improving its relevance and integration. In collaboration with other institutes, steps are being taken to evolve a common admission test and also to increase the number of students from Scheduled Castes/Scheduled Tribes to the programme. The placement policies and practices have been re-aligned to minimise their adverse impact on the academic environment.
- * The graduating batch of this year's post graduate programme for the first time included a group of students who specialised in agricultural management. These students came to the Institute with basic degrees in agriculture and related sciences and are being placed in enterprises and agencies which are linked to agriculture.
- * Considerable work was done during the year on a new elective course on Public Sector Management which was

(ii)

offered on a limited basis to the students of the two year post graduate programme. Public sector corporations are increasingly taking advantage of the placement facilities of the Institute. Nearly one-third of the graduating students this year have joined public sector organizations.

- * In the new batch of students selected for admission to the next year's post graduate programme are 27 students from SC/ST as against 21 who were offered admission last year. A special remedial programme was organized for weaker students to improve their understanding of English and Mathematics.
- * The establishment of the Public Systems Group at the Institute was formally announced during the year. This group will be the Institute's focal point for research and training in a variety of government related systems and agencies such as health and family planning, education, energy, transport and urban systems.
- * Several management development programmes of high national priority were held during the year. Among these, the programme on agricultural management for the North-Eastern states which was held in Shillong and the programme on rural development held in Baroda deserve special mention.
- * Two new inter-disciplinary research projects which have been initiated at the end of the year under review are "Policies for the Industrialization of Backward Areas" and "Management Styles of Traditional Enterprises". Other group projects

(iii)

such as the action research projects on Rural Development in Dharampur, a backward tribal area in Gujarat, and Experiments in Educational Innovation in Rajasthan have made good progress.

* The new quarterly journal of the Institute "VIKALPA" was launched during the year. Response to the journal has been most encouraging.

* A national conference on management research was organized at the Institute in collaboration with other IIMs and Administrative Staff College of India. Nearly 100 researchers from various institutions attended the conference which was the first of its kind in the country.

Samuel Paul
Director

I

BOARD, SOCIETY, AND PERSONNEL

BOARD OF GOVERNORS

In the bi-annual election, the following donor members were elected to the Board of Governors for a period of two years, beginning April 6, 1975.

Mr N.M. Desai

Mr J.N. Guzder

Mr Suhrid Sarabhai

Mr Charat Ram

Messrs J.J. Bhabha, Jayakrishna Harivallabhdas and L.D. Vasa, donor members, retired from the Board after the expiry of their terms.

Mr Charat Ram was re-elected.

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

1. Mr H.K.L. Capoor In place of Mr L.R. Dalal
Chief Secretary
2. Mr H.M. Joshi In place of Mr R.B. Shukla
Secretary, Education &
Labour Department

In September 1975, the Government of India nominated Mr D.K. Chakravarty, Secretary, Bureau of Public Enterprises, Ministry of Finance, New Delhi in place of Mr Y.P. Passi. In February 1976, the Chairman, Board of Governors nominated the following faculty members from the Institute for a period of two years:

Prof. G.R. Kulkarni

Prof. V.S. Vyas

The Board of Governors met four times during the year.

New Donor Members:

Hindustan Sugar Mills Ltd. was enrolled to the IIMA Society.

The membership of the Society at the end of the year was 115 as against 114 last year.

Donations:

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

1. Hindustan Sugar Mills Ltd., Bombay.	Rs. 25,000
2. Larsen & Toubro Ltd., Bombay	Rs. 25,000
3. First National City Bank, Bombay	Rs. 25,000
4. The Atul Products Ltd., Atul	Rs. 1,00,000
5. Cellulose Products of India Ltd., Ahmedabad	Rs. 5,000

In October 1975, the Government of India approved a supplementary grant of \$ 4,60,000 by the Ford Foundation. This grant is budgeted for providing Doctoral fellowships, Afro-Asian Faculty Exchange, Research and training in management of Public Systems, Faculty Development for Management Institutions in other Asian and African countries and for acquisition of books and equipments.

Afro-Asian Collaboration

One of the objectives of the Institute is to collaborate with institutions in India and abroad to strengthen management education and research. During the past few years, the Institute has been receiving formal and informal requests from various institutions in several Afro-

Asian countries for collaboration in areas of mutual interest. To explore the areas and programmes in which the Institute could work together with other institutions, the Director, Dr Samuel Paul visited Iran and some other countries in Africa, including Nigeria, Tanzania, Kenya and Zambia from December 5 to 22 and had discussions with heads of several management institutions.

The important areas in which the IIMA may contribute are faculty development assistance for selected institutions, visiting assignments for our faculty, case development, and sponsoring of practising managers and teachers to management development programmes and joint research projects. It is also proposed to hold an international conference at the Institute on "Professionalisation of Management".

PERSONNEL

New Faculty

Dr T.S. PAPOLA joined the Institute as Professor in the Economics Area on April 8, 1975. He obtained his Ph.D in Economics from Lucknow University in 1967. Prior to his joining the Institute, he was a Reader in Industrial Economics in the Bombay University.

Dr J.L. SAHA, who was sponsored for the Ph.D programme of Case Western Reserve University, USA returned back to the Institute on May 7, 1975 after completing his Ph.D. Dr Saha was promoted as Assistant Professor in the Production and Quantitative Methods Area.

Mr S.C. BHATNAGAR, who joined the Institute as Research Associate in May 1970 was appointed as Assistant Professor in the Production and Quantitative Methods Area with effect from May 12, 1975. Professor Bhatnagar was the second candidate to complete the Institute's Fellow Programme in April 1975.

Dr PRADIP N. KHANDWALA, Associate Professor, Faculty of Management, McGill University, Canada joined the Organizational Behaviour Area as Visiting Professor on June 7, 1975.

Dr NIKHILESH DHOLAKIA, who was sponsored for the Doctoral Programme in Marketing of Northwestern University, Illinois joined the Marketing Area as Assistant Professor on July 26, 1975.

Mr P.S. SACHDEVA, 1971 PGP alumnus joined the Institute as Faculty Research Associate in the Organizational Behaviour Area on October 3, 1975. Prior to his joining the Institute, he served as Personnel Officer, Engineers India Ltd.

Dr RAKESH SARIN, another PGP alumnus of the Institute and who was sponsored for the doctoral programme of the University of California, Los Angeles, joined the Institute on October 9, 1975 as Assistant Professor in the Production and Quantitative Methods Area.

Dr C.K. PRAHALAD, after completing his D B A in Business Policy from the Harvard Business School, rejoined the Business Policy Area as Professor on October 13, 1975. Prof. Prahalad won a special honour award for academic achievement at Harvard in 1973. Before he joined

the Institute Faculty in 1972, he was working with India Pistons Ltd, Madras as Manager, Management Services.

Dr R.M. MARU, joined the Public Systems Groups as Associate Professor on March 22, 1976. He did his Ph.D in Political Science from the University of Michigan, Ann Arbor. Earlier, he had worked with the Centre for Developing Societies, New Delhi.

Professors K.L. Varshneya, and Baldev R. Sharma resigned from the Institute.

At the end of the year, there were 70 faculty and 70 Research Staff in addition to 12 officers and 345 Administrative Staff. The high-light of this year's faculty recruitment was that five of the new faculty are the Graduates of the Institute. At present, there are 12 PGP alumni on the faculty and research staff.

IFCI Chair

Prof. S.K. Bhattacharyya was appointed as the IFCI Professor of Management for a period of three years, beginning May 1, 1975. He delivered the first IFCI lecture on February 25, 1976 at the Institute on "Structural and Control Problems in Credit Administration: Beyond the RBI Study Group Report". Mr Baldev Pasricha, Chairman, IFCI, presided over the function.

STC Chair

Mr Subroto Sengupta, Regional Director, Clarion-McCann Advertising Services Ltd., Bombay was appointed to the STC Chair with effect from May 1, 1975 for two years. Professor Sengupta has been teaching in the Institute's Programmes as a visiting faculty since 1970.

GSFC Chair

Professor V.S. VYAS, who joined the Institute in July 1974 was appointed as the Gujarat State Fertilizer Company Professor of Management in Agriculture with effect from October 1, 1975. Prof. Vyas is a member of the Institute Board of Governors and is also on the Board of Trustees of the International Food Policy Research Institute.

Faculty Development

Professors K. Balakrishnan and Govindarajan continued to work at the Harvard Business School for their doctoral degrees. Prof. Balakrishnan's doctoral thesis proposal on "Indian Joint Venture Abroad: A Case of Foreign Investment from Developing Countries" was adjudged the best thesis proposal submitted to the Harvard Business School during the year. He was awarded the "Richard Bourne Prize". Prof. Govindarajan has been included in the Dean's honours list of the Harvard University in recognition of his outstanding academic performance.

Professor L.R. Bhandari, who is doing his doctoral work at the Columbia University will be returning to the Institute shortly.

Professor S.C. Mehta, another faculty, doing his Ph.D at the University of Missouri, hopes to complete his doctoral work shortly.

8

II

POST-GRADUATE PROGRAMMES

POST GRADUATE PROGRAMME IN MANAGEMENT

Tenth Annual Convocation

At the Tenth Annual Convocation held on April 19, 1975 117 students of 1973-75 class were awarded the Post-Graduate Diploma in Management. Mr T.A. Pai, Minister for Industry and Civil Supplies delivered the Convocation address. The following four students received the Institute's Gold Medals for outstanding scholastic performance:

1. Mr S. Balasubramanian
2. Mr R. Balagangadharan
3. Mr R.K. Sah
4. Mr S. Sridhar

Twelfth Session

The Twelfth Session of the programme started on July 1, 1975 with 172 students in the first year and 160 in the second year. Nine students discontinued their studies. The first year class strength as at the end of the year was 163. The 1975-77 batch included 18 students belonging to Scheduled Castes/Tribes. Out of 163 students in the first year programme, 27 students will specialize in Agricultural Management during the second year studies.

