

Twenty-Sixth Annual Report

1987-88



विद्याविनियोगादिकासः

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AHMEDABAD

Indian Institute of Management

Ahmedabad

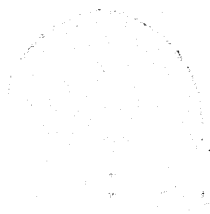
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APPENDICES

1. THE YEAR IN RETROSPECT

The Institute maintained a steady progress in fulfilling its basic objectives in the area of management education and research as well as contributing to improvement of management practice in various sectors of the economy. As our friends and users of our services are aware, we have been periodically reviewing our activities and programmes in the context of the Institute's commitment to respond to the changing needs and priorities in the environment. It has been suggested during recent years that the Institute's work should reflect the growing importance of the relatively undermanaged sectors of the economy. It has also been suggested that the Institute should be able to develop comprehensive proficiency in specific sectors and contribute to public policy in the relevant areas. In the background of such opinions, internal faculty task forces were appointed to help us in formulating concrete plans and activities in the following three areas: management of the undermanaged sectors of the society; international management and inter-institutional linkages; industry studies and contribution to social policy in the context of management. The task forces have completed their work. We propose to discuss their recommendations soon at appropriate levels and move towards concrete action in respect of specific programmes.

Among our long-term programmes, the changes in the Post-Graduate Programme as recommended by a faculty committee were implemented during the year under review. Our doctoral programme (Fellow Programme in Management) and the Faculty Development Programme were reviewed by faculty groups during the year. The recommendations of the faculty groups as accepted by the faculty are being implemented during the current year 1988-89. The demand for the Institute's graduates has been consistently growing, although we are aware that greater effort needs to be made to attract the Institute's graduates towards priority sectors within society.

The users' response to our services in continuing education for management practitioners has been increasingly more encouraging. During recent years, a large part of the new demand for this service has emanated from the government in the background of its growing commitment to provide training opportunities to civil servants and political executives at various levels. The Institute has been trying to meet its growing obligations to government and wider society in this regard, although this often creates severe strain on our ability to maintain and improve the quality of our existing programmes. Among new programmes we undertook during the year under review, I should specially mention a programme for senior executives in road transport corporations. We also conducted a national workshop on the strategy for accelerating agro-processing and exports which is emerging as one of the most important segments of the Indian economy. Another important contribution during the year was a programme on management of rural development specially designed for the officials of the government of Laos in collaboration with the Asian Employment Programme and the Asian Regional Team for Employment. We have also offered help and collaboration in conducting the National Management Programme sponsored by the Government of India.

As in the past, our research and consulting activities covered priority sectors such as health and population, energy, agriculture, rural development, cooperatives, irrigation, social forestry, and transport. We have continued to receive requests for sponsored research and consulting help from a variety of large and small organizations in industry, trade and public systems. The progress made by our journal Vikalpa during the last few years has continued and we are confident about raising further the level of its quality and usefulness to management academics and practitioners over the years. Our computer and related facilities have been expanded significantly during the year under review. We plan to maintain this progress to ensure that the Institute's academic programmes and administration are continually enriched with the help of modern technology.

I am happy to report that the Bombay of our Alumni Association provided during the year under review a unique example of creative ability in celebration of the Institute's Silver Jubilee. The Bombay Chapter organized a one-day seminar on "Managerial Response to Emerging Technologies" at Bombay in March. Apart from the moral support and friendly help we provided from Ahmedabad, this seminar was essentially a result of exemplary teamwork of the alumni in Bombay. The speakers at the seminars included some top ranking researchers and thinkers in the various areas of technology and management. We hope that this programme will serve as a pathfinder for our alumni in various parts of the country and abroad. I wish to record our appreciation to the Bombay Alumni for their excellent performance.

I would also like to mention that the celebration of the Institute Day on December 11, 1987 was a notable example of teamwork among faculty, staff, and students. The students provided admirable leadership in the area of conservation of energy, afforestation, and campus facelift. All of us at the Institute are happy that Dr Kamla Chowdhry was awarded the Institute's honorary diploma of Fellow in Management in recognition of her valuable contribution to the institution-building process during IIMA's formative years.

The Institute's continuing progress and sustenance of quality are undoubtedly a result of the hard work and commitment on the part of its faculty, research, administrative staff, and students. We have also been fortunate to receive most encouraging help and support from the members of the IIMA Society and the Board of Governors, government, industry, alumni, and other sections of the community. I gratefully acknowledge the help and goodwill we have received.

July 1988

N R Sheth
Director

2. BOARD, SOCIETY, AND PERSONNEL

Board

Mr Suresh Kumar, Additional Secretary, Department of Public Enterprises, New Delhi, was nominated by the Government of India as a Central Government nominee for a period of five years from July 2, 1987.

Dr A.K. Dhan was nominated by the Government of India for a second term of five years as a Central Government nominee from July 2, 1987.

Mr H.R. Patankar, Chief Secretary, has been nominated by the Government of Gujarat as member of the Board and Society in place of Mr R.V. Chandramouli.

Mr B.T. Trivedi, Principal Secretary (Education), has been nominated by the Government of Gujarat as member of the Board and Society in place of Mr M. Balakrishnan.

Ms P.P. Trivedi, Secretary, Ministry of Personnel, Public Grievances, and Pension, New Delhi, has been nominated by the Central Government to represent Commerce, Labour, Industry, and other interests for a period of five years from July 2, 1987.

Mr Nanubhai Amin, Dr C. Rangarajan, and Dr S. Varadarajan who were presenting the Commerce, Labour, Industry, and other interests retired from the Board after completing their five year term in August 1987.

Mr P.V.R.N. Iyer, Executive Director, Rohit Grouper of Enterprises, Ahmedabad, was appointed as a representative of the All India Management Association, New Delhi, for a period of five years from October 14, 1987.

Mr Harshavadan Mangaldas has been coopted by the Board for a second term of five years from August 30, 1987.

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

Personnel

During the year, the following faculty were appointed:

Dr Somdeb Lahiri joined the Economics area as Assistant Professor on May 15, 1987.

Dr Devi Dutt Tewari joined the Centre for Management in Agriculture as Assistant Professor on January 15, 1988.

Mr Jayanth Rama Varma joined the Finance and Accounting area as Assistant Professor on April 6, 1988.

Dr Gopal Naik joined the Centre for Management in Agriculture as Assistant Professor on May 31, 1988.

Leave of Absence

Professors Nitin R. Patel, Ramesh Gupta, B.H. Jajoo, and Pramod Verma were granted leave of absence for one year without pay.

Resignation

Professors C.D. Wadhva, R.M. Maru, S.G. Joag, M. Raghavachari, and R.L. Sharma resigned from the services of the Institute during the year.

Retirements

Professors G.R. Kulkarni and Pulin K. Garg, Mr H.M. Shah, and Mrs Shanti Seth retired from the services of the Institute during the year.

Faculty Development

Professor Ashok Subramanian continued his work for the doctoral degree at Princeton University.

Outside Assignments

Professor Nitin R. Patel	Harvard University May 1987 - April 1
Professor Ramesh Gupta	California State University September 1, 1987 - August 31, 1988
Professor B.H. Jajoo	University of Delaware September 1, 1987 - August 31, 1988
Professor Pramod Verma	University of Nairobi September 28, 1987 - August 31, 1988

Endowed Chairs

Professors S.C. Kuchhal, V.R. Gaikwad, and Pradip N. Khandwalla respectively continued to be IFCI Chair Professor of Management, State Bank of India Professor of Rural Development, and Larsen & Toubro Professor of Organizational Behaviour. Professor Labdhi R. Bhandari was appointed as State Trading Corporation of India Professor of Marketing during the year. In the same period, Professor Dwijendra Tripathi was awarded the Kasturbhai Lalbhai Fellowship in Management.

3. POST-GRADUATE PROGRAMME IN MANAGEMENT

The twenty-fourth session of the Post-Graduate Programme in Management started on July 1, 1987 with an enrolment of 187 students, which includes 6 students who were asked to repeat the first year of the Programme. Five students discontinued their studies during the year for various reasons, of which one student has been permitted to rejoin as a special case the first year programme during the academic year 1988-89.

The first year student strength at the end of the year was 182 of which 23 belonged to SC/ST, including 2 repeaters. Twenty-seven students will specialize in agricultural management (including 2 repeaters) during the second year.

The second year Programme commenced on July 1, 1987 with an enrolment of 189 students. One student who was promoted to the second year could not rejoin on account of illness. Three students who were granted conditional promotion to the second year have fulfilled the requirements during the academic year 1987-88.

At the end of the second year, 188 students had satisfactorily completed the academic requirements for graduation. This included 17 SC/ST students and 28 specializing in agricultural management. One student was granted a year's leave of absence from the Programme at the end of the second term.

Preparatory Programme

Forty-two 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 a preparatory programme which was held from June 10 to 25, 1987. Thirty-one students attended the preparation programme which they found quite useful.

In the first year programme, additional tutorial classes were held in various subjects to help assist the weaker students to cope with the programme. Several students took advantage of these tutorial sessions.

Curriculum Review

A comprehensive review of the PGP curriculum was undertaken during the academic year 1986-87. Taking into consideration the various inputs, including student workload, the courses have been redesigned and the number of contact sessions has been reduced from 542 to 481. With the introduction of half credit and three-fourth credit courses the number of courses to be studied by the students went up from 21 to 23, whereas the number of credit units has gone down from 20.50 to 19.25.

The revised first year course curriculum was implemented the academic year 1987-88. Based on the feedback obtained from the students as well as the areas, two P&QM area courses (Introduction to Mathematics, Probabilities, and Statistics, and Introduction to Operations Research) were reviewed and a modified course called Quantitative Methods I, II and III will be offered in 1988-89. The remaining courses will also be reviewed.

The second year students (General) were permitted to credit a maximum of 18 courses, including two compulsory courses (Business Policy I and II) as against the minimum requirement of 15 courses. Beginning the academic year 1988-89, the second year students will study a minimum of 17 and a maximum of 20 courses (including two compulsory courses, Strategy Formulation and Implementation II, and Legal Aspects of Business).

During the year 31 elective courses were offered (in addition to two compulsory courses Business Policy I and II) in the General stream. On account of high registrations, 13 elective courses were taught in two sections. Moreover, 51 one term project courses were offered to 93 students in the areas of their interest. Two students pursued a course of Independent Study which is equivalent to two units of courses.

In the Specialization in Agriculture Stream, nine compulsory courses, inclusive of a project course and nine elective courses, were offered.

Admission of Foreign Students

Under the students exchange programme, two students from ESCP Graduate School of Management, Paris, took courses in the second year of the programme. One student from the same institution also took courses for one term. The academic work of these students would be given appropriate credit by their parent institutions.

