

# Twenty-Third Annual Report

1984-85



विद्याविनियोगश्चरितम्  
**I I M**  
AHMEDABAD

INDIAN INSTITUTE OF MANAGEMENT  
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# Twenty-Third Annual Report

*April 1, 1984 to March 31, 1985*



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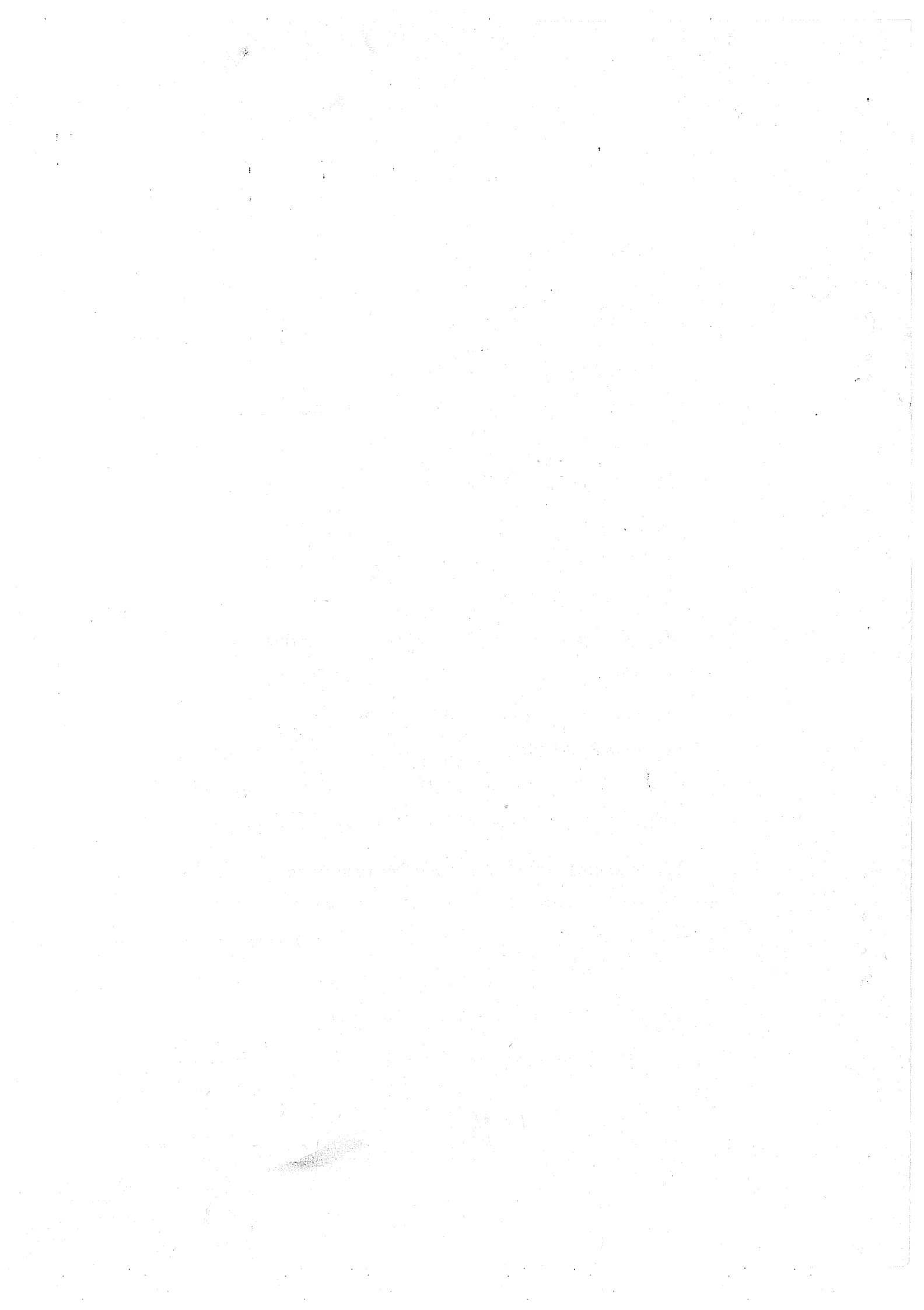
INDIAN INSTITUTE OF MANAGEMENT  
AHMEDABAD



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## APPENDICES



## I AN OVERVIEW FOR THE YEAR

The various academic and related activities of the Institute maintained a steady pace of performance during 1984-85. In the background of the recommendations made by the Committee on Future Directions in 1984, a faculty committee reviewed the various aspects of the post-graduate programme to make it more effective in meeting the emerging demands in the environment as well as in responding to the accumulated experience of faculty, students and the user community. It is felt that we should keep in mind the inherent strengths of the programme while introducing changes in it to respond to the internal and external needs. It has been decided to appoint a small faculty committee to review the structure and form of the programme in this spirit. We are quite hopeful that our effort in this matter will help the Institute to improve its quality and strength. Some of the changes that may be introduced in the post-graduate programme will also have a correspondingly welcome effect on the fellow programme in management as well as the faculty development programme, both of which partly share the content of the post-graduate programme.

Some concern about the effectiveness and usefulness of the faculty development programme was expressed in the annual report of the previous year. In view of this a faculty committee reviewed the programme in all its dimensions. It was a pleasant surprise for us that most of the alumni of this programme and their sponsors provided a positive feedback on it and recommended that it should continue. The faculty has begun to consider the ways in which the faculty development programme can be strengthened to yield better results from all points of view and be integrated in a broader effort on the part of the Institute to improve the quality of management education in the country. This issue is currently receiving the attention of the appropriate authority in the Government of India at the highest level. We hope that the review in progress at the Institute will lead to the development of a suitable strategy for us to provide meaningful help to the Government in this area.

In the field of management development programmes, the Institute's community is happy that the 3-Tier programme, which is one of the most established and



popular short-term programmes offered since the Institute's inception, was held at our management development centre for the first time during the year. In view of the very large participation in the first two tiers of this programme, we had to be extremely careful to ensure that conducting the programme on our campus would not imply serious managerial problems at the Institute or inconvenience to the participants. I am happy to report that these programmes were held without any significant difficulty on any side due to the excellent team work among the faculty and staff concerned and the positive response we received from the participants. This experience has given us adequate confidence about our ability to organise similar efforts whenever necessary. The decision of the Bureau of Public Enterprises to invite our collaboration for the Advance Management Programme (AMP) for chief executives of public enterprises reinforced our strength and confidence in this regard. We held the AMP twice during the year and received extremely encouraging response in all respects from all concerned parties. This programme incidentally helped us a great deal in streamlining and improving

some of our physical facilities in the management development centre. We are indeed grateful to the Bureau of Public Enterprises and the advisory committee on AMP for all the help, support and encouragement we received from them.

As reported at relevant places in the following pages, our research activities among the major research groups as well as the general faculty have continued and grown in conformity with our past practice. We, however, need to make considerably greater effort in this area and also spend much more time than at present on development of new case material in all areas and sectors. We have now merged the administration of case research with the corresponding work on project research. This merger is likely to yield some desirable results in enhancing our research activity. The Research and Publications Committee has recently compiled some relevant information about the cases, technical notes and working papers prepared by faculty in each group over the years. This information leads up to an encouraging conclusion that we need not be as self-critical about our research and related output as we sometimes are.

The consulting projects undertaken by faculty during the year indicate an increasing trend towards application of the faculty's professional expertise and interest to resolution of practical managerial problems in public enterprises and, more importantly, in the priority sectors of the economy. The Institute has also been involved increasingly in assisting government departments and agencies in reviewing and resolving their concrete management problems.

The committee appointed by the Board of Governors in 1984 to recommend appropriate measures for a suitable memorial to the late Professor Ravi J. Matthai has recommended the establishment of a Centre for Educational Innovation. While the details on this proposal are still under consideration, the committee has suggested that a multi-purpose auditorium should be built as part of the proposed mirror-image of the existing structure known as the main complex. This physical facility will, however, be a part of a set of training and research programmes which will be designed with due attention to creating a fitting memorial for a person

of Prof. Matthai's stature and commitment. I am glad to report that the Ford Foundation has offered us a generous grant to establish a programme for training and research in development entrepreneurship toward integrated socio-economic development of the underprivileged sections of the rural population. We also contemplate programmes in the area of institution-building and management of educational systems as important parts of the proposed Matthai Memorial.

I am happy to report that Mr. K.C. Pant, the Honourable Minister for Education, spent a good deal of his time with a group of the Institute's faculty on April 1, 1985 when he visited us as the chief guest for our Convocation. As a result of our discussions with him, Mr. Pant and his colleagues in the Ministry have asked for our assistance in some aspects of the new education policy which is currently on the anvil. A faculty group has submitted some relevant ideas, reflections and proposals in this regard and we have continued our interaction with the Government with a view to providing the necessary help within the

limits of our competence. We have also during the past few months received requests from various other ministries of the Union Government for concrete help in relation to specific issues in dealing with some problems of national importance.

The Institute is aware that it is essential to keep pace with the rapid changes taking place in application of electronics technology to management education and practice. In this context, our Computer and Information Systems Group has planned to procure new sophisticated computer equipment in the next few months under the Computer Aided Management Project. Apart from this, we have also decided to buy an adequate number of micro processors which will soon become an integral part of management education both in relation to our long-term as well as short-term programmes. This new equipment is likely to help the Institute in maintaining its pioneering role in management training and research. Similarly, we have planned to introduce suitable electronic equipment for printing and reproduction of our teaching and research material. This will help us to improve the quality of reading material in all areas, reduce wastage of stationary and

equipment and rationalise the overall effort to provide to the reader more readable and presentable material.

The Institute's community is deeply aware that its level of performance and achievements in various areas would not be possible but for the help and support from the Government of India, the Government of Gujarat, the various organisations constituting its client system and the community at large. On behalf of all colleagues, I wish to express our gratitude to everyone who has directly or indirectly helped the Institute in fulfilling its commitments and maintaining its usefulness and acceptability. Obviously all members of the Institute's internal community, including faculty, research staff and administrative staff have also contributed a great deal to the Institute's performance by their dedication and hard work. I would like to express appreciation and gratitude for this contribution.

Dr. I.G. Patel relinquished charge as director on July 13, 1984 and took over as director of the London School of Economics and Political Science in October 1984. Mr. Keshub Mahindra was asked by Government of

India in July 1984 to continue as Chairman of the IIMA Society and Board of Governors until his successor was appointed. He relinquished charge on July 29, 1985 upon the appointment of Mr. V. Krishnamurthy, Chairman of Steel Authority of India Limited as the Institute's Chairman. On behalf of everyone associated with the Institute I would like to place on record our deep gratitude to Mr. Mahindra for all the efforts he made during the eleven years of his tenure as chairman to sustain and strengthen the Institute's character and help it grow in an exemplary spirit of supportive leadership. Mr. Krishnamurthy has been a friend of the Institute for a very long time and has also been associated with its Society and Board of Governors during recent years. We welcome Mr. Krishnamurthy as our new Chairman. His distinguished record as a professional manager, personal qualities and experience as an organisational leader are widely known to the Institute's community. We look forward to continuing reinforcement of the Institute's strength and image and progress towards achievement of its basic objectives and performance of its emerging role in India's plans for modernization.

24 August 1985

N.R. SHETH  
Director

## II BOARD, SOCIETY, AND PERSONNEL

Board

Professor Ashoka Chandra, Educational Advisor (T) Ministry of Education, in place of Dr. D. S. Walia and Mr. L. S. Narayanan, Financial Adviser, Ministry of Education in place of Mr. Man Mohan Singh were nominated to the Board.

Mr. M. S. Srinivasan, Joint Educational Adviser (T), Ministry of Education, was nominated to the Board for a period of five years as a representative of All India Council of Technical Education in place of Mr. P. Sabanayagam.

The Chairman of the Board nominated Professors V. L. Mote and J. K. Satia to the Board from the Institute's faculty for two years.

The Board met four times and the Society twice during the year.

Personnel

Arindam Das-Gupta joined the Economics Area as Assistant Professor on June 21, 1984. Before joining the Institute, he was Assistant Professor at the Central Michigan University, USA.



Deepti Bhatnagar joined the Organizational Behaviour Area as Associate Professor on July 30, 1984. Earlier she had worked with the Bank of Baroda Staff College, Ahmedabad as Senior Core Faculty.

G. Srinivasan joined the Finance and Accounting Area on July 30, 1984 as Associate Professor. Before joining the Institute, he was Assistant Professor in Finance, Faculty of Administration at the University of New Brunswick, Canada.

