

Nineteenth Annual Report

April 1, 1980 to March 31, 1981



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AHMEDABAD

INDIAN INSTITUTE OF MANAGEMENT
AHMEDABAD

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I. THE YEAR IN RETROSPECT (1980-81)

The year under review saw a steady growth in the Institute's activities.

As in previous years, the Post-Graduate Programme attracted a large number of applicants. A unique feature was the SC/ST applicants who numbered 404, the highest so far out of whom 27 were offered admission. In placement activities an attempt was made to broaden the base of types of employing organizations, both conventional and non-conventional. For this purpose, organizations were allowed to give pre-placement talks to our students.

During the year four new Management Development Programmes were introduced. These were: a) Seminar on Management by Objectives; (b) Workshop on Performance Criteria models for Public Enterprises where central government secretaries and Chief Executives of Public Sector Undertakings participated; (c) A 2-Tier (Development Administration) Programme in Public Systems for Government Officers and Managers in Public Systems units; and d) A programme exclusively for Women Managers on issues of Role and Authority.

The Faculty Development Centre collaborated with Tribhuvan University, Kathmandu in conducting a three-week programme in Kathmandu. Seven faculty members of the Institute including the Director taught in the programme which was rated very high.

A number of seminars were organized during the year. Prominent among these was the Seminar on Value Systems in Indian Organizations. Eminent persons from Industry, Government, Labour Unions and academics participated in the seminar.

The theme of this year's IIMA Society Conference was "Management of Large Organizations". The Conference was attended by nearly 90 prominent industrialists, top executives in public and private sector enterprises, economic administrators and management experts.

An International Workshop on "Population and Agricultural/Rural Planning" was held in the Institute. This workshop was organized by the Institute at the instance of FAO and was co-sponsored by UNFPA. This was the first workshop of its nature for the South Asian region and attracted participants from Sri Lanka, Nepal, Bangladesh and Burma apart from India.

1st July, 1981

Vijay Shankar Vyas
Director

II. BOARD, SOCIETY AND PERSONNEL

BOARD

Dr P.K. Basu, Director-General and Additional Secretary to Government of India, Bureau of Public Enterprises, Ministry of Finance, New Delhi was nominated to the Board to represent the Central Government in place of Mr S.M. Patankar.

Mr H.A. Mistry, Secretary, Education Department, Government of Gujarat was nominated to the Board to represent the State Government in place of Mr R.V. Chandramouli.

Mr P. Sabanayagam, Former Education Secretary, Government of India was nominated to represent the All India Council of Technical Education vice Mr Mohd. Fazal, (Member) Planning Commission, who has resigned.

Professors Nitin R. Patel and Udai Pareek were nominated as Chairman's nominee on the Board of Governors of IIMA in place of Professors C. Rangarajan and M. Raghavachari.

Dr A.N. Saxena, Executive Director, National Productivity Council, New Delhi was nominated on the Board of Governors of IIMA to represent NPC in place of Dr M. Krishnamoorthy.

Mr Shrenik Kasturbhai was re-elected as Co-opted member of the Board of Governors of IIMA for another period of five years.

The Board met 4 times during the year.

Donations

Soft Beverages Pvt. Ltd., Madras have contributed an additional sum of Rs. 11000/- to IIMA Society.

Gujarat State Financial Corporation, Ahmedabad have contributed a sum of Rs. 25,000/- towards the membership of IIMA Society.

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 Fifth IIMA Society Conference on "Management of Large Organizations" was held on February 5 and 6, 1981 on the campus. The main speakers were Mr Nanubhai Amin, Chairman, Jyoti Ltd., Dr Bharat Ram, Chairman, Delhi Cloth Mills Group Ltd., New Delhi, Mr C.K. Hazari, Joint Managing Director, Escorts Ltd., New Delhi, Dr R.K. Hazari, former Deputy Governor, Reserve Bank of India, Mr S.M. Mehta, Chairman, Star Textile Engineering Ltd., Dr S.M. Patil, Ex-Chairman, HMT, Mr Prakash L. Tandon, President, National Council of Applied Economic Research, Mr K.L. Puri, Chairman, Bharat Heavy Electricals Ltd., Dr S. Varadarajan, Chairman, Indian Petrochemicals Corporation Ltd., Professors Mohan Kaul, P.N. Khandwalla, G.R. Kulkarni, Uday Pareek and V.S. Vyas of IIMA. Mr. Madhavsingh Solanki, Honorable Chief Minister of Gujarat was the Chairman of the Valedictory Session.

Dr Bharat Ram emphasized the importance of strategic long term planning in organizations to keep in tune with increasing technological developments and social responsibility of business. This needed coordination with governmental strategies which must be specific and based on world economies, for if the government adopted the strategic planning function and formulated contradictory policies, business houses would be adversely affected.

Mr S.M. Mehta mentioned that the induction of entrepreneurship was more important than the consideration of the economies of scale and the rate of returns. Therefore, in the public sector, where a number of top managerial posts are vacant, status quo is preferable to filling them with the wrong people. In the private sector, where the hereditary system of succession has led to the deterioration of many concerns, it is imperative to take action immediately.

Large enterprises, he felt, by and large, ignored indigenous R&D and technological promotion activity in spite of the incentives offered by the government. Social audit too could be developed thereby improving the corporate image.

Professor G.R. Kulkarni mentioned that development of strategy dealt mainly with the entrepreneurial work of a corporate enterprise and the way in which an organization could be developed. The choice strategy could centre around these issues; the search for unique product markets; R&D efforts directed towards creating new ideas of utility; clarity obtained by a conceptual foundation for the enterprise as a whole; organization to see abuse or misuse of "power" as dysfunctional; and availability of the right quality of leadership. As for the public sector, the issues are: identification of the top management; integration of unit strategy with the ministry strategy; and exercising control on the affairs of a public sector corporation.

Technological and economic issues, according to Mr. K.L. Puri, must be seen in the context of the country's socio-economic and

political environment. More than at the level of the individual organizations, the choices must be effective and relevant at the level of the overall systems. The system itself shows a lack of uniformity in development in the different areas, he said, citing instances, and facts to substantiate his claim.

Discussing the Turnaround Strategy for Sick Large Organizations, Professor Khandwala said that the bureaucratic structure of large organizations, though necessary, contains within it the potential for sickness which manifests as low morale, conflict, resistance to innovation, poor coordination and performance. In order to counteract this disease, he urged the management to adopt turnaround strategies such as participative decision making, decentralization, divisionalization, institution of a sound performance reporting system, management by objectives, job enrichment organization development programme, and institution of professional management.

Mr. Nanubhai Amin felt that corporate strategic decisions are concerned with long-term health of organizations as contrasted with tactical or operating decisions which deal more with day-to-day activities. After identifying the objectives of strategic planning he said that corporate strategies must be formulated taking into consideration environmental opportunities and weaknesses. The present environment offers several new opportunities for industrial development including recycling of materials, pollution control and energy conservation.

He concluded by stressing the importance of the trust between government and industry, cooperation between the public sector and the private sector, and a high degree of interdependence between organized and small sectors.

Mr C.K. Hazari, stressed the importance of dynamic structure in organizations which would respond to growth in the organization. Choosing the personnel, he pointed out, is difficult because of lack of personnel at the senior level. Hence anticipation and imagination are needed in getting the right people.

According to Dr R.K. Hazari, family business houses have the advantage of built-in-teamwork, unlike other business houses, especially the public sector. With induction of professional managers from outside, the family business houses can work economically with coherence. He also emphasized the importance of innovation in all fields for the growth of business houses.

About the role of boards, he felt that they do not function at present due to lack of motivation and innovation. He stressed the need to separate functional and supervisory boards. The latter would act as watch-dogs of the organization while the former would determine how to achieve teamwork and help the growth of the organization.

Professor Udai Pareek pointed out the need for differentiation and integration of the increasing cultures of functions of the organization. This growth also leads to increasing information requiring computerized management information systems. He also urged large organizations to make the employees feel that they belonged.

According to Mr Madhavsinh Solanki, four major aspects must be considered while evolving and implementing corporate strategies. They are: workable relationship between the government and industry; efficient utilization of the available sources of energy; development of technology which will increase productivity substantially; and greater involvement of large industrial organizations in the field of rural development. In spite of the incentives already provided, the response of the corporate sector to rural development projects has not been satisfactory. He offered government aid to any industry for the development of backward rural regions aimed at bringing the weaker sections into mainstream of economic activity.

While summing up the proceedings of various sessions, Mr Prakash Tandon dealt in detail with the problems of management, growth, decision making, communication and the role of the chief executive. Management is a cyclical process wherein the knowledge and experience gained are brought into the light of examination. One accepts or discards experience or part of it, formulates concepts and teaches them to future managers to be later taken back into the field. Ultimately the experiences are returned as raw material to management academics. Thus management needs frequent exposure to new knowledge.

About growth, he remarked that present political attitudes to growth are counter-productive. The approach should be to create surpluses, and not be suspicious of success.

As solutions to the problems, he suggested that seniority should not be abolished but it should neither be concurrent with good management nor decision making. He also stated the need for electronic data processing in our banks and for more effective systems of communication. Decision making is influenced by various factors like rising capital, output rates of Indian industry under high inflationary conditions, the long gestation periods and the extent of freedom the decision maker enjoys.

With regard to the attributes of a chief executive, his successes and failures must be analyzed and he should also be able to develop capabilities in subordinates for succession. However, the most important attribute is his boundary role.

He said that a new culture of management was evolving and emphasized the need for more such seminars at different levels.

The Society met four times during the year.

Personnel

New Comers

Mr S.K. Barua joined the Production and Quantitative Methods area on May 10, 1980 as Assistant Professor.

Mr. G. Srinivasan joined the Finance and Accounting area on May 22, 1980 as Assistant Professor. Mr Srinivasan was an Officer in Union Bank of India.

Dr D.K. Desai joined the Centre for Management in Agriculture on 5th June, 1980 as Professor. Prior to joining IIMA, Dr Desai was with the World Bank as Agricultural and Rural Development Adviser to the Government of Liberia.

Dr N. Ravichandran joined the Production and Quantitative Methods area on 26th June, 1980 as Visiting Faculty.

Dr B.H. Jajoo joined the Production and Quantitative Methods area on 28th August, 1980 as Assistant Professor.

Dr Nirmala Murthy joined the Public Systems Group on 22nd October, 1980 as Associate Professor. Before joining the Institute, Dr Nirmala Murthy was with the Management Sciences for Health, Boston, Massachusetts, USA.

Mr A.K. Subramanian joined the Public Systems Group on 21st November, 1980 as a Visiting Faculty. Prior to his joining IIMA, he was a Management Consultant to ICM Society, Trichy.

Dr I.M. Pandey joined the Finance and Accounting area on 8th December, 1980 as Associate Professor. Dr Pandey was Associate Professor at the Xavier Labour Relations Institute, Jamshedpur.

Mr S.G. Joag joined the Marketing area on 27th January, 1981 as Associate Professor. Mr Joag was Assistant Manager (Marketing Control Department) of Messrs Jay Engineering Works Ltd., New Delhi.

Mr. Shakhari Chaudhuri joined the Business Policy area on 28th March, 1981 as Assistant Professor. Prior to joining the Institute he was Manager, Cloth Department and Management and Organization Development cell of the Ahmedabad Manufacturing and Calico Printing Co. Ltd.,

Mr. Anil K. Gupta joined the Centre for Management in Agriculture on 28th March, 1981 as Assistant Professor. Before joining IIMA, Mr. Anil Gupta was a Management Specialist (Rural Development), Indian Institute of Public Administration, New Delhi.

Resignations

Professors Meenakshi Malya, A.M. Isaac, S.K. Mukherjee, V. Govindarajan, K.K. Ladha, A.K. Upadhyaya, and T.J. Ramaiah resigned from the Institute during the year.

Faculty Development Programme

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.

Professor J.K. Satia returned to the Institute on June 23, 1980 after his assignment with the Northeastern University, Boston, USA.

Professor S.A. Seshan returned to the Institute on July 15, 1980 after his assignment at the Asian Institute of Management, Manila.

Professor J.L. Saha returned to the Institute on January 24, 1981 after his assignment at the University of New Brunswick, Canada.

Professor Tirath Gupta has been granted one year leave of absence with effect from 27th January, 1981 to work as a Project Development Economist, Government of Punjab, Chandigarh.

Professor Samuel Paul returned to the Institute on February 16, 1981 after his assignment with the Kennedy School of Government, Harvard University, USA.

Endowed Chairs

Professor Uday Pareek continued to hold the L&T Chair in Organizational Behaviour, Professor C. Rangarajan, the RBI Chair in Industrial Economics, Professor S.C. Kuchhal, the IFCI Chair of Management, and Prof. V.K. Gupta, the CSFC Chair of Management in Agriculture.

Professor Ranjit Gupta was appointed as SBI Professor of Rural Development from April 10, 1980 to April 9, 1983.

Outside assignments

<u>Faculty Member</u>	<u>Assignment</u>	<u>Period</u>
Professor B.M. Desai	Visiting Professor The Ohio State University USA	1.6.1980 to 31.5.1982
Prof. K. Balakrishnan	Asian Institute of Mana- Manila ment	20.6.1980 to 18.6.1982
Prof. Paul Mampilly	Asian Development Bank, Manila	20.6.1980 to 19.6.1982
Prof. Sasi B. Misra	Fellowship of the Alexander Von Humboldt Foundation, Federal Republic of Germany to work on the research proposal "Involvement and alienation on the job and work in general: An empirical examination of the need-saliency model of work motivation.	16.7.1980 to 18.6.1981
Prof. Pulin Garg	Executive Director Indian Society for Industrial and Social Development	11.10.1980 to 9.6.1981
Prof. V.L. Mote	Visiting Professor IMEDE Management Development Institute, Switzerland	1.1.1981 to February, 1982

III. POST-GRADUATE PROGRAMME IN MANAGEMENT

Seventeenth Session

The Seventeenth session of the Post-Graduate Programme in Management began on June 25, 1980 with 180 students in the first year and 169 in the second year. Eight first year students discontinued their studies during the year. The first year class strength as at the end of the year was 172 inclusive of one student who repeated the first year programme. The 1980-82 batch included 20 students belonging to SC/ST.