One hundred and sixty three students were promoted to the second year. One student withdrew from the programme to join the Indian Administrative Service and another student left the programme for studies abroad. One of the second year students, who fell ill during the third term of last year rejoined the programme in the third term.

For sometime, the Faculty had been concerned about the quality of the academic environment in the third term of second year. A Faculty group which studied this problem in great detail recommended certain changes in the design of the second year programme as well as in the placement schedule. Accordingly, as against three academic terms in the second year previously, a fourth term for second year students was introduced. All academic work was completed in the first three terms. The fourth term from March 1 until the Convocation was exclusively earmarked for placement interviews as well as for non-credit course work.

The second year students were required to study this year six courses in the second and third terms as against only five courses in each term previously.

Concentration packages were offered by the Finance and Accounting and the Production & Quantitative Methods areas. 21 students opted for concentration packages. In addition, students were given the option to do a Course of Independent Study (CIS), equivalent to two courses, spread over the second and third terms in place of project courses which were offered previously. 20 students opted to do the CIS.

Besides the two term compulsory course in Business Policy, 38 elective courses were taught to the second year students during the year. Five visiting faculty members were involved in teaching the second year courses.

Special Programme for Agricultural Management

The specialization package in agricultural management was offered for the first time during 1975-76. 23 second year students took this specialization. In addition to 13 compulsory courses, 10 elective/project courses were offered to those students specialising in agricultural management.

Non-Credit Activities

For the benefit of the graduating students, from March 1 to April 9, 1976, under the scheme of non-credit courses, which is being tried out for the first time, a series of seminars, lectures, presentations and academic film shows were organised. Such non-credit activities included seminars and lectures on Management of Public Sector Enterprises, Management of Research and Development, Indigenous Systems of Management, Cultural Transformation and Organizational Effectiveness etc. Several experts on management from Government and Industry participated in the seminars/lectures.

Integration of First Year Course Package

The first year curriculum was reviewed in terms of its objectives, nature, content, overlaps between courses, workload, sequencing of courses, integration and coordination between courses. The Integration Committee appointed for this purpose went into this exercise at length and decided that the number of courses offered in the first year curriculum will remain at 19, equivalent to $18\frac{1}{2}$ credit units. Following the recommendations of the Integration Committee,

three new courses on Indian Social & Political Environment, Legal Aspects of Business and Technological Environment will be added to the first year curriculum. The recommendations of the Committee will be implemented in a phased manner during 1976-77 and 1977-78.

Remedial Programme

The Remedial Programme was conducted during the period June 9-30, 1975 for the benefit of the students admitted to the 1975-77 batch. Sixty two students including 17 students belonging to Scheduled Castes/Tribes attended the Programme this time. Feedback from the students who were admitted to this programme indicates a continuing need for such a programme. Students belonging to Scheduled Castes/Scheduled Tribes, other backward communities, those who come from rural areas and others with agricultural background have benefited immensely from this programme.

Students Exchange Visit:

Twenty Seven students from Indian Institute of Management, Calcutta visited the Institute from December 5-7, 1975 to return the visit paid by our students to Calcutta during the previous year. IIMC students participated in various social, cultural and academic activities during their stay at the Institute.

PGP Admission (1976-78)

For admission to the session commencing July 1976, 5872 applications were received as against 4763 applications in the previous year.

640 candidates were called for group discussions and personal interview, based on their performance in the admission tests. One hundred and sixty seven candidates - 142 for PGP (general) and 25 for PGP (Agricultural specialisation) - were finally selected.

Special efforts were made to get a larger number of SC/ST candidates. SC/ST candidates were given relaxations in all segments of the selection procedure and with these measures it was possible to select 27 SC/ST candidates. This is the highest number of SC/ST candidates ever offered admission to the programme.

Seminar on Selection for Management Education

A seminar on "Selection for Management Education" was organised on the Campus at the initiative of the Institute's Admissions Committee. The purpose of the seminar was to receive a direct feed-back from and interact with the representatives of various employing organisations and other professionals in the field on the efficacy on these procedures. For two days the Institute faculty, particularly the members of the Admissions Committee, discussed with the participants from industrial organisations, government undertakings, and educational institutions in order to be able to further refine the methods for selecting the right kind of students for management education. In addition to the Institute faculty, 18 other invitees attended the seminar.

Student Welfare Activities:

The Institute has a variety of student welfare activities. There are a number of student clubs to look after recreation and cultural activities. Excellent facilities are available for in-door and out-door games, music and for screening films. The students organise cultural evenings, and celebrate national and regional festivals.

Students run a Co-operative store on the Campus. This store makes available books, stationery and other commodities of daily use at reasonable prices.

Counselling unit:

A counselling unit has been set up to provide year-round opportunities for students to review their emotional, social and professional growth. Students at the Institute are mostly young people who leave behind five to seven years of specialised training in other areas. Their entrance into the Institute brings about a change in their aspirations and academic background; they are also exposed to a completely different pedagogy. Very often the culture at the Institute poses serious challenges to their beliefs and attitudes. As such, the Institute environment turns into a crucible, where students have to fashion new life style, values, and identity.

The counselling unit's major concern is to enable the students to review, reflect, and understand their emerging aspirations and identity. It also helps them anticipate and prepare themselves for the life situations which they may encounter later.

Financial Aid:

During the year under review, 180 students were given loan assistance amounting to Rs. 4,04,500. In addition to the Institute, Bank of Baroda, Indian Overseas Bank and State Bank of India also provided loan assistance to students.

During 1975-76, Shri Chandravadan Shah of Bombay donated Rs. 15,000 to Institute a loan scholarship in the name of Shri Shantilal M. Shah. In all, 23 organizations have instituted scholarships at the Institute.

Industry Scholarships:

Industry scholarships were awarded to the following 16 PGP students for meritorious performance. The value of these scholarships ranges from Rs. 2,500 to Rs. 3,500/-.

Ist Year PGP

<u>Name of the student</u>	<u>Organisation</u>
1. M.S. Banga	Air India
2. L.C. Bhandari	Dunlop India Ltd.
3. A.P. Lele	Godrej Trust
4. G.J. Lulla	Godfrey Philips India Ltd.
5. Rajesh Kumar	Gujarat State Fertilizers Co. Ltd.
6. Sant Rajiv	Hindustan Lever Limited
7. H.C. Shah	Mahindra & Mahindra Ltd.
8. Sobti Rajiv	Shree Ram (DCM)

2nd Year PGP

<u>Name of the student</u>	<u>Organisation</u>
1. G. Chakravarti	Devidayal Cable Industries Ltd.
2. B.R. Pinto	First National City Bank
3. Rita Mohan (Miss)	Hindustan Lever Ltd.
4. N Sampath Kumar	Mandelia Parmarth Kosh
5. K. Sudhir	Shree Ram (DCM)
6. Jawed Usmani	India Pistons Ltd.

2nd Year SPA

<u>Name of the student</u>	<u>Organisation</u>
1. M.S. Achutha Kumar	Gujarat State Fertilizers Co. Ltd.
2. G Muralikrishna	--do--

Government of India Scholarships:

Government of India Merit-cum-Means Scholarships were awarded to 48 students.

Placement:

As a result of a major overhaul of placement policies, placement interviews commenced from March 1, instead of from January as in previous years. A placement orientation programme was held on 29th February on the Campus for the benefit of graduating students. Three representatives of Industry and 7 alumni spoke on this occasion.

148 graduating students were in need of placement assistance.

The graduating class included 22 students with specialisation in agricultural management.

Out of 125 PGP (general) students, 123 students have since been placed and the remaining two students have left the Campus. These students also seem to have managed their placement. Twenty two graduates with agricultural specialisation have also been placed suitably. It is hoped that the lone Agricultural management graduate left out will also be placed suitably in due course.

The highlight of this year's permanent placement was that a record number of 47 students accepted employment offers from "public sector" organisations.

All the 173 students in the first year class including 10 Fellow Programme students were placed on summer assignments lasting 8 to 10 weeks.

FELLOW PROGRAMME IN MANAGEMENT

The Institute's Fellow Programme has been recognized by the Association of Indian Universities as equivalent to a Ph.D programme in management.

Twelve students were admitted to the first year of the Fellow Programme in July, 1975. One student withdrew from the programme. During the year, 18 students were working at different stages of their dissertations. Four of them have completed and defended their dissertations. These students will be awarded the title "Fellow of IIMA" in

April 1976. Four other students have satisfactorily completed their course work. These students will be shortly taking up the comprehensive examinations.

IFCI Award for Dissertation Proposals

With a view to improving the quality of research, it was decided to give awards for the best dissertation proposals. A student winning the award is given Rs. 2,000/- in support of his research work. Each year not more than three awards will be given. These awards will be financed from the IFCI endowment.

