

Twenty - Second Annual Report

April 1, 1983 to March 31, 1984



विद्याविनियोगाद्धिकासः

I I I M I

AHMEDABAD

INDIAN INSTITUTE OF MANAGEMENT
AHMEDABAD

CONTENTS

	Ravi J. Matthai - In Memoriam	i
I.	The Year in Retrospect and Prospect	1
II.	Board, Society and Personnel	17
III.	Post-Graduate Programme in Management	24
IV.	Fellow Programme in Management	32
V.	Faculty Development Centre	34
VI.	Research and Publications	35
VII.	Management Development Programmes	43
VIII.	Centre for Management in Agriculture	52
IX.	Public Systems Group	61
X.	Centre for Regional Management Studies	70
XI.	Information Systems and Computer Group	74
XII.	Alumni Relations and Activities	81
XIII.	Facilities	84
	APPENDICES	

RAVI J. MATTHAI

IN MEMORIAM

Professor Ravi Matthai, who passed away on February 13, 1984, embodied the qualities of an outstanding institution builder, an innovator of repute, and a warm and sensitive individual.

Born on August 6, 1927 and educated at the Doon School and the Allahabad and Oxford Universities Professor Matthai was a business executive in the early part of his career. In 1963 he entered the academic career when he joined the Indian Institute of Management, Calcutta, as a Senior Professor. In 1965 he was invited to take up the Directorship of the Indian Institute of Management, Ahmedabad (IIMA). He soon established himself as a pioneer of management education and an enlightened academic administrator.

Professor Matthai's dynamic leadership of IIMA in its formative years must be counted as his major contribution to the professionalization of management in India. The basic educational programmes of IIMA borrowed heavily from the well known model of the Harvard Business School. His major contribution was in building and facilitating the adaptation of this model at IIMA which resulted in what is regarded today as the

II

premier post-graduate programme in Management, not only in this country but in the entire third world. It is a mark of his leadership that in dealing with a powerful and established collaborator -- the Harvard Business School -- he acted with foresight and sought to negotiate on equal terms. He gave considerable support and encouragement to the faculty to undertake field work to develop cases and other teaching materials based on Indian problems and experiences.

Deliberate efforts were made to create strong linkages with industry, both to gain opportunities to research on their problems and acquaint them with the work of the Institute. He also paid a great deal of attention to the task of attracting industrial organizations to visit the campus and recruit students. Today there are many who are envious of the attractive job prospects available to students of IIMA and similar institutions.

Another important development in IIMA for which Ravi Matthai will be known is to establishment of the Centre for Management in Agriculture. This was the culmination of an unique experiment initiated in IIMA to apply management concepts and related tools to the problems of the agriculture sector of the economy. Today it is known for its research contributions and its graduates who are working in different

III

agro-industrial enterprises, financial institutions, and voluntary agencies in the country.

Perhaps the most enduring contribution of Ravi Matthai to IIMA is the style of managing an educational institution. His sensitivity, openness, and imagination undoubtedly contributed to a management style which was highly participative and supportive of the members of the academic community. He would spend a great deal of time discussing major issues with the concerned groups whether they be faculty or students. Solutions to problems and new guidelines emerged out of these deliberation. Norms and regulations were forged through a learning process.

He was a builder of men. His decision to step down from the directorship of IIMA in 1972 and stay on as a professor added to his stature. As a leader, his primary focus was on facilitating the growth of others.

Though his work was limited to IIMA in the early years, his institution building activities went far beyond IIMA in the 70s. He was actively involved in the development of other institutions not only in the field of management but also other arenas. The original document outlining the strategy for the new IIM in Bangalore was prepared by Professor Matthai at the invitation of the Union Ministry of Education.

As a member of the Indian Council of Social Science Research and the All India Board of Management Studies, he actively influenced the thinking of leaders in many educational and research institutions. He worked with several universities, schools, and educational institutions to restructure and reorient their work. In later years, he spent considerable amount of time in developing institutions concerned with rural change. His own action research and innovative educational experiments in creating a self-reliant community in Jawaja, Rajasthan, where he lived and worked with villagers, and his active role in the creation of the new Institute of Rural Management in Anand represent the continuation of his mission to build dynamic and socially relevant institutions of learning in this country. His most recent action research project was to explore how poor rural communities could be mobilised to demand services from the bureaucracy.

Besides all this, what set Ravi Matthai aside from others was his personality. He was a warm, sensitive and courageous human being. His ability to listen, inspire and "touch" people through the little things he did and said was a unique quality that very few individuals are blessed with. Students and staff

have often commented on his healing touch. His severe heart ailment which persisted for years did not leave even a trace of bitterness in him nor diminish his commitment to work and his concern for the problems of others. In his untimely death, his numerous colleagues and students have lost a rare and sensitive friend, and the country an outstanding institution builder.

I THE YEAR IN RETROSPECT AND PROSPECT

As in the past, the activities of the Institute during the year continued to centre round the Post-Graduate Programme in Management, the Management Development Programme and the Research and Consultancy activities of the faculty and, to a lesser extent, around the Fellow Programme in Management and the Faculty Development Programme. These programmes and activities are reviewed in detail in subsequent chapters of this Report. This introductory chapter, therefore, highlights only those aspects of recent experience which draw attention to the need for some appropriate changes in emphasis or direction in the years to come.

The year began with a rather serious dilemma in regard to admissions to the 1983-85 Post-Graduate Programme in Management. A graduate degree with at least 50% marks is a requirement for admission to the course. In the past, evidence as to the satisfaction of this requirement was not insisted upon at the time of registration. Experience showed, however, that a significant proportion of the students failed to - or did not care to - produce such evidence even till the time of graduation. It was, therefore, decided to insist that the

degree and marks requirements must be satisfied at the time of registration. Given the disturbed conditions in several universities and some parts of the country, however, it was found that a significant proportion of the students who had otherwise qualified for admission could not produce the mark-sheet on time due to delay in holding examinations which was, in most cases, for no fault of the student body as a whole. For the year in question, the bulk of the problem was resolved by not insisting on detailed mark-sheet and by relying simply on a statement from recognised university authorities that the student had obtained at least 50% marks in a degree examination. But the anomalies - and the sense of perceived grievance - resulting from the unfortunate consequences of deteriorating standards of discipline in our universities as also of other dislocating factors persist and it would be necessary to keep this matter under review in the light of experience.

The academic content of the Post-Graduate Programme was reviewed as a part of the work of the Committee on Future Directions. There was general agreement that the programme as present conceived had proved highly beneficial and that it should not be radically altered. Rather, we should build

upon its known strengths. In this connection, everything possible needs to be done to strengthen the faculty on a durable basis not only in the Marketing and Finance Areas but also in Economics and Business Policy - particularly in those areas which deal with legal, social and economic policy and environment. While the Institute's commitment to management of non-traditional or non-profit organisations and activities (generally outside organised business) should remain and should indeed be strengthened, it is not necessary to further this objective through all instruments at our disposal. At the present stage, it is not so much teaching at the PGP level but teaching at other levels and indeed research and consultancy which offer better scope for honouring this commitment; and by the same token, some variation in the work-mix of different faculty members should be accepted as a logical corollary. In this connection, the role of the Special Programme in Agriculture still remains uncertain; and it is necessary to decide soon whether it should continue as at present or as one of the optional programmes in the second year without any separate criteria for initial admission. The need for similar optional programmes in major sectors of industry or in public systems needs also to be considered seriously.

During the year, the Placement Committee made a critical review of their experience in the light of the criticisms often made of our PGP products once they leave the Institute and start an active career. While much of the public criticism is misplaced or exaggerated, the Committee made a number of valuable suggestions to improve matters; and these are under implementation. In this connection, it is noteworthy that the Institute's practice of candid and regular review of all its activities sometimes leads to ill-informed and even malicious public comment through unauthorised leakage of documents meant for internal discussion which can only be understood properly by those who know the context. Even so, the practice is highly commendable and to be continued.

In recent years, there seems to be a tendency for a few students to fail to cope with our academic requirements in the prescribed period of two years. This is due largely, though by no means entirely, to the somewhat different standards of admission adopted for SC/ST and SPA students. It would be necessary to ensure that certain minimum, even if relaxed or different, standards of admission are applied for everyone. Even so,

in keeping with the obligations accepted by society, the Institute also will have to consider if it should not accept the obligation, without compromising on its standards for degree qualification, of training a few students over a longer-than-two-year-span for the same course requirements.

An Inter-IIM Committee has been appointed to review the orientation of the Common Admissions Test. Our Institute has welcomed this initiative and is participating in the Review. The Institute hosted this year the inter-IIM meet in which students from three IIMs participated in various social, cultural and academic activities. It is gratifying to note that the performance of our students on the home ground was distinctly better than in the previous year at Calcutta. Opportunity of the inter-IIM meet was taken to improve a number of amenities on the campus for the students. Similarly, steps have been taken to counteract the increasing incidence of pilferage and theft from the dormitories. We have also been fortunate so far, with the cooperation of all concerned, to keep hepatitis away from the Campus.

The Management Development Programme is an effective area of our efforts to promote continuing education. The range and

mix of the programmes is being adjusted to suit changing needs. Six of the programmes were new; two of these were international in scope. Mention may also be made of the fact that the facilities now available at the Kasturbhai Lalbhai Management Development Centre make it possible to organise a wide range of activities, including half-day or one-day or two-day seminars on matters of public interest. The holding of the Advanced Management Programme for very senior public sector executives, including Managers and General-Managers, is a land-mark and the opportunity has been taken to improve and reorganise the facilities available at the Centre mainly to promote greater interaction among the participants and to ensure greater privacy and comfort. With the improvements now underway, it has been decided to bring the three-tier programme for senior managers (both public and private sector) also to the campus in the coming year, thus bringing all our activities together at one point. Even so, the K.L. Management Centre needs further development urgently to include a few more class-rooms, audio-visual facilities, computer terminals and additional accommodation including some which can house visitors who can come with their family and stay for a few months as resource persons. The administrative arrangements for running the Centre also need to be strengthened. An auditorium - or at least a

suitable modification of class room-324 - would also meet a long-felt need.

This year's report gives a detailed, if somewhat cryptic, report on the research activities of different faculty members whether financed by the Institute or by other agencies. The role and functions of the Research Programme Committee have been reviewed with a view to strengthening this part of our activity and making it a more cooperative and an integrated effort. A number of procedural and other decisions have been taken to this end and the same are under implementation. The line of demarcation between research and consultancy often gets blurred - as also the line between work that can reasonably be done only during leave without pay and that which should be undertaken normally as consultancy or research. An attempt has been made to establish rules and procedures in these areas which would make for greater efficiency and equity without sacrificing the essential degree of flexibility so vital in an academic endeavour. The precedents set in this respect, however, will need to be kept under review in the light of experience and those in operation at any given time will have to be made known to all concerned as transparency is of paramount importance in an institution sustained by peer culture more than by anything else.

Mention may be made in this connection of the work done during the year to bring up-to-date the various manuals prescribing the administrative and financial procedures and rules that are being followed - or ought to be followed - in the running of the Institute. Both the faculty and the administrative staff have cooperated in this effort and the results, after consultation with all concerned, will be made available to everyone in a convenient form. In some cases, such as Evaluation, this effort has yielded a new and carefully devised procedure which has already been implemented with satisfactory results. It is hoped that the new rules on financial procedures just circulated will be similarly received and elicit cooperation of all concerned. Steps are also being taken to undertake a fresh review of the job-content of different posts with a view to bring about a more efficient and coherent structure of administration.

Among other programmes, the Centre for Management in Agriculture, the Public Systems Group and the Centre for Regional Management Studies have had an active and fruitful year. The Computer Group has undertaken, in cooperation with a number of other institutions and under the aegis of the Government of India

and the UNDP, a large new programme for enlarging training and research facilities. There was no agreement, during the discussion on the Report of the Committee on Future Directions, on the Computer Group being converted into a Centre - mainly because it was not clear how a Centre would differ from a Group particularly now when even the Centre for Management in Agriculture is being increasingly integrated into the general financial and administrative structure of the Institute. In academic matters, even a Group or an Area enjoys as much independence as a Centre. Nevertheless, it is clear that the work of the Computer Group is becoming increasingly important and its expansion needs to be facilitated. This is being done. As a first step, the Group, instead of being a part of the P&QM Area, is proposed to be converted into an area by itself. Its staff and equipment facilities are also being strengthened. An appropriate and preferably separate accommodation is the next most urgent necessity for the Computer Group or Area.

The Fellowship Programme in Management has now settled down reasonably well in the Institute. There still seems to be some problem in attracting suitable candidates and in making

them stay the course. The "Future Directions" discussions were not very instructive on what needs to be done in this regard and the newly constituted Committee on the Fellowship Programme will have to devote attention not just to the efficient running of this programme but also to its thorough review. The new Faculty Development Programme Committee has already reviewed this programme, noted its various deficiencies and have made suggestions for improvement. As some of these require government support, reference has already been made to government in this regard. Meanwhile, action within the purview of the Institute has been taken.

The scope of the Kasturbhai Lalbhai Chair in Management/ Entrepreneurship has been agreed upon with the innovation that part of the funds can be used for offering facilities such as housing on terms more adequate than usual in order to attract the right kind of person. Steps to fill the Chair are being taken. Similar flexibility would be welcome in respect of the arrangements concerning other Chairs. There is need also to seek new incumbents for some of the existing Chairs such as the Larsen & Toubro Chair, the Reserve Bank of India Chair and the State Bank Chair. The GSFC, while terminating the arrangements for a Chair, have agreed to provide assistance in an appropriate alternate form.

The Committee on Future Directions has made a number of suggestions for strengthening the top management structure at the Institute which remain to be implemented. There is urgent need to have more than one Dean and a Committee on External Relations. I have myself often urged the formation of a Senior Management Committee - drawn from faculty and staff - which should meet routinely once a week at the prescribed time with the Director or Dean or the senior-most member present presiding and with an unstructured agenda to permit review of whatever needs attention at the time. Some academically-oriented junior staff to assist the Director and the Dean/Deans would also improve matters as many things now go by default for want of an input of this kind. For example, last year's annual report had promised a review of our consultancy work to be included in this year's report. This promise could not be kept for want of the right kind of help. In fact, the entire arrangements for the preparation of the Annual Report - and similar documents requiring an understanding of all that constitutes the essence or the spirit that binds together and propels the Institute - leave much to be desired. The tenure of some of our Committees (e.g. the Research Programmes Committee) and of some of our functionaries (e.g. the Dean) is much too short, at two years, to permit any reasonable degree of continuity - let alone creativity. There also needs to be some

convention that Committees with Executive Committees (e.g. the PGP Committee) should be prepared to delegate effectively much of their work to the latter.

On the academic side, other noteworthy events were the Vikram Sarabhai Lecture delivered by Prof. W.W. Rostow on the Fourth Industrial Revolution and the return to the campus after a lapse of many years by Mr. Prakash Tandon to deliver the 1984 Convocation address. Mr. Ram D. Malani delivered a lecture on "Management Education and Professionalization of Management in Family Business in India" under the Institute's lecture series.

The relations with the Government of Gujarat and the Government of India continue to be cordial, and both have shown great understanding in meeting our unique needs. The grant from the Government of India continues to be consistent with the needs of an academic institution striving to maintain the highest standards of excellence and relevance. There is, however, need for greater understanding in some respects, notably Government rules as they affect travel for academic purposes. The rules governing foreign travel are vague, to say the least, and we hope the suggestions we have made will

be accepted as they recognise both the needs of the Institute and the larger interest of the country. The budgetary provision for travel - as also for the library and for holding academic seminars - is also unduly constricting. For the time being, the generous two-year ad hoc grant from the Ford Foundation aggregating \$50,000 has helped meet urgent needs. But more regular support from the Government for such vital needs would be most welcome.

Another area requiring greater Government support relates to maintenance of our buildings and assets and for much needed development of new infrastructure. After more than twenty-years of existence and with the growing pressure of population on the campus, many of our facilities, including housing, administrative buildings, dormitories, sewerage, water-supply, communications, power etc., are in need of urgent repairs and replacement. An appropriate once-for-all grant for this purpose followed by regular budgetary provision for maintenance every year are absolutely essential if our beautiful campus is not meet the same fate as so many other marvels of Ahmedabad architecture.

A noteworthy feature of the year was the completion of some of the houses on which work was started some eighteen months

ago, with the prospect of some more being completed soon. While this expansion of housing on the campus is welcome, there is need to build more houses in all categories, particularly for being earmarked for such occupants whose duties require them to be on campus. While specific rules of allotment of houses are necessary, there has to be some flexibility to take account of the urgent needs of the Institute which cannot take second place to that of any individual member or group of the Institute family.

The Capital Grants from Government, of late, have been irregular and not in relation to any approved programme. To avoid repetition of this, we have submitted detailed proposals outlining our urgent needs which can form a part of the Education Ministry's Seventh Five Year Plan. It is fervently to be hoped that our submission will receive sympathetic and urgent attention.

Barring one unfortunate episode arising from misunderstanding of the intentions of the management, the relations with both the Unions representing our staff have been reasonably satisfactory. The Staff Welfare Committee have had a useful year and it has been possible to find some additional resources to enable them to function meaningfully. Their efforts to get

some land with the good offices of the Gujarat Government for construction of houses owned by our staff and faculty have not yet been successful with the usual story of the outcome of their efforts being so near and yet so far. It is to be hoped that the Government of Gujarat will implement soon the decision in this regard which they have all but taken. Meanwhile, the procedure for the allocation of the rather small grant from the Government of India for housing loans has been finalised.

We have also to record with sadness the passing away of our first full-time Director and in many ways the chief architect of what the Institute is today - Ravi Matthai. Much has been said already in the Institute's publications and elsewhere about Ravi's uniquely rich personality and contribution. Here, we will only note that several decisions have been taken to honour suitably Ravi's memory and that we look forward to the cooperation of his many friends and admirers in ensuring that the publications, seminars, memorials etc., which are under preparation and consideration would be worthy of this man who managed to be supremely effective, while being equally and universally loved and admired.

The year also saw the retirement of Prof. D.K. Desai, the chief architect of the CMA, and the resignation of our second and much respected Director, Prof. Samuel Paul who has joined the World Bank as Adviser on Management. To enhance this sense of change, we will also soon miss the guidance and leadership of the Chairman of our Board of Governors, Shri Keshub Mahindra, who for 10 long years has steered this Institute skilfully through many a difficult situation, preserving our unity and integrity, raising our sights and sense of responsibility - and achieving all this almost imperceptibly and with great wit and good humour.

It is time for me also to say good-bye and to thank all my colleagues in the Institute fraternity for their unfailing kindness and cooperation and for making this rather brief encounter a very rewarding one for me. For Prof. N.R. Sheth, our new Director, my very best wishes for a long and happy stewardship of an Institute which still remains an island of excellence and unique endeavour from which it seeks to build bridges of cooperation with all that surrounds it.

1st July, 1984

I.G. PATEL
DIRECTOR

II BOARD, SOCIETY AND PERSONNEL

Board

Mr. K. Shivraj, Chief Secretary to the Government of Gujarat, was appointed as member of the Board to represent the Gujarat Government, in place of Mr. H.K.L. Capoor.

Mr. K.P. Yajnik, Secretary (Education), was appointed as member of the Board to represent the Gujarat Government in place of Mr. M.N. Buch.

Mr. M.S. Srinivasan, Joint Educational Adviser (T), Ministry of Education and Culture, New Delhi, was nominated to represent the All India Council of Technical Education on the Board and the IIMA Society in place of Mr. P. Sabanayagam.

Mr. A.N. Lalbhai, Chairman and Managing Director, Arvind Mills Ltd., Ahmedabad; Mr. Jaykrishna Harivallabhdas, Chairman, Ambica Mills Ltd., Ahmedabad; Mr. A.H. Tobaccowala, Chairman, Voltas Ltd., Bombay; and Mr. R.P. Goyal, Chairman, State Bank of India, Bombay, were elected to represent the IIMA Society on the Board of Governors for two years. Mr. R.P. Goyal subsequently resigned from the Board in view of his resignation from the State Bank of India. Mr. V.N. Nadkarni, Chairman, State Bank of India, was elected to represent the IIMA Society for the remaining period.

Joint IIMA Society and Alumni Conference

A joint IIMA Society and Alumni Conference was held on March 23-24, 1984, at the IIMA campus. The theme of the Conference was "Manager and the Seventh Plan". It was inaugurated by Shri Sanat Mehta, Minister of Planning, Finance and Labour, Government of Gujarat. About 100 people attended the Conference. Those who spoke at the Conference included:

- Mr. Prafull Anubhai, Rustom Mills & Industries Ltd.
- Prof. L. R. Bhandari, IIMA
- Mr. V.R.S. Cowlagi, Government of Gujarat
- Mr. Darius Forbes, President, IIMA Alumni Association
- Prof. V. R. Gaikwad, IIMA
- Prof. R. S. Ganapathy, IIMA
- Prof. Anand P. Gupta, IIMA
- Prof. G. R. Kulkarni, IIMA
- Mr. Arvind Narottam Lalbhai, The Arvind Mills Ltd.
- Prof. V.L. Mote, IIMA
- Dr. I.G. Patel, IIMA
- Prof. Samuel Paul, IIMA
- Prof. J. K. Satia, IIMA
- Prof. Manu Shroff, IIMA
- Mr. H. K. Verma, Claridge & Company Ltd.
- Mr. N. Vittal, Gujarat Narmada Valley Fertilizer Company Ltd.

PersonnelVisiting Faculty

A.M. Isaac joined the Finance and Accounting area on July 5, 1983, as Visiting Professor. Before joining the Institute he was University Professor of Management Information Systems at College of Business and Public Administration, Governors State University, Illinois, USA.

R.N. Kanungo joined the Organizational Behaviour area on February 6, 1984, as Visiting Professor. Before joining the Institute he was Faculty of Management at McGill University.

Regular Faculty

Gyan Chandra joined the Finance and Accounting Area of the Institute on August 1, 1983 as Professor. Earlier he was Professor at the School of Business Administration, Miami University, Florida.