Out of 172 students in the first year Programme, 27 will specialise in Agricultural Management during the second year of their studies. Out of 169 students in the second year Programme, 22 students had specialized in Agricultural Management.

Curriculum

During the year, the first year students had 22 courses, 7 each in the first two terms and 3 in the third term, all compulsory.

In the second year Programme (General) 35 elective courses were offered in addition to a two-unit compulsory course in Business Policy. Moreover, 77 students had taken one-term project courses in their area of interests and 2 students had pursued courses of independent study equivalent to 2 units of courses. In addition, 15 second year students (General) opted for the Information Systems package (Production and Quantitative Methods Area) and 19 opted for the Finance Package (Finance and Accounting Area), of whom 14 satisfactorily completed the

requirements for the Information Systems package and 13 for the Finance package.

Those who specialized in Agricultural Management in the second year had 8 compulsory courses - including a project course - and 8 electives.

Institute Lecture Series

In the academic year 1977-78, we instituted an 'Institute Lecture Series' to provide a forum to the students, staff and faculty as well as practising managers of Ahmedabad, to hear the views of distinguished persons on various problems related to management, national policies and other wider social issues. We have continued the lectures under this series since then. The first lecture in the series for 1980-81 delivered by Mr. M.V. Kamath, Editor, Illustrated Weekly of India on August 16, 1980. The theme of the lecture was "Experiences of a Journalist". Mr. K.N. Modi, President, Federation of Indian Chambers of Commerce and Industry, spoke on the subject "Organized Industry's Response to Government Policies" on August 29, 1980. Mr. Romesh Thapar, Publisher, Seminar spoke on the subject, "The Priorities of our Political/Economic Transition" on October 31, 1980.

The Institute community also had the benefit of listening to a musical performance of Ustad Asad Ali Khan on the 'Rudraveena' on February 8, 1981.

Students' Exchange Visit

In the last few years, the students of IIM, Ahmedabad, Bangalore, and Calcutta have been paying annual goodwill visits to each other

in rotation. During the current academic year, IIM, Ahmedabad was the host. Under this exchange visit (IIMPACT'80) 50 students from IIM, Calcutta and 56 from IIM, Bangalore participated in the event held here during the period November 5 to 9, 1980. IIMPACT'80 began with an excellent dance performance by Ms. Mallika Sarabhai, an alumna of the Institute. During the IIMPACT'80 the students participated in Sports/Debates/Management Games and various other social/cultural/academic activities; in addition a funfair was organized on the concluding day. A souvenir was also brought out.

Graduation of 1979-81 batch

One hundred and sixty two students of 1979-81 class including 20 students with Specialization in Agricultural Management were awarded the Institute's Post-Graduate Diploma in Management at the Sixteenth Annual Convocation held on March 27, 1981. Mr Keshub Mahindra, Chairman, IIMA delivered the Convocation address. The following four students received the 'Indian Institute of Management, Ahmedabad Medals for Scholastic Performance:-

PGP General

Mr V.S. Sitaram
Mr R. Kapoor
Mr A. Agarwal
Mr V. Mahajan

Academic Curriculum

During the year the students had voiced a lot of concern with regard to the academic environment at the Institute. A sub-group of the PGP Executive studied the issues and brought out a Diagnostic

Report on the Post-Graduate Programme. The important aspects of the report such as improvement in course work, faculty and student orientation, faculty-student interaction, academic discipline, etc. were discussed by the PGP Committee in detail. The PGP Committee also took into consideration the views of the student body.

It was decided that a task force would look into the broader issues concerning the programme and at the same time, a comprehensive review of the second year courses will be undertaken by the Areas.

Financial Aid

Loan assistance of Rs. 3,79,000 from State Bank of India, Bank of Baroda and IIMA was recommended to 126 students for the year 1980-81. The break-up is given below:

<u>Financing Agency</u>	<u>No. of students</u>	<u>Amount</u>
State Bank of India	78	2,37,850
Bank of Baroda	34	1,07,600
IIMA	14	33,550
	126	3,79,000
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Scholarships

A. Industry Scholarship

During the year 1980-81, the number of Industry scholarships was 22.

- i. Ten students from the first year, 1979-81 batch, and 9 from the second year, 1978-80 batch, have been awarded industry scholarships of Rs. 3,000/- to 3,500/- each for the academic year 1979-80.

ii. Bank of Maharashtra Scholarship for SC/ST students

Bank of Maharashtra had sponsored two scholarships of Rs. 3,500/- each to be given to poor SC/ST students. On the basis of their actual parental income, these scholarships were distributed to one first year and one second year student for the year 1980-81.

iii. Dena Bank Scholarship for SPA students

Dena Bank had sponsored a scholarship of Rs. 3,600/- to be awarded only to one SPA student on the basis of his academic performance. This scholarship was awarded to a second year student who stood first amongst the SPA students in 1979-80.

B. B.K. Hedge and Warren Haynes Memorial Scholarship

One first year student of 1979-81 batch has been awarded the B.K. Hegde Memorial PGP Scholarship of Rs. 1,500/- for the year 1979-80 and a second year student of 1978-80 batch was awarded the Warren Haynes Memorial PGP Scholarship of Rs. 1,500/- for the year 1979-80.

C. Government of India Merit-cum-Means Scholarship

Fourteen students from the 1979-81 batch and 8 from the 1978-80 batch were granted the Government of India Merit-cum-Means scholarship of Rs. 1,750/- each for the year 1979-80.

D. Scheduled Caste/Scheduled Tribe Scholarship

For the academic year 1980-81, 21 students from the first year

and 20 from second year were awarded the SC/ST scholarship of Rs. 1,500/- each. Of them, 14 from the first year and 5 from the second year were given waiver of tuition fee and room-rent amounting to Rs. 950/- per student.

Admission for the 1981-83 class

For the admission to the Post-Graduate Programme commencing June, 1981 7217 applications were received. The comparative figures for this year and the last year as well as the break-up for PGP, SPA and SC/ST are given below:

	<u>1981-83</u>	<u>1980-82</u>
PGP General	6382	5055
SPA	431	492
SC/ST	<u>404</u>	<u>227</u>
Total	<u>7217</u>	<u>5774</u>

On the basis of past academic record and test score, 755 candidates were called for group discussion and personal interviews held at Ahmedabad, Bangalore, Bombay, Calcutta, Delhi, Hyderabad, Kanpur and Madras during March-April, 1981. After taking into account the available inputs, 250 candidates were selected for admission to the Programme beginning June 26, 1981. Of these, 202 were offered firm admission and the remaining 48 were wait-listed. Thirty students will specialize in Agricultural Management in the second year of their studies.

Reservation for SC/ST candidates

The number of applications received this year were 404 (highest so far) as against 227 last year. Relaxation was given to SC/ST applicants in the selection procedure. Of the 141 candidates were called for group discussion and interviews, 36 candidates were finally selected out of whom 17 were asked to attend the Preparatory Programme commencing on June 3, 1981. It is hoped that these students, after attending the preparatory programme, would be able to satisfactorily complete the Post-Graduate Programme.

Specialization in Agriculture

For the specialization Programme in Agriculture, we received 431 applications as against 492 received in the previous year. Of the 114 candidates were called for group discussions and personal interviews, 43 (including 10 wait-listed) were selected for admission. 22 candidates were asked to attend the Preparatory Programme.

Placement

During the year under review, the Placement Office made special efforts to broaden the base of types of employing organizations, both conventional and non-conventional, such as public sector organizations/development agencies/service organizations, for recruitment of our management graduates. For this purpose organizations were allowed to give pre-placement talk to our students during the period December to February.

The students themselves participated through their representatives in formulating the procedures for the current year placement. A major departure in the policy this year has been the time limit for accepting/rejecting the first job offer: till last year, it was 4 days while this year 7 days time was given to the students to decide about the first job offer.

The campus interviews were held during March 1981. Out of 169 students who graduated in April 1981, 158 students sought placement assistance and all of them finalised their placement. This year 104 organizations (10 Government/public sector; 3 joint sector; 4 non-profit making organizations, 29 foreign private sector and 58 Indian private sector) participated in the placement programme and conducted campus interviews. The initial average salary offered this year Rs. 1,640/- per month.

For summer training 183 first year students (including 11 Fellow Programme students) were placed in 97 organizations for a period of 8-10 weeks.

IV FELLOW PROGRAMME IN MANAGEMENT

Change in the Curriculum

The revised first year curriculum of the FPM with six compulsory courses introduced last academic year was continued this year.

According to the feedback from the students and the faculty the courses were very useful for the FPM students.

In the second year, apart from the Research Methods-II and Written and Oral Communication Skills, the Pedagogy Workshop was also offered to the Second year students. Outside experts including a visiting professor from the U.S.A. took a few sessions.

Conferment of Title: Since 1971, 42 Fellows have graduated from this Institute. The following students were awarded the title "Fellow of IIMA" at the March 1981 Convocation:

<u>Name of the student</u>	<u>Thesis Title</u>
1. M.R. Gujarati	Performance of New Equity Issues: An Indian Experience
2. N.S. Lakshmi Jayanti	A Study of the Managerial Identity at the Supervisor Level
3. Gautam Kaul	Lags in the Transmission Process of Monetary Policy in India
4. N. Srinivasan	Multi-Objective Decision-Making: Operational Features

IFCI Award

The 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 Thesis Proposal</u>
1. S.R. Ankolekar	Operational Planning For a Large State Road Transport Corporation
2. A.K. Chatterjee	Water Resources Management For a Multi-purpose Project: An Operational Perspective
3. R. Rajagopalan	A Dynamic Model of the Sugar Production-Price-Consumption System

FAIR Research Grant

The Foundation to Aid Industrial Recovery (FAIR) grant of Rs. 2,000/- was given to Mr Arun P. Sinha for his thesis proposal "Technical Innovation in the Manufacturing Firm: Testing some Hypotheses About its Likelihood and Direction and Exploring the Innovation Process".

Admission

About 450 applications were received for the academic year 1980-81. Fifteen candidates were offered admission. Eleven joined the programme in June, 1980.

For 1981-82 admissions, separate interviews were conducted on the campus for selecting the teachers from the Management departments of selected universities under the UGC's Teacher Fellowship Scheme and from Engineering Colleges under the Quality Improvement Programme (QIP). While two offers were made under the QIP Scheme, no one was selected under the UGC Scheme. The present batch of 15 students for 1981-82 will be the largest group ever to join the FPM.

Enhancement in the Fellowship amount

The Ministry of Education and Culture, Government of India has enhanced the fellowship amount to our FPM students with effect from

November 1, 1980. The new rates of fellowship are as given below:

Category of Students

Fellowship

- | | |
|--|--|
| 1. Students with MBA, M.E., M.Tech and M.Phil, or B.E., M.A. and M.Sc with two years work experience | First 2 years Rs. 700.00 per month
Next 2 years Rs. 800.00 per month |
| 2. B.E., M.A., M.Sc with less than two years experience | First 2 years Rs. 600.00 per month
Next 2 years Rs. 700.00 per month. |

Placement

Out of the 4 FPMs who were awarded the title in 1981, two have joined Industry and one is likely to accept a teaching job in a foreign university. Efforts are being made to get suitable opening for the other person.

V. MANAGEMENT DEVELOPMENT PROGRAMMES

Six of the twenty four 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 organization continue to increase. The number of participants from the public and government sector was 574 as against 386 from the private sector. In all 585 organizations sponsored 960 executives to the Institute's programmes during the year.

New Programmes

The Institute conducted for the first time a Seminar on Management by Objectives. The Seminar had the primary objective of providing a systematic understanding of the concept and practice of MBO and an appreciation of Indian experience in implementing MBO with particular emphasis on organization development.

The Institute organized a workshop on performance criteria model for public enterprises, on behalf of the Bureau of Public Enterprises, Government of India wherein Union Secretaries and Chief Executives of public sector undertakings participated.

On the line of 3-Tier Programme for Management Development, the Institute for the first time designed and offered a 2-Tier (Development Administration) Management Development Programme in Public Systems for government officers and managers in public systems units. This programme attempted to equip the public systems managers with managerial technology, while simultaneously orienting their higher level officers to the uses and limitations of these techniques. This programme was sponsored by the Training Division of Department of Personnel and Administrative Reforms Government of India and is being repeated.

The Institute offered a programme exclusively for Women Managers, on Issues of Role and Authority, to help the women managers to understand the nature of organizations, their role, and linkages with their colleagues and authority and the context of the larger environments in which the organization operates and to deal with their specific issues of role in their organization and for effective ways in managing personal and career stress.

General Management Programmes

The 3-Tier Programme for Management Development, the oldest and the largest of the Institute's programmes, was conducted for the eighteenth time. In this programme, managers from three different levels (middle, senior and top) participated in exploring and understanding management problems.

Besides the 3-Tier Programme, the Institute offered the eleventh Management Development Programme for Medium and Small Enterprises, which focussed on concepts and skills needed for improving the productivity and efficiency of medium and small organizations.

Functional programmes:

Programmes in Personnel Management, Changing Patterns of Industrial Relations, Workshop on Organizational Design and Development, Management of Executive Stress and Role Effectiveness, Industrial Marketing, Production and Operations Management and Data Base Management Systems: Concepts and Applications were offered.

Sectoral Programme

A four week programme on Project Identification, Formulation, Appraisal and Implementation - Training of Personnel for Development Administration, sponsored by the Training Division, Department of Personnel and ARs, Government of India, was conducted for the fourth time.

A two-week Management Development Programme for Marketing executives of Handloom Corporations and Cooperatives was organized (sponsored by the Development Commissioner of Handlooms, Union Ministry of Commerce).

A three week programme for Trade Union Leaders in Gujarat was organized in collaboration with the Mahatma Gandhi Institute of Labour Studies (sponsored by the Government of Gujarat). This programme was offered for the fifth time.

