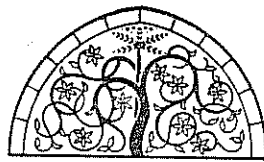


EIGHTEENTH ANNUAL REPORT

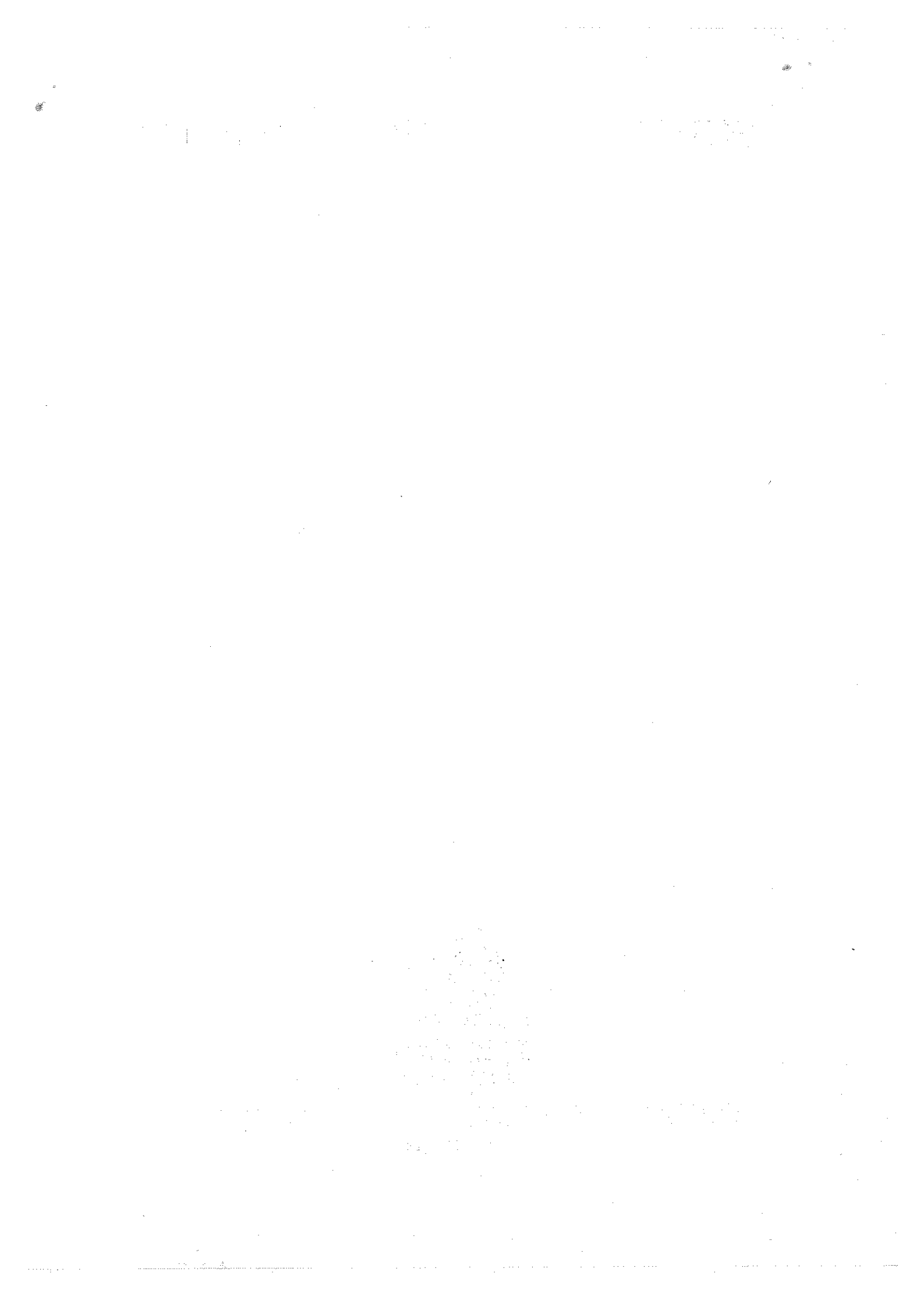
APRIL 1, 1979 TO MARCH 31, 1980



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AHMEDABAD

INDIAN INSTITUTE OF MANAGEMENT
AHMEDABAD



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1979-80

I. THE YEAR IN RETROSPECT

With the close of last academic year the Institute has traversed 18 years. Eighteen years is a sufficiently long time in the history of an institution. It is an adequate period to consolidate the gains and reach out to new areas which require some risk-bearing capacity. The record of activities during last year suggests that we have been able to achieve both in some measure. Although there is no scope for complacency, there is every reason to be satisfied.

As in the past, in the last academic year also more than 6,000 applicants wanted admission to our Post-Graduate Programme. We could satisfy only a fraction of this demand. We have increased the size of the post-graduate class from 150 to 180. With the given physical resources, particularly of the dormitories and classrooms, we have reached the limit of student expansion for the time being. What we are striving at, as I had reported in the previous year, is to provide management education which can serve as a standard for others to approximate and to strengthen other management training institutions by sharing with them our experience and our limited resources.

The pursuit of excellence requires that we continuously examine and assess whatever we are doing. In the Institute, we have evolved mechanisms to get feedback from the students, the faculty, and our client groups, particularly those who employ our students. We use this feedback to

decide upon the requisite changes and also the introduction of new courses. Some of the courses which have been introduced last year or for which preparatory work was initiated are, courses on Internal Change Agents, on Management of Creativity, on Fiscal Policy and Business, on Social Development, and a Seminar course on Personnel Management. As a part of the training activities of the Centre for Management in Agriculture, a programme for rural entrepreneurs is also being considered.

One of the charges, which in my view is not altogether a wrong charge, levied on the institutions like ours is that our students are not sufficiently alive to social, political, and economic realities of our country. Fortunately, the students themselves have realized this lacuna in their learning, and last year they, largely with their own effort, organized a three-day seminar on "Alternatives in Social Development". For each topic discussed in the seminar, the students prepared the issue papers and invited some of the most knowledgeable and experienced persons in the subject to comment on the issues raised.

Our experience of placement once again proved that there is no dearth of opportunities for well-trained, alert, and sensitive young men and women. In fact, the abundance of jobs is creating a problem. Placement, like other activities of the Institute, demands a sense of direction and a degree of self-imposed discipline. We

will have to remain conscious, all the time, to fulfil the expected norms, more so because of the prestige imparted to the IIMA training.

Our effort to strengthen other management institutions got a fillip with the University Grants Commission recognizing our programme for the Development of Management Faculty under their Quality Improvement Programmes. This has enabled a large number of less endowed institutions to sponsor their faculty for a one year training at the Institute. In this case also physical facilities prevent us from admitting more than 15 participants, though we know that there is a great need for training of management teachers in this country and in other developing countries. Last summer at the request of Tribhuvan University, Nepal, we conducted a three-week course for the management teachers working with various institutions in Nepal.

While the Programme for the Development of Management Faculty serves as a post-entry programme, the Fellow Programme in Management, which is equivalent to a Ph.D. Programme, serves basically as a pre-entry programme for preparing teachers and researchers in management sciences. Last year we had the largest number of successful Fellow Programme candidates. The work which these young men and women are doing is, in a way, pushing the frontiers of knowledge in management sciences. We take justifiable pride in this programme.

The Institute's faculty and its other resources are spent not just on 400 and odd PGP, FPM and PDMF participants. During last academic year nearly 1,000 practising managers were trained nearly 25 different Management Development Programmes. These 35 programmes included the well-established general management programmes like the 3-Tier Programme and the Management Education Programme, functional programmes such as those dealing with Computer and Information Systems, and target group oriented programmes like those for handloom managers and forest managers.

Every year the package of Management Development Programmes is reviewed and necessary additions, deletions, and alternations are made. Let me mention three major developments in this area.

First, progressively we are going towards two sets of programmes under this activity -- long-term skill-imparting courses on the one hand and short duration sensitising efforts on the other.

Second, we are orienting more of these programmes to various facets of development administration. We do hope that within a short time we will be able to offer a full-fledged programme in development administration. We are happy that the decision makers in public sector enterprises and those supervising public systems have started making adequate use of our programmes.

Third in the management development programmes more than in any other activity of the Institute, we see scope for International collaboration. In the year under review we had organised two

programmes with the collaboration of the ILO and the FAO. In a number of existing programmes participation of practising managers, administrators, and teachers from other developing countries is progressively increasing.

There is another aspect of the Institute's activities which I would like to high light. This is our effort to understand and also contribute to the mainstream of thinking on social and policy issues. The annual Vikram Sarabhai Lecture was given by Prof. Rajni Kothari. Five reputed scholars, artists, and journalists have addressed the IIMA Community in the Institute Lecture Series. We organised this year's IIMA Society Conference on the theme of "Human Resources Development, Marketing and Control Systems". We were fortunate to have Professor Harry Henson, Director of the European Centre for Management Development (IMEDE), Lausanne, to preside and guide our deliberations. The second of the seminars on the National Policy Issues was organised on the theme of "International Dimensions of Indian Business." Thirty three top ranking officials from the Government of India and Reserve Bank of India, Chairman of Public Sector banks, Chairman or senior managers of the public and private sector organizations attended this seminar.

Another major way in which the faculty has made its contribution is by its research and publications. Apart from a number of working papers, research reports, and journal articles, about 8 books

were published by the IIMA faculty on different aspects of management education. These publications have made significant contribution in bringing management education closer to Indian realities without sacrificing the rigours of the relevant disciplines.

All this was made possible because of the appreciation of the Institute's contribution in its chosen field. The concrete manifestation of the goodwill and recognition came by way of instituting Chairs by two leading organizations - the State Bank of India Chair in Rural Development and the Bank of Baroda Chair in International Banking and Finance.

While this was a year of all round achievement, thanks to the excellent support from all our publics, guidance from our Chairman, Members of Board of Governors and the Members of the IIMA Society and sincere effort of the faculty and the staff of the Institute, this year was also a sad year for us. We lost one of the pillars of the Institute, Seth Kasturbhai Lalbhai. In his death we have lost a friend, philosopher, and guide. A void has been created and it will be difficult to fill this void.

July 1, 1980

VIJAY SHANKAR VYAS
DIRECTOR

II. BOARD, SOCIETY AND PERSONNEL

BOARD

Dr.S. Muthukumarar, Dy. Educational Adviser (T), Ministry of Education and Social Welfare, was nominated to the Board to represent the Ministry of Education in the place of Mr H.S. Shahani.

Mr. N.M. Desai, Chairman and President, Larsen and Toubro Ltd., was coopted as member for five years from April, 1980 in place of Air Chief Marshal P.C. Lal (Retd).

The Board met four times during the year.

SOCIETY

Donations

Messrs Pankaj Mahipal and Company, Ahmedabad, have made a part payment of Rs. 8,500 towards becoming a member of the IIMA Society.

Annual Conference

The Fourth Annual Conference of the IIMA Society was organized on the Campus on January 18-19, 1980. The following topics were discussed.

1. Human Resources Development
2. Marketing
3. Control Systems
4. Management of Trade Channels

Professor Harry L. Hansen, Doan, IMEDE, Management Development Institute, Switzerland delivered the key note address on "Business Schools and Management Education in the World: Present and Future". The session was chaired by Air Chief Marshal P.C. Lal (Retd), Chairman, Indian Airlines and Air-India.

Prof. T.V. Rao was the speaker in the session on "Human Resources Management". Mr R.N. Srivastava, Director (Personnel), Bharat Heavy Electricals Ltd., New Delhi, chaired the session. Mr H. Dhanrajgir, Director (Personnel), Glaxo Laboratories (India) Ltd., Bombay, was the discussant.

Prof. V. Govindarajan was the speaker of the session on "Control Systems". Mr S.S. Mehta, Chairman and Managing Director, ICICI, Bombay, chaired the session. Mr. Prafull Anubhai, Chairman & Managing Director, Rustom Mills and Industries Ltd., Ahmedabad, was the discussant.

Prof. M. Mghan was the speaker of the session on "Marketing." Mr. Paul Pothon, Managing Director, IFFCO, New Delhi, chaired the session. Mr A.K. Marfatia, General Manager (Consumer Products), Johnson and Johnson Ltd., Bombay, was the discussant in the session.

A panel discussion on "Management of Trade Channels: Some Experience" highlighted the relevance of development of human resources, marketing, and control systems to distribution. It also highlighted the manner in which trade channels were used to achieve

marketing objectives of an organization. It was chaired by Prof. V.L. Mote. Mr. P. Unnikrishnan, Managing Director, Binny Ltd, Madras; Mr K.S.H. Rao, General Manager (Sales), Brooks Bond (India) Ltd, Calcutta; and Dr.G.V.R. Murthy, General Manager (Sales) Union Carbide (India) Limited, Calcutta, acted as discussants.

Eighty top executives participated in the conference. Heads of a few non-Society member organizations were invited to participate in the Conference.

Prof. V.S. Vyas chaired the concluding session. The feedback received from the conference participants was found to be very useful and encouraging. The conference was coordinated by Prof. Mohan Kaul.

The Society met twice during the year.

PERSONNEL

New Comers

Dr. D.M. Pestonjee joined the organizational Behaviour area on July 2, 1979 as Professor. He received his Ph.D from Aligarh Muslim University. Dr. Pestonjee was Reader in Psychology at Banaras Hindu University.

Dr. Indira J. Parikh joined the Organizational Behaviour area on July 2, 1979 as Assistant Professor. She received her Ph.D. from Gujarat University. Dr. Indira Parikh was a Lecturer at the IIMA.