J.P. Singh joined the Organizational Behaviour Area on October 8, 1984. Before joining the Institute he was Director, Chief Consultant (Behavioural Science) National Productivity Council, New Delhi.

#### Retirement

On attaining the age of superannuation, Professors D.K. Desai and Udai Pareek have retired from the services of the Institute during the year.

#### Faculty Development Programme

Professor S.G. Joag continued to work at the Oklahoma State University, USA for his doctoral degree.

Outside Assignments

<u>Name of the Faculty</u>	<u>Assignment</u>	<u>Period</u>
Prof. Gyan Chandra	Visiting Professor Miami University Oxford Ohio, USA.	July 1, 1984 to June 30, 1985 (resigned with effect from February 7, 1985)
Prof. V. R. Gaikwad	FAO assignment at Kabul, Afganistan	July 9, 1984 to October 5, 1984
Prof. G. R. Kulkarni	Visiting assignment at UNDP, Kabul, Afganistan	January 4, 1985 to January 1, 1986
Prof. M. Raghavachari	Visiting Professor University of Pennsylvania Philadelphia, USA	September 1, 1984 to August 31, 1985
Prof. K. V. Ramani	Visiting Associate Professor Florida International University, USA	August 10, 1984 to August 8, 1986

Professor Pulin K. Garg was granted sabbatical leave for the academic year 1984-85.

Professor Ashok K. Subramanian was granted leave without pay for attending the Doctoral Programme at Princeton University, USA from October 7, 1984 onwards.

The leave of absence granted to Professor Indira J. Parikh was further extended to May 31, 1985.

Vikram Sarabhai Memorial Lecture

The ninth Vikram Sarabhai Memorial Lecture was delivered by Shri Umashankar Joshi the noted poet, writer and academician on March 1, 1985. He spoke on "Understanding India".

In the course of his lecture, Shri Joshi stressed the need to synthesize the technological civilization in a truly Indian manner and warned the technocrats and the administrators against being swayed by the western concept, which would hold us in permanent bondage.

First Death Anniversary of Ravi J. Matthai

To mark the first death anniversary of Professor Ravi J. Matthai his book "The Rural University: The Jawaja Experiment in Educational Innovation" was released on February 13, 1985 in a solemn function by Shri Ashoke Chatterji, Executive Director, National Institute of Design, Ahmedabad.

Endowed Chairs

Professors S. C. Kuchhal, Ranjit Gupta (till December 31, 1984), N. C. B. Nath, and G. R. Kulkarni (till October 31, 1984) respectively continued to hold the IFCI Chair of Management, the SBI Chair of Rural Development, the STC Chair in International Trade, and Bank of Baroda Chair in International Banking and Finance.

## III POST-GRADUATE PROGRAMME IN MANAGEMENT

The Twenty-first session of the Post-Graduate Programme in Management (1984-86 batch) began on July 2, 1984 with an enrolment of 175 students. In addition, two students of 1983-85 batch who failed to fulfil conditional promotion requirements at the end of the first term, were required to repeat the first year programme, beginning the second term. Ten first year students discontinued their studies during the year for various reasons. One of them was permitted to rejoin the programme during the academic year 1985-86 on medical grounds. One student died in tragic circumstances during the year.

The first year class strength as at the end of the year was 166, including the two repeaters. The 1984-86 batch includes 27 students belonging to SC/ST. Out of the 166 students in the first year programme, 18 will specialize in agricultural management during the second year of their studies. The second year programme (1983-85 batch) commenced on June 25, 1984 with an enrolment of 178 students. One of them has proceeded abroad for higher studies. One was granted one year medical leave. At the end of the first

term, one student discontinued his studies on account of pressing family problems. The student has been permitted to rejoin the second year programme, commencing the second term, during the academic year 1985-86. One student of 1982-84 batch who took ill during the second year second term (academic year 1983-84) and who was permitted to rejoin the second year programme, returned to his studies in the second term. Out of the four second year students who failed to fulfil the conditional promotion requirements, two rejoined the first year programme, as per the conditions laid down, beginning the second term. One of the students went in appeal to the High Court and his appeal was dismissed. He then withdrew from the programme on his own. One of the students who was permitted to continue in the second year programme with the condition that he fulfils the first year course requirements simultaneously, could not meet the specified academic requirements and therefore would be required to return to the Institute during the academic year 1985-86 to complete the first year course requirements.

Thus, at the end of the second year, 172 students had satisfactorily completed the academic requirements for graduation from the Institute. This included 26 specializing in agricultural management and 18 belonging to SC/ST.

During the year as per the recommendation of the FPM Executive Committee, after considerable discussions, one of the third year FPM students was permitted to join the Post-Graduate Programme and complete the course requirements.

#### Preparatory Programme

Fifty-four 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 4 to 23, 1984. Most of these candidates belonged to the weaker sections of society.

#### Curriculum

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

In the second year programme (General), 37 elective courses were offered in addition to a two unit compulsory course in Business Policy. Moreover, 37 one-term project courses were offered to 68 students in the areas of their interest. One student had pursued a Course of Independent Study (CIS) equivalent to two units of courses.

In the second year programme (Specialization in Agricultural Management) 10 compulsory courses inclusive of a project course and 8 elective courses were offered. Two students had opted for the CIS.

#### Institute Lecture Series

In this year's lecture series, Shri Arun Shourie delivered a lecture at the Institute on January 28, 1985. The theme was "Gandhiji's ways and Ours". Dr. Raj Krishna, Professor of Economics, University of Delhi, gave a talk on the "Dimensions of Poverty in India" on March 16, 1985.

#### 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, IIM Bangalore had hosted the visit from October 24 to 28, 1984. Forty-three students of this Institute had visited Bangalore and had participated in various events such as sports, debates, management games and other social, cultural, and academic activities.

Admission of Foreign Students

Of the three French students from ESSEC Graduate School of Management, France selected to spend a term at the Institute, only one student reported at the Institute and took regular courses in the second year, second term, during the current academic year. The grades obtained by the student were communicated to her parent institution which had recognized IIMA's courses as equivalent to their own. This visit was part of the exchange programme which the IIMA had entered into with ESSEC.

Graduation of 1983-85 Batch

One hundred and sixty-eight students of 1983-85 class including 26 students with specialization in agricultural management were awarded the Institute's Post-Graduate Diploma in Management at the 20th Annual Convocation held on April 1, 1985. Shri. K.C. Pant, Minister of Education Government of India delivered the Convocation address. The following three students received the "Indian Institute of Management, Ahmedabad Medals for Scholastic Performance":

PGP (General)

P. C. Janardhan  
S. Mukherji  
Harsha Lal



Committee on Future Directions of PGP

A committee was constituted in February 1984 to consider the recommendations of the Committee on Future Directions with regard to PGP, the discussions thereon in the faculty meeting, and the Report of the Task Force on PGP constituted by the CFD. The Committee's terms of reference also included specific recommendations with regard to the SPA. The Committee has since completed its task and has submitted the report which will be discussed by the faculty soon.

Course Review

A review of the first year courses was conducted during the academic year 1976-77 and the existing course package was implemented beginning academic year 1977-78. In the light of our experience in offering the courses, it is proposed to undertake a comprehensive review of the courses early next year.

Review of Academic Performance and Promotion Policy in PGP

In the faculty meeting held on October 1, 1984, it was decided that the general principles and practices pertaining to the conditions of promotion from PGP I to PGP II

should be reviewed in the light of accumulated experience. Accordingly, the PGP Executive Committee was requested to undertake a review of the current norms and practices on promotion and make necessary recommendations that could be discussed in the PGP Committee to take final decision in this matter.

The PGP Committee has considered the recommendations of the PGP Executive Committee and has approved the guidelines suggested while considering academic performance of students at the end of the year for promotion to second year. It has, however, been decided not to make any changes in the existing academic standards for promotion to the second year of the programme.

#### ADMISSION

The Post-Graduate Programme commencing July 1985 attracted 9,165 applications. The comparative figures for this year and the last year are given below:

	<u>1985-87</u>	<u>1984-86</u>
General	8,356	7,291
SC/ST	425	377
SPA	384	370
TOTAL	<u>9,165</u>	<u>8,038</u>

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

	General	SC/ST	SPA	Total
Applications received	8,356	425	384	9,165
Called for interview	453	95	90	638*
Selected	177	32	30	239
Wait listed	35	-	4	39
Recommended for Preparatory Programme	11	13	15	39**

\* includes two foreign applicants

\*\* excludes candidates on the waiting list

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

#### FINANCIAL AID

##### Loans

This year also 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 the students for higher studies at a slightly lower rate of interest. Moreover, it was easier for the students to obtain loans to complete the formalities speedily at the bank branches located at the students' hometowns.

Efforts were made to recover the outstanding loans granted from the IIMA Loan Fund. Out of 31 loan recovery cases, an amount of Rs. 11,321.88 was recovered and six cases were closed. The remaining 25 cases were being pursued.

### Scholarships

#### A. Industry Scholarships

Thirty-three industry scholarships were awarded as follows:

##### 1. General Industry Scholarships

Fifteen students from first year (1983-85 batch) were awarded scholarships of Rs. 3,500 each for the academic year 1983-84. Fifteen second year students (1982-84 batch) were awarded scholarships -- one scholarship was for Rs. 4,000 and the remaining 14 scholarships were for Rs. 3,500 each.

2. Bank of Maharashtra Scholarship for SC/ST Students

Two scholarships of Rs. 3,500 each for poor SC/ST students were awarded to one first year student and one second year student for the academic year 1984-85.

3. Dena Bank Scholarship for SPA Students

One scholarship of Rs. 3,600 was awarded to a second year SPA student in 1983-84 batch.

B. Faculty Memorial Scholarships

One first year student of 1983-85 batch was awarded B.K. Hogde Memorial Scholarship of Rs. 3,000 for 1983-84, and one second year student of 1982-84 batch was awarded the Warren Haynes Memorial Scholarship of Rs. 3,000 for 1983-84.

C. Government of India Merit-cum-Means Scholarships

From the first year (1983-85 batch) 26 students and from the second year (1982-84 batch) six students were awarded this scholarship of Rs. 2,200 each for 1983-84.

D. IIMA Scheduled Castes/Scheduled Tribes Scholarships

During 1984-85, all the 28 students (including two repeaters) in the first year and all the 18 students in the second year were awarded this scholarship of Rs. 1,500 each. Of these students, seven from the first year and seven from the second year were given waiver of tuition fee and room rent of Rs. 1130 each.

#### IV. FELLOW PROGRAMME IN MANAGEMENT

So far, 66 students have completed the requirements for Fellow Programme in Management, and another 38 students are currently at various stages of completing the programme.

##### Admissions

This year 343 candidates applied for admissions to FPM. Out of which 64 candidates were called for interview. Admission was offered to 18 students of which 10 joined the programme in July 1984.

##### Theses Proposal Awards

This year the Industrial Finance Corporation of India (IFCI) Dissertation Proposal Awards (Rs. 2000 each) were won by the following three students:

<u>Name of Student</u>	<u>Thesis Title</u>
K. C. D'Souza	A study of Organizations as Agents of Social Change
S. Manikutty	Environmental change and Organizational Response: An Exploratory Study
D. V. R. Seshadri	The Dynamic Multi-Stage Multi-Commodity Process Selection-- Location-Production - Allocation Model for Centralised Industrial Planning: The case of the Indian Sponge Iron Industry

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

<u>Name of the Student</u>	<u>Thesis Proposal</u>
Abraham Koshi	Marketing Strategies of the State Level Organization in Public Distribution: A Study of Civil Supplies Corporation

#### Conferment of Title

The following students were awarded the title "Fellow of IIMA" at the convocation held on April 1, 1985.

<u>Name of the Student</u>	<u>Thesis Title</u>
C. Balaji	Organizational Commitment and Human Resource Management - A study of Managers in Cooperatives
Ajay Chauhan	A Simulation Model of Paper Industry in India
S. B. Gandhi	Introducing Management Control Systems for Construction Projects
P. P. George	Diversified Indian Companies - A Study of Strategies and Financial Performance
M. Jha	An Attribution Theoretical Analysis of Consumers' Satisfaction and Dissatisfaction with Products



- Premchander A Behavioral Perspective of Budgeting--An Exploratory Study set in Two Fertilizer Companies
- J. Ramachandran Behaviour of Stock Market Prices: Information Assimilation and Market Efficiency
- D.V.R. Seshadri The Dynamic Multi-Stage Multi-Commodity Process Selection-Location-Production-Allocation (DMMSLA) Model for Centralised Industrial Planning: The Case of the Indian Sponge Iron Industry
- Devi Singh Management of Exchange Rate: India's Experience
- B. Vijayalaxmi Choice of Technique in the Sugar Industry: An Interactive Multi-Objective Model

#### French Government and ESSEC Scholarships

Under the Students Exchange Programme, the Institute was offered during this year two scholarships, one by the French Government and another by ESSEC University, France for Doctoral students. The French Government scholarship would be availed during 1985.