A Management Development Programme for Senior volunteers and staff of Family Planning Association of India (sponsored by the Family Planning Association of India) was organized.

Long Duration Programmes

The fifth Management Education programme was held from November 12 to April 10, 1981. Forty two participants (including six participants from abroad) attended this programme. This programme was designed to provide an intensive post-entry exposure in all areas of management for executives with functional experience and were identified to have the potential to move to the general management positions.

The Institute offered for the fourth time a Three-Month Advanced Programme on Computer Based Information Systems Analysis and Design. This programme was aimed at developing computer professionals for designing computer-based information systems in government, public and private organizations. Participants from Malaysia also attended the programme.

A ten-week course on Designing Projects for Agricultural Development (sponsored by the Training Division, Department of Personnel and Administrative Reforms, Government of India, was conducted, for senior middle level officers involved in formulation and monitoring of development project in agriculture, irrigation, forestry, fisheries, cooperatives, dairying and other related activities.

The Institute also offered its 3rd Foundation Course in Personnel Management and Industrial Relations (five weeks duration) for executives in personnel and industrial relations departments.

Perspective of Management Development Programmes

The MDPs at the Institute have broadened their scope from enterprise management to the management of non-profit service organizations, public systems, governmental administration, education Institutions and Trade unions. 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 of Agricultural Enterprises, Programme for Top Executives of Handloom Corporations and Cooperatives, Human Resources and Organizational Development, Advanced Programme in Human Resources Management, Financial Strategies for Corporate Growth, Teaching and Technology Communication and Programme on Management of Training Techniques for Trainers of public systems managers, are planned for the next academic year.

VI. MANAGEMENT EDUCATION PROGRAMME

The fifth session of the Management Education Programme (MEP) was held from November 12 to April 10, 1981. MEP is a general management programme of five months duration with an objective

- 1) to provide basic knowledge of various aspects of management,
- 2) to go beyond functional orientation and develop an integrative, multi-functional orientation to management, 3) to develop decision making and implementation skills and to sharpen managerial judgements.

This programme is meant for middle and senior level managers who have seven to ten years' experience and who are likely to shoulder the responsibilities of general management, but have had no opportunity to go through formal management training.

As in the past, the fifth MEP emphasized decision making in the context of total organization and how these decisions are related with one another across functions and time. The course content is developed in six modules: Module I provides an understanding of the different management functions. This "alphabet and grammar" part of the programme helped the participants understand the working of organizations in environmental and behavioural context and provide a composite framework for assessing their different activities - manufacturing, marketing, accounts and finance, personnel etc. Module II emphasized skills and analytical approaches needed for dealing with short-term managerial problems. Module III developed capabilities to diagnose organizational effectiveness and efficiency. The emphasis is on problem identification and imparting skills in determining data needs, its collection, processing, and use for problem solving.

Module IV and V dealt with the medium and long-term perspectives of complex management problems and formulation and implementation of managerial interventions for their resolutions.

Module VI provided the participants an opportunity to apply the general management approach to a comprehensive and complex organizational situation.

With the completion of the 5th MEP, 179 participants had attended this programme. These included 20 foreign participants from Nepal, Malaysia, Nigeria, Sultan of Oman, Dar-es-salaam, Tanzania and Zambia. A reunion of the MEP Alumni was organized on April 9 and 10, 1981. During these days, discussions centered around on the following issues:

1. Looking back at MEP: A Review of Programme Design and Content
2. Post-MEP Re-entry into organizations: Problems and Strategies

The valedictory address was delivered by Mr Narubhai Amin, Chairman, Jyoti Ltd, Baroda on "Renewable Energy and Problems of R&D Management" on April 10, 1981.

VII RESEARCH AND PUBLICATIONS AND CONSULTING

At the end of the academic year 1979-80, 13 research projects and 10 seed money projects sponsored by the Indian Institute of Management, Ahmedabad and outside agencies were in progress. During the academic year 1980-81, 4 new research projects and 11 seed money projects were initiated. Two research projects and three seed money projects were completed, and one seed money project was dropped during the academic year 1980-81. The remaining research and seed money projects are in progress. The details are given below:

New Research Projects:

1. Dholakia, Bakul H. "Behaviour of Capital Output Ratios in Indian Economy", Sponsor: Planning Commission
2. Gupta, Ramesh. "Impact of Inflation and Fiscal Concessions on Capital Expenditure - An Empirical Study". Sponsor: IIMA
3. Verma, Pramod. "Empiricism in Industrial Relations Research", Sponsor: IIMA.
4. Pandey, I.M. "The Pattern of Financial Leverage - A Cross - section study of Indian Quoted Companies" - Sponsor: IIMA.

New Seed Money Projects:

1. Pestonjee, D.M. "Development of a Psychometric Measure of Job Satisfaction", Sponsor: IIMA.
2. Srinivasan G. "Accounting Policy Choices: Some Empirical Evidence" Sponsor, IIMA.
3. Bhattacharya, C.D. "Risk and the Capital Structure", Sponsor IIMA.
4. Barua, S.K. "An Algorithm for Solving Multi-Constraint Linear Programs with zero-one variables" - Sponsor: IIMA

5. Saiyadain, Mirza S. "Problems of Using Human Respondents: A Literature Survey" - Sponsor: IIMA
6. Mohan, Manendra. "Survey of Advertising Themes in 1970's" Sponsor: IIMA
7. Mehta, Subhash C. and Joag; Sreekant G. "Marketing Orientation in Indian Industry", Sponsor: IIMA.
8. Barua, S.K. and Srinivasan G. "Experiments on Portfolio Decision Making", Sponsor: IIMA.
9. Khandwalla, Pradip N. "Turnaround Strategy for Sick Large Organizations", Sponsor: IIMA
10. Khandwalla, Pradip N. "Validating Instrument for Measuring Pioneering Motivation" Sponsor: IIMA
11. Saiyadain, Mirza S. "Personal Characteristics and Job Satisfaction among Nigerian and Indian Employees, Sponsor:

Research Projects Completed

1. Tripathi D. "Business Houses in Western India", Sponsor: ICSSR.
2. Govindarajan, V. "Management Control in Public and Private Sector Companies" Sponsor: IIMA.

Seed Money Projects Completed

1. Saiyadain, Mirza S. "Review of the Literature Attitudes and Values of Professionals in the Third World", Sponsor: IIMA
2. Pestonjee, D.M. "Development of a Psychometric Measure of Job Satisfaction", Sponsor: IIMA.
3. Saiyadain, Mirza S. "Problems of Using Human Respondents: A Literature Survey", Sponsor: IIMA.
4. Mehta, Subhash C., and Khurana Rakesh "Industrial Buyer Behaviour: Study of Supplier Evaluation: Sponsor, IIMA.

Seed Money Project Dropped:

1. Upadhyay, A.K. "Indian Business Environment: An Outline from Corporate Strategy viewpoint", Sponsor: IIMA.

Seminars:

The following Seminars were conducted during 1980-81

<u>Topic</u>	<u>Speaker</u>	<u>Date</u>
1. A symptotic Approximation to Moments.	Dr A.L. Nagar Professor Delhi School of Economics Delhi University	August 1, 1980
2. Experimental Methods in Economics Applied to Management	Dr Shyam Sunder Graduate School of Business University of Chicago	September 4, 1980
3. International Monetary Issues and North South Dialogue	Mr. M.R. Shroff Adviser (Planning Coordination) Planning Commission New Delhi	September 8, 1980
4. Talk and Slide Presentation of Experiences in China	Prof. T.K. Mbulik Indian Institute of Management, Ahmedabad	December 3, 1980
5. Interaction between the Government, Industry and Academics in Economic Development	Dr. Norman C. Dahl (Formerly Special Asst. to the President of the American Academy of Arts and Sciences) 40, Fern Street, Lexington Marachusetts 02173	January 6, 1981
6. Elements of Rural Development Strategies	Prof. D.P. Chaudhry Development Studies Centre Research School of Pacific Studies, Australian National University, Canberra	January 12, 1981

- | | | | |
|----|--|--|-------------------|
| 7. | Inflation - Global, International and National Aspects. | Dr. Assar Linkback
Professor of International Economics
University of Stockholm
Director of the Institute for International Economic Studies. | January 19, 1981 |
| 8. | Mass Communication for Attitudinal Changes in Society | Mr. A.R.K. Pillai
Hon. Public Relations Adviser
German Leprosy Relief Association
Bombay | February 19, 1981 |
| 9. | Direction of Aggarian Charge in Asia: Polarization or Pesant Stratification? | Dr. Yujiro Hayami
Professor of Economics
Tokyo Metropolitan University | February 25, 1981 |

PUBLICATIONS

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

In addition, the faculty and staff published 17 books and 13 monographs through other publishers and wrote 77 articles for journals or chapters in books in India and abroad. They also presented 45 papers and gave 30 lectures in various seminars and conferences. In addition 48 working papers were brought out.

CONSULTING

Forty eight consulting assignment were on hand at the beginning of the year. Thirty six new projects were taken up during the year and 32 were completed. The clientele included several international agencies, central and state governments, public and private sector organizations, cooperatives banking institutions, voluntary agencies, and sponsors of small scale industry.

List of working papers published during 1979-80 are shown in Appendix XI.

VIII CENTRE FOR MANAGEMENT IN AGRICULTURE

INTRODUCTION

The Centre for Management in Agriculture (CMA) at the Indian Institute of Management, Ahmedabad is the focal point for research, training, and organizational work on the management of agriculture, and rural development. It was realized very early that management, which as a field of study had developed in the context of organized industry and business, needs conscious adaptation to be of relevance to other sectors of the economy. Several sectors were identified. Agriculture and rural development, by virtue of their importance in the nation's economy it was felt needed much greater attention.

Presently, the Centre has a strength of 22 primary faculty members, 3 secondary faculty members, and 20 research staff members. The group represents a mix of academic disciplines including economics, sociology, and engineering. For specific projects and assignments, members of CMA faculty work closely with other members.

RESEARCH

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

Research Projects Completed

<u>Title</u>	<u>Faculty</u>	<u>Sponsor</u>
1. Group Lending in Agriculture	BM Desai	Ministry of Agriculture and Cooperation, Government of India

<u>Title</u>	<u>Faculty</u>	<u>Sponsor</u>
2. Study of Cooperative and Private Trade Channels in Groundnut Marketing	C.G. Ranade	Ministry of Agriculture and Cooperation, Government of India
3. Management of Cooperative Rice Mills (An Evaluation Study of Performance in Mandhya Pradesh)	V.K. Gupta	NCDC
4. Management of Integrated Cotton Cooperative System	S.P. Seetharaman	FAO, Rome
5. Management of Farmers Service Society	V.K. Gaikwad	Ministry of Agriculture and Cooperation, Government of India
6. Non-Wood Forest Products in India: Economic Potentials	Tirath Gupta	CMA
7. Some Economic and Management Aspects of A Non-Wood Forest Product in India: Tendu Leaves	Tirath Gupta	CMA
8. A Study on the Management of Agricultural Information Communication at the State Level	P.M. Shingi	Ministry of Agriculture and Cooperation Government of India
9. Planning and Implementation of Minor Irrigation Projects Financed by the Land Development Banks	B.M. Desai	-do-
10. A Study on Utilization of Irrigation Potential	C. Gopinath	-do-
11. Agricultural Implements (Plant Protection Appliances)	G.A. Patel	-do-
12. Block Level Planning: Resurvey in Dharampur	T.K. Moulik	Government of Gujarat
13. Rural Development for Rural Poor: Second Action Research Project (Devgarh)	T.K. Moulik	CMA

Research Projects in Progress

Eighteen Research Projects are in various stages of progress.

They are:

1. The Economics of Conjunctive Use of Ground and Surface Water
2. Command Area Development
3. Promotion and Management of Social Forestry
4. Linkages Between Agriculture and Industry
5. Impact of Water Scheduling Policies on Development of Agriculture (Phase I)
6. Tribal Development Through Social Forestry
7. Crop Yield Information System Through Remote Sensing Techniques
8. Impact on Land and Infrastructure Development and What Scheduling Policies on Irrigated Agriculture (Phase II)
9. Preharvest Market Behaviour and Price and Supply Outlook
10. Management of Transfer of Technology for Rural Development: An Exploratory Study of Science and Technology Policies and Strategies of Action Programme in India
11. An Organizational Study of National Cooperative Federation in India
12. Dynamics of Management in Agriculture in India
13. Management of Capital Inflow-Outflow on Farms

14. Rural Roads Project
15. Management of Minor Forest Products
(Kendu Leaves) and Tribal Unrest in Bihar
16. Evaluation of Existing Methods of Estimating
Postides Demand and Possible Improvements
17. Manual for Managers of Small Farmers'
Rice Cooperative in Asia
18. Management of Agro-Industrial Projects
(A Comprehensive Guide to Planning,
Appraisal, Financing, Implementation,
and Control of Agro-Industrial Projects)

POST-GRADUATE PROGRAMME

A total of 16 courses, seven compulsory and nine electives, were offered to the second year PGP (1979-81) students specializing in agriculture. These were: i) Agricultural Marketing Environment; ii) Agricultural Finance; iii) Agricultural Development Policy; iv) Business Policy I; v) Research Methods in Marketing; vi) Rural Environment; vii) Business Policy II; viii) Agricultural Marketing I; ix) Export Marketing Management; x) Management of Agro-Industrial Projects; xi) Quantitative Aids in Agricultural Management; xii) Rural Advertising and Marketing Intelligence; xiii) Cooperative Management; xiv) Finance for Production and Marketing; xv) Agricultural Marketing II; and xvi) Project Course. Twenty two students completed the requirements of the Post Graduate Programme of the Institute.

Upon graduation, all of them were placed in agriculture and rural development organizations.

Case Research

During the reference period the faculty members prepared 28 new cases/teaching materials for different training and educational programmes.