In 1975-76, IFCI dissertation proposal awards were awarded to the following students:

- | | | |
|----------------------|---|--|
| 1. Mrs D. Bhatnagar | : | Employees' Participation in Decision Making |
| 2. Mr B.L. Chaudhary | : | Multi-objective Two-level planning for Extending Banking Facilities to Rural Areas |
| 3. Mr V. Ranganathan | : | An Application of Cost Benefit Analysis to Rural Electrification |

Admission

In response to our advertisement inviting applications for admission to the session starting in July 1976, 417 applications were received. The applications were scrutinized according to the procedure laid down by the faculty and 62 candidates were called for interview. After interviews, 18 candidates were selected.

III

MANAGEMENT DEVELOPMENT PROGRAMMES

MANAGEMENT DEVELOPMENT PROGRAMMES

The Institute's philosophy in respect of management development programme has been to focus attention on the most urgent problems, areas, and sectors for management development rather than concentrate on repetitive programmes. The mix of programmes offered during the year reflects this philosophy. The topics within a programme were also selected with this criterion in mind.

Eighteen programmes were offered during the year. The mix of different types of programmes for general management, sectoral management, functional management, specialists, and university teachers continued to reflect the range and variety of needs in management development.

Participation from government, semi-government, and public sector organizations was much larger than private sector participation. 443 participants participated in the various programmes from the public and Government sectors as compared with 304 practitioners from the private sector. In all 747 participants from 390 organisations took advantage of Institute programmes during the year.

Keeping the national priorities in view, the Institute offered for the second time a programme on Management of Rural Development Programmes for officers of Central and State Governments and others involved in rural development programmes.

At the instance of the North-Eastern Council, the Institute's

Centre for Management in Agriculture organised a training programme on Agriculture and Rural Development at Shillong. The programme aimed at acquainting the administrators responsible for agricultural and rural development schemes with management tools and techniques relevant to their tasks. The participants were exposed not only to the general problems of rural development and the tools and techniques necessary for the success of integrated schemes in this field but also to the specific problems faced by the region itself and the strength and the limitation of the governmental systems. Officers of Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland and Tripura participated in this programme.

The Institute also conducted another programme on Management of District Development for IAS Probationers at the Lal Bahadur Shastri National Academy of Administration. This was the third programme offered for IAS Probationers.

General Management Programme

The oldest and the largest of the Institute's programmes has been the 3-Tier Programme for Management Development. The programme content is based on the realization that management development, to be more effective and useful, requires simultaneously initiated changes at different levels in the organisation. In the three tiers of the programmes, managers from three different levels are trained each year. While this basic concept has remained unchanged over the past decade,

the scope, content, topics, problems, materials, and pedagogy have been constantly updated to enhance the effectiveness of the programme.

Attention was paid in the course design to the problems of rising expectations in industrial relations and of environmental uncertainties, the difficult task of taking decisions with imperfect information and the need to develop management information systems, and topics which are of current concern to enterprises, e.g. working capital management, inventory, and choice of technology.

The major pedagogical emphasis at the Institute has been on experience-based teaching largely through the case method. This was supplemented by lectures given by leading practitioners as well as through business games, films, interpersonal exercises, syndicate presentations, role playing, and providing opportunities to participants to apply immediately some of their learning to their own situations.

The second general management programme was specifically designed for medium and small enterprises. The focus of the programme was on concepts and skills needed specifically for improving the productivity and efficiency of small and medium organisations. The choice of the course content was guided primarily by the felt needs of various entrepreneurs. The programme drew upon the research conducted at the Institute on problems of small entrepreneurs.

There is an increasing emphasis, especially by financial institutions, on trained personnel to manage new enterprises. The

Institute through this programme is attempting to fulfil such needs of the small and medium organizations.

Functional Programmes

In the context of the changing patterns of industrial relations, a programme was offered to cover such key issues as the dynamics of labour management relations, multi-unionism, intergroup conflict and its resolution, worker participation in management and unions, wage and labour policy, and impact of technology on industrial relations. The materials for this programme were drawn mainly from current situations in India and were based on faculty research at the Institute.

A workshop on Industrial Relations was organised exclusively for the Institute's programme participants of Industrial relations programmes, to review trends in industrial relations, exchange ideas, information and experience, and assess the need for management development in industrial relations.

A programme in Marketing Management was organized to focus attention on the changing marketing environment and the opportunities it offered and the broad relationships between marketing and other areas of business.

A programme on Working Capital Management was organized to discuss the various tools and techniques available for planning, measuring and controlling working capital; to have a meaningful interaction of ideas between the suppliers and users of credit and to discuss

the recommendations of the Tandon Committee which was appointed by the Reserve Bank of India.

Sectoral Programmes:

The Institute's Centre for Management in Agriculture has done considerable research on a variety of problems relevant to agricultural management. The programmes offered by the Centre were based on the materials developed during the course of their research.

For the programme for IAS probationers in the Management of District Development, problems faced by IAS officers in the field were actually studied and several materials were prepared for the Lal Bahadur Shastri National Academy of Administration. The need to acquaint the administrator with concepts such as environmental analysis, planning and programme formulation, programme implementation, performance budgeting, management information and control systems, and human resources development was well recognised in designing the programme.

The Agricultural Management Programme covered problems of agricultural inputs, agro-industries, and agricultural credit. The specific problems faced by farmers in using the physical and financial inputs and the dynamic of consumer behaviour in rural areas were also covered in the programme.

The Fifth Five Year Plan states the need for social justice as an important objective. Increasing effort is being made to channelise resources for rural development. Recognizing the managerial

problems in the planning and implementation of such development schemes, the programme on Management of Rural Development was offered for the second time, based on the experience of various ongoing rural development programmes managed by the government, public sector agencies, and voluntary organizations. This was supplemented by the research done at the Institute on rural development in India.

At the request of the North Eastern Council, Shillong, a special package programme was organized on Management of Agriculture and Rural Development for the various government officers in this region.

A programme on Rice Mill Management was organised to help the participants to acquire decision making skills in evaluation of proposals for modernising drying, milling, parboiling and storage equipment; problems of procurement and milling and ways and means of overcoming them and develop skill in the use of modern management tools and techniques and understand the managerial and technological implications of modernisation in the rice industry.

Programmes for specialists

With the increasing environmental complexity faced by business organization, the need for forecasting becomes extremely important. A programme was held for imparting the use of techniques for forecasting various economic and business variables. The emphasis was on forecasting in the Indian context where inter-relationships among governmental policies and the demand or supply of a product increase the complexities. The programme was designed for staff specialists and aimed at improving the current practices of forecasting.

The growing use of Operations Research in the area of production led to the offering of a workshop on applications of operations Research to production related problems. The objective was to acquaint the participants with fundamental areas of operations research immediately applicable to production and inventory decisions.

To provide a conceptual basis for planning and designing of Management Information Systems in organizations and the role that computers can play in supporting management activities, a programme on Management Information Systems was offered for senior and middle level managers concerned with developing and controlling computer based information systems.

Programmes in Education Systems

In the summer of 1975, programmes on Managerial Economics and Operations Research were organized for teachers in universities and management institutions. The objectives of these programmes, which are sponsored by the Ministry of Education, were to improve the quality of teaching, to bring to the various teachers the latest developments in their fields of interest, and to provide a forum for exchanging ideas on curriculum development, pedagogy, and teaching materials. One of the aims of the Institute is to help in faculty development so that the pace of management education can be accelerated.

Perspective of MDPs

The major objective of the Institute in organizing management

development programmes is not so much to offer repetitive programmes in a few areas or topics, but to cover different sectors, functional areas, topics and types of organizations to fulfil a variety of needs.

The strategy for management development training is to use the Institute's own research strength supplemented with the outstanding experience of practitioners. The aim is not merely to impart knowledge but develop skills and help shape attitudes for professionalizing management in its wider sense. The pedagogy therefore has to be appropriate; not passive listening but active participative learning is the key to achieve the programme objectives. The endeavour therefore is to bring to the classroom, real situations and problems and to encourage participants to relate learning to their specific experience through discussions, pooling of ideas, and sharing of experiences. The endeavour is to evolve knowledge, concepts, and theories that are needed and to develop solutions which can be implemented.

The management development programmes at the Institute have broadened their scope from enterprise management to the management of non-profit service organizations, public systems, governmental administration, and educational institutions. The plan for the future is to strengthen such activities through research on problems of current relevance and national importance.

Beginning from next academic year, the Institute will offer a six month post entry Management Education Programme for promising young executives. The first programme will be held from November, 1976 to April 1977 on the Campus.

This programme is expected to provide an opportunity to organisations to train young managers identified for promotion to general management positions and to supplement the roster of management trained executives by giving the functional managers intensive management training. It is planned to admit 30 managers in the first batch.

IV

RESEARCH AND PUBLICATIONS

RESEARCH AND PUBLICATIONS

At the Institute, research projects start in a variety of ways. Some are initiated by special groups set up by the Institute like the Centre for Management in Agriculture (CMA), and Public Systems Group (PSG). Some projects start when an outside organization brings a problem to the Institute, in which case, typically a team of faculty members is set up to carry out such sponsored research. The Population Project Unit is an example. Many projects are initiated by individual faculty members and are funded either by the Institute through its Research and Publications Committee or by outside agencies. Students in the Fellow Programme in Management also contribute to research through their dissertations. These projects together cover a wide range of subjects and methodologies.

During the past year, 24 research projects were completed and 51 were in progress. In the scope of enquiry and choice of methodology, the research projects vary a great deal. Most of the research at the Institute can be classified in ten groups. Of these eight groups roughly correspond to the functional areas taught at the Institute. These are: Business Policy, Economics and Environment of organisations, Financial Management, International Business, Marketing, Organization Behaviour and Industrial Relations, Production Management and Operations Research. The remaining two groups are: Agriculture Management and Management of Public Systems and Programmes. The research done in these

two groups is largely interdisciplinary.