#### Placement

Out of the 10 candidates who have been awarded the Title of "Fellow of IIMA" during the 1985 convocation, six have joined the academic institutions and the other four have accepted offer from industry.

## V FACULTY DEVELOPMENT CENTRE

The FDC offered the Sixth Faculty Development Programme in Management from June 25, 1984 to April 13, 1985.

Eleven participants from various educational and professional institutions from India and Nepal participated in the programme.

In the summer of 1984, the FDC Committee undertook a promotion campaign and visited 24 institutions to understand their faculty development needs and to build inter-institutional linkages.

The FDC Committee had planned to organize a conference of the Vice-Chancellors and Heads of Management Departments of selected universities to discuss management education programmes in the country and the role the FDC can play in improving the standards. This conference was originally scheduled to be held in October 1984, but could not be held during the academic year. A workshop on the case method was also planned for the summer of 1985. This workshop is now likely to be held in September.

During the year, a committee was appointed by the Director to review the FDP. The committee has submitted its report which the faculty will look into.

## VI RESEARCH AND PUBLICATIONS

At the end of the academic year 1983-84, three research projects and 11 seed grant projects sponsored by the Research and Publications Committee, were in progress. During the academic year 1984-85, one research project and 12 seed grant projects were initiated. One research project and three seed grant projects were completed, and one seed grant project was dropped during the year. The remaining three research projects and 19 seed grant projects were in progress. The details are given below:

### Research Project Initiated

1. Bernard, A.; and Viens, G., "The Transforming of Classical Management Models in Industrializing Countries: The Situation of the Public Enterprises."

### Seed Grant Projects Initiated

Bhatnagar, Deepti, "Career Development of Women Officers in Banks."

\_\_\_\_\_ ; and Misra, Sasi B. "Sex-role Stereotype and Evaluation of Male and Female Influence Tactics."

Das-Gupta, A., "Implications of Indian Labour Market Behaviour for Short Run Microeconomic Activity and Government Policy."

Gupta, Anand P., "Foreign Direct Investment in India."

Gupta, Ramesh, "Inflation and Individual Income Tax."

\_\_\_\_\_, "Coping with Inflation: Experience of Financial Executives."

Ravichandran, N., "Algorithmic Methods for the Stationary Distribution of Markov Chains."

\_\_\_\_\_, "Continuous Review Inventory Models with Decaying Items."

Saiyadain, Mirza S., "Training Needs of the Indian Organizations."

Singh, J.P., "Managerial Work Values of Senior Managers."

Shukla, Priyadarshi R., "A Study of the Bhopal Gas Leakage Incident."

Verma, Pramod, "Discrimination Against Female Workers: An Exploratory Study of Personnel Practices in Indian Industry."

#### Research Projects Completed

Verma, Pramod, "Empiricism in Industrial Relations Research."

#### Seed Grant Projects Completed

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

Gupta, Ramesh, "Inflation and the Individual Income Tax."

Khandwalla, P.N., "Turnaround Strategy for Sick Large Organizations."

Seed Grant Project Dropped

Tripathi, D.; and Gupta, Ramesh, "Changing Pattern of Management Reporting System: The Case of Lalbhai Group."

Research Projects Funded through Outside Agencies  
(Excluding those undertaken by CMA, PSG, CRMS and  
Information Systems and Computer Group)

Research Projects in Progress

Kuchhal, S.C., "Learning from Success of Entrepreneurship in Uttar Pradesh" (Sponsor: Industrial Finance Corporation of India).

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

Verma, Pramod, "Labour and the Indian Economy: Recent Trends" (Sponsor: Arvind Mills, Ahmedabad).

Research Projects Completed

Kuchhal, S.C., "Capitalisation of Interest on Long Term Borrowings" (Sponsor: Industrial Finance Corporation of India).

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).

Madhavan, T.; Bhatnagar, S.C.; and Patel, N.R., "Socio-Economic Aspects of Rural Roads" (Sponsor: Indian Roads Congress).

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

Seminars

The following seminars were organized by Research and Publications Committee:

<u>Topic</u>	<u>Speaker</u>	<u>Date</u>
Rapid Appraisal in Rural Development	Dr. Robert Chamber Fellow of the Institute of Development Studies University of Sussex (Currently consultant at the Ford Foundation, New Delhi)	25.7.84
State and Epistemology in Contemporary Sociology	Prof. Ali Rattansi University of Leicester UK	26.12.84
Women and Technology in the Workplace and at Homes	Dr. Sallie Westwood University of Leicester UK	27.12.84
Social Science Research Utilization in Asia	Dr. Yogesh Atal Director Regional Office of UNESCO in Asia Bangkok	28.12.84
Structural Change and Some Emerging Issues in Asian Agriculture	Dr. V.S. Vyas	2.1.85
The State of the Art of Research in Budgeting: Need for an Inter-Disciplinary Approach	Dr. Srinivasan Umapathy Boston University USA	9.1.85

<u>Topic</u>	<u>Speaker</u>	<u>Date</u>
International Debate on Development and Other Issues	Mr. Soedjatmoko Rector, United Nations University, Tokyo, Japan	18.1.85
On Being a Writer in India	Mr. Arun Shourie Journalist	28.1.85
Intervening in a Health System through Competence Building: The Indonesian Case	Dr. Udai Pareek	29.1.85

#### Publications

Vikalpa: A quarterly journal published by the Institute has completed the eighth 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 12 books and 13 monographs and wrote 58 articles or chapters in books in India and abroad. They also presented 60 papers and gave 21 lectures in various seminars and conferences. In addition, 53 working papers were brought out. For details, please see Appendix IX.

Consulting

Forty-one 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

Three of the 26 management development programmes offered during the 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 continue to increase. The number of participants from the public and government sector was 494 as against 367 from private sector. In all 616 organizations sponsored 861 executives to the Institute's programmes this year.

New Programmes

The Institute offered two Advanced Management Programmes for Public Enterprises in collaboration with Bureau of Public Enterprises, Government of India, for senior managers who would assume top management positions. The programme was designed for the purpose of developing and equipping participants with the necessary knowledge, skills, and attitudes for the challenging multifunctional tasks

of top management in the context of societal and national role of enterprises. The programme design had four modules incorporating diverse and very important inputs and experiences. The first module extending over four weeks consisted of academic instructions comprising faculty inputs and collective experience of participants. The other modules were:

- a) Study tour of two-weeks duration to a foreign country to study the prevalent management practices and systems, with a view to improve the quality of management in the Indian public sector. In the first programme the participants visited Japan and Hungary in two separate groups, and in the second programme they visited USSR and Italy.
- b) Interface between the government and public enterprises. This involved meetings consisting of briefings and discussions with relevant ministries and departments in Delhi.
- c) Concluding session which was designed to facilitate exchange of experiences and learning.

Total 68 participants attended these two programmes (34 in each programme).

A programme on Leasing was offered by the Institute for senior and middle level managers in leasing, manufacturing and consultancy firms, financial institutions, and other organizations concerned with leasing decisions either as lessors or lessees. The advent of leasing in India has made a significant impact on the industrial scene. The growth in the number of leasing companies and the volume of business in the last few years indicate an increasing interest in this new found method of acquiring the use of assets. However, along with growth have come uncertainties about various conceptual and practical issues. This programme provided a forum to resolve some of the uncertainties and explore the leasing phenomenon in depth. Forty-one executives attended this programme.

A three-week Management Development Programme for Social Service Managers was organized under the sponsorship of Training Division, Department of Personnel and Administrative Reforms, Government of India for senior government officers. Seventeen participants attended this programme.

### General Management Programmes

The 3-Tier Programme for Management Development, the oldest and the largest of the Institute's programmes was offered for the twenty-second time. In this programme, executives from three different levels (middle, senior, and top) participated 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.

One hundred and eighty-five participants attended in all the three programmes.

The Institute offered the 15th Management Development Programme for Small and Medium Enterprises, which focussed on concepts and skills needed for improving productivity and efficiency of small and medium enterprises. Twenty-four participants attended this programme.

### Functional Programmes

Programmes on Marketing Decisions; Advances in Data Analysis, Data Base Management Systems; Concepts and Applications, Project Management, Management of Executive Stress, Corporate Planning, Advanced Programme in Personnel Management and Industrial Relations, Management of Technology, Human Resources and Organizational Development, Product Policy and New Product Management, Decision Support Systems were offered during the year.

### Sectoral Programmes

Under the 3-Tier Programme for Health and Family Welfare Services, the Institute offered a programme for district medical officers (DMO) and a state level seminar on health and family welfare (Tier III) for the senior officers of the Government of Uttar Pradesh.

A two-week management development programme for finance executives in Handloom Corporations and Cooperatives was offered under the sponsorship of Development Commissioner, Handlooms, Government of India.

A 17-day programme on Management of Agricultural and Rural Development was offered during the year.

A three-week programme for Public Systems Managers was offered under the sponsorship of Training Division, Department of Personnel and Administrative Reforms, Government of India, for senior government officers working in ministries or sectors like energy, education, health and family welfare, transportation, etc.

#### Long Duration Programmes

The Institute offered for the eighth 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 Training Division, Department of Personnel and Administrative Reforms, Government of India) was offered for the sixth time. This programme is being offered again.

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

#### Perspective of Management Development Programmes

The programme 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

The Institute is planning to offer new programmes on Managing Organizations: Managing Young Managers, Computer-Based Management Decision Support Systems, Micro-Computers for Managers, Manufacturing Management and Policy, Training for Public Systems Trainers.

## VIII CENTRE FOR MANAGEMENT IN AGRICULTURE

Traditionally, the industry has been the main focus of management science and institutions. The Indian Institute of Management, Ahmedabad, made an innovative departure by emphasizing the need to expand the use of management science to other sectors of national life; agriculture was the first non-conventional sector chosen for the purpose. Soon after the establishment of IIMA, a small group called the 'Agco Group' was set up in 1963. The group was redesignated as the Centre for Management in Agriculture (CMA) in 1971.

CMA is the largest multi-disciplinary group within the Institute. Presently it has 17 primary and 7 secondary faculty members, 17 research staff, another 10 ad hoc research staff, and a group of secretarial and administrative staff. CMA faculty members interact with the members of the other areas in the Institute and undertake joint work when necessary. There are agricultural economists, sociologists, agricultural engineers, specialists in rural communication and management, and economists among the CMA faculty.



The research efforts of the Centre have covered private, cooperative, and governmental activities in various fields such as development administration, agricultural credit, crop husbandry, animal husbandry, fisheries, poultry, forestry, major irrigation projects, command area development, rural electrification, agro-industries, rural industries, health and nutrition, farmers' education and extension, natural resource utilization, and energy. In terms of management areas these have covered planning, formulation, organization, implementation, monitoring, and evaluation. In a number of them the focus was on policy and general environment analysis. There were feasibility studies, and studies on demand estimates and market research.

Problem oriented approach, a multi-disciplinary faculty group committed to agricultural management, and a time-bound and well-coordinated schedule of work have contributed to the productivity and growth of research in CMA. These have been further strengthened by organizational and structural arrangements.

CMA has evolved a system for getting its research outputs published for wider circulation. After academic review and editing, the research reports are published in a monograph series. To date, CMA has published 110 research studies and has developed about 600 cases for training programmes in the agricultural sector.

Periodic review of research and other activities of CMA is an important instrument in planning future direction.