Publications

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

1. Impact of Scarcity on Farm Economy and Significance of Relief Operations
by GM Desai, Gurdev Singh and D.C. Sah (Monograph No. 84)
2. Prelude to Block Level Planning in Gujarat
by Ranjit Gupta (Monograph No. 85)
3. Use and Marketing of Plant Protection Appliances
by G.A. Patel, K.R. Pichholiya and C. Gopinath (Monograph No. 86)
4. Non-Wood Forest Products in India: Economic Potentials
by Tirath Gupta and Amar Guleria (Monograph No. 87)
5. Some Economic and Management Aspects of A Non-Wood Forest Product in India: Tendu Leaves
by Tirath Gupta and Amar Guleria (Monograph No. 88)
6. Group Lending Innovation for Rural Areas: A Pilot Study
by B.M. Desai (Monograph No. 89)
7. Area Planning Precepts and Practices
by Shreekant Sambrani and K.R. Pichholia (Monograph No. 90)
8. Project in Agricultural Finance by Gujarat State Cooperative Land Development Bank Limited
by B.M. Desai and Y. Narayana Rao (Monograph No. 91)

IX. PUBLIC SYSTEMS GROUP

This report gives information on research projects completed, projects in progress and new projects initiated, training activities, publications and future plans.

RESEARCH PROJECT COMPLETED

1. An Experiment in Activity Planning at Singhpur P.H.C.

The project began in August 1978 when a visit was made to the Primary Health Centre to ascertain the status of family registers maintained by the workers.

The objectives of this experiment was to define a process of activity planning which would improve the efficiency and effectiveness of the multipurpose worker. The improvement was to be measured in terms of increased performance in Health and Family Welfare Programme. Singhpur PHC in Rae Bareilly district was selected for implementing the activity planning process since it was the only PHC where multipurpose workers scheme had been in operation for more than a year and the scheme had been working satisfactory. The final report on this study is completed.

2. State Electricity Boards in India: A Study in Tariffs and Costs

This project deals with the financial management of State Electricity Boards, problem of guidelines on electricity pricing, power supply costs, performance and control systems in SEBs.

3. Optimal Government Expenditure Policy - A case study of expenditure on social service in Gujarat, India

This study covers the following sectors of social services of the economy of the State of Gujarat: 1) Primary education; 2) Technical Education; 3) Housing for Rural Poor; 4) Primary Health; 5) Family Planning; 6) Rural Water Supply; and 7) Nutrition.

The basic purpose of the study was to evolve a methodology that could not only account for the interdependence amongst the above mentioned sectors of social services but also amongst social and economic services, and the impact of expenditure on social services on such socio-economic variables as production, employment, birth rate, death rate, literacy rate, infant mortality rate, urbanisation etc. The study begins with the description of the nature of the problem and discusses the nature of expenditure systems in Gujarat State; the decision-making process on the spending practices in the State; and the emerging management issues relating to government expenditure in relation to stated objectives of the State. A follow up workshop on the basis of this study will be organized jointly by IIMA and UNICEF in the summer of 1981.

4. Cost Benefit Analysis of Selected Disease Control Programmes in India

This report analysed the malaria control and eradication activities in India from 1953-54 to 1976-77. This analysis is the first of its kind in health sector of India.

There has been a growing debate regarding financial allocation for health sector in general and within the sector to different programmes and projects. While the health planners and administrators feel that the allocations have been much less than the 'desired', the economic planners and administrators feel that more than the 'desired' have been allocated. While the former group consider and argue that the outlays for health are in fact 'investments' on man, the latter group appear to believe them to be more of 'consumption expenditures'. While the former believe that the investments in health yield a large measure of benefits, much of which are not quantifiable and intangible, the same limitation has not made it feasible to include health sector specifically in the input-output calculations of the latter. One main reason for this is of communication gap where the health planners and administrators do not express, more often than not, in the language of economic planners. The present work is a small beginning in the direction of application of methodologies like Cost Benefit Analysis for Appraisal of Health Programmes and Projects, with the hope that the results of such analysis would find place eventually in planning exercises in the health sector, leading to resource allocation decisions which would be more satisfying to both the groups.

5. Evaluation of TRYSEM

The Evaluation of TRYSEM (Training of Rural Youth in Self-employment) in Gujarat was undertaken by the Public Systems Group at the request of the Ministry of Rural Reconstruction, Government of India to assess the extent to which this programme (TRYSEM) has resulted in self-employment of rural youth and to study the managerial problems involved in managing this programme.

Under this programme several rural youth are expected to be trained in different trades and occupations and assistance provided for their self-employment. The training has been entrusted to several educational institutions and voluntary agencies. It is reported that in Gujarat alone more than 12,000 rural youth have been trained upto March, 1980.

As part of this project, an evaluation study was conducted in Mehsana district in Gujarat. According to an "Evaluation Plan" it was decided to select two talukas from each of the districts covered: one with highest number of trainees and the other with the least number of trainees. The two talukas selected for this purpose were Mehsana and Kadi. This study has been completed and the final report is being prepared.

Social Services Planning in Valsad District (UNICEF)

This study jointly sponsored by the Government of Gujarat and the United Nations Children's Fund has been completed.

This report of the study has been published as a monograph with the title "The Disadvantaged Group in Valsad District: a plan for their uplift" by the Public Systems Group.

RESEARCH STUDIES IN PROGRESS

The following research projects which were initiated are in progress:

1. MIS for Health and Family Welfare Services in Gujarat

The Gujarat Government had requested the Institute to design a management information system for Secretariat, Health Directorate covering rural services, Medical Directorate covering district hospitals, and other Directorates like Ayurvedic, etc. Two reports outlining the design of an information system for the rural health services have been submitted to the Gujarat Government and work on other parts of the project is in progress.

A workshop was conducted on November 14, 1980 to discuss the design of the management information system proposed in the two reports. The workshop was attended by district health officers from nine districts, programme officers from the directorate and two deputy secretaries of the Gujarat Government. The objective of the workshop was to familiarise the participants with the salient features of the proposed design as well as to discuss the forms and formats proposed in the report.

2. Demographic Components of Agricultural Planning (Sponsored by FAO)

This project was designed as preparatory work for a sub-regional workshop on population and agricultural planning to be organised at the Institute in early, 1981. The project includes a study and preparation of cases studies on the interactions of demographic and economic variables with implications for planning.

3. Urban Community Development Project

In this project the faculty will work with the Ahmedabad Municipal Corporation. This is a project of citizen participation in civil development and extension of urban services to urban poor. An attempt would be made in selected slum areas to help the slum dwellers in utilizing services offered by various agencies through a process of education and participation. At the same time the agencies would be helped to get closer to the people.

RESEARCH PROJECT INITIATED

Following projects were initiated during the period.

1. Job satisfaction as a function of role stress, locus of control participation and organizational climates in an electric supply company

This research project aims at examining the extent to which there is job satisfaction among the executives and engineers of an electric supply undertaking, the dimensions contributing to job satisfaction and the links between job satisfaction and role stress, locus of control and sense of participation as contributors to job satisfaction. The organizational climate of the unit will also be assessed.

The study will be conducted in a power plant situated in Ahmedabad. The sample will consist of executives. Questionnaires will be used. In addition, a selected group of highly satisfied

and highly dissatisfied executives would be interviewed. The results of this study are likely to throw insights for increasing effectiveness of the executives through improving their job-satisfaction, organizational climate etc.

2. Evaluation of a Special Nutrition Programme in Gujarat.

This study aims at evaluating the impact of all types of nutrition programmes that were started in the State from time to time and to evaluate the impacts of various programmes through survey data. The methodology is designed so that impact evaluation of various nutritional programmes could be carried out even in the absence of any base-line data. The proposal initiated at the instance of the Public Health Department, Government of Gujarat will start as soon as it is cleared.

3. Study of Infant Mortality in Gujarat.

This study will be undertaken at the request of the Department of Health and Family welfare, Government of Gujarat. Preparatory work has begun.

The objectives of the study are:

1. To study patterns of infant mortality including geographical and other differentials, if any;
2. To identify causes of infant mortality;
3. To assess the relative important of these causes and to classify them in categories based on their degree of preventability and curability;
4. To assess the relative importance of proximate determinants of infant mortality such as practices relating to pregnancy and child care, nutrition, sanitation, availability of health care services, age and

nutritional studies of the mother, leading to infant mortality;

5. To assess the relative importance of basic determinants of infant mortality such as economic studies, literacy levels, family size, residential locations;
6. To identify possible programme packages to influence determinants of infant mortality in short and medium term;
7. To evaluate these programme package in terms of their cost, effectiveness and implementability.

Infant mortality is a result of a complex set of interacting factors, the nature of such factors is not always discernible. It should, therefore, be noted that the research may lead to only a partial understanding of causes of mortality; definite answers may not always be available. Therefore, the strategies devised to reduce infant mortality may have to be tested on a pilot scale before adoption for a large scale implementation.

4. Health Management Training Programme to Strengthen the Primary Health Centre

This study was initiated by the National Institute of Health and Family Welfare in collaboration with IIM, Ahmedabad, IIM, Bangalore, Gandhigram Institute of Rural Health and Family Welfare, Tamil Nadu and the All India Institute of Hygiene and Public Health, Calcutta. This project will be funded by the World Health Organization.

The overall objective of this study is to strengthen/develop health management training programme, by including related management components for various categories of health personnel, as an input to promote effective and efficient delivery of primary health care.

The specific objectives are to develop one or more modules for training of different categories of health personnel to ensure an adequate training for management of primary health care programmes of the Departments of Health in India, and to prepare a plan of action for implementation of the training programme, based on the above modules, to ensure that all relevant categories of health personnel are covered by the training programme as appropriate.

Seed-Money Projects

The following seed-money projects were initiated during the year.

1. A study of response to change in voluntary agencies

The main objectives of this study are (a) to understand the kind of responses made by voluntary agencies to the forces acting on them; and (b) organizational processes at work in making such responses.

This study will be completed in 12 months.

TRAINING PROGRAMMES

3-Tier Programme for Management of Health and Family Welfare Services

The Management Training Programme (Tier-I) for Medical Officers In-Charge of primary health centres of Second India Population Project districts in UP was held on the campus from August 11-27, 1980. Thirty-three medical officers participated in this programme.

The Management Development Training Programme in Health and Population for the District Level Officials (Tier II) was

held on the campus from October 13-25, 1980. Nine officials from the districts of Second India Population Project areas in Uttar Pradesh and Rajasthan participated in this programme.

The top tier one-week Top Management Seminar for State Level health and family welfare officials was held at the Institute, from December 2-8, 1980. The Health Secretaries, and Directors of Health Services of various states, additional, special and deputy secretaries of health and family welfare, additional and joint directors of programme/project participated in the seminar. Besides the faculty members of the Institute, a few prominent scholars in the field of population and health policy from the Supreme Council for Population and Family Planning, Cairo, Egypt attended the seminar as observers.

The Fourth Management Development Programme for Senior Volunteers and Staff of the Family Planning Association of India was held on the Campus from October 27 to November 1, 1980. Eighteen participants from various states participated in this training programme. This programme was sponsored by the Family Planning Association of India.

2-Tier Management Development Programme in Public Systems

This programme was sponsored by the Training Division, Department of Personnel and Administrative Reforms, Government of India. These programmes (Tier-I and Tier-II) were conducted at the Institute Campus during February 1-28, and March 1-3, 1981 respectively.

Tier-I programme was attended by 23 participants drawn from the ministries or sectors like education, health and family welfare

railways, police, defence services, accountant general office, industrial development, posts and telegraphs district administration etc.

The top-tier was attended by ten participants of the secretaries level equivalent to that of joint secretaries and heads of department from state governments. Seven of the ten participants came from the same departments/ministries represented by the first tier participants.

Professor S.C. Bhatnagar, Anil Bhatt, S.R. Ganesh, G. Giridhar, Anand P. Gupta, R.M. Maru, P.N. Misra, Nirmala Murthy, Uday Pareek, Samuel Paul, Nitin R. Patel, T.P. Rama Rao, T.V. Rao (Course Coordinator), J.K. Satia and Pramod Verma taught in this programme. Mr. S.K. Bhattacharyya, Chief Executive, Management Structure and Systems, Mr. Ram Singh, Ex-Home-Commissioner, Rajasthan and K. Diesh, Director, DOP, New Delhi also taught in this programme as guest faculty.

MONOGRAPHS AND REPORTS

Under the PSG monograph series the following monographs were brought out during the period ending 31st March, 1981.

<u>Monograph No.</u>	<u>Title</u>	<u>Author</u>
24	An Experiment in Activity Planning at Singhpur PHC	S.C. Bhatnagar Samaresh Sen Gupta
25	Training of Education Managers A Handbook for Trainers in Planning and Management of Education	Uday Pareek T. Venkateswara Rao

<u>Monograph No.</u>	<u>Title</u>	<u>Author</u>
26	Cost Benefit Analysis of Malaria Control and Eradication Programmes in India.	T.J. Ramaiah
27	Organization Development in a Voluntary Organization	Somnath Chattopadhyya
28	Optimal Government Expenditure Policy - A Case Study of Expenditure on Social Services in Gujarat, India.	P.N. Misra
29	The Disadvantaged Groups in Valsad District - A Plan for their uplift	Anand P. Gupta T.V. Rao
30	State Electricity Boards in India - A Study in Tariffs and Costs	Ramesh Gupta Abnash Singh
31	Strategic Management of Public Programmes	Samuel Paul

X FACULTY DEVELOPMENT CENTRE

During 1980-81, the Centre's major activities come under two heads - collaboration with Tribhuvan University, Kathmandu, Nepal; and conducting of the second Programme for Development of Management Faculty.

The Centre collaborated with Tribhuvan University, Kathmandu in conducting a three-week Management Development Programme held in Kathmandu during April 20 to May 10, 1980. Thirty six participants, most of whom were faculty members of Tribhuvan University and some were the executives from banks and other public sector organizations, attended the programme. Seven faculty members from the Institute, including the Director, taught in the programme. The programme was rated very high and the request for the second programme is likely to come.

