

# SEVENTEENTH ANNUAL REPORT

(1978-79)



INDIAN INSTITUTE OF MANAGEMENT  
AHMEDABAD

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## I. HIGHLIGHTS OF THE YEAR

The academic year 1978-79 was marked by accelerated growth and fine tuning of various activities. In particular, the Institute made significant strides in two directions: 1) assisting other management institutions, both in India and abroad, in developing their faculty and programmes, and 2) getting increasingly involved in international co-operation.

The Institute made available the services of a number of its faculty members to management institutions in India and other developing countries for designing course curriculum, developing organizational structures and undertaking joint research projects. It invited faculty and research personnel from other institutions to take part in its programmes and to assist in consultancy work. One major thrust in the field of faculty development was the setting up of a Faculty Development Centre at the Institute and the decision to start a 10-month residential programme for the development of management faculty. Students from management training institutions in India and other developing countries are expected to take part in this programme. The Institute's collaboration with management institutions in Egypt and Tanzania continued leading to an exchange of visits and joint consultations.

Another development in the year under review was the growing international dimension of our programmes. In a number of campus programmes international participation registered considerable increase. During the period, the Institute's faculty worked in six countries of Asia and Africa to assist various institutions in strengthening their management training programmes in public, private and co-operative sectors. These countries are Egypt, Indonesia, the Philippines, Nigeria, South Korea and Tanzania. In addition, more than a dozen faculty worked with the international organizations, principally with the United Nations agencies.

In the post graduate programme, our efforts to make the incoming class more broad based continued. The year saw an all-time-high in the number of applications received, including those for specialization in agriculture. The number of scheduled caste/scheduled tribe applicants rose to 379 this year compared to 218 last year.

In the Fellow Programme in Management, new courses were designed and introduced to impart more vigour to the programme.

On the research front, the past trend of encouraging researchers to do individual work on the one hand and to sponsor group research on major management themes on the

other continued. Eight seed-money projects were sanctioned to the faculty who wanted to test new approaches. A large number of group projects, particularly under the Centre for Management in Agriculture and Public Systems Group, also materialised in the year under review.

The attempt in management development programmes had always been mainly to offer more and more long-term skill-imparting programmes on the one hand, and high level policy-oriented seminars on the other. Apart from the existing long duration programmes like the 3-Tier Programme, Management Education Programme, and Computer Application Programme, new programmes in the area of project management, personnel management and agricultural administration were also introduced during the year under review. A high level seminar on Public Policy towards Large Business and another seminar on Land Use attracted wide participation, including secretaries of the Union Government, high officials of the state government and senior academics who have made significant contribution in this area.

The year also saw the commissioning of a new computer system (PDP-11/70) which has a 7-8 times faster CPU. It can support programmes in main memory six times larger than the old system and has a random access memory 30 times larger.

~~times larger.~~

During the year, the Institute was also fortunate in attracting some good, young, and experienced faculty.

All this was possible only because of the active support of the Institute's sponsors - the Government of India, the Government of Gujarat and the Industry. Increased co-operation from faculty, staff and students also provided the necessary base for the Institute to move forward.

July 25, 1979

V.S. Vyas  
Director

## II. BOARD, SOCIETY, AND PERSONNEL

### BOARD

#### Mr. Mahindra Reappointed

Mr. Keshub Mahindra, Chairman, Mahindra and Mahindra Ltd., has been reappointed Chairman of the Society and Board of Governors of the Institute for a second term of five years, beginning July, 1979.

The following donor members were re-elected to the Board of Governors for two years:

Mr. Prafull Anubhai Chairman & Managing Director Rustom Mills and Industries Limited.	Mr. R.C. Shah Chairman & Managing Director, Bank of Baroda	Mr. A.H. Tobaccowala Managing Director Voltas Limited
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Mr. D.C. Gami, Managing Director, Gujarat State Fertilizers Company Ltd., was elected to the Board for the first time.

Dr. M. Krishnamoorthy, Executive Director, National Productivity Council, was nominated by the NPC in place of Dr. G.R. Dalvi.

Mr. Mohd. Fazal, Chairman and Managing Director, Engineering Projects (India) Ltd., was nominated to represent the All India Council of Technical Education in place of Dr. R. Ramanna.

Mr. K.R. Narayanan, Vice-Chancellor, Jawaharlal Nehru University, was co-opted as member for five years from February, 1979.



Mr. S.M. Patankar, Adviser (Finance), Bureau of Public Enterprises, was nominated in place of Mr. G.C. Baveja.

Mr. H.S. Shahani ceased to be a member after his retirement from the Ministry of Education. Mr. N.M. Desai also retired from the Board after the expiry of his term.

#### Faculty on Board

Professors M. Raghavachari and C. Rangarajan were nominated by the Chairman for two years.

The Board met four times during the year.

#### SOCIETY

##### Annual Conference

The Third Annual Conference of the IIMA Society was held at the Institute on February 12-13, 1979. From 26 member organisations, 39 participants attended the conference.

Dr. R. Ramanna, Adviser to the Defence Minister, and Director-General, Defence Research Development Organisation, Ministry of Defence, inaugurated the conference. The following papers were presented:

1. The Legal Superstructure of Industrial Relations  
(Professor N.R. Sheth)
2. Initiating and Managing Change in Public Systems : Case of Education Systems at IIMA (Professor T.V. Rao)
3. Introducing Professional Management in Public Systems: Some Observations from IIMA; Research on Management of Population Programme (Professors R.M. Maru and

T.V. Rao).

4. Marketing Channels in Cotton Trade (Professors C.G. Ranade and S.P. Seetharaman).

Professors M.D. Shah and N.R. Sheth acted as discussants.

Prof. R.M. Maru was the Convener of the conference.

The Society met twice during the year.

#### PERSONNEL

##### Dean (Planning)

Prof. M. Raghavachari was appointed Dean (Planning) for a period of three years.

##### Newcomers

Dr. S.P. Seetharaman joined the Centre for Management in Agriculture on July 20, 1978 as Visiting Member of the Faculty. He received his Ph.D. from the Sardar Patel University. Dr. Seetharaman was the Principal of the Cooperative Training College, Madras.

Dr. G. Giridhar joined the Public Systems Group of the Institute on August 2, 1978 as Assistant Professor. He has a D.Sc. in Population Sciences from the Harvard School of Public Health, USA. Earlier, Dr. Giridhar worked as Data Analyst at the Center for Population Studies, Harvard University.

Dr. G.A. Patel joined the Centre for Management in Agriculture on August 16, 1978, as Visiting Member of the

Faculty. He has a Ph.D. in Economic Entomology from the Cornell University, Ithaca (N.Y.) USA. Dr. Patel was Director of Agriculture, Government of Gujarat, and then Joint Manager, Gujarat State Cooperative Marketing Federation.

Dr. Anand P. Gupta joined the Economics area on February 1, 1979 as Professor. He received his Ph.D. in Public Finance and Fiscal Policy from the University of Florida. Prior to his joining the Institute Dr. Gupta was the Director, Institute for Public Policy Analysis, New Delhi.

Dr. M.C. Kumbhat joined the Centre for Management in Agriculture on February 13, 1979 as Visiting Member of Faculty. He received his Ph.D. in Sociology from the University of Pennsylvania, USA. Dr. Kumbhat was a member of the faculty of the School of Social Sciences at University Sains Malaysia in Penang, Malaysia.

Dr. C.D. Bhattacharyya joined the Finance and Accounting area on June 1, 1979 as Assistant Professor. He has received his D.Phil. from the University of Allahabad. Prior to his joining the Institute Dr. Bhattacharyya was working as Lecturer in the Department of Commerce and Business Administration, University of Allahabad.

Dr. Ramadhar Singh joined the Organizational Behaviour area on June 5, 1979 as Professor. He received his Ph.D. in Experimental Social Psychology from Purdue University,

USA. Dr. Ramadhar Singh was Assistant Professor at the Indian Institute of Technology, Kanpur.

Mr. K.K. Ladha joined the Business Policy area on June 18, 1979 as Assistant Professor. Mr. Ladha was Member, Planning and Analysis Group of the Department of Atomic Energy.

Mr. A.K. Upadhyaya joined the Business Policy area on June 20, 1979 as Associate Professor. Earlier, Mr. Upadhyaya was Manager (Projects), Bharat Forge Company Ltd., Pune.

#### Resignations

The following faculty members resigned from the Institute during the year : Professors S. Sambrani, M.G. Subrahmanyam, C.D. Menon, M.C. Kumbhat and Somnath Chattopadhyay.

#### Faculty Development Programme

Prof. V. Govindarajan returned to the Institute on October 3, 1978, after his M.B.A. and doctorate at the Graduate School of Business Administration, Harvard University.

Prof. V. Jaikumar returned to the Institute on May 28, 1979, after his doctoral study at the Graduate School of Business, Columbia University.

Prof. R.S. Ganapathy, Mr. Gurudev Singh, Prof. B.L. Mittal and Prof. P.S. Sachdeva continued their doctoral work at the University of Michigan, the University of Illinois, University of Pittsburgh, and the University of Pennsylvania respectively.

Those who were specializing in Agricultural Management in the second year had 12 compulsory and three elective courses in addition to a compulsory project course.

Based on the recommendations of a committee which examined the suggestions for improving the conduct of the fourth term, the second year students were permitted to credit six, five and four courses in the first, second and third terms respectively, beginning the academic year 1978-79 as against five courses in each term in the second year.

#### Institute Lecture Series

The first lecture in this series for the year under review was by Prof. P.G. Mavalankar, Member of Parliament, on November 13, 1978 on "Life Style of an Independent". Mr. C.S. Krishna Moorthi, Former Vice-President of Asian Development Bank, delivered the second lecture on "Pitfalls of Foreign Aid" on December 22, 1978. Mr. Justice V.R. Krishna Iyer, Judge, Supreme Court, delivered a lecture on "The Justice System - Has it a Functional Future in our Constitutional Order?" on March 13, 1979.

