

Twenty-Fifth Annual Report

1986 - 87



विद्यावित्तियोगादिकासः

IIM
AHMEDABAD

Indian Institute of Management

Ahmedabad

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THE YEAR IN RETROSPECT

The Institute has completed 25 years of its existence. During its silver jubilee year, all of us associated with it can look back at the Institute's steady progress and sustenance of its basic academic character and values in the various dimensions of its programmes and activities with a sense of satisfaction and happiness. Although there is plenty of scope for improvement and growth in the present mix of our activities, we have consistently retained the spirit of critically reviewing our various activities and plans with a view to learning from cumulative experience and adapting to the changing environment and the new demands made on our professional and intellectual resources. During 1985-86, our post graduate programme was reviewed by a faculty committee which suggested significant changes and rationalisation in the content of the programme, sequencing of courses and relative time allocation to various segments. The recommendations of the committee as adopted by faculty have been implemented with effect from the academic year 1987-88. We have similarly initiated a review of our fellow programme in management with the help of a faculty committee and expect a suitable decision to be made for re-vitalizing this programme with effect from the next academic year.

In the area of management development programmes, the Institute's progress is reflected in growth in the number of programmes as well as the number of participants in the

various programmes. I should make a special reference to a programme in management information systems offered during the year for senior government officers from the Republic of China. Our Chinese guests participating in this programme stayed on campus for three weeks and provided to us a welcome opportunity of mutual understanding of the two cultures and the current scene of professional management in the two countries. We also conducted an international programmes for women managers as well as a regional workshop on population management for Asia and the Middle East. We hope that these programmes would mark the beginning of an on-going contribution by the Institute to management education and professionalisation of management in Asia and other neighbouring regions. Apart from these international programmes, I would like to mention a programme on top management styles and organisational effectiveness which was attended by a large number of top executives from various sectors of professional management in the country.

Our research and consulting work in industry and some core sectors such as agriculture, cooperatives, energy, health and population have continued during 1986-87. We have been receiving requests for sponsored research and consulting help from an increasing variety of industrial, commercial and government systems and have made our best effort to cope with the growing demand, although we occasionally face difficulties in coping with all such demands in view of heavy

pressure on faculty time. During the year under report, we have made good progress in research and extension work in the area of transport management. Our Journal Vikalpa has also seen considerable improvement in the nature and quality of its academic material and its use-fulness for the community of management education and practice. Our computer facilities have been steadily expanding. The concerned faculty and supporting staff have made notable progress in extending computer application to various programmes and development of software.

We held a variety of academic and cultural functions during the year as a part of our silver jubilee celebrations. A photo exhibition depicting the Institute's history and character has been installed. We held an international conference on management research and a national conference on management education in March 1987. An international workshop on organisational behaviour and social development was held in December 1986. These programmes provided an opportunity to distinguished scholars and practitioners in the respective fields to meet at the Institute and exchange information and ideas on some vital aspects of professional management and management education. We also had the rare opportunity of having with us Mr. JRD Tata and Professor Derek Bok, President of Harvard University. These dignitaries enlivened our intellectual and social atmosphere during their visit to the Institute. The U.S. and the Chinese ambassadors in India also visited the Institute during 1986-87.

In November 1986, the Institute hosted an inter-IIM Meet of students aptly captioned UTSAV-86. The students also held a an innovative marketing fair in which potential sellers and buyers participated in large number and provided to students an opportunity to study salient issues in marketing. We had an excellent cultural evening in December with the performance of a beautiful dance-drama by the Darpan Academy. We have decided to extend our silver jubilee celebrations up to the end of the academic year 1987-88.

I am happy to inform you that an association called "Friends of IIM Ahmedabad" has been incorporated in the USA. This association will work for strengthening the links between the Institute and its alumni and friends abroad. As a first step, a directory of IIMA friends in America has been prepared. Some of our alumni chapters, notably Bombay, have made commendable plans to expand their academic and social activities and celebrate the silver jubilee through innovative programmes.

The Institute's well-being and progress are essentially a product of the effort and dedication of faculty, staff and students. The help and support we have continuously received from the Board of Governors, IIMA Society, government, industry our alumni and the community are also meet valuable for accomplishment of the Institute's mission and objectives. I would like to express our appreciation and gratitude to all of them.

August 1987

N.R. Sheth
Director

2. BOARD, SOCIETY AND PERSONNEL

1. Board

Mr. Jaykrishna Harivallabhdas, Chairman, Shri Ambica Mills Limited, Ahmedabad and Mr. A.H. Tobaccowala, Chairman, Voltas Limited, Bombay were elected to the Board for a second term of two years from the Donar Members' Constituency. Mr. J.S. Varshneya, Chairman & M.D. of Punjab National Bank, New Delhi, Mr. Moosa Raza, Chairman & M.D. of Gujarat State Fertilizer Co. Limited, Baroda were elected to represent the Donar Members' constituency for a period of two years in place of Mr. A.N. Lalbhai and Mr. H.P. Nanda.

Professor V.K. Gupta and Professor D. Tripathi were nominated by the Chairman for a period of two years from IIMA Faculty for a period of two years. The Board met four times and the Society met two times during the year.

2. Personnel

Dr. R.L. Sharma joined the Economics Area as Associate Professor on August 01, 1986. Before joining the Institute he was with University of Jodhpur.

Dr. Shashidhara Kolevalli has joined Centre for Management in Agriculture as Associate Professor on September 22, 1986. Before joining the Institute he was at University of Illinois, USA.

Dr. Jerome Joseph joined Personnel and Industrial Relations Area as Assistant Professor on October 01, 1986. Before joining the Institute he was at Loyala College, Madras.

Dr. R. Sridharan joined Production and Quantitative Methods Area as Assistant Professor on October 16, 1986. Before joining the Institute he was at Graduate School of Industrial Administration, Pittsburgh.

Dr. K. Ramachandran joined the Business Policy Area as Assistant Professor on December 22, 1986. Before joining the Institute he was at Cranfield School of Management, England.

3. Leave of Absence

Profs. A.K. Jain, N. Ravichandran and U.K. Srivastava were granted leave of absence without pay.

The leave of absence granted to Profs. M. Raghavachari, G.R. Kulkarni and Anand P. Gupta was extended.

4. Resignations

Profs. Manu Shroff, R.M. Maru, C.D. Wadhva, G.M. Desai and G. Srinivasan have resigned from the service of the Institute.

5. Retirement

Mr. S.K.Narayanan, Asst. Warden retired on attaining the age of superannuation on March 31, 1987.

6. Faculty Development Programme

Prof. Ashok Subramanian has continued to work for his doctoral programme at Princeton University.

7. Outside Assignments

<u>Faculty</u>	<u>Place</u>	<u>Period</u>
N. Ravichandran	Madras Refineries Ltd.	01.10.'86 to 30.09.'87
U.K. Srivastava	Asian Development Bank, Manila	10.09.'86 to 09.03.'87
A.K. Jain	Indonesian Institute for Management Development, Indonesia	07.09.'86 to 06.10.'87

8. Endowed Chairs

Professors V.R. Gaikwad, P.N. Khandwalla and S.C. Kuchhal respectively continued to hold State Bank of India Professor of Rural Development, the Larsen and Toubro Professor of Organisational Behaviour and the IFCI Chair Professor of Management.

3. POST-GRADUATE PROGRAMME IN MANAGEMENT

The Twenty-third session of the Post-Graduate Programme in Management (1986-88 batch) began on July 1, 1986 with an enrolment of 206 students, which included one student who had been asked to repeat the first year of the programme. Eight first year students discontinued their studies during the year for various reasons. Three students had to discontinue their studies during the third term on account of illness.

The first year class strength at the end of the year was 195 which included 22 students belonging to SC/ST. Out of the 195 first year students will specialize in agricultural management during the second year of their studies. The second year programme (1985-87 batch) commenced on June 25, 1986 with an enrolment of 173 students. One of them has proceeded abroad for higher studies. Out of the three students who were granted conditional promotion to the second year, two have fulfilled the requirements and the third student has been asked to repeat the first year programme during the academic year, 1987-88.

At the end of the second year 172 students had satisfactorily completed the academic requirements for graduation from the Institute. This included 27 specializing in agricultural management and 14 belonging to SC/ST.

academic year, IIMA had hosted the visit. The Inter-IIM Meet was held on the campus during the period November 10 to 13, 1986. Our students had actively participated in various events such as sports, debates, management games, and other social, cultural, and academic activities. A total of about 200 students represented other Institutes.

Admission of Foreign Students

Under the student exchange programme, three students from the ESSEC Graduate School of Management, France visited the Institute. One student took regular courses in the first and second term and two students attended courses in the second term of the second year of the programme.

Graduation of 1985-87 Batch

One hundred and sixty-nine students including 27 students with specialization in agricultural management were awarded the Institute's Post-Graduate Diploma in Management at the 22nd Annual Convocation held on March 30, 1987. Dr Raja Ramanna delivered the Convocation address. The following three students received the "Indian Institute of Management, Ahmedabad Medals for Scholastic Performance":

PGP (General)

Bhat Harish R

Raghuram G Rajan

Venkatesh Narasiah

Preparatory Programme

Thirty six students 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 2 to 21, 1986. Twenty-eight students attended the Preparatory Programme and found it quite useful.

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), 35 elective courses were offered in addition to a two-unit compulsory course in Business Policy. Moreover, 46 one-term project courses were offered to 84 students in the areas of their interest.

In the second year programme (specialization in Agricultural Management) nine compulsory courses, inclusive of a project course and 9 elective courses were offered. Six students had pursued a Course of Independent Study (CIS) equivalent to two units of courses.

Students' Exchange Visit

During the last few years, the students of IIM, Ahmedabad, Calcutta, Bangalore, and Lucknow have been paying goodwill visits to the other Institutes in rotation. During the current

Review of the Programme

A comprehensive review of the PGP was undertaken during the year. The Review Committee looked at the PGP objectives, student workload and feedback, and invited suggestions from all the academic areas/groups as well as from the PGP students and alumni. On the basis of the review, the course mix underwent changes. Similarly, the course contents and sequencing also were reviewed thoroughly and a revised package of courses was introduced, taking into consideration the overall objectives of the programme. The revised package of courses was implemented beginning the academic year 1987-88. Highlights of the new package include a reduction in contact sessions from 542 to 481, redesigning of the orientation programme, shifting of HRM and Computer courses to first term, shifting to LAB to second year, dropping of ISPE and integrating its inputs into all courses, integrating mechanisms, presummer placement workshops, post-summer placement presentations, introduction of half credit courses, enhancing the limit on second year electives, synchronization of term breaks, etc.

Admission

The Post-Graduate Programme commencing July 1987 attracted 9,208 applications. The comparative figures for this year and the last year are given below:

	<u>1987-89</u>	<u>1986-88</u>
General	8,337	7,858
SC/ST	468	435
SPA	<u>403</u>	<u>364</u>
TOTAL	9,208 =====	8,657 =====

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

	<u>General</u>	<u>SC/ST</u>	<u>SPA</u>	<u>Total</u>
Applications received	8,337	468	403	9,208
Called for interview	504	85	94	683
Selected	170	40	30	240
Wait Listed	40	-	5	45
Recommended for Preparatory Programme	-	26	16	42*
Joined the Programme	134	22	25	181

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.

SCHOLARSHIPS

A. Industry Scholarships

Sixty-two industry scholarships were awarded during as follows:

General Industry Scholarships

For 1985-86 : PGP-I (1985-87 Batch) = 15 Students
PGP-II (1984-86 Batch) = 15 Students

For 1986-87 : PGP-I (1986-88 Batch) = 15 Students
PGP-II (1985-87 Batch) = 15 Students

The value of these scholarships ranged from Rs. 3,000 to Rs. 4,000 each.

Bank of Maharashtra Scholarships for SC/ST Students

Two scholarships of Rs. 3,500 each for poor SC/ST students were awarded to two first year students for the academic year 1986-87.

B. Faculty Memorial Scholarships:

Two scholarships for 1985-86 and two for 1986-87 were awarded as follows:

For 1985-86 : PGP-I (1985-87 Batch) = 1 Student
PGP-II (1984-86 Batch) = 1 Student

For 1986-87 : PGP-I (1986-88 Batch) = 1 Student
PGP-II (1985-87 Batch) = 1 Student

These scholarships carried a value of Rs. 3,000 each.

Government of India Merit-cum-Means Scholarships

Thirty-three students were awarded these scholarships during 1986-87. The details are:

For 1985-86 : PGP-I (1985-87 Batch) = 8 Students
PGP-II (1984-86 Batch) = 9 Students

For 1986-87 : PGP-I (1986-88 Batch) = 7 Students
PGP-II (1985-87 Batch) = 9 Students

The value of these scholarships was Rs. 2,200 each.