Graduation

One hundred and eight-four students, including 28 students with agricultural specialization, were awarded the Institute's Post-Graduate Diploma in Management at the twenty-third annual convocation held on April 4, 1988. Dr V. Kurien, Chairman of the National Dairy Development Board, delivered the convocation address.

The following students received the "Indian Institute of Management Medal for Scholastic Performance":

PGP (General)

Rajiv Agarwal

Sanjay Gupta

Saurabh Garg

Kollengode V. Srinivas Award for the Best PGP Allrounder

Mr Kollengode V. Srinivas joined the Post-Graduate Programme in Management during in 1986. He sustained a severe head injury while playing football on January 28, 1987, and had to discontinue his studies. During his stay at the Institute, Srinivas had excelled in both academics and sports.

His parents have instituted an award to a token of their gratitude and to perpetuate the memories of his association with the Institute. The awardee is chosen from among the top academic performers in the Programme. The awardee should have shown outstanding performance in extra-curricular activities.

This year, Mr Rohit Kapoor has been chosen for the award from the 1987-88 batch.

ADMISSION

The Post-Graduate Programme commencing July 1988 attracted 10,089 applications. The comparative figures for this and the last year are given below:

	<u>1988-90</u>	<u>1987-89</u>
GENERAL	9,171	8,337
SC/ST	554	468
SPA	364	403
	<u>10,089</u>	<u>9,208</u>

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

	GENERAL -----	SC/ST -----	SPA ---	TOTAL -----
Applications received	9,171	554	364	10,089
Called for interview	504	82	85	671
Selected	170	40	30	240
Waitlisted	40	7	5	52
Recommended for Preparatory Programme	25	9	17	51

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

Scholarships

Industry Scholarship

Fifteen industry scholarships were awarded as follows:

1. General Industry Scholarships*

Thirteen students from the second year (1986-88 batch) were awarded scholarships for 1987-88. The value of these scholarships ranged from Rs 3,500 to Rs 3,600.

2. Bank of Maharashtra Scholarships for SC/ST Students:

Two scholarships of Rs 3,500 each for poor SC/ST students were awarded, one each to a first year student and a second year student, for the academic year 1987-88.

Faculty Memorial Scholarships*

One faculty memorial scholarship for 1987-88 was awarded to a second year student (1986-87 batch).

PGP Students (1985-87 Batch) Scholarships*

This year, two scholarships have been instituted from the surplus funds of Utsav 1986 and the Marketing Fair :

* First year scholarships in these categories would be awarded later on.

1. PGP Batch 1985-87 Scholarship
2. IIMA Silver Jubilee Scholarship

The IIMA Silver Jubilee Scholarship was awarded to a second year student on the basis of his academic performance. The other scholarship named as "PGP Batch 1985-87 Scholarship" would be awarded later on to a first year student.

Government of India Merit-cum-Means Scholarships*

Eight second year students (1986-88 batch) were awarded the Government of India merit-cum-means scholarships during 1987-88. The value of these scholarships was Rs 2,200 each.

IIMA SC/ST Scholarships

During 1987-88 all the 24 students in the first year and 17 students in the second year were awarded IIMA SC/ST scholarships of Rs 1,500 each. Of these students, four from the first year and one from the second year were also given waiver of tuition fee and room rent of Rs 1,430 each.

PLACEMENT

Pre-Placement Talks

The 1988 placement season started with the first pre-placement talk by the Steel Authority of India Limited on December 5, 1987. Forty-five companies (9 public sector, 29 private sector, and 7 multinationals) gave the pre-placement talks during the weekends till February 28, 1988.

Permanent Placement

All students of the PGP class of 1988 were placed before the convocation.

The graduating class consisted of 188 students (160 General and 28 SPAs). From the general stream, eight students did not need placement and 15 sought a year's deferment. Deferment was granted to students whose career plans matched with the institutional objectives. The students sought deferment to try out entrepreneurial activities, or to work with voluntary organizations, or to take the IAS examination. Therefore, 165 students (137 General and 28 SPAs) sought placement facility this year.

In all, 155 organizations announced 758 jobs. On-campus interviews were held on March 1 to 3, 5 to 14, 16 to 18, and 24. Thereafter off-campus interviews continued till the end of the month.

Ninety organizations conducted the interviews. Sixteen public sector organizations, 56 private sector organizations, and 18 multinationals made 274 offers.

Summer Assignments

For summer training, 186 students of the first year (including four FPMs) were assigned to 66 organizations.

To prepare the students for the summer assignments, a ninety minute session on research methods by Professors A.K. Jain, S Ramachander, and M.N. Vora was arranged on March 29, 1988.

A half-day summer assignment seminar was organized on April 15, 1988. The seminar content was:

A talk on "Sensing an Organization" by Professor T.V. Rao

Interaction session with the alumni
Placement Committee's guidelines

The following alumni attended the seminar:

Prem Kamat, Hindustan Lever Limited

Ketan Mehta, MASTEK

S. Ramachander, ARCON

Rajneesh Agarwal (PGP-III)

Salil Dave (PGP-III)

The following materials were distributed to help the students in their preparation:

A short bibliography on books and sources of information in marketing research

Notes used in the MRIS courses

Guidelines on summer assignment.

4. FELLOW PROGRAMME IN MANAGEMENT

So far 87 students have completed the Fellow Programme in Management (FPM) and another 34 students are currently at various stages of completing the Programme.

Admission

During this year 484 candidates applied for admission to the FPM, out of which 59 candidates were called for interview. Admission was offered to 8 candidates for the Programme commencing July 1988.

NIESBUD Awards

The National Institute of Entrepreneurship and Small Business Development has instituted awards for research proposals of FPM students in the area of small business and entrepreneurship. The value of the award is Rs 6,000.

Thesis Proposal Awards

Best dissertation proposal awards (Rs 2,000 each) were won by the following students:

Balakrishnan Suresh	Learned Helplessness in Organizations and its Impact on Maladaptive Behaviour	IFCI
Phansalkar S.J.	Risk in Agriculture and Agricultural Development: The Role of Public Policy	IFCI
Ray Pramabesh	Unity of Labour in the Context of Political Diversity	IFCI

Convocation

The following students were awarded the title of "Fellow of IIMA" at the convocation held on April 4, 1988.

Thesis Title

K.C. John	Entry Conditions, Relative Role of Owners and Management, Strategic Conduct, and Performance : A Study of Large Firms of Major Indian Industries
Jayanth Rama Varma	Asset Pricing Models under Parameter Non-Stationarity

N.M. Agrawal	A Study of Quality Circles in Indian Organizations
K.C. D'Souza	Organizations as Agents of Social Change: Policy Orientation and Organizational Design
Mathew J. Manimala	Managerial Heuristics of Pioneering-Innovative (PI) Entrepreneures: An Exploratory Study
K. Prathap Reddy	Influence of Organizational Culture on Organizational Structure
C.M. Ramesh	Do Stress and Personality Determine Health of the Indian Executive?
Ranjini Swamy (Ms)	Extent of Exposure and Satisfaction with Exposure as Predictor of Attitudes towards Women as Managers
R.R.K. Sharma	Multistage Bulk Commodity Distributions: Development of Decomposition - Lagrangian Relaxation Based Algorithm
M.R. Arun	Stocking Policies for Blood Components: A Case of Substitutable, Perishable Items
Nirlesh S. Kothari	Decision Support System for Portfolio Management

French Government Scholarship

The French Government has agreed to raise the scholarship amount from FF 3,000 to FF 4,800 a month.

FPM Review Committee's Report

The report submitted by the FPM Review Committee has been approved and the recommendations will be implemented soon.

Placement

Of the 11 candidates who were awarded the title of "Fellow of IIMA" the 1988 convocation, four have joined academic Institutions and seven have accepted offers from industry.

5. FACULTY DEVELOPMENT CENTRE

The Faculty Development Centre (FDC) offered the ninth Faculty Development Programme in Management from July 14, 1987 to February 29, 1988. Sixteen participants from 14 educational and professional institutions in India participated in the programme. A management trainee from Matsushita Electrical and Industrial Company Ltd., Osaka, Japan was an observer during the first part (July 14 - December 4, 1987) of the programme.

A five-day workshop on "Case Development and Case Method" was conducted under the aegis of FDC from April 25 to 29, 1988. The Workshop had as participants 37 teachers from universities/management institutes in India. Professor S. Vathsala coordinated the workshop.

For the tenth FDP commencing July 11, 1988, FDC has received 26 applications from Indian educational institutions in addition to two from Nepal and one from Bangladesh.

6. RESEARCH AND PUBLICATIONS

During the year 1987-88 two major research projects, seven seed money projects and five case development projects were initiated. One research project and 15 seed money projects were completed, and three seed money projects were closed. Also six cases/notes were prepared and two case development projects were dropped.

At the end of April 1988 eight major research projects, 23 seed money projects, and eight case development projects were in progress. (For a detailed review, please see the annual report on research and publications.)

Seminar Series

The Research Committee organized six seminars during 1987-88. During the academic year 1987-88 the Research Committee initiated an internal seminar series which is primarily intended for promoting better understanding among the faculty about the research being carried out at the Institute. Eight seminars were organized as part of this series and good response was received from faculty, research staff, and students.

Publications

Vikalpa: The Journal for Decision Makers, a quarterly journal of management published by the Institute, has completed the twelfth year of publication. An Index to Vikalpa, Volumes 1 to 12, covering the period January 1976 to December 1987, was brought out early in 1988. It provides subject-wise, author-wise, and title-wise classifications for use by researchers and trainers.

The Institute's efforts to strengthen the Vikalpa office are bearing fruit with good response from readers, practitioners, academicians, and others. Vikalpa can become an important arm of the Institute to influence management research and practice.

Research Projects Initiated

Chaudhuri, Shekhar, "Export of Technology from India: A Study of the Technological Development Process."

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

Pandey, I.M., "Development Finance Institutions in India: A Study of their Development Role, Financial Management, and Corporate Shareholding."

Research Project Completed

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

Seed Money Projects Initiated

Bhandari, Labdhi, "Counter Trade: Indian Experience."

Gupta, O.K., "A Survey of O.R. Research in India."

Khanna, B.S., "Conceptual Framework for the Development and Issuance of Accounting Standards in India."

Misra, Sasi, "The Relationship of Tacit Knowledge to Managerial Planning and Decision Making."

Pandey, I.M. and Bhat, Ramesh, "Corporate Financial Goals and Their Association with Financial Performance: A Cross Valuation Study."

Saiyadain, Mirza S., "Factors Effecting Family Planning Knowledge and Practice."

Singh, Ramadhar, "Two Stage Processing in Prediction of Performance."

Seed Money Projects Completed

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

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

Bhatnagar, Deepti, and Misra, Sasi B., "Sex-Role Stereotypes of Evaluation of Male and Female Influence Tactics."