#### RESEARCH

CMA faculty completed eight projects during the period April 1984 - March 1985 and 19 are in progress. Details are given below:

<u>Completed Project Title</u>	<u>Faculty</u>	<u>Sponsor</u>
Impact of Water Scheduling Policies on Irrigated Agriculture (Phase I)	V.N. Asopa	Union Ministry of Agriculture and Rural Development
Impact on Land and Infrastructure Development and Water Scheduling Policies on Irrigated Agriculture (Phase II)	V.N. Asopa	Union Ministry of Agriculture and Rural Development

<u>Completed Project Title</u>	<u>Faculty</u>	<u>Sponsor</u>
Systems Analysis of Transfer of Technology in Agriculture (Phase I: Bajra Study)	S.L. Bapna G.A. Patel	Union Ministry of Agriculture and Rural Development
Rural Roads Project	S.C. Bhatnagar T. Madhavan (Coordinator) Nitin R. Patel	Indian Roads Congress
District Administration and Creation of Demand Systems	Anil Bhatt B.M. Desai Anil K. Gupta Ranjit Gupta (Coordinator) Girja Sharan Manu Shroff	CMA-PSG
Small Farmers' Household Economy in Semi-Arid Region	Anil K. Gupta	Union Ministry of Agriculture and Rural Development
Economic and Management Aspects of Resin Harvesting and Processing	Gurdev Singh	Union Ministry of Agriculture and Rural Development
Impact of Mechanization on Small Fishermen	U.K. Srivastava V.K. Gupta	Union Ministry of Agriculture and Rural Development

#### Projects in Progress

<u>Project Title</u>	<u>Sponsor</u>
Agricultural Situation in West European Countries (EEC): Its Implications for India	Union Ministry of Agriculture and Rural Development

<u>Project Title</u>	<u>Sponsor</u>
A Systems Study of Selected Export Oriented Medicinal Herbs in India	Union Ministry of Agriculture and Rural Development
Management of Sheep and Wool Development Programme in India: A Strategy for Generating Alternative Additional Off-Farm Source of Income for Rural Population	Union Ministry of Agriculture and Rural Development
Use of Wind Energy for Water Pumping: From Policy to Action	Union Ministry of Agriculture and Rural Development
Demand-Supply Management and Pricing Policy of Forest Based Raw Materials with Special Reference to Paper Industry in India	Union Ministry of Agriculture and Rural Development
Production and Marketing of Cocoa in India	Union Ministry of Agriculture and Rural Development
Systems Analysis of Transfer of Technology in Agriculture (Phase II)	Union Ministry of Agriculture and Rural Development
A Study of Production, Marketing and Processing of Soyabean -- A Systems Approach	Union Ministry of Agriculture and Rural Development
Management of Rural Finance - A Case Study of a Regional Rural Bank	Union Ministry of Agriculture and Rural Development
Performance of Integrated Cooperative Structure: Sugar	Union Ministry of Agriculture and Rural Development

Project TitleSponsor

Interfirm Comparison for Dairy Industry

Union Ministry of Agriculture and Rural Development

Command Area Development

Union Ministry of Agriculture and Rural Development

A Critical Study of Drought Declaration Procedure and Scarcity Preparedness

Union Ministry of Agriculture and Rural Development

Generating Sustained Rapid Growth in Gujarat's Fertilizer Consumption

Government of Gujarat

Organizational Alternatives in Marketing Farm Products: A Case of GUJCOMASOL and GROFED in Gujarat

Government of Gujarat

Evaluation Study of the Training and Visit System of Extension in Gujarat State

Government of Gujarat

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

Food and Agriculture Organisation, Rome

Case Studies on Integration of Opportunities and Action Projects (covering paddy, fruits and vegetables, and livestock)

Food and Agriculture Organisation, Rome

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

Ford Foundation

## EDUCATIONAL AND TRAINING PROGRAMMES

### Post-Graduate Programme

Twenty-six students completed the requirements of the Specialization Package in Agriculture (SPA) in the second year of the Post-Graduate Programme and were awarded the diploma.

### Management Development Programmes

#### Management Development Programme for Executives in Finance of Handloom Corporations and Cooperatives:

At the request of the Ministry of Industry, CMA developed and conducted the programme from June 11-23, 1984 at the Institute. Seventeen officials from different State Handloom Corporations participated in the programme. As part of the programme, a two-day workshop was also organized on June 22 and 23, 1984.

#### Management of Agricultural and Rural Development

Programme: The programme was conducted from October 5 to 21, 1984. Thirty-two participants, drawn from financial institutions, rural development agencies and agricultural departments personnel, public sector industrial corporations, private industries, voluntary agencies, and institutions involved in rural development training, attended the programme.

Designing Projects for Agricultural Development:

CMA has been organizing this programme at the instance of the Training Division, Department of Personnel and Administrative Reforms, Government of India.

A nine-week training programme was held from November 18, 1984 to January 19, 1985. Twenty-eight senior/middle level officers involved in the preparation and implementation of development projects in agriculture, irrigation, forestry, fisheries, cooperatives, animal husbandry and dairying, rural development and other related activities participated in the programme. They were drawn from central and state government departments, cooperatives, selected financial institutions, and agricultural universities.

Seminars and Workshops

Workshop on Operational Research Projects of Indian Council of Agricultural Research (ICAR)

The meeting of the joint panel of ICAR-IIMA decided, among other things, that they would work to strengthen the National Academy of Agricultural Research Management (NAARM). It was envisaged that the CMA faculty would participate in the training programmes organized by the NAARM. A workshop on Operational Research Projects (ORP) of ICAR was organized jointly by NAARM and CMA

from October 29 to November 1, 1984, to discuss the case-studies of the ORPs and the field experiences of the scientists implementing them. The officers in charge of the ORPs and the personnel from the ICAR headquarters participated in the Workshop.

The workshop had the following objectives:

- a) To study the strategy of the ORPs in the context of agricultural research management
- b) To investigate how various aspects of project management are operationalized in agricultural research management
- c) To study the real world difficulties of implementing various aspects of project management
- d) To draw lessons from the experience and case-studies of the ORPs to manage agricultural research more efficiently.

#### Asian Seminar on Rural Development

CMA in collaboration with the Indian Society of Agricultural Economics organized the "Asian Seminar on Rural Development: Evaluation of the Indian Experience." The Seminar held from December 10-14, 1984 was sponsored by the International Development Research Centre. The seminar attempted to: 1) evaluate rural development experience in Asian countries in general and in India in particular, and 2) identify strategies, policies, and programmes which have succeeded or failed to achieve the purpose of rural development.

Forty participants, two each from Bangladesh and Nepal; one each from China, Japan, Philippines, and Thailand; three from IDRC; and 29 from India attended the seminar.



### In-house Workshop

The Centre organized a two-day in-house workshop in November 1984 to review its past research work and generate ideas for future research. All members of faculty and research staff of the Centre participated in the workshop. Each faculty member made a presentation, reviewing the contribution and limitations of the research projects completed by him from the time of joining the Centre and indicating ideas and plans for future research projects.

The discussions helped in classifying the Centre's research concerns, client systems, and areas of interest as presented in Annexure 1.

### ADVISORY COMMITTEE

The re-constituted Advisory Committee met on January 17, 1985 at IIM, Ahmedabad. Members of the Advisory Committee met the Centre's faculty and had prolonged discussion with them on the research projects completed and those in progress as well as their individual research interests. The discussion helped in acquainting the committee with the activities of the Centre and the thrust of its research and training efforts. The Committee provided valuable suggestions and guidance and endorsed the research plan of the Centre for 1985-86.

Advisory Committee of CMA (1984-86)Chairman

N.R. Sheth  
Director, IIMA

M.L. Dantwala  
President  
Indian Society of Agricultural  
Economics  
Bombay

R. Gopaldaswamy  
Secretary  
Ministry of Rural Development  
Government of Gujarat  
New Delhi

R.K. Kaul  
Chairman  
National Bank for Agriculture  
and Rural Development  
Bombay

H.P. Wanda  
Chairman and Managing  
Director  
Escorts Limited  
New Delhi

G.R. Saini  
Economist/Economic and  
Statistical Adviser  
Department of Agriculture  
and Rural Development  
Union Ministry of  
Agriculture  
New Delhi

M.G. Shah  
Principal Secretary  
Agriculture and Rural  
Department  
Government of Gujarat  
Gandhinagar

Member-Secretary

Ranjit Gupta  
Chairman, CMA  
IIMA

## PUBLICATIONS\*

Monographs Forthcoming

Desai, D.K. and Patel, N.T., "Agricultural Research Management Case Studies of Operational Research Projects of ICAR"

Gaikwad, V.R., "The Process of Decision Making and Other Social Works of Cooperative Management"

\_\_\_\_\_ and Gupta, V.K., "A Guide to Management of Small Farmers Integrated Rice Cooperatives in Asia"

\_\_\_\_\_ and \_\_\_\_\_, "Managing Paddy Rice Business of Small Farmers Integrated Cooperatives in Asia (case studies)"

Moulik, T.K. and Purshotham, P. "Technology Transfer Process in Decentralized Rural Industries: Cases and Analysis"

Seetharaman, S.P., "Management of Integrated Cotton Cooperative System to Reach Small Farmers (A Test Manual)"

\_\_\_\_\_, "Managing Cotton Business of Small Farmers Integrated Cooperatives."

Singh, Gurdev; Gupta, Tirath; and Guleria, Amar, "Economic and Management Aspects of Sugarbeet Cultivation and Processing in India"

\_\_\_\_\_ and Asokan, S.R., "Management Aspects of Harvesting and Processing Resins in India."

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\*For details of completed research output see Appendix IX.

Annexure 1

Classification of CMA Work

1. Gain better understanding of development/management problems, processes, structures, etc.	1. Agricultural Inputs	1. Technology, processing, handling, storage systems, technological/organizational innovations and effects of changes on production and consumer sub-systems, communication.	1. Government systems/organizations
2. Influence/improve management practices/capabilities	2. Agricultural research management		2. Agri-inputs supply system
3. Innovate/improve development designs/systems	3. Commodities/agro-processing (agricultural outputs)	2. Studies of producers' behaviour, needs communication programmes and organizations	3. Agro-processing/production system 54
4. Institution building	4. Organizations	3. Forecasting, marketing management know-how, practices, and policies	4. Marketing system
5. Influence decisions/decision making process	5. Irrigation and water management	4. Policies, short-term and long term forecasting, planning, control, and evaluation processes	5. Agricultural/technological research systems
	6. Rural industry and technology	5. Policy research	6. Less organized sections of the rural system/people
	7. Rural energy and ecological systems	6. Study and experimentation; less organized parts of the rural/agricultural systems	
	8. Rural communication and extension		
	9. Rural development		

## IX PUBLIC SYSTEMS GROUP

The Public Systems Group is the focal point of the Institute's activities relating to the management of non-enterprise public system. At present the Group members are doing research, training, and consultancy in various public systems such as health and population, education, urban systems, energy and development administration.

## RESEARCH ACTIVITIES

Completed Research Projects

<u>Title of the Project</u>	<u>Faculty</u>	<u>Sponsor</u>
Urban Community Development Programme in Ahmedabad	Anil Bhatt G. Giridhar Arun Monappa	Ahmedabad Municipal Corporation.
Decentralization: Practice and Policy	R. S. Ganapathy	PSG
Focus on Sub-centre Effectiveness in Sawai Madhopur	G. Giridhar	UNFPA, Rajasthan
Development Programmes and Interventions: Who benefits and Why?	Samuel Paul Ashok Subramanian	PSG
Factors Affecting Work Motivation of Health Personnel	D. M. Pestonjee	IPP-II, Department of Health, Government of Uttar Pradesh

<u>Title of the Project</u>	<u>Faculty</u>	<u>Sponsor</u>
Some Problems in Freight Transport in India	S. Raghavachari	PSG
Strategy Formulation for Family Welfare Programme in Gujarat	J.K. Satia Nirmala Murthy R.M. Maru H.N. Pathak	Department of Health and Family Welfare, Government of Gujarat
National Adult Education Programme in Rajasthan - Fifth Appraisal	Ashok Subramanian	Ministry of Education and Culture, Government of India.

On-going Research Projects

<u>Title of the Project</u>	<u>Faculty</u>	<u>Sponsor</u>
Micro Movements in Development of Social Justice	Anil Bhatt	OXFAM (India) Trust
Programme of Studies on Voluntary Organization in Health	Anil Bhatt Nirmala Murthy R.M. Maru	Ford Foundation, New Delhi
Regional Cooperation in Ocean Development	R. S. Ganapathy	Indian Council for Research in International Economic Research
District Administration and Creation of Demand System (A joint CMA-PSG Project)	Ranjit Gupta Anil K Gupta B.M. Desai Girija Sharan Manu Shroff Anil Bhatt	PSG
Marshalling Strategies for Goods Train	Nitin R. Patel K.V. Ramani	PSG

Research Projects Initiated

<u>Title of the Project</u>	<u>Faculty</u>	<u>Sponsor</u>
Rapid Appraisal of Child Health Status	Nirmala Murthy	Ford Foundation
Communications: Experiment with Video Technology	S. S. Rao M. S. Saiyadain	Ford Foundation
Computer-based Information System at Primary Health Centre	J. K. Satia Nirmala Murthy S. C. Bhatnagar	Ford Foundation
Scaling up of Interventions Increase Child Survival	J. K. Satia	Ford Foundation

## MANAGEMENT DEVELOPMENT PROGRAMMES

<u>Title</u>	<u>Date</u>	<u>Sponsor</u>	<u>No. of Participants</u>
Management Development Programme on Health and Family Welfare for District Medical Officers	July 30- August 11, 1984	Govt. of UP Under the India Population Project-II	17
Management Development Programme for Public Systems Managers	Nov. 19, Dec. 8, 1984	Training Division, Department of Personnel and Administrative Reforms, Ministry of Home Affairs, Government of India	27 (From all India Ser- vices, Cen- tral Services State Civil Services and Central Public Undertakings)
Management Development Programme for Social Services Managers	December 10, 1984- January 5, 1985	Training Division Department of Personnel and Administrative Reforms, Ministry of Home Affairs, Government of India	16 (From health population, nutrition, education and social welfare ministries of the Central and State Government

Seminar/Workshops

A top level seminar on Management of Health and Family Welfare Services was held at the Institute from October 15-20, 1984. The Seminar was sponsored by the Government of Uttar Pradesh, under the India Population Project-II. Twelve participants attended the seminar. The participants were secretaries, joint secretaries, commissioners of health, family welfare, and social welfare departments, directors of health services and other departmental heads involved in policy making and monitoring health and nutrition programmes at state and central levels.

