

SIXTEENTH ANNUAL REPORT
(1977-78)

INDIAN INSTITUTE OF MANAGEMENT
AHMEDABAD

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I. HIGHLIGHTS OF THE YEAR

The highlights for the Institute during the academic year 1977-78 have been a) organizational review exercise, b) change in the stewardship, and c) continued growth and fine-tuning of various activities.

At the beginning of the year, Director Samuel Paul appointed a faculty committee, which came to be known as the Committee for Future Directions, to review the Institute's academic activities for the past five years or so, assess the organizational strengths and weaknesses, and recommend directions in which the Institute should move in the next five to ten years. The Committee submitted its report in September 1977. The report is now being discussed by the faculty.

Coinciding with the organizational review exercise, Professor Paul decided to step down from the directorship after a six-year term. Professor Paul's decision was in the Institute's traditions laid down by his predecessor Professor Ravi J. Matthai. Both Professors Matthai and Paul believed that a change in leadership after some years would be good for the Institute. We all recognise the fine contribution made by Professor Paul in the growth of the Institute.

During the year under review, the Institute took a major step in the direction of institution building activity. At the request of the Government of India, the Institute agreed to assist in the establishment of a national Institute of Forestry Management. The

1(a)

Institute also agreed to organize management development programmes for three years for the officials concerned with handloom development. In addition, the Institute entered into collaboration agreements with the management institutions in Egypt and Tanzania.

In the Post-Graduate Programme in Management, our efforts to admit as many Scheduled Castes/Tribes students as possible continued. In addition, there has been an effort to remodel the Preparatory Programme to make it more effective. Further discussions have been going on for evolving an extended programme for the benefit of the people from weaker sections of the society. In the light of these efforts, the appreciation of the Institute's remedial programme expressed by the Parliamentary Committee on the Welfare of Schedule Castes/Tribes has been a welcome booster for the Institute.

The Fellow title awarded for the completion of the Fellow Programme in Management was recognized this year by the Government of India as equivalent to a Ph.D. degree for recruitment to superior posts and services in the government. Earlier, the Association of Indian Universities had recognized the fellow Programme as equivalent to a doctoral programme.

In the Management Development Programmes, our effort continued to be to strengthen quality of training, introduce new programmes on socially relevant themes and to integrate research and training activities. Out of 22 management development programmes offered this year, six programmes were new.

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During the year, apart from the research projects in the Public Systems Group and the Centre for Management in Agriculture, we had 27 research projects on hand. Two projects were completed, and nine new ones were added. The faculty and staff also published 18 books, 16 monographs, and 96 articles, and presented 35 papers in research seminars and conferences.

In keeping with the growth and efficiency of the academic activities, physical facilities and other support facilities had also to be strengthened. During the year, the Institute decided to expand the computer facilities and supplement the existing Hewlett-Packard Time Sharing System to meet the growing demand from teaching and research programmes. The new system is expected to be installed by the middle of 1978. In addition, a 30-room dormitory was completed, the students' section of the kitchen-dining complex was made ready, and work was started on building more housing facilities for staff on the campus.

Looking back at the year that we have just completed, it is obvious that the Institute could not have achieved what it had without the active support of its sponsors -- the Government of India, the Government of Gujarat, and the Industry. At the Institute, active participation of the faculty, staff, and students made the year another landmark in the Institute's history.

V.S. Vyas
Director

II. BOARD, SOCIETY, AND PERSONNEL

BOARD

The Government of India nominated the following persons for five years to the Board and the Society to represent Commerce, Industry, Labour, and other interests.

Mr. Nanubhai Amin
Chairman
Jyoti Limited
Baroda

Mr. Ishwarbhai J. Patel
Vice-Chancellor
Gujarat University
Ahmedabad

Mr P.C.D. Nambiar
Chairman
State Bank of India
Bombay

Dr S. Varadarajan (nominated
second time)
Chairman & Managing Director
Indian Petrochemicals Corporation
Baroda Ltd

Mr G.C. Baveja, Additional Secretary and Director General, Ministry of Finance, was nominated by the Government of India in place of Mr D.K. Chakravorty.

The Chairman of the Board nominated Professor V.S. Vyas to the Board for a second term.

Messrs Kewal Aggarwal, V. Kurien, Natwarlal Shah, and Professor G.R. Kulkarni retired from the Board at the end of their terms.

The Board met five times during the year.

Review of the Institute

A faculty committee which was appointed to review the work at the Institute and recommend future directions has submitted its report to the Director. The report is being discussed by the faculty.

SOCIETY

The following organizations joined the Society by contributing Rs. 25,000 each towards membership:

Cellulose Products of India Ltd., Ahmedabad
Chandrakant Parekh Pvt. Ltd., Bombay
Ganesh Flour Mills Co. Ltd., Delhi
Hindustan Brown Boveri Ltd., Baroda
Indian Oxygen Ltd., Calcutta
Indian Petrochemicals Corporation Ltd., Baroda
Jyoti Ltd., Baroda
Metal Box Company of India Ltd., Calcutta

The membership of the Society was 140 on March 31, 1978. The Society met twice during the year.

Second Annual Conference

The Second Annual Conference of the Society on "New Horizons in Management" was held on February 3 and 4, 1978. From 37 organizations, 61 members attended the conference.

Professors Labdhi R. Bhandari, Mohan Kaul, and Pradip N. Khandwala presented papers on "Emerging Issues in the Role of Distribution Sector," "Some Likely Trends in the Use of Computers in Management," and "Management in Our Backyard" respectively. These topics represent some of the important areas in which research is currently in progress at the Institute. A panel discussion on "Research on Rural Development" was also held on the second day of the conference. Professor V.S. Vyas

chaired and moderated the panel discussion. The members of the panel were Professors B.M. Desai, Ranjit Gupta, T.K. Moulik, and T.V. Rao.

Shri Kasturbhai Lalbhai inaugurated the conference. Professor Bhandari was the convenor of the conference.

PERSONNEL

Professor V.S. Vyas Takes Over as Director

Professor Samuel Paul, following the example set by his predecessor, Professor Ravi J. Matthai, requested the Board to relieve him from Directorship, after continuing in this office for six years. Both of them believed that a voluntary change in leadership after some years would be good for the Institute.

The Board selected Professor V.S. Vyas to succeed Professor Paul, and he took over charge from July 1, 1978.

Newcomers

Dr K.V. Ramani joined the Production and Quantitative Methods Area, on October 12, 1977, as Assistant Professor. He received his Ph.D. in Operations Research from the Cornell University, Ithaca, New York. Dr. Ramani was a Senior Research Analyst, Operations Research Group, Baroda.

Dr Tirath R. Gupta joined the Centre for Management in Agriculture on October 19, 1977, as Associate Professor. He has a Ph.D. from the University of Massachusetts, USA. Earlier, Dr. Gupta was Associate Professor of Agricultural Economics, Punjab Agricultural University, Ludhiana.

Mr. Anant Gosalia joined the Production and Quantitative Methods Area on April 1, 1978, as Assistant Professor. He has an M.S. in Industrial Engineering from the University of California, Berkeley, California. Earlier, Mr. Gosalia was with the TELCO, Poona.

Dr Ruby Roy Dholakia who is on one-year leave of absence from the Indian Institute of Management, Calcutta, joined the Marketing Area on November 1, 1977, under the inter-IIM exchange programme.

Faculty Development Programme

Professor V. Govindarajan continues his Ph.D. work at the Harvard Business School. He hopes to complete his Ph.D. dissertation by September 1978. He won the Robert Bowns Prize for 1977-78 for his thesis proposal "A Behavioral Investigation into the Effects of Auditing for the Control of Behavior of Medical Professionals in Non-Profit Hospitals".

Professor R.S. Ganapathy and Mr Gurudev Singh continued their doctoral work at the University of Michigan, Ann Arbor and the University of Illinois respectively.

Endowed Chairs

Professor Udai Pareek continued to hold the L&T chair in Organizational Behaviour and Professor C. Rangarajan, the RBI Chair in ~~Industrial~~ Economics. Professor S.K. Bhattacharyya, who held the Industrial Finance Corporation Chair, left the Institute in January, 1978.

Outside Assignments

<u>Faculty Member</u>	<u>Assignment</u>	<u>Period</u>
M. Raghavachari	Visiting Professor University of Mary- land, USA.	August 1977 to May, 1978
Mirza S. Baiyadain	Senior Lecturer Faculty of Business Administration, University of Lagos Nigeria.	November 1977 to October 1979
Nitin R. Patel	Visiting Professor University of Pittsburgh USA	January to December 1978
S.A. Seshan	Visiting Professor Asian Institute of Management Philippines	June 1978 to May 1979
M.G. Subrahmanyam	Research and Teaching Manchester Business School New York University USA	June 15 to August 25, 1978.
T.V. Rao	General Manager Bharat Earth Movers Ltd Bangalore	April to September, 1978.

Resignations

The following faculty members resigned from the Institute during the year: Professors S.K. Bhattacharyya, J.C. Camillus, A. Ghose, Nirmala Murthy, K.R. Sreenivas Murthy, T.S. Papola, B.G. Shah, and A.C. Shamihoke.

III. POST-GRADUATE PROGRAMME IN MANAGEMENT

Fourteenth Session

The Fourteenth Session of the Post-Graduate Programme began on June 27, 1977, with 166 students (including 26 students for agricultural specialisation) in the first year and 152 (including 28 students for agricultural specialisation) in the second year. Six first year students discontinued their studies during the year. The first year class had 15 students from Scheduled Castes/Tribes and one student from USA.

Curriculum Changes

The compulsory package of courses in the programme has been increasing year by year with the result that the students had decreasing number of electives to choose in the second year. The PGP Committee recommended a review of the package of compulsory courses to provide a viable package of elective courses in the second year. After the review, it was decided that only Business Policy-I & II be offered as compulsory courses in the second year and the relevant topics from the remaining compulsory courses of the second year form part of the first year courses.

However, in the light of the recommendations of the First Year Integration Committee, the second year students will study four compulsory courses during the academic year 1978-79 Business Policy-I & II, Computer and Data Processing Systems, and Indian Social and Political Environment. The latter two courses will be shifted to the first year in 1979-80.

On the recommendations of the First Year Integration Committee, a new course on "Legal Aspects of Business" was added in the first year. This course and another new course on "Indian Social and Political Environment" were offered in the second year for the benefit of the graduating class which did not have these courses in the first year.

Another committee was appointed to examine suggestions for improving the conduct of the Fourth Term. Based on the recommendations of this committee, the second year students will be permitted to credit six, five, and four courses in the first, second, and third terms respectively from the academic year 1978-79 as against present scheme of five courses in each term in the second year.

Non-Credit Activities

From March 1 to 31, 1978, a series of Non-Credit Courses/Lectures were organized for the graduating students. The Non-Credit Activities included courses on Managerial Oral Communication, Computer Programming, Film on Management, Case Writing, etc.

Institute Lecture Series

The "Institute Lecture Series" was instituted to provide a forum to the students, staff, and faculty as well as practising managers in Ahmedabad to hear the views of distinguished persons on various problems related to management, national policies, and other wider social issues. The first lecture was delivered by Mr S. Bhoothalingam, Chairman, Study Group on Wages, Incomes & Prices, Government of India, New Delhi, on

February 22, 1978, on "Some Aspects of the Management of the Economy."

Mrs Mrinal Gore, M.P., talked on "Consumer Protection" on March 16.

Mr B.G. Verghese, Journalist, spoke on "The Role of Media in a Free Society: Freedom with Responsibility" on March 21.

Students' Exchange Visit

Thirty-four students from IIM, Calcutta, and 30 students from IIM, Bangalore, visited the Institute from November 19 to 23, 1977, to return the goodwill visit paid by the IIMA students during the previous academic year. The students participated in social, cultural, academic, and sports activities.

13th Annual Convocation

At the convocation on April 1, 1978, 152 students of the 1976-78 class (including 28 students with specialization in Agricultural Management) were awarded the Institute's Post-Graduate Diploma in Management. Shri H.M. Patel, Finance Minister, Government of India, delivered the convocation address.

The following four students received the "Indian Institute of Management, Ahmedabad, Award for Outstanding Overall Performance":

PGP (General)

1. Mr B. Anantram
2. Mr S.M. Datar
3. Mr S. Mathur

PGP (SPA)

Mr V.P. Gandhi

Financial Aid

Loan assistance of Rs. 3,17,300 was given to 122 students. State Bank of India provided Rs. 2,00,400 and the Bank of Baroda Rs. 54,900. The rest of the amount was contributed by the Institute.

Industry Scholarships

Seven first year students and seven second year students were awarded the industry scholarships of Rs. 3,000 each.

B.K. Hegde and Warren Haynes Memorial Scholarships

Mr Arun Shroff, 2nd year student was awarded the BK Hegde Memorial PGP scholarship of Rs. 1,500. Mr D. Sethi, 1st year student was awarded the Warren Haynes Memorial PGP Scholarship.

Government of India Merit-cum-Means Scholarships

Nineteen students from first year and 24 students from second year became eligible for the award of Government of India Merit-cum-Means Scholarship of Rs. 1,750.

Scheduled Caste/Tribe Scholarship

Fourteen first year students and 14 second year students were awarded the SC/ST scholarship of Rs. 1,500. Of these students, five first-year students and nine second year students were given the waiver of tuition fee and room rent.

Permanent Placement

An orientation programme was organized for the graduating students to discuss the factors relating to selection of companies/functions, areas

of concern and dilemmas faced by students during the placement season, and placement norms and procedures.