IIMA SC/ST Scholarships

During 1986-87 all the 21 students in the first year and 13 students in the second year were awarded this scholarships of Rs. 1,500 each. Of these students, five from first year and two from second year were given waiver of tuition fee and room rent of Rs. 1,430 each.

PLACEMENT

Permanent Placement

This year 188 organizations announced 877 positions. Eighty-eight organizations conducted on campus as well as off-campus interviews and 70 organizations made 236 offers. Out of 173 graduating students 157 required placement assistance and 156 have been placed. Two last year's graduates who had not availed of Institute's placement assistance then were also placed. Out of 236 offers from 70 organizations the students accepted 157 offers and rejected 79 offers. The proportion of job offers accepted for the public sector was 54 per cent, for Indian sector 68 per cent, and for foreign private sector 78 per cent.

Summer Placement

Two hundred and one students, including one second year student, were placed for summer assignment. One hundred and twenty-one organizations announced 392 summer assignments and 78 organizations made 234 offers. Out of 201 offers accepted, three students had medical problems and hence 198 students joined public sector organizations, 141 private sector organizations, and 27 foreign private organizations.

4. FELLOW PROGRAMME IN MANAGEMENT

So far 76 students have completed the requirements for Fellow Programme in Management (FPM) and another 44 students are currently at various stages of completing the programme.

Admissions

This year 400 candidates applied for admission to the FPM, out of which 81 candidates were called for interview. Admission was offered for 18 students of which 8 have joined the Programme in July 1987.

Theses Proposal Awards

This year the Industrial Finance Corporation of India (IFCI) Dissertation Proposal Awards (Rs. 2, 000 each) were won by the following two students:

<u>Name of student</u>	<u>Thesis Title</u>
V.J. Mathew	An Exploratory Study of the Managerial Neuristics used by Pioneering - Innovative (PI) Entrepreneurs.
J. R. Varma	Asset Pricing Models under Parameter Non-stationarity.

The Foundation to Aid Industrial Recovery (FAIR) Grant of Rs. 2,000 was given to the following student:

<u>Name of Student</u>	<u>Thesis Title</u>
Rajinder Raina	A comparative study of Technology Adaptation Process of Indian Enterprises Requiring Technology from French Enterprise in Chemical and Engineering Industries.

- S. Manikutty ECIL: A Case Study of Environmental Change and Organizational Response in the Public Sector
- A. Sreekumar Control Limit Models for Cash Management in Bank Branches
- L. Srinivas Murthy Interaction Between Production Scheduling and Dispatching: An Experimental Study in an MRP Framework

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 following two students were awarded the scholarships for the year 1987-88:

<u>Name of Student</u>	<u>Name of Scholarship</u>
Raka N. Garg	French Government Scholarship
Pranabesh Ray	ESSEC Scholarship

The French Government has agreed to raise the scholarship money from FF 3000 to FF 4660 per month, ESSEC University has also increased the scholarship money from FF 2200 to FF 2500.

Review Committee

A Committee has been formed by the Institute to make a comprehensive review of the total Fellow Programme, its objective, viability, and academic enhancement. The report is expected to be ready before July 1988.

Placement

Out of the five candidates who have been awarded the title of "Fellow of IIMA" during the 1987 Convocation, four have joined the academic institutions and one has accepted the offer from the industry.

5. FACULTY DEVELOPMENT CENTRE

The FDC offered the Eighth Faculty Development Programme in Management from July 14, 1986 to February 27, 1987. Ten participants from various educational and professional institutions in India participated in the programme. The university teachers who participated in the eighth FDP were from:

Gujarat University, Ahmedabad
Osmania University, Hyderabad
Aligarh Muslim University, Aligarh
South Gujarat University, Surat
MS University, Baroda
Manipur University, Imphal
Institute of Social Science & Research, Vellore

Training Department of Neyveli Light Corporation Ltd, Neyveli, and National Council for Cooperative Training, New Delhi also sponsored their faculty for the programme.

A five-day Workshop on Case Development and Case Method was conducted under the aegis of the FDC from June 23 to 27, 1986. The Workshop had 22 teachers from universities, and six from different management institutes in India. Professor S. Vathsala coordinated the Workshop.

The FDC also organized a Conference on Management Education in India. Problems and Prospects from March 9 to 11, 1987 for vice chancellors, deans/heads of management departments and directors of management schools. Professor D.M. Pestonjee coordinated the Conference.

In January/February, 1987, the FDC mailed the brochure for the ninth FDP (beginning July 14, 1987) to more than 400 institutions in India and abroad. The response was quite encouraging. The FDP Committee has admitted 16 participants for the (87-88) FDP. Of the 16 participants, 14 are from universities, and two are from the cooperative sector. In addition, an overseas management trainee from Matsushita Electric Indl. Co, Osaka, Japan has been accorded observer status.

6. RESEARCH AND PUBLICATIONS

At the end of the academic year 1985-86, five research projects and 18 seed money projects sponsored by the Research and Publications Committee were in progress. During the academic year 1986-87, one research project and 23 seed money projects were initiated. Sixteen seed money projects were completed and one seed money project was dropped during the academic year 1986-87. The remaining six research projects and 24 seed money projects were in progress. The details are given below.

Research Projects Initiated

Pestonjee, D.M., "Review of Stress Research in India."

Seed Money Projects Initiated

Barua, S.K.; and Srinivasan, G., "A Study of Modelling the Uncertain Cashflow of a Leasing Company for Prediction and Control."

Bhat, Ramesh; and Pandey, I.M., "Efficient Market Hypothesis: Understanding and Acceptance in India."

Chhokar, J.S.; and Bhatnagar, Deepti, "Attitudes, Values and Expectations of Management Graduates."

Dholakia, Ravindra H.; and Bhat, Ramesh, "Economy Demand Factor in Regional Industrialization - An Econometric Analysis."

Ganapathy, R.S., "Management of Urban Ecosystem."

Gupta, Anil K., "Ethical Dilemmas and Value Conflicts in Management Research."

Gupta, D.K.; and Barua, S.K., "Determination of Optimal Mix of Coupons in a Mess System."

Joseph, Jerome, "A Study of Strikes in a Road Transport Corporation in Tamil Nadu."

Khandwalla, P.N., "An Exploratory Study of Professional Excellence."

Korgaonker, M.G., "Modern Manufacturing System -- A Study of Some Indian Experiences."

Pandey, I.M.; and Bhat, Ramesh, "Financial Goals: A Survey of Experiences in India."

Pandya, J.F.; Shah, M.C.; and Trivedi, G.J., "Energy: A Classified Bibliography 1970-85."

_____; _____; and _____, "Studies in Indian Management--An Annual Survey of Literature - 1986."

Pathak, H.N., "PGP Entrepreneurs of IIMA."

Raghunathan, V.; and Barua, S.K., "Investigating the Systematic Bias in B's Resulting from Varying Length of Holding Periods."

Raghuram, G., "Development of Transportation Research and Training Efforts at IIMA."

Ramachandran, K., "Regional Development Policy and Industrial Location."

Ramani, K.V., "Impact of Computerisation on Indian Railways."

Sharma, R.L., "Estimation of Causality between Money and Price Level in India Revisited."

_____, "How Much Does Money Matter in India?"

Sridharan, R., "A Survey of Models and Solution Procedures for Communication Problems."

Seed Money Projects Completed

Barua, S.K.; and Srinivasan G., "A Study of Modelling the Uncertain Cashflows of a Leasing Company for Prediction and Control."

Bhat, Ramesh; and Pandey, I.M., "Efficient Market Hypothesis: Understanding and Acceptance in India."

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

Chaudhuri, Shekhar, "Export of Technology from India."

Gupta, Omprakash K., "Computer Interactive Learning for Linear Programming."

_____ ; and Barua, S.K., "Determination of Optimal Mix of Coupons in a Mess System."

Pandey, I.M.; and Bhat, Ramesh, "Financial Goals: A Survey of Experiences in India."

Pestonjee, D.M., "A Study of Role Stress in Relation to Type-A and Anger."

Raghunathan, V.; and Barua, S.K., "Investigating the Systematic Bias in B's Resulting from Varying Length of Holding Periods."

Raghuram, G., "Development of Transportation Research and Training Efforts at IIMA."

Ravichandran, N., "Transient Solution of Finite State Markov Models."

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

Sharma, R.L., "Estimation of Causality between Money and Price Level in India Revisited."

Tripathi, D., "Evolution of Management Reporting System in India."

Verma, Pramod, "Pattern of Industrial Relations: An Exploratory Study of Management and Workers' Relationship in Ahmedabad."

_____, "Strike Activity: Trends and Fluctuations: A Study of Industrial Disputes in India 1921 to 1984."

Seed Money Project Dropped

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

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

Bhatt, Anil, "A Rehabilitation Approach to Tribal Development" (Sponsor: NIBM).

Dholakia, Ravindra H., "Interregional Variation in the Level and Rate of Economic Development -- A Comparative Strategy of Canada and India" (Sponsor: ICSSR)

Fanell, Pauline; Wilson-Smillie, Doriene, Elias, Misrak; and Parikh Indira J., "Women Managers of East Africa."

_____ ; _____ ; _____ ; and _____ ; "Women Managers of West Africa." (Sponsor: Commonwealth Secretariat).

Parikh, Indira J.(ed.), "Transience and Transitions in Organizations: Chief Executives Perspective."(sponsor:ISISD)

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

Research Projects Completed

Bhat, Anil, "A Study of Small Action Groups of Weaker Section." (Sponsor: SETW and OXFAM)

Gupta, G.S., "Growth Variations Across Developing countries." (Sponsor: Self)

Parikh, Indira J., "Women in Management: An Annotated Bibliography with Emphasis on Commonwealth Sources." (Sponsor: Commonwealth Secretariat, London)

Cases and Notes Completed

<u>Title of the Cases/Notes</u>	<u>Author</u>
"Ashok Leyland"	M.R. Dixit
"Dwarka State Handicrafts Development Corporation"	Raka Garg (FPM) (Supervisor: L.R. Bhandari)
"Dwarka State Handicrafts Development Corporation - Teaching Note and Case Analysis"	Raka Gard (FPM) (Supervisor: L.R. Bhandari)
"Expert Advertising Agency"	S.V. Nathan (FPM) (Supervisor: L.R. Bhandari)
"Expert Advertising Agency--Teaching Notes and Case Analysis"	S.V. Nathan (FPM) (Supervisor: L.R. Bhandari)
"Food Policy: Some Issues"	Anil K. Gupta

<u>Title of the Cases/Notes</u>	<u>Author</u>
"Indian Railways"	N. Ravichandran
"Indofil Chemicals Ltd."	P.M. Shingi
"Input-Output Analysis and Measure of Inter-Industry Linkages"	R.H.Dholakia
"Kalyan Engineering Corporation Ltd."	N. Ravichandran
"Mohan Verma at Panacea Pharma"	Ravi Lajmi (PGP) (Supervisor: M.R. Dixit)
"Monitoring of Rural Projects Through People's Participation"	Anil K. Gupta
"Note on Demand Estimation: Groundnut Oil"	G.S. Gupta and Dayakar Rao
"Note on Fertiliser Industry"	P.R. Shukla, A. Tripathy, and R.R.K. Sharma
"Note on Media Budgeting"	P.M. Shingi
"Note on Pricing Strategies for Branded Consumer Products"	M.N.Vora
"On Organising Equity: Are Solutions Really the Problem"	Anil K. Gupta
"The personnel Function--A Managerial Perspective I & II"	A. Monappa
"The personnel and Industrial Relations Functions: Status and Scope of Activities"	A. Monappa
"Properties of Constant Returns to Scale"	R.H. Dholakia
"Salary Administration"	Nihar Ranjan Ghosh (Supervisor: M.S. Saiyadain)
"Sources of Economic Growth in India Implied by the Seventh Five Year plan 1985-90"	R.H. Dholakia
"Transfer"	Nihar Ranjan Ghosh (Supervisor: M.S. Saiyadain)