V. Raghunathan, Visiting Faculty in the Finance and Accounting Area from May 3, 1981, has been offered the regular position of Assistant Professor from May 3, 1983.

Suresh Ankolekar, Visiting Faculty in the Information Systems and Computer Group from June 23, 1982, has been offered the regular position of Assistant Professor from June 23, 1983.

Sipra Mukhopadhyay, Visiting Faculty in the Marketing Area from July 12, 1982, has been offered the regular position of Assistant Professor from July 12, 1983.

Resignations

Professors Rakesh Khurana, Subhash C. Mehta, and Samuel Paul resigned from the Institute during the year.

Professors A. M. Isaac and R. N. Kanungo left the Institute after expiration of their term at the Institute.

Faculty Development

Professor P. S. Sachdeva continued his doctoral studies at the University of Pennsylvania.

Professor S. G. Joag continued his doctoral studies at the Oklahoma State University.

Outside Assignments

<u>Name of the Faculty</u>	<u>Assignment</u>	<u>Period</u>
Prof. T.V. Rao	L&T Chair Professor Xavier Labour Relations Institute Jamshedpur	October 15, 1983 to October 14, 1985
Prof. Ramesh Gupta	Visiting Professor Ohio State University	September 1, 1983 to June 30, 1984

Prof. U. K. Srivastava	Asian Development Bank Manila	April 4, 1983 to June 18, 1983
Prof. C.G. Ranade	IFPRI Washington	June 1, 1983 to May 31, 1985
Prof. G.M. Desai	IFPRI Washington	April 20, 1983 to June 18, 1983
Prof. C.D. Wadhva	Economic Adviser BHEL New Delhi	July 11, 1983 to June 30, 1985
Prof. N. Ravichandran	Visiting Professor ESSEC France	October 2, 1983 to end of the first second year term 1984
Prof. Indira Parikh	Visiting Associate Professor, Dept. of Bus. Admn., Texas	December 16, 1983 to March 31, 1985
Prof. I.M. Pandey	Professor NIBM, Bombay	January 2, 1984 to June 15, 1985
Prof. S.R. Ganesh	Director Bharatidasan Institute of Management Trichirapally	November 1, 1983 to October 30, 1984
Prof. Ifzal Ali	Economist Asian Development Bank Manila	February 15, 1984 to February 14, 1985
Prof. V.K. Gupta	Food and Agricultural Organization Rome	March 26, 1984 to September 25, 1984

The leave of absence granted to Professors Mohan Kaul, and V.S. Vyas was further extended to February 24, 1985 and January 15, 1985 respectively. Prof. Udai Pareek's extension of leave is under finalization. Prof. Manendra Mohan was granted sabbatical leave for the academic year 1983-84.

Vikram Sarabhai Memorial Lecture

The eighth Vikram Sarabhai Memorial Lecture was delivered by Professor Walter W. Rostow, a distinguished economist, economic historian, and political theorist, on October 18, 1983. He spoke on "India and the Fourth Industrial Revolution." His Excellency the Governor of Gujarat, Professor K.M. Chandy, presided over the function.

In the course of his lecture, Prof. Rostow referred to three major characteristics of what he called the "Fourth Industrial Revolution." First, unlike any other industrial revolution in the past, it is closely linked to basic sciences. Secondly, the revolution will affect basic industries. The third characteristic is that this revolution is immediately relevant in different degrees to the developing regions as well as to the advanced industrial countries. Prof. Rostow, however, felt that the Indian absorption of the Fourth Industrial Revolution at the moment was hindered to some degree by its slow rate of growth, its high capital output ratio, low capacity of utilization in certain industries, excessive brain drain and several such problems. He at the same time recognised the extraordinary achievement made by India in the fields of agriculture, life expectancy, diversification of Industry and education even though the country had a long way to go.

IFCI Lecture

The Third Annual Lecture by Professor S.C. Kuchhal under the IFCI Chair Professorship was delivered on March 26, 1984 on "Financial Behaviour of Growth Companies." He identified companies having a record of faster growth with a view to analysing their financial behaviour over a period. The magnitude and sensitivity of the productivity of capital employed were examined along with the pattern of assets formation and risk of reliance on debt financing. He emphasized on evolving a viable combination of operating and financial leverages.

Endowed Chairs

Professors Udai Pareek, S.C. Kuchhal, Ranjit Gupta, N.C.B. Nath, and G.R. Kulkarni respectively continued to hold the Larsen and Toubro Chair in Organizational Behaviour, the IFCI Chair of Management, the SBI Chair of Rural Development, the STC Chair in International Trade, and the Bank of Baroda Chair in International Banking and Finance.

III POST-GRADUATE PROGRAMME IN MANAGEMENT

The Twentieth Session of the Post-Graduate Programme in Management (1983-85 Batch) began on July 1, 1983, with an enrolment of 197 students. Sixteen first year students discontinued their studies during the year for various reasons.

The first year class strength at the end of the year was 182, which included one student of 1982-84 session who was granted leave of absence for one academic year on medical grounds and permitted to rejoin the programme during the third term of the academic year 1983-84. The 1983-85 batch includes 22 students belonging to SC/ST. Out of 182 students in the first year programme, 29 will specialize in agricultural management during the second year of their studies.

The Second Year Programme (1982-84 batch) commenced on June 26, 1983 with an enrolment of 164 students. One second year student who took ill during the second term was granted one year's leave of absence. Out of the 163 students in second year, 19 belonged to SC/ST, and 25 specialized in agricultural management.

Preparatory Programme

Fourty three candidates who were identified to be deficient in basic mathematics and/or communication on the basis of their academic background, performance in the admission test, and interviews were called to attend the Preparatory Programme which was held from June 1 to 21, 1983. Most of these candidates belonged to the weaker sections of society.

Curriculum

In the first year of the programme 22 compulsory courses, 7 each in the first two terms and 8 in the third term were offered.

In the second year (General), 36 elective courses were offered in addition to a Two Unit Compulsory course in Business Policy. Moreover, 94 students studied one-term project courses in the areas of their interest and 2 students pursued a Course of Independent Study equivalent to two units of courses.

In the second year programme (Specialization in Agricultural Management), 9 compulsory courses inclusive of a project course and 10 elective courses were offered.

Institute Lecture Series

In this year's lecture series Mr. Ram D. Malani, Chairman and Chief Executive, Blue Star Limited, Bombay, delivered a lecture at the Institute on October 28, 1983. The theme was "Management Education and Professionalization of Management in Family Business in India : Lessons and Reflections from the Experience of Blue Star."

Students' Exchange Visit

During the last few years, the students of IIM, Ahmedabad, Calcutta, and Bangalore have been paying goodwill visits to the other Institutes in rotation. During the current academic year, IIMA hosted the visit from October 14 to 17, 1983. Students from the three IIMs had participated in events such as sports, debates, management games, and other social, cultural, and academic activities.

Admission of Foreign Students

As part of the exchange programme IIMA has entered into with ESSEC Graduate School of Management, France, three students were permitted to attend the Second Term of PGP II and take regular courses with IIMA students. The grades obtained by them were communicated to their parent institution which had recognized IIMA's courses as equivalent to their own.

Graduation of 1982-84 Batch

One hundred and fifty seven students of the 1982-84 class including 23 students with specialization in agricultural management were awarded the Institute's Post-Graduate Diploma in Management at the 19th Annual Convocation on March 25, 1984. Shri. Prakash L. Tandon, President of the Board of Governors of the National Council of Applied Economic Research, New Delhi, delivered the Convocation Address. The following students received the "Indian Institute of Management, Ahmedabad Medals for Scholastic Performance":

PGP (General)

Mr. Sunil Gulati
Mr. Jagdish Rao P.

ADMISSION

The Post-Graduate Programme commencing July 1984 attracted 8,038 applications. The comparative figures for this year and the last year are given below:

	<u>1984-86 Batch</u>	<u>1983-85 Batch</u>
General	7,291	6,671
SC/ST	377	369
SPA	370	429
	<u>8,038</u>	<u>7,467</u>

Details of the number of applications received, candidates called for interview, selected, and recommended for the Preparatory Programme are given below:

	<u>General</u>	<u>SC/ST</u>	<u>SPA</u>	<u>Total</u>
Applications received	7,291	377	370	8,038
Called for interview	440	84	82	606*
Selected	171	35	27	233*
Recommended for preparatory Programme	27	23	22	72

*includes one foreign applicant.

In addition, 29 candidates were put on the waiting list.

Relaxations were given to the SC/ST applicants in all segments of the selection procedure.

TEST ORIENTATION

An inter-IIM Committee was appointed to review the test orientation. The Committee would be submitting its recommendations by the end of June 1984. Professors M. Raghavachari and M.N. Vora represented IIMA in the Committee.

FINANCIAL AID

Loans

This year loan applications were not recommended to the SBI and no loans were granted from the IIMA Loan Fund because many nationalized banks were giving loans to students for higher studies at a slightly lower rate of interest. Moreover, it was easier for the students to obtain loans and complete the formalities speedily at bank branches located at the students' home-towns.

Vigorous efforts were made to recover the outstanding loans granted from the IIMA Loan Fund. Out of 105 loan recovery cases, an amount of Rs. 1,78,816.43 was recovered and 74 cases were closed. The remaining 31 cases were being pursued.

Scholarships

A. Industry Scholarships

Thirty industry scholarships were awarded as follows:

1. General industry scholarships

Fourteen students from the first year (1982-84 batch) and 13 from the second year (1981-83 batch) were awarded scholarships of Rs. 3,500 each for the academic year 1982-83.

2. Bank of Maharashtra Scholarships for SC/ST Students

Two scholarships of Rs. 3,500 each for poor SC/ST students were awarded to one first year and one second year student for the academic year 1983-84.

3. Dena Bank scholarship for SPA students

One scholarship of Rs. 3,600 was awarded to a second year student who stood first among the SPA students in 1982-83.

B. Faculty Memorial Scholarships

One first year student of the 1982-84 batch was awarded the B.K. Hegde Memorial Scholarship of Rs. 3,000 for 1982-83, and one second year student of the 1981-83 batch was awarded the Warren Haynes Memorial Scholarship of Rs. 3,000 for 1982-83.

C. Government of India Merit-cum-Means Scholarships

Twenty students from the first year and fifteen students from the second year were awarded Government of India scholarships of Rs. 2,200 each for 1982-83.

D. IIMA Scheduled Castes/Scheduled Tribes Scholarships

Twenty-three SC/ST students from the first year and 19 SC/ST students from the second year were awarded scholarships of Rs. 1,500 each for 1983-84. Of these students, 12 from the first year and 9 from the second year were given waiver of tuition fee and room rent of Rs. 950.

Permanent Placement

Nearly 30 organizations were invited to give pre-placement presentation to the graduating students. On-campus interviews were held during March 1984. Out of 164 students who graduated in April 1984, 145 students (and four alumni) sought placement assistance. All except four students had finalized their placement before the convocation. This year 190 organizations come forward with job vacancies and 92 organizations (15 public sector, 70 private sector, and 7 foreign private sector) conducted interviews on the campus.

Summer Placement

The summer placement programme is being given a sharper focus in consonance with the academic requirements of the second year of the PGP. Efforts were continued to ensure a healthy balance between the project work during the summer training and exposure to the functioning of the organization.

Summer placement was provided to 188 first year students (including 6 Fellow Programme students). They were placed in 75 organizations for a period of eight to ten weeks.

IV FELLOW PROGRAMME IN MANAGEMENT

So far, 56 students have completed the requirements for Fellow Programme in Management; another 46 students are at various stages of the programme.

ADMISSION

For the 1983 FPM, 367 candidates applied, from which 67 were called for Interview. Admission was offered to 15 students and 11 joined the Programme in July 1983.

For the 1984 FPM, 346 applications were received.

IFCI Award

The Industrial Finance Corporation of India (IFCI) Dissertation Proposal Awards (Rs. 2000 each) for 1983-84 were won by the following Students:

<u>Name of Students</u>	<u>Thesis Proposal</u>
P. P. George	Diversified Indian Companies: Financial Performance and Policies
P. B. Nagananda Kumar	Work Dedication and Employee Performance
J. Ramachandran	Behaviour of stock Market Price: Trading Rules, Information and Market Efficiency
Mithileshwar Jha	An Attribution Theoretical Analysis of Consumer satisfaction/ Dissatisfaction with Product

FAIR Research Grant

The Foundation to Aid Industrial Recovery (FAIR) Grant of Rs. 2000 for 1983-84 was given to the following student:

<u>Name of the Student</u>	<u>Thesis Proposal</u>
S. B. Gandhi	Management Control Systems for Construction Project

Conferment of Title

The following students were awarded the title "Fellow of IIMA" at the March 1984 Convocation:

<u>Name of Students</u>	<u>Thesis Title</u>
P. K. Bhaumik	A Multi-Objective Framework for the Project Selection Problem using Goal Programming
Madan Pant	Multi-Product Scheduling under Multiple Resource Constraints: An Experiment Investigation
R. Padmanabhan	Investment, Profits, and capacity Utilization in the Indian Cement Industry
M. Vijayaram Raju	New Product Introduction Processes in Indian Consumer Goods Industry

Placement

Of the four Candidates who have been awarded the title of "Fellow of IIMA" during the 1984 convocation, two have joined academic institutions and two have accepted offers from industry.

V FACULTY DEVELOPMENT CENTRE

The FDC offered the Fifth Faculty Development Programme (FDP) in Management from June 25, 1983 to April 9, 1984. There were seven participants from various educational institutes in India and two participants from Tribhuvan University, Kathmandu.

The FDC Committee has finalized its plan for 1984-85 which includes short duration programmes and seminars besides the sixth FDP. Promotional work for these activities is being undertaken.

VI RESEARCH AND PUBLICATIONS

At the end of the academic year 1982-83, seven research projects and 13 seed money projects sponsored by the Research and Publications Committee were in progress. During the academic year 1983-84, four seed money projects were initiated. Four research projects and five seed money projects were completed and one seed money project was dropped during the year. The remaining three research projects and 11 seed money projects were in progress. The details are given below:

Seed Money Projects Initiated

Ganesh, S. R., "Vision, Net Working and Motivation: Impact of Leadership Actions on Enterprises Development."

Kanungo, Rabindra N., "Work and Family Involvement among Employees belong to Dual and Single Career Families."

Monappa, A., "The P&IR Job: Its Content and Scope."

Dixit, M. R., "Sources, Analysis, and Reporting of Environmental Information in Large Sector Corporations."

Research Projects Completed

Sheth, N. R., "Management of Industrial Conflict."

Ali, Ifzal, "Export Incentives for Export Growth."

Singh, Ramadhar, "Prediction and Postdiction in Social Judgements."

Pandey, I. M., "The Pattern of Financial Leverage: A Cross-Section Study of Indian Quoted Companies."

Seed Money Projects Completed

Ravichandran, N., "Reliability of Relays Used in Power Systems."

Chaudhuri, Shekhar, "Management of Technology in a Regulated Economy."

Misra, Sasi B., "Involvement on the Job and Work-in-General."

Kanungo, Rabindra N., "Work and Family Involvement among Employees belong to Dual and Single Career Families."

Tripathy, A. and Raghavachari, M., "Optimal Scheduling of Mail Vans in Ahmedabad."

Seed Money Project Dropped

Raghunathan, V. and Barua, S.K., "A Study of the Behaviour of Commodity Prices."

Research Projects Funded through Outside Agencies (Excluding those undertaken by CMA, PSG, CRMS)Research Projects in Progress

Pestonjee, D.M., "Motivation and Job Satisfaction."
Sponsor: University Grants Commission.

Kulkarni, G.R., Srivastava, U.K. and Mehta, Rajeshwari, "A Systems Study of Marine Foods Industry in India."
Sponsor: M. Visvesvaraya Industrial Research and Development Centre, Bombay.

Kuchhal, S.C., "Capitalization of Interest on Long-term Borrowings and Revaluation of Fixed Assets." Sponsor: Industrial Finance Corporation of India.

Singh, Ramadhar, "Attributions of Performance by Children, Parents, Teachers, and Managers." Sponsor: Indian Council of Social Science Research.

Research Projects Completed

Pestonjee, D.M. "Second Handbook of Psychological and Social Instruments." Sponsor: Indian Council of Social Science Research.

Pestonjee, D.M. "Productivity and Its Psychological Correlates." Sponsor: Indian Council of Social Science Research.

Kuchhal, S.C. "Financial Behaviour of Growth Companies." Sponsor: Industrial Finance Corporation of India.

Vyas, V.S., Bhatt, Anil, and Shah, S.M. "Decentralized Planning in India." Sponsor: International Labour Office, Geneva.

Seminars

The following seminars were organized by the Research and Publications Committee:

<u>Topic</u>	<u>Speaker</u>	<u>Date</u>
Agriculture's Role and Inter-Sectoral Flow of Resources in the People's Republic of China: Comparison with the Perceived Experience of Japan and Taiwan	Mr. Bruce Stone Senior Research Staff Member International Food Policy Research Institute Washington, D. C.	21.10.1983
Inflation, Balance of Payments and Seventh Plan	Prof. A.M. Khuro Member Planning Commission New Delhi	14.11.1983
The Impact of Micro Electronics on Human Resources Management	Dr. H.C. Jain Professor of Personnel and Industrial Relations McMaster University Ontario Canada	7.2.1984
Micro-Computer Decision Systems for Management and Management Teaching	Prof. (Dr.) Franz Bocker Professor of Management University of Regensburg Federal Republic of Germany	6.4.1984

Publications

Vikalpa, a quarterly journal published by the Institute, has completed seventh year of publication. The journal includes original and stimulating articles based on managerial and organizational research, and consulting experience.

In addition, the faculty and staff published 11 books and 16 monographs and wrote 69 articles or chapters in books in India and abroad. They also presented 65 papers and gave 35 lectures in various seminars and conferences. In addition, 54 working papers were brought out.

Working PapersW.P. No.

- 461 Ganesh, S.R. Shaping the Amorphous: Organizational Form for a National Railway System. June 1983.
- 462 Paul, Samuel, Public Management Training in Development Countries: A Review. June 1983.
- 463 Gupta, G.S., and Singh, Ram D. Income Inequality Across Nations Over Time: How Much and Why? June 1983.
- 464 Gupta, G.S. Production Function and Optimum Input Mix in Fish Farming in India. June 1983.
- 465 Gupta, Anand P. Fiscal Policy and the Poor: Miles to Go. July 1983.

- 466 Barua, S.K. The Aggregate and Branch Method for Solving Multi Constraint Linear Programs with Zero-One Variables. July 1983.
- 467 Moulik, T.K. Commercialization of Renewable Energy Technologies: Some Policy Framework. July 1983.
- 468 Gupta, Anil K. Why Poor People Don't Cooperate? A Study of Traditional Forms of Cooperation with Implications for Modern Organizations. July 1983.
- 469 Srivastava, U.K., and Singh, Amar Jeet. Indian Business and the Bulk Export Opportunities Generated by International Funding Agencies. July 1983.
- 470 Paul, Samuel. Why Development Programmes Fail? August 1983.
- 471 Misra, Sasi, Kanungo, Rabindra N., Rosenstiel, Lutz Von, and Stuhler, Elmar A. The Motivational Formulation of Job and Work Involvement: A Cross-National Study. August 1983.
- 472 Pandey, I.M. The Pattern of Financial Leverage: A Cross-Section Study of Listed Indian Companies. August 1983.
- 473 Desai, Gunvant M. Fertilizer Use on India's Unirrigated Areas: A Perspective Based on Past Record and Future Needs. August 1983.
- 474 Paul, Samuel. The Regulation of Transnational Corporations: National & Global Interventions. September 1983.
- 475 Chaudhuri, Shekhar, and Khandwalla, Pradip N. Management of Diversification in the Public Sector. September 1983.
- 476 Kanungo, R.N., and Misra, Sasi. An Uneasy Look at Work, Nonwork and Leisure. September 1983.
- 477 Patel, Gunwant A., Bapna, S.L., and Pichholiya, K.R. Technology Transfer in Agriculture--Case of Hybrid Bajra. September 1983.

- 478 Gupta, Anil K. Credit Arrangements for Drought Prone Regions: Policy Prescriptions and Planners' Reactions. September 1983.
- 479 Desai, Gunvant M., and Namboodiri, N.V. The Deceleration Hypothesis and Yield Increasing Inputs in Indian Agriculture. September 1983.
- 480 Vani, Vina, and Raghavachari, M. Deterministic and Random Single Machine Sequencing with Variance Minimization. October 1983.
- 481 Ganapathy, R.S. On Methodologies for Policy Analysis. October 1983.
- 482 Ganapathy, R.S. Development of Urban Agriculture in India: Public Policy Options. October 1983.
- 483 Ganapathy, R.S. A Nutrition Profile of Ahmedabad. November 1983.
- 484 Pandey, I.M. A Case for Disallowing Interest Deductibility and Reducing Corporate Tax Rate. November 1983.
- 485 Bhatt, Anil, and Subramanian, Ashok, Directing Programme Evaluation Towards the Field Worker: An Experiment in Adult Education. December 1983.
- 486 Ganapathy, R.S., and Subramanian, Ashok, Design of an Organization Structure for Ocean Development. December 1983.
- 487 Desai, Gunvant M. Economics of Sustained Rapid Growth in India's Fertiliser Consumption. December 1983.
- 488 Reddy, K. Prathap. Culture as a Moderating Factor on the Effect of Contextual Variables on Operating Organizational Structure. January 1984.
- 489 Chaudhuri, Shekhar C., and Khandwalla, Pradip N. Internationalisation of Indian PES. January 1984.
- 490 Singh, Ramadhar. Two Problems in Cognitive Algebra: Imputations and Averaging-versus-Multiplying. January 1984.