Dr S.L. Bapna joined the Centre for Management in Agriculture on July 11, 1979 as Assistant Professor. He received his Ph.D in Economics from Sardar Patel University. Before Dr.Bapna was an Economist at the ICRISAT, Hyderabad.

Dr.Gurdev Singh joined the Centre for Management in Agriculture on October 10, 1979 as Assistant Professor. He received his Ph.D from the University of Illinois. He was a Research Associate at the IIMA.

Dr.S.R. Ganesh joined the Public Systems Group on October 18, 1979 as Professor. He received his Ph.D. in Organizational Behaviour from the London Business School, Dr.Ganesh was a member of Faculty at the Administrative Staff College of India, Hyderabad.

Dr P.R. Shukla joined the Production and Quantitative Methods area on October 26, 1979 as Assistant Professor. He received his Ph.D from Stanford University. He was a post-doctoral research associate at the Department of IEEM, Stanford University.

Dr.T C. Ramaiah joined the Public Systems Group on December 12, 1979 as Associate Professor. He has an MHS degree from Johns Hopkins University. He was Associate professor and Head, Department of Statistics and Demography, National Institute of Health and Family Welfare, New Delhi.

Mr B.G. Shah joined the Finance and Accounting area on December 15, 1979 as Professor. He was with the Economic Development Institute of the World Bank, Washington.

Mr T. Madhavan joined the Centre for Management in Agriculture on March 13, 1980 as Assistant Professor. He is a Fellow of IIMA. He was Lecturer at the PSG College of Technology, Coimbatore.

Resignations

Professors Nikhilesh Dholakia and S.N. Laharia resigned from the Institute during the year.

Faculty Development Programme

Dr Gurdev Singh returned to the Institute after obtaining Ph.D at the University of Illinois.

Professors R.S. Ganapathy, B.L. Mittal, and P.S. Sachdeva continued their doctoral studies at the University of Michigan, University of Pittsburgh, and the University of Pennsylvania respectively.

Dr C.D. Bhattacharya was deputed to the Industrial Development Bank of India, Bombay, for a period of six months from January 15, 1980.

Dr M.G. Korgaonkar was deputed to the Bharat Earth Movers Limited Bangalore, from May 7 to June 10 to streamline material utilization, offloading, and company standardization activities.

Prof. Mirza S. Saiyadain returned to the Institute on October 20, 1979 after completing his assignment with the University of Lagos.

Endowed Chairs

Prof. Udai Pareek continued to hold the L&T Chair in Organizational Behaviour; Prof. C. Rangarajan the RBI Chair in Industrial Economics, and Professor V.L. Mote the STC Professor of Marketing.

Prof. S.C. Kuchhal was appointed as IFCI Professor of Management with effect from December 1, 1979 for a period of three years.

Professor V.K. Gupta was appointed as GSFC Professor of Management in Agriculture with effect from March 1, 1980 for a period of three years.

Outside Assignments

<u>Faculty member</u>	<u>Assignment</u>	<u>Period</u>
Udai Pareek	UNIDO assignment in Malaysia	April 15, 1980 to June 11, 1980
J.L. Saha	Visiting Associate Professorship at the University of New Brunswick, Canada	January 1, 1980 to December 31, 1980
D. Tripathi	Visiting Professorship at the University of Utah, Canada.	September 24, 1979 to June 23 1980

III. POST-GRADUATE PROGRAMME IN MANAGEMENT

Sixteenth Session:

The Sixteenth Session of the Post-Graduate Programme in Management began on June 25, 1979 with 183 students in the first year and 154 in the second year. Ten students discontinued their studies during the year. The 1979-81 batch includes 24 students belonging to Scheduled Castes/Tribes. Out of 173 students in the first year, 22 will specialize in agricultural management in the second year. Out of 154 students in the second year programme, 16 students specialized in agricultural management. The 1978-80 batch included 13 students belonging to SC/ST.

Curriculum:

During the year, the first year students had 22 compulsory courses, 7 each in the first two terms and 8 in the third term.

In the second year (General), four compulsory courses, viz., Computer and Data Processing Systems, Indian Social and Political Environment, and a two-unit Business Policy course, were offered in addition to 36 elective courses. Fifty-four students studied a one-term project course in the area of their interest and 13 students took a course of Independent Study equivalent to a two unit course. Twenty students (General) opted for the Finance/Package (Finance and Accounting Area) and 11 had opted for the Information Systems package (Production and Quantitative Methods Area).

Students specializing in agricultural management in the second year had 8 compulsory and 10 elective courses, in addition to a compulsory project course.

Institute Lecture Series

The Institute Lecture Series instituted in 1977-78 continued during the year under review. Details are given below:

<u>Speaker</u>	<u>Topic</u>	<u>Date</u>
Dr Ashok Mitra Minister, Finance, Development and Planning, and Excise Government of West Bengal	Social Reconstruction: Feasible Alternatives	November 17, 1979
Mrs Mrinalini Sarabhai	Some Thoughts on the Dance of India	December 17, 1979
Dr S. Ranganathan Professor and Head Department of Chemistry Indian Institute of Technology Kanpur.	Self-Organizing Systems: Evolution of the Genetic Apparatus	January 24, 1980
Mr Kuldip Nayar Chief Editor Indian Express New Delhi	Recent Developments in Pakistan and Afghanistan	March 7, 1980

Seminar on Social Development

A "Seminar on Social Development" was organized on January 26 and 27, 1980 on the campus for the benefit of PGP students. The objective of the seminar was to share the experiences of specific interventions and experiments in social development. The following areas were covered:

1. Community participation and Development
2. Urban Planning and Administration
3. Education
4. Women's status
5. Health and Family Welfare

The seminar was organized with the active support of PGP students. The students presented papers on each of the areas highlighting various issues. The keynote address was delivered by Prof. J.P. Naik, Indian Institute of Education, Pune, Mr Sanjit Roy, Director, Social Works and Research Centre, Tilonia; Dr. Vina Mazumdar, ICSSR, New Delhi; Mrs Lakshmi N. Menon, Trivandrum; Fr. Heredero, St. Xavier's College, Ahmedabad; Dr. Girija Sharan, Sardar Patel Institute of Economics, Ahmedabad; Mr. R. Basu, Commissioner of Labour, Government of Gujarat; Dr K.K. Khata, Operations Research Group, Baroda; Dr N.S. Deodhar, Director, All India Institute of Hygiene and Public Health, Calcutta; Lt. Col. D.B. Roy, Medical Supdt., Charutar Arogyamandal Hospital Complex, Vallabh Vidyanagar; and Dr. Banerji, Centre of Social Medicine and Community Health, Jawaharlal Nehru University, New Delhi, participated in the discussions and exchanged their experiences.

Students' Exchange Visit

Twenty-five students participated in the Inter-IIM Meet held at IIMC from October 31 to November 2, 1979. They participated in sports, debates, management games, and other social, cultural, and academic activities.

Graduation of 1978-80 Batch

One hundred and fifty-one students of the 1978-80 class including sixteen students with specialization in agricultural management were awarded the Institute's Post-Graduate Diploma in Management at the Fifteenth Annual Convocation held on April 8, 1980. Mr. Justice M. Hidayatullah, Vice-President of India, delivered the convocation address. The following three students received the "Indian Institute of Management, Ahmedabad Medal for Scholastic Performance":

PGP (GENERAL)

1. Mr V.P. Jain
2. Mr S. Sridhar
3. Mr S. Bhargava

Financial Aid

Loan assistance of Rs. 3,59,400/- was recommended to 121 students for the year 1979-80. The State Bank of India provided Rs. 194,000 and the Bank of Baroda Rs. 82,600. The balance was met from the Institute's funds.

Scholarships

(a) Industry Scholarships:

During the year 22 industry scholarships (14 last year) were offered. Ten students from the first year and 9 from the second year were awarded industry scholarships worth Rs. 3,000 each for the

academic year 1978-79. The Bank of Maharashtra scholarships were given to two poor SC/ST students one from each year. The Dena Bank scholarship was awarded to the student who stood first amongst SPA students in the second year.

(b) B.K. Hegde and Warren Haynes Memorial Scholarships:

The B.K. Hegde Memorial Scholarship, the Warren Haynes Memorial Scholarship were given to two students one each from the first and second years. Each Scholarship is worth Rs. 1,500.

(c) Government of India Merit-cum-Means Scholarship

10 students from first year and 14 students from the second year were granted the Government of India Merit-cum-Means Scholarships of Rs. 1,750.

(d) Scheduled Caste/Tribe Scholarships:

Twenty-four students from the first year and 13 from the second year were awarded the SC/ST scholarship of Rs. 1,500. Of them, 6 from the first year and 3 from the second year were exempted from tuition fee and room rent amounting to Rs. 950 per student.

Visiting Faculty

Five guest faculty were involved in teaching full courses and several eminent persons were invited to deliver guest lectures in many of the second year PGP courses.

Student Participation in Institute Committees

The student member continued to participate in the deliberations of the PGP Executive and Placement Committees. The academic areas

also had separate meetings with the students to finalize course offerings and to obtain feedback on courses.

Placement

A one-day placement interaction seminar "Experiences of PGP Alumni in Industry" was organized on November 4, 1979 alongside the Alumni Conference on the campus. About 18 senior PGP Alumni from different types of organizations narrated their experiences to the students.

During the year under review the Placement Office made special efforts to broaden the base of types of employing organizations.

The campus interviews were held during March 1980. Out of 151 students who graduated in April 1980, 146 students sought placement assistance. All of them have been placed. One hundred and forty organizations participated in the placement interviews.

A total of 67 organizations made job offers, 9 in public sector/autonomous bodies and 58 private sector. The initial average salary offered this year was Rs. 1,530 a month.

One hundred and Seventy-five first year students (including 7 Fellow Programme students) were placed in 146 organizations for summer training for a period of 8-10 weeks.

Admission for the 1980-82 class

For admission to the Post-Graduate Programme commencing June 1980, 5,774 applications were received. The comparative figures are given below:

	<u>1979-81</u>	<u>1980-82</u>
PGP General	6355	5055
SPA	410	492
SC/ST	379	227
	<hr/>	<hr/>
	7144	5774
	<hr/>	<hr/>

On the basis of past academic record and test scores, 775 candidates were called for personal interviews. The interviews were held at Ahmedabad, Bangalore, Bombay, Calcutta, Delhi, Hyderabad, Kanpur, and Madras during March 1980.

After taking into account all available inputs, 240 candidates were selected for admission to the programme beginning June 25, 1980. Of these, 185 were offered firm admission and the remaining 55 were wait listed. Thirty students will specialize in agricultural management.

Reservation for SC/ST Candidates

The number of applications from SC/ST candidates received this year was 227 as against 379 last year. Relaxation was given to SC/ST applicants in all segments of selection procedures. Of the 61 candidates

were called for interviews, 25 were finally selected out of which 15 were asked to attend the preparatory programme commencing June 2, 1980.

Specialization in Agriculture

For the Specialization Programme in Agriculture 492 applications were received as against 410 in last year. One hundred and three candidates were called for interview and 35 (including 5 wait listed) were selected for admission.

Preparatory Programme

As in the past, a Preparatory Programme in Communication and Mathematics will be held on the campus during the period June 2 to 21, 1980 for the benefit of those students (admitted to the 1980-82 session) who were identified at the admissions stage to be deficient in basic mathematics and/or communication and belonged to weaker sections of the community. Selection of the candidates to the programme was made taking into consideration their previous background and performance in tests and interviews. Fifty-four students have been called to attend the programme.

IV. FELLOW PROGRAMME IN MANAGEMENT

Change in the Curriculum

The revised first year curriculum of the FPM involving more rigorous work in the basic disciplines and research methodology went into stream this year. The revised second year curriculum will come into operation next year with new courses on Written and Oral Communication Skills, Research Methodology II, and a Pedagogy Workshop to be taken by all students. Course packages of many areas have also been streamlined.

Fifteen candidates were awarded the title of the "Fellow of IIMA" this year. Twelve have already been placed. 7 in academic institutions and 5 in industry. A formal placement effort has been instituted this year.

During the year, 10 students entered the Fellow Programme, but one dropped out later. A student from Indonesia was permitted to take FPM courses.

Conferment of Title

The following 15 students got the title of the "Fellow of IIMA" at the April 1980 convocation:

<u>Name of the Student</u>	<u>Thesis Title</u>
A.P. Arora	Impact of product on the Life Styles of Its Consumers
G. Balasubramanian	Portfolio Behaviour of Indian Commercial Banks

<u>Name of the Student</u>	<u>Thesis Title</u>
S. Barua	Valuation of Securities and Influence of Value on Financial Decisions of a Firm
S. Chaudhuri	Acquisition and Assimilation of Technology in the Tractor Industry in India: The Strategic Perspective
Deepak Chawla	Performance and Prospects for the Indian Man-Made Fibres Industry
Z.H. Gangjee	Process of Transfer of Technology in the Textile Industry
Krishna Kumar	A Comparative Study of General Management Function between Private Sector, Public Sector, and Multi-national Subsidiary Companies in India
T..Madhavan	Framework for Infra-Structure Planning
Mrs Meenakshi Nayar	Effectiveness of Industrial Relations Systems at the Enterprise Level
D. Nagabrahmam	Adoption of Management Systems in Indian Organization
A.M. Paranjape	Predicting Corporate Sickness: The Case of Indian Textile Industry
V.N. Ramesh	Voyage Allocation and Fueling Decisions in Shipping
Siddartha Roy	Demand for Industrial Consumer Goods in India: A Study of Linkages
G. Srinivasan	Impact of Fiscal incentive on Corporate Financial Decisions
S. Vathsala	The Indian Oil Industry: A Historical Study

IFCI Award

IFCI dissertation Proposal Award of Rs. 2,000 each were given to the following three students:

<u>Name of the Student</u>	<u>Title of the Proposal</u>
R.K. Gupta	Action Research in Organizational Behaviour: An Experimental Case Study in Work System Redesign in a Textile Mill

N.S.L. Jayanti	Emergence of Managerial Identity at the First Line Supervisor Level
Anil Pandya	Managing the Technology Purchase Decision Process in the Indian Public Sector

FAIR Award

The Foundation to Aid Industrial Recovery Research grant of Rs. 2,000 was given to Miss Uma R. Jain for her thesis proposal titled "Life Styles of Indian Managers: An Exploratory Study of the District Level IAS Officers in a State!"