The Centre conducted its second Programme for Development of Management Faculty during 1980-81. There were 26 applications from which 18 were selected of whom 12 joined. Of the 12 participants, 7 were from Universities, one each from a nationalized commercial bank and a professional institution and three from a foreign university. The programme began on June 25, 1980 and concluded on April 8, 1981 when the certificates of attending were awarded to all the 12 participants.

The programme brochure for 1981-82 was redesigned and mailed to several organizations in India and abroad. The response to the third Programme has also been quite encouraging and the selection of the participants is in process.

Efforts are under way to get the Programme recognised under the Quality Improvement Programme (QIP) of the Ministry of Education.

XI INFORMATION SYSTEMS AND COMPUTER GROUP

I. RESEARCH AND SOFTWARE DEVELOPMENT

A data base was created for a district and graphic software was developed to support the district level plans. To extend this work further a proposal titled "Developing a District Level Data Base for Development Planning" was submitted and discussed with the Electronics Commission. The project which also includes funding for adding more main memory and disk space was approved by the TDC Committee and is awaiting final clearance.

A project on developing software for agricultural project evaluation was initiated at the instance of FAO. It was agreed that two faculty members would spend a month in Rome with FAO working on this project during the summer.

Informatics participation

Members of the group participated in the conference "Informatics-81: An International Symposium on Informatics for Development" held at Delhi during February. The following papers were presented in the conference:

1. A Framework for Infrastructure Planning (Prof. T. Madhavan)
2. Information Systems and OR for Planning and Administration of Schools (Prof. T.P. Rama Rao)
3. Role of Computers in Information System for Rural Health (Prof. S.C. Bhatnagar)

A number of packages developed at IIM Computer Centre were demonstrated on PDP 11/70 at Delhi during the conference.

CSI - 1980

Members of the group participated in "The Computer Society of India - 1980" Conference held at Delhi. The following papers were presented in the Conference.

1. "Relational English - A Query Language Based on a Rational" view of data - by Mr. K.B.C. Saxena
2. "Mini Computer Data Base Systems" - by Mr K.B.C. Saxena

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 50 system and application packages for PDP 11/70 have been added to the Library. Some of the important packages are:

1. Large LP with sensitivity Analysis
2. SET Covering Package
3. Non-linear LP
4. BOX JENKIN'S Forecasting Model
5. New Accounting Package for System Utilization of Users
6. A Scheme Processor to design schemes for DBMS-11.

Several utility packages e.g., to restore files from a damaged back-up may-tape, to know disk status at a particular time, to change parameters in a disk for optimum usage etc.

III. Provision of Computing Facilities to other users

Computer Use in Teaching and Research

Computer facilities were extensively utilized by students in PCP and FPM courses. About 30 faculty members used the computer for course

development. The computer was used in more than twenty of the Institute's research and consultancy projects. Extensive programming assistance was provided to several PGP and FPM courses.

Management Development Programmes

The participants of the 6-month Management Education Programme, several short MDP's, 3-Month Advanced Computer Based Information Systems Analysis and Design and the 'Data Base Management Programme' extensively used the computer facilities in their course work 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. Computerised Data Bank for Management Development Programme has been partly implemented. The data bank is aimed at storing and reporting the data on organizations, participants and programmes being offered at the Institute. Computerisation of the Administrative jobs like PGP grading, admissions, MDP, Pay Roll etc., is being continued and attempts are made to computerise many more administrative jobs.

XII. Centre for Regional Management Studies

1. Training Programmes

The Committee had planned to offer Evening Small Industries Management Training Programmes (in association with Ahmedabad Management Association and two industrial estate associations) at two industrial estates premises. However, due to disturbed conditions in and around Ahmedabad, these were postponed. It is now proposed to hold the first programme in July end.

2. Research and Publications

(a) CRMS in association with Chandraprasad Desai Memorial Trust published the research study carried out by Professors Mirza Saiyadain and Arun Monappa assisted by Miss Meenal Mahulkar. The book is titled "Employees State Insurance Scheme - an evaluative study".

(b) CRMS offered a publication subsidy of Rs. 7500/- to Professor Pramod Verma for publishing his research study "Industrial Relations in Indian Engineering Industries - a case study of Ahmedabad - Baroda region". The book is published by Academic Book Centre, Ahmedabad, and priced at Rs. 20/- only because of the subsidy.

(c) A monograph series has been started by CRMS. The first monograph brought out is "Small Industry and Entrepreneurship in backward districts of Gujarat" by Professor H.N. Pathak.

(d) A proposal to prepare appropriate training material for a proposed modular small industry management programme has been approved. Professors Sreenivas Rao, Vathsala and M.N. Vora have begun work on this project.

(e) A proposal by Professor Vora to hold a workshop for wholesalers was approved. Preliminary work for this is being carried out.

3. Fellowship

CRMS offered a fellowship of Rs. 5000/- to support an FDC participant at the Institute.

XIII ALUMNI RELATIONS AND ACTIVITIES

During the year an effort was made to activate the various chapters by organizing conferences at the chapter level.

Alumni Conferences at Chapters

The Bombay Chapter of the Alumni Association organized a conference on January 12th and 13th, 1981 on "MBA in Industry, Problems, Issues and Perspectives". This conference was based on research work that has been done by Professors Pulin K. Garg and Indira Parikh, who presented their findings. In addition, personnel directors from many companies like Philips, Britannia Biscuits, Hindustan Lever, Bennett Coleman were invited to present the views of the industry on this issue. Many young MBAs with varying experience of 2 to 12 years in industry were invited to speak from the MBAs viewpoint of adjustment in the industry. The conference was attended by about 100 delegates who paid a fee of Rs. 350 for the two day conference which was held at Bombay. The conference was found to be very useful by the participants.

The proceedings of the above conference were recorded and the Bombay Chapter is bringing out a souvenir containing extracts of the proceedings. The Chapter has been able to collect about 40 advertisements for the souvenir which will enable the Chapter to raise funds to be utilized for subsequent activities. The Institute's

central office helped in the editorial work in connection with the souvenir and it is proposed that this material would be made available to the students and faculty of the Institute as a feedback on the PGP programme.

A Budget Review Seminar was held on the evening of March 3, 1981 at the Jaihind College Auditorium in Bombay. This was organized by the Bombay Chapter where Professor C. Rangarajan of IIMA and Mr S. Krishnaswamy, Managing Director of Associated Cement Companies Ltd., analysed the recent budget. Fifty alumni participated in this seminar after paying a fee of Rs. 15/-. This was inspite of the Kissan Rally that was organized on the same day in Bombay, otherwise, a much large participation was expected.

Other activities of the Chapters

Every quarter small group meetings were reported from various chapters which have already been reported in the Alumnus.

Madras Chapter was particularly active in organizing several such meetings ranging from social get-together, film shows to a management game organized with the help of DCM Data Products. Most of these meetings were attended by 25 to 35 alumni.

Alumni Membership

Computer listing of 5000 addresses were updated. The Computer listing is being reorganized to include coded information on organization, designation etc., so that some valuable analysis can be done in terms of the current placement of alumni. Computer lists were provided to several organizations for different purposes.

IIMA Alumnus

During the year 2 issues of the IIMA Alumnus were brought out. The Alumnus has been put on a sound financial footing whereby costs of production are met through advertisement revenue.

Souvenir Items

A number of souvenir items of interest to the alumni have been made available for sale. Items like ties, T-Shirts, Ash-Trays, Key Chains, and Leather Bags worth over Rs. 5000 have been sold during the year.

Executive Committee

A meeting of the Executive Committee was held on April 26, 1980. The Committee coopted the following members:

1. Mr. P.K. Bhargava
B.H.E.L.
New Delhi
PGP - 1971
2. Mr. Ashoke Bijapurkar
Chaitra Advertising
Bombay
FPM - 1979
3. Mr. Shashi S. Dash
Blow Plast Ltd.
Bombay
3TP - 1975
4. Mr R.D. Aga
Wanson (India) Pvt. Ltd.,
Poona
PFM - 1968
3TP - 1977
5. Mr. B.H. Vyas
Alembic Chemical Works Co. Ltd.
Baroda
MEP - 1979

XIV. SEMINARS AND LECTURES

Seminar on Social Development

The second seminar on social development was organized at the Institute on January 31 and February 1, 1981 for the benefit of the PGP students. The main theme of the seminar was "Alternative Strategies for Social Development". Eminent educationists, sociologists and public figures like Shri Allubhai Shah, Vedchhi Intensive Area Scheme, Valod, Surat, Shri Arvind Khare, Jabalpur, Dr Vivek Monteiro, Peoples' Science Movement, Bombay, Dr Anil Sadgopal, Kishore Bharati, Hoshengabad, U.P., Shri K. Ramachandran and Shri B. Pradeep, Ryothu Coolie Sangham, Andhra Pradesh, Shri B. Rudramoorthy, Mafatlal Industries, Bombay, Shri K. Radhakrishna, Gandhi Peace Foundation, New Delhi, Shri Prembhai, Agrindus Institute, Mirzapur, U.P. and Shri Kishore Saint, Seva Mandir, Udaipur, participated in the discussions and exchanged their experiences with that of the Institute's faculty.

Interaction with men of action who had actually worked in the field of social development was quite instructive and inspiring to the students.

Seminar on Value Systems in Indian Organizations

The Institute organized a two-day seminar on the campus on December 5-6, 1980 on value systems in Indian Organizations. Eminent persons from Industry, Government, labour unions, and academics were invited to participate. The seminar was inaugurated by Her Excellency, Governor of Gujarat, Mrs Sharda Mukherjee, approximately eighty persons, including thirty students of the Institute attended the seminar.

The Faculty Group at the Institute posed the following questions in the seminar:

1. Is there a value system in the organization that guides its actions and illumines its path?
2. What are the problems encountered in abiding by the value system?
3. What are the mechanisms used to nurture a value system in the organizations?

In his welcome address, Professor Vyas, Director, stressed the importance of such a seminar in providing a forum to spokesmen from all walks of life to discuss the sensitive and yet highly topical issue of value system.

Mrs Sharda Mukherjee delivered the inaugural address. She noted with regret that a value system existed both in industry and bureaucracy that neglected the lot of ~~countroddon~~ and encouraged "wheeler-dealer" tactics. She stressed the need for a new order where merit, commitment, and trust would emerge as an enduring system of values. She lauded intellectuals for their concern but expressed surprise at their having woken up so late to such an important issue.

Mr Arvind N. Lalbhai (Managing Director) Arvind Mills emphasized the increasing need for the managers to consciously develop proper value systems.

Dr N.C.B. Nath, Chairman, FAIR while agreeing with the views of

Mr Arvind Lalbhai also pointed out that in understanding the

existing value in industry, it was necessary to keep in mind the structure of industry and obligations of its leaders.

Mr Arvind Buch, President, Textile Labour Association while regretting the tendency of not honouring a commitment, advocated cohesive action by society to maintain values.

Mr R.K. Talwar, Chairman, IDBI, accepted the need for an Industrial Organization to generate profits but stressed the manner in which this objective had to be pursued so as to ensure a fair deal for their consumers, shareholders and employees. He also felt that the leadership style of top management and its conviction in upholding norms of honesty and equitableness would be vital influences in fostering the growth of a healthy set of values.

Mr. Prafull Anubhai, Chairman and Managing Director of Rustom Mills, stressed how the prime responsibility of an industry to survive and grow influenced responses to conflictive situations. He said values kept clashing and were gradually modified.

In the discussions that followed, the participants concurred on the need for collective action against the crumbling value systems in industry. They realized the need for realistic legislation that would minimize the need to violate law and thereby reduce sources of corruption. A break in the industry-politician-bureaucrat alliance leading to vested interests was also called for.

In the afternoon session which focussed on value systems in government, Mr J.C. Dixit, Labour Minister Government of Uttarpradesh, suggested that voluntary agencies or social reformers could do more

than government to create and change values.

Mr Sanat Mehta, Finance and Education Minister, Government of Gujarat, recommended setting up appropriate mechanisms for institutionalizing value systems. To bring about values in government, Mr. Anil C. Shah, Special Secretary for Agriculture, Forest and Cooperation in the Gujarat Government, felt that should be mutual respect between elected government representatives and civil servants.

Professor G.R. Kulkarni, IIMA, traced the root cause of the problem to the existence of double standards. He pointed out the futility of the measures of legislation for social reform.

In the open discussion session that followed, references were made to several institutions in fostering appropriate value systems. Professor Vyas questioned the efficacy of the present bureaucratic set-up for social development activity. Mr Sanat Mehta felt committed leadership could transform the present set up into a successful instrument of social development.

The second day of the seminar focussed on the value systems prevalent in labour unions.

Mr. Navinchandra Barot of Gandhi Majoor Sevalaya laid stress on the need for code of conduct that should guide the relationship between the labour and management.

Mr N.M. Desai, Chairman and President of Larsen and Toubro Ltd., pointed out that major differences between workers in Bombay and workers in Ahmedabad. He felt that a worker in Bombay was more aggressive and demanding than his counterpart who has been brought up in a tradition bound city like Ahmedabad. The workers in Bombay felt that, unless the unions extracted benefits, management would not give anything. He ended his speech on a note of optimism by saying that creative and imaginative approach by management could improve labour relations.

Mr Dixit traced the genesis of go-slows and gheraos and felt that they were retaliatory measures taken by workers against management's dilatory tactics.

Mr Bagaram Tulpule, Mill Mazdoor Sabha, observed that basically no differences existed in values of different group as group values were derived from basic human values.

Professor N.R. Sheth, IIMA, pointed out that the problems lay not in lack of an explicit statement of values but in losing sight of values in the pursuit of short-term gains.

In the discussion that ensued, an attempt was made to understand the uniqueness of Ahmedabad. The city was unique because it had a single large industry (textiles) and was controlled by a culturally homogeneous group.

In the second session on emerging values, Professor Daya Krishna, Pro-Vice-Chancellor, University of Rajasthan, raised three basic issues.

1. Whether the "economic cost of politics" can be met without jeopardizing the fabric of value systems.
2. Whether a favourable social and cultural climate can be created to foster appropriate ethical standards.
3. Whether recognition can be given to the roles of families and academic institutions in moulding values.