- 491 Khandwalla, Pradip N. Organizational Goals as Determinants of Lower Management Job Satisfaction. January 1984.
- 492 Desai, Gunvant M. Prospects of Growth in Fertilizer Consumption in the Western Region. January 1984.
- 493 Raghavachari, M., and Vani, Vina. A Note on Two-Phase Method for a Class of Metric Models in Individual Scaling. February 1984.
- 494 Patel, Nitin R., and Madhavan T. Planning for Rural Roads in India. February 1984.
- 495 Murthy K.R.S. A Survey of Research in Business Policy in India (1970-1982). February 1984.
- 496 Agrawal, N.M. Socio-Cultural Determinants of Conflicts in Organization. February 1984.
- 497 Barua, Samir K., and Patel, Nitin R. A Simulation Model for Sizing Decision in a Large Irrigation/Power Project in India. March 1984.
- 498 Misra, P.N. Infrastructural Needs of Small Scale Industry in Gujarat. March 1984.
- 499 Tripathi, Dwijendra. Entrepreneurship and Indian Management: A Historian's Glimpse of the Future. March 1984.
- 500 Chaudhuri, Shekhar. Recent Government Policies and Their Implications for Management of Technology in Manufacturing Industries. March 1984.
- 501 Gupta, Anand P. Tax Experience of Indo-American Joint Ventures. April 1984.
- 502 Sheth, N.R. Sociology for Industrial Relations. April 1984.
- 503 Sheth, N.R. Sociology for Indian Organizations. April 1984.
- 504 Ganapathy, R.S. Energy Planning in India: A Review. April 1984.
- 505 Ganapathy, R.S. Renewable Energy Development in India: A Macro Analysis. April 1984.

- 506 Gyan Chandra, and Paperman, Jacob B. Accounting Internship Programmes in the United States: A Lesson for India. April 1984.
- 507 Desai, D.K. A Need for Location Specific Rice Research in India. May 1984.
- 508 Paul, Samuel, Mid-Term Appraisal of the Sixth Plan: Why Poverty Alleviation Lags Behind. May 1984.
- 509 Subramanian, Ashok, and Mehta, Mona. A Profile of Voluntary Health Effort in Gujarat. May 1984.
- 510 Misra, P.N. Quantification of Optimal Role of Government Expenditure on Education for Regional Development in Gujarat, India. May 1984.
- 511 Gupta, Anil K. Role of Public Enterprises in Backward Regions: Generating Peasants' Perspectives. June 1984.
- 512 Chaudhuri, Shekhar. Technological Innovation in a National Laboratory in India: A Case Study. June 1984.
- 513 Tripathy, Arabinda. Multi-Item Inventory with Multiple Restrictions. June 1984.
- 514 Venkata Rao, V., and McGinnia, L.F. The Minimum Weight Rooted Arborescence Problem: A Branch and Bound Solution. June 1984.

Consulting

Thirty-five consultancy projects were initiated and 28 were completed during the year. The clientele included several international agencies, central and state governments, public and private sector organizations, cooperatives, banking institutions, voluntary agencies, and sponsors of the small scale industry.

VII. MANAGEMENT DEVELOPMENT PROGRAMMES

Six of the 29 management development programmes offered during this year were new. The mix of programmes for general management, sectoral management, and functional management as usual reflected the range and variety of needs in management development.

Participation from government, semi-government and public sector organizations continued to increase. The number of participants from the public and government sector was 488 as against 351 from the private sector. In all 613 organizations sponsored 839 executives to the Institute's programmes this year.

New Programmes

The Institute offered for the first time, a programme on Marketing Decisions: Advances in Data Analysis. Organized by the faculty of the Quantitative Methods and Marketing areas, it was based on the work done for several years and the software developed by them. This programme was designed to provide an opportunity for organizations to expose their marketing executives and professionals to scientific approaches of decision making. One of the important objectives of the

programme was to enable the participants to actually use some of the techniques and approaches on real life data bases with the help of computer software packages. Recent advance in data analysis can aid decision-making considerably in marketing. Twenty-four executives from 21 organizations attended the programme. It will be offered again this year.

The Institute offered a programme on Decision Support Systems in Management (DSS) to assist managers in making decisions by providing them with a flexible access to computer models and data bases. The objective of the programme was to expose participants to design, implementation, and use of decision support systems in management. Twenty executives from 16 organizations attended the programme which is being offered again.

A training programme was offered by the Institute for officials associated with civil supplies departments, civil supplies corporations, and officials associated with various central government departments/agencies involved in supply management system at national and state levels. This programme was sponsored by the department of Civil Supplies, Ministry of Food and Civil Supplies, Government of India. The Institute,

over the years, has worked on managerial as well as management information system problems associated with a variety of public organizations/systems operating at state and central levels. This training programme was an outcome of the studies carried out at the Institute on the functioning of the public distribution system (PDS) at various levels.

The objectives of the programme were to introduce the participants to modern management concepts and techniques relevant to their tasks of operating as well as managing and controlling the supply management system at district/state/central levels.

The programme was designed to impart working knowledge of the modern tools and techniques of management, provide a broad perspective to various tasks involved in supply management at different levels, and provide understanding of issues involved in evolving, instituting, and administering supply management information system at various levels. Thirty-two senior officials attended this programme.

A two-week management development programme for directors of population, information, education and communication in the Asia-Pacific region was conducted by the Institute. It was sponsored by the Asia Pacific Institute of Broadcasting

Development, Malaysia. Fourteen participants from Afghanistan, India, Indonesia, Malaysia, Nepal, Pakistan, Philippines, Sri Lanka, South Korea, Thailand, and Tonga attended this programme.

A training workshop of Land Use Planning for the Tropics was conducted by the Institute in collaboration with the Commonwealth Secretariat, London.

Development of land and water resources is basic to increasing agricultural production. Many developing countries are implementing agricultural, forestry and mining projects and programmes without a clear understanding of the land resource base. The problem is compounded by a lack of local personnel skilled in land use planning. There is clearly a need to strengthen these skills among developing countries as a part of national development effort.

This workshop was designed to assist developing countries to improve their land use planning capability and expose to planners to approaches and techniques on national land use planning. Recent development in silvi-pastoral and agro-forestry systems of land management was given special attention in the workshop. Eighteen delegates from Bangladesh, India, Kenya, Malaysia, Nigeria, Sierra Leone, Sri Lanka, Zambia and Zimbabwe attended this workshop, besides forty resource persons/key speakers.

A regional workshop for South Asia and East Africa on population programme management (sponsored by International Committee on the Management of Population Programme) was conducted by the Institute during the year. The objective of the workshop was to contribute towards strengthening managerial capability of the population programme implementation by: acquainting programme administrators with relevant management concepts such as strategic management, monitoring and information systems, and human resources development; bringing experience from different countries in a conceptual and managerial framework; and creating a forum for exchange of ideas and experiences among participants from South Asian and East African developing countries.

Eighteen participants from Nepal, Mauritius, Bangladesh, India, Kenya, Pakistan, Sri Lanka attended.

General Management Programmes

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

management (Tier III) segment was offered as a seminar on 'Changing Environment and Strategic Response'. Chief Executives from public sector undertakings and private organizations were invited to share their experiences with the seminar participants.

Besides the 3-Tier Programme, the Institute offered the 14th Management Development Programme for Medium and Small Enterprises, which focused on concepts and skills needed for improving productivity and efficiency of medium and small organizations.

Functional Programmes

Programmes on Human Resources and Organizational Development, Data Base Management Systems : Concepts and Applications, Project Management, Advanced Programme in Personnel Management and Industrial Relations, Management of Technology, Management of Executive Stress, Corporate Planning, Working Capital Management, Product Policy and New Product Management, and Management by Objectives were offered during the year.

Sectoral Programmes

Under the 3-Tier Programme for Health and Family Welfare Services, the Institute offered programmes for primary health centre doctors (Tier I) and district medical officers (Tier II).

A two-and-half week programme on Management of Agricultural and Rural Development was offered.

A three week management development programme for public systems managers (sponsored by the Training Division, Department of Personnel and Administrative Reforms Government of India), was offered during this year.

A two-week international seminar on Management of Public Sector Manufacturing Enterprises (jointly offered by IIMA and Economic Development Institute of the World Bank under the sponsorship of IDBI) was offered for the second time. Twenty-one executives from Nepal, Bangladesh, Sri Lanka, Indonesia, Tanzania, Zimbabwe, Ghana, China, Kenya, Korea, Pakistan, and India participated.

Long Duration Programmes

The Institute offered for the seventh 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. This programme is being offered again.

A nine-week course on Designing Projects for Agricultural Development (sponsored by the Training Division, Department of Personnel and Administrative Reforms, Government of India) was offered for the fifth time. This programme is being offered again.

A one month Foundation Course in Personnel Management and Industrial Relations was offered during the year.

The Eighth Management Education Programme was conducted during the year. This programme is designed to provide an intensive post-entry exposure to all areas of management for executives with functional experience who were identified to have the potential to move to general management positions.

Perspective of Management Development Programmes

The programmes offered by the Institute have broadened their scope from enterprise management to management of non-profit service organizations, public systems, 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

An Advanced Management Programme for Public Enterprises (in collaboration with Bureau of Public Enterprises, Government of India) will be offered in the coming year. Addressed to top management executives of public enterprises who are already, or have the potential of becoming, chief executives, the programme will prepare them to lead a multi-functional team in modern large organizations.

The Institute is planning to offer new programmes on Leasing, Computer-Aided Financial Decision Making, Seminar on Critical Issues in Management of Trade Unions, Manufacturing Management and Policy, Seminar on Health and Family Welfare Services, and management development programme in Social Services in the next academic year.

VIII CENTRE FOR MANAGEMENT IN AGRICULTURE

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 management of agriculture and rural development. It has ongoing commitments to the Ministry of Agriculture for research studies, in addition, to accepting studies sponsored by other organizations. It has now 20 primary and 4 secondary faculty members and 17 research staff members representing various disciplines.

The Centre has conducted research on commodity systems, agriculture based enterprises, input delivery systems, rural credit developmental programmes, agricultural administration, and organizational problems related to all of these systems and activities.

Along with research CMA has developed several short-duration programmes for managers of agriculture-based enterprises, input supply firms, output marketing firms, and rural credit organizations. It has also conducted programmes for administrators of development programmes and personnel from non-government development agencies.

The Centre is responsible for offering a specialization Package in Agriculture which is administered in the second year of the Post-Graduate Programme of the Institute. The Centre also offers opportunity to students for doing advanced work in agricultural and rural management through the Fellow Programme in Management.

CMA brings out a monograph series, now numbering 107 titles, to report its research. Teaching materials used in various programmes are substantially based on ongoing research.

CMA's efforts have been supported by the Ministry of Agriculture and Cooperation, various state governments and public agencies, international organizations such as UNICEF, UNESCO, FAO, ILO and IBRD, and the Ford Foundation.

RESEARCH

During the year five projects were completed and twenty-four are in progress. Details are given below:

<u>Completed Project Title</u>	<u>Faculty</u>	<u>Sponsor</u>
The Economics of Conjunctive Use of Ground and Surface Water	V.N. Asopa	Ministry of Agriculture
A Study for Agricultural Research Management-Agricultural Research Policy Formulation (Case Studies of Operational Research Projects)	D.K. Desai	Ministry of Agriculture

<u>Completed Project Title</u>	<u>Faculty</u>	<u>Sponsor</u>
Performance of Integrated Cooperative Structure (Part 1)	C.G. Ranade V.K. Gupta	Ministry of Agriculture
Promotion and Management of Social Forestry	P.M. Shingi	Ministry of Agriculture
Preparation of Training Material (Cases) on Management of Small Farmers Cotton Cooperatives	S.P. Seetharaman	Food & Agriculture Organization, Rome

Projects in Progress

Command Area Development

Impact of Water Scheduling Policies on Irrigated Agriculture (Phase I)

Impact of Land and Infrastructure Development and Water Scheduling Policies on Irrigated Agriculture (Phase II)

Impact of Mechanization on Small Fishermen

Systems Analysis of Transfer of Technology in Agriculture

Small Farmers' Household Economy in Semi-Arid Regions: An Enquiry from Ecological Perspective in the Household Resource Management Systems vis-a-vis Different Risk Environments in a Drought Prone District of Haryana

A Study of Production, Marketing, and Processing of Soyabean: A System Approach

Economic and Management Aspects of Resin Harvesting and Processing

Inter-firm Comparison in Dairy Industry

Problems of Rural Credit Institutions in Selected Backward Areas

A Critical Study of Drought Declaration Procedure and Scarcity Preparedness

Production and Marketing of Cocoa in India

Agricultural Situation in West European Countries (EEC) and its Implications for India

A System Study of Selected Export Oriented Medicinal Herbs in India

Management of Sheep and Wool Development Programme in India: A Strategy for Generating Alternative Additional Off-farm Source of Income for Rural Population

Use of Wind Energy for Water Pumping Water from Policy to Action

Demand-Supply Management and Pricing Policy of Forest Based Raw Materials with Special Reference to Paper Industry in India

Rural Roads Project

Experiment in Educational Innovation; the Second Experiment: Closing the Gap Between Delivery-Demand Systems (3 year project, CMA/PSG)

Fertilizer Distribution System in Gujarat

Performance Criteria and Management Information System for Large Scale Irrigation Projects

Interface Between Credit Flow, Land Market, and Technological Change in Semi-Arid Regions: A Framework for Evaluating Credit Interventions

Towards Water Resources Utilization and Development Plan for Panchmahals: Study of Tank System

Action Research Project Proposal: Developing Appropriate Management Systems for Integrated Paddy Rice Cooperatives for Increasing Incomes of Small Farmers

TEACHING AND TRAINING PROGRAMMES

Post-Graduate Programme

In addition to research activities, the Centre continues its responsibility of offering the Specialization Package in Agriculture. Twenty-five students completed the requirements and have been awarded the Diploma. Courses offered are: (a) Compulsory: Business Policy I and II, Agricultural Development Policy, Rural Environment and Social Change, Agricultural Marketing Environment, Agricultural Finance, Quantitative Aids in Agricultural Management, Research Methods in Agricultural Marketing, and Project course, and (b) Electives: Management of Agro-Industrial Projects, Agricultural Input Marketing, Rural Energy, Systems Analysis in Agriculture, Forest Resource Management, Management Oral Communication, Agricultural Output Marketing, Cooperative Management, Rural Advertising and Marketing Intelligence, Finance for Agricultural Production and Marketing, and Design and Dynamics of Development Organizations.

Management Development Programmes

<u>Programme</u>	<u>Date</u>	<u>No. of Participants</u>
Designing Projects for Agricultural Development	November 13, 1983- January 13, 1984	33
Programme on Management of Agricultural and Rural Development	December 15-31, 1983	20
Management Development Programme for Executives in Finance of Handloom Corporations and Cooperatives	June 11-23, 1984	19

Seminars and WorkshopsAppraisal of Recent Trends in Agricultural Growth in the Western Region in India

A Symposium on Appraisal of Recent Trends in Agricultural Growth in the Western Region in India was organized by the Centre in collaboration with Indian Society of Agricultural Economics, Bombay, from September 9 to 10, 1983. Fifty participants from the government of India and state governments, and economists, agricultural economists, scientists, and technologists from educational institutions in the western region attended.

National Workshop on Development of Inland Fish Resources

A national workshop on Development of Inland Fish Resources was organized by the Centre for Management in Agriculture in collaboration with Indian Society of Agricultural Economists, Bombay, from November 1 to 3, 1983. The workshop was based on a study of inland fish marketing in India recently completed by the Centre faculty.

Professor K.M. Chandy, Governor of Gujarat, presided over the inaugural session. The inaugural address of Minister of Planning Mr. S.B. Chavan, was read. The participants included the directors of Fisheries Research Institutes, secretaries/directors of fisheries from various state governments, representatives of financial institutions particularly NABARD and cooperatives, senior officers from the Union Ministry of Agriculture, and the Planning Commission, reputed academicians from universities, and independent consultants. Dr. O.P. Gautam, Director-General of the Indian Council of Agricultural Research, delivered the valedictory address.

Land Use Planning for the Tropics

A workshop on Land Use Planning for the Tropics in collaboration with the Commonwealth Secretariat, London, and the

Ministry of Agriculture was organized by the Centre from January 28 to February 4, 1984, at the Institute to assist developing countries in improving their land use planning capability. The participants included eighteen officials from Bangladesh, India, Kenya, Malaysia, Nigeria, Sierra Leone, Sri Lanka, and Zambia and 25 resource persons and key speakers from academic institutions and state and central governments. The inaugural address was delivered by Professor K.M. Chandy, Governor of Gujarat, and the valedictory session was presided by Dr. Les Swindale, Director-General, ICRISAT.

Agricultural Development in Gujarat

A workshop on Agricultural Development in Gujarat on problems and perspectives for the Seventh Plan was organized by the Centre in collaboration with the Government of Gujarat on 22 February 1984 at the Institute. The workshop, inaugurated by Shri Devjibhai Vanvi, Minister for Agriculture, Government of Gujarat, was attended by senior officials from government departments and corporations and the Centre faculty.

PUBLICATIONS

1. G.A. Patel, U.K. Srivastava, K.R. Pichholiya, "Estimation of Pesticides Demands: An Evaluation of Methodologies" (Monograph No. 97).
2. T.K. Moulik, "Technology Transfer Process in Decentralized Rural Industries: Cases and Analysis" (Monograph No. 106).
3. C.G. Ranade and D.C. Sah, "Industrial Utilization of Cotton Stalk: Problems and Prospects" (Monograph No. 107).
4. D.K. Desai and N.T. Patel, "Agricultural Research Management Case Studies of Operational Research Projects of ICAR" (Monograph No. 108).

IX PUBLIC SYSTEMS GROUP

The PSG undertook new activities to understand and strengthen the management of the public systems and continued with the on-going activities.

Research Projects Completed

National Adult Education Programme: Rajasthan
(Fourth Appraisal)

Based on this study a report entitled "Managing an Adult Education Project" has been brought out as PSG Monograph - 51.

Drug Requirement and Supply

The report is being published as a PSG Monograph under the title "Study of Drug Supply to Primary Health Centre in U.P."

Evolution of Silk Cooperatives in Kancheepuram

Study of Rural Urban Relationship

Factors affecting Work Motivation of Health Personnel

On-going Research Projects

India Population Project - II (Government of Uttar Pradesh)

The major task under this project is management development training programmes for state, district, and primary health centre levels. The state and district level training programmes are scheduled to be held during 1984-85. The main task during this year and in 1984-85 is to institutionalize management training capability at Population Centre, Lucknow.

Besides training health officials, the following two research studies are proposed under IPP-II during 1984:

Communications: Experiment with Video Technology

Studies of Personnel Practices

2. Management of Primary Health Services Delivery System in Rajasthan: (UNFPA - Rajasthan Project)

Under this, the following studies were also undertaken during 1983-84 and are expected to be completed by end July 1984:

Design of District and PHC-level Planning System - District Bharatpur

Improving Effectiveness of Community Health Worker Scheme - District Bharatpur

Improving Interdepartmental Coordination - Kota District

3. Urban Community Development: Ahmedabad Municipal Corporation
4. District Administration and Creation of Demand System
5. National Adult Education Programme Rajasthan - Fifth Appraisal
6. Strategy Formulation for Fertility Reduction in Gujarat

Projects Initiated

Voluntary Organizations in Health

Management of Primary Education Programme

Health Management Trainees Needs Assessment

Cost Effectiveness of Primary Health Care

A Study of Self-mobilized Rural Voluntary Action Groups

Public Policy and Policy Analysis : Diagnostic Studies in Educational Sector

Training of Rural Youth in Self-employment (TRYSEM)

FPM Specialization in Public Systems

Two students in the first year and three in the second year are specializing in public systems in the Fellow Programme in Management.

The following PSG-FPM courses were offered during the year:

Social Sciences and Public Policy

Public Management

Human Resource Management in Public Systems

Seminar on Public Policy and Management

Management of Social Development Programmes

Seminar on Development Planning

The following PSG-PGP courses were offered during the year:

Indian Social and Political Environment

Management of Social Development Programme

Management Development Programmes

- Management Development Programmes for District Level Medical Officers (Tier-II) : July 4-18, 1983
- Management Development Programme for Medical Officers in-charge of Primary Health Centres (Tier-I) : July 20 - August 6, 1983
- Management Development Programme for Public Systems Managers : November 14 - December 3, 1983

Seminar/Workshop

A state level seminar on the Baseline Survey was organized by Population Centre, Lucknow, and the Indian Institute of Management, Ahmedabad, in Varanasi on April 28, 1983.

Thirty-three state level officials participated in the seminar and the following papers were presented:

"Second India Population Project: Some Indicators of Base Level Situation in Uttar Pradesh" by N. Lal, Ashok Kumar, G. Giridhar, Nirmala Murthy, and J.K. Satia.

"Accessibility and Utilization of Health Services in Ghazipur District" by J.K. Satia

"Family Planning Performance Analysis - Base-line results of IPP-II Districts" by Nirmala Murthy

"Implications of Some Fertility-related Findings to Programme Management" by G. Giridhar

"Infant and Child Mortality in Azamgarh District" by J.K. Satia

A three-day workshop on Management Issues in Voluntary Health Organizations was held at IIMA from November 10 to 12, 1983, to identify management needs in the voluntary sector. It has been followed up by developing a programme of case research on management issues of the voluntary sector.

A two-week Regional Workshop for South Asia and East Africa on Population Programme Management was held at IIMA from April 2 to 14, 1984. The objective of the workshop was to contribute towards strengthening managerial capability of population programme implementors by

- acquainting programme administrators with relevant management concepts such as strategic management, monitoring and information systems, and human resources development;
- bringing experience from different countries in a conceptual and managerial framework;
- creating a forum for exchange of ideas and experiences among participants from South Asian and East African developing countries.

Eighteen senior officials from Bangladesh, Mauritius, Nepal, Pakistan, Sri Lanka and India participated.

A seminar on Issues in Energy Policy and Management was organized at Vigyan Bhavan, Delhi from March 22 to 24, 1984. It was attended by senior officials from all the departments/

agencies concerned with energy policy. The IIMA faculty group prepared overview papers, besides presentations by the participants. The objective of the seminar was to review the current needs for management research and training in the energy sector. It is hoped that this will help in developing programmes of research training in the energy field.