#### Students' Exchange Visit

Twenty-five students participated in the Inter-IIM Meet held at Bangalore from January 26 to 28, 1979. The

Endowed Chairs

Prof. Udai Pareek continued to hold the L & T chair in Organizational Behaviour and Prof. C. Rangarajan the RBI chair in Industrial Economics.

Prof. V.L. Mote was appointed as STC Professor of Marketing with effect from April 1, 1979 for a period of three years.

Outside Assignments

<u>Faculty Member</u>	<u>Assignment</u>	<u>Period</u>
P.S. George	International Food Policy Research Institute, Washington	March 21, 1977 to March 23, 1979
V.N. Asopa	University of Gottingen West Germany	July 1, 1977 to June 30, 1978
S. Paul	ILO and UNDP	July 3, 1978 to July 2, 1979
A.M. Isaac	Visiting Professor University of Pittsburgh USA	September 4, 1978 to September 3, 1980
U.K. Srivastava	Asian Development Bank	January 1, 1979 to June 30, 1979
Udai Pareek	UNIDO	April 1, 1979 to September 30, 1979
J.K. Satia	Visiting Faculty North-Eastern University, USA. World Bank assignment	January 1, 1979 to June 30, 1980
G.M. Desai	International Food Policy Research Institute, Washington	February 1, 1979 to January 31, 1981
Paul Mampilly	FAO	March 4, 1979 to July 3, 1979

### III. POST-GRADUATE PROGRAMME IN MANAGEMENT

#### 15th Session

The Fifteenth Session of the Post-Graduate Programme began on June 26, 1978 with 162 students in the first year and 151 in the second year. The first year batch included 13 students belonging to the Scheduled Castes/Tribes. Ten first year students discontinued their studies during the year. Out of 152 students in the First Year Programme, 15 will specialize in Agricultural Management during the second year of their studies. Out of 151 students in the Second Year Programme, 20 students specialized in Agricultural Management.

#### Curriculum

During the year, the first year students had 22 courses, seven each in the first two terms and eight in the third term, all compulsory. In the Second Year Programme (General), besides 33 elective courses, four compulsory courses, viz., Computers and Data Processing Systems, Indian Social & Political Environment and a two-unit Business Policy course were offered. Moreover, 43 students studied a one-term Project Course in the area of their interest and 12 students undertook a Course of Independent Study equivalent to two units of courses. In addition, 27 second year students (General) opted for the Finance Package (specializing in the Finance & Accounting Area).

Those who were specializing in Agricultural Management in the second year had 12 compulsory and three elective courses in addition to a compulsory project course.

Based on the recommendations of a committee which examined the suggestions for improving the conduct of the fourth term, the second year students were permitted the credit six, five and four courses in the first, second and third terms respectively, beginning the academic year 1978-79 as against five courses in each term in the second year.

#### Institute Lecture Series

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#### Students' Exchange Visit

Twenty-five students participated in the Inter-IIM Meet held at Bangalore from January 26 to 28, 1979. The



students participated in sports, management games, debates and cultural programmes.

### Convocation

At the 14th Annual Convocation on March 30, 1979, 152 students of 1977-79 class, including 20 students with Specialization in Agricultural Management, were awarded the Institute's Post-Graduate Diploma in Management. Mr. V.G. Rajadhyaksha, Member, Planning Commission, delivered the convocation address. The following three students received the "Indian Institute of Management, Ahmedabad, Medal for Scholastic Performance":

#### PGP (General)

1. Mr. K. Chandrasekhar
2. Mr. M.K. Singh
3. Mr. S. Vijay

### Financial Aid

Loan assistance of Rs.3,14,450 was recommended to 108 students. The State Bank of India provided Rs.1,96,900 and the Bank of Baroda Rs.80,500. The balance was contributed by the Institute.

### Industry Scholarships

Seven students each from the first year and the second year were awarded the Industry Scholarships of Rs.3,000.

### B.K. Hegde & Warren Haynes Memorial Scholarships

The Warren Haynes Memorial Scholarship and B.K.Hegde Memorial Scholarship worth Rs.1,500 each were awarded to two students, one from each year.

### Government of India Merit-cum-Means Scholarships

Twenty-one first year and 23 second year students became eligible for the Government of India Merit-cum-Means Scholarships of Rs.1,750.

### Scheduled Caste/Tribe Scholarships

Fourteen first year and 12 second year students were awarded the SC/ST scholarship of Rs.1,500. Of them, six from first year and four from second year were exempted from tuition fee and room rent.

### Students Participation

It was decided to permit student participation on a selective basis in the PGP Executive Committee and the Placement Committee. Students were also given adequate opportunities for interaction with the areas on course offerings and feedback.

### Permanent Placement

Campus interviews were held from March 1 to 29, 1979. Out of 151 students who graduated in March, 1979, 140 students sought placement assistance and finalized their

placement. 109 companies participated in the placement interviews and 298 executives visited the campus for interviewing students. Eighty-six organizations made job offers and 62 employers finalised their selections on the campus involving 167 job offers.

#### Summer Placement

For summer training of 8-10 weeks, 156 first year students (including four Fellow Programme Students) were placed in 88 organizations.

#### Admission to the 1979-81 class

For admission to the Post-Graduate Programme commencing July, 1979, 7,144 applications including 410 for Specialization Programme in Agriculture, were received. Of these, 379 were from SC/ST-candidates. The admission test was held on December 31, 1978, at 15 centres. On the basis of past academic record and test scores, 724 candidates were called for personal interviews. Personal interviews were held at Ahmedabad, Bangalore, Bombay, Calcutta, Delhi, Hyderabad, Kanpur and Madras during March/April, 1979 and 197 candidates including 30 for Specialization in Agricultural Management, were selected for admission. A waiting list of 71 candidates was also prepared.

#### Reservation for SC/ST candidates

As in the past, special efforts were made to get a large number of applications from SC/ST candidates. It is

heartening to note that these efforts were fruitful. The number of applications received this year was 379 as against 218 last year. Relaxations were given to SC/ST applicants in all segments of selection procedures. Of the 82 candidates called for interview, 35 candidates were finally selected.

#### Specialization in Agriculture

In view of the declining trend in the number of applications for SPA, efforts were made this year to attract a large number of applications. CMA faculty visited a number of agricultural universities to brief the potential candidates about the SPA Programme. Brochures were mailed to organizations engaged in agriculture or allied activities and the participants of various programmes conducted by the CMA. The programme was widely advertised. Because of these efforts 184 more applications were received over the last year's figure of 216.

#### Preparatory Programme for Weaker Students

As in the past, a Preparatory Programme in Communication and Mathematics was held from June 4 to 23, 1979 for the new PGP batch. Forty-eight students, including 21 from the SC/ST, who were identified at the admission stage to have deficiencies in basic Mathematics and/or Communication were called for the programme.

#### IV. FELLOW PROGRAMME IN MANAGEMENT

##### Changes in the Curriculum

During the year, the FPM Committee, consisting of the entire academic faculty, was set up. It approved a number of far reaching changes in the FPM. Nine compulsory courses, to be specially designed for FPM students, were approved - two each on the basic disciplines of Economics and Organizational Behaviour, two on Research Methodology, one on Written and Oral Communication Skills, a non-credit seminar on Research Methods, and a Pedagogy Workshop. It was also decided to make summer placement more research oriented and a formal placement effort for FPMs was also decided upon.

##### Conferment of Title

During the year six students entered FPM-I, but two dropped out later.

The following three students got the title of the "Fellow of IIMA" at the March, 1979 convocation:

<u>Name of Student</u>	<u>Title of the Thesis</u>
Mr. Ashok Bijapurkar	Effectiveness of the Public Distribution Channel - The Case of Controlled Cloth Distribution
Mr. Pankaj S. Jain	Decentralised Development Planning towards an Operational Framework
Miss Usha Jumani	Process Lag and Individual Stress in Organizations : A Diagnostic Basis for O.D.

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

#### IFCI Award

IFCI dissertation proposal awards were given to the following three students:

<u>Name of Student</u>	<u>Title of Thesis</u>
Mr. Samir Barua	An Inquiry into Financial Policy of Indian Corporations
Mr. N. Srinivasan	Multiple Objectives Decision Making : Operational Features
Mr. A.M. Paranjape	Predicting Corporate Sickness : The Case of Indian Textile Industry

#### FAIR Award

The FAIR grant was given to Mr. D. Naga Brahman for his thesis "An Empirical Study of Organisational Change : Goal Setting Systems and Their Appraisal."

#### Admissions

Nearly 500 applications, including three from abroad, were received for 1979-80 admissions to the FPM. Seventeen candidates were offered admission and of these, ten have so far accepted. Efforts are continuing to improve the quality of the programme, make it better known both nationally and internationally, and attract high quality students to it.

## V. MANAGEMENT DEVELOPMENT PROGRAMMES

Ten of the 30 management development programmes offered during the year were new. These programmes continued to focus attention on the most urgent problems, areas, and sectors of management development. The mix of programmes for general management, sectoral management, and functional management as usual reflected the range and variety of needs in management development.

Participation from government, semi-government, and public sector organizations continued to increase. The number of participants from the public and government sectors was 658 as against 321 from the private sector. In all 613 organizations sponsored 979 executives to the Institute's programmes during the year.

### New Programmes

The Government's new Industrial Policy has laid great stress on the development of small scale and rural industries. Under this policy each district will have an industrial centre with eight managers -- seven functional and one general manager. The Institute under the sponsorship of the Department of Industrial Development, Union Ministry of Industry, conducted three programmes -- two for District Industries Centre General Managers and one District Industries Centre Managers (Marketing).

Under the sponsorship of the Union Ministry of Industry, the Institute conducted Management of Handloom Development Programmes for the senior central and state government officials responsible for handloom development programmes.

The Institute, in collaboration with the Union Ministry of Agriculture and Irrigation, has undertaken the responsibility of establishing and developing an autonomous Indian Institute of Forest Management, inter alia by developing an understanding of management needs and problems of the forestry sector/system and by developing management competence through research, education, training and consultancy. The Forestry Management Programme, which was conducted for the first time by the Institute, had been designed as one of the important components of this assignment.