Mr R.D. Aga, Wanson India Ltd., Pune stressed the need for industry to shift from mere manipulation of licenses and controls to identifying and serving pockets of need.

Professor Pradip N. Khandwalla, IIMA, said that values emerged from two basic human needs: need for security and need for personal and social growth. The dilemma of our society was that it was torn between these two needs simultaneously. He was of the opinion that a system that rewarded innovation, achievement, and merit would go a long way in fostering growth.

Professor Yashpal, Director, ISRO, was quite optimistic that Indian society possessed sufficient innerstrength to initiate a process of change.

Professor Ravi J. Matthai, IIMA emphasized the importance of being sensitive to the value system of others. He felt it was imperative for the men at the top to enhance the self-esteem of their subordinates in order to build and sustain enduring institutions in our society.

Chief Justice Divan of the Gujarat High Court felt that laws should not be static but reflect the aspirations of the people. In conclusion, Professor Uday Pareek, IIMA said that human dignity and individual liberty form the basic minimum framework from which value systems could be derived.

The seminar ended with Professor V.L. Mote, the seminar coordinator, proposing a vote of thanks. He hoped that the seminar would provide a good starting point in the search for viable value systems in organizations.

First India Population Project Seminar

A seminar to review the First India Population Project was held at the Institute during April 2 and 3, 1980. The seminar was attended by 29 officials from World Bank, Government of India, Andhra Pradesh, Karnataka and Uttar Pradesh Governments and faculty members of two Population Centres and the two management institutes concerned with the project.

The main objective of the seminar was to review the "Management Interventions in the India Population Project in Uttar Pradesh and Karnataka".

FAO/IIMA/UNFPA Workshop on "Population and Agriculture/Rural Planning (March 15-28, 1981)

An International Programme on FAO/IIMA/UNFPA Workshop on Population and Agricultural/Rural Planning was organized by the Institute at the instance of FAO, Rome as part of the project on demographic component in FAO's training. Activities for Agricultural Planners, wherein 18 officers from five countries, viz. India,

Sri Lanka, Nepal, Bangla Desh and Burma participated.

This was the first workshop of its nature for the South Asian region and was addressed to the agricultural planners from the countries of this region. The general objective of the workshop was to explore how demographic variables enter into and influence the process of agricultural policy formulation.

Vikram Sarabhai Memorial Lecture

Professor Michael Lipton, Institute of Development Studies, University of Sussex, England was invited to deliver the Sixth Vikram Sarabhai Lecture on "Why the Poor Remain Poor" at the Institute. He mentioned that the redistribution of urban riches and resources to countryside and introduction of a technology appropriate for rural farming conditions are among the remedies suggested as possible means of attacking poverty in India and other countries. He also stressed the need for redistribution of rural rich for rural poor. He attacked the urbanities for their heavy bias against the rural people and said that the urban elites, politicians, trade unions, businessmen, intellectuals, etc., were the major cause of rural poverty in many of the African and South Asian countries, including India. He called for concerted efforts by all concerned to end this bias against the rural poor.

Professor Lipton's main hypothesis was that the rural sector was not inefficient as was made out in some quarters and that its inefficiency, if any, was due to the maladministration of the rural sector by vested interests in the urban sector. He supported this point with some empirical studies.

The system of subsidy, he said did not really benefit the intended beneficiaries, viz., the marginal and poor farmers. Instead, it was the non-poor which derived the benefits, a view widely held both in India and abroad.

He regretted the low level of investment in the rural sector (not more than 23 per cent) though it consisted of more than 70 per cent of India's population. He suggested that even as the industrial sector was allowed to export its surplus, agriculturalists should be permitted to use their discretion for disposing of their surplus produce.

Professor Lipton called upon the intellectuals and research institutions to do much more than what has so far been done for rural development. He urged them to devise ways and means for appropriate technological innovations which would actively discourage and counter the modern machines in planning "which all meant more in labour savings and lower wages than anything else".

He also stressed the important role the family production units had in Indian conditions and their inherent adaptability for productive use through proper management systems.

XV. FACILITIES

LIBRARY

During the year 1980-81, 1,409 new books were added to the Library, bringing the total number of books of 96,318. The library has been subscribing to 771 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 a 'U' shaped building with two parallel halves having 64 guest rooms and connecting link forming public area for accommodating Management Development Programme participants.

The guest rooms are centrally air-conditioned furnished with modern furniture and have an attached toilet. Each room has a small gallery outside.

The public area consists of 2 classrooms in the basement and reception, waiting lounge and indoor games on the ground floor.

A big classroom with a seating capacity of about 80 and kitchen is under construction. The dining hall has already been completed.

Entrance Gate and Compound Wall

Work on front road, main entrance gate and faculty road entrance gate with chain link fencing has been completed.

Extension of Classroom No. 324

The present classroom No. 324 is extended further to accommodate more persons.

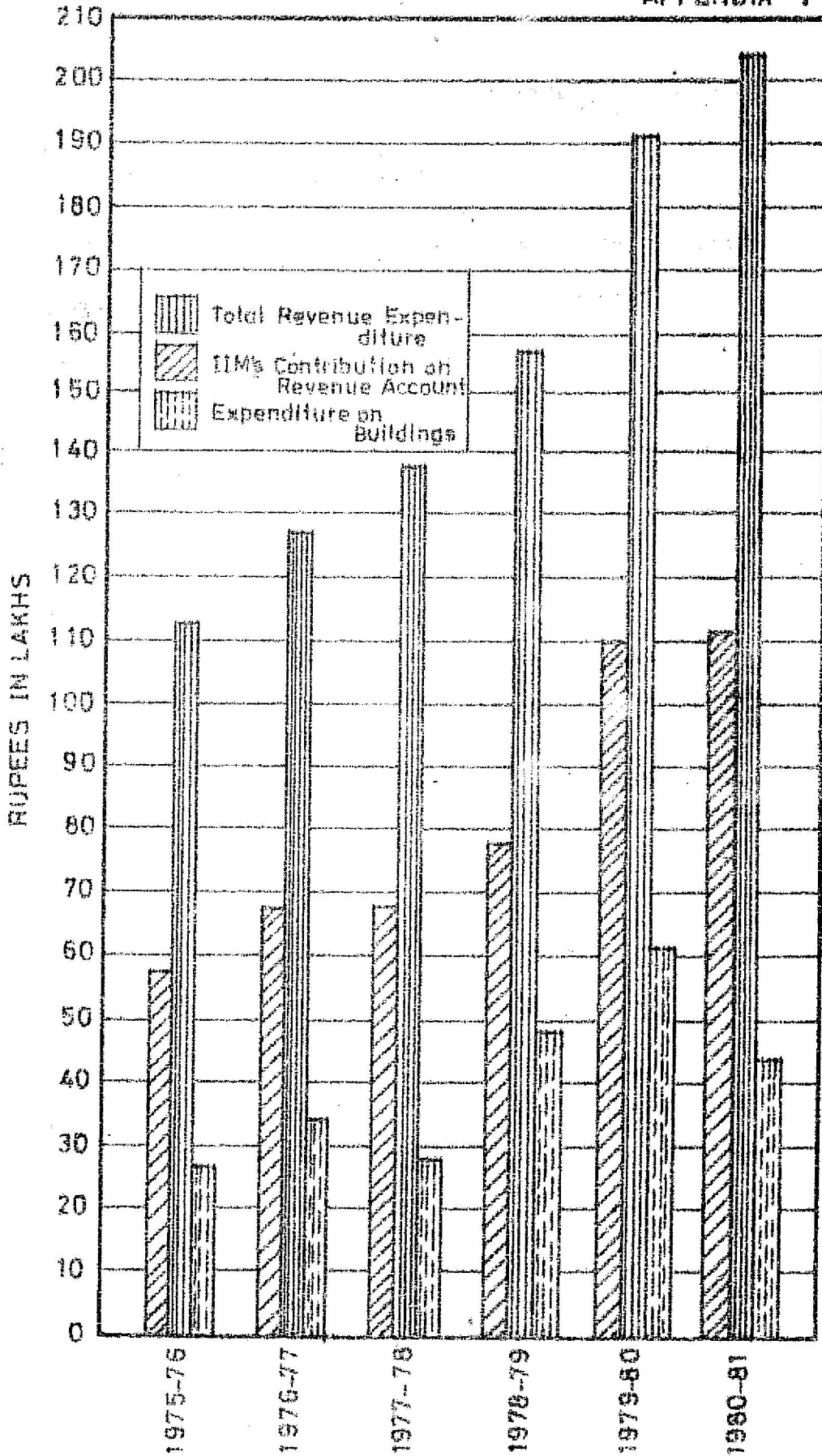
Tennis Court and Street Lighting of Campus

Two concrete tennis courts are about to be completed.

Campus will now be installed with permanent street lights bearing different illumination outlets like mercury, vapour lamp, flourescent tubes etc. at various points.

Expenditure at a glance

APPENDIX I



Appendix IIMANPOWER 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
1980-81	87	52	509	4	650

Appendix III

POST-GRADUATE PROGRAMMES

Year	Two-Year Post-Graduate Programme in Management	Fellow Programme in Manage- ment	Total
1976-77	312	42	354
1977-78	312	40	352
1978-79	305	37	339
1979-80	327	27	354
1980-81	341	31	372

SCHOLARSHIPS

Appendix IV

POST-GRADUATE PROGRAMME IN MANAGEMENT

<u>First Year</u>	<u>Organization</u>
Raju J.S.	Air India
Sachdeva S.K.	Bank of America
Varma J.R.	City Bank
Gupta N.	Devi Dayal Electronics and Wires Ltd.
Nandini T (Miss)	Dunlop India Ltd.
Goyal A.	FAIR
Shinghal C.	Godfrey Philips India Ltd.
Chopra N.	Hindustan Lever Ltd.
Swaroop N.	Audco India Ltd.
Ramanathan V.	B.K. Hegde PGP Memorial Scholarship (IIMA)

Appendix IV (contd)

Second Year

Organization

Mahajan V.

Godrej Trust

Agarwal A.

Groz-Beckert Saboo Ltd

Chatterjee V.

Gwalior Rayons

Sitaram V.S.

Hindustan Everest Tools Ltd.

Kapoor R.

Hindustan Lever Ltd.

Subramanian V. (SPA)

Mandelia Parmarath Kosh

Shukla S.

Mahindra and Mahindra Ltd.

Jain B.K.

NELCO Ltd.

Natarajan P.

Warren Haynes Memorial
Scholarship

Lakdawala T.M. (SPA)

Dena Bank

MANAGEMENT DEVELOPMENT PROGRAMMES

<u>Programme Title</u>	<u>No. of participants</u>			<u>No. of Organizations</u>		
	Public	Private	Total	Public	Private	Total
1. 3-Month Advanced Programme on Computer Based Information Systems Analysis & Design - June 29 - September 27, 1980.	40	5	45	17	5	22
2. 3-Tier Programme for Management Development - August 3 - September 26, 1980	55	178	233	22	65	87
3. Programme in Personnel Management August 27 - September 3, 1980	31	20	51	27	18	45
4. Programme on Project Identification Formulation, Appraisal & Implementation - September 14 - October 11, 1980	29	-	29	23	-	23
5. MDP for Marketing Executives of Handloom Corporations & Cooperatives - September 22 - October 4, 1980	29	-	29	25	-	25
6. Programme for Trade Unions October 12 - November 1, 1980	30	-	30	30	-	30
7. Programme on Changing Patterns of Industrial Relations November 9-15, 1980	14	3	17	13	3	16
8. Seminar on Management by Objectives November 17-22, 1980	13	6	19	11	5	16
9. Management Development Programme for Medium and Small Enterprises November 16-29, 1980	5	32	37	31	5	36
10. Designing Projects for Agril. Development - November 17 - January 24, 1981	24	-	24	17	-	17

<u>Programme Title</u>	<u>No. of participants</u>			<u>No. of Organizations</u>		
	<u>Public/Private</u>	<u>Total</u>		<u>Public/Private</u>	<u>Total</u>	
11. Foundation Course in Personnel Management and Industrial Relations November 30 - January 3, 1981	18	5	23	14	5	19
12. Workshop on Organizational Design and Development January 11-18, 1981	6	10	16	6	9	15
13. Programme on Management of Executive Stress and Role Effectiveness February 1-7, 1981	8	9	17	8	7	15
14. Fifth Management Education Programme November 12, 1980 - April 10, 1981	20	22	42	16	22	38
15. Union Secretaries Workshop on Performance Criteria Model for Public Enterprises - November 2-3, 1980	26	-	26	21	-	21
16. Programme on Product Policy & New Product Management December 18-24, 1980	1	31	32	1	26	27
17. 2-Tier Management Dev. Programme in Public Systems						
Tier I - February 1-28, 1981	23	-	23	20	-	20
Tier II- March 1 - 3, 1981	10	-	10	9	-	9
18. Programme on Industrial Marketing February 8 - 21, 1981	2	22	24	2	18	20
19. Programme for Women Managers February 15-21, 1981	20	11	31	14	10	24
20. IIMA/UNFPA/FAO Workshop on Population & Agricultural/Rural Planning - March 16-28, 1981	18	-	18	5	-	5
21. 3 - TP - Health & Population						
Tier I - August 11-27, 1980	33	-	33	1	-	1
Tier II- October 13-25, 1980	9	-	9	2	-	2
Tier III December 2-8, 1980	18	-	18	3	-	3
Tier I January 12-28, 1981	46	-	46	1	-	1

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<u>Programme Title</u>	<u>No. of Participants</u>			<u>No. of Organizations</u>		
	Public	Private	Total	Public	Private	Total
22. MDP for Family Planning Association of India October 27 - November 1, 1980	18	-	18	1	-	1
23. Programme on Data Base Management Systems: Concept and Applications April 13-18, 1981	28	16	44	18	13	31
24. Programme on Production & Operations Management - April 12 - May 2, 1981	-	16	16	-	16	16

	574	386	960	358	227	585

Appendix VI

CASES, RESEARCH AND CONSULTING

Year	Cases Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
1976-77	1409	161	141
1977-78	1612	196	166
1978-79	1750	221	197
1979-80	1886	241	213
1980-81	1969	265	245