Unregistered Cases/Notes

<u>Title</u>	<u>Author</u>
"Agricultural Sector in Indian Economy"	Gurvant M. Desai, B.M.Desai, and N.V. Namboodri
"All India Handloom Fabrics Society"	S.P.Seetharaman and S.L. Bapna
"Appraisal of Investment Loans"	Gurdev Singh
"Appraisal of Loan for Investment in Irrigation"	Gurdev Singh
"Bajaj Auto Ltd. (A)"	M.R. Dixit and S. Vatsala
"Bajaj Auto Ltd. (B)"	M.R. Dixit and S. Vatsala
"Bokaro Steel plant (BSP) Inventory Policy Issues"	P.R. Shukla and A. Tripathy
"Computer Networks"	Rekha Jain
"Conflict and Cooperation"	Nihar Ranjan Ghosh and Jerome Joseph
"Demand for Silk: Is it Bright?"	B. L. Bapna
"Developing Data Processing Systems Using Micro-Computer Based Data Base Package dBASE III"	T.P. Rama Rao
"Environmental Scanning at ITC Ltd. and HLL"	M.R. Dixit
"The Farm Clinic"	M.R. Dixit
"Farm Input Distribution Credit: A Case of Institutional Credit"	B.M. Desai
"Financing Cooperative Credit: A Case of Institutional Credit"	B.M. Desai
"Gujarat State Fertilizer Company"	I.M. Pandey
"Hindustan Lever Ltd."	I.M.Pandey

<u>Title</u>	<u>Author</u>
"Horticulture Development in Dangri Watershed Area"	Gurdev Singh
"Indian Agriculture and 'Indirect' Institutional Credit"	B.M. Desai
"Indian Economy -- Focus on Industry"	H.N. Pathak and Ajoy Mathew
"Industrial Relations: A Series on Industrial Case (Law)"	Rani Advani, Pramod Verma, and Manubhai D. Shah
"Information Trading"	M.S. Saiyadain
"Institutional Framework-Outline"	Nihar Ranjan Ghosh and Jerome Joseph
"Introduction to Vms/VMS Operating Systems"	T.P. Rama Rao
"Instruments of Credit Control"	Gurdev Singh
"Investment Demand Functions in India"	R.H. Dholakia and Ajoy Mathew
"Karnavati Silk Exchange"	S.L. Bapna
"Khan and Sons"	Ramesh Gupta and Ramesh Bhat
"Labour Laws: Concepts and Procedures"	Nihar Ranjan Ghosh and Jerome Joseph
"Labour Market, Labour Force and Unemployment in India"	R.H. Dholakia
"Lancaster's New Approach to Consumer Demand"	R.H. Dholakia
"Maruti Udyog Ltd."	J.K. Satia and P.S. Thomas
"MIS Framework"	S.C. Bhatnagar and N.R. Patel
"Modelling Operations at Patriotic Fertiliser Complex"	M.R. Dixit
"Monopoly and Concentration of Economic Power in India"	H.N. Pathak and Ajoy Mathew

<u>Title</u>	<u>Author</u>
"Mysore Silk Apex Society"	S. L. Bapna
"NGEF (A)"	M. R. Dixit
"NGEF (B)"	M. R. Dixit
"NGEF (C)"	M. R. Dixit
"A Note on Chemical Fertiliser Industry"	M. R. Dixit
"A Note on Indian Economy"	R. H. Dholakia and Ajoy Mathew
"A Note on the Long Term Fiscal Policy in India"	R. H. Dholakia and Ajoy Mathew
"Notes on Major Elements of Agricultural Policies"	Gurvant M. Desai, N. V. Namboodiri, and B. M. Desai
"A Note on Principle of Comparative Cost Advantage in International Trade"	R. H. Dholakia and Ajoy Mathew
"Note on 'C' Programming Language"	T. P. Rama Rao
"A Note on Simple Macro-Economic Model for an Open Economy"	R. H. Dholakia
"Operating Systems Unix and CP/M"	Rekha Jain
"Passenger Train Crew Scheduling: A Case of Vadodara Division"	G. Raghuram, V. Venkataro, and J. L. Saha
"Project Proposal for a Silk Yarn Factory at Varanasi"	Gurdev Singh
Teaching Notes on the Case: Maintenance Scheduling of Railway Coaching Stock-- A Case of Ahmedabad"	G. Raghuram and Geeta Padmanabhan
"Textile Policies and Its Impact on Cotton Textile Industry"	H. N. Pathak and Ajoy Mathew
"Union Budget 1986-87"	R. L. Sharma and Ajoy Mathew
"Wages and Productivity--Outline"	Nihar Ranjan Ghosh and Jerome Joseph

<u>Title</u>	<u>Author</u>
"Queuing for Railway Reservation: A Case of Gujarat Mail"	G. Raghuram and Geeta Padmanabhan
"Relative Roles of Direct and Indirect Rural Credit in Promoting Fertiliser Use"	B.M. Desai and N.V. Namboodri
"Risk Management Alternatives"	Gurdev Singh
"Running a Program"	Rekha Jain
"SEWA: A Trade Union with a Difference"	Deepti Bhatnagar
"Some Tables on Agricultural Deve- lopment in India"	Gunvant M. Desai, B.M. Desai and N.V. Namboodiri
"Spread Sheet Software"	S.C. Bhatnagar
"Strategy for Sericulture Development in India"	Gurdev Singh
"A Strategy for Social Responsibility: Some Thoughts"	K. Ramachandran
"System Design and Implementation: An Illustration Using dBASE III"	T.P. Rama Rao and Jaideva Sharma

Decision

<u>Topic</u>	<u>Speaker</u>	<u>Date</u>
Decision Making under Un- certainty Risk Management and Irrational Organization	Professor Guotaf Ostberg	4.11.86
The Change in International Trade in Agricultural Products between 1950-84.	Professor Lynden Moore Faculty of Economics and Social Studies, University of Manchester, U.K.	
Investigation of Decision Criteria for Investment in Risky Assets	Professor S.K.Barua IIMA	
	Professor G.Srinivasan IIMA	

Publications

Vikalpa: A quarterly journal published by the Institute has completed the tenth 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 6 books and 6 monographs and wrote 71 articles or chapters in books in India and abroad. They also presented 72 papers and gave 24 lectures in various seminars and conferences. In addition 72 working papers were brought out. For details, please see Appendix..

Seminars

The following seminars were organized by the Research

Committee:

<u>Topic</u>	<u>Speaker</u>	<u>Date</u>
Public Sector Management: Recent International Experiences	Professor Samuel Paul Public Policy Advisor World Bank	6.8.86
Structural Adjustment and Poverty Alleviation	Professor Samuel Paul Public Policy Advisor World Bank	7.8.86
Innovation and Producti- vity Strategies	Professor Koya Azumi Chairman and Professor of Sociology Rutger University U.S.A.	22.8.86
	Professor Frank Hull Assistant Professor of Management, Rutgers University, U.S.A.	
Institution Building with Particular Reference to Educational Institutions	Dr. John Reynolds Professor Emeritus Texas A and M University	25.8.86

PUBLICATIONS

Articles/Paper presented/Reports etc.

- Anil Bhatt, Decentralization for Rural Developments: An Overview of South Asian Experience. PSG Monograph No.59, February 1987.
- Anil Bhatt, "Making Decentralization work for the Poor" Paper presented at APDC-KAF Seminar on Decentralization for Rural Development, Trengany, (Malaysia), 4-9 October, 1986 (To be published).
- Anil Bhatt, "Social & Political Dimensions of Administering Development" John C. Ickis et.al (eds.), Beyond Bureaucracy (West Hart Ford, (USA): Kumarian Press), 1987.
- G. Siridhar, Management of Health Services Delivery Systems, ICDMP, April 1987.
- G. Giridhar, J.K. Satia, I.M. Pandey B.H. Dholakia and R.H. Dholakia, Report on the Study of Health Care Financing in India, Asian Development Bank, Manila, May, 1987.
- Raghuram G., "A Study of the Problem of Improving the Utilization of Non Suburban passenger fleet in Indian Railways". Transportation Systems Analysis & Policy Studies. Satsangi & Agarwal (Editors), New Delhi, Tata McGraw Hill, 1987, pp.
- Raghuram G., Venkatarao V., Saha J.L. "Crew Scheduling in Indian Railways - Case of Vadodara Division Passenger Train Crews", Transportation Systems Analysis & Policy Studies. Satsangi & Agarwal (editors) New Delhi, Tata McGraw Hill, 1987 pp.
- Raghuram G. "Optimal Fleet size for generalized transportation schedule", World Conference on Transportation Research held at University of British Columbia, Vancouver, Canada, May 11-15, 1986.
- Raghuram G. "Fleet Optimization of Railways Passengers services in India". International Meeting of TIMS, held at the Institute of Management Science, Cold Coast, Australia, July 22-24, 1986.
- G. Raghuram & G. Padmanabhan. "Quality of Passenger Service in Indian Railways" Workshop on Consumer Interest and Surface Transport held at Consumer Education Research Centre, January 1987.

- Raghuram G. "Perspectives on Integrated Transportation First convention on Integrated Transport Management organised by Patel Institute of Transport Management and Institute of Integrated Transport Management held at Bombay, March 6-7, 1987.
- Raghuram G. "Perspectives on Transport Management Research", Transportation Research Workshop, held at IIMA April 6-9, 1987.
- Raghuram G. & V. Vankata Rao "Decision Support System for Improving Railway Line Capacity". Transportation Research Workshop held at IIMA April 6-9, 1987.
- Nirmala Murthy, "Family Planning Programmes": Lessons from Management Interventions, Vikalpa, Vol.II, No.3, July-Sept. 1986
- Nirmala Murthy, Monitoring Health Programmes: Management of Data, Paper presented in National Seminar on Data Bank of Indian Economy: Management of Data Systems by IASP & TIES, Srinagar, November, 1986.
- J.K. Satia, R.M. Maru & Nirmala Murthy, "Management Interventions in Established Bureaucracies: Experiences in Population", John C. Ickis et.al. (Eds.) Beyond Bureaucracy (Kumarian Press, USA, 1987).
- J.K. Satia (Co-author) Management Training Modules for Medical Officer - Primary Health Centre - Developed under a collaborative Project, National Institute of Health and Family Welfare, New Delhi, 1987.
- Satia, J.K. "Operational Planning in Population Programmes" in Robert J. Lapham and George B Simmons, (Editors). Organizing for Effective Family Planning Programs. National Academy Press, Washington D.C. USA, 1987.
- J.K. Satia (Ed.) Regional Workshop on Scaling up for Child Survival Activities - Proceedings of the Workshop, 1985, Public Systems Group, Indian Institute of Management, Ahmedabad.
- J.K. Satia (Co-author) "Research on Management in Government - A Selective Overview". Paper presented at the National Symposium on Management, Ahmedabad, March 17-20, 1987.
- J.P. Singh Cultural issues and organizational change. Paper presented in the international conference on Transience and Transitions in Organisations, Bombay, ISISO August 17-20, 1986. Seminar Proceedings.
- J.P. Singh Toward a National Strategy for improving Quality of Work Life in India. Paper presented in the Einar Thorsrud Memorial Symposium and Workshops: Strategies for Work and Learning - 1999. Oslo, June 15-19, 1987.

7. MANAGEMENT DEVELOPMENT PROGRAMMES

Thirty management development programmes were offered the year. Five of them were new. The mix of programmes for general management, sectoral management, and functional management reflected the range and variety of needs in management development.

The number of participants from government, semi-government, and public sector organizations continue to increase. Participants from the public and the government sector were 588 as against 487 from the private sector. In all 791 organizations sponsored 1075 executives to the Institute's programmes this year.

New Programmes

Amongst the five new programmes, two were sponsored by international agencies. The Institute offered a seven-week, Training Programme in Cooperative Project Designing and Implementation, sponsored by the National Cooperative Development Corporation. Twenty-three executives attended the programme from NCDC and other cooperative organizations.

An exclusive Workshop on MIS for Family Planning for officers of China was organized by the Institute. Nine Chinese officers involved in family planning programmes in China attended this workshop. The workshop was sponsored by Population Council.

A new programme on Effective Management of Change was offered for senior executives and line managers who were responsible for performance and productivity of substantial segments of their organizations. Twenty executives from public and private sectors attended the programme.

A one-week programme for IAS Officers on Computer Applications in Government was offered under the sponsorship of Department of Training and Personnel, Government of India. Thirty IAS Officers attended this programme.

A three-day workshop on Top Managers Styles and Organizational Effectiveness was offered wherein twenty-three top executives from public and private organizations participated. The workshop is offered again.

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-fourth time. In this programme, executives from three different levels -middle, senior and top - participated in exploring and understanding management problems. The top management segment (Tier-III) was offered on the topical theme of "Managing by Strategy". Chief executives of public and private sector undertakings were invited to share their experiences with the programme participants. In all, 200 participants attended the three programmes.

The Institute offered the 17th Management Development Programme for Small and Medium Enterprises which focused on concepts and skills needed for improving productivity and efficiency of small and medium enterprises. Fifty-five participants attended this programme.

The Institute offered the Fifth Advanced Management Programme for public enterprises under the auspices of Bureau of Public Enterprises, Government of India. Thirty senior managers from public sector enterprises attended this programme. Institute will be offering two more Advanced Management Programmes for Public Enterprises during 1987.