Academic administrators heading institutes of professional education like agricultural colleges, universities, medical colleges, engineering colleges, schools of social work, education, polytechnics, research laboratories, etc., can do a lot to increase the effectiveness of their departments and institutions by designing structures and processes that enhance academic motivation. There are several examples of such innovatively designed institutions and departments in India. To share some of these experiences as well as to evolve systems of managing academic motivation in professional education, the Institute offered for



the first time a workshop on Management of Academic Motivation in Professional Education, for heads of institutions and heads of departments of institutes of professional education.

A follow-up workshop on Co-operative Management Effectiveness and Training (sponsored by ILO) was organized by the Institute. It was attended by participants from India, Nepal, and Sri Lanka, most of whom had earlier participated in the courses on Co-operative Management for business executives of co-operative business organizations in South-East Asia (sponsored by ILO/SIDA) and Training Methodology and Techniques for senior professors working in Co-operative Staff Training Institutions in South-East Asia (sponsored by ILO/SIDA).

A new programme on Industrial Relations Machinery was organized for the senior administrators of state/central labour administration.

Managers, whether they are in line or staff functions, do perform personnel or industrial relations function, whether it concerns an individual employee or a collective body like a trade union. It is now recognized that an organization's viability and effectiveness is to a great extent affected by the personnel and industrial relations climate that prevails. To provide conceptual inputs and understanding of the process of design and implementation of personnel and industrial relations systems, a

six-week Foundation Course in Personnel Management and Industrial Relations was offered by the Institute for the first time for the executives in personnel and industrial relations departments. This programme is likely to be a regular feature.

The other new programmes offered by the Institute during the academic year were Programmes on Industrial Relations and the Law, Workshop on Effective Management Styles, and Workshop on Human Resources Management.

#### General Management Programmes

The 3-Tier Programme for Management Development, the oldest and the largest of the Institute's programmes, was conducted for the sixteenth 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. It 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 to develop fresh insights into formulating plans, evaluating performance, and exercising control in functional areas as well as the entire organization.

The focus of Tier III was on the analysis of the main environmental aspects of Indian industry in relation to organizational tasks of top level managers and administrators. The top management 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 ninth session of the Management Development Programme for Medium and Small Enterprises, which focused 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.

#### Functional Programmes

A follow-up programme, Laboratory in Management of Motivation was conducted by the Institute for those who had attended this programme in March, 1978.

The programmes on Materials Planning and Control and Product Policy and New Product Decisions were offered for the second time during the academic year. Programmes on Planning, Control and Management Information Systems, Changing Patterns of Industrial Relations, Workshop on Creative Problem Solving, Management of Executive Stress and Organizational Conflicts, Personnel Management were repeated during the academic year.

The programme on Economic and Business Forecasting was offered after a lapse of three years.

#### Sectoral Programmes

The Centre for Management in Agriculture offered for the fifth time the programme on Management of Rural Development and also a programme on Agricultural Management. The professional development programme for Trade Union Leaders of Gujarat was offered for the fourth time. There was a programme for Senior Health Officers on Programme Implementation, Monitoring and Evaluation - Health and Family Welfare. The Public Systems Group offered for the second time a programme on administration for senior and middle level officers of the State and Central governments and public sector units.

#### Long Duration Programmes

The third Management Education Programme was held from November 5 to April 6, 1979. This programme was designed to

provide an intensive post-entry exposure in all areas of management for executives with functional experience and were identified to have the potential to move to general management positions. The fourth programme is scheduled from October 28 to March 28, 1980. Under the sponsorship of the Electronics Commission of India, the Institute offered for the second time 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. There were participants from abroad for MEP and computer programme.

#### 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.

One of the declared objectives of the Institute is to assist in the development of teachers and researchers for management education. With this aim the Institute has decided to set up a Faculty Development Centre.

As its first major activity, the Centre has decided to conduct a 10-month residential Programme for Development of Management Faculty from June 25, 1979 to April 15, 1980 for teachers of management currently employed in the schools of management, universities, professional institutions, staff training colleges, training centres and other such organizations and agencies both in India and abroad. The number of participants will be limited to ten in the first year.

#### Programmes Envisaged

During the coming academic year, the Institute is planning to offer two three-month courses on Designing Projects for Agricultural Development (sponsored by the Training Division, Department of Personnel and Administrative Reforms, and the Union Ministry of Agriculture). The Institute also plans to offer various new programmes in functional management. The Education Systems Unit and the Health and Population Unit are planning to offer a series of training programmes during the coming academic year.

## VI. RESEARCH AND PUBLICATIONS

At the beginning of the academic year 1978-79, we had 26 research projects sponsored by the IIMA and outside agencies. These were in addition to the projects undertaken by the Centre for Management in Agriculture, the Public Systems Group, and the Centre for Regional Management Studies.

### New Projects

During the year the following 12 new research projects were initiated.

Changing Pattern of Management Reporting Systems: The Case of Lalbhai Group (D. Tripathi and Ramesh Gupta)

Communication Source and Behavioural Persistence (Ruby Roy Dholakia)

Developing a Conceptual Framework for Management of Decentralized Sectors (K. Balakrishnan and N. Dholakia)

Export Incentives and Export Growth (Ifzal Ali)

General Price Level Changes and Reported Corporate Profits (Ramesh Gupta)

Industrial Buyer Behaviour : Study of Supplier Evaluation (Subhash C. Mehta and Rakesh Khurana)

The Information Content of Bonus Share Issue by Indian Companies (V. Govindarajan, Ramesh Gupta and M. Subrahmanyam)

Pricing Policy and Agricultural Income (Prof. G.S. Gupta)

Productivity in Public Sector Enterprises (M.G. Korgaonker)

Review of Requirements from Materials Management Function in Process Industries (Anant C. Gosalia)

Role and Performance of Commercial Banks in Financing Productive Efforts in Gujarat State (Paul Mampilly)

Uses of Cinema for Social Change : Decision Making Processes of Government Agencies (Ruby Roy Dholakia)  
This was later dropped.

The major project sponsored during the year was "Export Incentives and Export Growth." The objective of this study was to estimate the effectiveness of export incentives in increasing the volume of Indian exports. This estimation will first be done at the aggregate level, then a distinction will be drawn between agriculture and manufacturing exports and finally the estimation for industry groups in a time series framework will be carried out. The following eight projects were completed:

Developing a Conceptual Framework for Management of Decentralized Sectors (K. Balakrishnan and N. Dholakia)

Forecasting Capital Expenditure in the Corporate Sector (C. Rangarajan)

General Price Level Changes and Reported Corporate Profits (Ramesh Gupta)

The Impact of Inflation Accounting on Stock Prices (Ramesh Gupta)

Inflation and Capital Budgeting (Ramesh Gupta)

Pricing Policy and Agricultural Income (G.S. Gupta)

Productivity in Public Sector Enterprises (M.G. Korgaonker)

A Study of the Image and Attitudes Towards Computers in Indian Industries (A. Ghose and Uday Pareek)



During the year, 55 working papers were brought out.

The following seminars were conducted:

<u>Topic</u>	<u>Speakers</u>	<u>Date</u>
1. Industrial Development: Chaina's Experience	Mr. N. Vittal Industries Commissioner Government of Gujarat  Prof. Dwight H. Perkins Harvard University.	Jan. 2, 1979
2. Urbanization and Development in India	Dr. Rakesh Mohan Urban and Regional Economics Division, Development Economics Deptt. World Bank.	Jan. 15, 1979
3. Low Technology Solutions in Natural Energy and their Implications for Rural India	Mr. Jon Naar Writer/Photographer	Jan. 23, 1979
4. Impact of Inflation Accounting on Corporate Profits - An Empirical Study	Prof. Ramesh Gupta, IIMA	Feb. 23, 1979
5. The Union Budget - 1979-80	Prof. C. Rangarajan Prof. N. U. Raval Prof. Anand Gupta (All IIMA)  Prof. M. P. Bhatt, Director School of Social Sciences Gujarat University Ahmedabad	March 6, 1979

The list of working papers published during 1978-79 is given in appendix XI.

## 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 International Conference on "Professionalization of Management : Strategies, Processes, and Programmes" held at the Institute were published. Another publication entitled "Identification and Selection of Small Scale Entrepreneurs" consisting of papers presented at a workshop with the same title was also brought out during the year. The papers presented at the seminar on Small Farmers Development Agencies at the Institute are also being published. A study sponsored by the Centre for Regional Management Studies on the Employees' State Insurance Scheme is under print. The Gujarati version of the ILO publication "How to Read a Balance Sheet" was also published by the Institute during the year.

In addition, the faculty and staff published 12 books and 13 monographs through other publishers and wrote 85 articles for journals or chapters in books in India and abroad. They also presented ~~54~~ papers in various seminars and conferences. In addition 55 working papers were brought out.

## CONSULTING

There were 37 consulting assignments at the beginning of the year. Thirty-eight new projects were taken up during the year. Thirty-one 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:

Designing of Financial Accounting Systems & Management Planning and Control Systems

Developing a System & Battery of Tests for Selecting Entrepreneurs

Developing Teaching Material for Health Care and Population Management

Development of Agro-Industries in Gujarat

Information System for Materials Management

Implementation of Computer-based Textile Planning Systems

Managerial and Organizational Determinants of Public Enterprise Effectiveness

Population Education Programme

Research Strategy for World Trade Centre

Study of Textile Distribution in India

Urban Transport Policy for Large and Medium-sized Cities in India

## VII. CENTRE FOR MANAGEMENT IN AGRICULTURE

### Development of IIFM

Realising the need to expand the managerial competence gained in the agriculture sector, the Centre has oriented itself to develop research and teaching competence in other important sectors like forestry and co-operatives. Consistent with this policy the Centre undertook a substantial responsibility of developing an independent Indian Institute of Forest Management, a collaborative effort between the Government of India and the Indian Institute of Management, Ahmedabad. Under this programme priority research areas were identified and efforts were made to design a short duration programme in Forestry.