The research at the Institute is increasingly becoming more interdisciplinary and more action oriented. For example "Rural Development for Rural Poor" is a five-year programme in action research. The main objectives of the programme are:

- 1) to evolve in selected geographical areas a package of viable economic activities which can ensure a threshold income to the rural poor, keeping in view of the natural, institutional, and human constraints within which it has to function; and
- 2) to suggest programme to improve quality of life and productivity of rural poor which are also replicable in other areas.

The research undertaken by the Public Systems Groups is again action oriented. The four areas selected for such work are: City Management; Utilities like transportation and electricity; Health and Family Planning Programme; and Education System. An exploratory study of City Management was undertaken at the request of Kottayam Municipal Council, Kerala. The study involved determining the tax rates and service charges, planning and management of commercial type ventures, budgetary control systems for municipal activities and management of city health and sanitary services. The recommendations of this study will be implemented in two municipalities on experimental basis.

In the area of Utilities, the Public Systems Group has undertaken the study of problems like bus scheduling for Gujarat State Road Transport, Computer services for operating national milk grid, and study of the organization of the Central Electricity Authority.

Population Project Unit which was set up as a part of the Public Systems Group is involved in action research in health and family planning programme management. This is a five year action research project and in the current year the research focus of this unit was on coordination with other agencies for promoting family planning and experimentation in mass and person to person communication.

Education is one more area in Public Systems which offers vast scope for management scientists. Management of educational and academic institutions has been neglected in the past. Responding to this need the Institute began work on the management of education systems in 1973.

One of the large action research projects which this group is involved in is developing innovative approaches to education in rural areas. In this study it was observed that if education to be relevant to the people, it has to be linked with economic activities. One backward block in Ajmer district was selected to generate economic activity through resources available in the block. Teachers in villages were given the role of change agents to prepare the villagers for the economic activity. This project is expected to teach how to introduce change in education system and how to manage this change.

In addition, this year the Research and Publications Committee sponsored two major projects involving four to five faculty members in it. These are: "industrial development of backward areas" and "understanding management styles and traditional entrepreneurs".

The following Research Projects* were completed during the year.

- | | |
|---|--|
| 1. Development of a Network of Computer Model for Urban Water Supply System | Dr S.K. Mukherjee |
| 2. Optimal Size and Use of Factors in Selected Companies | Dr P.N. Misra |
| 3. Industrial Relations in Metal-Based Industries | Dr Pramod Verma |
| 4. Strategy for Family Planning in the Industrial Sector in India | Prof. C.N.S. Nambudiri
Dr B.R. Sharma |
| 5. Psychological Tests for Executive Selection | Prof. Arun Monappa
Prof. M.S. Saiyadain |
| 6. Study of Perceptions of College Environment, Work, Values and Aspirations | Dr T.V. Rao |
| 7. Role of Welfare Officers in the Promotion of Family Planning (Action Research) | Prof. T.V. Rao
Prof. Pramod Verma
Miss Usha Jumani |

Seed Money Projects

- | | |
|---|---------------------------------------|
| 8. Regional Development and Multi-Level Planning: A Proposal for Decentralisation | Dr S.K. Mukherjee |
| 9. Dissolution of Assembly and Beyond: Anatomy of a Movement | Dr Girija Sharan
Prof. Dalip Swamy |
| 10. Wages in India | Dr Pramod Verma |

* Research Projects undertaken by the Centre for Management in Agriculture and Public Systems Group have been listed in the respective parts.

- | | |
|--|---|
| 11. Professional Levels and Work Motivation | Prof. M.S. Saiyadain |
| 12. Implications of Various Tax Incentives Given by Government for Different Income Groups | Prof. Paul Mampilly |
| 13. Reallocation of Plan Targets in the Case of Shortfalls in the Core Sectors | Prof. C. Rangarajan
Prof. J.K. Satia |
| 14. Forecasting Capital Expenditure in Corporate Sector 1976 | Prof. C. Rangarajan |

The following projects are in progress.

- | | |
|---|---|
| 1. Business Houses in Western India | Dr D. Tripathi |
| 2. Study of the Framework, Structure and Funding of Technical Education System | Prof. Mohan Kaul
Prof. S.C. Kuchhal
Dr Kamla Chowdhry |
| 3. Bus Scheduling Problem | Dr V.L. Mote |
| 4. Management of Industrial Conflict | Dr N.R. Sheth |
| 5. Scheduling Algorithms for T.S. System | Dr Mohan Kaul
Dr A.H. Kalro |
| 6. Information and Control Systems for Developmental Activities at the District Level of Government | Prof. W. Asopa
Prof. J.C. Camillus
Prof. Mohan Kaul |
| 7. A Study of the Image and Attitudes Towards Computers in Indian Industries | Prof. A. Ghose
Prof. Udai Pareek |
| 8. Young Executives in Making | Prof. Pulin Garg |
| 9. Movement of Foodgrains in India | Prof. M. Raghavachari |
| 10. The Bombay Labour Market | Prof. T.S. Papola |

- | | |
|---|---|
| 11. Changing Efficiency of Public Sector Enterprises in India - Study in Growth Accounting | Prof. S.H. Dholakia |
| 12. A Study of Textile Behaviour of Low Income Rural Consumers With Special Reference to Controlled Cloth | Prof. Nikhilesh Dholakia
Prof. A.K. Jain |
| 13. Evaluation of Training and other OD Interventions in an Organisation | Prof. Udai Pareek |
| 14. Psychological Tests for Executive Selection (Part II) | Prof. M.S. Saiyadain
Prof. Arun Monappa |
| 15. Theoretical Foundations of Social Enterprise Marketing | Prof. Nikhilesh Dholakia |
| <u>Seed Money Projects</u> | |
| 16. Corporate Boards in India: A Study of the Top Management in the Corporation | Prof. C.N.S. Nambudiri
Prof. C.K. Prahalad
Mr K.S. Raman
Mr V.K. Narayanan |
| 17. An L.P. Model for Designing Water Transmission Network | Dr S.K. Mukherjee |
| 18. Job Content for Placement Potential | Prof. Pulin Garg
Prof. C. Gopinath
Prof. C.D. Wadhva |
| 19. Estimation of Elasticities of Demand for India's Exports of Selected Engineering Goods | Prof. C.D. Wadhva |
| 20. Project on Empathy | Prof. Udai Pareek |
| 21. Location of Industries in Gujarat | Prof. T.S. Papola |
| 22. Management Perception Relating to Working Capital Management Practices | Prof. S.K. Bhattacharyya
Prof. M. Raghavachari |
| 23. Young Women Executives | Prof. Nirmala Murthy |

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|-----|--|--|
| 24. | Localised Industries in Gujarat - A Study in Growth of Industry and Entrepreneurship | Prof. H.N. Pathak |
| 25. | A Study of the Image of Indian Journals on Management and Social Sciences in the International Academic Community and Publications of Indian Authors in Journals Known in the International Academic Community | Mr A.S. Dhawle
Prof. A Ghose |
| 26. | Petrochemical Industry in India | Prof. P.N. Misra |
| 27. | Profile of Indian Managers | Prof. M.S. Saiyadain
Prof. Arun McNappa |
| 28. | Industrial Development of Backward Areas | Prof. Paul Mampilly |
| 29. | A Sequential Strategic Search Model for Export of Manufactures from Developing Countries | Prof. K. Balakrishnan |

Colloquium on Research

A colloquium on Research at the Institute was organized on April 10, 1976. Besides the Institute Faculty, research Staff and FPM students, board members and heads of research institutions in Ahmedabad attended the colloquium.

Prof. V.S. Vyas, Chairman of the Research and Publications Committee, highlighted the major trends in research activities of the IIMA faculty. Four major research groups discussed the ongoing research by the faculty associated with these groups. The presentation of the research activities was followed by a brief discussion on the objectives and methodological issues.

CONFERENCES, LECTURES AND SPECIAL EVENTS

Conference on Management Research

The Institute in collaboration with the Administrative Staff College of India, Hyderabad, Xavier Labour Relations Institute, Jamshedpur, and Indian Institute of Management, Bangalore, organised a 'Conference on Management Research' in Ahmedabad on October 3 and 4, 1975. The objective of the conference was to share and understand the types of research that is being done at various institutions and to provide a forum for researchers to exchange ideas. Mr V.G. Rajadhyaksha, Chief Consultant, Planning Commission, inaugurated the conference. About 100 faculty members from IIMA, ASCI, XLRI, IIMB, South Gujarat University, Delhi University, and Management Development Institute, Delhi, attended the conference. A total of 25 papers were presented and discussed. First of its kind, the conference is likely to develop into an annual activity, to be hosted by different institutions.

Vikram Sarabhai Lecture

Mr P.N. Haksar, Deputy Chairman, Planning Commission delivered the first Vikram Sarabhai Memorial Lecture, on February 11, 1976 at the Institute. Mr Haksar described Dr Sarabhai as a man "with vast passion, vision and dream of changing India, transforming things, changing human beings, changing social structures because although he was a Physicist, he was actually aware of the fact that mere science and technology cannot bring about the necessary changes unless the social system, the value

system is brought into coherence with the methodology of science and the imperium of technology".