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

Dholakia, R.H., and Bhat, Ramesh, "Economy Demand Factor in Regional Industrialization: An Econometric Analysis."

Gupta, O.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."

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

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

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

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

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

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

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

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

Seed Money Projects Closed

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

Kulkarni, G.R., "Strategic Management in FERA Companies."

Pareek, Udai, "A Measure of Internality of Managers."

Case Development Projects Initiated

Jain, Rekha, and Raghuram, G., "Provide a Decision Making Context for Choice of Appropriate Technology for Computer Networks" (Indian Railways).

Raghunathan, V., and Baura, S.K., "Management of Sugar Operations" and "Management of Medicine Operations."

Ravichandran, N., "Illustrate the Use of Statistical Methods in Modelling and Resolving Issues" (Hindustan Motors Ltd.).

Singh, J.P., "Organizational Effectiveness on NHPC and NTPC."

Vathsala, S., "National Airports Authority, Madras."

Cases/Notes Prepared

Barua, S.K., and Raghunathan, V., "State Consumers Cooperative Federation Ltd.: Distribution of Sugar."

Barua, S.K. and Raghunathan, V., "State Civil Supplies Corporation - Retailing of Medicines."

Pandey, I.M., "Bharat Heavy Electricals Ltd. (BHEL)."

Ravichandran, N., "Hindustan Motors Limited" (draft).

Vathsala, S., "Corporate Plan in Gujarat Narmada Valley Fertilizer Co. Ltd." (draft).

Venkata Rao, V. and Ankolekar, Suresh, "Project Appraisal Systems at GSFC" (draft).

Case Development Projects Closed

Das-Gupta, A., "Project Exports by Batliboi & Co."

Pandey, I.M., "Establish a Linkage between Strategic Planning and Finance Policy (Voltas Ltd.)".

Seminars

<u>Topic</u>	<u>Speaker</u>	<u>Date</u>
Telecommunications at the Turn of the Century	Pramod Kale Director Space Applications Centre Ahmedabad	August 17, 1987
Research Productivity in Economic Perspective	Dr Martin J. Beckan Brown University	October 13, 1987
Economic and Management of Communication Technologies: Learning from American Experience	Dr K.S. Sitaram Professor Department of Radio-Television Southern Illinois University	November 6, 1987
Can We Sustain Sustainability? Some Reflections on the Brundtland Commission Report on Environment and Development	Dr Ben Wisher Luce Professor of Food Resource and International Policy Hampshire College Massachusetts	December 16, 1987
Privatization and the Developing Countries	Dr Damodar Gujarati	January 19, 1988
Managing Technological Change	N. Vaghul Chairman The Industrial Credit and Investment Corporation of India Limited Bombay	March 18, 1988

Internal Seminars

<u>Topic</u>	<u>Speaker</u>	<u>Date</u>
A Project is a Compound, Not a Mixture: Conceptual Problems in Valuation	V. Raghunathan	September 17, 1987
Issues in Developing and Implementing Personal Strategy for Management Research	M.N. Vora	October 1, 1987
Prediction of Performance from Motivation and Ability Information	Ramadhar Singh	October 15, 1987
Consequences of Drought	Anil K. Gupta	October 30, 1987
Decision Support with Commonly Available Personal-Computer Software Packages	Suresh Ankolekar	November 20, 1987
Organizational Behaviour Research in India	Pradip N. Khandwalla	January 4, 1988
Interactive Gantt Charting	V. Venkata Rao	January 29, 1988
Target Debt Maintenance Under Alternative Net Present Value Specifications and Implications for Investment and Financing Decisions	V. Raghunathan	March 11, 1988

7. MANAGEMENT DEVELOPMENT PROGRAMMES

Thirty-one management development programmes were offered during the year of which seven 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 continues to increase. Participants from the public sector numbered 536 as against 505 from the private sector. In all, 564 organizations sponsored 1041 executives to the Institute's programmes this year.

New Programmes

Amongst the seven new programmes, one was sponsored by an international agency. The Institute offered an exclusive programme for officials from Laos on Decision Appraisal, Monitoring, and Evaluation of IRDP. Nine officials from Laos attended this programme.

A three-day seminar on Leasing was organized, which attracted 61 participants. Two programmes, each of four weeks duration, were offered for senior IAS officers (under the sponsorship of Training Division, Department of Personnel, Government of India). The first programme on policy planning and analysis was for IAS officers who had put in 17-20 years service; the other was on management concepts and decision making techniques for IAS officers with 10-16 years service. Thirty-two officials attended both programmes.

A one week programme on Strategic Analysis and Financial Management was offered for senior financial and other executives to present a framework for integrating strategic management and financial planning. Twenty-nine executives attended this programme.

A one week programme on Materials Management for top and senior executives involved in materials management was offered, which attracted 42 executives from public and private sector organizations.

A two-week programme for Senior Managers of Road Transport Undertakings was offered under the sponsorship of the Training Division, Department of Personnel, Government of India. Eighteen executives attended the programme.

General Management Programmes

The 3-Tier Programme for Management development--the oldest and the largest of the Institute's programmes--was offered for the twenty-fifth 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 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, 205 participants attended the three programmes.

The Institute offered the eighteenth 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. Forty-seven executives attended this programme.

The Institute offered the seventh Advanced Management Programme for Public Enterprises under the auspices of the Bureau of Public Enterprises. Thirty-one senior managers from public sector enterprises attended this programme. The Institute will be offering two more Advanced Management Programmes for Public Enterprises during 1988.

Functional Programmes

Programmes on Marketing Decisions; Advances in Data Analysis; Computer Based Information Systems; Project Management; Top Managers Styles and Organizational Effectiveness; Manufacturing Management; Personnel Management and Industrial Relations; Programmes for Women Managers on Issues of Role and Authority; Micro Computers for Managers; Leasing; Human Resources Development; Effective Management of Change; Management of Executive Stress; and Computer-Based Decision Support Systems were offered during the year.

Sectoral Programmes

Two programmes (each of one week duration) on Computer Applications in Government for IAS officers were offered under the sponsorship of Training Division, Department of Personnel, Government of India. Sixty-nine IAS officers attended these two programmes.

A Regional Workshop for South Asia and East Africa on Population Programme Management attracted thirty-five participants from fourteen countries. The programme was sponsored by the International Committee on the Management of Population Programmes (ICOMP).

A two week programme on Management of Agricultural and Rural Development attracted twenty-five participants.

A five-week training programme in Cooperative Project Designing and Implementation (sponsored by the National Cooperative Development Corporation) was attended by sixteen participants.

Long Duration Programme

The Institute's twelfth Management Education Programme attracted thirty-five participants (including three participants from Tanzania and Japan). 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 potential to move to general management positions.

New Programmes

The Institute is planning to offer some new programmes/seminars/workshops, such as Project Identification, Formulation, Appraisal, and Implementation (for IAS officers); Industrial Policy Planning and Development; Micro Computers in Materials Management; Portfolio Management; Computer Aided Financial Decision Making; Management of Agriculture and Rural Development (for IAS officers); Workshop on Development Administration; Workshop on Role of Top Managers in HRD; Seminar on Problems of Road Transport Undertakings; Workshop for Women Managers; Workshop on Managing Negotiations; Workshop on Job Evaluation; Workshop on Knowledge based Systems; and Conference on Organizational Strategy and Communication. Programmes sponsored by the Department of Personnel for IAS officers will expand substantially. The Institute will also offer two Advanced Management Programmes for top executives from the public sector.

8. CENTRE FOR MANAGEMENT IN AGRICULTURE

The activities of the Centre for Management in Agriculture (CMA) for the year 1987-88 are presented under the following sections:

Research Projects Completed

Research Projects in Progress

Post-Graduate Programme in Management
(Specialization Package in Agriculture)

Management Development Programmes

Publications

Advisory Committee

Research Projects Completed

Seven research projects were completed during the period. The details are given below:

<u>Project</u>	<u>Faculty</u>	<u>Sponsor</u>
Problems of Rural Credit Institutions in Selected Backward Areas	B.M. Desai Ranjit Gupta	Ministry of Agriculture
Matching Farmers' Concerns with Breeders' Objectives in Dry Regions: An Exploratory Study of Scientific Goal Setting	Anil K. Gupta	Ministry of Agriculture
A System Study of Selected Export Oriented Medicinal Herbs in India	V.K. Gupta	Ministry of Agriculture
Interfirm Comparison for Dairy Industry	T. Madhavan A.H. Kalro	Ministry of Agriculture
A Study of Production, Marketing, and Processing of Soyabean: A Systems Approach	S.P. Seetharaman S.L. Bapna	Ministry of Agriculture
Identifying the Bottlenecks and Evolving a Strategy for Farm Equipment Industry	Girja Sharan	Ministry of Agriculture
Evaluation Study of the Training and Visit System of Extension in Gujarat State	P.M. Shinghi	Government of Gujarat

Research Projects in Progress

Ten projects are in progress as noted below:

<u>Project</u>	<u>Faculty</u>	<u>Sponsor</u>
Agricultural Situation in West European Countries (EEC) and its Implications for India	V.R. Gaikwad	Ministry of Agriculture
Pesticides Industry in India: Issues and Constraints in its Growth	U.K. Srivastava	Ministry of Agriculture
Working Capital Management in Selected Agro-Processing Enterprises	B.M. Desai V.K. Gupta	Ministry of Agriculture
Marketing and Sales Promotion (Agricultural Inputs and Consumer Products): Its Role in the Rural Setting	P.M. Shingi S. Seetharaman	Ministry of Agriculture
A Study on Management of Seed Industry in India	Gurdev Singh V.N. Asopa	Ministry of Agriculture
Production and Marketing of Plantation Spices in India	V.N. Asopa	Ministry of Agriculture
Study of Floriculture Industry in India	S. Kolavalli	Ministry of Agriculture
Bagasse for Paper Grade Pulp in India: Financial, Economic, and Management Issues	Tirath Gupta	Ministry of Agriculture
Generating Sustained Rapid Growth in Gujarat's Fertilizer Consumption	B.M. Desai	Government of Gujarat
Towards Water Resources Utilization and Development Plan for Panchmahals: Study of Tank System	Girja Sharan	Ford Foundation

Post-Graduate Programme in Management (Agriculture)

The Centre for Management in Agriculture offers a Specialization Package in Agriculture to students in the second year of the two-year Post-Graduate Programme of the Institute. Twenty-eight students opted for the package during the year.

below: Courses offered in the three terms are listed

First Term

Business Policy I
Agricultural Development Policy I
Agricultural Output Marketing
Agricultural Finance
Quantitative Aids in Agricultural Marketing
Agricultural Input Marketing

Second Term

Business Policy II
Agricultural Development Policy II
Research Methods in Agricultural Marketing
System Analysis in Agriculture
Finance for Agricultural Production and Marketing
Management of Agro Industrial Projects
Course of Independent Study
Managerial Oral Communication

Third Term

Project Course
Design and Dynamics of Development Organization
International Marketing
Rural Advertising
Cooperative Management
Group Dynamics and Organizational Relations
Rural Consumers

Management Development Programmes/Workshops

The following management development programmes were offered by the CMA during the year:

Programme for Senior Executives of Silk Handloom Sector
(7th Annual Programme)

This programme was offered from April 12 to 24, 1987, for senior executive4s from handloom corporations, apex cooperatives, and government departments dealing with sericulture, silk yarn, and silk textiles. The emphasis of the programme was on analysis of environment and development of decision-making skills using experience-based teaching materials. Twenty-one officials participated in the programme.