Similarly, a group of faculty members was set up to look into the intricate management programmes of the co-operative sector with a view to providing implementable inputs to agencies working at various levels in the sector. Plans to provide adequate research attention to other important sectors like fisheries have also been conceived.

All these efforts, research and training, are in addition to the established activities of the Centre.

Research Projects Completed

During the course of the year, the following research projects were completed:

- Cultivators' Experience of HYVs of Cotton
- Financial and Benefit Cost of Analysis of Man Made Forestry on Marginal Cooperative Lands
- Impact of New Information Systems on the Existing Knowledge Gaps and Decision Making
- Marketing Channels and Price Spread in Cotton
- Managing Marine Fishing, Industry : An Analysis of Problems in Harvesting, Processing and Exports

Research in progress

Thirteen research projects are in various stages of progress. They are :

Command Area Development

The Economics of Conjunctive Use of Ground and Surface Water

Farmers' Service Society

Impact of Scarcity on the Farm Economy

Integrated Cotton Cooperative System - Phase I

Linkages between Agriculture and Industry

Marketing of Agricultural Implements for Modernization in Agriculture (with reference to plant protection appliances)

Planning and Implementation of Minor Irrigation Projects Financed by the Land Development Bank

Promotion and Management of Social Forestry

Rural Development for Rural Poor - Second Action Research Project (Deogarh)

A Study on the Management of Agricultural Information Communication at the State Level

A Study on Planning Agriculture Department at the State Level

## A Study on Utilisation of Irrigated Potential

### Forestry Management

In July, 1978 the Government of India, Ministry of Agriculture and Irrigation (Inspector General of Forests), and the Indian Institute of Management, Ahmedabad, entered into an agreement to jointly share the responsibility of establishing an independent Indian Institute of Forest Management.

Keeping in view the recommendations of the workshop held in May, 1978 and the broad areas of research indicated in the SIDA-GOI document on IIFM, 21 topics/problem areas have been identified for research and preparation of cases/teaching material. Members of the core group working on the problems of forest management have prepared many background papers on forestry problems. They held discussions with forestry officials of the Central and State Governments and also visited the Forestry Departments and Forestry Corporation of many states.

### Specialization in Agricultural Management

A specialization package consisting of 15 courses was offered to students of the Post-Graduate Programme during the second year. In addition, each student conducted a small research project under the guidance of the faculty of the Centre. Twenty students were offered

a specialized programme in Agriculture Management. Upon graduation all of them were placed in agriculture and rural development organizations.

#### Management Development Programmes

The Centre organized the following Management Development Programmes:

Handloom Development Training Programme at Hyderabad

Management of Rural Development at Mahabaleshwar

Agricultural Management Programme at Madras

Forestry Management Programme at Bangalore

#### Workshops/Seminars

The Centre organized a two-day regional workshop on Block Level Planning in collaboration with the Government of Gujarat from November 23 to 24, 1978. Seventy officials, who included senior state officials, district collectors, district development officers and chief planners nominated by academic and voluntary institutions identified by the state government, participated in the workshop.

The Centre conducted a Follow-up Workshop on "Cooperative Management Effectiveness and Training" (METCOOP) in collaboration with the International Labour Organization, Geneva, and the International Centre for Advanced and Technical and Vocational Training, Turin, Italy, at the

Institute in April-May, 1979. Nineteen participants from Sri Lanka, Nepal, India, Switzerland, and Italy attended the Workshop.

A three-day seminar on Policy and Management Aspects of Land Use was organized by the Institute on the campus at the instance of the Union Ministry of Agriculture and Irrigation in June 1979. Dr. M.S. Swaminathan, Secretary to Government of India, Department of Agriculture and Rural Development, delivered the inaugural address. Mr. B.B. Vora, Secretary to Government of India, Department of Petroleum, delivered to plenary address. Mr. C.C. Patel, Secretary, Union Ministry of Agriculture, chaired one of the group sessions. Mr. G.V.K. Rao, Member, Planning Commission, presided over the valedictory session. It was attended by 60 participants.

#### Publications

During the year, the Centre brought out the following five research publications:

Building Indian Institute of Forest Management - Tasks, Process and Approaches  
edited by Ranjit Gupta

Command Area Development in Mahi-Kadana  
by V.N. Asopa & B.L. Tripathi

Cultivator's Experiences of High Yielding Varieties of Cotton (A Micro Study in Gujarat)  
by Gunvant M. Desai, Gurdev Singh & S.C. Bandopadhyay

Pilot Intensive Rural Employment Project in Trithala Block of Kerala : An Evaluation  
by C. Gopinath, G.C.M. Asan & V. Mukunda Das

Pilot Intensive Rural Employment Project in Trithala Block of Kerala : Social Cost of Benefit Analysis of Selected Works  
by C. Gopinath, V. Mukunda Das & G.C.M. Asan



## VIII. PUBLIC SYSTEMS GROUP

Several new projects were completed in the Public Systems Group, which is the focal point for research, training and organization work undertaken by the Institute in Public Systems. The group continued to develop activities in the areas of energy, transportation, education, health and population, and urban systems.

### Projects Completed

- Administration of Hospitals Attached to the Medical Colleges of Jaipur and Bikaner (S.K. Mukherjee, Nirmala Murthy, Udai Pareek and J.K. Satia). This study was sponsored by the Government of Rajasthan
- Baroda's Experiment in Urban Decentralization (Anil Bhatt)
- Budgetary Control Systems, Collection and Follow-up Machinery and Criteria for Selection of Projects in Kerala Municipalities (Paul Mampilly)
- Computerized Bus Scheduling at Gujarat State Road Transport Corporation (V.L. Mote, N.R. Patel, M. Raghavachari and J.L. Saha)
- Energy Planning Methodologies for Developing Countries - First Phase (S.K. Mukherjee)
- Management of Slums in Gujarat (A.M. Isaac)
- Relation between Politicians and Administrators in City Government (Anil Bhatt)

### Projects in Progress

- Coaching Stock Utilization in Western Railways - An Exploratory Study (K.V. Ramani)
- Energy Planning Methodologies for Developing Countries - Second Phase (S.K. Mukherjee)

- Management of Electricity Boards :- An Exploratory Study  
(Pranod Verma)
- Management of Municipal Corporations (Anil Bhatt and Arun  
Monappa)
- Urban Growth Correlates and Linkages in Gujarat (G. Giridhar)

### Training Programme

A three-week programme on "Project Formulation and Implementation" was offered to 25 participants drawn from central and state governments during September-October, 1978. The programme, co-ordinated by Prof. Paul Mampilly, had been sponsored by the Department of Personnel and Administrative Reforms, Government of India.

### Other Activities

An Energy System Unit has been formed at the Institute. Prof. S.K. Mukherjee is its Co-ordinator.

A PSG monograph series was initiated during this year to publish the work done in Public Systems. Four monographs have been published so far.

Management Processes in Universities -  
A Study of Decision-making and Organizational Health in Two Agricultural Universities

Ravi J. Matthai  
Udai Pareek  
T.V. Rao

Student Orientations in Professional Education

T.V. Rao

A Computer Model for Administration of Teacher Transfers

T.P. Rama Rao  
T.V. Rao  
M.K. Singhvi

A Computer Model for Location and Upgrading of Schools T.P. Rama Rao  
M.K. Singhvi

### Future Plans

It is expected that the activities of the group would continue to expand. A one-month management training programme for senior officials of the government is planned for 1980 summer. A seminar for senior level administrators in public systems is also being planned for the last quarter of 1980. Efforts are being made to identify faculty groups to conduct survey research and prepare position papers on topics like concept of public systems, policy formulation, programme planning and evaluation, organizational structure, information systems, organizational culture, financial control systems, management of human resources, human resource development, and management of change, for this seminar.

Efforts are also being made to evolve a research programme for understanding the management of public systems in the country.

### HEALTH & POPULATION UNIT

#### Research

The following research studies were undertaken by the Health and Population Unit during the year.

Experiment in Visit Planning Singhpur Primary Health Centre,  
Rae Bareli

The experiment has been completed in Singhpur. Its design involved four activities:

- A methodology of preparing a work schedule which takes into account the current status of the area and which is somewhat flexible (compared to the existing TPM).
- A mechanism for identifying special efforts needed in an area.
- A methodology for planning visits on a given day
- A regular monthly problem solving seminar.

Effect of Locational Variables on Subcentre Performance

Analysis of data collected from a sample of 50 subcentres from eight PHCs on locational variables is in progress.

Community Health Worker Scheme

As part of this programme a diagnostic seminar was held at the Population Centre, Lucknow. A report based on this seminar showed that the perceptions of objectives at different levels of administration was not fully congruent. In fact, considerable qualification of objectives was necessary. Useful suggestions were made by the PHC doctors to improve the scheme.

Another aspect studied was involvement of the community in the scheme. Three villages were selected from Mohanlalganj PHC and discussions were held with various community groups to find out their awareness, knowledge and attitude towards CHW scheme. A report is also being prepared on this part of the study.

The third aspect of the scheme relating to the interface between PHCs and the CHWs - was studied through unstructured interviews. This study was conducted in three PHCs of Lucknow district.

The comprehensive report being prepared will give an analysis of these three aspects and recommend changes in the existing scheme.

#### Other Studies in Progress

The study on Promotion and Distribution of Nirodh is continuing. Three of the five sub-studies that have been undertaken, namely, Users of Free Nirodh Supply System, the Nirodh Retailers and the Users of Commercial Nirodh have been completed. Preliminary data processing has been done for the other two studies - New Users of Nirodh and Field-Workers' Study.

#### Technical Assistance

Technical assistance to the Population Centre, Lucknow, was provided in the following areas

#### Improving Utilization of Maternity Homes

The consultancy report on Lucknow's new maternity homes was discussed with the project authorities. It was felt that a wider survey of the prospective clients should

be undertaken to provide a base for designing a mass communication strategy to improve the utilization of maternity homes. A survey of 500 respondents has been made.

#### Management Information and Evaluation System (MIES)

Further analysis of the data generated by MIES has indicated the need to feedback this data to the PHC doctors. This PHC-wise analysis of MIES data was completed and the resulting information was used in the training programme for PHC doctors held at Mount Abu between February 24 and March 3, 1978. The participants were asked to analyse the performance of their PHCs, diagnose the problems, and develop action plans for the coming year.