A Seminar was held at the Institute on April 10-11, 1985 based on a report entitled, "Learning to Unlearn". This report was the outcome of an action research project on district administration and creation of demand systems. This project was jointly initiated by CMA and PSG Faculty team on rural development in 1982. Participants in this Seminar included various officials from district administration, officials from the banks, including the Chairman of the regional bank, faculty, students, and staff of the Institute.

FPM Specialization in Public Systems

Two students in the first year, one in the second year, and three in the third year are specializing in Public Systems in the Fellow Programme in Management.



## X CENTRE FOR REGIONAL MANAGEMENT STUDIES

Seminars

During the year two research-based seminars covering two important industries of Gujarat were organized.

The seminar on "Excess Capacity and Sickness in the Textile Industry" was jointly organized by the Industrial Development Bank of India (IDBI) and the Centre for Regional Management Studies (CRMS) on June 7, 1984 at IIMA. It was inaugurated by Shri Sanat Mehta, the then Finance Minister of Gujarat. Shri Arvind Narottam Lalbhai, Chairman and Managing Director, Arvind Mills Ltd. was in the chair. About 35 persons from textile industry, government, and academic institutions participated in the deliberations.

The two main themes of the seminar were diagnosis of the problems of sick units in the textile industry and an action plan to restore health of the industry. One of the major conclusions of the seminar was that many of the measures to alleviate sickness in the textile industry did not have desired degree of success because they did not take into account the prevalence of excess capacity in the industry.

Subsequently a number of refinements were made in the work done for the seminar. A note based on the regional approach and improved data-base was presented to the Honourable Chief Minister of Gujarat in March 1985. The diagnosis of the problem and the action plan emerging from the study were also presented to Industrial Finance Corporation of India, IDBI, and the Expert Committee on the Textile Industry appointed by the Government of India.

The seminar on "Diamond Industry of Surat and District Towns" was organized on February 25, 1985 in Surat under the joint auspices of the Department of Business and Industrial Management, South Gujarat University, the Southern Gujarat Chamber of Commerce and Industry, and CRMS. Professor Upendra Baxi, Vice-Chancellor, South Gujarat University presided over the seminar.

The seminar was based on Professor H.N. Pathak's findings on various aspects of the diamond industry in Surat. The findings were discussed by Professor Ghanshyam Shah, Director, Centre for Social Studies;

and Professors M.N. Raval and D.S. Gupta (South Gujarat University). About 75 owners of the diamond factories also participated in the deliberations of the seminar. Professor Pathak will be preparing a monograph updating his findings on the diamond industry in Surat to be brought out by CRMS.

#### Research

CRMS has sponsored a research project on "Disaster Management in Saurashtra Region of Gujarat" by Professors Nirmala Murthy, V.K. Gupta, and D.K. Desai. Briefly, the objectives of the study are to prepare case studies to understand the management problems pertaining to a natural disaster and to draw on the experience gained from the actions taken by various units of the social system during the 1983 disaster in the Saurashtra region of Gujarat.

During the year data from 10 villages of Junagadh and Amreli districts affected by the disaster were collected. Secondary data on damage and relief work have also been collected. The data are being analysed and the report is expected to be completed by September 1985.

Other\* Activities

CRMS has financed the Gujarati translation of Professor S.P. Seetharaman's two reports: "Managing Cotton Business of Small Farmers' Integrated Co-operatives" and "Management of Integrated Cotton Co-operative System to Reach Small Farmers." These translations will be used in a two-week training programme for the managers of cotton ginning and pressing cooperatives to be held in 1985.

During the year CRMS also published a report entitled Centre for Regional Management Studies: First Decade in Retrospect, 1973-1983.

## XI INFORMATION SYSTEMS AND COMPUTER GROUP

In March 1985 the Institute's faculty approved a proposal to allow Information Systems and computer Group to offer its own courses in the PGP, thus separating it from the Production and Quantitative Methods area. The Group functioned with seven faculty members and 14 systems analysts and programmers during last year. Positions were advertised for systems analysts and programmers and five persons were recruited during the year. A faculty position for the Group was also advertised and from amongst the 40 applicants who responded, one offer has been made.

Substantial progress was made towards establishing a Computer-Aided Management (CAM) Centre with the assistance of UNDP and Department of Electronics. The Group's activities covered research, teaching, software development, and provision of computer services to the IIMA community. These are detailed below.

### Research Projects

UNDP-CAM Project: In November 1983 the Department of Electronics set up a Computer-Aided Management Center at the Institute. During the year several proposals were

received from faculty members, to do research under the project. These proposals were discussed and approved by the Information Systems Computer Group. A meeting of the Technical Advisory Committee was held on February 25, 1985 to review the progress of the project. The following research projects are proposed to be undertaken under the CAM Project.

- (i) Developing a Decision Support System (DSS) Generator for Integrated Area Planning at the district level. It is planned to develop this into a commercial package in collaboration with CMC.
- (ii) Irrigation Systems Layout Optimization. Software Package will be developed for optimized layout of canals using experience acquired from the Narmada Project, Government of Gujarat.
- (iii) Decision Support System for Portfolio Management. A practical package oriented to the Indian environment will be developed for supporting the decisions of investors in the share market.
- (iv) A graphics-oriented spreadsheet software for developing decision support system.
- (v) A software package for computer aided planning and budgeting of government expenditures using econometric models.
- (vi) In addition project proposals are being discussed in the area of project monitoring and product mix planning.

The Associate Coordinator for the Project went on a study tour to UK and USA with the representatives of the Department of Electronics and representatives of other CAM centres. One member of the core project team has been sponsored to Transport Research Centre, Montreal on a three month fellowship. A grant of Rs.19 lakh was received to cover the cost of operating budget and creation of site for establishing CAM hardware and library. An order was placed by UNDP for a VAX 11-750 Computer System for IIM Ahmedabad CAM Centre.

District Level Data Base for Development Planning: Interactive graphic software had been designed under this project to provide district planners the capability of analysing village level data of a district for the purposes of infrastructure planning. This software was used in many different contexts during the year and also implemented on HP 1000 based colour graphic system at IIM and the Uniwacs computer system of UP System Development Corporation. The Department of Electronics gave a further grant of Rs.2.95 lakh under which two micro-computer systems were purchased during the year. These systems have the facility

of input-output in Devnagiri. The interactive graphic software is being transported on the systems to facilitate its use in the Hindi-belt states.

Computer-Aided Planning of distribution System Layouts for Narmada Project: Software was developed to design and evaluate the distribution canal layouts for a block within Narmada Project. Interactive computer graphics was used as decision support aid in optimising the canal system costs. The software was developed on HP 1000 colour graphic system.

#### Teaching Programmes

The Computer Group mounted three NDPs during the year including the three months CBIS course. All these programmes were well attended. The Group offered four elective courses in the PGP. Hands-on experience in using micro-computer systems was provided in the computer module offered in the Top Management Programmes within the Institute.

#### Publications

Three monographs were published by the faculty. Papers were presented at the TIMS/ORSA Annual Conference in Washington and the CSI Annual Convention in Delhi. Five papers were published by the group's faculty members in various academic journals.



### Software Development

DSS for Job Shop Scheduling Game: The objective of this system is to provide the players of job shop scheduling game with an electronic gantt chart on a graphic display so that they can develop schedules for the job shop under consideration more easily and more effectively than in the manual form of the game.

. A package was developed for administration and management of the library under the UNDP-CAR Project, using DBASE-II DBMS. The package offers the facilities for querying on authors, subjects, publishers, books outstanding against subscribers, availability of books in library, and has provisions for handling issues, receipts, and generation of overdue notices.

. A package based on the Codaysyl based network Database Systems DBMS-II was implemented to simulate activities of a stock exchange. The highlight of the package was the implementation of security and integrity requirements of the stock-exchange activities, using the standard data manipulation features. DBMS-II does not have facilities for enforcing integrity and security requirements of the type needed for the case.

- . Analysis of financial ratios based on balance sheet and profit and loss account data of companies.
- . Computer assisted instruction using electronic spread-sheet packages.
- . Augmentation of query facilities in DBASE-II to make a relationally complete query language.
- . A package implemented in Fortran to teach network data-base concepts. The software provides facilities to browse through individual records in a data base.
- . The following software packages which were implemented on PDP-11/70 were transported to the HP 1000 based graphic system.
  - (i) District level planning and decision support system
  - (ii) Simulation of the instructional computer (SMIC)
  - (iii) Location of service facilities in Dharampur taluka.
- . Utility software was developed for new micro systems and the HP 1000 based colour graphic system.

## COMPUTER CENTER SERVICES

Addition of Hardwares: Three micro-computer systems were added during the year under different research projects. A proposal was made to scrap some of the old equipments and to replace the punching machines by micro-processor based data entry machines.

Computing Resources Usage in Teaching, Research and Consultancy: About 25 faculty members used the computer for teaching in PGP, FPM, FDP, and MDP programmes. The computing system was also used by 35 faculty members for their research and consultancy projects. Total computer usage for this activity was 474 hours in time sharing and 79 block hours.

Usage of Computer by MDP Participants: Participants of several MDPs such as the Advanced Programme on Computer-Based Information Systems, Data Base Management Systems, Decision Support Systems, Project Management Advanced Management Programme, etc., used the computer extensively in their course and project work. Total block hours used were 366.

Computer Usage by Students: PGP, FPM, and FDP participants used 1409 hours of computer time in time sharing and 749 hours in block for their courses, project work, CIS, and dissertation work.

External Users: Educational, commercial organization and government corporation numbering around 10 used the computer facilities on a limited basis.

#### DATA PROCESSING ACTIVITIES FOR THE INSTITUTE

Computer Centre continued to provide support to the Institute's administrative data processing activities, such as pay roll preparation, Common Admission Test data processing for admission to PGP and FPM programmes, alumni information system, PGP and FPM grading system, financial accounting system (FAS) With the computerized FAS, institute's annual accounts were closed within six weeks of the ending of the financial year. A new system is being developed to create a data base to support Institute's management development programmes activities. Six hundred and sixty six block hours of computer time and 56 time sharing hours were used for the activity.

## XII ALUMNI RELATIONS AND ACTIVITIES

IIMA Alumni Population

During the year the IIMA alumni population increased by another 1060 members, the total number now stands at about 14,860. A large number of our alumni are located abroad.

Updating of Alumni Addresses

About 900 change-of-address requests were received from the alumni during the year.

Alumni Election

The election to the Executive Committee of the IIMA Alumni Association for 1985-87 was held during the year. The Alumni Office received 26 valid nominations, 14 from West Zone, five from South Zone, five from North Zone and two from East Zone. Elections were conducted for West, South and North Zones. As there were only two nominations for the East Zone, no poll was taken. In all, 3,930 votes were polled and 10 members were elected to the Committee.

### IIMA Alumnus

During the year three issues of the IIMA Alumnus were brought out. Efforts are now focused to make it a self-supporting activity.

### Souvenir Items

Souvenir items were made available for sale to the alumni. Items worth of over Rs. 12,000 were sold during the year.

### Alumni Directory

Hyderabad Directory of the alumni was brought out and mailed to the alumni in Hyderabad.

### Chapter Activities

During the year Ahmedabad, Baroda, Bombay, and Madras chapters were quite active.

On September 22, 1984 Ahmedabad chapter organized a dinner meeting on the IIMA Campus to felicitate Professor N. R. Sheth on his being appointed as the Director of the Institute. On December 22, 1984 the chapter organized a performance of Utpal Dutt's Hindi play, Chayanat.

Baroda chapter also organized a special meeting to felicitate Professor N. R. Sheth in September 1984. The chapter members meet on 25th of every month.