Programme on Management of Agricultural and Rural Development

The 13th Programme on Management of Agricultural and Rural Development was held at Ahmedabad during October 4-17, 1987. The programme is meant for those engaged in agricultural and rural development work such as officers of the central and state governments; project directors and managers of integrated rural development; executives of financial insitutions, agro-industries corporations, rural development corporations; officials in charge of special programmes; and personnel from voluntary organizations, business houses, and industry. Twenty-five officials drawn from government, banks, and industry attended the programme.

Training Programme on Design, Appraisal, Monitoring, and Evaluation
(DAME) of Integrated Rural Development Projects

The Asian Employment Programme and the Asian Regional Team for Employment (ARTEP) have been assisting the Laos government for some time. At the end of the third phase of the ARTEP project, a new training project was initiated on Design, Appraisal, Monitoring, and Evaluation of local level development plans for integrated rural development. Under this project there is a plan to train 160 officials of the Laos government to equip them to handle regional development planning at the provincial level and develop training materials for understanding the development processes and managerial issues with reference to Laos government's socio-economic policies and environment.

The first programme in India was organized by the CMA between December 21, 1987 and January 15, 1988. The first segment of the programme lasting two weeks consisted of familiarizing participants with concepts and techniques in project design, appraisal, monitoring, and evaluation. In the second segment lasting one week, participants visited integrated agro-industrial cooperative projects in commodities like milk, cotton, sugar, and rice. In the third segment, the emphasis was on application of concepts and techniques in preparing/designing projects. This was of one week's duration.

Ten officials from the Laos government attended the programme. Mr Khamphet, Deputy Minister and Vice-Chairman of the State Planning Committee, Laos government, and Mr Gus Edgren, Chief of the ARTEP, attended the valedictory function.

Training Programme in Cooperative Project Designing and Implementation (sponsored by NCDC)

At the request of the National Cooperative Development Corporation (NCDC) CMA organized a training programme on Cooperative Project Designing and Implementation from December 21, 1987 to January 23, 1988. NCDC sponsored 27 officials, nine drawn from state-level cooperative marketing organizations and sixteen from NCDC. Owing to drought officials from state-level organizations could not attend the programme. The emphasis of the course was on cooperative project formulation and implementation. The course was well received and NCDC has made a request that it be continued in future.

National Workshop on Strategy for Accelerating Agro-Processing and Exports

The scope for export of value added products from the agricultural sector is enormous. Keeping this in mind, it was felt that a national workshop bringing together entrepreneurs, senior executives of agro-industrial units, senior officials of commerce and government departments both at central and state levels, and senior scientists/academics would create an atmosphere for understanding each other's point of view and constraints, and generate policy alternatives.

CMA organized a three-day National Workshop on Strategy for Accelerating Agro-Processing and Exports at Hotel Clarks Shiraz, Agra, from February 5 to 7, 1988. Eighty-two participants attended the workshop.

The following commodities were chosen for deliberation in the Workshop: fruits and vegetables; marine products; meat and meat products; silk and silk-based products; processed snack foods and beverages; leather and leather products; plantation crops (tea, coffee and spices); and oil cakes and soya products.

Dr Y.K. Alagh, Member of the Planning Commission, delivered the keynote address and inaugurated the Workshop. Mr M.R. Sivaraman, Joint Secretary to the Government of India, Ministry of Commerce, delivered the valedictory address. Considerable support for the Workshop and guidance were received from Mr A.N. Varma, Secretary to the Government of India; Mr P.G. Muralidharan, Additional Secretary to the Government of India, Ministry of Commerce; Mr Fateh Singh Jasol, Chairman of the Agricultural and Processed Food Export Development Authority; Mr T.K.A. Nair, Chairman of the Marine Products Export Development Authority; Mr M.M. Hashim, Chairman of the Council for Leather Exports; Mr J.V. Mariwala, Senior Member of the Spices Board; and Mr Arvind Jadhav; Executive Director of the Indian Silk Export Promotion Council.

Publications

The following books/monographs written by the CMA Faculty were published during the period:

Financial of Kapas-Cloth System
by Gurdev Singh and S.P. Seetharaman
(Monograph 129)

Framework for Financial Reporting of
Cooperatives
by S.P. Seetharaman and G. Srinivasan
(Monograph 126)

Demand Forecasts for Paper and Paper-Boards
in India: Some Policy Implications
by Tirath Gupta

Financing of Trade in Groundnut
by U.K. Srivastava
(Monograph 130)

Advisory Committee

The newly constituted Advisory Committee (list appended towards the end) for the year 1986-88 met on July 6, 1987.

The Committee appreciated the work of the Centre and approved the programme outline containing research proposals for 1987-88. The members of the Advisory Committee had discussions with the CMA faculty on the research projects completed and in progress and individual research interests. The discussions helped in acquainting the Committee with the activities of the CMA and the thrust of CMA's research and training efforts.

Advisory Committee of the Centre for Management in Agriculture (1986-88)

Dr N.R. Sheth
Director, IIMA

Chairman

Dr N.S. Randhawa
Director General
Indian Council for Agricultural Research
New Delhi 110 001

Member

Chairman
National Bank for Agriculture and
Rural Development (NABARD)
Poonam Chambers
Shiv Sagar Estate
Bombay 400 018

Member

Mr H.P. Nanda Chairman and Managing Director Escorts Limited New Delhi 110 001	Member
Mr D. Bandyopadhyay Secretary to the Government of India Department of Rural Development Ministry of Agriculture and Rural Development New Delhi 110 001	Member
Mr Ramaswamy Iyer Secretary to the Government of India Ministry of Water Resources New Delhi 110 001	Member
Dr G.R. Saini Economic and Statistical Advisor Department of Agriculture and Corporation Ministry of Agriculture and Rural Development New Delhi 110 001	Member
Professor V.N. Asopa Chairman, CMA	Member-Secretary

9. PUBLIC SYSTEMS GROUP

The Public Systems Group (PSG) is the focal point of the Institute's activities relating to management of non-enterprise public systems. The Group members are doing research, training, and consultancy in various public systems such as:

health and population, education, social welfare, nutrition, and community development; and

infrastructural services such as energy, transportation, and urban systems.

Research Activities

Completed Research Projects

<u>Project</u>	<u>Faculty</u>	<u>Sponsor</u>
Management of Tribal Rehabilitation	Anil Bhatt	National Institute of Bank Management Pune
Rapid Rural Appraisal in Health	Nirmala Murthy	Ford Foundation
Impact of Social Services on the Poor	Nirmala Murthy J.K. Satia	World Bank

Ongoing Research Projects

<u>Project</u>	<u>Faculty</u>	<u>Sponsor</u>
Communications: Experiment with Video Technology	S.S. Rao Mirza Saiyadain	Department of Health and Family Welfare Government of Gujarat
Urban Energy and Resource Policy	R.S. Ganapathy	PSG
Management of RTCs: Case Research Project	G. Raghuram and others	Department of Personnel and Training, Ministry of Personnel Public Grievance and Pension, Government of India
Symposium on Management Research Documentations	R.S. Ganapathy	Research Committee IIMA

Health Management Training	G. Giridhar	ICOMP
Development of Training Software for the IAS Programme	J.K. Satia	Department of Personnel and Training, Ministry of Personnel, Public Grievances and Pensions, Government of India
Research and Training in Child Survival	Nirmala Murthy	Ford Foundation
Evaluation of District Rehabilitation Centres Schemes	Nirmala Murthy J.P. Singh	Department of Social Welfare, Government of India
Evaluation of Adult Education Programme (Gujarat)	Mirza Saiyadain	Department of Education, Government of Gujarat
Management of Guinea Worm Eradication	Anil Bhatt	Government of Rajasthan
Training Needs and Plan for Municipal Personnel	Anil Bhatt	Gujarat Municipal Finance Board

Management Development Programmes

	<u>Sponsor</u>	<u>No.of Participants</u>
Programme on Management Concepts and Decision Making Techniques for Senior IAS Officers (Sponsored Programme) December 14, 1987 - January 9, 1988	Department of Personnel and Training, Ministry of Personnel, Public Grievances and Pensions, Government of India	15
Programme on Policy Planning and Analysis for Senior IAS Officers (Sponsored Programme) November 23-December 18, 1987	-do-	18
Programme for Senior Managers of Road Transport Undertakings (Sponsored Programme) April 10-23, 1988	-do-	18

Workshops

A workshop on "Micro Computer Use in Primary Health Care" was held at the Institute from September 7 to 9, 1987. Nineteen participants attended this workshop. The participants were health administrators and researchers from public and government organizations currently using

computer for health services management.

The Regional Workshop on Population Programme Management for Asia and the Middle East was held at the Institute from September 28 to October 9, 1987. This was the fourth Workshop conducted by IIMA in collaboration with the International Council on Management of Population Programmes (ICOMP), Kuala Lumpur, Malaysia.

The objectives of the Workshop were to:

familiarize the participants with managerial concepts relevant to population programmes

discuss how such concepts may be applicable to specific programme environments

analyse factors inhibiting and supporting application of these managerial concepts

share and learn from experiences of other countries with respect to managerial problem solving.

The workshop was attended by 32 participants from 14 countries from Asia and Middle East. The participants were drawn from middle to senior level managerial positions in the population/health programme ministries of their respective countries. Three faculty members from the HCM Rajathan Institute of Public Administration participated in the workshop as observers.

A National Workshop on Managing Technology Missions was held on 12 and 13, 1988 at the Institute.

The Workshop was jointly organized by PSG and the Development and Educational Communication Unit of the Indian Space Research Organization. The Workshop was funded by the Department of Rural Development, Government of India.

The Workshop was designed to explore the concept of Technology Missions which has been adopted by the Government of India as a major management innovation in five key areas of drinking water supply, adult literacy, immunization, oilseeds, and telecommunications.

Thirty-nine invitees participated in the Workshop. They consisted of mission personnel, administrators, researchers, journalists, voluntary workers, managers, and others.