An article based on the action during the implementation of MIES in project district was written for a special issue of "Demography India".

#### Post-Partum Communication Experiment

The IIMA has given professional help in developing scripts for the radio programme planned for the post-partum communication experiment. The first script was prepared by a professional writer and reviewed by the Director of the Population Centre and the Project Co-ordinator. Two more scripts have been submitted to the UP Government for comments.

### Institution Building

A team of three IIMA faculty members had detailed discussions with the new Director of the Population Centre, Lucknow, on the Centre's future plan for research. These discussions helped to pinpoint some gaps in past researches as well as opportunities for new collaborative work in the future.

A note on final evaluation of the project was prepared by the Unit faculty to provide a framework for discussion with the other Units of IPP in Lucknow.

### Training

An eight-day Management Training Programme for Medical Officers of the Primary Health Centres in UP was conducted at Mount Abu from February 24 to March 3, 1978. Forty doctors from six districts of Uttar Pradesh participated in the training programme.

The programme faculty included professors V.K. Gupta, Rushikesh M. Maru, Sasi B. Misra, B.L. Mittal (Co-ordinator), Nirmala Murthy, T.V. Rao, J.K. Satia, and Rathindra Roy (Guest Faculty).

A three-week training course on Programme Implementation, Monitoring and Evaluation- Health and Family Welfare sponsored by the Training Division, Department of Personnel

and Administrative Reforms, Government of India, was conducted at the Institute from April 10 to 29, 1978. Twenty-one senior health officers of the Union Ministry of Health and Family Welfare, Rajasthan, Gujarat, Uttar Pradesh, Punjab, and the Union Territories of Delhi, Goa, Daman and Diu participated in the training course.

Forty-two doctors from six districts in UP attended an eight-day training programme for PHC doctors held at Gandhinagar from August 3 to 11, 1978.

The programme faculty were Professors R.M. Maru, B.L. Mittal (Co-ordinator), T.K. Moulik, T.V. Rao, and J.K. Satia, and the guest speakers were Dr. Prem P. Talwar, Director, and Mr. Ashok Kumar, Assistant Director, Population Centre, IPP, Lucknow.

A one-week Management Development Training Programme for senior volunteers and staff of the Family Planning Association of India was held at Gandhinagar from November 13 to 19, 1978. The programme, sponsored by the Family Planning Association of India, was attended by 27 participants from FPAI branches all over India. The faculty were Professors Somnath Chattopadhyay, G. Giridhar (Co-ordinator), Rushikesh Maru, C.D. Menon, J.K. Satia and Dr. V.H. Thakore, Hon. Project Advisor.

A five-year training programme contract with the



Government of Uttar Pradesh under the second World Bank-India Population Project is being finalized. Under this, four training programmes will be held in a year for the first three years (1979-1982). For the remaining years (1982-84), there will be two programmes - one for the PHC doctors and the other for the district and state officials.

#### Other Activities

Professor J.K. Satia served as the Technical Advisor for the National Seminar on the Management of Family Welfare Programme in the Organised Sector at New Delhi from February 21 to 24, 1978. This seminar was jointly organized by the Government of India and the International Labour Organization. Professors Satia and Nirmala Murthy presented a paper on "National Strategy for Family Welfare Programme in the Organised Sector" at the seminar.

The Unit was invited by the Union Ministry of Health and Family Welfare to participate in the National Interim Evaluation of the CHW Scheme. Prof. Nirmala Murthy joined a team of scholars from five leading institutions of India and conducted studies in UP and Gujarat. The final report was submitted to the Ministry in May, 1978.

Under the Institutional Development Assistance Project of the ICOMP, the Institute undertook two international collaborative research-cum-consultancy projects in Egypt and Tanzania. Dr. J.Ogyugi, the then Director, East African Management Institute (EAMI), Tanzania, visited the Institute in December, 1977 in this connection.

Mr. Osama Al Ansary and Mr. Hussein Bakhit of the Population and Family Planning Board visited the Institute in April-May, 1978. They participated in an on-going management development programme for senior health officials of various states.

A team consisting of Dr. Martin, Director-General, National Institute of Population Research and Training, Mr. Kazi Raqubuddin Ahmed, Deputy Secretary, Bangladesh, Professor Miyan, Professor Talukdar, Institute of Business Administration, Dacca University, and Dr. Anthony R. Measham, Ford Foundation, Bangladesh visited the Institute in March, 1979. They acquainted themselves with various activities such as consulting, training, research and evaluation services in Social Sector Management, with special emphasis on the Health and Population Sector.

#### EDUCATION SYSTEMS UNIT

A workshop on Management of Academic Motivation in Professional Education was held on the campus during February, 1979. This was attended by principals of polytechnics, engineering colleges, medical colleges, commerce colleges, and heads of departments of professional education from various colleges. Prof. T V Rao coordinated the programme.

Prof. Udai Pareek participated in the Workshop organized jointly by the UNESCO and the National Staff College on Educational Implications of the New International Order at New Delhi.

Prof. T.V.Rao helped a group of principals and faculty of technical institutions in designing programmes to develop self-reliance and entrepreneurial attitudes in their students.

#### Research Projects Completed

Developing a Computer Model for Managing Transfers  
(T.P. Rama Rao, T.V. Rao and M. K. Singhvi).

Developing a Computer Model for Location of Schools  
(T.P. Rama Rao, and M. K. Singhvi).

A note on the National Chemical Laboratory (R. J. Matthai).

#### Research Projects Initiated

Experiments in Educational Innovations at Jawaja (Popularly known as Rural University).

A Study of the Effectiveness of Training by Technical Teachers' Training Institute, Bhopal.

A project has been initiated with the State Institute of Education, Gujarat to jointly explore the role played by the State Institute of Education in mechanisms of developing SIE to contribute to the improvement of quality of education in Gujarat.

#### Research Projects in Progress

Experiments in Non-formal Education.

Designing a Human Resources Development System for the Department of Education, Rajasthan.

Preparation of a Handbook on Education and Rural Development, Integrating Asian Experiences (sponsored by the Asian Regional Office of UNESCO, Bangkok).

Assistance

Under UNESCO arrangement help was provided to the Ministry of Education, Government of Indonesia, on designing evaluation systems for their Bureau of Organizational and the Centre for Personnel Training.

## IX. INFORMATION SYSTEMS AND COMPUTER GROUP

This year marked a number of significant events for the Computer Centre. The 'Information Systems and Computer Group' was formally constituted in November 1978. The group was formed to strengthen the development of computer applications and information systems at the Institute. A new computer system was also installed.

### Academic Activities

#### Three-month Advanced Programme on Computer Based Information Systems Analysis and Design

The second three-month Advanced Programme on Computer Based Information Systems Analysis and Design was held from July 9 to October 7, 1978. There were 37 participants, including three from Nepal and one from Tanzania, drawn from government, public and private sectors. The participants worked on several projects on computer applications in government and industry.

The participants made the following presentations of the projects at the end of the course:

- Data Base Management Systems for Mineral Survey
- Requirement Planning for Manufactured Components of the HEC Tools Plant at Ranchi
- Petroleum Product Movement Scheduling

- Formulation and Evaluation of Decisions Rules for Trading on the Stock Exchange
- Data Base Design for Coal and Lignite
- University Information System
- MIS for a Major R & D Project
- Information System for Planning for State Education Department
- Material Budgeting - A Data Base Approach
- Information Systems for Railway Production Units

Data Base Management System Design for SCI's Commercial Operations.

National Seminar on Computers and Management: Applications in Government and Industry:

At the end of the three-month Advanced Programme, a National Seminar on 'Computers and Management : Applications in Government and Industry' was organized on October 5 and 6 to focus the importance of computer technology in the whole area of management. More than 100 delegates from government and industry, including the participants in the Advanced Programme, attended the seminar. Thirteen papers were presented at the seminar.

Research Projects in Progress

Coach Stock Utilization in Western Railway : A Simulation Model (in collaboration with Public Systems Group - Transportation Unit)

Computer Based Information System for Material Management  
 Framework for Choice of Computer System for Management

Information System for Development Planning

Information Systems in Education (in collaboration with  
 Public Systems Group - Education Unit)

Information System for Small Industries Development Orga-  
 nisation

Integrated Data Analysis for Mini Computers

Mathematical Programming System on Mini Computers

### Technical Reports

Applications of Computer Graphics in Management (Mohan  
 Kaul)

Computer Model for Handling Transfer of School Teachers  
 (in collaboration with Public Systems Group)(T.P. Rama  
 Rao and T.V. Rao)

Computer Model for Locating New Schools and Existing  
 Schools (in collaboration with Public Systems Group) by  
 T.P. Rama Rao and T.V. Rao

A Framework of Information System for Development Plan-  
 ning by S.C. Bhatnagar and Mohan Kaul

A Retrieval System for a Data Base on Public Sector  
 Enterprises by S.C. Bhatnagar

Sorting of Micro Computers (K.V. Ramani and S.C. Bhatnagar)

### COMPUTER CENTRE

#### Commissioning of a New Computer System

The New Computer System, PDP 11/70, was inaugurated  
 by Dr. David Hopper, Vice President, World Bank, on March 19,  
 1979.

The new system has the following configuration : a  
 16 bit computer with a Floating point processor, 256 KB

Main Memory and 2 KB Cache Memory providing an effective cycle time of 240 nano secs; 2 Disc Drives of 67 MB each; 9-track 800/1600 bpi, Five Nos. alphanumeric visual display terminals; Five Nos. DEC writer hard copy terminals; Two Nos. Graphic Display Terminals; a 600 cpm Card Reader; a 600 lpm Line Printer and a Printronix Printer-cum-Plotter.

The operating system of the new computer (IAS) provides Time Sharing and Multiprogramming and programming facilities in BASIC-II, FORTRAN-IV, COBOL Languages, the DBMS-11, RMS-11 and SORT-11 packages simultaneously to interacting and batch users.