Publications

- Ashok Subramanian, "New Roles in Hospitals: Organizational Innovations in the Voluntary Sector" (Monograph No. 49)
- S.R. Ganesh, P. Murari, and Neera Shethi, "Experiences of MBO Implementation in a State Government 1974-82" (Monograph No. 50)
- Ashok Subramanian, Inderjit Khanna, Anil Bhatt, and Anil K. Singh, "Managing an Adult Education Project" (Monograph No. 51)
- Manu R. Shroff, "Public Enterprise Banks and Financial Institutions in India" (Monograph No. 52)
- Anil Bhatt (Editor), "Community Involvement in Primary Health Care" (Monograph No. 53).

Papers Presented and Other Publications

- Subramanian, Ashok "Managing Voluntary Health Organization" Paper presented at the Workshop on Management Issues in Voluntary Health Organization, November 10-12, 1983, Ahmedabad.
- Subramanian, Ashok; et. al. "Information Needs of Khadi and Village Industries Board".

- Ganapathy, R.S. and Subramanian, Ashok, "Design of an Organization Structure for Ocean Development", Abhiqyan, Autumn 1983.
- Subramanian, Ashok; and Anil Bhatt, "Directing Programme Evaluation to the Field Worker", Working Paper No. 485, December 1983.
- Ganapathy, R.S., "Development of Urban Agriculture in India: Public Policy Options," paper presented at the International Conference on Urban Agriculture, Singapore, June 1983.
- Ganapathy, R.S. and Ganapathy S., "Nutrition Profile of Ahmedabad."
- Ganapathy R.S., "Energy Planning in India: A Review".
- Ganapathy, R.S. "On Methodologies for Policy Analysis."
- Giridhar, G. "Population Distribution and Land Use Planning," paper presented in the Workshop on Land Use Planning for the Tropics, January 1984.
- Ganapathy, R.S. and Ganesh, S.R. "Shaping the Amorphous: Organizational Form for a National Railway System."
- Murthy, Nirmala, "Ten Years of Family Planning Evaluation Studies in India," paper presented in the National Seminar held at International Institute for Population Studies, Bombay, March 20-22, 1984.
- Satia, J.K. and Rushikesh Maru, "Management Contributions to Population Programmes: An Overview," in Management Perspective, Ellen Sattar and Rita Raj Hashim (eds.) (Kuala Lumpur: International Committee on the Management of Population Programmes, 1983).
- Rushikesh Maru, Nirmala Murthy, and J.K. Satia, "Management Interventions in Established Bureaucracies: A Case Study," Economic and Political Weekly, Vol. 18, No. 35, August 1983.
- Rushikesh Maru, "The Community Health Volunteer Scheme in India: An Evaluation," Social Science and Medicine, Vol. 17, No. 19, 1983.

- Bhatt, Anil; and Rushikesh Maru, "Managing Community Involvement in Primary Health Care: A Review" in Anil Bhatt (ed.), Community Involvement in Primary Health Care: The Indian Context, PSG Monograph No. 53 (Ahmedabad: IIMA, 1983) (originally submitted to WHO, Geneva).
- Rushikesh Maru, Nirmala Murthy, and Ashok Subramanian, "A Report of the Workshop on Management Issues in Voluntary Health Organization", March 1984.
- Gupta, Anand P., Fiscal Policy and Poor (New Delhi: Oxford & IBH Publishing Company, 1984).
- Gupta, Anand P., "Fiscal Policy, Capital Intensity and Employment," in Austin Robinson, P.R. Brahmananda and L.K. Deshpande (eds.), Employment Policy in a Developing Country, Volume I (London: Macmillan Press, 1983).
- Anand P. Gupta, "Tax Experiences of Indo-American Joint Ventures," Economic and Political Weekly (forthcoming).
- Gupta, Anand P., "Management of the Tax Systems: Miles to Go", AICC (I) Seminar on Taxation held at New Delhi, July 22-23, 1983.
- Gupta, Anand P., "Tax Experiences of India-U.S. Joint Ventures." India-U.S. Business Council-India Chamber of Commerce of America, New York, November 29, 1983.
- Gupta, Anand P., "Management of Tax Expenditures in India," The World Bank, Washington, D.C. December 5, 1983.
- Bhatt, Anil; and Subramanian, Ashok, "Directing Programme Evaluation Towards the Field Worker: An Experiment in Adult Education," Workshop on the Fourth Appraisal of the National Adult Education Programme, Udaipur, July 19-21, 1983.

- Bhatt, Anil; Vyas, V.S. and Shah, S.K. Decentralized Planning in India (Geneva: ILO) WEP-2-32, September 1983.
- Bhatt, Anil, and Yagnik, Achyut, "The Anti-Dalit Agitation of Gujarat," paper presented at the conference on Minority Rights in Comparative Perspective, Columbia University, New York, November 10-14, 1983.
- Bhatt, Anil "Social and Political Dimensions of Administering Development in India: Some Questions for Management of Development School," paper presented at the conference of the International Working Group on Management of Social Development, Ahmedabad, January 23-27, 1984.
- Manu R. Shroff, "Even Modest Measures May Help," Seminar, March 1983.
- Manu R. Shroff, "Energy: Economic Issues," paper presented at the Energy Seminar, New Delhi, March 1984.
- Manu R. Shroff, "Some Aspects of Financial Management for Economic Planning and Revival," Economic Trends, Vol. 12, No.7, April 1983.

X CENTRE FOR REGIONAL MANAGEMENT STUDIES

Prof. D.K. Desai took over as Chairman of CRMS on February 4, 1982. The committee members were: Bakul H. Dholakia, V.K. Gupta, Nirmala Murthy, Prafull Anubhai, and Sreenivas Rao.

Programmes

A programme on management of small industries was organized jointly by the CRMS and the Ahmedabad Management Association from December 17 to 23, 1982. Thirty participants, most of whom were owners of small industries, participated in the programme. Eight faculty members, six from the Institute and two from outside, taught in the programme.

A management programme for small industries was organized in collaboration with the Kutch Saurashtra Productivity Council from April 5 to 7, 1983, at Rajkot. This was the first time that the programme was conducted in a regional language (Gujarati). Four faculty members from IIMA and three from outside taught in the programme. Dr. I.G. Patel, the Director of the Institute, delivered a lecture to the participants and other invitees. Professor V.L. Mote also gave a talk.

The idea of offering a programme at Surat/Vapi for small industries was approved and Professor Pathak was requested to organize it.

Research

An annotated bibliography of 314 research materials (including books, doctoral dissertations, monographs, articles, research papers, working papers, conference papers, and technical notes) pertaining to the Gujarat region was prepared by Professors S. Vathsala and D.K. Desai. A monograph was prepared titled "Survey of Management Studies and Research Works: Gujarat Region."

An idea of sponsoring case studies on disaster management in Gujarat, with reference to the recent natural disaster in Saurashtra, was approved. Professors D.K. Desai and Nirmala Murthy were requested to prepare a detailed proposal in this respect. The project outline was revised by Professors V.K. Gupta and Nirmala Murthy owing to Professor D.K. Desai's sickness and work was initiated after receiving approval from the Gujarat Government. Professors V.K. Gupta and Nirmala Murthy would conduct the project and Professor D.K. Desai has volunteered to work with the project even after his retirement in June 1984.

Publication

A monograph on "Survey of Management Studies and Research Work - Gujarat Region" was published.

Professor H.N. Pathak's presidential address to the Gujarat Economic Association on Entrepreneur and Entrepreneurship in the Small-Scale Sector of Gujarat was published as a booklet.

Financial Assistance

A fellowship of Rs. 6000 to a participant of the FDC from the Gujarat region for the year 1982-83 was approved. Two fellowships for the FDC programme were approved after evolving a new procedure. However, the new procedure could not be followed for the year 1983-84 owing to poor response from academic institutions. The fellowships were granted to the participants selected by the FDC Chairman who requested the CRMS to give one additional fellowship for the year 1983-84 as there were three participants from the Gujarat region. The CRMS gave three fellowships for the year 1983-84.

The committee also approved a grant of Rs. 3000 to Professor S.P. Seetharaman for translating case materials in Gujarati for the cotton training programme.

Future Directions

The committee has made the following suggestions on the future directions:

to help other management and educational institutions in organizing training programmes and conducting management related research work in their spheres of influence

to help develop case research work pertaining to the Gujarat region at IIMA and other institutions

to help conduct evening programmes of one to three months duration for local executives through interested organizations

to support large-size research projects.

A draft report of the First Decade of CRMS in Retrospect was prepared.

A workshop for selected technocrats who have taken loans from GSFC is to be organized in collaboration with GSFC.

A workshop on the problems of the textile industry will be organized in April 1984 by Professor V.L. Mote.

XI INFORMATION SYSTEMS AND COMPUTER GROUP

The Information Systems and Computer Group consisted of 7 faculty members and 16 systems analysts and programmers in the last year. The most significant event was the establishment of a Computer Aided Management Centre with the assistance of UNDP and the Department of Electronics. The group's activities have covered research, teaching, software development, and providing computer services to the IIMA community.

RESEARCH PROJECTS

UNDP-CAM Project: In November 1983 the Department of Electronics offered to set up a computer aided management centre at the Institute with the assistance of UNDP was accepted and a formal Memorandum of Understanding was signed between the Institute and the Department of Electronics. Under this project the Computer Group will receive a grant of US \$ 300,000 to acquire a super mini computer system. A rupee grant of approximately Rs. 40 lakhs over a three year period has been given for building infrastructure and towards operating budget to cover personnel, maintenance, and supplies. The Computer Group will strengthen its work in decision support systems and will initiate work

in computer assisted instructions for teaching management. All members of the Computer Group are expected to participate in the project.

District Level Data Base for Development Planning: The project titled 'District Level Data Base for Development Planning', funded by the Electronics Commission, was completed during the year. Interactive graphic software was designed to provide the district planners with capability of analysing village level data of a district for the purposes of infrastructure planning. The analysis could be obtained in pictorial and tabular forms. In another project this software was used by the participants from Udaipur district to develop an annual plan for the year 1983-84. The experiences of the workshop have been documented in a monograph titled "Interactive Planning Software for Districts: A Field Study."

Computer Aided Planning of Distribution System Layouts for Narmada Project: Software is being developed to design and evaluate the distribution canal layouts for blocks within the Narmada Project. Interactive computer graphics is being used as decision support aid in optimizing the canal system costs. A Hewlett-Packard 1000 colour graphic system is being used to provide effective man-machine interaction for this class of problem.

Marshalling Strategies for Wagons in Western Railway: A computer model has been developed to evaluate a marshalling plan in terms of costs and other factors. Search strategies are being developed to determine the optimal plan.

A Computer Model for Operational Planning in Road Transport Corporation: The earlier model was extended to include decisions other than vehicle scheduling and was implemented for a bigger division (Surat) of the Gujarat State Road Transport Corporation.

Rural Roads in Kheda: Statistical analysis, network optimization algorithms, and inter-active graphics are being used to develop approaches for planning and evaluation of village roads in Kheda district.

TEACHING PROGRAMMES

The Computer Group offered 3 MDPs during the year including a one-week programme on "Decision Support System" which was offered for the first time in the country. A course titled 'DBMS' was introduced as an elective in the second year of PGP.

PUBLICATIONS

Five monographs were published by the faculty during the year. Two papers were presented at international conferences and three papers were published in international journals/conference proceedings.

SOFTWARE DEVELOPMENT

A Decision Support System for Production Planning in Textiles:

An interactive, graphics based package was developed to aid planners in scheduling textile products on looms. The package is menu-driven and user friendly. It also offers facilities to automatically schedule jobs based on a heuristics, and evaluates each schedule on criteria such as cash inflows, delivery schedule, WIP inventory, finished goods inventory, material requirement, etc., to arrive at an optimum schedule. The package generates various reports for operational planning and control.

Simulation of a 'SMIC' using Semigraphics Capabilities of

VT 52 Terminals: A package was implemented using limited graphics facilities of a VT 52 terminal to simulate operations of a small instructional computer. This would aid in teaching computer fundamentals to students and participants of MDPs.

A Query Programme for Relational Data Bases: A query package is being implemented in PASCAL to provide answers to queries on a relational data base, using a user-friendly query language similar to SEQUEL.

Interactive Job Shop Scheduling Package: An interactive job shop scheduling package is in the process of development and is being implemented on a HP-2700 colour graphics terminal. The objective is to aid the planner in scheduling jobs on machines, interactivity, and evaluate schedules on several criteria such as due dates, revenue generated, etc.

System Utilities: Several utilities have been developed by the systems group; DML preprocessor for DBMS-II, DMCL preprocessor for DBMS-II, recovering data from corrupted disks in IAS and RSTS/E System, disk image back up on tapes, cross reference generator for Fortran and Pascal Programmes, string functions for Pascal programme, selective restoration of files from backed up tapes, and other file management utilities for disks and tapes.

D.R. Packages: Four new packages in the areas of G.R. (NLP, MIP, IP, and quadratic programming) have been developed.

COMPUTER CENTRE SERVICES

Addition of Hardware: The HP 1000 based advanced colour graphic system was made operational in November 1983. Work was also begun on extending the computer centre service to the Management Development Centre by locating a few computer terminals there for use by the participants.

Seminar by Computer Centre Staff: A series of internal seminars were delivered by the computer centre staff on 'Programming Style', 'Data Dictionaries', 'Systems Analysis and Design' and 'IAS Operation System Internals'.

Computer Use in Teaching, Research and Consultancy: The Institute's computing facilities were extensively used by various segments of the IIMA community. About 20 faculty members used the computer for teaching in PGP, FPM, and MDP. The facilities were also used by about 40 faculty members for their research and consultancy projects. Extensive assistance was provided by the staff for design and implementation of programmes for MDP, PGP and FPM courses. Participants of the MDPs and PGP and FPM students also made extensive use of the computer. Facilities were on an extended limited basis, to educational and commercial organizations.

DATA PROCESSING ACTIVITIES FOR THE INSTITUTE

The Computer Centre continued to support the Institute's administrative activities by processing data. The financial accounting system which was in the design and development stage earlier was implemented during the year. For the first time, the Institute's annual accounts were closed within six weeks of the year ending because of the computerized financial accounting system. A new system was developed for Placement and work was begun on creating a company participants data base for management development programmes.

XII ALUMNI RELATIONS AND ACTIVITIES

IIMA Alumni population

During the year the IIMA alumni population increased by nearly 900 and the total number now stands at about 13,800. A large number of our alumni are located abroad.

Updating of alumni addresses

About 500 change-of-address requests were received from the alumni during the year.

Chapter Activities

During the year an all-out effort was made to reactivate the various chapters of the Alumni Association. The work accomplished by the Ahmedabad, Baroda, Bombay, Madras, and Pune chapters is especially commendable. The Ahmedabad Chapter brought out an impressive directory containing detailed information about its members. It also organized a seminar on non-resident investments in India and a discussion on the union budget for 1984-85. The Madras Chapter started bringing out a newsletter, Grapevine. The Chapter members meet every third Thursday. The Bombay Chapter organized a few meetings during the year and brings out a newsletter, IIMpressions. The Baroda and Pune Chapters have also become quite active.

Alumni Directory

The Alumni Office has brought out directories of the IIMA alumni in Bangalore, Baroda, Bombay, Calcutta, Delhi, Madras and Pune. They were mailed to the alumni to facilitate better interaction among them. A few copies were sold.

IIMA Alumnus

During the year one issue of the IIMA Alumnus was brought out. Efforts are being made to bring out the magazine regularly and make it a self-supporting activity.

Souvenir items

Souvenir items such as T-Shirts, Ties, and leather bags with IIM emblem were made available for sale. About Rs.10,000 worth of these items were sold to the alumni during the year.

Executive Committee

Two meetings of the Executive Committee of the IIMA Alumni Association were held during the year. In the meeting held on July 8, 1983 the following were elected as office bearers of the Association.

Mr. Darius Forbes
Managing Director
J.N. Marshall Pvt.Ltd.
Kasarwadi
Pune 411 034

President

XIII FACILITIES

Vikram Sarabhai Library

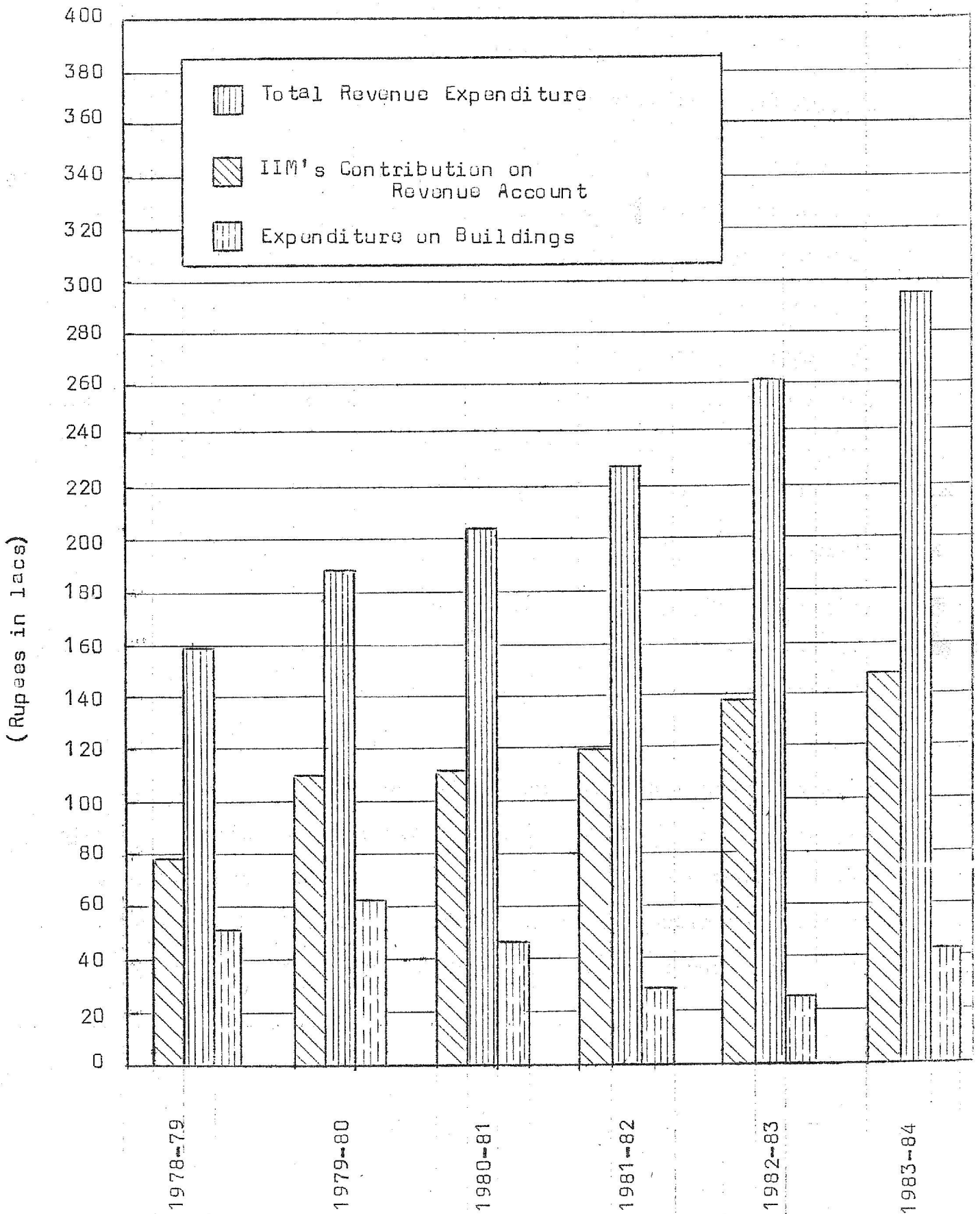
During the year 2423 new-books were added to the Library, bringing the total number of books to 102,003. The Library has been subscribing to 519 periodicals. Annual reports of leading Indian and foreign companies were acquired during the year.

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

Work on different categories of staff houses was in progress. Transit houses for the faculty were under construction and some of them were nearing the completion stage.

Additions and alterations were taken up at the Kasturbhai Lalbhai Management Development Centre for making optimum use of the existing facilities. This includes air-conditioning of theatre class-rooms, dining hall, and two basement class-rooms. The ground floor space of public area is proposed to be utilized as a library reading lounge and TV lounge.