Admissions

Nearly 450 applications were received to the session beginning in June, 1980. Fourteen candidates have been offered admission. Efforts are continuing to improve the quality of the programme.

As part of the effort to get better candidates, several additional admissions tests were devised and administered to the applicants.

Quality Improvement Programme (QIP)

The Government of India (Ministry of Education) has recently included the Institute as a centre under the Quality Improvement Programme (QIP). Under this programme, teachers are deputed from Engineering Colleges to QIP centres for doing a doctoral degree or its equivalent.

V. MANAGEMENT DEVELOPMENT PROGRAMMES

Seven of the 24 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 sector was 487 as against 387 from the private sector. In all 560 organizations sponsored 874 executives to the Institute's programmes during the year.

New Programmes

Institute conducted a Consultation Programme on Expert Consultation on Improving Management Systems of Cooperatives with special Reference to Small Farmers, sponsored by FAO in collaboration with the German Foundation for International Development (DSE) and the IIMA. Twenty-five experts from ten countries participated in the programme. The main accent of the programme was to improve the management system of cooperatives with special reference to small farmers. A working paper was prepared by the IIMA and twelve country papers were presented by experts. The participants were introduced to the concept of integrated approach to small farmer development as

opposed to mercantile approach.

A combined programme on Management of Personnel and Industrial Relations was offered this year integrating three broad areas of the personnel and industrial relations function, personnel management, industrial relations, and labour legislation.

A Programme on Design and Implementation of Management Planning, Control, and Information Systems was offered to develop an integrated framework in designing and implementing planning, control and information systems.

A 3-Month Programme on Designing Projects for Agricultural Development, sponsored by the Training Division, Department of Personnel and Administrative Reforms, Government of India, was organized by the Institute. This programme focused on identification and preparation of projects for agricultural development; issues in appraisal, implementation and monitoring; and ex-post evaluation to the extent they have a bearing on project preparation. The Institute will be repeating this programme in the next academic year.

A workshop on Organizational Design and Development was organized to share with the participants pertinent concepts, approaches, and research findings relating to the design of organizations and their development and to help them conceptualize more effective strategies of design and development for their respective organizations.

Marketing of industrial products is assuming importance unrealized hitherto. The Industrial products profile has been expanding very fast during the last few years and markets are becoming competitive in many industries. Sensing the need to professionalize industrial marketing activities, a Programme on Industrial Marketing was offered for the first time by the Institute, to share with the participants relevant concepts, approaches, and research findings relating to industrial marketing and to help them conceptualise more effective industrial marketing strategies.

A Programme on Data Base Management Systems: Concepts and Applications was offered to develop an understanding of data base concepts and to familiarize the participants with various data base models; to expose them to the type of information analysis required for the design of data base management systems; and to expose them to the problems in the implementation.

General Management Programmes

The 3-Tier Programme for Management Development, the oldest and the largest of the Institute's programmes, was conducted for the seventeenth 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 the 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 main environmental aspects of Indian industry in relation to organizational tasks of top level managers and administrators. The top management seminar had five modules: analysis of the economic environment and the managerial response to current environmental changes; marketing strategy in the context of domestic and international industrial environment; strategies and processes of corporate planning; organizational design and styles of top management; aspects of financial management in the context of changing credit and fiscal policies; and planning and information systems for long-term decisions.

Besides the 3-Tier Programme, the Institute offered the tenth 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.

Both the 3-Tier Programme for Management Development and the Management Development Programme for Medium and Small Enterprises have met the criteria for inclusion in the International Directory of the World's Best Management Development Programmes brought out by the International Survey of Management Education, New York.

Functional Programmes

Laboratory in Creativity and Motivation; Workshop on Industrial Relations Machinery; Working Capital Management Programme; Workshop on Human Resources Management Focusing on Quality of Working Life; and Programme on Management of Executive Stress and Role effectiveness were offered during the year.

Sectoral Programmes

A Programme on Management of Agriculture and Rural Development Programmes (sponsored by the North Eastern Council Shillong) was offered for officers of the North-Eastern Region responsible for agriculture and rural development schemes for the fourth time by the Centre for Management in Agriculture.

A second programme on Forestry Management was organized for senior officers at the level of conservator of forests from state forest departments and forest development corporations.

A Management Development Programme for Senior Volunteers and Staff of the Family Planning Association of India (sponsored by the Family

Planning Association of India) was organized.

A Programme on Project Formulation and Implementation (Training of Personnel for Development Administration), sponsored by the Training Division, Department of Personnel and Administrative Reforms, Government of India, was offered for the third time.

A Management Training Programme for Project Managers of Intensive Handloom Development Projects (sponsored by the Union Ministry of Industry) was organized for the second time. As part of the programme, a wrap-up workshop was organized which was attended by nine managing directors/directors of handloom development corporations.

The Centre for Management in Agriculture offered an Agricultural Management Programme for the eleventh time and a Programme on Management of Rural Development for the sixth time.

Long Duration Programmes

The fourth Management Education Programme was held from October 28, 1979 to March 28, 1980. This programme was designed to provide an intensive post-entry exposure in all areas of management for executives with functional experience and identified to have the potential to move to general management positions. This programme has also met the criteria for inclusion in the International Directory of the World's Best Management Development Programmes brought out by the International Survey of Management Education, New York. Participants from Nepal, Kenya and Tanzania attended the programme.

The Institute offered for the third time an Advanced Programme on Computer Based Information Systems Analysis and Design, meant for computer professionals to design computer-based information systems in government, public, and private organizations. Participants from Nepal, Malaysia, and Singapore attended this programme.

The Institute offered the Foundation Course in Personnel Management and Industrial Relations (5 weeks duration) for executives in personnel and industrial relations departments for the second time. Prespective of Management Development Programmes

The scope of Management development programmes offered by the Institute has been broadened 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.

Programmes Envisaged

New programmes on Management by Objectives (MBO), a programme especially for Women Managers on Issues of Role and Authority; Management of Agricultural Enterprises; 3-Tier Programme for Management of Health and Family Welfare Schemes; 2-Tier Management Development Programme in Public Systems (for Senior Government Officers) and Sub-Regional Workshop on Population and Agricultural Planning are planned for the next academic year.

VI. MANAGEMENT EDUCATION PROGRAMME

The fourth session of the Management Education Programme (MEP) was held from October 28, 1979 to March 28, 1980. Unique among the management development programmes in the country, MEP is an intensive general management programme of five months duration. It is meant for managers with seven to ten years experience who are likely to shoulder responsibilities of general management but have had no opportunity to go through formal management education. The programme addresses itself to managers who have demonstrated superior ability and competence in their work situations and have been identified to move up to general management positions in their organizations.

The thrust of the MEP is on highlighting the integrated nature of the functions of general management and on developing skills and attitudes that are essential for persons seeking career in general management. The course content is developed in six modules. The first module provides basic functional knowledge; Module II emphasizes skills and analytical approaches for dealing with short term managerial problems; Module III develops diagnostic capability with emphasis on data collection, processing, and its use; Modules IV and V deal with medium and long term perspective of complex management problems; and Module VI incorporates a capstone exercise involving formulation of an integrated corporate strategy and plan for an organization.

There were 37 participants in the 4th MEP including five foreign participants from 32 organizations. Nearly half the group came from public/joint sector organizations and 8 from medium sized organizations. With the completion of the 4th MEP, 137 participants from 97 organizations have attended this programme. These include 15 foreign participants from Nepal, Malaysia, Kenya, Tanzania and Zambia.

The feedback on the programme has been very positive and the programme has now established itself quite well. A reunion of the MEP alumni was held on the last day of the 4th MEP which again underscored the fact that the programme is quite effective in developing attitudes and skills among a critical set of managers.

The fifty MEP is scheduled from November 12, 1980 to April 10, 1981

VII. RESEARCH, PUBLICATIONS AND CONSULTING

At the end of the academic year 1978-79, 26 research projects sponsored by the IIMA and outside agencies were in progress. During academic year 1979-80, seven projects were completed, four projects were dropped, and the remaining fifteen remained in progress. Four new research projects and eight seed-money projects were also initiated.

Projects Completed

Garg, P.K. Young Executives in Making. Sponsor: IIMA

Mukherjee, S.K. The Role of Rapid Transit Systems in Providing Efficient Public Transportation in Indian Cities. Sponsor: IIMA

Seshan, S.A. Financial Reporting Practices. Sponsor: IIMA

Dholakia, Ruby Roy. Communication Source and Behavioural Persistence. Sponsor: IIMA

Balakrishnan, K; and Singh, A.P. Transfer of Technology to Developing Nations: Search for a Conceptual Framework. Sponsor: IIMA

Balakrishnan, K. Corporate Social Responsibility: An Approach for Future Research. Sponsor: IIMA

Balakrishnan, K. Strategies of Large Business Houses in India: The Case of Birlas and Tatas. Sponsor: IIMA

New Projects

Govindarajan, V. Management Control in Public and Private Companies. Sponsor: IIMA

Singh, Ramadhar. Prediction and Postdiction in Social Judgements. Sponsor: IIMA

Srivastava, U.K. Rural Development Programme in India:
An Analytical Review at District Level. Sponsor: IIMA

Singh, Ramadhar. Children's Judgements of Personal
Happiness. Sponsor: NCERT.

Seed-money Projects

Balakrishnan, K; and Singh, A.P. Transfer of Technology to
Developing Nations: Search for a Conceptual Framework.
Sponsor: IIMA

Balakrishnan, K. Corporate Social Responsibility: An
Approach for Future Research. Sponsor: IIMA

Singh, Ramadhar. Norms of Reward Allocation. Sponsor: IIMA

Saiyadain, M.S. Review of the Literature on Attitudes and Values
of Professionals in the Third World. Sponsor: IIMA

Balakrishnan, K. Strategies of Large Business Houses in India:
The Case of Birlas and Tatas. Sponsor: IIMA

Govindarajan, V. Accounting Policy Choices: Some Empirical
Evidence. Sponsor: IIMA

Udai, Pareek. A Measure of Internality of Managers.
Sponsor: IIMA

Upadhyaya, A.K. Indian Business Environment: An Outline from
Corporate Strategy Viewpoint. Sponsor: IIMA

Seminars

The following seminars were conducted during 1979-80.

<u>Topic</u>	<u>Speaker</u>	<u>Date</u>
Some Reflections on Development: Nigerian Experience	Prof. Samuel Paul IIM, Ahmedabad	July 13, 1979
The Nature of Class Conflict in Indian Society	Prof. V.M. Dandekar Director Gokale Institute of Politics & Economics Pune 411 004	August 1, 1979
Rural Transformation: A Viewpoint	Prof. Jan Breman Institute of Social Studies. The Hague (Netherlands)	September 8, 1979
Recent Developments in Marketing	Dr Arun K. Jain Associate Professor of Marketing State University of New York	September 11, 1979
A Re-examination of Socio-Economic Development and Demographic Change in Developing Country	Dr. Richard A. Easterlin Professor of Economics and Population Studies University of Pennsylvania	January 5, 1980
Alternative Energy Futures for Hawaii	Dr. Jayant A. Sathaye Lawrence Berkeley Laboratory, University of California	January 17, 1980
Locational Planning for Rural Service Delivery Systems	Prof. Gerard Rushton University of Iowa	January 29, 1980
Education and Social Reform	Prof. Gabriel K. Gyarmati Institute of Sociology Catholic University, Chile	February 7, 1980

A Model of Individual
Choice Behaviour

Dr. Jagdish N. Sheth
Walter H. Stellner
Distinguished Professor
of Marketing and Research
Professor
University of Illinois

February 21, 1980

World Food Problems
and Policy

Dr J.P. Bhattacharjee
Director
Policy Analysis Division
Food and Agriculture
Organization, Rome

March 4, 1980

PUBLICATIONS

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

A publication entitled "A Ten-Year Perspective for Indian Institute of Forest Management" was brought out by the Forestry Group of the Institute. A study sponsored by the Centre for Regional Management Studies on the Employees' State Insurance Scheme was also brought out during the year. The papers presented at the seminar on Small Farmers Development Agencies at the Institute were published.

In addition, the faculty and staff published 8 books and 23 monographs through other publishers and wrote 96 articles for journals or chapters in books in India and abroad. They also presented 49 papers and gave 20 lectures in various seminars and conferences.

In addition 37 working papers were brought out.