The campus interviews were held between March 1 and April 10, 1978. Out of 152 students who graduated in April 1978, 145 students sought placement assistance. All of them finalised their placement by the end of the year. In the placement interviews, 116 companies participated and 247 executives visited the campus for interviewing students. Eighty three organizations made job offers and 46 of them finalized their selection, involving 118 job offers on campus.

The public sector organizations accounted for 31% of the companies which conducted interviews and 37% of the job offers made. Of the students placed, 38% were in public sector.

All the 14 SC/ST students accepted offers from the public sector.

Summer Placement

164 first year students (including four Fellow Programme students) were placed in 85 organizations for summer training of 8-10 weeks. An orientation programme was organized to discuss the objectives of the summer placement, problems encountered in selection of companies/assignments, problems during summer placement, and norms and procedures.

Admissions to the 1978-80 Class

For admission to the Post-Graduate Programme commencing July 1978, 5,419 applications, including 216 applications for the Specialization Programme in Agriculture, were received. The admission test was held

on January 1, 1978, at 15 centres. On the basis of past academic record and test scores, 550 candidates were called for interviews at Ahmedabad, Bangalore, Bombay, Calcutta, Delhi, Hyderabad, Kanpur, and Madras in March-April, 1978. The group discussion was deleted from the selection procedure. Finally, 179 candidates (including 18 students for specialization in Agriculture Management) were selected.

Special efforts were made to get larger number of applications from Scheduled Caste/Tribe Candidates. Relaxations were given to them in all segments of selection procedures. Out of 218 applicants 19 SC/ST candidates were selected.

Preparatory Programme for Weaker Sections

The experience in conducting the Remedial Programme in English and Mathematics during the last few years has been mixed. Though the programme was very useful, according to student feedback, there was a feeling that the students were not able to get the maximum benefit on account of the short duration of the programme.

A faculty committee which studied this issue recommended an Extended Remedial Programme of 4 to 5 weeks duration for the weaker sections of the community to enable them to cope with their studies at this Institute. The Committee recommended that, in addition to English and Mathematics, basic concepts of Accounting be included in the programme.

Considering these recommendations, the Fifth Remedial Programme was titled as Preparatory Programme and was conducted for four weeks

instead of three weeks from May 29 to June 24, 1978. The programme had three subjects - English, Mathematics, and Accounting.

IV. FELLOW PROGRAMME IN MANAGEMENT

Recognition of the Programme

The Government of India has recognized the Institute's Fellow Programme as equivalent to a Ph.D. degree in Management for purposes of recruitment to superior posts and services in the government.

The government also suggested that the Fellow Programme be divided into two parts: Part I consisting of two year's introductory courses in all areas and advanced courses in the area of specialization and Part II consisting of collection of data, writing of the dissertation, and defending it before the dissertation committee in addition to Part I course work. Students who complete the first part may be awarded the title of "Associate of the Institute." and the students who complete the second part may be awarded the title of "Fellow of the Institute". Subsequently the FPM Committee has finalized a proposal outlining the Associate Programme in Management (APM).

Conferment of the Title of Fellow of IIMA

The following six students completed the programme during the year and were awarded the title of "Fellow of the Indian Institute of Management, Ahmedabad" at the 13th Annual Convocation held on April 1, 1978.

V.K. Aggarwal

-- Size, Profitability and Growth of
some of the Indian Manufacturing
Industries.

- | | |
|----------------|---|
| V. Anand Ram | -- Organizational Characteristics and Unit Performance - The Case of Bank Branches |
| M.R. Gopalan | -- Resource Allocation and Scheduling in Project Networks Under Risk |
| Ranjan Das | -- Managing Diversification - The General Management Process. |
| T.N. Shah | -- Money, Finance and Economic Development: The Case of India |
| K.R. Shaligram | -- Economic Performance of the Ancillary industry in India: Managerial and Policy Implications. |

Copies of these dissertations are available for reference at the Institute's Library and at the Social Science Documentation Centre of the Indian Council of Social Science Research, New Delhi.

Progress of Students in the First, Second, and Third Years

Nine students joined the first year in July, 1977. Seven of them completed the course work and were promoted to the second year. One student fell sick and missed the whole of the third term; he has been permitted to repeat the third term next year. Another student was asked to withdraw from the programme as he could not fulfil the minimum academic standards.

There were twelve students in the second year. They have completed their course work.

Twelve students in the third year completed their qualifying examinations and started work on their thesis research.

Curriculum Review

The FPM Committee reviewed the curriculum for FPM students. A general restructuring of first and second year curriculum was considered desirable. A committee appointed to review the curriculum suggested changes in the curriculum. The report will be placed before the faculty for further consideration.

Advanced Courses

Second year FPM students were persuaded to take more FPM courses rather than PGP courses. The FPM Committee decided that each second year FPM student must take at least seven FPM courses during the year. During 1977-78, 35 advanced FPM courses were offered in six areas of specialization against 31 courses in 1976-77.

To familiarize FPM students with research methodologies in social sciences, a non-credit FPM Seminar on various research methods was organized. Besides FPM students, a few faculty members also attended the seminar.

Thesis Defence

Guidelines were developed for the formation of Thesis Advisory Committee for students. A more inter-disciplinary viewpoint as well as a strong element of methodology was brought to bear on the student by the choice of faculty and outside experts as members of the Thesis Advisory Committee. Following the suggestion of the Board of Governors, several outside experts were associated with both the Thesis Advisory and the Thesis Examination Committees.

IFCI Dissertation Proposals

Six students competed for the 1977-78 IFCI Dissertation Proposal

awards. The following students won the awards:

Krishna Kumar	A Comparative Study of General Management Functions in Public Sector, Private Sector and Multinational Companies in India.
Shekhar Chaudhuri	Technology and Corporate Strategy - The Case of Foreign Collaboration

Each award of Rs. 2,000 is given from the interest earned on an endowment created by the Industrial Finance Corporation of India to promote excellence in research.

FAIR Research Grants to FPM Students

Beginning 1978-79, the Foundation to Aid Industries to Recover (FAIR), New Delhi, has agreed to provide the Fellow Programme in Management a revenue grant of Rs. 2,000 per year for field research and professional publication expenses.

Publication of Theses Abstracts

Abstracts of all the theses of IIMA Fellows were published in two booklets - one consisting abstracts from 1974 to 1977 and the other for 1978 -- to bring to the notice of teachers, researchers, and practitioners in India and abroad the work done by IIMA Fellows.

Admissions

For admission to the programme beginning July 1978, 563 applications were received. Special efforts were made to attract more and more management teachers to the programme. Applications from

teachers have gone up from 14.8% (last year) to 18.6% this year.

Based on academic background, performance in admission test, relevance of work experience, career motivation, research abilities, and area evaluation 61 candidates were called for interviews at Ahmedabad. Forty-seven candidates appeared for the interview, and 12 candidates were finally offered admission.

V. MANAGEMENT DEVELOPMENT PROGRAMMES

The Institute's management development programmes continued to focus attention on the most urgent problems, areas, and sectors of management development rather than offer repetitive programmes. Six new programmes were offered. The mix of programmes for general management, sectoral management, and functional management continued to reflect the range and variety of needs in management development. In all, 22 programmes were offered during the year.

There was an increase in the participation from government, semi-government, and public sector organizations. The number of participants from the public and government sectors was 441 as against 300 from the private sector. In all 507 organizations sponsored 741 executives to the Institute's programmes during the year.

New Programmes

On behalf of the Department of Personnel and Administrative Reforms, Government of India, the Institute conducted a Programme on Project Identification, Formulation, and Appraisal for senior and middle level officers responsible for development administration in Central and State Governments and public sector undertakings. This programme will be repeated during September-October, 1978.

Under the sponsorship of the Electronics Commission of India, the Institute offered a Three-Month Advanced Programme on Computer Based Information Systems Analysis and Design. This programme was aimed at developing computer professionals for designing computer-based information systems in government, public and private organizations. Such

an advanced programme was offered for the first time in India. The programme will be offered again from July 9 to October 7, 1978.

Realising the need to provide a basic understanding of the materials management function, which has assumed a greater importance in the public and private sector organizations, the Institute organized a Programme on Materials Planning and Control for senior executives from medium and large public and private sector organizations.

To provide an understanding of the role of product planning in formulating marketing and corporate strategies and to explore the emerging concepts, techniques, and analytical approaches in product policy and new product decisions, the Institute offered for the first time a Programme on Product Policy and New Product Decisions for the executives concerned with marketing and corporate planning.

The Institute conducted a workshop on organizational diagnosis and development for top management executives to discuss the issues in organizational development (OD) in India; approaches to organizational diagnosis; developing an integrated organization and redesigning of large organizations and strategies for introducing OD.

To meet the increasing demand from universities and educational institutions for advanced orientation courses, the Institute conducted programmes for university teachers in various disciplines. This year, a new programme on Human Resource Management was introduced.

General Management Programmes

The 3-Tier Programme for Management Development, the oldest and the largest of the Institute's programmes, was conducted for the fifteenth time. The programme content was based on the concept that management development in an organization would be more effective if the management development activity was viewed in the perspective of the total organization and change was initiated simultaneously at different levels. In the programme, therefore, managers from three different levels - Middle, Senior and Top - participated in exploring and understanding management problems.

The objective of Tier I was to enhance the managerial skills of middle level executives to shoulder increasing responsibilities in the future. Tier I was organized in several modules to deal with concepts and techniques relevant to different functional areas and to develop an organizational approach.

Tier II examined important managerial issues and to develop fresh insights into formulating plans, evaluating performance, and exercising control in functional areas as well as the entire organization.

The focus of top management seminar was on the analysis of the main environmental aspects of Indian Industry in relation to organizational tasks of top level managers and administrators. The seminar had three modules: Analysis of Economic Environment, Strategies and process of corporate planning and organizational design, and Management

and Development of Human Resources.

Besides the 3-Tier Programme, the Institute offered the eighth session of the general management programme for Medium and Small Enterprises. The programme focussed on concepts and skills needed for improving the productivity and efficiency of medium and small organizations. The choice of the course content was guided by the felt needs of various entrepreneurs. The programme also drew upon the research conducted at the Institute on problems of small entrepreneurs.

Functional Programmes

Two programmes in Personnel Management were organized for executives in line and service departments who manage human resources. Topics such as manpower planning, selection, Human resources, development including training and performance evaluation, wages and salary administration, welfare and workers' participation in management were discussed.

To develop personal effectiveness of the managers, a laboratory programme on management of Executive Stress and Organizational conflicts was organized.

To provide a conceptual basis for planning and designing management information systems in organizations and for the role that computers can play in supporting management activities, a programme on planning, Control, and Management Information Systems was offered for senior and middle level managers who develop and control computer-

based information systems.

A laboratory on Management of Motivation was organized for the second time to help the managers to recognize their own motivational patterns and to help them examine the implications of their motivational profiles to their effectiveness in various roles in their organizations.

A Workshop on Creative Problem Solving was organized for the second time on developing or strengthening the ability of participants to find original but useful solutions to work-related problems by using specific techniques.

It is widely recognized that management achievements are increasingly influenced by the climate of industrial relations existing within the organization as well as in the social, economic, and political environment. To help the participants increase their effectiveness in dealing with problems of industrial relations, a Programme on Changing Patterns of Industrial Relations was organized by the Institute.

Sectoral Programmes

At the instance of the North-Eastern Council, the Centre for Management in Agriculture organized for the third time Management of Agriculture and Rural Development Programmes at Shillong for administrators working on agricultural and rural development schemes. The participants were exposed not only to the general problems of rural development and the tools and techniques necessary for the

success of the integrated systems in this field, but also the specific problems faced by the region itself and the strengths and limitations of the governmental systems. Officials of Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland, and Tripura participated in the programme.

In view of the national priorities, the CMA offered for the fourth time a programme on Management of Rural Development for officials of the Central and State Governments and others involved in rural development programmes.

Another programme on Agricultural Management was offered by the CMA. This programme covered problems relating to agricultural inputs, agro-industries, and agricultural credits. The specific problems faced by farmers in using the physical and financial inputs and the dynamics of consumer behaviour in rural areas were also discussed.

A professional Development Programme for Trade Union Leaders of Gujarat, sponsored by the Government of Gujarat, was offered for the third time. The objective of this programme was to help the participants develop the necessary awareness and skills to adopt a professional approach to their tasks as trade union leaders.

Population Project Unit at the Institute organized a three-week training Programme for Senior Health Officers on "Programme Implementation Monitoring and Evaluation - Health and Family Planning." This programme was sponsored by the Training Division, Department of Personnel and Administrative Reforms.

Long Duration Programme

The second Management Education Programme was held from November 16 to April 5, 1978. The programme was designed to provide an intensive post-entry exposure in all areas of management for executives who had 7 to 10 years functional experience and were identified to have the potential to move to general management positions. The third programme is scheduled from November 5 to April 6, 1979.

University Teachers Programme

The Programme in Managerial Economics for University Teachers was offered for the third time. In addition, a new programme on Human Resource Management was also organized.

Perspective of Management Development Programmes

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.

During the coming academic year, the Institute is planning to offer an intensive programme on Training for Rural and Agricultural Development Efforts, a programme for Management of Forestry, and Handloom Management Training Programme. Educational Systems Unit at the Institute is planning a series of programmes for educationists. Similarly, the Population Project Unit is planning a series of training programmes on Health and Family Planning.

The new Industrial Policy announced by the Union Minister of Industry on December 23, 1977, has laid great stress on the development of small scale and rural industries in the country. Under this policy it has been decided to develop in each district an industrial centre having eight managers -- seven functional and one general manager. The Institute will train 100 general managers and 30 marketing managers. The Institute will conduct in all six programmes -- five batches of general managers programme (20 each), and one batch of marketing managers (30) during July-August, 1976. These programmes will be under the sponsorship of the Ministry of Industry, Department of Industrial Development, Government of India.