FPM Specialization in Public Systems

Seven students were specializing in Public Systems in the Institute's Fellow Programme in Management during the year 1987-88.

Participation in Seminars/Workshops

- Giridhar, G. Participated in a Seminar on Health Care Financing, July 27-August 3, 1987. A Study on Health Care Financing in India was prepared by a team of the Institute Faculty as background material for the Seminar.
- _____ Participated in a Workshop on Management Development in Voluntary Organization, February 8-10 at Family Planning Association of India, Bombay.
- _____ Participated in a National Workshop on Health Financing, organized by the Operation Research Group (ORG) at Surajkund, Haryana, April 23, 1988.
- _____ Presented a paper on "Strategic Management of Service Delivery System in Population Programme" at the ICOMP Biennial Conference in Beijing between May 2 and 6, 1988.

Papers/Articles/Reports

- Bhatt, Anil, "Grassroots Initiatives in Development and Social Justice: A Case Study of a Small Action Group of Tribals in India," in I.P. Getubig and A.J. Ledesma Voices from the Culture of Silence: The Most Disadvantaged Groups in Asian Agriculture, Asian and Pacific Development Centre (APDC), Kuala Lumpur, 1985.
- _____ "The Social and Political Dimensions of Administering Development in India," in John C. Ickis, Edilberto De Jesus, and R.M. Maru (eds), Beyond Democracy: Strategic Management of Social Development, Kumarian Press, 1987.
- _____ (co-author) Building from Below: Local Initiatives for Decentralized Development in Asia and Pacific, Vol.1, Asian and Pacific Development Centre (APDC), Kuala Lumpur, 1987.
- _____ (co editor), Buidling from Below Local Initiatives for Decentralized Development in Asia and Pacific, Vol. 2, Asian and Pacific Development Centre (APDC), Kuala Lumpur, 1987.
- _____ (co editor), Buidling from Below: Local Initiatives for Decentralized Development in Asia and Pacific, Vol. 3, Asian and Pacific Development Centre (APDC), Kuala Lumpur, 1987.
- Murthy, Nirmala, "Health Management Information System: New Alternatives," paper presented to ICMR as a part of the ICMR research grant.

_____ and Sunder Tekhri, "A Case Study of Kastur Ba Trust in Westland Development" in Social Forestry Programme Managment in India: Case Studies, Vol.2, CMA, 1987.

_____ (co-author), Computer based Information System for Health and Family Welfare.

_____ (co-author), Social Services Design, Delivery, and Impact in Relation to the Poor.

_____ (co-author), Community Epidemiology and Health Management: Distinctiveness and Application.

_____ (co-author), "Information System for Biogas Program in Maharashtra," Economic and Political Weekly (in press).

10. CENTRE FOR REGIONAL MANAGEMENT STUDIES

Besides supporting three FDP participants from universities of Gujarat with fellowships, CRMS supported two research projects one of which has been completed while the other is in progress.

The research project on "District Planning in Gujarat," supported by CRMS and undertaken by Professor Ravindra H. Dholakia has been published. CRMS is buying 60 copies of the book to circulate it among all District Planning Boards and other offices of the Gujarat government.

A three day workshop on the "Unorganized Sector in Urban Gujarat" was organized by CRMS in collaboration with the Self-Employed Women's Association (SEWA) where municipal bodies, police, urban planning authorities, academicians, and voluntary organizations including representatives of the unorganized sector participated. It has been decided to form a working group for influencing policy making and implementation in relation to this sector.

11. COMPUTER AND INFORMATION SYSTEMS GROUP

Research Projects

UNDP-CAM Project

The following projects were implemented during the year:

Computers in District Administration
Interactive Graphics Software for Planning at District Level
Decision Support Systems for Road Network Planning
Interactive Train and Graw Scheduling Package
Integrated DSS for Irrigation Systems

The following projects are in progress:

Interactive Gantt Chart for an Engineering Company
Development of a Comprehensive Management Game
Animators for Sorting Algorithms
An Animator for Branch and Bound Algorithm
An Animator for Decision Tree Analysis
A DSS for Freight Management on Indian Railway
DSS for Improving Railway Line Capacity

The following projects have been initiated during the year:

Land Records Computerization
A Decision Support System for Materials Management in the Central Stores at IIMA
Decision Support System for Road Construction and Maintenance
Decision Support Systems for Passenger Traffic on Indian Railways

One faculty member of the core project team visited the Department of Engineering, Cambridge University, during the year under the auspices of an UNDP Fellowship.

One faculty member of the core project team attended a seminar organized by the National Institute of Information Technology, Bombay, on "Creating Applications using the UNIX Shell" during January 18-20, 1988.

The CAM Library has acquired around 3300 books and journals covering recent developments and uses of information technology, decision support systems, expert systems etc.

Other Research Projects

A Software Package for Solving Nonlinear Mixed Integer Programming Problems Using Branch and Bound Procedures (available on Vax)

Computer-Aided-Instructional Package for Learning Simplex Algorithm.
(Available on PDP; PC version is under preparation)

Generalized Graphics Library for ULTRIX Operating System

A Rule-Based Expert System Shell for Applications in Managerial Situations

A Generalized Package for Map Digitization Incorporating Scaling

Conversion of a Portfolio Management Package in Symphony to LOTUS 1-2-3

MIS for Urban Water Supply Management

Packaged Course Module Development using Demonstration Software

Teaching and Training Programmes

The Group offered five management development programmes:

- Computer Based Information Systems (4 weeks)
- Micro Computers for Management (1 week)
- Computer Based Management Decision Support System (3 weeks)
- Computer Applications in Government (for IAS Officers) (Sponsored programme) (6 days)
- Computer Applications in Government (for IAS Officers) (sponsored programme) (6 days) (repeated)

Use of micro-computer-based software systems has become a regular feature in all MDPs which have computer modules. The projection equipment interfaced with PCs is being used extensively to improve the effectiveness of sessions based on computers and their applications.

Post-Graduate Programme in Management

The Group offered two PGP-I courses and four PGP-II courses during the year:

PGP-I: Introduction to Computer Management Information Systems

PGP-II: Computer Architecture and Systems Software
Information Systems Design and Implementation
Decision Support Systems
Systems Analysis and Simulation

Publications and Conference

Seven papers were published in journals and six papers were presented at various conferences.

Computer Centre Activities

Assistance in Software Development

The Computer Centre assisted the Institute faculty in the following:

Development of an interactive linear programming package to facilitate teaching linear programming

Modification of the existing CAI package for remedial programme (PGP-I) and development of new modules

A package for scheduling of vehicles using OR algorithms

Conversion of a Symphony based portfolio management package to LOTUS 1-2-3

Conversion of a integer programming package to run on VAX-11.

Enhancements and modification of a statistical data analysis package

A PC-based material management system package

MIS for urban water supply systems (a dBASE III Plus based system)

A package to demonstrate material management system for a workshop on material management

System for order processing, incorporating order entry, validation, invoicing, accounting, and payments (using dBASE III)

Query systems for large databases with multiple keys

A DSS incorporating query language and some statistical measures for selected portions of a database

Simulation of Hasting algorithms

Simulation of the operations of a store for inventory planning

Quantitative vendor evaluation system

A Devanagari character generator and providing interface for I/O in Hindi for database systems.

In addition to maintaining all the existing computer-based data processing systems such as admissions, payroll, financial accounting, alumni, PGP, MDP, Cooperative Society, etc. the following new softwares were developed and implemented for various administrative units.

Accounts Section: The following systems were implemented on the PGP-II/70 computer system:

Closing journal voucher creation and printing

Closing journal voucher generation and printing

Research and consultancy project statements showing income, expenditure, and balance funds

Research and consultancy project overhead JV creation and printing

MDP project expense statements

Professional tax report for 1984-85

New DA for the faculty (July 86 to May 88) and incorporating it in paybills for June 1988

Special interim relief payment for the faculty for June 1986-October 1987

The following new software were designed and implemented on the PC:

Programs for maintaining accounts master for general ledger, subledger, and PF Ledger

Data entry, validation, and reporting of transactions for receipt bank books, payment bank books, journal vouchers, and bank reconciliation

Data entry and validation programs for PF transactions

Data entry and validation programs for paybill transactions

Generation and maintenance of small schedules forming part of big schedule, income expenditure statement, and balance sheet; big schedule forming part of income expenditure account and balance sheet; income expenditure statement; and balance sheet

The above stated systems have reduced compilation of accounts by a month.

A PC-based package for income-tax accounting and reports linked with payroll is in progress.

PGP Office: A PC-based database for recording and maintaining complete information (personal, academic, extracurricular, etc.) for the incoming batch of PGP students (1988-1990 batch) using dBASE-III Plus.

Vikalpa Office: A PC-based package for accessing information on Vikalpa subscribers (using dbase III). The package offers the following features: subscriber data maintenance, printing of receipts for subscription received, printing of proforma invoices, printing of mailing labels, printing of subscriber's register, and printing of agents' register.

A package to generate cumulative indices (authorwise, subjectwise, and titlewise) for articles published in Vikalpa.

Computer Centre Office: A PC-based package for entry, validation of billing transactions, and preparation of bills against computer usage, purchase of media, and stationery.

A package for managing CC stores inventory (consumables, media, and documents incorporating issues, receipts and returns).

Central Stores and Purchase Section: Work has been initiated for designing and implementing PC-based packages for inventory accounting, and handling issues and receipts for the Stores and Purchase Section. This work is expected to be completed in 6 months.

Case Unit: A PC-based package has been designed with the following features: Planning and scheduling of case material preparation task, accounting and billing for case materials issued to students and other users, and managing case material inventory.

Systems Management Support

Development of a set of utilities for magnetic tape usage

Package for VAX-II/750 usage accounting

Package for system usage summary reporting (monthwise and yearwise)

Support to PC User Community

The Institute acquired about 40 IBM-PC/XT compatible systems and 20 dotmatrix printers during the year under report. These computers were installed in faculty offices, student PC-Labs, and administrative units of the Institute. The Centre provided support services for installation of equipments and software. The Computer Centre also

procured a 80386 based PC/AT with two high speed dotmatrix printers under the UNDP/CAM Project.