Functional Programmes

Programmes on Computer-Based Information Systems, Human Resources Management, Marketing Decisions: Advances in Data Analysis, Project Management, Advanced Programme in Personnel Management and Industrial Relations, Manufacturing Management and policy, Corporate Planning, Programme for Women Managers: Issues of Role and Authority, Leasing, Human Resources Development, Micro Computers for Managers, Computer-Based Management Decision Support Systems were offered during the year.

Sectoral Programmes

A management development programme for senior officers

of the Indian Administrative Service (sponsored by Department of Personnel and Training, Government of India) was offered. Twenty-two senior IAS officers attended this programme.

A Regional Workshop for Asia and the Middle East on population programme management - attracted 28 participants from 15 countries. The programme was sponsored by the International Committee on the Management of Population Programmes (ICOMP).

A 15-day programme on Management of Agricultural and Rural Development - attracted 35 participants.

A management development programme for Public Systems Managers was offered under the sponsorship of Department of Personnel and Training, Government of India. Thirty-three officers from various central services attended this programme.

A one-week Training Programme for Senior Officers of State Civil Supplies Corporations was offered by the Institute. Thirty-five senior officers from various State Civil Corporations participated in this programme.

A one-week programme for senior officers of the Mineral and Metals Trading Corporation of India Ltd., was offered for the fourth time. Fourteen executives attended this programme.

A two-week training programme for senior officers of Silk Handloom Sector was offered. Twenty-seven participants attended this programme.

Long Duration Programme

The Institute's eleventh Management Education Programme attracted 43 participants (five participants from Tanzania). This programme is designed to provide an intensive post-entry exposure in all areas of management to executives with functional experience who are identified as having the potential to move to general management positions.

Programmes Envisaged

The Institute is planning to offer some new programmes/seminars/workshops, such as Seminar on Administrative Problems of Supervisors, Programme on Materials Management, Seminar on International Leasing, Strategic Analysis and Financial Management for the corporate sector. Programmes sponsored by Department of Personnel for the IAS officers will be expanded substantially. These will include a workshop on Development Administration (for Central Ministers, Secretaries and Additional Secretaries), and Policy Planning in Government (for senior IAS officers), and another workshop on Management in Government (for MPs and Senior IAS officers). The Institute will also offer two Advanced Management Programmes for top executives from the public sector.

8. CENTRE FOR MANAGEMENT IN AGRICULTURE

Research

CMA faculty completed nine projects during the period April 1986 to March 1987 and 17 are in progress. Details are given below:

<u>Completed Project Title</u>	<u>Sponsor</u>
Production and Marketing of Cocoa in India	Ministry of Agriculture and Cooperation
Demand Supply Management and Pricing Policy of Forest Based Raw Material with Special Reference to Paper Industry in India	Ministry of Agriculture and Cooperation
Management of Sheep and Wool Development Programme in India: A Strategy for Generating Alternative Additional Off-Farm Source of Income for Rural Population	Ministry of Agriculture and Cooperation
A Critical Study of Drought Declaration Procedure and Scarcity Preparedness	Ministry of Agriculture and Cooperation
Framework for Reporting on Cooperatives: As Constituents and Collective Entity	Ministry of Agriculture and Cooperation
Efficiency and Efficacy of Institutional Finance in India	Ministry of Agriculture and Cooperation
Command Area Development	Ministry of Agriculture and Cooperation
District Administration and Creation of Demand Systems: Learning to Unlearn (An Action Research on Rural Banking)	CMA and Public Systems Group, IIMA
Rural Roads	Indian Roads Congress

Projects in Progress

Sponsor

A Systems Study of Selected Export Oriented Medicinal Herbs in India

Ministry of Agriculture and Cooperation

Matching Farmers' Concerns with Breeders' Objectives in Dry Regions: An Exploratory Study on Scientific Goal Setting

Ministry of Agriculture and Cooperation

Problems of Rural Credit Institutions in Selected Backward Areas

Ministry of Agriculture and Cooperation

Interfirm Comparison for Dairy Industry

Ministry of Agriculture and Cooperation

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

Ministry of Agriculture and Cooperation

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

Ministry of Agriculture and Cooperation

Pesticides Industry in India: Issues and Constraints in its Growth

Ministry of Agriculture and Cooperation

A Study into the Lending Programmes and Practices of Land Mortgage (Development) Banks

Ministry of Agriculture and Cooperation

Marketing and Sales Promotion (Agricultural Inputs and Consumer Products): Its Role in the Rural Setting

Ministry of Agriculture and Cooperation

A Study on Management of Seed Industry in India

Ministry of Agriculture and Cooperation

Working Capital Management in Selected Agro-Processing Enterprises

Ministry of Agriculture and Cooperation

Identifying the Bottlenecks and Evolving a Strategy for Farm Equipment Industry

Ministry of Agriculture and Cooperation

Generating Sustained Rapid Growth in Gujarat's Fertilizer Consumption

Government of Gujarat

Projects in ProgressSponsor

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 Organization, Rome

Preparation of Four Case Studies. Identifying Integration of Opportunities and Action Project Areas Covering Four Different Commodities: Paddy, Fruits, Vegetables and Livestock

Food and Agriculture Organization, Rome

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

Ford Foundation

Educational and Training Programmes

Post-Graduate Programme: Twenty-eight students completed the requirements of the Specialization Package in Agriculture (SPA) in the second year of the Post-Graduate Programme.

Management Development ProgrammesAppropriate Management Systems for Agricultural Cooperatives (AMSAC):

This programme was held in collaboration with FAO and the German Foundation for International Development (DSE) from February 16 to April 12, 1986. Twenty-one executives from Kenya, Nepal, Somalia, Sri Lanka, Tanzania, Thailand and Indonesia participated in the programme. They were mostly drawn from the cooperative marketing and supply organizations dealing in agricultural commodities. Senior training officers and teachers from cooperative training institutions also participated.

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Management of Agricultural and Rural Development: The

programme was conducted from October 15 to 29, 1986. Thirty-four participants from agriculture, forestry and rural development departments of state governments, banks, and voluntary agencies attended the programme.

Programme in Cooperative Project Designing and Implementation (CPDI):

This programme was organized at the request of the National Cooperative Development Corporation (NCDC), New Delhi, from November 24 to December 20, 1986.

The overall objective of the programme was to help strengthen and upgrade the skills in cooperative project designing and implementation of middle-senior level officers of NCDC and other state/national level cooperative organizations/institutions collaborating with NCDC. Twent-three officers were nominated by NCDC for this course.

Programme for Senior Executives of Silk Handloom Sector: This

was offered from April 12 to 24, 1987 for senior executives in handloom corporations, apex cooperatives, and government departments dealing with sericulture silk yarn, and silk textiles.

The emphasis in the programme was on the analysis of environment and development of decision-making skills using experience based teaching materials.

Workshop

Production and Marketing of Farm Equipment in India: A total of 66 participants drawn from Agro-Industries Corporation, SSI units, design and development institutions, financial institutions attended the Workshop. The idea of the workshop had arisen due to what we perceived as slow growth in the use of improved farm equipment. The Gujarat Agro-Industries Corporation sponsored the Workshop.

The participants indicated growing demand for equipment in various regions. Two main aspects came to light in the two day deliberations. The first was that although considerable infrastructure has been created to develop new designs, extension network to transfer the knowhow and create demand, the standardisation and quality certification institutions, credit facilities for purchase and manufacture - the range of equipment in the market is small, quality and reliability poor. It was agreed that there is need to make more effective use of this infrastructure by making the links between various segments active and reciprocal.

The second, was that time has come to rethink some of existing policies, particularly the restriction of equipment manufacture to the SSI units alone. The need for involving larger industry and tractor manufacturers in production and

marketing of equipment was considered worth exploring.

Advisory Committee

CMA's Advisory Committee was reconstituted in 1986-87 (Annexure II). The Centre's faculty had useful discussion with the members of the Advisory Committee (1984-86) on CMA's research activities.

Joint ICAR/IIMA Panel

The Director General of the Indian Council of Agricultural Research, Government of India, constituted for three years from January 1, 1987, a joint panel of experts of ICAR/IIMA to deal with problems of common interest in the areas of agricultural management education and research in the country.

As part of the collaborative work between ICAR and IIMA a national workshop on the "Status of Agricultural Management Education" was held in July 1985 at Coimbatore. Also a three-member committee of Tamil Nadu Agricultural University, Coimbatore, visited the Institute and shared with the faculty colleagues of IIMA their experiences in management science.

Publications

The following books/monographs were published during the year:

Technology Transfer in Rural Industries: Cases and Analysis (Monograph 106) (Book), by T.K.Moulik and P. Purushotham

Agricultural Research Management (Monograph 108) (Book) by D.K.Desai and N.T. Patel

Resin Systems in India: Economic and Management Aspects (Monograph 112), by Gurdev Singh and S.R. Asokan

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Guide to Management of Small Farmers' Cooperatives
(Monograph 117) (Book), by V.K. Gupta and V.R. Gaikwad

Guide to Management of Small Farmers Integrated Rice
Cooperatives (Monograph 118) (Book), by V.R. Gaikwad
and V.K. Gupta

Managing Paddy Rice Business of Small Farmers: Integrated
Rice Cooperatives in Asia (Monograph 119) (Book), by
V.R. Gaikwad and V.K. Gupta

Asian Seminar on Rural Development: Indian Experience
(Monograph 120) (Book), by M.L. Dantwala, Ranjit Gupta,
and Keith D'Souza

Indian Youth and Society: Viewpoints for the Future
(Monograph 121) (Mimeo), by Prakash M. Shingi and Pravin
Visaria

Use of Wind Energy for Water Pumping: From Policy to
Action (Monograph 122) (Mimeo), by U.K. Srivastava and
Girja Sharan

Sheep Rearing and Wool Production (Monograph 123) (Mimeo), by
T.K. Moulik and V. Hariharan

Drought Identification and Rainfall Pattern (Monograph 125)
(Mimeo), by Girja Sharan and Nitin Shah

9. PUBLIC SYSTEMS GROUP

The Public Systems Group is the focal point of the Institute's activities relating to the management of non-enterprise public systems. 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

<u>Title of the Project</u>	<u>Faculty</u>	<u>Sponsor</u>
<u>Completed Research Projects</u>		
Rapid Appraisal of Child Health Status	Nirmala Murthy	Ford Foundation
Micro-movement in Development of Social Justice	Anil Bhatt	OXFAM (INDIA) Trust
Documentation of Transportation-related work at IIMA and various other Institutions in India	G. Raghuram Gita Padmanabhan	Research Committee, IIMA
Systems Development Management and Evaluation of Decentralized Integrated Rural Energy Systems	T.K. Moulik	Ministry of Education, Government of India
<u>On-Going Research Projects</u>		
Communications: Experiment with Video Technology	S.S. Rao MS Saiyadain	Department of Health and Family Welfare, Government of Gujarat
Urban Energy and Resource Policy	R.S. Ganapathy	PSG

<u>Title of the Project</u>	<u>Faculty</u>	<u>Sponsor</u>
District Administration and Creation of Demand System (A Joint CMA-PSG Project)	Ranjit Gupta Anil K. Gupta B.M. Desai Girja Sharan Anil Bhatt	PSG
Management of RTCs-Case Research Project	G. Raghuram and others	Department of Personnel and Training, Ministry of Personnel, Government of India
Management of Tribal Rehabilitation	Anil Bhatt	National Institute of Bank Management, Poona
<u>Proposed Research Projects</u>		
OR Application in Indian Railways: Case Research Project	G. Raghuram	Indian Railways
Research and Training in Child Survival	Nirmala Murthy	Food Foundation
Development of Training Software for the IAS Programme	J.K. Satia	Department of Personnel and Training, Ministry of Personnel, Government of India
Organizing for Sustainable Use of Energy Resources in Rural India: A Study of the Co-evolution of Two Cultures	T.K. Moulik	USIF Funded through the Ministry of Education, Government of India
Impact of Social Services on the Poor	Nirmala Murthy J.K. Satia	The World Bank
Financing of Health Care in Gujarat: A Case Study	G. Giridhar	PSG

MANAGEMENT DEVELOPMENT PROGRAMMES

Title	Sponsor	No. of participants
Management Development Programmes for Senior Officers of the Indian Administrative Service June 23 - July 18, 1986	Department of personnel and Training, Ministry of personnel, Public Grievances and Pensions, Government of India	36
Management Development Programme for Public Systems Managers November 24 - December 12, 1986	Department of Personnel and Training, Ministry of personnel, Public Grievances and Pensions, Government of India	42
Management Application in Government (Indian Administrative Service Programme) January 5-9, 1987	Department of personnel and Training, Ministry of personnel, Public Grievances and Pensions, Government of India	30

WORKSHOPS

Regional Workshop for Asia and the Middle East on Population Programme Management: The Workshop on Population Programme Management was conducted by the Public Systems Group of the Institute during August 11-23, 1986 in collaboration with the International Committee on the Management of Population Programme (ICOMP). This workshop was meant for persons directly responsible for planning and implementing population, family planning, maternal and child health programme both in government and voluntary agencies.