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VI. RESEARCH, PUBLICATIONS, AND CONSULTING

In the academic year 1977-78, apart from the two sectoral groups -- the Public Systems Group and the Centre for Management in Agriculture -- and the projects financed by the Centre for Regional Management Studies, we had 27 research projects sponsored by IIMA and outside agencies.

The projects include two major research efforts. The main objective of the first study on "Decision Criteria for Exercise of Convertibility Options by Financial Institutions" is to examine the existing models/methodologies and to develop the most appropriate model for the option of converting loan into equity by financial institutions. The second study is on "Career, Progress and Mobility of Management Graduates of Selected Institutions".

During the year, the following research projects were completed.

Changing Efficiency of Public Sector Enterprises in India-Study in Growth Accounting	B.H. Dholakia
Decision Criteria for Exercise of Convertibility Options by Financial Institutions	U.K. Srivastava
Localised Industries in Gujarat -- A Study in Growth of Industry and Entrepreneurship.	H.N. Pathak
Theoretical Foundations of Social Enterprise Marketing.	N. Dholakia
The First Year of the Working of Regional Rural Banks: Two Case Studies.	C.D. Wadhva

The following projects were started:

The Role of Rapid Transit Systems in Providing Efficient Public Transportation in Indian Cities	S.K. Mukherjee
Career, Progress and Mobility of Management Graduates of Selected Institutions	A.K. Jain P.S. Sachdeva J.L. Saha

The Impact of Inflation Accounting on Stock Prices	Ramesh Gupta
A Computer Model for City Transport	K.V. Ramani
Preliminary Investigation for PIMS (Profit Impact of Marketing Strategy) Analysis in India	M. Mohan
Inflation and Capital Budgeting	Ramesh Gupta
Financial Reporting Practices	S.A. Seshan

PUBLICATIONS

Vikalpa, the Institute's quarterly journal, has completed the second year of its publication. The journal includes original and stimulating articles based on managerial, organizational research, and consulting experiences.

The papers presented at the round-table meeting on textile policy were published under the title "Some Aspects of Textile Policy". Another publication entitled Abstracts of Management Literature covering the period January 1970 to December 1971 was also brought out. The papers presented at the International Conference on Professionalization of Management: Strategies, Processes and Programmes held at the Institute is being published.

In addition, the faculty and staff published 18 books and 16 monographs through other publishers and wrote 96 articles for journals in India and abroad. They also presented 35 papers in various seminars. In addition 53 working papers were brought out.

CONSULTING

There were 33 consulting assignments at the beginning of the year. Twenty-nine new projects were taken up during the year, 25 projects were completed. The clientele included several U.N. agencies, World Bank, Central and state governments, public and private sector organizations, co-operatives, banking institutions, and sponsors of small scale industry. The following are some of the new assignments taken up:

Computer Based Planning System

Implementation of Human Resources Development System

Innovation in Banking: The Indian Experience

Introduction of Performance Appraisal System

Management Manual for Co-operatives in South Asia Region

Marketing Assistance to Small Scale Units

Mini-Computer Based Material Management System

Modernising Cost System

Organizational Structure and Systems for a State Industrial Investment Corporation

Population Education Programme

Project on Technology

Resource Development in Creative Problem Solving

Study of Public Sector Training Organizations

Top Management Reporting System

VII. CENTRE FOR MANAGEMENT IN AGRICULTURE

CMA Looks Ahead

This year the Centre for Management in Agriculture drew up a perspective plan for its future development. A small committee was set up to explore the areas of future concern for the Centre. As a result, the Centre has come to the conclusion that while efforts on commodity systems, modern inputs, and rural development and administration needed to be continued, the Centre must also concern itself with subsectors of agriculture that have so far not received adequate research attention like forestry, agro-industries, fisheries, and public distribution of agricultural products. Among the organizational systems that should receive greater attention were public systems and cooperatives. Future research efforts should look into the various subsectors, organizations, and concerns of managerial tasks, including environmental analysis, decision choices, and action.

These future directions emerged from various factors -- the interests of the faculty, the emerging national priorities, and the needs of the client system. A few initial efforts were taken up during the year so that they could be developed into more thorough undertakings in the future.

Research Projects Completed

1. Modernization among Potential Farmers: A Study in Human Inputs
2. Organizational Structure of District Administration

3. Integrated Command Area Development Programme in Mahi-Kadana Dam Irrigation Project (Phase II)
4. Analysis of Water Use Efficiency in Agriculture
5. Planning and Implementation of Drought Prone Areas Programme
6. Rural Entrepreneurship: A Study of Motivations and Constraints
7. Management Aspects of Poultry Enterprises
8. Community Development in India
9. Integrated Area Development - Strategy with Particular Attention to the Weaker Sections of the Society.

The sponsors for these projects included the Ministry of Agriculture and Irrigation, Government of India, and UNESCO.

Research in Progress

A five-year programme of action research and training on rural development for rural poor was taken up in 1975. The first phase of this project which was concerned with a predominantly tribal taluka in Gujarat, Dharampur has already been completed. As a follow-up of the research efforts, the state government has constituted a high level committee to facilitate the implementation of several of the activities recommended by the Dharampur study.

The second phase of the study relates to a drought prone tehsil in Udaipur district, Deogarh. A survey of the tehsil has been completed and a status report is being finalized.

Other projects under progress were:

1. Cultivators' Experience of HYVs of Cotton
2. The Economics of Conjunctive Use of Ground and Surface Water

3. A Study on Utilisation of Irrigation Potential
4. Impact of Scarcity on the Farm Economy
5. Impact of Increase in Fertilizer Prices on Demand for Fertilizers
6. A Study on Planning Agriculture Department at the State Level
7. A Study on the Management of Agricultural Information Communication at the State Level
8. Impact of New Information System on the Existing Knowledge Gaps and Decisions Making
9. Managing Marine Fishing Industry: An Analysis of Problems in Harvesting, Processing and Exports
10. Planning and Implementation of Minor Irrigation Projects Financed by the Land Development Bank.
11. Command Area Development
12. Linkages between Agriculture and Industry
13. Marketing Channels and Price Spread in Cotton
14. Promotion and Management of Social Forestry
15. Rural Development for Rural Poor; Second Action Research Project (Deogarh)
16. Financial and Benefit Cost Analysis of Man Made Forestry on Marginal Cooperative Lands

Specialization in Agriculture Management

A specialization package of 16 courses was offered to 28 students of the Post-Graduate Programme specializing in Agriculture Management.

Upon graduation, all of them were placed in the organizations dealing with agriculture sector. Increasing numbers of public, cooperative, and voluntary agencies have been recruiting these graduates.

Management Development Programmes

The Centre organized the following management development programmes;

Programme on Management of Agriculture and Rural Development
(for North-Eastern Council Officials)

Agriculture Management Programme

Management of Rural Development Programmes

In addition, the Centre took an initial step in offering research and training programmes for two of the envisaged subsectors -- handloom and forestry. In view of the handloom development programmes launched by the government, the Department of Industries, Government of India, requested the Institute to organize management development programmes for three years for officials concerned with handloom development. As a first step, a workshop was organized on February 10 and 11, 1978, for 37 participants to identify the training needs of the industry. Subsequently a two-week training programme was planned for September 1978.

At the request of the Government of India, the Institute has agreed to assist in the establishment of a national institute of forestry management. The primary responsibility for this work will rest with the Centre. As a first step, a workshop was organized on May 2-3, 1978, which

was attended by 45 participants. The Centre will undertake research in the area of forestry management and offer training programmes in collaboration with officials of the central and state governments and forestry corporations.

The Centre also organized two workshops. The first was held at the instance of the Indian Council of Social Science Research and its theme was public distribution of foodgrains. Sixteen participants were involved in the discussion held on September 2-3, 1977.

The second workshop was organized under the sponsorship of the Department of Personnel, Government of India, on the experiences of the small farmers development agencies. Fifty-one participants from various government and academic institutions were involved in the discussions held on June 15-17, 1978.

Publications

During the year, the Centre brought out the following research monographs:

Changing Pattern of Wheat Production and Marketing
by D.P. Mathur & V.K. Gupta

Rural Youth: Education, Occupation and Social Outlook
by P.M. Shingi, N.P. Singh & Dilip Jadav

Public Distribution of Foodgrains in India
by Arvind Gupta

Rural Entrepreneurship: Motivations and Constraints
(A Study in Anand Taluka, Gujarat)
by T.K. Moulik, S.K. Basu & M.S. Patel

Management of Drought Prone Areas Programme
by U.K. Srivastava

Management in Small Poultry Farms: A Study in Maharashtra and Gujarat Regions

by D.P. Mathur & V.K. Gupta

Efficiency of Farm Irrigation Water Use in an Area Irrigated by wells (A Case Study in Gujarat State)

by C. Gopinath, P.N. Chary & N.T. Patel

VIII. PUBLIC SYSTEMS GROUP

The public systems group continued to develop activities in energy, transportation, education, health and population, and urban systems.

Projects Completed

A Study of the Working of the Gujarat Housing Board
(Prof. A.M. Isaac)

A Study on the Motivational Climate in the State Administration (Professors S.C. Chattopadhyay and T.K. Moulik).

Projects in Progress

Study of Budgetary Control Systems, Collection and Follow-up Machinery and Criteria for Selection of Projects in Kerala Municipalities. (Professor Paul Mampilly)

Study of Computerised Bus Scheduling at Gujarat State Road Transport Corporation (Professors V.L. Mote, N.R. Patel, M. Raghavachari and J.L. Saha)

Management of Slums in Gujarat (Prof. A.M. Isaac)

Energy Planning Methodologies for Developing Countries
(Prof. S.K. Mukherjee)

Project on Preparation of Education Material on Human Behaviour and Police Attitudes (Prof. S.C. Chattopadhyay)
This Study is sponsored by the Bureau of Police Research.

Relation between Politicians and Administrators in City Government (Prof. Anil C. Bhatt)

Study on training Needs of Mamlatdar in Gujarat (Professors Anil C. Bhatt and H.N. Pathak). This study is jointly undertaken by CRMS and PSG.

Study on the Administration of Hospitals attached to the Medical Colleges of Jaipur and Bikaner (Professors S.K. Mukherjee, Nirmala Murthy, Udai Pareek and J.K. Satia).
This study is sponsored by the Government of Rajasthan.

Management of Electricity Boards: An Exploratory Study
(Professor Pramod Verma)

Seminar

A two-day seminar on the Management of Work Motivation in the State Administration was held on January 30-31, 1978, at Gandhinagar. Twenty-four senior government officials, including Secretaries to the Government of Gujarat, participated in the seminar.

Training Programme

A 22-day training programme on Project Identification, Formulating and Appraisal was offered in July, 1977. The programme was sponsored by the Department of Personnel and Administrative Reforms, Government of India. Thirty-three participants from all over the country participated in the programme.

Future Plans

It is expected that the activities in various sectors would continue to expand. Two more-sub-units on energy and transportation sectors will be formed when the activities expand to the level sufficient to justify the formation of such units.

In addition, the focus will be to integrate experiences derived in various sectors to develop conceptual knowledge for increasing the effectiveness of public systems. Preliminary experiences indicate that cross-sectoral research is needed in the areas of design of organizations, personnel, finance, and planning, monitoring, and evaluation systems.

Sector specific management development programmes are being offered currently. The group plans to develop a one-month appreciation programme and medium-term skill development programmes for managers of public systems by 1980-81.

HEALTH & POPULATION UNIT

The Population Project Unit, funded by the India Population Project, continued its work on Management of Population Programmes. The most important achievement during the year was in the field of training where the Unit completed development of training modules for all three tiers of health management — PHC, district, and State. The Unit also initiated institutional collaborative projects in other developing countries. Thus, the year 1977-78 witnessed rapid growth and diversification of the Unit's activities. In the light of these developments, the Unit was redesignated as "Health and Population Unit" in June 1978. The new name of the unit reflects the Institute's concern for integrating population studies in larger health management field.

Studies Completed

- Medicine distribution by multipurpose worker
- Evaluation of multipurpose scheme in Singhpur - Rae Bareilly
- A Study of District Family Planning Committee, Uttar Pradesh
- Family size and Absenteeism among textile workers
- Lucknow's New Maternity Homes: How to actualise their potential

Studies Initiated

Visit Planning in Singhpur Primary Health Centre (PHC) - Rae Bareilly

The objective of the experiment is to improve the efficiency and effectiveness of the multipurpose workers, by increased performance in Health and Family Welfare Programmes.

Singhpur PHC has been selected for this experiment since it is the only PHC where multipurpose workers scheme has been in operation for more than a year and the scheme has been working satisfactorily. It, therefore, has the fundamental ground work needed to carry out this experiment. The objective of this experiment is to be achieved through improved quantity and quality of work by the field workers, improvement in their status in the community, and increase in the job satisfaction as a result of the various inputs to be provided in the experiment. Base-line data on PHC and worker-wise performance has been collected, family registers were modified for the purpose of planning and activities of the worker. A 6-month plan of training sessions has been worked out which will be held every month. The additional medicine budget for the multipurpose workers as well as for training has been sanctioned by the Project Implementation Unit.

Effect of Locational Variables and Subcentre Performance

A sample of 50 subcentres from 8 PHC in Saharanpur district was selected for this study. Data was collected on various locational variables such as distance from PHC, distance from road, population of the headquarter village, type of subcentre facility, and the

performance of the subcentres. The data analysis is underway.