Bombay chapter organized number of get-togethers of PGP-I summer trainees during April and May 1984. For the get-together organized on April 27, 1984, the theme was "Careers Today for Young MBAs." A dinner was organized by the Bombay chapter which was attended by a number of alumni and summer trainees, where issues of mutual interest were discussed. The chapter also organized a seminar on Tax Planning in early January 1985.

Madras chapter organized a quiz programme on January 27, 1985 for students from different management institutes of Madras and nearby areas. It had also organized a meeting to discuss "Industrial Sickness." The chapter members meet on third Thursday of every month.

## XIII FACILITIES

Vikram Sarabhai Library

During the year 2730 new books were added to the Library, bringing the total number of books to 104734. 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.

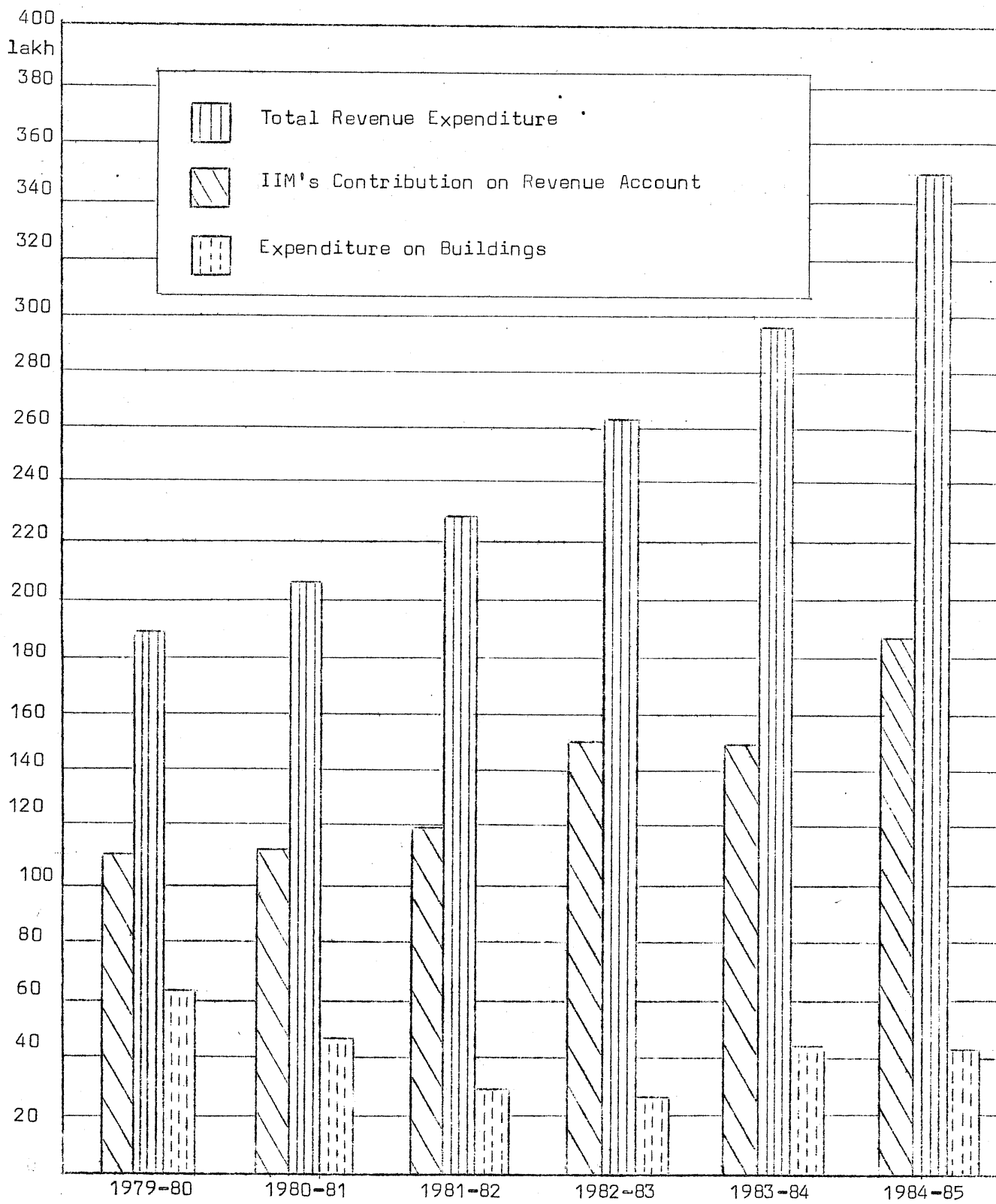
Campus Development

At Kasturbhai Lalbhai Management Development Centre additions and alterations basement areas, theatre classrooms, dining hall, public area, etc. was completed for the optimum usage of the areas. A small syndicate room and a computer room linked with the Computer Centre in the main building were carved out from part of the basement areas. Air Conditioning was done for theatre class room, dining hall and basement areas. The ground



floor public area was converted into a reading lounge and a small TV Lounge.

The work of 12 transit houses for faculty, 8 Type II houses, 10 Type IIA houses, 8 Type I houses, and 20 S-Type houses was completed.



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	51	572	5	714
1984-85	81	52	566	12	711

Appendix III

POST-GRADUATE PROGRAMMES

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Year	Two-year Post-Graduate Programme in Management	Fellow Programme in Management	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
1984-85	336	48	384

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Sl. Programme Title

	Participants		Organizations	
	Public	Pvt.	Total	Total

14. Senior Executives Course of 3-Tier Programme for Management Development (October 28-November 14, 1984)	19	61	80	14	35	49
15. Management Education Programme (November 15, 1984 - April 6, 1985)	20	15	35	10	15	25
16. Designing Projects for Agricultural Development (November 18 1984 - January 17, 1985)	28	-	28	20	-	20
17. Management Development Programme for Public Systems Managers (November 18 - December 8, 1984)	27	-	27	20	-	20
18. Advanced Programme in Personnel Management and Industrial Relations December 16-22 1984	21	14	35	16	14	30
19. Management Development Programme for Social Service Managers (December 16-January 5, 1985)	17	-	17	9	-	9
20. 3rd Advanced Management Programme for Public Enterprises (January 7 - February 26, 1985)	34	-	34	21	-	21
21. Top Management Seminar on Changing Environment and Strategic Response of 3TP (February 4-9, 1985)	11	7	18	10	7	17
22. Management of Technology (February 3-9, 1985)	7	5	12	7	4	11
23. Human Resources and Organizational Development (February 10-16, 1985)	25	12	37	23	12	35
24. Leasing (February 19-22, 1985)	14	27	41	12	25	37
25. Decision Support Systems (February 24 - March 2, 1985)	15	7	22	9	7	16
26. Product Policy and New Product Management (March 11-16 1985)	2	51	53	2	34	36

494 367 861 340 276 816

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
1984-85	2232	335	317





Appendix VI

BOARD OF GOVERNORS\*

CHAIRMAN  
Keshub Mahindra  
Chairman, Mahindra and Mahindra Ltd.  
Bombay

Members

Nanubhai Amin  
Chairman  
Jyoti Ltd  
Baroda

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

Vinay Bharat-Ram  
Managing Director  
Delhi Cloth and General Mills  
Limited  
New Delhi

Arvind N. Lalbhai  
Chairman and Managing Director  
Arvind Mills Ltd.  
Ahmedabad

Ashoka Chandra  
Educational Adviser (T)  
Ministry of Education  
New Delhi

Harshavadan Mangaldas  
Ahmedabad

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

V.L. Mote  
Professor  
Indian Institute of Management  
Ahmedabad

A.K. Dhan  
Bihar

L.S. Narayanan  
Financial Adviser - Education  
Ministry of Education  
New Delhi

Jaykrishna Harivallabhdas  
Chairman  
Shri Ambica Mills Ltd.  
Ahmedabad

C. Rangarajan  
Deputy Governor  
Reserve Bank of India  
Bombay

Shrenik Kasturbhai  
Managing Director  
Anil Starch Products Ltd.  
Ahmedabad

P.P. Rathod  
Secretary  
Revenue Department  
Government of Gujarat  
Gandhinagar

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\* As on March 31, 1985.

J.K. Satia /  
Professor  
Indian Institute of Management  
Ahmedabad

A.H. Tobaccowala  
Chairman  
Volta's Ltd.  
Bombay

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

S. Varadarajan  
Director General  
Council of Scientific and  
Industrial Research  
New Delhi

N.R. Sheth  
Director  
Indian Institute of Management  
Ahmedabad

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

M. Shivagnanam ✓  
Chief Secretary  
Government of Gujarat  
Gandhinagar

M.S. Srinivasan  
Jt. Educational Adviser (T)  
Ministry of Education  
New Delhi

Secretary

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

Appendix VII

SOCIETY\*

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

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

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

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

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

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

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

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

Jayakrishna Harivallabhai/  
Rajesh Jayakrishna  
Shri Ambica Mills  
Ahmedabad

Maitreya B. Harivallabhadas  
Shri Amruta Mills Ltd.  
Ahmedabad

Shripal Chinubhai Sheth/  
Shrenik Kasturbhai Lalbhai  
Anil Starch Products Ltd.  
Ahmedabad

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

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

Anil N. Hutheesing/  
Deepak S. Hutheesing  
The Aruna Mills Ltd.  
Ahmedabad

Arvind Narottam Lalbhai/  
Samveg A. Lalbhai/  
Sanjay S. Lalbhai  
Arvind Mills Ltd.  
Ahmedabad

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

\*As on March 31, 1985.

The members of the Board of Governors are also members of the Society

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

Arvind N. Lalbhai/  
Ajay Chimanbhai/  
Rajiv Chimanbhai  
The Asoka Mills Ltd.  
Ahmedabad

M.A. Wadud Khan  
Vice Chairman & Managing Director  
The Associated Cement Cos. Ltd.  
Bombay

N.S. Johary  
Director  
Atic Industries Ltd.  
Atul, Bulsar

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

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

Rahul Bajaj  
Chairman & Managing Director  
Bajaj Auto Ltd.  
Pune

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

Chairman & Managing Director  
Bank of Baroda  
Bombay

M.K. Shoff  
Zonal Manager  
Bank of India  
Ahmedabad

Chairman and Managing Director  
Bharat Earth Movers Ltd.  
Bangalore

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

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

K.L. Puri  
Chairman & Managing Director  
Bharat Heavy Electricals Ltd.  
New Delhi

J.N. Guzder  
The Bombay Dyeing and Mfg. Co. Ltd.  
Bombay

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

M.V. Arunachalam  
Managing Director  
Carborundum Universal Ltd.  
Madras

Janmejay Bhagubhai  
Managing Director  
Cellulose Products of India Ltd.  
Ahmedabad

D.K. Contractor  
General Manager (Operations)  
Central Bank of India  
Bombay

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

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

Siddharth Kasturbhai/T.P. Desai  
Cibatul Ltd.  
Atul, Bulsar

N.G. Pamnani  
Chief Executive Officer  
Citibank N.A.  
Bombay

M. Pirmal/M.A. Shah  
Commercial Ahmedabad Mills Ltd.  
Ahmedabad

Lala Charat Ram  
D.C.M. Ltd.  
Delhi

Kawal K. Aggarwal  
Managing Director  
Devidayal Rolling & Refineries  
Pvt. Ltd.  
Bombay

B.N. Balsaria/C.L. Goswami  
Shree Digvijay Woolen Mills Ltd.  
Jamnagar

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

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

Chairman and Managing Director  
Engineers India Ltd.  
New Delhi

C.K. Hazari  
Joint Managing Director  
Escorts Ltd.  
New Delhi

V. Prabhakar  
Chairman & Managing Director  
Export Credit and Guarantee  
Corporation Ltd.  
Bombay

J.S. Khambata  
Glaxo Laboratories (India) Ltd.  
Bombay

Shantilal K. Somaiya  
Chairman  
The Godavari Sugar Mills Ltd.  
Bombay

Moosa Raza  
Managing Director  
Gujarat State Fertilizer Co. Ltd.  
Vadodara

J.P. Patel  
Senior Manager (Adm.)  
Gujarat State Financial Corpn.  
Ahmedabad

P.O. Desai  
Managing Director  
Gujarat Tea Processors &  
Packers Ltd.  
Ahmedabad

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

Rajesh Bahadur  
Personnel Director  
Hindustan Lever Ltd.  
Bombay

N.M. Shethy  
Chairman & Chief Executive  
Hindustan Vegetable Oil  
Corporation Ltd.  
New Delhi