Compared to the existing HP System, the new system has a 7-8 times faster CPU. It can support programmes in main memory six times larger than the old system and has a random access memory 30 times larger. In terms of software it allows the use of powerful BASIC, FORTRAN, COBOL and DBMS in an interactive time sharing environment and also supports background batch processing.

#### Application & System Programming Library

Eighteen software packages (systems and applications) were developed in various areas of management to improve the performance of the computer system.



### Computer Use in Teaching and Research

PGP and FPM students continue to use computers extensively, besides 22 faculty members who used the computer for course development. Computer was also used for about 14 research and consulting projects. Programming assistance was also provided to several PGP and FPM courses, and research and consulting projects.

### Management Development Programme

The participants of the 6-Month Management Education Programme, 3-Month Advanced Computer Based Information Systems Analysis and Design, Economic and Business Forecasting and University Teachers Programme used the computer extensively in their course and project work.

### Academic Administration

A computerized Data Bank for Management Development Programme was started this year. The Data Bank stores and reports the data on organization, participants and programme being offered at the Institute.

The common Admission Tests data for all the three IIMs was processed at the Institute Computer Centre.

### Outside Users

Many institutions/organizations like the School of Planning, Space Application Centre, National Dairy

Development Board, Gujarat Industrial Development Corporate, EDP Corporation, Indian Petro Chemicals Corporation Ltd., Systems Dynamics, Teststeels Ltd., Rustom Mills & Industries Limited, Arvind Mills Ltd., LD Engineering College, Bharat Heavy Electricals Limited, etc. used our computer this year.

## X. CENTRE FOR REGIONAL MANAGEMENT STUDIES

### Programme for Government Officials

The Centre conducted a two week training programme on Project Formulation, Evaluation and Implementation for Class I officers of the Government of Gujarat from December 18, 1979. Twenty-one government officers participated in the programme. It was sponsored by the Sardar Patel Institute of Public Administration, Ahmedabad.

### Management Development Programme

A one week training programme on Small Industry Management was conducted at Odhav Industrial Estate from February 2, 1979. The programme was conducted jointly by CRMS, AMA and FASSI, Ahmedabad. Twenty-five entrepreneurs and executives of various small scale industries in and around Ahmedabad participated.

### Research Projects

The final report of the research project on "Employees' State Insurance Scheme : An Evaluative Study" undertaken by Professors Mirza S. Saiyadain and Arun Monappa, was completed in February, 1979. This project was sponsored jointly by the CRMS and Shri Chandra Prasad Desai Memorial Trust and the report is now being published.

The Centre-sponsored project on "Developing the Planning and Control System for the VS Hospital, Ahmedabad" was

completed in April, 1979. It was undertaken by two PGP II students, Miss Radhika Govindarajan and Miss Usha Ramaswamy, under the supervision of Professor V. Govindarajan.

The Gujarati translation of How to Read a Balance Sheet (ILO Publication) is completed and it is now being published by the Centre.

The Centre has sponsored a project on preparing abstracts and bibliography of the research manuscripts, books and papers relating to various problems of Gujarat. The project has been undertaken by Professors B.H. Dholakia and H.N. Pathak. The project report is likely to be completed next year.

#### Other Activities

The Centre organized a meeting between Prof. G.S. Whewell, President, Textile Institute, Manchester, and selected textile industrialists, technologists and academicians of Ahmedabad, who are interested in the textile industry, on January 27, 1979 at the Institute. Various aspects of the textile industry were discussed.

The CRMS committee has decided to give a research grant of Rs.1,050 to Mr. A.M. Paranjape, a doctoral student working on "Predicting Sickness in Indian Cotton Textile Industry".

The CRMS committee has decided to offer one fellowship of Rs.7,500 to a faculty participant from Gujarat admitted to the Faculty Development Programme.

## XI. SEMINARS, WORKSHOPS AND LECTURES

### Training Course

A three-week training course on "Programme Implementation Monitoring and Evaluation--Health and Family Welfare" sponsored by the Training Division, Department of Personnel and Administrative Reforms, Cabinet Secretariat, Government of India, was conducted at the Institute from April 10 to 29, 1978.

Twenty-one officials from the Department of Health and Family Welfare from Uttar Pradesh, Madhya Pradesh, Punjab, Rajasthan, Maharashtra, Gujarat, Goa, Daman & Diu and the Union Ministry of Health and Family Welfare participated in the training programme. Two senior officials of the Egyptian Population and Family Planning Board also attended the course.

### Workshop on Forestry Management

The CMA organized a national workshop on "Forestry Management" on May 2 and 3, 1978 on the campus. Mr.G.V.K. Rao, Secretary, Union Ministry of Agriculture and Irrigation, delivered the keynote address. Forty-five officials connected with the management of forestry participated in the workshop.

SFDA Seminar

A seminar on "Intervention for Rural Development : Experiences of the Small Farmers Development Agency" was held at the Institute from June 15 to 17, 1978. It was organized at the instance of the Departments of Personnel and Administrative Reforms, and Rural Development, Government of India. Forty-eight participants from the central and state governments, banks, voluntary agencies and the academic institutions attended the seminar. Prof. Raj Krishna, member of the Planning Commission, delivered the key-note address.

Seminar on Public Policy Towards Large Business

Participants from government, industry, legal, and academic fields attended a one day Seminar on Public Policy Towards Large Business organized by the Institute on December 29, 1978. Justice Rangarajan, in the key-note speech, said that issues and non-issues should be specified and only issues discussed. He emphasized the need for a systematic study of economic power and concentration.

The following papers were presented at the seminar:

- 1) Impact of Public Policy Towards Large Business in India (Prof. G.R. Kulkarni),
- 2) MRTP Act: Its Impact on Large Business. (Prof. Rakesh Khurana),
- 3) Formulation

and Functioning of Policy Measures to Encourage Small Business : Intent and Effect (Mr. Brahm Vasudeva, Managing Director, Pressure Cookers' Appliances Ltd.), 4) Choice of Production Scale and Employment Generation (Dr. Panandikar, Deputy Secretary-General, FICCI).

#### Placement Seminar

A seminar on "Opportunities and Challenges for Management Graduates" was held on January 6 and 7, 1979, at the Institute to discuss 1) Employment opportunities and challenges, 2) Functional opportunities and challenges, 3) Problems of entry and acceptance, 4) Self-employment opportunities --experiences of alumni. Prominent executives representing the public and private sectors, multi-nationals, medium and small scale industries, and alumni participated in the seminar

#### Workshop on Transportation Management

The Workshop on Transportation Management, held at the Institute on March 2 and 3, was attended by representatives from airlines, railways, and road transport. Problems of marketing, maintenance, crew and vehicle scheduling, and managerial tasks and development needs were discussed. Prof. A.K. Kalro, V.L. Mote, Nitin R. Patel, and M. Raghavachari participated in the workshop. It was inaugurated by Dr. V.S. Vyas, Director.



Vikram Sarabhai Memorial Lecture

Dr. W. David Hopper, World Bank Vice President for South Asia Region, delivered the Fourth Vikram Sarabhai Memorial Lecture on March 19, 1979 at the Institute. Speaking on "Population and Food : A New Look at an Old Question", Dr. Hopper anticipated the demand for food to increase at three per cent a year, thus necessitating a doubling of food production to three billion metric tonnes in 24 years.

In spite of high-yielding varieties and improved farm husbandry, he said, there was yet a "fearful concern" about food, perpetuated by the "institutions of men" which harnessed and channelized the energies of people within the narrow confines of action. Optimum utilization and mobilization of the world's food resources would increase the present grain output fourfold, he said.

He observed that the Indus-Gangetic-Brahmaputra plain, with 630 million population, which now produced less than one metric tonne of grain, could yield one billion metric tonnes if the area was properly utilized.

Dr. Hopper concluded with a parallel he drew between man's conquest of the moon and that of hunger, the latter could be achieved in the same manner as the former-- through persistence, an organized will, and mobilization

of talents and hardware. "It is not a question of food and population; it is really a question of how much food do we, the world's people, wish to provide."

## XII. ALUMNI RELATIONS & ACTIVITIES

### IIMA Alumnus

Three issues of IIMA Alumnus were published in September, May, and January. The Alumnus has become almost self-supporting. To encourage articles in Alumnus, the Editorial Committee has decided to pay Rs.100 for every published article and a special award of Rs.250 for the best article of the year.

### Life Members

During the year 1,020 new members became life members of the Association. The Association has now 5,337 life members.

### Computerization of Alumni Addresses

The Alumni Office has computerized the addresses of 2,068 Alumni.

### Alumni Scholarships

With the efforts of a few alumni, the following scholarships have been raised for the PGP students.

1. Prof. B.K. Hegde Memorial
2. Prof. Warren Haynes Memorial
3. Gwalior Rayon Silk Manufacturing (Wvg.) Co.Ltd.
4. Hindustan Everest Tools Ltd.
5. Groz-Beckert Saboo Ltd.
6. Foundation to Aid Industrial Recovery

## 7. Audco (India) Ltd.

The Association specially acknowledges the efforts made by Mr. U.V. Rao, Mr. Vijay Bhargava and Mr. C.D. Menon for getting the above scholarships. Efforts are also underway to raise a scholarship by PGP graduating class of 1978. A sizable number of students have already contributed Rs.100 each towards this scholarship.

### Alumni Conference and Alumni Reunion

The Alumni Conference and Alumni Reunion will be held in September/October, 1979 on the campus. The theme for the conference would be "Strategy for Industrial Development for the Next Decade : Challenges and Opportunities".

### Souvenir Items

Ties, Pencil holder/stand, Car stickers, and Membership cards, all carrying the IIM emblem, will be made available to the alumni as souvenir items. The Executive Committee felt that these souvenir items would help in developing feelings of commonness among the alumni.

### Chapter Activities

#### Ahmedabad

A get-together to meet Dr. V.S. Vyas, new Director of IIMA, was arranged on August 19, 1978.

The following films were shown to Alumni during the year : "Road-blocks to communication", "Using visuals in your speech", and "You are the creator of your own destiny".