Other Studies in Progress

Promotion and Distribution of Nirodh

Promotion and Distribution of Oral Pills

Management of the Community Health Worker Scheme

On invitation from the Union Ministry of Health and Family Welfare, Prof. Nirmala Murthy participated in a national evaluation of the community Health Worker Scheme. This project was undertaken in collaboration with National Institute of Health and Family Welfare. The final report was submitted to the Government of India in June, 1978.

Technical Assistance

Technical assistance to the Population Centre was provided in the following areas:

1. Management Information & Evaluation System
2. Effectiveness of Workers in Subcentres
3. Institution Building
4. Project Evaluation
5. Improving Utilization of Maternity Homes
6. Post Partum Communication Experiment

Training

Two training courses on "Programme Implementation, Monitoring, Evaluation -- Health & Family Planning" sponsored by the Training Division, Department of Personnel and Administrative Reforms, Cabinet Secretariat, Government of India, were conducted. The first course was held from June 2-22, 1977, and the second from April 10-29, 1978.

Both the courses were attended by senior health officers of the Union Ministry of Health & Family Welfare, Rajasthan, Gujarat, Uttar Pradesh, Punjab, Maharashtra, and the Union territories of Delhi, Goa, Daman and Diu.

At the request of the Family Planning Association of India, a six-day training course on "Management Development Programme" was conducted at Gandhinagar (Gujarat) from November 28 to December 3, 1977. Twenty-eight officers from the Family Planning Association of India participated in the programme.

An eight-day Management Training programme for PHC Doctors was held at Mount Abu from February 24 to March 3, 1978. Forty doctors from forty PHCs in U.P. participated in the training programme.

Seminar

Technical assistance was provided for the "National Seminar on Management of Family Welfare Programme in the Organized Sector," which was held in New Delhi from February 21 to 24, 1978. This seminar was organized by the Ministry of Labour, Government of India, in collaboration with the International Labour Organization. Professors J.K. Satia and Nirmla Murthy presented a paper on "National Strategy for Family Welfare Programmes in the Organized Sector."

Workshop

A one-day workshop on "Nirodh Marketing" was held in December, 1977. The Nirodh marketing executives of the Government of India and the executives from the Clarion Advertising Services Ltd., Bombay, participated in the workshop.

International Academic Contacts

The Unit has been given a research grant by the International Committee for Management of Population Programmes to conduct research, consultancy, and training projects in other developing countries. Work has been initiated in Egypt and Tanzania.

The Egyptian Population and Family Planning Board invited Professor R.M. Maru to initiate a comparative study of community participation in Egypt and India. Professor Maru visited Cairo from December 28, 1977, to January 10, 1978, and collected material for a case study. The report is expected to be completed by July, 1978. During this visit further areas of collaboration were identified, and two Egyptian officials visited the Institute for two weeks in April, 1978.

Professor J.K. Satia visited the East African Management Institute (EAMI) Arusha, Tanzania, from March 28 to April 5, 1978. His visit resulted in identification of training needs for health officials of the eight East African countries. It was decided that a team of IIMA faculty members would collaborate with EAMI faculty in developing teaching materials for an 8-week health management training programme.

A training manual on "Management of Family Planning Clinics" has been prepared by Professors J.K. Satia and T.V. Rao for the Workshop

on Development of Modular Training Materials for Management of Family Planning Programme conducted by the Asian Centre for Development Administration at Kuala Lumpur in August 1977.

Professors Samuel Paul and R.M. Maru attended the Executive Committee Meeting of the International Committee for Management of Population Programme (ICOMP) at Manila from March 16-19, 1978.

Professor J.K. Satia attended the Sixth International Workshop on Research in the Management of Population Programmes held at Quail Roost Conference Centre on an invitation from the University of North Carolina at Chapel Hill. He wrote a chapter on the Status Survey of Management Research in Population Programmes of India, Pakistan, Bangladesh, Sri Lanka, and Nepal.

EDUCATION SYSTEMS UNIT

Training Programmes

The Education Systems Unit organized a one-week Management Seminar for Senior Education Officers of Rajasthan from October 31 to November 5, 1977.

A four-day Workshop for Training Resources Persons from the Teachers Training College of Ajmer and Bikaner and the Faculty of the State Institute of Education (SIE), Udaipur, was conducted from December 10 to 13, 1977. The Workshop was attended by 15 resource persons.

A Diagnostic Workshop on Problem of Financial Management was conducted on March 1 and 2, 1978. The participants of the workshop included SIE's Director, Deputy Directors of Education, District Education Officers, Inspectors of Schools, Headmasters and Accountants.

A Workshop on Creative Problem solving for Gujarat Educationists was organized from May 5 to 9, 1978.

Projects Undertaken

Jawaja Project

The project continues and the first draft report by Prof. Ravi J. Matthai entitled "Experience in Educational Innovation of The Rural University, Jawaja Project (Rajasthan) was brought out for limited circulation.

Prof. Ranjit Gupta of the Rural Development Group joined the project on a part time basis.

The project was granted a further sum of Rs. 50,000 by the Indian Council of Social Science Research, New Delhi. Stipends continue to be paid by Blue Star Ltd., Kasturbhai Lalbhai Trust, Larsen & Toubro Ltd., Sir Dorabji Tata Trust, Vulcan-Laval Ltd., and Western India Match Company Ltd., Mahindra & Mahindra Ltd., also continue to help the project with the loan of a Jeep and Escorts Ltd with the loan of a Motorcycle.

The Unit has taken up the following new projects with the Department of Education, Rajasthan:

Developing a computer model for managing transfer of teachers at district and range levels.

Developing a computer model for location of new schools in Rajasthan (Udaipur Range)

Developing twenty experimental non-formal centres in Jawaja block of Rajasthan

Projects Completed

- * Management Processes in University: A study of decision-making and organizational health in two agricultural universities
- * Student Orientations in Professional Education: A study of institutional press and need correlates of professional value aspiration and student protest in institutes of higher education.

Other Activities

A UNESCO panel of educationists from Thailand, Sri Lanka, Bangladesh and India visited the Institute for discussions and observation of the Project on Educational Innovations in Rajasthan from October 27 to 29, 1977.

Dr. Ivan Illich, an international educationist from Mexico, visited the Institute on February 9, 1978 and had a half-day discussions with the Institute's faculty.

Professor T.V. Rao was invited by the International Society for Developing Organization (SIDCO) to collaborate with them on a research project on Developing Selection Tests for Entrepreneurs and Insurance Agents. He visited Singapore and Malaysia during the first half of January 1978. He was later invited to be an honorary member of the Asian region of SIDO.

Professor Udai Pareek was invited by the Government of Indonesia through UNESCO, to design the personnel system for the school education of Indonesia. Professor Pareek worked for six weeks with the Government of Indonesia and prepared the overall design of the personnel system.

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IX. COMPUTER CENTRE

3-Month Advanced Programme on Computer Based Information Systems Analysis and Design (August 7 to November 5, 1977)

An advanced professional training programme of this level in the area of computer use in management was organized in India for the first time. The programme attracted executives from the government, public and private sectors, and various developing countries. There were 31 participants, including two from Kenya and one from Indonesia for the first programme. Apart from the regular class sessions, the participants worked on several projects relating to computer applications in government and industry. The Department of Electronics, Government of India, gave grant-in-aid for this programme.

National Seminar on Computers and Management: Applications in Government and Industry (November 4 and 5, 1977)

This seminar was inaugurated by Professor M.G.K. Menon, Chairman, Electronics Commission. More than 100 delegates from the government, industry, and academic institutions participated in the seminar. The seminar was aimed at exploring various application areas where computer could be used for management decision-making in government and industry. It also provided a forum for discussion between executives in the senior management and computer professionals. The following papers were presented at the seminar:

1. Future Role of Computers in Indian Industry by F.C. Kohli, Director-in-Charge, Tata Consultancy Services, Bombay.

2. Information Security in the Computer Environment by Dr S. Ramani, NCSDCI, Bombay.
3. Computers in Government by Brigadier A. Balasubramanian, Department of Electronics, New Delhi.
4. BHEL's Experience in Organising & Using Computer Systems - by Mr N.T. Srinivasan, Chief, Management Services, BHEL, New Delhi.
5. An Approach to MIS Design - Case of SCI by Dr Mohan Kaul and Dr V.L. Mote, IIM, Ahmedabad.
6. Computers in Decision Making - Experiences in Steel Industry by Dr Utpal K. Banerjee, Manager - Management Services, TISCO, Jamshedpur.
7. Decentralised Mini-Computer Network in Steel Distribution - by Mr N. Viswanathan, Systems Research Institute, Poona.
8. Agricultural Information Systems by Dr S.G. Narayana Murthy, Operations Research Group, Baroda.
9. Planning of Service Centres in Dharampur District by Dr Nitin R. Patel, IIM, Ahmedabad.
10. Computer Models for Power Planning by Shishir K. Mukherjee, IIM, Ahmedabad.
11. Computers in Modelling: A Case of Family Planning Programme, by Dr S.C. Bhatnagar, IIM, Ahmedabad.
12. Monitoring Systems for Primary Health Centres by Dr J.K. Satia, IIM, Ahmedabad.

Research Projects in Progress

1. Information Retrieval from Data Banks for Development Planning.
2. Graphic Applications in Management.
3. Computer-Based Information System for Materials Management.
4. Design of an Inventory System on Micro Computer.

5. Mini-Computer Based Integrated Data Analysis Package.
6. Information System for Teacher Transfer and Location and Upgrading of Schools (in collaboration with the Education Systems Unit of the Public Systems Group).
7. Computer Model for City Transport.

Application and System Programming Library

A number of software packages (systems and applications) were developed in various areas of management to improve the performance of the computer system. Twenty-five application packages were developed during the year.

Computer Use in Teaching and Research

About 20 faculty members used the computer for course development. Computer was also used for about 25 research and consulting projects. Programming assistance was also provided to several PGP and FPM courses, and research and consulting projects.

In addition, the participants of the University Teachers Programme and the 3-Month Advanced Programme used the computer extensively in their course and project work.

Academic Administration

Computer was used in academic administration such as Post-Graduate Programme grading. The Computer Centre undertook the processing of admission test data for all the three management institutions in India. Computerisation of work in various other administrative units is being taken up.

Outside Users

Many institutions/organizations like Sardar Patel Institute,

Institution of Engineers, School of Planning, Space Application Centre, National Dairy Development Board, Anand, Gujarat Industrial Development Corporation, EDP Corporation and Indian Detenators Ltd used the Institute's Computer Centre facilities.

Expansion of Computer Facilities

To meet the growing demand of computer by students and faculty in their teaching and research programmes and to facilitate development of computer-based applications, expansion of computer facility has been planned. The new computer system is expected to be installed by the middle of 1978.

X. CENTRE FOR REGIONAL MANAGEMENT STUDIES

Management Development Programmes

A one-week evening programme on Small Industry Management was organized in July, 1977 jointly by the Centre for Regional Management Studies and the Ahmedabad Management Association. In addition to the class sessions, the small industry participants visited the Institute's Computer Centre and familiarized themselves with its operations.

The Centre organized a two-day programme on Analysis of Balance Sheets and Financial Statements in collaboration with the AMA on October 28 and 29, 1977. Forty-one participants from Ahmedabad attended the programme.

The ILO's programmed book on "How to Read a Balance Sheet" has been translated into Gujarati. It will be published soon.

Programmes for University Teachers

The CRMS helped in organizing a workshop on Creative Problem Solving for teachers from universities in Gujarat. The programme was offered by Professor Pradip Khandwalla in May 1978.

The CRMS Committee has evolved an extension lecture series on management topics to be delivered by members of the IIM faculty at different industrial/university centres in Gujarat.

The Centre provided partial financial assistance to the Gujarat based participants to the University Teachers' Programme in Managerial Economics held on the campus from May 22 to June 10, 1978.

Starting from June 1978, the CRMS will help in developing faculty and course studies for colleges which have applied for autonomous status from the Gujarat University.

Activities Related to Textile Industry

The sub-group on textile industry of the CRMS held discussions with a visiting team of the National Textile Workers' Association on October 13, 1977. The subject for discussion was Modernization in the Textile Industry. On behalf of the Centre, Mr Prafull Anubhai and Professor V.L. Mote participated.

Based on the papers presented at the Round Table on Textile Policy held at Bombay in May 1976, a publication entitled "Some Aspects of Textile Policy" was brought out in August, 1977. Mr Babubhai J. Patel, Chief Minister of Gujarat, released the publication.

Research Project

The research project on Employees State Insurance Scheme jointly sponsored by the CRMS and the Chandraprasad Desai Memorial Trust of Arvind Mills has been completed.

XI. SEMINARS AND LECTURES

Seminar on Management Research

The second national seminar on Management Research was held at the Institute on January 19 and 20, 1978. The objective of the seminar was for inter-group and inter-disciplinary researchers to meet and discuss ideas for collaboration. Besides the Institute's faculty, 18 participants from thirteen institutions attended the seminar.

The topics for discussion were 1) Industry Studies: Policy Aspects, 2) Industry Studies: Techniques/Methodological Aspect, 3) Industry Studies: Behavioural Aspects, and 4) Rural/Area Development Programmes. Twenty four papers covering these four areas were presented.

As an outcome of the seminar, a need was expressed for exchange of research findings and the types of research being undertaken by various institutions, which in turn, would need a data-pool.

Vikram Sarabhai Memorial Lecture

Dr V. Kurien, Chairman, National Dairy Development Board, delivered the third Vikram Sarabhai memorial lecture on "Managing Socio-Economic Changes: The Role of Professionals" on March 7, 1978.