Senior officers of the rank of the deputy director and above, and senior officials from voluntary organizations from Asia and the Middle East countries attended this workshop.

The objectives of the workshop were to acquaint the programme managers with modern management concepts such as strategy formulation, management information system, and human resource development. Also provide platform to share successful programme experience from among the developing countries.

Twenty-eight participants from various countries such as Bangladesh, China, Egypt, Indonesia, Jordan, Malaysia, Maldives, Nepal, Pakistan, Sri Lanka, and Yeman attended the workshop.

FPM Specialization in Public Systems

There were eight students specializing in public Systems in the Institute's Fellow Programme in Management during the year 1986-87.

The following PSG-FPM courses were offered.

1. Social Sciences and Public Policy
2. Public Management
3. Human Resources Management in Public Systems
4. Seminar on Public Policy and Management
5. Seminar on Development Planning
6. Management of Social Development Programme

The following PSG-PCP project courses have been completed by PSG students during the period 1986-87.

1. Technology Policy and Management
2. Development of an Interactive Graphic Tool for Train Scheduling
3. Interactive Graphics for Marshalling Strategies
4. Graphics for Traffic Assignment

The Group is in the process of developing a course titled "Perspectives in Public Policy and Implementation" for the PSG.

10. CENTRE FOR REGIONAL MANAGEMENT STUDIES

During the academic year Centre for Regional Management Studies had following activities and programmes:

1. Three fellowships were given to FDP participants from Gujarat.
2. Following research projects were initiated:
 - a) Organizational Climate in the Gujarat State Road Transport Corporation by Professor Jagdeep S. Chhokar.
 - b) Planning for Rural Development: Some Case Studies by Professor Ravi H. Dholakia.
 - c) Divic Discipline and Organizational Coordination in Management of Urban Transport Systems by Prof. Tirath Gupta.
3. A seminar on RBI Directive on Personal Guarantee and Its Implications was organized on 21st February, 1987 at Bombay. Thirty-one participants from RBI, other banking and financial institutions and industry besides IIMA faculty participated in the Seminar. Professor J.L. Saha coordinated the seminar.
4. A monograph 'Dynamics of Diamond Industry of Surat' by H.N. Pathak was brought out in March, 1987.

11. COMPUTER AND INFORMATION SYSTEMS GROUPS

RESEARCH PROJECTS

UNDP-CAM Project: The following UNDP-CAM research projects were implemented during the year 1986-87:

- Decision Support System for Portfolio Management
- Design and Implementation of Decision Support System Shell
- DSS for Irrigation Systems lay out optimisation
- DSS for Infrastructure Planning
- Stock Exchange Game
- Job shop scheduling game
- A Multi Stage Lotsizing Problem
- DESCARTES (Version 1): A spread-sheet based graphic tool for CAI & DSS
- An animator for a small instructional computer

The following UNDP-CAM research projects are in progress:

- A DSS for freight management on Indian Railways
- Interactive train scheduling package
- Interactive Gantt charting for an engineering company
- DESCARTES - an implementation in 'C' Language
- A comprehensive management game
- Shares investment decision processor
- Stock Exchange game: PC version
- DSS for road network planning
- Implementation of integrated irrigation DSS on VAX.

Two members of the core project team have visited the Centre for Transportation Research, University of Montreal, Canada and Georgia Tech University, Atlanta, USA during this year.

One faculty member participated in the UNDP-CAM seminar 'Fourth Generation Languages and Decision Support Systems' organized by IIM Bangalore when the UNDP expert Dr. Emery visited the CAM centre at IIM Bangalore in January 1987.

The CAM library has acquired around 3000 books covering the recent developments and uses of information technology, decision support systems, and expert systems, etc.

The core faculty members of the CAM project were provided with a PC/XI in their offices under the CAM Project Grant. Two PC/ATs were also procured and added to the computing resources of the Institute.

One digitizer (24" x 24") interfaced with Taxtronix 4107 colour graphic workstation was received during the year.

OTHER RESEARCH PROJECTS: On the completion of the project, the canal design software developed by us and the HP 1000 Computer System were transferred to Narmada Planning Group, Gandhinagar. It is understood that the software was used to design and estimate around 1200 Kms. of canal works for the Narmada Project in Gujarat so far.

Exploratory work on expert systems for management was initiated by the faculty members of the group.

TEACHING AND TRAINING PROGRAMMES

The Group offered three MDPs during the year:

- . Computer Based Information Systems (four weeks)
- . Micro computers for managers (one week)
- . Computer Based Management Decision Support System (three weeks)

All these programmes were well attended.

Use of Micro computer based software systems, has become a regular feature in all other MDPs which have computer modules. The projection equipment inter-faced with PCs was used to improve the effectiveness of sessions based on computers and their applications.

WORKSHOPS

The Group organized a Workshop on Computers in District Administration in February 1987. The workshop was based on the action research CAM Project at Surendranagar, Gujarat. About 60 participants from different parts of the country attended the workshop.

PGP Courses: The PGP courses were revised in accordance with the suggestions of PGP Review Committee, keeping in view of the training required to effectively use information technology for managerial applications. The following new

courses were designed which would be offered in the first and second years of PGP from 1987-88;

- PGP-I
 - . Introduction to Computers in Management - (20 sessions)
 - . Management Information Systems - (20 sessions)

- PGP-II
 - . Computer Architecture and System Software
 - . Information Systems Design and Implementation
 - . Decision Support Systems

PUBLICATIONS

Invited papers were presented by the members of the Group at the Annual Convention of CSI & ORSA. Eight papers were presented by members of the Group in international conferences. Faculty members also published 10 papers in the international journals.

COMPUTER CENTRE ACTIVITIES

Augmentation of Computing Resources: Ten IBM-PC compatible computing systems with dotmatrix printers, plotter and mouse consisting of IBM-PC/XTs, and PC/ATs were acquired under UNDP and DOE sponsored Computer Aided Management project. Out of the 10 systems, 6 PC/XTs have been installed in the offices of C&ISG faculty working on CAM project. Two PC/ATs and one PC/XT were installed at the main Computer Centre and one PC/XT was installed at the MDC PC Lab. The Centre also provided support services for installation and maintenance of PCs located in the offices of faculty members who acquired

PCs for their project work. The centre also procured one PC/AT on computer centre general account.

Acquisition of Projection Equipment: An indigenously manufactured video projection system was procured. PCs could be booked to this system for large screen projections to facilitate viewing by large audiences. This equipment was utilized extensively for all computer based courses, including many MDPs.

Full-fledged Operation of the Vax-11/750 System: The supermini Vax-11/750 which was received in February 1986, under CAM project became fully operational. Since then it has been performing satisfactorily. In addition to CAM project's work the Vax-11/750 was used extensively by PGP and FPM students and participants of computer based management development programmes, especially for software packages like Relational Data Base Management Systems, TDMS Forms Management System, RCL and IGL graphics library and language compilers PASCAL and 'C'.

Use of Personal Computers: The PC Labs at D-14 and KLMDC were extensively used by the institute community. With 20 systems distributed over these two locations growth in PC usage was significant. There was a noticeable shift from using Time Sharing Systems to personal computers for many research and consultancy projects undertaken by the institute faculty. An encouraging aspect of PC applications was the growth in use of wordprocessing by institute's admini-

strative and secretarial staff. A large number of users gained experience in using popular PC based packages such as Electronic Spreadsheets, Data Base Management Systems, and Integrated Software packages like Framework, etc. The PC Labs at both locations were kept open on an average of 15 hours a day, including Saturdays and Sundays. Nearly 40 faculty members, 70 secretarial and administrative staff and participants of 20 Management Development Programmes and all PGP-I and PGP-II students used the personal computers. PC time was also given to a few external users on a limited basis.

Training Courses Organized : The Computer Centre organized short duration training programmes for staff of the MDP office and Publications Unit on the use of personal computers and PC based packages such as wordprocessing and spreadsheets. Hands-on experience was given to all participants of such programmes. The Publications Unit of the Institute has put many case materials on the floppy media. Many documents were also prepared using wordprocessors and letter quality printers.

Orientation programmes for Computer Centre Staff and C&ISG faculty on Vax-11/750 system and associated software were offered by M/s Hinditron Computers, Bombay. Training covering a total of six weeks was offered on the following topics:

- VAX/VMS and Utilitise
- Datatrieve interactive query and data management package (DTR/VMS)
- Relational Data Base Management System (RDB/VMS)
- IGL and RGL graphics packages

Use of Computers in Teaching, Research and Consultancy

Projects : Nearly 20 members of the faculty used PDP-11/70 system for teaching in PGP, FPM and MDP programmes. Vax-11/750 system was used by about 15 faculty members for teaching, research and consultancy projects. PDP-11/70 was used by about 20 members of faculty for research and consultancy project. Total computer time used for this activity was about 500 hours in time-sharing and 50 hours in booking on PDP-11/70 and 300 hours in Vax-11. About 1200 hours of PC time was used for consultancy and research projects.

Computers' Use in MDPs, PGP and FPM Courses : Almost all management development programmes used personal computers in their course and project work. Total block hours of PC time used by MDP participants was nearly 3000 hours. In addition MDPs used a total time of nearly 1000 terminal hours on both Vax-11/750 and PDP-11/70 taken together. PGP students and FPM students used 800 hours on PDP-11/70 and Vax-11/750 system.

Data Processing Activities for the Institute

Computer Centre continued to provide support in data processing activities of IIMA's administrative systems. Some of the highlights of the year under report are as follows:

- Design and development of a new pay-roll system to implement Fourth Pay Commission's recommendations
- Development of programs for pay fixation as per Fourth Pay Commission Report
- Computation of salary arrears
- Processing CAT-1987 data for all the IIMs over and above IIMA's PGP admission's data processing

- Development and implementation of an accounting system for IIMA staff credit and cooperative society
- Development of professional tax system

In addition, PGP and FPM office, Alumni Office, and Accounts Section used PDP-11/70 and PCs for grading, alumni mailing list and financial accounting system respectively. All the programmes that were earlier in V.3.0 IAS operating system were converted to V.3.1 thereby saving substantial block booking of computer time used earlier for Ddata processing activities of the Institute. About 1600 hours of terminal time were used for IIMA's administrative data processing system during 1986-87.

Assistance Provided by Computer Centre Staff

The staff at the Computer Centre worked on development of programmes required for various consultancy and research projects undertaken by Institute's faculties such as CAM, Optimal Layout of Canal System in Narmada Command Area, MIS for Handlooms, and also in all computer based post-graduate programme courses such as COPS, MIS, DPPI, DBMS, SAS, and CADM. Computer Centre staff provided extensive assistance for computer-lab sessions, design of computer based exercises and development of course material. A total of nearly 1200 man hours of assistance was provided to all MDP courses for computer lab-sessions.

Guidance Provided to Students of other Academic Institutions for Project Work

Students of several academic institutions and other organizations such as L.D. College of Engineering, Gujarat University, Amola Computer Centre, Government Polytechnic, etc. carried out their projects in computer related fields. Assistance was provided to these students in identification of projects, and implementing the project related programs.

Implementation of Existing Software and Development of New Software

During the year the computer centre staff were involved in the following projects and assignments.

a) Implementation/Modification/Testing of Existing Software

Kermit communication programme for transfer of files between PCs and Vax-11/750 and emulation of PC as VT220 terminals using Kermit.

Implementation of statistical and OR packages on Vax-11/750 to handle large data sets which otherwise could not be dealt in PDP-11/70.

Implementation of ALSOAL multi-dimensional scaling package, LINMAP conjoint analysis package and XMP linear programming package on Vax-11/750.

DLPDSS for Surendranagar District of Gujarat.

Upgradation from VMS 4.1 operating system to VMS 4.2 on Vax-11/750.

Testing of NRDF package in ULTRIX operating system for preparation of documents.

Extensive testing of HCL's Beenet LAN S/W to identify problems in LAN operations.

b) Development and Implementation of New Software

A package for management of CAM library using datetrieve application package on Vax-11/750.

Simulation of stock exchange activities using relational data base system on Vax-11/750.

An interactive decision support system for job shop scheduling using screen management routines (SMG) on Vax-11/750.