The following programmes were arranged:

Mr. Manubhai D. Shah, General Manager, Arvind Mills Ltd., spoke on "Consumer Protection" on September 9, 1978.

"PGP Alumni Interaction" was arranged on October 25, 1978.

Mr. P.Y. Mehta, Senior Divisional Manager, LIC, spoke on "You and LIC From the Consumer Protection View Point" on January 23, 1979.

Pound parties were arranged on September 30, 1978 and March 10, 1979.

Fun-fair was organized by the alumni and students on the campus on February 4, 1979.

"Equus", an English play, was arranged on March 29, 1979.

A newsletter has also been started by the Chapter which acts as a communication link.

#### Baroda

Dr. Samuel Paul spoke on "New Industrial Policy" on April 8, 1978.

A lecture on "Consumer Protection" by Prof. Manubhai D. Shah, was organized on November 13, 1978.

#### Madras

A get-together was organized on September 22, 1978. This was followed by a talk by Prof. Manubhai D. Shah.

Poona

A talk on "Economic Forecast for India in 1980s" was delivered by Prof. V.M. Dandekar on May 19, 1978.

Talk by Dr. Fredrich Weltz, Sociologist and Consultant from Federal Republic of Germany, on "Social Consequences of Technical Progress" was arranged in November, 1978.

Talk by Mr. Jayant H. Shah, Executive Director, Bajaj Auto Ltd., on "New Approach to Industrial Relations" was arranged in January, 1979.

Talk by Mr. Ralph Wolf, Managing Director of Scott Badar Co. Ltd., U.K. on "Industrial Trusteeship and Worker Co-operation" was arranged in February, 1979.

### XIII. EDUCATIONAL FACILITIES

#### Library

During the year 4,371 new books were added to the Library, bringing the total number of books to 92,138. The Library has been subscribing to 732 periodicals. Annual reports of many (Indian & Foreign) companies were acquired during the year.

The Library started in April, 1978, a new service -- Subject Index of Articles in Current Periodicals on Management and Related Disciplines. This index includes the articles published in various Indian and foreign periodicals.

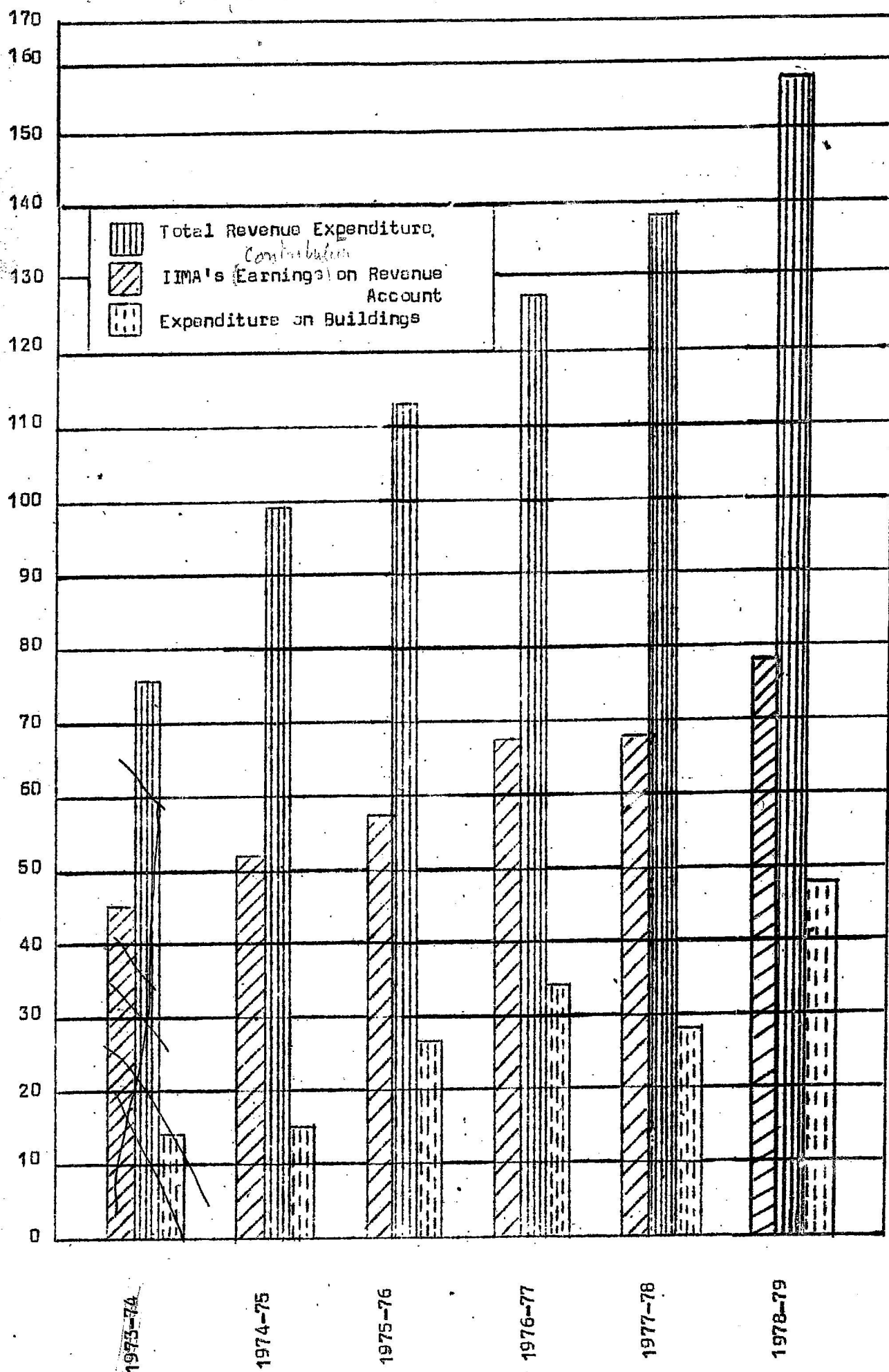
#### Campus Development

One section of the kitchen-dining complex was 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 September, 1979.

The following construction work was in progress:

a) Thirty Type 2A houses, b) Five Type 4 houses, c) Entrance Plaza, and d) Brick pathways linking various new buildings which were constructed during the last few years.





## 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
1978-79	78	51	427	8	564

## 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
1978-79	305	--	34	339

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

## SCHOLARSHIPS

## APPENDIX IV

## POST-GRADUATE PROGRAMME IN MANAGEMENT

<u>First Year</u>	<u>Organization</u>
Anand K.	Air India
Bhargava S.	Bank of America
Das S.	Devidayal Electronics & Wires Ltd.
Dwivedi A.K.	Foundation to Aid Industrial Recovery
Jain R.K.	Godrej Trust
Jain V.P.	Gwalior Rayons Ltd.*
Sridhar S.	Hindustan Everest Tools Ltd.*
Sridharan S.T.	Mahindra & Mahindra Ltd.
Vaidyanathan B.	Shriram (DCM)
Ashok Kumar	B.K. Hegde Memorial Scholarship (IIMA)

---

\* New Scholarship

Second YearOrganization

Chandrasekhar K.	AUDCO India Ltd.*
Malshe K.N.	Citibank (FNCB)
Rajiv Kumar	Dunlop India Ltd.
Ramabhadran V.	Godfrey Philips India
Ramachandran N.	Grez-Beckert Saboo Ltd.*
Ravindran S.	Hindustan Lever Ltd.
Singh M.K.	Hindustan Lever Ltd.
Vaidyanathan G.	Mandelia Parmarth Kosh
Vijay S.	Shriram (DCM)
Jana R.K.	SRA (Dena Bank)*
Sud A.	Warren Haynes Memorial Scholarship

---

\* New Scholarship

BANK OF MAHARASHTRA SCHOLARSHIPS FOR  
SC/ST STUDENTS

Bank of Maharashtra has sponsored this year two scholarships of Rs.3,500 to be given to poor SC/ST students. One of these scholarships will be given to a first year student and the other to a second year student on the basis of their parental income. For these scholarships applications are being invited from poor SC/ST students.

MANAGEMENT DEVELOPMENT PROGRAMMED  
HELD FROM JULY 1978 TO JUNE 1979

	Participants			Organization		
	Public/ Govt.	Private	Total	Public/ Govt.	Private	Total
3-Month Advanced Programme on Computer Based Information Systems Analysis and Design, July 9-October 7, 1978	35	2	37	19	2	2
DIC General Manager Programme and DIC Managers (Marketing) Programme, July 10-22, July 23-August 5, September 11-23.	81	-	81	16	-	1
Management Training Programme for PHC Doctors (Govt. of UP) Aug. 4-11	38	-	38	1	-	
3-Tier Programme for Management Development, Aug. 6 to Sept. 29, 1978	48	140	188	24	49	
IIInd Phase of Laboratory in Management of Motivation, September 21-24, 1978	14	3	17	10	3	
Industrial Relations & the Law, Sept. 24-30, 1978	16	11	27	13	8	
Programme on Management of Handloom Development Programmes, September 19 to October 2, 1978	26	-	26	25	-	
Programme on Project Formulation and Implementation, September 28 to October 5, 1978	17	-	17	12	-	
Materials Planning and Control October 15-24	8	10	18	8	10	
Product Policy & New Product Decisions, Nov. 5-11, 1978	1	26	27	1	18	

	Participants			Organization		
	Public/ Govt.	Private	Total	Public/ Govt.	Private	Total
Management Education Programme, November 5-April 6, 1979	17	19	36	10	19	29
MDP for Sr. Volunteers & Staff of FPI, November 11-18	27	-	27	1	-	1
Industrial Relations Machinery, November 15-29	12	-	12	3	-	3
Workshop on Creative Problem Solving, November 18-27	10	7	17	8	6	14
Planning, Control and MIS December 10-16	20	12	32	19	12	31
Changing Patterns of Industrial Relations, December 10-17, 1978	7	17	24	7	11	18
Management of Executive Stress and Organizational Conflicts, January 21-29	9	1	10	9	1	10
Fourth Professional Development Programme for Trade Unions Leaders of Gujarat, January 21- February 10, 1979	38**	-	38	31	-	31*
Foundation Course in Personnel Management & Industrial Relations, February 4-March 17	11	11	22	11	9	20
Workshop on Academic Motivation in Professional Education, February 18-24	30	1	31	28	1	29***
Programme on Economic & Business Forecasting, March 11-21	15	13	28	11	11	22
Workshop on Human Resources Management, March 12-15	18	8	26	17	7	24

\* Trade Unions

\*\* Trade Union Leaders

\*\*\* Educational Institutions.