He urged "young professionals" to serve farmers to check the flight from villages to cities and to reverse the destructiveness of our urbanization. While agreeing that villages were no "idyllic

havens" for professionals to work, Dr. Kurien said that for those who wanted to try and work in villages, some factors were in their favour. For one, farmers still retained their faith in professionals and were willing to give the sincere professional a good chance to prove himself. "The majority of our people are rural and the majority of them are poor. It is time that the farmer came into his own. The professional who commits himself to this objective can work for farmers - and he will never go wrong, he will never lack allies - and he will always find a deep satisfaction from the trust reposed in him by the village people when he serves," he said.

He regretted that the gap between new cities and villages was widening and that professionals preferred to join the elite "to enjoy the fruits of the elite, while the going is good."

Austrian Model of Social Partnership

Dr. Wolfgang Schallenberg, Austrian Ambassador to India, spoke on "The Austrian Model of Social Partnership" on November 21, 1977.

Harmonious employer-employee relation was one of the main reasons for the rapid development of Austria which was reduced to shambles during World War. An important feature of the industrial scene in Austria was that unions were not affiliated to any political party. After the war, all the trade unions formed an Austrian Federation of Trade Unions which became the sole bargaining agent

for the worker. The model, which was highly institutionalized, incorporated all pressure groups and interests within itself and helped to fulfil a common objective. Both industrialists and labour helped in equal measure in settling disputes amicably.

The result of these features was that there were no strikes in Austria. Social equality was the main reason for the success of this unique model of partnership. The Austrian system has survived for over three decades to the satisfaction of most.

Other Seminars and Lectures

1. Workshop on Public Distribution of Foodgrains
2. Seminar on Research Methods
3. National workshop on Training Needs of Handloom Industry
4. User Value Added Approach versus the Commodity Approach - talk by Dr Ivan Illich.
5. Workshop on "Nirodh Marketing"
6. Seminar on "Intervention for Rural Development: Experiences of the Small Farmers Development Agency"

XII. ALUMNI ACTIVITIES

IIMA Alumnus

Three issues of IIMA Alumnus were published in September, May and January. The magazine continued to be the main medium of interaction between the Institute and its alumni.

Chapter Activities

Bangalore: Dr Samuel Paul, Director, IIMA, inaugurated the general body meeting of the chapter on May 24, 1977. The theme of his address was "International View of Transnational Corporations".

In August 1977, the chapter screened four films: 1) "Getting Yourself Across," 2) "Investment Planning," 3) "How to make Effective Sales," and 4) "Seeing the Future."

In October 1977, a group discussion was held among members of the chapter regarding a project to help the educated unemployed in Bangalore by identifying opportunities which involve very low investments and procedures for obtaining loans, licences, etc., and by rendering consultancy on the efficient and profitable management of a venture.

On December 14, the members got together with Professors C.D. Menon, P.S. Sachdeva, N.R. Sheth, Pramod Verma, and Manubhai Shah (Visiting Faculty at IIMA) and had a panel discussion on "Industrial Relations after the Emergency."

Madras: On July 27, 1977, Mr. David A. Artko, Regional Vice-President of Bank of America and Vice-President of the Indo-American Chamber of Commerce, addressed the chapter on "A Partnership of Necessity: The Multi-National Corporation and the Developing Nations."

Pune: The Pune Chapter organized ten discussion meetings. Well-known research workers, administrators, practising executives, and government officials participated. Other management institutions in Pune were also invited.

For the first time since the Pune Chapter was formed, a one-day seminar was held on Rural Marketing at the Blue Diamond Hotel on March 4, 1978. The faculty members were drawn from IIMA, Ahmedabad, Government officials, and Executives from public and private industries and banking organizations. The seminar was attended by about 40 participants.

In collaboration with the Pune Productivity Council, a film show was arranged on Management by Objective. After the show there was a lively discussion on the applicability of MBO in the Indian context. About 50 persons participated in this programme.

Election to the Executive Committee

The biennial elections to the Executive Committee of the IIMA Alumni Association were held in November 1977.

Mr U.V. Rao, Larsen & Toubro Ltd., Bombay; Mr. Vijay Bhargava, Hindustan Everest Tools Ltd., Delhi; and Mr R. Srinivasan, Reader.

Digest, Bombay were elected President, Vice-President, and Secretary respectively. In addition, the Executive Committee has nine elected members and six coopted members.

Professor Samuel Paul, Director, Professor M. Meenakshi Malya, Chairperson, Alumni Activities Committee, and Mr R.C. Chib, Administrative Officer, IIMA, continued as ex-officio members of the committee.

The Executive Committee met on March 10, 1978, and the Annual General Meeting of the Association was held on March 11, 1978, at Bombay.

Alumni Conferences

During the year under review, there were two alumni conferences, the 12th alumni conference was held at Delhi and the 13th at Bombay.

The 12th Alumni Conference was held in Delhi on July 15 and 16, 1977. The Conference theme was "Mass Consumption Needs: Challenge to Management." Shri Mohan Dharja, Union Minister of Commerce, Civil Supplies and Cooperation, inaugurated the conference.

The topics discussed at the conference were: a) Meeting Mass Consumption Needs: Opportunities and Strategies, b) Ensuring Fair Prices: Experiences and Options, c) Advertising and Consumer Interests, and d) Consumer Protection: Role of Institutional Mechanisms. Ninety-four executives participated in the conference.

The 13th Alumni Conference on "Human Resources Development: New Frontiers" was held in Bombay on March 10 and 11, 1978. Shri V. Krishnamurthy, Secretary, Heavy Industry, Government of India, inaugurated

the conference. Three papers were presented at the conference by the Institute Faculty: 1) Developing Young Managers: Managing Transition (Professor Pulin K. Garg), 2) China in Bull-Pens: Creativity in Indian Organizations (Professor Pradeep N. Khardwalla), 3) Some Issues in Designing Human Resources Development (Professor Uday Pareek). A panel discussion on "Moving Towards New Frontiers" concluded the two-day conference. Ninety-nine executives participated in the conference.

B.K. Hegde and Warren Haynes Memorial PGP Scholarship:

Rs. 46,201.86 have been collected from alumni and others as against the target of Rs. 60,000. Out of the interest earned on this donation, two scholarships of Rs. 1,500 have been offered to the Post-Graduate Programme students.

XIII. EDUCATIONAL FACILITIES

LIBRARY

During the year, 5,046 new books were added to the library, bringing the total number of books to 88,526. The Library has been subscribing to 800 periodicals, of which 27 were added during the year. Annual reports of 57 companies were acquired during the year increasing the total number of companies to 2800 (Indian & Foreign).

The Library brought out a monthly "List of Selected New Books on Management and Related Disciplines."

The Library also planned to start the following new services:

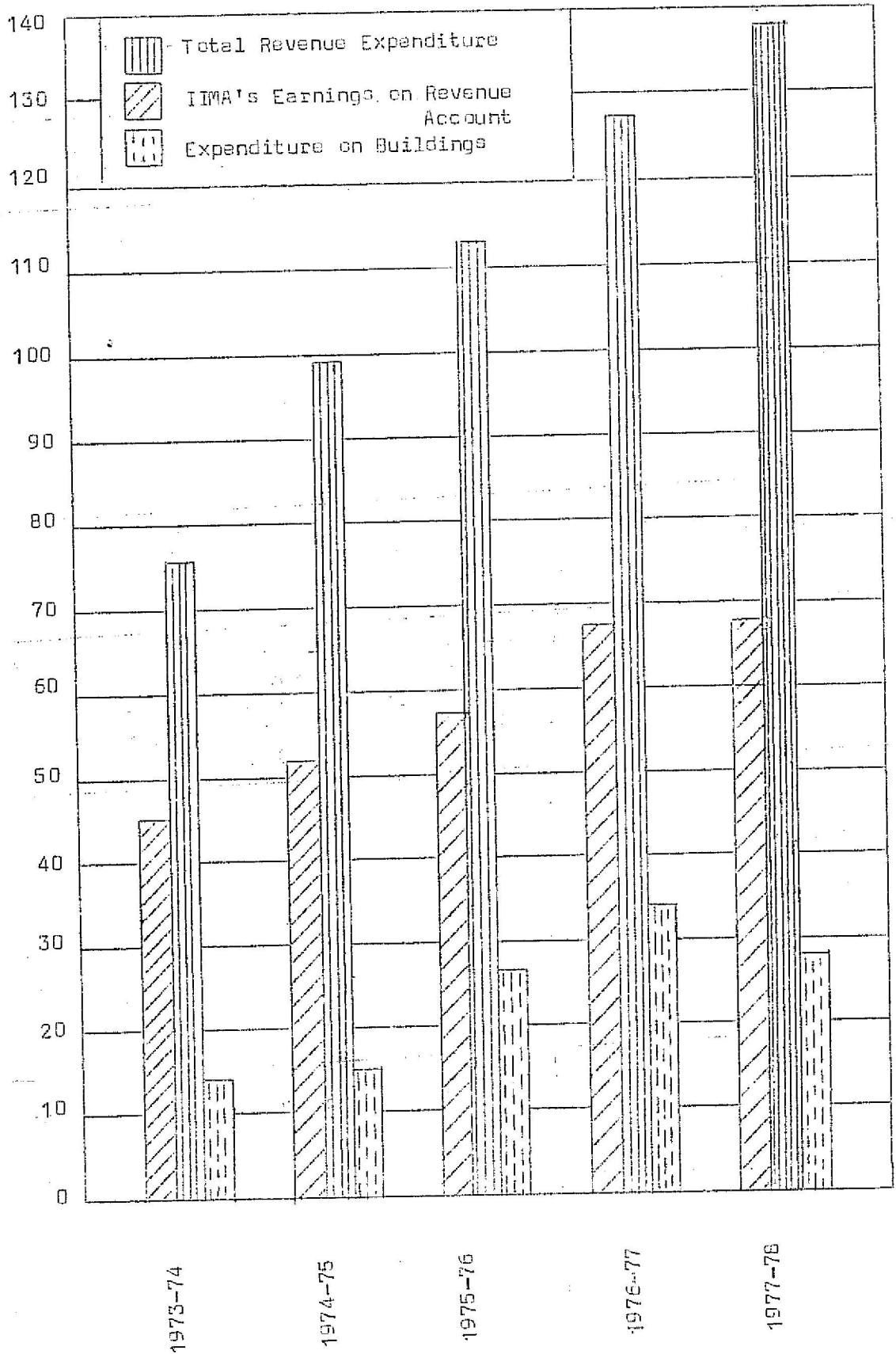
1. Subject index of articles in current periodicals on management and related disciplines. (This list will include the articles published in various Indian and Foreign periodicals on the subject).
2. Contents of current periodicals on management and related disciplines. (This will reproduce the contents from the selected periodicals received in the Library).

CAMPUS DEVELOPMENT

A 30-room dormitory was completed. Twenty Type I houses were also completed and allotted to staff. One section of the kitchen-dining complex was also ready for use, and the remaining section was nearing completion. The kitchen-dining unit will have dining

facilities for 500 persons. Work on the Management Development Centre (MDC) was also in progress. A part of MDC will be ready for use by December 1978. The following construction work was in progress:

a) Thirty Type 2A houses, b) Five Type 5A houses, c) Entrance Plaza, and d) Dormitory Court Yards.



MANPOWER GROWTH

Appendix II

Year	Faculty	Research Staff	Staff	Visiting Faculty	Total
1973-74	58	78	268	19	423
1974-75	66	70	308	8	452
1975-76	73	61	345	9	488
1976-77	77	44	400	7	528
1977-78	78	49	411	11	549

POST-GRADUATE PROGRAMMES

Appendix III

Year	Two-Year Post-Graduate Programme in Management	One-Year Programme for Management in Agriculture	Fellow Programme in Management	Total
1973-74	241	36	21	298
1974-75	290	*	24	314
1975-76	323	---	35	358
1976-77	312	---	42	354
1977-78	312	---	40	352

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

SCHOLARSHIPS

APPENDIX IV

POST-GRADUATE PROGRAMME IN MANAGEMENT

First YearOrganization

Chandrasekhar K.

Bank of America

Malshe K.N.

Dunlop India Limited

Handa S.K.

Foundation to Aid Industrial Recovery

Mattu R.K.

Godrej Trust

Singh M.K.

Hindustan Lever Limited

Vaidyanathan G.

Mahindra & Mahindra Ltd

Vijay S.

Sri Ram Scholarships

Sethi D.

Warren Haynes Memorial Scholarship (IIMA)

Second Year

Anantaram B.

Air India

Datar S.M.

Devidayal Cable Industries Ltd

Harish Kumar

First National City Bank

Kuppuswamy N.

Godfrey Philips India Limited

Mathur S.

Hindustan Lever Limited

Venkataramana R.

Mandelia Parmarth Kosh

Venkataramanaprasad R.

Sri Ram Scholarship

Shroff A.