List of Working Papers published during 1979-80 are shown in Appendix XI

CONSULTING

Forty-four consulting assignments were on hand at the beginning of the year. Thirty-six new projects were taken up during the year and 16 were completed. The clientele included several international agencies, central and state governments, public and private sector organizations, cooperatives, banking institutions, and sponsors of small scale industry. The following are some of the new assignments taken up:

ICICI Pilot Study on Rural Marketing

Study of the Draft Project Report on the Intensive Development Project in Sidhpur Block

Development of Agro-Industries in Gujarat

Designing of Financial Accounting System and Management Planning and Control Systems

Designing Cost Accounting System for Medium-Sized Industry

Management Information Systems for Small Industries Development Organization

Consultancy assignment of EAMI, Arusha

Consultancy assignment for Population and Family Planning Board, Egypt

Study of Manpower Norms at the Gujarat State Cooperative Land Development Bank Ltd

Marketing Consultancy for APSSCDC Ltd

Organization Diagonosis (Exploratory Phase)

Development of a Costing System and a Reporting System for Production Control

Choice of Computer System for an Industry

Choice of Data Entry Systems and Computers

Counselling and Faculty Development in an Institution

Management of Creativity and Innovation

Organizational Review of Bank of Baroda

Broad Design of an Integrated Computer Based Information System for Marketing, Production, and Finance

Impact of Government Expenditure on Social Services

Design and Implementation of Computer Based Information System

Problems of Promoted Managers; Managerial Inputs for Role Reconstruction

NDO Implementation and Organization Development

Organizational Effectiveness

Developing Selection Tests for the Selection of Trainee Officers

Development of Methodologies for Monitoring and Evolving Rural Development Programmes and Projects

MIES for Health Department of Gujarat Government-Phase I

Evaluating Study of the Kasturba Trust Institutions

Organizational Structure and Information System

Electricity Demand Forecasting for the Western Region

Organizational Structure for the Unit Trust of India

Workshop on Managerial Role Definition

In-depth Study of the Working of the Indian Standards Institution

Designing and Developing Human Resource System

Study of Manpower Planning and Review of Related System and Procedures

Developing Evaluation of Framework for Population Projects

Some aspects of Personnel Systems

Endowment of New Chairs

The State Bank of India and the Bank of Baroda endowed two Chairs to the Institute. The State Bank of India Chair is in the area of Rural Development and the Bank of Baroda Chair is in the area of International Banking and Finance. Professor Ranjit Gupta was appointed SBI Professor of Rural Development. Search for Bank of Baroda Professor in International Banking is going on. With these two Chairs, the Institute has eight endowed Chairs in different areas of management.

VIII. CENTRE FOR MANAGEMENT IN AGRICULTURE

Realizing the importance of the agriculture sector in the economy a core faculty group was set up at the Institute in 1963 to extend management concerns to the agriculture sector. The activities of this group, known as the Centre for Management in Agriculture (CMA), could be grouped into (i) research, (ii) teaching, and (iii) conducting management development programmes.

Research

The CMA has high research orientation. It has ongoing commitments to the Central Ministry of Agriculture for research studies. In addition it accepts studies sponsored by other organizations. Research work covers field studies to find ways and means through which managers and administrators can increase agricultural production and case studies pertaining to enterprises which pool, grade, process, and distribute agricultural products; case studies pertaining to particular problems in the management of cooperatives which handle food and fibre products; and inter-disciplinary studies.

During the period under review, the Centre completed six research projects, and 12 were nearing completion. Seven new research studies were initiated. The broad areas covered by the completed research projects included development administration, fisheries, forestry, rural communication, commodity marketing

through cooperatives, and impact of scarcity of farm economy. The new projects will cover areas like irrigation, rural banking, forestry, cooperatives, management of agro-industrial enterprises, and market behaviour of agricultural inputs. Active research efforts in the field of rural development were also continued.

Research Studies Completed

<u>Title</u>	<u>Faculty</u>	<u>Sponsor</u>
Rural Development Administration Under Democratic Decentralization	V.R. Gaikwad	Ministry of Agriculture & Irrigation, Government of India
Management of Marine Fisheries	U.K. Srivastava V.K. Gupta	--do--
Village Affluence, Knowledge-gap and Satellite Television	P.M. Shingi	--do--
Marketing Channels and Price Spread in Cotton	C.G. Ranade	--do--
Impact of Scarcity on Farm Economy and Significance of Relief Operations	G.M. Desai Gurdev Singh	--do--
Economics of Trees Versus Annual Crops in Marginal Agricultural Lands	Tirath Gupta	CMA

Research Studies Initiated

Impact of Land and Infrastructure Development and Water Scheduling Policies on Irrigated Agriculture

Group Lending in Agriculture

Management of Minor Forest Produce and Tribal Unrest in Bihar

Economic and Management Aspects of Non-Wood Forest Products with Special Reference to Tendu-Leaves

Evaluation of Existing Method of Estimating Pesticides Demand and Possible Improvements

Management of Agro-Industrial Projects

Study of Co-operative and Private Trade Channels in Groundnut Marketing

Research Studies in Progress

Economics of Conjunctive Use of Ground and Surface Water

Management of Agricultural Information Communication at the State Level

Command Area Development

Planning and Implementation of Minor Irrigation Projects Financed by Land Development Banks

Management of Farmers' Services Societies

Economic and Management Aspects of Utilization of Irrigation Potentials

Marketing of Agricultural Implements for Modernization in Agriculture

Management of Integrated Cotton Cooperative System

Promotion and Management of Social Forestry

Management of Food for Works Programme

Pre-harvest Market Behaviour and Price and Supply Outlooks (Phase I)

Marketing of Forest Products

Projects on Rural Development for Rural Poor

Three projects are currently on hand:

Jawaja (Ajmer District, Rajasthan)

Apart from experimenting with educational innovations to develop villagers' capabilities towards self reliance and

self-learning groups centered around weaving and leather based activities, some more activities have been introduced. The Rajasthan government has provided a senior teacher to be associated with non-formal educational activities in the project area and four such education centres have been started with varying foci. Efforts were also made to develop new learning spaces around these activities.

Deogarh (Udaipur District, Rajasthan)

A preliminary draft of the project report is being finalized for publication. Simultaneously, investigations have been initiated to organize action programmes in the project area. A major action programme for the development of animal husbandry (goat and sheep), and waste lands has been prepared.

Dharampur (Valsad District, Gujarat)

Apart from occasionally monitoring the progress of the action plan prepared earlier, a resurvey of 1,500 sample households in Dharampur taluka has been completed. This is in relation to the block level planning exercise sponsored by the Gujarat government. The survey data are being analysed.

Post-Graduate Programme with Specialization in Agriculture

A total of 18 courses (8 compulsory and 10 electives) were offered to the second year PGP (SPA) students. The compulsory courses were Rural Environment, Agricultural Marketing Environment, Agricultural Finance I, Agricultural Development Policy, Agricultural Marketing I, Agricultural Marketing II, Rural Advertising and

Marketing Intelligence, Cooperative Management. A course on Forest Resource Management was developed and offered for the first time in the package.

Twenty students completed the PGP (SPA) package requirements. The graduating candidates were placed with agricultural input and output industries, organizations connected with rural development and agricultural management education, and government departments. For the 1979-81 session 410 applications were received. Of these 85 students were called for interview, 30 were offered admission, and 23 joined the programme.

Management Development Programmes

During the year the Centre offered six executive development programmes, the highest number since their inception in 1964. A total of 164 managers and administrators from 81 different organizations participated in these programmes, a large majority of whom were from the public sector. The following table gives details.

Programme	No. of participants			No. of organizations		
	Pub.	Pvt.	Total	Pub.	Pvt.	Total
1. Programme on Management of Rural Development April 15-28, 1979	48	-	48	31	3	34
2. Agricultural Management Programme April 22 to May 5, 1979	17	5	22	12	5	17

Programme	No. of participants			No. of organizations		
	Pub.	Pvt.	Total	Pub.	Pvt.	Total
3. Forestry Management Programme May 6-19, 1979	25	-	25	17	-	17
4. Programme on Management of Rural Development in North-Eastern Council Region September 6-18, 1979	20	-	20	-	-	-
5. Forestry Management Programme October 4-18, 1979	17	-	17	13	-	13
6. Handloom Development Programme January 2-16, 1980	32	-	32	-	-	-

New MDP: Designing Projects for Agricultural Development

In order to strengthen and improve the skills of personnel engaged in identification and preparation of projects for agricultural development, the Centre, at the request of the Department of Personnel and Administrative Reforms (Training Division, Government of India), accepted the responsibility of conducting a three-month training course on "Designing Projects for Agricultural Development". The programme began from February 4, 1980. Sixteen executives from central and state governments, the cooperative institute, the Agricultural Refinance and Development Corporation, and the Agricultural Finance Corporation participated in this programme.

Publications

During the period, the Centre brought out the following research publications:

Rural Development Administration Under Democratic Decentralization: Expenditure Pattern and Organizational Realities by V.R. Gaikwad and D.S. Parmar (Monograph 78)

Managing Marine Fishing Industry: An Analysis of Problems in Harvesting and Processing (A Micro Study in Gujarat State) by U.K. Srivastava, D.M. Reddy, and V.K. Gupta (Monograph 80)

Economics of Trees Versus Annual Crops on Marginal Agricultural Lands by Tirath Gupta and Deepinder Mohan (Monograph 81)

Intervention for Rural Development: Experiences of the Small Farmers Development Agency, edited by B.M. Desai

Village Affluence, Knowledge-gap and Satellite Television: Can TV Close Knowledge-gap between Rich and Poor Farmers? by Prakash M. Shingi, Gurinder Kaur, and Ravi Prakash Rai (Monograph 82)

Marketing Channels and Price Spread in Cotton by C.G. Ranade, R.B. Singh and Hanumantha Rao (Monograph 83)

IX. PUBLIC SYSTEMS GROUP

This period can be characterized as one of movement towards integrating and evolving a distinct identity for the Public Systems Group. Sharing of information among different sectoral groups, efforts to undertake cross-sectoral work and broad based studies that have policy implications, and reflections and debate about the internal organization of the group are some highlights of this period.

RESEARCH PROJECTS COMPLETED

1. Evaluation of the Community Health Volunteers Scheme

An important nation-wide scheme launched by the Government of India in the recent past is the Community Health Workers scheme. The purpose of this scheme is to provide adequate health care to the rural people and, at the same time, educate them in matters of preventive and promotive health. The uniqueness of this scheme is its reliance on community participation.

The PSG faculty participated in evaluating the working of this scheme in Gujarat and Goa, Diu, and Daman. Twenty-three Primary Health Centers (PHCs) where the scheme has been in operation were studied. The survey covered 90 villages. The methodology used included interviews with the village community, community health volunteers, community leaders, PHC staff, and examination of various records.

A Study of the National Adult Education Programme in Rajasthan

The Public Systems Group faculty participated in reviewing the Adult Education Programme in Rajasthan. They surveyed the work done by 57 voluntary agencies in Rajasthan. The survey was conducted in two phases. The faculty team with trained research investigators toured round and visited a number of centres run by these agencies, and interviewed learners, dropouts, village elite, potential learners, instructors, supervisors, and programme managers. On the basis of the study two reports were submitted to the Ministry of Education with suggestions for improving the programme.

City Managers: Structure, Processes, and Styles

This study attempted to analyse the environment, structure, ideology, and styles of officers and corporators as they influence the performance of the city government. On the basis of case study observations, the analysis points out that the nature of the political system, the bureaucratic system, and the socio-cultural system influence the process and styles resulting into a wide gap between the 'oughtness' and 'isness' in city government.

A Study of the Management of Municipal Corporations

This study aimed at examining the existing management systems in two municipal corporations of Gujarat. It also attempted to identify opportunities for application of management concepts in city management. This exploratory study focused on finance and personnel functions and studied in detail management of transportation and health systems.

The study points out several indicators which could be used to evaluate the performance of different services offered by the transportation and health wings of the municipal corporation.

A Study of Coaching Stock Utilization in Western Railways

This project was undertaken in collaboration with the Operations Research Cell, Railway Board, Ministry of Railways, New Delhi. The study suggests some mechanisms for coaching stock utilization which, if implemented, may result in huge savings.

An Exploratory Study of a Marshalling Yard

The objective of the study was to understand in detail the complex operations performed at marshalling yards to form a base for preparing a proposal for a larger study on marshalling and to examine the possibility for reducing detention of wagons at the Baroda Marshalling Yard. A report has been prepared making suggestions which would substantially improve yard operations at Baroda.

RESEARCH PROJECTS IN PROGRESS

Work on the following projects which were initiated during the previous year continued.

Energy Planning Methodologies in Developing Countries
Phase II

Management of State Electricity Boards: An Exploratory
Study

A Study of the Activity Planning for Singhpur PHC

Non-Formal Education in Jawaja

RESEARCH PROJECTS INITIATED

The following projects were initiated during this period.

1. An Exploratory Study of the IIT Environment on the Aspirations, Expectations, Ambitions, and Career Choices of Undergraduate Students

This study attempts to look at the Indian Institute of Technology, Bombay, from the point of view of faculty, students, parents and the outside world. It also examines the impact of these perceptions on IIT environment and its processes.

A Study of Marshalling Strategies for Goods Trains

This study is undertaken to study the existing marshalling procedures employed and suggest alternative models for increased efficiency.

Cost-Benefit Analysis of Selected Diseases Control Programme in India

An attempt is being made to work out cost-benefit analysis for disease control programmes. The diseases covered would include malaria, tuberculosis, and cancer.

Management of Urban Services

This study identifies the detailed needs for studying urban services delivery systems by the urban development authority, municipal corporations, and town planning units.

Urban Growth Correlates and Linkages in Gujarat

This study aims at studying the correlates of growth in two major cities of Gujarat in terms of industrial location and provision of services.

A Study of Accountancy Systems, Developments and Requirements in State Electricity Boards

TRAINING PROGRAMMES, WORKSHOPS, AND SEMINARS

Programme Implementation, Monitoring, and Evaluation of Health and Family Welfare

A three week repeat training course on programme implementation, monitoring, and evaluation was conducted at the institute during April and October, 1979. Sixteen officers from the Department of Health and Family Welfare participated. The programme aimed at developing capabilities in designing, implementing, monitoring, and evaluating different programmes.