Installation of Software

The following software received from UNDP/CAM authorities were successfully installed in VAX-II/750:

GPSS/VAX : General purpose system simulation language

IFPS with Optimum : An interactive financial planning system and DSS package

XMP: linear programming package

SLAM-II: continuous and discrete systems simulation software

MINITAB: Statistical data analysis software

SPREADS: A relational database management system (received as gift from CMC, Hyderabad)

The following PC-based packages acquired from the UNDP/CAM Project were successfully installed and tested:

PC EXPRESS : DSS package with facilities for multi-dimensional analysis

LINDO : Interactive linear and integer programming package

The Centre also acquired the following IBM-PC based software for general use:

DEMODESIGNER : Presentation package

SOFTPRO 4-5-6 : LOTUS 1-2-3 like integrated software package

FINGERTIPS : Desktop management utilities

INSTAPLAN : Project management package

Training Programme

For Institute community: The Centre organized 3 one-week orientation programmes on use of Personal Computers and popular PC software such as Wordstar, Database Management System (dBIII), and Electronic Spreadsheets (Lotus 1-2-3) for the research and administrative staff of the Institute. The programmes were attended by over 120 staff members. Extensive hands-on practice was given to each participant of the course.

For Computer Centre staff: Training on the use of the following software was offered by Hinditron Computers, Bombay, to the Computer Centre staff.

CMS and MMS

CAS

DECNET-VAX and DECNET-IAS

CMC Ltd offered a one week training programme on SPREADS Relational Database Management package to the CC staff and C&ISG faculty. This package was received as a gift from CMC.

Assistance to Academic Programmes

The Centre staff provided assistance to the faculty in the development of computer programs for PGP, FPM, and MDPs. The staff provided assistance to all courses offered by the C&ISG faculty such as IC, ISDI, MIS, DSS, SAS, etc. Assistance aggregating 20 man months were provided by the CC staff in computer lab sessions for MDPs.

Computer Use by the Institute

Almost all MDPs used PCs extensively in their programmes. Total block time of PCs used by about 900 participants in MDPs approximated 3,500 hours. In addition, MDPs used nearly 750 hours on VAX-II. Four hundred PGP and FPM students used nearly 2000 hours on VAX-II in time-sharing basis.

PC Labs at D-14 were used on an average of 18 hours a day by PGP and FPM students.

About 60 faculty and research staff used nearly 1000 hours on VAX-II and nearly 500 hours on PGP-II/70 on time-sharing basis. PCs were used extensively by all faculty and research staff. About 20 faculty used PDP-II/70 for teaching in PGP and FPM programmes. VAX-11/750 was used by about 25 faculty members for teaching work. Total computer time for such activities was nearly 450 hours in PDP-11 and 600 hours in VAX-11 on time-sharing basis.

Nearly 70 administrative staff of the Institute used PCs for wordprocessing and other jobs.

Souvenir Items

Souvenir items such as ties, keychains, ashtrays, and cufflinks were sold to the alumni.

Chapter Activities

A new chapter of the IIMA Alumni Association was formed at Lucknow. During the year the Bombay, Delhi, Bangalore, and Baroda chapters were active and the Calcutta and Chandigarh chapters were reactivated.

The Bombay Chapter organized a one day seminar on "Managerial Response to Emerging Technologies" on March 12, 1988 at Taj Mahal Hotel, Bombay. Distinguished experts from India and abroad in the major areas of new technology such robotics and artificial intelligence, electronics and information technology, plastics and petrochemicals, and biotechnology participated in the seminar. The Chapter also organized several social get-togethers, meetings, and film shows during the year.

The Delhi Chapter with the help of Professors A. Monappa and T.V. Rao organized a one day seminar on "Human Resources Development" at Taj Palace Hotel in New Delhi. The seminar was attended by about 60 participants from various corporate bodies, both private and public. The Chapter also organized meetings and film shows during the year. It organized a Chaat party on June 21, 1987 at the Lodhi Gardens, New Delhi. Nearly 250 alumni, their spouses, and children attended it.

The Bangalore Chapter organized a get-together and a lecture on "Management Stress" by Professor D.M. Pestonjee on April 9, 1987 at Hotel Harsha. The Chapter organized during June 1987 a talk on "International Scenario and Trade Opportunities" by Mr Ravikumar, Regional Manager of the Karnataka State Trading Corporation. A get-together and a lecture on "Value Based Management Education" by Dr Hanumantha, Head of the Department of Commerce and Management of Bangalore University, was arranged on August 11, 1987 at Hotel Harsha.

The Baroda Chapter organized in July 1987 a talk on "Executive Health" by Dr T. Rajgopal, M.D., D.P.H., Assistant Professor of Preventive and Social Medicine, Medical College, Baroda.

13. FACILITIES

Vikram Sarabhai Library

During the year, 2822 books were added to the library bringing the total number of books to 1,14,698. The library subscribes to about 625 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 Library follows an open-stack system. Twenty-two closed carrels and forty-four open carrels are provided for individual study. The main reading hall accommodates 100 readers. There are facilities for group studies. The library provides xeroxing facilities for its readers.

The Library is bringing out every month a "List of Selected New Books on Management and Related Disciplines."

Campus Development

Construction work of extension to KLMDC consisting of one theatre type class room, flat class room, seminar rooms, administrative offices, etc. has begun.

The second phase of 12 houses for the faculty and staff was completed and the houses have been occupied.

Construction work of the third phase of 23 houses which will complete the housing programme for the faculty and staff in the present 65 acre campus has started. Out of the 23 houses, 5 S-tupe houses have already been completed and occupied.

The plans and estimates of the Professor Ravi J. Matthai Centre for Educational Innovation (CEI) and the mirror image are under final scrutiny by the users' group and the Building Committee. The salient features of this complex are:

Professor Ravi J. Matthai Centre for Educational Innovation mainly consists of a double storeyed 500 seat auditorium with partly tiered and partly flatted floor (to be used also as a multi-purpose hall). The upper two floors will have faculty offices.

The mirror image will consist of the Computer Centre, Publications Division on the ground and first floors, and faculty offices on the upper two floors.

The work is likely to start in the near future.

Plans for the proposed new building for the Central Stores are under scrutiny by the user group.

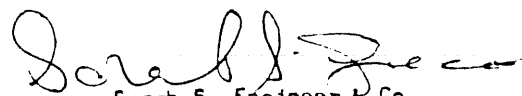
AUDITORS' REPORT TO THE DEPUTY CHARITY COMMISSIONER, AHMEDABAD
REGARDING AUDIT OF ACCOUNTS OF THE INDIAN INSTITUTE OF MANAGEMENT,
AHMEDABAD FOR THE YEAR ENDING 31ST MARCH, 1988.

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.3,22,022/- is outstanding towards advance to others and students for a period of more than one year and advance to other parties for purchase of electric typewriter of Rs.54,732/- is written off during the year.
- (i) A. Tenders were invited for construction work involving expenditure exceeding Rs.5,000/-.
B. Tenders were invited for repairs involving expenditure exceeding Rs.5,000/-.
- (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 1988 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.6,57,67,048/- is arrived at as under :-

(a) Capital Expenditure on building	Rs.6,01,19,029/-
(b) Amount advanced to contractors against running bills subject to adjustment of final bills.	Rs. 56,48,019/-

Rs.6,57,67,048/-


Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

DATE:

28 JUN 1988

STATE OF THE PUBLIC TRUST : INDIAN INSTITUTE OF MANAGEMENT, AMPCO ROAD
 INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDING 31st MARCH, 1988

Registration No. 2071	EXPENDITURE	Rs.	Rs.	Previous Year 1986-87	INCOME	Rs.	Rs.	Rs.	Rs.
1986-87									
1,54,649	To EXPENSES IN RESPECT OF PROPERTIES Municipal Taxes on Buildings		1,64,769	3,69,025	By RENT REALISED				3,97,990
2,75,92,505	To ESTABLISHMENT EXPENSES AS PER SCHEDULE-1 To EXPENDITURE ON VARIOUS COURSES ARRANGED DURING THE YEAR		3,18,85,472	2,093	By INTEREST REALISED On Loans and advances to Staff				1,384
22,94,214	1) Post Graduate Programmes		24,98,085	2,26,82,000	By DONATION IN CASH OR KIND Grant : from Govt. of India Ministry of Education received during the year				1,51,27,000
69,52,732	11) Short Term Programmes		78,28,796		Less: Amount transferred to Balance Sheet				
92,46,946	To LEGAL EXPENSES		1,03,96,381	16,70,824	a) representing expenditure on non-recurring items				30,95,793
87,216	To REMUNERATION TO AUDITORS		91,400	2,00,000	b) House Building Adv. Fund				5,00,000
20,300	1) Audit Fees		20,000		c) For purchase of EPABX equipment				12,00,000
2,894	11) Fees for other services		1,446	18,70,824					47,95,793
22,994	To AMOUNT WRITTEN OFF Advance for Import of Electric Typewriters written off		21,446	2,08,11,716	Add Unspent balance of 1986-87 transferred from Balance Sheet				2,03,31,207
-			54,732	1,68,137					22,72,827
40,87,523	To MISCELLANEOUS EXPENSES AS PER SCHEDULE-2		55,19,320	2,09,79,313	By INCOME FROM OTHER SOURCES AS PER SCHEDULE-3				2,26,04,034
2,52,450	To EXPENDITURE ON OBJECTS OF TRUST		2,14,620	89,330	By TRANSFER FROM RESERVE				2,44,84,413
5,17,792	1) Educational Scholarships (PQP)		4,68,370	42,881	1) Contribution to Research Projects from Ford Foundation Grant for Rupe Budget				43,278
72,000	11) Fellowships to FBA		45,000	10,70,394	11) Contribution from CMA Fund for a) Meeting excess expenditure over grant from Ministry of Agriculture b) Meeting CMA expenses other than those met from Ministry of Agriculture Grant				62,600
8,42,242	111) Fellowship to Prof. Participants		7,27,990						13,63,051
22,72,827	To SURPLUS CARRIED OVER TO BALANCE SHEET		22,030	11,13,275					14,06,329
4,43,16,802			4,88,84,040	12,01,605					4,88,84,040
				4,43,16,802					

NOTES : * (1) Interest on investment of donation (including Savings Bank Account) of Rs.48,93,170 has been credited to 'DONATION FROM INDUSTRIES' in the Balance Sheet. (Previous Year Rs.46,59,25/-)

DATE: *N. R. Sheth*
 TRUSTEES: N R Sheth DIRECTOR
 C. Ramesh FINANCE & ACCOUNTS OFFICER
 As per our report of even date.
 S. S. Engineer & Co. CHARTERED ACCOUNTANTS.
 28 JUN 1988

NAME OF THE PUBLIC TRUST & TRUST INSTITUTION FOR MANAGEMENT, AMBEGAON
BALANCE SHEET AS AT 31ST MARCH, 1988

Vide Rule 17(1)