International Workshop on Entrepreneurship

From March 1 to 5, 1976, the Institute hosted an international research planning workshop on entrepreneurship. This workshop and others held at Manila, Penang, Bandung, and Hyderabad were an extension of a research planning workshop held in May-June, 1975 at the Technology Development Institute, Hawaii, which was attended by Professor C. Gopinath and Professor T V Rao from the Institute. All the workshops had a common objective of detailing out research conducted in different areas of entrepreneurship.

The workshop at the Institute finalised the proposal on the cross-national evaluation of entrepreneurial development programmes and the Institute will be co-ordinating this study proposal.

A symposium on "Research and Development Activities in Entrepreneurship: World Perspectives" organised on March 4 had about 13 speakers from India and abroad and was attended by various local agencies besides the Institute's faculty and research staff. Entrepreneurial research and development in Hawaii, India, Indonesia, Malaysia, Philippines, Papua New Guinea, and USA were discussed. The workshop was attended by nine delegates from Malaysia and the USA and three from different institutions in India. Seven faculty from the Institute participated.

Other Seminars

The Place of Belongingness in
Industrial Relations

Dr Santok Singh Anant
University of Lethbridge,
Alberta, Canada

Behavioural Assumptions Under-
lying Multiattribute Models of
Consumer Choice

Prof. Nikhilesh Dholakia

Action Learning Programme

Prof. Reginald William
Revans, Scientific Adviser
Foundation Industrie-Uni-
versite, 53 Rue de la
Concorde, Brussels 5

An Approach to Fuel Policy

Dr Kirit Parikh
Indian Statistical Institute
New Delhi

Self Employment, Entrepreneurships
and Management

Prof. H.N. Pathak

Migration, Economic Growth and
National Planning

Mr Michael Caramanis
Teaching Fellow at Harvard
University

Reaction to Organizational Stress

Prof. Manfred Kets De Vries
Associate Professor in
Organization Behaviour
McGill University (Canada)

An Approach to Research on Managing
Multidimensional Innovations

Prof. C.K. Prahalad and
Prof. Mal Horvitch of
Harvard University

Institutionalization of Conflict

Prof. David Lockwood
Prof. of Sociology
University of Essex,
England

Vikram Sarabhai's bronze head unveiled

At a function held on February 11, 1976, Mr P.N. Haksar, Deputy
Chairman, Planning Commission unveiled a bronze head of the late
Dr Vikram A. Sarabhai, founder of the Institute. The bronze head was

donated to the Institute by Dr Kamla Chowdhry, a former faculty member of IIMA and colleague of Dr Sarabhai. Both Dr Chowdhry and Mr Haksar recalled the greatness of Dr Vikram Sarabhai as a human being, as an institution builder and the role he played in the development of science and technology in the country.

M.S. Subbulakshmi's concert in aid of Staff Benevolent Fund

Smt. M.S. Subbulakshmi, the famous Carnatic vocalist, gave a music concert in aid of the IIMA Employees Benevolent Fund on March 20, 1976, at the Town Hall in Ahmedabad.

The net proceeds from Smt. Subbulakshmi's concert amounting to about Rs. 60,000 was the first major contribution towards building up the IIMA Employees Benevolent Fund. The fund will be utilized for the benefit of the families of the employees in the event of their death, disability, or natural calamities.

Publications

With a view to fulfilling the information needs of managers and others interested in improving the process of decision making, the Institute launched its quarterly Journal VIKALPA, in January 1976. The next issue is due in April. The journal covers original and stimulating articles based on managerial experience, organizational research, and consulting experience. Vikalpa's audience consists of practitioners in industry, business, and government; researchers, teachers, and consultants in the management field; and management students.

The faculty and staff continued to publish through the Institute or write for Indian and foreign publishers. They published a few books in various areas of management and wrote a number of articles. 43 technical reports were also brought out during the year.

Consulting

31 new consulting projects were taken up during the year. In addition, the faculty also worked on 35 projects carried forward from the previous year. 48 faculty members were involved in these consulting assignments.

Out of the new projects, 17 assignments were taken up at the request of Government and Public Sector Organizations. Some projects were taken up at the instance of UN agencies. The following list is indicative of the types of assignments taken up during the year:

Rural Employment Programme - Country Study of India

An Evaluation of a Pilot Intensive Rural Employment Project

Economic Viability of a Seed Farm Firm

Personal Growth lab for internal change agents

Man-power Development

Personnel function - a diagnostic study

Designing Human Resources System

Designing strategy for motivation development

Study of organizational structures

Development of In-company training programme

Design for a National Workshop on Population and Development

Setting up a Central Management System

Design of Information systems and O.R. Models for a
National Milk Grid

Designing a Corporate Planning and Management Information
System

Organizational Structures and Planning and Information System

Project Monitoring Information System

Study of Working Capital

Study of Computer Systems.

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V

SECTORAL GROUPS AND SPECIAL CENTRES

CENTRE FOR MANAGEMENT IN AGRICULTURE

Introduction

Realising the importance of the agriculture sector in the economy, a core faculty group was set up at the Institute in 1963 to extend management concerns to the agriculture sector. The activities of this group, known as the Centre for Management in Agriculture (CMA), could be classified as (i) research, (ii) teaching, and (iii) management development programmes. By 1975-76 the Centre brought out over 60 research reports. The problem oriented research in these studies concerns itself with management problems in the areas of agricultural inputs, production, marketing and processing of agricultural output, agriculture and rural development programmes and agricultural development administration. As for teaching, the faculty of the Centre offered a One Year Programme for Management in Agriculture between 1970 and 1974, and after integration of this programme with the regular two year Post-Graduate Programme in Management, the faculty of the Centre is offering specialisation package in agriculture. The Centre has also offered a number of management development programmes. During 1975-76, the Centre had 16 faculty members and about 20 members of research staff.

Research

The primary focus of the Centre's faculty continued to be on research. During 1975-76, the following research projects were completed:

- | | |
|--|---|
| 1. Organisational Structure of District Administration (Phase I) | V.R. Gaikwad |
| 2. Planning and Implementation of Rural Development Projects: A Case of a Voluntary Organization | P.S. George
K.L. Sharma
U.K. Srivastava |
| 3. Management of Procurement and Distribution System: Wheat | V.K. Gupta
D.P. Mathur |
| 4. Gobar Gas Plant at Village Level: Techno-Economic Evaluation | T.K. Moulik
U.K. Srivastava |
| 5. Agricultural Development Administration in Gujarat | S. Sambrani
P.M. Shingi
Sasi Misra
N.R. Sheth |
| 6. Rural Development for Rural Poor (Part I) | V.S. Vyas (Leader)
B.M. Desai
Ranjit Gupta
T.K. Moulik |

The first project was financed from the grants received from the Ministry of Agriculture & Irrigation, Government of India. The second project was sponsored by the Government of Gujarat. The other four projects were taken up from other resources of the Centre.

During the year the following 18 projects were in progress.

- | <u>Title</u> | <u>Faculty</u> |
|---|----------------|
| 1. Integrated Command Area Development programme in Mahi - Kadana Dam Irrigation Project (Phase II) | V.N. Asopa |
| 2. Economics of conjunctive use of Ground and Surface water | V.N. Asopa |

3. Cultivators Experience with HYV's Cotton Gunvant M. Desai
4. Impact of Scarcity on the Farm Economy Gunvant M. Desai
5. Organisational structure of District Administration V.R. Gaikwad
6. Community Development in India V.R. Gaikwad
7. Choice of Technology for Rural Development Girja Sheran
8. Analysis of Water Use Efficiency in Agriculture C. Gopinath
9. Study on utilization of Irrigation Potential C. Gopinath
10. Planning and Implementation of Wheat Procurement and Distribution Programme (Phase II) V.K. Gupta
11. Management Aspects of Poultry Enterprises V.K. Gupta
12. Rural Entrepreneurship and Investment Decisions: A Study of Motivation and Constraints T.K. Moulik
13. Modernization among Potential Farmers: A Study in Human Inputs P.M. Shingi
14. A Study on the Management of Agricultural information Communication at the State Level. P.M. Shingi
15. An Integrated Area Development Strategy with Particular Attention to the Weaker Sections of the Society S. Sambrani
16. A Study on Planning in Agriculture Departments at the State Level S. Sambrani
P.M. Shingi
17. Economics of Sun-flower Cultivation U.K. Srivastava
18. Rural Development for Rural Poor V.S. Vyas (Leader)
B.M. Desai
Ranjit Gupta
T.K. Moulik

Among the projects in progress two projects need special mention. The project on Rural Development for Rural Poor is a 5-year programme of research and training initiated in early 1975. The main thrust of the project is on preparing realistic blueprints for rural development projects which could ensure a threshold income and progressive improvements in the quality of life of the rural poor. This is to be done in close working relationships with the government and other educational and technical institutions. Such decisions will be prepared for four typical poor regions, viz., (i) a tribal area, (ii) a drought-prone area, (iii) an area with severe institutional handicaps, and (iv) a poverty region surrounded by relatively prosperous areas. Efforts will also be made to ensure that the designs are implemented by the state and other viable agencies. The research results will also be utilised to organise appropriate training programmes for the personnel responsible for rural development activities, particularly those entrusted with the district level planning. During the year under review the design of an action-research project for one of the poorest tribal taluks of Gujarat has been prepared in close collaboration with the concerned officials of the State Government.

To disseminate the findings of this project and to obtain informed criticism, recently the Institute organised a three day seminar on "Integrated Tribal Development Planning" in collaboration with the Ministry of Home Affairs, Government of India and Gujarat Government. The other project which needs special mention is the one on Community Development in India which has been sponsored by UNESCO. It aims at evaluating the effectiveness and efficiency of community development approach and strategies of programme management actually followed in India. Towards this end, the direction, processes and effects of Community Development Programmes will be analysed.