Simulation of inventory systems using Fortran on Vax and PC.

A PC based DSS package for interactive job shop scheduling using 'C' programming language with windows for C and Windows for Data.

A PC based DSS package
A package for drawing lottery for pharmaceutical companies' distributors.

Implementing DLPDSS and Vastrapur Textiles loom scheduling programmes (using RGL in Vax-11/750).

Decision support system for infrastructural planning in a district using 'C' programming language on IBM-PCs.

A package for demonstrating design and implementation of data processing system for a textile company using DBASE-III.

Development of a package using DBASE-III on IBM PC for 'VIKALPA'. This package was designed for preparing cumulative subject and authorwise indices, invoicing, receipt printing and maintenance of subscriber data.

A package for managing computer centres' inventory of media, consumables, and documentations (using DBASE-III).

Implementation of Valleys Incorporated case to illustrate system design and implementation using DBASE-III.

A package for query and maintenance of import trade data using DBASE-III.

DESCARTES graphsheet package in BASIC with 90 cases illustrating use of this package.

A general purpose programme to digitize maps using CALCOMP digitizer on Vax-11/750.

Interactive DSS for optimal layout of canals in the Narmada Irrigation System, using IGL on Vax-11/750.

Horizontal alignment of canal systems using RGL on Vax-11/750.

A teaching package to demonstrate on-line applications:
A case study of an inventory systems implemented in Vax-11 using Vax-COBOL.

A package for querying and reporting of maintenance tasks carried out on vehicles owned by IIMA using DBASE-III.

A specialized data entry package for entering receipts and payments data for financial accounting system of IIMA (implemented using DBASE-III).

A package for query and generation of statistical data on import trade (implemented using BASIC).

A package for illustrating the use of various hashing algorithms for alpha-numeric record keys in relative files implemented in DBASE-III.

Conversion of DESCARTE graphic packages in 'C' programming language from BASIC version.

A package for reporting usage of PDP-11/70 for various groups of users from monthly and yearly backup files, generated by PDP-11/70 user accounting system.

Development of case materials on project management using the PMS project management package on WIPRO PC-XTs under DBCS operating system.

A package for obtaining on-line help on commonly faced compilation, linking and run-time errors on the PDP-11/70 system and their remedies.

A package for graphical representation of statistical information using on Vax-11/750 (STATMAP Package).

A tape conversion utility for reading DEC-10 tapes on Vax-11/750.

A package for emulating PCs as VT/52 terminals and uploading of files from PC to PDP-11/70 (using BASIC on IBM PC).

A package for scheduling of freight trains in a specified section of Western Railway using interactive graphics (implemented in C).

A package to facilitate crew scheduling (for train drivers assigned to a base station).

An interface to VI text editor in ULTRIX C.S. to generate backup of a file that is being edited (VI text editor did not have this facility).

An utility package on Vax-11 to copy VMS created ASCII files on disk to unlabelled ASCII on magnetic tape.

A library of graphics routines in 'C' with assembly language interface.

A package for accounting Vax-11/750 system usage by various category of users.

A package for splitting of Alumni master records after they are transferred to PDP-11/70 through Kermit on Vax-11/750.

12. ALUMNI RELATIONS AND ACTIVITIES

IIMA Alumni Population

During the year the IIMA alumni population increased by 1061 members and the total now stands at 16,838. A large number of our alumni are located in foreign countries.

Updating Alumni Address

About 100 change-of-address requests were received from the alumni during the year. These changes were carried out by the Alumni Office.

Alumni Election

The election to the Executive Committee of the IIMA Alumni Association for 1987-89 was held during the year. The Alumni Office received 14 valid nominations, nine from West Zone, three from South Zone, and two from North Zone. No nominations were received from East Zone. Eight members were elected to the committee.

IIMA Alumnus

During the year all the three issues of the IIMA Alumnus were brought out. Efforts were also made through advertisements etc. to defray the printing cost of the magazine.

Souvenir Items

Souvenir items such as ties, key chains, ash trays, cuff-links were sold to the alumni.

Chapter Activities

The Alumni and friends of IIMA formed an association known as Friends of IIMA (FIIMA) which was registered in the district of Columbia, USA as a non-profit corporation March 17,

1987. FIIMA will be governed by a Board of directors headed by a Chairperson. The other officers of FIIMA will be President, Secretary, and Treasurer. Mr. Peter Geitner, who headed the Ford Foundation activities in India in the early years of the Institute and who is now at the Foundation headquarters at New York, has accepted to serve as Chairperson for the first year. Dr. Samuel Paul, the former Director of IIMA and now with the World Bank, has agreed to be the President.

During the year the Delhi, Bangalore, and Pune Chapters were reactivated. Efforts were being made to launch an alumni chapter in New York and to bring out a directory of alumni located in USA and Canada.

Ahmedabad Chapter organized a panel discussion on "Computer in Industry" focussing on how to go about deciding on the right kind of computer for any organization. It also screened "In Search of Excellence" for the benefit of its members.

The Madras Chapter arranged a talk on "Budget and the Emergent Trends in Stock Market" by Mr. Ramaswamy, President of the Madras Stock Exchange on April 3, 1986 at Hotel Chola Sheraton. A social get-together with a file show was held on May Day, 1986.

Hyderabad Chapter had organized a get-together of its members with their families in Hotel Emerald on June 14, 1986.

Mr. Venkataramanaiah, Marketing Manager, Andhra Pradesh Electronics Development Corporation was the chief guest and delivered a talk on "Electronics Industry in India."

Pune Chapter organized a symposium on "Career Opportunities in Management" in collaboration with the Symbiosis Institute of Business Management (affiliated to Pune University). The symposium was attended by over 70 students from various MBA programmes in Pune.

Delhi Chapter organized a contributory get-to-know-each-other dinner on March 14, 1987 at the India International Centre. Nearly 150 alumni along with their spouses attended it.

13. FACILITIES

Vikram Sarabhai Library

During the year 3600 books were added to the library bringing the total number of books to 1,11,876. The library subscribes to about 600 periodicals. Annual reports of leading Indian and foreign companies were acquired during the year.

In addition to performing its normal services, the library provides reference, indexing, and bibliographical services on management literature.

The Institute's library follows an open-stack system. Twenty-two closed carrels and 44 open carrels are provided for individual study. The main reading hall accommodates 100 readers. There are also facilities for group studies.

Vikram Sarabhai Library is also bringing out every month "List of Selected New Books on Management and Related Disciplines".

Campus Development

Construction of 12 houses for the faculty and staff is almost nearing completion. Work on another 23 additional houses for the faculty and staff will also commence soon. This will complete the total housing programme for the faculty and staff as per the master plan of the present 65 acre Campus.

Approach road to KLMDC starting from Main Gate and meeting existing square near D-16/C1. Room 324 (Community Hall) is already completed.

Tenders for academic extention to KLMDC consisting of theatre type class-room, flat class room, seminar rooms, administrative offices, etc. are being invited soon by the Architects.

Work on the remaining campus boundary also will be taken us soon.

User group meetings with Architects are already in progress regarding finalization of plans for Mirror Image, and Prof. Ravi Matthai Centre (C.E.I.).

SORAB S. ENGINEER & CO.
CHARTERED ACCOUNTANTS

Ismail Building
381, D-Naoroji Road
Fort, Bombay 400 023

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 1987

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.1,23,440/- 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.6,09,12,804/- on building on 31.3.1987 represents :-
- i) Advance to Contractors against their running bills; and
 - ii) Capital expenditure on building.
- (j) No money of the Public Trust has been invested contrary to the provisions of Section 35.
- (k) No alienations of the immoveable property contrary to the provisions of Section 36, have come to our notice.
- (l) We think necessary to bring to the notice of the Deputy Charity Commissioner the following special matters :-
- i) The Indian Institute of Management has been receiving grants from the Ford Foundation. A part of the grant received in India (including books and equipments) had been brought in the books of accounts of the Institute. The other part of the grant received direct by Institute of International Education, New York, is not recorded in the books of accounts of the Institute in India.
 - ii) Provision in respect of depreciation on assets, for the period 1st January 1962 to 31st March 1987 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.6,09,12,804/- is arrived at as under :-
- | | |
|--|-----------------------|
| (a) Capital Expenditure on Building | Rs.5,24,47,567. |
| (b) Amount advanced to contractors against running bills subject to adjustment of final bills. | Rs. 84,65,237 |
| | <u>Rs.6,09,12,804</u> |

Sorab S. Engineer & Co.

Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

Date:

28-7-1987

SCHEDULE IX
Vide Rule 17(1)

**NAME OF THE PUBLIC TRUST : INDIAN INSTITUTE OF MANAGEMENT, AMRABAD
INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDING 31ST MARCH, 1987**

Registration No. F. 174		EXPENDITURE		INCOME	
Rs.	No.	Rs.	No.	Rs.	No.
1,81,940		1,64,649		3,55,386	
2,41,75,951		2,75,92,505		40,249	
20,08,424		22,94,214		2,10,79,718	
57,56,656		69,52,732		24,15,987	
77,65,090		92,46,946		2,00,000	
38,350		87,216		26,15,987	
20,000		20,000		1,84,63,731	
1,548		2,894		38,282	
21,548		22,894		1,85,02,013	
40,22,504		40,87,523		1,68,57,873	
2,47,020				1,37,510	
4,62,227				2,11,999	
48,000				10,25,737	
7,57,247				12,37,736	
1,68,137				13,75,246	
				3,71,30,767	
				4,43,16,802	
				18,70,824	
				2,08,11,176	
				1,68,137	
				2,09,79,313	
				2,17,63,966	

NOTE: * (1) Interest on Investment of donation (including Savings Bank Account) of Rs. 46,59,235 has been credited to 'DONATION FROM INDUSTRIES' in the Balance Sheet (Previous Year Rs. 36,70,437/-)

(2) Previous Year's figures have been regrouped wherever necessary to make them comparable with those of current year.

Date:

TRUSTEES:

M R Sheth
DIRECTOR

Op. Capt. R.N. Balli (Retd.)
ADMINISTRATIVE OFFICER

C Ramdas
FINANCE & ACCOUNTS OFFICER

As per our report of even date.

Abdul Kader
Sd/-
CHARTERED ACCOUNTANT
28-1-1987

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDING 31ST MARCH, 1987

SCHEDULE 1 (EXPENDITURE)		SCHEDULE 3 (INCOME)	
Previous Year 1985-86	Rs.	Previous Year 1985-86	Rs.
ESTABLISHMENT EXPENSES			
i) Salaries & Allowances			
1,50,85,566		INCOME FROM OTHER SOURCES	
18,54,311	1,76,74,397	1) Receipts from various courses arranged during the year	
5,83,317	18,71,656	a) Post Graduate Programme 26,31,393	
1,91,909	10,53,815	b) Short-term Programme 90,09,684	
1,77,15,103	3,23,536	ii) Consultancy & Research Projects	
2,16,702	2,09,23,384	a) Consultancy Projects 38,96,585	
57,87,001	3,37,596	b) Sponsored Research Projects 15,24,545	
4,57,145	56,96,183	iii) Income from Chairs of	
2,41,75,951	6,35,342	a) State Trading Corporation -	
	2,75,92,505	b) Industrial Finance Corporation of India (Interest) 1,10,245	
		c) Reserve Bank of India 4,827	
		d) Larsen & Toubro Ltd. (Interest) 93,575	
		e) State Bank of India (Interest) 1,37,132	
		3,45,779	
		iv) Grant from Govt. of India, Ministry of Agriculture for Centre for Management in Agriculture received during the year. 11,00,000	
		v) Scholarships from Industries 1,12,100	
		vi) Fellowships to PMF Participants 72,000	
		vii) Miscellaneous Receipts 29,68,708	
		viii) Forfeiture of CPF Contribution of Pensioners 1,04,196	
		<u>2,17,63,966</u>	
		<u>1,68,57,873</u>	
SCHEDULE 2			
MISCELLANEOUS EXPENSES			
4,33,425	3,41,639	vi) Grant from Govt. of India, Ministry of Agriculture for Centre for Management in Agriculture received during the year. 11,00,000	
32,30,300	33,04,896	vii) Scholarships from Industries 1,12,100	
		viii) Fellowships to PMF Participants 72,000	
		ix) Miscellaneous Receipts 29,68,708	
		x) Forfeiture of CPF Contribution of Pensioners 1,04,196	
		<u>2,17,63,966</u>	
		<u>1,68,57,873</u>	

* Includes Rs. 11,13,275/- (Including Rs. 42,881/- towards excess expenditure over grant from Ministry of Agriculture) met from CMA Fund. (Previous Year Rs. 1,37,736/-)

DATE :