Registration No. F.174	Previous Year 31.3.1987	FUNDS AND LIABILITIES	Rs.	Rs.	Rs.	Rs.	Previous Year 31.3.1987	ASSETS	Rs.	Rs.
		TRUST FUNDS OR CORPUS OTHER UNMARKED FUNDS						IMMOVABLE PROPERTIES		
	13,59,98,249	As per Schedule 'A'			15,25,54,345		6,72,44,133	As per Schedule 'C'		7,26,38,427
	99,07,016	GRANT FROM FORD FOUNDATION As per Schedule 'B'			1,02,53,038		2,51,75,105	As per Schedule 'D'		3,02,57,705
	17,07,608	LIABILITIES					57,543	STOCKS AT COST INVESTMENTS		2,72,572
		1. For Expenses		31,45,914			5,74,22,708	As per Schedule 'E'		6,47,13,098
		2. For Advance					35,439	LOANS (UNSECURED)		35,439
		a) Post Graduate Courses						ADVANCES	(One year old)	
	1,20,087	i) Due to Govt. Students	1,13,095					To Employees		
	11,413	ii) Due to FBA Students	23,725					(a) House Bldg. Adv.	12,92,143	12,92,143
	29,059	iii) Due to PMF Participants	53,807					(b) Conveyance Adv.	3,36,364	3,36,364
	1,50,569	3. Deposits & Sundry Credit Balances		1,96,627				(c) Other advances	5,23,109	5,34,914
		a) Security Deposits	51,862					DEPOSITS		
	12,227	b) Sundry Credit Balances						To Others	2,55,652	26,75,568
	72,08,498	i) Programmes & Projects	1,16,40,133					INCOME OUTSTANDING		
	18,41,867	ii) Others	21,59,781					Interest	10,32,353	15,12,036
	90,50,365	c) Retention amount for Building Contractors	1,37,09,314		1,40,41,207			Other Income (since received)	3,71,746	3,52,071
	3,61,766		1,98,131					Grant due from Ministry of Agriculture (since received)	14,73,000	7,50,000
	94,24,358							Grant due from Ministry of Education (since received)	28,77,099	12,00,000
	1,12,92,535							INCOME OUTSTANDING		
		INCOME AND EXPENDITURE ACCOUNT						INCEP	1,21,935	1,28,715
	1,68,137	Balance as per Last Balance Sheet	22,72,927					Security Deposits	40,000	72,930
	1,68,137	Least Amount transferred to Grant from Govt. of India, Ministry of Education in Income & Expenditure account	22,72,927					Telephone Deposits	1,61,935	2,01,545
	22,72,927	Add: Surplus as per Income & Expenditure account	22,030							
	22,72,927		22,030							
	15,94,70,527	TOTAL	18,31,33,751		15,94,70,527					

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 31.3.1988.

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.

DATE: _____

TRUSTEES: N. R. Sheeth DIRECTOR

Go. Capt. P. J. Baid (Retd.) ADMINISTRATIVE OFFICER

C. Ramappa DEPUTY ACCOUNTS OFFICER

As per our report of even date.

Sd/- S. S. Enginjan & Co. CHARTERED ACCOUNTANTS.

UNRECORDED FUNDS

	Balance as on 31st April 1987	Amount credited during the year	Amount debited during the year	Closing Balance as on 31st March 1988
	Rs.	Rs.	Rs.	Rs.
(I) LWD AND BUILDINGS				
1. Donation (Value of Land donated by Government of Gujarat)	64,56,054	-	-	64,56,054
2. Contribution from Industries (Including Interest on Investments)	2,88,66,630	46,93,170 (a)	-	3,37,59,800
3. Grant from Ministry of Education for Building Expenses (Govt. of India)	3,72,77,000	33,00,000	-	4,11,77,000
4. Grant from USAID for Building	9,58,000	-	-	9,58,000
5. Fund from Increased Earnings on Revenue Account	37,14,281	-	-	37,14,281
6. Grant from Projects	12,52,072	8,02,309	-	20,54,281
7. Depreciation Fund (Land & Building)	50,00,000	5,00,000 (b)	-	55,00,000
(II) ACADEMIC ACTIVITIES				
1. Reserve Fund for Special Programme (to meet deficit in any programme)	37,096	-	37,096 (c)	-
2. Library Fund (Sale proceeds for some of the books from Ford Foundation and other teaching materials)	23,15,653	2,97,707	-	26,13,360
3. Donation from British Information Service for Equipment (as per contra)	13,118	-	13,118 (d)	-
4. Fund for DNA Programme	43,29,335	9,87,136	13,63,051 (e) ↓	37,10,126
5. Research & Publication/Development Fund	4,62,534	3,53,343	2,43,284	6,16,110
6. Donation for Regional Mgt. Study Centre (Endowment Rs.6,00,000/- - Interest only to be used)	12,47,218	1,32,416	1,99,767	13,33,440
7. Chair for Management Practises (Endowment Rs.39,00,000 - Interest only to be used)	57,16,672	4,91,243	46,194	56,08,456
8. Public Systems Group Fund	7,39,774	6,747	2,25,000 (f) ↓	7,38,779
9. Donation to Vikalpa Fund	3,25,000	63,783 (h) ↓	8,142	3,30,225
10. Centre for Education Innovation (Donation including Interest)	15,39,376	6,13,476	5,225	20,94,315
(III) STUDENTS AID				
1. Fund for Loan Scholarship to Students (Including Interest recovery)	15,70,972	-	58,537	15,70,972
2. Fund from other parties for Loan scholarship to Students (Interest only to be used)	7,35,606	1,15,379	-	8,50,985
3. Prof. Hegde/Heynes Memorial Fund (Including Interest on Investment of Fund)	69,609	5,901	6,100	69,510
4. Other Receipts to be used for Merit-cum-Means Scholarship	10,58,560	1,52,900	1,27,100	10,83,960
(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)	1,44,61,508	30,95,793	-	1,75,56,397
2. Various Govt. Items of Miscellaneous non-recurring including sale/write off	4,37,112	79	-	4,37,191
3. Fund for contingencies for equipment to be imported	42,193	-	42,93 (j)	-
4. Fund for expenses on Computer	42,28,272	18,91,595	8,69,154 (k) ↓	51,65,603
5. Value of Equipment purchased from Fund for expenses on Computer (as per contra)	13,20,832	85,110	85,110 (l) ↓	14,08,942
6. Grant from USAID for non-recurring items for PMA (as per contra)	1,25,498	-	-	1,25,498
7. Non-recurring expenses met from other sources	43,57,098	6,57,784	784 (m)	50,14,098

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SCHEDULE 'A' (Contd.)

OTHER UNMARKED FUNDS

	Balance as on 1st April 1987 Rs.	Amount credited during the year Rs.	Amount debited during the year Rs.	Closing Balance as on 31st March 1988 Rs.
(iv) 8. Non-recurring expenses met from arbitrary fund (Furniture and Books)	25,75,575	-	-	25,75,575
9. Fund for equipment and furniture for projects and kitchen/dining complex	2,67,958	42,193	-	3,10,151
10. Value of equipment donated by American Express	1,66,600	-	-	1,66,600
11. Grant from Govt. of India for purchase of EPABX	-	12,00,000 (n)	-	12,00,000
(v) MISCELLANEOUS				
1. Donation of Shares of Limited Company	500	-	500 (o)	-
2. Fund for conveyance advance by Faculty & Staff (details for use of funds as per Balance Sheet)	3,35,568	21,283	-	3,56,851
3. Faculty & Staff Development Fund	11,96,853	8,376	10,000	11,95,229
4. House Building Advance Fund (Including interest on investment) (details for use of funds as per Balance Sheet)	21,95,122	5,00,000 (p) ↓	-	28,12,956
		1,17,834		
TOTAL	13,59,90,249	2,03,40,682	57,74,586	15,25,64,345

- (a) Interest on investment only.
- (b) Interest on investment of the fund.
- (c) Transferred to Research & Publication Fund.
- (d) Adjustment of value of equipment discarded.
- (e) Transferred to Income & Expenditure A/c for meeting expenses.
- (f) Transferred to Centre for Education Innovation.
- (g) Expenditure on Chairs.
- (h) Value of equipment received as donation.
- (i) Adjustment of value of lost equipment.
- (j) Transferred to "Fund for equipment and furniture for projects".
- (k) Expenses of Computer Centre.
- (l) Appropriated for purchase of computer equipment.
- (m) Adjustment of value of lost calculators.
- (n) Transferred from Income & Expenditure A/c.
- (o) Adjustment of value of donate shares sold.
- (p) Transferred from Grant from Ministry of Education.
- (q) Value of equipment received as donation appropriated and transferred to Item (iv)(7).

DATE:

TRUSTEES:

M. R. Shukh
DIRECTOR

Dr. C. R. N. Ball (Retd.)
ADMINISTRATIVE OFFICER

C. Ramdas
FINANCE & ACCOUNTS OFFICER

As per our report of even date.
Sd/-
Chartered Accountants
28 JUN 1988

INDIAN INSTITUTE OF TAXATION, DELHI
SCHEDULES FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1938

SCHEDULE 4C1 As on 31st March, 1937 Rs.	1	2	3
INVESTMENTS	Rs.	Rs.	Rs.
(I) Long-Term Fixed Deposits with State Bank of India from the funds of :-			
(a) Chaitra	31,33,000		29,37,000
(b) Purojits	9,34,000		3,34,000
(c) Others (Easmarkar)	3,73,000		3,73,000
	44,40,000		40,99,000
(II) 4 Year Government of India National Deposit Recalibre :-			
(a) Chaitra	3,50,000		3,50,000
(b) Purojits	4,00,000		4,00,000
	7,50,000		7,50,000
(III) Short/Long Term Fixed Deposits with Banks from other Funds	2,32,00,000		3,34,50,000
(IV) Deposit with Public Sector Undertakings :-			
(a) Shree Kasurthad Lalbhad Chair Fund (maturity during the year)	9,00,000		1,89,25,000
(b) Miscellaneous Fund	1,66,25,000	1,39,25,000	
	1,75,25,000		
(V) Investment in Units of Unit Trust of India	5,15,400		
* (a) Shree Kasurthad Lalbhad Chair Fund			
13,600 units of Rs.100/- each; Face Value Rs.13,60,000/- (Previous Year Rs.4,30,000)			
Market Value Rs.15,09,600/- (Previous Year Rs.5,29,000)	15,09,600		
(b) Miscellaneous			
27,340 units of Rs.100/- each and 2,11,380 units of Rs.10/- each			
Face Value Rs.49,53,800/- (Previous Year Rs.39,56,900)			
Market Value Rs.59,60,064/- (Previous Year Rs.49,46,024)	59,60,064		75,19,098
(VI) Shares (25 Bonus Shares of Rs.10 each of Borosil Glass Works Ltd. received as donation) (50 Equity Shares of Rs.10 each sold during the year).	500		
(Market Value Rs.1,275/- Previous Year Rs.463)			
* Unit Certificates for 8800 Units of Rs.100/- each purchased from UITI has not been received till date.	5,74,22,708		6,47,13,098
TOTAL		6,47,13,098	