Appendix II

MANPOWER GROWTH

Year	Faculty	Research Staff	Staff	Visiting Faculty	Total
1978-79	78	51	427	8	564
1979-80	84	53	447	8	592
1980-81	87	52	509	4	652
1981-82	85	51	489	8	633
1982-83	89	49	553	8	699
1983-84	86	50	572	5	713

Appendix III

POST-GRADUATE PROGRAMMES

Year	Two-year Post-Graduate Programme in Management	Fellow Programme in Manage- ment	Total
1978-79	305	37	339
1979-80	327	27	354
1980-81	341	31	372
1981-82	337	38	375
1982-83	358	43	401
1983-84	347	55	402

Appendix IV

MDPs held during July 1983-June 1984

Programme Title	Organization			Participants		
	Public	Private	Total	Public	Private	Total
1. 3-Month Advanced Programme on Computer-Based Information Systems Analysis and Design June 26-September 24, 1983	24	4	28	42	4	46
2. Foundation Course in Personnel Management & Industrial Relations July 4-August 3, 1983	13	5	18	20	6	26
3. Tier II - District Level Programme of 3TP for Management of Health & Family Welfare Services July 4-18, 1983	1 (Govt)	-	1	10	-	10
4. Tier I - Management of Primary Health Centres Programme of 3TP for Health & Family Welfare Services July 20-August	1	-	1	19	-	19
5. Middle Management Course of 3TP August 21-September 17, 1983	16	31	47	24	65	89
6. Human Resources and Organizational Development August 22-27, 1983	16	12	28	20	12	32
7. Senior Executives Course of 3TP September 18-October 5, 1983	11	34	45	16	55	71
8. Data Base Management Systems: Concepts and Applications October 19-28, 1983	20	12	32	24	15	39
9. Seminar on Management by Objectives October 24-29, 1983	11	5	16	11	5	16

Programme Title	Organization			Participants		
	Public	Private	Total	Public	Private	Total
10. Management Education Programme November 13 - April 6, 1984	5	18	23	7	19	26
11. Course on Designing Projects for Agricultural Development November 13 - January 13, 1984	22	-	22	33	-	33
12. Management Development Programme for Public Systems Managers November 14 - December 3, 1983	24	-	24	28	-	28
13. AIBD-IIMA Management Development Programme November 14-25, 1983 11 country-			11	14	-	44
14. Programme on Project Management December 4-11, 1983	12	20	32	18	23	41
15. Top Management Seminar on Changing Environment & Strategic Response	6	12	18	6	13	19
16. Advanced Programmes in Personnel Management & Industrial Relations December 12-17, 1983	18	11	29	19	12	31
17. Product Policy & New Product Management December 19-24, 1983	3	30	33	6	39	45
18. Corporate Planning January 5-11, 1984	16	10	26	20	12	32
19. Training Programme for Senior Officials in Public Distribution Systems January 9-28, 1984	26	-	26	32	-	32
20. Management of Agriculture & Rural Development December 15-31, 1983	15	1	16	19	1	20

Programme Title	Organization			Participants		
	Public	Private	Total	Public	Private	Total
21. Training Workshop on Land Use Planning for the Tropics January 28- February 4, 1984 (countries) -			9	18	-	18
22. Programme on Management of Executive Stress February 5-11, 1984	11	2	13	14	2	16
23. Marketing Decisions: Advances in Data Analysis February 5-11, 1984	3	18	21	4	20	24
24. Programme on Decision Support Systems in Management February 12-18, 1984	5	11	16	6	14	20
25. Working Capital Management Programme February 20-25, 1984	110	10	20	10	10	20
26. Management Development Programme for Small and Medium Enterprises March 5-21, 1984	2	13	15	2	14	16
27. Seminar on Management of Public Sector Manufacturing Enterprises April 2-14, 1984	20	-	20	21	-	21
28. Regional Workshop for South Asia & East Africa on Population Programme April 2-14, 1984	7	country -	7	18	-	18
29. Programme on Management of Technology April 15-21, 1984	6	10	16	7	10	17
Total	344	269	613	488	351	839

Appendix V

CASES, RESEARCH AND CONSULTING

Year	Cases Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
1978-79	1750	221	197
1979-80	1886	241	213
1980-81	1969	265	245
1981-82	2041	290	261
1983-84	2191	294	289

Appendix VI

BOARD OF GOVERNORS*

CHAIRMAN
Keshub Mahindra
Chairman, Mahindra and Mahindra Ltd
Bombay

Nanubhai Amin
Chairman
Jyoti Ltd.
Baroda

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

A.N. Lalbhai
Chairman
Arvind Mills Ltd.
Ahmedabad

A.K. Dhan
Vice-Chancellor
Ranchi University
Ranchi

Jaykrishna Harivallabhdas
Chairman
Ambica Mills Ltd.
Ahmedabad

Shrenik Kasturbhai
Managing Director
Anil Starch Products Ltd.
Ahmedabad

Vinay Bharat Ram
Dy. Managing Director
Delhi Cloth and General Mills
Co. Ltd.
New Delhi

V. Krishnamurthy
Chairman and Managing Director
Maruti Udyog Ltd.
New Delhi

Mr. K. Shivraj
Chief Secretary
Government of Gujarat
Gandhinagar

Harshavadan Mangaldas
Chairman
Mangalbaugh
~~Aryodaya Spg. and Wvg. Co. Ltd.~~
~~Ahmedabad~~
Mangal Road
Ahmedabad

K.P. Yajnik
Secretary (Education)
Government of Gujarat
Gandhinagar

I.G. Patel
Director
Indian Institute of Management
Ahmedabad

* As on March 31, 1984.

N. R. Sheth
Professor
Indian Institute of Management
Ahmedabad

Samuel Paul
Professor
Indian Institute of Management
Ahmedabad

C. Rangarajan
Deputy Governor
Reserve Bank of India
Bombay

M. S. Srinivasan
Jt. Educational Advisor(T)
Ministry of Education & Culture
New Delhi

A. N. Saxena
Director-General
National Productivity Council
New Delhi

V. N. Nadkarni
Chairman
State Bank of India
Bombay

M. L. Shahare
Chairman
Union Public Service Commission
New Delhi

Man Mohan Singh
Financial Adviser to
Ministry of Education and
Culture
New Delhi

A. M. Tobaccowala
Chairman
Voltas Ltd.
Bombay

S. Varadarajan
Secretary
Department of Science and
Technology
New Delhi

D. S. Walia
Deputy Educational Adviser(T)
Ministry of Education and
Culture
New Delhi

Secretary

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

SOCIETY*

Appendix VII

The Secretary
Ahmedabad Cotton Mfg. Co. Ltd.
Gomtipur
Ahmedabad

Mahindra Kanaiyalal
Ahmedabad Kaiser-I-Hind
Mills Co. Ltd.
Outside Raipur Gate
Ahmedabad

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

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

R. P. Gupta
Managing Director
The Aryodaya Spg. &
Wvg. Co. Ltd.
Asarwa Road
Ahmedabad

S. J. Coelho
Chief Executive
Ahmedabad Electricity Co. Ltd.
Electricity House
Laldarwaja
Ahmedabad

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

Jayakrishna Harivallabhdas/
Rajesh Jayakrishna
Shri Ambica Mills
Near Kankaria Loco Siding
Ahmedabad

Anil N Hutheesing/
Deepak S. Hutheesing
The Aruna Mills Ltd.,
Naroda Road, P. B. No. 10008
Ahmedabad

C. H. Choksey/A. S. Dani
Asian Paints India Pvt. Ltd.
Post Box No. 1946
Bombay

V. B. L. Mathur
Ahmedabad Jupiter Spg. Wvg.
& Mfg. Mills
Dadhichi Road
Post Box No. 43
Ahmedabad

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

Shripal Chinubhai Sheth/
Shrenik Kasturbhai Lalbhai
Anil Starch Products Ltd.,
Post Box No. 10009
Ahmedabad

Arvind Narottam Lalbhai/
Samveg A. Lalbhai/
Sanjai S. Lalbhai
Arvind Mills Ltd.
Post Box No. 10010, Naroda Road
Ahmedabad

Arvind N. Lalbhai/
Ajay Chimanbhai/
Rajiv Chinubhai
The Asoka Mills Ltd.
Railwaypura, Naroda Road
Ahmedabad

M. A. Wadud Khan
Vice Chairman & Managing
Director
The Associated Cement Cos.
Ltd., Cement House
121, Maharshi Karve Road
P. N. No. 11023
Bombay

U.V. Rao/B.G.N. Patel
Audco India Ltd.
C/o. Larsen and Toubro Ltd.
Ballard Estate
Post Box No. 278
Bombay

R.P. Shah/P.N. Shah
M/s. Bakubhai Ambalal Pvt.Ltd.
Calico Mills Premises
Post Box No. 28
Ahmedabad

Chairman and Managing Director
Bharat Earth Movers Ltd.
Post Box No. 7
Bangalore

K.L. Puri
Chairman & Managing Director
Bharat Heavy Electricals Ltd.
Hindustan Times Building
18/20, Kasturba Gandhi Marg
New Delhi

N.S. Johary
Director
ATIC Industries Ltd.
Post Atul (VIA) Bulsar

Rahul Bajaj
Chairman & Managing Director
Bajaj Auto Ltd.
Bombay-Pune Road
Akurdi
Pune

Y. Sivaramakrishnayya
Chairman & Managing Director
Bank of Baroda
3, Walchand Hirachand Marg
Bombay

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

J.N. Guzder
The Bombay Dyeing and Mfg.
Co.Ltd., Neville House
Graham Road, Ballard Estate
Bombay

Siddarth K. Lalbhai/
B.V. Shah/
Manan Niranjana Narottam
The Atul Products Ltd.
Atul, Dist. Valsad

A.N. Lalbhai
Ashoka Mills Ltd.
P.B.No. 1050
Naroda Road
Ahmedabad

M.K. Shroff
Zonal Manager
Bank of India
Ahmedabad Main Office
Bhadra, Ahmedabad

The Manager
Bharat Vijay Mills Ltd.
Kalol (N.G.)

C.S. Samuel
Chairman and Managing Director
Brooke Bond India Ltd.
Post Box No. 187
Calcutta

K.J. Divetia/
C.K. Parikh
The Ahmedabad Mfg. & Calico
Ptg. Co.Ltd.
Outside Jamalpur Gate
Ahmedabad

D.K. Contractor
General Manager (Operations)
Central Bank of India
Chander Mukhi, Nariman Point
Bombay

Siddharth Kasturbhai/
A. R. Naik
Cibatul Ltd.
Atul, Bulsar

Kewal K. Aggarwal
Managing Director
Devidayal Rolling & Refineries
Pvt. Ltd.,
Gupta Mills Estate
Reay Road
Bombay

U. V. Rao/B. G. N. Patel
Larson & Toubro Ltd.
(Construction Division)
L&T House
Post Office Box No. 278
Ballard Estate
Bombay

M. V. Arunachalan
Managing Director
Carborundum Universal Ltd.
Tiam House, 11/12, Rajaji Road
Madras

C. T. Parekh
Chandrakant Parekh Pvt. Ltd.
62, Bajaj Bhavan
Nariman Point
Bombay

Manubhai Bhikhabhai/
Jagdishbhai Manubhai
Commercial Ahmedabad Mills
Ltd., Asarwa
Ahmedabad

B. N. Balsaria/C. L. Goswami
Shree Digvijay Woollen Mills
Ltd., Aerodrome Road
Jamnagar

Chairman and Managing Director
Engineers India Ltd.
Training Department
EI House, 4th floor
Bhikaji Cama Place
RK Puram
New Delhi

Janmejy Bhagubhai
Managing Director
Cellulose Products of
India Ltd.,
Post Kathwada Maize Products
Dist. Ahmedabad

S. Chaudhuri
Commercial Manager
Chemicals and Fibres of
India Ltd.,
Crescent House
19, Walchand Hirachand Marg
Ballard Estate
Bombay

Lala Charat Ram
DCM Ltd.
Bara Hindu Rao
Post Box No. 1039
Delhi

Upendrakumar M. Patel
Chairman & Managing Director
Shri Dinesh Mills Ltd.
Padra Road
Vadodara

C. K. Hazari
Joint Managing Director
Escorts Ltd.
6, Pratap Building
Connaught Circus
New Delhi

C. D. Sathé
Chairman & Managing Director
Export Credit and Guarantee
Corporation Ltd.
Nariman Point
Bombay

J. S. Khambata
Glaxo Laboratories (India) Ltd.
Dr. Annie Besant Road
Worli
Bombay

K. N. Shenoy
Managing Director
Hindustan Brown Boveri Ltd.
Post Box No. 284
Baroda

R. P. Kapur
Chairman and Managing Director
Hindustan Zinc Ltd.
6, New Fathepura
Udaipur

H. S. Shah
Executive Director
(Personnel & Marketing)
Indian Petrochemicals Corpn. Ltd.
Post Petrochemicals
Baroda

N. G. Pamnani
Chief Executive Officer
Citibank N.A.
Air India Building
9th floor, Nariman Point
Bombay

Shantilal K. Somaiya
Chairman
The Godavari Sugar Mills Ltd.
Fazalbhai Building
Mahatma Gandhi Road
Bombay

Rajesh Bahadur
Personnel Director
Hindustan Lever Ltd.
Hindustan Lever House
165-166, Backbay Reclamation
Bombay

S. Chaudhuri
Indian Explosives Ltd.
Fertilizer Division
Himalaya House
23, Kasturba Gandhi Marg
Post Box No. 698
New Delhi

B. Majumdar
Regional Manager
The Indian Tube Co. Ltd.
18, Fosbery Road
Bombay

N. M. Shetty
Chairman & Chief Executive
Ganesh Flour Mills Co. Ltd.
Sabzi Mandi
Delhi

Moosa Raza
Managing Director
Gujarat State Fertilizers
Co. Ltd.
Post Fertilizernagar
Baroda

Ramakrishna Bajaj
Hindustan Sugar Mills Ltd.
51, Mahatma Gandhi Road
Bombay

Chief Executive (Personnel)
Indian Oxygen Ltd.
Oxygen House
P 34 Taratolla
Calcutta

S. S. Nadkarni
Chairman
Industrial Credit and
Investment Corporation
of India
163 Backbay Reclamation
Bombay

B. B. Singh
Chairman
Industrial Finance Corporation
of India
Bank of Baroda Building
16, Parliament Street
Post Box No. 863
New Delhi

Chairman & Managing Director
Indian Petrochemicals Corpn.Ltd.
Post Petrochemicals
Baroda

Chairman
Life Insurance Corporation
of India
'Yogakshoma'
Jeevan Bima Marg
Bombay

L. D. Vasa
Mafatlal Industries Ltd.
Khokhra Mehmadaab
Ahmedabad

P. C. Laha
Chairman & Managing Director
Metallurgical and Engineering
Consultants of India Ltd.
Ranchi

D. P. Mehra
Managing Director
International Data Management
Pvt. Ltd.
Express Towers, 16th floor
Nariman Point
Bombay

Mahendra Khandelwal
Khandelwal Bros. Ltd.
Fort, Bombay

P. A. Mafatlal/
H. A. Mafatlal/L. D. Vasa
The Mafatlal Fine Spg. &
Mfg. Co. Ltd.
Mafatlal Centre
Nariman Point
Bombay

R. K. Pitamber
Executive Vice-President
(Finance)
Mahindra and Mahindra Ltd.
Gateway Building
Apollo Bunder
Fort, Bombay

Y. N. Mafatlal/B. K. Patel/
A. Y. Mafatlal
Mihir Textiles Ltd.
Khokhra Mehmadaab
Ahmedabad

Rahul N Amin
Executive Director
Jyoti Ltd., Industrial Area
Post Chemical Industries
Baroda

N. M. Desai
Chairman and President
Larsen and Toubro Ltd.
L&T House, Ballard Estate
Bombay

L. D. Vasa
Mafatlal Industries Ltd.
Mafatlal Centre
Nariman Point, Bombay

C. D. Menon
Executive Director-Personnel
Metal Box Company of (I) Ltd.
Barlow House, 59C. Chowringhee
Road
Calcutta

S. V. S. Raghavan
Chairman and Managing Director
Minerals and Metals Trading
Corporation
Post Box No. 7051
Express Building
Bahadur Shah Zafar Marg
New Delhi

Viren J. Shah
Chairman and Managing Director
Mukund Iron and Steel Works Ltd.
Lal Bahadur Marg
Kurla, Bombay

Harish Bijawat
Director
National Peroxide Ltd.
Neville House, Ballard Estate
Bombay

Ashok Daga
President
New Swadeshi Mills of Ahmedabad
Naroda Road
Ahmedabad

Jyotindra N. Mehta
Piyushakumar Natvarlal & Co.
Shreekunj, Kalyan Society
Ellisbridge
Ahmedabad

C. K. Parikh
Rajendra Dyeing & PTG Mills Ltd.
P. B. No. 253
Outside Jamalpur Gate
Ahmedabad

Rasiklal C. Nagri/
Bansidhar R. Nagri
Nagri Mills Co. Ltd.,
Raipur Road
Ahmedabad

D. M. Trivedi
Chief Executive
National Rayon Corpn. Ltd.
Ewart House, Bruce Street
Fort, Bombay

Gautam Shantilal Manavaty/
Nautambhai J. Nanavaty
Nutan Mills Ltd.
Via Vora's Roza, Anil Road
Ahmedabad

S. L. Baluja
Chairman & Managing Director
Punjab National Bank
Parliament Street
New Delhi

Rohit C. Mehta
Rajesh Textile Mills Ltd.
Rohit Mills Premises
Khokhra Mehmadabad
Ahmedabad

N. K. Parikh
Chief Executive
Mafatlal Engineering Industries
Ltd., Mafatlal Centre
Nariman Point
Bombay

A. C. Mukherji
Chairman and Managing Director
New India Assurance Co. Ltd.
New India Assurance Building
87, Mahatma Gandhi Road
Bombay

M. M. Dalal/P. L. Dalal
Pankaj Mahipal & Company
Rangwala Market
Railwaypura
Ahmedabad

Lilavati Lalbhai/
Vijaysingh Chimanbhai/
Chirag A. Lalbhai
The Raipur Mfg. Co. Ltd.
Outside Saraspur Gate
Post Box No. 54
Ahmedabad

R. Panchu
Managing Director
Ralliwolf Ltd.
Post Box No. 7750
Lal Bahadur Shastri Marg
Mulund, Bombay

Rohit C. Mehta/Rajesh R. Mehta
Rohit Mills Ltd.
Khokhra Mehmadabad
Ahmedabad

Mrugesh Jaykrishna/
Rajan R. Harivallabhdas/
Chinubhai R. Shah
Sarengpur Cotton Mfg. Ltd.
Amraiwadi Road
Post Box No. 5019
Ahmedabad

Vadilal Lallubhai
Sayaji Mills Ltd.
Bipin Nivas
Ellisbridge
Ahmedabad

Ajitkumar C. Patel
Director
Soft Beverages Pvt. Ltd.
C/o. Comsales Industries
C/5, Industrial Estate
Ambattur, Madras

Chairman and Managing Director
State Trading Corpn. of India
Ltd.

36, Janpath
Chandralok Building
New Delhi

Prafull Anubhai
Chairman and Managing Director
Rustom Mills and Industries Ltd.
Biji House, Stadium Road
Ahmedabad

Chinubhai Chimanbhai/
Ashoke Chimanbhai
Saraspur Mills Ltd.
Post Box No. 1061
Ahmedabad

Pratap Bogilal
Shriram Mills Charitable Trust
Shriram Mills Premises
Ferguson Road, Lower Parel
Bombay

Chairman
State Bank of India
State Bank of India Building
Central Office, Nariman Point
Bombay

Suhrid Sarabhai
Suhrid Geigy Ltd.
Shahibaug House
Ahmedabad

Navnitlal Sakarlal/
Nandakishore Sakarlal/
Saurabh Navnitlal
M/s. Sakarlal Balabhai & Co. Ltd.
D-11 Silver ARC,
Near Ellisbridge Railway Crossing
Kavi Nanalal Marg
Ahmedabad

Arvind Hiralal
Saurabh Corporation
A/416/C, Near Mithakhali Rly.
Crossing
Ahmedabad

R. R. Agarwal/J. R. Agarwal/
O. P. Agarwal
Silver Cotton Mills Co. Ltd.
Amraiwadi Road
Post Box No. 20
Ahmedabad

Managing Director
State Industrial & Investment
Corporation of Maharashtra Ltd.
Nirmal IST Floor
Nariman Point
Bombay

Ashok Muthana
Chief Executive (Corporate
Planning)
Sundaram Industries Ltd.
180, Mount Road
Madras

R. N. Mafatlal/Y. N. Mafatlal
U. C. Kapasi/H. H. Vasa
Surat Cotton Spg. & Wvg.
Mills Pvt. Ltd.
Mafatlal Centre
Bombay

The Secretary
Tata Hydro-Electric Power Supply
Co. Ltd.
Andhra Valley Power Supply Co. Ltd.
Tata Power Company Ltd.
Bombay House, Homi Mody Street
Fort, Bombay

U.V. Rao/B.G.N. Patel
Tractor Engineers Ltd.
C/o. Larsen and Toubro Ltd.
Ballard Estate,
Post Box No. 276
Bombay

Maitreya B. Harivallabhdas
Shri Amruta Mills Ltd.
Outside Saraspur Gate
Ahmedabad

A.H. Tobaccowala
Chairman
Voltas Ltd.
19, Graham Road
Ballard Estate
Bombay

PVS Manyam/C.A. Joshi
Tata Chemicals Ltd.
Mithapur (Western Railway)
Okhamandal Taluka
Gujarat State

J.J. Bhadha
The Tata Iron & Steel Co.Ltd.
Bombay House
Homi Mody Street
Fort, Bombay

M.C.T. Pethachi
Managing Director
Travancore Rayons Ltd.
151, Mount Road
P. B. No. 2730
Madras

I.C. Shah
Chief Executive
Shri Arbuda Mills Ltd.
Rakhial Road
Ahmedabad

Lalchand Hirachand
Chairman
Walchandnagar Industries
Construction House
Walchand Hirachand Marg
Ballard Estate
Bombay

A.N. Maira/R.D. Kulkarni
Tata Engg. & Locomotive Co.Ltd.
Poona

L.S. Kanvinde
Company Secretary
Tata Oil Mills Co.Ltd.
Bombay House, Homi Mody Street
Fort, Bombay

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

J.P. Patel
Senior Manager (Adm.)
Gujarat State Financial Corpn.
Jaldarshan Building
Ashram Road
Ahmedabad

Surinder Singh
Vice-President (Personnel)
Warner Hindustan Ltd.
Nirlon House
Dr. Annie Besant Road
Bombay

A.P. Banerjee
General Manager
Metallurgical & Engg.
Consultants(I) Ltd.
Ranchi, Bihar

Swadeshi Mills Co.Ltd.
Bombay House
Bruce Street
Fort, Bombay

FACULTY AND ADMINISTRATION

I.G. Patel
Ph.D. (Cantab)
Director

Ifzal Ali*
Ph.D. (Johns Hopkins)

Suresh Ankolekar
B. E. (Bombay)
Fellow (IIMA)

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

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

S.K. Barua
Fellow (IIMA)

L.R. Bhandari
Ph.D. (Columbia)

S.C. Bhatnagar
Fellow (IIMA)

Anil Bhatt
Ph.D. (Chicago)

Shekhar C. Chaudhuri
B.Tech. (Hons.)
(IIT, Kharagpur)
Fellow (IIMA)