Workshop on Transportation Sector

A workshop on transportation sector was conducted in the institute attended by senior officials from airlines, shipping, railways, and road transport corporations. The participants examined various problems faced by transport systems and identified areas of future work by management institutes.

Research Planning Workshop in Energy

A three-day workshop on research planning in energy for rural development was held in December, 1979. About 43 participants from industry and other institutions participated in this workshop. The workshop aimed at developing integrated and need based research plans for energy supply in rural areas in India. These projects are expected to be undertaken by several institutions which were

represented at the workshop. Special emphasis was given to projects using technologies based on renewable resources which would make energy available to all socio-economic sections of the rural community and to projects which would be implemented within the next two to three years.

General Management Programme for Senior Volunteers and Staff of the Family Planning Association of India (FPAI)

This programme was repeated during November 1979 and was attended by 36 volunteers and other staff of the FPAI. This programme is based on the training material and other inputs developed exclusively for the Family Planning Association of India. The programme aimed at developing managerial capabilities and behavioural orientation required for effective management of health and family planning services by voluntary agencies.

Programme on Project Formulation and Implementation

A three week programme on project formulation and implementation was held in December, 1979. This programme was attended by 28 officers of the state and central governments.

TECHNICAL ASSISTANCE

Management Information and Evaluation Systems (MIES)

During this period assistance continued to be provided to the Population Centre, Lucknow. The performance analysis of primary health centres as brought out by the MIES data were found to be

very useful in the reorientation training of the medical officers. The data were found useful in providing inter-district and inter-block comparisons of performance. The feedback helped the medical officers in identifying areas requiring their special attention. The Population Centre also used this data for other decision making purposes.

Institution Building Activity with the East African Management Institute (EAMI), Arusha

The institute faculty assisted the East African Management Institute in Arusha in designing and conducting a workshop on health care management in east, central, and south Africa. The work included working closely with the EAMI faculty in developing case materials for this workshop and helping the EAMI faculty in developing case development capabilities.

Collaboration with APDAC

Assistance was provided to the APDAC in running a programme for trainers in health and family welfare activities. In this programme the Clinic Management module developed by the PSG faculty was used. A group of trainers were trained to use this material in their training programmes.

Others

The PSG faculty specializing in health and population sectors are working in close contact with ICOMP and are assisting them from time to time in their activities.

The PSG faculty specializing in energy are working in close collaboration with other countries on issues of energy and rural development. They have been participating and taking active role in the inter-country research projects and energy and rural development.

The PSG faculty specializing in education system have assisted the Government of Indonesia in organizing a field education programme for their officials. This is a follow-up work relating to the development of human resources management systems in education.

Assistance was also provided to other local institutions in the country as well in other countries for the development of their faculty. Assistance was provided to the Institute of Technology, Mara, Kuala Lumpur, to develop a group of trainers who in turn are expected to develop entrepreneurial capabilities in their students.

MONOGRAPHS AND REPORTS

<u>Title</u>	<u>Authors</u>
Education for Rural Development: Asian Experience	Udai Pareek
National Adult Education Programme in Rajasthan: First Appraisal	T.V. Rao Anil Bhatt T.P. Rama Rao

An Exploratory Study of a Marshalling Yard	Nitin R. Patel G. Raghuram
City Management: A Study of Some Aspects of Municipal Administration in Ahmedabad and Baroda	Anil Bhatt Arun Monappa Amala Subramanyam
Coaching Stock Utilization in Western Railway	K.V. Ramani G. Raghuram
National Adult Education Programme in Rajasthan: Second Appraisal	D.M. Pestonjee S.N. Laharia

The following reports were brought out:

Management of Population Programme in India: An Annotated Bibliography

IIMA's Collaborative work with EAMI, Arusha

IIMA's Collaborative work with the Population and Family Planning Board, Cairo, Egypt

Papers presented at the Seminar on Public Distribution Systems have now been published in a book form as Public Distribution System: Evolution, Evaluation, and Prospects (Oxford & IBH Publications).

The review of the National Adult Education Programme has been published under the title Adult Education for Social Change (Manohar Publishers).

An annotated bibliography of cases and technical notes in Public Systems was brought out.

X. FACULTY DEVELOPMENT CENTRE

The Faculty Development Centre launched its first programme for the Development of Management Faculty from June 25, 1979 to April 15, 1980 for faculty members in educational, professional and training organizations in India and abroad. There were 11 participants in the programme including three from Nepal.

The Centre reviewed the design and coverage of the second programme to be offered in 1980 in the light of the experience gained in the first programme. The list of participants is in the process of being finalized. The University Grants Commission has approved the Programme under its Faculty Improvement Programme.

Collaboration with Tribhuvan University, Kathmandu

The Centre collaborated with Tribhuvan University, Kathmandu for conducting a 3-week Management Development Programme for 33 faculty members of that University. Seven IIM faculty members (including the Director) were involved in conducting the Programme which was found very stimulating and fruitful by the participants. Our involvement in conducting the Programme also proved useful in identifying the three participants for the second PDMF. The University authorities have also shown a keen interest in continuing the collaboration for a period of at least three years.

XI. INFORMATION SYSTEMS AND COMPUTER GROUP

Realizing the importance of the role of computers in enterprise management and planning and monitoring of the national developmental effort, the information Systems and Computer Group was formed in 1978 to strengthen the research and training activities in this area.

The activities of the group centers around exploring new areas of computer applications to help in planning, decision-making and monitoring in Government and industry. The group has undertaken a mix of activities covering research, consultancy and training programmes. It is trying to evolve an interdisciplinary approach keeping in view both managerial and technical aspects in the design of management information systems.

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

A Three-Month Advanced Programme on Computer-Based Information Systems Analysis and Design for computer professionals with three to five years experience is offered once a year since 1977. One hundred and twenty participants have been trained so far including 10 participants from other developing countries. This programme is designed for computer professionals to provide them with the knowledge and understanding of managerial decision-making as well as advanced computer techniques for the design of computer-based information systems.

Short-term Programmes

Apart from the 3 month programme, the group offers a number of short duration management development programmes on management information systems, systems analysis and design, as well as data base management systems.

Concentration Package in Information System

A concentration package on information system was offered through the P&QM area in 1979 for the second year students. About 25 students registered for this package.

Computer Courses in Doctoral Programme

Some of the students in the Fellow Programme in Management have worked in computer systems. Theses completed in computer related topics are given below:

Planning for Computer-based MIS for Municipal Corporations

Simulation Model to Determine Minimum Inventory Level in Grey Room of Textile Industry.

Early Warning System for Inventory

PROJECTS

Computer Applications in Industry and Public System

Management Information System for Shipping

Computer-based information system was developed for the Shipping Corporation of India Limited. A number of models are being developed for fuel planning and allocation of ships. A framework is being developed for designing a database for chartering lines operations.

Computer-based Production Planning for Textiles

A computer system for production planning in textile mills was developed. This system could be used for providing data for planning and control of production processes in textile mills. This system reduces considerably the data preparation for MPS Package and helps in generating reports which are easily comprehended by managers not familiar with technical details of linear programming.

Computer Based Information System for Material Management

A computer based information system was designed for material management for IPCL, Baroda. It included the design of reporting system and system design for various components of material management including purchasing and inventory management.

Coaching Stock Utilization in Western Railway

One of the major problems facing the Indian Railways is the shortage of coaches for passenger services. A methodology was developed to study the extent of utilization of coaches of the Indian Railways, and suggest an optimal allocation procedure. The study was done on the Western Railway broad gauge system. Substantial savings of coaches have been identified for the above system.

Bus Scheduling for Road Transport Corporations

A study has been undertaken to develop a software package which minimizes the number of buses and heuristically reduces the number of crew.

Computer-based integrated information system for a Manufacturing Company

An integrated computer-based information system for marketing, production, and finance activities of a manufacturing organization was designed. The design aimed at the optimum utilization of computer system resources in a mini computer environment.

Information Systems for Government

District Level Data Base

A large amount of data were collected on a set of villages in Dharampur Taluka of Gujarat for conducting research by the Centre for Management in Agriculture at the Institute. A data base containing the data on various parameters was created on the Institute's computer using the data base software. A set of queries have been identified for interacting with this data. The data includes parameters related to population, cattle, agriculture, occupation, and infrastructure facilities. This data is being used to develop a framework for developing a computer-based information system for planning.

Location of Service Centres

A system was developed to demonstrate the large number of alternatives in locating service centres in Dharampur Taluka. The problem was also solved by using a mathematical programme technique for deciding an optimum number of service centres at a minimum cost. The data base also provides access (interactively) to various aspects of information relating to the taluka.

Location and Upgrading of Primary Schools

The pattern of schools and villages in a taluka was studied to devise a model for identifying the locations where new schools may be set up and existing schools upgraded such that the entire region gets uniform schooling facilities. Since the number of alternatives are too many the feasibility of using an optimization model was also studied. The problem of locating and upgrading schools has several dimensions, such as the performance of existing schools, proximity of existing schools to various population pockets, identification of pockets, estimation of approachability etc. Once data on these parameters are collected, an optimization model would be built to suggest location of new schools.

Computer-model for administration of transfer of teachers

A detailed study on the mechanism of transfers done in 1976-77 was conducted for a district in Rajasthan. An attempt was also made to collect the data required to carry out transfers according to the existing policy document. A computer based information system and a teacher requirement balancing algorithm were suggested as partial solutions to the problem.

Monitoring and Evaluation System for Development Programmes in India

This project was funded by Asian and Pacific Development Administration Centre, Kuala Lumpur to study monitoring and evaluation systems and development programmes in India. While reviewing the monitoring

and evaluation systems on the basis of the case studies for evolving monitoring and evaluating systems were developed. This monitoring system was designed keeping in view the needs of project level implementation as well as the requirements and administrative machinery at the district, state and central levels. A report of the study was presented at APDAC Expert Group meeting in Kuala Lumpur.

Management Information System for Small Industries Development Organization

Management information system for planning and monitoring of various activities of the small industries development organization at the state level and as well as at the central level is being studied. The information system is aimed at strengthening the information required for policy making with respect to small scale industries as well as planning of activities relating to technical and management consultancy to small scale industries.

Information system for Health

A management information system is being designed for the health department, covering the rural and urban health at all levels. One of the phases is to develop a computerized model for planning decisions like location and upgrading of health facilities.

Computer Aided Teaching

This work was undertaken by the Institute to develop the use of computers to impart concepts, drill and practice and in problems solving in education in general and in management education in particular.

Considerable experience has been gained by the group in developing computer aided teaching system, and packages specially for management teaching. Computer cases, data analysis exercise, and interactive graphic models are now a part of the teaching curriculum of various functional areas in the Institute. Some of these have been developed by the computer group faculty in close collaboration with instructors in the functional areas, drawing upon their competence as a specialist in the subject. About 300 packages related to computer aided teaching have already been developed. Computer aided teaching methods can also be used in large scale training of teachers as well as in continuous education programmes of managers and teachers to impart new concepts in various fields of education.

In this research programme the following systems were developed.

Computer-based case and data analysis

A number of cases have been computerised in marketing, production, finance and other areas. The students can use data and program modules already stored in the computer for evaluating alternative situations that are posed in a particular case. This helps them in better understanding of the case and also in a better case discussion in the class room.

In addition to cases a number of packages have been developed which are used for solving practice problems to illustrate various concepts in management science. These packages are used by various instructors

in their respective courses.

Some gaming models have also been developed for use in teaching. For example an interactive gaming model for marshalling yard operations has been developed. This model provides a useful teaching vehicle to highlight the complexities of operational decisions made in marshalling yards.

Graphic based interactive system in teaching

A number of graphic based interactive system have been developed which provide a pictorial output on the graphic. Some of these are given below:

- Simulation of queueing system
- Simulation of Probabilistic Inventory System
- Statistical Packages for display of various frequency distributions
- Information retrieval

This set of graphic applications relates to development of dynamic simulation models such as models related to traffic flows, flow of materials, flow of jobs in a production process of service of customers in a bank, etc. Display of system status and statistical output of dynamic models can add a new dimension to the capabilities of simulation. An interactive graphic model allows a programmer to interrupt a running programme on the basis of a display of system status to alter system parameters and variables, and then continue simulating where he left off. This type of interactive adaptive dialogue between model and adaptive programmer makes online, evolutionary model

design possible. This also changes the economics of sequential optimum seeking experimentation, and adds a new dimension to model evolution.

Simulation of Queueing System

A graphic based queueing system model to represent queueing systems like traffic system, bank counter, job shop scheduling etc. has been developed using the graphic software. The users can see pictorial representation of the system as well as watch the changes in the system which are dynamically represented in the graphic screen. The users can interact with the system to change the parameters or to decide about the type of output to be obtained.

Simulation of Probabilistic Inventory System

This system was designed on the graphic to develop an understanding of the relationships between inventory policies parameters like lead time, demand and the performance of the inventory system in terms of cost and stock-out.

Graphic based Statistical Packages

A number of graphic based statistical packages have been developed which allow students to perform step-by-step analysis of data by enabling an active participation of the user in directing the processes of data analysis. Some of the examples of these systems are simple plot, step-wise regression, distributions and histograms.

Information Retrieval

A number of graphic based packages have been developed to demonstrate aspects of information system. The retrieval of information from graphic terminal is done through a set of queries using a data base.

Some of the systems which are being implemented include trade information system and a data bank on public sector enterprises.