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

S. Chaudhuri  
Indian Explosives Ltd.  
Fertilizer Division  
New Delhi

Chief Executive (Personnel)  
Indian Oxygen Ltd.  
Calcutta

Chairman & Managing Director  
Indian Petrochemicals Corpn. Ltd.  
Vadodara

H.S. Shah  
Executive Director  
(Personnel & Marketing)  
Indian Petrochemical Corpn. Ltd.  
Vadodara

B. Majumdar  
Regional Manager  
The Indian Tube Company Ltd.  
Bombay

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

D.N. Davar  
Chairman  
Industrial Finance Corporation  
of India  
New Delhi

O.P. Mehra  
Managing Director  
International Data Management  
Pvt. Ltd.  
Bombay

Rahul N. Amin  
Executive Director  
Jyoti Ltd.  
Vadodara

Mahendra Khandelwal  
Khandelwal Bros. Ltd.  
Bombay

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

Chairman  
Life Insurance Corporation  
of India  
Bombay

N.K. Parikh  
Chief Executive  
Mafatlal Engineering  
Industries Ltd.  
Bombay

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

L.D. Vasa  
Mafatlal Industries Ltd.  
Ahmedabad

R.K. Pitambar  
Executive Vice-President  
(Finance)  
Mahindra and Mahindra Ltd.  
Bombay

Executive Director - Personnel  
Metal Box Company of (I) Ltd.  
Calcutta

P.C. Laha  
Chairman and Managing Director  
Metallurgical & Engineering  
Consultants (I) Ltd.  
Ranchi

A.P. Banerjee  
General Manager  
Metallurgical & Engineering  
Consultants (I) Ltd.  
Ranchi

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

S.V.S. Raghavan  
Chairman and Managing Director  
Minerals and Metals Trading Corpn.  
New Delhi

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

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

Harish Bijawat  
Director  
National Peroxide Ltd.  
Bombay

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

A.C. Mukherji  
Chairman and Managing Director  
New India Assurance Company Ltd.  
Bombay

Ashok Daga  
President  
New Swadeshi Mills of Ahmedabad  
Ahmedabad

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

M.M. Dalal/P.L. Dalal  
Pankaj Mahipal & Company  
Ahmedabad

Jyotindra N. Mehta  
Piyushakumar Natvarlal & Co.  
Ahmedabad

J.S. Varshneya  
Chairman & Managing Director  
Punjab National Bank  
New Delhi

Lilavati Lalbhai/  
Vijaysinh Chimanbhai/  
Chirag A. Lalbhai  
The Raipur Mfg. Company Ltd.  
Ahmedabad

C.K. Parikh  
Rajendra Dyeing & Ptg. Mills Ltd.  
Ahmedabad

Rohit C. Mehta  
Rajesh Textile Mills Ltd.  
Ahmedabad

R. Panchu  
Managing Director  
Ralli Wolfe Ltd.  
Bombay

Rohit C. Mehta/Rajesh C. Mehta  
Rohit Mills Ltd.  
Ahmedabad

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

Navnitlal Sakarlal/  
Nandkishore Sakarlal/  
Saurabh Navnitlal  
M/s Sakarlal Balabhai & Co. Ltd.  
Ahmedabad

Mrugesh Jaykrishna/  
Rajan R. Harivallabhdas/  
Chinubhai R. Shah  
Sarangpur Cotton Mfg. Ltd.  
Ahmedabad

Chinubhai Chimanlal/  
Ashok Chimanbhai  
Saraspur Mills Ltd.  
Ahmedabad

Arvind Hirallal  
Saurabh Corporation  
Ahmedabad

Vadilal Lallubhai  
Sayaji Mills Ltd.  
Ahmedabad

Pratap Bhogilal  
Shriram Mills Charitable Trust  
Bombay

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



Ajitkumar C. Patel  
Director  
Soft Beverages Pvt. Ltd.  
Madras

Chairman  
State Bank of India  
Central Office  
Bombay

Managing Director  
State Industrial & Investment  
Corporation of Maharashtra Ltd.  
Bombay

Chairman and Managing Director  
State Trading Corporation  
of India Ltd.  
New Delhi

Suhrid Sarabhai  
Suhrid Geigy Ltd.  
Ahmedabad

Ashok Muthana  
Chief Executive (Corporate Planning)  
Sundaram Industries Ltd.  
Madras

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

Swadeshi Mills Co. Ltd.  
Bombay

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

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

The Secretary  
Tata Hydro-Electric Power Supply  
Co. Ltd.  
Bombay

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

L.S. Kanvinde  
Company Secretary  
Tata Oil Mills Co. Ltd.  
Bombay

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

M.C.T. Pethachi  
Managing Director  
Travancore Rayons Ltd.  
Madras

T.V.S. Charities  
Madurai

A.H. Tobaccowala  
Chairman  
Voltas Ltd., Bombay

Lalchand Hirachand  
Chairman  
Walchandnagar Industries  
Bombay

Surinder Singh  
Vice President (Personnel)  
Warner Hindustan Ltd.  
Bombay

FACULTY AND ADMINISTRATION

Appendix VIII

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

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

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

K. Balakrishnan  
MBA (Harvard)  
AICWA Cert. ITP (Harvard)

SL. Bapna  
Ph.D. (SPU)

S.K. Barua  
Fellow (IIMA)

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

Deepthi Bhatnagar  
Fellow (IIMA)

S.C. Bhatnagar  
Fellow (IIMA)

Anil Bhatt  
Ph.D. (Chicago)

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

Arindam Das-Gupta  
Ph.D. (Cornell)

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

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. Admn. (IIMA)  
Ph.D. (Michigan)

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)

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)

V. Jaikumar  
M.Sc. (Delhi)  
AICWA  
Ph.D. (Columbia)

Abhinandan K. Jain  
Fellow (IIMA)

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

S.C. Joag\*  
Dip. Bus. Adm. (IIMA)

Amarlal H. Kalro  
Ph.D. (Minnesota)

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

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

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

G.R. Kulkarni\*  
M.Com. LLB. (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)

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)

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\* On leave

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

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

Nitin R. Patel  
Ph.D. (MIT)

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

M. Raghavachari\*  
Ph.D. (Berkeley)

V. Raghunathan  
Fellow (IIMC)

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

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

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

T. Venkateswara Rao  
Ph.D. (SPU)

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Bhatnagar, Deepti, "Heads I Win Tails You Lose: The Male-Dominated World and Women Managers." National Conference for Women Entrepreneurs and Executives held at New Delhi, February 19-20, 1985.

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..... "Why Don't We Learn." Monitoring barriers to 'our' learning through 'their' knowledge. National Seminar on Community Participation and Management of Rural Development, held at IIC, New Delhi, January 21-23, 1985.

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Gupta, Ranjit, "Similar Concern but Varying Approaches and Efforts: A Case Study and Some Reflections." Asian Seminar on Rural Development: Evaluation of the Indian Experience held at IIM, Ahmedabad, December 10-14, 1984.

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Desai, D.K. Analysis of Rice Production and Productivity in Eastern India. W.P. No. 519, July 1984.

Desai, Gunvant M. Growth in Fertilizer Consumption: Price and Non-Price Policies. W.P. No.520, August, 1984.

Kanungo, Rabindra N.; and Misra, Sasi, Declining Work Motivation in India: How to Get the Reluctant Horse to Drink? W.P. No. 521, August 1984.

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Gupta, Anil K. Analytical Review of Selected CMA Studies  
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- Das-Gupta, A. and Gang, Ira N. Distribution and Development Effects of Tariff Subsidy Policies in a Small, Open Dual Economy. W.P. No. 551, January 1985.

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Khandwalla, Pradip N. The PI Motive: A Base for Development. W.P. No. 558, April, 1985.

Paroek, Udai, Approach and Avoidance Behaviour of Managers. W.P. No. 559, April 1985.

Jain, Abhinandan and Saha, Jahar, Inter-Organisational Mobility of Management Graduates of Selected Institutions in India. W.P. 560, May 1985.

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..... Some Notes on Equal Yield Income and Expenditure Taxes. W.P. No. 562, June 1985.

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## SEMINARS/COLLOQUIA

- Bhatnagar, S.C. "Computer Applications for Planning and Monitoring of Rural Development Programme." U.P. Systems Development Corporation, Lucknow, January 29, 1985.
- \_\_\_\_\_. "Training Needs for Systems Analysis." Workshop on Computer Application, CSI Ahmedabad Chapter, February 9-10, 1985.
- Das-Gupta, Arindam. "Government Policy and the Brain Drain." Indian Statistical Institute, Delhi, June 1985.
- Giridhar, G. "Management Aspects of Rural Health Services in India." Conference of Indian Association for the Study of Population, Indian Institute of Management, Bangalore, May 1985.
- Gupta, G.S. "Fisheries; Economics and Marketing in India." National (Bangladesh) Seminar on Marketing, Dacca, January 10, 1985.
- Gupta, G.S. "Project Appraisal." Department of Commerce, Sri Venkateswara University, Tirupati, Feb. 26, 1985.
- \_\_\_\_\_. "Role of Econometrics in Decision Making." Department of Econometrics, Sri Venkateswara University, Tirupati, Feb. 27, 1985.
- Gupta, Omprakash K. "Computer-Aided Decision Making." Department of Business and Industrial Management, South Gujarat University, Surat, September 15, 1984.
- Gupta, Ramesh. "Inadequacies in Macro Financial Statistics." Reserve Bank of India, March 4, 1985.
- Gupta, Ranjit. "Developmental Realities and Issues." Space Application Centre, ISRO, Ahmedabad, February 11, 1985.
- \_\_\_\_\_. "Rural Sociology and Rural Development." NABARD, at Himmatnagar, February 14, 1985.

Kalro, A.H. "Operating Policies for Reservoir Operation in Multi-Purpose Projects." South Gujarat University, Surat, March 13, 1985.

Patel, Nitin R. "Planning for Rural Roads in India." University of Aston, Birmingham, May 1, 1985.

\_\_\_\_\_. "Doing Management Science in India." University of Lancaster, May 2, 1985.

\_\_\_\_\_. "Algorithms and Models for Rural Road Planning in India." London School of Economics, May 3, 1985.

Pestonjee, D.M. "Structural Issues in Organizations for Development." National Seminar on Community Participation and Management of Rural Development, Delhi, January 21-23, 1985.

\_\_\_\_\_. "Second Consultation of Health Manpower Management," held at Tashkent/Geneva, WHO during April-May 1985

Sharan, Girja. "Asian Seminar on Rural Development." Conducted jointly by ISAE-IIMA, at Indian Institute of Management, Ahmedabad, December 10-14, 1984.

Singh, R. "Imputations in Social Cognition." State University of New York at Albany, September 17, 1984.

\_\_\_\_\_. "Prediction of Performance from Motivation and Ability: Evidence for Two Initial Opinions." University of Connecticut, Storrs, September 19, 1984.

Singh, R. "Imputations about Missing Information in Judgment and Decision." University of Bombay, December 10, 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 1985

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. 2,23,650/- 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 amount is written off during the year.
- (i) The net capital expenditure of Rs. 5,58,97,410 on building on 31.3.1985 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 immovable property contrary to the provisions of Section 36, have come to our notice.
- (l) We think necessary to bring to the notice of the Deputy Charity Commissioner the following special matters :-

- i) The Indian Institute of Management has been receiving grants from the Ford Foundation. A part of the grant received in India (including books and equipments) 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 accounts of the Institute in India.
- ii) Provision in respect of depreciation on assets for the period 1st January 1962 to 31st March 1985 has not been made in the books of accounts.
- iii) The net capital expenditure on building and advance to contractors against running bills amounting to Rs. 5,58,97,410 is arrived at as under :-

(a) Capital Expenditure on Building	Rs. 3,62,03,668
(b) Amount advanced to contractors against running bills subject to adjustment of final bills.	Rs. 1,96,93,742

Rs. 5,58,97,410

DATE:

*Sorab S. Engineer & Co.*  
CHARTERED ACCOUNTANTS.