Gyan Chandra
Ph.D. (Ohio)

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

D.K. Desai
Ph.D. (Illinois)

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

Bakul Dholakia
Ph.D. (MSU)

M.R. Dixit
Ph.D. (IIT, Kanpur)

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

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

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

Pulin K. Garg
Ph.D. (Berkeley)

G. Giridhar
D.Sc. (Harvard)

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

Anand P. Gupta
Ph.D. (Florida)

Anil K. Gupta
M.Sc. (HAU)

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

Omprakash K. Gupta
Ph.D. (Purdue)

Ramesh Gupta*
Ph.D. (Berkeley)

* On leave

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

Tirath R. Gupta
Ph.D. (Massachusetts)

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

A.M. Isaac
Ph.D. (Lehigh Uni. Bethlehem)

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

Abhinandan K. Jain
Fellow (IIMA)

B.H. Jajoo
Ph.D. (IIT, Kanpur)

S.G. Joag*
Dip. Bus. Adm. (IIMA)

Amarlal H. Kalro
Ph.D. (Minnesota)

Mohan Kaul*
Ph.D. (Paris)

Pradip N. Khandwalla
Ph.D. (Carnegie-Mellon)

M.G. Korgaonkar
Ph.D. (IIT, Bombay)

S.C. Kuchhal
M.Com. (Allahabad)
(IFCI Professor of Management)

G.R. Kulkarni
M.Com., LL.B. (Bombay)
(Bank of Baroda
Professor of International
Banking and Finance)

T. Madhavan
Fellow (IIMA)

Rushikesh M. Maru
Ph.D. (Michigan)

P.N. Misra
Ph.D. (Delhi School of
Economics)

Sasi B. Misra
Ph.D. (California)

M. Mohan
Ph.D. (Manchester)

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

V.L. Mote
Ph.D. (N. Carolina)

T.K. Moulik
Ph.D. (IARI, New Delhi)

Sipra Mukhopadhyay
Ph.D. (Jadavpur)

Nirmala Murthy
D. Sc. (Harvard)

K.R. Srinivasa Murthy
D.B.A. (Harvard)

I.M. Pandey*
Ph.D. (Delhi)

Udai Pareek*
Ph.D. (Delhi)
(L&T Professor of
Organizational Behaviour)

Indira J. Parikh*
M.Ed. (Rochester)
Ph.D. (Gujarat)

Nitin R. Patel
Ph.D. (MIT)

* On leave

D.M. Pestonjee
Ph.D. (AMU)

M. Raghavachari
Ph.D. (Berkeley)

V. Raghunathan
Fellow (IIMA)

K.V. Ramani
Ph.D. (Cornell)

C.G. Ranade*
Ph.D. (Cornell)

T.P. Rama Rao
M.Tech. (IIT, Kanpur)

S. Sreenivas Rao
M.A. (Osmania)
M.A. (Syracuse)

V. Venkata Rao
Ph.D. (Georgia Institute of
Technology)

T. Venkateswara Rao*
Ph.D. (SPU)

N. Ravichandran*
Ph.D. (IIT, Madras)

P.S. Sachdeva*
Dip. Bus. Adm. (IIMA)
(At Wharton School,
Ph.D. Programme)

Jahar Saha
Ph.D. (Case Western Reserve)

Mirza S. Saiyadain
Ph.D. (Kansas)

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

S.P. Seetharaman
Ph.D. (SPU)

Girija Sharan
Ph.D. (Cornell)

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

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

Manu Shroff
B.A. (Hons.) (Bombay)
B.Sc. (Econ.) (London)
Bar-at-Law

P.R. Shukla
Ph.D. (Stanford)

Gurdev Singh
Ph.D. (Illinois)

Ramadhar Singh
Ph.D. (Purdue)

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

Ashok Subramanian
Dip. Bus. Adm. (IIMA)

Dwijendra Tripathi
Ph.D. (Wisconsin)

A. Tripathy
Ph.D. (London School of
Economics)

S. Vathsala
Fellow (IIMA)

Pramod Verma
Ph.D. (Manchester)

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

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

Charan Wadhwa*
Ph.D. (Yale)

* On leave

Visiting Faculty

N.C.B. Nath
Ph.D. (Madras)
STC Visiting Professor
of Marketing

H.N. Pathak
M.Sc. (London School of Economics)

N. U. Raval
Ahmedabad

C. R. Shah
M.A., LL.M., A.M.B.I.M. (London)
Executive Director
Shri Ambica Mills Ltd.
Ahmedabad

M. D. Shah
Consumer Education and Research Centre
Ahmedabad

ADMINISTRATION

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

Ravi Acharya
M.A. (Bangalore)
Publications Coordinator

S.V. Ramamurthy
M.A. (Gujarat)
LL. B. (Delhi)
Personnel Officer

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

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

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

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

R. Krishnan
House Keeping Officer

A.A. Munshi
B.Com., LL. B. (Gujarat)
Accounts Officer

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

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

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

K. Rajagopal
B.A. (Bombay)
Programmes Officer (MDP)

K. Sethumadhavan
B.Com. (Gujarat)
Establishment Officer

Manubhai Shrimali
M.A. (Gujarat)
Public Relations Officer

R. P. S. Yadav
B.Com. (Gujarat) LL. B. (Gujarat)
Admissions Officer

LIBRARY

Anand S. Dhawle
M.L.S. (Pittsburg)
Librarian and Member of the
Faculty

R.M. Mehta
B.A. LL. B.
Dip. Lib. Sc. (MSU)
Head, Acquisition Department

Jayendra F. Pandya
B.A. (Gujarat)
Dip. Lib. Sc. (Bombay)
Deputy Librarian

M. C. Shah
Head, Catalogue Department
B.A., Dip. Lib. Sc. (Bombay)

EDITORIAL DEPARTMENT

Gita Chaudhuri
Ph.D. (Gujarat)
Editorial Associate

RESEARCH STAFF

B. D. Agrawal B.Tech. (Jabalpur)	Ajoy Kumar Nair M.Com. (Gujarat)
S. R. Asokan M.A. (Madras)	Vishnu Nampoothiri M.A. (Rajasthan)
S. Bhargava Ph.D. (Gujarat)	S. Narayanan M.A. (Saugar)
S.N. Chokshi B.Sc. (Gujarat)	Bhavna Oza M.Sc. (Gujarat)
R.N. Chaudhury M.Tech. (IIT, Kanpur)	Nirmal Panda M.A. (Delhi)
Rajendra Gandhi MBA (Jodhpur)	Kamini Pandya M.Sc. (Gujarat)
V. Gangadharan M.Phil. (Venkateswara)	Jayshree Parekh M.B.A. (Osmania)
Celine George M.A. (Delhi)	D. S. Parmar M.A. (MSU) P.G. Course in R.R.D. (Planning)
G. R. Jain M.Com. (Jodhpur)	A.M. Patel M.Sc. (Gujarat)
Mayank A. Joshi M.A. (Gujarat)	M. S. Patel M.A. (Indore)
Vidya Karant M.A. (Bombay)	N. T. Patel Ph.D. (Gujarat)
V. Hariharan M.Sc. (Kerala)	Rohini Phanse M.Sc. (Gujarat)
Veera Kumar M.A. (Delhi)	K. R. Pichholiya M.A. (SPU) Dip. R. Sc. (NCRHE) Ph.D. (Gujarat)
J. G. Makwana M.Sc. (Gujarat)	C. S. Prasad M.Sc. (Andhra)
D. P. Mathur M.A. (Rajasthan)	S. V. Ramanathan M.Sc. (Madras)
Priti Misra M.Phil. (Poona)	Gita Ranchan M.A. (Delhi)
Susheela Mohandas M.Sc. (Gujarat)	

B. Rangarajan
M.A. (JNU)

S. Raghunath
M.Com. (Bangalore)

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

H. R. Ravi
M.Sc. (Bangalore)

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

P. Sen Chaudhury
M.Sc. (Calcutta)

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

Girish H. Shah
M.Sc. (MSU)

Nitin Shah
M.Sc. (MSU)
Dip. Computer Science
(Gujarat)

Pragnya Shah
M.Sc. (MSU)

Chandrika Soyantar
Dip. Bus. Admn. (IIMA)

S. Subramanian
M.Sc. (Kerala)

Dipti Thanki
M.B.A.
(B.K. School of Bus. Mgt.)

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

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

Uma Vijayalakshmi
Dip. Bus. Admn. (IIMA)

Preeta H. Vyas
M.B.A.
(B.K. School of Bus. Mgt.)

Gita Warriar
M.Com. (Bangalore)

Appendix IX

COMMITTEES

Policy Committee

I. G. Patel (Chairman)
L. R. Bhandari
S. C. Bhatnagar
R. C. Chib
B. H. Dholakia
V. R. Gaikwad
Ranjit Gupta
V. Jaikumar
A. H. Kalro
P. N. Khandwalla
G. R. Kulkarni
R. M. Maru
Mirza S. Saiyadain
N. R. Sheth
Manu R. Shroff
D. Tripathi
M. N. Vora

Planning Committee

G. R. Kulkarni (Chairman)
L. R. Bhandari
B. H. Dholakia
V. R. Gaikwad
Ranjit Gupta
R. M. Maru
Mirza S. Saiyadain

PGP Executive Committee

B. H. Dholakia (Chairman)
V. N. Asopa
R. C. Chib
B. M. Desai
M. G. Korgaonker
M. Raghavachari
S. Sreenivas Rao
N. R. Sheth
K. Desaratharaman (Student Representative)

FPM Executive Committee

M. S. Saiyadain (Chairman)
R. S. Ganapathy
V. Jaikumar
K. R. S. Murthy
Nitin R. Patel
M. N. Vora

MDP Committee

L. R. Bhandari (Chairman)
S. C. Bhatnagar
V. R. Gaikwad
A. H. Kalro
J. L. Saha
J. K. Satia
Pramod Verma

FDC Committee

A. H. Kalro (Chairman)
A. K. Jain
K. R. S. Murthy
M. Raghavachari
S. Sreenivas Rao
S. P. Seetharaman

Research and Publications

V. R. Gaikwad (Chairman)
S. C. Bhatnagar
Anil Bhatt
A. H. Kalro
Mirza S. Saiyadain
P. M. Singhi
D. Tripathi

Admissions and Financial Aid

S. Sreenivas Rao (Chairman)
A.K. Jain
M.G. Korgaonker
G.R. Kulkarni
T.P. Rama Rao
Girja Sharan

Placement Committee

V.N. Asopa (Chairman)
L.R. Bhandari
Pulin K. Garg
Ranjit Gupta
S.C. Joag
Nirmala Murthy
Student Representative

Library Committee

Manu R. Shroff (Chairman)
B.H. Dholakia
V.R. Gupta
J.L. Saha
A.S. Dhawle

Alumni Activities Committee

D. Tripathi (Chairman)
L.R. Bhandari
R.C. Chib
B.H. Dholakia

CRMS Committee

D.K. Desai (Chairman)
Praful Anubhai
B.H. Dholakia
V.K. Gupta
Nirmala Murthy
S. Sreenivas Rao

Faculty Evaluation Committee

I.G. Patel (Chairman)
G.R. Kulkarni
V.L. Mote
Udai Pareek
Samuel Paul
M.N. Vora

Research Staff Evaluation Committee

G.R. Kulkarni (Chairman)
C. Gopinath
~~V. Jaikumar~~ B.H. Dholakia
J.K. Satia

Evaluation Committee I

G.R. Kulkarni (Chairman)
R.C. Chib
V.R. Gaikwad

Evaluation Committee II

M. Raghavachari (Chairman)
J.F. Pandya
S.V. Ramamurthy
C. Ramdoss

Evaluation Committee III

V.N. Asopa (Chairman)
Ravi Acharya
N.R. Desai
S.V. Ramamurthy

Vikalpa Editorial Board

P.N. Khandwalla (Editor & Chairman)
S.K. Barua
Shekhar Chaudhuri
Ranjit Gupta
R.M. Maru
Ravi Acharya (Publisher)

Group/Area Chairman

Business Policy

K.R.S. Murthy

Economics

Manu R. Shroff

Finance and Accounting

V. Jaikumar

Information Systems and
Computer Group

S.C. Bhatnagar

Marketing

M.N. Vora

Organizational Behaviour

P.N. Khandwalla

Personnel & Industrial
Relations

N.R. Sheth

Production and Quantitative
Methods

A.H. Kalro

Public Systems Group

R.M. Maru

Centre for

Centre for Management in Agriculture

Ranjit Gupta (Chairman)

S.L. Bapna (Publications Coordinator)

V.R. Gaikwad (MDP Coordinator)

Girja Sharan (SPA Coordinator)

U.K. Srivastava (Research Coordinator)

Welfare Committee

S.P. Seetharaman (Chairman)

Manu A. Chowdhary

Hamukh Mistry

Nirmala Murthy

J.F. Pandya

T.I. Paul

K.M. Raghavan

Rita Rama Rao

K. Sethumadhavan

J.J. Chauhan (Secretary)

Alumnus Editorial Committee

D. Tripathi (Chairman)

Ravi Acharya

S.C. Bhatnagar

V.K. Gupta

A.K. Subramanian

APPENDIX IX

B O O K S

1. Bapna, S.L.; and Rao, K.R. Forecasting Crop Output.
New Delhi: Oxford & IBH Publishing Co., 1984, 171 pp.
2. Desai, D. Management in Rural Development, New Delhi:
Oxford & IBH Publishing Company, 1983, 141 pp.
3. Gupta, Anand P. Fiscal Policy and the Poor. New Delhi:
Oxford & IBH Publishing Company, 1984, 90 pp.
4. Gupta, V.K.; George P.S.; Gupta, G.S.; Khurana, Rakesh
Raghavachari, M.; Rao, S.S.; Srivastava, U.K.;
Reddy, M.D.; Singh, Amar Jeet; and Subramanyam, B.
Marine Fish Marketing in India, Vol. I to VI.
Ahmedabad: Centre for Management in Agriculture,
Indian Institute of Management, 1984. 3372 pp.
5. Khandwalla, Pradip N. Fourth Eye : Excellence through
Creativity. Allahabad: A.H.Wheeler, 1984, 317 pp.
6. Kuchhal, S.C. Industrial Economy of India.
17th edition, Allahabad: Chaitanya Publishing House,
1984.
7. Kuchhal, S.C. Corporation Finance : Principles and
Problems. 17th edition. Allahabad: Chaitanya
Publishing House, 1984.

8. Shah, B.G.; Saiyadain, M.S.; and Sheth, N.R.
Human Resources Management in Banking Industry -
Text and Cases. New Delhi: South Asian Publishers,
1984. 242 pp.
9. Singh, Gurdev; and Kumar, Krishnan. Management
of Capital Flows on Farms. New Delhi: Oxford and
IBH Publishing Company, 1983.
10. Srivastava, U.K.; and Vathsala S. (Eds).
Strategy for Development of Inland Fishery
Resources in India: Key Issues in Marketing.
New Delhi: Concept Publishing Company, 1984.
450 pp.
11. Tripathi, Dwijendra (Ed.). Business Communities
of India: A Historical Perspective. New Delhi:
Manohar Publications, 1981. 315 pp.

MONOGRAPHS

1. Bhatt, Anil (ed). Community Involvement in Primary Health Care. Ahmedabad: Public Systems Group, Indian Institute of Management, 1984. PSG Monograph No.53.
2. Desai, D.K.; and Patel, N.T. Agricultural Research Management - Case Studies of Operational Research Projects of ICAR. Ahmedabad; Centre for Management in Agriculture, Indian Institute of Management, 1984, CMA Monograph No.108.
3. Korgaonkar, M.G. Modern Manufacturing Systems. Ahmedabad: Indian Institute of Management, 1984.
4. Korgaonkar, M.G. Productivity Measurement. Ahmedabad: Indian Institute of Management, 1984.
5. Kuchhal, S.C. Success and Sickness of New Projects. Ahmedabad: Indian Institute of Management, 1983.
6. Kuchhal, S.C. Financial Behaviour of Growth Companies. Ahmedabad; Indian Institute of Management, 1984.
7. Moulik, T.K.; and Purushotham, P. Technology Transfer Process in Decentralized Rural Industries : Cases and Analysis. Ahmedabad: Centre for Management in Agriculture, Indian Institute of Management, 1983. CMA Monograph No.106.

8. Murthy, N.; Satia, J.K.; and Sengupta, S.
A Study of Drug Supply to Primary Health Centres in Uttar Pradesh. Ahmedabad: Public Systems Group, Indian Institute of Management, 1984. PSG Monograph No.55.
9. Patel, Nitin R; Mehta Cyrus R.; and Gray, Robert.
On computing an Exact Confidence Interval for the Common Odds Ratio in Several 2 x 2 Contingency Tables. Cambridge, MASS.: Department of Biostatistics, Harvard University, April, 1984. Technical Report No.3862.
10. Pestonjee, D.M. EDP Managers : An OB Study. Ahmedabad: Indian Institute of Management, 1983.
11. Shingi, Prakash; Patel, M.S.; and Wadwalkar, Sanjay.
Development of Social Forestry in India. Ahmedabad: Centre for Management in Agriculture, Indian Institute of Management, 1984.
12. Shroff, Manu R. Public Enterprise Banks and Financial Institutions in India. Ahmedabad: Public Systems Group, Indian Institute of Management, 1984. PSG Monograph No.52.
13. Srivastava, U.K. Financing of Trade in Groundnut, Groundnut Processing Units and Distribution of Finished Products. Ahmedabad: Centre for Management in Agriculture, Indian Institute of Management, 1984.

14. Subramanian, A.; Khanna, I.; Bhatt, A.; and Singh, Anil K. Managing an Adult Education Project. Ahmedabad: Public Systems Group, Indian Institute of Management, 1983. PSG Monograph No. 51.
15. Vathsala, S.; and Desai, D.K. Survey of Management Studies and Research Work, Gujarat Region. Ahmedabad: Centre for Regional Management Studies, Indian Institute of Management, 1983.
16. Vyas, V.S.; Bhatt, Anil.; and Shah, S.M. Decentralized Planning in India. Geneva: International Labour Office, WEP-2-32, September 1983.

ARTICLES IN JOURNALS/BOOK CHAPTERS

1. Bhatt, Anil; and Maru, Rushikesh. "Managing
Community Involvement in Primary Health Care:
A Review, "Community Involvement in Primary
Health Care: The Indian Context. Anil Bhatt (ed.)
Ahmedabad: Public Systems Group, Indian Institute
of Management, 1983, pp. 51-113.
2. Chatterjee, A.K.; and Kalro, A.H. "Derivation of
Operating Policy for Reservoir Operations in a
Multi Purpose Project," OPSEARCH, 21, 2 (June 1984),
pp.102-112.
3. Chaudhuri, Shekhar; and Sundar, Shyam. "Technological
and Economic Perspectives in Corporate Strategic
Decisions," Lok Udyog, XVIII, 1, (April 1984),
pp. 17-24.
4. Chaudhuri, Shekhar; and Khandwalla, Pradip, N.
"Management of Diversification in Public Enterprises,"
Institute of Public Enterprise Journal, VI, 4
(October-December 1983), 41-46.
5. Desai, B.M. "Group Lending in Rural Areas", Rural
Financial Markets in Developing Countries, J.D.
Von Pischke, Dale W. Adams, and Gordon Donald (Eds.).
Baltimore and London; Johns Hopkins University
Press, 1983, pp. 284-288.

6. Desai, D.K. "Economics of Fishing in the Ganga River System," Fisheries Development in India, U.K.Srivastava and M Dharma Reddy (Eds.), New Delhi: Concept Publishing Company, 1983, 477-495.
7. Desai, D.K.; and Patel, N.T. "Improving Growth of Foodgrains Productivity in the Western Region of India," Indian Journal of Agricultural Economics, XXXVIII (October-December, 1983), 539-556.
8. Desai, D.K. "Ravi and the Centre for Management in Agriculture (CMA)," IIMA Alumnus, 16, (May 1984), 14-15.
9. Desai, Guntant M. "Economics of Sustained Rapid Growth in India's Fertilizer Consumption," FAI Seminar on Systems Approach to Fertiliser Industry, New Delhi: The Fertiliser Association of India, (March 1984).
10. Desai, Guntant M.; and Namboodiri, N.V. "The Deceleration Hypothesis and Yield Increasing Inputs in Indian Agriculture," Indian Journal of Agricultural Economics, XXXVIII, (October-December 1983), 497-508.
11. Desai, Guntant M. "Prospects of Growth Fertiliser Consumption in Western Region," Fertiliser Marketing News, 15, 6, (June 1984), 7-10.
12. Ganapathy, R.S.; and Subramanian, A. "Design of an Organization Structure for Ocean Development," Abhigyan, (Autumn 1983), 43-66.

13. Gupta, Anand P. "Fiscal Policy, Capital Intensity and Employment," Employment Policy in a Developing Country, Volume I, Austin Robinson, P.R.Brahmananda and L.K.Deshpande (Eds.). London: Macmillan Press Limited, 1983. pp. 332-340.
14. Gupta, Anand P. "Tax Experiences of Indo-American Joint Ventures," Economic and Political Weekly, (likely to appear by June 30, 1984).
15. Gupta, G.S. "Production Function and Optimum Input Mix in Fish Farming in India," Vishleshan (March 1984).
16. Gupta, Omprakash K.; and Ravindran, A. "Nonlinear Integer Programming and Discrete Optimization," Journal of Mechanics, Transmissions and Automation Design, Transactions of ASME, 105, 2, (June 1983), 160-164.
17. Gupta, Omprakash K.; and Ravindran, A. "Nonlinear Integer Programming Algorithms: A Survey," Opsearch, 20, 4, (December 1983), pp. 189-206.
18. Gupta, Tirath. "The Economics of Tree Crops on Marginal Agricultural Lands with Special Reference to the Hot Arid Region in Rajasthan, India" International Tree Crops Journal, 2, 2 (September 1983), 155-194.