Computer Assisted Instructions for Mathematics

Programs were developed to impart concepts in the following mathematical topics:

- Elementary theory of matrices
- Linear equations
- Calculus
- Permutation and Combinations
- Theory of Probability

Development of Software Systems for Indigenous Computers

The faculty and staff of the Computer Centre have been effectively involved in the development of software systems for TDC computers manufactured by the Electronics Corporation of India Limited (ECIL) Hyderabad, and other micro computers. Those projects are:

Development of BASIC Language Interpreter

BASIC language Interpreter for TDC 12 and TDC-312 was developed. This was developed on our computer and implemented on the above TDC computers. Some of the BASIC languages are in operation in the TDC computers which are being used in educational and research institutions in India.

Time-Sharing System for TDC-312

A time-sharing system supporting BASIC language with file handling capabilities has been developed for TDC 312. This system will give an interactive access to TDC/312 through a number of terminals and will be very useful in educational and research institutions, and commercial

organization. As the access to the Time-Sharing System will be through terminals, the cost of the computer system will be reduced. Thus it would be possible to have a low cost TDC 312 system in many educational institutions for help in teaching and research. The system will be shortly put in operation on TDC 312 computers.

Development of Application Packages

A number of application packages in BASIC for TDC computers were developed. These application packages will relate to the use in education and management applications. In addition, a materials management package has been developed for micro computers manufactured by DCM.

Computer Packages

Implementation of Relational Data Base

We have implemented a relational data base package called the Relational Information Storage System. We have made certain modification to increase the capacity of the system. Further work to improve the operational efficiency of the system is in progress.

AID Package

Considerable use of AID package has been made in many countries for market analysis using large data. An interactive AID was implemented on our Computer and a package to handle large data has been implemented on IBM 360. This system has been used in editing, transformation, and analysis of data from consumer marketing and social marketing situations.

Statistical Packages for Data Analysis

A system of packages has been designed to perform statistical analysis on a common data base. Facility is provided for editing, transformation or selection of data sets for performing analysis, and storage of intermediate output which can be analysed further through a different program module.

Financial Analysis Package

A package is being developed to generate financial projections of corporations which would be useful in investment decisions.

System Software development on HP Computer

Interactive System for Software Development

An interactive system for software development has been designed to facilitate development of software for TDC computers on HP 2116B. Two major modules - the simulator with several debugging aids and interactive input/output and processing, and the Cross Assembler - of the system have been developed for TDC-12 and TDC-312 in the assembly language of HP-2116B. The system demonstrated how the capabilities of a low cost mini-computer can be utilized for the major tasks like software development for other minis.

Graphic Display System

A software system using HP-4300 A point plotting graphic display has been developed. The system provides a set of primitives which can be used in any higher level language for illustrating dynamic as well as static situations on the display screen. Automatic construction of the required data structure backed up by a dynamic memory allocation

schema is the special feature of this system. The system can be implemented on any mini-computer having graphic display and FORTRAN language computer.

Coupling of Operating System

The Time-Sharing and Drum Operating Systems of HP-21168 were coupled at the installation to improve the performance of the system. This made it possible to perform the input/output task of DOS on the TSB system. Also, the data files of one system could be used on the other system. This system helped in the interchanging of various tasks of DOS and TSB systems. The design used is very general and can be implemented on any mini-computer system.

Running User Programs in Detached Mode

The Time-Sharing System of HP-21168 has been modified to run the user programs optionally in detached mode. This feature release the terminal from the user running the job and permits its use for processing any other user. Output of the detached job is transmitted to the line printer.

Choice of Computer System

The group has been helping a number of organizations in the choice of computer configurations. This research work is being focussed to develop a framework which would help in the choice of computer systems.

Computer Networks

An international symposium on computer communications and network was organized by the Computer Society of India and the International Federation of Information Processing in Bombay in February 1980. The Institute actively participated in the symposium. An experiment to connect some computers all over India was tried during this symposium. The Institute had the unique opportunity of being one of the very few institutions which participated in this experiment. The Institute's computer was linked to the TIFR computer in Bombay and from there to other computers in Bangalore and New Delhi. A number of graphic based computer systems developed by the group were demonstrated during the symposium. At Ahmedabad, efforts are being made to link the IIMA computer network with PRL and SAC and connect our computer with the TIFR computer in Bombay.

II

COMPUTER SERVICES

Application and System Programming Library

A number of software packages (Systems and Applications) were developed in various areas of management to improve the performance of the computer system. More than 46 system and application packages for PDP 11/70 have been added to the Library. Some of the important packages are:

Large Linear Programming Package

Data Analysis Package

Relational Data Base Package

MD Scaling

LP Matrix Generator

SPSS

Inclusion of LP in the TSB Operations System in HP 2116B

Routines for Card Reading with information of Card Counts and User Identification on the console of PDP 11/70

Utilities for user enquiries regarding their job Execution and accounting in PDP 11/70

Convert Routine for Conversion of Files from One Type of Organization to another in PDP 11/70

Modifications for the Relational Data Base System RISS to improve Execution Efficients in PDP 11/70

Enhancing the capability of the present IAS System in PDP 11/70 to cope with a large number of users

Routines to extract data from NTIS tapes and formatting them according to NTIS standards

Inclusion of the concept of pseudo detached terminals in the TSB Operation System in HP 2116B.

Computer Use in Teaching and Research

Computer facilities are extensively utilised by the students. About 20 faculty members used the computer for course development. It was also used extensively in many of the research and consultancy projects.

Management Development Programmes

The participants of the 6-month Management Education Programme, 3-month Advanced Computer Based Information Systems Analysis and Design, and the Data Base Management Programme extensively used the computer facilities in their course and project work.

Academic Administration

The processing of admissions data for the Common Admissions Test for all the three IIMs was carried out at the Computer Centre. Computerized data bank for management development programmes has been partly implemented to store and report data on organizations, participants, and programmes being offered at the Institute. Computerization of the administrative jobs like PGP grading, admissions, MDP, payroll etc. is being continued and attempts are made to computerize many more administrative jobs.

XII. CENTRE FOR REGIONAL MANAGEMENT STUDIES

Management Development Programme

The Centre conducted a one week programme on Methods of Costing and Elements of Finance at the Naroda Industrial Estate from March 17 to 21, 1980. The programme was conducted jointly by CRMS and AMA. Twenty-nine entrepreneurs and executives of various small scale industries in and around Ahmedabad participated in this programme.

Research Projects

The Centre, in cooperation with the Public Systems Group, undertook a study to ascertain the training needs of mamlatdars. A report has been submitted to the Government of Gujarat in August, 1979.

The Centre sponsored a case study on V.S. General and Maternity Hospitals. The case study was done by Professor Pravin Desai, a participant of the Faculty Development Programme, under the guidance of Professor V. Govindarajan.

Other Activities

The Centre offered one fellowship of Rs. 7,500 per year to one participant from Gujarat in the Programme for Development of Management Faculty during 1979-80.

The Centre sponsored jointly with the Chandraprasad Desai Memorial Trust the publication of the study on "Employees State Insurance Scheme - An Evaluative Study" by Professors Mirza S. Saiyadain and Arun Monappa.

The centre decided to sanction a grant of Rs. 7,500 to publish a monograph on "Industrial Relations in Indian Engineering: A Case Study of Ahmedabad-Baroda Region" by Professor Pramod Verma.

XIII. ALUMNI RELATIONS AND ACTIVITIES

IIFA Alumnus

During the year, three issues of the IIFA Alumnus were brought out. The Alumnus has been put on a sound financial footing whereby costs of production are met through advertisement revenue.

Annual Alumni Conference

The 14th Annual Alumni Conference was held in Ahmedabad on November 2 and 3, 1979. The Conference theme was "Strategy for Industrial Development for the next Decade: Challenges and Opportunities". It was inaugurated by Mr. Lovraj Kumar, Chairman, Bureau of Industrial Costs and Prices, Ministry of Industry.

The topics discussed were: Strategic issues in Industrial Development; Policy towards Large Business; Its Impact on Industrial Development; Small Industry in the 80's; Export Development Policies and Plans; Macro and Micro Perspectives; and (v) Fiscal Policy for Industrial Development.

The speakers from the Institute were: Professors Arand P. Gupta, Charan Wadhva, H.N. Pathak, Rakesh Khurana, C. Rangarajan, and V.S. Vyas. Other speakers were N.K. Bhardwaj, Executive Director, State Trading Corporation; M.P. Chitala, Chartered Accountant; S.J. Coelho, IAS, Managing Director, Gujarat Narmada Valley Fertilizers Company Ltd., I.P. Gupta, Additional Secretary,

Department of Revenue, Ministry of Finance; R.M. Honavar, Chief Economic Adviser, Ministry of Finance; I.S. Munjal, Regional Secretary, Indo-German Chamber of Commerce; H.K. Paranjape, EX-Member, MRTTP Commission and Chairman, Rail Tariff Enquiry Committee; V.G. Patel, Managing Director, Gujarat Industrial Technical Consulting Organization; Prafull Anubhai, Chairman and Managing Director, Rustom Mills and Industries Ltd; and P.C. Randeria, Economic Adviser, Mahindra and Mahindra Ltd., Bombay.

Over 150 delegates and invitees attended the conference.

Publication of Alumni Conference Proceedings

It has been decided to publish the proceedings of the 14th Alumni Conference held on November 2 and 3, 1979.

Scholarships

With the help of the alumni the following seven PGP Scholarships have been raised:

1.	Prof. B.K. Hegde Memorial	Rs. 1500	Permanent
2.	Prof. Warren Haynes Memorial	Rs. 1500	Permanent
3.	Gwalior Rayon Silk Manufacturing (Wvg.) Co. Ltd.	Rs. 3000	3 years
4.	Hindustan Everest Tools Ltd	Rs. 3000	3 years
5.	Groz-Beckert Saboo Ltd.	Rs. 3000	3 years
6.	Foundation to Aid Industrial Recovery	Rs. 3000	3 years
7.	Audco (India) Ltd.	Rs. 3000	Permanent

Alumni Membership

Out of a total of over 10,000 alumni, 6000 alumni have become life members so far. Efforts are being made to enrol more alumni as life members of the Association.

Computer Listing of Addresses

Computer listing of the addresses has been implemented and we now have over 4000 latest listing by chapters, cities, programmes, and other relevant classifications. These computer lists are made available to local chapters as well as to the interested alumni. Individual requests however, are charged at cost while official requests from chapters, etc. are met free.

Souvenir Items

In order to provide a symbolic identification with the Alumni Association, a number of souvenir items of interest to the alumni with the alumni symbol have been made available for sale. Items like ties, T-shirts, ash trays, key chains, and leather bags worth over Rs. 22,000 have been sold during the last six months.

Alumni Nite

A cultural evening was organized on November 2 on the campus. Many alumni, students, faculty, and staff contributed to the alumni nite.

Election to the Executive Committee

The biennial elections to the Executive Committee were held during February/March, 1980. The following members were elected:

Name and Address of the candidates

Name and Year of the IIMA
programme attended

West Zone

Mr S. Ramachandran
Group Product Manager
Johnson and Johnson Ltd
30, Forjett Road
Post Box No. 9301
Bombay 400 038

PPNPD - 1978

Mr A.P. Singh
Sr. Materials Officer
Indian Petrochemicals Corpn. Ltd.
Post Petrochemicals
Baroda 391346

PGP - 1975

Udayan S. Bhatt
Purchase Manager
Calico Mills
Outside Jamalpur Gate
Ahmedabad 380 022

PGP - 1975

Mr P.S. Viswanathan
Branch Director
Rediffusion Advertising Pvt. Ltd.
Worli
Bombay 400018

PGP - 1971

South Zone

Mr. Jayant K. Dey
Adviser, Management Services
Southern Petrochemicals Industries
Corporation
Madras 600 032

PGP - 1967

Mr S. Bagavan
Assistant Consultant
M.K. Raju Consultants
16, Srinagar Colony
Madras 600 015

PGP - 1977

East Zone

Mr C.D. Menon
General Manager - Personnel
59-C, Chowringhee
Calcutta 700 020

PYE - 1967
3TP - 1974

Mr A.D. Sinha
Sr. General Manager
Brooke Bond India Ltd
9, Shakespeare Sarani
Calcutta 700 071

3TP - 1968

North Zone

Mr R.K. Pinjani
Assistant Manager - Marketing
Gabriel India Ltd.
Bearing Division
Parwanoo 173 228
H.P.

PGP - 1978

Mr K. Ambarish Kumar
Lecturer
Department of Business Management
Punjab University
Chandigarh 160 014

UTP - 1974

A meeting of the newly constituted Executive Committee was held on April 26, 1980. The Committee coopted the following persons as members of the Executive Committee.

Name and Address of the candidates

Name and year of the
IIMA programme attended

Mr P.K. Bhargava
Bharat Heavy Electricals Ltd.
New Delhi

PGP - 1971

Mr Ashoke Bijapurkar
Chaitra Advertising
Bombay

FPM - 1979

Mr. Shashi S. Dash
Blow Plast Ltd.
Bombay

3TP - 1975

Mr R.D. Aga
Wason (India) Pvt. Ltd.
Poona

PFM - 1968
3TP - 1977

Mr B.H. Vyas
Alambic Chemical Works Co. Ltd.
Baroda

MEP - 1979

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

Professor V.S. Vyas (Director)

Mr R.C. Chib (Administrative Officer)

Professor Subhash C. Mehta (Chairman)

XIV. SEMINARS AND LECTURES

Workshop on Cooperative Management Effectiveness and Training

The follow-up workshop on Co-operative management effectiveness and training was held on the campus from April 18 to May 5, 1979 in collaboration with ILO, Geneva, and the International Centre for Advanced Technique and Vocational Training, Turin, Italy. It was meant for those who had earlier participated in the courses on cooperative management for business executives of cooperative business organizations in South-East Asia held in 1975, and training methodology for senior professors working in the cooperative staff training institutions in South-East Asia in 1977. Chief executives working in national federations also participated in this workshop.