As per our report of even date

Mishra

C. Ramdas

C. R. B. N. Bali

TRUSTEES
M. R. Sheth
DIRECTOR

CP. CAPT. R. N. BALI (RETD.)
ADMINISTRATIVE OFFICER

C. RAMDAS
FINANCE & ACCOUNTS OFFICER

SORAB S. ENGINEER CO.
CHARTERED ACCOUNTANTS

28-4-1987

SCHEDULE - VIII
Vide Rule 17(1)

NAME OF THE PUBLIC TRUST : INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
BALANCE SHEET AS AT 31ST MARCH, 1987

Registration No. F.174	Previous Year 31.3.1986	ASSETS	Previous Year 31.3.1986
		IMMOVABLE PROPERTIES	
		As per Schedule 'C'	5,78,44,183
		MOVABLE PROPERTIES	
		As per Schedule 'D'	2,51,75,185
		STORES AT COST	57,543
		INVESTMENTS	
		As per Schedule 'E'	3,74,22,708
		LOANS (UNSECURED)	
		Loan Scholarships (Good)(One Year Old)	35,439
		ADVANCES	
		To Employees	
		(a) House Bldg. Adv.	9,15,664
		(b) Conveyance Adv.	3,68,981
		(c) Other Advances	5,43,081
			18,27,726
		To Others	1,12,078
			10,85,347
		DEPOSITS	
		Security Deposits	1,21,935
		Telephone Deposits	40,000
		INCOME OUTSTANDING	
		Interest	10,32,353
		Other Income (Since received)	3,71,746
		Grant due from Ministry of Agriculture	-
		Grant due from Ministry of Education (since received)	14,73,000
			28,77,099
		DUE FROM STUDENTS	
		Post Graduate Students	
		(a) One Year Old	-
		(b) Current	1,02,077
		FBA Students (Including one year-aided Rs.5,104)	1,02,077
			26,480
		CASH AND BANK BALANCES	
		As per Schedule 'F'	1,28,557
		TOTAL	17,42,827
			15,94,70,627
		TRUST FUNDS OR CORPUS	
		OTHER earmarked FUNDS:	
		As per Schedule 'A'	13,59,98,249
		GRANT FROM FORD FOUNDATION	
		As per Schedule 'B'	99,07,016
		LIABILITIES	
		1. For Expenses	17,07,608
		2. For Advances	
		a) Post Graduate Courses	
		i) Due to PGP Students	1,20,087
		ii) Due to FBA Students	11,413
		iii) Due to POF Participants	29,069
			1,60,569
		3. Deposits & Sundry Credit Balances	
		a) Security Deposits	12,227
		b) Sundry Credit Balances	72,08,498
		i) Programmes & Projects	18,41,867
		ii) Others	90,50,365
			3,61,766
		c) Retention amount for Building Contractors	24,24,358
			1,12,92,535
		INCOME AND EXPENDITURE ACCOUNT	
		Balance as per Last Balance Sheet	38,282
		Less: Amount transferred to Grant from Govt. of India, Ministry of Education in Income & Expenditure Account.	38,282
		Add: Surplus as per Income & Expenditure Account	22,72,827
			22,72,827
		TOTAL	15,94,70,627

In case the accounts are maintained on cash basis, state the income outstanding below : NIL.

NOTE: Depreciation on Assets is not provided from 1.1.1962 to 31.3.1987.

Previous Year's figures have been regrouped wherever necessary to make them comparable with those of Current Year.

The above Balance Sheet to the best of our belief contains a true account of the Funds and Liabilities and of the property and assets of the trust.

DATE:

Mishra

Current

C. Chowdhury

As per your report of even date.
Asstt. Secy. I. P. A.

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1987

SCHEDULE 'A'

OTHER EARNED FUNDS

	Rs.	Rs.	Rs.	Rs.
	Balance as on 1st April 1986	Amount credited during the year	Amount debited during the year	Closing Balance as on 31st March 1987
(I) LAND AND BUILDINGS				
1. Donation (Value of land donated by Government of Gujarat)	61,09,099	3,46,955	-	64,56,054
2. Contribution from Industries (including interest on investments)	2,97,73,155	47,09,235 (a)	1,51,000 (b) 50,00,000 (c) 4,64,760 (d)	2,88,66,650
3. Grant from Ministry of Education for Building Expenses (Govt. of India)	3,51,77,000	27,00,000	-	3,78,77,000
4. Grant from USAID for Building	9,58,000	-	-	9,58,000
5. Fund from Increased Earnings on Revenue Account	37,14,261	-	-	37,14,261
6. Grant from Projects	7,00,000	5,52,072 (c)	-	12,52,072
7. Depreciation fund (Land & Building)	-	50,00,000	-	50,00,000
(II) ACADEMIC ACTIVITIES				
1. Reserve fund for Special Programs (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)	18,91,795	4,23,858	-	23,15,653
3. Donation from British Information Service for Equipment (as per contra)	13,118	-	-	13,118
4. Fund for CIA Programme	46,12,847	8,43,771	11,13,275 (e) 14,008 (f)	43,29,335
5. Research & Publication/Development fund	4,98,591	3,00,231	3,36,288	4,62,534
6. Donation for Regional Mgt. Study Centre (Endowment Rs.6,00,000/- - Interest only to be used)	12,03,504	1,30,909	87,195	12,47,218
7. Chair for Management Practices (Endowment Rs.39,00,000 - Interest only to be used)	54,88,598	5,73,853	3,45,779	57,16,672
8. Public Systems Group Fund	5,19,859	2,35,781	15,865	7,39,774
9. Donation to Vikalpa Fund	-	3,25,000	-	3,25,000
10. Centre for Education Innovation (Donation including interest)	-	15,39,376	-	15,39,376
(III) STUDENTS AID				
1. Fund for Loan Scholarship to Students (Including interest recovery)	15,70,972	-	-	15,70,972
2. Fund from other parties for loan scholarship to Students (Interest only to be used)	2,23,996	4,64,760 (d) 46,850 (f)	-	7,35,606
3. Prof. Hodge/Haynes Memorial Fund (including interest on investment of fund)	69,601	6,008	6,000	69,609
4. Other Receipts to be used for merit-cum-needs Scholarships	10,06,260	2,27,300	1,75,000	10,58,560
(IV) FURNITURE & EQUIPMENT				
1. Grant-in-aid from Ministry of Education (Govt. of India & Govt. of Gujarat) (representing expenditure on non-recurring items) (as per contra)	1,27,90,684	16,70,824	-	1,44,61,508
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 impacted	42,193	-	-	42,193
4. Amount to be adjusted to the Ministry of Education on sale of assets/adjustments	2,63,947	-	-	2,63,947
	<u>10,67,00,446</u>	<u>2,00,96,783</u>	<u>77,09,371</u>	<u>11,90,88,858</u>

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SCHEDULE 'A' (Contd.)

OTHER earmarked funds

	Balance as on 1st April 1986	Amount credited during the year	Amount debited during the year	Closing Balance as on 31st March 1987
	Rs.	Rs.	Rs.	Rs.
5. Sale and/or written off amount from assets purchased from Govt. of India and Govt. of Gujarat	10,67,00,446	2,00,96,783	77,09,171	11,90,88,058
6. Fund for expenses on Computer	40,555	-	-	40,555
7. Value of Equipment purchased from Fund for expenses on Computer (as per centre)	38,51,942	13,18,019 (f)	7,47,300 (g) 1,94,389 (h)	42,28,272
8. Grant from USAID for non-recurring items for PRA (as per centre)	11,29,443	1,94,389	-	13,23,832
9. Non-recurring expenses met from other sources	1,25,498	-	-	1,25,498
10. Amount to be adjusted to the Govt. of Gujarat on sale of assets	42,01,321	7,76,625	6,20,848 (i)	43,57,098
11. Amount to be adjusted to the Govt. of India, Ministry of Agriculture on sale of assets	91,928	-	-	91,928
12. Non-recurring expenses met from Library Fund (Furniture and Books)	4,832	-	-	4,832
13. Fund for equipment and furniture for Projects and Kitchen/Dining Complex	25,75,575	-	-	25,75,575
14. Value of Equipment donated by American Express	2,67,958	-	-	2,67,958
(e) MISCELLANEOUS	-	1,66,600	-	1,66,600
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	1,51,000 (b)	-	3,35,568
3. Faculty & Staff Development Fund	12,08,396	8,457	20,000	11,96,853
4. House Building Advance Fund (Including interest on investment) (details for use of funds as per Balance Sheet)	18,63,122	1,32,000 (b)	-	21,95,122
TOTAL	12,22,37,516	2,30,52,441	92,91,788	13,59,98,249

- (a) Includes interest on investment of Rs.46,59,235
- (b) Transferred to Conveyance Advance Fund (Land & Buildings) as per Board's Decision dated 20.8.86.
- (c) Transferred to Depreciation Fund (Land & Buildings)
- (d) Accumulated interest upto 31.3.86 on Loan Fellowship Funds from Industries transferred.
- (e) Transferred to Income & Expenditure A/c for meeting expenses.
- (f) Receipts for Computer Centre.
- (g) Expenses of Computer Centre
- (h) Appropriated for purchase of Computer equipment.
- (i) Adjustment of appropriated cost of equipment returned to Govt. of Gujarat on completion of Project.
- (j) Transferred from grant from Ministry of Education, Govt. of India.

DATE:

Mishra

M.R. Sheth
DIRECTOR

C. Ramdas

C. Ramdas
FINANCE & ACCOUNTS OFFICER

As per our report of even date.

Sudhakar K. Singh

Sudhakar K. Singh
CHARTERED ACCOUNTANTS

28.7.87

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULES FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1987

SCHEDULE 'B'

	Rs.	Rs.	Rs.	Rs.
	Balance as on 1st April 1986	Amount credited during the year	Amount debited during the year	Closing Balance as on 31st March, 1987
GRANT FROM FORD FOUNDATION				
For Building expenditure and air-conditioning equipment	47,51,530	-	-	47,51,530
Value of books, equipment, Computer etc. received/purchased from the Grant (as per contra)	31,19,436	-	-	31,19,436
Grant for Rupee Budget expenses	17,19,020	-	89,330 (a)	16,30,690
Grant for Rupee Expenses on Computer	1,04,330	-	-	1,04,330
Write-off account for books received from the grant	1,268	-	-	1,268
Fund for CMA expenses	2,99,762	-	-	2,99,762
Total	99,95,346	-	89,330	99,07,016

(a) Transferred to Income & Expenditure account for meeting expenses.

SCHEDULE 'C'

	Rs.	Rs.	Rs.	Rs.
	Balance as on 1st April 1986	Amount debited during the year	Amount credited during the year	Closing Balance as on 31st March 1987
IMMOVABLE PROPERTIES				
Land at cost (received as donation from Government of Gujarat)	61,09,099	3,46,955	-	64,56,054
Land at cost (purchased)	4,75,325	-	-	4,75,325
Capital expenditure on building and advance to contractors for work under construction	5,81,48,379	27,64,425	-	6,09,12,804
Total	6,47,32,803	31,11,380	-	6,78,44,183

SCHEDULE 'D'

	Rs.	Rs.	Rs.	Rs.
	Balance as on 1st April 1986	Amount debited during the year	Amount credited during the year	Closing Balance as on 31st March, 1987
MOVEABLE PROPERTIES (AT COST)				
Furniture, equipment, books, vehicles, computer etc. purchased out of Grant-in-aid from the Government of India & Government of Gujarat (as per contra)	1,27,90,684	16,70,824	-	1,44,61,508
Books, equipment, computer etc. received/purchased from Ford Foundation Grant (as per contra)	31,19,436	-	-	31,19,436
Equipment received from British Information Service (as per contra)	13,118	-	-	13,118
Equipment purchased for Computer in IIMK (as per contra)	11,29,443	1,94,389	-	13,23,832
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	28,42,668	7,76,625	6,20,848 (a)	29,98,445
Equipment purchased from fund for equipment and furniture for Projects and Kitchen/Dining Complex	13,58,323	-	-	13,58,323
Books purchased out of Library Fund	24,20,163	-	-	24,20,163
Library furniture met from Library fund	1,55,412	-	-	1,55,412
Equipment donated by American Express	-	1,66,600	-	1,66,600
Total	2,39,87,596	28,08,438	6,20,848	2,61,75,185

(a) Equipment handed over to Govt. of Gujarat on completion of the project.