Teaching

In addition to research activities, the Faculty of the Centre offered courses in the residential two year Post-Graduate Programme in Management. A specialisation course package, consisting of 15 regular and 7 project courses was offered to students specialising in agriculture management. During the year, there were 27 students in the first year and 23 students in the second year of the Post-Graduate Programme, specialising in agriculture management.

Management Development Programmes:

During 1975-76, the Centre's Faculty organised the following Management Development Programmes:

1. Agricultural Management Programme
2. Rice Mill Management Programme
3. Management of District Development Programme for IAS Probationers
4. Management of Rural Development Programme
5. Management of Agriculture and Rural Development Programme in the North-Eastern Region

The Centre has been offering Agricultural Management Programme for a number of years. This Programme was meant for middle level management executives and administrators of government and private agencies serving the agricultural sector. The Rice Mill Management Programme was offered for the third time in collaboration with the Indian Institute of Technology, Kharagpur.

The Management of District Development Programme for IAS Probationers was held in Mussoorie for the third time in collaboration with the Lal Bahadur Shastri National Academic of Administration.

The Management of Rural Development Programme was designed for agencies involved in rural development work and it was offered for the second time. Finally, a programme

on Management of Agriculture and Rural Development in the North-Eastern Region was offered at the instance of the North-East Council. The objective of this programme was to expose officers of North-Eastern states to management tools, techniques, concepts and substantive issues involved in agriculture and rural development in the North-Eastern Region. In all, 258 participants attended these programmes.

Publications

During the year the Centre brought out the following six publications:

Irrigation Agriculture in Gujarat: Problems and Prospects	V.N. Asopa B.L. Tripathi
Planning and Implementation of Rural Development Projects by a Voluntary Agency: A Study of Bharatiya Agro- Industries Foundation, Uruli Kanchan, Poona	U.K. Srivastava P.S. George K.L. Sharma
An Inquiry into Rural Poverty and Unemployment	Shreekant Sambrani K.R. Pichholiya
Wheat Production, Marketing and Procure- ment: A Study in Selected Surplus and deficit Areas	V.K. Gupta D.P. Mathur
Bio-Gas Plants at the Village Level: Problems and Prospects in Gujarat	T.K. Moulik U.K. Srivastava
Rural Development for Rural Poor: Dharampur Project Part I:	V.S. Vyas Ranjit Gupta T.K. Moulik B.M. Desai

Future Directions

The Centre will continue its three activities, viz. research, teaching and management development programmes. In research the two-pronged strategy will be followed. First, research will be continued on topics where existing knowledge has to be adapted to the needs of specific policy measures and activities. The emphasis in such research will be on looking into the structure and functioning of organisations, programmes, and activities. The second major thrust will be on a "frontier" type of activity. This approach will result in the investigation of ideas which have as yet not proven to be feasible or an exploration of areas where a significant corpus of knowledge has yet to be built up.

As for teaching, the Centre would like to strengthen the specialisation package in agriculture management with a view to provide modern management in institutions and agencies servicing the agricultural sector.

The Centre will also continue the various management development programmes it has evolved over the years. In addition to these programmes, the Centre would like to evolve specific programmes in the areas of Rural Marketing, Command Area Development and Drought Prone Area Programmes.

PUBLIC SYSTEMS GROUP

The Public Systems Group (PSG), was formally constituted in October 1975 in order to provide a focal point for research, training and organisational work in the area of Public Systems. The Public Systems Group have been set up with the following objectives:

1. Develop an interdisciplinary faculty group with knowledge and expertise on the management of government systems and public programmes.
2. Help the Institute play a responsive and anticipatory role in selected problem areas of national significance.
3. Promote research which will generate new concepts and theories for the effective management of public systems.
4. Provide opportunities for present and potential managers to gain an understanding of public systems management either through their attending management development programmes or by spending sometime at the Institute.

At the time the Public Systems Group was formed, there was already sizeable ongoing work representing long-term commitments by the Institute in the areas of Population Studies and Health; and Education Systems. These units have been incorporated within the PSG.

After formally setting up the PSG the Group has taken up further work in new areas: energy, transport, city management and housing.

The new projects undertaken during the review period and their present status are outlined below:

Projects completed

1. Study of taxation in Kerala Municipalities
2. Study of pricing of suburban season-tickets for city commuters.
3. Study of information systems support required for operation of a national milk grid.

Project in progress

1. Study of the organisation of the Central Electricity Authority to recommend changes to enable it to effectively cope with its expanded responsibility.
2. Design of systems for efficient scheduling of buses, crews and maintenance for Gujarat State Road Transport Corporation.
3. Study of budgetary control systems, collection and follow-up machinery and criteria for selection of projects in Kerala Municipalities.
4. Comprehensive study of the functioning of Gujarat Housing Board to improve its financial viability and operational efficiency.

POPULATION PROJECT UNIT

The Population Project Unit, an interdisciplinary group within PSG, continued its work on management of population programmes. The Population Project Unit is funded by India Population Project.

A comprehensive design for management information

and evaluation system for health and family planning programmes was prepared. This design included a monitoring system for Public Health Centres, a system for formal feedback to workers and their immediate supervisors, and simplification of records at worker/subcentre levels. The design was discussed with concerned officials. The system was implemented in the six districts of Uttar Pradesh. The Population Centre at Lucknow is preparing the feedback reports to district and state level officials based upon this design. The system is currently being evaluated for implementation in the whole of Uttar Pradesh.

Adoption Process

A research study was carried out to understand the process of adoption of family planning. Building upon the unit's previous researches into adoption process, the Unit has tried to investigate the operational criteria which will distinguish prospective acceptors from hard-core couples nearer to acceptors. A study of 80 couples and indepth interview of 20 selected women was conducted in a village near Ahmedabad. A report has been prepared.

A study was carried out to identify each of the critical agencies that could be used to expand the base of interpersonal communication. A report and experiment design have been prepared and discussed with the Population Centre. The experiment develops a strategy for securing involvement of teachers.

The linkages between development variables and fertility behaviour are well recognised. There is a critical need, however, to identify strategies and organisational structures to be able to manipulate developmental variables to quicken the process of fertility decline. In the first phase of this study, secondary data available through Operations Research Group for the year 1971 is being analysed. The question being investigated is how much does the manipulation of specific developmental variables complement or supplement the family planning programme efforts.

Urban Programmes

The Population Centre and IIMA collaborated in a study of Urban Programme in Lucknow city, and two reports - one outlining the steps to strengthen the organisation and the second outlining the measures for improving the achievements of the urban family planning programme - have been prepared.

A market research study of Nirodh, identifying the measures to improve Nirodh distribution in Lucknow city is nearing completion and the reports are likely to be available by the end of July, 1976. The study will identify the measures

for improvement of both free and commercial distribution of Mirodh. Two reports — one outlining the recommendations for administrative action, and second, giving the details of the research are under preparation.

An experiment in worker client transactions was initiated in two Public Health Centres. About 150 transactions involving about 12 workers were observed. Based upon this material a training material was prepared and a training programme was given. The result of this experiment will be reviewed in July, 1976.

An experiment in improving communication in family planning programme has been designed. The experiment is likely to begin in August, 1976.

A study of inventory control procedures at Central Medical stores in the Directorate of Health Services was initiated.

Training

Three workshops of medical officers were conducted. Considerable amount of training materials including 25 cases have been prepared. Package plans are being developed for medical officers of Public Health Centres and district officers.

Reports

The following reports were brought out by the Population

Project Unit:

1. Adoption of Family Planning - A Process Model and Optimal Pattern for the visit of a Field Worker S.C. Bhatnagar
2. Expanding the Interpersonal Communication Base for Family Planning - A Study in Coordination with other Agencies V.K. Gupta
J.M. Shingi
3. Improving the Achievement of Urban Family Planning Programmes - A Report for Lucknow City B.L. Mittal
4. Case Studies of Acceptors and Non-Acceptors Nirmala Murthy
5. Management Information and Evaluation System in Health and Family Planning Programme Nirmala Murthy
J.K. Satia

EDUCATIONAL SYSTEMS UNIT

A considerable amount of the unit's activities were concentrated on a project undertaken by the unit to experiment with educational innovations in Rajasthan. The department of education had requested the unit to help them implement their "High Power Committee Report" on education. The members of the group spent a good deal of time understanding the problems of administering primary and secondary education in Rajasthan. As part of this project, the unit has spent a

considerable amount of time exploring the different economic activities that could be generated in a backward block of Ajmer district - Jawaja. As several activities were involved, other institutions like the National Institute of Design, National Dairy Development Board, Central Leather Research Institute, Bank of Baroda, Forest Research Institute, etc. were involved in helping the villages participate in these activities.

The experiment is seen as a great learning point in mobilising innovation in education. Professor Ravi J. Matthai is coordinating this project and the Indian Council of Social Science Research is meeting the travel expenses for the members.

The Educational Systems Unit also conducted a self-renewal laboratory for teachers of Lawrence School, Sanawar, in April, 1975. In this seminar the total faculty of the school participated and started planning the educational activities of the school all over again. To begin with, they started intensive work on tutorial system. Reports after the laboratory indicated that the teachers continued to meet and work for renewal.

The research project on Gujarat Agricultural University was completed and discussions were held with the University Officers. Further work is being done on the basis of research results.