19. Gupta, Tirath. "Demand-supply Management and Pricing Policy of Forest Based Raw Materials for the Paper Industry in India: Some Issues", Indian Journal of Agricultural Economics, 38, 3 (July-September 1983), 291-299.
20. Gupta, Tirath. "Report of the Symposium on Appraisal of Recent Trends in Agricultural Growth in Western Region of India," Indian Journal of Agricultural Economics, 38, 4 (October-December 1983), 610-623.
21. Jain, Abhinandan K.; Bhandari, Labdhi; and Vora, M.N. "Textile Distribution: Task and Structure," Commerce, Annual Number (1982), 119-145.
22. Kanungo, R.N.; and Misra, S. "An Uneasy look at Work, Nonwork, and Leisure," Management of Work and Personal Life, M.D.Lee and R.N.Kanungo (Eds.) New York: Praeger, 1984.
23. Khandwalla, Pradip N. "PI Management," Vikalpa, 8,3 (July-September 1983), 219-238.
24. Khandwalla -Pradip, N. "Turnaround Management in the Public Sector," Lok Udyog, 17,6 (September 1983) 25-38.
25. Khandwalla, Pradip N. "Turnaround Management of Mismanaged Complex Organisation," International Studies of Management and Organization (U.S.), XVII, 4 (Winter, 1983-84), 5-41.

26. Khandwalla, Pradip N. "China in Ball-pens: Creativity in Indian Organization," Management and Systems Review, (Special Issue 1983), 29-48.
27. Khandwalla, Pradip N. "Excellence and PI Management," Business World, (April 9-22, 1984), 30. This is a Magazine article.
28. Khanna, Inderjit; and Gupta, Anil K. "Enforcing Citizen's Rights: How Does Bureaucracy Respond," Vikalpa, 8, 4 (October-December, 1983), 277-278.
29. Maru, R.M.; Murthy N.; and Satia J.K. "Management Interventions in Established Bureaucracies," Economic and Political Weekly, XVIII, 35, (August, 1983).
30. Maru, Rushikesh ; Satia, J.K.; Murthy, Nirmala. "Management Interventions in Established Bureaucracies: A Case Study," Economic and Political Weekly, Review of Management, 18, 35, (August 1983), M-98-110.
31. Maru, Rushikesh M. "The Community Health Volunteer Scheme in India: An Evaluation," Social Science and Medicine (U.K.), 17, 19, (1983), 1477-1483.
32. Mathur, Kuldeep ; and Gupta, Anil K. "Action Research for District Planning," Action Research for Development, Kuldeep Mathur and Harsh Sethi, (Eds.). New Delhi: Indian Institute of Public Administration, (1983), 7-21.

33. Mathur, Kuldeep; and Gupta Anil K. "Action Research for Microlevel Planning: A Self Appraisal," International Review of Administrative Services, 1, (1984) 60-68.
34. Monappa, Arun ; and Joshi, M.A. "The Personnel Function - A Managerial Perspective, Part I," Indian Management, (December 1983), 3-7-24.
35. Monappa, Arun and Joshi, M.A. "The Personnel Function - A Managerial Perspective, Part II," Indian Management, (January, 1984), 7-10.
36. Moulik, T.K.; Murthy, N.; and Subramanian, A. "India's Experiment with Community Biogas Plants," Biogas Workshop on Community Plants: Input Papers, Bremen: BORDA, West Germany, (1984) pp. 1-49.
37. Moulik, T.K. "Biogas and Rural Energy Supply in China," Biogas Technology, Vyas and Grewal (Eds.) USG Publications, 1983. 6-11.
38. Moulik, T.K.; and Purushottam, P. "The Indian Tasar Silk Industry and the New Technology," Development and Change, 14,3 (July 1983), 431-447.
39. Moulik, T.K.; and Purushottam, P. "Vaijnath Leather Complex: The Case of a Rural Enterprise Built on Improved Technology," Changing Villages, 5, 4, (July-August 1983).

40. Moulik, T.K. "Marketing and Rural Development," NONAD Bulletin, University of Rhode Island, Kingston, USA, 1, 2, 1983,
41. Moulik, T.K.; and Purushottam, P. "What ails Silk Industry?" Commerce, 148, 3798, (March 1984) 412-418.
42. Murthy, N. "Family Planning Performance Analysis: Base-line Results of IPP-II Districts," Programme Implications of Base-line Survey Data - India Population Project (II), Uttar Pradesh. Ahmedabad. Public Systems Group, Indian Institute of Management, 1984, PSG Monograph No.54.
43. Patel, Nitin R.; and Smith, R.L. "The Asymptotic Extreme Value Distribution of the Sample Minimum of a Concave Function Under Linear Constraints," Operations Research, 31, 4 (July-August 1983), 789-794.
44. Raghunathan, V. "Investments Decisions Under Inflation," The Chartered Accountant, XXXII, 2, (August 1983), 80-84.
45. Rao, Venkata V.; and McGinnis, L.F. "Decomposition Method for Optimal Lot Sizing in Acyclic Production Systems," PDRC Report Series 83-05, School of Industrial and Systems Engineering, Georgia Tech., USA, (June 1983).

46. Rao, Venkata V.; and McGinnis, L.F. "Lot Sizing in Acyclic Production Systems: Some Empirical Results," PDRC' Report Series, School of Industrial and Systems Engineering, Georgia Tech., USA, (June 1983).
47. Saiyadain, M.S. "Voluntary Welfare in India: It's objective and cost," Lok Udyog, 17, 7, (1983), 29-33.
48. Satia, J.K.; and Maru, Rushikesh. "Management Contributions to Population Programme: An Overview," Management Prospective, Ellen Sattar and Rita Raj Hashim (Eds.). Kula Lumpur: International Committee on Management of Population Programmes, 1983, pp.114-179.
49. Satia, J. K. "Accessibility and Utilisation of Health Services in Ghazipur District," Programme Implications of Baseline Survey Data - India Population Project (II) Uttar Pradesh. Ahmedabad: Public Systems Group, Indian Institute of Management, 1984, PSG Monograph No.54, pp.53-73.
50. Satia, J.K. "Infant and Child Mortality in Azamgarh District," Programme Implications of Baseline Survey Data - India Population Project (II) Uttar Pradesh. Ahmedabad: Public Systems Group, Indian Institute of Management, 1984, PSG Monograph No.54, pp.118-126.
51. Seatharaman, S.P.; and Gupta, Krishna Kumar. "Member Orientation in Federal Cooperative," Tamil Nadu Journal of Cooperative, 75, 1, (July 1983), 29-42.

52. Sharan, Girja. "Working Directly with People - Need and Problems," Action Research for Development, Kuldeep Mathur and Harsh Sethi (Eds.), New Delhi: Indian Institute of Public Administration, 1983: 112-120.
53. Sheth, NR. "Sociology for Industrial Relations," Social Action, 34, 1, (January-March 1984), 1-20.
54. Shingi, P.M. "Towards a Re-Definition of Extension," Social Change, 13, 4 (December 1983), 31-35.
55. Singh, Gurdev. "Relationship Between Operating Capital Use and Investment on Farms," Financing Agriculture, (April-June 1983), 26-29.
56. Singh, R. "Leadership Style and Reward Allocation: Does Least Preferred Scale Measure Task and Relation Orientation?" Organizational Behaviour and Human Performances, 32, 2 (October 1983), 178-197.
57. Srivastava, U.K.; and Singh, Amar Jeet. "A Strategy for Improving India's Share in International Competitive Bidding," Indian Management, (August 1983), 19-25.
58. Subramanian, Ashok. "Understanding Community Participation: Perceptions of Field Workers," Community Involvement in Primary Health Care, Anil Bhatt (Ed.). Ahmedabad: Public Systems Group, Indian Institute of Management, March 1984. PSG Monograph No.53,

59. Tripathi, Dwijendra. "Class Character of Gujarati Business Community," Business Communities of India: A Historical Perspective, D. Tripathi (Ed.) New Delhi: Manohar Publications, 1984. pp.151-172.
60. Tripathi, Dwijendra. "Entrepreneurship and Indian Management: A Historian's Glimpse of the Future," Effective Management Styles for Growth. Madras: Madras Management Association, 1984. pp.144-155.

ARTICLES IN FINANCIAL DAILIES AND NEWSPAPERS

1. Chaudhuri, Shekar. "Strategic Management of Large Enterprises," The Economic Times, (May 5, 1984).
2. Dixit, M.R. "A Note on Formal Corporate Planning," The Economic Times, (May 5, 1984), (Special Supplement on Corporate Planning).
3. Gupta, Anil K. "Land Reforms: Implications for Migration, Employment and Food," The Economic Times, (August 24 & 25, 1983).
4. Gupta, Anil K. "Poverty, Population and IRDP," The Economic Times, (April 9, 1984).
5. Monappa, Arun. "Status of Personnel in Corporate Structure - An Empirical Study (1978-80)," The Economic Times, (March 24, 1984), 10.
6. Kumar, Krishna; and Iyer, Vathsala S. "Executive Mobility: Challenges in the 1980s," The Economic Times, (January 22, 1983), p.8.
7. Panda, N.K. "Agricultural Trends: Some Issues," Financial Express, (November 30, 1983).
8. Panda, N.K. "Rural Poverty in Orissa," Financial Express, (May 2, 1984).
9. Raghunathan, V. "Interest Charges - Capitalising: A Financial & Accounting Blasphemy," The Economic Times, (May 14, 1984).

CONFERENCE PROCEEDINGS AND PRESENTATIONS

1. Barua, Samir K.; and Srinivasan, G. "Experiment on Decision Criteria for Investment in Risky Assets." Conference of Eastern Finance Association held at Lake Eucua Vista, Florida, USA, April 11-14, 1984.
2. Bhatnagar, S.C. "Harnessing Micro computers in Development Planning." Proceedings of International Seminar on Information: A Basic Resource for Development, Marseilla, June 19-25, 1983.
3. Bhatnagar, S.C. "Computer Graphics in Locating Health Facilities." MEDINFO-83, Amsterdam, August 22-26, 1983.
4. Bhatt, Anil; and Subramanian, Ashok. "Directing Programme Evaluation Towards the Field Workers: An Experiment in Adult Education." Workshop on the Fourth Appraisal of the National Adult Education Programme held at Udaipur, July 19-21, 1983.
5. Bhatt, Anil. "Social and Political Dimensions of Administering Development in India: Some Questions for Management of Development School." Conference of the International Working Group on Management of Social Development held at Ahmedabad, India, January 23-27, 1984.

6. Bhatt, Anil; Maru, Rushikesh; and Subramanian, Ashok. "Community Health in India: A Background Paper." A Meeting to Develop a Research Project on NGO Community Health Programmes in Selected Asian Countries held at Hong Kong, April 25-29, 1984.
7. Charan, A.S.; Seetharaman, S.P.; and Bapna, S.L. "Agricultural Marketing System in Gujarat - A Perspective." Conference of Gujarat State Agricultural Economic Association held at Surat, October-November, 1983.
8. Chaudhuri, S.C.; and Khandwalla, P.N. "Internationalisation of Indian PEs." International Conference on PSEs and International Business: Strategic Aspects held at Bangalore, January 5-7, 1984.
9. Desai, B.M. "Group-Based Savings and Credit Programmes in Rural India." ILO Workshop on Group-based Savings and Credit Programmes for the Rural Poor held at Bogra, Bangladesh, November 6-9, 1983.
10. Desai, D.K.; and Patel, N.T. "Improving Growth of Foodgrains Productivity in Western Region." Symposium on Appraisal of Recent Trends in Agricultural Growth in the Western Region of India held at Indian Institute of Management, Ahmedabad, Gujarat, September 9-10, 1983.
11. Desai, D.K.; and Vathsala, S. "Development of Riverine Fisheries: A Systems Approach" National Workshop on Development of Inland Fishery Resources held at Indian Institute of Management, Ahmedabad, November 1-3, 1983.

12. Desai, Gunvant M. "Market Channels and Growth of Fertilizer Use in Rainfed Agriculture: Conceptual Considerations and Experience of India". International Workshop on Agricultural Markets in the Semi-Arid Tropics organized by ICRISAT, International Union of Geographers and Osmania University, Patancheru, Hyderabad, Andhra Pradesh, October 23-25, 1983.
13. Desai, Gunvant M. "Input Supply and Food Marketing Systems for Accelerating Agricultural Growth in Sub-Saharan Africa." Conference on Accelerated Agricultural Growth in Sub-Saharan Africa organized by International Food Policy Research Institute and University of Zimbabwe held at Victoria Falls, Zimbabwe, August 29 - September 1, 1983.
14. Desai, Gunvant M. "Fertilizer Use on India's Unirrigated Areas: A Perspective Based on Past Record and Future Needs," Seminar on Technology Options for Dryland Agriculture Potential and Challenge, organized by ICRISAT and Indian Society of Agricultural Economics held at Patancheru, Andhra Pradesh, August 22-24, 1983.
15. Desai, Gunvant M. "Economics of Sustained Rapid Growth in India's Fertiliser Consumption." Seminar on Systems Approach to Fertilizer Industry organized by Fertiliser Association of India and FAO held at New Delhi, December 8-10, 1983.

16. Desai, Guntant M. "Price and Non-Price Policies for Future Growth in India's Fertilizer Consumption." International Seminar on Fertilizer Pricing Policies organized by the World Bank held at Washington D.C., March 27-30, 1984.
17. Desai, Guntant M. "Policy Issues for Rapid Growth in Use of Modern Agricultural Inputs - The Case Fertilizers in India." International Workshop on Food and Agricultural Price Policies organized by International Food Policy Research Institute held at Belmont Estate, Maryland, USA, April 29 - May 2, 1984.
18. Gaikwad, V.R. "Human Aspects of Land Use Planning." Training Workshop on Land Use Planning for the Tropics, jointly sponsored by Commonwealth Secretariate, London and Indian Institute of Management, Ahmedabad, January 28 - February 4, 1984.
19. Giridhar, G. "Population Distribution and Land-Use Planning." Workshop on Land-use Planning for the Tropics held at Indian Institute of Management, Ahmedabad, January 28 - February 4, 1984.
20. Gupta, Anil K. "Alternative Perspective on Developing Drought Prone Area Development: Role of Rural Credit." Paper invited for Working Group on Rural Development Sub-group on DPAD, Planning Commission, for Seventh Five Year Plan, March, 1984.
21. Gupta, Anil K. "Cooperation in Cooperation." XV International CIRIEC Congress held at Florence, Italy, April 15-19, 1984.

22. Gupta, Anil K. "Role of Public Enterprises in Backward Regions: Generating Peasants' Perspective." XV International CIRIEC Congress held at Florence, Italy, April 15-19, 1984.
23. Gupta, Anil K. "Dynamics of Access Differential in Semi-Arid Region." Second International Range Land Congress held at Adelaide, Australia, May 13-18, 1984.
24. Gupta, Anad P. "Management of the Tax System: Miles to go" AICC(I) Seminar on Taxation held at New Delhi, July 22-23, 1983.
25. Gupta, G.S. "Fresh Water Culture Fisheries: Present Status, Prospects and Policy Issues." National Workshop on Development of Inland Fishery Resources held at Indian Institute of Management, Ahmedabad, November 1-3, 1983.
26. Gupta, Omprakash K. "On Evaluating 2^N." "XVIth Annual Convention of Operational Research Society of India held at Indian Institute of Technology, Kanpur, December, 1983.
27. Gupta, Omprakash K.; and Oza, Bhavna. "IPDM: An Interactive Program for Decision Making." Proceedings of the National Conference in Computers on Education and Training, Balaguruswamy, E.; and Sharma, K.D (ed.s) Delhi: National Institute of Information, March, 1983. S/2/3/1 - S/2/3/8.

28. Gupta, Tirath. "Role of Tree Crop Production in Dryland Agriculture in India." Seminar on Technology Options for Dryland Agriculture: Potential and Challenge held by International Crops Research Institute for the Semi-Arid Tropics, Pattancheru, in collaboration with the Indian Society of Agricultural Economics, Bombay, August 22-24, 1983.
29. Gupta, Tirath. "Role of Silvi-Pastoral Systems in Land Use Planning in the Arid and Semi-Arid Tropics." Training Workshop on Land Use Planning for the Tropics held at Indian Institute of Management, Ahmedabad, in collaboration with the Common Wealth Secretariat, London, January 28 - February 4, 1984.
30. Kalro, A.H. "Goal Programming and Production Management." XVI Annual Convention of Operational Research Society of India held at Indian Institute of Technology, Kanpur, December 8-10, 1983.
31. Korgaonker, M.G. "Strategies for Project Management." Programme Workshop on Project Management, Indian Institute of Management, Ahmedabad, December, 4-11, 1983.
32. Misra, P.N. "Quantification of Optimal Role of Government Expenditure on Education for Regional Development in Gujarat, India." IV All India Annual Conference on Education and Regional Development held at I.N.M. Institute of Eco. Devt. & Social Change, Patna, UP, Nov. 26-27, 1983.

33. Moulik, T.K. "Energy Conservation: A Case for Decentralized Power System." Punjab-Haryana-Delhi Chamber of Commerce and Industry Conference held at Delhi, July 9, 1983.
34. Moulik, T.K. "Choice of Technologies for Integrated Rural Energy System." International Rural Energy Training Programme held at Enschede, Twente Technical University, Holland, June 4, 1984.
35. Moulik, T.K. "Modelling for Integrated Energy System." Rural Development Training Programme held at Birmingham, Birmingham University, England, May 29, 1984.
36. Moulik, T.K. "India's Experiment with Community Biogas System." International Biogas Workshop on Community Plants held at Bremeur, West Germany, May 14-19, 1984.
37. Murthy, N. "A Review of Management Development Efforts in the Health and Family Welfare Organization in India". National Seminar on Ten years of Family Planning Evaluation Studies in India held at the International Institute of Population Studies, Bombay, March 20-22, 1984.
38. Murthy, N. "Developing Training Capacity of Management Skills National Institutions concerned with Food and Nutrition." Workshop on Training, FAO held at Rome, February 28 - March 2, 1984.

39. Patil, M.S. and Patel N.T. "Economics of Tribal Areas and its Development." 71st Session of the Indian Science Congress held at Ranchi, Bihar, January 3-8, 1984.
40. Patel, Nitin R.; and Anantaram, B. "An Algorithm for the Steiner Problem on Networks." Joint National Meeting of the O.R.Society of America and the Institute of Management Science, San Francisco, USA, May 14-16, 1984.
41. Pichholia, K.R. "Rural-to-Urban Migration: A Case Study of Ahmedabad." All-India Labour Economics Silver Jubilee Conference held at Lucknow University, Lucknow, October 21-24, 1983.
42. Raghavachari, M. "Single Machine Sequencing Problems with Non Regular Objective." XVI Annual Convention of Operational Research Society of India held at Indian Institute of Technology, Kanpur, December 8-10, 1983.
43. Raghavachari, M. "Estimation of Transition probability Matrix of a Doubly Stochastic Markov Chain." Regional Conference of Indian Statistical Institute and Bernoulli Society held at Indian statistical Institute, New Delhi, December 12-14, 1983.
44. Raghavachari, M. "Development of Reservoir Fisheries in India - Some Issues and Recommendations." National Workshop on Decelopment of Inland Fishery Resources, Indian Institute of Management, Ahmedabad, November 1-3, 1983.

45. Ramani, K.V. "Development of a Software Package for Agricultural Project Data Analysis." Second International Working Conference on Computer Applications in Food Production and Agricultural Engineering held at New Delhi, March 19-22, 1984.
46. Saiyadain, M.S. "Work Ethics." Workshop on Effective Personnel Management held at National Institute of Personnel Management Rajasthan Branch, Udaipur, June 22-23, 1984.
47. Seetharaman, S.P. "Agricultural Co-operative Marketing in South-East Asia." International Cooperative Alliance held at New Delhi,.....1983.
48. Seetharaman, S.P. and Jha, Mithileshwar. "Concept of Agricultural Cooperative Marketing." Proceeding on Cooperative Marketing Federations, published by Tamil Nadu Cooperative Union, Madras, p.17-38.
49. Seetharaman, S.P. "Concept of Integrated Cooperatives", National Workshop on Appropriate Management System for Agricultural Co-operatives, Vaikunth Mehta National Institute of Co-operative Management, Pune, September 20-24, 1983.
50. Seetharaman, S.P. "Management of Cooperatives." Programme on Administrative Techniques conducted by Natesan Cooperative Training College, Madras, November 7-9, 1983.

51. Sharan, Girja. "Agro-Mechanical Technology in Gujarat." Symposium on Recent Trends in Agricultural Growth in the Western Region in India, Indian Institute of Management, Ahmedabad in collaboration with Indian Society of Agricultural Economics held at Indian Institute of Management, Ahmedabad, September 9-10, 1983.
52. Shran, Girja. "Energy Use in Rural North Gujarat with Special Reference to Cooking Fuel." National Solar Energy Convention - 1983, on behalf of Solar Energy Society of India, organized by Energy Division, Jyoti Limited, held at Vadodara, December 16-17, 1983.
53. Sharan, Girja; and Rao, K.S. "National Seminar on Issues in Energy Policy and Management." Indian Institute of Management, Ahmedabad in Collaboration with Training Division, Department of Personnel and Administrative Reforms, Government of India, held at Vigyan Bhavan, New Delhi, March 20-22, 1984.
54. Sharan, Girja. "Energy Use in Rural North Gujarat with Special Reference to Cooking Fuel." XXI Annual Convention of Indian Society of Agricultural Engineers by Indian Agricultural Research Institute, New Delhi held at New Delhi, April 5-7, 1984.