Date:

Mishra
M. R. SETHI
 DIRECTOR

C. Ram
C. RAMMOSS
 FINANCE & ACCOUNTS OFFICER

As per our report of even date
Sudhakar Rajgopal
SUDHAKAR S. ENGINEER & CO.
 CHARTERED ACCOUNTANTS
 28-7-1987

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULES FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1987

SCHEDULE 'E'

As on 31st March 1986

	Rs.	Rs.
INVESTMENTS		
(i) Long-Term Fixed Deposits with State Bank of India from the funds of :-		
(a) Chairs	31,93,000	31,93,000
(b) Projects	9,34,000	9,34,000
(c) Others (earmarked)	2,98,000	3,03,000
	44,25,000	44,30,000
(ii) 4-Year Government of India National Deposit Receipt :-		
(a) Chairs	3,50,000	3,50,000
(b) Projects	4,00,000	4,00,000
	7,50,000	7,50,000
(iii) Short/Long Term Fixed Deposits with Banks from other Funds :-		
(iv) Deposit with Public Sector Undertakings :-		
(a) Sheth Kasturbhai Lalbhai Chair Fund	9,00,000	9,00,000
(b) Miscellaneous Fund	71,00,000	1,66,25,000
	80,00,000	1,75,25,000
(v) Investment in Units of Unit Trust of India		
(a) Sheth Kasturbhai Lalbhai Chair Fund	5,15,400	5,15,400
4800 units of Rs.100/- each; Face Value Rs.4,80,000/- (Previous Year Rs.4,80,000)		
Market Value Rs. 5,28,000/(Previous Year Rs.4,99,200)		
(b) Miscellaneous	50,01,800	50,01,800
18370 units of Rs.100/- each and 2,11,980 units of Rs.10 each		
Face Value Rs.39,56,800 (Previous Year Rs.28,93,000)		
Market Value Rs.49,46,024/(Previous Year Rs.33,62,480)		
	40,17,250	55,17,208
	500	500
(vi) Shares (75 Equity Shares of Rs.10 each of Borosil Glass Works Ltd.) received as donation (Market Value Rs.4,463 - Previous Year Rs.4200)	4,97,30,083	5,74,22,708
		<u>TOTAL</u>

SCHEDULE 'F'

As on 31st March 1986

	Rs.	Rs.
CASH AND BANK BALANCES		
In Current Account with State Bank of India	3,50,700	49,147
In Current Account with Central Bank of India	10,000	10,000
In Savings Account with State Bank of India	14,20,369	14,89,098
In Savings Account with Central Bank of India	6,00,000	1,83,778
	23,81,069	17,32,023
Postage Stamps on hand (Including balance in franking machine)	18,226	5,758
Cash on hand with Cashier (Imprest)	5,000	5,000
Cash with Mumbai Rice	2,417	46
	25,643	10,804
	24,06,712	17,42,827

DATE:

TRUSTEES:

M. R. Sheth
DIRECTOR

M. R. Sheth

Dr. C. Ramdas
ADMINISTRATIVE OFFICER

C. Ramdas

C. Ramdas
FINANCE & ACCOUNTS OFFICER

As per our report of even date

As per our report of even date
Suresh S. Engineer & Co.

CHARTERED ACCOUNTANTS

98-4-1986

Appendix III

POST-GRADUATE PROGRAMMES

<u>Year</u>	<u>Two-year Post-Graduate Programme in Management</u>	<u>Fellow Programme in Management</u>	<u>Total</u>
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
1985-86	337	41	378
1986-87	368	44	412

APPENDIX IV

Management Development Programmes
June 1986 - May 1987

Programme Title	Participants		Organizations	
	Public	Private	Public	Private
Management Development Programme for IAS Officers (June 23-July 18, 1986)	22	-	22	-
Programmeson Computer-Based Information Systems (June 29-July 26, 1986)	41	9	23	8
Programme on Human Management (July 20-August 2, 1986)	15	13	12	12
Management Development Programme for Small and Medium Enterprises (July 28-August 9, 1986)	11	44	6	42
Programme on Marketing Decisions: Advances in Data Analysis (August 4-9, 1986)	4	25	4	21
5th Advanced Management Programme for Public Enterprises (August 11 - September 30, 1986)	30	-	24	-
ICOMF - Regional Workshop for Asia and the Middle East on Population Programme Management (August 12-23, 1986)	28	-	15 countries	15
Middle Management Course of 3-Tier Programme for Management Development (September 7-October 4, 1986)	12	73	10	43

Contd...

Management of Agricultural and Rural Development (October 15-29, 1996)	31	4	35	21	4	25
Project Management (October 19-26, 1986)	23	35	58	18	28	46
Senior Executives Course of 3-Tier Programme for Management Development	19	58	77	11	40	51
Management: Education Programme (November 24 1986-April 6, 1987)	14	29	43	5	28	33
Training Programme in Cooperative Project Designing and Implementations (November 24-December 20, 1986)	23	-	23	7	-	7
Management Development Programme for Public Systems Managers (November 24-December 12, 1986)	33	-	33	21	-	21
Advanced Programme in Personnel Management and Industrial Relations	7	19	26	7	17	24
Programme on Manufacturing Management and Policy (December 28 1986-January 4, 1987)	5	34	39	4	30	34
Programme for IAS Officers on Computer Applications in Government (January 5-10, 1987)	30	-	30	30	-	30
Programme on Corporate Planning (January 12-17, 1987)	18	15	33	16	13	29
Programme on Effective Management of Change (January 19-24, 1987)	17	3	20	12	3	15

Contd...

Programme for Women Managers: Issues of Role and Authority (January 23-31, 1987)	23	9	32	18	7	25
Top Management Programmes Managing by Strategy (January 27-February 1, 1987)	9	29	38	7	26	33
Programme on Human Resources Development (February 2-7, 1987)	13	13	26	11	11	22
Training programme for Senior Officers of State Civil Supplies Corporation (February 2-7, 1987)	35	-	35	15	-	15
Programme on Micro Computers for Managers (February 8-14, 1987)	35	8	43	21	7	28
Programmes on Leasing (February 16-21, 1987)	10	42	52	7	38	45
Workshop on Top Managers Styles and Organizational Effectiveness (February 24-26, 1987)	3	20	23	2	18	20
Workshop on MIS for Family Planning in China (March 1-20, 1987)	9	-	9	1	-	1
Computer-Based Management Decision Support Systems Programme (April 6-25, 1987)	27	5	32	21	5	26
Management Development Programme for Senior Officers of Minerals and Metals Trading Corporation of India Limited (April 12-18, 1987)	14	-	14	1	-	1
Management Development Programme for Senior Executives of Silk Handloom Sector (April 12-24, 1987)	27	-	27	18	-	18
	588	487	1075	390	401	791

Cases, Research, and Consulting

Year	Cases Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
1980-81	1886	241	213
1981-82	1969	265	245
1982-83	2041	290	261
1983-84	2191	294	289
1984-85	2232	335	317
1985-86	2295	352	342
1986-87	2320	368	364

Appendix VI

BOARD OF GOVERNORS*

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Ispat Bhavan
Lodi Road
New Delhi 110 003

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Chairman
Jyoti Limited
Chemical Industries Post
Baroda 390 003

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Education Adviser (T)
Ministry of Human Resource
Development
Snastri Bhavan
New Delhi 110 001

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Additional Chief Secretary
(Education)
Government of Gujarat
Gandhinagar

Mr. R.V. Chandramouli
Chief Secretary
Government of Gujarat
Gandhinagar

Dr. Vinay Bharat Ram
Managing Director
DCM Limited
Kanchanjunga Building
Narakhamba Road
New Delhi 110 003

Mr. N.M. Desai
Chairman & President
Larsen and Toubro Limited
L&T House
Ballard Estate
Bombay 400 038

Dr. A.K. Dhan
J-125, Defence Colony
New Delhi 3

V.K. Gupta
Professor
IIM
Ahmedabad

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Chairman
Shri Ambica Mills Limited
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Ahmedabad

Mr. Shrenik Kasturbhai
Managing Director
Anil Starch Products Limited
Anil Road
Ahmedabad 380 025

Mr. L.S. Narayanan
Financial Adviser (Education)
Ministry of Human Resource
Development
Shastri Bhavan
New Delhi 110 001

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Gujarat State Fertilizer
Company
Fertilizer Nagar
Baroda

Mr. G.K. Suri
Director-General
National Productivity Council
Lodi Road
New Delhi 110 003

Mr. Suresh Kumar
Additional Secretary
Dept. of Public Enterprises
Ministry of Industry
New Delhi

Dr. C. Rangarajan
Deputy Governor
Reserve Bank of India
New Central Office
Bombay 400 023

Dr. N.R. Sheth
Director
Indian Institute of Management
Ahmedabad 380 015

Mr. A.H. Tobaccowala
Chairman
Voltas Limited
Shale Building
28/32, Bank Street
Bombay 400 023

Mr. Harshavadan Mangaldas
Mangalbaugh
Mangal Road
Ambawadi
Ahmedabad 380 006

Mr. P.P. Rathod
Addl. Chief Secretary
(Civil Supplies)
Government of Gujarat
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Prof. M.S. Srinivasan
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BMS College of Engineering
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Professor
Indian Institute of
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Ministry of Personnel,
Pension and Public Grievances
North Block
New Delhi

Dr. S. Varadarajan
Chief Consultant
Planning Commission
Yojana Bhavan
New Delhi 110 001

Mr. J.S. Varsheneya
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Director
Punjab National Bank
7, Bhikaji Cama Place
New Delhi 110 006

Secretary

Group Capt. R.N. Bali (Retd.)
Administrative Officer
Indian Institute of Management
Ahmedabad 380 015

*As on August 15, 1987.

Appendix VII

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MR. DEEPAK S. HUTHHEESING
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121/2 FAKHARSHI KARVE ROAD
P.O. NO. 11023
BOMBAY 400 020

DR. N.S. JHANY
DIRECTOR
ATIC INDUSTRIES LTD.,
PCST ATUL
VIA BULSAR
PIN 396020

MR. SIDDARTH K. LALBHAI/
MR. H. V. SHAH/
MR. NANAN NIKHANJIAM NAROTTIAP
THE ATUL PRODUCTS LTD.,
ATUL, DIST VALSAD
PIN CODE 396 020

MR. U.V. RAO/MR. B.G.N. PATEL
AUVCO INDIA LTD.,
C/O LARSEN AND TOUBRO LTD.,
BALLARD ESTATE
PCST BOX NO. 278
BOMBAY 400038

MR. RAHUL BAJAJ
CHAIRMAN & MANAGING DIRECTOR
BAJAJ AUTC LTD
BOMBAY-PUNE ROAD
AKURDI
PUNE 411 035

MR. A.N. LALBHAI
ASHOKA MILLS LTD.,
P.O. NO. 1050
KAKUCA ROAD
AHMEDABAD 380002

MR. R.P. SHAH/MR. P.M. SHAH
M/S BAKUBHAI ANDALAL PVT. LTD.,
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POST BOX NO. 28
AHMEDABAD
PIN 380 022

MR. Y. SIVARENAKRISHNAYYA
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BANK OF BARODA
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MR. P.F. SHMOFF
ZONAL MANAGER
BANK OF INDIA
AHMEDABAD MAIN OFFICE
SHADHA, AHMEDABAD 380 011

CHAIRMAN AND MANAGING DIRECTOR
BHARAT EARTH MOVERS LTD.,
P.O. BOX NO. 7
BANGALORE 560 002

MR. SUBODH CHATURVEDAS/
MR. V.H. SHAH
BHARAT SURYODAYA MILLS CO. LTD.,
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BHARAT VIJAY MILLS LTD.,
KADOL (H.G.)

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AHMEDABAD 380 022

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MANAGING DIRECTOR
CARBORUNDUM UNIVERSAL LTD.,
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MADRAS 600 001

MR. JANEJAY DRAGUBHAI
MANAGING DIRECTOR
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PIN 396020

MR. T. P. DESAI
MANAGING DIRECTOR
CIBATUL LTD.
POST OFFICE - ATUL
DIST VALSAD
PIN 396020

DR. MOHANLAL PIRAMAL
MR. N. A. SHAH
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MR. U.V. RAO/MR. B.G.N. PATEL
ENGINEERING CONSTRUCTION CORPN. LTD.,
L4T HOUSE
PCSI OFFICE BOX NO. 278
BELLARD ESTATE
BOMBAY 400038

CHAIRMAN AND MANAGING DIRECTOR
ENGINEERS INDIA LTD.,
TRAINING DEPT.,
"EL HOUSE"
4TH FLOOR
BHIKAIJI CAMA PLACE
AK PURAM
NEW DELHI 110 066

MR. C.K. WAZARI
JOINT MANAGING DIRECTOR
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6, PRATAP BUILDING
CONNAUGHT CIRCUS
NEW DELHI 110 001

MR. V. PRABHAKAR
CHAIRMAN & MANAGING DIRECTOR
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M.Tech (IIT, Kanpur)

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