CENTRE FOR REGIONAL MANAGEMENT STUDIES

The Centre was set up at the Institute in 1973 under an endowment from the family trusts of late Shri Kantilal Mahilal. The main objectives of the Centre are:

1. Organise programmes for executives and teachers in the Gujarat region
2. Conduct research on managerial problems in the region and develop teaching materials for use in Management Development Programmes.
3. Give financial support for publications of reports and monographs resulting from research activities.

The Centre organised the following activities:

Faculty Development Programme

A non-residential Faculty Development Programme in Applied Economic Research for teachers and researchers in the Gujarat University area was held on the Campus between July 27 and September 14, 1975. Professor P.N. Mathur, Visiting Professor at the Institute acted as the main faculty resource for this programme. Professors P.N. Misra and M. Raghavachari were the other members of the programme faculty. Sixty two teachers and researchers registered for the programme, but due to various reasons only forty participants attended it regularly. The centre received considerable help and encouragement from Gujarat University for this programme.

Management Development Programmes

A Top Management Seminar on Policy Planning in Textile

Industry was held on the Campus on Saturday, October 11, 1975. Mr Mani Narayanaswamy, Joint Secretary, Ministry of Commerce, Government of India inaugurated the Seminar and Mr J.N. Guzder of Bombay Dyeing and Manufacturing Company delivered the key note address. This seminar aimed at examining the need for long term policy and planning at the unit level in the textile industry in the context of the present Government policy and the socio-economic conditions within which the industry functions. Thirty five invitees including members of top management in the industry and academicians participated in the seminar.

A non-residential General Management Programme for Middle and Senior Executives in the Gujarat region was held on the Campus from October 22 - 26, 1975. The programme was designed specially for those executives who do not find it convenient to attend long duration programme in General Management.

The programme faculty included Professors S.K. Bhattacharyya and Subroto Sengupta, and D.D Trivedi of H.L. College of Commerce, Ahmedabad. Professor V.L. Mote also participated. 19 executives participated in the programme.

Extension Activities

The Centre organised a group discussion meeting on "Computer Applications and Uses" on April 3, 1976. The

meeting was organised mainly to help in an exchange of information and views among top executives who have been using data processing system or who are examining the possibilities of using these systems, and academicians concerned with computer applications for management tasks. Professor Mohan Kaul of IIMA and Mr. S.R. Bastikar of Calico Mills, Ahmedabad led the discussion. 50 invitees, mainly top executives from local industry, participated in the meeting.

Preparation of Teaching Material

A comprehensive note on the textile industry has been prepared under the auspices of the Centre by Mr Ashoke Bijapurkar and others under the supervision of Professor Mote. The team is writing a series of cases pertaining to the textile industry and the first of these cases has already been written up.

Financial support for Research

The Centre provided financial support amounting to Rs. 1,400/- to two doctoral students working on research topics pertaining to the field of management in the Gujarat region.

The Centre also sanctioned a research grant of Rs. 1,650/- to help Professors Mirza Saiyadain and Arun Monappa to carry out a preliminary study of the working

of the Employees State Insurance Scheme (ESIS) in the Ahmedabad area. The researchers have planned to undertake a comprehensive study of the ESIS with special reference to its effectiveness in relation to its set objectives.

VI

ALUMNI ACTIVITIES

ALUMNI ACTIVITIES

The biennial election to the Executive Committee of the Alumni Association was held in August, 1975. Mr C.K. Hazari, Joint Managing Director, Escorts Ltd, Faridabad, Mr. M.P. Pandit, Dr. Beck & Co. (I) Ltd., Poona and Mr G. Venkatraman, General Manager, Gujarat Small Industries Corporation Ltd, Ahmedabad were elected as President, Vice-President and Secretary, respectively.

In addition, seven members were elected to the Executive Committee. Mr T. Shankar of A.F. Ferguson & Co., Bombay was co-opted to the Executive Committee.

Dr Samuel Paul, Director, Prof. G.R. Kulkarni, Chairman, Alumni Activities Committee and Mr R.C. Chib, Administrative Officer, IIMA continue as ex-officio members of the Committee.

Alumni Activities Committee

The Alumni Activities Committee was reconstituted with effect from July 1, 1975 with the following memberships:

1. Prof. G.R. Kulkarni, Chairman
2. Mr R.C. Chib,
3. Prof. M. Meenakshi Malya
4. Mr S. Sreenivas Rao
5. Prof. S.A. Seshan

IIMA Alumnus

Two issues of Alumnus were brought out during the year, one in November 1975 and the other in January 1976. From 1976 onwards there will be three issues a year instead of two in the past. The dates of publications will be January 31, May 31 and September 30. The September issue will correspond to the beginning of the academic year, the January issue will correspond to the middle and May issue to the end.

PGP/PMA Reunion

The Fourth PGP/PMA Reunion was held on the campus on March 13 and 14, 1976. This year, it was decided to limit the reunion to the classes of 1966, 1967 and 1971. In future the reunion will be held annually but the batches to be included in the reunion would be confined to those who have completed five and nine years respectively after graduation in the year in which the reunion is being held. A record number of participants attended the reunion. The total number of outstation alumni who attended the reunion was 60, 10 of whom were from 1966 batch; 12 from 1967 batch and 38 from 1971 batch. Seventeen Alumni stationed at Ahmedabad also attended the reunion, thereby making a total number of reunion participants as 77. The Reunion provided an opportunity to the alumni to get together at the Institute in an informal atmosphere. The alumni compared notes, acquainted

themselves with development on the campus and got to know about the progress made by fellow alumni both in the professional and personal life. Alumni also had meetings with Faculty members and spent sometime in formal sessions discussing their experiences and giving useful feedback to faculty and students on the campus about the various courses offered at the Institute, needs of industry, and ways and means in which IIM education could be strengthened to make it still more meaningful for management careers in industry and government.

Alumni conference

The 11th Annual Alumni Conference was held in Delhi at the India International Centre on March 27-28, 1976. The theme of the conference was "Emerging Opportunities for Export Development". Professor D.P. Chattopadhyaya, Minister of Commerce, Government of India, inaugurated the conference. The following topics were discussed in the conference.

1. Export Performance and Policy: An Overview
2. Export Development and Multi National Corporations
3. Indian Joint Ventures Abroad
4. New Areas of Concern for Rapid Export Development

Speakers were : Professors K. Balakrishnan, G.R. Kulkarni, C.K. Prahalad, Samuel Paul, C.D. Wadhva of IIMA; Shri S.G. Bose Mullick, Secretary, Ministry of Commerce;

Dr K.S. Krishnaswamy, Deputy Governor, Reserve Bank of India; Shri S. Pandit, Marketing Director, Philips India Limited; Shri R. Tirumalai, Ministry of Supply; Shri M.V. Subba Rao, Chairman, Export Credit & Guarantee Corporation Ltd; Shri M.M. Suri of M.M. Suri & Associates; and Shri A.H. Tobaccowala, Managing Director, Voltas Limited.

Eighty-eight executives (excluding invitees) participated in the conference. Discussions were lively and the participants were especially appreciative of the timeliness of the theme.

Scholarship Fund in memory of Professors B.K. Heode and Warren Haynes

As on May 31, 1976, a sum of Rs. 29,129.34 has been collected from alumni as against the target of Rs. 60,000/-

VII

EDUCATIONAL FACILITIES

COMPUTER CENTRE

Computer services were extensively utilised by students in several PGP and FBA courses. Computer was used to develop teaching material in 14 PGP courses. Computer was also used in 15 research and consulting projects and by the PGP and Admission Offices.

The participants of the University Teachers Programmes in Operations Research and Managerial Economics held in May-June, 1975 also made use of the computer. The School of Planning and the L.D. Engineering College, Ahmedabad used the Institute computer in their teaching programmes. In addition to these institutions, five other organizations utilised the Institute computer.

The Computer Centre offered a programme on 'Compiler Programming' on behalf of the Computer Society of India, Ahmedabad during December 1975 - January, 1976. 14 executives from different organizations participated in this programme.

18 Application Packages (12 in BASIC, 4 in FORTRAN and 2 in FIRTRAN using Graphic Display) were developed and included in the Computer Centre Programme Library. These packages relate to computer applications in various areas of management.

The following two research/software development projects were completed. Six other projects are in progress:

1. Coupling of DOS and TSB
2. Development of a Sequential Input/Output Drum Driver

The following papers were presented at the Computer Society Convention and the National Systems Conference:

Computer Based Production Planning System for Textiles	..	S.C. Bhatnagar V. Venkata Rao
Design of Static and Dynamic Models for Graphic Display--Some Practical Considerations	..	Mohan Kaul V. Venkata Rao
Coupling of Disc Operating and Time Sharing Systems of a Mini Computer	..	T.P. Rama Rao A.C. Shamihoke Mohan Kaul
Maintenance and Breakdown Software for the Operating Systems	..	T.P. Rama Rao A.C. Shamihoke Devendra Pant Anila Likhite
Reentrant Software for a Small Page Size Computer	..	S.B. Yadav T.P. Rama Rao A. Amarnath
Design of Display Based Simulation Models	..	Mohan Kaul V. Venkata Rao

LIBRARY

This year 7,511 new books were added to the library collection bringing the total number of books to 76,366. The library has been getting 850 periodicals. 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. A sum of Rs. 1,89,109.74 was spent on books and periodicals during the year.

Improvements in library reading facilities were effected. Twenty-six closed carrels and forty-four open carrels were provided for individual study. The main reading hall will accommodate about 100 readers. Facilities for group studies exist on the third floor of library building.