B.K. Hegde Memorial Scholarship (IIMA)

FELLOW PROGRAMME IN MANAGEMENT

IFCI DISSERTATION PROPOSAL AWARDS

Krishnakumar

Shekhar Choudhuri

MANAGEMENT DEVELOPMENT PROGRAMMES

APPENDIX V

	No. of Organizations			No. of participants		
	Public	Private	Total	Public	Private	Total
Project Identification, Formulation and Appraisal (July 10 to August 6, 1977)	11	--	11	27	--	27
3-Tier Programme for Management Development (August 7 to September 28)	21	56	77	52	133	185
Three-Month Advanced Programme on Computer-Based Information Systems Analysis and Design (August 7 to November 5, 1977)	17	1	18	30	1	31
Programme in Personnel Management (August 28 to September 4, 1977)	16	10	26	18	12	30
Management of Agriculture and Rural Development Programmes (Sponsored by North-Eastern Council - September 5 to 17, 1977)	8	--	8	20	--	20
Programme on Materials Planning and Control (October 26 to November 3, 1977)	10	13	23	16	14	30
Six-Month Management Education Programme (November 16, 1977 to April 5, 1978)	17	7	24	25	7	32
Programme on Product Policy & New Product Decisions (November 20 to 26, 1977)	2	24	26	2	32	34
Workshop on Creative Problem Solving (November 20 to 29, 1977)	9	7	16	11	9	20
Programme on Planning Control and Management Information Systems (December 4 to 10, 1977)	13	12	25	17	12	29

	No. of organizations			No. of participants		
	Public	Private	Total	Public	Private	Total
Changing Patterns of Industrial Relations (December 11 to 17, 1977)	17	16	33	17	17	34
Programme on Management of Executive Stress and Organizational Conflicts (February 26 to March 5, 1978)	12	6	18	16	6	22
Professional Development Programme for Trade Union Leaders of Gujarat (Sponsored by the Government of Gujarat) (March 1 to 26, 1978)	32	—	32	36	—	36
						(Trade Union Leaders)
Laboratory in Management of Motivation (March 5 to 11, 1978)	13	6	19	17	6	23
Apex Seminar on Organizational Diagnosis and Development (April 3 to 5, 1978)	3	6	9	4	8	12
Programme in Personnel Management (April 9 to 16, 1978)	22	10	32	26	10	36
Programme Implementation, Monitoring and Evaluation - Health and Family Welfare (April 10 to 29, 1978)	7	—	7	21	—	21
Management of Rural Development Programmes (April 16 to 29, 1978)	25	4	29	28	4	32
Management Development Programme for Medium and Small Enterprises (April 16 to 29, 1978)	7	14	21	8	15	23

	No. of organizations			No. of participants		
	Public	Private	Total	Public	Private	Total
Agricultural Management Programme (April 17 to 30, 1978)	15	11	26	18	14	32
University Teachers Programme in Managerial Economics (Sponsored by the Union Ministry of Education) (May 21 to June 10, 1978)	15	—	15	19 (Teachers)	—	19
University Teachers Programme in Human Resource Management (Sponsored by the Union Ministry of Education) (May 25 to June 17, 1978)	12	—	12	14 (Teachers)	—	14
	304	203	507	441	300	741

CASES, RESEARCH, AND CONSULTING

Appendix VI

Year	Cases Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
1973-74	1037	98	75
1974-75	1100	118	100
1975-76	1223	133	112
1976-77	1409	161	141
1977-78	1612	196	166

BOARD OF GOVERNORS*

Appendix VII

CHAIRMAN
Keshub Mahindra
Chairman, Mahindra & Mahindra Ltd.
Bombay

Nanubhai Amin
/ Chairman
Jyoti Ltd
Baroda

P.C.D. Nambiar
/ Chairman
State Bank of India
Bombay

Prafull Anubhai
/ Managing Director
Rustom Mills & Industries Ltd
Ahmedabad

Ishwarbhai J. Patel
/ Vice-Chancellor
Gujarat University
Ahmedabad

G.C. Baveja
/ Additional Secretary and
Director General
Bureau of Public Enterprises
Ministry of Finance
Government of India
New Delhi

Samuel Paul
Director
IIM, Ahmedabad

H.K.L. Capoor
Chief Secretary
Government of Gujarat
Gandhinagar

R. Ramanna
Director
Bhabha Atomic Research Centre
Bombay

R.V. Chandramouli
Secretary
Education Department
Government of Gujarat
Gandhinagar

R. Ratnam
Director
Sundaram Motors
Madras

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

R.C. Shah
/ Chairman & Managing Director
Bank of Baroda
Bombay

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

*

As on March 31, 1978.

N.M. Desai
Chief Executive & President
Larsen & Toubro Ltd
Bombay

J.A. Kalyanakrishnan
Financial Adviser
Ministry of Education & S.W.
Government of India
New Delhi

Shrenik Kasturbhai
Anil Starch Products Ltd
Ahmedabad

Air Chief Marshal P.C. Lal (Retd)
Chairman
Indian Airlines & Air India
New Delhi

Harshavaden Mangaldas
Chairman
Aryodaya Ginning & Mfg. Co. Ltd
Ahmedabad

Ram S. Tarneja
General Manager
Bennett Coleman & Co. Ltd
Bombay

A.H. Tobaccowala
Managing Director
Voltas Ltd
Bombay

S. Varadarajan
Chairman & Managing Director
Indian Petrochemicals Corpn. Ltd
Baroda

V.S. Vyas
Professor
IIM, Ahmedabad

Secretary
R.C. Chib
Administrative Officer
IIM, Ahmedabad

SOCIETY*

Appendix VIII

Secretary Ahmedabad Cotton Mfg. Co. Ltd. Ahmedabad	Madanmohan Mangaldas/ Harshavadan Mangaldas Aryodaya Ginning & Mfg. Co. Ltd Ahmedabad
B.S. Sandhu/V.B.L. Mathur Ahmedabad Jupiter Spg. Wvg. & Mfg. Mills Ahmedabad	Harshavadan Mangaldas/ Madanmohan Mangaldas Aryodaya Spg. & Wvg. Co. Ltd Ahmedabad
Mahendra Kanaiyalal Ahmedabad Kaiser-I-Hind Mills Co. Ltd. Ahmedabad	C.H. Choksey/A.S. Dani Asian Paints India (Pvt.) Ltd. Bombay
Ramesh Chandulal/Bipin Chandulal D.R. Desai Ahmedabad New Cotton Mills Co. Ltd Ahmedabad	Ajay Chimanbhai/Arvind Narottam Ashoka Mills Ltd Ahmedabad
P.T. Munshaw/Nandiniben P. Munshaw/Dinashchandra L. Patel Ahmedabad Shri Ramakrishna Mills Co. Ltd. Ahmedabad	Kamaljit Singh Managing Director Associated Cement Cos. Ltd. Bombay
C.R. Amin Director Alkemic Chemicals Works Co. Ltd. Baroda	N.S. Johary General Manager Atic Industries Ltd. Atul, Bulsar
Jayakrishna Harivallabhdas/ Balakrishna Harivallabhdas Ambica Mills Ltd. Ahmedabad	Atul Products Ltd. Atul, Bulsar U.V. Rao/B.G.N. Patel Audco India Ltd. Bombay

*

As on March 31, 1978. The members of the Board of Governors are also members of the Society.

Chinubhai Manibhai/Shrenik Kasturbhai
Anil Starch Products Ltd.
Ahmedabad

Nitin J. Nanavaty
Managing Director
Aparva Containers Pvt. Ltd.
Ahmedabad

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

Niranjan Narottam Lalbhai/
Siddharth Kasturbhai
Arvind Mills Ltd.
Ahmedabad

Maj. Gen. D.M. Mani
Chairman & Managing Director
Bharat Earth Movers Ltd.
Bangalore

K.R. Parameswar
Chief (Planning & Development)
Bharat Heavy Electricals Ltd.
New Delhi

Suboth Chaturbhujdas/V.M. Shah
Bharat Suryodaya Mills Co. Ltd.
Ahmedabad

The Manager
Bharat Vijay Mills Ltd.
Kalol

J.N. Guzder
Bombay Dyeing & Mfg. Co. Ltd.
Bombay

The Chairman & Managing Director
Brooke Bond India Ltd.
Calcutta

Rahul Bajaj
Chairman
Bajaj Auto Ltd.
Pune

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

R.C. Shah
Chairman & Managing Director
Bank of Baroda
Bombay

M.P. Shah
Assistant General Manager
Bank of India
Ahmedabad

C.T. Parekh
Chandrakant Parekh Pvt. Ltd
Bombay

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

Siddharth Kasturbhai
Cibatul Ltd
Atul, Bulsar

Manubhai Bhikhabhai/
Jagdishbhai Manubhai
Commercial Ahmedabad Mills Ltd.
Ahmedabad

Charat Ram
Delhi Cloth & General Mills
Co. Ltd
Delhi

Kowal K. Aggarwal
Director
Devidayal Rolling & Refineries
Pvt. Ltd.
Bombay

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

M.V. Arunachalam
Carborundum Universal Ltd.
Madras

Janmejy Bhagubhai
Managing Director
Cellulose Products of India.
Ahmedabad

K.J.S. Banaji
Joint General Manager
Central Bank of India
Bombay

D.D. Sathe
Chairman-cum-Managing Director
Export Credit & Guarantee Corpn.
Ltd.
Bombay

Vice-President
First National City Bank
Bombay

N.C.B. Nath
Chairman
Ganesh Flour Mills Co. Ltd.
Delhi

G.J. Medley
Managing Director
Glaxo Laboratories (India) Ltd
Bombay

Shantilal K. Somaiya
Godavari Sugar Mills Ltd.
Bombay

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

Upendrakumar M. Patel
Chairman & Managing Director
Shri Dinesh Mills Ltd.
Baroda

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

K.V. Raghavan
Chairman & Managing Director
Engineers India Ltd.
New Delhi

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

A.K. Sen Gupta
Chief Executive (Personnel)
Indian Oxygen Ltd
Calcutta

K.N. Venkatasubramanian
Marketing Manager
Indian Petrochemicals Corpn. Ltd.
Baroda

B. Majumdar
Indian Tube Co. Ltd
Bombay

H.T. Parekh
Chairman
Industrial Credit & Investment Corpn.
of India
Bombay

Managing Director
Gujarat State Fertilizers Co. Ltd.
Baroda

K.N. Shenoy
Managing Director
Hindustan Brown Boveri Ltd.
Baroda

T. Thomas
Chairman
Hindustan Lever Ltd.
Bombay

Ramakrishna Bajaj
Hindustan Sugar Mills Ltd.
Bombay

R.P. Kapur
Chairman & Managing Director
Hindustan Zinc Ltd.
Udaipur

S. Chaudhuri
Indian Explosives Ltd.
New Delhi

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

L.D. Vasa
Mafatlal Gagalbhai & Co. (P) Ltd.
Bombay

L.D. Vasa
Mafatlal Industries Ltd.
Ahmedabad

J.S. Karkal
Mahindra & Mahindra Ltd.
Bombay

Baldev Pasricha
Chairman
Industrial Finance Corpn. of India
New Delhi

V.M. Chemburkar
Chief Executive
Jyoti Ltd
Baroda

B.U. Balsari
Kalol Mills Ltd.
Ahmedabad

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

N.M. Desai
Chief Executive & President
Larsen & Toubro Ltd.
Bombay

S. Rangarajan
Chairman
LIC of India
Bombay

J.N. Guzder
Managing Director
National Peroxide Ltd
Bombay

D.M. Trivedi
National Rayon Corpn. Ltd.
Bombay

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

New Swadeshi Mills of Ahmedabad
Ahmedabad

P.K. Nanda
Chairman & Managing Director
Metal Box Co. of India Ltd.
Calcutta

S.R. Pramanik
General Manager
Metallurgical & Engineering Con-
sultants of India Ltd.
Ranchi

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

The Chairman & Managing Director
Minerals & Metals Trading Corpn.
New Delhi

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

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

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

Prafull Anubhai
Managing Director
Rustom Mills & Industries Ltd
Ahmedabad

Navanital Sakarlal/Nandakishore
Sakarlal/Saurabh Navnital
Sakarlal Balabhai & Co. Ltd.
Ahmedabad

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

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

Jyotindra N. Mehta
Piyushakumar Natavarlal & Co.
Ahmedabad

Chairman
Punjab National Bank
New Delhi

Lilavati Lalbhai/
Vijaysinh Chimanbhai
Raipur Mfg. Co. Ltd
Ahmedabad

B.V. Bhatt
Rajendra Dyeing & Ptg. Mills Ltd.
Ahmedabad

Rohit C. Mehta
Rajesh Textile Mills Ltd.
Ahmedabad

R. Panchu
Managing Director
Ralliwolf Ltd.
Bombay

Ravindrabhai Chirubhai/
Arvindbhai Chinubhai
Rohit Mills Ltd
Ahmedabad

S. Padmanabhan
Managing Director
State Industrial & Investment Corpn.
of Maharashtra Ltd.
Bombay

Gange Lal Casawa
Chief Marketing Manager
S.T.C. of India Ltd.
New Delhi

Navnitlal Shodhan/Saurabh Navnitlal/
Nandakishore Sakarlal
Saraspur Cotton Mfg. Ltd.
Ahmedabad

Chinubhai Chimanbhai/
Ashoke Chimanbhai
Saraspur Mills Ltd
Ahmedabad

Arvind Hiralal
Saurabh Corporation
Ahmedabad

Vadilal Lallubhai
Sayaji Mills Ltd.
Ahmedabad

Pratap Bhogilal
Shriram Mills Charitable Trust
Bombay

Navanitlal Sakarlal/Nandkishore
Sakarlal/Saurabh Navanitlal
Silver Cotton Mills Co. Ltd.
Ahmedabad

Ajitkumar C. Patel
Director
Soft Beverages Pvt. Ltd
Madurai

Chief General Manager
State Bank of India
Local Head Office
Ahmedabad

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

Suhrid Sarabhai
Suhrid Geigy Ltd
Baroda

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

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

M.D. Davar
Svadeshi Mills Co. Ltd.
Bombay

P.V.S. Manyam/C.A. Joshi
Tata Chemicals Ltd.
Mithapur (Gujarat)

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

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

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

N.K. Bhada
Tata Oil Mills Co. Ltd.
Bombay

A.H. Tobaccowala
Managing Director
Voltas Ltd.
Bombay

M.Ct. Pethachi
Managing Director
Travancore Rayons Ltd.
Madras

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

Natvarlal Ramanlal/
Chandravadan Ramanlal
Vikram Mills Ltd.
Ahmedabad

Lalchand Hirachand
Chairman
Walchandnagar Industries
Bombay

Surinder Singh
Personnel Director
Warner Hindustan Ltd.
Hyderabad.