SCHEDULE 4F As on 31st March, 1937 Rs.	1	2
CASH AND BANK BALANCES	Rs.	Rs.
In Current Account with State Bank of India	49,147	7,496
In Current Account with Central Bank of India	10,200	10,200
In Savings Account with State Bank of India	14,89,398	24,52,690
In Savings Account with Central Bank of India	1,83,778	2,01,271
Postage Stamps on hand (Including balance in Franking Machine)	17,82,023	26,71,457
Cash on hand with Cashier (Imprest)	5,000	15,325
Cash with Hotel Mess	45	10,000
	10,904	2,254
TOTAL	17,42,927	27,379
		26,38,336

DATE : _____

As per our report of even date

WITNESSES :

N.R.Shah DIRECTOR	G.C. Prasad ADMINISTRATIVE OFFICER
C. Ramdoss FINANCE & ACCOUNTS OFFICER	S. S. Srinivasan CHARTERED ACCOUNTANTS

INDIAN INSTITUTE OF MANAGEMENT, AMERDABAD
CONTRIBUTORY PROVIDENT FUND BALANCE SHEET AS AT 31ST MARCH, 1988

L I A B I L I T I E S

A S S E T S

MEMBERS ACCOUNT

SUBSCRIPTION ACCOUNT : (Including voluntary subscription)

Balance as on 1st April, 1987	Rs.	1,19,72,960
Received during the year	Rs.	24,15,177
Interest credited during the year	Rs.	11,02,713
Less: Payment to employees leaving the Institute	Rs.	5,46,014
Adjustment of Non-refundable Loan paid during the year	Rs.	6,06,211
Total	Rs.	11,52,225

CONTRIBUTION OF INSTITUTE :

Balance as on 1st April 1987	Rs.	84,70,965
Addition during the year	Rs.	10,98,517
Interest credited during the year	Rs.	9,85,776
Less: Paid/transferred during the year	Rs.	20,74,293
Amount transferred to Reserve Fund (Contribution not due to employees)	Rs.	1,05,45,258
Payment to employees leaving the Institute	Rs.	2,62,071
Amount paid to Institute in respect of employees who have retired and had opted for GPF-pension-Gratuity Scheme	Rs.	1,42,160
Total	Rs.	4,27,988

RESERVE FUND :

Balance as on 1st April 1987	Rs.	2,18,736
Addition during the year	Rs.	23,757
Gain on maturity of Investment	Rs.	26,994
Total	Rs.	2,69,487

INDIAN INSTITUTE OF MANAGEMENT, AMERDABAD
INCOME & EXPENDITURE ACCOUNT :

Balance as on 1st April 1987	Rs.	5,20,761
Add: Surplus for the year as per Income & Expenditure Account	Rs.	79,437
Total	Rs.	6,00,198

EXPENDITURE

To Interest paid/credited during the year to members	Rs.	20,98,489
To Surplus transferred to Balance Sheet	Rs.	79,437
Total	Rs.	21,57,326

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDING 31ST MARCH, 1988

Total	Rs.	21,57,326
Total	Rs.	21,57,326

INVESTMENT

5-Year Post Office Time Deposit	Rs.	49,00,000	Book Value	Rs.	49,00,000
Units of Unit Trust of India	Rs.	31,18,600	Book Value	Rs.	36,31,302
Special Deposit Scheme with SBI	Rs.	1,12,25,000	Book Value	Rs.	1,12,25,000
Central Government Securities	Rs.	4,50,000	Book Value	Rs.	4,42,082
Government of Gujarat Securities	Rs.	2,50,000	Book Value	Rs.	2,51,250
10.5% National Deposit Scheme	Rs.	9,00,000	Book Value	Rs.	9,00,000
Total	Rs.	2,08,43,600	Total	Rs.	2,13,49,634

INTEREST ACCRUED ON INVESTMENT

LOAN TO SUBSCRIBERS	Rs.	9,00,271
By Interest on Investments	Rs.	33,16,772
Total	Rs.	1,001

BAWK BALANCE
(In Current Account with State Bank of India, 11M Branch, Amerdabad)

	Rs.	1,001
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DATE : *11/03/88*
WITNESSES: M. R. Sheth, Go. C. S. R. S. Balli (Retd.), C. Ramdas

Examined and found correct as per books of accounts, vouchers, etc.
Produced before us and as per information and explanations given to us.
S. S. Chinnaveer & Co.

INDIAN INSTITUTE OF MANAGEMENT, AMBEDKAR
STATEMENT SHOWING COST AND DEPRECIATION OF BUILDINGS, COMPUTER, VEHICLES
FURNITURE, EQUIPMENT, BOOKS, ETC. AS AT 31st MARCH, 1988

Item	COST			DEPRECIATION			Net Value of assets as on 31.3.88		
	Opening Balance as on 1.4.87	Addition during the year	Sale/Transfer during the year	Closing Balance as on 31.3.88	Opening Balance as on 1.4.87	Depreciation during the year		Adjustment of Sale/Transfer during the year	
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.		
1. Building	5,24,47,567	76,71,462	-	6,01,19,029	1,08,08,559	24,65,524	-	1,32,74,983	4,68,44,346
2. Computer/Vehicles	57,96,727	8,45,493	-	66,42,220	36,10,182	10,10,579	-	46,20,760	20,21,460
3. Furniture, Equipments, Books, etc.	2,03,78,458	32,92,533	15,505	2,36,45,486	1,29,05,120	16,28,196	14,274	1,44,19,042	92,26,444
Total	7,86,22,752	1,17,99,488	15,505	9,04,06,735	2,72,23,861	51,04,298	14,274	3,21,13,985	5,30,32,850

NOTES : 1) Depreciation is worked on written down value method.

2) In respect of sale of library books, the actual date of purchase is not available, hence the cost of books is deducted from the year in which it was sold and no adjustment of depreciation is made in respect of books sold.

3) Rate of depreciation is as per the Income-tax Act.

4) As the separate figures of residential and non-residential buildings are not available and major portion of the building is for residential purpose, the rate of depreciation is applied 5% of the rate fixed by the Income-tax Act for residential building, instead of 10% for non-residential building.

5) Provision for depreciation in respect of above mentioned assets has not been made in the books of accounts.

DATE: _____
C. Ramesh
FINANCE & ACCOUNTS OFFICER

Gopabandhu R.N. Bala (Retd.)
ADMINISTRATIVE OFFICER

N.R. Shekh
DIRECTOR

Certificates by Chartered Accountants

We have checked the above statement with books of accounts and other records maintained by Indian Institute of Management, Ambedkar and produced before us and as per information and explanations given to us, we certify the above statement, subject to above notes, to be correct.

DATE: _____

Sanjay S. Finance
Sanjay S. Engineer & Co.
CHARTERED ACCOUNTANTS

28 JUN 1988

APPENDIX II

MANPOWER GROWTH

Year	Faculty	Research Staff	Staff	Visiting Faculty	Total
1981-82	85	51	489	8	633
1982-83	89	49	553	8	699
1983-84	86	51	572	5	714
1984-85	81	52	566	12	711
1985-86	83	45	576	4	708
1986-87	86	64	579	4	733
1987-88	84	65	561	6	716

APPENDIX III

POST-GRADUATE PROGRAMMES

Year	Two-year Post-Graduate Programme in Management	Fellow Programme in Management	Total
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
1987-88	370	34	404

APPENDIX IV

MANAGEMENT DEVELOPMENT PROGRAMMES JUNE 1987 - MAY 1988

Programme	Participants			Organization		
	Public	Private	Total	Public	Private	Total
Small and Medium Enterprises (June 29 - July 11, 1987)	8	39	47	4	37	41
Marketing Decisions: Advances in Data Analysis (June 6 - 11, 1987)	7	25	32	7	18	25
Middle Management Course of 3TP (July 12 - August 8, 1987)	18	67	85	11	38	49
Computer Based Information System (August 9 - September 5, 1987)	36	6	42	24	6	30
7th Advanced Management Programme for Public Enterprises (AMP) (August 10 - September 23, 1987)	31	-	31	26	-	26
Leasing (September 6 - 8, 1987)	12	49	61	10	43	53
Senior Executives Course of 3TP (September 9 - 26, 1987)	32	55	87	18	35	53
Regional Workshop on Population Programme Management for Asia and the Middle East (September 28 - October 9, 1987)	35	-	35	25	-	25
Management of Agriculture and Rural Development (October 4 - 17, 1987)	22	3	25	16	3	19
Project Management (October 26 - November 1, 1987)	21	14	35	17	11	28
Policy Planning and Analysis for Senior IAS Officers (November 23 - December 18, 1987)	17	-	17	17	-	17
Workshop on Top Managers Styles and Organisational Effectiveness (November 26 - 28, 1987)	9	17	26	6	14	20

Manufacturing Management and Policy (November 25 - December 9, 1987)	13	27	40	8	21	29
Management Education Programme (November 29 - April 9, 1988)	11	24	35	6	20	26
Personnel Management and Industrial Relations (December 7 - 12, 1987)	19	9	28	14	8	22
Management Concepts and Decision Making Techniques for IAS Officers (December 14-January 9, 1988)	15	-	15	15	-	15
Training Programme in Cooperative Project Designing and Implementation (December 21-January 23, 1988)	16	-	16	1	-	1
Computer Applications in Government for IAS Officers (January 18 - 23, 1988)	33	-	33	33	-	33
Managing by Strategy (January 25 - 30, 1988)	17	16	33	15	12	27
Strategic Analysis and Financial Management (February 1 - 6, 1988)	7	22	29	6	18	24
Women Managers: Issues of Role and Authority (February 1 - 6, 1988)	9	13	22	8	10	18
Micro Computers for Managers (February 8 - 13, 1988)	18	10	28	11	8	19
Leasing (February 22 - 27 1988)	13	35	48	10	28	38
Human Resources Development (February 22 - 27, 1988)	15	20	35	13	19	32
Computer Applications in Government for IAS Officers (February 22 - 27, 1988)	36	-	36	35	-	35
Materials Management (February 28 - March 5, 1988)	12	30	42	10	27	37

Workshop on Effective Management of Change (March 7 - 11, 1988)	7	9	16	4	7	11
Management of Executive Stres (March 14 - 19, 1988)	4	7	11	4	6	10
Computer Based Management Decision Support Systems (April 4 - 23, 1988)	15	8	23	10	8	18
Management Development Programme for Senior Management of Road Transport Undertakings (April 10 - 23, 1988)	18	-	18	11	-	11
IRDP Programme for Laos Officers (December 21 - January 15, 1988)	10	-	10	1	-	1
	536	505	1041	396	397	793

APPENDIX V

CASES, RESEARCH, AND CONSULTING

Year	Cases Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
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
1987-88	2358	N.A.	429

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