In addition to evaluating the effectiveness of the earlier training programme, the objective of the workshop was to provide an opportunity to broaden the knowledge of management, identify management problems, establish relevant guidelines regarding training methods, and develop linkages between enterprises and training institutions. Four broad areas were covered in the workshop:

Problems in developing a cadre of professional management in cooperatives;

Management of cooperative institutions and management of Training programme;

Ways and methods of evaluating training needs;

Training structure.

FAO Expert Consultation on Improvement of Management
System of Cooperatives with Special Reference to
Small Farmers

This consultation was organised by the Food and Agriculture Organisation of the United Nations (FAO) in collaboration with the German Foundation for International Development (DSE) and the Indian Institute of Management, Ahmedabad. It was held on the Campus from October 8 to 12, 1979.

The main purpose of the consultation was to enable senior specialists and policy makers associated with rural cooperatives and similar organizations to exchange experiences and discuss major issues in reaching small farmers through efficient management of cooperatives. Experts from Bangladesh, Burma, India, Indonesia, Japan, Korea, Nepal, Philippines, Sri Lanka, and Thailand attended the consultation. There were also nine observers representing the Agricultural Cooperative Development International, Food and Agriculture Organization, International Cooperative Alliance, Plunkett Foundations, and the Swedish Development Agency.

Policy and Management Aspects of Land Use

An interdisciplinary seminar on "Policy and Management Aspects of Land Use" was organized from June 21 to 23, 1979 at the instance of the Ministry of Agriculture and Irrigation, Government of India, to provide a forum for discussion on policy issues of land use by central and state government officials, and academicians concerned with land and water management problems of the country.

The seminar considered the land use aspects with reference to productivity and stability of production, generation of employment, equitable distribution of income, and maintaining environmental and ecological balance as policy objectives. The major constraints identified in realizing the policy objectives were the nature and the availability of technology; economic forces; political, institutional, legal, organizational and social factors; and lack of adequate information and reporting system for appropriate planning and monitoring of land use.

Seminar on International Dimensions of Indian Business

The second seminar in the national seminar series of the Institute was held this year on March 16, 1980 to discuss international dimensions of Indian business. Thirty-three invited participants from industry, government, banks, and financial institutions and the academic world attended the seminar. In his inaugural address, Dr.K.S. Krishnaswamy, Deputy Governor, Reserve Bank of India emphasised the need to give due importance to the earning of foreign exchange while considering or evaluating the acquisition of international dimensions.

The following papers were presented at the seminar:

International Dimensions of Indian Banking (Prof.G.R.Kulkarni)

MNCs From LDCs: The Case of Indian Joint Ventures Abroad
(Prof. K. Balakrishnan)

Performance and Prospects of Project Exports (Prof.G.R.Kulkarni)

Shri R.K. Talwar, Chairman, Industrial Development Bank of India delivered the concluding address.

Vikram Sarabhai Memorial Lecture

Prof. Rajni Kothari, Chairman, Indian Council of Social Science Research delivered the fifth Vikram Sarabhai Memorial Lecture on "India: An Assessment" on January 18, 1980.

Governor of Gujarat Smt. Sarada Mukherjee presided.

He said that the crisis in the institutional structure for the management of the country arose essentially from the model of development adopted by the country. The people at large, especially the underprivileged, poor, and downtrodden, became conscious of their rights and started challenging the hegemony of the upperclass in the urban areas and the upper and middle castes in the rural areas." "...the institutional order that we have inherited and developed and the educational and administrative systems in which it rests is wholly incapable of dealing with the aspirations of the masses", he emphasized. The challenge of the 80s is to undertake a massive structural change which will give power and resources for development to the people most of whom live in rural areas and to remote places where the centres of power are", he said.

XV. FACILITIES

LIBRARY

During the year 1979-80, 2771 new books were added to the Library, bringing the total number of books to 95,054. The library has been subscribing to 318 periodicals. Annual reports of many indian and foreign companies were acquired during the year.

The library provides circulation services, bibliographic and documentation work, indexing of articles from Indian journals, compilation of recent addition and subject index of articles, and reference and bibliographic services to the readers.

Campus Development

Management Development Centre

This is "U" shaped building with two side wings, each consisting of 32 double seated guest rooms. The middle portion is for academic use and general purposes including reception and other public area services. The centre will have its own kitchen and dining hall.

Other works

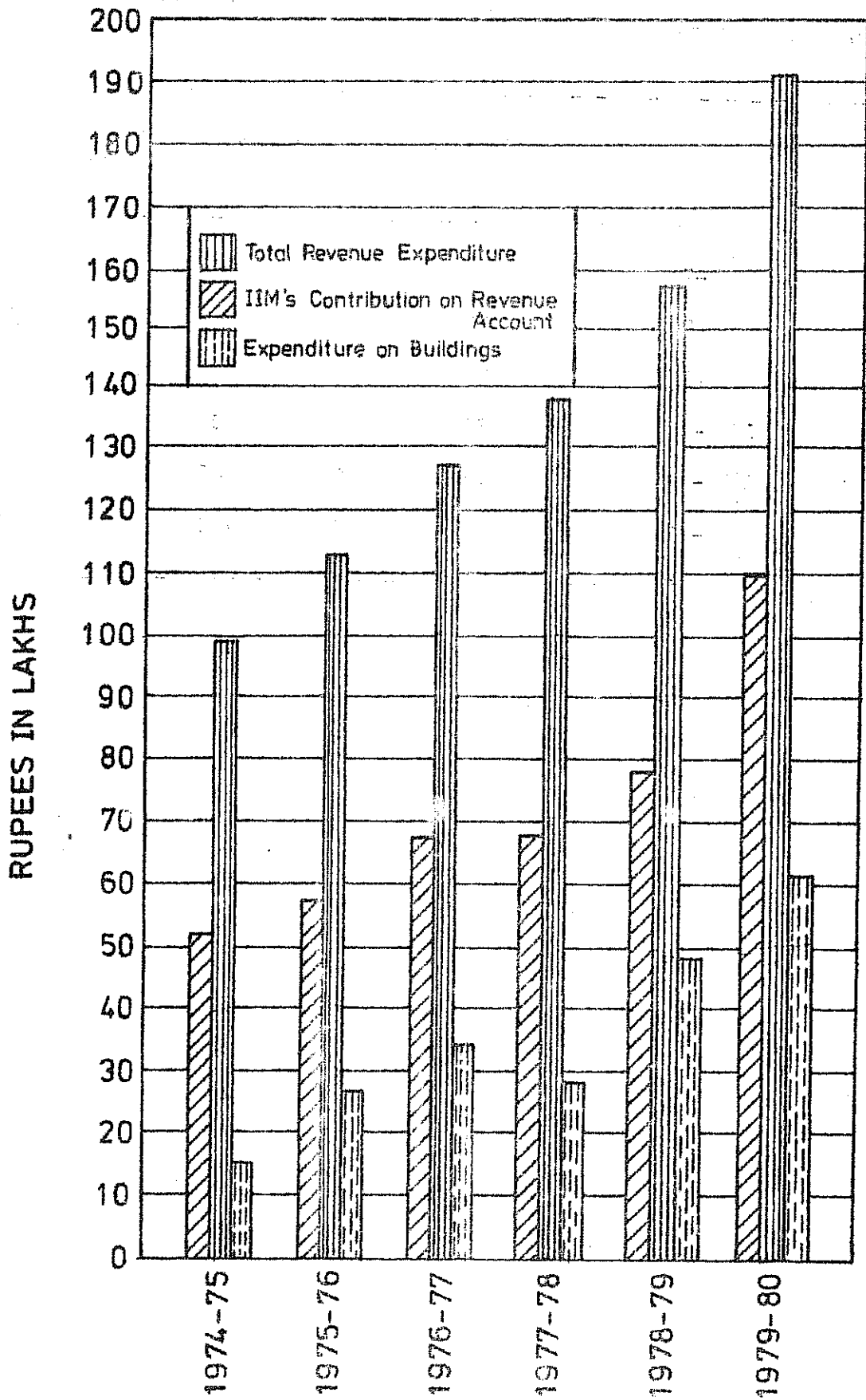
The following construction works were completed during the year:

Modified version of five Type IV faculty houses; 30 Type II A houses for senior administrative staff and officers; Converting Type III houses to Type IV houses; two sheds for parking cycles and scooters near main entrance.

Brick paving work was completed near the main entrance, kitchen dining complex, and around new Type I and IV houses. A circular link at the end of the classroom building near the dormitories and the ramp was completed. A new substation near MDC to cope with additional power load was set up. A new dormitory accommodating another 20 students and windows in the library main reading hall were other additions during the year.

Expenditure at a glance

APPENDIX I



Appendix II

MANPOWER GROWTH

Year	Faculty	Research Staff	Staff	Visiting Faculty	Total
1974-75	66	70	308	8	451
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
1979-80	84	53	447	8	592

Appendix III

POST-GRADUATE PROGRAMMES

Year	Two-Year Post-Graduate Programme in Management	Fellow Programme in Manage- ment	Total
1975-76	323	35	358
1976-77	312	42	354
1977-78	312	40	352
1978-79	305	37	339
1979-80	327	27	354

SCHOLARSHIPS

Appendix IV

POST-GRADUATE PROGRAMME IN MANAGEMENT

<u>First Year</u>	<u>Organization</u>
Sitaram V.S.	Air India
Kapoor R.	Bank of America
Jain B.K.	Citibank
Shukla S.	Devidayal Electronics & Wires Ltd.
Ekbote A.P.	Dunlop India Ltd.
Venkataraman S	Foundation to Aid Industrial Recovery
Agarwal A.	Godfrey Philips India Ltd.
Mahajan V.	Groz-Beckert Saboo Ltd.
Bansod S.M.	Hindustan Lever Ltd.
Muralidharan T.	NELCO
Malik Rashmi (Miss)	B.K. Hegde PGP Memorial Scholarship (IIMA)

Appendix IV (contd)

<u>Second Year</u>	<u>Organization</u>
Sridhar S.	Godrej Trust
Dwivedi A.K.	Gwalior Rayons
Bhargava S.	Hindustan Everest Tools Ltd.
Jain V.P.	Mahindra and Mahindra Ltd.
Bikhchandand S.	Mandelia Parmarth Kosh
Kazi K.A.	Shriram (DCM)
Akhil Kumar	Shriram (DCM)
Jagadeesh N.	AUDCO India Ltd
Sehgal M.	Hindustan Lever Ltd.
Singh A.	Warren Hayes Memorial Scholarship
Pastakia A.R.	SPA (Dena Bank)

Appendix VMANAGEMENT DEVELOPMENT PROGRAMMES

Programme title	No. of organization			No. of Participants		
	Public/ Govt.	Private	Total	Public/ Govt.	Private	Total
1. Three Month Advanced Programme on Computer Based Information Systems Analysis & Design July 1 - Sept.28, 1979	23	5	28	39	6	45
2. 3-Tier Programme for Management Development - Aug.5 - Sept.28, 1979	24	63	87	53	171	224
3. Management of Agriculture and Rural Development Programme (North Eastern Council Prog.) September 6 to 18, 1979	6	-	6	20	-	20
4. Forestry Management Programme October 6 - 18, 1979	12	-	12	17	-	17
5. Consultation Programme on Expert Consultation on Improving Management Systems of Cooperatives with special Reference to Small Farmers - October 8 to 12, 1979	10	-	10	25	-	25
6. Management Education Programme October 28 - March 28, 1980	13	19	32	17	20	37
7. Management Development Programme for Sr. Volunteers and Staff of Family Planning Association of India - November 4-11, 1979	1	-	1	29	-	29
8. Management Development Programme for Medium & Small Enterprises November 11-24, 1979	6	29	35	7	30	37

Programme Title	No. of Organization			No. of Participants		
	Public/ Govt.	Private	Total	Public/ Govt.	Private	Total
9. Laboratory in Creativity and Motivation - November 19 - 29	2	9	11	2	9	11
10. Programme on Management of Personnel & Industrial Relations Nov. 25 - Dec. 8, 1979	11	9	20	13	9	22
11. Workshop on Industrial Relations Machinery - Nov. 29 - Dec. 1, 1979	15	2	17	21	6	27
12. Programme on Project Formulation and Implementation December 2 - 22, 1979	12	-	12	28	-	28
13. Programme on Design and Implementation of Management Planning, Control and Information Systems - Dec. 9 - 15, 1979	11	13	24	12	18	30
14. Management Training Programme for Project Managers of Intensive Handloom Development Projects - January 2 - 16, 1980	30	-	30	32	-	32
+ Wrap-up workshop - Jan. 14 - 16	9	-	9	9	-	9
15. Working Capital Management Programme - January 7 - 11, 1980	17	28	45	18	33	51
16. Foundation Course in Personnel Management and Industrial Relations - Jan. 27 - March 1, 1980	16	12	28	17	13	30
17. Programme on Designing Projects for Agricultural Development - Feb. 4 - April 18	12	-	12	16	-	16
18. Workshop on Human Resources Management Focusing on Quality of Working Life - February 18-19	9	3	12	10	7	17

	Programme Title	No. of Organization			No. of Participants		
		Public/ Govt.	Private	Total	Public/ Govt.	Private	Total
19.	Workshop on Organization Development & Development March 4 - 10	7	9	16	8	10	18
20.	Programme on Management of Executive Stress & Role Effectiveness March 16 - 22	10	5	15	13	5	18
21.	Agricultural Management Programme, April 6-19	12	6	18	12	9	21
22.	Programme on Management of Rural Development - April 13-26	29	2	31	39	2	41
23.	Programme on Industrial Marketing, April 20-30	4	20	24	6	24	30
24.	Programme on Data Base Management Systems - Concepts and Applications - April 21-26	13	12	25	24	15	39
Total		314	246	560	487	387	874