FACULTY AND ADMINISTRATION**

Appendix IX

Director

Samuel Paul
Ph.D (Syracuse)

FACULTY

Ifzal Ali
Ph.D (Johns Hopkins)

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

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

L.R. Bhandari
Ph.D (Columbia)

S.C. Bhatnagar
Fellow (IIMA)

Anil Bhatt
Ph.D (Chicago)

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

Somnath Chattopadhyay
Ph.D (IARI, Delhi)

B.M. Desai
Ph.D (Cornell)

G.M. Desai
Ph.D (Cornell)

Bakul H. Dholakia
Ph.D (MSU)

Nikhilesh Dholakia
Ph.D (Northwestern)

Ruby Roy Dholakia
Ph.D (Northwestern)
(Visiting Faculty)

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

C. Copinath
Ph.D (IIT, Kharagpur)

Anant C. Gosalia
M.S. (Berkeley)

V. Govindarajan
A.C.A.
(At Harvard, DBA Programme)

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

Ramesh C. Gupta
Ph.D (Berkeley)
(Visiting Faculty)

Ranjit Gupta
M.A. (Lucknow)

Tirath R. Gupta
Ph.D (Massachusetts)

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

Akkanad M. Isaac
Ph.D (Lehigh)

A.K. Jain
Fellow (IIMA)

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

Amarlal H. Kalro
Ph.D. (Minnesota)

- V.R. Gaikwad
Ph.D (Saugar)
- R.S. Ganapathy
Dip. Bus. Adm. (IIMA)
(At Michigan, Ph.D. Programme)
- Pulin K. Garg
Ph.D. (Berkeley)
- Pradip N. Khandwalla
Ph.D (Carnegie-Mellon)
- Rakesh Khurana
Dip. Bus. Adm. (IIMA)
M.S. (Northwestern)
- M.G. Korgaonkar
Ph.D. (IIT, Bombay)
- S.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
Ph.D (Missouri)
- C.D. Menon
Bar-at-Law (London)
- P.N. Misra
Ph.D
(Delhi School of Economics)
- Sasi B. Misra
Ph.D. (California)
- Mohan Kaul
Ph.D. (Paris)
- V.L. Mote
Ph.D. (N. Carolina)
- T.K. Moulik
Ph.D. (IARI, Delhi)
- S.K. Mukherjee
Ph.D (Berkeley)
- Udai Pareek
Ph.D. (Delhi)
(L&T Professor of Organizational Behaviour)
- Nitin R. Patel
Ph.D. (MIT)
- H.N. Pathak
M.Sc (London School of Economics)
- M. Raghavachari
Ph.D (Berkeley)
- K.V. Ramani
Ph.D. (Cornell)
- C.G. Ranade
Ph.D. (Cornell)
- C. Rangarajan
Ph.D. (Pennsylvania)
(RBI Professor of Economics)
- T.P. Rama Rao
M.Tech. (IIT, Kanpur)
- S. Sreenivas Rao
M.A. (Osmania)
M.A. (Syracuse)
- T. Venkateswara Rao
Ph.D (SPU)
- P.S. Sachdeva
Dip. Bus. Adm. (IIMA)
- Jahar Saha
Ph.D. (Case Western Reserve)

B.L. Mittal
Dip. Bus. Adm. (IIMA)

M. Mohan
Ph.D. (Manchester)

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

Mirza S. Saiyadain
Ph.D. (Kansas)

Shreekant Sambrani
Ph.D (Cornell)

J.K. Satia
Ph.D. (Stanford)

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

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

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

U.K. Srivastava
Ph.D. (Lucknow)

M.G. Subrahmanyam
Ph.D. (MIT)

Dwijendra Tripathi
Ph.D. (Wisconsin)

Pramod Verma
Ph.D (Manchester)

M.N. Vora
D.B.A. (Harvard)

V.S. Vyas
Ph.D. (Bombay)

Charan D. Wadhva
Ph.D. (Yale)

LECTURER

Indira J. Parikh
M. Ed. (Rochester)

VISITING FACULTY

Prafull Anubhai
Managing Director
Rustom Mills & Industries Ltd
Ahmedabad

S.K. Bhattacharyya
Chief Executive
Management Structure & Systems
Bombay Pvt. Ltd

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

Guruprasad Murthy
Reader
Jammalal Bajaj Institute of
Management Studies
University of Bombay
Bombay.

N.U. Raval
Ahmedabad

Subroto Sen Gupta
Director of Research & Development
Clarion Advertising Services Ltd.
Bombay

M.D. Shah
General Manager
Arvind Mills Ltd
Ahmedabad

Shyam Sunder
Asst. Professor
Graduate School of Business
University of Chicago

Prakash Tandon
Director-General
National Council of Applied
Economic Research
New Delhi

Caçerm Tulpude
Bombay

~~VISITING FACULTY~~

Satya Prakash Agarwal
Chartered Accountant
Bombay

RESEARCH STAFF

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M.Sc. (Calicut)

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M.A. (MSU)

Indira V. Ayyar
M.A. (Bombay)

M. Balasubramanian
M.Sc. (Madurai)

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LL.B. (Delhi)
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Officer

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Finance & Accounts Officer

P.K. Varkey
Assistant Administrative Officer

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Programmes Officer (PGP)

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U.K. Srivastava	Co-ordinator, Publications and Seminars

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J.K. Satia	Chairman
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Ravi J. Matthai	
V.S. Vyas	

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APPENDIX XI

FINANCE AND ACCOUNTS

SORAB S. ENGINEER & CO.,
CHARTERED ACCOUNTANTS

Ismail Building
381, D. Naoroji Road
Fort
BOMBAY - 400 023

AUDITORS' REPORT TO THE DEPUTY CHARITY COMMISSIONER, AHMEDABAD
REGARDING AUDIT OF ACCOUNTS OF THE INDIAN INSTITUTE OF MANAGEMENT
FOR THE YEAR ENDING 31ST MARCH, 1978

Registered No. F/174 Ahmedabad

- (a) The accounts are maintained regularly and in accordance with the provision of the Act and Rules
- (b) Receipts and disbursements are properly and correctly shown in the accounts.
- (c) The cash balance and vouchers in the custody of the Accountant on the date of the audit were in agreement with the Accounts.
- (d) All books, Deeds, Accounts, Vouchers, or other documents or records required by us were produced before us.
- (e) Inventories certified by the Administrative Officer of the movables (except library books) of the Public Trust and Certificate of Librarian in respect of books were produced before us.
- (f) The accountant appeared before us and furnished the necessary information required by us.
- (g) No property or Funds of the Trust were applied for any object or purpose other than the object or purpose of the trust.
- (h) An amount of Rs.2,41,829/- is outstanding towards advances to employees, others and students for a period of more than one year and no amount is written off during the year.
- (i) The net capital expenditure of Rs.2,66,74,475 on building on 31-3-78 represents:-

- (i) Advance to contractors against their running bills and
- (ii) Miscellaneous expenses on building

- (j) No money of the Public Trust has been invested contrary to the provisions of Section 35.
- (k) No alienations of the Immovable property contrary to the provisions of Section 36, have come to our notice
- (l) We think necessary to bring to the notice of the Deputy Charity Commissioner the following special matters:-

- (1) The Indian Institute of Management has been receiving grants from the Ford Foundation. A part of the grant received in India (including books and equipments) has been brought in the books of accounts of the Institute. The other part of the grant received direct by Institute of International Education, New York, would not be recorded in the books of Account of the Institute in India.
- (ii) Provision in respect of depreciation on assets for the period 1st January 1962 to 31st March, 1978 has not been made in the books of account.
- (iii) The net capital expenditure on building under construction amounting to Rs.2,66,74,475 is arrived as under:-

(a) Expenses	Rs.1,14,97,288
(b) Amount advanced against running bills subject to adjustment of Final Bills	<u>Rs.1,51,77,187</u>
	<u>Rs.2,66,74,475</u>

CHARTERED ACCOUNTANTS
Date: 17th August, 1978

NAME OF THE PUBLIC TRUST: INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDING 31ST MARCH 1978

Registration No. P 174

E X P E N D I T U R E		I N C O M E	
Previous Year 1976-77	Rs.	Previous Year 1976-77	Rs.
TO EXPENDITURE IN RESPECT OF PROPERTIES		BY RENT REALISED	
Municipal Taxes on Buildings	1,20,000	On Loans and advances to staff	1,61,278
TO ESTABLISHMENT EXPENSES AS PER SCHEDULE 1	88,09,174	BY INTEREST REALISED *	5,329
TO RENT AND TAXES FOR BUILDING		BY DONATION IN CASH OR KIND	
TO EXPENDITURE ON VARIOUS COURSES ARRANGED DURING THE YEAR		Grants from the Govt. of India, Ministry of Education, received during the year	75,13,000
(i) Post Graduate Course	17,64,855	Add: (i) Unspent balance of 1976-77 transferred from Balance Sheet	9,962
(ii) Short-term Programmes	14,11,576	(ii) Unspent balance of grant for Pay Commission arrears vide Govt's sanction No.F.17-3774/T.6/T.3/T.1 dt. 11-5-77	1,11,470
TO LOCAL EXPENSES		Less:	76,34,432
TO PENALISATION IN JUDICIALS		Amount transferred to Balance Sheet (representing expenditure on non-recurring items)	5,07,393
(i) Audit Fees	8,000		
(ii) Fees for other services	531	BY INCOME FROM OTHER SOURCES AS PER SCHEDULE 4	71,27,039
TO RESCILLAMPAN EXPENSES AS PER SCHEDULE 2		BY TRANSFER FROM RESERVE	64,51,139
TO EXPENDITURE ON OBJECTS OF TRUST		(i) Contribution to Research Projects from Ford Foundation Grant	1,40,510
(i) Educational Scholarships (PGR)	1,95,160	Less:	
(ii) Fellowships for FBA	2,40,009	Amount transferred to Balance Sheet (representing expenditure on non-recurring items)	3,33,666
TO AMOUNTS TRANSFERRED TO RESERVE OR SPECIAL FUND AS PER SCHEDULE 3		(ii) Contribution to Research Projects from Ford Foundation Grant for CMA	2,77,120
TO SURPLUS CARRIED OVER TO BALANCE SHEET		Less:	
		Amount transferred to Balance Sheet (representing expenditure on non-recurring items)	56,546
		(iii) Contribution from CMA fund for meeting other expenses of CMA	4,813
		(iv) Contribution from CMA fund for meeting excess expenses over Ford Foundation Grant for CMA	1,82,220
			6,04,663
			1,73,49,648

NOTES:- (1) * Interest on investments of donations of Rs-12,56,013/- has been credited to DONATION FROM INDUSTRIES in the Balance Sheet (Previous Year Rs-11,22,130/-)

(2) Previous Year's figures have been regrouped wherever necessary to make them comparable with those of this year

(iii)
INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDING 31-3-1978

(3)

SCHEDULE 1

Previous Year 1976-77	Rs.	Rs.	Rs.	Rs.
TO ESTABLISHMENT EXPENSES				
i) Salaries & Allowances #				
a) Faculty & Staff	52,08,913			
b) Centre for Management in Agriculture (a)	7,45,908			
c) Consultancy and sponsored Research Projects	4,63,863			
d) Grants for management practices	1,89,441			
# including Rs.3,999/- contribution to meet shortfall of FF interest (Previous Year Rs.5,642)	66,08,125			
ii) Travelling Expenses	1,27,897			
iii) Services & Contingencies	18,55,469			
iv) Maintenance of Estate	2,17,683			
TOTAL:	88,09,174			
<u>SCHEDULE 2</u>				
IF MISCELLANEOUS EXPENSES				
i) Centre for Management in Agriculture (a)	83,244			
ii) Other expenses of Consultancy & Sponsored Research Projects	10,90,761			
iii) Centre for Management Practices	19,960			
iv) Expenditure on Research Projects met from Ford Foundation Grant for Rupee Budget	1,40,510			
TOTAL:	13,34,475			
<u>SCHEDULE 3</u>				
TO ACCOUNT TRANSFERRED TO RESERVE OR SPECIFIC FUNDS				
i) Fund for purchase of equipment & furniture for Projects				
ii) Research & Development Fund	1,56,000			
iii) Faculty & Staff Development Fund				
iv) Fund from increased earnings on Revenue account	2,94,000			
TOTAL:	4,50,000			

Previous Year 1976-77	Rs.	Rs.	Rs.	Rs.
BY INCOME FROM OTHER SOURCES				
i) Receipt from various courses arranged during the year:				
a) Post-Graduate Course	16,07,506			17,82,572
b) Short-term programmes	13,35,410			19,19,457
	29,42,916			
ii) Grant from Govt. of India Ministry of Agriculture for Centre for Management in Agriculture, received during the year				
iii) Sponsored Research Projects	3,55,000		41,889	3,65,000
iv) Consultancy Projects	4,21,686		46,830	4,73,349
v) Miscellaneous Receipts	18,50,677			14,88,957
vi) Chair from Gujarat State Fertilizer Co., Ltd.	37,492			1,77,403
Chair from State Trading Corpn.	36,000			
Chair from Industrial Finance Corporation of India (Interest)	46,846			
Chair from Reserve Bank of India	1,08,233		1,16,963	
Chair from Larsen & Toubro Ltd. (Interest)	2,575		72,425	
	1,93,677		1,02,652	
Less:			3,82,759	
Amount transferred for meeting expenses in the year 1978-79	57,965		1,73,358	2,09,401
	1,35,689			55,000
	48,500			64,51,139
	57,91,960			
vii) Scholarship from Industries TOTAL:				

i) Fund for purchase of equipment & furniture for Projects				
ii) Research & Development Fund				
iii) Faculty & Staff Development Fund				
iv) Fund from increased earnings on Revenue account				
TOTAL:	4,50,000			

(a) Includes Rs.2,77,120/- met from Ford Foundation Grant for CMA (Previous Year Rs.4,53,961) and Rs.1,44,924/- towards excess expenditure over Ford Foundation Grant (Previous year Rs.11) met from CMA Fund.