BOARD OF GOVERNORS

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Chairman, Mahindra and Mahindra Ltd
Bombay

Nanubhai Amin Chairman Jyoti Ltd Baroda	Harshavalan Mangaldas Chairman Aryodaya Spg. & Wvg. Co. Ltd Ahmedabad
Prafull Anubhai Chairman and Managing Director Rustom Mills and Industries Ltd Ahmedabad	H.A. Mistry Secretary Education Department Government of Gujarat Gandhinagar
P.K. Basu Director-General Bureau of Public Enterprises Ministry of Finance New Delhi	S. Muthukumaran Deputy Educational Adviser (T) Ministry of Education & Culture New Delhi
H.K.L. Capoor Chief Secretary Government of Gujarat Gandhinagar	P.C.D. Nambiar Chairman State Bank of India Bombay
N.M. Desai Chairman and President Larsen and Toubro Ltd Bombay	Nitin R. Patel Professor Indian Institute of Management Ahmedabad
D.C. Gami Managing Director Gujarat State Fertilizer Co. Ltd Baroda	Ishwarbhai J. Patel Ex-Vice Chancellor Gujarat Agricultural University Ahmedabad
J.A. Kalyanakrishnan Financial Adviser Ministry of Education and Culture New Delhi	P. Sabanayagam Education Secretary (Retd) No. 6, I Cross Street B.N. Reddy Road Madras
Shrenik Kasturbhai Managing Director Anil Starch Products Ltd Ahmedabad	

Dr. A.N. Saxena
/ Executive Director
National Productivity Council
New Delhi

Udai Pareek
Professor
/ Indian Institute of Management
Ahmedabad

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
Managing Director
Bennett Coleman and Co Ltd
Bombay

V.S. Vyas
Director
Indian Institute of Management
Ahmedabad

A.H. Tobaccowala
Managing Director
Voltas Ltd
Bombay

SECRETARY

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

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J.A. Kalyanakrishnan
V.S. Vyas
R.C. Chib (Secretary)

SOCIETY*

The Secretary
Ahmedabad Cotton Mfg Co Ltd
Gomtipur
Ahmedabad 380021

Mr. D.S. Sandhu/Mr. V.B.L. Mathur
Ahmedabad Jupiter Spg Wvg. & Mfg Mills
Dadhichi Road
Post Box No.43
Ahmedabad 380001

Mr. Mahendra Kanaiyalal
Ahmedabad Kaiser-I-Hind Mills Co Ltd
Outside Raipur Gate
Ahmedabad 380022

Mr. Ramesh Chandulal/
Mr. Bipin Chandulal/
Mr. D.R. Desai
The Ahmedabad New Cotton Mills
Co. Ltd., P.B. No.9
Ahmedabad 380002

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P. Munshaw/Mr. Dineshchandra
L. Patel
Ahmedabad Shri Ramakrishna Mills
Co. Ltd.,
Gomtipur
Ahmedabad 380001

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Mr. Balakrishna Harivallabhdas
Shri Ambika Mills
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Ahmedabad 380008

Mr. Chinubhai Manibhai/
Mr. Shrenik Kasturbhai
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Ahmedabad 380002

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Managing Director
Apurva Containers Pvt. Ltd.
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Ahmedabad 380002

Mr. Gunottam P. Hutheesing/
Mr. Deepak S. Hutheesing
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Naroda Road
Ahmedabad 380002

Mr. Niranjan Narottam Lalbhai/
Mr. Siddharth Kasturbhai
Arvind Mills Ltd.
Post Box No.56
Ahmedabad 380002

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Mr. Madammohan Mangaldas
Aryodaya Spg. & Wvg. Co. Ltd.
Outside Kalapur Gate
Asarwa Road
Post Box No.146
Ahmedabad 380016

* As on March 31, 1981. The members of the Board of Governors are also members of the Society.

Mr. C.H. Choksey/Mr. A.S. Dani
Asian paints India Pvt. Ltd.
Post Box No. 1946
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Mr. Arvind Narottam Lalbhai
Ashoka Mills Ltd
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Ahmedabad 380002

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Bombay 400021

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General Manager
Atic Industries Ltd.
Post Atul (via.) Bulsar.

Mr. Siddharth K. Lalbhai
Chairman
Atul Products Ltd
Atul, Bulsar

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C/o Larson and Toubro Ltd
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Akurdi
Pune 411035

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G.S. Gupta	"
Ramesh Gupta	"
V. Jaikumar	"
M. Mohan	"
Arun Monappa	"
G.R. Kulkarni	"
S.G. Mehta	"
Mirza S. Saiyadain	"
H.N. Pathak	"
A.H. Kalra	"
D.M. Pestonjee	"
Mohan Kaul	"
B.G. Shah	"
Ramadhar Singh	"
P.M. Shingi	"
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T.P. Rama Rao	"
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S.P. Seetharaman	coordinator- Research

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Business Policy
G.R. Kulkarni

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Marketing
Manendra Mohan

Organizational Behaviour
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LIST OF WORKING PAPERS PUBLISHED DURING 1980-81

1. Saiyadain, Mirza S. Survey of Literature on the Attitudes and Values of the Professionals-with reference to the countries in the Third World. W.P. 319, July 1980
2. Moulik, T.K. Action Research on Rural Development for Rural Poor: The Dharampur & Jawaja Projects. W.P. 320, July 1980
3. Bhattacharya, C.D. Discriminant Analysis between Sick and Health Units. W.P. 321, July 1980
4. Gupta, Meenakshi and Singh, Ramadhar. An Integration-Theoretical Analysis of Cultural and Developmental Differences in Attribution of Performance. W.P. 322, July 1980
5. Ramaiah, T.J. Cost Benefit Analysis of Malaria Control and Eradication Programme in India. W.P. 323, August 1980
6. Govindarajan, V. and Ramamurthy, B. Management Control in Banks: Some Issues for Consideration. W.P. 324, August 1980
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14. Ganesh, S.R. Elusive Excellence (Twelve Thousand Hours at an IIT: Preparation for Elusive Excellence) W.P. 332, Sept. 1980
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INDIAN INSTITUTE OF MANAGEMENT : AHMEDABAD

ANNUAL STATEMENTS OF ACCOUNTS

1980-81

(i)

(1)

SORAB S. ENGINEER & CO.
CHARTERED ACCOUNTANTS

Ismail Building
381, D-Naroji Road
Fort
BOMBAY 400 023

AUDITORS' REPORT TO THE DEPUTY CHARITY COMMISSIONER, AHMEDABAD
REGARDING AUDIT OF ACCOUNTS OF THE INDIAN INSTITUTE OF MANAGEMENT
FOR THE YEAR ENDING 31ST MARCH 1981

Registration No. F/174, Ahmedabad

- (a) The accounts are maintained regularly and in accordance with the provision of the Act and Rules.
- (b) Receipts and disbursements are properly and correctly shown in the accounts.
- (c) The cash balance and vouchers in the custody of the Accountant on the date of the audit were in agreement with the accounts.
- (d) All books, Deeds, Accounts, Vouchers, or other documents or records required by us were produced before us.
- (e) Inventories certified by the Administrative Officer of the movables (except library books) of the Public Trust and Certificate of Librarian in respect of books were produced before us.
- (f) The Accountant appeared before us and furnished the necessary information required by us.
- (g) No property or funds of the Trust were applied for any object or purpose other than the object or purpose of the trust.
- (h) An amount of Rs. 2,93,430 is outstanding towards advances to others and students (excluding loan scholarships to Students recoverable in seven years) for a period of more than one year and no amount is written off during the year.
- (i) The net capital expenditure of Rs. 4,22,10,756 on building on 31.3.81 represents:
 - (i) Advance to contractors against their running bills, and
 - (ii) Miscellaneous expenses on building.
- (j) No money of the public trust has been invested contrary to the provisions of Section 35.
- (k) No alienations of the Immovable property contrary to the provisions of Section 36, have come to our notice.
- (l) We think necessary to bring to the notice of the Deputy Charity Commissioner the following special matters:

- (i) The Indian Institute of Management has been receiving grants from the Ford Foundation. A part of the grant received in India (including books and equipments) has been brought in the books of accounts of the Institute. The other part of the grant received direct by Institute of International Education, New York, would not be recorded in the books of Account of the Institute in India.
- (ii) Provision in respect of depreciation on assets for the period 1st January 1962 to 31st March 1981 has not been made in the books of account.
- (iii) The net capital expenditure on building under construction amounting to Rs. 4,22,10,756 is arrived at as under:

(a) Capital Expenditure on Building	1,65,35,554
(b) Amount advanced to Contractors against running bills subject to adjustment of Final Bills	<u>2,56,75,202</u>
	<u>4,22,10,756</u>

DATE : AUGUST 22, 1981

CHARTERED ACCOUNTANTS

525500014-11
 Vice Audit 17/7)

PART OF THE BALANCE SHEET TO BE CREDITED TO THE MANAGEMENT, BATTERED
 31ST MARCH, 1981

Revised by
 Previous Year
 1979-80

EXPENDITURE		PREVIOUS YEAR 1979-80		INCOME	
1,50,000	TO EXPENSES IN RESPECT OF PROPERTIES Municipal Taxes on Buildings	1,50,000	1,78,300	BY RENT REALISED	1,90,070
1,12,53,611	TO ESTABLISHMENT EXPENSES AS PER SCHEDULE 1	1,28,72,437	5,321	BY INTEREST REALISED*	1,01,57,000
-	TO RENT AND TAXES FOR BUILDING	-	91,64,000	On Loans and Advances to Staff	8,204
15,42,358	TO EXPENDITURE ON VARIOUS COURSES ARRANGED DURING THE YEAR	-	23,668	BY DONATION IN CASH OR KIND	
17,81,957	1) Post Graduate Course	15,75,707	91,87,668	Grant from the Govt of India, Ministry of Education, received during the year	
33,24,215	11) Short-term Programmes	24,17,514		Add: Unspent balance of 1979-80 trans- ferred from Balance Sheet	1,02,07,363
1,450	TO LEGAL EXPENSES	39,93,221		Less: Amount transferred to Balance Sheet	
8,000	TO REMUNERATION TO AUDITORS	4,742	7,91,285	(a) representing expenditure on non-recurring items	7,03,463
626	1) Audit fees	12,000	2,00,000	(b) House Building Advance Fund	2,00,000
6,626	11) Fees for other services	717	9,91,285		
36,65,121	TO MISCELLANEOUS EXPENSES AS PER SCHEDULE 2	12,717	98,03,724	BY INCOME FROM OTHER SOURCES AS PER SCHEDULE 4	93,03,900
2,15,870	TO EXPENDITURE ON OBJECTS OF TRUST	29,13,872	2,91,976	BY TRIPPER FROM RESERVE	99,06,272
2,51,825	1) Educational Scholarships (GCP)			i) Contribution to Research Projects from Ford Foundation Grant for Rupee Budget	1,80,847
30,000	11) Fellowships for FBA	5,05,859	96,835	Less: Amount transferred to balance sheet (represent- ing expenditure on non- recurring items)	5,306
4,97,695	111) Fellowship to PDMF Participants		1,95,141	ii) Contribution to Research Projects from Ford Foundation Grant for DMK	6,68,066
1,79,070	TO AMOUNTS TRANSFERRED TO RESERVE OR SPECIFIC FUNDS AS PER SCHEDULE 3		6,11,134	Less: Amount transferred to balance sheet (representing expendi- ture on non-recurring items)	9,740
50,363	TO SURPLUS CARRIED OVER TO BALANCE SHEET	24,219	5,767	iii) Contribution from DMK fund for over grant from Ministry of Agriculture	19,206
			6,05,367	(a) meeting excess expenditure from Ministry of Agriculture	6,59,326
			10,653	(b) meeting DMK expenses other than those met from grant from Ministry of Agriculture	2,34,354
			75,192		
			85,845		
			8,86,353		
			1,91,80,081		
			2,04,76,667	TOTAL	2,04,76,667

NOTE: (1) Interest on investments of Rs. 18,36,750 has been credited to 'DONATION FROM INDUSTRIES' in the Balance Sheet (Previous Year Rs. 20,74,759)
 (2) Previous year's figures have been regrouped wherever necessary to make them comparable with those of current year.