Appendix VI

CASES, RESEARCH, AND CONSULTING

Year	Cases Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
1975-76	1223	133	112
1976-77	1409	161	141
1977-78	1612	196	166
1978-79	1750	221	197
1979-80	1886	241	213

BOARD OF GOVERNORS

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Keshub Mahindra
Chairman, Mahindra and Mahindra Ltd
Bombay

Nanubhai Amin
Chairman
Jyoti Ltd
Baroda

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

Prafull Anubhai
Chairman & Managing Director
Rustom Mills and Industries Ltd
Ahmedabad

S. Muthukumaran
Dy. Educational Adviser (T)
Ministry of Education & Culture
New Delhi

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

Mohd. Fazal
Chairman & 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 & President
Larsen & Toubro Ltd
Bombay

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

D.C. Gami
Managing Director
Gujarat State Fertilizer Co. Ltd
Baroda

Ishwarbhai J. Patel
Vice-Chancellor
Gujarat Agricultural University
Ahmedabad

J.A. Kalyanakrishnan
Financial Adviser
Ministry of Education & Culture
New Delhi

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

Shrenik Kasturbhai
Anil Starch Products Ltd
Ahmedabad

M. Raghavachari
Professor
Indian Institute of Management
Ahmedabad

M. Krishnamoorthy
Executive Director
National Productivity Council
New Delhi

C. Rangarajan
Professor
Indian Institute of Management
Ahmedabad

A.H. Tabbacowala
Managing Director
Voltas Ltd
Bombay

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

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

Ram S. Tarneja
General Manager
Benett Coleman & 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
R.C. Shah
V.S. Vyas
R.C. Chib
(Chairman)
(Secretary)

BUILDING COMMITTEE

Nanubhai Amin
M.D. Patel
V.S. Vyas
R.C. Chib
(Chairman)
(Secretary)

FINANCE COMMITTEE

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

Appendix VIII

SOCIETY*

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/Mandiniben 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. Manavaty
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
Ashoka 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, 1980. 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

R.K. Gupte
Assistant General Manager
Bank of India
Ahmedabad

Chairman & Managing Director
Bharat Earth Movers Ltd.
Bangalore

K.R. Parneswar
Executive Director &
Group General Manager
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

Janmejay Bhagubhai
Managing Director
Cellulose Products of India Ltd.
Ahmedabad

K.J.S. Baraji
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 and 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
Enginers India Ltd.
New Delhi

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

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

I.M. Sahai
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. Mejumdar
Indian Tube Co. Ltd.
Bombay

S.S. Mehta
Chairman & Managing Director
Industrial Credit & Investment
Corpn. of India
Bombay

B.B. Singh
Chairman
Industrial Finance Corpn. of India
New Delhi

V.M. Chemburkar
Chief Executive
Jyoti Ltd.
Baroda

B.U. Balsari
Kalol Mills Ltd.
Ahmedabad

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

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

Chairman
L.I.C. 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.A. Karkal
Mahindra & Mahindra Ltd.
Bombay

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

P.C. Laha
Director
Metallurgical & Engg. Consultants
of India Ltd.,
Ranchi

Yogendra A. Mafatlal/R.N. Mafatlal
L.D. Vasa/B.K. Patel
Mihir Textiles Ltd.
Ahmedabad

Chairman & Managing Director
Minerals & Metals Trading Corpn.
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

N.K. Parikh
Chief Executive
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. Nanavaty
Nutan Mills Ltd.
Ahmedabad

Jyotindra N. Mehta
Piyushakumar Natavarial & 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/
Arvinbhai Chinubhai
Rohit Mills Ltd.
Ahmedabad

Prafull Anubhai
Chairman & Managing Director
Rustom Mills & Industries Ltd.
Ahmedabad

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

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

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

Chinubhai Chimanbhai/
Ashoka Chimanbhai
Saraspur Mills Ltd.
Ahmedabad

Arvind Hiralal
Saurabh Corporation
Ahmedabad

Vadilal Lalubhai
Sayaji Mills Ltd.
Ahmedabad

Pratap Bhogilal
Shriram Mills Charitable Trust
Bombay

R.R. Agarwal/J.R. Agarwal/
D.R. Agarwal
Silver Cotton Mills Co. Ltd.
Ahmedabad

Ajitkumar C. Patel
Director
Soft Beverages Pvt. Ltd.
C/O Comsales Industries
Madras

Chief General Manager
State Bank of India
Local Head Office
Ahmedabad

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

Dr. S.C. Bhattacharjee
Chairman and Managing Director
State Trading Corpn. of India Ltd
New Delhi

Suhrid Sorabhai
Suhrid Geigy Ltd.
Baroda

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

U.C. Kapasi/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

V.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
Vice-President (Personnel)
Warner Hindustan Ltd.
Hyderabad

Appendix IX

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)

S.L. Bapna
Ph.D. (SPU)

L.R. Dhandari
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)

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

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

S.R. Ganesh
Ph.D. (London Business
School)

Pulin K. Garg
Ph.D. (Berkeley)

G. Giridhar
D.Sc. (Harvard)

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

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

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

Anand P. Gupta
Ph.D. (Florida)

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

Ramesh Gupta
Ph.D. (Berkeley)

Ranjit Gupta
M.A. (Lucknow)
(SBI Professor of Rural Development)

Tirath R. Gupta
Ph.D. (Massachusetts)

* On leave

- V.K. Gupta
M.Com (Lucknow)
M.S.S. (The Hague)
(GSFC Professor of Management
in Agriculture)
- Akkanad M. Isaac*
Ph.D. (Lehigh)
- V. Jaikumar
AICWA
Ph.D. (Columbia)
- Abhinandan K. Jain
Fellow (IIMA)
- Amarlal H. Kairo
Ph.D. (Minnesota)
- Mohan Kaul
Ph.D. (Paris)
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Ph.D. (Carnegie-Mellon)
- Rakesh Khurana
M.S (Northwestern)
Ph.D. (Gujarat)
- M.G. Korgaonkar
Ph.D. (IIT, Bombay)
- S.C. Kuchhal
M.Com. (Allahabad)
(IFCI Professor of
Management)
- G.R. Kulkarni
M.Com. LLB (Bombay)
- K.K. Ladha
Dip. Bus. Adm. (IIMC)
- T. Madhavan
Fellow (IIMA)
- M. Meenakshi Malya
D.B.A. (Harvard)
- Paul Mampilly
Dip. Bus. Adm. (IIMA)
- Rushikosh M. Maru
Ph.D. (Michigan)
- Ravi J. Matthai
B.A. Hons. (Oxon)
- Subhash C. Mehta
Ph.D. (Missouri-Columbia)
- P.N. Misra
Ph.D. (Delhi School of Economics)
- Sasi B. Misra
Ph.D. (California)
- B.L. Mittal
Dip. Bus. Adm. (IIMA)
(At University of Pittsburgh,
Ph.D. Programme)
- M. Mohan
Ph.D. (Manchester)
- Arun Monappa
M.A. (Madras)
M.Sc. (London School of Economics)
- V.L. Mote
Ph.D. (N. Carolina)
(STC Professor of Marketing)
- T.K. Moulik
Ph.D. (IARI, Delhi)
- S.K. Mukherjee
Ph.D. (Berkeley)
- Udai Pareek
Ph.D. (Delhi)
(L & T Professor of Organizational
Behaviour)
- Indira J. Parikh
M.Ed (Rochester)
Ph.D. (Gujarat)
- G.A. Patel
Ph.D. (Cornell)

* On leave

- Nitin R. Patel
Ph.D. (MIT)
- H.N. Pathak
M.Sc. (London School of
Economics)
- Samuel Paul*
Ph.D. (Syracuse)
- D.M. Postonjee
Ph.D. (Aligarh)
- M. Raghavachari
Ph.D. (Berkeley)
- T.J. Ramaiah
M.H.S. (Johns Hopkins)
- K.V. Ramani
Ph.D. (Cornell)
- C.G. Ranade
Ph.D. (Cornell)
- C. Rangarajan
Ph.D. (Pennsylvania)
(RBI Professor of Economics)
- T.P. Rama Rao
M.Tech. (IIT, Kanpur)
- S. Sreenivas Rao
M.A. (Osmania)
M.A. (Syracuse)
- T. Venkateswara Rao
Ph.D. (SPU)
- P.S. Sachdeva
Dip. Bus. Adm. (IIMA)
(At Wharton School,
Ph.D. Programme)
- Jahar Saha*
Ph.D. (Case Western
Reserve)
- Mirza S. Saiyadain
Ph.D. (Kansas)
- J.K. Satia*
Ph.D. (Stanford)
- S.P. Seetharaman
Ph.D. (SPU)
- Suresh A. Seshan*
A.I.C.W.A.
M.B.A. (Harvard)
- B.G. Shah
M.Com (Bombay)
- N.R. Sheth
Ph.D. (MSU)
- P.M. Shingi
Ph.D. (Illinois)
- P.R. Shukla
Ph.D. (Stanford)
- Ramadhar Singh
Ph.D. (Purdue)
- Gurdev Singh
Ph.D. (Illinois)
- U.K. Srivastava
Ph.D. (Lucknow)
- Dwijendra Tripathi
Ph.D. (Wisconsin)
- A.K. Upadhyaya
Dip. Bus. Adm. (IIMA)
- Pramod Verma
Ph.D. (Manchester)
- M.N. Vora
D.B.A. (Harvard)
- Charan D. Wadhva
Ph.D. (Yale)

* On leave

VISITING FACULTY

Prafull Anuphai
Chairman & Managing Director
Rustom Mills and Industries Ltd.
Ahmedabad

M.D. Shah
General Manager
Arvind Mills Ltd
Ahmedabad

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

Sharad Sarin
Coordinator
Marketing & General Mgt. Area
Xavier Labour Relations
Institute
Jamshedpur

N.U. Raval
Ahmedabad

RESEARCH STAFF

Sarla Achuthan M.Sc. (Calicut)	N. Mohanan Ph.D. (Poona)
M.J. Arul M.A. (PSU)	S. Mookerjee M.A. (Calcutta)
M. Balasubramaniam M.Sc. (Madurai)	R.N. Moorthy M.E. (Madras)
S.R. Banik M.Tech. (Calcutta)	Dipanker Mukhopadhyay M. Tech. (Calcutta)
Meena Bhaskar M.Sc. (Gujarat)	P. Purushotham Naidu Ph.D. (Poona)
K.P. Chellappa M.Sc. (Madras)	Vishnu Nampoothiry M.A. (Rajasthan)
S.N. Chokshi D.Sc. (Gujarat)	AVL Narayana M.Sc. (Delhi) M.A. (Delhi)
R.N. Choudhury M.Tech. (IIT, Kanpur)	S. Narayanan M.A. (Saugar)
C. Gopal Krishnan* M.A. (Gujarat)	Veena Padia M.A. (MSU)
A.S. Gularia M.A. (Himachal Pradesh)	Jayashree Parekh M.B.A. (Osmania)
Rajender Horman M.A. (Osmania)	D.S. Parmar M.A. (MSU)
Radha Jagannathan M.Sc. (Patna)	B.C. Patel M.Sc. (MSU)
Sheetal Jain M.Com. (Nagpur)	M.S. Patel M.A. (Indore)
Krishna Kumar M.Sc. (Allahabad)	N.T. Patel M.A. (MSU)
Mohan Kumar Inter CA	Rohini Patel M.A. (Bombay)
D.P. Mathur M.A. (Rajasthan)	

* On leave

S.K. Paul
M.Sc. (IIT, Kharagpur)

K.R. Pichholiya
M.A. (SPU)
Dip. R. Sc. (NRHE)

Kumaran P ola
M.B.A. (New Jersey)

C.S. Prasad
M.Sc. (Andhra)

K.R. Rao
M.Sc. (NDRI, Karnal)

K. Hanumantha Rao
M.A. (Sri Venkateswara)

T. Rita Rama Rao
M.Sc. (MSU)

M. Dharma Reddy
M.A. (Osmania)

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

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

Samresh Sen Gupta
M.A. (Lucknow)

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

V.R. Shah
M.Sc. (MSU)

T.K. Soundar Rajan
M. Tech. (IIT, Madras)

Lakshmi Subramaniam
Dip. Bus. Adm. (IIMC)

Amala Subramaniam
M.A. (Venkateswara)
M.S.W. (MSU)

B. Subrahmanyam
M.A. (Andhra Pradesh)

Suseelabai Thankachy
M.Sc. (Gujarat)

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

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

B.V. Upadhyay
M.P.S. (South Gujarat)

S. Vathsala
Fellow (IIMA)

Sanjay Wadwalkar
M.C.J. (Osmania)

ADMINISTRATION:

R.C. Chib
M.Sc. Tech. (Panjab)
Administrative Officer and
Member Secretary of the Faculty

S.V. Ramamurthy
B.A. (Madras)
LL.B. (Delhi)
Personnel and Welfare Officer

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

K.B.C. Saxena
M.Sc. (Lucknow)
Coordinator (Computer Services)

P.K. Varkey
Assistant Administrative Officer

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

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

U.K. Harindran
M.A. (Gujarat)
Programmes Officer (MDC)

T. Kameshwaran
B.Com. (Gujarat)
Programmes Officer (CMA)

P.S. Nair
M.A. (Gujarat)
Establishment Officer

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

K.M. Raghavan
A.I.C.W.A.
Accounts Officer

K. Rajagopal
B.A. (Bombay)
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LIST OF WORKING PAPERS PUBLISHED DURING 1979-80

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