13-8-1985









INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT

SCHEDULE 1 (EXPENDITURE)		SCHEDULE 3 (INCOME)	
Previous Year 1983-84	Rs.	Previous Year 1983-84	Rs.
<b>ESTABLISHMENT EXPENSES</b>		<b>INCOME FROM OTHER SOURCES</b>	
i) Salaries & Allowances		i) Receipt from various courses arranged during the year	
a) Faculty & Staff	1,23,56,200	a) Post Graduate Programme	18,76,248
b) Centre for Management in Agriculture *	14,22,526	b) Short-term Programme	<u>22,86,320</u>
c) Consultancy & Sponsored Research Projects	12,15,534		1,11,62,569
d) Chairs for Management Practices	2,76,193		
ii) Travelling Expenses	1,52,70,453	ii) Consultancy & Research Projects	
iii) Supplies, Services & Contingencies	2,07,268	a) Consultancy Projects	32,29,613
iv) Maintenance of Estate	50,69,215	b) Sponsored Research Projects	<u>15,69,957</u>
<b>TOTAL</b>	<b>2,10,62,568</b>		47,99,570
<b>SCHEDULE 2</b>			
<b>MISCELLANEOUS EXPENSES</b>		iii) Income from Chairs of	
i) Centre for Management in Agriculture *	3,94,713	a) State Trading Corporation	32,625
ii) Other expenses of Consultancy & Sponsored Research Projects	32,43,490	b) Industrial Finance Corporation of India (Interest)	<u>1,31,432</u>
iii) Research & Publication Expenses met from Government of India Grant.	1,96,212	c) Reserve Bank of India	-
iv) Chairs for Management Practices	35,463	d) Larsen & Toubro Ltd. (Interest)	-
v) Expenditure on Research Projects met from Ford Foundation Grant for Rupee Budget	1,86,979	e) State Bank of India (Interest)	85,533
		f) Bank of Baroda (Interest)	<u>62,066</u>
<b>TOTAL</b>	<b>40,56,857</b>		3,11,656
		iv) Grant from Govt. of India Ministry of Agriculture for Centre for Management in Agriculture received during the year.	8,87,500
		Less: Adjustment of excess expenditure over grant for 1982-83 met from CMA Fund in previous year.	-
			<u>8,87,500</u>
		v) Scholarships from Industries	1,16,100
		vi) Fellowships to PMF Participants	30,000
		vii) Miscellaneous Receipts	17,73,365
			<u>1,90,80,760</u>

\* Includes Rs.9,29,739 (including Rs.1,89,488 towards excess expenditure over grant from Ministry of Agriculture) met from CMA Fund (Previous Year Rs.9,89,837).

DATE:

TRUSTEES:

*N R Sheth*  
N R Sheth  
DIRECTOR

*R C Chhib*  
R C Chhib  
ADMINISTRATIVE OFFICER

*C Ramdosa*  
C Ramdosa  
FINANCE & ACCOUNTS OFFICER

*Sarab S. Engineer*  
Sarab S. Engineer & Co.  
CHARTERED ACCOUNTANTS  
13-8-1985







INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1985

SCHEDULE 'A'

OTHER earmarked FUNDS

	Rs.	Rs.	Rs.	Rs.
	Balance as on 1st April 1984	Amount credited during the year	Amount debited during the year	Closing Balance as on 31st March 1985
<b>(i) LAND AND BUILDINGS</b>				
1. Donation (Value land donated by Government of Gujarat)	61,09,099	-	-	61,09,099
2. Contribution from industries (including interest on investments)	2,36,35,570	28,10,274 (a)	-	2,64,45,844
3. Grant from Ministry of Education for Building expenses (Govt. of India)	3,14,87,000	14,40,000	-	3,29,27,000
4. Grant from USAID for Building	9,58,000	-	-	9,58,000
5. Fund from increased Earnings on Revenue Account	18,14,281	19,00,000 (b)	-	37,14,281
6. Grant from Projects	-	7,00,000	-	7,00,000
<b>(ii) ACADEMIC ACTIVITIES</b>				
1. Reserve Fund for Special Programme (to meet deficit in any programme)	37,096	-	-	37,096
2. Library Fund (Sale proceeds for some of the books from Ford Foundation and other teaching materials)	14,67,034	2,53,935	-	17,20,969
3. Donation from British Information Service for Equipment (as per contra)	13,118	-	-	13,118
4. Fund for OIA Programme	36,87,850	20,24,208	9,29,739 (c)	46,61,242
5. Research & Publication/Development Fund	4,88,738	1,36,812	1,16,376	5,12,174
6. Donation for Regional Management Study Centre (Endowment Rs.6,00,000 - Interest only to be used)	10,50,977	90,205	19,466	11,21,716
7. Chair for Management Practices (Endowment Rs.39,00,000 - Interest only to be used)	48,88,402	4,95,644	3,11,656	50,72,390
8. Public Systems Group Fund	3,29,877	1,54,163	52,645	4,30,395
<b>(iii) STUDENTS AID</b>				
1. Fund for Loan scholarship to Students (including interest recovery)	16,71,453	18,956	-	16,90,409
2. Fund from other parties for Loan scholarships to students (Interest only to be used)	1,18,067	-	-	1,18,067
3. Prof. Hegde/Haynes Memorial Fund (including interest on investment of Fund)	68,109	7,492	6,000	69,601
4. Other Receipts to be used for Merit-cum-Needs Scholarships	8,92,360	2,76,400	1,86,500	9,84,260
<b>(iv) FURNITURE &amp; EQUIPMENT</b>				
1. Grant-in-aid from Ministry of Education (Govt. of India & Govt. of Gujarat) (representing expenditure on non-recurring items) (as per contra)	91,88,902	12,37,482	2,954	1,04,23,430
2. Grant from Ministry of Food & Agriculture for Agriculture Cooperative Programme for equipment (representing expenditure on non-recurring items)(as per contra)	35,850	-	-	35,850
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	2,13,737	1,477	-	2,15,214
5. Sds 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	33,00,146	9,54,232 (d)	8,37,749 (e)	33,70,510
7. Value of Equipment purchased from Fund for expenses on Computer (as per contra)	10,78,046	46,119	46,119 (f)	11,24,165
8. Grant from USAID for non-recurring items for PMA (as per contra)	1,25,498	-	-	1,25,498
9. Non-recurring expenses met from other sources	28,84,592	7,33,549	473	36,17,668
10. Amount to be adjusted to the Government of Gujarat on sale of assets	90,451	1,477	-	91,928
11. Amount to be adjusted to the Govt. of India, Ministry of Agriculture on sale of Assets	4,832	-	-	4,832
12. Non-recurring expenses met from Library Fund (Furniture and Books)	25,75,575	-	-	25,75,575
13. Fund for equipment and furniture for Project and Kitchen/Dining Complex	3,19,991	-	33,673 (g)	2,86,318
<b>(v) MISCELLANEOUS</b>				
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	5,91,683	6,28,152 (b)	20,000	11,99,835
4. House Building Advance Fund	10,00,000	2,00,000	-	12,00,000
<b>TOTAL</b>	<b>10,02,84,582</b>	<b>1,41,14,577</b>	<b>26,83,427</b>	<b>11,18,15,732</b>

(a) Includes interest on investment of Rs.27,50,474 (c) Transferred to Income & Expenditure account for meeting expenses (e) Expenses for Computer Centre  
 (b) Transferred from Income & Expenditure Account (d) Receipts for Computer Services (f) Appropriated for purchase of Computer Equipment  
 (g) Appropriated for purchase of Kitchen/Dining Equipment.

DATE: \_\_\_\_\_

TRUSTEES  
 R R Sheth DIRECTOR

ADMINISTRATIVE OFFICER  
 C Ramdoss FINANCE & ACCOUNTS OFFICER

As per our report of even date.  
 Chartered Accountants  
 Sorab S. Engineers & Co.  
 13-8-1985





INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1985

SCHEDULE 'B'

	Rs.	Rs.	Rs.	Rs.
	Balance as on 1st April 1984	Amount credited during the year	Amount debited during the year	Closing Balance as on 31st March 1985
<b>GRANT FROM FORD FOUNDATION</b>				
For Building expenditure and air-conditioning equipment	47,51,530	-	-	47,51,530
(as per contra)	29,44,706	1,11,085 (a)	-	29,55,791
Value of Books, equipments, Computer etc. received/purchased from the Grant	16,11,824	4,00,000	1,86,979 (b)	18,24,845
Grant for Rupee Budget expenses	1,04,330	-	-	1,04,330
Grant for Rupee Expenses on Computer	1,268	-	-	1,268
Write-off amount for books received from the grant	4,25,517	-	1,11,085 (a)	3,15,432
Fund for CIA expenses				
<b>TOTAL</b>	<b>97,40,175</b>	<b>5,11,085</b>	<b>2,98,064</b>	<b>99,53,196</b>

(a) Appropriated for purchase of vehicle.  
(b) Transferred to Income & Expenditure Account, for meeting expenses

SCHEDULE 'C'

	Rs.	Rs.	Rs.	Rs.
	Balance as on 1st April 1984	Amount debited during the year	Amount credited during the year	Closing Balance as on 31st March 1985
<b>IMPROVEABLE PROPERTIES</b>				
Land at cost (received as donation from Government of Gujarat)	61,09,099	-	-	61,09,099
Land at cost (purchased)	4,75,325	-	-	4,75,325
Capital expenditure on building and advances to contractors for work under construction	5,15,05,053	43,93,357	-	5,58,97,410
<b>TOTAL</b>	<b>5,80,89,477</b>	<b>43,93,357</b>	<b>-</b>	<b>6,24,81,834</b>

SCHEDULE 'D'

	Rs.	Rs.	Rs.	Rs.
	Balance as on 1st April 1984	Amount debited during the year	Amount credited during the year	Closing Balance as on 31st March 1985
<b>MOVEABLE PROPERTIES (AT COST)</b>				
Furniture, equipment, books, vehicles, computer etc. purchased out of Grant-in-aid from the Government of India & Government of Gujarat (as per contra)	91,88,902	12,37,482	2,954 (a)	1,04,23,430
Books, equipments, computer etc., received/purchased from Ford Foundation Grant (as per contra)	28,44,706	1,11,085	-	29,55,791
Equipment received from British Information Service (as per contra)	13,118	-	-	13,118
Equipment purchased for Computer in IIM (as per contra)	10,78,046	46,119	-	11,24,165
Equipment etc. purchased from Ministry of Agriculture Grant (as per contra)	35,850	-	-	35,850
Equipment etc. purchased for PMA met from USAID Grant (as per contra)	1,25,498	-	-	1,25,498
Equipment etc. purchased from other sources	15,59,464	7,10,384	473 (a)	22,77,375
Equipment purchased from fund for equipment and furniture for Projects and Kitchen/Dining Complex	13,21,798	15,165	-	13,36,963
Books purchased out of Library fund	24,20,163	-	-	24,20,163
Library furniture met from Library fund	1,55,412	-	-	1,55,412
<b>TOTAL</b>	<b>1,87,42,957</b>	<b>21,28,235</b>	<b>3,427</b>	<b>2,08,67,765</b>

(a) Sold during the year.

DATE :

*Murli*  
N R Sheth  
DIRECTOR

*C. R. J.*  
C Ramdoss  
FINANCE & ACCOUNTS OFFICER

As per our report of even date.  
*Aradh Kankaria*  
Sorab S. Engineer & Co.  
CHARTERED ACCOUNTANTS  
13-8-1985



(vii)  
INDIAN INSTITUTE OF MANAGEMENT, AMRITDABAD  
SCHEDULES FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1985

## SCHEDULE 'E'

As on 31st March 1984  
Rs.

	Rs.	Re.
<b>INVESTMENTS</b>		
(i) Long-Term Fixed Deposits with State Bank of India from the Funds of :-		
(a) Chairs	34,45,500	
(b) Projects	12,34,000	
(c) Others (Earmarked)	2,98,000	
	49,77,500	
(ii) Short/Long-Term Fixed Deposits from other funds		2,68,00,000
(iii) Deposit with Public Sector Undertakings		
(a) Sheth Kasturbhai Lalbhai Chair Fund	12,12,000	
(b) Miscellaneous funds	50,99,530	
	63,11,530	
(iv) Shares (75 Equity Shares of Rs.10/- each of Borosil Glass Works Ltd.) received as donation ( Market Value Rs.2512.50; Previous year Rs.2100/-)	500	500
	<u>2,96,83,929</u>	<u>3,80,89,530</u>
TOTAL		

## SCHEDULE 'F'

As on 31st March 1984  
Rs.

	Rs.	Rs.
<b>CASH AND BANK BALANCES</b>		
In Current Account with State Bank of India	1,98,683	
In Savings Account with State Bank of India	15,64,629	
	<u>17,63,312</u>	
Postage Stamps on hand (including balance in franking machine)	12,004	
Cash on hand with Cashier (Imprest)	5,000	
Cash with Hostel Mess	4,989	
	<u>18,993</u>	
TOTAL	<u>17,82,305</u>	<u>17,82,305</u>

DATE:

As per our report of even date.

TRUSTEES:

N R Sheth  
DIRECTORR C Chib  
ADMINISTRATIVE OFFICERC Ramdas  
FINANCE & ACCOUNTS OFFICER

*S. S. Engineer & Co.*  
S. S. Engineer & Co.  
CHARTERED ACCOUNTANTS  
12-8-1985