CAMPUS DEVELOPMENT

The work on finishing the main complex is more or less complete. At the end of the year, only the main reading hall of the library remained to be commissioned for use. The entrance approach road to the main complex has also been completed.

Work on the construction of the Management Development Centre has started. This building will have an ultimate capacity of 64 double rooms, one large classroom, two small classrooms and kitchen dining arrangements.

Construction of two dormitories each with 30 rooms has been taken up. With the completion of these two dormitories, in all, 428 rooms will be available for accommodating students.

Four blocks for accommodating staff/programme participants are also under construction. Each block will have five suites.

The electric supply for the campus has been switched over from low tension to high tension supply, enabling bulk supply at reduced rates. The Institute has installed its own transformer. The water supply and distribution network has also been re-organised to meet the needs of the expanding campus.

The land scape master plan is being implemented and another 200 trees have been planted during the year.

: 73 :

APPENDICES

MANPOWER GROWTH OVER A DECADE

APPENDIX I

Year	Faculty	Research Staff	Staff	Visiting Faculty	Total
1966-67	34	21	149	10	214
1967-68	35	38	184	10	267
1968-69	41	45	195	11	292
1969-70	43	54	210	15	322
1970-71	46	71	233	14	364
1971-72	55	75	231	19	380
1972-73	57	77	233	22	389
1973-74	58	78	269	19	423
1974-75	67	70	308	8	453
1975-76	70	70	345	11	486

POST-GRADUATE PROGRAMMES OVER A DECADE

APPENDIX II

Year	Two-Year Post-Graduate Programme in Management	One-Year Programme for Management in Agriculture	Fellow Programme in Management	Total
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
1975-76	325		33	358

* This programme was merged with the two-year Post-Graduate Programme in Management.

MANAGEMENT DEVELOPMENT PROGRAMMES IN 1975-76

APPENDIX III

Programme	No. of Organizations		No. of Participants		Total
	Public	Private	Public	Private	
1 Management Development Programme for Medium and Small Enterprises (April 13 to 26, 1975)	9	18	15	20	35
2 Rice Mill Management Programme in Collaboration with IIT Kharagpur (April 15 to May 5, 1975)	-	13	-	13	13
3 Programme on Changing Patterns of Industrial Relations (April 27 to May 10, 1975)	9	9	9	11	20
4 Management of District Development Programme for IAS Probationers (April 28 to May 16, 1975)	1	-	150	-	150
5 Programme in Marketing Management (May 4 to 24, 1975)	3	15	3	16	19
6 University Teachers Programme in Operation Research (May 18 to June 11, 1975)	19 Institutions		28 Participants		28
7 University Teachers Programme in Managerial Economics (May 25 to June 17, 1975)	13 Institutions		20 Participants		20
8 Faculty Development Programme (July 27 to Sept 14, 1975)	19 Institutions		40 Participants		40
9 3-Tier Programme for Management Development (August 3 to Sept. 27, 1975)	17	56	36	120	156

<u>Programme</u>	<u>No. of Organizations</u>		<u>No. of Participants</u>		<u>Total</u>
	<u>Public</u>	<u>Private</u>	<u>Public</u>	<u>Private</u>	
10 Programme on Working Capital Management (Sept 29 to Oct 5, 1975)	17	35	23	35	58
11 Agricultural Management Programme (Oct 5 to 18, 1975)	15	13	17	13	30
12 Second Programme on Economic and Business Forecasting (Oct 12 to 22, 1975)	12	5	12	5	17
13 Workshop on Applications of Operations Research - To Production Related Problems (Oct 16 to 18 & 23 to 25, 1976)	4	13	5	18	23
14 General Management Programme for Middle and Senior Executives (Oct 22 to 26, 1975)	2	17	2	17	19
15 Programme on Management of Rural Development (Jan 11 to 24, 1976)	20	2	34	2	36
16 Workshop on Industrial Relations (Jan 15 to 17, 1976)	9	14	11	20	31
17 Management of Agriculture and Rural Development Programme (Sept 22 to Oct 4, 1975)	7	-	29	-	29
18 Programme on Management Information Systems (Dec 7 to 13, 1975)	8	14	9	14	23
Total	164	224	443	304	747

CASES, RESEARCH, AND CONSULTING OVER A DECADE

APPENDIX IV

Year	Cases Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
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	118	100
1975-76	1223	142	112

BOARD OF GOVERNORS

Chairman

Shri Keshub Mahindra

Chairman, Mahindra & Mahindra Ltd
BombayMr Kewal K. Aggarwal
Managing Director
Davidyal Electronics & Wires Ltd
BombayMr H.M. Joshi
Secretary
Education & Labour Department
Government of Gujarat
GandhinagarMr Charat Ram
The Delhi Cloth & General Mills Ltd
DelhiMr N.J. Kamath
Secretary
Ministry of Works & Housing
Government of India
New DelhiMr H.K.L. Capoor
Chief Secretary
Government of Gujarat
GandhinagarProf. G R Kulkarni
IIM, AhmedabadMr D.K. Chakravorty
Secretary
Public Enterprises Selection Board
Bureau of Public Enterprises
Ministry of Finance
Government of India
New DelhiDr V Kurien
Chairman
National Dairy Development Board
AnandDr G.R Dalvi
Executive Director
National Productivity Council
New DelhiAir Chief Marshal P.C Lal
Chairman & Managing Director
Indian Airlines
New DelhiMr N.M. Desai
President
Larsen & Toubro Ltd
BombayMr Harshvadan Mangaldas
Chairman
Aryodaya Ginning & Mfg. Co. Ltd
AhmedabadMr J.N. Guzder
Bombay Dyeing & Manufacturing Company
BombayProf. S Paul
Director
IIM, Ahmedabad

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

Mr H.S. Shahani
Joint Educational Adviser (T)
Ministry of Education & S.W
Government of India
New Delhi

Dr R. Ramanna
Director
Bhabha Atomic Research Centre
Bombay

Mr Suhrid Sarabhai
Suhrid Geigy Ltd
Baroda

Mr R Ratnam
Director
Sundaram Motors
Madras

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

Mr Natwarlal Shah
C/o Hind Mazdoor Sabha
Raikhad Char Rastha
Ahmedabad

Prof. V.S. Vyas
IIM, Ahmedabad

Mr Shrenik Kasturbhai
Anil Starch Products Ltd
Post Box No. 1062
Ahmedabad

Secretary
R.C. Chib
Administrative Officer
IIM, Ahmedabad

Sub-Committees of Board

1. Personnel Committee

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

2. Budget Committee

Shri Keshub Mahindra
(Chairman)
Shri H.S. Shahani
Shri Prem Nath
Dr S Paul
Shri R.C. Chib (Secretary)

3. Building Committee

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

: 80 :

IIMA SOCIETY **

The Secretary
Ahmedabad Cotton Mfg. Co. Ltd
Ahmedabad

Shri B.S. Sandhu/V.B.L. Mathur
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 Jayakrishna Harivallabhadas
Shri Balakrishna Harivallabhadas
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. Hutheesing
Aruna Mills Ltd
Ahmedabad

Shri Niranjan Narottan Lalbhai/
Shri Siddharth Kasturbhai
Arvind 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 Narottan
Ashoka Mills Ltd
Ahmedabad

Shri Kamaljit Singh
Managing Director
Associated Cement Cos. Ltd
Bombay

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

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

** The members of the Board of Governors (listed in the previous pages)
are also members of the Society.

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

The Chairman & Managing Director
Bank of Baroda
Bombay

Shri Subodh Chaturbujdas/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
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 G.N. Medley
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 Ramakrishna Bajaj
Hindustan Sugar Mills Ltd
Bombay

Shri S. Ohaudhri
Indian Explosives Ltd
New Delhi

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 J.N. Guzder
National Peroxide Ltd
Bombay

The Secretary
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 Rohit 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 Lalubhai
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

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

Shri Suhrid Sarabhai
Suhrid Geigy Ltd
Baroda

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

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

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

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

Shri M.Ct Pethachi
Travancore Rayons Ltd
Kerala

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

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

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

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

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

Shri N.J. Jeejeebhoy
Voltas 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

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

FACULTY AND ADMINISTRATION

DIRECTOR

Samuel Paul
Ph.D (Syracuse)

FACULTY

V.N Asopa Ph.D (Illinois)	B.H. Dholakia Ph.D (MSU)
K. Balakrishnan A.I.C.W.A M.B.A (Harvard) Cert. I.T.P (Harvard) (At Harvard D.B.A Programme)	N. Dholakia Ph.D (Northwestern)
L.R. Bhandari Dip. Bus. Adm. (IIMA) (At Columbia, Ph.D Programme)	V.R. Gaikwad Ph.D (Saugar)
S.K. Bhattacharyya F.C.A (IFCI Professor of Management)	Pulin K. Garg Ph.D (Berkeley)
S.C. Bhatnagar Fellow (IIMA)	P.S. George Ph.D (California)
J.C. Camillus D.B.A (Harvard)	A. Ghose Ph.D (Muenster)
B.M. Desai Ph.D (Cornell)	C. Gopinath Ph.D (IIT, Kharagpur)
D.K. Desai Ph.D (Illinois) (on leave)	V. Govindarajan A.C.A (At Harvard, D.B.A Programme)
Gunvant M. Desai Ph.D (Cornell)	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. Kairo
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)

Rushikesh M. Maru
Ph.D (Michigan)

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 Univ. 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. Nambudiri
M.B.A (De Paul)
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