Date: August 22, 1981

As per our report of even date

PRESTEE
 V S Wase
 DIRECTOR

R C Chib
 ADMINISTRATIVE OFFICER

C. Namdoss
 FINANCE & ACCOUNTS OFFICER

Sarab S. Engidner & Co
 CHARTERED ACCOUNTANTS

(iii)
 ANDHRA INSTITUTE OF MANAGEMENT, AHMEDABAD
 SCHEDULE FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
 FOR THE YEAR ENDING 31ST MARCH 1954

Previous Year 1952-53	Rs	Rs	Rs
SCHEDULE 1 (EXPENDITURE)			
ESTABLISHMENT EXPENSES			
i) Salaries & Allowances			
a) Faculty & Staff	72,19,044		
b) Centre for Management in Agriculture*	11,26,206		
c) Consultancy & Sponsored Research Projects	7,07,405		
d) Chairs for Management Practices	3,04,201		
	<u>93,56,936</u>		
ii) Travelling Expenses	1,43,075		
iii) Supplies, Services & Contingencies	31,45,597		
iv) Maintenance of Estate	2,26,029		
	<u>1,20,72,437</u>		
T O T A L			
	<u>1,12,55,611</u>		
SCHEDULE 2			
MISCELLANEOUS EXPENSES			
i) Centre for Management in Agriculture*	1,00,020		
ii) Other expenses of Consultancy & Sponsored Research Projects	33,21,535		
iii) Research & Publication Expenses met from Government of India Grant	43,069		
iv) Chairs for Management Practice	10,356		
v) Expenditure on Research Projects met from Ford Foundation Grant for Rurpoa Budget	1,95,141		
	<u>35,05,121</u>		
T O T A L			
	<u>1,79,000</u>		
SCHEDULE 3			
AMOUNT TRANSFERRED TO RESERVE OR SPECIFIC FUNDS			
Public Systems Group Fund			
	<u>1,79,000</u>		
SCHEDULE 4 (INCOME)			
INCOME FROM OTHER SOURCES			
i) Receipt from various courses arranged during the year:			
a) Post Graduate Course	14,91,005		14,76,634
b) Short-term Programmes	24,07,597		32,77,769
	<u>39,78,592</u>		<u>47,54,403</u>
ii) Consultancy & Research Projects			
a) Consultancy Projects	29,31,833		28,40,737
b) Sponsored Research Projects	1,13,53,857		5,25,011
	<u>42,05,190</u>		<u>33,65,748</u>
iii) Income from Chairs of			
a) Gujarat State Fertilizers Co Ltd	13,964		47,089
b) State Trading Corporation	43,762		45,520
c) Industrial Finance Corporation of India (Interest)	2,14,181		2,75,970
d) Reserve Bank of India	74,941		75,000
e) Larsen & Tubro Ltd (Interest)	1,53,631		1,94,200
f) State Bank of India (Interest)	35,540		1,02,115
g) Bank of Baroda (Interest)	42,511		1,41,554
	<u>6,23,510</u>		<u>9,46,475</u>
Loss : Amount transferred for meeting expenses in the year 1951-52	4,66,910		6,19,509
	<u>1,61,592</u>		<u>3,29,937</u>
iv) Grant from Government of India, Ministry of Agriculture for Centre for Management in Agriculture received during the year	4,00,000		4,60,000
v) Scholarship from Industries	67,600		76,100
vi) Fellowship to PDMF	30,000		30,650
vii) Miscellaneous receipts	9,60,760		0,39,404
	<u>90,03,724</u>		<u>99,06,272</u>
T O T A L			

* Includes Rs. 234,354 (including Rs. 19,206 towards excess expenditure over grant from Ministry of Agriculture) met from C.M.I. Fund (Previous Year Rs. 65,045).

DATE: AUGUST 22, 1954

TRUSTEE
 V. S. VYAS
 DIRECTOR

R. C. CHIB
 ADMINISTRATIVE OFFICER

C. Ramdas
 FINANCE & ACCOUNTS OFFICER

Sorab S. Engineer & Co.
 CHARTERED ACCOUNTANTS

SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH 1981

OTHER UNMARKED FUNDS	Rs	Rs	Rs	Rs
	Balance as on 1st April 1980	Amount credited during the year	Amount debited during the year	Closing Balance as on 31st March 1981
(i) LAND AND BUILDING				
1. Donation (value of land donated by Government of Gujarat)	39,82,304	31,26,795	-	61,09,099
2. Contribution from Industries (including interest on investments)	1,47,01,695	19,69,758 (a)	-	1,66,71,453
3. Grant from Ministry of Education for Building Expenses (Government of India)	2,43,59,000	17,00,000	-	2,60,59,000
4. Grant from World Bank for Building	9,58,070	-	-	9,58,070
5. Fund from increased earnings on Revenue Account	14,14,281	-	-	14,14,281
(ii) ACADEMIC ACTIVITIES				
1. Reserve Fund for Special Programmes (to meet deficit in any programme)	37,096	-	-	37,096
2. Library Fund (Sale proceeds for some of the books from Ford Foundation and other teaching materials)	2,64,361	3,21,047	2,76,570 (b)	10,09,630
3. Donation from British Information Service for Equipment (3 per cent)	13,118	-	-	13,118
4. Fund for CMA Programmes	28,94,109	13,41,339	2,34,354 (c)	39,51,040
		1,608	50,054	3,16,712
5. Research & Publication/Development Fund	6,00,000	-	-	6,00,000
6. Donation for Regional Management Study Centre (Endowment) (Interest only to be used)	30,00,000	-	-	30,00,000
7. Chairs for Management Practices (Endowment) (Interest only to be used)	1,79,000	49,419	11,031	2,17,388
8. Public Systems Group Fund	-	-	-	-
(iii) STUDENTS AID				
1. Fund for Loan Scholarship to Students (including interest recovery)	15,07,781	42,490	-	15,50,271
2. Fund from other parties for loan scholarships to students (interest only to be used)	1,13,789	-	-	1,13,789
3. Prof. Hodge/Haynes Memorial fund (including interest on investment of the fund)	62,763	7,830	3,000	67,593
(iv) FURNITURE & EQUIPMENT				
1. Grant-in-aid from Ministry of Education & Government of Gujarat (representing expenditure on non-recurring items) (as per contra)	50,89,537	7,03,465	34,207	63,51,793
2. Grant from Ministry of Food & Agriculture for Agriculture Cooperative Programme for equipment (representing expenditure on non-recurring items) (as per contra)	44,515	-	2,778	41,737
	42,193	-	-	42,193
3. Fund for contingencies for equipment to be imported	1,14,120	24,465	-	1,38,585
4. Amount to be adjusted to the Ministry of Education, Govt. of India	40,555	-	-	40,555
5. Sale and/or written off amount from assets purchased from the Government of India and Government of Gujarat	5,67,925	10,95,428 (d)	5,65,419 (e)	9,74,832
6. Fund for expenses on Computer	-	26,122	26,122 (f)	-
7. Equipment purchased from fund for expenses on Computer (as per contra)	9,22,513	-	5,894	9,48,535
8. Grant from USAID for non-recurring items for PMA (as per contra)	1,54,714	1,71,930	-	1,40,820
9. Non-recurring expenses met from other sources	12,47,285	18,303	-	14,19,196
10. Amount to be adjusted to the Government of Gujarat on sale of assets	49,177	-	-	67,480
11. Amount to be adjusted to the Government of India, Ministry of Agriculture on sale of assets	-	4,632	-	4,632
12. Non-recurring expenses met from Library Fund (Furniture and Books)	19,41,119	2,76,570	-	22,17,689
13. Fund for equipment and furniture for Projects and Kitchen/Dining Complex	5,42,923	-	35,085 (g)	5,07,738
(v) MISCELLANEOUS				
1. Donation of Sharas of Limited Company	500	-	-	500
2. Fund for consultancy advance to faculty & staff (details for use of fund as per Balance Sheet)	1,76,000	-	-	1,76,000
3. Faculty and Staff Development Fund	5,29,579	6,051	-	5,09,650
4. House Building Advance Fund	2,00,000	2,00,000 (h)	-	4,00,000
	6,53,477,936	1,09,00,251	13,40,514	7,50,31,673
TOTAL SCHEDULE 'A'				

a. Includes interest on investment of Rs. 10,36,750
 b. Amount appropriated for purchase of Library Books
 c. Amount appropriated for purchase of Computer equipments
 d. Funds received for computer services
 e. Amount appropriated for purchase of equipment and furniture for Projects, Kitchen/Dining
 f. Amount appropriated for Income & Expenditure Account
 g. Transferred from Income & Expenditure A/c for meeting expenses
 h. Transferred from Income & Expenditure Account

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH 1981

SCHEDULE 'B'

	Balance as on 1st April 1980 Rs	amount credited during the year Rs	amount debited during the year Rs	Closing Balance on 31st March 1981 Rs
GRANT FROM FORD FOUNDATION				
For building expenditure and air-conditioning equipment	47,51,530	-	-	47,51,530
Value of books, equipment, computer etc. received/purchased from the grant (as per contra)	42,83,076	15,046	-	42,98,122
Grant for rupee budget expenses	16,05,272	2,53,190(a)	1,75,541(b)	16,77,121
			5,306(c)	
Grant for rupee expenses on computer	1,04,330	-	-	1,04,330
Write off account for books received from the grant	1,268	-	-	1,268
Fund for IIM expenses	4,49,560	-	-	4,49,560
Total Schedule 'B'	1,14,95,036	2,68,244	1,80,847	1,17,82,433

(a) Receipts for Public Systems Group
 (b) Transferred to 'Income & Expenditure account' representing expenditure on Public Systems Group.
 (c) Transferred to Balance Sheet representing expenditure on non-recruiting items.

SCHEDULE 'C'

	Balance as on 1st April 1980 Rs	amount debited during the year Rs	amount credited during the year Rs	Closing Balance on 31st March 1981 Rs
IMMOVABLE PROPERTIES				
Land at cost (received as donation from Government of Gujarat)	29,32,304	31,26,795	-	61,09,099
Land at cost (purchased)	4,72,697	-	-	4,72,697
Capital Expenditure on Building and advance to contractors for work under construction	3,77,93,200	44,17,556	-	4,22,10,756
Total Schedule 'C'	4,12,40,201	75,44,351	-	4,87,84,552

SCHEDULE 'D'

	Balance as on 1st April 1980 Rs	amount debited during the year Rs	amount credited during the year Rs	Closing Balance on 31st March 1981 Rs
MOVABLE PROPERTIES (AT COST)				
Furniture, equipment, books, vehicles, computer etc. purchased out of Grant-in-aid from the Government of India & Govt of Gujarat (as per contra)	56,32,537	7,03,463	34,207*	63,51,793
Books, equipments, computer etc. received/purchased from Ford Foundation Grant (as per contra)	42,83,076	15,046	-	42,98,122
Equipment received from British Information Service (as per contra)	13,110	-	-	13,110
Equipment purchased for computer in IIR (as per contra)	9,22,513	26,122	-	9,48,635
Equipment etc. purchased from Ministry of Agriculture Grant (as per contra)	44,515	-	2,770*	41,745
Equipment etc. purchased for PMA met from USAID Grant (as per contra)	1,54,714	-	5,096*	1,49,618
Equipment etc. purchased from other sources	1,44,969	1,36,046	-	2,81,015
Equipment purchased from fund for Equipment & Furniture for Projects and Kitchen/Dining Complex	10,90,966	35,005	-	11,25,971
Books purchased out of Library Fund	17,95,707	2,76,570	-	20,72,277
Library furniture met from Library Fund	1,55,412	-	-	1,55,412
Total Schedule 'D'	1,42,06,327	11,93,132	42,079	1,54,36,500

* Cost of equipment acquired/written off

(vii)
INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH 1981

SCHEDULE 'E'

As on 31st March 1980

	Rs.	Rs.
INVESTMENTS		
i) Long-term Fixed Deposits with State Bank of India (Endowments for Chairs, Research & Other earmarked funds)		
a) IFCI Chair Fund	7,67,500	
b) Donation for CRWS	6,87,650	
c) Larsen & Toubro Chair Fund	6,42,500	
d) Bank of Baroda Chair Fund	10,41,667	
e) State Bank of India Chair Fund	7,63,000	
f) Staff Benevolent Fund	60,500	
g) Other earmarked funds	38,000	
h) Imperial Tobacco Company Loan Fund	50,000	
i) Prof. Hegde/Haynes Memorial Fund	60,000	
j) Shri S M Shah Loan Scholarship Fund	15,000	
	<u>41,37,733</u>	41,37,817
ii) Short Term Fixed Deposits/other funds		
iii) Deposit with Public Sector Undertakings		
iv) Investment in shares (50 equity shares of Rs.10/- each of Bonasil Glass Works Ltd received as donation (Market Value Rs.1,600/-; previous year Rs.1,113/-)	500	500
TOTAL SCHEDULE 'E'	<u>2,49,44,323</u>	<u>2,49,46,311</u>

SCHEDULE 'F'

As on 31st March 1980

	Rs.	Rs.
CASH AND BANK BALANCES		
In Current Account with State Bank of India	3,22,722	
In Savings Account with State Bank of India	42,73,125	
Postage stamps on hand (including balance in Franking Machine)	16,107	
Cash on hand with Cashier (Imprest)	5,000	
Cash with hotel mess	2,493	
	<u>7,13,566</u>	45,95,848
TOTAL SCHEDULE 'F'	<u>20,27,619</u>	<u>23,600</u>
		<u>46,19,448</u>

DATE: AUGUST 22, 1981

V. S. Vyas
DIRECTOR

R. C. Chib
ADMINISTRATIVE OFFICER

C. Ramdas
FINANCE & ACCOUNTS OFFICER

Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

(viii)
INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
CONTRIBUTORY PROVIDENT FUND
BALANCE SHEET AS AT 31ST MARCH, 1981

(B)

L I A B I L I T I E S		A S S E T S	
	Rs.	Rs.	Book Value
MEMBERS ACCOUNT			
Balance as on 1st April 1980	40,76,028		
Received during the year: Subscriptions	8,02,681		
Interest	3,01,035	11,04,919	
<u>Less: Payment to employees leaving the Institute during the year</u>	<u>2,47,080</u>	<u>8,57,039</u>	49,33,067
CONTRIBUTION OF INSTITUTE			
Balance as on 1st April 1980	27,65,516		
Additions during the year: Contribution	4,89,693		
Interest	2,26,162	7,11,855	
<u>Less: Paid during the year</u>	<u>71,996</u>	<u>1,41,289</u>	5,70,566
Amount transferred to Reserve Fund	1,41,289		
Payments to employees leaving the Institute	59,537		
<u>Balance as on 1st April, 1980</u>	<u>21,996</u>	<u>400</u>	22,396
Additions during the year:			
Contribution not due to employees	52,982		
Surplus realised on maturity of investments	21,220		
<u>Less: Amount transferred to Reserve Fund</u>	<u>22,667</u>	<u>75,867</u>	52,982
TOTAL	84,19,931	84,19,931	84,19,931
RESERVE FUND			
Balance as on 1st April, 1980			
Additions during the year:			
Contribution not due to employees	52,982		
Surplus realised on maturity of investments	21,220		
<u>Less: Amount transferred to Reserve Fund</u>	<u>22,667</u>	<u>75,867</u>	52,982
TOTAL	52,982	52,982	52,982
INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDING 31ST MARCH 1981			
		INCOME	
By Interest on Investments		5,49,847	
TOTAL		5,49,847	
		EXPENDITURE	
To Interest paid during the year		5,27,200	
To Surplus transferred to Balance Sheet		22,647	
TOTAL		5,49,847	

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

V. S. Dhas
 Director

1st August 22, 1981