	Participants			Organization		
	Public/ Govt.	Private	Total	Public/ Govt.	Private	Total
Workshop on Effective Management Styles, March 31-April 4	9	7	16	9	5	14
MDP for Medium & Small Enterprises, April 1-14	8	17	25	6	17	23
Programme in Personnel Management, April 8-14	25	8	33	21	8	29
Programme on Management of Rural Development, April 15-28	41	3	44	31	3	34
Agricultural Management Programme, April 22-May 5	17	5	22	12	5	17
Forestry Management Programme, May 6-19	25	-	25	22	-	22
Programme Implementation Monitoring & Evaluation - Health and Family Welfare, April 17-May 7	16	-	16	8	-	8
Workshop on Cooperative Management Effectiveness and Training April 18-May 5	19	-	19	15	-	15
	658	321	979	408	205	613

## CASES, RESEARCH, AND CONSULTING

## APPENDIX VI

Year	Cases Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
<del>1973-74</del>	<del>1037</del>	<del>98</del>	<del>75</del>
1974-75	1100	118	100
1975-76	1223	133	112
1976-77	1409	161	141
1977-78	1612	196	166
1978-79	1750	221	197

BOARD OF GOVERNORS.

Appendix VII

CHAIRMAN

Keshub Mahindra  
Chairman, Mahindra & Mahindra Ltd.  
Bombay

Nanubhai Amin  
Chairman  
Jyoti Ltd.  
Baroda

Air Chief Marshal P.C.Lal  
Chairman  
Indian Airlines and Air India  
New Delhi

Prafull Anubhai  
Managing Director  
Rustom Mills & Industries Ltd.  
Ahmedabad

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

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

Mohd. Fazal  
Chairman and Managing Director  
Engineering Projects (India) Ltd.  
New Delhi

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

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

N.M. Desai  
Chairman  
Larsen & Toubro Ltd.  
Bombay

K.R. Narayanan  
Vice-Chancellor  
Jawaharlal Nehru University  
New Delhi

J.A. Kalyanakrishnan  
Financial Adviser  
Ministry of Education &  
Social Welfare  
Government of India  
New Delhi

Ishwarbhai J. Patel  
Vice Chancellor  
Gujarat Agricultural University  
Sardar Krishi Nagar

Shrenik Kasturbhai  
Anil Starch Products Ltd.  
Ahmedabad

S.M. Patankar  
Adviser (Finance)  
Bureau of Public Enterprises  
Ministry of Finance  
New Delhi

M. Krishnamoorthy  
Executive Director  
National Productivity Council  
New Delhi

M. Raghavachari  
Professor  
Indian Institute of Management  
Ahmedabad



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C. Rangarajan  
Professor  
Indian Institute of Management  
Ahmedabad

A.H. Tobaccowala  
Managing Director  
Voltas Ltd.  
Bombay

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

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

Ram S. Tarneja  
General Manager  
Benett Goleman & Co. Ltd.  
Bombay

V.S. Vyas  
Director  
Indian Institute of Management  
Ahmedabad

SECRETARY

R.C. Chib  
Administrative Officer  
Indian Institute of Management  
Ahmedabad

SUB-COMMITTEES OF THE BOARD

PERSONNEL COMMITTEE

Keshub Mahindra (Chairman)  
V.S. Vyas  
R.C. Chib (Secretary)

BUILDING COMMITTEE

Kasturbhai Lalbhai (Chairman)  
M.M. Patel  
V.S. Vyas  
R.C. Chib (Secretary)

FINANCE COMMITTEE

Keshub Mahindra (Chairman)  
Harshavadan Mangaldas  
Shrenik Kasturbhai  
J.A. Kalyanakrishnan  
V.S. Vyas  
R.C. Chib (Secretary)

## SOCIETY\*

## Appendix VIII

Secretary  
Ahmedabad Cotton Mfg.Co.Ltd.  
Ahmedabad

B.S. Sandhu/V.B.L. Mathur  
Ahmedabad Jupiter Spg. Wvg. &  
Mfg.Mills  
Ahmedabad

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

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

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

C.R. Amin  
Director  
Alembic Chemical Works Co.Ltd.  
Baroda

Jayakrishna Harivallabhdas/  
Balakrishna Harivallabhdas  
Ambica Mills Ltd.  
Ahmedabad

I.C. Shah  
Amruta Mills Ltd.  
Ahmedabad

Chinubhai Manibhai/Shrenik  
Kasturbhai  
Anil Starch Products Ltd.  
Ahmedabad

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

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

Niranjan Narottam Lalbhai/  
Siddharth Kasturbhai  
Arvind Mills  
Ahmedabad

Madanmohan Mangaldas/  
Harshavadan Mangaldas  
Aryodaya Ginning & Mfg.Co.Ltd.  
Ahmedabad.

Harshavadan Mangaldas/  
Madanmohan Mangaldas  
Aryodaya Spg. & Wvg. Co. Ltd.  
Ahmedabad

C.H. Choksey/  
A.S. Dani  
Asian Paints India Ltd.  
Bombay

Ajay Chimanbhai/  
Arvind Narottam  
Asoka Mills Ltd.  
Ahmedabad

Kamaljit Singh  
Managing Director  
Associated Cement Cos.Ltd.  
Bombay

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

\*As on March 31, 1979. The members of the Board of Governors are also members of the Society.

Atul Products Ltd.  
Atul  
Bulsar

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

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

B.I. Joshipura  
Regional Manager  
Bank of India  
Ahmedabad

Brig. G.K. Gokhale  
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 & Manufacturing  
Co.Ltd.  
Bombay

C.S. Samuel  
Chairman & Managing Director  
Brooke Bond India Ltd.  
Calcutta

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

M.V. Arunachalam  
Carborundum Universal Ltd.  
Madras

Janmejy Bhagubhai  
Managing Director  
Cellulose Products of India Ltd.  
Ahmedabad

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

C.T. Parekh  
Chandrakant Parekh Pvt. Ltd.  
Bombay

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

Siddharth Kasturbhai  
Cibatul Ltd.  
Atul  
Bulsar

Vice-President  
Citibank, N.A.  
Bombay

Manubhai Bhikhabhai/  
Jagdishbhai Manubhai  
Commercial Ahmedabad Mills Ltd.  
Ahmedabad

Charat Ram  
Delhi Cloth & General Mills  
Co. Ltd.  
Delhi

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

D.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

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

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

Managing Director  
Glaxo Laboratories (India)  
Ltd.  
Bombay

Shantilal K. Somaiya  
Godavari Sugar Mills Ltd.  
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.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

James S. Raj  
Chairman  
Industrial Credit & Investment  
Corpn. of India  
Bombay

Baldev Pasricha  
Chairman  
Industrial Finance Corp 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 Brothers Ltd.  
Bombay

N.M. Desai  
Chairman  
Larsen & Toubro Ltd.  
Bombay

Chairman  
LIC of India  
Bombay

Y.N. Mafatlal/  
R.N. Mafatlal  
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

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

P.C. Laha  
General Manager  
Metallurgical & Engg. Consul-  
tants of India Ltd., Ranchi

Yogendra A. Mafatlal/  
L.D. Vasa  
Mehir Textiles Ltd.  
Ahmedabad

C.S. Swaminathan  
Chairman & Managing Director  
Minerals & Metals Trading Crpn.  
New Delhi

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

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

Rai Kochar  
General Works Manager  
National Machinery Mfrs. Ltd.  
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

Gautam Shantilal Nanvati/  
Nautambhai J. Nanvati  
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 Chinubhai/  
Arvindbhai Chinubhai  
Rohit Mills Ltd.  
Ahmedabad

Prafull Anubhai  
Managing Director  
Rustom Mills & Industries Ltd.  
Ahmedabad

Navnitlal Sakarlal/  
Nandakishore Sakarlal/  
Saurabh Navnitlal  
Sakarlal Balabhai & Co. Ltd.  
Ahmedabad

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

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

Chinubhai Chimanbhai/  
Ashoka Chimanbhai  
Saraspur Mills Ltd.  
Ahmedabad

Arvind Hiralal  
Saurabh Coron.  
Ahmedabad

Vadilal Lallubhai  
Sayaji Mills Ltd.  
Ahmedabad

Pratap Bhogilal  
Shriram Mills Charitable Trust  
Bombay

Navanitlal Sakarlal/  
Nandakishore 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

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

Ganga Lal Casewa  
Chief Marketing Manager  
S.T.C. of India Ltd.  
New Delhi

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. Ltd.  
Bombay

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

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

A.N. Maira/R.D. Kulkarni  
Tata Engg. & 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  
Tata Iron & Steel Co. Ltd.  
Bombay

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

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

M. Ct. Pethachi  
Travancore Rayons Ltd.  
Madras

T.V.S. Charities  
Madurai

A.H. Tobaccowala  
Managing Director  
Voltas Ltd.  
Bombay

Lalchand Hirachand  
Chairman  
Walchandnagar Industries  
Bombay

Surinder Singh  
Personnel Director  
Warner Hindustan Ltd.  
Hyderabad

## FACULTY AND ADMINISTRATION

## Director

V.S. Vyas  
Ph. D (Bombay)

## 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)

C.D. Bhattacharya  
D. Phil. (Allahabad)

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

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

Bakul Dholakia  
Ph.D. (MSU)

Nikhilesh Dholakia  
Ph.D. (Northwestern)

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

R.S. Ganapathy  
Dip. Bus. Adm. (IIMA)  
(At Michigan, Ph.D. Programme)

Pulin K. Garg  
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