55. Sharan, Girja. "Low Development of Science and Technology in Development Strategy: The Case in Panchmahal District." Proceedings of the Okinawa Conference, The Importance of Bypassed Areas in Asian Economic Development, Japan: National Institute of Research Advancement (Japan Center for International Exchange), 1983, pp.141-147.
56. Shingi,, R.M.; and Seetharaman, S.P. "Managing the Process of Settlement: A Case Study of Rajasthan Canal Project." Training Workshop on Land Use Planning for the Tropics held at Indian Institute of Management, Ahmedabad, January 28 - February 4, 1984.
57. Singh, Gurdev; and Vithal, Deepinder. "Increasing Production of Cotton through Efficient Use of Irrigation Water." Seminar on Productivity Needs of Cotton Production, Marketing and Ginning by National Productivity Council held at Ahmedabad, October 25-26, 1983.
58. Srivastava, U.K.; and Singh, Amar Jeet. "Brackish Water Culture: Some Policy Issues." National Workshop on Development of Inland Fishery Resources held at Indian Institute of Management, Ahmedabad, November 1-3, 1983.
59. Srivastava, U.K.; and Singh, Amar Jeet. "Data Base for Development of Inland Fishery Sector." National Workshop on Development of Inland Fishery Resources held at Indian Institute of Management, Ahmedabad, November 1-3, 1983.

60. Srivastava, U.K. "Projectization of Effluent Treatment Plants by Distilleries: Some Key Issues." Seminar on Resource Mobilization and Energy Generation from Distillery Effluent, All India Distillers' Association held at New Delhi, December 16-17, 1983.
61. Srivastava, U.K. "Renewable Energy Technologies: Some Issues for Future Strategy for Commercialization of Products." Seminar on Issues in Energy Policy and Management held at Vigyan Bhavan, New Delhi, March 20-22, 1984.
62. Subramanian, Ashok. "Strategies for Changing Agency-Centred Development Programmes: Some Possibilities and Limitations." Fourth International Conference of the Management Institutes' Working Group on Social Development Management held at Indian Institute of Management, Ahmedabad, January 23-27, 1984.
63. Subramanian, Ashok. "Managing Voluntary Health Organizations: Notes for a Dialogue." Workshop on Management Issues in Voluntary Health Organizations held at Indian Institute of Management, Ahmedabad, November 10-12, 1983.
64. Tripathy, Arabinda. "Energy Management at the Enterprise Level: Policy Issues." Seminar on Issues in Energy Policy and Management held at New Delhi, March, 20-22, 1984.
65. Yagnik, A.: and Bhatt, A. "The Anti-Dalit Agitation of Gujarat." Conference on Minority Rights in Comparative Perspective held at Columbia University, New York, November, 14-14, 1983.

SEMINARS / COLLOQUIA

1. Desai, Gunvant M. "Forces Governing Growth of Fertiliser Consumption and Measures Required for Sustained Rapid Growth in Consumption." Fertiliser Industry Top Management Seminar, Fertiliser Association of India, Bangalore, September, 23, 1983.
2. Desai, Gunvant M. and Nambudiri, N.V. "The Deceleration Hypothesis and Yield Increasing Inputs in Indian Agriculture. Symposium on Recent Trends in Agricultural Growth in the Western Region in India. Organised by Indian Society of Agricultural Economics and Centre for Management in Agricultural, Indian Institute of Management, Ahmedabad, September 9-10, 1983.
3. Desai, Gunvant M. "Prospects of Growth in Fertiliser Consumption in Western Region." Fertiliser Association of India, Goa, January 6, 1984.
4. Desai, Gunvant M. "Marketing Strategy for Growth in Fertilizer Consumption." Indian Farmers Fertilizer Cooperative Limited, Goa, February, 1984.
5. Gaikwad, V.R. "Human Aspects in Management of Environment." Programme on Management of Environment and National Resources, Ahmedabad Management Association in Collaboration with Sardar Patel Institute of Public Administration, Ahmedabad, March, 22-28, 1984.

6. Gupta, Anil K. "Socio-Ecological Approach to Grazing Land Management." Invited Plenary Presentation at 2nd International Range Land Congress, Adelaide, Australia, May 15, 1984.
7. Gupta, Anand P. "Tax Experience of India-U.S. Joint Ventures." India-U.S. Business Council-India Chamber of Commerce of America, New York, November 29, 1983.
8. Gupta, Anand P. "Management of Tax Expenditures in India." The World Bank, Washington, D.C., December 5, 1983.
9. Gupta, G.S. "Income Inequalities Across Nations Over Time: How Much and Why?" Indian Institute of Management, Ahmedabad, October 24, 1983.
10. Gupta, Omprakash K. "Inventory Management." Sardar Patel Institute of Public Administration, Ahmedabad, April 25, 1984.
11. Gupta, Ranjit. "Technology for the Rural Poor, All India Radio Talk, October 1, 1983.
12. Gupta, Ranjit. "Three Lectures on Rural Environment and Problems of Management." Institute of Rural Management, Anand, November, 25, 1983.
13. Gupta, Ranjit. "Fourth International Meeting of the Management Institutes' Working Group on Social Development Management." Indian Institute of Management, Ahmedabad, January 23-27, 1984.

14. Gupta, Ranjit. "Seminar on Land Use Planning." Indian Institute of Management, Ahmedabad, January 29-February 2, 1984.
15. Gupta, Ranjit. "Workshop on Common Property Resources - Ground Water" Sponsored by the Ford Foundation, Delhi, held at the University of Roorkee, February 6-8, 1984.
16. Gupta, Ranjit. "The District Administration and the Creation of Demand Systems." 2-day Seminar of Farmers, District Officials and the Faculty members involved in the CMA-PSG Experiment: held at Jhobat, Jhabua, April 2-3, 1984.
17. Kalro, A.H. "Goal Programming." South Gujarat University, Surat, March 23, 1984.
18. Maru, Rushikesh. "Recent Development in Population Programme Management in India." Department of Health Planning and Administration, University of Michigan, Ann Arbor, U.S.A., February, 18, 1984.
19. Moulik, T.K. "Marketing Problems of Handicraft Production in India." Institute of Local Government Studies, University of Boimingham, U.K., May 30, 1984.
20. Moulik, T.K. "Biomass Utilization in the Chinese Agricultural System." Biomass Convention organized jointly by Dutch-China Association and Wageningen Agricultural University, Wageningen, Holland, June 2, 1984.

21. Murthy, N. "Manpower Needs for Delivery of Perinatal & Neonatal Care." Ministry of Health and Family Welfare, Nirman Bhawan, New Delhi, January 9-13, 1984.
22. Pestonjee, D.M. Attended the Round Table Conference on "International Committee on Conceptual and Terminological Analysis." (INTER-COCTA), At Caracas, Venezuela, June-July, 1983. The INTER-COCTA is a Standing Committee of the International Social Science Council of UNESCO, Paris.
23. Pestonjee, D.M. Attended the XV General Assembly of the International Social Council, UNESCO, Paris, December 13-16, 1983.
24. Pichholiya, K.R. "Role of Marketing in Developing Dairy in Gir Forest of Gujarat." South Gujarat University, Surat, January 4-5, 1984.
25. Rao, Venkata V. "Word Processing." Rollwala Computer Centre, Gujarat University, Ahmedabad, June 12, 1984.
26. Seetharaman, S.P. "Role of Agricultural Cooperative Processing Units in Rural Industrialization." Asian and Pacific Development Centre, Kuala Lumpur, June 2-5, 1983.
27. Seetharaman, S.P. "Role of Cooperatives in Integrated Rural Development Programme and 20 point Economic Programme." Gandhigram Rural Institute, Gandhigram, Madurai, June 4-6, 1983.

28. Sharan, Girja and Rao, K.S. "Energy Use in Rural North Gujarat with Special Reference to Cooking Fuel." Indian Institute of Management, Ahmedabad, in collaboration with Trading Division, Department of Personnel and Administrative Reforms, Government of India, held at Vigyan Bhavan, New Delhi, March 20-22, 1984.
29. Singh, R. "Prediction of Performance." University of Delhi, Delhi, September 22, 1983.
30. Singh, R. "Imputations in Social Cognition." A.N.S. Institute of Social Studies, Patna, May 9, 1984.
31. Subramanian, Ashok. Management of Guineaworm Eradication." Tribal Research Institute, Udaipur, September 13, 1983.
32. Tripathy, Arabinda. "Equal Order Internal for Multi-Item Inventory." Operational Research Society of India, Jamshedpur Chapter, May 15, 1984.
33. Tripathi, Dwijendra. "Miles to Go; The State of Non-India History in India." Presidential Address, Indian History Congress, IV Section, 44th Annual Session, Burdwan, December 22-24, 1983.
34. Tripathi, Dwijendra. "Entrepreneurship and Indian Management: A Historian's Glimpse of the Future." Annual Management Convention, Madras Management Association, Madras, February 3-4, 1984.
35. Tripathi, Dwijendra. "Business in the Princely States: The Case of Baroda." 2nd Seminar in the IIMA Seminar Series in Business History, Indian Institute of Management, Ahmedabad, February 29 - March 3, 1984.

AUDITORS' REPORT TO THE DEPUTY CHARITY COMMISSIONER, AHMEDABAD
REGARDING AUDIT OF ACCOUNTS OF THE INDIAN INSTITUTE OF MANAGEMENT,
AHMEDABAD FOR THE YEAR ENDING 31ST MARCH 1984

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 moveables (except Library books) of the Public Trust and Certificates 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.4,12,437 is outstanding towards advance to others and students (excluding loan scholarships to students recoverable in seven years) for a period of more than one year and no amounts written off during the year.
- (i) The net capital expenditure of Rs.5,15,04,053 on building on 31.3.1984 represents:
- (i) Advance to Contractors against their running bills and
 - (ii) Capital expenditure on building.
- (j) No money of the public trust has been invested contrary to the provisions of Section 35.
- (k) No alienations of the immoveable 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) had 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, is not 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 1984 has not been made in the books of account.
 - (iii) The net capital expenditure on building and advance to contractors against running bills amounting to Rs.5,15,04,053 is arrived at as under:-
- (a) Capital Expenditure on Building Rs.2,66,97,984
 - (b) Amount advanced to contractors against running bills subject to adjustment of final bills. Rs.2,48,06,069

Rs.5,15,04,053

DATE: 12th July, 1984

CHARTERED ACCOUNTANTS

(iii)
INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE FORMING PART OF INCOME AND EXPENDITURE ACCOUNT

SCHEDULE 1 (EXPENDITURE)		SCHEDULE 3 (INCOME)	
Previous Year 1982-83		Previous Year 1982-83	
Rs.		Rs.	
ESTABLISHMENT EXPENSES:			
i) Salaries & Allowances			
1,16,43,417		18,28,423	
(a) Faculty & Staff		47,36,694	
15,79,122			
(b) Centre for Management in Agriculture*			
6,53,153			
(c) Consultancy & Sponsored Research Projects			
3,16,926			
(d) Chairs for Management Practices			
1,42,02,616			
ii) Travelling Expenses		32,09,371	
1,89,894		5,92,445	
iii) Supplies, Services & Contingencies			
47,17,485			
iv) Maintenance of Estate			
2,88,260			
T O T A L		42,01,816	
1,93,98,257			
SCHEDULE 2			
MISCELLANEOUS EXPENSES			
i) Centre for Management in Agriculture *		596	
1,07,012		1,867	
ii) Other expenses of Consultancy & Sponsored Research projects		1,01,665	
22,62,554		92,979	
iii) Research & Publication Expenses met from Government of India Grant		3,61,309	
1,29,476			
iv) Chairs for Management Practices		5,50,000	
41,593			
v) Expenditure on Research Projects met from Ford Foundation Grant for Rupee Budget		19,010	
1,92,275			
T O T A L		1,34,71,062	
28,12,910			
INCOME FROM OTHER SOURCES			
i) Receipt from various courses arranged during the year			
17,39,813		32,09,371	
42,11,629		5,92,445	
59,51,442			
ii) Consultancy & Research Projects			
34,43,939		32,09,371	
3,45,239		5,92,445	
37,89,178			
iii) Income from Chairs of			
36,000		-	
58,779		40,100	
1,30,907		1,24,082	
3,013		596	
72,462		1,867	
89,711		1,01,665	
83,960		92,979	
4,74,832			
5,63,000		5,50,000	
		19,010	
-			
5,63,300			
1,01,100			
35,000			
14,06,688			
1,23,21,240			
T O T A L			
31,56,193		9,30,990	
		1,05,600	
		36,000	
		12,70,230	
		1,34,71,062	

* Includes Rs.9,69,837 (including Rs.35,308 towards excess expenditure over grant from Ministry of Agriculture) met from CPA Fund (Previous year Rs.11,73,429).

DATE: 12th July, 1984

TRUSTEES:

I G Patel
DIRECTOR

R C Chib
ADMINISTRATIVE OFFICER

C Ramdas
FINANCE & ACCOUNTS OFFICER

Soraj S. Engineer & Co.
CHARTERED ACCOUNTANTS.

As per our report of even date.

(v) INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1984

SCHEDULE 'A'	OTHER EARMARKED FUNDS			Closing Balance as on 31st March 1984
	Balance as on 1st April 1983	Amount credited during the year	Amount debited during the year	
	Rs.	Rs.	Rs.	Rs.
(i) LAND AND BUILDING				
1. Donation (Value land donated by Government of Gujarat)	61,09,099			61,09,099
2. Contribution from industries (including interest on investments)	2,10,44,621			2,36,55,570
3. Grant from Ministry of Education for Building expenses (Govt. of India)	2,91,87,000	25,90,949 (a)		3,14,87,000
4. Grant from USAID for Building	9,58,000	23,00,000		9,58,000
5. Fund from Increased Earnings on Revenue Account	18,14,281			18,14,281
(ii) ACADEMIC ACTIVITIES				
1. Reserve Fund for Special Programme (to meet deficit in any programme)	37,096			37,096
2. Liberty Fund (Sale proceeds for some of the books from Ford Foundation and other teaching materials)	11,21,133	3,45,901		14,67,034
3. Donation from British Information Service for Equipment (as per contra)	13,118			13,118
4. Fund for CMA Programme	38,42,496	9,66,781	9,89,837 (b)	36,87,850
5. Research & Publication/Development Fund	2,74,455	2,32,097	1,31,590	4,88,738
6. Donation for Regional Management Study Centre (Endowment) (Interest only to be used)	6,00,000		17,814	6,00,000
7. Chair for Management Practices (Endowment) (Interest only to be used)	39,00,000			39,00,000
8. Public Systems Group Fund	2,12,664	1,24,668	8,455	3,28,877
(iii) STUDENTS AID				
1. Fund for Loan Scholarship to Students (including interest recovery)	16,19,742	51,711		15,71,453
2. Fund from other parties for loan scholarships to students (interest only to be used)	1,18,067			1,18,067
3. Prof. Hedy/Haynes Memorial Fund (including interest on investment of Fund)	69,609	4,935	6,435	68,109
(iv) FURNITURE & EQUIPMENT				
1. Grant-in-aid from Ministry of Education (Govt. of India) & Govt. of Gujarat (representing expenditure on non-recurring items) (as per contra)	82,32,228	9,81,334	24,660	91,88,902
2. Grant from Ministry of Food & Agriculture for Agriculture Cooperative Programme for equipment (representing expenditure on non-recurring items) (as per contra)	38,880			38,880
3. Fund for contingencies for equipment to be imported	42,193			42,193
4. Amount to be adjusted to the Ministry of Education on sale of assets	1,98,092	18,685		2,13,737
5. Sale and/or written off amount from assets purchased from the Govt. of India and Government of Gujarat	40,555			40,555
6. Fund for expenses on Computer	29,103,048	9,57,637 (c)	4,31,128 (d)	33,00,146
7. Equipment purchased from fund for expenses on computer (as per contra)	9,48,635	1,29,411	1,29,411	10,78,046
8. Grant from USAID for non-recurring items for PMA (as per contra)	1,33,530		8,032	1,25,498
9. Non-recurring expenses met from other sources	21,09,302	7,80,064	4,774	28,84,592
10. Amount to be adjusted to the Government of Gujarat on sale of assets	88,493	1,952		90,445
11. Amount to be adjusted to the Government of India, Ministry of Agriculture on sale of assets	4,832			4,832
12. Non-recurring expenses met from Library Fund (Furniture and Books)	28,75,575			28,75,575
13. Fund for equipment and furniture for Project and Kitchen/Dining Complex	3,43,303		25,312 (f)	3,19,991
(v) MISCELLANEOUS				
1. Donation of Shares of Limited Company	500			500
2. Fund for conveyance advance to Faculty & Staff (details for use of funds as per Balance Sheet)	1,76,000			1,76,000
3. Faculty and Staff Development Fund	5,84,385	7,300 (g)		5,91,683
4. House Building Advance Fund	8,00,000	2,00,000		10,00,000
TOTAL	9,01,34,898	96,93,395	17,75,448	9,80,52,843

(a) Includes interest on investment of Rs. 25,65,949
 (b) Transferred to Income & Expenditure account for meeting expenses
 (c) Receipts for Computer Services
 (d) Expenses for Computer Centre
 (e) Appropriated for purchase of Computer equipment
 (f) Appropriated for purchase of Kitchen/Dining Equipment.
 (g) Transferred from Income & Expenditure Account.

As per our report of even date.

DATE: 12th July, 1984

C Ramdoss

Suresh S. Engineer & Co.
CHARTERED ACCOUNTANTS

(vi) INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1984

SCHEDULE 'B'	Balance as on		Amount credited during the year	Amount debited during the year	Closing Balance as on 31st March 1984
	1st April 1983	Rs.			
GRANT FROM FORD FOUNDATION					
For Building expenditure and air-conditioning equipment	47,51,530	Rs.	~	~	47,51,530
Value of Books, equipment, computer etc. received/purchased from the grant (as per contra)	28,55,064	Rs.	10,358	~	28,44,706
Grant for Rupee Budget expenses	16,16,284	Rs.	264	4,724	15,11,824
Grant for Rupee Expenditure on Computer	1,04,330	Rs.	~	~	1,04,330
Write off account for books received from the grant	1,268	Rs.	~	~	1,268
Fund for CFA expenses	4,26,517	Rs.	~	~	4,26,517
TOTAL	97,54,923	Rs.	15,082	~	97,40,175

SCHEDULE 'C'	Balance as on		Amount debited during the year	Amount credited during the year	Closing Balance as on 31st March 1984
	1st April 1983	Rs.			
IMMOVABLE PROPERTIES					
Land at cost (received as donation from Government of Gujarat)	61,09,099	Rs.	~	~	61,09,099
Land at cost (purchased)	4,75,325	Rs.	~	~	4,75,325
Capital expenditure on building and advance to contractors for work under construction	4,72,87,381	Rs.	42,19,672	~	5,15,04,053
TOTAL	5,38,71,805	Rs.	42,19,672	~	5,80,89,477

SCHEDULE 'D'	Balance as on		Amount debited during the year	Amount credited during the year	Closing Balance as on 31st March 1984
	1st April 1983	Rs.			
MOVEABLE 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)	82,32,228	Rs.	9,81,334	24,660 (a)	91,80,902
Books, equipments, computer etc., received/purchased from Ford Foundation Grant (as per contra)	28,55,064	Rs.	~	10,358 (a)	28,44,706
Equipment received from British Information Services (as per contra)	13,118	Rs.	~	~	13,118
Equipment purchased for Computer in IIM (as per contra)	9,48,635	Rs.	1,29,411	~	10,78,045
Equipment etc. purchased from Ministry of Agriculture Grant (as per contra)	35,850	Rs.	~	~	35,850
Equipment etc. purchased for PFA met from USAID Grant (as per contra)	1,32,530	Rs.	~	8,032 (a)	1,25,498
Equipment etc. purchased from other sources	8,07,486	Rs.	7,55,252	4,774 (a)	15,59,464
Equipment purchased from fund for equipment and furniture for Projects and Kitchen/Dining Complex	12,98,486	Rs.	23,312	~	15,21,798
Books purchased out of Library Fund	24,20,153	Rs.	~	~	24,20,153
Library furniture met from Library Fund	1,55,412	Rs.	~	~	1,55,412
TOTAL	1,68,99,972	Rs.	18,80,809	47,824	1,87,42,957

(a) Sold during the year

As per our report of even date.

DATE: 12th July, 1984

TRUSTEES
I G Patel
DIRECTOR

C Ramdas
FINANCE & ACCOUNTS OFFICER

Sarab S. Engineer & Co.
CHARTERED ACCOUNTANTS

(vi)
INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1984

SCHEDULE IX

As on 31st March 1983
Rs.

INVESTMENTS

i) Long-term Fixed Deposits with State Bank of India
(Endowment for Chairs, Research & other earmarked funds)

	Rs.	Rs.
(a) IFCI Chair Fund	7,17,500	
(b) Donation for CRMS	6,20,116	
(c) Larsen & Toubro Chair Fund	6,70,000	
(d) Bank of Baroda Chair Fund	10,41,667	
(e) State Bank of India Chair Fund	7,63,000	
(f) Staff Benevolent Fund	88,021	
(g) Other earmarked funds	88,000	
(h) Imperial Tobacco Company Loan Fund	50,000	
(i) Prof. Hegde/Haynes Memorial Fund	60,000	
(j) Shri S M Shah Loan Scholarship Fund	15,125	
(k) Rajasthan Project Fund	1,80,000	42,93,429
ii) Short/Long Term Fixed Deposits/Other Funds		2,21,00,000
iii) Deposit with Public Sector Undertakings		26,00,000
iv) Sheth Kasturbhai Lalbhai Chair Fund (deposited with Public Sector Undertaking)		9,00,000
v) Investment in shares (75 equity shares of Rs.10/- each of Borosil Glass Works Ltd. received as donation (market value Rs.2,100/-; previous year Rs. 1,650/-)	500	500
		<u>2,98,93,929</u>
		TOTAL

SCHEDULE X

As on 31st March 1983
Rs.

CASH AND BANK BALANCES

	Rs.	Rs.
In current Account with State Bank of India	2,92,964	
In Savings Account with State Bank of India	17,81,285	20,74,249
Postage Stamps on hand (including balance in franking Machine)	13,638	
Cash on hand with Cashier (Imprest)	5,000	5,000
Cash with Hostel Mess	2,396	21,034
		<u>20,95,283</u>
		TOTAL

DATE: 12th July, 1984

As per our report of even date.