(b) Includes Rs.4,813/- towards excess expenditure over grant from Ministry of Agriculture and Grant from Ford Foundation for CMA respectively (Previous year Rs.2,173 and Rs.23,558/- respectively) met from CMA Fund.

Date: August 17, 1978
TRUSTEE

V.S. Vyas
DIRECTOR

R.C. Chib
ADMINISTRATIVE OFFICER

C. Randoss
FINANCE & ACCOUNTS OFFICER

Soyab S. Engineer & Co.,
CHARTERED ACCOUNTANTS

SCHEDULE - VIII
Vide Rule 17 (f)

NAME OF THE PUBLIC TRUST: INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
BALANCE SHEET AS AT 31ST MARCH, 1978

Registration No. F 174

FUND'S AND LIABILITIES		Previous Year 1976-77		ASSETS	
Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
4,40,04,311	4,99,26,437	2,71,33,343	IMMOVABLE PROPERTIES: As per Schedule 'C'	2,97,86,075	
99,63,385	1,00,20,305	88,45,891	MOVABLE PROPERTIES: As per Schedule 'D'	99,58,814	
7,10,338	9,37,940	79,671	STOCKS AT COST	82,128	
1,27,300	1,71,225	1,93,22,535	INVESTMENTS: As per Schedule 'E'	2,12,56,273	
1,83,606	1,03,360	3,38,519	LOANS (UNSECURED)		
18,305	-	67,782	1. Loan Scholarships (Cont)		
15,383	10,668	4,06,301	(a) One Year Old	2,59,716	
3,44,594	2,85,253		(b) Current	44,480	
4,275	6,525		ADVANCES:		
24,44,752	36,09,688	1,66,538	To employees (including Rs.1,30,839/- for purchase of Conveyance)		
72,682	1,97,100	5,26,476	Rs.1,1,614	1,99,849	
25,21,709	-	6,93,014	To others	11,45,140	
35,76,641	18,668		DEPOSITS:		
8,749	2,85,253	31,535	Security Deposits	32,035	
	9,962	47,235	Telephone Deposits	67,725	
	9,962	78,770	INCOME OUTSTANDING:		
	38,13,313	3,82,587	Interest	3,72,942	
	50,36,506	5,575	Other Income	22,600	
		5,00,060	Grant due from Ministry of Education (since received)	9,99,000	
		8,488,162	DUE FROM STUDENTS:		
			Due from Post Graduate Students	5,502	
			(a) One year old	8,744	
			(b) Current	14,246	
			Due from FBA Students:		
			(a) One year old	210	
			(b) Current	4,510	
			CASH AND BANK BALANCES:		
			As per Schedule 'F'	4,720	
			TOTAL:	18,966	
				1,13,073	
				6,43,98,816	

NOTE: 1. Depreciation on assets is not provided from 1.1.62 to 31.3.1978

2. Previous year's figures have been regrouped wherever necessary to make them comparable with this year

In case the accounts are maintained on cash basis, state the income outstanding below:- Nil

The above Balance Sheet to the best of our belief contains a true account of the Funds and Liabilities and of the Property and Assets of the Trust

As per our report of even date

(v)
INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1978

SCHEDULE 'A'	OTHER EARNESTED FUNDS			Balance as on 31st March, 1978 Rs.
	Balance as on 1st April, 1977 Rs.	amount credited during the year Rs.	Amount debited during the year Rs.	
(1) LAND AND BUILDING				
1. Donation (value of land donated by the Government of Gujarat)	26,50,920	-	-	26,50,920
2. Contribution from Industries (including interest on investment)	97,67,544	14,11,011 (c)	-	1,11,78,555
3. Grant from Ministry of Education for Building expenses (Government of India)	1,61,48,000	24,99,000	-	1,86,47,000
4. Grant from ICMID for Building	9,58,000	-	-	9,58,000
5. Fund from increased earnings on Revenue account	11,20,281	2,94,000 (b)	-	14,14,281
(11) ACADEMIC ACTIVITIES				
1. Reserve Fund for Special Programmes (to meet deficit in any programme)	37,096	-	-	37,096
2. Library Fund (Gale proceeds for some of the books from Ford Foundation and other teaching materials)	11,96,870	2,77,561	3,77,425 (c)	10,97,006
3. Donation from British Information Services for Equipment (as per contra)	13,118	-	-	13,118
4. Fund for CMC programmes	14,11,172	3,25,704	1,87,033 (d)	15,01,404
		48,4399	-	
5. Research & Publication/Development Fund	2,72,003	1,56,000 (b)	1,35,529	3,11,816
		19,3420	-	
6. Donation for National Management Study Centre (Endowment) (Interest only to be used)	7,68,343	2,919	1,52,832 (e)	6,00,000
		-	18,4301	
7. Chairs for Management practices (Endowment) (Interest only to be used)	13,00,000	-	-	13,00,000
(111) STUDENTS' ID				
1. Fund for Loan Scholarships to Students	13,25,280	1,02,674	-	14,07,954
2. Fund from other parties for loan scholarships to Students (Interest only to be used)	68,000	-	-	68,000
3. Prof. P. G. P. Memorial Fund (including interest on investment of the Fund)	36,851	4,537	3,000	38,388
(111) FURNITURE & EQUIPMENT				
1. Grant-in-aid from Ministry of Education & Govt. of Gujarat (Representing expenditure on non-recurring items) (as per contra)	34,53,659	5,07,393	61,594	38,99,458
2. Grant from Ministry of Food & Agriculture for agri-co-op. programme for Equipment (Representing expenditure on non-recurring items) (as per contra)	47,538	-	3,023	44,515
3. Fund for Meeting expenses for Equipment to be imported	42,193	-	-	42,193
4. Amount to be adjusted to the Ministry of Education on sale of assets	45,923	24,601	-	70,524
5. Sale and/or written off amount from assets purchased from the Govt. of India & Government of Gujarat	40,555	-	-	40,555
6. Fund for Expenses on Computer	5,29,224	3,85,775 (f)	1,09,059 (g)	8,04,450
		-	1,450 (h)	
7. Equipment purchased from fund for expenses on Computer (As per contra)	1,21,153	1,490	-	1,22,643
8. Grant from U.M.II For non-recurring items for E.M.A. (as per Contra)	1,02,643	-	-	1,02,643
9. Non-recurring expenses met from other sources	4,08,036	2,74,667	-	7,63,723
10. Amount to be adjusted to the Govt. of Gujarat on sale of assets	27,641	12,586	-	40,227
11. Non-recurring expenses met from Library Fund (Furniture & Books)	10,66,392	3,77,425	-	14,37,817
12. Fund for equipment & furniture for Projects & Kitchen/Dining Complex	6,13,942	-	2,66,025 (f)	3,47,917
(V) MISCELLANEOUS				
1. Donation of Barnes of Limited Company	500	-	-	500
2. Fund for conveyance advance to Faculty and Staff (Details for use of Funds as per Balance Sheet)	1,76,000	-	-	1,76,000
3. Faculty and Staff Development Fund	1,20,434	13,811	4,511	1,29,734
		66,90,516	13,60,390	4,93,26,437
	4,40,04,311			

(a) Includes interest on investment of Rs.12,56,611/-

(b) Transferred from 'Income & Expenditure Accounts'

(c) Amount appropriated for purchase of Library books

(d) Transferred on 'Income & Expenditure Account' for meeting expenses

(e) Interest on investment for meeting expenses transferred to a separate account

(f) Fees received for computer services

(g) Grouped under 'Sundry Credit Balances'

(h) Transfer of Computer expenses

(i) Amount appropriated for purchase of Equipments & Furniture for Projects, Kitchen/Dining.

(j) Amount appropriated for purchase of computer equipments

(vi) INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1978

SCHEDULE 'B'

	Balance as on 1st April, 1977 Rs.	Amount credited during the year Rs.	Amount debited during the year Rs.	Closing balance as on 31st March, 1978 Rs.
GRANT FROM FORD FOUNDATION				
For building expenditure and air-conditioning equipment	47,51,530	-	-	47,51,530
Value of books, equipment, computer etc., received/purchased from the Grant (as per contra)	34,80,210	56,546	-	35,36,756
Grant for Rural Budget Expenses	12,14,667	71,666	1,40,510 (a)	11,45,823
Grant for Rupee Expenses on Computer	1,04,330	-	-	1,04,330
Write off account for the books received from the grant	1,268	-	-	1,268
Fund for CMA expenses	4,11,380	4,02,884	2,77,120 (a)	4,80,598
		56,546 (b)		
Total Schedule 'B'	99,63,385	5,31,096	4,74,176	1,00,20,305

(a) Transferred to Income & Expenditure Account for meeting expenses on Research Projects
(b) Transferred to Balance Sheet representing expenditure on non-recurring items

SCHEDULE 'C'

	Balance as on 1st April, 1977 Rs.	Amount debited during the year Rs.	Amount credited during the year Rs.	Closing balance as on 31st March, 1978 Rs.
IMMOVABLE PROPERTIES				
Land at cost (Received as donation from Government of Gujarat)	26,50,920	-	-	26,50,920
Land at cost (Purchased)	4,60,680	-	-	4,60,680
Capital expenditure on Building and advance to Contractors for work under Construction	2,40,21,743	27,93,006	1,40,274 (a)	2,66,74,475
Total Schedule 'C'	2,71,33,343	27,93,006	1,40,274	2,97,85,075

(a) Refund due to alteration in plan

SCHEDULE 'D'

	Balance as on 1st April, 1977 Rs.	Debit during the year Rs.	Credit during the year Rs.	Balance as on 31st March, 1978 Rs.
MOVABLE PROPERTIES (AT COST)				
Furniture, Equipment, Books, Vehicles purchased out of Grant-in-aid from the Government of India and Government of Gujarat (as per contra)	34,55,659	5,07,393	61,594 (a)	38,99,458
Books Equipments, Computer etc., received/purchased from Ford Foundation Grant (as per contra)	34,80,210	56,546	-	35,36,756
Equipment received from British Information Service (As per contra)	13,118	-	-	13,118
Equipment purchased for computer in IIM (as per contra)	1,21,153	1,490	-	1,22,643
Equipment etc., purchased from Ministry of Agriculture grant (as per contra)	47,538	-	3,023 (a)	44,515
Equipment etc., purchased for PMA met from USAID grant (as per contra)	1,82,643	-	-	1,82,643
Equipment purchased from other sources	99,427	8,661	-	1,08,088
Equipment purchased from fund for Equipment & Furniture for Projects & Kitchen/Dining Complex	3,87,751	2,66,025	-	6,53,776
Books purchased out of Library Fund	9,70,963	3,77,425	-	13,48,388
Library furniture met from Library Fund	89,429	-	-	89,429
Total Schedule 'D'	88,45,891	12,17,540	64,617	99,98,814

(a) Cost of Equipment / Vehicle Sold

Date: August 17, 1978
TRUSTEE

V.S. Vyas
DIRECTOR

R.C. Chh
ADMINISTRATIVE OFFICER

C.Ramdoss
FINANCE & ACCOUNTS OFFICER

Sorab S. Engineer & Co.,
CHARTERED ACCOUNTANTS

(vii)
INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1978

SCHEDULE 'E'

Rs on 31st March, 1977

	Rs.	Rs.
INVESTMENTS		
i) Long Term Fixed Deposits with State Bank of India (Endowments for Chairs, Research & Other earmarked funds)		
a) IFCI Chair Fund	7,17,500	
b) Donation from CIMS	7,12,523	
c) Larsen & Toubr. Chair Fund	6,40,844	
d) Staff Benevolent Fund	60,500	
e) Other earmarked funds	3,000	
f) Imperial Tobacco Co., Loan	50,000	
g) Prof. Hegde/Haynes Memorial Fund	31,000	
h) Shri S.H. Shah Loan Scholarship Fund	16,660	
	<u>22,32,035</u>	22,60,773
ii) Short Term Fixed Deposits/Other Funds	1,70,50,000	1,89,75,000
iii) Investments in Shares	500	500
50 equity shares of Borosil Glass Works Ltd., received as donation (Market value Rs-737.50 previous year Rs-700/-)		
	<u>1,93,22,535</u>	<u>2,12,56,273</u>

SCHEDULE 'F'

Rs on 31st March, 1977

	Rs.	Rs.
CASH AND BANK BALANCES		
In current account with State Bank of India	63,176	
Postage Stamps on hand (including balance in Franking Machine)	3,597	
Cash on hand with Cashier (Imprest)	5,000	
Cash with Hostel Mess	1,896	
	<u>10,469</u>	13,996
	<u>73,660</u>	<u>1,13,073</u>

Date: August 17, 1978
TRUSTEE

V.S. Vyas
DIRECTOR

R.C. Chib
ADMINISTRATIVE OFFICER

C. Ramdoss
FINANCE & ACCOUNTS OFFICER

Sorab S. Engineer & Co.,
CHARTERED ACCOUNTANTS